



**A STUDY OF EFFECT OF HOFSTEDE' S CULTURAL DIMENSIONS THEORY  
ON EMPLOYEE LOYALTY: THE MEDIATING EFFECT ANALYSIS OF THE  
LEADER-MEMBER EXCHANGE RELATIONSHIP**

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**ABSTRACT**

Title: A Study of Effect of Hofstede's Cultural Dimensions Theory on  
Employee Loyalty: The Mediating Mediating Effect Analysis of the  
Leader-Member Exchange Relationship

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The competition among countries in the world is a competition of talents, and is also case for the competition among enterprises. It raises the question of how to make excellent employees identify with and be loyal to the enterprise, and how they ultimately remain effective for the enterprise is particularly critical.

In this paper, a questionnaire survey was used to survey 400 employees. The study inspected the relationship between Hofstede's cultural dimensions theory and leader-member exchange relationship and employee loyalty. This paper discussed the mediating effect of leader-member exchange relationship on the influence of Hofstede's cultural dimension theory on employee loyalty. Through empirical analysis, this paper draws the following conclusions: (1) Hofstede's theory of cultural dimensions has a positive effect on employee leader-member exchange relationship. Hofstede's five cultural dimension theories have a positive effect on employee leader-member exchange relationship; (2) Hofstede's cultural dimension theory has a positive effect on employee loyalty; (3) The employee's leader-member exchange relationship has a positive effect on employee loyalty; (4) leader-member exchange relationship plays a mediating role in Hofstede's cultural dimension theory and employee loyalty; (5) Highly-matched Hofstede's cultural dimension theory, through high-quality leader-member exchange relationship, can strengthen employee loyalty;

(6) Hofstede's cultural dimension theory and employee leader-member exchange relationship may have dual effects on employees' corporate loyalty.

Keywords: Hofstede's cultural dimension theory; leader-member exchange relationship; Employee loyalty; mediating effects



## 摘要

标题：霍夫斯泰德文化维度理论对员工忠诚度的影响研究-领导成员交换的中介效应分析

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世界各国之间的竞争是人才的竞争，企业之间的竞争也是如此。如何使优秀员工认同并忠于企业，最终对企业认同是尤为关键的。

本文从霍夫斯泰德的文化维度理论和组织承诺的角度对员工忠诚度进行了研究，旨在为跨国公司在亚洲地区建立有效的就业和留住机制和政策提供参考。

本文采用问卷调查法对 400 名员工进行了调查，考察了霍夫斯泰德文化维度理论与组织承诺和员工忠诚度的关系，探讨了组织承诺对霍夫斯泰德影响的中介作用。通过实证分析，得出以下结论：1.霍夫斯泰德的文化维度理论对员工组织承诺有正向影响。霍夫斯泰德的五种文化维度理论对员工组织承诺有正向影响。2.霍夫斯泰德的文化维度理论对员工忠诚度有正向影响。3.员工的组织承诺对员工忠诚度有正向影响。4.组织承诺在霍夫斯泰德的文化维度理论和员工忠诚度中起中介作用。5.高度匹配的霍夫斯泰德的文化维度理论，通过高质量的组织承诺，可以增强员工忠诚度。6.霍夫斯泰德的文化维度理论和员工组织承诺对员工忠诚度具有双重影响。

**关键词：**霍夫斯泰德的文化维度理论；组织承诺；员工忠诚度；中介效应；

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## CONTENTS

<b>CHAPTER 1</b> .....	1
<b>INTRODUCTION</b> .....	1
1.1 Research background.....	1
1.2 The significance research.....	3
1.3 Research content.....	3
1.4 Analysis and technical route.....	4
1.4.1 Analysis.....	4
1.4.2 Technical route.....	5
1.5 Paper framework.....	5
<b>CHAPTER 2</b> .....	7
<b>LITERATURE</b> .....	7
2.1 Anglysis in employee loyalty.....	7
2.1.1 Definition of employee loyalty.....	7
2.1.2 Employee loyalty influencing factors.....	8
2.2 Research on Hofstede's cultural dimensions theory.....	9
2.2.1 The theoretical basis of Hofstede's cultural dimensions theory.....	9
2.2.2 Hofstede's cultural dimension theory under macroscopic theory.....	10
2.2.3 The theory of cultural dimension of Hofstede under microcosmic theory.....	11
2.2.4 The effect of Hofstede's theory of cultural dimension.....	11
2.3 Research on leader- member exchange relationship.....	12
2.3.1 The connotation and structure of leader- member exchange relationship theory in western situations.....	12
2.3.2 The connotation and structure of leader- member exchange relationship theory in Asian situation.....	13
2.3.3 Effect of leader- member exchange relationship.....	14
2.4 Research review.....	16
<b>CHAPTER 3</b> .....	7
<b>REASERCH METHOD</b> .....	18
3.1 Theory and Analysis.....	18
3.2 Research hypothesis.....	19
3.3 Samples.....	21
3.4 Definition and measurement of major variables.....	22
3.4.1 The definition and measurement of employee loyalty.....	22
3.4.2 The definition and measurement of Hofstede's cultural dimension theory.....	23
3.4.3 Definition and measurement of leader- member exchange relationship.....	24
3.5 Survey design.....	25
3.6 The validity and reliability of the scale.....	26
3.6.1 Test reliability and validity test.....	26
3.6.1.1 Test the reliability and validity of the emotional commitment scale.....	26
3.6.1.2 To Test the reliability and validity of scales of hofstede's cultural dimension theory.....	27
3.6.1.3 To test the reliability and validity of the leader- member exchange	

relationship fairness scale.....	28
3.6.2 The reliability and validity of the formal survey scale.....	29
3.6.2.1 Formally investigate the reliability and validity of the emotional commitment scale.....	29
3.6.2.2 The reliability and validity test of the formal survey of Hofstede's cultural dimension theory scale.....	30
3.6.2.3 Formal survey of reliability and validity of the leader- member exchange relationship scale.....	33
3.7 Samples,scales and analysis.....	34
3.7.1 Correlation analysis.....	34
3.7.2 Regression analysis.....	34
<b>CHAPTER 4.....</b>	<b>37</b>
<b>DATA ANALYSIS.....</b>	<b>37</b>
4.1 Correlation analysis of variables.....	37
4.2 Regression analysis of variables.....	38
4.3 Results And Discussion.....	40
4.3.1 The influence of Hofstede's theory of cultural dimensional relationship on employees' loyalty.....	40
4.3.2 The leader- member exchange relationship to employees' employee loyalty.....	40
4.3.3 The influence of Hofstede's theory of cultural dimensional theory on leader-member exchange relationship.....	41
4.3.4 The mediating effect of leader- member exchange relationship.....	41
<b>CHAPTER 5.....</b>	<b>43</b>
<b>CONCLUSION.....</b>	<b>43</b>
5.1 Research conclusions.....	43
5.1.1 Hofstede's theoretical relationship of cultural dimension is a positive predictive variable for employees' loyalty.....	43
5.1.2 Hofstede's theoretical relationship of cultural dimension is an important positive predictor of leader- member exchange relationship.....	43
5.1.3 leader- member exchange relationship is an important positive predictor of employee loyalty to employees.....	44
5.1.4 The employee's organization promises to mediate the relationship between Hofstede's cultural dimension theory and employee loyalty.....	44
5.2 Management inspiration.....	45
5.2.1 Employees' sense of corporate identity is the best predictor of employee loyalty..	46
5.2.2 The higher the degree of matching of the Hofstede's cultural dimension theory in the company, the higher the organization's commitment to the higher employees' loyalty.	46
5.3 Research limitations.....	47
5.4 Research prospects.....	47
<b>REFERENCE.....</b>	<b>48</b>
<b>Appendix A Questionnaire Survey.....</b>	<b>50</b>



## TABLE

Table 1 Study sample.....	21
Table 2 The Emotional Commitment Scale used in this paper.....	23
Table 3 The Hofstede Cultural Dimension Theory Relationship Scale used in this paper	23
Table 4 Organization Promise Fairness Scale used in this paper.....	25
Table 5 Factor Analysis Results of Investigating Employee Loyalty Scale.....	27
Table 6 Factor analysis results of Hofstede's cultural dimension theory table.....	27
Table 7 Factor Analysis Results of Investigating the leader- member exchange relationship Fairness Scale.....	28
Table 8 Factor Analysis Results of Employee Loyalty Scale.....	30
Table 9 Factor Analysis Results of Hofstede's Cultural Dimension Theory Scale 1.....	30
Table 10 Factor analysis results of the scale of Hofstede's cultural dimension theory.....	31
Table 11 Factor Analysis Results of the leader- member exchange relationship Scale.....	33
Table 12 Correlation Matrix of Variables and Their Variable Dimensions.....	37
Table 13 The results of regression analysis.....	39
Table 14 Assumptions Summary.....	44

## FIGURE

Figure 1 Technical route.....	5
Figure 2 Theoretical model of this research.....	18
Figure 3 Model with mediator variable.....	35

# CHAPTER 1

## INTRODUCTION

### 1.1 Research background

With the globalization of economy, China advocates the establishment of an Asian infrastructure investment bank. In an enterprise, more and more employees come from different cultural backgrounds and different countries. However, how to allow excellent employees to identify and be loyal to the company and eventually stay the issue of serving the enterprise has become increasingly important. (Meyer,1997) research shows that employees with higher emotional commitments are more likely to stay in their organizations. Employee loyalty is reflected in employees' recognition of corporate culture and environment. It is believed that the company will provide them with development opportunities and due material rewards, and devote themselves wholeheartedly to the work and integrate personal development into the development of the enterprise.

Hofstede's theoretical theory of cultural dimension theory is of great value to enterprises. The employee's leader- member exchange relationship is not to allow employees to identify with the company's performance and scale of the label, to recognize the conventional rules and regulations and rules of conduct, but from the heart and spirit of identity (or culture and value of identity). To establish a sense of identity is also good, corporate culture is also good, learning organization is also good, if the principle of economics to explain, is nothing more than greatly reduce the company's supervision costs, that is, everyone does not look at the face of superiors to do things, in accordance with the heart to Doing, then these guidelines are unified by the same values, you can achieve higher work efficiency, and bring benefits to the business. The more far-reaching significance is that it can open the source of strength and value in people's hearts. When Welch launched a revolutionary change for GE, he insisted that the hidden power in the human heart is endless, and what the company has to do is to start this force.

There are two main factors that affect employee loyalty: wages and benefits salary and leader- member exchange relationship. leader- member exchange relationship is divided into emotional identity, dependent identity, and standardized identity. Wages and benefits Salaries and benefits are often calculated based on the previous year's profitability of the company and the cost and profit of the next year. It's hard to make a big difference. Therefore, improving corporate identity has become the goal pursued by every company. Improving employees' sense of corporate identity through correct and

reasonable methods can greatly increase employee loyalty and reduce supervision costs.

leader- member exchange relationships are divided into emotional identity, dependent identity, and standardized identity. (1) Affective Commitment. Mainly refers to how strong the employees are in supporting and participating in the company. (2) Continuance Commitment. Mainly refers to employees feel that it is necessary to stay in the enterprise; (3) Normative Commitment. Mainly refers to employees' sense of responsibility for corporate strategy and their various goals. However, in the actual situation, the emotional identity factor often determines the degree of feeling of the other two factors. In organizational behavior and industrial and organizational psychology, leader- member exchange relationship is an individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. leader- member exchange relationship predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of leader- member exchange relationship.

Obviously, employee's emotional recognition of the company affects the employees' common mental and behavioral behavior. In the organization, if you feel that you are valued and engaged in the enterprise, you will feel comfortable, work hard, and actively participate in every strategic activity of the company; if you feel that you are not valued, your participation will be low, and your input will be reduced. Increase rewards or pass negative energy like people around, and even impede and destroy company's strategic activities.

