



**THE FACTORS' INFLUENCE ON EMPLOYEE PERFORMANCE
OF SMALL COMPANIES IN SHANDONG**

WELJIE QI

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MANAGEMENT IN MANAGEMENT SCIENCE
INSTITUTE OF SCIENCE INNOVATION AND CULTURE
RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHAP
ACADEMIC YEAR 2023
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Author Weijie QI
Major Master of Management (Management Science)
Advisor Dr. Pharatt Run

THESIS COMMITTEE

..... Chairperson
(Assistant Professor Dr. Kaedsiri Jareonwisan)

..... Advisor
(Dr. Pharatt Run)

..... Committee
(Dr. Surachai Traiwannakij)

Approved by the Institute of Science Innovation and Culture
Rajamangala University of Technology Krungthep in Partial Fulfillment
of the Requirements for the Master's Degree

.....
(Assistant Professor Dr. Yaoping LIU)
Director of the Institute of Science Innovation and Culture
Date.....Month.....Year.....

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ABSTRACT

This research investigated the factors influencing employee performance in Shandong small companies. The study explores the influence of demographic factors, including gender, age, education level, monthly income, nature of employment, work experience, and number of employees influence, on employee performance. Additionally, it examines the influence of organizational culture, encompassing Clan, Adhocracy, Market, and Hierarchy cultures on employee performance. This study, based on a survey of 400 employees in small companies in Shandong, utilized a questionnaire as the primary data collection tool. The statistics used to analyze the data were descriptive statistics, including Frequency, Percentage, Mean, and Standard Deviation, and inferential statistics, including Independent Samples t-test, One-way ANOVA, LSD, and Multiple Linear Regression at a significance level of 0.05. The results found that most of the respondents were male, 25-34 years old, with an education level of bachelor, Full-time worker and monthly income of less than 5,000 CNY, work experience less than 1 year, number of employees is 1-10 members. The first hypotheses were tested, and the results found that the differences in gender, age, education level, monthly income, work experience, and number of employees significantly influenced employee performance. The results of the second hypothesis tested showed that adhocracy, market, clan, and hierarchy cultures significantly influenced employee performance.

Keywords: Employee Performance, Demographic Factors, Organizational Culture, Small Companies

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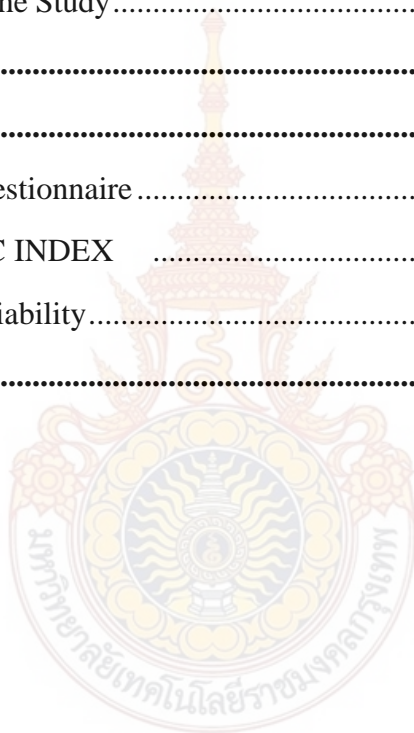
Weijie QI

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CHAPTER I

INTRODUCTION

1.1 Background and Rationale

As one of China's significant economic powerhouses, Shandong Province has long been a hub for small-scale enterprises. These small businesses are crucial in Shandong's economic development, generating substantial employment opportunities and driving local industries. Consequently, the issue of employee performance enhancement in Shandong Province has been a subject of considerable interest. Finding ways to improve employee performance is vital for promoting the development of these enterprises (Liu & Wu, 2022).

Small-scale enterprises face limited resources, intense competition, and management complexities. These challenges necessitate a heightened focus on employee performance, as improved performance is essential for a company's competitiveness and long-term success. However, compared to large corporations, small businesses often encounter unique issues and obstacles in employee performance management. Previous research has underscored the role of organizational culture in stimulating employee innovation and motivation (Denison, 1990). Moreover, it has a positive impact on organizational culture and performance. However, there is a need to investigate how small-scale enterprises, which might have different organizational structures and cultural dynamics compared to large corporations, can develop and maintain a conducive culture that promotes performance. This research gap highlights the opportunity to explore the specific elements of organizational culture that are most effective in small business settings. Furthermore, while Aguinis (2019) highlights the importance of effective performance management, the nuances of implementing performance management systems in small enterprises remain underexplored. These systems may need to be

adapted to the unique characteristics of small businesses, and a research gap exists in understanding the strategies and practices that are most effective in enhancing employee job performance within this context.

Finally, the impact of demographic factors on employee performance in small businesses is another research gap. Ng and Feldman (2012) suggest that characteristics like age, gender, and education level may affect performance differently. However, limited research examines explicitly how these demographic factors interact with the small business context to influence performance. Understanding these dynamics is crucial for tailoring human resource management practices within small enterprises.

This research explores the factors influencing employee performance in Shandong's small-scale enterprises, focusing on performance management, organizational culture, and demographic variables. In the context of this study, the term "small companies" pertains to enterprises operating within Shandong Province, China. The annual turnover is mostly below 20 million RMB, and the company's employees are less than 50. Addressing these research gaps will offer valuable insights to Shandong's small business owners and managers, helping them tailor performance management strategies and optimize employee performance in the face of their unique challenges while considering organizational culture and demographic factors, enabling them to optimize employee performance in this unique setting.

1.2 Research Questions

1. How do demographic factors influence the employee performance of small companies in Shandong?
2. How does organizational culture influence employee performance of small companies in Shandong?

1.3 Research Hypotheses

Hypothesis 1: Differences in demographic factors generate differences in employee performance of small companies in Shandong.

Hypothesis 2: Organizational culture influences employee performance of small companies in Shandong.

1.4 Research Objectives

1) To study the impact of demographic factors on employee performance of small companies in Shandong.

2) To study the influence of organizational culture on employee performance of small companies in Shandong.

1.5 The Scope and Limitation of Study

1.5.1 Content

This study primarily investigates the factors influencing employee performance in small companies within Shandong Province. It will examine the role of organizational culture and demographic variables, such as age, gender, education year of working, Income, and full-time or part-time number of employees, in shaping employee performance. This study employed a questionnaire survey.

1.5.2 Area of Study

This study is limited to Jinan, Qingdao, Weifang, and Zaozhuang cities in Shandong Province, studying small businesses and their employee performance were selected for research.

1.5.3 Sample and Population

The target population of this study comprises employees working in small companies located within Shandong province. The sample will be drawn from this

population. The population is unlimited. According to the Taro Yamane Sample Size Table, the population is unlimited, the probability of error is 0.05 or 5 % (at a 95 % confidence level), and the sample size is at least 400.

1.5.4 Sampling Method

Given the infinite population in this study, the sampling method employed is non-probability sampling, explicitly utilizing a convenience sampling approach.

1.5.5 Duration

The study will be conducted over an estimated 5 months, including data collection, analysis, and report preparation. Start from November 1, 2023 to March 13, 2024.

1.6 Research Framework

Independent Variable

Dependent Variables

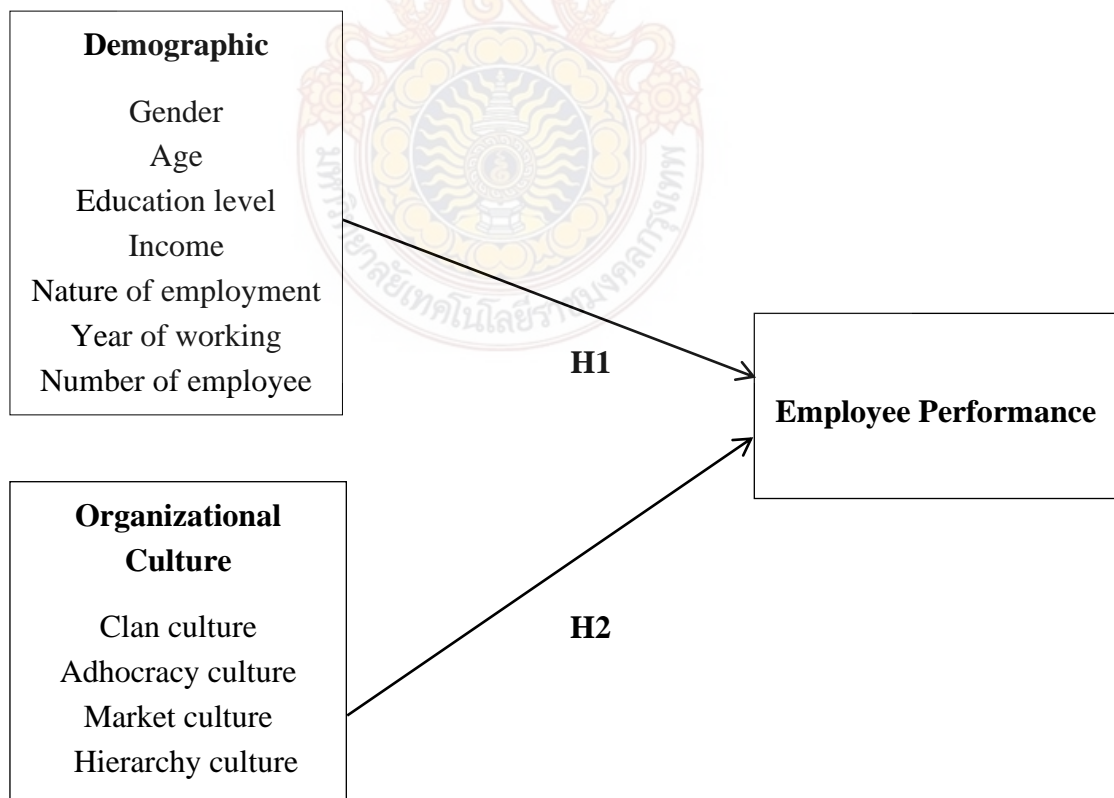


Figure 1.1 Research Framework

1.7 Definition of Key Terms

1.7.1 Employee Performance

Employee performance is the capability, behavior, and outcomes employees display. This encompasses how employees fulfill their job duties, work quality, innovation, work attitude, attendance, cooperation with colleagues, and contributions to organizational goals.

1.7.2 Small Companies

The Chinese National Bureau of Statistics typically defines manufacturing companies with annual sales below CNY 20 million as small companies (NBSC, 2019). In the United States, the Small Business Administration (SBA) defines a small business as one with fewer than 500 employees for most manufacturing and mining industries. However, the threshold varies by industry, with the number of employees and annual revenue as the primary determining factors. The European Union defines small companies as those with an annual turnover of less than 50 million euros. In this research, small companies are education, internet, consulting, and marketing companies.

1.7.3 Shandong Province

Shandong Province, situated on China's eastern coast along the Yellow Sea, covers an area of approximately 157,100 square kilometers (60,700 square miles (Shandong Provincial Bureau of Statistics, 2021)). Economically, Shandong is a significant contributor to China's economy. It is a key agricultural and industrial hub known for producing grains, vegetables, and fruits. The province hosts diverse industries, including manufacturing, mining, energy production, and high-tech sectors (Shandong Provincial People's Government, 2021).

