The Impact of Organizational Culture on Employee Performance: Evidence from Chinese Media-Education Sector[†]

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Abstract

This study is not only explores organizational culture in Chinese media-education Sector, but also examines the influence of organizational culture on employee performance. It tests Xu (2021)'s the role of organizational culture toward employee performance. Organizational culture is the true representation of the company's spirit and values. Employee Performance is a crucial metric that the business uses to measure progress (Koopmans et al., 2013). Using questionnaire survey, this research received 366 valid respondents. Descriptive, correlation, and regression analysis were applied, respectively.

The findings showed that collective behavior, power distance, and long-term orientation all significantly improve employee performance. Employee performance is significantly influenced favorably by both masculinity and the desire to avoid uncertainty. As a result, the Social Exchange Theory (SET), which explains the relationship between employee engagement, organizational culture, and performance. SET has both economic and social effects. When they are working in an environment with a positive business culture, employees are more motivated to perform more work. A bond is established between management and workers as a result of fair transaction, which fosters psychological commitment to the job. By emphasizing flexibility over rigidity, collaboration over competition, and mutual trust over legal duties, it forges a bond between employees and the business in general.

Keywords: Media education, Corporate culture, Employee performance

Introduction

The Chinese media refers to the mass media, including newspapers, magazines, television, radio, movies, books, audio and video products and the popular Internet. The media teaching roughly divided into language communication, media advertising, news gathering and editing and production. The important of this section required academic attention on organizational studies. Recently, organizational culture atmosphere plays a critical part in the establishment of the enterprise members' spiritual condition and temperament style. It represents a company's values, ethics, goals, practices, and working environment. It's what sets each company apart, and it has an influence on everything from public image to employee engagement and retention. Thus, understanding organization culture in media sector is crucial.

Research objectives

This research explores the role of organizational culture on Employee Performance. It proposes the objectives of this research as:
1) To explore the organizational culture of Chinese media-education sector.
2) To explore the Employee Performance of Chinese media-education sector.
3) To determine the impact of organizational culture on Employee Performance.

Literature review

Organizational culture

The organizational culture atmosphere plays a critical part in the establishment of the enterprise members' spiritual condition and temperament style. The importance of organizational culture inside a corporation cannot be overstated. It's a frequently used indicator for assessing an organization's declared stability as well as employees' job satisfaction, motivation, and encouragement. Nonetheless, in order to generate, manage, and retain productive and qualified staff, the company must provide a strong, efficient, welcoming, supportive, and career-oriented work environment. All of this is achievable if the corporation has a strong organizational culture that supports such acts. Thus, following research has settle the research area in this area:

Kilmann (1985); Lee and Yu (2004); and Cherian et al. (2021) indicates that corporate culture is an emerging marginal discipline, which is closely related to many aspects such as economy, technology and society. From different perspectives, there will be different definitions. Some people have made rough statistics on the definition of corporate culture. There are more than 180 kinds of definitions. Although these definitions have different perspectives, from their overall sense, their essence is basically the same: the core of corporate culture is a common value, which is the norm to guide the behavior of enterprises and organization members. Therefore, corporate culture can be defined as an organizational culture formed in an organization engaged in economic activities. It contains the values, code of conduct and other ideology and material forms are jointly recognized by the members of the enterprise. Further, corporate culture can be divided into broad sense and narrow sense. In broad sense, corporate culture refers to the sum of corporate material culture, behavior culture, spiritual culture and institutional culture; in narrow sense, corporate culture refers to the enterprise ideology with corporate values as the core.

Hu et al. (2020) defined organizational culture as the spiritual manner of representing the unique traditions, habits, and behavior patterns enshrouded in the enterprise's overall environment. The organizational cultural environment is imperceptible, yet it has the capacity to infect all members of the company, causing them to feel the firm's overarching spiritual desire and, as a result, to induce ideological sublimation and conscious will. Furthermore, Mesfin et al. (2020) defined organizational culture as the attitudes and practices that affect how a company's workers and management interact and deal with outside business affairs. In the cultural aspects, an enterprise's values, cultural deposits, behavior standards, and company philosophy will be adequately understood.

Thus, organizational culture can be defined as follows: In the process of enterprise development, the development of enterprise management concept and efficient summary, is the accurate embodiment of the enterprise spirit and values, promotes enterprise development through effective guidance effect, contains rich cultural connotation and spiritual strength, makes employees' ideological behavior and values through scientific guidance, enhances enterprise centripetal force, creates enterprise centripetal force

According to Drejer and Vinding (2006) indicate that corporate culture has influence on 4 dimensions.

