

5.DATA ANALYSIS AND RESULTS DISUSSION

In order to verify the conceptual model and related assumptions of this study, we used the Spss17.0 for windows professional statistical software for a series of analysis. Firstly, through the correlation analysis, we first understand the correlation between variables. Then, we test the relationship model between variables by regression analysis.

5.1Correlation analysis of variables

This study mainly focuses on the above assumptions and conducts Pearson correlation analysis on the relationship between Hofstede's cultural dimension theory, organizational commitment and employee loyalty variables and their dimensions. The analysis results are shown in Table 12:

Table 12 Correlation Matrix of Variables and Their Variable Dimensions

TABLE 12		1	2	3	4	5	6	7	8	9	10
1	Hofstede's cultural dimension theory	1									
2	PDI	.700**	1								
3	UAI	.764**	.326**	1							
4	IDV	.725**	.339**	.287**	1						
5	LTO	.543**	.448**	.455**	.318**	1					
6	MAS	.457**	.333**	.419**	.263**	.806**	1				
7	Dependency	.357**	.264**	.340**	.208**	.799**	.601**	1			
8	Emotional identity	.428**	.433**	.279**	.272**	.720**	.407**	.441**	1		
9	Organizational commitment	.497**	.436**	.358**	.327**	.762**	.539**	.468**	.548**	1	
10	Employee loyalty	.487**	.390**	.446**	.227**	.535**	.467**	.320**	.509**	.448**	1

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

It can be seen from the table that Hofstede's cultural dimension theory has a significant positive correlation with organizational commitment and employee loyalty, the correlation coefficient is 0.543, 0.487, and the relative degree is higher, and the Hofstede cultural dimension theory has a significant positive correlation with employee loyalty, and the correlation number is 0.700, 0.764, 0 respectively. .725, 0.457, 0.357, 0.428, 0.497, the relative degree is high. Among them, the correlation degree of Hofstede's cultural dimension theory and emotional identity is the lowest, 0.357, and the right distance has a significant positive correlation with other factors, and the correlation coefficient is 0.326, 0.339, 0.448, 0.333, 0.264, 0.433, respectively. 0.436, 0.390, the

relative degree is high, of which the correlation between the right distance and the dependency identification is the lowest, 0.264. The uncertain evasion is positively correlated with the other factors, and the correlation coefficient is 0.287, 0.455, 0.419, 0.340, 0.279, 0.358, 0.446, and the relative degree is higher, individualism is higher. There is a positive correlation between somatic and other factors. The correlation coefficients are 0.318, 0.263, 0.208, 0.272, 0.327, 0.227, and the correlation is normal. The long-term orientation and short-term orientation are positively correlated with other factors, and the correlation coefficients are 0.806, 0.799, 0.720, 0.762, 0.535, respectively. The correlation coefficient between masculinity and feminization and other factors is positive, and the correlation coefficient is 0.601, 0.407, 0.539, 0.467, and the correlation is high. The correlation coefficient is positively correlated with other factors, and the correlation coefficient is 0.441, 0.468, 0.320, and the relative degree is higher; emotional identity and other factors are higher. The correlation coefficient is 0.548, 0.509, and the correlation is high, and the organizational commitment is positively related to employee loyalty, the correlation coefficient is 0.448, and the relative degree is higher.

5.2 Regression analysis of variables

Baron and Kenny believe that the test of the mediating effect must satisfy three preconditions: the independent variable is significantly related to the mediating variable; the mediating variable is significantly related to the dependent variable; the independent variable is significantly related to the dependent variable. From Table 5.1 we can see that Hofstede's cultural dimension theory and organizational commitment, organizational commitment and employee loyalty, Hofstede's cultural dimension theory and organizational commitment are all significantly related, and therefore meet the three preconditions, *An Analysis of the Mediating Effects of Organizational Commitment* (Podsakoff & Bachrach, 2000).

The specific steps are as follows: Examine whether the regression coefficient of Hofstede's cultural dimension theory on employee loyalty is significantly related; if significant, check whether the regression coefficient of Hofstede's cultural dimension theory on organizational commitment, organizational commitment, and employee loyalty is significant. Relevance; if both are significant, after testing to join the organizational commitment, the regression coefficient of Hofstede's cultural dimension theory on employee loyalty is significant, if significant, it is a partial agency, and if not significant, it is a full agency.

With employee loyalty as the dependent variable, Hofstede's cultural dimension theory is an independent variable, and the organizational effect of organizational commitment on Hofstede's cultural dimension theory and employee loyalty is tested. The results of regression analysis are shown in Table 13:

Table 13 The results of regression analysis

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

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

From Table 13, it can be seen that the first-step employee loyalty has a regression coefficient of 0.720 for Hofstede's cultural dimension theory, and the significance level is 0.000. It supports hypothesis H1, which is Hofstede's cultural dimension theory. There is a positive effect on employee loyalty. The regression coefficient of employee loyalty to organizational commitment is 0.649, and the significance level is 0.000. It supports hypothesis H3, that is, organizational commitment has a positive effect on employee loyalty; Step 3 The organizational commitment to the Hofstede cultural dimension theory is a regression coefficient of 0.652 with a significance level of 0.000, which supports the hypothesis H2, that is, the Hofstede cultural dimension theory has a positive effect on employee loyalty; Stepping back to employee loyalty and returning to Hofstede's cultural dimension theory and organizational commitment, the result is a regression coefficient of 0.468 for organizational commitment, a significance level of 0.000, and a return to Hofstede's cultural dimension theory. The coefficient is 0.416, and the significance level is 0.000. Meanwhile, under the mediating effect of organizational commitment, the regression coefficient of Hofstede's cultural dimension theory on employee loyalty is reduced from 0.720 to 0.416. Styled Cultural Dimensions The influence of degree theory on employee loyalty is significantly reduced, and because the regression coefficient of Hofstede's cultural dimension theory in the fourth step is still significant, the organizational commitment has only partial mediating effects. Assume that H4 is verified, ie, organizational commitment is There is an intermediate effect between the Fustede's cultural dimension theory and employee loyalty.

