RESEARCH ON THE INFLUENCING FACTORS OF ORGANIZATIONAL CULTURE ON TURNOVER INTENTION——A CASE STUDY OF SAMSUNG (CHINA) GROUP

HUI YANG
6117195409

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS ADMINISTRATION GRADUATE SCHOOL OF BUSINESS SIAM UNIVERSITY 2020

RESEARCH ON THE INFLUENCING FACTORS OF ORGANIZATIONAL CULTURE ON TURNOVER INTENTION——A CASE STUDY OF SAMSUNG (CHINA) GROUP

Thematic Certificate
TO
HUI YANG

This Independent Study has been Approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

Advisor: ..... Date 29 / 1 / 2021
(Dr. Zhang Li)

.....
(Associate Professor Dr.Jomphong Mongkhonvanit)
Acting Dean, Graduate School of Business Administration
Siam University, Bangkok, Thailand
Date 3 / 2 / 2021

ABSTRACT

Title: Research on the Influencing Factors of Organizational Culture on Turnover Intention——A Case Study Of Samsung (China) Group

By: HUI YANG

Degree: Masters of Business Administration

Major: International Business Administration

Advisor:

.....

(Dr. Zhang Li)

29 / / / 2021

High turnover rate can have a profound impact on company operations, so the managers must understand what affects turnover intentions. There are many factors affect employees' turnover intentions, including employee satisfaction, leadership style, etc., however, rarely discusses the establishment of corporate values and how they have an affect on employees' turnover intention or not. In a company, this corporate value is call company culture. This study tried to explain the relationship between company culture, organizational climate and turnover intention.

A total of 410 questionnaires of this study were issued and 230 were deemed valid. Through structural equation modeling analysis, it was found that company culture can significantly positively affect organizational climate, and organizational climate can significantly negatively affect turnover intention. Also, organizational climate has a full intermediary effect between company culture and turnover intention. It means that clear company culture can bring a good organizational climate, and reduce turnover intention.

The values shared by a company and the company culture can create a good organizational climate, allowing employees to integrate into the company more easily. Employees have a sense of belonging and centripetal force, which can reduce employees' sense of insecurity and reduce their turnover intentions.

Keywords: Company Culture, Organizational Climate, Turnover Intention

摘要

题目: 企业文化对离职之倾向的影响因素研究-以三星（中国）集团为例

作者: 杨慧

学位: 工商管理硕士

专业: 工商管理

导师:

(副教授.张力)

/ /

高离职率是困扰企业单位的一个难题,所以管理者需要了解什么会影响员工的离职意图。影响员工离职意愿的因素有很多，其中最主要的是员工满意度、领导风格等因素。然而，企业价值观的确立是否会影响员工的离职意愿，却很少有人讨论。在企业中，这种共同的价值观被称为企业文化。本研究试图解释企业文化、组织气氛与离职倾向之间的关系。

共发放问卷 410 份，有效问卷 230 份。通过结构方程模型分析，广泛调研的基础上,对该问题的形成原因进行了归纳,对产生的后果进行了分析,进而提出可行的对策,发现企业文化可以显著积极影响组织气氛,和组织气候对营业额的意图可以显著的负面影响,在企业文化和组织气候和营业额的意图,一个完整的表示明确的企业文化之间的中介效应将导致良好的组织气候,并减少营业额的意图。

企业的共同价值观，即企业文化，可以营造良好的组织氛围，使员工更容易融入企业，产生归属感和向心力，从而降低员工的不安全感和离职意愿。

关键字：企业文化，组织氛围，离职倾向

ACKNOWLEDGEMENTS

The good times always pass quickly. I will graduate in a twinkling of an eye. Looking back at the past two years, I have a lot of feelings.

My supervisor, Professor Zhang Li, is sincere and open, and takes scientific research seriously. Under the teacher's careful guidance, I successfully completed the study plan and graduation thesis in the International College of University of Siam. At this moment, my heart is filled with a kaleidoscope of emotions.

Dr. Zhang Li. Thank you for your guidance, which saved me a lot of detours in the paper and saved me a lot of time and energy. Thank you for your patient guidance and sincere teaching idea. I would like to take this opportunity to express my heartfelt thanks to my esteemed tutor.

I would like to thank again the teachers and students of the University of Siam for their help and support during my study. During my postgraduate life in Thailand, I not only gained knowledge, but also met a group of teachers and classmates who have always supported and encouraged me. I especially want to thank all the school leaders, teachers, classmates, family and friends who care and help me in the past two years. Thank you for your help and encouragement. Thank you for your company all the way.

Due to my limited knowledge, the mistakes and omissions in the article, I sincerely request the experts to give advice, criticism and correction.

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CHAPTER 1 INTRODUCTION

This chapter is divided into three sections, in order to explain the research background, research purpose and research process.

1.1 Research Background

Each company has its own unique corporate culture, some corporate culture is praised by the outside world as humanized management. However, there are some corporate cultures that keep people away and eventually lead to excessive employee mobility.

The economic development slowed in 2018, and the pressure of enterprise survival and development increased. In the first quarter of 2019, various economic indicators showed that macroeconomic data had improved and the signal of economic recovery was obvious. According to the data of Zhongzhi consulting and research, the overall active turnover rate of enterprises in 2018 is 17.0%, which is slightly lower than that in 2017, among which the active turnover rate of private enterprise employees is significantly lower; the active turnover rate of state-owned enterprise employees has been on the rise in recent years, rising slightly to 11.5% in 2018.

With the high turnover rate of enterprises, human capital has become an increasingly important issue for most enterprises. Through a variety of management methods, to the academic and business community a lot of methods and suggestions, one of the most important part is to retain talent. More and more enterprises regard talents as important assets in the organization. In order to retain talents and reduce turnover intention, many aspects of research and discussion are put forward.

The recruitment and training of talents need to take a certain amount of time and cost, the change of personnel and the loss of talents, which is a very serious loss for enterprises, especially for the work of consistency and consistency, reducing the turnover rate can not only stabilize the human resource planning of enterprises, but also stabilize the organization and operation. At present, more and more enterprises pay more and more attention to the value of human resources management. So far, many enterprises have regarded human resources as an important asset of the company. In order to stabilize employees in their work and reduce their turnover tendency, each company has put forward a lot of policies and welfare systems, hoping to bring higher happiness to employees.

Before exploring how companies reduce turnover rates, they must understand the turnover tendency of employees, Caplan &Jones(1975) mentioned that turnover tendency is the intensity of the tendency of individuals to want to leave their current jobs and find other job opportunities. Impact.

There are many factors of turnover tendency, such as job satisfaction, organizational commitment, leadership style, employee assistance programs, etc. Hackman &Oldham(1980) Studying the leadership style and authority of the supervisor will affect the decision of employee retention; Wemexi (2001) explores the relationship between employee assistance program and turnover rate. In large companies, because of their relatively complete structure and system, it is assumed that their welfare system and assistance programmes are relatively complete. Compared with large companies, the welfare conditions of small and medium-sized enterprises can not be compared, but through what factors to retain employees? What factors enhance the centripetal force of employees?

Peter &Waterman(1982) has mentioned "any plans and strategies for equipment, technology, or even week-long, Not as influential as corporate culture. And corporate culture gives employees influence, The most important part is to establish a set of common values, beliefs and behavior patterns of employees in the enterprise. But few have explored whether corporate culture can affect turnover, Huang Shaoshu (2007), a domestic scholar, mentioned that the influencing factors of turnover tendency include corporate culture, organizational political perception and leadership perception. And if a company builds a culture that creates a good atmosphere, And further affect turnover? And this atmosphere is like the idea of organizing climate that Litwin &Stringer (1968) put forward, In a particular environment, The individual's perception of the environment, directly or indirectly; a holistic and subjective environmental concept to explain the behavior motivation and performance behavior of employees within the organization. Whether domestic corporate culture has an impact on organizational climate and influences turnover trends, But rarely by the enterprise attention and discussion.

The topic of this study is to discuss whether when an enterprise has a clear value can unite the centripetal force of its employees, and then create a good organizational climate for employees; whether the good environment created by a good climate can let the enterprise leave talent, stabilize the company manpower, and reduce the tendency to leave. Issues like this have rarely been studied in the past and will be further explored in this paper.

1.2 Objective of the study

According to the above research motivation, few people discuss the relationship between corporate culture and turnover tendency. But what mechanism does corporate culture influence turnover tendency? Lu(1995) Has it been suggested that corporate culture is an intangible contract accepted by the general membership, because there is a certain consensus, and thus reduce the willingness of employees to leave or not?

Besides, Cascio(1991) has suggested that a person can be affected by his environment and affect his behavior. Can corporate culture bring you a good atmosphere and improve the stability of employees? Does it also represent the employee's own feelings and perception, and

then let the employee feel a stronger sense of belonging, so that he has a centripetal force to the enterprise and reduce the willingness to leave? As Moran &Volkwein(1992) mentioned, a group of individuals with an organizational culture that interact to produce perceptual explanations of their surroundings is called organizational climate. Is it because of the good or bad organizational climate, affect the employees feel the atmosphere brought by the establishment of corporate culture, and further affect the willingness of employees to stay?