1.7.4 Organizational Culture

Organizational culture is a multifaceted and dynamic concept that plays a pivotal role in shaping the character and identity of an organization. It represents a collective understanding of an organization's operations, encompassing shared values,

beliefs, practices, and behavioral norms. Organizational culture forms the foundation for an organization's strategy, decisions, and interactions. Cameron and Quinn (2011) introduced the Competing Values Framework, a model that classifies organizational cultures into four distinct types: Clan, Adhocracy, Market, and Hierarchy cultures.

1.7.5 Demographic Factor

Demographics is the "statistical data that describe the composition of a population, such as age, gender, education, income, marital status, and other distinguishing features" (Merriam-Webster, 2023). This definition includes several key aspects: Age, Gender, Education, Income, Marital Status, and Geographic Location.



CHAPTER II

LITERATURE REVIEW

2.1 Related Theories

2.1.1 Small Company in Shandong

Small companies in Shandong Province play a crucial role in the local economic landscape. According to the research by Gong (2023), as of the end of June 2022, the number of small companies in Shandong Province reached 13.068 million, accounting for over 94% of the total market entities. This highlights the widespread presence of small companies in the Shandong economy, contributing to substantial employment opportunities and playing a vital role in economic growth.

Despite the significant number of small companies in Shandong, Liu & Wu (2022) point out that they commonly face challenges such as small scale, inadequate corporate systems, and relatively weak risk resistance. Particularly noteworthy is the fact that during the early stages of the pandemic, around 90.68% of these enterprises completely ceased operations, indicating their heightened sensitivity to external shocks. This vulnerability is more pronounced in small companies due to their lack of economies of scale and limited financial resilience.

However, the economic contribution of small companies in Shandong Province should not be underestimated. As per Gong's (2023) study, Shandong ranked third in the national GDP in 2021, surpassing the national average growth rate. Small companies played a vital role in this achievement, providing crucial support for the sustained and healthy development of the Shandong economy. They contribute to over 60% of the GDP, solving 80% of employment issues, providing around 70% of patent rights, and contributing over 50% of tax revenue to society. These enterprises dominate not only in terms of quantity but also contribute significantly to innovation and market vitality.

The Shandong provincial government has implemented supportive policies in response to small companies' challenges. Davis (2021) mentions implementing the "Double Rise" strategy, which provides policy support and guidance for small companies. This strategy aims to promote the "double rise" of management and industrial structures by establishing a joint meeting system to implement the strategy. This integrated approach involves relevant departments and collaboratively promotes the implementation of the "double rise" strategy. While these policies create a more favorable environment for small companies, further policy adjustments and support may still be necessary, especially with the increasing uncertainty in the global economy.

Small companies in Shandong Province possess immense potential and challenges within the local economy. They drive economic growth and serve as key catalysts for innovation and employment. To ensure the sustainable development of these enterprises, concerted efforts from the government, businesses, and society are essential. Providing comprehensive and flexible policy support will help small companies overcome difficulties and develop more robustly.

2.1.2 Organizational Culture Theories

Organizational culture is a multifaceted and dynamic concept that significantly influences the behavior and performance of employees within an organization (Schein, 1992). Several foundational theories and frameworks have been developed to understand the complexities of organizational culture and its impact on various facets of business operations.

Schein's Model of Organizational Culture is widely acknowledged as one of the seminal contributions to organizational culture. Edgar Schein's model emphasizes three levels of culture: Artifacts, Espoused Values, and Basic Assumptions. According to Schein, understanding the deep-seated Basic Assumptions is pivotal as these represent the core values that profoundly influence an organization's behavior and decision-making (Schein, 1992).

Another noteworthy framework is the Competing Values Framework developed by Cameron and Quinn (2011). This model classifies organizational cultures into four types: Clan, Adhocracy, Market, and Hierarchy cultures. Distinct values and orientations characterize each type. Cameron and Quinn's framework provides a valuable lens through which to assess and compare the cultures of different organizations (Cameron & Quinn, 2011).

Denison's Model of Organizational Culture delves into the impact of cultural traits on organizational performance. Denison's model identifies four cultural traits—Involvement, Consistency, Adaptability, and Mission—and establishes a direct link between these traits and the effectiveness and success of organizations (Denison, 1990). Although initially developed for national cultures, Hofstede's renowned Cultural Dimensions Theory is increasingly applied to organizational cultures. Hofstede's theory defines dimensions such as Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, and Long-term vs. Short-term Orientation. It provides a lens for understanding how cultural dimensions affect employee behavior and performance (Hofstede, 2001).

Deal and Kennedy's Cultural Framework categorizes cultures into four types based on the degree of risk-taking, competitiveness, and formality within an organization. Understanding these culture types can reveal how they influence employee performance, particularly regarding risk-taking and decision-making (Deal & Kennedy, 2000).

O'Reilly and Chatman's Model of Organizational Culture underscores the importance of aligning employees with an organization's core values, norms, and artifacts. When employees perceive strong alignment, it is often associated with improved performance and employee engagement (O'Reilly & Chatman, 1996).

The Cultural Web Model by Johnson and Scholes identifies six interconnected elements of culture within an organization: Stories, Rituals, Symbols,

Power Structures, Organizational Structures, and Control Systems. These elements offer a comprehensive view of the underlying cultural influences that shape employee behavior and performance (Johnson & Scholes, 1992).

Tajfel (1979) asserts that individuals categorize themselves and others into social groups, and social identity influences organizational behavior. Understanding how social identity interrelationship with organizational culture can provide deeper insights into employee dynamics and performance (Tajfel & Turner, 1979). Employees often identify with specific departments, teams, or roles within an organizational context, forming distinct social groups. The organizational culture plays a crucial role in defining these groups' norms, values, and behaviors. Employees align themselves with the cultural attributes of their organization, contributing to the overall social identity within the workplace. When employees perceive a strong alignment between their social identity and the organizational culture, it can enhance their sense of belonging and engagement. Organizations that foster a positive alignment may experience higher employee satisfaction, commitment, and performance levels. Conversely, a misalignment might lead to disengagement and reduced performance.

The Complexity Theory, as applied to organizational culture by McMillan and Wood (2010), explores cultural dynamics' intricate and nonlinear nature. This theory suggests that organizational culture is not a static entity but a complex system that evolves. Recognizing the dynamic nature of culture is crucial for comprehending its impact on employee performance in a constantly changing business environment (McMillan & Wood, 2010).

Cognitive Frame Theory, introduced by Bolman and Deal (2017), emphasizes how individuals construct mental frameworks to interpret and navigate their organizational experiences. These cognitive frames significantly influence how employees perceive and respond to the cultural elements within an organization, ultimately shaping their performance (Bolman & Deal, 2017).

The Adaptive Structuration Theory by DeSanctis and Poole (1994) delves into the role of technology and communication in shaping organizational culture. In today's technology-driven work environments, understanding how communication technologies contribute to forming and disseminating cultural norms is essential for grasping their impact on employee performance (DeSanctis & Poole, 1994).

The Positive Organizational Scholarship (POS) framework, as Cameron and Caza (2004) advocate, focuses on the positive aspects of organizational culture. This perspective explores how positive cultural elements, such as trust, collaboration, and meaningful work, contribute to enhanced employee performance and overall organizational success (Cameron & Caza, 2004).

Caplan (1987) suggests that individuals seek environments congruent with their values and preferences. Examining how employees perceive the fit between their values and the organizational culture provides insights into their job satisfaction and performance (Caplan, 1987). Person-Environment Fit (P-E Fit) Theory explores the alignment between individuals and their work contexts, emphasizing the correlation between this fit and positive outcomes such as job satisfaction and performance. In the organizational realm, Person-Organization Fit (P-O Fit) considers the congruence between individual attributes and organizational characteristics, influencing factors like commitment and performance (Kristof-Brown et al., 2005). The studies highlight the positive impact of a firm fit on job satisfaction, commitment, and reduced turnover intentions (Edwards et al., 2006).

2.1.3 Demographic Theories

Demographic factors, which encompass characteristics such as age, gender, education, income, and more, substantially influence various aspects of an individual's life, including their behavior, preferences, and performance within an organizational context. Understanding these demographic factors is essential for exploring their effects on employee performance and decision-making in small companies within Shandong.

Age and Employee Performance: The impact of age on employee performance has been extensively studied. The Age-Related Stereotype Threat Theory posits that individuals may be influenced by negative stereotypes related to their age group, potentially affecting their performance (Ng & Feldman, 2012). While older employees may be perceived as less adaptable, younger employees might face stereotypes related to inexperience. These stereotypes can shape expectations and influence employee performance (Ng & Feldman, 2012).

Gender and Employee Performance: Gender plays a significant role in employee performance. Gender Role Theory suggests that societal expectations and gender roles can influence an individual's behavior and performance in the workplace. The theory highlights the disparities in gender roles and their impact on the division of labor, which can, in turn, affect job performance (Eagly & Wood, 2012).

Education and Employee Performance: Educational levels are a demographic factor affecting employee performance. The Human Capital Theory posits that individuals with higher education levels tend to have better skills and knowledge, which can positively impact their job performance. Educational attainment is often used as a proxy for an individual's human capital, which can lead to enhanced employee performance (Becker, 1962).

Income and Employee Performance: Employee income can also influence performance. The Income and Happiness Theory suggests a positive correlation between income job satisfaction and employee performance (Easterlin, 2001). Employees who are satisfied with their income will likely perform better.

Demographic Diversity and Employee Performance: Diversity Theory emphasizes the importance of organizational demographic diversity. It posits that a diverse workforce, including varying ages, genders, and educational backgrounds, can enhance decision-making and creativity and improve employee performance (Cox & Blake, 1991).

Generational Theories and Employee Performance: Generational theories, such as Generational Theory X, Y, and Z, highlight the differences in values, work styles, and expectations among different age groups. Understanding these generational dynamics is essential for optimizing employee performance within a multigenerational workforce (Kupperschmidt, 2000).

Geographic Factors and Employee Performance: Geographic location, while not traditionally viewed as a demographic factor, can impact employee performance. The Regional Economic Growth Theory examines how economic development in a region can influence job opportunities, income levels, and, consequently, employee performance (Wei & Cao, 2018).

Stage Theories of Career Development: Career development theories, such as Super's Life-Span/Life-Space theory, posit that individuals go through different career stages (Super, 1953). Work experience is a crucial factor influencing career stages, from exploration to establishment and maintenance (Super, 1980). As individuals accumulate years of work experience, their career needs, goals, and priorities may evolve.

Expertise and Skill Development: The Expertise Development Model suggests that individuals progress through different stages of skill acquisition as they gain experience in a specific domain (Dreyfus & Dreyfus, 1980). The theory proposes that novices, advanced beginners, competent individuals, proficient individuals, and experts exhibit distinct characteristics. The years spent working in a particular field contribute to developing expertise.

Career Plateau Theory: As individuals accumulate years of work experience, they may reach a point where their career progression plateaus (Brett & Stroh, 2003). Career Plateau Theory suggests that factors such as limited upward mobility, job monotony, or lack of skill development opportunities can contribute to a plateau in one's career. Understanding the implications of career plateaus is crucial for talent management and employee engagement.

Job Satisfaction and Burnout: Work experience can influence job satisfaction and burnout (Rook, Zijlstra, & Oerlemans, 2019). The accumulation of years in a specific job or organization may impact an individual's satisfaction level. Additionally, the Job Demands-Resources (JD-R) Model suggests that the demands of a job and the resources available to an individual can contribute to burnout or engagement, and work experience moderates these relationships (Bakker & Demerouti, 2007).

