Innovations

Theory overview of corporate culture defining research model of the relationship between corporate culture affect to employee commitment and business performance

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Abstract

The research aims to build a theoretical framework on corporate culture, the factors of corporate culture that affect employee commitment and business performance. The research is based on the theoretical of corporate culture of famous researchers such as Mayer & Allen, Schein... Besides, the author conducts a review of previous studies to synthesize the elements of corporate cultureaffectto employee commitment; corporate culture factors affect business performance and employee commitment factors affect business performance. The research results will provide a proposed research model on the relationship between corporate culture affectto employee commitment and business performance. The research model will be the scientific basis for researchers to conduct empirical studies at enterprises.

Key words: 1.Corporate culture, 2.Employee commitment, 3.business performance.

1. Introduction

Corporate culture has received a lot of attention from researchers over the past several decades due to its impact on corporate success. Corporate culture represents shared assumptions, values and beliefs that inform employee behavior Crémer, (1993); Hermalin, (1999); Meyer and Allen, (1991); O'Reilly, (1986); Schein, (1992). Corporate culture helps to communicate the appropriate course of action and align employee behavior with corporate goals (Guiso et al., 2015). Corporate culture is a set of norms and values that are widely and strongly shared by an enterprise throughout an enterprise (Guiso et al., 2015). This definition indicates that corporate culture is not only shared by words but also by actual actions at the enterprise. Corporate culture can be viewed as a form of social control that complements traditional control systems in firms (Guiso et al., 2015). In general, corporate culture is the totality of spiritual values that an enterprise creates in the process of production and business, affecting the emotions, reason and behavior of its members as well as the development of the enterprise (Mowat, 2002). Each business has its own culture, which distinguishes one business from another.

Szczepańska-Woszczyna (2014), affirms that corporate culture plays an important role in an enterprise, helping to regulate the behavior of each member, even the behavior of the whole enterprise. If a healthy corporate culture is built and developed, it will increase employee commitment and loyalty. At the same time, it also promotes healthy relationships among employees, creating an emotional bond within the business. Employee commitment is a

psychological state that characterizes an employee's relationship with the business. A committed employee is one who stays with the enterprise in any favorable or unfavorable circumstances affecting the business (Cohen & Shamai, 2010; Geiger et al., 1998; Hofstede, 2001; Meyer et al. al., 1998).

Researchers have also found a long-term relationship of corporate culture to business performance (Denison, 1990). In addition (Davidson et al., 2007) found that corporate culture can improve the business performance. The relationship between corporate culture and business performance may not be a mere direct relationship, and may depend on corporate strategies (Choi & Jung, 2008) and change of the working environment (O'Reilly III et al., 2014; Sørensen, 2002). Corporate culture factors influence managers and employees, resulting in a higher level of service for the business (Pacelli, 2019).

Corporate culture plays a huge role for businesses in business development strategies, employee retention and performance improvement. With the meanings of corporate culture; The impact of corporate culture on employee commitment as well as business performance. The study will delve deeply into the theory of corporate culture, relevant previous studies at home and abroad to build a research model.

2. Theories and Research concepts

2.1 Theories

2.1.1 Self-determination theory - SDT (Deci & Ryan, 1985)

It is a theory of motivation based on the premise that people want to grow and develop towards their full potential (Deci & Ryan, 1985). According to self-determination theory, the extent to which individuals truly develop to their full potential and function optimally depends on the employee's ability to satisfy psychological needs. Self-determination theory holds that there are three basic psychological needs necessary for optimal functioning: the need for autonomy (the need to exercise control over one's actions), the need for relevance (the need for self-determination). Feeling connected to others and needing competence (needing to influence one's outcomes and surroundings). Satisfaction of these psychological needs is associated with a high degree of intrinsic motivation, which is associated with favorable outcomes. Self-determination theory research will support the relationships of psychological needs for autonomy, competence and the association with positive outcomes over time with corporate culture.

