Relationship between Organizational Culture Identity and Job Performance of Enterprise Employees

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Abstract. Organizational culture identity is a key factor of enterprise culture construction and a hot topic in studies conducted nowadays. In this study, the Organizational Culture Identity questionnaire and Job Performance questionnaire have been used to explore the relationship between organizational culture identity and job performance among 232 enterprise employees in a city in Shandong Province. Main results are as follows: (1) there is extremely significant positive correlation between four dimensions of organizational culture identity and two dimensions of job performance; (2) organizational culture identity has significant positive predict to job performance; in particular, culture identity degree in cognitive and behavioral aspects has significant positive predict to task performance, and culture identity degree in cognitive, behavioral, affective and social aspects has significant positive predict to contextual performance.

Introduction

Nowadays, the world economy has entered into an era of rapid development. Under the strong pressure from the constant change of science and the technology and the increasingly fierce external competition, how to excavate potential resources of enterprises, especially cultural resources that are the most subtle and powerful, has become an important proposition for enterprise survival and development. 21st century is the era of management culture enterprise competition has shifted from price competition to brand competition or innovation competition, and enterprise culture has gradually become a key factor in determining the success or failure of an enterprise. However, as O’Reilly says[1], it is not that important what kind of culture or value is put forward or advocated by an organization; and the factor that is really important is the identification of its employees. Only when the employees identify, observe and trust the culture of the enterprise they work in can the culture of the enterprise really play its due role, including the promotion of the employees’ work performance. In view of this, this paper intends to study the relationship between organizational culture identity and job performance of enterprise employees, so as to provide theoretical basis and practical guidance for the improvement of enterprise culture construction & management and employee job performance.

Literature Review

Concept Definition

Organizational culture identification refers to the highest goal, values, basic beliefs and norms of behavior that are fostered and formed in the long-term development process of an enterprise and are observed by all employees of the enterprise[2]. Unlike organizational identification, it emphasizes the belief and acceptance values of organizational values and is a proposition about "what I believe", embodied in four aspects: cognitive, affective, behavioral and socialized [3].

Job performance consists of task performance and contextual performance. Task performance covers the mastery of the task and the motivation to complete the task effectively, while contextual performance covers interpersonal skills and the motivation to maintain good working relationships and help others to complete the task [4].
Theory and Hypothesis

The empirical study on the effective regulation of organizational culture identity has just started in China, which focuses more on the dimension constitution of organizational culture identity, demographic variables difference and the impact on employee job satisfaction, turnover intention, and organizational commitment and so on. In terms of performance, previous studies have investigated the effects of organizational culture identity on organizational performance and found that the higher the organizational culture identity of the employees is, the higher the organizational performance of the enterprise will be[5,6]. Few current studies have directly investigated the relationship between organizational culture identity and job performance, but it is found in studies on organizational identification that organizational identification has an important influence on work attitudes and behaviors of employees and affects employees’ job performance [7,8]. The higher the organizational identification of the employees is, the more likely that they will voluntarily accept the core value of the enterprise and internalize them into a part of their own value system; at the same time, the internalization of core value of an enterprise is an important part of organizational culture identity. So it can be inferred that organizational cultural identity will also affect the job performance of employees.

In addition, previous studies mainly focused on the role of enterprise culture or organizational identification on contextual performance [9]. In addition to contextual performance, job performance also includes task performance [10]. With respect to these two types of job performance, for different organizations, there may be differences in the influence of culture identity dimension. Only when the employees understand the organization culture of the enterprise they work in can they show significant affective involvement, appropriate behavioral performance and high degree of socialization and can they accomplish job tasks effectively, interact with organization members better and make greater contribution. Therefore, the cognitive aspect of the organizational culture identity may have a greater impact on two types of performance. Studies on organizational performance also found that organizational culture identity in cognitive aspect has the strongest prediction effect [5,6].

Summing up the above, this study holds that:

H1: Organizational culture identity and job performance are significantly positively correlated.
H2: Different dimensions of organizational culture identity have different influences on job performance.
H3: Different organizational culture identity has different influences on job performance.

