

Organizational Culture, Motivation, and Human resource Managements Influence on Personnel Performance in Vocational Institution

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Abstract

This research aimed 1. Study the level of importance of organizational culture, work motivation, and human resource management on personnel performance. 2. Examine the influence of organizational culture, work motivation, and human resource management practices on personnel performance in vocational institutions in Shantou city, Guangdong Province, China. The study utilized a sample of 400 individuals from a population of 1,384 personnel across three vocational institutions in Shantou City. Data were collected using a 5-point Likert-type questionnaire and analyzed using Structural Equation Modeling (SEM). The findings revealed that this model demonstrated a good fit with the empirical data ($\chi^2=95.017$, $df=60$, $\chi^2/df=1.584$, $GFI=0.971$, $NFI=0.989$, $TLI=0.989$, $CFI=.996$, $RMR=.005$, $RMSEA=.040$). Hypothesis testing indicated that work motivation had a significant positive influence on organizational culture ($p=.000$). Human resource management significantly positively influenced organizational culture ($p=.002$) and personnel performance ($p=.000$). Organizational culture also had a significant positive influence on personnel performance ($p=.003$). However, work motivation did not show a significant direct influence on personnel performance ($p=.294$). The results underscore the critical role of human resource management and organizational culture in driving personnel performance in vocational education institutions. The findings indicate that motivated staff and

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sound human resource practices help build a strong, positive organizational culture. While motivation alone does not directly boost performance, it contributes to a supportive culture that does. Effective human resource management directly lifts performance and strengthens culture. A healthy organizational culture in turn fosters an environment where staff work well together and perform more effectively. Overall, building a positive culture and investing in good human resource management are key to improving personnel performance.

Keywords: Organizational Culture, Work Motivation, Human Resource Management, Personnel Performance, Vocational Institution

Introduction

Vocational institutions play a pivotal role in the educational landscape, serving as crucial providers of skilled labor and contributing significantly to regional economic development (Li & Zhang, 2021). In cities like Shantou, Guangdong Province, China, these institutions are instrumental in cultivating human capital essential for various industries (Wang, L. 2023). Ensuring high personnel performance within these vocational institutions is therefore critical for their effectiveness and for meeting the evolving demands of the job market (Thanasilangkun, C., 2015).

The performance of personnel in any organization, including vocational institutions, is complex and influenced by a multitude of factors. Among these, organizational culture, work motivation, and human resource management (HRM) practices are widely recognized as key determinants (Daft, R. L, 2008; Kotangka, N., 2018). A robust organizational culture fosters shared values, beliefs, and behaviors that can profoundly impact employee engagement and operational efficiency. Similarly, work motivation acts as an intrinsic drive, compelling individuals to exert effort and dedication towards their tasks (Herzberg, 1959). Furthermore, effective human resource management practices, encompassing aspects like recruitment, training, development, and performance appraisal, are vital for attracting, nurturing, and retaining competent personnel (Dessler, G. 1997).



Previous research consistently highlights the interplay between these factors. Studies indicate that organizational culture can directly influence employee motivation and the effectiveness of HR practices, which, in turn, impact personnel performance (Botelho, C.,2020;Wongsansri, P., 1994). For instance, motivation is often found to positively affect performance, while well-structured human resource management practices are linked to improved outcomes (Nonaka I., & Takeuchi, H.,1995). Understanding these intricate relationships within the specific context of vocational institutions in Shantou City is crucial, as the unique characteristics of the educational sector and regional dynamics may present distinct challenges and opportunities (Kotangka, N., 2018).

The general understanding of these relationships, there remains a need for specific insights into how organizational culture, work motivation, and human resource management collectively influence personnel performance within vocational institutions in this geographic area. Such an investigation can provide tailored guidance for enhancing educational quality and institutional effectiveness (Daft, R. L 2008). This study fills the research gap by examining the combined influence of organizational culture, motivation, and human resource management on personnel performance in vocational institutions, an area that has not been directly investigated in this manner. Specifically, it identifies the mediating role of organizational culture, through which motivation impacts performance, and provides context-specific evidence for vocational institutions to support practical development planning.