Role Theory: individuals play different roles based on their employment status. Full-time workers might have distinct roles and responsibilities compared to part-time workers (Katz, 1978).

Job Demands-Resources Model: This model suggests that the demands and resources of a job influence employee well-being. Differences in these factors may exist between full-time and part-time positions, affecting overall job satisfaction and performance (Bakker, 2007).

Organizational Ecology Theory suggests that organizations, like biological species, compete for resources and undergo natural selection. The number of employees in an organization can be seen as a factor influencing its survival and adaptation within its environment (Hannan, 1977).

Agency Theory: Explanation examines the relationship between principals (owners) and agents (employees) and how conflicts of interest may arise. The number of employees can impact the complexity of agency relationships within an organization (Jensen, 1976).

2.1.4 Employee Performance Theories

Employee performance refers to the capability, behavior, and outcomes employees demonstrate. It encompasses various aspects, including the extent to which employees fulfill their job duties, the quality of their work, innovation, work attitude, attendance, cooperation with colleagues, and contributions to organizational goals. According to Taylor & Pierce (1999), employee performance is "how employees meet

or exceed expected standards in their job and interact and collaborate with colleagues in the work environment."

Performance is commonly divided into two primary dimensions: task performance and contextual performance. Task performance relates to how well employees complete their responsibilities and job tasks, considering the quality, quantity, and efficiency of work outcomes. On the other hand, contextual performance focuses on employee behaviors in the workplace, such as assisting colleagues, participating in teamwork, offering suggestions, and more (Organ & Ryan, 1995).

Atkinson (2006) emphasizes that employee performance is "the ability and effort displayed by employees in achieving the goals and expectations set by the organization." This perspective underscores the alignment of employee performance with organizational strategies and goals.

Scholars like Katzell and Austin (1992) propose a multi-dimensional perspective, including task performance, contextual performance, and attendance. This approach recognizes that employees should excel in task-related performance and actively contribute to the work environment.

Employee performance evaluation is a critical practice within organizations. It involves measuring, assessing, and providing feedback on employees' work performance to both the employees themselves and relevant managers. This perspective considers that employee performance entails not only actual job performance but also the evaluation and management of performance (DeNisi & Murphy, 2017).

Employee performance is a critical factor influencing an organization's overall development and success. The impact of employee performance on business outcomes is multifaceted, encompassing various dimensions that contribute to the achievement of organizational goals. First and foremost, employee performance is intricately linked to organizational productivity and efficiency. High-performing employees contribute to increased productivity, ensuring that tasks are completed effectively and goals are met promptly (Atkinson, 2006). This alignment between

individual performance and organizational objectives is crucial for operational success. A study by Aguinis (2019) emphasizes that focusing on performance management leads to enhanced organizational performance, emphasizing the interconnectedness between individual contributions and collective success.

Moreover, the quality of employee performance directly impacts customer satisfaction and loyalty. Satisfied and engaged employees are likelier to deliver exceptional customer service, fostering positive relationships and enhancing the organization's reputation (Aguinis, 2019). This customer-centric perspective underscores the broader impact of employee performance on market positioning and competitiveness.

Innovation and adaptability, key drivers of organizational development, are also influenced by employee performance. High-performing employees are often more creative, proactive, and open to change (Cameron & Quinn, 2011). They contribute to a culture of innovation, essential for organizations aiming to stay competitive in dynamic markets. Cameron and Quinn's (2011) research on organizational culture highlights the role of employee behaviors, shaped by performance, in fostering innovation.

Employee performance is further linked to employee retention and talent management. Engaged and high-performing employees are more likely to stay with the organization, reducing turnover costs and maintaining institutional knowledge (Aguinis, 2019). The recruitment and retention of top talent are critical components of organizational development, and employee performance plays a pivotal role in attracting and retaining skilled professionals.

The collective performance of an organization's workforce significantly influences its financial performance. Studies have demonstrated a positive correlation between effective performance management practices and financial outcomes (Wu, Lin, & Perng, 2022). The alignment of individual and team performance with organizational strategies directly contributes to financial success.

Expectancy Theory (Vroom, 1964): This theory posits that employees' motivation and effort are determined by their belief that their efforts will lead to high performance, which, in turn, will result in desirable outcomes. When employees expect a strong correlation between their efforts and performance, they are likelier to perform well. This perspective aligns with the notion that employees who believe in the relationship between their actions and outcomes tend to perform better.

Goal-Setting Theory (Locke & Latham, 1990): According to this theory, specific, challenging, and achievable goals lead to higher performance levels. When employees have clear and well-defined objectives, they are more motivated to achieve them. Clarity and feedback in goal-setting enhance performance.

Social Cognitive Theory (Bandura, 1997): This theory emphasizes the role of self-efficacy beliefs, which are employees' perceptions of their ability to perform tasks. Employees with higher self-efficacy tend to approach tasks enthusiastically and perform better, underscoring the importance of self-belief in achieving high performance.

Role Theory (Katz & Kahn, 1978): Role theory focuses on the significance of role clarity and the minimization of role conflict for improved employee performance. When employees have well-defined roles and experience minimal role conflicts, they are more likely to perform well. Ambiguity and role conflicts can lead to reduced performance and increased stress.

Job Characteristics Model (Hackman & Oldham, 1976): This model emphasizes the impact of specific job characteristics, such as skill variety, task identity, autonomy, and feedback, on job satisfaction and performance. Jobs that offer these characteristics tend to result in higher employee performance.

Self-Determination Theory (Deci & Ryan, 1985): This theory suggests that employee performance is influenced by satisfying their basic psychological needs, including autonomy, competence, and relatedness. When these needs are met, employees are more likely to perform better and experience higher job satisfaction.

Organizational Culture and Performance (Denison, 1990): A positive organizational culture fostering innovation, collaboration, and employee engagement can improve performance. Employees in organizations with a robust and positive culture are more likely to be motivated and committed to performing at their best.

Maslow's Hierarchy of Needs (Maslow, 1943): Maslow's theory posits that employee performance is linked to satisfying hierarchical needs, including physiological, safety, belongingness, esteem, and self-actualization. When these needs are met, employees are likelier to perform at their best. Small companies that provide opportunities for personal growth and self-fulfillment will likely enhance employee performance (Maslow, 1943).

Equity Theory (Adams, 1963): Equity theory emphasizes the role of fairness in employee performance. Employees compare their inputs and outcomes with those of their peers. When employees perceive that they are treated fairly, they are more motivated to perform well. Conversely, perceptions of inequity can hinder performance (Adams, 1963).

Social Exchange Theory (Blau, 1964): Social exchange theory suggests that employees engage in a reciprocal relationship with their organizations. When organizations invest in employees through training, benefits, and career development opportunities, employees are more likely to reciprocate with high performance and loyalty. This theory underscores the importance of fostering a positive employee-employer relationship (Blau, 1964).

Herzberg's Two-Factor Theory (Herzberg, 1959): Herzberg's theory distinguishes between hygiene factors (extrinsic factors that prevent dissatisfaction) and motivators (intrinsic factors that encourage satisfaction and high performance). Small companies should address hygiene factors like fair compensation and job security and focus on motivators such as recognition, achievement, and opportunities for advancement to drive employee performance (Herzberg, 1959).

Resource-Based View Theory (Barney, 1991): This theory suggests that a company's unique resources and capabilities, including human capital, can be a source of competitive advantage. Small companies that effectively leverage their employees' skills, knowledge, and abilities will likely outperform competitors (Barney, 1991).

Person-Environment Fit Theory (Kristof-Brown et al., 2005): This theory highlights the importance of matching employees with the right work environment. When employees' values, goals, and skills align with the organizational culture and job requirements, they are likelier to excel in their roles. Ensuring a strong person-environment fit can enhance employee performance (Kristof-Brown et al., 2005).

Self-Determination Theory (Deci & Ryan, 2000): Self-determination theory suggests that employees perform better when intrinsically motivated. Intrinsic motivation is driven by autonomy, competence, and relatedness. Small companies can enhance employee performance by fostering a work environment that supports these three psychological needs (Deci & Ryan, 2000).

The job resources model (Demerouti et al., 2001) posits that job demands and resources significantly impact employee performance. Excessive job demands can lead to burnout and decreased performance, while job resources, such as feedback and support, can enhance performance. Small companies should carefully balance demands and resources to optimize employee performance (Demerouti et al., 2001).

Psychological Capital Theory (Luthans et al., 2007): Psychological capital, consisting of hope, optimism, resilience, and self-efficacy, can significantly influence employee performance. Small companies can develop and nurture employees' psychological capital to improve their performance and resilience, especially in challenging work situations (Luthans et al., 2007).

Strengths-Based Approach (Linley et al., 2010): This approach emphasizes identifying and leveraging employees' strengths and positive attributes to enhance

performance. Small businesses can benefit from focusing on individual strengths to increase employee engagement and job performance (Linley et al., 2010).

Inclusive Leadership Theory (Carmeli et al., 2010): Inclusive leadership encourages leaders to involve and support all employees, regardless of their demographics. This leadership style can create an inclusive work environment and improve employee performance by fostering diversity, equity, and inclusion (Carmeli et al., 2010).

2.2 Related Studies

2.2.1 Bal et al. (2008) researched the impact of organizational culture on employee performance. They found that a positive organizational culture, characterized by collaboration and adaptability, leads to better employee performance in small businesses.

2.2.2 Cameron and Quinn (2011) highlight that organizations fostering a clan culture characterized by collaboration, teamwork, and a family-like atmosphere tend to have higher employee morale and job satisfaction. Employees in such cultures often feel a strong sense of belonging, which positively influences their performance (Cameron & Quinn, 2011).

2.2.3 Deal and Kennedy (2000) suggest that adhocracy cultures promoting innovation, risk-taking, and experimentation can positively impact employee creativity and problem-solving skills. Employees in organizations with adhocracy cultures are more likely to engage in innovative behaviors, contributing to enhanced performance.

2.2.4 Denison (1990) has explored the impact of market-oriented cultures on employee performance. Organizations with a strong market culture emphasizing competitiveness, customer focus, and goal achievement often experience improved individual and organizational performance.

2.2.5 O'Reilly and Chatman (1996) suggest that organizations with a hierarchical culture emphasizing stability, efficiency, and formalized processes may contribute to employee performance by providing clear structures and guidelines. This can lead to a stable work environment and predictable outcomes.

2.2.6 Hendrawijaya (2019) studied demographic factors and employee performance: The mediating effect of employee empowerment. The impact of age, gender, years of service, education, and the number of dependents on one's family on employee empowerment is examined in this study, both directly and indirectly through employee performance. The sample comprised a random selection of ten respondents from each of the fourteen cigar companies in Jember Regency, East Java, Indonesia. There are 140 individuals in the samples. Path analysis is used in the study to ascertain the variables' direct and indirect impacts. The findings demonstrated that employee performance is significantly enhanced by demographic factors such as age, sex, education, years of service, and the number of dependents on one's family.

2.2.7 Amegayibor (2021) studied the effect of demographic factors on employees' performance. This research investigates the effects of demographic variables on worker performance in an owner-manager manufacturing company. Research Methodology: In Cape Coast, the central area of Ghana, an owner-manager company conducted the research. A quantitative strategy and correlational study design were employed for data translation and analysis, along with an interview schedule, multiple linear regression, census sampling to sample 400 employees, and the Statistical Package for Social Sciences (SPSS) 20.0 Versions. Conclusion: The results indicate that demographic factors influence employees' performance.

