

The Impact of Human Resource Management and Standardized Management, Enterprise Culture Toward Organizational Effectiveness in The Vehicle Industry of China

Yueyang Li¹

Received: April 25, 2024. Revised: December 15, 2024. Accepted: December 29, 2024

Abstract

The purpose of this study was to explore the impact of (independent variables) human resource management, enterprise culture, and standardized management on (dependent variable) organizational effectiveness towards the vehicle industry of China. This research was quantitative research. The survey of this research was observed on the employees who are working in an automotive and equipment manufacturing company in Jinan, Shandong province, China. The 400 respondents participated in this study. Data were collected by using a the questionnaire on the Google form to allow respondents to fill in their responses by accessing the questionnaire link through their electronic device. The achieved data were analyzed by using descriptive and inferential statistics.

For this purpose, this study evaluated the impact of HRM, enterprise culture, and standardized management on organizational effectiveness in the vehicle industry in China. The demographic data showed that most workers in the vehicle industry of China are male, between the ages of 31 – 40 years, and make less than and equal to 3000 RMB. The study evaluated the data using descriptive and regression analysis statistical methods. The study's findings highlighted the significant

¹ Pathumthani University. Email: 625262344@qq.com

influence of HRM, enterprise culture, and standardized management on organizational effectiveness. However, a few independent variables are insignificant to organizational effectiveness, including recruitment and selection, salary system, adaptability, and staffing and selection systems in China's vehicle industry. As a result, the firm's management must concentrate on the personnel and selection method, wage structure, and flexibility. Managers of the vehicle industry of China must update Organizational policies and systems about training, development, and compensation.

Keywords: Human Resource Management, Standardized Management, Enterprise Culture, Organizational Effectiveness, Vehicle Industry.

Introduction

Entrepreneurs were frequently considered national resources for developing, motivating, and compensating for the best possible outcome. Successful entrepreneurs could change the standard of living in which they lived and worked. From the success of careers and advancements might improve the ways of their livings, and consequently made riches with innovative endeavors, they likewise made employments and added to a developing economy. Entrepreneurship was thus necessary for many reasons from lifting the changes of society to escalate the innovation (Seth, 2019).

The key driver behind standardised management is to ensure fairness of the organizational practice in order to eliminate cultural-related impacts on the management. Human resource management (HRM) is required to develop organizational practices considering the institutional level factors such as legal system, employment laws and workplace regulations, as well as cultural level factors such as the values and beliefs of employees. HR of the organization focuses on developing organizational practice in a way to encourage a higher level of motivation among the workforce and satisfaction to achieve the strategic objectives (Adeniyi et al., 2017). HR practice mainly includes recruitment and selection,

performance management, training and development, compensation planning and maintaining industrial relations in the organizational practice from James and Baruti (2021).

The human resource management practice of international business organizations is required to develop effective management approaches to ensure higher productivity and performance in the workplace (Lunnan & Traavik, 2009). Thus, there is a major role of HRM in order to develop standardised management in the organization.

HRM faces significant challenges in developing organizational practices to encourage employee motivation in a multicultural workforce. The development of the organizational culture and practice becomes crucial to ensure a higher level of employee satisfaction and motivation. However, a highly diverse workforce poses challenges to developing a strategy that encourages fairness and values individual beliefs and values (James & Baruti, 2021).

The factors such as globalization and consistent advances in information and communication technologies have changed the perspective of the HRM towards the employees. The employees, who have been considered as a cost component in previous practices, have become the most valuable asset of the organizations, and every employee started to be considered as a talent creating value for the organization. The idea of using the employees as a source has been replaced by the management of talents (Dogan and Demirel, 2008: 146). HRM mainly focuses on two fundamental objectives. These are the employee productivity and satisfaction and the organizational productivity (Erkoç, 2000).

The culture, in which the organization and human resources are located, affects the structure and practices of the HRM. On the other hand, although there are structural differences, there are also any shared principles. Some of them can be listed as competence, career, equality, safety and objectivity (Drucker, 2000: 38). Principle of safety means the trust of employee towards the organization. This principle ensures the

employee to feel that his/her rights in cases of firing or promoting are under protection and he/she could remain his/her position (Muter, 2000).

