

**RESEARCH ON HUMAN RESOURCE MANAGEMENT BASED ON CORPORATE
CULTURE: EVIDENCE FROM CHINESE NEW VENTURE ENTERPRISES**

YAN YU

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION PROGRAM IN GENERAL MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION
RAJAMANGALA UNIVERSITY OF TECHNOLOGY THANYABURI
ACADEMIC YEAR 2024
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Independent Study Title Research on Human Resource Management Based on
Corporate Culture: Evidence from Chinese New
Venture Enterprises

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Name - Surname	Ms.Yan Yu
Major Subject	General Management
Independent Study Advisor	Assistant Professor Li Liou-Yuan, Ph.D.
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ABSTRACT

There is a synergistic effect between corporate culture and human resource management, and successful human resource management needs to be based on adapting and supporting organizational culture. This study constructs measurement indicator systems based on the three dimensions of corporate culture (material culture, system culture, and spiritual culture), and empirically tests the impact effects of different types of corporate culture on human resource management practices in Chinese new venture enterprises.

This study collected 400 first-hand valid data in the form of a questionnaire. SPSS software was used to conduct reliability analysis, validity analysis, descriptive statistics, correlation analysis, and multiple regression analysis.

The data analysis results show that material culture, system culture, and spiritual culture all have a significant positive impact on human resource management practices in Chinese new venture enterprises, and all research hypotheses proposed in this article have been validated. Among these three influencing factors, spiritual culture has the greatest impact; the impact of system culture is moderate, while the impact of material culture is minimal.

Keywords: Material culture, System culture, Spiritual culture, Human resource management practices, Chinese new ventures

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CHAPTER 1

INTRODUCTION

1.1 Background of The Study

Human resources are the primary resource for promoting economic and social development. Human resources are an essential and effective resource for the survival and development of enterprises, and human resource management is an important part of enterprise management (Anwar & Abdullah, 2021). With the development of economic globalization, competition among enterprises is becoming increasingly fierce, and human resources have become the key for enterprises to obtain sustained competitive advantages. With the continuous development and progress of the social economy, human resource management plays an increasingly important role in enterprise management. The quality of human resource management is closely related to the sustainable and healthy development of enterprises (Gilal et al., 2019). To survive and achieve sustainable development in the increasingly fierce market competition, enterprises must strengthen human resource management. Establishing a scientific human resource management system, strengthening enterprise human resource management, fully leveraging the advantages of human and talent resources, is particularly important for improving market core competitiveness and achieving healthy and stable development of enterprises. Enterprises can only actively explore effective ways of human resource management, formulate scientific and reasonable human resource management strategic plans around goals, scientifically and reasonably utilize talents, establish effective training and development systems, innovate various incentive mechanisms, mobilize employee enthusiasm, construct scientific and reasonable performance evaluation mechanisms, create a fair and just working environment, create a positive and upward humanistic environment, and improve the level of human resource management, only in this way can enterprises develop healthily and steadily (Mousa & Othman, 2020).

Corporate culture is an intangible productive force that accompanies the growth and improvement of a company (Wang & Huang, 2022). Corporate culture, as the soft power of enterprise development, not only reflects the core values of the enterprise and represents its external image, but also has an important impact on the cultivation of employee work habits, the establishment of work attitudes, and the improvement of job

satisfaction (Hermalin 2012; Alvesson & Berg ,2011). Corporate culture is the driving force behind the growth and development of enterprises. The growth and development of enterprises cannot be separated from the support of corporate culture, and it is also the key to improving the core competitiveness of enterprises. Corporate culture, as an important component of corporate soft power, will have a significant impact on human resource management in enterprises (Chen, 2022). A reasonable corporate culture can attract and retain talents, help companies establish a good image; Unreasonable corporate culture may also lead to talent loss (Graham et al., 2022). There is a synergistic effect between corporate culture and human resource management, and successful human resource management needs to be based on adapting and supporting culture (Harsch & Festing, 2020). The synergy between corporate culture and human resource management is a two-way relationship that influences and jointly promotes organizational success. Through reasonable planning and collaborative promotion, companies can ensure consistency between culture and talent management, thereby better attracting, retaining, and developing high-quality employees. Therefore, in-depth analysis of human resource management models based on corporate culture is of great significance for enterprises to improve human resource management and build core competitiveness.

The research target of this study is Chinese new ventures. As an important job provider and competitive participant, new ventures have continuously injected new vitality into China's economic and social development. The development of new enterprises has become increasingly prominent in promoting the national economy, which is conducive to stable economic progress. Currently, although China has a significant number of new ventures, they are facing relatively severe survival and growth problems. Currently, the average survival period of Chinese new ventures is less than 3 years, and a large number of new ventures have failed to cross the Death Valley and have fallen (Zeng, 2021). The grim entrepreneurial situation has dampened the entrepreneurial enthusiasm of many people, casting a shadow over China's booming entrepreneurial economy. Therefore, how to survive and develop in today's era of drastic changes and continuous development is a problem that must be solved by new enterprises.

Alam et al. (2019) found that both individual and external factors can influence the entrepreneurial motivation of entrepreneurs. Among them, the driving force for

entrepreneurial achievement and enthusiasm for entrepreneurship belong to the category of individual factors, which can have a positive impact on entrepreneurial motivation. External factors, including the economic environment, economic policies, and overall social relationships in the overall environment, also play different roles. Environmental factors first form corresponding cognition in individual thinking, and then indirectly influence entrepreneurial motivation through individual cognitive factors.

In recent years, in China, with the strong promotion of entrepreneurial spirit, encouraging industrial upgrading to rely on innovation driven, and continuously promoting high-quality economic development. In order to better support the development of the entrepreneurial economy, the Chinese government actively encourages more new entrepreneurial armies and more diverse entrepreneurial entities to participate in the entrepreneurial process.

However, in the process of developing new startups in China, the hidden impact on human resource management and incomplete understanding has become increasingly apparent. New startups, while in need of high-quality talent, find it difficult to rely on tempting human resource management to introduce, develop, and retain talent. At the same time, due to the limited achievement of economies of scale in Chinese start-ups, apart from core technologies, most enterprises will have distinctive operating methods, which requires a high degree of grasp and accurate analysis by enterprise personnel. If human resource management cannot provide sufficient intellectual support for enterprises, their development will be affected. Therefore, studying human resource management in Chinese startups from the perspective of corporate culture is in line with the practical needs of enterprise development.

1.2 Statement of Problem

In terms of research content, most existing studies have explored the impact of corporate culture as a whole on enterprises, neglecting the impact of different dimensions of corporate culture on enterprises. Based on this, this article constructs measurement indicator systems based on the three-dimensional dimensions of corporate culture (Material culture, System culture, and Spiritual culture), empirically tests the impact effects of different types of corporate culture, expands the research boundary of corporate culture, and deeply

explores the mechanism of the sub dimensions formed based on different attributes of corporate culture on human resource management, filling this gap.

In addition, there has been no systematic study of any organizational-level factor to uncover how the HRM practices is influenced. To fill this gap, this study examines an important organizational factor, corporate culture, to test its role in HRM.

Finally, in the context of Chinese startups, scholars have focused more on the financing issues of startups (Xu et al., 2021), corporate performance (Dushnitsky & Yu, 2022), innovation performance (Gao et al., 2021), and value issues (Yang & Lee, 2019), and through social networks of entrepreneurs, government talent policies. In the past, scholars have not considered corporate culture in their research on improving HRM practices of startups. Corporate culture, as a key issue in the field of enterprise development and HRM practices, have not received widespread attention from scholars. This article will start from the characteristics and dimensions of corporate culture and explore the path that corporate culture affects the HRM practices of Chinese new enterprises.

1.3 Research Questions

There are three research questions of this current study:

Q1: How does material culture affect the human resource management practices of Chinese new ventures?

Q2: How does system culture affect the human resource management practices of Chinese new ventures?

Q3: How does spiritual culture affect the human resource management practices of Chinese new ventures?

1.4 Research Objectives

There are three research objectives of this current study, corresponding to the above research questions:

Obj 1: To explore the influence of material culture on human resource management practices of Chinese new ventures.

Obj 2: To explore the influence of system culture on human resource management practices of Chinese new ventures.

Obj 3: To explore the influence of spiritual culture on human resource management practices of Chinese new ventures.

1.5 Research Hypotheses

Based on previous literature research, this study proposes the following three research hypotheses:

H1: Material culture has a significant positive impact on the human resource management practices of Chinese new ventures.

H2: System culture has a significant positive impact on the human resource management practices of Chinese new ventures.

H3: Spiritual culture has a significant positive impact on the human resource management practices of Chinese new ventures.

1.6 Conceptual Framework

The conceptual framework of this study is displayed as followed. In this conceptual framework, human resource management practices is the dependent variable; Material culture, system culture and spiritual culture are three independent variables.

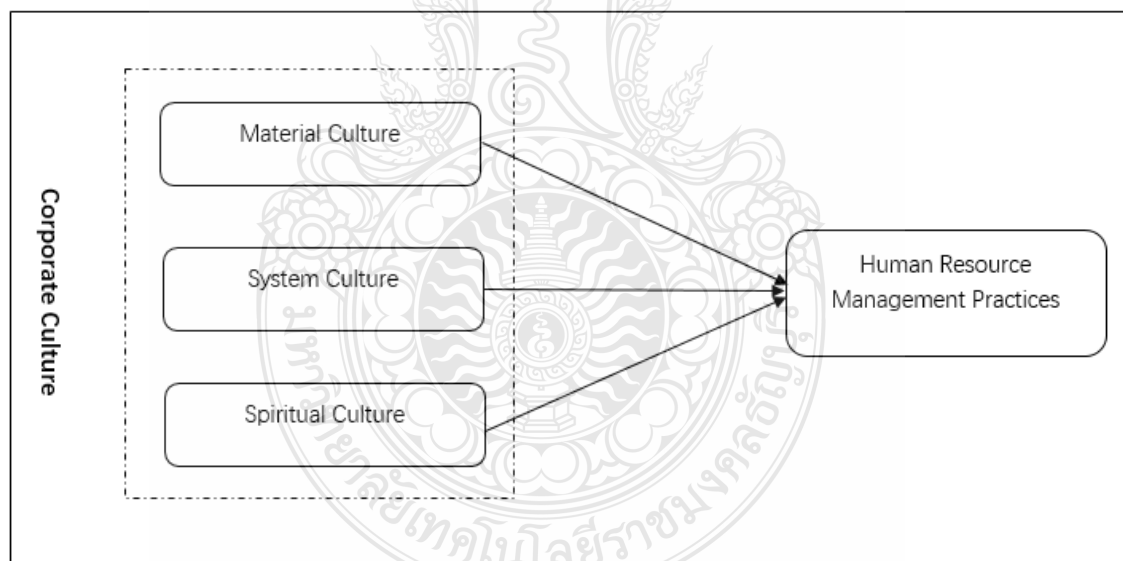


Figure 1.1 Conceptual Framework

1.7 Scope of The Research

Scope of Population

This study will limit the overall picture to Chinese new ventures. On the basis of previous definitions of new enterprises, this article selects employees of Chinese enterprises established within 8 years as the target population.

Scope of Contents

The focus of this study is to explore the direct influence of corporate culture on human resource management practices of Chinese new venture. This study divides corporate culture into three dimensions (material culture, system culture and spiritual culture), and explores the impact of these three dimensions on human resource management practices in enterprises

Scope of Time

This current study will adopt the first-hand data by questionnaire and the data required for this study will be collected in December 2023.

