RESEARCH ON THE IMPACT OF CORPORATE CULTURE ON THE TURNOVER OF KNOWLEDGE EMPLOYEES - TAKING WORK HAPPINESS AS A FACTOR

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In new energy vehicle manufacturing enterprises, the proportion of knowledge-based employees is the highest because the software and hardware design belong to the high-end manufacturing scope, which requires high levels of knowledge and learning ability from employees. The majority of knowledge-based employees have completed their higher education, allowing them to immediately apply their acquired professional knowledge to their work positions. Moreover, knowledge-based employees have relatively high innovation abilities. Corporate culture serves as the foundation for a company's overall organizational atmosphere. If a knowledge-based employee psychologically underestimates their company's corporate culture, they will be dissatisfied with the current organizational atmosphere and interpersonal relationships. If they fail to effectively control and eliminate negative emotions, they may develop a tendency to resign or even engage in resignation behavior. Employee recognition of the corporate culture reduces the likelihood of knowledge-based employees resigning. The higher the cultural identity, the lower the probability of knowledge-based employees having a tendency to resign; there is a reverse effect between the two. The overlap of corporate strategies and the sense of corporate culture identity can both reduce the likelihood of knowledge-based employees leaving, but the degree of corporate culture identity has a greater effect on reducing the likelihood of turnover among knowledge-based employees. The job satisfaction of knowledge-based employees can play a mediating role between corporate culture and turnover intention, further amplifying the stimulation of corporate culture and helping companies reduce the probability of knowledge-based employee turnover intention.

Keywords: new energy vehicle manufacturing enterprises; knowledge workers; resignation intention; corporate culture; work happiness

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RESEARCH ON THE IMPACT OF CORPORATE CULTURE

Introduction

In the current era of the Internet economy, knowledge workers are an indispensable type in the operation of enterprises. However, according to existing research reports, the employee turnover rate in all walks of life in China is 10%. The cultivation has had adverse effects on the stability of enterprise organizations and their successors.

In management research, there have always been strict requirements on employee turnover rates. A high turnover rate will lead to a decrease in the organizational stability of the company. The turnover of knowledgeable employees will reduce team performance and delay plan promotion. Although the harm of knowledge workers' turnover intention is not as high as that of turnover behavior, employees who have turnover intention will reduce their own work performance and will also affect the performance of the team (Harmer, 1983; Keller, 1983).

When employees have turnover intentions, their negative emotions will affect their performance. The conductivity of negative emotions toward other employees in the organization may cause other employees in the organization to also have the intention to leave, which will seriously endanger the normal operation of the enterprise. Therefore, studying the impact mechanism of corporate culture on the turnover intention of knowledge employees can prevent the turnover intention of knowledge employees caused by corporate culture in advance and provide some reference for corporate managers.

Objective

Controlling employee turnover rates has always been the primary focus of corporate human resources management. Employee turnover behavior is influenced by their psychological tendency to leave. The combination of negative factors and the tendency to leave leads to employee resignation, particularly among knowledge-based employees. Employees are valuable resources for new energy vehicle manufacturing companies. If knowledge-based employees accumulate a large number of negative emotions, they will have a tendency to leave, which is not conducive to the organizational stability and normal operations of the company.

Therefore, in view of the research on the impact of corporate culture on knowledge employees, this article attempts to use empirical research methods to study the impact of corporate culture on the turnover intention of knowledge employees. Simultaneously, we use work happiness as an intermediary variable to delve into the relationship between corporate culture and work satisfaction.

Methodology

Research methods

Document analysis method

We collected the required 100 documents by consulting the CNKI, VIP, Rangsit University thesis database, and journals. We then summarized and sorted out existing theories and documents on corporate culture, knowledge, employees' turnover tendency, and work happiness.
Establish and improve the theoretical system on corporate culture, knowledge of employees' turnover intention, and work happiness; establish the theoretical basis and research logic of the paper; and lay the foundation for subsequent empirical research.

*Questionnaire-survey method*

After reviewing the collected literature, we conducted an analysis of the existing scales for the three variables of corporate culture, knowledge, employee turnover intention, and work happiness. We also determined which scale has a higher application rate in the latest research, taking into account the specific circumstances of the survey. Design a questionnaire on corporate culture, knowledge employees' turnover intention, and work happiness, and analyze the influencing mechanisms between corporate culture, knowledge employees' turnover intention, and work happiness through questionnaire data.