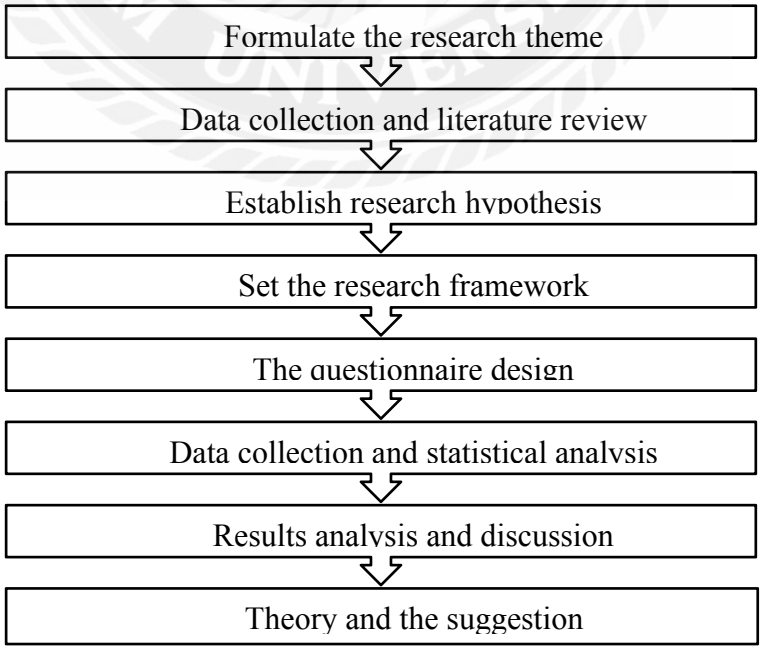
Therefore, this study believes that corporate culture itself will directly affect the turnover tendency, and because corporate culture will drive a good atmosphere in the organization, in addition to its own impact will also affect the turnover tendency of employees through the organizational climate.These are correlations that have rarely been discussed in the past.

The purpose of this study can be divided into the following points :1. Discuss the theoretical connotation of corporate culture, organizational climate, turnover tendency 2. Discuss the influence of corporate culture and organizational climate on turnover tendency .

1.3 Research process

This research flow is shown in figure 1-1 below. After confirming the research topic, the relevant literature collection is carried out. According to this information, the research structure is established, and the questionnaire design is carried out. After confirmation, the questionnaire survey is carried out, and the collected data is statistically analyzed, and finally the conclusions and suggestions are put forward.

Figure 1-1 Research Steps



CHAPTER2 LITERATURE REVIEW

This chapter is divided into four sections to explore the literature and definitions of corporate culture, organizational climate and turnover tendency.

2.1 Corporate culture

2.1.1 Definition of corporate culture

People have their own personality traits, And organizations have their own culture, Peter &Waterman(1982) mentioned: any equipment, technology, or even plans and strategies, Not as influential as corporate culture. Corporate culture (sometimes called organizational culture (Organizational Culture) is synonymous in this paper), There is still no very standard definition, Having sorted out the literature of scholars, To conclude that the definition is not divorced from the shared values of the members of the organization, and based on this value as the core of belief, behavior pattern, decision direction and so on. The viewpoints of various scholars are listed in Table 2-1.

Table 2-1 Definition of corporate culture literature

Scholars	Years	Definition of turnover intention
Peter & Waterman	1982	No piece of equipment, technology, or even iterative planning and strategy can have as much impact as corporate culture.
Smircich	1983	Five research types of corporate culture are sorted out and classified.
Tunstall	1985	A corporate culture is a mixture of shared values, patterns of behavior, customs, symbols, attitudes, and normative approaches that differ from other companies.
Lorsch	1986	Corporate culture is the belief shared by top managers that they know how to manage themselves and their employees and how to run a business.
Hampton, Summer &Webber	1987	Corporate culture is the common way of doing things shared by all members of an organization. The so-called common way of doing things refers to the collection of traits valued by the organization.
Wilkins	1988	Organizational culture is the common knowledge acquired in society, which is embodied in specific and general organizational frames of reference.

Shein	1989	The basic assumption mode established by the organization in the process of external environment adjustment and internal integration. These ideas and basic assumptions are used to teach new members to accept, think, and feel about problems when the organization is functioning well and is considered effective
Kono FengHong	1990	Corporate culture is the sum total of the common values, common ideas, methods of opinion decision, and common behavior patterns of enterprise members.
Vecchio	1991	Shared values and benchmarks that exist within the organization and are used to teach new members.
Schein	1992	Believes that the primary source of corporate culture is the leader or founder, the two are interdependent and cannot be separated.
Hodgetts &Luthans	1997	Corporate culture is the code of conduct, common language, main values and philosophy in an organization.
Chien-chih kuo	1999	In order to study organizational culture, we should start with values and consider values as an internalized normative belief.
Douglas fir kam	2004	Corporate culture can be regarded as a set of rules and behavioral values followed by all members of the organization.
Huang Shaoshu	2007	Corporate culture is a kind of values, beliefs and symbols existing in an enterprise. It is formed by the values and beliefs of its members over a long period of time, and can influence its members, thus forming a habit and unwritten rules in the enterprise.
Cai Zhang Jian Yue Zu	2014	Corporate members share common ideas, language and behavior.
Bai Yu & Gao Huizi	2019	Employees are all the human resources of an enterprise, and human resources, especially outstanding talents, have become the objects of competition for by large enterprises.

After sorting out the above scholars' definitions of corporate culture, this study believes that corporate culture is the common values, beliefs, codes of conduct, and attitude expectations of organization members, which are naturally expressed in daily life and form a unique phenomenon of the organization.

But the values, beliefs, attitudes, expectations, etc., is an abstract concept, chien-chih kuo (1999), the values to study organizational culture will begin, and think that values are an internalized normative beliefs, personal if have this internalized normative beliefs, can be used to guide behavior, and is not affected by external cause, but also points out the multifaceted organization value, will be in accordance with the research model, research field, research methods, theoretical framework guiding and differences in use of the term, and the differences.

The research through the way of interview to collect the values of statements, and compiled a number of scholars package Robbins (1989), white jade & Gao Huizi (2019) and so on different scales, again according to the analogy, distinctiveness, readability and non-overlapping mainly selected the external adaptation, stability and conformity, employee growth and innovation orientation, the traditional virtue, performance orientation, team orientation and ego orientation of eight dimensions.

Both the definition of corporate culture in this study and the measurement of corporate culture by Guo Jianzhi (1999) focus on values, so this study will refer to these eight dimensions. This study atmosphere and organization do links, so choose a distinctively unique corporate culture characteristics, not every enterprise has, from the Angle of respondents identified, eli meter four dimensions included: (1) the innovation orientation has the characteristics such as adventure pursuing new and change, (2) performance orientation: attaches great importance to the performance of special emphasis on performance characteristics, such as type (3) team orientation: attaches great importance to the spirit of cooperation and full authorization, and (4) the ego orientation: respect individual apiration realization characteristic such as employees, etc. The four dimensions.

2.1.2 The importance of organizing the climate

After establishing that the essence of corporate culture lies in the shared values of the members of an organization, we must further understand the relationship between corporate culture and culture. Smircich(1983) sorted out and classified five types of research on corporate culture :(1) cross-cultural or comparative management: "culture" is a tool to meet the biological and psychological needs of human beings; And "organization" is a social tool to accomplish the task. (2) Corporate culture: the function of "culture" is an adaptation mechanism that binds individuals to the social structure; An "enterprise" is a resilient organism that exists through a process of environmental exchange. (3) Corporate cognition: "culture" is a universal cognitive system, which exists in subjective consciousness, and members of "enterprise" may have different degrees of subjectivity. (4) Corporate symbolism: "culture" has a common symbolic meaning, and symbolic behavior can only be understood after analysis, interpretation and clarification; The "enterprise" is a symbolic form that promotes a shared meaning, a fact. (5) the process and organization of the subconscious mind: "culture" is the projection of the collective consciousness structure of the mind; The shape and operation of the enterprise is the manifestation of a subconscious process.

Schein(1992) believes that the primary source of corporate culture is the leader or founder, which are interdependent and cannot be separated. Scholars who support this thesis mostly maintain that the content of corporate culture is the basic assumption and value response of the creator of the enterprise. They deduce that the organization does not own culture, but is a part of culture. Corporate culture has its own uniqueness, and we must also understand which elements constitute corporate culture. Table 2-2 summarizes the research of various scholars:

Table 2-2 Elements of corporate culture

Scholars	Years	Definition of turnover intention
Pettigrew	1979	1. Symbols 2. Language 3. Ritual 4. Consciousness 5. Myth
Deal &Kennedy	1982	1.Corporate environment 2. Values 3. Heroes 4. Ceremonies and ceremonies 5. Cultural network
Aaker	1986	1.A set of common values 2. A set of codes of conduct 3. A symbol or symbolic activity
Bettinger	1989	1. Attitude towards reform 2. Concentration 3. Standards and values 4. Ceremony to support values 5. Concerned groups 6. Remuneration and punishment 7. Disclosure, communication and guidance 8. Conflict resolution 8. Marketing and customer orientation 10. Stimulation, self-esteem and teamwork 11. Commitment 12. The team cooperation
Schein	1992	1. Normal behavior of interaction among organization members 2. Group norms 3. Values espoused 4. Philosophy of form 5. Rules of the game 6. Climate 7. Deep techniques 8. Thinking patterns 9. Total value 10 total symbol
Robbins	1990	1. Individual aggressiveness 2. Risk tolerance 3. Guidance 4. Conformity 5. Management support 6. Control 7. Acceptance 8. Reward system 9. Conflict tolerance 10. Communication model
Grey &Gelfond	1990	1. Clarity of direction 2. Decision making 3. Organizational integration 4. Management style 5. Performance oriented 6. Group Weave vitality 7 rewards 8 management development 9 corporate image
Kono FengHong	1992	1. The values of members' beliefs; 2. The orientation of intelligence gathering; 3. Evaluation process of implementation 5. Relationship between upper and lower members 6. Overall loyalty 7. Type of motivation
Singh	1992	1. Norms 2. Values 3. Beliefs 4. Meaningful symbols

Although the scholars have identified factors are different, can still be compiled mostly mentioned need to have the same values, or with support values specification or ceremony, which echoed in the definition of corporate culture, this study definition but as mentioned, whether values or organizational culture itself belongs to an abstract concept, may contain several kinds of culture, also once again confirmed that has certain difficulty in the study, but also because of such diversity, makes the uniqueness of companies.