It increases the cohesiveness of the company. Employees are guided by organizational culture in terms of ideology and constraint. The value standard for the unique scenario of the firm and the real situation will be produced after the organizational culture is established. If an employee's behavior orientation and value do not correspond to the system's standards, the organization's culture may be modified, leading to the proper standards and values. It is, nevertheless, distinct from other constraint approaches. Organizational culture, as opposed to obligatory limitations, primarily enforces soft limits based on employee behavior, psychology, and cognition. The source of this tying force is the organizational cultural environment. The group is under psychological strain due to public opinion, group awareness, and shared practices. Focus on cultural dimensions' core values, create an atmosphere of mutual support, unity, and mutual assistance within the enterprise, ensure that internal members of the enterprise have psychological resonance with the enterprise's common work objectives, ensure that employees are responsible, and encourage them to take the initiative to make suggestions for the enterprise's development.

It promotes the peaceful growth of businesses. Advanced organizational culture is the key to increasing corporate management efficiency. The ongoing enhancement of an enterprise's overall strength is a sufficient driving factor for the enterprise's long-term success. The core of enterprise culture

construction is to activate enterprise internal innovation power and production power, giving play to the role of cultural atmosphere, unity enterprise internal strength, enhance cohesion, team improve management team initiative, in order to arouse the enthusiasm of front-line staff, provide more creativity to enterprise development, and make the enterprise form the core power system. Humans are great because of their aspirations, and companies thrive because of their culture, as we all know. Enterprises must create a unique charm image in the fierce market competition environment on the market, on this basis to build advanced science and culture, promote their own stable, rapid, healthy development, this is not only the goal of enterprise business activities, but also enterprise worker in professional behavior and career development form spiritual mot As a result, excellent enterprise culture is an essential component of enterprise operation and management, as well as the relationship with the enterprise for mutual promotion and complementarity, in order to lay sufficient spiritual power for stable enterprise development and promote enterprise harmony.

It defines and displays the company's image. Organizational culture is the essence and foundation of a company's development and growth. Organizational culture's image culture, which is the outward representation of cultural aspects, has traits of independence and professionalism. People will appraise the business image and ability based on the service ability and quality, regardless of the sector. Organizational culture is mostly transmitted through a few carriers. The efficient, quick, and exceptional service quality, as well as the management style, ensure customer support, which helps to shape a positive external image. Enterprises may demonstrate their own product advantages and cultural aspects based on customers' awareness of organizational culture and fundamental values, allowing them to extend their sales scale and enhance their market operation efficiency.

It enhances the notion of business management. Enterprise culture is a very fundamental component in enterprise management, and it has a direct impact on the enterprise management idea. Both are beneficial to one another. Strengthening the development of corporate culture aids in the advancement of the enterprise management concept and corrects existing flaws in a timely manner. After entering the twenty-first century, China has entered a phase of science and technology dominance, with industrial competitiveness focusing mostly on innovation. Employees voluntarily follow the working idea under the impact of cultural elements, which helps them have a better understanding of all parts of the company and makes management easier. It can be shown that building an enterprise culture may forsake old concepts in favor of new ones, successfully combining business characteristics with the characteristics of the times, improving enterprise management, and promoting the long-term growth of the company economy.

Employee performance

Li et al. (2021) defines Employee Performance is: The basis of enterprise performance is the fundamental guarantee of enterprise goals. In other words, the employee performance determines the ultimate performance of the enterprise. Originally, Lin (1999) explore behavior and result view as the 2 main views defining work performance. Specifically, the former believes that work performance refers to the many behaviors of employees with evaluation value to achieve their work goals, while the latter pays more attention to the achievements of employees in their work activities. Therefore, Managers' tolerance to employees can stimulate individuals to identify with work from their hearts, actively participate in work, and fully realize the value of work performance to individuals, so as to improve work input (Fang et al., 2019).

Ugoani (2020) performance appraisal is the main means to evaluate employees' working ability. It is necessary to build an assessment system according to the specific functional requirements of the unit, and make an evaluation of employees. Performance appraisal mainly involves the following aspects: Employees' work attitude, ability and performance, job matching situation, personal potential, etc. Additionally, Zuo (2022), work performance is the employees through work and target related efforts, is one of the important goals of organizations and employees, also is shaping the positive effect of employees, and work can improve staff subjective initiative, encourage employees to make positive behavior, more work, enhance the sense of belonging to the organization, etc., and promote the benign development of work performance. Furthermore, Lin (1999) defines work performance as the work behavior, work

performance and work results of those employees evaluated by the organization. Yang et al. (2001) defined work performance as the evaluative behavior and results made by employees within a certain time range that are consistent with the development goals of the organization. Peng (2002) defines work performance as the work results achieved by employees within the completion period of the task according to the business objectives of the enterprise and the specific work tasks assigned by the leaders.