1.8 Significance of The Study

Theoretical Significance

This article introduces the informal structure of corporate culture and explores the heterogeneity mechanism of different types of corporate culture on enterprise HRM, providing a new perspective and research entry point for a comprehensive understanding of the antecedent variables of enterprise HRM. Although scholars have explored the driving factors of enterprise HRM from the perspectives of organizational capacity, organizational capital, innovative knowledge integration, dynamic capabilities, and management, there are few studies that have intervened from the perspective of corporate culture to explore how corporate culture affects enterprise HRM practices. This study fills this gap by starting from different dimensions of corporate culture and delving into the mechanism of the sub dimensions of corporate culture formed based on different attributes on the practice of enterprise HRM, which is a further deepening of research related to enterprise HRM.

Practical Significance

This study is a study on the relationship between various dimensions of corporate culture and HRM practice, which is beneficial for enterprises to better shape a healthy and positive corporate culture, attract, retain and motivate high-quality talents, and promote more enterprises to recognize the profound impact of corporate culture on talent management. Secondly, the improvement of HRM practices is also beneficial for enterprises to fully utilize the intangible asset of good people, enhance their core competitiveness and

sustainable competitive advantages, and promote leapfrog development. The value of human resource management lies in how to manage the four universal characteristics of human resources: value, non-imitability, scarcity, and organization. How to make good use of them within an organization to create value for the organization is actually creating organizational performance, which is the significance of human resource management practice.

1.9 Definition of Terms

Corporate Culture

Corporate culture is 'holistic, historically determined, and socially constructed, and it involves beliefs and behavior; it exists at a variety of levels, and manifests itself in a wide range of features of organizational life' (Detert et al., 2000). As a social construct, culture resides in the minds of the participants in a social system. Corporate culture is an abstract summary of internal values, strategic development, and employee norms within a company. Ouchi & Wilkins (1985) first proposed the concept of corporate culture, stating that tradition and atmosphere constitute a company's culture, while also representing the company's values and employee norms.

Material Culture, System Culture & Spiritual Culture

Schein (1990) divided the connotation of corporate culture into three levels based on the degree of abstraction: the basic assumption level, the value concept level, and the artificial material level. Many researchers have studied the hierarchical structure of corporate culture based on Schein's research. Many researchers have studied the hierarchical structure of corporate culture based on Schein's research. Neuhauser et al. (2000) argue that corporate culture consists of three levels: the first (deepest) level is the shared concepts and values of corporate culture; The second level (middle level) is the specific behavior and habits of the enterprise; The third level is a simple and visible corporate logo, text, etc. Luo & Lin (2003) proposed the trinity theory of corporate culture, known as the "concentric circle theory". Divide corporate culture into three aspects: material culture, institutional culture, and spiritual culture. Among them, material culture belongs to the external part of corporate culture, institutional culture belongs to the main part, and spiritual culture belongs to the core foundation part. Corporate material culture refers

to the hardware facilities for corporate environment and cultural construction; System culture is the sum of corporate behavioral norms, involving organizational policies, work relationships, hierarchical systems, as well as various rules and regulations and disciplines; Corporate spiritual culture refers to various default behavioral norms, business concepts, values, team spirit, entrepreneurial spirit, etc. (Ni & Guan, 2023).

Human Resource Management

Stewart & Brown (2019) believe that human resource management is the "best practice" of today's enterprises. It reforms and enhances traditional employment management, emphasizes the value of employees to the organization, and places greater emphasis on "humanistic" management practices. This definition emphasizes the difference between human resource management and personnel management. Human resource management is an active strategic choice for enterprises to obtain long-term competitive advantages. According to the Azizi et al. (2021), "HRM is concerned with the most effective use of people to achieve organizational and individual goals. It is the way of managing people at work, so that they give their best to the organization". According to Hamouche (2023) the policies and practices involved in carrying out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising comprises of HRM. Generally, HRM refers to the management of people in organizations. It comprises of the activities, policies, and practices involved in obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate number and skill mix of employees to accomplish the organization's objectives (Wilton, 2019).

New Ventures

Start-ups refer to various types of enterprises that have just been established and do not have sufficient funds and resources, often facing problems such as funding shortages, talent shortages (usually only founders and a few core employees), and difficult business development. According to Soto-Simeone et al. (2020)'s chronological classification of startups, this study identifies startups that have been established for less than 8 years as the research targets.

CHAPTER 2

LITERATURE REVIEW

2.1 Research on Corporate Culture

(1) Related research on corporate culture elements

Regarding the elements of corporate culture, experts and scholars have obtained different research conclusions based on various research perspectives. The most representative ones are Toyohiro Kono's (1998) 7 elements (Gross, 2015), Kennedy and Deere's 5 elements theory and Tom. Peters' 8-factor theory (Homan et al., 2020). Toyohiro Kono's 7-element theory of corporate culture mainly includes employees' values, employee loyalty, mutual help relationships between employees, information collection orientation, evaluation and implementation, construction, and whether it can be realized spontaneously (Kiyik Kicir & Altunoglu, 2024).

a. Deere and Kennedy's 5-factor theory

Deere and Kennedy summarized the theoretical system of corporate culture into five elements: values, corporate environment, heroes, cultural rituals, and cultural network (Zhang & Zhang, 2010).

b. Tom Peters' 8-Element Theory of Corporate Culture

Tom Peters and Robert Waterman's book "The Pursuit of Excellence" points out that an excellent corporate culture should contain eight elements: focusing on action, being close to customers, encouraging innovation, tolerating failure, and using values as motivation., Use people to promote production, stay true to the industry, streamline and economize, and dialectically handle conflicts. What matters is action: emphasizing "organizational fluidity" and advocating "enterprise experimental spirit." Close to customers: We must be persistent in product quality and service, be good at listening to user opinions and develop suitable markets, especially after-sales service as the magic weapon of business operation. Encourage innovation and tolerate failure: Promote experimentation, independence, enterprising spirit, innovation and the courage to break conventions, and cultivate and support the innovative spirit of employees. People-oriented production: People-oriented, we can regard improving morale and exploring people's potential as the fundamental source of improving productivity and quality, rather than

regarding automation and capital expenditure as the source of improving productivity and quality. Driven by values: For enterprises, material resources, management level and organizational structure are important, but the most critical thing is the spiritual power expressed through values. Stay true to the industry: Excellent companies always value their own expertise as the basis for the production of all their products, and do not get involved in industries that they are completely unfamiliar with and do not know how to operate. They do not rely on merging or purchasing other companies to carry out multiple operations. The reason for this kind of operation is that merging or purchasing enterprises will not achieve coordinated development with other departments due to different values. Better troops and simpler administration: Excellent enterprises have simple organizational structures and capable teams. Dialectical handling of contradictions: An excellent corporate value system can unify execution discipline and autonomy; unify centralization and decentralization; unify short-term interests and long-term interests; be relaxed and relaxed, and combine strictness and leniency, while adhering to principles and focusing on Management skills.

(2) Related research on corporate culture classification

Azeem et al. (2021) took the company's understanding and response to risks in the process of implementing strategy as the entry point, and subdivided corporate culture into five categories. The first is a creative culture, whose most prominent feature is its focus on future development and the pursuit of challenges and adventures. The second is a stable culture, which emphasizes avoiding risks and preventing changes in the organization. The third is a passive culture, which does not make changes easily and can tolerate minimal risks. The fourth is a participatory culture, which can accept more risks than a passive culture. In this culture, companies tend to be prepared to deal with risks in advance. The fifth is an exploratory culture, which will comprehensively consider risks and benefits before making decisions.

Khedhaouria et al. (2020) constructed a competitive value framework, created a scientific and reasonable competitive value framework system after extensive investigation and in-depth analysis, and roughly divided corporate culture into the following four categories: First, clan-based corporate culture; It emphasizes team strength and believes that strong organizational strength can better cope with the ever-changing external environment.

Consumers are the partners that a company should value most and should be highly maintained. At this time, the most important role of the enterprise is to provide a good humanistic environment for the staff. In this atmosphere, the employees of the enterprise have consistent goals and values, emphasizing harmony, participation and individual freedom, and it is more like a family organization. The second is dynamic corporate culture, which often arises along with highly uncertain and rapidly changing external environments. At this time, enterprises believe that innovation is the fundamental way to success, and the main purpose of management is to accelerate change and innovation. The third is a hierarchical corporate culture, which requires standardized and reasonable structured arrangements for employees' workplaces. In this case, enterprises need to avoid or prevent risks as much as possible and require internal employees to voluntarily abide by internal regulations. The fourth is market-oriented corporate culture, which mainly refers to the high degree of unity between the company's operating methods and the market. For enterprises, the fundamental purpose is to enhance their competitive advantages and promote further improvement of productivity. In this process, the company attaches great importance to the investigation and analysis of the external environment, making it clear that in the face of intensifying industry competition, the only way to enhance its strength is to Only in this way can they successfully gain a foothold in the market and gain a dominant position. Therefore, companies with a market-oriented culture place more emphasis on adapting to market development trends and value flexible and reasonable changes.

Manalu (2022) subdivides corporate culture into the following types based on the company's attitude towards risk and decision-making feedback efficiency: First, the tough guy culture. Companies often show extremely high development speed, but excessive risks may also make the company Died instantly. Companies with this kind of culture are generally very profitable, but have poor employee collaboration skills. The second is a hard-working-pleasure culture, whose main characteristics are low risk and fast information feedback. In this culture, employees are highly interactive. The company emphasizes equal emphasis on work and entertainment, and supports employees to engage in less risky work. Affected by this, corporate products are often relatively stable but not very competitive. The third is the gambler culture, whose main characteristics are high risk

and low information feedback speed. This type of culture emphasizes focusing on the future, focusing on long-term investment, encouraging employee innovation and despising routine work methods. Such an approach is conducive to creating breakthrough inventions, but the longer time requirements may make it difficult for companies to adapt to the rapidly changing external environment. Process culture is characterized by low risks and little information feedback. The four-season process culture focuses on the existing order and predictability of the future, emphasizes a strict hierarchy, and basically has no feedback on employees' work. At this point, employees tend to follow the rules, which can lead to the emergence of bureaucracy.

After a systematic and in-depth study of corporate culture, Roulin & Krings (2020) roughly divided it into the following three types: First, innovative culture, which advocates exploration and innovation and emphasizes enterprising spirit and motivation. At this time, the corporate environment is creative, and employees are often motivated to deeply understand and learn this culture by constantly accepting challenges and taking risks. The second is a bureaucratic culture, which emphasizes hierarchical distinction, procedural and clear structure, prudent management, and clear boundaries of responsibilities and powers. Such cultures are often based on control and power. The company is stable, prudent, power-oriented, steady and established. At this time, companies tend to be well organized. This culture is quite appropriate for a company with a large market share in a stable market. Well-trained employees, a sound structure, and effective systems and procedures allow this type of enterprise to run stably. But a strong bureaucratic culture is unlikely to attract and retain creative or ambitious people. The third is a supportive culture that focuses on integrity, safety, and close cooperation. In this culture, employees help each other on an equal footing and the working atmosphere is harmonious and stable. Rockstuhl et al. (2023) added the concept of efficiency culture on the basis of organizational resilience and believed that efficiency culture is extroverted and controlled. Xu & Yang (2017) divided corporate culture into bureaucratic culture and innovative culture based on Wallach's research.

There is no fundamental distinction between types of corporate culture. Companies adopting different corporate cultures may achieve good performance. For managers, the most important thing is to choose the corporate culture that is most suitable for them based on the actual situation of the company (Lu & Zhang, 2021).