In addition China's automotive industry, the statistic denoting over five million employment opportunities created in 2019 is not just a figure, but paints a narrative of the scale and span of the industry. It's akin to a microcosm reflecting China's economic prowess and manufacturing dominance on the global stage. (ZipDo, 2023)

HRM faces challenges in deciding between localization and standardised management practice because the diverse cultural practice and institutional environment of the host country require effective decision to either follow the parent company's HRM practice or modify it in order to meet the expectations of employees. It is crucial to evaluate the impact of HRM on the effectiveness of the organization and the role of organizational culture in the effectiveness of the organization.

Research Objectives

1. To study the impact of human resource management on organizational effectiveness in the vehicle industry of China.
2. To study the impact of enterprise culture on organizational effectiveness in the vehicle industry of China.
3. To study the impact of standardized management on organizational effectiveness in the vehicle industry of China.

Hypothesis

H1 : Human resource management affect organizational effectiveness.

H2: Enterprise culture affect organizational effectiveness.

H3: Standardized management affect organizational

Theory and Concept

1. Theory and concept of organizational effectiveness

According to Tahsildari and Shahnaei (2015), the term "organizational effectiveness" is more general and refers to a variety of

components used to gauge an organization's success. organizational effectiveness has thus been identified as a component of organizational performance. Organizational effectiveness is defined as an organization's ultimate capacity to regularly fulfil its operational and strategic objectives. According to Reetu et al. (2019), organizational effectiveness is an organization's capacity to achieve its objectives over an extended period of time. It is widely accepted that an organization's effectiveness may be measured by how well it accomplishes its objectives. The fact that devoted employees feel good emotions is likely to impact employee involvement in the workplace. Cameron et al. (2011) argued that Organizational practice plays a vital role in influencing Organizational effectiveness. The development of a positive practices instrument reveals that these behaviors do, in fact, predict Organizational performance.

More importantly, an increase in beneficial behaviors indicates an increase in certain efficacy indicators over time. Employees will experience a feeling of pride in the business and like doing their work when there is an atmosphere of love, care, compassion, and empathy, which will immediately contribute to the success of the organization. The findings of our study showed that, together with job satisfaction and a healthy work environment, employee dedication was a prerequisite for enhancing an organization's effectiveness (Reetu et al., 2019). Thus, Organizational effectiveness is linked with enterprise culture that allows the organization to achieve its objectives.

2. Theory and concept of human resource management of the organization

Human resource management (HRM) is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them. As a field, HRM has undergone many changes over the last twenty years, giving it an even more important role in today's organizations. In the past, HRM meant processing payroll, sending birthday gifts to employees, arranging company outings, and making sure forms were filled out correctly—in other words, more of an administrative role rather than a strategic role

crucial to the success of the organization. Jack Welch, former CEO of General Electric and management guru, sums up the new role of HRM: “Get out of the parties and birthdays and enrollment forms.... Remember, HR is important in good times, HR is defined in hard times” (Frasch, et. al., 2010).

According to Schuler and E. Jackson (2014), HRM is an effective tool for shaping the behavior of the employees in the organization. Role behaviors outline what is expected of workers who collaborate with others in a social setting of the organization and are an effective tool in developing an effective enterprise culture that encourages improved organizational behavior such as employee involvement, willingness to learn, and knowledge sharing in the organization.

In the current global work environment, most companies focus on lowering employee turnover and retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a new employee not being able to replace the position of the previous employee adequately. HR departments strive to offer benefits that appeal to workers, thus reducing the risk of losing employee commitment and psychological ownership. Therefore, human resource management is important to make organizational management effective and successful.