Dimensions of employee performance

One of the primary goals of every working professional, whether a manager or an employee, is to offer great performance on the job while also assisting your colleagues, teams, and coworkers in doing so. As a result, the notion of employee performance is a critical component of management. Task performance and contextual performance are 2 aspects of employee performance.

Employee performance, according to researchers and practitioners, is multifaceted and consists of 2 key factors: Task performance and contextual performance (Motowidlo et al., 1999). Task performance is critical because it pertains to the production of job-specific products and services and necessitates the acquisition and demonstration of key technical abilities by workers.

Task performance refers to an individual's contribution to an organization's overall success. It is a n employee's fundamental work duties are described by task performance. It's also known as "n-role mandated conduct" (Motowidlo & VanScotter, 1994). and it's evident in the quality and quantity of specified job outputs and deliverables. One entails operations that directly convert raw resources into the commodities and services that comprise the organization's products. Selling items at a retail shop, running a production machine in a manufacturing plant, teaching in a school, conducting surgery in a hospital, and paying checks in a bank are examples of such activities.

Contextual performance, also known as "discretionary extra-role conduct" (Koopmans et al., 2013; Conway, 1999), is evident in activities such as counseling colleagues, establishing social networks inside a company, and going above and beyond for the organization. It ensures that workers are successful in their tasks is one of the most critical duties of a business. In recent years, however, contextual performance has come to be seen as an important component of total work performance. Employee Performance is now seen by practitioners and academics as going beyond what is deemed effective for task performance. Employees' capacity to participate in activities that contribute to the organization's overall well-being is captured by contextual performance. This component of work performance is valued just as much as task performance. Volunteering for extra labor, being a good organizational citizen, interacting with colleagues, and other discretionary actions are examples of contextual performance (Borman & Motowidlo, 1993).

The role of organization culture on employee performance

In 1958, Homans developed the Social Exchange Theory (SET) to describe and explain the link between employee performance, business culture, and employee engagement. As highlighted by has economic as well as social ramifications. Employees are more driven to do more work when they work in a setting with a favorable company culture. Fair exchange also creates a link between management and employees, resulting in psychological commitment to the workplace. It creates a link between employees and the organization based on mutual trust rather than legal obligations, flexibility over rigidity, and cooperation over competitiveness. In this regard, it has been suggested that the corporation develop a strong and successful organizational culture that the employees will like, enabling both the organization and the people to achieve unique exchange links. When employees believe the firm satisfies their requirements by developing a stable organizational culture that leads their work, they feel important and compelled to reward the company with positive work behavior such as performance, loyalty, and devotion. As a consequence, employees' productivity is tied to their opinions of the company's respect, value, and support. Later et al. (2019) explores organizational culture and performance. Later, Cobbinah et al. (2020) found the effect of organizational culture on employee employee performance in the public sector.

Hypothesis development

This research proposes the following conceptual framework

> H1 Collectivism has positive impact on Employee Performance.
> H2 Power distance has positive impact on Employee Performance.
> H3 Long-term oriented has positive impact on Employee Performance.
> H4 Masculinity has positive impact on Employee Performance.
> H5 Uncertainty Avoidance has positive impact on Employee Performance.

Materials and methods

Research methods

This study proposes a quantitative approach using the scientific and accuracy of the research, allowing it to reach wide and in-depth findings. The questionnaire technique is a way in which researchers utilize this kind of controlled assessment to measure the issues under investigation and so obtain trustworthy data. Questionnaires are more extensive, comprehensive, and simple to use than interview forms.

Population and sample

This study selects the Chinese media education industry for investigation and research to support the influence of corporate culture on employee performance. The population of this research is above 100,000 Chinese media education personals. The research object of this study will be a relatively famous media education institution, which will not only be easier to obtain the data, but also ensure the authenticity of the data. According to the objectives of this study, Yamane suggested 400 sample is sufficient for confidential level of 5 %. Sample of this research were selected by convenience sampling.

Data analysis

For data analysis in this study, SPSS20.0 software is used. Section 1 presents descriptive data in the form of frequency, percentage, mean, and standard deviation. It also reports on each variable's degree of attitude. Section 2 contains inferential statistics based on correlation and multiple regression. A correlation analysis reveals the strength and direction of a linear relationship between two variables. Then, regression analysis is a mathematical tool for discovering which of those variables has an influence on the outcome.

Results and discussion

Descriptive statistics are designed to test respondents' awareness of each variable. A higher score indicates a higher level of awareness of the variable among respondents.

Table 1 Descriptive statistics of organizational culture and employee performance.