(3) Related research on the role of corporate culture

a. Guidance function

Corporate culture can effectively constrain and comprehensively standardize employees' words and deeds by absorbing the embedded values, concepts, and behavioral norms. Therefore, when employees highly identify with and consciously abide by corporate culture, corporate culture will have clear guidance. The operation and construction of an enterprise are highly dependent on the strong support of internal employees and their conscious recognition and high support for the corporate culture (Wei, 2018). Excellent corporate culture helps guide employees to form good habits and understanding during the work process, thereby achieving the purpose of optimizing the management model and developing the enterprise (Ma, 2014).

b. Cohesion function

Through the above literature review, it can be seen that the core of corporate culture is its values and codes of conduct. Shared values and codes of conduct can enhance employees' sense of identity and belonging to the company, and significantly enhance the development cohesion of the entire enterprise.

By strengthening the improvement and optimization of corporate culture, employees within the company will have clearer unified values and common goals, and will continue to work hard for the same goal. In this process, the company's values will be amplified and spread. Corporate culture can build a good development environment within the company, enhance employees' recognition of the company, and enhance the company's cohesion. Based on this, employees' work efficiency and quality are comprehensively improved, allowing them to complete tasks faster and better (Qi, 2017).

c. Constraint function

Corporate culture's constraints and norms on employees' words and deeds help improve management efficiency and quality (Yu, 2022). Corporate culture clarifies the company's code of conduct and reflects the effectiveness of soft constraints (Zhou & Liu, 2008). In the process of employees working, they are influenced by the corporate culture and gradually unify their personal values, behaviors and corporate culture, which can enable employees to work more efficiently and enhance the company's competitive advantage.

d. Radiation function

Excellent corporate culture can not only mobilize employees' work enthusiasm, but also create a good brand and image. For a company, corporate image is an important reflection of corporate culture, and culture has become an important criterion for measuring the company's strength. Excellence An excellent corporate culture can enhance a company's sense of responsibility and encourage it to play an active role in providing public services. At the same time, various media and channels can also be used to widely publicize and superior operating concepts to further motivate employees to perform work with high efficiency and high quality, and promote the smooth achievement of corporate strategic goals (Dong, 2013).

(4) Research on the Antecedent Variables of Corporate Culture

There are many factors that affect corporate culture. Hofstede et al. (1990) conducted a comprehensive study on corporate culture, and scholars proposed that corporate culture is influenced by various factors, such as external factors such as the country, industry, and type of enterprise where the enterprise is located; Internal factors such as organizational structure and control system of enterprises, but there are some differences between enterprises that cannot be explained by these factors. Hofstede et al. (1990) attribute this to differences in personality of enterprise leaders or founders. Graham et al. (2022) divided the factors that affect corporate culture into eight categories, namely corporate development, corporate system, industry, ethnic culture, foreign culture, personal culture, and regional characteristics. The above scholars have analyzed the antecedent variables of corporate culture from a more comprehensive perspective. Some scholars have also analyzed the corporate culture of different industries and types of companies. Mullakhmetov et al. (2019) provided an overview of the influencing factors of resource-based corporate culture, mainly natural environmental factors, economic environmental factors, political and legal factors, and cultural environmental factors. Paais & Pattiruhu (2020) summarized the differences in employee behavior, corporate system, and spiritual culture, and explored the main factors that lead to these differences, including corporate decision-making, property rights, and business philosophy.

From the current literature, whether it is research on all enterprises or analysis of a certain industry or company, the antecedent variables of corporate culture can mainly include three aspects: individual, enterprise, and environmental factors, which together affect the generation of corporate culture.

(5) Research on the Outcome Variables of Corporate Culture

At present, there is a wealth of research in the academic community on the outcome variables of corporate culture, mostly based on empirical analysis using survey data. The research objects can be divided into two categories: individual level and enterprise level.

1) Personal Level

On a personal level, research mainly focuses on employee performance/work engagement, employee turnover/loyalty, employee emotions such as satisfaction, emotional commitment, and creativity. Paais & Pattiruhu 's (2020) study showed a negative correlation between organizational culture and employee turnover rate. The higher the intensity of organizational culture, the lower the employee's intention to quit, and the corresponding work enthusiasm. Lam et al. (2021) conducted an empirical study on the relationship between different types of corporate culture and employee innovation. The study showed that different types of corporate culture have a significant positive impact on employee innovation, and different corporate cultures can significantly affect employee self-efficacy. Pathiranage et al. (2020) found that corporate culture has a significant positive impact on employee organizational identity and loyalty. The research results of Barbara (2015) show that all dimensions of organizational culture are significantly correlated with employee job satisfaction, with a negative correlation between bureaucratic culture and job satisfaction, and a positive correlation between innovative and supportive culture.

2) Enterprise Level

At the enterprise level, research mainly focuses on organizational performance, corporate competitiveness, and corporate growth. Zeb et al. (2021) classified corporate culture into four categories: supportive, bureaucratic, innovative, and efficient, and conducted empirical research. The results showed a significant correlation between corporate culture and corporate performance. González-Rodríguez et al.'s (2019) research also shows that corporate culture has a significant positive impact on corporate performance. The research results of Paais & Pattiruhu (2020) indicate that corporate culture has a significant impact on the improvement of corporate competitiveness, and all dimensions show a significant promoting effect, with social responsibility playing a certain mediating role.

2.2 Research on Human Resource Management

1) Research on the Content and Classification of Human Resource Management

Due to different research directions and focus areas, human resource management activities also vary and encompass a wide range of content. Boon et al. (2019) examined 16 human resource management practices, which were later simplified into 7 through further research: emphasis on training, selection and employment, team work, high compensation based on organizational performance, employment stability, elimination of hierarchical differences, and information sharing. Delery (1998) proposed that human resource management practices include seven aspects, including work procedures, internal job opportunities, employee development and training, internal communication mechanisms within the organization, result oriented performance evaluation, profit sharing, and employee employment security.

At present, the academic research on human resource management practices can be mainly divided into three perspectives, and their classification is also inconsistent. They can be basically divided into two categories: resource-based and control based.

(1) Based on Resources

Based on the different recruitment channels of human resources (internal or external), human resource management practices are classified into different types. For example: internal development oriented and market-oriented (Delery, 1998). The recruitment method of internal development oriented human resources mainly comes from the internal perspective, which views employees from a long-term and developmental perspective. By making employees identify with the organization, it achieves a high degree of alignment between employee autonomy and corporate goals, thereby improving the efficiency of the organization. The main characteristics are: salary emphasizes internal consistency rather than external fairness; performance evaluation based on employee development. The acquisition of market-oriented human resources mainly comes from the external labor market, treating employees from a short-term and transactional perspective. The main characteristics include: the hired employees meet the specific needs of the organization, can be paid according to performance at any level, and there is no hierarchical difference. Emphasis is placed on external fairness. The supply and demand of organizational employees fluctuates greatly, including the dismissal of managers.

(2) Based on Control

Based on whether the enterprise focuses on the process or the result of employee behavior, human resource management practices can be upgraded to process oriented and result oriented. For example, Singh et al. (2020) proposed commitment and control strategies, while Mousa & Othman (2020) proposed incentive, investment, and participation strategies. Both control oriented and incentive-oriented management are based on processes. Its characteristics mainly include: stable and detailed work design, control-based performance evaluation, and efficiency-based compensation system (Pereira et al., 2018). Commitment based, investment based, and participatory management are all based on results. Its characteristics mainly include: more emotional communication, better incentive policies, and higher employee participation.

2) Research on Human Resource Management Practice

Human resource management practice is a series of functional activities that focus on combining human resource management with the company's strategy, mission, and vision, based on completing management activities related to people assigned by the organization to achieve organizational goals (Anwar & Abdullah, 2021). Mainly utilizing a series of functional activities in human resource management, such as recruitment and selection, job analysis, compensation, performance, career planning, etc., there are individual human resource management practices, such as recruitment practices, personnel planning practices, compensation management practices, performance evaluation and development practices, followed by overall human resource management practices, such as human resource management practice systems, high-performance work systems, etc. High performance work practices, etc. The overall human resource management practice is mainly established on the basis of enterprise strategy, which supports the overall strategic goals of the enterprise through a human resource management practice system, in order to achieve the enterprise goals and strategic objectives (Mousa & Othman, 2020). This study uses the concept of holistic human resource management practices. Human resource management practices are an important way for enterprises to assume social responsibility towards employees. Human resource policies or practices must be aligned with corporate strategy, especially when enterprises integrate the vision, mission, and values of corporate social responsibility strategy from the perspective of employees into human resource

practices. Fulfilling and assuming social responsibility towards employees is a systematic engineering process, it is necessary to carry out corporate social responsibility activities for employees through a series of human resource management practices (i.e. the human resource management practice system). Therefore, employees' demands for corporate social responsibility will affect corporate human resource management activities. This study suggests that human resource policies or practices are important carriers for implementing corporate social responsibility towards employees. Ultimately, corporate social responsibility towards employees is to achieve profitability. Companies need to fulfill their social responsibility towards employees through human resource management activities, meet their needs, and use fulfilling social responsibility towards employees as a means of investment and development in human resources, taking this as an opportunity to achieve effective incentives for human resources and achieve corporate social responsibility goals for organizational profitability.

The content of human resource management practice, or the dimension of human resource practice, is a factor that practitioners and theorists must consider. Although many scholars have discussed the content of human resource practices, there are still certain similarities and differences in the definition of human resource practices and their dimensional connotations based on different research perspectives and backgrounds.

a. Strategic human resource management practices

Scholars studying strategic human resource practices have divided them into different dimensions based on different perspectives and purposes. For example, Greer (2021) divides human resource management practices into investment and inducement. Investment-based human resource management practices refer to the organization treating employees as human capital, training employees, committing to improving employee capabilities, and expecting employees to contribute to the organization, be loyal to the organization, and expect to establish long-term stability with employees. employment relationship, while incentive-based human resource management practices refer to the short-term, contractual transaction relationship established between employees and the organization. Employees work in the organization to obtain compensation, and the organization also regards employees as a cost expenditure of the organization.

Wongsansukcharoen & Thaweepaiboonwong (2023) pointed out when studying the impact of human resource management practices on organizational business performance that human resource management practices are divided into administrative (Administrative) and human capital-enhancing (Human-capital-enhancing). Since these two types of human resource practices are quite different in terms of staffing, training, performance evaluation, salary design, etc., these two human resource practice systems should cooperate with the implementation of different strategies of the enterprise to achieve the best results. Effect. Wongsansukcharoen & Thaweepaiboonwong (2023) divided human resource management systems into market-type systems and internal systems. Research shows that the relationship between human resource management practice systems and corporate performance is affected by corporate strategy.

The research of Greer (2021) shows that companies can affect the interaction between employees, employee behavior and motivation through different human resource management measures. Such goals can be achieved through two means: transaction-based human resource management measures and commitment-based human resource management measures. He believes that the relationship between commitment-based human resource practices and corporate performance is stronger, and divides human resource management practices into four implementation points, namely employee recruitment and class selection, salary design, training and performance evaluation. In the field of strategic human resource management, the human resource management practices discussed are not only more macroscopic, but also contain more diverse contents.

b. High performance work system

Since 1980, strategic human resource practices have continued to rise, and human resource practices have received more and more attention from scholars and practitioners, becoming an important factor affecting organizational performance (Huselid, 2023). Since the development of Arthur's (1992) research, human resource practice measures have been mainly divided into two major systems, namely control and commitment human resource practices (Jabber & Chakma, 2021). The purpose of control-based human resources practices is to reduce costs and improve efficiency. The organization formulates a set of rules and processes from the perspective of human resources practices to achieve control goals: the commitment-based human resources

practice system is to enhance employees' sense of loyalty and commitment to the organization. Retain employees with high commitment to the organization, trust employees to do their jobs well, and motivate employees to work hard to achieve the organization's goals. The concept of high-commitment human resource practices has since received successive attention from scholars, and its connotations mainly include employee training, internal promotion and decision-making participation.