*Empirical analysis method*

We used SPSS software to test the reliability and validity of first-hand data on the turnover intention of knowledge-based employees through questionnaires, followed by AMOS software to test the structural equations and analyze the correlation and regression coefficients between variables.

*Research hypothesis*

Corporate culture can not only have an impact on management functions, but it can also help companies achieve success in human resources. Corporate culture not only aids in establishing a positive corporate image, but an effective corporate culture system can also subtly influence employee work behavior, foster cohesion among corporate employees, bolster organizational stability, and enhance employee loyalty (Horn et al., 2004).

The basic attributes of culture are guidance and cohesion. A good corporate culture can help companies guide employees' values to be consistent with corporate values. When the values of employees and the values of the company overlap to a high degree, there will be a strong relationship between the company and its employees. Employees will form strong cohesion and feel proud to work for the company (Luo & Tang, 2022).

In summary, this study hypothesizes:

H1: Corporate culture can reduce the probability of knowledge employees’ turnover intention.

Work happiness is a subjective evaluation of the emotions employees feel at work. Employees who are less happy have lower attendance and performance than ordinary employees. Employees with higher levels of happiness will have the idea not to leave the company and will stay loyal to it (Huang et al., 2022).

Using knowledge workers as an example, positive psychology research found that the compensation and organizational support aspects of work happiness have a stronger impact on preventing employees from wanting to leave their jobs. This shows that employees' work happiness has an effect on their intention to leave their jobs reverse influence (Huang et al., 2022).

In summary, this study hypothesizes:

H2: Employee happiness can reduce the probability of turnover intention among knowledge workers.
Through activities and theme days, building corporate culture can improve the overall atmosphere of the company. Team-building activities foster closer interpersonal relationships among members. Strong cohesion can create a positive organizational interpersonal atmosphere. The organizational atmosphere is also an antecedent variable for work happiness (Chouhan, 2022).

Corporate culture establishes the company's salary and organizational structure, thereby influencing the salaries and promotion channels of employees. Employees' salary and promotion channels can have an impact on their work happiness; in other words, corporate culture may have an impact on job satisfaction (Fisher, 2010; Li & Xie, 2022).

In summary, this study hypothesizes:

H3: Corporate culture can improve the job satisfaction of knowledge workers.

In research on knowledge workers, job happiness can weaken the effect of overwork on turnover intention and reduce the probability of knowledge employees’ turnover intention. Job happiness plays a complete mediating role between overwork and turnover intention (Saros et al., 2002; Jiles et al., 2022).

In a study that analyzed the turnover factors of knowledge workers from the perspective of job performance and psychological needs, performance work and satisfying employees' psychological needs are two of the ways companies can reduce employee turnover rates at the decision-making level. Satisfying employees' psychological needs can increase their happiness at work. Increased job happiness can act as a mediating variable to reduce the probability of employees’ intention to leave their job (Keller & Kokkinis, 2022).

In summary, this study hypothesizes:

H4: Work happiness can act as a mediator between corporate culture and knowledge workers’ turnover intention.

Results

Descriptive analysis

According to the respondents' gender distribution, women among knowledge workers are more sensitive to corporate culture. Although male knowledge employees also tend to leave under the influence of corporate culture, the number of them who do so is lower than that of women.

According to the respondents' gender, the majority of knowledge workers are unmarried, as high as 62%. This further indicates that their families will not impose any constraints on this segment of knowledge. If they encounter setbacks at work or the corporate culture is inconsistent with conflict, this will increase the probability of this part of employees' turnover tendency.

According to the educational distribution of the respondents, 60% have received a higher education. They have their own understanding of culture and will establish their own set of values in higher education. If the corporate culture is not compatible with their own culture, they will have turnover intentions.

Most of the employees interviewed have been working for many years. Knowledge workers can continue to specialize in a particular position and have their own persistence in a specific technical route.
This is an advantage that knowledge workers bring to the enterprise, so enterprise managers should take advantage of it. It is necessary to make good use of corporate culture to help stabilize the group of knowledge workers.

Based on the nature of the respondent's company, it is evident that knowledge workers are present in all industries. Therefore, regardless of the type of company, it is crucial to prioritize their training, enhance their job satisfaction, and minimize employee turnover. Probability of tendency.

**Correlation analysis**

Through correlation analysis, we can understand whether there is a relationship between various variables. The correlation and significance of each variable can help determine whether the hypothesis is true. Correlation analysis This article uses SPSS software for analysis. The analysis results are presented in Tab.1.