To sum up, in an organization, the employees' cultural background and education background are different, and the employees' leader- member exchange relationship is also different. Under the joint effect of the two, how will the employee's employee loyalty change? How does Hofstede's theoretical theory of cultural dimension theory influence employees' loyalty to employees' various dimensions of leader- member exchange relationship? What are the effects of employee leader- member exchange relationship and its various dimensions on Hofstede's theoretical theory of cultural dimensions? All questions will be the focus of the author's research and writing this article.

## **1.2 The significance research**

Based on reviewing and comparing relevant studies of leader- member exchange relationships in China and the West, this topic combines the specific situations in Southeast Asia, establishes the leader- member exchange relationship mechanism that influences employees' loyalty, and introduces employee commitments to the organization as Hofstede's theory of cultural dimensions. Employee loyalty intermediary variables. Theoretically, it helps to reveal the influence mechanism of Hofstede's cultural dimensions on employee loyalty in the Southeast Asian context, enrich Hofstede's research on the dimensions of culture and internal influence mechanism, and helps to confirm the cultural dimension of Hofstede. Employees' influence on employees' loyalty to various dimensions of corporate identity, and how employees interact with each dimension of leader- member exchange relationship on the dimensions of Hofstede and employee loyalty.

In practice, the first is to guide the leaders of Southeast Asian enterprises to identify their own behavioral effectiveness. While strengthening the cultural dimension of employees, Hofstede also pays attention to enhancing the corporate employees' sense of identity in order to enhance the employees' loyalty and enhance their organizational ownership. Sense, retain outstanding employees, improve employee performance, and reduce supervision costs. The second is that Hofstede's cultural dimension may have a double impact on employee loyalty. This reminds leaders that when a sense of employee leader- member exchange relationship is lacking, the positive impact of a good leader on the employee can make up for the sense of commitment of the lower employee organization. With negative effects, employees will work for good leaders. Even when employees are dissatisfied with leaders, good leader- member exchange relationships will make them willing to stay in the company. This research has expanded the tactical choices of improving employee loyalty to the company, mobilizing the enthusiasm of employees, and giving full play to their potential.

## **1.3 Research content**

The main research content of this study is as follows:

The first, from the social reality background, elicit problems, review the literature, study the opinions and conclusions drawn by previous people, and present their own theoretical models and research hypotheses.

The second, design questionnaires based on research hypotheses and theoretical models, issue and collect questionnaires, use SPSS software to analyze and process the questionnaire data, and carry out confidence in the three dimensions of Hofstede's cultural dimensions, leader- member exchange relationship, and employee loyalty to the company. Validity analysis.

The third, applying methods such as correlation analysis and regression analysis, discuss the positive prediction between Hofstede's cultural dimension and leader- member exchange relationship, leader- member exchange relationship and loyalty of employees, employee's identity with the company, and employee's loyalty to the company. Roles, as well as employee leader- member exchange relationships and their various dimensions in mediating effects between Hofstede's cultural dimensions and employee loyalty to the company, study the impact relationships and impact mechanisms between these three variables and their variables.

Last one, based on the analysis and processing of the questionnaire data, we reached a conclusion to see whether it supported the hypothesis, then linked the actual results, extended the management implications so as to provide some reference for future management practices.

## **1.4 Analysis and technical route**

### **1.4.1 Analysis**

This study intends to use a combination of theoretical and empirical analysis. The theoretical deduction seeks to review, compare, and evaluate relevant documents such as employees' recognition of the company's identity, and incorporates Asian specific cultural characteristics. It uses logical analysis, documentary evidence, and other methods to explore employees' sense of identity and corporate employees identity. The relationship between sense and employee loyalty, establishing a theoretical model of the influence mechanism of employee loyalty, and thus put forward the reasonable hypothesis that leader- member exchange relationship plays an important role in Hofstede's cultural dimension and employee loyalty.

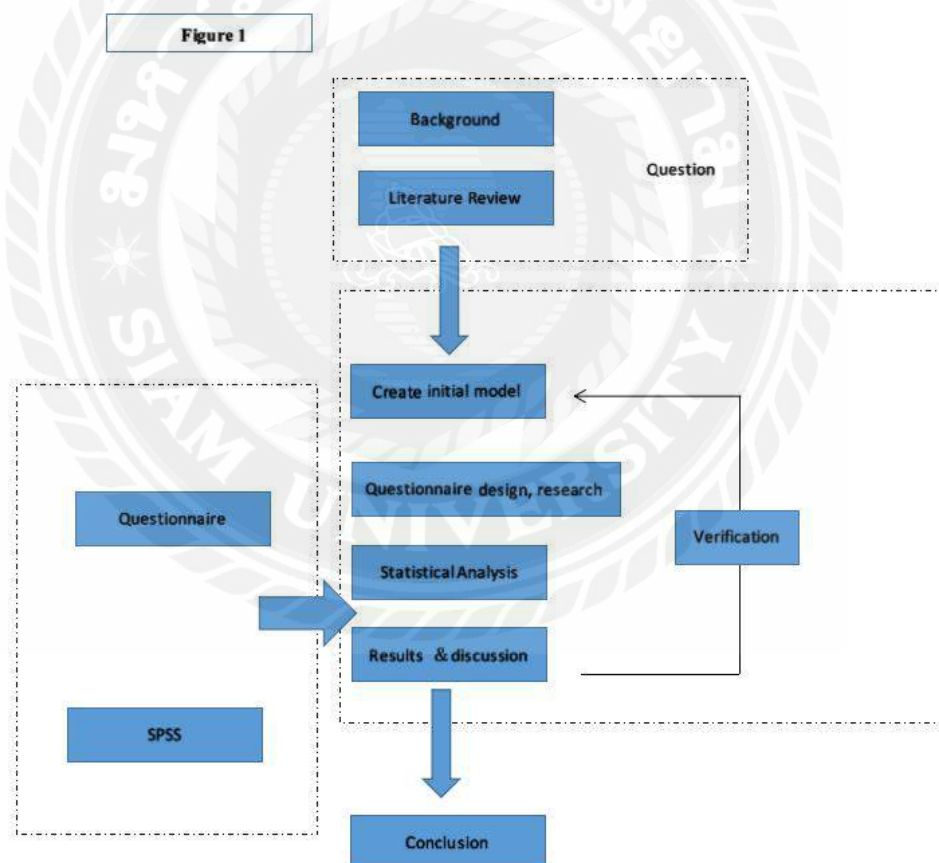
The empirical analysis is based on reliability and validity testing to determine the effectiveness of the research and application scale; collect data, analyze data, verify hypotheses around the proposed theoretical framework and hypotheses, and establish the employees' sense of corporate identity and employee loyalty. Mechanism; through the

found laws, inferences and assessments are made from the relationship between Hofstede’s cultural dimension, leader- member exchange relationship, and employee loyalty, so as to how to coordinate employee perceptions of the company in practice, improve leadership effectiveness, and guide employee behaviors. Put forward suggestions for countermeasures; provide some evidence for how to build a core mechanism and establish an effective employment mechanism and policy. The statistical analysis methods that this study will involve mainly include correlation analysis, regression analysis and so on.

### 1.4.2 Technical route

The technician line that this text plans to adopt is shown in Figure 1

Figure 1 Technical route



### 1.5 Paper framework

This article mainly includes Five parts

1 Introduction. Briefly introduce the research background, research significance, research content, research methods, technical route, thesis framework and innovation.

2 Literature review. Researching and reviewing Hofstede's cultural dimensions, leader- member exchange relationships, and employee loyalty-related research literature provide theoretical support for this research and make research and discussion on this basis.

3 Theoretical model and research hypothesis. On the basis of comprehensive predecessors' research, an initial model of Hofstede's cultural dimension, leader- member exchange relationship and employee loyalty is established, and the research hypothesis of this paper is proposed. Samples, scales and research methods. The sample selection of this article, the definition and measurement of major variables, the design of questionnaires, and the distractions of validity and reliability of the scale are described, and the data analysis methods used in the text are introduced in detail.

4 Data Analysis and Results Discussion. SPSS software was used to carry out correlation analysis and regression analysis of the data, examine the initial model, and discuss the results obtained.

5 Research conclusions and management implications. The above research results are summarized and related management implications are extended. The author puts forward reasonable suggestions for the problems reflected in this paper, and finally puts forward the limitations of this research and the prospects for future research.

On the content of the study, the intermediary variables between leader- member exchange relationship and employee loyalty were introduced to study how the South-East Asia organization's commitment and employee loyalty play a role.

In the research results, this paper argues that Hofstede's cultural dimension and the leader- member exchange relationship of employees and its three dimensions have a positive effect; the three dimensions of employee commitment to organization are in the Hofstede dimension and there are mediating effects among employee loyalty; the three dimensions of leader- member exchange relationship have a positive effect on employees' loyalty. Among them, emotional identity has the strongest effect on leader- member exchange relationship, while dependency recognition is the second, and normative identity impact is greater than the other two, Compared to the smallest.

## **CHAPTER 2**

### **LITERATURE**

#### **2.1 Analysis in employee loyalty**

##### **2.1.1 Definition of employee loyalty**

The first Western scholar to study employee loyalty was Hirschman, who mentioned in his book that "loyalty as a coordinating force between separation and expression of opinion has the effect of delaying employee turnover." The study focused on the outcome variable of loyalty, that is, the employee's resignation, and that employees are loyal as long as they do not leave the job. Since then, the enthusiasm for researching employee loyalty in the field of behaviorism has arisen. After years of research and research, the research on employee loyalty has gradually settled on organizational identity and organizational commitment. Most foreign scholars engaged in employee loyalty research divide it into three types, behavioral loyalty, attitude loyalty and comprehensive theory.

At present, although many scholars have disputes about faction about employee loyalty, it is not difficult to see through analysis that in all definitions of employee loyalty, attitude loyalty is manifested through behavior, behavioral loyalty is strengthened through attitude loyalty, and one is thought. The organizational identity on the top, one is the organizational support of behavior, the two are always present and complement each other in the same individual. In this regard, this paper believes that employee loyalty is first and foremost loyal to the corporate culture, not to the loyalty of someone (enterprise manager) or something (material condition). The employees who are loyal to the organization maintain a high degree of consistency in their thinking and corporate values. Achieve corporate goals as the biggest goal of achieving their own value, and express their loyalty through emotional dependence and active work.

The so-called loyalty is dedication and honesty. Employee loyalty refers to the orientation of employee behavior and psychological ownership of the company, where employees of the service's dedication. Employee loyalty is employee loyalty to the company. This is a quantitative concept. Loyalty is the organic unity of employee loyalty and attitude loyalty. Behavioral loyalty is loyal attitude of the foundation and prerequisite. Attitudinal loyalty is loyalty to deepen and extend behavior.

Employee loyalty can be divided into active and passive loyalty . The former refers to the desire to be loyal to the company's employees on subjective. This desire is usually caused by factors such as organizational and employee goals high degree of unity and



organization of employee self-development and self-realization of such help. Passive loyalty means that employees themselves do not want to stay long in the organization, but due to some limitations (eg high-wage, high-welfare and traffic conditions), they had to stay in the organization. Once these conditions disappear, employees may no longer loyal to the organization (Meyer & Allen, 1997).

### **2.1.2 Employee loyalty influencing factors**

As a safeguard factor to grasp the lifeblood of the company, employee loyalty has been widely concerned by many scholars and entrepreneurs in recent years. In recent years, domestic and foreign scholars have conducted extensive and in-depth exploration on the factors affecting employee loyalty. However, the degree and nature of different factors affecting employee loyalty are different. The influencing factors of different natures differ in the direction of influence, while the cultural factors of the same nature differ in the degree of influence. According to the incentive health loyalty theory, the influence of incentive factors and health care factors on loyalty is different. The existence of health care factors can not make employees loyal, but employees without health care factors will produce disloyalty; and incentive factors have incentives to improve employee loyalty. The role of stimulating employee organizational loyalty and motivating employees to actively invest in the business development of the company.