Sujeewa (2020)'s empirical research shows that human resource management measures that affect organizational performance include job security, high salary, employee ownership, information sharing, participation, authorization, team, etc. 16 items. Generally speaking, scholars refer to these HR practices as high-commitment HR practices or high-involvement HR practices and high-performance work systems. High-performance work systems are high-commitment work systems, flexible work systems, high-performance systems or high-involvement systems, etc. Although these human resource practices are different in name, their connotative characteristics are highly similar, and they all focus on having a positive impact on organizational performance. Therefore, many scholars call these practices high-performance work systems. The high-performance work system is identical or very similar to four human resource management models: commitment, internal development, cooperation, and autonomy, and they are compared.

The high-performance human resource management practices mentioned by Zhao (2022) in his study include dimensions such as effective allocation, extensive training, internal mobility, employment security, job descriptions, result-oriented evaluation, incentive compensation and participation. According to previous research literature, although scholars have different identifications of high-performance work systems, the main content covers core constructs such as: recruitment, promotion, compensation, training, motivation, team, participation, information sharing, employment security, etc.

(3) Research on the outcome variables of human resource management practices

a. Employee attitude

Employee attitude is one of the most frequently considered outcome variables in empirical research in the field of human resource management. It is also a mediating variable considered when examining behavioral variables such as human resource

management practices and employee performance, employee turnover, and employee organizational citizenship behavior. According to the theoretical framework of environment-perception-attitude-behavior, previous research shows that high-performance human resource management practices can make employees have positive perceptions, thereby forming more positive attitudes and making behaviors that are beneficial to the organization. Research on attitudes mainly involves the following variables: (1) Employee satisfaction. There have been some empirical studies showing that human resource management practices are positively related to employee satisfaction (Sorribes et al., 2021).

Guest (1997)'s research found that the higher the score of human resource management practices reported by employees, the higher the employee satisfaction. At the same time, some studies have shown that some measures of human resources practices are important variables that affect employee satisfaction, such as salary and job enrichment (Jiang, 2020). (2) Employee loyalty. Zhao & Hu (2009) took Guangdong construction industry enterprises as a research sample, and the results showed that human resource management practices have an important correlation with employee loyalty. (3) Organizational commitment. The impact of human resource management practices and organizational commitment has been subject to many empirical tests. Early researchers pointed out that the conceptual connotations of human resource management practices and mutual investment employment relationships are similar. According to research on mutual investment employment relationships, organizations and employees are generated based on the principle of reciprocity and social exchange theory (Lopez-Cabrales & DeNisi, 2021).

In the reciprocal relationship between employees and the organization, the organization provides employees with better material rewards, while satisfying employees' higher-level needs, such as self-actualization needs, esteem needs, extensive training and promotion opportunities, and at the same time based on the principle of reciprocity, the organization also expects employees to maintain a high sense of loyalty to the organization and be able to produce more organizational citizenship behaviors and higher performance (Koon, 2022).

The research results of Cherif (2020) show that organizational human resource management practices have a significant impact on employees' emotional commitment

and organizational identification, and the sense of organizational support plays a complete mediating role. (4) Employees' intention to leave. For a long time, employee turnover has been an important outcome variable of strategic human resource management concern (Herman et al., 2023). Karatepe (2022) used steel companies as a research sample, and the results showed that steel companies that adopt committed human resource management practices Steel companies that adopt controlling human resource management practices have lower turnover rates.

Research by Han et al. (2021) also shows that job enrichment and real expectations about the position can moderately reduce turnover. Aburumman et al. (2020) explored the relationship between employee-perceived supportive human resource management practices (specifically including decision-making participation, fair compensation and promotion opportunities) and employee turnover. The results showed that supportive human resource practices affect employee organizational support sense of employee organizational commitment, job satisfaction, and employee turnover. The research of Awan et al. (2021) also shows that human resource management practices are negatively related to turnover intention, and job satisfaction plays a mediating role in it.

b. Employee behavior

The most common research on human resource management practices and employee behavior is organizational citizenship behavior. OCB is behavior outside of an employee's responsibilities, also known as extra-role behavior. Chaudhary (2020) believes that the representation of organizational citizenship behavior includes five dimensions, namely helping behavior, sportsmanship, organizational loyalty, organizational compliance and public virtue. The results show that human resource management practices have a positive effect on employees' OCB, thereby significantly improving organizational performance.

Ansari et al. (2021) divided employee behavior into three dimensions: in-role behavior, organizational citizenship behavior and organizational retaliation behavior, and tested the relationship between high-performance work systems and employee behavior through a sample of 765 employees from 108 companies. Model. The results show that organizational support, selection and recruitment, and insurance benefits have a significant positive impact on the organization's employee behavior and can reduce the occurrence

of organizational retaliation. Job design has a significant positive impact on organizational citizenship behavior, and performance pay has no significant impact on employee behavior. Influence, comprehensive training is negatively related to in-role behavior and organizational citizenship behavior, and positively related to organizational retaliation behavior.

Aboramadan & Karatepe (2021) reviewed the working mechanism between human resource management practices and knowledge sharing willingness from the perspective of employee-organization relationship. The results showed that the sense of organizational support plays a mediating role. Based on samples filled out by senior managers of 165 multinational companies in China, Cherif (2020) empirically analyzed the effect of three practices of high-performance work systems: job rotation, employee training, and cross-department communication on improving knowledge diffusion, while Knowledge diffusion also promotes breakthrough product innovation by multinational companies in China, leading to higher corporate operating performance.

c. Organizational performance

The relationship between human resource management practices and organizational performance has always been the focus of scholars. Some scholars based on strategic human resource management theory have begun to explore whether human resource practices have an impact on organizational performance, including financial performance and non-financial performance, as well as the relationship between employee attitudes and behaviors. However, when most empirical studies have proven that human resources When there is a positive relationship between management practices and corporate performance, scholars also begin to explore the mechanism between human resource practices and organizational performance.

Scholars who hold a general perspective on human resource management believe that in the field of human resource management, there is a certain specific measure, which is the best no matter what the situation. Therefore, it is also called human resources. Management best practices, such as Ostroff (2021), took the steel industry completion line as a sample and empirically analyzed that problem-solving teams, profit sharing, training, and employment safety have a positive effect on corporate performance. Dalal & Akdere (2023) proposed 16 measures such as employment security, high salary, incentive compensation, information sharing, participation and empowerment, teamwork, and internal promotion as the best human resource management practices.

Kaushik & Mukherjee (2022) took 700 for-profit organizations as a sample and found that training, employee participation, and reward systems have a positive impact on corporate performance. They analyzed that training, employee participation, power sharing, and information sharing have an important relationship with corporate performance. Ploscaru et al. (2023) used a sample of 590 for-profit and non-profit organizations in the United States, and the results showed that training and incentive pay have an important relationship with organizational performance. Result-oriented performance evaluation, employment security, and profit sharing are important factors that affect performance. Profit sharing, incentive-based salary, strict selection, participation, teamwork, employment security, job rotation, training, information sharing, and formal grievance channels are important factors. Riana et al. (2020) used 39 manufacturers in New Jersey as a research sample and explored the impact of strict selection, training, skill-based compensation, team-based design, and team-based compensation on internal or Reports from external customers and improving employee job satisfaction affect organizational performance.

Scholars have pointed out that after 2000, a large number of scholars in China began to explore the relationship between human resource management practices and organizational performance in the context of China. Most Western studies have shown a positive correlation between high-performance work systems and the performance of Chinese enterprises, while there are some differences in the research conclusions of domestic scholars. Some studies are consistent with Western research findings that there is a positive correlation between high-performance work systems and corporate performance. Specifically, the degree of integration of high-performance human resource management practices with corporate strategy will have a positive impact on organizational performance. Among the 11 high-performance practices from the West, 3 have a significant relationship with performance, and supportive human resource practices are positively correlated with corporate performance; The empirical analysis results of Zhang Hong and Zhao Shuming indicate that human resource practices such as motivational work design, career development planning, development evaluation, and employee participation are positively correlated with corporate performance.

However, some scholars have not found a positive correlation between the two in their research. There is a close relationship between diversified training and performance-based compensation policies in human resource management systems and corporate performance, while the relationship between internal recruitment, performance evaluation, and employee participation in human resource management measures and corporate performance is not significant. The complementary effects between human resource management activities have a significant correlation with corporate performance. Some scholars have also reviewed the relationship between human resource management practices and corporate performance, the issues of internal and external fit in high-performance work systems, and representative achievements in their relationship with organizational performance. There is a positive correlation between high-performance work systems and corporate performance, and they also delved into their impact on financial and non-financial performance. The results showed that high-performance work systems have a greater impact on non-financial performance (innovation performance, human resource management performance, organizational operation performance) than on financial performance (financial accounting performance, capital market performance). At the same time, the study also showed that the impact of high-performance work systems on corporate performance in the Chinese context is greater than that in the Western context (Danilwan & Dirhamsyah, 2022).

2.3 Hypothesis Development

2.3.1 The Impact of Corporate Material Culture on Human Resource Management Practices (H1)

Corporate material culture refers to the hardware facilities for the corporate environment and cultural construction. The formation of the internal human resource environment of an enterprise is a key element that affects its human resource management practices. Providing employees with a sustainable and future oriented work environment, as well as providing appropriate hardware and resource implementation, is conducive to the success of human resource management practices. The material culture of a company can attract outstanding talents to join and retain them. A superior office environment, competitive salary and benefits, and good working conditions can make a company more competitive in the talent market. A good material culture helps to improve employee

satisfaction and happiness. This includes providing a comfortable working environment, flexible work arrangements, health insurance, holiday benefits, etc. Employees are more motivated and creative in a pleasant work environment, which has a positive impact on the overall performance of the company. The material culture of the company can also affect the work motivation and morale of employees. If the company provides a generous reward system and promotion opportunities, employees will be more motivated to work hard and improve performance. When employees feel the company's concern and support for their material needs, they are more likely to develop loyalty to the company and form a close sense of belonging (Schneider, 1988). This loyalty and sense of belonging can reduce employee turnover and promote teamwork among employees. Mira et al. (2019) found a positive correlation between employee satisfaction with the work environment and practices in human resource management.

According to Taylor (1991), objective conditions such as the material environment and equipment facilities of a company affect work efficiency. According to Dong et al. (2021), the impact of work atmosphere and employee emotions on work efficiency is even higher than that of hard environments such as lighting and equipment. These factors directly constrain or affect the feelings, emotions, work efficiency, etc. of those who are exposed to the environment, thereby affecting the effectiveness of human resource management practices in that environment. Therefore, this article proposes the following hypothesis:

H1: Material culture has a significant positive impact on the human resource management practices of Chinese new ventures.

2.3.2 The Impact of Corporate System Culture on Human Resource Management Practices (H2)

System culture is the sum of corporate behavioral norms, involving organizational policies, work relationships, hierarchical systems, as well as various rules and regulations and disciplines. Jain (2016) pointed out that the formulation of rules and regulations for enterprises should be adapted and balanced with their level of digitalization and human resource management practices. Monico et al. (2020) found that education and training can improve human resource practices in enterprises. The company's values and behavioral norms are the guiding principles for employee behavior. Institutional culture can define and emphasize which behaviors are popular and which are not tolerated, thereby influencing employees' work attitudes, professional ethics, and teamwork spirit. The organizational structure and communication channels of a company determine how information flows within the organization and how decisions are made and communicated. A good organizational structure and effective communication channels help establish transparency and trust, promote cooperation and information sharing among employees (Schneider, 1988). The

institutional culture of a company affects the design and implementation of performance evaluation and incentive mechanisms. If a company advocates fair and transparent performance evaluation and provides incentives to reward outstanding performance, employees will be more motivated to achieve the company's goals. The institutional culture also determines the degree to which a company invests in employee training and development. If the company values the personal growth and career development of its employees, provides a wide range of training opportunities and promotion paths, then employees will be more willing to stay in the company and invest more energy. The institutional culture of a company influences decisions and practices in risk management and compliance. If the company establishes strict compliance systems and risk management procedures, employees will be more aware of their responsibilities and obligations, comply with relevant laws and regulations, and reduce the legal risks faced by the company.