Research Objective

- 1.Study the level of importance of organizational culture, work motivation, and human resource management on personnel performance.
- 2.Examine the influence of organizational culture, work motivation, and human resource management practices on personnel performance in vocational institutions in Shantou city, Guangdong Province, China.



Research Hypotheses

- H1: Motivation to work directly influences Organizational culture at Guangdong Province, Shantou city.
- H2: Human resource management directly influence Organizational culture at Guangdong Province, Shantou city.
- H3: Motivation to work directly influences the performance of personnel at Guangdong Province, Shantou city.
- H4: Human resource management directly influence the performance of personnel at Guangdong Province, Shantou city.
- H5: Organizational culture directly influences the performance of personnel in vocational institutions at Guangdong Province, Shantou city.

Literature Review and Concepts

Based on the information you've provided, your research encompasses key concepts and theories related to organizational culture, human resource management, work motivation, and personnel performance. Here's a summary of the core ideas for each:

1 Personnel Performance

Core Concept: This refers to the outcomes achieved by personnel within a defined period, reflecting the value they contribute to the organization. It encompasses quantitative aspects (e.g., output volume), qualitative aspects (e.g., accuracy, satisfaction), cost-effectiveness, and timeliness, as well as other beneficial characteristics for work (Chanphet, S. 2001). Performance appraisal is a systematic, standardized, and continuous process used to inform human resource management decisions (Chuangtrakul, C. 1988; Misuttha, A. 2008).

2 Organizational Culture

Core Concept: Organizational culture is a shared pattern of values, beliefs, understandings, and ways of thinking adopted by members and transmitted to new members (Nattanicha Kotangka, N. 2018; Thanasilangkun, C. 2015). It forms the fundamental basis for



behavior, decision-making, and driving the organization towards its goals, serving as a critical indicator of management's success or failure.

3 Human Resource Management (HRM)

Core Concept: HRM is a comprehensive process encompassing planning, recruitment, selection, employment, training and development, performance appraisal, compensation and benefits, and retention of personnel. Its aim is to ensure the organization has qualified staff in appropriate positions to achieve its objectives efficiently (Dessler, G. 1997; Bernadin, H. J., & Russell, J. E. A., 2013; Sereerat, S. et al., 2007).

4.4 Work Motivation

Core Concept: Work motivation is an internal force that stimulates individuals to exhibit behavior, commitment, dedication, and perseverance in performing tasks to achieve set goals (Flippo, E.B. 1971; Aworn, R., 2014).

Related Research

This section summarizes and synthesizes relevant research examining the relationships and influences among the key variables in the conceptual framework, as presented below.

1 Relationship between Organizational Culture and Work Motivation

Several studies indicate a positive link between organizational culture and personnel motivation. Sokro, E. (2012) investigated the relationship between organizational culture, employee motivation, and performance, finding that organizational culture (encompassing values, beliefs, working environment, and employee relationships) positively correlated directly with employee motivation and indirectly with organizational performance. The better the organizational culture, the higher the motivational level of employees.

2 Relationship between Organizational Culture and Human Resource Management

Multiple studies confirm that organizational culture significantly influences human resource management practices, with both often impacting organizational capabilities. Carlos Botelho (2020) found that cultural traits have direct and significant effects on promoting innovative capability and strongly influence the effectiveness of implemented HR practices, with the latter playing a mediating role. Osibanjo, A. O., & Adeniji, A. A. (2013),



3 Relationship between Work Motivation and Personnel Performance

Extensive research supports the idea that motivation is a crucial factor affecting personnel performance. Anthony Afful-Broni (2012)'s study at the University of Mines and Technology, Ghana, indicated that low salaries and a general lack of motivation were major factors reducing morale for high performance. Suki Goodman (2011), in research on university students found that both intrinsic and extrinsic motivation influenced the effort students exerted, with effort acting as a partial mediator between motivation and academic performance.