2.1.3 Research on corporate culture

Different researchers have summarized different definitions and classifications according to their research purposes or different research objects. For example, Huang Suhui (1997) mentioned that the classification basis is nothing more than organizational development orientation, organizational strategy, values of organization members, risk-taking and feedback speed, reward, communication and interaction, etc. Sethia and Glinow(1985) divided the organizational culture into caring culture, indifference culture, demanding culture and integration culture. Quinn (1988) is divided into development culture, market culture, family culture and bureaucratic culture. Or the corporate cultural values mentioned by Guo Jianzhi (1999) for reference in this study can be divided into external adaptation, stability, staff growth, innovation orientation, traditional virtue, performance orientation, team orientation and self-esteem orientation, etc. Corporate culture will be different according to researchers' rank templates, research samples, or even research methods, theoretical framework guidance and the use of text narration, showing the diversity of corporate culture, highlighting the value of corporate culture worthy of continuous research and discussion.

2.2 Organizational climate

2.3.1 Definition of organizational climate

The concept of organizational climate originated from the "field theory" proposed by Lewin in the 1930s, which pointed out that to understand human behavior, we need to consider the whole situation of the behavior, which refers to individuals and the environment. It was not until 1968 that Litwin & Stringer proposed that organizational climate was "a set of measurable attributes of the working environment that can be perceived indirectly or directly by members and then influence their motivation and behavior", which led to the development of this concept. Also because of organizational climate is divided into the perception of its members to around, belongs to the subjective concept, so the definition of organizational climate is not very standard, James and Ashe, (1990) argues that organizational climate is the cognitive interpretation of the environment of organization and can call psychological climate, is the individual response to cognitive environment, so the climate is a single individual accept organization the desired behavior and response behavior. The definitions of various scholars are summarized in this study as shown in Table 2-3.

Table 2-3 Literature on organizational climate

Scholars	Years	Definition oforganizational climate
Litwin & Stringer	1968	Organizational climate is an individual's perception of a particular environment, directly or indirectly; A holistic and subjective view of the environment that explains the motivation and performance of employees within an organization.
Xu Shijun	1972	Organizational climate is an overall subjective concept of "environment" to explain the behavior motivation and behavior of members within the organization, which is a bridge between the organizational system and the behavior of people within the organization.
Campbell	1970	Organizational climate is a set of attributes that are generated in a particular organization by interacting with its members and environment. For individual members of an organization, the organizational climate is a set of attitudes and expectations that describe the organization in terms of its static characteristics and the results that result from its actions.
Dessler	1979	Individuals' cognition of their organization's working environment; And its perception of the organization, which includes aspects such as autonomy, structure, reward, care, warmth and support, and openness.
Jones, Jams, Bruni,	1977	Organizational climate refers to the internal performance of members on organizational situations and the interactions among these situations.
Pan Wenzhang	1992	One of the main variables of organizational climate is the interaction between organizational climate and organizational personnel and the environment, especially the psychological response and motivational effect of personnel. Therefore, organizational climate and personnel's morale, motivation, cultural background, leadership attitude, communication and other factors are mutually related and overlapping.
Chen haining	1993	The sense of a person working within an organization and how it feels about the organization.
Huang Suhui	1997	Corporate culture is the accumulation of the history of the company produced by the different corporate style.
You Xiaoguo	2002	Climate is the subjective perception and description of organizational environment by organization members.
Xu Zhichao	2017	Organizational climate is a kind of research on perception, which is greatly influenced by formal organization, informal organization, personality of members and leadership style in the organization.

After sorting out the above scholars' definitions of organizational climate, this study believes that organizational climate is the feeling and cognition of members working in the organization. Such perception can explain the motivation and performance of members' behaviors, and it is a bridge between the organizational system and the behaviors of organization members.

2.3.1 The importance of organizing climate

For example, the definition of organizational climate refers to the feeling and cognition of members working in the organization, which belongs to the psychological level. What is the managerial significance of organizational climate? Collate the views of several researchers to illustrate the importance of organizational climate:

(1)Liwin and Stringer(1968) believe that the importance of organizing climate for managers is as follows:

It is the study of human motivation, and also the activities, thoughts, feelings and relationships related to ideas that managers are concerned about.

Through the organizational climate, managers can grasp the most direct influence factors of motivation and behavior.

Managers themselves are an important factor in determining the organizational climate. Their leadership style, personality and actions can all lead to certain motivational effects and behavioral patterns.

The concept has been proven to be realistic and can help managers understand the role of human motivation and improve management effectiveness.

(2)Dessler(1976) mentioned that organizational climate is the bridge between organizational goals and employee morale behavior, and the response of employees to the feelings of structure, leadership style and rules can be used as a reference to improve the atmosphere.

(3)Xu Shijun (1984) believed that organizational climate was a bridge between organizational system and employee behavior. The organizational climate represents people's perception, and this behavior affects the behavioral motivation of members, which in turn affects the effectiveness of the organization.

It can be seen from the arrangement that organizational climate has certain managerial implications in terms of management, and its importance is that when enterprise managers master organizational climate, they can help to control and improve the behavior pattern of the organization. A good organizational climate can help to improve employee morale and create good feelings and cognition.

2.3 Dimension of organizational climate

According to the above definition of organizational climate and the importance of organizational climate, organizational climate is a relatively subjective feeling. Therefore, researchers have no consistent conclusions on organizational climate. Table 2-6 summarizes the different perspectives of different scholars on organizational climate:

Table 2-4 Dimensions of organizational climate

Scholars	Years	Dimensions of organizational climate
Litwin &Stringer	1968	Structure, responsibilities, rewards, risks, favors, support, standards, conflicts, recognition.
Shi Bowen	1990	Senior supervisor, motivation, communication network, innovation, system, career development, supervisor, human relations.
Xie antian&Ye chunchun	1991	Organizational clarity, motivation, communication network, innovation, system, career development, supervisor, human relations
Pan wenzhang	1992	Organizational clarity, decision-making structure, organizational integration, management style, performance orientation, organizational vitality, human development
Ryan	1996	Organizational clarity, decision-making structure, organizational integration, management style, performance orientation, organizational vitality, human development
Dondero	1997	Supervision type, job characteristics, performance-related compensation, peer relationship, job competence, decision-making practice, hardware environment, output pressure
Monica &Carlla	1999	Work pressure, supervisor support, peer cohesion, autonomy
Jocelyn	2000	Leadership, decision-making, communication and coordination, goals, innovation and creativity, training, job satisfaction, environment, labor management
You Xiaoguo	2002	Structure, responsibilities, rewards, risks, favors, support, standards, conflicts, recognition
Jiang Jinqing	2002	Leadership style, responsibility ethos, Structure, responsibilities, rewards and risks, favors, support, standards, conflicts, recognition international relations, the form Structure
Tan Yiheng	2020	Enterprise, brain drain, management, measures, retention, loss, cost

The definition of organizational climate in this study is the feelings and cognition of members working in the organization. It is to explore the influence of corporate culture and organizational climate on turnover intention. The most commonly used scale for the study of domestic enterprises is the scale translated by Xu Shijun (1972) from Litwin & Stringer(1968), which is divided into nine dimensions. According to the Serbian group, the operation of an organization according to the sky includes structure, responsibility, reward, risk, favor, support, standard, conflict, and identity, which respectively represent a person in a group.

Body in the "constraint degree" and "can take the initiative to the extent of the background without having to ask for instructions", "do one thing at a time, and can obtain the degree of reward", "organization and work with a degree of risk and challenge", "generally get along between the colleague degree", "competent with your colleagues at work to help each other between the degree of", "for the degree of the importance of organizational goals and performance standards view", "competent and others are willing to listen to different opinions", "for the service of the organization has a sense of belonging to the degree of". And the component of the table after a number of scholars adopt, for domestic enterprises organizational climate is found that the scale has quite high applicability, this study thinks that organizational climate is member of environmental consciousness, and set the research object in the domestic enterprises, so the reference Jiang Jingqing (2002) of the revised version of its dimensions is simplified to leadership style, interpersonal relationship, form structure, responsibility, climate and so on four dimensions. This study will be based on the design of questionnaires. See the third section of research methods in Chapter 3, Questionnaire design and sampling methods.