There are two main factors that affect employee loyalty: wages and the exchange relationship between leaders and members. Wages are based on interest calculations. Gains and losses will affect the relationship between the two parties. However, wages are usually determined by the company's operating conditions for the previous year and the wages for the next year are calculated. So it's hard to make a big difference. Employees have accepted this standard by default before entering the service. Therefore, wages are quantitative references, not the impact of variables on employee loyalty. However, the relationship between leaders and members has an impact on employee loyalty far greater than the impact of wages. The impact of wages is short-term, and the exchange relationship between leaders and members based on trust and win-win has long-term characteristics. According to this theory, the exchange relationship between leaders and members is divided into three aspects: emotional identity, subordinate identity and standardized identity. Let us explain how these three aspects affect employee loyalty through Hofstede's cultural dimension theory. The exchange relationship between leaders and members is closely related to employee loyalty. What is its connotation and impact, and further detailed research is needed.

## **2.2 Research on Hofstede's cultural dimensions theory**

### **2.2.1 The theoretical basis of Hofstede's cultural dimensions theory**

Hofstede's theory of cultural dimension is Hofstede's questionnaire analysis of IBM employees. It is found that different employees have different ways of thinking and value orientation, and the theory of five dimensions is summarized by classification (long-term orientation is Hofstede In the new dimension that Fusted was inspired by Confucian education in his later years, the basic meanings of the five dimensions of Hofstede's theory and the performance patterns of people in this dimension mainly include the following points.

Individualism and collectivism (IDV): To investigate the index "People in the degree of integration into society groups." The link between social individualism loose, usually only one person and his immediate family members linked. They stressed that the "I" and "us." The corresponding collectivism describes a society in which family relations will closely linked with others. When conflict with another team, the members of these groups will have no doubt of the loyalty and support each other. Individualism is a moral, political, and social philosophy that reflects the degree of looseness between people: people only care for themselves and their nuclear families. On the contrary, collectivism refers to a society in which people are integrated into complex and powerful groups when they are born. The interests of the group are above personal interests. This group can provide lifelong protection for the people and make the group Absolutely loyal. It is about "I" and "we", focusing on whether the individual is independent of the group or dependent on the group.

Uncertainty avoidance index (UAI): UAI is defined as "social tolerance for ambiguity," people can embrace or avoid accidents, unknown or distant events. Uncertainty avoidance refers to people's tolerance to vague or uncertain threats. Score higher in the index community will select the highest standards of conduct, norms, laws, and often rely on absolute truth, or believe that truth alone is everything, and people know what this is. Extreme uncertainty often brings unbearable anxiety to people. Anxiety means that people have no factual basis and no objective objects or specific concepts. A state of fear and anxiety, uncertainty avoidance refers to the degree of threat that people in a certain culture feel when faced with uncertain or unknown situations.

Masculinity and femininity (MAS): In this dimension, masculinity is defined as "for achievement, heroism, self-confidence and social preference for the material rewards of success." Appropriate expression "partner, humble, caring weak "and the weak preference.

The popularity of pride and modesty. It is about the emphasis of "self" and "emphasis on the relationship with others", it does not consider group bonds. Quality of Life. Women in different societies often exhibit different values. In the women's society, they enjoy equality with men humble point of view and care. In a more masculine society, women are more and more competitive pressure, but obviously not as good as men.

Short-term and long-term positioning positioning (LTO): This dimension will link the past with the present and future actions / challenges together. To a lesser extent index (short-term) show that respect and retain the traditional, and strengthened the company's value. In this index (long-term), a attaches great importance to its community that it is necessary to adaptively solve environmental problems. A short-term poor countries often have little economic development, and long-term national development continue to a certain extent. Long-term orientation aims to nurture and encourage character-oriented morality, especially tough and frugal virtues, to pay more attention to potential long-term interests and outcomes, all considering future trends, not just current. On the contrary, short-term orientation focuses on nurturing and encouraging past and current morality, such as respecting tradition, maintaining face, and fulfilling social thinking, focusing on current short-term interests and outcomes.

Indulgence and constraints (IND): Happiness is a measure of this dimension in nature; meets the simple happiness. Indulgence is defined as "a relatively free to meet and enjoy basic human and natural desire for social and entertainment-related life." Accordingly, the indulgence is defined as "to control and meet their needs by strict social norms of society. Indulgence society believes it can control their own lives and emotions. inward-looking community that other factors determine their lives and emotions. Indulgence, the word is difficult to translate accurately, and it is somewhat negative in the Chinese context. In fact, it means "loose", relax, tolerance, indulgence, and everything. This culture tends to allow people to enjoy nature and life more freely. Contradictory culture, on the contrary, believes that human nature and life enjoyment should be restrained by stricter social norms and cannot be indulged.

### **2.2.2 Hofstede's Cultural Dimensional Theory under Macro Theory**

The research of many scholars on cross-cultural management is mainly based on the study of the treatment of cultural conflicts, the study of cultural differences in different countries and the study of differences in management models in different countries. After

the Second World War, American companies faced serious challenges from property companies. They focus on investigating and analyzing the national differences and job performance of IBM state-owned company employees in terms of values, and summarizing the cultural dimension theory to coordinate the day-to-day management of employees. jobs.

Therefore, this study believes that, at the macro level, Hofstede's cultural dimension theory does play a role in employee's corporate identity, and different cultures have different dimensions of influence.

### **2.2.3 Hofstede's theory of cultural dimension under micro theory**

Many scholars believe that Hofstede's cultural dimension theory is one of the main ways to study transnational culture. In fact, Hofstede's theory of cultural dimensions can also be applied to individuals, but background research has changed from the state to the family. The growth of different family backgrounds has led to the personality of different people. Therefore, the understanding of the relationship is also very different.

In the “power distance”, in the Eastern family, if the cities to which they belong are concerned with strict laws and less biased and disobedient, they will pay more attention to individual abilities. For example, in Asia, the implementation of the law is more about human factors. Therefore, people who cultivate in such cities living in the city basically pay attention to the pursuit of rights, and their utilitarian value is higher. Individualism and collectivism, in a selfish family, such as parents are selfish personality, the basic family growth of this person will focus on individualism, selfishness is serious. Men’s temperament is related to femininity, such as the mother’s higher status in the family, and the cultivated person tends to the priority principle of women’s rights. Compared with the short-term, the dutiful family usually tends to set long-term goals. Only families concerned with interpersonal relationships focus on short-term orientation.

### **2.2.4 The influence of Hofstede's cultural dimension theory**

Since the introduction of Hofstede's theory of cultural dimensions, Hofstede's theory of cultural dimension in enterprise management has focused on exploring Hofstede's cultural dimension theory and variables affecting individual and organizational outcomes. . These outcome variables can be broadly divided into two broad categories: attitudes, perceptions, and behaviors. Among them, attitudes and concepts refer to the exchange relationship between leaders and members. Behaviors include: communication, innovation, and organizational citizenship behavior. The results provided by the

organization have also been shown to be closely related to the influence of Hofstede's cultural dimension theory. Studies have confirmed that Hofstede's theory of cultural dimensions is inextricably linked to these variables. (Buchan, 1974)

In summary, Hofstede's cultural dimension theory affects employee loyalty and also affects employee recognition of the company. It is believed that the exchange relationship between leaders and members also has a positive impact on employee loyalty. (Holland, 1978). What is the relationship between Ted's cultural dimension theory, employee loyalty and the exchange relationship between leaders and members? The organization is committed to playing an intermediary or regulatory role between employee loyalty and Hofstede's cultural dimension theory. Inspur's cultural dimension theory is based on whether the exchange relationship between leaders and members has a stronger influence on employee loyalty, or whether it directly affects employee loyalty. These issues need to be further clarified. In order to understand the mechanism of action between the three, we must also study the relevant theory of leader-member exchange relations.

## **2.3 Research on leader- member exchange relationship**

### **2.3.1 The connotation and structure of leader- member exchange relationship theory under the western situations**

The traditional leadership theory is based on the fact that the leader will treat the subordinates in the same way. In fact, in the actual working environment, the way the leader treats the subordinate employees is different. On this basis, the theory of exchange of leadership members was proposed as early as the year. Leadership theory has entered a new stage from the traditional balanced leadership model, namely the vertical dual connection mode. This is due to the limitations of the leadership's own energy and work resources. The leader distinguishes the subordinates of the work team and forms the so-called The "inner people" and "outsiders" have established different exchanges of leadership members with individuals inside and outside the circle. The reason why "the insiders" become insiders is due to the individual's personality characteristics and work skills. Factors such as quality and quality have been expressed in front of the leaders, exchanged with leaders in a small scope, and established a relatively special relationship. Leaders will be more favored by these circles and give them more privileges and care; In return, the insiders will show more extra-character behaviors. Compared with the insiders, the outsiders are less concerned by the leaders, occupy less organizational resources, and are excluded from the circle. They and the leaders There is a formal power relationship between the two. Some studies believe that leadership-member exchange is based on the establishment of different types of relationships between leaders and subordinate

members, which can be defined as the quality of the exchange relationship between the superiors and subordinates. The quality of the relationship between the two determines the content of the exchange, including the substance. Resources, pay levels, mission information, etc(Liden, Sparrowe & Wayne, 1997).

In organizational behavior, industrial and organizational psychology, the exchange relationship between the leader and the members are individual psychological attachment to the organization. The foundation behind these studies is to find ways to improve workers' perceptions of work so that they are more loyal to the organization. The exchange relationship between leaders and members can predict work variables such as turnover, organizational citizenship behavior, and job performance. Facts have shown that factors such as role pressure, empowerment, job insecurity and employability, and leadership assignment are related to workers' leader-member exchange relationship awareness. Westerners think that dependence is not as important as the other two. Westerners are more concerned about the level of participation of companies and organizations. This is also in line with Western educational ideas that encourage heroism.

### **2.3.2 The connotation and structure of leader- member exchange relationship theory under Asian situation**

On the issue of the exchange relationship between leaders and members, the biggest difference between Asian researchers and Western researchers is the difference in cultural background between the two sides. The relationship between leaders and members in the Asian context has a strong sense of attachment. As an Asian, dependence on identity is important to measure the status of individuals in an organization. Although the Orientals will also consider emotional identity and normative identity, they have long been influenced by Confucianism, and the Orientals pay more attention to this dependence. Compared with the sense of participation and normative identity, the Orientals generally believe that shooting a headed bird is particularly effective. Therefore, more Orientals tend to ignore the company's emotions and normative recognition.

In the Asian cultural context, it is defined as the exchange relationship between the manager and the members of the organization by the employment relationship; the marginal benefits of the members based on the marginal benefits obtained from the exchange relationship and the marginal cost of maintaining the exchange relationship, To judge whether it belongs to insiders or outsiders (Yu Da, Liang Yiping, 2002). Research based on role creation system and social exchange theory has also been introduced into

the leadership-member exchange system (Sun Rui, Shi Jintao & Zhang Tiqin, 2009). From the perspective of enhancing the enthusiasm of employees, the research on the content exchanged between leaders and subordinate members has expanded from work-related to content that exceeds the scope of work, involving social and economic aspects.

### **2.3.3 Leader-member exchange relationship**

In the previous study, the subject has been focused on individual units, while ignoring the multi-level study, the importance of ignoring the level of analysis may lead to bias in the results (Schriesheim, Castro & Cogliser, 1999). The exchange relationship between leaders and members is nested in the organizational environment and will be influenced by the relationship between their respective leaders and subordinates. This multi-layered phenomenon of leadership-member exchange has been initially explored at the beginning of the century (Cogliser & Schriesheim, 2000; Schriesheim, Castro, Zhou & Yammarino, 2001). Subsequently, Tangirala et al. (2007) explored the exchange relationship between leaders and their superiors through cross-layer research in LMX and its subordinate employee organizations to support perception and organizational identity.

Liden et al. (2006) explored the impact of group LMX on the performance of LMX and its subordinates. Studies have shown that when the individual LMX quality is low, the group LMX difference is positively correlated with the performance of the subordinate employees. When the individual LMX quality is high, the group LMX difference is not significantly related to the performance of the subordinate employees. Ford and Seers (2006) pointed out that the leadership-member exchange relationship within the work team will positively influence the team's group atmosphere consistency. Boies and Howell (2006) used military soldiers as a sample to further explore the correlation between group LMX and team potential and team conflict. The results show that the average level of group LMX will positively affect team potential and negatively affect team conflict.