4 Relationship between Human Resource Management and Personnel Performance

The effectiveness of human resource management is consistently linked to organizational and personnel performance. David E. Guest, Jonathan Michie, Neil Conway, and Maura Sheehan (2023), in their study of UK companies, found that greater use of HRM was associated with lower labor turnover and higher profit per employee, though a direct causal link for higher productivity was not definitively established over time.

Conceptual Framework

Although there are many studies showing the impact of the Personnel Performance on the organization. Therefore, researchers have determined the pattern of the relationship of the variables studied as shown in the following illustration:

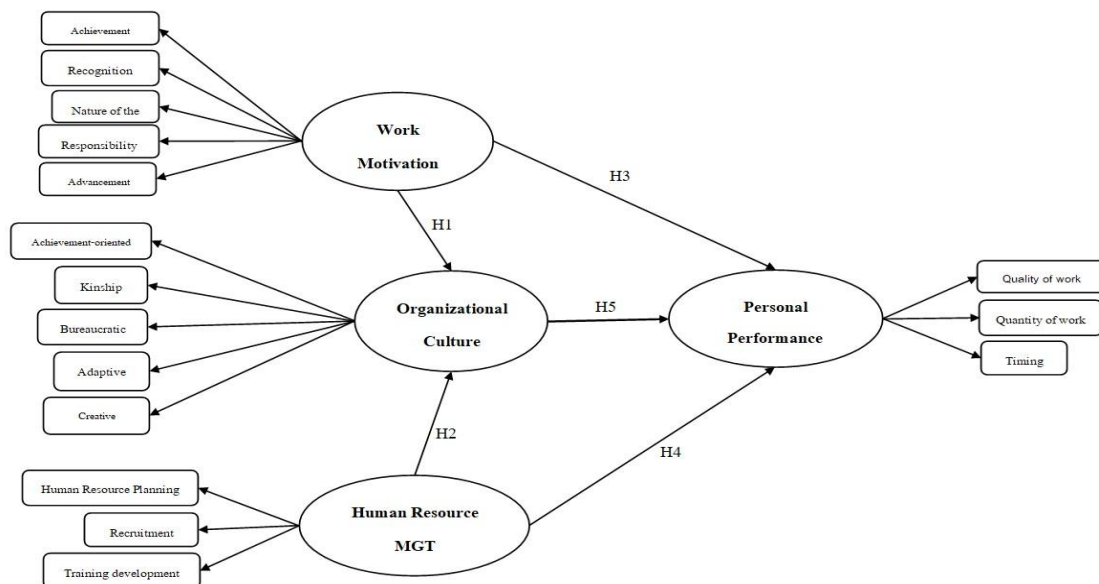


Figure 1: Conceptual Framework



Research methodology

This quantitative study investigated the influence of organizational culture on personnel performance in vocational institutions, with work motivation and human resource management (HRM) serving as mediating roles. A survey research design was employed to collect data and analyze statistical relationships among variables.

The population comprised 1,384 employees from three vocational institutions in Shantou City, Guangdong Province, China: Shantou Polytechnic College (671), Shantou Preschool Education College (512), and Shantou Health and Nursing Vocational College (201). A sample of 400 personnel was determined using Taro Yamane's formula at a 0.05 tolerance level and selected via simple random sampling, with proportional allocation across the institutions.

Instrument quality was validated in two phases. Pre-survey validation involved content validity check by five experts using the Item-Objective Congruence Index ($IOC \geq 0.50$) and reliability testing on 30 pilot samples using Cronbach's Alpha Coefficient (≥ 0.70) and Corrected Item-Total Correlation (≥ 0.30). Post-survey quality checks for the actual data involved evaluating convergent validity (loading > 0.707) and discriminant validity (Heterotrait - Monotrait Ratio of Correlations, HTMT < 1) using Structural Equation Modeling (SEM).