3. Theory and concept of enterprise culture

The enterprise culture may be thought of as the standards and beliefs that govern how employees interact with one another and other stakeholders. Enterprise culture or organizational culture Schein, E. (1990) a leading researcher in this field, defined "organizational culture" as comprising a number of features, including a shared "pattern of basic assumptions" which group members have acquired over time as they learn to successfully cope with internal and external organizationally relevant problems

Enterprise culture refers to common views and values that should be emulated by all members of the organization. (Olalekan et al., 2020). According to Yuan and Chen (2022), corporate culture is a cultural

phenomenon that develops through the administration and operation of businesses. Employee ideals, moral principles, and behavioural patterns all come together to form corporate culture, which is a complete representation of the employees' general work habits. The basic beliefs of business owners are also embodied in corporate culture, which is formed through the influence of cultural variables on internal workers' work attitudes, ideas, behaviours, and other characteristics to create a holistic cultural environment over time.

The organizational culture influences the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge. According to Ravasi and Schultz (2006) and Allaire and Firsirotu (1984), organizational culture represents the collective values, beliefs and principles of organizational members. Thus, maintaining effective enterprise culture is important to achieve the goals of the organization.

4. Theory and concept of standardised management in the HRM

Lunnan and Elizabeth Mercer Traavik (2009) highlighted that multinational firms must work to be consistent in their methods of managing people on a global scale in order to create, preserve, and grow their corporate identities. A global firm might gain a competitive advantage by implementing HRM procedures across all of its subsidiaries. James and Baruti (2021), standardisation of HRM practises refers to centralising decision-making about HRM practises at affiliates at MNCs' headquarters and carrying them out in the same manner as carried out in their home nations. In order to attain similar standards of HRM administration between the corporate headquarters (H.Q.) and the business affiliates across the world, MNCs are thought of as integrating HRM globally. It may be put into reality by having subsidiaries operating in the host nations export comparable HRM practices from corporate headquarters. A variety of methods that improve abilities may be included in HRM, including training, development, and hiring and selection (staffing). They may also include

procedures that improve motivation, such as salary policies, job stability, and employee recognition. Boon et al. (2019), standardised human resource management is important in building an effective Organizational system. Lack of clarity of the Organizational system can impact employee performance. H.R. practices and system be clear to the employees in order to ensure that employee performance, commitment and performance is achieved.

Overall, the literature highlights that human resource management, Organizational effectiveness, enterprise culture and standardised management has a significant influence on the employee's performance and commitment. However, there is a lack of clarity in understanding the interlink between these factors. Therefore, in order to further investigate the association of the HRM, enterprise culture and standardised management on organizational effectiveness, this research performs primary research by evaluating the perspective of employees working in the vehicle industry in China.