It is important to examine the prerequisites for leader-member exchange relationships so that we can better understand the concepts of factors in different leader-member exchange relationship models. In the context of Chinese culture, employees are mainly concerned with the stability of existing work and the development prospects of the company. Leader-member exchanges are more oriented to individuals than abstract organizations. We divide it into three categories: work factors,

organizational factors, and personal factors. Work factors include work challenges, clear work, job spontaneity and role creation. Rhoades and other studies have found that the higher the sense of organizational support, the higher the exchange relationship between leaders and members. Studies have shown that organizational support, organizational justice, and trust between employees and organizations can influence the exchange relationship between leaders and members. A comparative study of Chinese and foreign cultures found that the leadership-member exchange relationship between Chinese employees and Western employees is significantly different. Organizational factors include organizational support, organizational dependence, fairness, and collective work spirit. Porter and other research found that employee positions, job freedom, salary, promotion, etc. will affect the exchange relationship between leaders and members. Organizational environmental pressures, interpersonal relationships, etc. all influence the exchange relationship between leaders and members.

Personal factors include age, length of service, marital status, education and work experience. The results of the study indicate that the age and working life of the individual are positively correlated with the exchange relationship between the leader and the member. Meyer found that the exchange relationship between older employees and leader-members is higher; and that the exchange relationship between leaders and members shows that leaders and members of people with higher cultural backgrounds The exchange relationship is low.

The study of the outcome variables of the leader-member exchange relationship is usually done at the individual level. The leader-member exchange relationship has fewer result variables than the a priori variables of the leader-member exchange relationship. The main outcome variables include turnover, attendance, job loss, organizational citizenship behavior, and job performance.

Exchange relationship between the leadership and the members will change attitudes and behavior of employees. Potter and so on. I believe the leader - member exchange relationship with the employee turnover intention negative correlation, leaders - members of the lower turnover rate of exchange relations, and more willing to stay in the organization. The Korean wing found that the exchange relationship between leaders and members affects employee performance. It is considered that the work input of the members of the organization is related to the leader-member exchange relationship, and that the work participation is the spontaneous and active behavior of the members of the organization, and the leader-member exchange relationship is a voluntary behavior



member to consider the immediate interests of the organization. And the action taken. Current research shows that employees with a high level of leader-member communication have a high degree of spontaneous innovation. Enterprises should strengthen their communication relationship with leaders.

The exchange relationship between leaders and members affects employees' perceptions and behaviors toward employers. When the results expected by the individual are not satisfactory, there will be a sense of injustice. When people feel unfair, employee loyalty and job performance will decline, and collaboration and mutual assistance between colleagues and teams will decrease, which will prompt them to find new organizations that can rely on, participate and recognize. The exchange relationship between leaders and members predicts employee satisfaction with pay and work and loyalty. In predicting individual-related outcome variables (such as employee satisfaction with pay and job satisfaction), the exchange relationship between leaders and members mediates employee loyalty. Based on the literature review of Hofstede's cultural dimension theory, leader-member exchange relationship and loyalty, in the Asian context, Hofstede's cultural dimension theory, leader-member exchange relationship and loyalty have different effects on Asian employees. For Western employees, it is necessary and meaningful to use localization studies to measure using a scale developed in the Asian context. Empirical studies by scholars such as Harris (2011) have verified the two dimensions of leadership-member exchange and employee work-embedding, that is, positive correlation between in-work embedding and off-work embedding. As for the connection dimension of work embedding, the leadership-member exchange relationship is a typical connection in the organization. Compared with those who are at a low-quality exchange relationship level, leaders expect that subordinate employees at a high-quality exchange relationship will pay more attention to the boss and the organization itself (Graen & Uhl-Bien, 1995; Sparrowe & Liden, 2005).

#### **2.4 Research review**

All in all, employee loyalty refers to the state of employees' emotional work in the organization, reflecting the employees' psychological attitude towards organizational identity, input and loyalty. Employees are individuals who are meant to connect with the organization rather than being forced or just for their own benefit. Employee loyalty keeps employees looking to stay in their organizations. Hofstede's cultural dimension theory is one of the most important antecedents of employee loyalty and has research sensitivity. Hofstede's theory of cultural dimensions has a significant positive impact on employee loyalty.

When defining the crowd through Hofstede's cultural dimension theory, there is a big difference between China and the West. Western employees are more concerned with individualism, while Eastern employees consider hierarchical relationships and work affiliation. Because of these differences, we have made the Asian environment a necessity and practicability to define the personality dimension of Hofstede's cultural dimension. In the Asian environment, the relationship between leaders and members is different from the requirements of Western employees for corporate image.

The exchange relationship between leaders and members is a sense of fairness in the systems, policies, and measures of the organization's interests. This is the subjective perception and psychological experience of the individual. Corporate identity in the Western environment is based on the company's sense of participation and norm, while employees in the Eastern environment rely more on organizations and organizations. The difference in employee personality as defined by Hofstede's cultural dimension theory will enable employees to have different leadership-member exchange relationships. This identity can affect employee loyalty. Previous studies have shown that Hofstede's theory of cultural dimensions defines the "personality" of people. Personality research has a significant positive effect. At the same time, Hofstede's theory of cultural dimensions defines the individuality of employees, and employees' perceptions of corporate identity are also very different. This raises the question of whether Hofstede's cultural dimension theory defines personality, the role of leader-member exchange and employee loyalty, and whether there are other mechanisms for these three variables. The scale measures and studies the nature of the definition of cultural dimension theory in Asia, the exchange relationship between leaders and members, and loyalty, and will draw conclusions. These issues need to be further clarified.

## CHAPTER 3 REASERCH METHOD

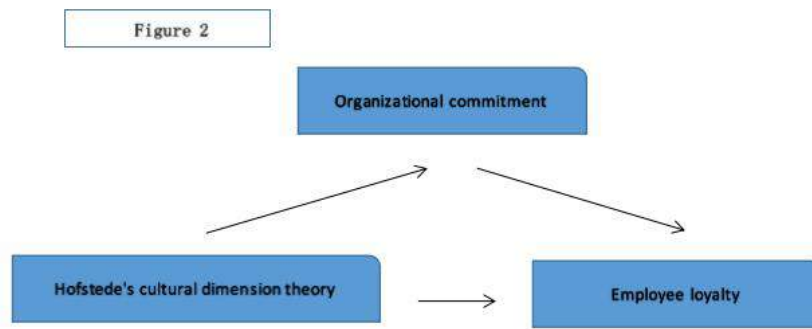
### 3.1 Theory and Analysis

The basic assumption of Hofstede's cultural dimension theory is that culture is a psychological process that people share in an environment where a group of people can be distinguished from others. Through research, Scholars have differences between different cultures summed up the cultural value of the six basic dimensions. Are all of these people committed to the relationship between leaders and members? But that it is certain. Exchange relationship between the leadership and the members continue to affect many important influencing variables, such as employee loyalty.

Employee loyalty is one of the most important organizational effect variables that affect employee emotional commitment. Studies have shown that the exchange relationship between leaders and members has a significant positive impact on employee emotional commitment (Vandenberghe & Stinglhamber, 2004). In other words, the higher the quality of the exchange relationship between the leader and members, the higher the employee's emotional commitment (Vecchio & Gobdel, 1984); it shows that the leader-member exchange relationship also has a positive impact on employee loyalty, ie leadership The higher the member-member exchange relationship, the higher its loyalty. Hofstede's cultural dimension theory and employee corporate identity have a positive impact on employee loyalty. Therefore, the quality of Hofstede's cultural dimension theory will not be surpassed by high-quality leader-member exchange relationships. In order to enhance employee loyalty, if this idea can be confirmed, it will play an important role in human resource theory and practice.

Based on the above assumptions and previous research results, this study looks at the current stage of Asian organizational background, Hofstede's cultural dimension theory, the exchange relationship between leaders and members, and the dimensions of their influence on employee loyalty. Relationships, and attempts to "feel". Corporate identity as a mediator variable is used to test how employees' sense of identity and all aspects of their employees play a mediating role in the theoretical dimension of Hofstede's cultural dimension. Based on the previous literature review, combined with the above analysis, we proposed the theoretical model of this study, as shown in Figure 2.

Figure 2 Theoretical model of this research



### 3.2 Research hypothesis

Employee loyalty is an emotional manifestation of organizational status, reflecting employees' psychological attitudes toward organizational identity, commitment and loyalty (Buchanan, 1974); In the Asian organizational environment, how to improve employee loyalty and reduce employee turnover is an urgent need for corporate managers and scholars to solve and discuss in depth (Allen & Meyer, 1991). The author believes that when the quality of Hofstede's cultural dimension theory is high, when employees encounter difficulties, they may be supported and encouraged, and provide more work-related information. To reward the trust and authority of leaders, employees often work harder than their responsibilities. They showed that they got more support from the company. Employees will be more satisfied with the work they do, and then they will have a greater impact on their organization. With a sense of identity and loyalty, the level of emotional commitment will be higher. Based on this, we propose the following research hypotheses:

H1: Hofstede's cultural dimension theory has a positive impact on employee loyalty.

H1a: Rights distance has a positive impact on employee loyalty

H1b: Uncertain evasion has a positive effect on employee loyalty

H1c: Individualism/collectivism has a positive effect on employee loyalty

H1d: Long-term/short-term orientation has a positive effect on employee loyalty

H1e: Masculinization \female has a positive effect on employee loyalty

According to Hofstede's theory of cultural dimensions, each employee's background is different, and their understanding and behavior of value are also very different. When a few meet the company's policies and goals, they will be highly valued, gaining more trust and respect, as well as work-related interests, job satisfaction and corporate image. higher. In other words, when Hofstede's cultural dimension theory is highly matched, the employee's sense of identity will be strong. However, the other part runs counter to the corporate culture. In this case, employees often show dissatisfaction and attitude, and feel unfair, which means that when Hofstede's cultural dimension theory is less compatible, the exchange between employees and leaders-members. The relationship will decrease. Based on this, we propose the following research hypotheses:

H2: Hofstede's theory of cultural dimensions has a positive impact on the exchange relationship between employee leaders and members.

H2a: Rights distance has a positive effect on employee identity

H2b: Uncertain evasion has a positive effect on employee identity

H2c: Individualism/collectivism has a positive effect on employee identity

H2d: Long-term/short-term orientation has a positive effect on employee identity

H2e: Masculinization and feminization have a positive effect on employee identity

According to the confidentiality of employee-organization matching theory, when employees' goals and values match the indications, they will make an emotional commitment to the organization. Meyer and others also believe that when employees' work experience matches their values, they will form employee loyalty to the company, employees will enhance their sense of identity with the company, increase investment in work, and therefore have more High loyalty. We propose the following hypothesis:

H3: Employees' sense of corporate identity has a positive effect on employee loyalty.

In the company, Hofstede's cultural dimension theory and employee's corporate identity are uncertain. In the absence of employee recognition of the company, the positive impact of the high-quality Hofstede's cultural dimension theory on employees

will compensate for the negative impact of lower identities. A common cultural background, even if it is different from a sense of identity, will enable employees to work in the company. Therefore, we propose the following research hypotheses:

H4: The employee organization promised to mediate between Hofstede's cultural dimension theory and employee loyalty to employees.