2.4 Definition of turnover intention

Turnover intention is often discussed in organization management, in which "Turnover intention" refers to the behavior of leaving the organization. "Tendency", also known as intention, determines a specific action or event with a specific attitude, or represents the purpose or plan in an individual's mind. Mobley(1977) puts forward that turnover intention is that an employee works in an organization for a period of time, and after some consideration, he intends to leave the organization. Michaels and Spector(1982) believed that turnover intention was the best indicator to judge employee turnover behavior. After sorting out the definitions of many scholars, we can know that turnover intention is just a kind of tendency to seek other job opportunities. After satisfying overall assessment, actual turnover behavior occurs, indicating that one has not really left the organization. Definitions of turnover intention of domestic and foreign scholars are shown in Table 2-5:

Table 2-5 Literatures on turnover intention

Scholars	Years	Definition of turnover intention
Williams & Hazer	1986	Turnover intention is the tendency, desire and plan of workers to leave their jobs.
Price &Martin	1989	Pointing out turnover intention refers to an individual's perception of the possibility of no longer being a member of the organization.
Hinshaw 等人	1987	Turnover intention is the degree to which organization members perceive that they will leave the position they serve forever at some unspecified point in the future.
Shore &Martin	1989	It points out that turnover intention is a suitable variant because it links to the actual turnover behavior.
Tett & Meyer	1993	Turnover intention is an awareness and consideration to allow one's free will to leave the organization.
Fan jingli	1978	The tendency to quit refers to the intensity of an individual's desire to leave his current job and seek other job opportunities.
Wang ziqi	2000	It is believed that the intention to quit means that an individual has the intention and tendency to quit the organization.
Liu lilan	1994	It is believed that the dimission tendency refers to a kind of knowledge and attitude towards dimission, indicating the purpose or plan for dimission in the mind of the individual, so the dimission tendency is the psychological state of the individual engaged in dimission behavior.
Ou yang ling	1994	It is believed that the so-called turnover tendency refers to the tendency of employees to leave their work organization, which can directly lead to the real turnover behavior.
Cai yishang	2013	The intensity of an individual's willingness to leave his current job or organization after subjective consideration.
Zhong yiling	2014	The intention and plan to leave the current organization or organization voluntarily due to personal, work or organizational factors, and the tendency to seek other job opportunities and possibilities.
Fang ziyun	2015	The perception and thought of leaving the organization.
Huang xingtian	2016	A negative result of one's consideration of the position over time.
Zhong tengwei	2018	General behavior or attitude toward leaving your current job and looking for other job opportunities.

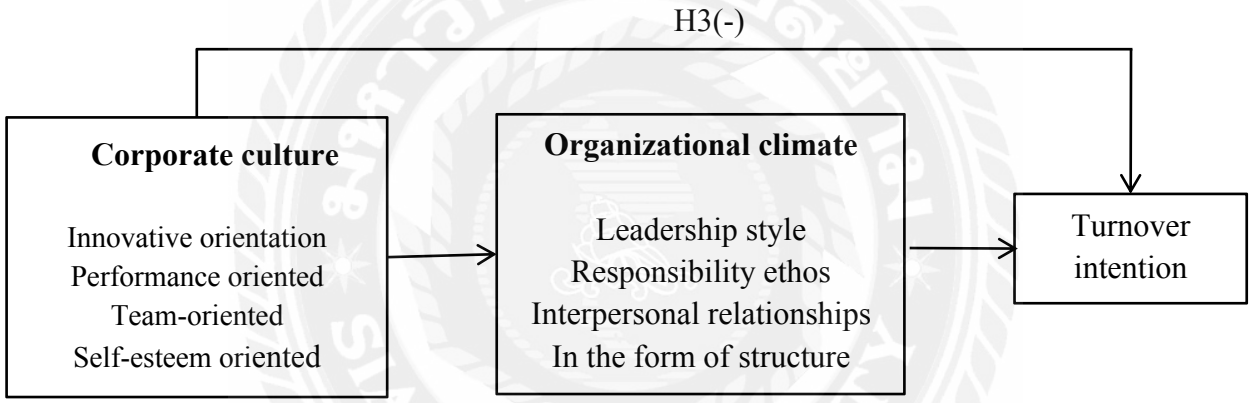
CHAPTER3 METHODOLOGY

This chapter is divided into four sections, for the research structure, operational definition, questionnaire design and sampling methods, and data analysis methods.

3.1 Research architecture

This study assumes that corporate culture has a positive effect on organizational climate (H1); organizational climate has a negative effect on turnover tendency (H2); and corporate culture has a negative effect on turnover tendency (H3). Therefore, this study includes three aspects: corporate culture, organizational climate and turnover tendency. The research framework is shown in Figure 3-1:

Figure 3-1 Research framework



3.2 Operational definition

3.2.1 Corporate culture

This study holds that corporate culture is the common values, beliefs, codes of conduct, attitudes and expectations of the members of the organization, and is expressed in the daily form of natural place, forming a unique phenomenon of the organization. This study focuses on the common values of corporate culture, which is divided into four dimensions, including innovation orientation, performance orientation, team orientation, self-esteem orientation and so on:

Innovation orientation: values belong to the more adventurous spirit, seeking new and change, and committed to scientific truth.

Performance orientation: values belong to more emphasis on performance, performance requirements, internal competition is strong.

Team orientation: the values belong to more attention to team cooperation and mutual assistance, full authorization and fair reward and punishment.

Self-esteem: Values are more focused on personal will and opinions, the pursuit of job dignity and ideals.

3.2.2 Organization of Climate

This study holds that organizational climate is the feeling and cognition of members working within the organization, which can explain the motivation and performance of members' behavior, and is a bridge between organizational system and organizational members' behavior. According to the revised version of Jiang Jingqing (2002), which is simplified by referring to the scale translated from Litwin &Stringer(1968) by Xu Shijun (1972), the structure of organizational climate is divided into four aspects: leadership style, interpersonal relationship, formal structure and responsibility atmosphere.

Leadership style: feel whether the enterprise encourages subordinates to express different opinions, whether to value employee reaction, whether to replace punishment with reward, whether to assign work clearly and make the employee happy to work.

Interpersonal relationship: refers to the degree of emotional harmony between employees.

Formal structure: whether employees feel the effectiveness of enterprise structure design and the degree of restraint of formalization within the enterprise.

The culture of responsibility: refers to the members of the enterprise feel the courage to take responsibility, and believe in the ability of the people and the degree of promotion opportunities.

3.2.3 Turnover intention

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The culture of responsibility: refers to the members of the enterprise feel the courage to take responsibility, and believe in the ability of the people and the degree of promotion opportunities.

3.3Questionnaire design and sampling methodology

This study used questionnaire to collect data, including five parts, personal characteristics, enterprise characteristics and three parts of the scale (see appendix research questionnaire for details): the first part is a total of 28 corporate culture scale, the second part is a total of 22 organizational climate scale, the third part is a total of 5 turnover tendency. In addition to personal characteristics and enterprise characteristics, the three parts are using the Richter five scale scale scale, the forward question is given 1,2,3,4,5 points, the reverse question is given 5,4,3,2,1 points respectively.

This study was aimed at the employed people who are still on the job as the research object, using the network random distribution questionnaire, a total of 410 people were reached, and 230 questionnaires were recovered, the response rate was 56%. The questionnaire is designed as follows (please refer to the Appendix Study Questionnaire for details).

3.3.1 Personal and business characteristics

The measurement index of "personal characteristics" and "enterprise characteristics" belongs to the nominal scale. "Personal characteristics" include gender, age, current seniority, current position, highest education and marital status ." Corporate characteristics "include number of employees, history of establishment.

3.3.2Corporate culture

This study refers to the scale of Guo Jianzhi (1999), Four dimensions of innovation orientation, performance orientation, team orientation and self-esteem orientation are selected. Corresponding items: Team orientation is the first ~7 of the enterprise culture scale, Such as "the spirit of the extended family "," focus on employee loyalty" and so on; A self-esteem-oriented model is ~814 of the corporate culture scale, Such as "respect for personal will "," timely self-expression" and "practice employee ideals ", etc. Performance orientation is the 15th ~20th question of corporate culture scale, Such as "results over process "," performance requirements" and so on; Creative orientation is question 21~28 of the corporate culture scale, Such as "focus on innovation and change "," encourage innovation and innovation" and "commit to science and truth ".

3.3.3Organization of Climate

Based on the scale Litwin &Stringer(1968 by Xu Shijun (1972), A scale of 50 questions, including structure, responsibility, reward, risk, humanity, support, standards, conflict and identity, is divided into nine dimensions. and using the version revised by Jiang Jingqing (2002), It is simplified into four aspects: leadership style, interpersonal relationship, formal structure and responsibility atmosphere. simplified to 22 questions. Of which, The second part of this study is the organizational climate perception scale 2, 4,5, 6,8, 10, 13, 15, 16, 18. The leading pattern is the first of the organization's climate perception scale, 3,7, 12, 13, 19, 20, 21,

22 questions, For example ," distribution of work within the company, are clearly divided and reasonably distributed "," the company's employees are generally rewarded and encouraged, More than criticism and criticism "; Interpersonal relationships are the 14th of the climate perception scale, 15, 16, 17, 18 questions, For example ," between our employees, A friendly atmosphere ," between our colleagues, They are usually not connected with each other. The formal structure is the 2nd of the climate perception scale, 4,5, 6 questions, For example, in our company, Employees often don't know who has the right to make a decision. often affected by lack of good organization and planning. The culture of responsibility is the 8th of the climate perception scale, 9,10, 11 questions, For example ," in our company, Whoever did something wrong, Always try to make excuses ," one of our problems, No one is willing to take responsibility.