Table 1 - Correlation analysis table
(made by the author)

<table>
<thead>
<tr>
<th>variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>turnover intention</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>company culture</td>
<td>0.549*</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>happiness at work</td>
<td>0.549*</td>
<td>0.617*</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Strategy Coincidence</td>
<td>0.475*</td>
<td>0.893*</td>
<td>0.534*</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sense of identity</td>
<td>0.498*</td>
<td>0.559*</td>
<td>0.559*</td>
<td>0.556*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>happiness at work</td>
<td>0.549</td>
<td>0.617*</td>
<td>1.000*</td>
<td>0.534*</td>
<td>0.559*</td>
<td>1</td>
</tr>
</tbody>
</table>

** indicates a significant correlation at the 0.01 level

Tab. 1 reveals a correlation coefficient of 0.549 between corporate culture and turnover behavior, indicating a significant correlation at the 0.01 level. This can prove that there is a strong relationship between the two variables of corporate culture and turnover behavior. The correlation coefficient between job happiness and turnover intention is 0.549, demonstrating a significant correlation at the 0.01 level between the two variables of turnover behavior and job happiness.

The correlation coefficient between corporate culture and work happiness is 0.617, and the two variables are significant at the 0.01 level, proving that there is a certain influence between corporate culture and work happiness.

In summary, correlation analysis essentially establishes the hypotheses H1, H2, and H3 of this article. Regression analysis of each variable is required to further determine the establishment of all the hypotheses.

**Regression analysis**

1) Regression analysis of corporate culture and work happiness on turnover intention

Construct a regression analysis model with gender, age, marital status, education, working years, and company nature as constant variables, the independent variables as corporate culture and work happiness, and the dependent variable as turnover intention.
Table 2 - Regression analysis table of corporate culture and work happiness  
(made by the author)

<table>
<thead>
<tr>
<th></th>
<th>non-standard beta</th>
<th>standard error</th>
<th>Standard beta</th>
<th>T</th>
<th>Significance (P)</th>
<th>collinearity (VIF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(constant)</td>
<td>0.964</td>
<td>0.250</td>
<td></td>
<td>3.852</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>gender</td>
<td>-0.035</td>
<td>0.047</td>
<td>-0.033</td>
<td>-0.747</td>
<td>0.455</td>
<td>1.007</td>
</tr>
<tr>
<td>marriage</td>
<td>-0.073</td>
<td>0.053</td>
<td>-0.068</td>
<td>-1.379</td>
<td>0.169</td>
<td>1.252</td>
</tr>
<tr>
<td>age</td>
<td>0.016</td>
<td>0.038</td>
<td>0.021</td>
<td>0.435</td>
<td>0.664</td>
<td>1.196</td>
</tr>
<tr>
<td>Educational qualifications</td>
<td>0.039</td>
<td>0.024</td>
<td>0.091</td>
<td>1.659</td>
<td>0.098</td>
<td>1.548</td>
</tr>
<tr>
<td>Working years</td>
<td>0.038</td>
<td>0.024</td>
<td>0.084</td>
<td>1.553</td>
<td>0.121</td>
<td>1.518</td>
</tr>
<tr>
<td>Nature of business</td>
<td>0.022</td>
<td>0.020</td>
<td>0.048</td>
<td>1.069</td>
<td>0.286</td>
<td>1.024</td>
</tr>
<tr>
<td>company culture</td>
<td>0.317</td>
<td>0.052</td>
<td>0.346</td>
<td>6.150</td>
<td>0.000</td>
<td>1.639</td>
</tr>
<tr>
<td>happiness at work</td>
<td>0.308</td>
<td>0.053</td>
<td>0.325</td>
<td>5.753</td>
<td>0.000</td>
<td>1.652</td>
</tr>
</tbody>
</table>

R²: 0.388  
adjustedR²: 0.373  
F: 25.142  
P: 0.000**

Dependent variable: turnover intention

Tab. 2 reveals a significant adjusted R² of 0.373 for the constructed model. At the 0.001 level, the independent variables corporate culture and work happiness, as well as the dependent variable turnover behavior, are significant. The adjusted R² value of the model confirms its significance. The standard beta values of corporate culture and work happiness explain 37.3% of the change in turnover intention, and both P values are 0.000, confirming the establishment of the hypotheses H1 and H2 in this article.

2) Regression analysis of corporate culture and work happiness

Construct a regression analysis model with gender, age, marital status, education, working years, and company nature as constant variables, the independent variable as corporate culture, and the dependent variable as work happiness.