H4a: Employee organization promises mediation between rights distance and employee loyalty

H4b: Employee organization promises to mediate between uncertain avoidance and employee loyalty

H4c: Employee organization promises to mediate between individualism, collectivism and employee loyalty

H4d: Employee organization promises mediation between long-term\short-term orientation and employee loyalty

H4e: Employee organization promises to mediate between masculinization and femininity and employee loyalty

### **3.3 Samples**

In this study, Asian companies were the main respondents: 400 companies in different types of companies in Asia, Singapore, Thailand and Vietnam distributed 376 copies. The recovery rate was 94%, of which 334 was effective and the effective recovery was 88.5%. Most of the questionnaires were obtained on-site and the sample details are as follows:

Table 1 Study sample

TABLE 1

Demographic characteristics		Number of people	Percentage
Gender	male	220	63.8
	Female	114	34.2
Marital status	married	148	
	unmarried	186	
Age	Under 25	152	
	26-35	148	
	36-45	29	
	More than 46	5	
Education	Undergraduate	154	
	College	101	
	Undergraduate	73	
	Master and above	6	
Working years	Less than 3 years	164	
	3-6 years	82	
	6-15 years	66	
	More than 15 years	22	
Position	General staff	207	
	General managers	79	
	Middle management	40	
	Senior management	8	

### 3.4 Definition and measurement of major variables

#### 3.4.1 The definition and measurement of employee loyalty

The employee's loyalty to the employee refers to the employee's psychological recognition of the organization and the exchange relationship between the proposed leader and the employee. Numerous studies have shown that loyalty is the most important factor influencing the exchange relationship between leaders and members. It is not only feasible but also more accurate to use it instead of employee identification in the company. In the measurement of employee loyalty, (Mowday & Porter, 1979) developed the "Leader-Member Exchange Relationship Questionnaire" (QCA Scale), although its original intention was to measure the leader-member exchange relationship, but the results of Mowday and Allen It shows that the main measure of QCQ scale is employee loyalty. The QCQ scale is by far the most comprehensive and characteristic measure of employee loyalty. The Emotional Commitment Scale was developed based on the revised

version of the Mowday Scale. After excluding the intentional intent questionnaire, an emotional commitment scale of eight questions was formed.

This paper uses the proposed emotional commitment scale (Meyer et al., 1993). The scale includes six items. Use the Limit 5 meter (1-very disagree; 5 = very agree) to select the measurement.

Table 2 The Emotional Commitment Scale used in this paper

TABLE 2

NO.	content
c1	I am happy to develop my career in this company for life
c2	I think the company's business is my personal business
c3	The company gives me a strong sense of belonging
c4	I have deep feelings for people and things in the company
c5	I feel like a member of an extended family in the company
c6	I think the company is extraordinary for me
Cumulative variation interpretation (%)	
Gauge consistency coefficient (α)	

### 3.4.2 The definition and measurement of Hofstede's cultural dimension theory

Hofstede's cultural dimensions theory is cross-cultural framework Gheit · Hofstede (Geert Hofstede) development. It uses derived from factor analysis structure to describe the impact of social and cultural relations between its members and the value of these values and behavior.

According to the Hofstede's theory of cultural dimension, Chen formulated the dimension scale of Hofstede's cultural dimension theory in the Asian context, a total of 22 items. Measurements using the LIKERT five scales (1 = very disagree; 5 = very agree)

Table 3 The Hofstede Cultural Dimension Theory Relationship Scale used in this paper



TABLE 3

NO.	content
a1	Company's distribution has rules to follow
a2	The company's distribution is open and transparent
a3	The company's distribution system can be well implemented
a4	The company's employees can participate in the development of the distribution system
a5	All people are equal before the distribution system
a6	The company's distribution system can represent the wishes of the majority
a7	Remuneration reflects my efforts to work
a8	Compared with other colleagues, my compensation is reasonable
a9	My reward reflects my efforts to work
a10	Compared with colleagues with the same job and duties, my compensation is reasonable
a11	In terms of my workload and responsibilities, my compensation is reasonable
a12	In terms of my job performance, my compensation is reasonable
a13	The leader has no prejudice against me
a14	My work has been recognized by leaders
a15	Leadership is right for me
a16	At work, leaders can give me support and help
a17	I think I got enough respect from the leaders
a18	The leadership's assessment of me is just
a19	There are opinions on the results of the distribution, and the leaders will interpret patiently
a20	Have opinions on the assigned procedures and processes, and the leaders will give me a comprehensive
a21	I think leadership makes sense in explaining the distribution process and results.
a22	Leaders are very concerned about my thoughts on distribution and can communicate with me in a timely

### 3.4.3 Definition and measurement of leader- member exchange relationship

As can be seen from the above review of the literature, in organizational behavior, industrial and organizational psychology, the exchange relationship between the leader and the members are individual psychological attachment to the organization. Behind the basis of these studies is to find ways to improve workers' perception of work so that they more loyal to the organization. Exchange relationship between the leaders and members forecasting variables such as turnover, organizational citizenship behavior and job performance. The fact that the leadership role of factors such as pressure, authorization, job insecurity and employability as well as leadership and allocation of workers - members of the exchange relationship awareness about.

Organization scientists also defines a number of subtle differences in the exchange relationship between the leaders and members, and in many ways was carried out to measure. Meyer and Allen commitment model is the model of this work, was developed to integrate a large number of new definitions commitment to literature. Meyer and Allen model has also been criticized because the models are not consistent with the empirical results. It also may not apply to areas of customer behavior. Meyers and Allen on target models are trying to achieve, there are also some controversy.

The organization's initial project on fairness scale came from Asian scholars, which compiled the results of a public survey of 207 topics. By exploratory factor analysis of data from 446 subjects from five companies, the Cronbach Alpha coefficient of all factors was higher than 0.8, and the Cronbach Alpha coefficient of the entire questionnaire was 0.925, indicating that the same organization promised fairness. The gauge has good uniformity. A confirmatory factor analysis of data from 346 subjects from four other companies indicated that the four-factor model was most suitable for this data, indicating that the organizational fairness scale has good structural validity. This paper will use this scale to measure the Leader-Member Exchange Relationship Fairness Scale, which has a total of 12 projects. Measurements were made using the five scales of Likert (1 = very disagree; 5 = very agree).

Table 4 Organization Promise Fairness Scale used in this paper

TABLE 4

NO.	content
b1	I often work with and lead the work of educating and winning ideas
b2	When I communicate with leaders I feel very relaxed
b3	If leaders decide to leave the company, I will feel lost
b4	If the leader encounters difficulties, I will help him
b5	I am will to obey the leader
b6	Even if I do not agree with leadership, I will support his decision
b7	I will to give up my personal goals to achieve leadership goals
b8	I will to sacrifice personal interests to meet the interests of leaders
b9	The leader will let me help with his family affairs
b10	I and leaders will exchange phone calls during the holidays
b11	In my spare time, I will participate in social activities with leaders
b12	I am familiar with the family of the leader

### 3.5 Survey design

The questionnaire used in this paper is mainly composed of two parts (please refer to Appendix A), a total of 40 items:

Part I: The main components of the questionnaire, including the Hofstede Cultural Dimensional Theory Scale (22 projects), the Leader-Member Exchange Relationship Scale (12 projects) and the employee loyalty metrics table (6 projects). The questionnaire measures the variables studied.

The second part: the demographic characteristics of the respondents, such as gender, marriage, age, education level, length of service, company nature, current position, etc. (8 items). Use this scale to understand the basic situation of respondents and provide a basis for further analysis.

### **3.6 The validity and reliability of the scale**

The second part: the demographic characteristics of the respondents, such as the sexual validity test based on factor analysis. The Kaiser-Meyer-Olkin Sampling Sufficient Gauge (KMO) is used as a standard regardless of whether the scale is suitable for factor analysis. KMO is the Kaiser-Meyer-Olkin sampling suitability statistic. When the KMO value is large, the more common factors between variables, the more suitable for factor analysis. According to Kaiser, if  $KMO > 0.9$  (very good),  $KMO > 0.8$  (very good),  $KMO > 0.7$  (medium),  $KMO > 0.6$  (general),  $KMO > 0.5$  (rough), then when  $KMO < 0.5$ , Factor analysis is not suitable (unacceptable). In addition, for univariate variables, it is considered that the commonality of all items exceeds 0.35 and is acceptable, and more than 0.50 is better. In this paper, a common degree of choice greater than 0.35 is acceptable. No, marriage, age, education level, length of service, company nature, current position, etc. (8 items). Use this scale to understand the basic situation of respondents and provide a basis for further analysis.

The reliability test uses the Cronbach's  $\alpha$  test. It is generally considered that when the value of  $\alpha$  is greater than 0.6, the reliability of the questionnaire can be accepted; and when the value of  $\alpha$  is greater than 0.7, it is better.

#### **3.6.1 Test reliability and validity test**

After entering the collected questionnaire into the excel form, a pilot survey is first conducted to initially check the reliability and validity of each scale.

##### **3.6.1.1 Test the reliability and validity of the emotional commitment scale**

Employee loyalty is due to the use of one-dimensional scales. This study examined the reliability of this part of the scale. Thirty data were selected for reliability and validity testing. The Cronbach's  $\alpha$  tester reliability test result was 0.928. The reliability is high and the questionnaire is credible. The commonality of the other six projects is greater than 0.5, which explains the variance of 74.261%. Therefore, the employee loyalty and emotional input scale is acceptable. The specific results are as follows:

Table 5 Factor Analysis Results of Investigating Employee Loyalty Scale

TABLE 5		
NO.	content	Commonalit
c1	I am happy to develop my career in this company for life	0.764
c2	I think the company's business is my personal business	0.769
c3	The company gives me a strong sense of belonging	0.873
c4	I have deep feelings for people and things in the company	0.836
c5	I feel like a member of an extended family in the company	0.825
c6	I think the company is extraordinary for me	0.707
Cumulative variation interpretation (%)		74.261
Gauge consistency coefficient ( $\alpha$ )		0.928

### 3.6.1.2 To Test the reliability and validity of scales of Hofstede's cultural dimension theory

This article uses Chen to develop a dimension scale of Hofstede's cultural dimension theory in Asian context. A total of 12 items.

In the first stage of the study, the author conducted a test on the scale, that is, 30 data were selected for reliability and validity tests, and the results of the test reliability test using Cronbach's  $\alpha$  were used for the test measurement. The result of the degree test is 0.768. The reliability is high and the questionnaire is credible. The KMO and Bartlett test results showed that the KMO value was 0.775 and Bartlett value was 135.577,  $p < 0.0001$ . The questionnaire was suitable for factor analysis. The principal component analysis method was used to extract the factors for these 12 items, and the shaft was rotated according to Varimax. The result is as follows:

Table 6 Factor analysis results of Hofstede's cultural dimension theory table

TABLE 6

NO	comment	Factor1	Factor2	Factor3	Factor4	Factor5
a1	Company's distribution has rules to follow	.408		.673		
a2	The company's distribution is open and transparent			.750		
a3	The company's distribution system can be well implemented			.734		
a4	The company's employees can participate in the development of the distribution system			.698		
a5	All people are equal before the distribution system			.704		
a6	The company's distribution system can represent the wishes of the majority			.681		
a7	Remuneration reflects my efforts to work		.700			
a8	Compared with other colleagues, my compensation is reasonable		.746			
a9	My reward reflects my efforts to work		.810			
a10	Compared with colleagues with the same job and duties, my compensation is reasonable					.887
a11	In terms of my workload and responsibilities, my compensation is reasonable		.822			
a12	In terms of my job performance, my compensation is reasonable		.828			
a13	The leader has no prejudice against me	.745				
a14	My work has been recognized by leaders	.807				
a15	Leadership is right for me	.818				
a16	At work, leaders can give me support and help	.639			.495	
a17	I think I got enough respect from the leaders	.782				
a18	The leadership's assessment of me is just	.713			.438	
a19	There are opinions on the results of the distribution, and the leaders will interpret patiently				.748	
a20	Have opinions on the assigned procedures and processes, and the leaders will give me a comprehensive explanation					.902
a21	I think leadership makes sense in explaining the distribution process and results.				.735	
a22	Leaders are very concerned about my thoughts on distribution and can communicate with me in a timely manner				.772	

### 3.6.1.3 To test the reliability and validity of the leader- member exchange relationship fairness scale

The scale refers to the organizational justice scale of the design. The questionnaire included 22 items.