2.1.2 Social Exchange Theory – SET(Cropanzano & Mitchell, 2005)

Social Exchangetheory (SET) (Cropanzano & Mitchell, 2005) holds that obligations are created through a series of interactions between parties that are in a state of interdependence. A fundamental tenet of the SET is that the relationship develops over time of mutual trust, loyalty, and commitment as long as the parties follow some trade-off rule (Cropanzano & Mitchell, 2005). When individuals receive economic and spiritual resources from the organization, they feel an obligation to respond to the requirements of the organization. That is, employees will choose to engage in work to varying degrees and in response to the resources they receive from the organization. SET provides a theoretical foundation to explain why employees choose to be more or less committed to their jobs and organizations.

2.1.3The theory of RESPECT model(Marciano, 2010)

Marciano (2010) believes that employee engagement is a very important thing in the stability and development of the organization and the decisive factor for this engagement is not just rewards and punishments as previously stated in the theories. It is the factors of corporate culture that play a core role for the level of cohesion to become strong, thereby increasing loyalty and employees' efforts and contributions to the organization, stemming from the mutual respect within the organization. Engaged employees will work towards a common goal, but they will also look around for opportunities to contribute more to get the job done. Motivated but disengaged employees will only work hard when they are about to get something for themselves.

2.2 Research concepts

2.2.1 Corporate culture

Corporate culture has been of interest to many authors because it concerns people with the unique qualities and style of an organization (Kilmann, 1985), and is the way things are done in an organization (Dealmann, 1985). According to Barney (1986), corporate culture is the set of values, beliefs, assumptions and symbols that define the way in which an enterprise conducts business. Corporate culture can be seen as a combination of different activities and an interactive process among members. Corporate culture according to Quinn (1988) includes beliefs about corporate purpose, performance criteria, position of power, legitimacy of authority, decision-making process, leadership style, compliance, evaluation and motivation. (Saffold III, 1988) identifies shared values as the core of corporate culture, with the strength of corporate culture showing to what extent members of an organization share corporate values. Besides, Kilmann et al. (1986) said that corporate culture is the soul of the enterprise and the life of its members. Corporate culture is also the governing values of a business or a set of values and assumptions that underlie our claim to be what our business is (Quinn, 1988). Corporate culture is an integral part of an enterprise's internal environment (E. H. Schein, 1992). Corporate culture can be viewed as a set of values, attitudes, behavioral patterns, rituals, beliefs, norms, expectations, socialization and assumptions of employees as primary identity. Within the business and help determine employee behavior (Hellriegel & Slocum, 2011; Judge & Robbins, 2017; Ooi & Arumugam, 2006; Pool, 2000).

To evaluate and measure the performance of corporate culture, experts give different opinions, researchers include (Meyer & Allen, 1991) and (Recardo & Jolly, 1997) have identify the following as the most practical of the elements expressing corporate culture: training – development; communicate; reward – recognition; take risks to create and innovate; effective decision making; active learning; teamwork; fair and consistent. However, (HC Lau & MA Idris, 2001) suggests that elements of corporate culture are identified as having a great influence on employee behavior and commitment in organizations including: communication; teamwork; training – development; and reward – recognition. As suggested by (DeCenzo et al., 2009), corporate culture factors include: innovation and courage to take risks; results-oriented; people-oriented and group-oriented. In the study of (Jung et al., 2009), identified factors on corporate culture including four factors: teamwork, communication, rewards and training& development.

2.2.2 Employee commitment

According to Ismail et al. (2019) employee engagement also commonly referred to as employee engagement, is a situation in which members of an enterprise identify themselves with their work in a commitment or attached. Elements of employee commitment include employees' beliefs about the organization, its leaders, and its working conditions. Emotional factors include employees' feelings about the organization and its leaders.

Commitment has been defined and measured in a variety of ways (Meyer & Allen, 1991; Mowday et al., 1982; Mowday & Sutton, 1993). The lack of consensus on the definition of commitment has greatly contributed to the view of commitment as a multidimensional construct (Meyer & Allen, 1991). However, even if we admit the existence of multiple dimensions or forms of commitment, there must be a core nature that characterizes the structure and distinguishes it from other structures.