Conceptual Framework

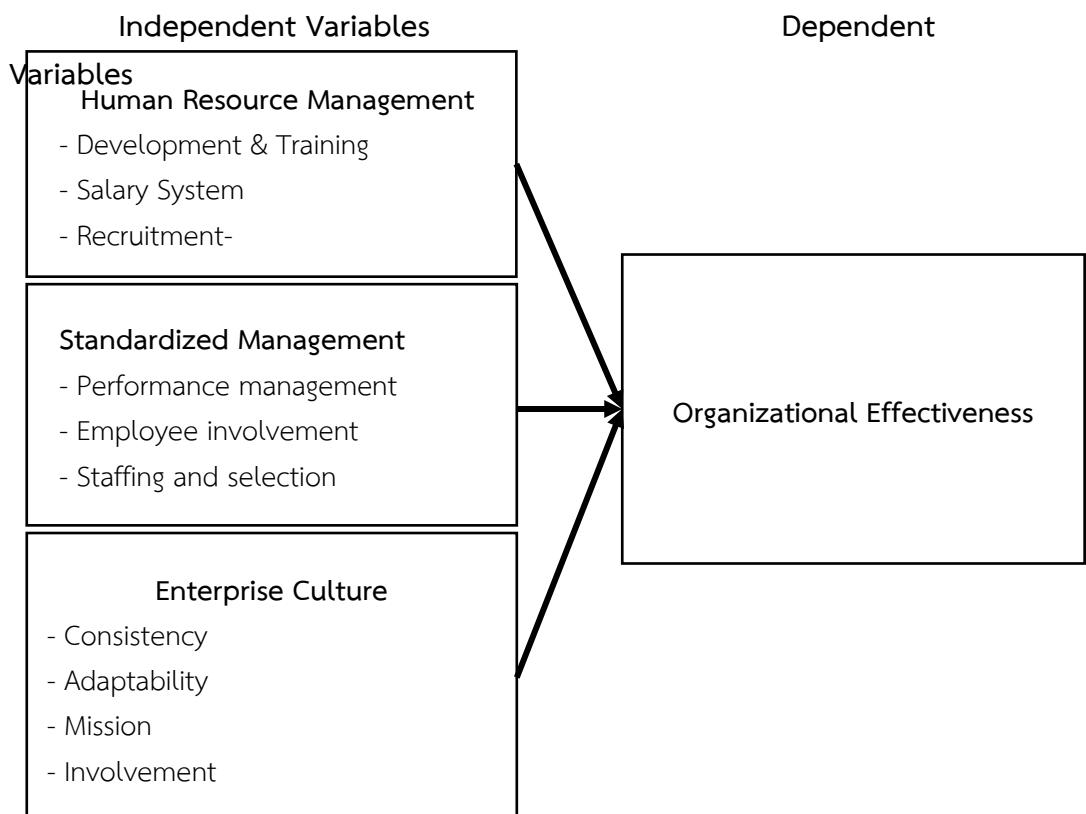


Figure 1 Research Framework

Research Methodology

1. Population and sample

The population of this study is the employees who are working in automotive and equipment manufacturing company in Jinan, Shandong province, China. Among them, the sample scope selected from the top company in the industry is Shandong Heavy Industry Group. Data was reported at 140,000 employees. (<https://english.jinan.gov.cn/>)

The total population in Shandong Heavy Industry Group was 140,000 employees and this research adopts convenient method which is non-probability as sampling method. The sample size was 400 based on Yamane's (1973) formula with a confidence level of 95% and the margin of error of ± 5 for the purpose of this study.

2. Research instruments

This study, the researchers developed the questionnaire to be two parts. Part one is general information and demographic data. Part two is Measuring Variables, which researcher applied 5 Likert scale for the question which is 1=strongly disagree, 2=disagree, 3=moderate, 4=agree, and 5=strongly agree. The research will use 5-point Likert scale.

The statistics used will be 2 types: 1) Descriptive statistics, which is composed of frequency, percentage, mean, and standard deviation. 2) Inferential statistics, which is composed of the Multiple Regression Analysis Test.

Methods of data analysis

The following calculation formula will be used to measure the agreement level of Human Resource Management (HRM), Standardized Management, and Enterprise Culture becomes increasingly crucial in shaping organizational effectiveness.

4.21 - 5.00	strongly agree
3.41 - 4.20	agree
2.61 - 3.40	moderate
1.81 - 2.60	disagree
1.00 - 1.80	strongly disagree

Content Validity

Every questions exist on questionnaires are from conceptual framework. The researcher submitted this questionnaire to an independent study advisor and five qualified experts who have experience in related field in order to ensure content validity. To prove the consistency of questions, the researcher uses Index of Item Objective Congruence (IOC) method to calculate the consistency between questions and objective. After receiving assessment result, the questions have been chosen and adapt to make sure that each question has the consistency index value more than 0.5.

Reliability Assessment

A reliability analysis is a set of test scores that relates to the amount of random error from the measurement process that might be fixed in the scores. Highly Scores are reliable and accurate. The reliability coefficients are commonly used to specify the amount of error in the scores, with values ranging between 0.00 (much error) and 1.00 (no error).

According to Olorunniwo et al. (2006) the acceptable value of alpha should be about 0.70. The overall Cronbach's alpha coefficient value from this questionnaire is all higher than the value of 0.70; therefore, the quality and accuracy of questionnaire is high in reliability level and the desirability level is excellent (Cronbach, 1951; Olorunniwo et al., 2006).