In the first phase of the study, the authors tested the scale by selecting 30 data for reliability and validity testing, and Cronbach's  $\alpha$  tester reliability test result was 0.953. Height, the questionnaire is credible. KMO and Bartlett test results show that the KMO value is 0.876, the Bartlett value is 582.045, and  $p < 0.0001$ . This questionnaire is suitable for factor analysis. Principal component analysis was used to extract the factors of these 22 items and to rotate the axis according to the Varimax. The results are as follows:

Table 7 Factor Analysis Results of Investigating the leader- member exchange

## relationship Fairness Scale

TABLE 7

NO.	content	Factor1	Factor2	Factor3
b1	I often work with and lead the work of educating and winning ideas		.796	
b2	When I communicate with leaders I feel very relaxed		.772	
b3	If leaders decide to leave the company, I will feel lost		.522	
b4	If the leader encounters difficulties, I will help him		.489	
b5	I am will to obey the leader	.667		
b6	Even if I do not agree with leadership, I will support his decision	.615		
b7	I will to give up my personal goals to achieve leadership goals	.793		
b8	I will to sacrifice personal interests to meet the interests of leaders	.779		
b9	The leader will let me help with his family affairs			.593
b10	I and leaders will exchange phone calls during the holidays			.720
b11	In my spare time, I will participate in social activities with leaders			.719
b12	I am familiar with the family of the leader			.684

### 3.6.2 The reliability and validity of the formal survey scale

After preliminary investigation and inspection, the reliability and validity of each test scale is very high. A formal survey is then conducted to test the overall reliability and validity of each scale. Only when the overall reliability and validity of the scale is high and the scale is acceptable, can the correlation analysis and regression analysis of the data continue.

#### 3.6.2.1 Formally investigate the reliability and validity of the Emotional Commitment Scale

Questionnaire data for all emotional commitment scales were analyzed using Cronbach's  $\alpha$ . The specific results are shown in Table 8 below:

Table 8 Factor analysis results of employee loyalty metrics

TABLE 8		
NO.	content	Commonalit
c1	I am happy to develop my career in this company for life	0.664
c2	I think the company's business is my personal business	0.759
c3	The company gives me a strong sense of belonging	0.827
c4	I have deep feelings for people and things in the company	0.762
c5	I feel like a member of an extended family in the company	0.775
c6	I think the company is extraordinary for me	0.729
Cumulative variation interpretation (%)		69.525
Gauge consistency coefficient (α)		0.910

It can be seen from the table that the six loyalty indicators have a commonality of more than 0.5, explaining that the sum of the variances is 69.525%, and the Cronbach's α coefficient is greater than 0.8, so the employee loyalty scale can be accepted.

### 3.6.2.2 The reliability and validity test of the formal survey of Hofstede's cultural dimension theory scale

All questionnaire data of the Organizational Fairness Scale was analyzed using Cronbach's α, and the overall reliability of the scale was 0.925, high confidence and reliability. KMO and Bartlett test results show a KMO value of 0.906, a Bartlett value of 5046.218, and  $p < 0.0001$ . This questionnaire is suitable for factor analysis. After the first factor analysis, the second factor analysis is performed after deleting the less loaded items a1, a16 and a18. KMO and Bartlett test results show that the KMO value is 0.886, the Bartlett value is 4 18750.75, and  $p < 0.0001$ . The principal component analysis method is also used to extract the factors of these 19 items and perform pivot operations according to Varimax. The results are shown in Table 9 below:

Table 9 Factor Analysis Results of Hofstede's Cultural Dimension Theory Scale 1

TABLE 9

NO	content	Factor1	Factor2	Factor3	Factor4	Factor5
a2	The company's distribution is open and transparent		.752			
a3	The company's distribution system can be well implemented		.718			
a4	The company's employees can participate in the development of the distribution system		.743			
a5	All people are equal before the distribution system		.719			
a6	The company's distribution system can represent the wishes of the majority		.683			
a7	Remuneration reflects my efforts to work	.707				
a8	Compared with other colleagues, my compensation is reasonable	.743				
a9	My reward reflects my efforts to work	.814				
a10	Compared with colleagues with the same job and duties, my compensation is reasonable					.889
a11	In terms of my workload and responsibilities, my compensation is reasonable	.823				
a12	In terms of my job performance, my compensation is reasonable	.833				
a13	The leader has no prejudice against me			.778		
a14	My work has been recognized by leaders			.825		
a15	Leadership is right for me			.822		
a17	I think I got enough respect from the leaders			.757		
a19	There are opinions on the results of the distribution, and the leaders will interpret patiently				.780	
a20	Have opinions on the assigned procedures and processes, and the leaders will give me a comprehensive explanation					.903
a21	I think leadership makes sense in explaining the distribution process and results.				.755	
a22	Leaders are very concerned about my thoughts on distribution and can communicate with me in a timely manner				.784	

After the second factor analysis, the third factor analysis is performed after deleting the items a10 and a20 having a low load. The KMO and Bartlett test results show that the 19 items have a KMO value of 0.908, a Bartlett value of 3527.417,  $p < 0.0001$ , and principal component analysis methods are also used for factor extraction, and pivot analysis is performed according to Varimax. The results are shown in Table 10 below:

Table 10 Factor analysis results of the scale of Hofstede's cultural dimension theory



TABLE 10

NO	content	Factor1	Factor2	Factor3	Factor4
a2	The company's distribution is open and transparent		.753		
a3	The company's distribution system can be well implemented		.722		
a4	The company's employees can participate in the development of the distribution system		.746		
a5	All people are equal before the distribution system		.721		
a6	The company's distribution system can represent the wishes of the majority		.681		
a7	Remuneration reflects my efforts to work	.710			
a8	Compared with other colleagues, my compensation is reasonable	.755			
a9	My reward reflects my efforts to work	.819			
a11	In terms of my workload and responsibilities, my compensation is reasonable	.821			
a12	In terms of my job performance, my compensation is reasonable	.832			
a13	The leader has no prejudice against me			.777	
a14	My work has been recognized by leaders			.826	
a15	Leadership is right for me			.822	
a17	I think I got enough respect from the leaders			.756	
a19	There are opinions on the results of the distribution, and the leaders will interpret patiently				.785
a21	I think leadership makes sense in explaining the distribution process and results.				.790
a22	Leaders are very concerned about my thoughts on distribution and can communicate with me in a timely manner				.789
Each factor variance interpretation(%)		21.428	18.540	17.720	14.295
Cumulative variance interpretation(%)		21.428	39.968	57.687	71.982
Intrinsic coefficient of continuity( $\alpha$ )		.904	.857	.873	.855
Overall reliability of the scale		.922			

From the results of factor analysis, the subscale satisfies the concept of Hofstede's cultural dimension theory. The index load of each indicator of the scale is greater than 0.5, and the total variance explained by the four factors is 71.98%, indicating that the scale has high structural validity. The internal consistency coefficient of each measurement Cronbach $\alpha$  is also greater than 0.60, indicating that the reliability of the scale is acceptable.

### 3.6.2.3 Formal survey of reliability and validity of the leader- member exchange relationship scale

Using the entire questionnaire of Cronbach's alpha analysis leader-member exchange relationship scale, the overall scale for the scale was 0.763. The reliability is high and the questionnaire is credible. KMO and Bartlett test results show that the KMO value is 0.775, the Bartlett value is 938.361, and  $p < 0.0001$ . This questionnaire is suitable for factor analysis. After the first factor analysis, the second factor analysis is performed after deleting the less loaded item a4. KMO and Bartlett test results show that the KMO value is 0.754, the Bartlett value is 838.850, and  $p < 0.0001$ . The Principal Component Analysis method is also used for 11 projects to extract factors and rotate axes according to Varimax. The results are shown in Table 11 below:

Table 11 Factor Analysis Results of the leader- member exchange relationship Scale

TABLE 11				
NO.	content	Factor1	Factor2	Factor3
b1	I often work with and lead the work of educating and winning ideas			.823
b2	When I communicate with leaders I feel very relaxed			.777
b3	If leaders decide to leave the company, I will feel lost			.527
b5	I am will to obey the leader	.671		
b6	Even if I do not agree with leadership, I will support his decision	.627		
b7	I will to give up my personal goals to achieve leadership goals	.799		
b8	I will to sacrifice personal interests to meet the interests of leaders	.775		
b9	The leader will let me help with his family affairs		.584	
b10	I and leaders will exchange phone calls during the holidays		.735	
b11	In my spare time, I will participate in social activities with leaders		.736	
b12	I am familiar with the family of the leader		.687	
Each factor variance interpretation(%)		20.851	18.183	17.133
Cumulative variance interpretation(%)		20.851	39.034	56.167
Intrinsic coefficient of continuity( $\alpha$ )		0.733	0.670	0.646
Overall reliability of the scale		0.763		

From the results of factor analysis, the subscale is consistent with the concept of leader-member exchange relationship. The factor load of the scale is greater than 0.5, and the three factors explain a total variance of 56.17%, indicating that the scale has high structural validity. The internal consistency coefficient of each measurement Cronbach's  $\alpha$  is also greater than 0.60, indicating that the reliability of the scale is acceptable.

### **3.7 Samples, scales and analysis**

This study mainly uses the Windows professional statistical software Spss17.0 to process and analyze all research data. The specific data processing methods are mainly related analysis and regression analysis.

#### **3.7.1 Correlation analysis**

Although correlation analysis does not clearly identify correlations between variables, correlation analysis can provide preliminary analysis and understanding of the relationship between variables, which is important for subsequent statistical analysis.

Correlation analysis is an analysis of the entire body really relevant symbol of the theme is to analyze the relationship between cause and effect for the entire mark. The procedure uses appropriate statistical indicators to describe the close relationship between objective things and their relationships. Over time, the birth rate as the economic level rise, suggesting that these two indicators are positively correlated. In another time, with the further development of the economic level, the declining birth rate, and these two indicators showed a negative correlation.

In order to determine the relationship between variables, first of all, we should collect some data, these data should appear in pairs. For example, each person's height and weight. These points are then described in a Cartesian coordinate system. This set of points is called a "scatter plot."

The scattergram, when the parameter takes a value of the dependent variable is the probability distribution. If the probability distribution of all the arguments are the same, there is no correlation between the due and independent variables. Conversely, if the value of the argument are different and vary the distribution of variables, the correlation between them.

R represents the correlation coefficient by the correlation between the two variables. Correlation coefficient  $r$  between -1 and 1, but may be any value within the range. When

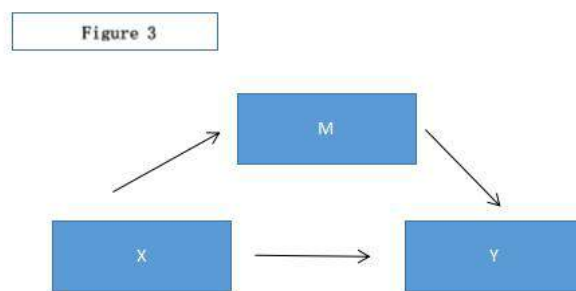
the correlation is positive,  $R$  a value between 0 and 1, scatter diagonally upwardly, and a variable increases, the other variable; when the correlation is negative,  $R$  value between 1 and 0, the point of FIG. decreased, when a variable is increased while the other variable is reduced. The closer to 1 the absolute value of  $R$ , the absolute values of the stronger correlation, between the two variables  $R$  are closer to 0, and the lower the correlation between the two variables.

### 3.7.2 Regression analysis

Regression analysis is a common statistical method for studying quantitative relationships between variables. It predicts and controls variables by building mathematical models between variables. This is a statistical method that uses a model to express the relevance of variables. Regression and correlation analysis is the study and measurement of the relationship between two or more variables. Broadly speaking, correlation analysis including regression analysis, but strictly speaking, the two are different. Regression analysis is a mathematical representation of the relationship between variables, and correlation analysis is a test or measure of the closeness of these relationships, which complement each other. If correlations between variables are known through correlation analysis, regression analysis can be used to explain the patterns of interaction between variables and to further analyze the correlation between variables (Dunham & Castaneda, 1994).

If the variable  $X$  affects the variable  $Y$  by affecting the variable  $M$ , then  $M$  is called the mediation variable. Models with mediation variables can usually be illustrated in Figure 3.