3.3.4Turnover intention

This study is based on the Michaels and Spector(1982) scale, which is often used for turnover, and is used in the revised version of Wang Guiying (1997). A total of 5 questions, including "I have considered leaving "," I have intended to find another job "," My resignation plan is in progress "," I will seek another job within one year" and "I will resign within one year ".

3.4Data analysis methodology

This study is to verify whether corporate culture will affect turnover tendency and explore whether organizational climate has intermediary effect between them. Because the corporate culture, organizational climate and turnover tendency must be inferred indirectly by observing the variables, the structural equation model (Structural Equation Modeling ,SEM) is suitable for analysis.

There are four potential variables of corporate culture and organizational climate in the overall measurement model. This study uses confirmatory factor analysis (Confirmatory Factor Analysis,CFA) to verify the fit of the model (Goodness-of-Fit). The analytical software used by the Institute is described as follows for SPSS 22 and AMOS 22, data analysis methods:

3.4.1Ddescriptive statistics

To understand the distribution and characteristics of sample numbers on personal data and enterprise information, to analyze the sample structure by descriptive statistics for each variable or factor, and to explain the number distribution and percentage of each variable and factor.

3.4.2Reliability analysis (Reliability Analysis)

The degree of measurement consistency, the accuracy and accuracy of the measurement

tools used, also represents the credibility or stability of the test.A larger coefficient of Cronbach's indicates a higher consistency within the scale, as shown in Table 3-1 below. Based on the progress analysis of the scale of corporate culture, organizational climate and turnover tendency, Cronbach's α>0.7 was used as the criterion to verify its consistency.

Table 3-1 Cronbach's Criteria

Cronbach's α	Reliability
α<0.3	Not credible
0.3≦α<0.4	No credibility
0.4≦α<0.5	Not yet credible
0.5≦α<0.7	Very credible (most common)
0.7≦α<0.9	Very credible (less common)
0.9≦α	Very credible

Guielford,1965

3.4.3Confirmatory factor analysis

Confirmatory Factor Analysis (CFA) was conducted according to corporate culture, organizational climate, turnover tendency and other dimensions of each dimension to verify whether measurement variable (item) could represent Construct. Fit (GoF) indicators and thresholds are shown in Table 3-2:

Table 3-2 The threshold of fit (GOF) index

Statistical analysis of fit (Goodness of Fit Statistics)	Criteria for determination	Source
Chi-square value/DOF	≦5	Kettinger &Lee (1994)
Comparison of appropriate indicators (Comparative Fit Index ,CFI)	≧0.9 ≧0.8	Bentler (1995) Bagozzi and Yi (1988)
Average likelihood of square root error (Root Mean Square Error of Approximation ,RMSEA)	≦0.08 ≦0.10	McDonald &Ho (2002)Browne &Cudeck (1993)
Standardized residual root mean square index(Standardized Root Mean Square Residual ,SRMR)	≦0.08	Hu &Bentler (1999)

But the validity adopts two estimation convergence methods:

（1）Average Variance Extracted,AVE

$$AVE = \left(\sum \lambda^2\right) / n$$

λ： factor loadings

n :The number of measures of this factor

The average variation extraction (AVE) looks at the sum of the standardized Squared Mulitiple Correlations (SMC) values of each measurement variable to which the particular construct belongs in the validation factor analysis (CFA) output report, divided by the number of measurement variables.AVE ≧0.5 has convergent validity.

（2）Construct Reliability,CR

$$CR = \frac{(\text{Totally standardized factor load sum})^2}{(\text{Totally standardized factor load sum})^2 + \text{The sum of measurement errors}}$$

Construction Reliability (CR) The reliability of each construction is the square of the total sum of the load of the fully standardized factor, plus the sum of the measurement errors, except the square of the total sum of the fully standardized factor load. high conceptual reliability (CR) also represents internal consistency, i.e. all measurement variables consistently represent the same latent variable.CR ≧ 0.7 has internal consistency reliability and convergence validity.

3.4.4Structural Equation Model Analysis

Structural Equation Models, or SEM, are complex causal Models that deal with the relationship between observed variables and potential variables as well as between potential variables. SEM introduces the concept of Path analysis into the study of potential variables and combines it with the method of factor analysis. It is a statistical method using hypothesis verification to analyze the internal structure theory of causality.

CHAPTER4 RESEARCH PROCESS AND RESULTS

This chapter is divided into four sections, organized according to different analysis methods, in order of descriptive statistical analysis, reliability analysis, confirmatory factor analysis, structural equation model analysis.

4.1Descriptive statistical analysis

This study explored the influence of corporate culture and organizational climate on turnover tendency. A random sampling was used to carry out a questionnaire survey from April 1 to May 30,108. A total of 410 questionnaires were distributed ,230 were recovered, no invalid questionnaires were available, and the effective recovery rate was 56%.

The proportion of males and females in this survey was about 1:1. 119 males, accounting for 51.74%, and 111 females, accounting for 48.26%. In the age group, 110 people were under 30 years old, accounting for 47.83%, followed by 31 to 40 years old, 51 years old and 41 to 50 years old, accounting for 20.87%(48 people), 17.39%(40 people) and 13.91%(32 people), respectively. The proportion of young people was more. In terms of seniors, 40.43%(93 people) have more than 1 year but less than 5 years, 18.26%(42 people) have more than 15 years, and 16.96%(39 people) have less than one year. Nearly 60% of respondents have less than 5 years' seniors. The majority of the positions are junior staff, accounting for 64.78%, accounting for 149, and the rest are management level, accounting for 35.22%, accounting for 81. In terms of educational background, 116 people were in university, accounting for 50.43%; 65 people were in graduate school, accounting for 28.26%; 31 people were in junior college, accounting for 13.48%; only 18 people were in high and middle school, accounting for 7.83%; The proportion of unmarried persons was 60%(138 persons), while the rest were married.

The number of employees is 110 (47.83%), followed by 75 (32.61%), with 101~300 employees and 501 employees above. The third is only 15 (6.52%), with 300~500 employees. The companies with more than 31 years of establishment history account for 84 people, accounting for 36.52%, followed by those with 11~20 years, accounting for 59 people, accounting for 25.65%, the rest of the companies with less than 10 years and those with 21~30 years, accounting for 44 people and 43 people, accounting for 19.13% and 18.7% respectively.

Statistics show that most of the respondents are young and junior unmarried employees, and most of them have a college degree or above. In addition, companies with less than 300 employees are the majority of companies that respondents work for, and the number of companies with a history of more than 20 years is about 1 to 1. Descriptive statistical tables are summarized as Table 4-1:

Table 4-1 Descriptive statistics of demographic variables

Project		Number of samples (persons)	Percentage (%)
Gender	Male	119	51.74
	Women	111	48.26
Age	Under 30	110	47.83
	31~40 years	48	20.87
	41~50 years	32	13.91
	Over 51 years	40	17.39
Company history	Less than 1 year	39	16.96
	1 year or more ~ less than 5 years	93	40.43
	Senior years 5 years or more ~ less than 10 years	32	13.91
	10 years or more ~ less than 15 years	24	10.43
	Over 15 years	42	18.26
Posts	Grass-roots staff	149	64.78
	Managers	81	35.22
Education	Upper secondary	18	7.83
	Specialist	31	13.48
	University	116	50.43
	Research Institute	65	28.26
Marriage	Unmarried	138	60
	Married	92	40
Number of employees	Less than 100	110	47.83
	101~300	75	32.61
	301~500	15	6.52
	More than 501	75	32.61
History of Company Establishment	Less than 10 years	44	19.13
	11~20 years	59	25.65
	21~30 years	43	18.7
	Over 31 years	84	36.52

4.2 Reliability analysis

4.2.1 Project analysis

This study conducted reliability analysis and item analysis on three scales of "corporate culture", "organizational climate" and "turnover intention", and the results of item analysis are shown in Table 4-2 to 4-4. If the correlation coefficient between the correction items and the total score is too low, it will be deleted to increase the degree of internal consistency of the scale. If the general criterion is lower than 0.3, it will be deleted. In order to be more rigorous, the criterion is upgraded to be deleted if the correlation coefficient between the corrected item and the total score is less than 0.5. As shown in Table 4-2, in the corporate culture scale, the fourth question representing team orientation and the first three to six questions representing performance orientation were deleted. As shown in Table 4-3, questions (2,3) representing interpersonal relationship, (1) representing formal structure, (2) representing culture of responsibility, and (3,5,8) representing leadership style were deleted from the organizational climate scale. As shown in Table 4-4, there is no item that needs to be deleted in the turnover intention scale.