For the analysis of the confidence value of the questionnaire by analyzing Cronbach's alpha coefficient, the results of the data analysis found that Human Resource Management was 0.802, Standardized Management was 0.830, Enterprise Culture was 0.798 and Organizational Effectiveness was 0.829

DATA ANALYSIS

Analysis of demographic data

The findings of the analysis are 57.75% of male and 42.25% of female respondents. 40.50% of participants belong to the 31 – 40 age group, while 20.75% belong to 21-30 age group and 13.75% of participants belong to the More than 50 years group. 34.00% of participants belong to the 4 - 6 years group, while 31.50% belong to 1 - 3 years group and 26.00% of participants belong to the 7 - 9 years group. 39.25% of participants belong to the Bachelor's Degree group, while 35.50% belong to Master' Degree and 25.00% of participants belong to High School / vocational group and only 0.25% are doctor. Work experience level of the participants are 34.00% of participants belong to the 4-6 years group, while 31.50% belong to 1-3 years group, 26.00% belong to 7-9 years group and 8.50% of participants belong to the up to 10 years group. The salary level is also low in the majority of the participants where 36.75% of participants belong to Less than and equal to 3000 RMB, 27.50% of participants mentioned that their salary level is between 3000~3500 RMB and only 1.5% have a salary of more than 5500 RMB.

Summary of hypothesis testing

1. Relationship between human resource management and Organizational effectiveness

Multiple regression analysis is used to evaluate the relationship between human resources management and Organizational effectiveness in terms of development and training, salary system, and recruitment and selection.

Table 1 : Analysis of human resource management and Organizational effectiveness

Human Resource management	b	Beta	t	Sig.	Interpretation
Development and training	.020	.015	.174	.862	Not supported

Salary system	.221	.170	1.613	.108	Not supported
Recruitment and Selection	.441	.338	3.505	.001	Supported

Adjusted R Square=.247, F= 20.621, *P ≤ 0.05

According to Table 1 shows the impact of human resource management on Organizational effectiveness at a level of significance of 0.05. The result of the adjusted R square is .247. The findings support hypothesis which proposed that human resource management influences organizational effectiveness mainly through recruitment and selection (Beta=.338, Sig=.001≤0.05). However, the development and training system and salary system indicate an insignificant association of human resource factors with organizational effectiveness because the level of significance is greater than 0.05. Thus, only recruitment and selection of the HRM is influencing the organizational effectiveness positively while the salary system and training and development are ineffective.

2. Relationship between enterprise culture and Organizational effectiveness

Multiple regression analysis is used to evaluate the relationship between enterprise culture and Organizational effectiveness in terms of consistency and adaptability and mission and involvement.

Table 2: Analysis of enterprise culture and Organizational effectiveness

Enterprise Culture	b	Beta	t	Sig.	Interpretation
consistency	.326	.252	3.035	.003	Supported
adaptability	- .067	-.052	-.645	.520	Not supported
mission	.568	.439	4.339	.000	Supported
involvement	.256	.198	2.133	.034	Supported

Adjusted R Square=.622, F= 880.719, *P ≤ 0.05

Table 2 shows the impact of enterprise culture on Organizational effectiveness at a level of significance of 0.05. The result of the adjusted R square is .622. The findings support hypothesis which proposed that enterprise culture influences organizational effectiveness mainly through

consistency (Beta=.252, Sig=.003≤0.05), mission (Beta=.439, Sig=.000≤0.05), and involvement (Beta=.198, Sig=.034≤0.05). However, the adaptability in the organization indicates an insignificant association of enterprise culture with organizational effectiveness because the level of significance is greater than 0.05. Thus, the enterprise culture of the organization is influencing the organizational effectiveness positively while the consistency, mission, and involvement except for the mission of the organization.

3. Relationship between standardised management and Organizational effectiveness

Multiple regression analysis is used to evaluate the relationship between standardised management and Organizational effectiveness in terms of employee involvement and Performance management and staffing and selection.