Figure 3 Model with mediator variable



This paper draws on the 986 conditions of Baron and Kenny to evaluate the mediator variables. These four conditions are: (1) the independent variable is related to the dependent variable; (2) the independent variable is related to the mediator variable; (3) the intermediate variable is related to the dependent variable; (4) when the intermediate variable is controlled to be a constant, the independent variable has no effect on the dependent variable (in this case, full mediation), or only a small impact (in this case partial mediation).



## CHAPTER 4 DATA ANALYSIS

To validate the conceptual model and related hypotheses of this study, we performed a series of analyses using Spss17.0 for Windows professional statistical software. First, through correlation analysis, we first understand the correlation between variables. Then, we use regression analysis to test the relationship model between variables.

### 4.1 Correlation analysis of variables

This study focuses on the above assumptions and conducts a Pearson correlation analysis of Hofstede's cultural dimension theory, leader-member exchange relationship and employee loyalty variables and their dimensions. The analysis results are shown in Table 12:

Table 12 Correlation Matrix of Variables and Their Variable Dimensions

TABLE 12		1	2	3	4	5	6	7	8	9	10
1	Hofstede's cultural dimension theory	1									
2	FDI	.700**	1								
3	UAL	.764**	.326**	1							
4	IDV	.725**	.359**	.287**	1						
5	LTO	-.543**	.448**	.455**	.318**	1					
6	MAB	.457**	.333**	.419**	.263**	.306**	1				
7	Dependency	.357**	.264**	.340**	.308**	.399**	.601**	1			
8	Emotional identity	.428**	.433**	.275**	.272**	.720**	.407**	.442**	1		
9	Organizational commitment	.497**	.436**	.358**	.327**	.762**	.539**	.468**	.548**	1	
10	Employee loyalty	.487**	.390**	.446**	.322**	.535**	.467**	.320**	.509**	.448**	1

Note: \*P<0.05, two-tailed test; \*\*P<0.01, two-tailed test

It can be seen from the table that Hofstede's cultural dimension theory is significantly positively correlated with leader-exchange relationship and employee loyalty. The correlation coefficients are 0.543 and 0.487, respectively, and the relative degree is relatively high. Hofstede The cultural dimension theory has a significant positive correlation. There was a significant positive correlation with employee loyalty, with correlation numbers of 0.700, 0.764, and 0, respectively. .725, 0.457, 0.357, 0.428, 0.497, relatively high. Among them, Hofstede's cultural dimension theory has the lowest correlation with emotional identity, which is 0.357. The correct distance is significantly

positively correlated with other factors. The correlation coefficients are 0.326, 0.339, 0.448, 0.333, 0.264, respectively 0.433. 0.436, 0.390, the relative degree is high, and the correlation between the correct distance and the dependency identifier is the lowest, which is 0.264. Uncertainty avoidance is positively correlated with other factors. The correlation coefficients are 0.287, 0.455, 0.419, 0.340, 0.279, 0.358, and 0.446. The higher the relative degree, the higher the individualism. There is a positive correlation between physical factors and other factors. The correlation coefficients are 0.318, 0.263, 0.208, 0.272, 0.327, 0.227, and the correlation coefficient is positive. Long-term orientation and short-term orientation were positively correlated with other factors, and the correlation coefficients were 0.806, 0.799, 0.720, 0.762, and 0.535, respectively. The correlation coefficient between male temperament and femininity is positive, and the correlation coefficients are 0.601, 0.407, 0.539, and 0.467, and the correlation is high. The correlation coefficient was positively correlated with other factors, and the correlation coefficients were 0.441, 0.468, and 0.320, respectively, and the relative degree was relatively high. Emotional identity and other factors are higher. The correlation coefficient is 0.548, 0.509, and the correlation is high. The exchange relationship between leaders and employees is positively correlated with employee loyalty. The correlation coefficient is 0.448, which is relatively high.

#### **4.2 Regression analysis of variables**

Baron and Kenny believes that mediation tests must meet three conditions: independent variables significantly associated with mediating variables; mediation and dependent variables significantly associated; mediating variables significantly associated with dependent variables. Independent variables significantly associated with the dependent variable. As can be seen from Table 5.1, the exchange relationship between employee loyalty and exchange relationship between the theoretical and cultural dimensions of Hofstede leaders and members, and leaders and members, Hofstede's cultural dimension theory and leader-member exchange The relationships are all significantly related, thus satisfying the mediating role analysis of the three premise leader-member exchange relationships (Podsakoff & Bachrach, 2000).

The specific steps are as follows: Check whether the regression coefficient of Hofstede's cultural dimension theory is significantly related to employee loyalty; if it is important, check Hofstede's cultural dimension theory for leader-member exchange relationship, leader-member exchange relationship and Is the regression coefficient of employee loyalty significant? Correlation; if both are significant, after the test of the leader-member exchange relationship, Hofstede's cultural dimension theory has a

significant regression coefficient for employee loyalty; if significant, it is a partial proxy ; if not significant, it is a full proxy.

Taking employee loyalty as the dependent variable, Hofstede's theory of cultural dimension is an independent variable, and tests the organizational role of leader-member exchange relationship on Hofstede's cultural dimension theory and employee loyalty. The results of the regression analysis are shown in Table 13:

Table 13 The results of regression analysis

TABLE 13		
	Standardized Regression Equation	Regression coefficient significance test
The first step	d=1.345+0.720a	Outstanding(0.000)
The second step	b=1.278+0.649a	Outstanding(0.000)
The third step	d=1.445+0.652b	Outstanding(0.000)
The fourth	d=0.747+0.416a +0.468b	Outstanding(0.000)

(a: Hofstede's cultural dimension theory b: organizational commitment c: employee loyalty)

As can be seen from Table 13, the regression coefficient of employee loyalty in the first step of Hofstede's cultural dimension theory is 0.720, and the significance level is 0.000. It supports the hypothesis H1, which is Hofstede's theory of cultural dimensions. Positive impact on employee loyalty. The regression coefficient of employee loyalty to leader-member exchange relationship is 0.649, and the significance level is 0.000. It supports the hypothesis H3, that is, the leader-member exchange relationship has a positive impact on employee loyalty; the leader-member exchange relationship with the Hofstede cultural dimension theory in step 3 is a regression coefficient of 0.652 and a significance level of 0.000. This supports the hypothesis H2, that is, Hofstede's cultural dimension theory has a positive impact on employee loyalty; returning to employee loyalty and returning to Hofstede's cultural dimension theory and leader-member exchange relationship, the result is leadership The regression coefficient of the member-member exchange relationship is 0.468, the significance level is 0.000, and Hofstede's cultural dimension theory is returned. The coefficient is 0.416 and the significance level is 0.000. At the same time, under the intermediary of the leader-member exchange relationship, the regression coefficient of Hofstede's cultural dimension theory to employee loyalty was reduced from 0.720 to 0.416. The influence of the styled cultural dimension degree theory on employee loyalty is significantly reduced, and since the regression coefficient of Hofstede's cultural dimension theory in the fourth step is still large, the exchange relationship between leaders and members Only partially



mediated. Assume that H4 is verified, that is, the exchange relationship between leaders and members has an intermediate effect between Hofstede's cultural dimension theory and employee loyalty.

### **4.3 Results And Discussion**

#### **4.3.1 The influence of Hofstede's theory of cultural dimensional relationship on employees' loyalty**

The correlation analysis and regression analysis of the relationship between Ted's cultural dimension theory and employee loyalty show that the relationship between leadership and Hofstede's cultural dimension theory has a significant positive impact on employee loyalty, ie high quality. The Hofstede cultural dimension theory relationship can effectively improve employee loyalty. This result fully validates the proposed hypothesis H1. The results of Hofstede's cultural dimension theory and employee loyalty univariate regression analysis show that the direct influence of Hofstede's cultural dimensional relationship and employee loyalty is 0.720, which is a positive effect. Hofstede's cultural dimension theory also explains the employee loyalty variation by 23.8%, which means that the relationship between Hofstede's cultural dimension theory and employee loyalty plays a good predictive role. , consistent with previous research. Melt believes that if members do not want to lose valuable relationships with leaders, they will be more psychologically dependent on the organization and should have a higher emotional input (Christian & Florence, 2004). In the context of the highly matched Hofstede cultural dimension theory, the relationship between the two parties is continually strengthened through mutual influence, trust, respect and obligation. Leaders give members more rights and give members more information and freedom of work. At this point, members often voluntarily make extra efforts to improve their job performance, and they are more loyal to leadership to reward leadership trust. In addition, if a member has a high level of feelings towards the leadership and does not want to lose valuable relationships with the leader, then their psychological dependence on the leadership and the company will increase, so the loyalty to the company is higher, and employee loyalty.

#### **4.3.2 The leader-member exchange relationship to employees' employee loyalty**

According to the analysis of this study, the exchange relationship between leaders and members has a positive impact on employee loyalty. This result verifies the hypothesis H3 proposed in this paper. The single factor regression analysis of employee loyalty by leading members exchange relationship shows that the direct impact of leadership member exchange relationship on employee loyalty is 0.652, and is positively affected. The exchange relationship between leaders and members can effectively improve employee loyalty and organize commitments to employees. The interpretation of

employee loyalty changes also reached 28.6%, which means that the organization promises to have a good predictive effect on employee loyalty. This indicates that the higher the exchange relationship between the leader and the member, the higher the employee's loyalty to the employee, and the higher their willingness to stay in the company.

#### **4.3.3 The influence of Hofstede's theory of cultural dimensional theory on leader-member exchange relationship**

The correlation analysis and regression analysis of the theoretical relationship between Hofstede's cultural dimension and the leader-exchange relationship show that the theoretical relationship between Hofstede's cultural dimension and its various dimensions is significant for the leader-exchange relationship. positive influence. The result is complete. The hypothesis of hypothesis H2 and its sub-hypothesis is verified. The univariate regression analysis of the relationship between the cultural dimension of Hofstede and the leader-member exchange relationship shows that the direct influence of the influence of Hofstede's theoretical relationship on the leader-member exchange relationship is 0.576, which is a positive influence. . Hofstede's cultural dimension theory also explains the 22.8% variance of the leader-member exchange relationship, which means that Hofstede's cultural dimensional theory relationship plays a good predictive role in the leader-member exchange relationship. It can be seen that the highly matched Hofstede cultural dimension theory relationship can effectively improve the communication relationship between leaders and members.

#### **4.3.4 The mediating effect of leader-member exchange relationship**

In the data analysis process of this study, it was found that under the influence of the leaders of Hofstede's cultural dimension theory on the relationship of employee loyalty, the leader-member exchange relationship of mediation effect was established, and the leader-member Huo The exchange relationship and the five-dimensional rights distance, the uncertainty avoidance, the individualism/collectivism, the long-term orientation and the short-term orientation, masculinity and feminization, and employee loyalty in the relationship between the two dimensions of Fostersian cultural dimension. This result verifies the hypothesis of H4 and its five sub-hypotheses. Regression analysis of Hofstede's cultural dimension, employee and company identity, and employee's theoretical relationship with employee loyalty shows that R2 increases after Hofstede's cultural dimensional theory relationship and employee's corporate identity are used in the regression model. This means that the exchange relationship between employee leaders and members enhances the strength of Hofstede's cultural dimension theory for employee

loyalty. In management practice, this can be understood as: a highly matched theory of the cultural dimension of Hofstede. Relationships can enhance employee loyalty through high-quality leader-member exchange relationships. In the exchange relationship between the leader and the member, it also proves that the exchange relationship between the leader and the member of the employee strengthens Hofstede's cultural dimensional theory relationship and correct distance, uncertainty avoidance, individualism\ Collectivism, long-term orientation and short-term leaders are five dimensions. Terminology positioning, masculinity and feminization enhance employee loyalty to employees. (Dienesch & Liden, 1986)



## **CHAPTER 5**

### **CONCLUSION SUMMARY**

Based on the analysis of Hofstede's theoretical relationship of cultural dimension, leader- member exchange relationship and employee loyalty theory, this study examines the relationship between the three and discusses the mediating effects of leader- member exchange relationship in the model. In the above literature analysis and empirical research section, we have made corresponding explanations for the statistical analysis results of each part. Therefore, in this section we summarize the main conclusions of the study, propose management implications, and point out the limitations of research and future research.

