

3.THEORETICAL MODEL AND RESEARCH HYPOTHESIS

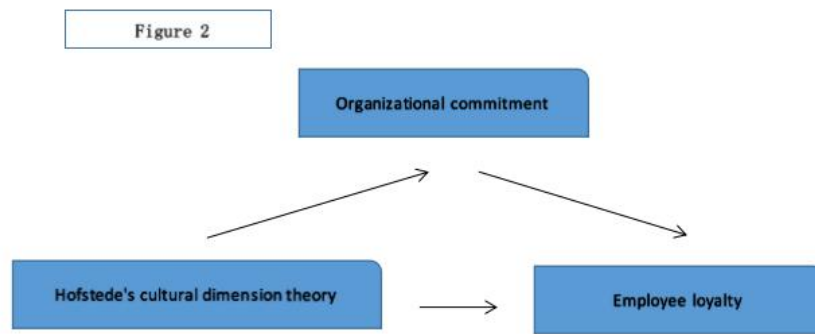
3.1Theoretical model and research hypothesis

The basic hypothesis of Hofstede's cultural dimension theory is that culture is a psychological program shared by people in an environment that can distinguish a group of people from others. Through research, he summed up the differences between different cultures into six basic dimensions of cultural values. Are all such people committed to organizational commitments? But the hint is affirmative. Organizational commitments still affect many important effect variables, such as employee loyalty.

Employee loyalty is one of the most significant organizational effect variables affecting employees' emotional commitment. Studies have shown that the leadership-member exchange relationship has a significant positive effect on employees' emotional commitment (Vandenberghe&Stinglhamber,2004). That is, the higher the quality of the leadership-member exchange relationship, the higher the employee's emotional commitment (Vecchio&Gobdel,1984); It shows that organizational commitment also has a positive impact on employee loyalty, that is, the higher the organizational commitment, the higher its loyalty. Hofstede's cultural dimension theory and employee's sense of corporate identity have a positive influence on employee loyalty. Therefore, the quality of Hofstede's cultural dimension theory will not be passed by high-quality organizational commitment. To strengthen employee loyalty, if this idea can be verified, it will play a great role in the theory and practice of human resources.

Based on the above assumptions and past research results, this study focuses on the current stage of the organizational context of Asia, the relationship between Hofstede's cultural dimension theory, organizational commitment, and their dimensions to influence employee loyalty and attempts to The sense of corporate identity serves as an intermediary variable to examine how the employee's sense of identity and the various dimensions of the employee play a mediating role in Hofstede's theoretical dimension of cultural dimension.Based on the previous literature review and combined with the above analysis, we propose the theoretical model of this research as shown in Figure 2

Figure 2 Theoretical model of this research



3.2 Research hypothesis

Employee loyalty attaches emotionally to a state of the organization, embodying the employee's psychological attitude towards the organization's identity, commitment, and loyalty (Buchanan, 1974); . Under the organizational environment in Asia, how to increase employee loyalty and reduce employee turnover is an issue that managers and academics in enterprises are eager to solve and discuss in depth (Allen & Meyer, 1991). The author believes that when the quality of Hofstede's cultural dimension theory is high, when employees encounter difficulties, they may receive support and encouragement, and provide more job-related information. In order to reward the leadership's trust and authority, employees often work harder than their own responsibilities. They show that they feel more support from the company. The employees will be more satisfied with the work they are doing, and then they will have more influence on their own organization. With a sense of identity and loyalty, the level of emotional commitment will be higher. From this, we propose the following research hypotheses:

H1: Hofstede's theory of cultural dimensions has a positive effect on employee loyalty.

H1a rights distance has a positive effect on employee loyalty

H1b Uncertain evasion has a positive effect on employee loyalty

H1c individualism/collectivism has a positive effect on employee loyalty

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

H1e masculinization \female has a positive effect on employee loyalty

According to Hofstede's theory of cultural dimension, the background of each employee is different, and they have very different recognition and behavior of value. When a small number of people are in line with the company's policies and goals, they will receive high attention, gain more trust and respect, and more work-related interests, their job satisfaction and corporate identity. Higher. In other words, when Hofstede's cultural dimension theory has a high degree of match, employees' sense of identity will be strong. However, the other part is contrary to the culture of the company. Under such circumstances, employees often show grievances and attitudes and feel unfair, which means that when the degree of match of Hofsted's cultural dimension theory is low, employees The organizational commitment is lower. From this we propose the following research hypotheses:

H2: Hofstede's theory of cultural dimensions has a positive effect on employee organizational commitment.

H2a rights distance has a positive effect on employee identity

H2b uncertain evasion has a positive effect on employee identity

H2c individualism/collectivism has a positive effect on employee identity

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

H2e masculinization and feminization have a positive effect on employee confidentiality to the employee-organization matching theory, when the employee's goals and values are matched with the indications, they will make emotional commitments to the organization. Meyer and others also believe that when the work experience of employees matches their values, they will form employee loyalty to the company, and employees will increase their sense of identity with the company, increase investment in work, and therefore have higher loyalty. We propose the following hypotheses:

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

In a company, Hofstede's cultural dimension theory and employees' sense of corporate identity are uncertain. When the employee's sense of corporate identity is

lacking, the positive impact of high-quality Hofstede's cultural dimension theory on employees will compensate for the negative impact of lower identity. A common cultural background, even if different from the sense of identity, will leave employees to work in the company. Therefore, we propose the following research hypothesis:

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

H4a employee organization promises mediation between rights distance and employee loyalty

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

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

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

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