The corporate system is the sum of corporate behavioral norms, which includes process operation regulations, factory rules and regulations, performance evaluation, reward and punishment systems, etc. Its mandatory and normative constraints constrain every individual in the enterprise. The culture of newly established enterprises has the characteristics of paying attention to the external environment and competition, which forms the values and business philosophy of enterprise progress and innovation. This positive corporate spirit culture is reflected in the system of the enterprise, which is manifested in the management of human resources or production processes through talent introduction, training, assessment, and motivation, etc., promoting the adoption of the best human resource management practices by the enterprise through clear institutional regulations (Rainnie & Burrows, 2015). Therefore, this article proposes the following hypothesis:

H2: System culture has a significant positive impact on the human resource management practices of Chinese new ventures.

2.3.3 The Impact of Corporate Spiritual Culture on Human Resource Management Practices (H3)

Corporate spiritual culture refers to various default behavioral norms, business concepts, values, team spirit, entrepreneurial spirit, etc. The positive values and business philosophy of enterprise competition, innovation, and service can unify the will of all employees, arouse their work enthusiasm, and promote the vitality of the enterprise. These are the basic elements required for the best human resource management practices in enterprises. Pourmola et al. (2019) proposed that in human resource management practice, a culture of values such as openness to change, agility, tolerance for failure, and willingness to learn should be advocated; Innovation, entrepreneurial spirit, teamwork, and customer centricity are also considered important organizational values. The spiritual culture of

a company can shape employees' sense of identification and belonging to the company. When employees align with the company's core values and goals, they are more likely to engage in their work and establish strong team cohesion. The spiritual culture of a company influences the behavior and management style of its leaders. If a company advocates an open, inclusive, and motivational culture, leaders may be more inclined to adopt a democratic, supportive leadership style that motivates employees to actively participate and unleash their creativity. The spiritual culture of a company can promote the development of innovation and change capabilities. If the company encourages employees to be brave enough to try new ideas and methods, tolerate failure, and learn from it, then employees will be more willing to propose innovative suggestions and participate in the implementation of change (Stone et al., 2008). The company's spiritual culture also directly affects employee satisfaction and turnover rate.

Cortellazzo et al. (2019) found that in the process of promoting human resource management in enterprises, entrepreneurial spirit and human resource management practices interact with each other. Leaders take responsibility and improve their leadership skills according to the constantly changing environment, create a positive internal culture, and motivate enterprises to accept the best human resource management practices from top to bottom, the flexible and multidisciplinary team spirit has played an important role in the practice of enterprise human resource management. It can be seen that the success of enterprise human resource management is closely related to the support of spiritual culture. New startups need sustained support from their spiritual and cultural values to maintain their innovative advantages in competition. Therefore, this article proposes the following hypothesis:

H3: Spiritual culture has a significant positive impact on the human resource management practices of Chinese new ventures.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

This study adopts the quantitative analysis method. In today's socio-economic environment, quantitative research is still utilized as a preferred methodology by many perfusion researchers due to issues relating to time and financial considerations (Bloomfield & Fisher, 2019). Accessing quantifiable information and data is relatively simple compared to qualitative research. When looking at a broad and diverse field such as general human services, statistics can deliver more valid data in order to ascertain present and future trends. In addition, the process of quantifying can be repeated utilizing the same formula or methods.

3.2 Target Population

This study will limit the overall picture to Chinese new ventures. On the basis of previous definitions of new enterprises, this article selects employees of Chinese enterprises established within 8 years as the target population.

3.3 Sampling

The population is the entire group of subjects the researcher wants information on (Stockemer et al., 2019); ideally, it is preferable to include whole population to investigate an issue; however, “practically, it is always not possible to study the entire population” (Stock et al., 2019). The size of the population under consideration is typically taken into account when determining an acceptable sample size. Therefore, we attempt to select a ‘sample’ that represents the population under study. Researchers will use sampling as a technique (procedure or device) to systematically choose a smaller group of representative objects or people (a subset) from a pre-defined population to act as subjects (data sources) for observation or experimentation in accordance with the goals of their study.

Sample Size

Nunnally (1978) recommended that even with a moderate number of predictor variables, sample sizes of 300 to 400 are often necessary in multiple regression. This recommendation stands in stark contrast to the common rule of thumb that the ratio of

subjects to predictors be at least 10:1 (Kelley & Maxwell, 2003). In this study, the sample size was set to 400, which means a survey questionnaire was distributed to 400 employees of Chinese new ventures.

From a geographical distribution perspective, the newly added new economy startups in 2023 are mainly distributed in coastal areas represented by Jiangsu, Zhejiang, Shanghai, Guangdong, and Fujian (Wang & Wu, 2024). Therefore, this study will select 80 sample companies from these five regions to distribute questionnaires.

Sampling Method

This article adopts the simple random sampling method. Simple random sampling is an extensively used sampling method in scientific research. Simple random sampling is selected for populations which are highly homogenous where the members of the research are randomly selected to participate in the research (Bhardwaj, 2019).

3.4 Data Collection

Data collection methods are important, because how the information collected is used and what explanations it can generate are determined by the methodology and analytical approach applied by the researcher (Archibald et al., 2019). Quality data collection methods improve the accuracy or validity of study outcomes or findings. Data collection is an important component in creating relevant research evidence and hence need to be carried out rigorously.

The most common instrument used for data collection is questionnaires. The participants fill in their responses themselves on a paper pencil instrument or on computer directly. Questionnaires can be structured or unstructured. In structured questionnaires, both the questions and the responses/answers are provided and the study participants need to pick up the correct responses. This study collected first-hand data using a structured questionnaire method.

3.5 Instruments

This article measures material culture based on the work environment scale developed by Hofstede et al. (1990) and Chen's (2008) research. This article measures system culture based on the measurement indicators and theories developed by Hofstede

et al. (1990) and Wang & li (2005) on corporate institutional and behavioral culture. In measuring the evaluation indicators of spiritual culture, this article draws on the measurement indicators of core values and business philosophy in the "Denison Organizational Culture Model" created by Denison (1990), as well as the Enterprise Values Scale developed by CHATMAN (1991). In addition, reference was made to Chen's (2008) theoretical research design. This article measures human resource management practices based on a scale developed by MacDuffie (1995) and Youndt et al (1996). The above four scales all use the Likert 5-level scale design to measure items, ranging from 1 (strongly disagree) to 5 (strongly agree). The survey questionnaire designed in this article can be found in Appendix.

3.6 Statistical Analysis

3.6.1 Reliability and Validity Analysis

The reliability of a sample, also known as the reliability of a sample, is an assessment of the stability and consistency of a survey scale. The Cronbach's α coefficient is used to test the reliability of survey scales. The higher the coefficient, the more stable and reliable the scale is. It is generally believed that if the reliability of the total scale is below 0.67, it indicates poor reliability of the sample and requires a review of the sample. Reliability is a necessary condition for validity, and low reliability will inevitably lead to low validity, but high reliability and efficiency may not necessarily be high (Hayes & Coutts, 2020).

The so-called validity refers to the effectiveness of a questionnaire scale, which refers to the depth and degree to which the actual measured content of the survey scale can reach the content that needs to be measured. Before conducting factor analysis, both KMO values and Bartlett's sphericity test are used to determine whether the obtained sample data is suitable for factor analysis. The larger the KMO value, the stronger the correlation between variables, making it more suitable for factor analysis. Generally speaking, the KMO value must be controlled above 0.6 (Pattnaik & Dangayach, 2019). The criterion for Bartlett's sphericity test is that the probability of statistical significance is less than 0.05, indicating that the scale is suitable for factor analysis.

3.6.2 Descriptive Statistics

Descriptive statistics are used to summarize data in an organized manner by describing the relationship between variables in a sample or population. Calculating descriptive statistics represents a vital first step when conducting research and should always occur before making inferential statistical comparisons (Kaur et al., 2018). Descriptive statistics include types of variables (nominal, ordinal, interval, and ratio) as well as measures of frequency, central tendency, dispersion/variation, and position.

This article uses SPSS software to conduct descriptive statistical analysis on variables (material culture, system culture, spiritual culture, and human resource management practices) within the conceptual framework.

3.6.3 Correlation Analysis

Many studies use correlation analysis to explore the degree association between study variables. Especially in social science research, linear correlation analysis is a tool for representing the closeness of one related variable to another. Correlation is meant for exploring the degree of relationship between two variables in consideration. Correlation coefficient is the measure to quantify such degree of relationship of the variables (Senthilnathan, 2019). Hauke and Kossowski (2011) do endorse that the Pearson's Correlation Coefficient (R or r) is a scale to measure the strength of linear association between variables. This article uses SPSS to analyze the correlation between material culture, system culture, spiritual culture, and human resource management practices.

3.6.4 Multiple Regression Analysis

Multiple regression analysis is the most powerful tool that is widely used. Multiple regression analysis is a statistical tool for understanding the relationship between two or more variables (Keith, 2019). Multiple regression involves a variable to be explained-called the dependent variable-and additional explanatory variables that are thought to produce or be associated with changes in the dependent variable (Osborne & Waters, 2019). Multiple regression analysis can be a source of valuable scientific testimony in litigation. Multiple regression is useful (1) in determining whether or not a particular effect is present; (2) in measuring the magnitude of a particular effect; and (3) in forecasting what a particular effect would be, but for an intervening event (Keith, 2019).

This article uses SPSS software, with human resource management practices as the dependent variable and material culture, system culture, and spiritual culture as the independent variables, to construct a multiple linear regression model and analyze the impact of corporate culture on human resource management.

CHAPTER 4

DATA ANALYSIS RESULTS

4.1 Introduction

This chapter presents the results of data analysis. This chapter consists of seven parts and the layout of this chapter is as follows:

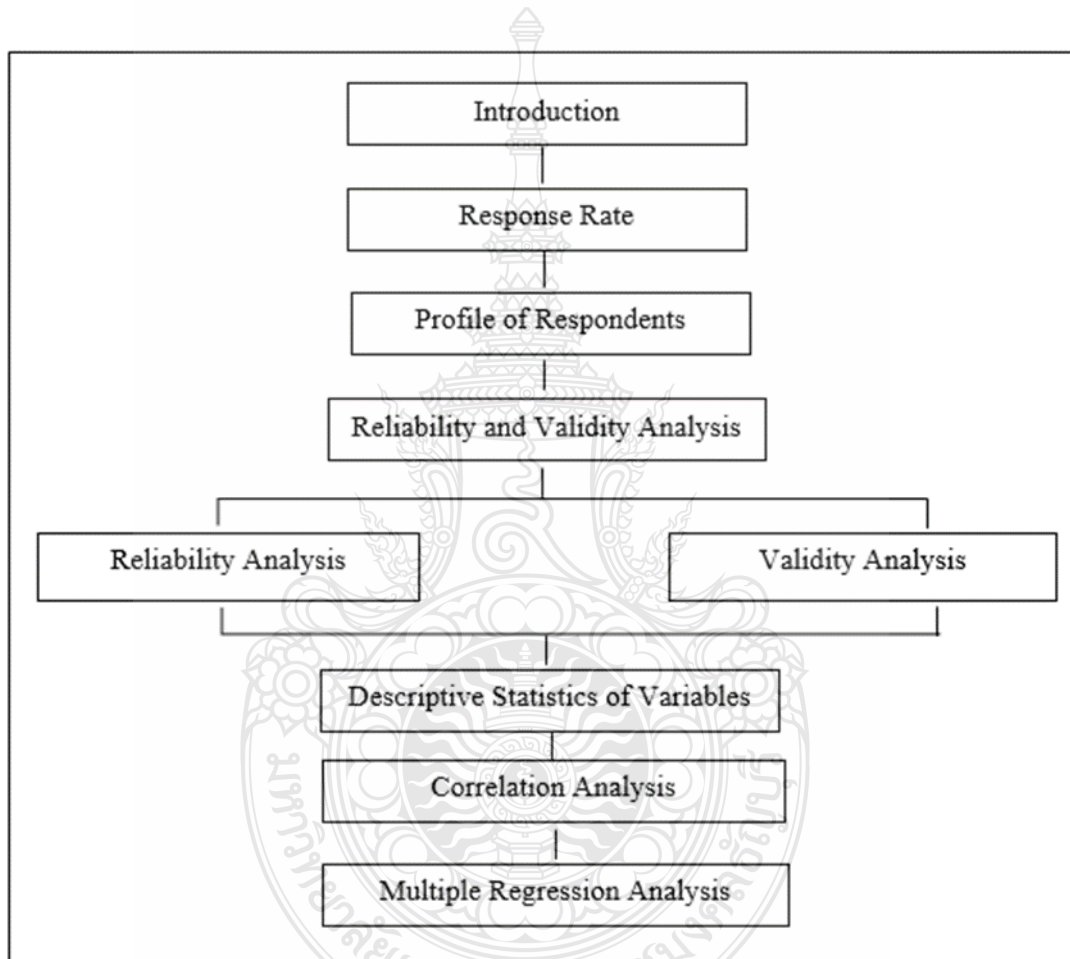


Figure 4.1 Layout of This Chapter

4.2 Response Rate

In this study, a total of 430 questionnaires were distributed to employees of Chinese new ventures. Finally, a total of 400 valid questionnaires were collected, with a response rate of 93.02%. This chapter analyzes the valid questionnaire data.

4.3 Profile of Respondents

The profile of respondents in this article is shown in Table 4.1.

Table 4.1 Profile of Respondents

Demographic		Frequency	Percentage (%)
Gender	Male	199	49.8
	Female	201	50.2
Age	Under 20 years old	63	15.8
	20-30 years old	141	35.3
	31-40 years old	165	41.3
	Over 40 years old	31	7.8
Education Background	Below Associate Degree	44	11.0
	Junior College	116	29.0
	Undergraduate	175	43.8
	Master	50	12.5
	PhD or above	15	3.8
Monthly Income	Less than 3000 yuan	88	22.0
	3000-5000 yuan	130	32.5
	5001-10000 yuan	97	24.3
	10001-20000 yuan	61	15.3
	More than 20000 yuan	24	6.0
The length of time has worked in this current company	Less than 1 year	54	13.5
	1-3 years	170	42.5
	4-6 years	108	27.0
	7-8 years	68	17.0

4.4 Reliability and Validity Analysis

4.4.1 Reliability Analysis

In this study, Cronbach's alpha coefficient (>0.7) is used as an indicator of the reliability of the scale. Table 4-2 below shows the reliability test results of the four variable scales. It can be seen from Table 4-2 that the material culture scale contains 7 items, and

its Cronbach's alpha is 0.919 (>0.7), indicating that the material culture scale has good reliability. Similarly, the other three scales also have good reliability and meet the requirements of questionnaire analysis. The questionnaire scale consists of a total of 27 measurement items, with a Cronbach's alpha of 0.921 (>0.7), indicating once again that the questionnaire in this study has good reliability.

Table 4.2 Reliability Test Results

Variable Scale	Number of Items	Cronbach's Alpha
Material Culture	7	0.919
System Culture	5	0.900
Spiritual Culture	6	0.913
Human Resource Management Practices	9	0.847
Total	27	0.927

4.4.2 Validity Analysis

Table 4-3 below shows the Validity Test Results of the current study. This article uses the (Kaiser-Meyer-Olkin) KMO and Bartlett's Test of Sphericity to evaluate the validity of the questionnaire scale. KMO value ranges from 0 to 1 that indicates whether the data is appropriate or not to be analyzed further. If the value of KMO equal to or greater than 0.5 and with significant values (sig) or probability (p) is less than 0.05 then it means the data already eligible for further analysis in the factor analysis (Shrestha, 2011). From Table 4.3, it can be seen that the KMO value is 0.925 (>0.60), and the P-value of Bartlett's Test of Sphericity is less than 0.01. Therefore, it can be concluded that the questionnaire scale in this study has good validity.

Table 4.3 Validity Test Results

KMO	Bartlett's Test of Sphericity		
	Approx. Chi-Square	df	Sig.
0.925	6947.881	351	0.000

4.5 Descriptive Statistics of Variables

Table 4.4 presents the descriptive statistical analysis results for the 4 variables. From Table 4.4, it can be seen that all means of the 4 variables are greater than 3 but less than 4, indicating that the human resource management practices of Chinese new ventures need to be improved; The enterprise culture also needs improvement.

For material culture, the overall mean of this variable is 3.32. The material culture scale contains 7 measurement items, among which the mean of measurement item MC4 is the highest, at 3.38; The mean of measurement item MC2 is the smallest, at 3.26.

For system culture, the overall mean of this variable is 3.71. The system culture scale contains 5 measurement items, among which the mean of measurement item SYC3 is the highest, at 3.75; The mean of measurement items SYC1 and SYC2 are the smallest, at 3.67.

For spiritual culture, the overall mean of this variable is 3.61. The spiritual culture scale contains 6 measurement items, among which the mean of measurement item SPC3 is the highest, at 3.82; The mean of measurement item SPC4 is the smallest, at 3.40.

For human resource management practices, the overall mean of this variable is 3.41. The human resource management practices scale contains 9 measurement items, among which the mean of measurement item HR2 is the highest, at 3.53; The mean of measurement item HR8 is the smallest, at 3.28.

From Table 4-4, it can also be concluded that the standard deviation values of all measurement items for the 4 variables are small, indicating that there are no outliers in the data. In addition, the skewness absolute values of all measurement items do not exceed 3, and the kurtosis absolute values of all measurement items do not exceed 8, indicating that the data conforms to a normal distribution.

Table 4.4 Descriptive Statistics of Variables

Variable	Item	Mean	Std. Deviation	Skewness	Kurtosis	Variable Mean
Material Culture	MC1	3.30	1.245	-.278	-.901	3.32
	MC2	3.26	1.198	-.323	-.877	
	MC3	3.33	1.215	-.277	-.875	
	MC4	3.38	1.170	-.265	-.782	
	MC5	3.30	1.173	-.237	-.756	
	MC6	3.32	1.175	-.307	-.719	
	MC7	3.33	1.234	-.317	-.821	

Table 4.4 Descriptive Statistics of Variables (Cont.)

Variable	Item	Mean	Std. Deviation	Skewness	Kurtosis	Variable Mean
System Culture	SYC1	3.67	1.063	-.886	.495	3.71
	SYC2	3.67	1.058	-.631	.020	
	SYC3	3.75	1.092	-.791	.162	
	SYC4	3.70	1.070	-.770	.232	
	SYC5	3.76	1.112	-.814	.122	
Spiritual Culture	SPC1	3.60	1.064	-.583	-.132	3.61
	SPC2	3.69	1.069	-.725	.135	
	SPC3	3.82	1.071	-.947	.469	
	SPC4	3.40	1.045	-.183	-.522	
	SPC5	3.54	.967	-.296	-.150	
	SPC6	3.63	1.039	-.714	.294	
Human Resource Management Practices	HR1	3.48	1.176	-.438	-.628	3.41
	HR2	3.53	1.156	-.586	-.465	
	HR3	3.46	1.193	-.472	-.559	
	HR4	3.49	1.159	-.535	-.517	
	HR5	3.50	1.126	-.482	-.390	
	HR6	3.32	1.105	-.098	-.721	
	HR7	3.33	1.122	-.164	-.792	
	HR8	3.28	1.116	-.129	-.746	
	HR9	3.33	1.120	-.221	-.736	

4.6 Correlation Analysis

Table 4.5 show the correlation analysis results between the 4 variables. From Table 4.5, it can be concluded that there is a significant positive correlation between material culture and human resource management practices ($r=0.441$, $p<0.01$); There is a significant positive correlation between system culture and human resource management practices ($r=0.475$, $p<0.01$); There is a significant positive correlation between spiritual culture and human resource management practices ($r=0.521$, $p<0.01$);

From Table 4.5, it can also be seen that the absolute values of the correlation coefficients among the 3 variables of material culture, system culture and spiritual culture, do

not exceed 0.80, indicating that there is no serious multicollinearity problem among the 3 variables of material culture, system culture and spiritual culture.

Table 4.5 Correlations Analysis

	Material Culture	System Culture	Spiritual Culture	Human Resource Management Practices
Material Culture	1			
System Culture	0.302**	1		
Spiritual Culture	0.384**	0.407**	1	
Human Resource Management Practices	0.441**	0.475**	0.521**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed).

4.7 Multiple Regression Analysis

This article uses SPSS software, with human resource management practices as the dependent variable and material culture, system culture, and spiritual culture as the independent variables, to construct a multiple linear regression model and analyze the impact of corporate culture on human resource management.

According to Table 4.6, the p-value of the F-test for this regression model is less than 0.01, indicating that the coefficients of the three independent variables in this regression model are not all 0, indicating a significant linear relationship between the independent and dependent variables. In addition, the Adjusted R Square of the regression model is 0.395, indicating that the independent variable has a good explanatory power for the dependent variable. The collinearity index Tolerances of the three independent variables are greater than 0.1, and the VIFs are less than 10, indicating that there is no collinearity problem between these three independent variables.

According to Table 4.6, the regression analysis results indicate that material culture has a significant positive impact on human resource management practices ($\beta=0.183$, $p<0.01$), therefore, the hypothesis H1 is hold. The regression analysis results

indicate that system culture has a significant positive impact on human resource management practices ($\beta=0.230$, $p<0.01$), therefore, the hypothesis H2 is hold. The regression analysis results indicate that spiritual culture has a significant positive impact on human resource management practices ($\beta=0.281$, $p<0.01$), therefore, the hypothesis H3 is hold.

According to the absolute values of the regression coefficients of the three independent variables, the impact of the three dimensions of corporate culture on human resource management practices is ranked in descending order: spiritual culture > system culture > material culture.

According to the results in Table 4.6, the following regression equation can be obtained:

$$\begin{aligned} \text{Human Resource Management Practices} \\ = 0.942 + 0.183 \times \text{Material Culture} + 0.23 \times \text{System Culture} \\ + 0.281 \times \text{Spiritual Culture} \end{aligned}$$

Table 4.6 Regression Analysis Results

Independent Variables	Unstandardized Coefficients (β)	t	Collinearity Statistics	
			Tolerance	VIF
(Constant)	0.942**	6.056		
Material Culture	0.183**	5.503	0.827	1.209
System Culture	0.230**	6.327	0.810	1.235
Spiritual Culture	0.281**	7.149	0.760	1.316
F test		87.981**		
R Square		0.400		
Adjusted R Square		0.395		
Durbin-Watson		2.218		

Note: **. is significant at the 0.01 level (2-tailed).

Dependent variable: Human Resource Management Practices

CHAPTER 5

CONCLUSION, DISCUSSION AND IMPLICATIONS

5.1 Conclusion

This study explores the influence mechanism of enterprise culture on human resource management practices in the context of Chinese new ventures. This article divides enterprise culture into three dimensions (material culture, system culture and spiritual culture) and studies the impacts of these three dimensions on human resource management practices.