2.2.8 Hofstede (2001) explores the impact of national and regional cultures on organizational behavior and employee performance. Understanding cultural dimensions, such as individualism-collectivism and power distance, can provide insights into how organizational culture interacts with broader cultural influences to shape employee performance.

2.2.9 Eisenbeiss et al. (2016) emphasize the role of psychological empowerment within organizational cultures. Cultures that empower employees by providing autonomy, meaning, and opportunities for personal development influence employee performance positively.

2.2.10 Wua et al. (2022) studied the influence of organizational culture on employee performance mediated by job satisfaction and organizational commitment. This study aims to clarify how organizational commitment and work satisfaction mitigate the effects of organizational culture on worker performance. The sample population for this study consists of up to 125 employees of Yogyakarta startup enterprises. Path analysis using the Structural Equation Modeling (SEM) method in SmartPLS 3 is one of the analytical techniques utilized. The findings demonstrate that organizational culture significantly and favorably impacts employee performance.

2.2.11 Mekka et al. (2020) studied the Influence of Organizational Culture on Employee Performance at Bappeda and Statistics of Bone Regency. A vibrant and enjoyable work culture fosters a positive employee mindset, motivating them to work with increased diligence and excellence. This study aimed to assess organizational culture's impact on organizational commitment within the context of Bappeda and Statistics of Bone. Employing an explanatory research design with a quantitative approach rooted in positivism, the study aimed to elucidate the causal relationships between variables influencing the proposed hypothesis. The findings underscore a noteworthy and positive correlation, indicating that organizational culture significantly influences employee performance.

2.2.12 Schmidt and Hayes (2002) conducted a meta-analysis linking job satisfaction to organizational outcomes. They found that a positive organizational culture, fostering a supportive and engaging work environment, contributes to higher job satisfaction. Satisfied employees are more likely to be motivated and perform better.

2.2.13 Nishii (2006) discussed integrating strategic human resource management (HRM) practices with organizational behavior. The alignment between HRM strategies and organizational culture can impact employee attitudes and behaviors, ultimately influencing performance outcomes.

2.2.14 Cox (1991). This study delves into the management of cultural diversity within organizations. It explores how fostering an inclusive and culturally diverse organizational culture can positively impact employee performance, innovation, and overall organizational effectiveness.

2.2.15 Eagly (2012). Social role theory is applied to understand the influence of gender roles in organizational cultures. This study explores how gender-related expectations embedded in culture affect individuals' performance, career development, and leadership opportunities within organizations.

2.2.16 Hofstede (2010) Building on Geert Hofstede's cultural dimensions theory, this study explores the cultural differences within European countries and how they influence organizational practices, including their impact on employee performance.

2.2.17 Schneider (2014) Examining organizational climate and culture, this study explores how these factors contribute to the performance of European organizations. It highlights the importance of a positive cultural environment in enhancing employee engagement and performance.

2.2.18 Ng's (2012) studies challenge stereotypes about older workers and provide insights into how age influences performance. It suggests that older workers can bring valuable skills and experiences to the workplace, impacting performance positively. Contrary to common stereotypes that associate aging with diminished capabilities, Ng's study emphasizes the valuable skills and experiences that older workers bring to the workplace. The research underscores the importance of recognizing and harnessing the unique strengths that come with age, contributing to a more inclusive and diverse work environment. The findings suggest that the

performance of older workers is not solely defined by chronological age but is influenced by a combination of factors, including skills, knowledge, and experiences accumulated over their careers. This challenges organizations to adopt a more holistic approach to talent management, acknowledging the diverse strengths that individuals of all age groups can offer.

2.2.19 Latham's (2005) review of work motivation theory encompasses the impact of experience and tenure on motivation and performance. It suggests that prolonged exposure to work environments can shape performance outcomes. The study suggests that individuals with longer tenures often develop a deep understanding of the organizational culture, work processes, and industry nuances. This accumulated knowledge can lead to a heightened sense of efficacy, where employees feel more confident in navigating challenges and contributing meaningfully to their roles.

2.2.20 Kossek (2018) This study explores work-life flexibility related to full-time or part-time work arrangements. It discusses how occupational status can impact access to flexibility, which, in turn, affects employee performance. The study recognizes that work-life flexibility is a multifaceted concept that extends a spectrum of practices, including flexible schedules, remote work options, and compressed work weeks. Kossek explores how different occupational statuses within an organization may influence the accessibility and utilization of these flexibility measures. Kossek's findings suggest that organizations must adopt a nuanced approach to work-life flexibility, recognizing employees' diverse needs and responsibilities based on their occupational roles. Implementing tailored flexibility measures that consider the specific demands of different positions can lead to increased job satisfaction, better work-life balance, and improved performance.

2.2.21 Eagly (2012) Social Role Theory explores how gender roles and stereotypes influence behavior. Understanding these dynamics is crucial in evaluating the impact of gender on employee performance. Social Role Theory posits that societal norms and expectations prescribe specific roles for men and women within

and outside the workplace. In the professional sphere, these roles can significantly impact how individuals are perceived, the opportunities they are presented with, and the expectations placed upon them. The study underscores the evolving nature of gender roles and the need for organizations to adapt their practices to reflect a more contemporary understanding of gender diversity. As societal expectations shift, so too should workplace norms to accommodate and leverage the diverse skills and perspectives that individuals of all genders bring to the professional arena. This is instrumental to understanding the impact of gender on employee performance, guiding organizations toward more inclusive practices that harness the full potential of their diverse workforce.

2.2.22 Kossek's (2016) exploration of the intersectionality of demographic factors contributes significantly to our understanding of how various aspects, such as age, gender, education level, income, years of working, and employment status, collectively shape the complex landscape of employee performance. The concept of intersectionality recognizes that individuals possess multiple, interconnected social identities, and the interplay of these identities can result in unique experiences and outcomes. This study explores how the intersection of age and gender influences career trajectories and opportunities. It could show how individuals with different educational backgrounds and income levels navigate workplace challenges. Moreover, the research uncovered insights into how the intersection of demographic factors affects work-life balance, job satisfaction, and overall well-being.

2.2.23 Becker's (1962) research supports the notion that individuals with higher levels of education tend to exhibit superior job performance. The rationale is rooted in the idea that education equips individuals with specific job-related skills and broader competencies such as critical thinking, problem-solving, and effective communication. These attributes contribute to an individual's ability to perform well in diverse work settings.

The positive correlation between education and employee performance extends beyond the technical aspects of a job. Higher education is often associated with a greater capacity for learning, adaptability, and innovation. Employees with advanced degrees or specialized training are better positioned to navigate complex challenges, stay abreast of industry developments, and contribute meaningfully to organizational goals.

From a managerial perspective, understanding the link between education and employee performance can inform talent acquisition and development strategies. Organizations may prioritize recruiting candidates with specific educational backgrounds for roles that demand specialized knowledge. Additionally, investing in continuous learning opportunities can enhance the skills of existing employees, thereby positively influencing their performance.

2.2.24 Easterlin (2001) found the Income and Happiness Theory that a positive correlation exists. This theory suggests that as individuals' income levels increase, their overall life satisfaction and happiness also increase. Applied to the workplace context, this implies that employees who are content with their income are more likely to experience higher job satisfaction, which, in turn, positively impacts their job performance.

The influence between income, job satisfaction, and employee performance. Employees often view adequate compensation as a recognition of their contributions and a reflection of their organizational value. Employees feeling fairly compensated for their efforts can enhance their motivation, engagement, and commitment to their roles.

Organizations recognizing the interplay between income and employee performance can strategically align their compensation practices with employee expectations and industry standards. Regular salary reviews, ensuring transparency in compensation structures, and providing opportunities for performance-based incentives can contribute to a positive correlation between income and employee

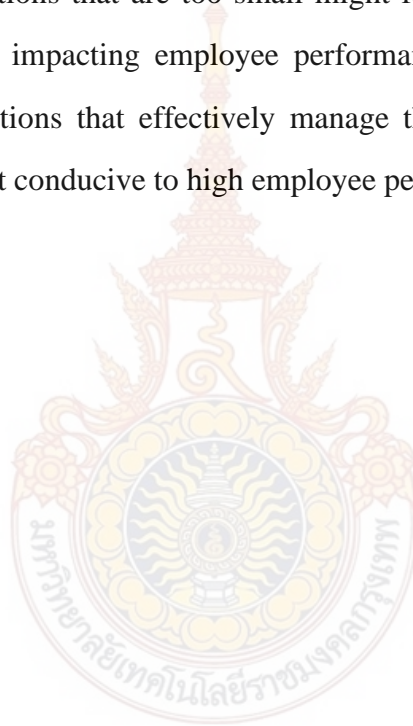
performance.

2.2.25 Bakker (2007) The Job Demands-Resources (JD-R) Model is a comprehensive framework that explores the dynamic interplay between job demands and resources and their impact on employee well-being, job satisfaction, and performance. This model is particularly relevant when examining the differences between full-time and part-time positions. In the JD-R Model, job demands require sustained effort and are associated with physiological or psychological costs. Examples of job demands include high workload, time pressure, and conflicting demands. On the other hand, job resources contribute to achieving work goals, reducing job demands, and stimulating personal growth and development. These resources can include social support, autonomy, and opportunities for skill development. When applied to full-time and part-time positions, differences in job demands and resources may significantly impact employee experiences and outcomes. For example, full-time positions may entail higher job demands due to longer working hours or increased responsibilities, potentially leading to higher stress levels. While offering reduced working hours, part-time positions may also have unique challenges, such as limited access to specific resources or potential difficulties in career progression. The Job Demands-Resources Model offers a valuable lens for understanding the nuanced differences between full-time and part-time positions and guiding organizations in creating environments that foster employee well-being and optimal performance.

2.2.26 Hannan's (1977) Organizational Ecology Theory draws parallels between organizations and biological species, applying principles of evolution and natural selection to study organizations. Expanding on the fundamental premise that organizations compete for resources, this theory offers insights into how the number of employees within an organization plays a crucial role in its survival and adaptation.

In his research, Larger organizations may have more resources, providing employees with opportunities for career advancement, skill development, and training

programs. Larger size can lead to increased bureaucracy, potentially affecting communication channels and decision-making speed and negatively impacting employee performance. Smaller, more agile organizations might offer employees a closer-knit working environment, potentially fostering stronger team collaboration and individual contributions. Finding the optimal size for an organization is crucial. An organization that grows too large may experience diminishing returns regarding employee performance due to increased complexities and challenges in coordination. Conversely, organizations that are too small might face limitations in resources and expertise, potentially impacting employee performance as they grapple with these constraints. Organizations that effectively manage these factors are more likely to create an environment conducive to high employee performance.



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

This research adopts a quantitative research design, focusing on small companies in Shandong Province to investigate the factors influencing employee performance. The study employs structured questionnaires as the primary data collection method, aiming to analyze the impact of organizational culture demographic variables on employee performance. Given the infinite population in this study, the sampling method employed is non-probability sampling, specifically utilizing a convenience sampling approach with a minimum of 400 participants. Data analysis involves descriptive statistics (means, frequencies, percentages) for demographic information and responses, while inferential statistics (regression analysis) explores the influence between variables. This will help uncover the factors that influence employee performance within small companies.

3.2 Research Population and Samples

3.2.1 Population

The research population for this study consists of employees working in small companies at the operational level located in the Shandong province of China. This population is unlimited.