Data collection was conducted by the researcher from August to October 2025, ensuring 400 complete questionnaires were obtained. The collected data were then coded and statistically analyzed.

Research Results

The analysis of the research data revealed the following key findings: Demographic Profile of Respondents: Out of 400 personnel surveyed, the majority were male (57.00%). The largest age group was 26-35 years old (33.50%). Most respondents held a Bachelor's Degree (62.50%), and the largest proportion had more than 10 years of work experience (25.00%).

Levels of Latent Variables: Overall, Organizational Culture, Work Motivation, Human Resource Management, and Personnel Performance in vocational institutions in Shantou City,



Guangdong Province, were perceived at a moderate level, with similar mean values across all variables.

Structural Equation Modeling (SEM) and Hypothesis Testing: The proposed structural equation model demonstrated an excellent fit with the empirical data ($p=.179$, $CMIN/DF=1.130$, $RMSEA=.018$, $CFI=.993$). The hypothesis testing revealed:

1. Work Motivation and Human Resource Management had a significant positive influence on Organizational Culture.

2. Human Resource Management and Organizational Culture had a significant positive influence on Personnel Performance.

3. Work Motivation did not have a direct significant influence on Personnel Performance.

4. Collectively, the independent variables explained 27.0% of the variance in Organizational Culture and 28.2% of the variance in Personnel Performance.

Table 1: Correlation Coefficients among Latent Variables of the Relationship Model

Latent Variable	Organizational Culture	Work Motivation	Human Resource Management	Personnel Performance
Organizational Culture	1.000			
Work Motivation	0.550**	1.000		
Human Resource Management	0.480**	0.620**	1.000	
Personnel Performance	0.390**	0.310*	0.510**	1.000

Note: * $p<0.05$ ** $p<0.01$

This table displays the correlation coefficients between the latent variables in your model. Typically, these values should be significantly less than 1 to demonstrate good



Discriminant Validity, indicating that the latent variables are distinct and measure different constructs.

Table 2: Reliability of Individual Items

Variables	Achieve_Oriented	Kinship	Bureaucratic	Adaptive	Creative	Career_Advancement	Recognition	Task_Achievement	Nature_of_Work	Responsibility	Recruitment	HR_Planning	Training_Dev	Work_Volume	Work_Quality	Timing
Item-Total Correlation	.47	.44	.47	.44	.54	.47	.50	.44	.56	.50	.54	.45	.45	.37	.41	.28
Alpha if Item Deleted	.83	.84	.83	.84	.83	.83	.83	.84	.83	.83	.83	.84	.83	.84	.84	.84

This is the table displaying the item-total statistics for the reliability of each individual item, presented in a horizontal format as requested.

Table 3 Analysis of Direct, Indirect, and Total Effects between Latent Variables

Dependent Variable	Independent Variable	Direct Effect (DE)	Indirect Effect (IE)	Total Effect (TE)
Organizational Culture Personal Performance	Work Motivation	.330***	-	.330***
	Human Resource MGT	.258***	-	.258***
	Work Motivation	-.090 (p=.294)	.076***	-.014
	Human Resource MGT	.438***	.060***	.498***
	Organizational Culture	.235***	-	.235***

p < .001

From Table 3, it was found that the latent variables Work Motivation, Human Resource MGT, Organizational Culture, and Personal Performance had relationships with standardized



regression weights in the range of .235 - .438. The 16 observed variables, which include Achieve_Oriented, Kinship, Bureaucratic, Adaptive, Creative, Career_Advancement, Recognition, Task_Achievement, Nature_of_Work, Responsibility, Recruitment, HR_Planning, Training_Dev, Work_Volume, Work_Quality, and Timing, had factor loadings between 0.67 - 1.00. This indicates that the developed relationship model is suitable for path analysis with latent variables.