Table 4-2 Total statistical data of corporate culture projects

	Total corrected items	**Cronbach α (if the item has been deleted)**
Self-esteem orientation 1	0.661	0.945
Self-esteem orientation 2	0.77	0.943
Self-esteem orientation 3	0.71	0.944
Self-esteem orientation 4	0.721	0.944
Self-esteem orientation 5	0.754	0.944
Self-esteem orientation 6	0.749	0.944
Self-esteem orientation 7	0.681	0.944
Innovation orientation 1	0.681	0.944
Innovation orientation 2	0.663	0.945
Innovation orientation 3	0.683	0.944
Innovation orientation 4	0.691	0.944
Innovation orientation 5	0.655	0.945
Innovation orientation 6	0.57	0.946
Innovation orientation 7	0.701	0.944
Innovation orientation 8	0.727	0.944
Team orientation 1	0.726	0.944
Team orientation 2	0.685	0.944
Team orientation 3	0.708	0.944
Team orientation 4	0.492	0.946

Team orientation 5	0.779	0.943
Team orientation 6	0.74	0.944
Team orientation 7	0.747	0.944
Performance orientation 1	0.423	0.947
Performance orientation 2	0.689	0.944
Performance orientation 3	0.103	0.95
Performance orientation 4	0.29	0.948
Performance orientation 5	0.041	0.951
Performance orientation 6	0.152	0.95

Table 4-3 Total statistics of organizational climate projects

	Total number of corrected projects	**Cronbach α (if the item has been deleted)**
Interpersonal relationships1	0.572	0.91
Interpersonal relationship 2	0.403	0.913
Interpersonal relationships 3	0.425	0.913
Interpersonal relationships 4	0.696	0.907
Interpersonal relationships	0.543	0.91
Form structure 1	0.328	0.915
Form structure 2	0.553	0.91
Form structure 3	0.621	0.908
Form structure 4	0.526	0.911
Sense of responsibility 1	0.649	0.908
Responsibility 2	0.405	0.913
Responsibility culture 3	0.713	0.906
Responsibility culture 4	0.584	0.909
Leadership patterns 1	0.571	0.91
Leadership 2	0.583	0.909
Leadership 3	0.076	0.919
Leadership 4	0.693	0.907
Leadership patterns 5	0.427	0.912
Leadership patterns 6	0.712	0.907
Leadership patterns 7	0.717	0.906
Leadership patterns 8	0.488	0.911
Leadership patterns 9	0.684	0.907

Table 4-4 Total statistical data of turnover intention items

	Total number of corrected projects	**Cronbach α (if the item has been deleted)**
Turnover 1	0.827	0.936
Turnover 2	0.822	0.937
Turnover 3	0.861	0.93
Turnover 4	0.874	0.928
Turnover 5	0.867	0.929

4.2.2 Reliability Analysis

This study analyzed the reliability of three scales: corporate culture, organizational climate and turnover tendency. On the basis of Guielford(1965) Cronbach's α indicators, α≧0.9 is "very credible ", Between 0.7≦α<0.9 is "credible ". The results of the initial reliability analysis of this study Cronbach's α and the results of the removal correction items and the total score correlation coefficient is too low Cronbach's α as shown in Table 4-5, All constructs have α values greater than 0.9, Indicates that this subquestion item has high reliability.

Table 4-5 Structure Reliability Analysis

	The initial		**After the cut**	
construct	Number of items	Cronbach's α	Number of items	Cronbach's α
Corporate culture	28	0.947	22	0.961
Organization of climate change	22	0.914	15	0.918
Turnover tendency	5	0.945	5	0.945

4.3 Analysis of confirmatory factors

In this study, four indexes were used to confirm the fit of the whole measurement model. (a) whether the disguised form of its measurement can represent the construction (Construct), Include: chi square straight/DOF threshold ≦5(Kettinger &Lee,) 1994, Comparative

Moderation Indicators (Comparative Fit Index,) CFI threshold ≧0.8(Bagozzi and Yi,) 1988, mean almost square root error coefficient (Root Mean Square Error of Approximation,) RMSEA threshold ≦0.10(Browne &Cudeck,) 1993, standardized residual RMS index (Standardized Root Mean Square Residual,) SRMR threshold ≦0.08(Hu &Bentler,) 1999). In terms of validity analysis, take three estimates, Contains mean variant extraction (Average Variance Extracted,) AVE, construct reliability (Construct Reliability,) CR) and factor loads (factor loadings). Of which AVE ≧0.5 is convergent (Hair,) Black, Babin, Anderson,& 2010); CR ≧0.7 has internal consistency reliability and convergence validity (Hair et al.,2010); The factor load (factor loadings) was greater than 0.5 to a statistically significant level (Hair et al.,2010).

Informed by table 4 to 6, the enterprise culture after project analysis cuts the 22, load factor is more than 0.7 above, the AVE value of 0.75, CR 0.92, its constitutive AVE below are above 0.6, and CR were above 0.92, although the item only a performance orientation, but overall the indexes were greater than the threshold value, according to the enterprise culture has good convergent validity; Organizational climate there are 15 questions after project analysis cuts, load factor is more than 0.53 above, the AVE value of 0.71, CR 0.91, its dimensions structure of "form", "responsibility", "leadership style" AVE are above 0.52, "interpersonal relationship" AVE not only 0.5 but very close to 0.5, is still in the acceptable range, and various sub dimensions CR were above 0.74, each index were greater than the threshold value as a whole, the show that organizational climate has good convergent validity; There were 5 questions about turnover intention, and the factor load was all greater than 0.79, the AVE value was 0.77, CR was 0.94, and all the indicators were greater than the threshold value, indicating that turnover intention had good convergence validity.

Table 4-6 CR, AVE and factor load of confirmatory factor analysis

	Title	**CR**	**AVE**	**Factors/ Load capacity**
Corporate culture		0.92	0.75	
Team orientation		0.92	0.65	0.91
1	Spirit of the extended family			0.83
2	Team work			0.82
3	Emphasizing full authority			0.72
5	Fairness and fairness			0.8
6	Emphasis on mutual assistance and cooperation			0.84

7	Encouraging consensus			0.83
Self-esteem orientation		0.93	0.64	0.94
8	Respect for the individual			0.77
9	Respect employee opinion			0.86
10	First-class treatment			0.79
11	Dignity at work			0.82
12	Practice Employee Ideal			0.86
13	Show yourself in time			0.8
14	Transparency of policies			0.7
Performance orientation		1	1	0.75
16	Observational standards			1
Innovation orientation		0.92	0.6	0.85
21	Risk spirit			0.8
22	Focus on innovation and innovation			0.78
23	Innovation and Development			0.79
24	Working for Science and Truth			0.77
25	Professional competence			0.74
26	Technical Preference			0.7
27	Rational Analysis			0.8
28	The judgment power of Min			0.79
Organizational climate		0.91	0.71	
Inter-personal relationships		0.74	0.49	0.91
42	Our employees are filled with friendly atmosphere			0.72

45	The relationship between our managers and employees is very close			0.8
46	The relationship between the members of our company is really not true			0.55
Formal structure		0.76	0.52	0.69
32	In our company, it is difficult to have the opportunity to be considered for creative new ideas due to numerous regulations, complicated procedures or official articles			0.81
33	Our productivity is often affected by a lack of good organization and planning			0.79
34	To work in our company, you don't need a personal judgment because almost everything has to be approved by a superior			0.68
Responsible for air		0.76	0.52	0.8
36	In our company, whoever did the wrong thing always tries to find excuses			0.74
38	One of our problems is that no one wants to take responsibility			0.85
39	The company's promotion system enables people with the ability to move to higher positions			0.53
Leadership attitude		0.88	0.55	0.95
29	The distribution of work within the company has been clearly divided and reasonably distributed			0.61
31	In our company, the fictitious official article may say has reduced to the minimum degree			0.66
40	The company's employees are usually rewarded with more criticism and criticism			0.79
47	The philosophy of our company takes into account the individual factors of employees, such as focusing on their reactions			0.81
48	The management of this company believes that if employees are happy, productivity will increase			0.81

50	Our company encourages people to express their opinions, even if they disagree with the supervisor's			0.75
Turnover tendency		0.94	0.77	
51	I thought about leaving			0.79
52	I was looking for another job			0.79
53	My plan to resign is in progress			0.91
54	I'm looking for another job in a year			0.94
55	I'll quit in a year			0.94
Chi-square value/degree of freedom: 2230.31/815=2.74 CFI=0.82 RMSEA=0.087 SRMR=0.077				

As According to the overall fitness analysis, the fit indexes of the overall measurement model all meet the standard. As shown in Table 4-7, the fit of the overall measurement model is good.

Table 4-7 Verification of the fitness of the overall measurement model

Indicator name	Criteria for adaptation indicators	Verification Statistics	Outcome assessment
$\chi 2$/DOF ratio (NC)	≦5	2.74	Good
Comparison of fitness indicators (CFI)	≧0.8	0.82	Good
Root mean square of the mean approximation error (RMSEA)	≦0.1	0.087	Good
Square root of normalized residuals (SRMR)	≦0.08	0.077	Good

4.4 Model analysis of structural equations

The fit degree of the overall model is verified to meet the standard. Then, path analysis and structural equation model analysis are conducted to verify whether the hypothesis is valid. When the T value of path analysis is >1.96, it means that the α value has reached the significant level of 0.05, that is, P <0.05. When t value >2.58, it represents that α value has

reached the significant level of 0.01, that is, P <0.01; A t value of >3.29 represents a significant level of 0.001 for α, that is, P <0.05.