Table 3: Analysis of standardised management and Organizational effectiveness

Standardised Management	b	Beta	t	Sig.	Interpretation
employee involvement	.204	.152	2.047	.042	Supported
performance management	.883	.660	10.073	.000	Supported
staffing and selection	.045	.034	.442	.659	Not supported

Adjusted R Square=.638, F= 1117.891, *P ≤ 0.05

Table 3 shows the impact of standardised management on organizational effectiveness at a level of significance of 0.05. The result of the adjusted R square is .638. The findings support hypothesis which proposed that standardised management influences organizational effectiveness mainly through employee involvement (Beta=.152, Sig=.042≤0.05) and performance management (Beta=.660, Sig=.000≤0.05). However, the staffing and selection in the organization indicate an insignificant association of standardised management with organizational effectiveness because the level of significance is greater than 0.05. Thus, the standardised management of the organization is influencing the

organizational effectiveness positively with employee involvement and performance management except for the staffing and selection.

4. Relationship between HRM, enterprise culture, standardised management, and organizational effectiveness

This part analysis the relationship between the independent variables which are HRM, enterprise culture, standardised management and the dependent variable and organizational effectiveness. In this part, multiple linear regression was used for analysing for such relationships. The findings were presented as below:

Table 4: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	176.352	3	58.784	168.073	.000
Residual	69.251	198	0.35		
Total	245.602	201			

a Dependent Variable: organizational effectiveness

b Predictors: human resource management, enterprise culture, standardised management

According to Table 4 show the ANOVA test, F value equal to 176.352 and P value is 0.000 which is less than ($P < 0.05$). Therefore, the independent variables and dependent variable are statistically associated.

Table 5: Correlation coefficient

	organizationa l effectiveness	human resource managemen t	standardised managemen t	enterpris e culture

organizational effectiveness	1	0.611	0.713	0.841
human resource management	0.611*	1	0.733	0.629
standardised management	0.713	0.773	1	0.798
enterprise culture	0.841*	0.629	0.798	1

*significant at the level 0.05

Table 5 demonstrates the correlation coefficient between organizational effectiveness, human resource management standardised management and enterprise culture. Correlation between organizational effectiveness and human resource management $r= 0.611$; $P<0.05$. This implies that significant and positive moderate correlation between organizational effectiveness and human resource management. The correlation between organizational effectiveness and enterprise culture $r=0.841$, $P<0.05$. organizational effectiveness and enterprise culture is significant moderate positive relationship.

Table 6: Coefficient table

	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.132	0.134		0.0984	0.327
human resource management	0.139	0.065	0.128	2.142*	0.033
standardised management	0.0022	0.082	0.021	0.269	0.788
enterprise culture	0.785	0.066	0.744	11.866*	0.000

*0.05 significant level

Table 6 of Coefficient table displays about the relationship between independent and dependent variables. The first hypothesis factor of organizational effectiveness and human resource management, it is also found that the value of coefficient B between independent variable (human resource management) and the dependent variable (organizational effectiveness) is 0.139 and significant level is 0.033 at the 0.05 significant level. It means that an increase in human resource management by one unit will rise the organizational effectiveness by .139 units.

The second hypothesis the factor of organizational effectiveness and standardised management, it is found that the value of coefficient B between independent variable (standardised management) and the dependent variable (organizational effectiveness) is .022 and significant level is 0.788 not at the 0.05 significant level.

Lastly, the hypothesis factor of organizational effectiveness and enterprise culture, it is found that the value of coefficient B between independent variable (enterprise culture) and the dependent variable (organizational effectiveness) is 0.785 and significant level is 0.000 at the 0.05 significant level.

organisational effectiveness = 0.132 + .139 human resource management + .022 standardised management + .785 enterprise culture
 To sum up, analysing the organizational effectiveness on the relationship between the human resource management standardised management and enterprise culture, among them, human resource management and enterprise culture is the most influence factor among other three variables.

The above analysis indicates that overall model which include enterprise culture, human resource management and standardized management is significant and influence the organizational effectiveness.