Variable	Mean	Std. Deviation	Level
Collectivism	3. 558	1. 026	Agree
Power distance	3. 612	1. 025	Agree
Long-term orientation	3. 631	1. 012	Agree
Masculinity	3. 340	0. 915	Agree
Uncertainty avoidance	3. 373	0. 906	Agree
Task performance	3. 192	0. 855	Neutral
Contextual performance	3. 131	0. 920	Neutral
Employee performance	3. 161	0. 640	Neutral

Table 1 reveals that the average value of collectivism is 3. 558, indicating that the average level of collectivism in the sample is high; the average value of power distance is 3. 612, indicating that the average level of power distance in the sample is high; The average value of long-term orientation is 3. 631,

indicating that the average value of long-term orientation in the sample is high; masculinity's average is 3.340, indicating a higher average of masculinity in the sample; uncertainty avoidance's average is 3.373, indicating a higher average of uncertainty avoidance in the sample; the average value of task performance is 3.192, indicating that the average value of task performance in the sample is neutral; the average value of contextual performance is 3.131, indicating that the average level of contextual performance in the sample is neutral; the average of employee performance is 3.161, indicating a neutral average of employee performance in the sample.

Furthermore, the Pearson correlation analysis method was used to analyze the significance of the correlation between the two variables. If the correlation between the explanatory variable and the explained variable is significant, the relationship between the 2 variables is good. The direction of correlation between two pairs of variables is determined by the positive and negative values of the correlation coefficient. A positive correlation coefficient indicates a positive correlation between 2 variables, and a negative correlation between two variables indicates a negative correlation between 2 variables. The results of the questionnaire survey are as follows:

Table 2 Correlations matrix.

	Collectivism	**Power Distance**	**Long-Term Orientation**	**Masculinity**	**Uncertainty Avoidance**
Collectivism	1				
Large Power	0.254	1			
Long-term Orientation	0.262	0.285	1		
Masculinity	0.178	0.120	0.107	1	
Uncertainty Avoidance	0.182	0.225	0.210	0.228	1
Task performance	0. 290	0. 310	0. 245	0. 228	0. 171
Contextual performance	0. 256	0. 270	0. 267	0. 159	0. 232
Employee performance	0. 379	0. 402	0. 356	0. 267	0. 282

Table 2 reveals the correlation coefficient between collectivism and task performance is 0.29, and the significance value is significant at the significance level of 0.01. There is a significant positive correlation between collectivism and task performance. The correlation coefficient between collectivism and contextual performance is 0.256, and the significance value is significant at the significance level of 0. 01, there is a significant positive correlation between collectivism and contextual performance. The correlation coefficient between collectivism and employee performance is 0. 379, and the significance value is significant at the significance level of 0. 01. There is a significant positive correlation between collectivism and employee performance.

Multiple linear regression

Based on the collection of 366 valid sample data, an analytical regression model was established to determine the intrinsic causality of this relationship and its mechanism. The core idea of the regression model is to obtain certain rules under the premise of observing the correlation between variables, and further represent it through the functional relationship, and the obtained functional correlation is the regression equation. Considering that the dependent variable may be a combination of factors, multiple linear regression analysis will be used to test hypothesized relationships.

Table 3 Regression analysis.

	Unstandardized Coefficients		Standardized Coefficients	t	p	VIF
	B	Std. Error	Beta			
(Constant)	0.982	0.172		5.718	< 0.000	
Collectivism	0.132	0.029	0.212	4.582	< 0.000	1.151
PowerDistance	0.151	0.029	0.243	5.227	< 0.000	1.164
Long-TermOrientation	0.114	0.029	0.183	3.931	< 0.000	1.159
Masculinity	0.122	0.031	0.175	3.975	< 0.000	1.042
UncertaintyAvoidance	0.101	0.032	0.143	3.183	0.002	1.092
R Square = 0. 33, Adjusted R Square = 0. 321, F = 35. 533, $p = 0.00$						

Table 3 reveals that the adjusted R square of the multiple linear regression model is 0.321, and the overall goodness-of-fit is good; the F test value is 35.533, and the probability of more than 99 % is significant.

Based on the above data, it can be concluded that in the research hypothesis, collectivism has a significant positive effect on employee performance, power distance has a significant positive effect on employee performance, and long-term orientation has a significant positive effect on employee performance. Masculinity has a significant positive effect on employee performance, and uncertainty avoidance has a significant positive effect on employee performance.

Conclusion and recommendation

This research suggests that collectivism, power distance, and long-term orientation, masculinity, employee performance, and uncertainty avoidance has a significant positive effect on employee performance. The finding consists with Homans (1958)'s Social Exchange Theory (SET) which describe and explain the link between employee performance, business culture, and employee engagement. SET has economic as well as social ramifications. Employees are more driven to do more work when they work in a setting with a favorable company culture. Fair exchange also creates a link between management and employees, resulting in psychological commitment to the workplace. It creates a link between employees and the organization based on mutual trust rather than legal obligations, flexibility over rigidity, and cooperation over competitiveness.

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