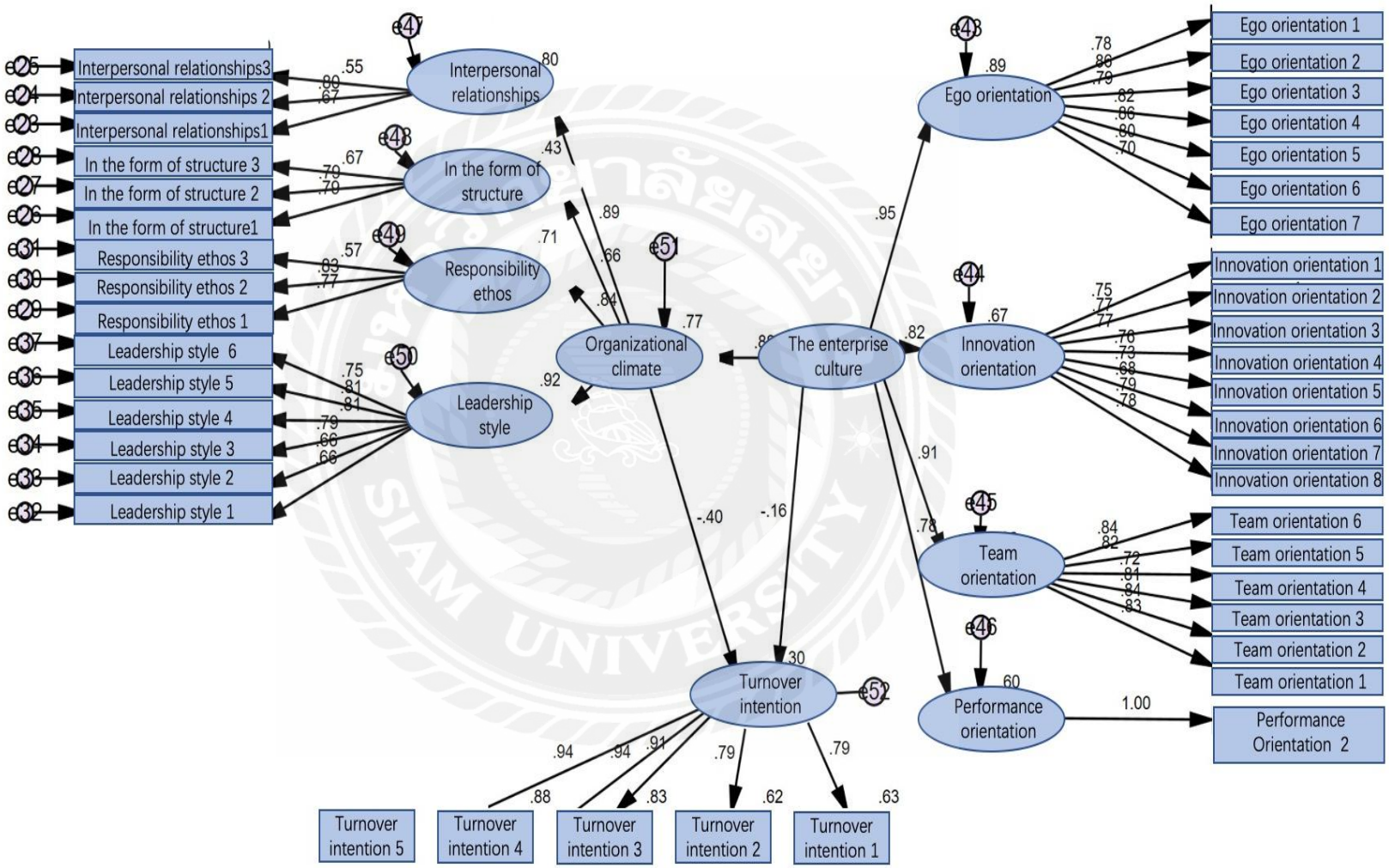
According to the structural analysis results of the three potential variables, corporate culture, organizational climate and turnover intention, the fit of the structural model is good, which is the same as the overall measurement model. The chi-square value/degree of freedom =2.74, CFI=0.82, RMSEA=0.087, and SRMR=0.077. The normalized path coefficients, t values and p values of each path analysis table are summarized in table 4-8.

Table 4-8 Structure Model Path Analysis

Serial number	Path	Normalized path coefficient	t values	p values
H1	Corporate culture → Organizational climate	0.88	8.369	<0.001
H2	Organizational climate →Turnover intention	-0.4	-2.291	0.022
H3	Corporate culture →Turnover intention	-0.16	-0.934	0.35

The results are shown in Figure 4-1 and Table 4-8. Show that corporate culture and organizational climate can significantly affect turnover trends, indicating that research hypotheses 1 and 2 hold. Corporate culture significantly positively influences organizational climate (p<0.001), An organizational climate significantly negatively affects turnover (p=0.022, p<0.05); Corporate culture does not meet the criteria for significant impact (p=0.35), But based on the results, Corporate culture is still negatively affecting turnover. The results were not as expected, In order to determine whether corporate culture can influence turnover tendency in other indirect ways, As a result, additional Bootstrap methods are used to detect mediation.

Figure 4-1 Schematic illustration of the normalized path coefficients of the structural equation model



By using Bootstrap method to detect whether there is a mediating effect, the value distribution of Indirect effect formed from the estimation results of multiple Indirect effects is used, and the concept of trust interval is used to work out the trust interval of Indirect effect. For example, Bias Corrected (BC) or Percentile(PC) 95% confidence interval. If the value within the interval does not contain 0, a significant mediating effect is observed (MacKinnon, 2008). In addition, if the value of 0 is not included in the 95% confidence interval of Direct effect, it is significant, indicating partial mediating effect (Lau and Cheung, 2012); otherwise, it is complete mediating effect. This study tested the BC confidence interval, and the results are summarized in Table 4-9.

Table 4-9 Verification of Indirect and Direct Intermediary Effects

Estimate	BC p value	BC 95% trust interval	Verification Results
Indirect effect ： Company culture → Organization climate → Turnover intention			
-0.355	0.04	-0.802~-0.015	Significant (mediated)
Direct effect ： Company culture → Turnover intention			
-0.188	0.361	-0.668~0.312	Not significant (fully mediated)

From the table ," Corporate culture→Organization of climate change→Turnover intention(BC 95% confidence interval does not contain 0) indicates that the organizational climate has an intermediary effect and "corporate culture"→A direct effect of "propensity to leave" was not significant (95% of the BC confidence interval contained 0), indicating that the organizational climate was a complete intermediary effect.

Collation of the above results, corporate culture has a significant positive impact on organizational climate, organizational climate has a significant negative impact on turnover tendency; corporate culture will not directly affect the turnover climate, but will affect the turnover tendency through the intermediary effect of organizational climate.

CHAPTER5 CONCLUSION AND SUGGESTION

This chapter is divided into three sections, the first section is the conclusion; the second section describes the management implications, and puts forward theoretical and practical contributions; the third section describes the research limitations and future research recommendations.

5.1 Conclusions

The study found that corporate culture did not directly affect the turnover tendency of employees, but positively and significantly affected the organizational climate. And the organizational climate has intermediary effect between corporate culture and turnover tendency. The results of the research hypothesis tests are as follows: Table 5-1:

Table 5-1 Test Results

	Research Hypothesis	**t values**	**Verification**
H1	Corporate culture directly positively influences organizational climate	8.369	Establishment
H2	Organizational climate has a direct negative impact on turnover	-2.291	Establishment
H3	Corporate culture has a direct negative impact on turnover tendency	-0.934	Not true

Past studies have rarely explored the impact of corporate culture on turnover tendencies. Although this study proves that corporate culture has no direct and significant effect on turnover tendency, it can indirectly negatively affect turnover tendency through organizational climate. The results of the consolidation are interpreted as follows:

5.1.1Corporate culture has a significant positive impact on organizational climate.

The results of this study show that the standardized path coefficient of corporate culture to organizational climate is 0.88, the t value is 8.369, and the p value <0.001, which proves that corporate culture will significantly positively affect organizational climate (as shown in Table 4-8). According to the results of Ashforth(1985) research, corporate culture has a plastic relationship with organizational climate. The higher the degree of corporate culture orientation (including self-esteem orientation, innovation orientation, team orientation, performance orientation), the higher the degree of various organizational climates (including

interpersonal relationships, formal structures, ethos of responsibility, leadership patterns).

Managers in the management of enterprises, not only by the efforts of one manager, but to create a unique culture belonging to the enterprise. A clear corporate culture allows members of the organization to correctly follow the organization's common values, beliefs, codes of conduct and attitude expectations. Naturally, the organization's members focus on the right direction in the operation of the enterprise, and in the form of natural local expression in the day-to-day, develop the code of conduct of the employees of the enterprise, in the face of pressure on work, whether it is the content of the work itself or interpersonal relationships, according to such a value code, can let the cohesion of employees to the enterprise centripetal force, and then promote the employees to the corporate atmosphere of good perception, so that the motivation and performance of employees tend to be better.

5.1.2 Organizational climate has a significant negative effect on turnover tendency.

According to the results of this study, the standardized path coefficient of organizational climate on turnover intention is -0.4, the t value is -2.291, and the p value is =0.022(<0.05), which proves that organizational climate will significantly negatively affect turnover intention (as shown in Table 4-8). Conforming with the research results of Cascio(1991), a person's attitude in an organization will be affected by environmental factors, which will further affect his or her behavior. The higher the degree of organizational climate (including interpersonal relationship, formal structure, climate of responsibility, leadership style), the lower the degree of turnover intention.