3.2.2 Samples

In order to ensure an adequate level of data coverage and reliability for the survey on employee performance in small companies of Shandong Province, as per Taro Yamane's Sample Size Table, when dealing with an unlimited population, aiming for a 5% probability of error (at a 95% confidence level), use the provided

table or formula to find the recommended sample size based on the specified confidence level and probability of error. In this case, the table suggests a minimum sample size of 400 for an unlimited population. So, the sample size is at least 400.

3.2.3 Sampling Methods

Given the infinite population in this study, the sampling method employed is non-probability sampling, specifically utilizing a convenience sampling approach.

3.3 Data Collection

In this research, data will be gathered through an online survey method. Online data collection is advantageous as it provides efficiency and convenience in reaching a broad spectrum of participants, facilitating a diverse and comprehensive sample representation. The online survey will use WeChat to collect data.

3.4 Research Instrument

Part 1: Demographic Profile

This section comprises 7 closed-ended questions to gather essential demographic data from the participants. These questions are designed to acquire background information, offering valuable insights into the characteristics of the sample.

Part 2: Organizational Culture

The researcher used the Likert five-point scale, and participants were required to rate their degree of opinion on organizational culture.

Part 3: Employee Performance

The researcher used the Likert five-point scale, and participants were required to rate their degree of opinion on employee performance.

3.5 Content Validity and Reliability

3.5.1 Content Validity

Several steps will be taken to ensure content validity:

1. Literature Review: A thorough review of relevant literature will be conducted to identify key constructs and variables associated with the research topic. This will ensure that the questionnaire items align with the theoretical framework and existing knowledge of organizational culture, demographic factors, and employee performance.

2. Expert Review: Input from subject matter experts, including researchers and practitioners in management and human resources, will be sought to evaluate the questionnaire's content validity. These experts will assess the relevance and appropriateness of the questionnaire items in capturing the intended constructs.

The Item Objective Congruence Index (IOC) will be employed to evaluate content validity. Three experts with expertise in research tool development will independently evaluate the content and measurement of the questionnaire items to ensure that they effectively address the research objectives. The experts will rate each questionnaire item based on predefined criteria.

The rating scale for expert evaluation will be as follows:

-1: The question is not aligned with the content of the measurement objective.

0: Uncertain alignment with the content of the measurement objective.

+1: The question is aligned with the content of the measurement objective.

The experts will thoroughly assess each questionnaire item and assign a rating based on its alignment with the intended measurement objective. Questions that receive an IOC index of 0.5 or higher will be considered acceptable and included in the final questionnaire. If any question falls below the 0.5 criteria but is deemed necessary to address the research objectives, it will be revised based on expert recommendations to enhance content validity.

Table 3.1 IOC on Likert Scale

	IOC on Organizational Culture	Expert 1	Expert 2	Expert 3	IOC index
Clan Culture	1. The organizational culture encourages collaboration and teamwork among employees.	+1	+1	+1	1
	2. Satisfied with the opportunities provided by the organization for my professional and personal development.	+1	+1	+1	1
	3. Communication within the organization is effective, particularly regarding openness and transparency.	0	+1	+1	0.67
Adhocracy Culture	4. The organization actively supports and encourages innovative ideas and experimentation.	+1	+1	+1	1
	5. The organization demonstrates flexibility in adapting to changing circumstances and allows employees flexible work arrangements.	+1	+1	+1	1
	6. The organizational culture embraces risk-taking and tolerates failures in pursuing new ideas.	+1	+1	+1	1
Market Culture	7. The organization encourages high competitiveness in achieving its goals and objectives.	+1	+1	+1	1
	8. The organization prioritizes and focuses well on meeting the needs and expectations of its customers.	+1	+1	+1	1
	9. The organizational culture aims to achieve measurable results and performance outcomes.	+1	+1	+1	1
Hierarchy Culture	10. The chain of command within the organization is clear, and roles and responsibilities are well-defined.	+1	+1	+1	1
	11. Formal procedures and processes are followed to a considerable extent in decision-making and daily operations.	+1	0	+1	0.67
	12. The organization significantly emphasizes compliance with rules, policies, and standard operating procedures.	+1	+1	+1	1

IOC on Organizational Culture		Expert 1	Expert 2	Expert 3	IOC index
Employee Performance	13. Ability to fulfill job responsibilities.	+1	0	+1	0.67
	14. Confident in completing work tasks.	+1	+1	+1	1
	15. Satisfied with the quality of your work.	+1	+1	+1	1
	16. The company encourages innovation and creativity in your job role.	0	+1	+1	0.67
	17. Your innovative ideas have positively impacted work processes or projects.	+1	+1	+1	1
	18. The company enhances employee performance management and helps you improve your job performance.	0	+1	+1	0.67
	19. Your attitude towards work is positive.	0	+1	+1	0.67
	20. Collaborate with colleagues in your team or department to complete tasks.	+1	+1	+1	1
	21. Frequently offer help or support to colleagues proactively.	+1	+1	+1	1
	22. The attendance rate is high.	+1	+1	+1	1
	23. Perceive your contribution to organizational goals as significant.	+1	0	+1	0.67

3.5.2 Reliability

In order to evaluate the reliability of the questionnaire, a pre-test was carried out with a sample of 30 participants. This pre-test aims to ensure the consistency and stability of the questionnaire items. The reliability of the questionnaire will be assessed using Cronbach's alpha coefficient, with a minimum acceptable value set at 0.7. The participants selected for the pre-test were drawn from a population of the study's target population, namely the employees of small companies in Shandong Province, China. This selection ensures that the pre-test is conducted with individuals who share relevant characteristics and experiences with the study's intended participants.

By administering the questionnaire to this pre-test group, any potential issues related to question clarity, ambiguity, or redundancy can be identified and

resolved. The obtained responses were analyzed using Cronbach's alpha to assess the internal consistency of the questionnaire items. If necessary, items with low inter-item reliability will be revised or removed to enhance the questionnaire's reliability.

The results of the reliability of organizational culture, clan culture, adhocracy culture, market culture, and hierarchy culture are 0.865, 0.831, 0.890, and 0.847. All reliability is above 0.7. So, the questionnaire is suitable for collecting data in the future.

The reliability of employee performance is 0.898. The reliability is above 0.7. So, the questionnaire is suitable for collecting data in the future.

3.6 Data Analysis

3.6.1 Descriptive Statistics

Leveraging descriptive statistics, we scrutinized respondent demographics, including gender, age, education level, occupation, monthly income, year of working, full-time or part-time, and number of employees, using frequency and percentage. The mean and standard deviation are applied to the clan, adhocracy, market, and hierarchy cultures, which impact employee performance.

Evaluative criteria for the question items with positive meaning, the interval for breaking the range in measuring each is calculated by

$$N \text{ (Width of the range)} = \frac{\text{Maximum} - \text{Minimum}}{\text{Level}} = 5 - 1/5 = 0.8$$

Researchers analyzed the impact of employee performance by calculating the average score of the following range.

- Average score between 4.20 and 5.00: Strongly Agree
- Average score between 3.40 and 4.19: Agree
- Average score between 2.60 and 3.39: Neutral
- Average score between 1.80 and 2.59: Disagree

- Average score between 1.00 and 1.79: Strongly Disagree

3.6.2 Inferential Statistics

Inferential statistics were employed to test the hypotheses at a statistical significance level of 0.05. The analysis assessed the influence between a dependent variable and independent variables based on the following hypotheses:

H1: To test whether demographic factors have a differential influence on employee performance, the researcher will employ analysis of variance (ANOVA) and independent samples T-test. ANOVA and independent samples T-test will help determine if there are significant differences in employee performance among different demographic groups (Age groups, Gender, Education level, Income, Year of working, Nature of employment, Number of employees).

Independent Samples t-test (Gender) and the One-way ANOVA (Age groups, Education level, Income, Year of working, Full-time or part-time (Nature of employment), Number of employees.) are applied for testing the hypothesis.

H2: To examine the influence of organizational culture on employee performance in small companies in Shandong, the researcher will utilize regression analysis. Multiple Linear Regression Analysis analysis will allow us to delve deeper into the nature and magnitude of this influence, exploring how changes in organizational culture variables impact employee performance.

CHAPTER IV

ANALYSIS RESULT

This study, focusing on 400 employees from small-sized enterprises, investigates the factors influencing employee performance. The research employs statistical analysis to explore the impact of various dimensions, such as task and contextual performance, on overall employee performance. The analysis consists of two main sections. Initially, descriptive statistics provide an overview of the variables under consideration. Subsequently, the empirical results, utilizing methods like multiple regression, ANOVA, and independent sample T-test, are presented to test the hypotheses formulated in the study. The data analysis and interpretation employ statistical symbols and meanings for a comprehensive understanding of the findings:

N= Number of population

n=Number of sample

X=Mean

SD=Standard Deviation

t=t-Distribution

F=F-Distribution

df = Degree of freedom

LSD= Least Significant Difference

Sig=The level of statistics significance to test hypothesis

*=The statistical significance is at the 0.05 level

4.1 Descriptive Statistics

4.1.1 Demographic Factors

Table 4.1 Frequency and Percentage of the Respondents

		Frequency	Percentage
Gender	Male	201	50.25
	Female	199	49.75
Age	18-24 years old	55	13.75
	25-34 years old	178	44.50
	35-44 years old	135	33.75
	45-54 years old	18	4.50
	55 or old	14	3.50
Education Level	High School	179	44.75
	Bachelor's Degree	187	46.75
	Master's Degree	17	4.25
	Doctoral Degree	17	4.25
	Other	0	0
Monthly Income (CNY)	Below 5,000	229	57.25
	5,000-10,000	130	32.50
	10,001-20,000	15	3.75
	20,001-30,000	8	2.00
	Above 30,000	18	4.50
Nature of Employment	Full-time	396	99.00
	part-time	4	1.00
Years of Working	Less than 1 year	138	34.50
	1-2 years	96	24.00
	3-5 years	132	33.00
	6-10 years	13	3.25
	More than 10 years	21	5.25
Number of Employees	1-10	136	34.00
	11-20	125	31.25
	21-30	123	30.75
	More than 30 and lower than 50	16	4.00
Total		400	100

According to the results in Table 4.1, 400 valid samples were collected in this study. Regarding gender distribution, males account for 50.25%, while females account for 49.75%, indicating a balanced gender ratio. In terms of age distribution, individuals aged 18-24 constitute 13.75%, those aged 25-34 make up 44.50%, individuals aged 35-44 represent 33.75%, those aged 45-54 account for 4.50%, and those aged 55 and above contribute to 3.50%. Concerning the highest educational attainment, individuals with a high school education are 44.75%, those with a bachelor's degree make up 46.75%, and individuals with a master's degree or doctoral degree constitute 4.25% each. The educational background is predominantly concentrated on a bachelor's degree. Regarding monthly income, individuals earning below 5000 yuan constitute 57.25%, those earning between 5000 and 10000 yuan account for 32.50%, individuals earning between 10001 and 20000 yuan make up 3.75%, those earning between 20001 and 30000 yuan contribute 2%, and those earning above 30000 yuan represent 4.50%. The income distribution is primarily centered around the range of below 5000 yuan. In terms of employment nature, full-time employees make up 99%, while part-time employees constitute 1%, indicating a predominance of full-time employment.