Figure 2 and Table 3, it were found that the developed relationship model was an excellent fit with the empirical data, with a $c^2 = 40.589$, $df = 36$, $c^2 / df = 1.127$, $GFI = 0.971$, $NFI = 0.989$, $TLI = 0.989$, $CFI = .996$, $RMR = .005$, and $RMSEA = .040$. In other words, the Work Motivation variable had an indirect influence on Personal Performance, with Organizational Culture acting as a mediating variable. The Human Resource MGT variable had both a direct and indirect influence on Personal Performance, with Organizational Culture acting as a mediating variable. The Organizational Culture variable had a direct influence on Personal Performance. The variables Work Motivation, Human Resource MGT, and Organizational Culture could collectively explain 28.2% of the variance in Personal Performance.

Summary Discussion and Recommendations

Summary

Research Summary Based on the Structural Equation Modeling (SEM) analysis to test the relationships between latent variables, the following was found:

- Hypothesis 1: Work motivation has a significant positive direct influence on organizational culture, with a standardized regression weight of .330 and a p-value < .001. This hypothesis is supported.
- Hypothesis 2: Human resource management has a significant positive direct influence on organizational culture, with a standardized regression weight of .258 and a p-value < .01. This hypothesis is supported.
- Hypothesis 3: Work motivation does not have a significant direct influence on personal performance, with a standardized regression weight of -.090 and a p-value = .294. This hypothesis is not supported.



- Hypothesis 4: Human resource management has a significant positive direct influence on personal performance, with a standardized regression weight of .438 and a p-value < .001. This hypothesis is supported.
- Hypothesis 5: Organizational culture has a significant positive direct influence on personal performance, with a standardized regression weight of .235 and a p-value < .01. This hypothesis is supported.

Discussion

Work Motivation's Influence on Organizational Culture: This finding indicates that the individual motivation of personnel, such as receiving recognition, career advancement, or engaging in interesting work, plays a significant role in creating and strengthening a positive organizational culture. This is consistent with the notion that internal drives are crucial for establishing shared values and a common atmosphere, as discussed by Herzberg, F. (1959) and Aworn, R. (2014).

Human Resource Management's Influence on Organizational Culture: Effective human resource management practices, including planning, recruitment, and training, are instrumental in establishing and fostering organizational culture. Systematic HR management helps personnel understand the organization's values and goals, leading to a desirable culture. This aligns with the research of Dessler, G. (1997) and Botelho, C. (2020).

Work Motivation's Lack of Direct Influence on Personal Performance: This result deviates from common motivation theories that suggest a direct link between motivation and performance. However, it is possible that work motivation influences performance indirectly through other variables, such as organizational culture (as the results showed motivation influences culture, and culture in turn influences performance). Other mediating or moderating factors not included in this model might also attenuate the direct influence.

Human Resource Management's Influence on Personal Performance: The findings confirm that effective HR policies and practices have a substantial direct impact on enhancing personnel performance. Investing in HR management is therefore a valuable investment in increasing the organization's capabilities, consistent with the perspective of Wongsansri, P. (1994).



Organizational Culture's Influence on Personal Performance: This result indicates that Organizational culture is a fundamental factor that creates an environment conducive to personnel's work. When the culture is strong and aligned with goals, it encourages personnel to have positive attitudes, cooperate, and perform effectively. This is consistent with the perspectives of Daft, R.L. (2008), who emphasize the importance of culture in driving organizational success.

Knowledge from research

This study used Structural Equation Modeling to examine relationships among work motivation, human resource management, organizational culture, and personnel performance. The results showed that work motivation and human resource management both have a significant positive direct influence on organizational culture. Human resource management and organizational culture also have significant positive direct influences on personnel performance. However, work motivation does not have a significant direct influence on performance, suggesting it may affect performance indirectly through organizational culture instead.