(Meyer & Herscovitch, 2001) have developed a common model of workplace engagement to explain differences in both form and content. This model is an extension of the three-component model of (Meyer & Allen, 1991, 1997) on employee engagement. The development of the model was accelerated, due to an increase in the number of studies applying the three-component model to explain employee commitment to other areas, including professions (Irving et al., 1997; Meyer et al., 1993) (Snape & Redman, 2003) supervisor and working group (Becker & Kernan, 2003; Bentein et al., 2002; Clugston et al., 2000a; Vandenberghe et al., 2001), and organizational change (Meyer & Herscovitch, 2001).

2.2.3 Business performance

Vickery (1991) business performance is measured in terms of financial performance and commercial performance. Commercial performance is assessed through 5 factors: sales growth; corporate reputation and image; customer satisfaction; market share and product launch success (González-Benito, 2007; Vickery, 1991). Financial performance refers to ratios that are based on accounting data and relate to the economic benefits and productivity of a company and are evaluated through three factors: return on investment – ROI); profit on sales (Profits as percent of sales – ROS); Labor productivity - sales/employees (González-Benito, 2007; Vickery, 1991).

Homburg et al. (1999) states that organizational effectiveness includes efficiency in achieving organizational goals, efficiency in producing outputs, and adapting to changing environments. While business performance measures vary widely, traditional measures include profitability, productivity, and market valuation (Firer & Williams, 2003). Financial performance metrics include return on investment, return on assets, and return on shareholder equity. (Škerlavaj et al., 2007) argues that there is little consensus on what constitutes a firm's performance. Business performance is the outcome achieved by members of an organization (Gibson et al., 2011).

Studies of the business performance often use financial measures such as return on assets (Bloom & Milkovich, 1998), (Westphal, 1999). Besides, the measure of goals is only relatively difficult to quantify and makes it difficult for businesses to compare and calculate business performance. However, objective and perceived measures of business performance are often found to be positively related (Kirkman & Rosen, 1999), and previous studies on business performance have also used affective measures (Brewer & Selden, 2000).

Lin, A. J., & Chang, H. Y. (2019) said that the criteria to evaluate the business performance are income and profitability. Income and profitability are assessed through five factors: Return on capital; Return on assets (ROA); Return on Equity (ROE); The ratio of net income to operating income and earnings per share (EPS).

3. Research model of the relationship between corporate culture affect to employee commitment and business performance

3.1 The impact of corporate culture on employee commitment

Porter et al., (1976), has concluded that the level of commitment can be significantly increased by better corporate culture design. In the study of (Clugston et al., 2000b) on the issue of cultural socialization and examining the individual consideration of power distance,

collectivism is related to the level of employee commitment. Combining the corporate culture model of (Hofstede, 2001) with the components of employee commitment to the business (Meyer & Allen, 1984) and the individual to the collective (Clugston et al., 2000b), in the study of (Cohen & Shamai, 2010) found that corporate culture is an important predictor of many businesses and is a central factor affecting commitment. Research results also show that the collective factor is related to three types of affective commitment, continuing commitment and normative commitment.

Jung et al., (2009), identified factors on corporate culture including four factors: teamwork, communication, rewards and training. The study also showed the results that factors of corporate culture affect employee commitment. (Lauture et al., 2012) expressed that a positive perception of corporate culture increases employee commitment. Research results of (Ramdhani et al., 2017) show that corporate culture is related to employee commitment. Research results also provide information on building corporate culture according to the model of teamwork, communication, training development, reward and recognition that will create a sense of belonging and employees' commitment. Various studies have also separately discussed the role of these factors in employee commitment and corporate performance, specifically: The impact of teamwork on employee commitment (Jung et al., 2009); The impact of the reward factor on employee commitment and business performance (E. H. Schein, 1992); The impact of communication factors on employee commitment and business performance and the impact of training factors on employee commitment and business performance (HC Lau & MA Idris, 2001).