Concerning work experience, individuals with less than 1 year of experience account for 34.50%, those with 1-2 years of experience makeup 24%, those with 3-5 years of experience constitute 33%, those with 6-10 years of experience contribute 3.25%, and those with over 10 years of experience represent 5.25%. The majority of employees have work experience of less than 1 year. Regarding the number of employees, companies with 1-10 employees account for 34%, those with 11-20 employees make up 31.25%, those with 21-30 employees constitute 30.75%, and those with 30 to 50 employees represent 4.00%. The majority of companies have employee numbers within 30 people.

4.1.2 Organizational Culture

Table 4.2 The Descriptive Statistic of Organizational Culture

	Mean	SD	Meaning	Rank
Clan Culture	3.564	0.931	Agree	2
Adhocracy Culture	3.511	0.920	Agree	4
Market Culture	3.659	0.972	Agree	1
Hierarchy Culture	3.538	0.907	Agree	3
Organizational Culture	3.568	0.823	Agree	

According to the results in Table 4.2, the mean value of organizational culture dimensions is 3.568, with a standard deviation of 0.823. Among the dimensions, market culture reaches the highest level, with an average score of 3.659 and a standard deviation of 0.972. Following this is clan culture, with a mean value of 3.564 and a standard deviation of 0.931; hierarchy culture, with a mean value of 3.538 and a standard deviation of 0.907. The lowest scoring is adhocracy culture, with an average score of 3.511 and a standard deviation of 0.920.

4.1.3 Employee Performance

Table 4.3 The Descriptive Statistics of Employee Performance

	Mean	SD	Meaning
Employee Performance	3.449	0.904	Agree

The mean value for the employee performance dimension is 3.449, with a standard deviation of 0.904.

4.2 Inferential Statistics

4.2.1 Demographic Factors Affect Employee Performance

Statistical hypothesis testing was employed with a significance level of 0.05 to analyze the impact of the independent variable on the dependent variables under the following hypotheses:

Part 1: Differences in employee performance based on demographic factors.

Part 2: The influence of organizational culture on employee performance.

Part 1: Differences in the Direction of Employee Performance Disparities Based on Demographic Factors

H1a: Differences in employee performance based on gender.

H0: $\mu 1 = \mu 2$

Hi: $\mu 1 \neq \mu 2$

Table 4.4 Analysis Results of the Impact of Gender Differences on Employee Performance

Employee Performance	Gender	N	Mean	Std. Deviation	t-value	df	Sig.
	Male	201	2.65955	1.051238	5.664	398	0.000*
	Female	199	2.74648	1.033836			

From Table 4.4, the analysis of the impact of gender differences on employee performance utilized a t-test with a significance level of 0.05. This study reveals a significant difference in employee performance based on gender ($t(398) = 5.664$, $P = 0.000$).

H1b: Differences in employee performance based on Age

Table 4.5 Analysis of the Impact of Age Differences on Employee Performance.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	54.564	4	13.641	27.326	0.000*
Within Groups	197.180	395	0.499		
Total	251.743	399			

In Table 4.5, the analysis results on age differences' influence on employee performance were used, and a one-way ANOVA significance level was found to be 0.05. This study found that age($F=27.326$, $P=0.000$) had a significant difference in employee performance.

Table 4.6 Differences in Multiple Comparisons of Age

		Mean Difference (I-J)				
Age	Group J	18-24	25-34	35-44	45-54	55 or older
Group I		2.1776	2.2337	2.2804	3.3367	3.8700
18-24	2.1776	-	-0.0561 (0.986)	-0.1028 (0.893)	-1.1591 (0.000)*	-1.6924 (0.000)*
25-34	2.2337		-	-0.0467 (0.978)	-1.1030 (0.000)*	-1.6363 (0.000)*
35-44	2.2804			-	-1.0563 (0.000)*	-1.5896 (0.000)*
45-54	3.3367				-	-0.53333 (0.214)
55 or older	3.8700					-

*The mean difference is significant at the 0.05 level.

Dependent Variable: employee performance

Table 4.6 shows the pair mean comparison of the age group influencing overall Shandong employee performance. The mean value of the age group 18-24 is lower than the age group 45-54 and the age group 55 or older, with a significant value of 0.000 and 0.000, accordingly. The mean value of the age group 25-34 is lower than

the age group 45-54, and the age group 55 or older has a significant value of 0.000 and 0.000, accordingly. The mean value of the age group 35-44 is lower than the age group 45-54, and the age group 55 or older has a significant value of 0.000 and 0.000, accordingly.

H1c: Differences in employee performance based on Education

Table 4.7 Analysis of the Impact of Education Differences on Employee Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	98.506	3	32.835	84.853	0.000*
Within Groups	153.238	396	0.387		
Total	251.743	399			

In Table 4.7, the analysis results on education differences' influence on employee performance were used, and a one-way ANOVA significance level was found to be 0.05. This study found that education ($F=84.853$, $P=0.000$) had a significant difference in employee performance.

Table 4.8 The Differences in Education Levels for Multiple Comparisons

Education level	Group J	Mean Difference (I-J)			
		High School	Bachelor's Degree	Master's Degree	Doctoral Degree
Group I		2.0974	2.2987	3.9559	3.9359
High School	2.0974	-	-0.2013 (0.011)	-1.8585 (0.000)*	-1.8385 (0.000)*
Bachelor's Degree	2.2987		-	-1.6572 (0.000)*	-1.6372 (0.000)*
Master's Degree	3.9559			-	0.0200 (1.000)
Doctoral Degree	3.9359				-

*The mean difference is significant at the 0.05 level.

Dependent Variable: employee performance

Table 4.8 shows the pair mean comparison of the education levels that influence overall employee performance in Shandong. The mean value of the high school group is lower than that of the master's degree and doctoral degree groups, with a significant value of 0.000 and 0.000, respectively. The mean value of the bachelor's degree group is lower than the master's degree group and doctoral degree group, with a significant value of 0.000 and 0.000, respectively.

H1d: Differences in employee performance based on Income

Table 4.9 Analysis of the Impact of Income Differences on Employee Performance

	Income				
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	112.911	4	28.228	80.312	0.000*
Within Groups	138.833	395	0.351		
Total	251.743	399			

Table 4.9 shows the results of the analysis on the influence of monthly income difference on employee performance using a one-way ANOVA significance level of 0.05. This study found that monthly income ($F=80.312$, $P=0.000$) had a significant difference in employee performance.

Table 4.10 The Results of the Multiple Comparisons of Income Differences on Employee Performance

Income	Mean Difference (I-J)					
	Group J					
	\bar{X}	Below 5,000 CNY	5,000-10,000 CNY	10,001-20,000 CNY	20,001-30,000 CNY	Above 30,000 CNY
Group I	K	2.1564	2.1941	4.0620	3.6150	3.9206
Below 5,000 CNY	2.1564	-	-0.0377 (0.978)	-1.9056 (0.000)*	-1.4586 (0.000)*	-1.7642 (0.000)*
5,000-10,000 CNY	2.1941		-	-1.8679 (0.000)*	-1.4209 (0.000)*	-1.7265 (0.000)*
10,001-20,000 CNY	4.062			-	0.447 (0.421)	0.1414 (0.960)
20,001-30,000 CNY	3.615				-	-0.3056 (0.744)
Above 30,000 CNY	3.9206					-

*The mean difference is significant at the 0.05 level.

Dependent Variable: employee performance

Table 4.10 shows the pair mean comparison of the monthly income that influences overall employee performance in Shandong. The mean value of below 5,000 CNY group is lower than 10,001-20,000 CNY group, 20,001-30,000 CNY group, and Above 30,000 CNY group with a significant value of 0.000, 0.000, and 0.000. The mean value of the 5,000-10,000 CNY group is lower than the 10,001-20,000 CNY group, 20,001-30,000 CNY group, and Above 30,000 CNY group with a significant value of 0.000, 0.000, and 0.000 accordingly.

H1e: Differences in employee performance based on the nature of employment

H0: $\mu_1 = \mu_2$

H1: $\mu_1 \neq \mu_2$

Table 4.11 The Analysis Results of the Impact of Differences In Employment on Employee Performance

Employee Performance	Nature of employee	N	Mean	Std. Deviation	t-value	df	Sig.
	Full-time	396	2.4075	0.94450	0.825	398	0.410
	Part-time	4	2.0850	0.62952			

From Table 4.11, the analysis of the impact of differences like employment on employee performance utilized a t-test with a significance level of 0.05. This study finds no significant difference in employee performance based on the nature of employment ($t(398) = 0.825$, $P = 0.410$).

H1f: Differences in employee performance based on the year of working

Table 4.12 The Analysis Results of the Impact of Differences in the Year of Working on Employee Performance

Years of Working					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	99.979	4	24.995	65.054	0.000*
Within Groups	151.765	395	0.384		
Total	251.743	399			

Table 4.12 shows the analysis results on the year of working differences' influence on employee performance using a one-way ANOVA significance level of 0.05. This study found that the year of working ($F=65.054$, $P=0.000$) had a significant difference in employee performance.

Table 4.13 The Differences in Multiple Comparisons for Years of Working on Employee Performance

Income	Group J	Mean Difference (I-J)				
		Less than 1 year	1-2 years	3-5 years	6-10 years	More than 10 years
Group I		2.0532	2.1227	2.4213	3.9738	3.8605
Less than 1 year	2.0532	-	-0.0695 (0.917)	-0.3681 (0.000)*	-1.9206 (0.000)*	-1.8073 (0.000)*
1-2 years	2.1227		-	-0.2986 0.003	-1.8511 (0.000)*	-1.7378 (0.000)*
3-5 years	2.4213			-	-1.5525 (0.000)*	-1.4392 (0.000)*
6-10 years	3.9738				-	0.1133 0.986
More than 10 years	3.8605					-

*The mean difference is significant at the 0.05 level.

Dependent Variable: employee performance

Table 4.13 shows the mean comparison of the years of work that influence overall employee performance in Shandong. The mean value of the group less than 1 year is lower than the 3-5 years group, 6-10 years group, and more than 10 years group, with a significant value of 0.000, 0.000, and 0.000 accordingly. The mean value of the 1-2 years group is lower than the 6-10 years group and the more than 10 years group with a significant value of 0.000 and 0.000 accordingly. The mean value of the 3-5 years group is lower than the 6-10 years group and more than 10 years group with a significant value of 0.000 and 0.000 accordingly.

H1g: Differences in employee performance based on the number of employees.

Table 4.14 The Analysis Results of the Impact of Differences in the Number of Employees on Employee Performance

	Number of Employees				
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	36.783	3	12.261	22.587	0.000
Within Groups	214.961	396	0.543		
Total	251.743	399			

Table 4.14 used the analysis results on the number of employee differences influencing employee performance, and a one-way ANOVA significance level of 0.05 was used. This study found that the number of employees ($F=22.587$, $P=0.000$) significantly differed in employee performance.

Table 4.15 The Differences in Employee Performance Based on the Number of Employees and the Results of the Post-hoc Multiple Comparisons

Number of Employees	Mean Difference (I-J)				
	Group J				
	\bar{X}	1-10	11-20	21-30	More than 30 and lower than 50
Group I	K				
1-10	2.2885	-	-0.0120 (0.999)	0.0176 (0.997)	-1.5446 (0.000)*
11-20	2.3006		-	0.0297 (0.989)	-1.5325 (0.000)*
21-30	2.2709			-	-1.5622 (0.000)*
More than 30 and lower than 50	3.8331				-

*The mean difference is significant at the 0.05 level.