5.3 Results And Discussion

5.3.1 The influence of Hofstede's theory of cultural dimensional relationship on employees' loyalty

The correlation analysis and regression analysis of the relationship between Ted's cultural dimension theory and employee loyalty shows that the relationship between leadership and Hofstede's cultural dimension theory has a significant positive effect on employees' loyalty, that is, high-quality Hofstede's theoretical relationship of cultural dimension can effectively improve employees' employee loyalty. This result fully verifies the hypothesis H1 proposed. The results of Hofstede's cultural dimension theory and employee's employee loyalty univariate regression analysis showed that the direct effect of Hofstede's cultural dimension theory relationship and employee's employee loyalty was 0.720 and it was a positive effect. The degree of explanation of the employee loyalty variation with the Hofstede's cultural dimension theory also reached 23.8%, which means that Hofstede's cultural dimension theory relationship and employee's employee loyalty play a good predictive role. , consistent with previous studies. Maert believe that if members do not want to lose valuable relationships with their leaders, they will be psychologically more dependent on the organization and should have a higher emotional commitment (Christian&Florence,2004).In the context of highly-matched Hofstede's cultural dimension theory, the relationship between the two parties is continuously strengthened by mutual affection, trust, respect and obligation. Leaders grant members more rights and give members more information and work freedom. At this time, members often voluntarily make additional efforts to improve their work performance, and they are also more loyal to their leadership as a reward for leadership trust. In addition, if a member perceives a high level of relationship with leadership and does not want to lose valuable relationship with the leader, their psychological dependence on the leadership and the company will be strengthened, so the more loyal to the company, the higher the employee loyalty.

5.3.2 The organizational commitment to employees' employee loyalty

Based on the analysis results of this study, organizational commitment has a positive effect on employee loyalty. This result verifies the hypothesis H3 proposed in this paper. The univariate regression analysis of organizational commitment to employees' loyalty shows that the direct effect of organizational commitment on employee loyalty is 0.652 and is positively impacted. Organizational commitments can effectively increase

employee loyalty, while organizing commitments to employees. The degree of explanation for employee loyalty variation also reached 28.6%, which means that the organization promised to play a good predictive role for employee loyalty. This shows that the higher the organizational commitment, the higher the employees' loyalty to employees, the more they want to stay in the company.

5.3.3 The influence of Hofstede's theory of cultural dimensional theory on organizational commitment

The results of correlation analysis and regression analysis of Hofstede's theoretical relationship of cultural dimension and organizational commitment show that Hofstede's theoretical relationship of cultural dimension and its various dimensions have a significant positive effect on organizational commitment. This result is complete. The hypothesis of hypothesis H2 and its sub hypothesis is verified. The results of the univariate regression analysis of Hofstede's theoretical relationship of cultural dimensions to organizational commitment show that the effect of Hofstede's theoretical relationship on organizational commitment has a direct effect on organizational commitment of 0.576 and is a positive effect. Hofstede's theory of cultural dimension theory also explained 22.8% of the organizational commitment variance, which means that Hofstede's theoretical relationship of cultural dimensions plays a good predictive role in organizational commitment. It can be seen that the highly-matched Hofstede cultural dimension theoretical relationship can effectively improve organizational commitment.

5.3.4 The mediating effect of organizational commitment

In the data analysis process of this study, it was found that in the influence of the relationship between the leadership of the Hofstede cultural dimension theory on employee loyalty, the organizational commitment of the mediating effect was established, and the organizational commitment in the Hofstede cultural dimension theoretical relationship and Five-dimensional rights distance, uncertain avoidance, individualism/collectivism, long-term orientation and short-term orientation, masculinization and feminization, and employee loyalty all play an intermediary role. This result validates the hypothesis of H4 and its five subhypotheses. The regression analysis of Hofstede's theoretical relationship of cultural dimension, employee's identity with the company, and employee's loyalty to employees showed that after applying Hofstede's cultural dimensionality theory relationship and employees' sense of corporate identity into the regression model, R² increases, which means that employees'

organizational commitment strengthens the strength of Hofstede's theory of cultural dimension to employees' loyalty. This can be understood in management practice as: Highly-matched Hofstede's cultural dimension theory. Relationships, through high-quality organizational commitments, can strengthen employee loyalty. In the organizational commitment, it also proves that the employees' organizational commitment to strengthen Hofstede's cultural dimension theoretical relationship and the five dimensions of the right distance, uncertain avoidance, individualism \ collectivism, long-term orientation and short-term orientation, masculinization and feminization Strength of employee loyalty to employees.(Dienesch & Liden, 1986)