HypothesisH1: *Corporate culture has a positive impact on employee commitment.*

3.2 The impact of employee commitment on business performance

Meyer & Allen, (1984), Meyer et al., (1993) has developed an employee commitment model consisting of three components: affective commitment, continuing commitment, and normative commitment. Observational and empirical research shows that there are both similarities and differences in current unidimensional concepts of employee commitment. Commitment will tie employees to the business, and therefore have impacted the business performance and especially the revenue. The main difference is in the contents of the commitment, emotional commitment is the emotional attachment to the business, the perceived high cost of leaving and the obligation of the individual to maintain and thus affect to business performance. According to (Meyer & Allen, 1997), a dedicated employee is one who stays with the business under any circumstances, works often, works all day, protects the company's assets, shares the corporate goals and others. Therefore, having a committed workforce will be an added advantage to an ever-growing business.

According to (Van Vianen, 2000) has examined the relationship between newcomers and those who have worked for a long time in the business to examine the value of corporate culture. The study first compares corporate culture preferences for new entrants to the corporate culture perceived by others in the work environment (individual-business fit study). Second, the study compares corporate culture preferences for new entrants to the corporate culture preferences of others in the work environment (individual-individual fit study). For corporate culture, managers have adopted the framework of different elements of corporate culture implemented (Quinn, 1988). Meanwhile, according to employee commitment to the enterprise, affective commitment according to (Meyer & Allen, 1991) has been used as a measurement tool. Cultural awareness and preferences of newcomers bring about two elements of corporate culture, concern for people and concern for goal accomplishment. The results showed that newcomers' interest in personal interests matched managers and was related to corporate commitment that is emotional commitment.

Geiger et al., (1998) studied the impact of corporate cultural values on the increase of commitment. Research is based on the relationship between increased commitment to the development of corporate cultural values (Hofstede, 2001). On the other hand, the lower the level of power distance in a culture, the higher the employee commitment to the organization. In addition, (Lee & Miller, 1999) found that employee commitment to the firm is positively related to the profitability of the firm. This implies that employee commitment to the business can affect business performance. The study also found that the more committed employees are, the greater the return to shareholders.

HypothesisH2: Employee commitment has a positive impact on business performance.

3.3 The impact of corporate culture on business performance

Denison (1990), states that specific corporate culture traits can be useful predictors of firm performance and effectiveness. (Arthur, 1994) examines the effect of the human resource system on production performance and revenue, and he argues that production efficiency will be enhanced by a higher level of employee commitment.

Corporate culture is directly related to business performance (Denison & Mishra, 1995; Lasrado & Kassem, 2020; Para-González et al., 2018). The link between corporate culture and business performance has been studied by many researchers (Denison & Mishra, 1995; Franke et al., 1991; Kotrba et al., 2012; Pettigrew, 1979; Quinn & Rohrbaugh , 1981), which clearly establishes the relationship of corporate culture and business performance.

In addition (Ooi & Arumugam, 2006) concluded that all elements of corporate culture are directly related to improving employee commitment. (Bonaparte Jr, 2008) states that employee commitment to the firm has an impact on the performance. (Manetje & Martins, 2009) argue that employee commitment to the business is the result of corporate culture. (Zain et al., 2009) concluded that all elements of corporate culture have an impact on employee commitment in the enterprise. In his research (Dost et al., 2011) has strongly stated that employee commitment has a strong impact on the business performance.

Klein (2011) also confirmed that elements of corporate culture have the ability to increase business performance. (Ng'ang'a & Wesonga, 2012) concluded that an institutional culture clearly has an impact on its performance. Furthermore, (Ghorbanhosseini, 2013) found that corporate culture has a direct and significant influence on commitment. (Ahmed & Shafiq, 2014) states that corporate culture with all its factors affects different views on the business performance.