Dependent Variable: employee performance

Table 4.15 shows the pair mean comparison of the number of employees influencing overall employee performance in Shandong. The mean value of numbers 1-10 group is lower than More than 30 and lower than 50 groups, with a significant value of 0.000. The mean value of the 11-20 group is lower than More than 30 and lower than 50, with a significant value of 0.000. The mean value of the number 21-30 group is lower than more than 30 and lower than the 50 group with a significant value of 0.000, accordingly.

Part 2: Organizational Culture Factors Influencing Employee Performance.

In Hypothesis 2, Y represents employee performance, and X1, X2, X3, and X4 denote clan culture, democratic culture, market culture, and hierarchy culture, respectively.

Table 4.16 Summary Model of Organizational Culture Influence on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.763a	0.582	0.578	0.516

Predictors: (Constant), Clan Culture, Democratic Culture, Market Culture, Hierarchy Culture.

The analysis results from Tables 4.16 and 4.17 demonstrate that Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture significantly influence At a statistical significance level of 0.05, the predictive analysis equation's capability is 57.8%.

Table 4.17 The Multiple Linear Regression Coefficients for the Influence of Organizational Culture on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	-0.247	0.116	-	-2.134	0.033*
Clan Culture	0.126	0.045	0.148	2.812	0.005**
Adhocracy Culture	0.270	0.050	0.313	5.406	0.000**
Market Culture	0.202	0.045	0.247	4.494	0.000**
Hierarchy Culture	0.129	0.043	0.148	3.012	0.003**

a Dependent Variable: employee performance

Equation 1:

$$Y = -0.247 + 0.126*X1 + 0.270*X2 + 0.202*X3 + 0.129*X4$$

$$(0.033) \quad (0.005) \quad (0.000) \quad (0.000) \quad (0.000)$$

For:

Y = Employee Performance

X1 = Clan Culture, X2 = Adhocracy Culture, X3 = Market Culture, X4 = Hierarchy Culture.

From Table 4.17, Regarding the Standardized Coefficients, it can be observed that Adhocracy Culture is the most crucial variable influencing employee performance, with a regression coefficient of approximately 0.313. Next are Market Culture, Clan Culture, and Hierarchy Culture, with coefficients of 0.247, 0.148, and 0.148, respectively.

Table 4.18 Summary Result on Hypothesis 1

Demographic	Employee Performance
Gender	√
Age	√
Educational Level	√
Monthly Income	√
Nature of Employment	-
Years of Working	√
Number of Employees	√
- The mean difference has a significant value of more than 0.05.	
√ The mean difference has a significant value less than the level of 0.05.	

This study reveals that among the demographic factors considered, educational level, work experience, monthly income, age, gender, and number of employees have a statistically significant positive impact on employee performance. However, the nature of employment was found to have no significant influence on employee performance in this study.

Table 4.19 Summary Result on Hypothesis 2

Organizational Culture	Employee Performance
Clan Culture	√
Adhocracy Culture	√
Market Culture	√
Hierarchy Culture	√
- The mean difference has a significant value of more than 0.05.	
√ The mean difference has a significant value less than the level of 0.05.	

This study identifies significant influences of organizational culture dimensions on employee performance. Specifically, Clan Culture (Beta = 0.148, $t = 2.812$, $P = 0.005$), Adhocracy Culture (Beta = 0.313, $t = 5.406$, $P = 0.000$), Market Culture (Beta = 0.247, $t = 4.494$, $P = 0.000$), and Hierarchy Culture (Beta = 0.148, $t = 3.012$, $P = 0.003$) significantly influence on employee performance.

CHAPTER V

CONCLUSION

This study aims to study the factors that influence employee performance of small companies in Shandong and formulate recommendations for small companies in Shandong. According to the analysis result from Chapter 4, this chapter is divided into 5 parts:

Part I 5.1 Conclusion

Part II 5.2 Discussion

Part III 5.3 Recommendation for small company in Shandong

Part IV 5.4 Recommendation for future research

Part V 5.5 Limitation of the Study

5.1 Conclusion

5.1.1 Demographic Factors

The description of employee performance of the small company in Shandong is as follows: 400 employees. Regarding gender, males constitute 50.25%, while females comprise 49.75%. The age distribution is primarily concentrated in the 25-34 age group (44.50%). The highest education level is predominantly the bachelor's degree (46.75%). Concerning the monthly income range, 57.25% of respondents have a monthly income of 5000 yuan or below. Full-time employment is prevalent, accounting for 99.00% of the respondents. Regarding work experience, most fall within the category of less than 1 year (34.50%). Employee numbers are mainly distributed in the ranges of 1-10 people (34.00%). This study reveals that among the demographic factors considered, educational level ($F = 84.853$, $P = 0.000$), number of employees ($F=22.587, p=0.000$), gender ($t = 5.664$, $P = 0.000$), age

($F=27.326$, $p=0.000$), years of working ($F = 65.054$, $p = 0.00$) and monthly income range ($F = 80.312$, $P = 0.000$) have a statistically significant positive impact on employee performance. However, the nature of employment ($t = 0.825$, $P = 0.410$) was found to have no significant influence on contextual performance in this study. The LSD approach is used to specifically the influence of age, education level, monthly income, year of working, and number of employees as the connected factors.

5.1.2 Organizational Culture

The research results show that organizational culture significantly impacts employee performance. The study reveals that elements of organizational culture, such as Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture, significantly influence employee performance. Adhocracy Culture is the most crucial variable influencing employee performance, with a regression coefficient of approximately 0.313. Next are Market Culture, Clan Culture, and Hierarchy Culture, with coefficients of 0.247, 0.148, and 0.148, respectively.

5.2 Discussion

5.2.1 Demographic Factors

The results show that the differences in demographics of gender, age, education level, income, year of working, and number of employees significantly influence different employee performance. This result is consistent with Hendrawijaya's (2019) study Demographic Factors and Employee Performance: The Mediating Effect of Employee Empowerment. The findings demonstrated that demographic factors significantly enhance employee performance. This result is also consistent with Amegayibor's (2021) studied the effect of demographic factors on employees' performance. The results found that demographic factors influence employees' performance.

Demographic factors, encompassing education level, income, gender, age,

number of employees, and years of working, play pivotal roles in shaping employee performance. The results analysis aligns with the Human Capital Theory, which posits that higher educational attainment positively influences job performance (Becker, 1962). This theory emphasizes the accumulation of skills and knowledge through education, leading to improved performance in the workplace. The positive relationship underscores the notion that individuals with advanced educational backgrounds bring valuable skills and knowledge to the workplace, contributing to organizational success through improved job performance (Becker, 1962). The Expertise Development Model emphasizes continuous skill development to nurture employee expertise (Dreyfus & Dreyfus, 1980). As per Career Plateau Theory, addressing career plateaus is crucial for talent management to ensure sustained engagement and performance (Brett & Stroh, 2003).

The Income and Happiness Theory proposed by Easterlin (2001) suggests a positive correlation between income satisfaction and job performance. The results of the research support this theory, indicating that employees who are satisfied with their income tend to perform better in their roles. Recognizing the motivational impact of financial rewards on employee engagement is crucial for organizations aiming to optimize performance (Easterlin, 2001). These findings align with established theories, highlighting the significance of educational attainment and income satisfaction in shaping employee performance. Similarly, the positive relationship between income satisfaction and job performance supports the Income and Happiness Theory proposed by Easterlin (2001). This theory suggests that higher income levels contribute to increased job satisfaction, which, in turn, positively impacts employee performance. Organizations that recognize and address the motivational influence of financial rewards are better positioned to foster a positive work environment and enhance overall employee performance.

Gender significantly impacted employee performance, aligning with Gender Role Theory. Societal expectations and gender roles influence workplace

behavior and performance (Eagly & Wood, 2012). Age was identified as a significant determinant of employee performance. The Age-Related Stereotype Threat Theory suggests that age-related stereotypes can affect performance (Ng & Feldman, 2012).

Our findings support the Expertise Development Model (Dreyfus & Dreyfus, 1980), indicating a positive correlation between work experience and performance. The model proposes that individuals progress through different stages of skill acquisition as they gain experience in a specific domain. The observed trend suggests that employees with more years of work experience exhibit characteristics associated with proficiency and expertise, contributing to higher performance evaluations.

Our study identified the number of employees as a significant factor impacting employee performance. This finding aligns with Organizational Ecology Theory, which likens organizations to biological species competing for resources and undergoing natural selection (Hannan, 1977). The number of employees in an organization is akin to a survival and adaptation factor within its environment. In organizations with a more significant number of employees, the complexity of agency relationships may increase, as Agency Theory suggests (Jensen, 1976). This theory explores the relationship between principals (owners) and agents (employees), emphasizing potential conflicts of interest. Managing larger employee cohorts may introduce challenges related to coordination, communication, and maintaining a cohesive organizational culture.

5.2.2 Organizational Culture

The research results show clan, adhocracy, market, and hierarchy cultures. Adhocracy culture is the most essential variable that influences employee performance. This result is consistent with Wua et al. (2022), who studied the influence of organizational culture on employee performance mediated by job satisfaction and organizational commitment. The findings demonstrate that employee performance is significantly impacted by organizational culture. This result is also

consistent with Mekka et al. (2020), who studied the Influence of Organizational Culture on Employee Performance at Bappeda and Statistics of Bone Regency. The results found that organizational culture significantly influences employee performance.

Schein's model highlights the importance of deep-seated Basic Assumptions in influencing organizational behavior (Schein, 1992). Aligning with Schein's emphasis on core values, our findings underscore the significance of organizational culture's underlying values in shaping employee performance.

Cameron and Quinn's framework categorizes cultures into four types, offering a lens for assessing organizational cultures (Cameron & Quinn, 2011). The research results aligned with Cameron and Quinn's framework by recognizing the significance of different organizational cultures in influencing employee performance.

Clan Culture: Our study acknowledges that organizations with a Clan Culture, emphasizing collaboration and internal focus, tend to have employees who value teamwork and mutual support. This positively impacts employee performance, particularly in tasks requiring cooperation and collective effort.

Adhocracy Culture: In line with adhocracy cultures, our findings suggest that organizations fostering innovation and risk-taking tend to have employees who exhibit creativity and adaptability, which positively influence their performance, especially in dynamic and evolving work environments.

Market Culture: Organizations with a market culture that focuses on This orientation contribute to enhanced performance, particularly in roles that require goal attainment and competitiveness.

Hierarchy Culture: Our study recognizes that organizations with a Hierarchy Culture, prioritizing stability and internal control, may have employees who excel in roles that demand adherence to structured processes and clear rules.

Denison's model links cultural traits and organizational effectiveness (1990). Our findings align with this perspective, emphasizing the impact of cultural traits on employee performance and suggesting that fostering traits like involvement

and consistency positively influences organizational success.

Tajfel's theory highlights the influence of social identity on behavior within organizations (Tajfel & Turner, 1979). Our findings suggest that employees' identification with specific groups within an organization contributes to the overall social identity, impacting their sense of belonging and engagement.

Cameron and Caza's POS framework focuses on the positive aspects of organizational culture (Cameron & Caza, 2004). Our findings align with this perspective, highlighting how positive cultural elements, such as trust and collaboration, contribute to enhanced employee performance.

This study emphasizes the multifaceted impact of organizational culture on employee performance, highlighting the pivotal role of deep-seated values, cultural types, and cultural traits in shaping positive outcomes. These findings provide crucial insights for formulating strategies that promote a conducive work environment and enhance employee performance.