Tab. 3 reveals that the regression model on work happiness in this article has an adjusted R² value of 0.381, indicating a significant relationship at the 0.001 level. That is, in this model, the model can explain 38.1% of the changes in work happiness, proving that corporate culture can positively affect work happiness. This article, in summary, proposes the establishment of H3.

Test of the mediating effect

Tab. 4 shows that the 95% confidence interval for the path from corporate culture to turnover intention has a minimum value of 0.214 and a maximum value of 0.412. The interval does not include 0; therefore, corporate culture has a direct impact on turnover intention. Corporate culture, work happiness, and turnover intention are the mediating factors.
The minimum value of the 95% confidence interval is 0.124, and the maximum value is 0.278. The confidence interval does not include 0, demonstrating that work happiness can act as a complete mediator between the two. This article presupposes the establishment of H4.

Table 3 - The regression coefficient table for corporate culture and work happiness
(made by the author)

<table>
<thead>
<tr>
<th>(constant)</th>
<th>non-standard beta</th>
<th>standard error</th>
<th>Standard beta</th>
<th>T</th>
<th>Significance (P)</th>
<th>collinearity (VIF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>gender</td>
<td>-0.028</td>
<td>0.049</td>
<td>-0.025</td>
<td>-0.569</td>
<td>0.570</td>
<td>1.006</td>
</tr>
<tr>
<td>marriage</td>
<td>-0.068</td>
<td>0.055</td>
<td>-0.060</td>
<td>-1.235</td>
<td>0.218</td>
<td>1.246</td>
</tr>
<tr>
<td>age</td>
<td>0.042</td>
<td>0.039</td>
<td>0.051</td>
<td>1.079</td>
<td>0.281</td>
<td>1.192</td>
</tr>
<tr>
<td>Educational qualifications</td>
<td>0.020</td>
<td>0.025</td>
<td>0.044</td>
<td>0.819</td>
<td>0.413</td>
<td>1.544</td>
</tr>
<tr>
<td>Working years</td>
<td>0.060</td>
<td>0.025</td>
<td>0.128</td>
<td>2.395</td>
<td>0.017</td>
<td>1.492</td>
</tr>
<tr>
<td>Nature of business</td>
<td>0.005</td>
<td>0.021</td>
<td>0.011</td>
<td>0.254</td>
<td>0.800</td>
<td>1.024</td>
</tr>
<tr>
<td>company culture</td>
<td>0.599</td>
<td>0.42</td>
<td>0.618</td>
<td>14.109</td>
<td>0.000</td>
<td>1.008</td>
</tr>
</tbody>
</table>

R² 0.395
adjustedR² 0.381
F 29.623
P 0.000**
Dependent variable: happiness at work

Table 4 - The mediation test
(made by the author)

<table>
<thead>
<tr>
<th>path</th>
<th>95% confidence interval lowest value</th>
<th>95% confidence interval maximum value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Culture-Turnover Tendency</td>
<td>0.214</td>
<td>0.412</td>
</tr>
<tr>
<td>Corporate Culture-Work Happiness-Turnover Intention</td>
<td>0.124</td>
<td>0.278</td>
</tr>
</tbody>
</table>

Conclusion

The degree of overlap between corporate strategies can have an impact on the turnover intention of knowledge employees. When the degree of overlap between corporate strategy and the personal development of knowledge employees is higher, the probability of knowledge employees having turnover intentions is lower.
Corporate cultural identity can also influence knowledge employees' turnover intentions. Employee recognition of the corporate culture lowers the probability of knowledge employees' intention to leave. The higher the cultural identity, the lower the probability of knowledge employees' turnover intention.

There is a reverse effect between them. While both corporate strategy overlap and corporate cultural identity have the potential to reduce the number of knowledge workers, corporate cultural identity is more effective in reducing the likelihood of turnover among knowledge employees.

The degree of overlap between corporate strategies can improve the work happiness of knowledge employees. The higher the degree of overlap between the development of knowledge employees and corporate strategies, the higher the work happiness of knowledge employees. Corporate cultural identity can also have an impact on the work happiness of knowledge-based employees. The higher the knowledge employees' sense of corporate cultural identity, the higher the work happiness of knowledge employees.

Corporate cultural identity has a greater effect on improving the work happiness of knowledge employees than the degree of corporate strategic overlap, and knowledge employees are more sensitive to corporate culture.

Improving the job happiness of knowledge employees can reduce the probability of knowledge employees' turnover intentions. The degree of corporate strategic overlap and corporate cultural identity can reduce the turnover intention of knowledge employees by improving their job happiness.

References:


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