This article collected 400 first-hand valid data in the form of a questionnaire. This study used SPSS software to conduct reliability analysis, validity analysis, descriptive statistics, correlation analysis and multiple regression analysis. To test the research hypotheses H1-H3, this article uses SPSS to construct a multiple regression model for analysis. The data analysis results show that material culture, system culture, and spiritual culture all have a significant positive impact on human resource management practices, and all research hypotheses proposed in this article have been validated. Among these three influencing factors, spiritual culture has the greatest impact; The impact of system culture is moderate, while the impact of material culture is minimal.

5.2 Discussion

1) The Effect of Material Culture on Human Resource Management Practices

This study examines the role of enterprise culture in the human resource management practices of Chinese new ventures. Results of this study indicate that material culture, system culture, and spiritual culture all have a positive impact on human resource management practices. The results of this study support the “culture determinism” argument that a good culture possibly leads to the effective human resource management practices (Wei et al., 2008).

In the transitional economy of China, entrepreneurship and innovation implied by a material culture may be very important, since such an orientation not only facilitates the development of advanced management practices like HRM, but also helps improve the firm’s bottom line (Wei et al., 2008).

2) The Effect of System Culture on Human Resource Management Practices

Institutional culture is a binding set of rules and regulations formed in the production practice of enterprises, with a mandatory nature, and is a behavioral norm formed in the production and operation of enterprises. In the practical activities of enterprise human resource management, employees enhance their institutional culture, enhance their sense of belonging, stimulate their value potential, and promote more effective practice of enterprise human resource management by continuously learning and strengthening the learning of various rules and regulations of the enterprise (Aycan et al., 2000).

3) The Effect of Spiritual Culture on Human Resource Management Practices

Fanggidae (2018)'s research found that in the process of human resource management practice, entrepreneurial spirit and technological innovation interact with each other. Leaders take responsibility and improve their leadership skills according to the constantly changing environment, create a positive culture, motivate enterprises to accept more efficient human resource management practices from top to bottom, and a flexible and multidisciplinary team spirit plays an important role in digital transformation. It can be seen that the success of implementing efficient human resource management practices in enterprises is closely related to the support of spiritual culture.

5.3 Implications

Among the three dimensions of corporate culture, spiritual culture dominates and has the most significant impact on human resource management practices in enterprises. Therefore, while promoting human resource management practices, enterprises need to do a good job in transforming their corporate culture. Before forming a profound spiritual culture in enterprises, it is necessary to re diagnose and evaluate the corporate culture, cultivate positive and flexible corporate culture qualities, and enhance the cultural awareness of all employees, which is the key to the successful practice of human resource management in enterprises. When building corporate culture, emphasis should be placed on building spiritual culture, supplemented by material culture, coordinating institutional culture reform, and allowing corporate culture to have a positive impact on human resource management practices.

1) Strategies for enhancing corporate material culture

(1) Provide a comfortable working environment

Creating a comfortable, safe, and tidy work environment is an important aspect of enhancing a company's material culture. This includes good office facilities, comfortable work seats, appropriate temperature control, etc., to ensure that employees feel comfortable and happy at work.

(2) Investing in employee benefits

Providing competitive compensation and benefits, such as health insurance, paid leave, flexible work arrangements, etc., can help enhance the material culture of the enterprise. Employees not only receive material satisfaction, but also have more motivation and enthusiasm to contribute to the enterprise.

(3) Emphasize work life balance

Encourage employees to strike a balance between work and life, such as providing flexible work schedules, remote work options, family support policies, etc. This approach helps employees better manage their personal lives and improve their quality of life.

(4) Establish a reward and recognition system

Establish an effective reward and recognition system to fully recognize the efforts and achievements of employees. This system can include monthly or quarterly bonuses, commendation activities, employee thank-you letters, etc., to motivate employees to continuously improve their work performance.

(5) Provide training and development opportunities

Invest in employee training and development to help them improve their skills and career development. This not only enhances the professional abilities of employees, but also increases their loyalty and sense of belonging to the company.

(6) Advocate for sustainable development and social responsibility

Actively participate in social responsibility activities, support environmental protection and community service projects. This approach not only enhances the social reputation of the enterprise, but also provides employees with opportunities to participate in meaningful social activities, enhancing their sense of belonging and satisfaction.

In summary, strategies to enhance corporate material culture encompass multiple aspects, including providing a comfortable working environment, generous welfare benefits, emphasizing work life balance, establishing reward and recognition systems, providing training and development opportunities, and advocating for sustainable development and social responsibility. These strategies help to enhance employee job satisfaction, loyalty, and performance, thereby enhancing the competitiveness and sustainable development capability of the enterprise.

2) Strategies for enhancing corporate system culture

The strategy to enhance corporate system culture is about how to establish and consolidate a good organizational system and normative system to promote employee behavior that aligns with the company's values and expectations. Here are some strategies to enhance corporate system culture:

(1) Establish clear values and behavioral guidelines

Develop clear corporate values and codes of conduct, and integrate them across all levels and departments. This helps to clarify the behavioral norms and expectations that employees should follow in their work.

(2) Strengthen internal communication and transparency

Establish open and transparent communication channels to ensure that employees understand the company's policies and regulations. Regularly organizing employee meetings, issuing internal notifications, and establishing online platforms can promote the flow and sharing of information.

(3) Develop and implement strict institutional norms

Establish a sound system of institutional norms, including human resource policies, employee manuals, codes of conduct, etc., to ensure that employees have a clear understanding of the rules and regulations, and take corresponding punishment measures for violations.

(4) Establish effective training and education mechanisms

Carry out employee training and educational activities to help them understand and accept the company's system culture, and cultivate their awareness and ability to comply with rules and regulations.

(5) Establish incentive and reward systems

Establish an incentive and reward system consistent with the system culture, commend and reward employees who comply with rules and regulations and actively participate in enterprise development, and stimulate their enthusiasm and initiative to comply with the system.

(6) Establish supervision and feedback mechanisms

Establish an effective supervision and feedback mechanism to monitor and evaluate employee behavior, promptly identify issues and take corrective measures, and ensure the effective implementation and implementation of system culture.

(7) Leadership demonstration and leadership

Enterprise leaders should lead by example, promote and implement systems, become role models and leaders for employees, and establish the correct cultural orientation.

(8) Continuous improvement and optimization

System culture needs to constantly adapt to the needs of enterprise development and external environmental changes; therefore, it is necessary to continuously improve and optimize institutional norms to ensure consistency with enterprise goals and values.

By adopting these strategies, enterprises can establish and enhance a good system culture, strengthen employee awareness and execution of rules and regulations, thereby promoting the stable development and sustained success of the enterprise.

3) Strategies for enhancing corporate spiritual culture

The strategies for enhancing corporate spiritual culture involve the following aspects, which help to shape a positive, united and progressive corporate spirit, and motivate employees to work hard to achieve the company's mission and goals:

1) Clearly define the company's values and vision

Establishing clear corporate values and vision, enabling employees to understand and identify with the company's core beliefs and goals, and stimulating their work enthusiasm and sense of belonging.

2) Establishing common goals and a sense of mission

Emphasize the importance of teamwork and joint efforts, ensuring that employees recognize that everyone's work is crucial for achieving the company's mission and goals, thereby enhancing their sense of mission and responsibility.

3) Advocate for a positive and proactive work attitude

Encourage employees to establish a positive and optimistic work attitude, cultivate their resilience and courage when facing difficulties, and motivate them to continue striving for excellence.

4) Strengthen the construction of corporate culture

Through various internal activities and communication methods, strengthen the promotion and promotion of corporate culture, so that employees can reflect the spirit and culture of the company in their daily work, forming a strong atmosphere of corporate culture.

5) Establish an effective communication mechanism

Establish open and transparent communication channels to enable employees to effectively communicate and exchange information, ideas, and feedback with leaders and colleagues, enhance team cohesion and sense of belonging.

6) Provide employee development opportunities

Provide employees with broad development opportunities and learning opportunities, encourage them to continuously improve themselves, achieve personal values and career goals, and thus stimulate their work motivation and creativity.

7) Establish a positive incentive and reward system

Establish incentive and reward mechanisms that match the corporate spirit and culture, timely recognize and reward employees who have shown outstanding performance and contribution, and stimulate their work enthusiasm and enthusiasm.

8) Encourage employees to participate in public welfare activities

Organize employees to participate in public welfare activities, such as volunteer activities, charitable donations, etc., cultivate their sense of social responsibility and dedication, and promote the corporate social responsibility image.

9) Establish a positive feedback and improvement mechanism

Establish an effective feedback mechanism, respond promptly to employee suggestions and opinions, encourage them to propose improvement suggestions, and promote continuous optimization and improvement of the enterprise.

By implementing these strategies, companies can establish a positive and cohesive spiritual culture, motivating employees to work together to achieve the company's mission and goals. This spiritual culture not only helps to enhance employee enthusiasm and satisfaction, but also enhances the competitiveness and sustainable development ability of the enterprise.

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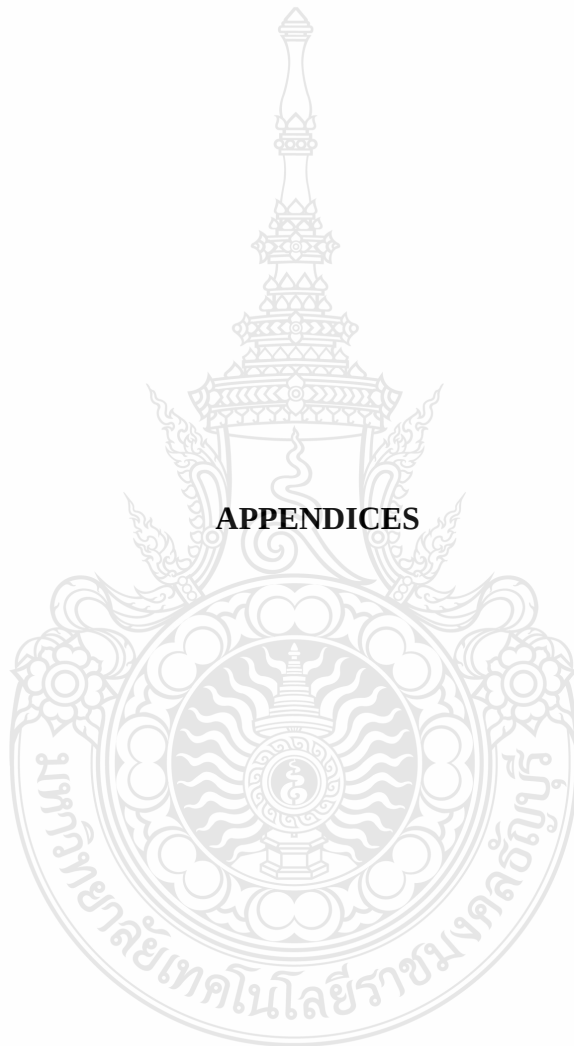
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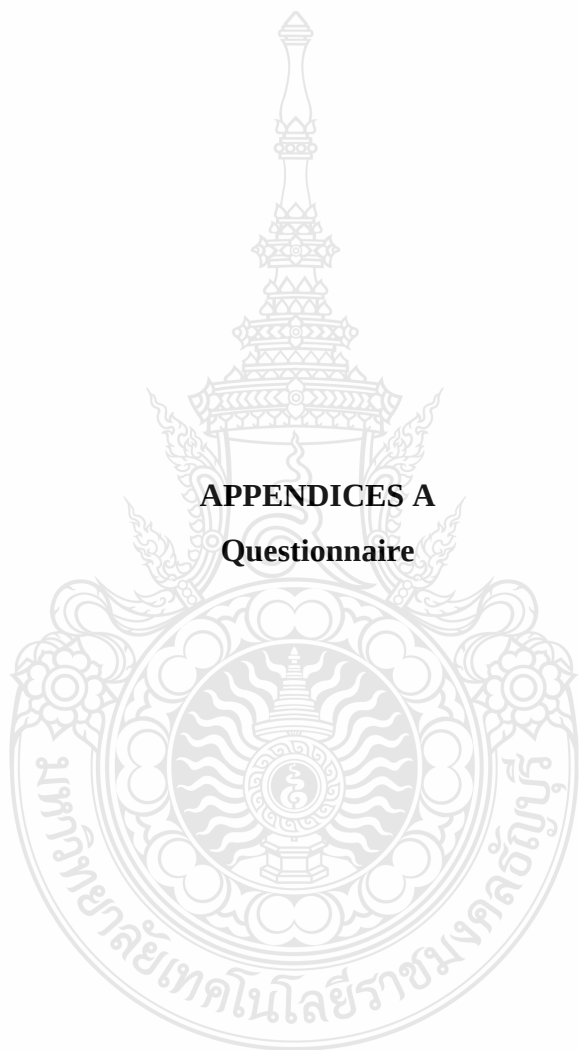
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APPENDICES