Methods

Participants

In this study, employees of enterprises in a city in Shandong Province in China have been selected as sample of the questionnaire survey. A total of 270 questionnaires were distributed and 247 were recovered, and the recovery rate was 91.5%. Getting rid of those invalid because of significant omission or obvious social desirability, 232 were valid, and the effective rate was 93.9%. The oldest one of the respondents is 64 years old while the youngest one is 20 years old, with an average of 30.39 years; among them, 130 were male and 94 were male; as for the working age, 37 has less than 1 year, 101 has 1-2 years, 46 has 3-5 years, 28 has 5-10 years, and 19 has more than 10 years.

Measures

Organizational culture identity

The Organizational Culture Identity questionnaire developed by Chen and Zhang [3] was used to investigate the organizational culture identity of enterprise employees. The five-point Likert scale is adopted for the measurement table, and 1 to 5 points will be given from "significant dissatisfaction" to "great satisfaction". The higher the score is, the higher the degree of culture identity will be. In this study, the Cronbach’s alpha coefficient of the scale was 0.90.
Job performance

The Job Performance questionnaire revised by Wang [11] was adopted. The questionnaire consists of two sub-scales for task performance and contextual performance, which are originated from the scale developed by Borman and Motowidlo[10] and by William and Anderson[12]. The five-point Likert scale is adopted for the questionnaire, and 1 to 5 points will be given from "complete nonconformity" to "complete conformity". In this study, the Cronbach’s alpha coefficient of the scale was 0.85.

The data shown on the questionnaires recovered were input into the SPSS database, and analyzed and processed with SPSS16.0.

Analyses and Results

Descriptive Statistics on Organizational Culture Identity and Job Performance

Table 1 shows the mean score and correlations between the variables of the study.

<table>
<thead>
<tr>
<th></th>
<th>M</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cognitive identity</td>
<td>4.11</td>
<td>0.55</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Affective identity</td>
<td>4.24</td>
<td>0.54</td>
<td>0.60***</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Behavioral identity</td>
<td>4.27</td>
<td>0.48</td>
<td>0.65***</td>
<td>0.65***</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Socialized identity</td>
<td>4.29</td>
<td>0.54</td>
<td>0.53***</td>
<td>0.59***</td>
<td>0.65***</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Task performance</td>
<td>4.18</td>
<td>0.97</td>
<td>0.34***</td>
<td>0.26***</td>
<td>0.35***</td>
<td>0.31***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Contextual performance</td>
<td>4.24</td>
<td>0.43</td>
<td>0.66***</td>
<td>0.61***</td>
<td>0.68***</td>
<td>0.65***</td>
<td>0.40***</td>
<td></td>
</tr>
</tbody>
</table>

Note: ***p<0.001.

It can be seen from Table 1 that employees of these enterprises have a medium-high organizational culture identity, with socialized identity at the highest level. Significant positive correlation exists between the four dimensions of organizational culture identity (cognitive, affective, behavioral, and socialized) and two dimensions of job performance (task performance and contextual performance). Among them, the degree of correlation between behavioral identity and task performance and contextual performance is the highest, and that between affective identity and two dimensions of job performance is the lowest; thus H1 was proved.

The Effect of Organizational Culture Identity on Job Performance

The multiple regression analysis (Enter approach) has been conducted with task performance and contextual performance as the dependent variable respectively and the four dimensions of organizational culture identity as the independent variable, and the results are shown in Table 2.

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Predictive variable</th>
<th>β</th>
<th>t</th>
<th>R</th>
<th>R²</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task performance</td>
<td>Cognitive identity</td>
<td>0.19</td>
<td>2.24*</td>
<td>0.39</td>
<td>0.15</td>
<td>10.27***</td>
</tr>
<tr>
<td></td>
<td>Affective identity</td>
<td>-0.33</td>
<td>-0.38</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Behavioral identity</td>
<td>0.18</td>
<td>1.92*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Socialized identity</td>
<td>0.11</td>
<td>1.26</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contextual performance</td>
<td>Cognitive identity</td>
<td>0.29</td>
<td>4.99***</td>
<td>0.78</td>
<td>0.61</td>
<td>88.27***</td>
</tr>
<tr>
<td></td>
<td>Affective identity</td>
<td>0.12</td>
<td>2.10*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Behavioral identity</td>
<td>0.24</td>
<td>3.69**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Socialized identity</td>
<td>0.28</td>
<td>4.80***</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note:*p<0.05,**p<0.01
It is found in regression analysis that organizational culture identity can positively predict job performance significantly, and the interpretable variance ratio of task performance and contextual performance is 15% and 61% respectively. Specifically, in four kinds of organizational culture identity, the organizational cultural identity in the cognitive aspect has the strongest prediction effect on task performance and contextual performance; thus H2 was proven. The organizational cultural identity in the cognitive aspect and the behavioral aspect can positively predict task performance significantly, and the organizational cultural identity in all of cognitive, affective, behavioral and socialized aspects can positively predict contextual performance significantly; thus H3 was proven.