Results of the Hypothesis testing

Table 7: Summary of the Hypothesis Testin

Hypothesis	Result
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H1: Human resource management affect organizational effectiveness.	Supported
H2: Enterprise culture affect organizational effectiveness.	Supported
H3: Standardized management affect organizational	Supported

Table 7 showed that all hypothesis 1, 2 and 3 were supported but not all factors of human resource management, enterprise culture and standardised management influence Organizational effectiveness.

Discussion and recommendations for managerial implications

The results of the study highlighted the relationship between human resource management, enterprise culture and standardized management influence on organizational effectiveness.

According to hypothesis test 1, It is evident that human resources play a crucial role in shaping organizational effectiveness. Elements of human resource management, like recruitment and selection, contribute significantly to enhancing organizational effectiveness. corresponds to Katou (2008), highlighted that human resource management of the organization ensures enhancing the employability skills of the workforce by implementing effective training and development programs. With effective HRM organization can improve the performance of the employees which also encourage a higher level of employee commitment. and corresponds to O et al. (2017), argued that Organizational effectiveness heavily relies on the effectiveness of human resource management because HRM ensures effective interaction among employees at work with the goal of balancing fairness and efficiency. Thus, the recruitment and selection of the organization are considered fair compared with the salary system and development and training program.

According to hypothesis test 2, The culture within an enterprise profoundly impacts its effectiveness. Elements of organizational culture, including coherence, alignment with the organization's mission, and active engagement of employees, contribute to enhanced organizational effectiveness. According to Yuan and Chen (2022), corporate culture is a

cultural phenomenon that develops through the administration and operation of businesses. Employee ideals, moral principles, and behavioural patterns all come together to form corporate culture, which is a complete representation of the employees' general work habits. Same with Stephen & Stephen. (2016) An organization must pay careful attention to its enterprise culture as well as many other factors that affect employee performance and job satisfaction if it wants to accomplish its goals efficiently and effectively.

According to hypothesis test 3, Standardized management practices play a crucial role in shaping organizational effectiveness. When implemented effectively, standardized management procedures streamline operations, enhance coordination, and promote consistency across different functions within the organization. By establishing clear guidelines, protocols, and performance metrics, standardized management fosters efficiency, reduces errors, and facilitates better decision-making processes. Moreover, it ensures that tasks are executed consistently, leading to improved quality, increased productivity, and ultimately, better outcomes for the organization as a whole. According to James and Baruti (2021) defined that standardised management of the human resource practice is based on the centralised decision-making of the multinational organization which is carried out in the offices of the home nations. Factors of standardized management such as employee involvement and performance management lead towards improved organizational effectiveness. Due to the effective standardized management system, the furniture manufacturing group process and policies are effective to influence the employee's involvement. The performance management system is considered ethical with a higher level of clarity which allows employees to improve their performance which eventually influences the Organizational effectiveness positively (Boon et al., 2019).

Recommendation for future research

This research has several limitation. This study focus only on the employee from the vehicle industry of China. Secondly, this research does not survey the whole employees from vehicle industry. The participation of employees in this research is 400 employees.

Employees are pivotal factors in increasing and enhancing organizational effectiveness. The findings of this study indicate that organizational culture, human resource management, and standardized management practices are the main variables influencing organizational effectiveness in the furniture manufacturing sector. To enhance organizational effectiveness, it is advisable for the organization to utilize these findings as a guide for managing personnel within the company appropriately.

Employees' perceptions at the workplace are complex and differ from person to person or organization to organization. It is advised to examine the quality perspective once again in a subsequent study. In order to gather further findings and use them for research in the future, additional independent variables, such as family or economic characteristics, should be added along with the internal and external factors that influence on Organizational effectiveness.

Development and training, staffing and selection, adaptability, and salary systems are independent variables not supported by the hypothesis. Thus, it may be necessary to revise the question to incorporate a section that is more inclusive of employee opinions. Furthermore, there is a need to gather large amounts of data to understand the effectiveness of the organizational system in improving employee performance as well as the overall organization. Additional factors can be studied in future research to understand their influence on improving organizational effectiveness.

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