APPENDICES A
Questionnaire



Questionnaire survey

Title: Research on Human Resource Management Based on Corporate Culture:
Evidence from Chinese New Venture Enterprises

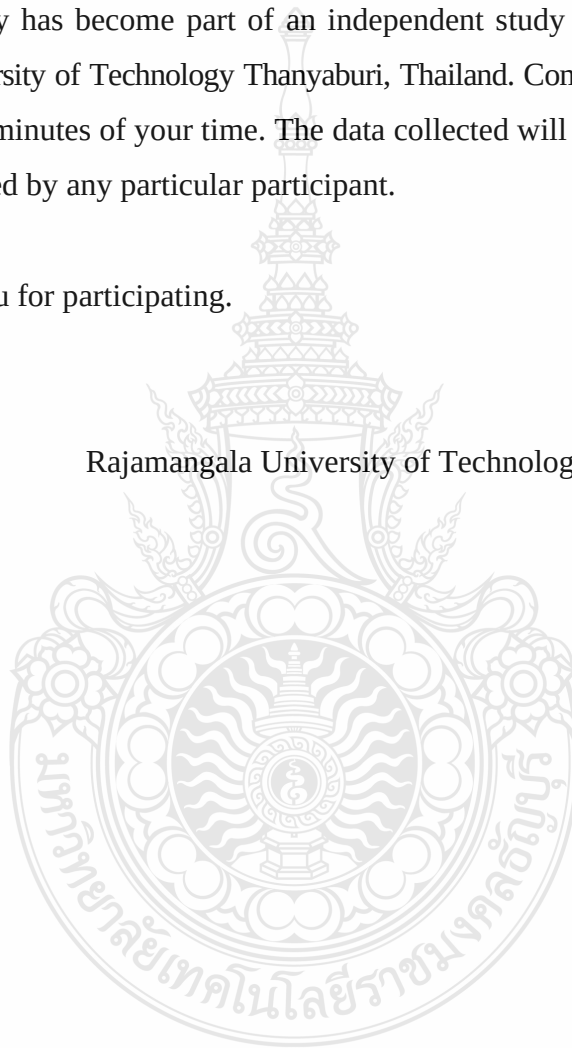
Dear Respondent,

This study has become part of an independent study for the MBA degree of Rajamangala University of Technology Thanyaburi, Thailand. Completing the questionnaire will take about 10 minutes of your time. The data collected will be kept confidential and will not be identified by any particular participant.

Thank you for participating.

Ms.Yan Yu

Rajamangala University of Technology, Thanyaburi, Thailand



Questionnaire

Has your company been established for more than 8 years?

Yes (**End of the survey**)

No

Section I Demographic Information

1. Your gender:

Male

Female

2. Your age:

Under 20 years old

20-30 years old

31-40 years old

Over 40 years old

3. Your education background:

Below Associate Degree

Junior College

Undergraduate

Master

PhD or above

4. Your monthly income:

Less than 3000 yuan

3000-5000 yuan

5001-10000 yuan

10001-20000 yuan

More than 20000 yuan

5. What is the length of time you have worked in your current company?

Less than 1 year

1-3 years

4-6 years

7-8 years

Section II Enterprise Culture and Human Resource Management Practices

Please answer the following questions based on the actual situation of your current company.

1: Strongly Disagree

2: Disagree

3: Unclear

4: Agree

5: Strongly Agree

N	Item	1	2	3	4	5
Part I Enterprise Culture						
(1) Material Culture						
MC1	The excellent living and entertainment facilities of the enterprise make me love my work even more					
MC2	A beautiful and comfortable working environment can make me feel happy					
MC3	Complete work facilities and equipment can improve my work efficiency					
MC4	Collaborating closely and harmoniously with colleagues has a positive impact on my work effectiveness					
MC5	Symbols or promotional slogans in the corporate environment have a motivating effect on me					
MC6	Excellent product quality is the most basic social responsibility that enterprises should have					
MC7	The overall image and design of enterprise products reflect the values or business philosophy of the enterprise					

N	Item	1	2	3	4	5
Part I Enterprise Culture						
(2) System Culture						
SYC1	In the system of your company, the responsibilities of each department are clearly defined and appropriate					
SYC2	The departmental system and organizational system of your department are compatible					
SYC3	You are working under a clear and complete management system and workflow guidance					
SYC4	Your company's system is well executed					
SYC5	Department personnel consciously abide by department rules and regulations					
(3) Spiritual Culture						
SPC1	Both internally and externally, employees have a strong sense of service					
SPC2	Your company does not show great respect for the work and personality of its employees					
SPC3	Employees prioritize team interests and value close cooperation in every aspect					
SPC4	Employees are concerned about the current and future situation of the organization's business management while completing their job responsibilities					
SPC5	The enterprise has a clear mission and future development strategy, providing guidance and guidelines for our work					
SPC6	Employees generally agree with the development goals of the organization					

N	Item	1	2	3	4	5
Part II Human Resource Management Practices						
HR1	Applicants undergo structured interviews (job-related questions, same questions asked of all applicants and rating scales) before being hired in your company.					
HR2	Qualified employees have the opportunity to be promoted to positions of greater pay and/or responsibility within the company.					
HR3	Applicants for this job take formal tests (paper and pencil or work sample) before being hired in your company.					
HR4	Employees receive formal training each year in your company.					
HR5	Employees regularly (at least once a year) receive a formal evaluation of their performance in your company.					
HR6	Pay raises for employees are based on job performance in your company.					
HR7	Employees in your company have the opportunity to earn individual bonuses (or commission) for productivity, performance or other individual performance outcomes.					
HR8	Employees in your company are involved in formal participation processes, such as quality improvement groups, problem-solving groups, roundtable discussions, or suggestion systems.					
HR9	Employees in your company have a reasonable and fair complaint process.					

APPENDICES B

Letter of Invitation to Participate in Research

ที่ อว ๐๖๔๙.๐๖/๕๖๓



คณะบริหารธุรกิจ
มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี
ตำบลคลองหก อำเภอคลองหลวง
จังหวัดปทุมธานี ๑๒๑๑๐

มท มกราคม ๒๕๖๗

เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญตรวจสอบแบบสอบถามเพื่อประกอบการทำการค้นคว้าอิสระ

เรียน ผู้ช่วยศาสตราจารย์ ดร.จิตติมา พูลเพชร

สิ่งที่ส่งมาด้วย ๑. แบบสอบถามการวิจัย จำนวน ๑ ชุด

๒. แบบฟอร์มการตรวจ จำนวน ๑ ชุด

ด้วย Ms.YAN YU นักศึกษาระดับบัณฑิตศึกษา หลักสูตรบริหารธุรกิจมหาบัณฑิต คณะบริหารธุรกิจ มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี ได้รับอนุมัติให้ทำการค้นคว้าอิสระ เรื่อง “Research on Human Resource Management Based on Corporate Culture : Evidence from Chinese New Ventures” โดยมี Assistant Professor Li, Liou-Yuan เป็นอาจารย์ที่ปรึกษาการค้นคว้าอิสระ

ในการนี้ นักศึกษามีความประสงค์ขอความอนุเคราะห์จากท่านในการตรวจสอบแบบสอบถาม เพื่อประกอบการทำการค้นคว้าอิสระเรื่องดังกล่าว เพื่อประโยชน์สูงสุดทางการศึกษาต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ด้วย จักขอบคุณอย่างยิ่ง

ขอแสดงความนับถือ

อติสร ฉายแสง

(อาจารย์อติสร ฉายแสง)

ผู้ช่วยคณบดีโครงการบัณฑิตศึกษา ปฏิบัติราชการแทน
คณบดีคณะบริหารธุรกิจ

สำนักงานโครงการปริญญาโท

โทร. ๐ ๒๕๔๔ ๔๘๓๕-๖

โทรสาร. ๐ ๒๕๔๔ ๔๘๓๖

ผู้ประสานงาน Ms.YAN YU

ที่ อว ๐๖๔๙.๐๖/ ๓๕๕



คณะบริหารธุรกิจ
มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี
ตำบลคลองหก อำเภอคลองหลวง
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มท มกราคม ๒๕๖๗

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เรียน ผู้ช่วยศาสตราจารย์ ดร.กนกพร ชัยประสิทธิ์

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ขอแสดงความนับถือ

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เรียน ผู้ช่วยศาสตราจารย์ ดร.จี๊ด ตรีศิริโชติ

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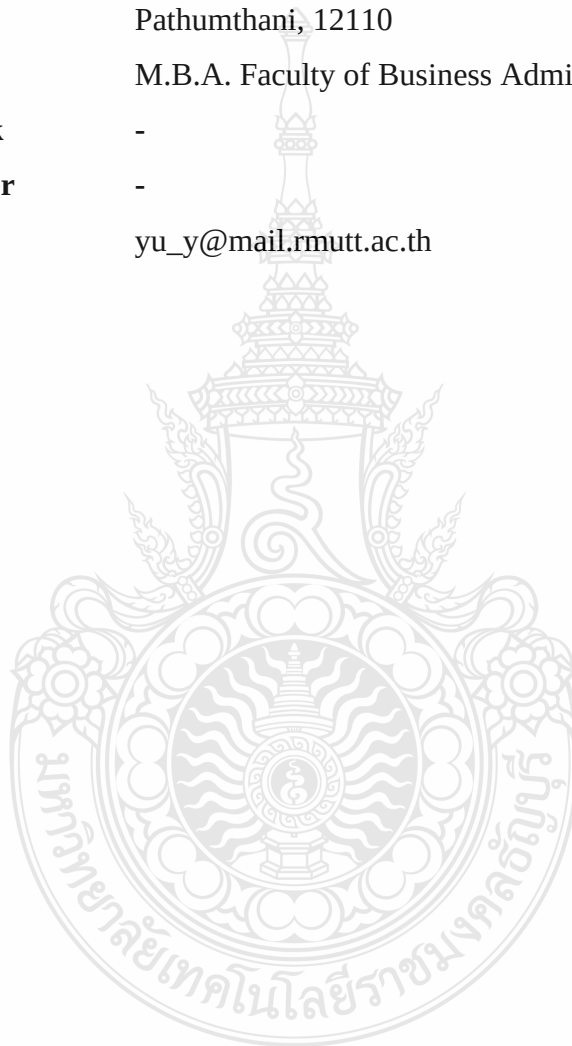
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This independent study consists of research materials conducted at Faculty of Business Administration, Rajamangala University of Technology Thanyaburi and hence the copyright owner. I hereby certify that the independent study does not contain any forms of plagiarism.

.....
(.....Ms. Yan Yu.....)



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