#### **5.1 Research conclusions**

This study studied the relationship between Hofstede's theoretical dimensions of cultural dimension, leader- member exchange relationship, and employee loyalty theory and the relationship between them. Through questionnaires, statistical analysis methods were used for data processing. Finally, the following main findings were obtained: in conclusion:

##### **5.1.1 Hofstede's theoretical relationship of cultural dimension is a positive predictive variable for employees' loyalty.**

The higher the degree of matching relationship between the company's Hofstede's cultural dimension theory, the higher the employee's loyalty. The higher the degree of match between the two parties in the company's Hofstede's cultural dimension theory, the more employees can gain trust and respect, as well as more work-related benefits. In exchange, the company will also receive the trust, respect, and affection of employees. In order to establish a higher level of interaction, the relationship between the two parties will continue to be strengthened due to mutual affection, trust, respect and sense of duty. The company will grant more rights to employees and give employees more information and freedom of work. Often voluntary extra efforts are made to improve job performance as a reward for corporate trust, while also being more psychologically dependent on the company and more committed and loyal to the company.

##### **5.1.2 Hofstede's theoretical relationship of cultural dimension is an important positive predictor of leader- member exchange relationship.**

The higher the degree of match between the company's Hofstede's cultural dimension theory, the higher the employee's leader- member exchange relationship. Moreover, the five dimensions of the relationship between the company's Hofstede's cultural dimension theory have a significant positive effect on leader- member exchange relationships. Among them, the uncertain avoidance and long-term orientation/short-term orientation are the lowest, and the distance to rights, individualism/ The correlation between collectivism and masculinization/feminization is the highest, indicating that employees' career planning is important, but procedural fairness and fairness in information transfer are more important at work.

### **5.1.3 leader- member exchange relationship is an important positive predictor of employee loyalty to employees.**

The higher the leader- member exchange relationship, the higher the employee's employee loyalty; otherwise, the lower the employee's employee loyalty. When the leader- member exchange relationship is high, people will feel comfortable and continue to work hard. Over time, they will feel a sense of belonging to the company. The stronger the feeling, the more favorable to the company and the more loyal to the company the employees will become. May stay in the company and willing to contribute to the company and make decisions that are consistent with company goals.

### **5.1.4 The employee's organization promises to mediate the relationship between Hofstede's cultural dimension theory and employee loyalty.**

Although no matter whether the leader- member exchange relationship is high or low, the highly-matched Hofstede cultural dimensionality theoretical relationship will make employees have higher employee loyalty and have a direct impact on employee loyalty; however, this relationship has higher leader- member exchange relationship. Employees are even more pronounced, that is, for those employees with higher leader- member exchange relationships, they have a high quality matching relationship with the company, and work in a more similar living environment will show higher employee loyalty. In other words, if the relationship between Hofstede's cultural dimension theory is high and the leader- member exchange relationship is high, employee loyalty will be enhanced. Assume that the verification is as follows Table 14:

Table 14 Assumptions Summary

TABLE 14

Hypothetical	result
H1: Hofstede's cultural dimension theory has a positive effect on employee loyalty	✓
H1a rights distance has a positive effect on employee loyalty	✓
H1b Uncertain evasion has a positive effect on employee loyalty	✓
H1c individualism/collectivism has a positive effect on employee loyalty	✓
H1d long-term/short-term orientation has a positive effect on employee loyalty	✓
H1e masculine/female has a positive effect on employee loyalty	✓
H2: Hofstede's theory of cultural dimensions has a positive effect on employees' organizational commitment	✓
H2a rights distance has a positive effect on employee identity	✓
H2b uncertain evasion has a positive effect on employee identity	✓
H2c individualism/collectivism has a positive effect on employee identity	✓
H2d long-term/short-term orientation has a positive effect on employee identity	✓
H2e masculinization and feminization have a positive effect on employee identity	✓
H3 employees' sense of corporate identity has a positive effect on employee loyalty	✓
H4: Employee organization promises in Hofstede's cultural dimension theory Intermediary effect between employee and employee loyalty	✓
H2a employee organization promises mediation between rights distance and employee loyalty	✓
H2b employee organization promises to mediate between uncertain avoidance and employee loyalty	✓
H2c employee organization promises to mediate between individualism, collectivism and employee loyalty	✓
H2d employee organization promises mediation between long-term/short-term orientation and employee loyalty	✓
H2e employee organization promises to mediate between masculinization and femininity and employee loyalty	✓

## 5.2 Management inspiration

Uncertainty avoidance and long-term orientation/short-term orientation are the lowest, indicating that employees' career planning is important, but procedural fairness and fairness in information transfer are more important at work.

This study shows that leader- member exchange relationship has the greatest impact on employee loyalty. This can enable business managers to fully recognize the importance of employees to the company, and to the establishment of human resources management, especially the establishment of personnel and retention mechanisms. Has a great potential significance:

### **5.2.1 Employees' sense of corporate identity is the best predictor of employee loyalty.**

The results of this study generally negate Leventhal's distributional advantage model. According to this model, the distributional sense of fairness should be the strongest predictor of organizational effectiveness variables (Liden & Maslyn,1998) However, the results of this study show that for Asians who value interpersonal relationships, value human relationships, light material benefits, and spiritual transcendence, the distribution of sense of fairness is not the strongest predictor of employee loyalty, and employee recognition of the enterprise. The sense of predictability is obviously stronger than the sense of fairness in distribution (Table 13). In this study, employees' sense of corporate identity can be said to be a factor that reflects Asian cultural characteristics. From the perspective of the project composition and its strong predictive power for organizational effectiveness variables, the meaning of leader- member exchange relationship in this study is beyond the scope of interpersonal equity. It includes not only the respect of subordinates when they perform distribution procedures, but also includes the Leadership evaluates the subordinate's impartiality, recognition, and spiritual support and encouragement. Researchers believe that under the high power distance, leadership as a “parent” recognizes and attaches importance to subordinates. It is a kind of giving, a kind of spiritual distribution.

### **5.2.2 The higher the degree of matching of the Hofstede's cultural dimension theory in the company, the higher the organization's commitment to the higher employees' loyalty.**

Therefore, leaders must be good at discriminating the effectiveness of their actions and focus on creating an organizational environment that is as fair as possible in order to increase employees' loyalty to employees so that employees can form the ideological understanding of “business is my family” and enable employees to realize that working for the company is essentially It also works for itself. The company's development is also related to its own development. It enhances the sense of organizational belonging of employees, retains excellent employees, and improves employee performance.

The above suggestions put forward in this paper hope that in all aspects of the company's operations, the company will improve the relationship between the company's Hofstede's cultural dimension theory and employees' sense of identity, improve employees' employee loyalty, retain excellent employees, and make outstanding employees. Employees do their best to create a great company.

### **5.3 Research limitations**

This study has the following limitations: In the cross-section of the first study, this paper adopts a horizontal method to conduct research, ie collecting current data and then analyzing it. There is no longitudinal tracking study of the relationship between variables. In the second research method, this study adopts the questionnaire survey method. The survey items in the questionnaire have fewer reversed items, and the subject may have the possibility of customary nod consent.

### **5.4 Research prospects**

Most of the current research on employee loyalty is unilateral, mainly employee evaluation.

From the perspective of time cross section, Hofstede's theoretical relationship of cultural dimension, leader- member exchange relationship, and employee loyalty are dynamically changing. Therefore, subsequent studies can consider the longitudinal study of the relationship among these three.

In this study, only one of the mediating variables between Hofstede's cultural dimensionality theory relationship and employee loyalty, namely leader- member exchange relationship, was studied. In the future research, more mediation variables and adjustment variables can be introduced, such as organizational support, supervisor commitment, psychological authorization, job satisfaction, organizational citizenship behavior, etc., and the process of the influence of variables on employee loyalty can be further studied.



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## Appendix A Questionnaire Survey

### Employee loyalty survey

Dear Sir/Madam, Hello!

This is a questionnaire about employee loyalty in your daily relationship with your leaders. There is no right or wrong answer.

This questionnaire is not named and the results will only be used for academic research and will not involve commercial use or personal privacy. We guarantee that all information provided by you will be kept strictly confidential. If you would like information on research results, we will also actively provide feedback.

Thank you for your support and cooperation!

Please read the following questions carefully and tick "√" on the number that matches your situation based on your personal subjective perception.

Totally Disagree	Slightly Disagree	General	Some Agree	Totally Agree
1	2	3	4	5

### The first part: the experience of the relationship with the leadership

Numbering	Topic	Degree of consent			
1	I often communicate with leaders about ideas, opinions and feelings in work and life.	1	2	3	4
		5			
2	I feel very relaxed when I communicate with the leader.	1	2	3	4
		5			
3	If the leader decides to leave the company, I will feel lost and upset.	1	2	3	4
		5			
4	If the leader encounters difficulties in his private life, I will do everything I can to help him/her.	1	2	3	4
		5			
5	I am willing to obey the leadership unconditionally.	1	2	3	4
		5			
6	Even if I don't agree with the leader, I will support his/her decision.	1	2	3	4
		5			
7	I am willing to give up my personal goals to achieve my leadership goals.	1	2	3	4
		5			

8	I am willing to sacrifice personal interests to meet the interests of leadership.	1 5	2	3	4
9	The leader will let me help with his/her family affairs.	1 5	2	3	4
10	My leader and I will call each other on holidays or visit each other.	1 5	2	3	4
11	In my spare time, I will participate in social activities with leaders, such as eating and entertainment.	1 5	2	3	4
12	I am familiar with the family of the leader and have personal contacts.	1 5	2	3	4

#### The second part: the feelings and experience of the company

Numbering	Topic	Degree of consent			
1	The company's distribution has rules to follow.	1 5	2	3	4
2	The company's distribution is open and transparent.	1 5	2	3	4
3	The company's distribution system can be well executed.	1 5	2	3	4
4	The company's employees can participate in the formulation process of the distribution system.	1 5	2	3	4
5	Everyone is equal before the distribution system.	1 5	2	3	4
6	The company's distribution system can represent the wishes of the majority.	1 5	2	3	4
7	Remuneration reflects my efforts in my work.	1 5	2	3	4
8	Compared with the work performance of other colleagues, my reward is reasonable.	1 5	2	3	4
9	My reward reflects my contribution to the company.	1 5	2	3	4
10	My salary is reasonable compared to my colleagues in the same job and position.	1 5	2	3	4
11	My salary is reasonable in terms of my workload	1 5	2	3	4

	and responsibility.	5			
12	As far as my work performance is concerned, my reward is reasonable.	1 5	2	3	4
13	The leader has no prejudice against me.	1 5	2	3	4
14	My work has been recognized by the leadership.	1 5	2	3	4
15	The leadership's evaluation of me is appropriate.	1 5	2	3	4
16	At work, the leader can give me support and help.	1 5	2	3	4
17	I feel that I have received enough respect from the leadership.	1 5	2	3	4
18	The leadership's evaluation of me is fair.	1 5	2	3	4
19	Have opinions on the results of the distribution, and the leadership will explain patiently.	1 5	2	3	4
20	Have opinions on the assigned procedures and processes, and the leader will give me a comprehensive explanation.	1 5	2	3	4
21	I think the leader's explanation of the distribution process and results makes sense.	1 5	2	3	4
22	The leader is very concerned about my thoughts on distribution and is able to communicate with me in a timely manner.	1 5	2	3	4
23	I am happy to develop my career in this company for life.	1 5	2	3	4
24	I think the company's business is my personal business.	1 5	2	3	4
25	The company gives me a strong sense of belonging.	1 5	2	3	4
26	I have deep feelings for the people and things in the company.	1 5	2	3	4
27	I am in the company, I feel like a part of a big family.	1 5	2	3	4
28	I think the company is very meaningful to me.	1 5	2	3	4

		5
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