Irefin & Mechanic, (2014) argues that firm performance is enhanced by employee engagement. In his research (Jenatabadi, 2015) has given an overview of the definition of firm efficiency and its components. Corporate efficiency is defined as the extent to which a company, with given resources, can accomplish its goals with the participation of (physical) means and the impact of employees (human), heavily depends on the quality of employee performance. To ensure high-quality corporate performance, it is important to have regular contact with the company's employees to provide them with new knowledge and skills through training, which will help them keep up with the new changes happening in the market and ultimately improve the quality of performance of the business. In addition, (Devece et al., 2016) asserts that employee commitment to the enterprise has an impact on the business performance.

HypothesisH3: Corporate culture has a positive impact on business performance

4. Research model

Based on an overview of the theoretical framework on corporate culture and previous studies related to corporate culture to employee commitment and business performance, the author proposes a research model as follows:
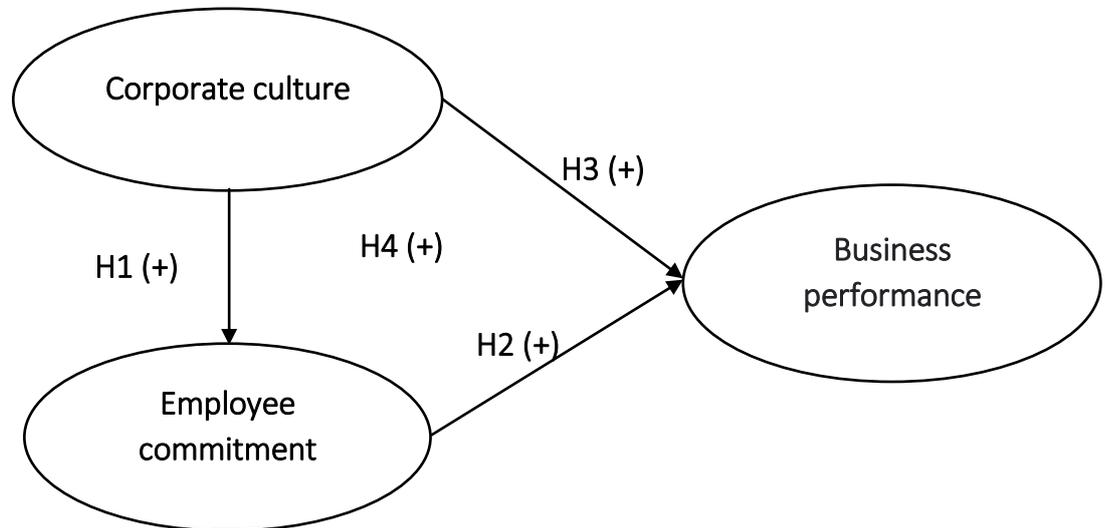
Picture 1: Research model

Factors of Corporate culture:

1. Reward and recognition
2. Training and Development
3. Teamwork
4. Communication

Factors of Employee commitment:
1. Affective commitment
2. Continuing commitment
3. Normative commitment

Factors of Business performance:
1. Return on total assets (ROA)
2. Return on common equyty (ROE)
3. Return On Investment (ROI)
4. Return On Sales (ROS)
5. Earning Per Share (EPS)

5. Conclutions

The study aims to understand the theoretical framework of corporate culture, the elements of corporate culture, the impact of corporate culture on employee commitment, the impact of employee commitment on business performance, the impact of corporate culture on business performance.

The study also proposes research hypotheses, in which it is necessary to payattention to the hypothesis that employee commitment plays an intermediary role in the impact relationship between corporate culture and business performance. This is also a new point in the research

that needs to be proven. Most of the studies only consider individual corporate culture factors as independent variables affecting employee commitment. Other research also considers employee commitment as an independent variable affecting business performance and corporate culture factors as an independent variable affecting business performance. In this study, the author proposes the hypothesis that employee commitment plays a mediating role in the impact relationship between corporate culture and business performance.

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