5.3 Implication for Practice

Based on the findings of my research, there are several practical implications for small businesses in Shandong:

1. According to the research findings, it is recommended that small companies in Shandong prioritize the recruitment of employees with a bachelor's degree to ensure their skills and knowledge align with job requirements, fostering greater value creation. Emphasis should also be placed on recruiting individuals with work experience of less than 1 year, aged between 25-34 years old, who tend to exhibit better job performance. Additionally, controlling the size of the workforce is advised to maintain a more reasonable range, with teams consisting of 1-10 members being more likely to achieve superior performance outcomes. Moreover, males have a greater advantage in performance. Regarding employee performance management,

mentorship programs are suggested to support new employees' career development. Furthermore, employees' monthly income should be controlled below 5000; it is recommended to consider introducing performance-based incentive plans that combine rewards with individual and team achievements, as research indicates that monthly income below 5000 and performance-driven incentives can enhance employee performance. For employees of different age groups, flexible work arrangements, including the nature of employment and tailored training programs, are beneficial for meeting their diverse needs, fostering a more inclusive work environment that contributes to overall organizational performance.

2. The research results found that the most important influence on employee performance is the adhocracy culture and the market culture, and the least significant influence is the clan culture and hierarchy culture. Organizations can consider focusing on the influence of the Adhocracy Culture on the employees and creating an Adhocracy culture within the organization to improve employee performance.

Through this comprehensive strategy, small companies in Shandong can more effectively attract, develop, and motivate employees, thereby enhancing performance outcomes.

5.4 Recommendation for Future Research

For future research, building on the insights gained from this study, several avenues for research are suggested:

1. Longitudinal Studies: Conducting longitudinal studies to observe the evolution of organizational culture and its impact on employee performance over an extended period. This approach would provide a deeper understanding of how cultural dynamics influence performance trends.

2. Comparative Analysis: Performing comparative analyses between

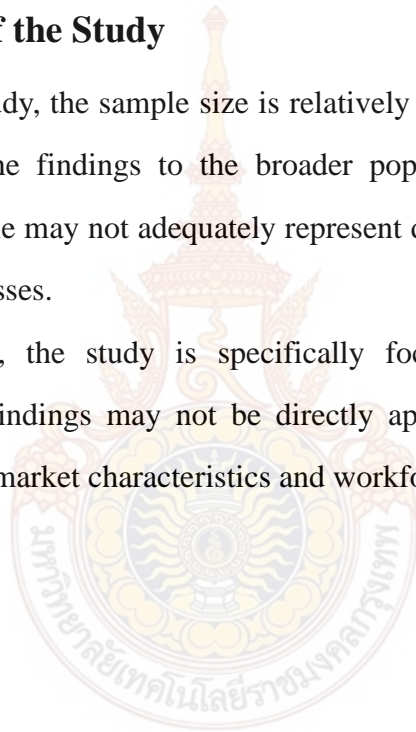
different industries, regions, or company sizes to explore variations in the relationship between organizational culture and employee performance. This could unveil industry-specific or contextual factors influencing these dynamics.

3. Cross-Cultural Studies: Extending research to explore cross-cultural organizational performance, considering how cultural dimensions influence performance outcomes in multinational or culturally diverse organizations.

5.5 Limitations of the Study

In this study, the sample size is relatively small, potentially impacting the generalizability of the findings to the broader population of small companies in Shandong. The sample may not adequately represent diverse demographics or various types of small businesses.

Moreover, the study is specifically focused on small companies in Shandong, and the findings may not be directly applicable to companies in other regions with distinct market characteristics and workforce dynamics.



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APPENDICES

Appendix A: Questionnaire

These Factors Influence on Employee Performance of Small Companies in Shandong.

Dear Sir Or Madam

Thank you for taking the time to fill out this questionnaire after work. This questionnaire is completed anonymously. The questionnaire design and the results obtained are only used for the thesis. Please answer the following questions objectively and truthfully. Thank you for your cooperation. I hope everything goes well with your work. Note: Please tick "√" on the corresponding option number.

Part 1: Demographic Factor

In this section, please tick "√" in front of the options that match your personal information.

1. What is your gender?

- ☐ Male
- ☐ Female

2. What is your age?

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55 or older

3. What is your highest level of education?

- ☐ High School
- ☐ Bachelor's Degree
- ☐ Master's Degree

☐ Doctoral Degree

4. What is your monthly income range?

☐ Below 5,000 CNY

☐ 5,000-10,000 CNY

☐ 10,001-20,000 CNY

☐ 20,001-30,000 CNY

☐ Above 30,000 CNY

5. Are you a full-time or part-time employee? (Nature of employment)

☐ Full-time

☐ Part-time

6. How long have you been working in your current small company?

☐ Less than 1 year

☐ 1-2 years

☐ 3-5 years

☐ 6-10 years

☐ More than 10 years

7. What is the total number of employees in your company?

☐ 1-10

☐ 11-20

☐ 21-30

☐ More than 30 and lower than 50

Part 2 : Organizational Culture

In this section, please tick "√" in front of the options that match your personal information. 5 means very important, 4 means important, 3 means less important, 2 means unimportant, and 1 means very unimportant.

Organizational Culture

Clan Culture	1	2	3	4	5
8. The organizational culture encourages collaboration and teamwork among employees.					
9. Satisfied with the opportunities provided by the organization for my professional and personal development.					
10. Communication within the organization is effective, particularly regarding openness and transparency.					
Adhocracy Culture	1	2	3	4	5
11. The organization actively supports and encourages innovative ideas and experimentation.					
12. The organization demonstrates flexibility in adapting to changing circumstances and allows employees to have flexible work arrangements.					
13. The organizational culture embraces risk-taking and tolerates failures in pursuing new ideas.					
Market Culture	1	2	3	4	5
14. The organization encourages high competitiveness in achieving its goals and objectives.					
15. The organization prioritizes and focuses well on meeting the needs and expectations of its customers.					
16. The organizational culture aims to achieve measurable results and performance outcomes.					
Hierarchy Culture	1	2	3	4	5
17. The chain of command within the organization is clear, and roles and responsibilities are well-defined.					
18. Formal procedures and processes are followed to a considerable extent in decision-making and daily operations.					

19. The organization significantly emphasizes compliance with rules, policies, and standard operating procedures.					
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Part 3:Employee Performance

Employee Performance

Employee Performance	1	2	3	4	5
20. Ability to fulfill job responsibilities.					
21. Confident in completing work tasks.					
22. Satisfied with the quality of your work.					
23. The company encourages innovation and creativity in your job role.					
24. Your innovative ideas have positively impacted work processes or projects.					
25. The company enhances employee performance management and makes you improve your job performance.					
26. Your attitude towards work is positive.					
27. Collaborate with colleagues in your team or department to complete tasks.					
28. Frequently offer help or support to colleagues proactively.					
29. The attendance rate is high.					
30. Perceive your contribution to organizational goals as significant.					

THANK YOU FOR YOUR COOPERATION

Appendix B: IOC INDEX

	IOC on Organizational Culture	Expert 1	Expert 2	Expert 3	IOC index
Clan Culture	8. The organizational culture encourages collaboration and teamwork among employees.	+1	+1	+1	1
	9. Satisfied with the opportunities provided by the organization for my professional and personal development.	+1	+1	+1	1
	10. Communication within the organization is effective, particularly regarding openness and transparency.	0	+1	+1	0.67
Adhocrac y Culture	11. The organization actively supports and encourages innovative ideas and experimentation.	+1	+1	+1	1
	12. The organization demonstrates flexibility in adapting to changing circumstances and allows employees to have flexible work arrangements.	+1	+1	+1	1
	13. The organizational culture embraces risk-taking and tolerates failures in pursuing new ideas.	+1	+1	+1	1
Market Culture	14. The organization encourages high competitiveness in achieving its goals and objectives.	+1	+1	+1	1
	15. The organization prioritizes and focuses well on meeting the needs and expectations of its customers.	+1	+1	+1	1
	16. The organizational culture aims to achieve measurable results and performance outcomes.	+1	+1	+1	1
Hierarchy Culture	17. The chain of command within the organization is clear, and roles and responsibilities are well-defined.	+1	+1	+1	1
	18. Formal procedures and processes are followed to a considerable extent in decision-making and daily operations.	+1	0	+1	0.67
	19. The organization significantly emphasizes compliance with rules, policies, and standard operating procedures.	+1	+1	+1	1

IOC on Employee Performance		Expert 1	Expert 2	Expert 3	IOC Index
Employee Performance	20. Ability to fulfill job responsibilities.	+1	0	+1	0.67
	21. Confident in completing work tasks.	+1	+1	+1	1
	23. Satisfied with the quality of your work.	+1	+1	+1	1
	23. The company encourages innovation and creativity in your job role.	0	+1	+1	0.67
	24. Your innovative ideas have positively impacted work processes or projects.	+1	+1	+1	1
	25. The company enhances employee performance management and makes you improve your job performance.	0	+1	+1	0.67
	26. Your attitude towards work is positive.	0	+1	+1	0.67
	27. Collaborate with colleagues in your team or department to complete tasks.	+1	+1	+1	1
	28. Frequently offer help or support to colleagues proactively.	+1	+1	+1	1
	29. The attendance rate is high.	+1	+1	+1	1
	30. Perceive your contribution to organizational goals as significant.	+1	0	+1	0.67

Appendix C: Reliability

Reliability Analysis on Organizational Culture		Cronbach's Alpha Based on Standardized Items
Clan Culture	8. The organizational culture encourages collaboration and teamwork among employees.	0.865
	9. Satisfied with the opportunities provided by the organization for my professional and personal development.	
	10. Communication within the organization is effective, particularly regarding openness and transparency.	
Adhocracy Culture	11. The organization actively supports and encourages innovative ideas and experimentation.	0.831
	12. The organization demonstrates flexibility in adapting to changing circumstances and allows employees to have flexible work arrangements.	
	13. The organizational culture embraces risk-taking and tolerates failures in pursuing new ideas.	
Market Culture	14. The organization encourages high competitiveness in achieving its goals and objectives.	0.890
	15. The organization prioritizes and focuses well on meeting the needs and expectations of its customers.	
	16. The organizational culture aims to achieve measurable results and performance outcomes.	
Hierarchy Culture	17. The chain of command within the organization is clear, and roles and responsibilities are well-defined.	0.847
	18. Formal procedures and processes are followed to a considerable extent in decision-making and daily operations.	
	19. The organization significantly emphasizes compliance with rules, policies, and standard operating procedures.	

Reliability Analysis on Employee Performance		Cronbach's Alpha Based on Standardized Items
Employee Performance	20. Ability to fulfill job responsibilities.	0.898
	21. Confident in completing work tasks.	
	24. Satisfied with the quality of your work.	
	23. The company encourages innovation and creativity in your job role.	
	24. Your innovative ideas have positively impacted work processes or projects.	
	25. The company enhances employee performance management and makes you improve your job performance.	
	26. Your attitude towards work is positive.	
	27. Collaborate with colleagues in your team or department to complete tasks.	
	28. Frequently offer help or support to colleagues proactively.	
	31. The attendance rate is high.	
	32. Perceive your contribution to organizational goals as significant.	

BIOGRAPHY

NAME	WEIJIE QI
TELEPHONE NO	+86 18063218303
EDUCATIONAL BACKGROUND	09/2011-09/2015 Shandong University of Arts
WORK EXPERIENCE	Journalist Zaozhuang High Tech Zone Television Station