**Discussion**

Consistent with the theoretical hypothesis 1, significant positive correlation exists between the four dimensions of organizational culture identity and task performance and contextual performance. In all of cognitive, affective, behavioral, and socialized aspects, the higher the degree of organizational culture identity the employees have, the better the job tasks accomplished by them will be, and thus the interpersonal harmony will be promoted more effectively and a greater degree of self-sacrifice will achieve. According to the social identity theory, if the employees have a sense of identity to the enterprise culture, they will voluntarily accept the cultural concepts of the enterprise and internalize them into a part of their own systems of values, and they will work in accordance with the requirements of the enterprise more consciously. In addition, organizational culture identity can enhance the centripetal force of employees to the enterprise they work in, stimulate their desire to be closed linked with the enterprise and develop with the enterprise jointly, which is conductive to the formation of the spirit of cooperation, and thus create a positive working atmosphere and promote the improvement of the employees' job performance.

Consistent with the results of study on the relationship between organizational culture identity and job performance, in this study we also find different aspects of organizational culture identity have different prediction effects and scopes. The degree of organizational culture identity in the cognitive aspect can predict both task performance and contextual performance significantly with the best prediction effect; and there is significant positive correlation between culture identity in behavioral aspect and task performance and contextual performance, but the prediction effect is relatively lower; at the same time, the culture identity in affective aspect and socialized aspect can predict contextual performance positively, and in affective aspect, the prediction effect is the lowest. These results mean that the impact of cultural identity on job performance is mainly the role of the cognitive aspect. When employees become familiar with and get a good understanding on the enterprise, they will fix their job objectives more accurately, and the manner of working adopted by them will correspond to the characteristics of the enterprise more, thus it is more likely that they will achieve better work results in terms of task performance and contextual performance. This indicates that in cultural construction, the enterprises must focus on the internal dissemination and communication of corporate culture in the enterprise, and first let the employees get a understanding of the core values of corporate culture, thus develop "feelings" from "understanding" and promote "acts" by "understanding", and then deepen the degree of internalization of corporate by them and improve the degree of their organizational culture identity.

In addition, there is difference in degree of correlation between organizational culture identity and the two kinds of job performance. According to this study, degree of correlation, prediction effect and interpretation rate all indicate that correlation between each dimension of organizational culture identity and contextual performance is higher than that of task performance, which can be interpreted from correlation between task performance & contextual performance and organizational culture identity. Borman and Motowidlo [10] pointed out that task performance and contextual performance are two different job performances. "Task performance" refers to the behaviors related to specific operations in an organization or behaviors clearly defined by the organization. Regardless of whether
corporate culture identity exists or the degree of identity, as long as the tasks are completed in accordance with the requirements, a high task performance will be achieved. "Contextual performance" is related to the voluntary behaviors of employees, including the initiative to take jobs beyond the scope of duties, being ready to help others and being willing to work with others, which requires employees to have a high degree of organizational culture identity. Only employees that are familiar with and have got a good understanding on cultural values of the enterprise and have internalized the value system and behaviors of the enterprise into a part of their own value system, regarding the enterprises as their home and growing together with the enterprise, will pay extra zest or efforts to promote the completion of tasks, or support, assist and unify with others, to promote the achievement of enterprise objectives.

This paper effectively verifies the relationship between organizational culture identity and job performance, but there are still limits. The future studies may expand the test samples and investigate the effect of organizational culture identity on other factors than job performance, as well as the effect of organizational situation factors and individual characteristic factors on organizational culture identity.

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References