A clear organizational atmosphere can give a good perception among members of the organization, which will make it easier for employees to integrate into the enterprise and adapt to the enterprise more quickly. This research organization climate contains ethos of interpersonal relationship, form structure, responsibility, leadership patterns, such as four indicators, when the index is higher, said sharply lower employees within the enterprise and between colleagues not atmosphere, disapprove of the company organization structure, irresponsible, unable to express their views, also is to reduce the employees do not adapt to, do not know the direction of enterprise awareness, feel unfair or overwhelmed. When employees' perception is good and they quickly adapt to the environment and atmosphere in the organization, it is easier for them to find their direction in work and get a sense of achievement and sense of belonging. When employees feel and adapt to such organizational atmosphere, it can significantly reduce the willingness of employees to quit.

5.2 Management implications

5.2.1Theoretical implications

There are many studies on the cause and effect of turnover tendency in literature, but most of them discuss the influence of job satisfaction, leadership style and organizational

commitment on turnover tendency. The main contributions of this study are as follows: first, although previous literature mentioned the relevance of corporate culture and organizational climate, as well as the relevance of organizational climate and turnover tendency, but did not explore the relationship between corporate culture and turnover tendency, this study fills this gap. Although the findings of this study suggest that corporate culture is less direct than expected

affect turnover tendency, but it can be influenced indirectly. Second contribution, this study successfully found the link between "corporate culture and organizational climate" and "organizational climate and turnover tendency ". Corporate culture can influence turnover tendency through the intermediary effect of organizational climate, and organizational climate plays a completely intermediary role. The results of this study show that successfully shaping the corporate culture of the organization is beneficial to enhance the perception of good organizational climate, which can effectively increase the identity of employees, and then reduce the tendency to leave.

5.2.2 Practical implications

In the past, there was much discussion about job satisfaction or the impact of leadership style, but there was little discussion about whether the values that a company wanted to convey to its employees also affected turnover. In order to enhance the employee's intention to stay in office, we should start with the establishment of common values, beliefs and codes of conduct within the enterprise, and create a unique culture that belongs to our own enterprise, whether it is to attach importance to the self-esteem development of the employees, or to the innovation and performance development within the enterprise, or even to the team spirit of the internal organization, so long as the spirit can be conveyed to the employees' hearts, the employees will follow such values to carry out the task at work slowly drive the establishment of the atmosphere within the organization. Through this clear and clear corporate culture, create a good atmosphere within the enterprise, let the internal staff to perceive, drive a good organizational climate. Establishing a proper organizational structure, encouraging employees to express their wishes and giving them appropriate authority, giving them the courage to take responsibility, and giving them the space to live in harmony within the organization can promote the employees to find direction in the work within the organization, and it is easier to create a sense of belonging to the organization, adapt more quickly or integrate more steadily into the enterprise, thus strengthening the link between the enterprise and the employees. When the connection is stronger, such an environment will affect the employee's behavior motivation and performance, so that when the employee's feelings are good, it will reduce the willingness to leave, but on the contrary, when there is no way in the enterprise to give employees a good environment, good values and beliefs, will also reduce the idea of staff retention. And through this study found, especially under 30 years old, working for 1~5 years of grass-roots employees, is closer to such a theory. Therefore, this research gives the enterprise supervisor a management significance, that is, the enterprise must establish a clear and positive corporate culture, so that this corporate culture drives the atmosphere perceived by employees within the organization, can achieve the purpose of reducing the turnover tendency of employees.

5.3 Future research

5.3.1Research limitations

There are only four kinds of corporate culture and organizational climate classification discussed in this study, but in fact, the corporate culture and organizational climate are not only four categories or only can be classified in this way, and the culture that different industries may attach importance to is very diverse with the organizational climate they want to establish. In addition, this study did not make a more complex analysis, such as adding other mediation variables, or whether there are other self-variables that affect organizational climate, etc. to increase understanding of what factors affect turnover tendency.

5.3.2 Future research recommendations

Different enterprises have different cultures, different classification of corporate culture may lead to more diversified results, and if subsequent researchers can continue to study the relationship between different corporate culture and turnover tendency, it is believed that the results can be more complete. In addition, the link between corporate culture and other variables may be related to industry, if other researchers can further study the relevance of industry, I believe the results can be presented more fully. In addition, this study only discusses the influence of corporate culture on turnover tendency through organizational climate, but it may be more abundant if other intermediary variables such as leadership style and organizational satisfaction or increased organizational commitment are added.

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APPENDIX:Research questionnaire

Enterprise Advance:

Hello! Thank you for your busy schedule to assist in the business opinion survey. This is a questionnaire about the relationship between corporate culture, organizational climate and business trends. The results will provide a reference for academic research and future business operations. This questionnaire is anonymous, no one but the researcher can see your answer, the information is absolutely confidential, and the data only do group analysis, not personal analysis, so please feel free to fill in the answer. your assistance will enable this study to proceed smoothly, thanks again. If you have any questions about the contents of the questionnaire, please contact us, thank you!

Best wishes

Good health

Siam University, Yang Hui

Personal Basic Information					
1	Your gender	□ male	□ women		
2	Your age	□ under 30	□ 31~40	□ 41~50	□ over 51
3	Current years	□ less than 1 year	□1 or more ~ less than 5 years	□5 years or more ~ less than 10 years	
		□10 years or more ~ less than 15 years	□15 years or more		
4	Current position	□ grass-roots staff	□ management		
5	Highest education	□ upper secondary (vocational)	□ specialist	□ University	□Above Institute
6	Marital status	□ married	□ unmarried		

Basic Enterprise Information					
1	Number of employees	□ under 100	□101~300	□301~500	□500 or more
2	History of Company Establishment	□ less than 10 years	□11~20 years	□21~30 years	□ over 30 years

Part I: Scale of Corporate Culture						
Please tick or mark the appropriate boxes in accordance with your actual contract.						
1	Spirit of the extended family	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
2	Team work	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
3	Emphasizing full authority	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
4	Focus on employee loyalty	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
5	Fairness and fairness	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
6	Emphasis on mutual assistance and cooperation	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
7	Encouraging consensus	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
8	Respect for the individual	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
9	Respect employee opinion	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
10	First-class treatment	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
11	Dignity at work	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
12	Practice Employee Ideal	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
13	Show yourself in time	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
14	Transparency of policies	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
15	Pursuing work speed	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
16	Objective criteria	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
17	Results outweigh the process	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
18	Performance requirements	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
19	Emphasis on	□ complete	□ disagree	□ General	□ consent	□ complete

	performance	disagreement				agreement
20	Emphasis on internal competition	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
21	adventurous spirit	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
22	Focus on innovation and change	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
23	Encouraging innovation	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
24	Strive for science	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
25	Emphasis on professional competence	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
26	Emphasis on technical priorities	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
27	Emphasis on rational analysis	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
28	Sharp judgment	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement

Part II: Tissue climate awareness						
Please tick or mark the appropriate boxes in accordance with your actual conditions.						
1	Work within the Company, all are clearly divided and allocated	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
2	Employees in the company often wonder who has the right	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
3	In companies, employees are often confused about who has the authority to make certain decisions	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
4	In our company, it is difficult to get a chance to be creative with new ideas because of complicated regulations, trivial formalities or bureaucratic	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement

	issues Consideration					
5	The productivity of our company is often affected by a lack of good organization and planning	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
6	In this company, almost everything has to be approved by the superior, so there is no need for personal judgment	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
7	The main job of a supervisor in the company is to provide operational guidance to his subordinates	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
8	In this company, whoever did something wrong,try to make excuses	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
9	In our company, as long as you think you can handle it correctly, you can do it without asking for instructions Supervisor	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
10	One of our problems is that no one wants to Willing to take responsibility	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
11	Our company's promotion system enables able people to rise to senior positions	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
12	Our employees usually receive more rewards and encouragement than blame and criticism	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
13	In our company, rewards and recognition for performance are often insufficient	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement

14	There is a friendly atmosphere among the staff in our company	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
15	Colleagues in our company generally do not communicate with each other	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
16	Our colleagues get along with each other, is indifferent and do not care about each other	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
17	There is a very harmonious relationship between the management and the staff in this company	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
18	There is no real trust between the people in this company	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
19	Our business philosophy takes into account individual factors, such as the importance of employee response	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
20	The management of this company believes that if employees are happy, productivity will increase	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
21	The management of our company believes that disputes among the units and personnel concerned may be conducive to communication and beneficial to the company	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
22	Our company encourages people to express their opinions, even if they disagree with the supervisor	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement

Part III: Turnover Intention						
Below are some descriptive sentences about the organizational climate. Please tick or mark the appropriate boxes according to your company's actual situation						
1	I was thinking about leaving	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
2	I had planned to look for another job	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
3	My plan to resign is already under way	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
4	I'll look for another job within a year	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement
5	I will quit within a year	□ complete disagreement	□ disagree	□ General	□ consent	□ complete agreement

This is the end of the questionnaire. Please confirm that there are no questions you missed. Thanks again for your help!