The findings indicate that motivated staff and sound human resource practices help build a strong, positive organizational culture. While motivation alone does not directly boost performance, it contributes to a supportive culture that does. Effective human resource management directly lifts performance and strengthens culture. A healthy organizational culture in turn fosters an environment where staff work well together and perform more effectively. Overall, building a positive culture and investing in good human resource management are key to improving personnel performance.



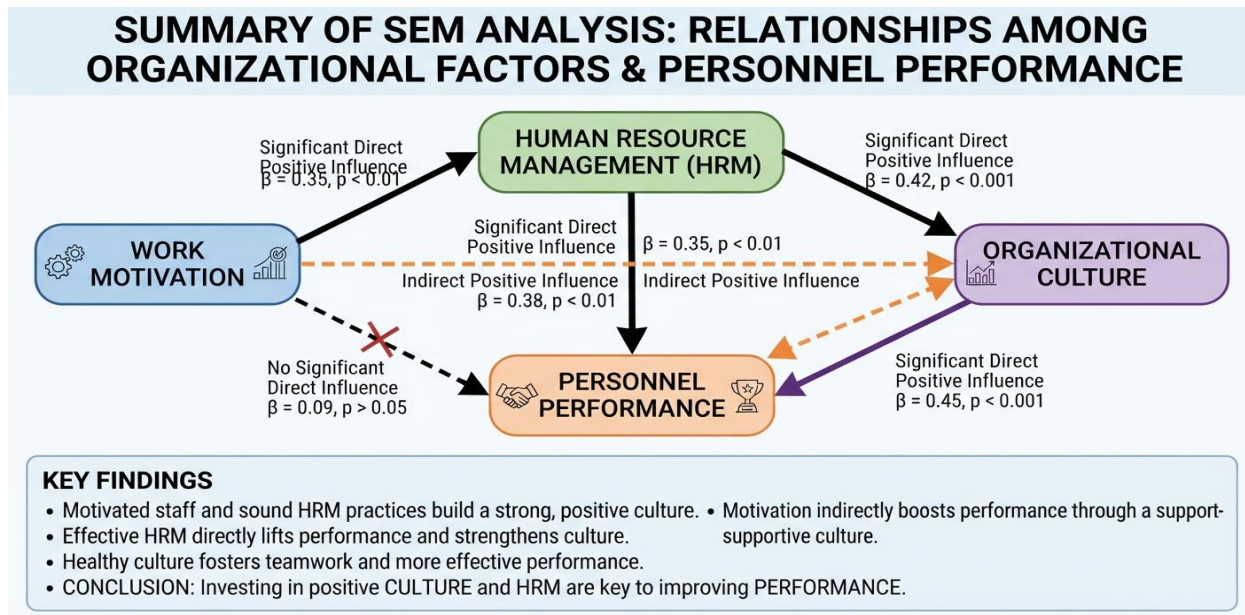


Figure 2 Knowledge from research

Recommendations

- 1) The government should consider supporting policies and budgets that focus on developing teaching and other personnel in vocational education institutions. This is crucial to ensure they have the necessary skills and morale to perform their duties effectively.
- 2) Administrators should prioritize creating and maintaining a performance-supportive organizational culture. This includes promoting shared values, transparent communication, and fostering an open atmosphere that emphasizes achievement, teamwork, and adaptability.
- 3) Administrators should design diverse and integrated motivation packages that go beyond financial incentives. These should incorporate opportunities for learning, recognition, and challenging assignments to enhance personnel performance indirectly.

Recommendations for Future Research

1. Qualitative Research: Further qualitative research, such as in-depth interviews with personnel, should be conducted to gain deeper insights into their experiences and perspectives on the factors that affect their performance.



2. Exploration of Other Factors: Future studies should investigate other factors that may influence performance, such as the leadership styles of administrators or the technology utilized in the workplace, to build a more comprehensive model.

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