National Culture, Affective Commitment, and Employee Performance: An Integrated Review and Call for Future Research Agenda

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ABSTRACT
This study is aimed to explore the relationship between national culture (i.e., power distance, masculinity, collectivism, uncertainty avoidance, and long-term orientation), affective commitment, and employee performance. Specifically, this paper proposes that national culture affects many aspects of the organization, such as improving organizational innovation capabilities, organizational commitment, and employee performance. A high level of employees’ affective commitment towards the organization, it is possible that they have a sense of belonging and enthusiasm to do their jobs and achieve the goals. Furthermore, the theoretical implications and future research agenda are discussed.

Keywords: National culture, Affective commitment, Employee performance, Future research agenda

1. Introduction
Organizations in carrying out their activities cannot be separated from the surrounding environment, but always interact with the existing environment through employees, customers, and suppliers. The role of culture that is applied in the organization has a very deep influence on values and behaviors that are displayed by members of the organization, which in turn have consequences for real achievements (Bloom, Sadun, & Reenen, 2012).

National culture has been recognized as one of the most fundamental determinants of differences, not only for individuals but also for organizations in various countries (G. Hofstede, 2001). Empirical literature has shown that national culture influences many aspects of an organization, such as increasing organizational innovation capabilities (Chen, Podolski, & Veeraraghavan, 2017), organizational commitment (Kwantes, 2009; Top, Öge, Atan, & Gümüş, 2015), job satisfaction (Eskildsen, Kristensen, & Gjesing Antvor, 2010; Kwantes, 2009), and organizational performance (Boubakri, Mirzaei, & Samet, 2017; Nazarian, Atkinson, & Foroudi, 2017).

However, in a study by Ringov and Zollo (2007) which examined 463 companies consisting of 23 countries in North America, Europe, and Asia found that national culture (i.e., individualism and uncertainty avoidance) did not affect the organizational performance. They further conclude that national cultures that support regulatory orientation and strong work stability do not materially affect organizational behavior in the domain of corporate responsibility. Likewise, the results of the study of Calza, Cannavale, and Tutore (2016) prove that national culture (i.e., ingroup collectivism, performance orientation, assertiveness, and uncertainty avoidance) negatively influences organizational performance. Based on the research gap mentioned earlier, this paper is very interesting to provide scientific insight for academics and practitioners within the organization, specifically it analyzes the relationship between national culture (i.e., power distance, collectivism, masculinity, uncertainty avoidance, and long-term orientation), affective commitment, and employee performance.

2. Research Objectives
This paper aims to identify and analyze the effect of (1) power distance on affective commitment; (2) collectivism on affective commitment; (3) masculinity on affective commitment; (4) uncertainty avoidance on affective commitment;
3. Review Of Literature

3.1 Employee Performance
Performance is a set of behavior or individual actions that are in accordance with the goals of the organization (Campbell, 1990). Robbins (2003) defines performance as an accumulation of the final results of all work processes and activities in the organization. According to Dessler (2000), performance is a work achievement, namely a comparison between work results with a predetermined standard.

According to Mathis and Jackson (2009), performance is related to the quantity of work, quality of work, timeliness, attendance at work, work efficiency and work effectiveness. Achieving a high level of performance is very important for all organizations because employee performance is directly related to the growth of a sustainable organization (Burney, Henle, & Widener, 2009).

Some researchers found that certain variables are the most important predictors to encourage employee performance, such as affective commitment (Landry & Vandenbergh, 2012; Lau, Tong, Lien, Hsu, & Chong, 2017; Wombacher & Fellé, 2017) and national culture (Boubakri et al., 2017; Breuer, Ahmad, & Salzmann, 2018; Nazarian et al., 2017).

3.2 Affective Commitment
Affective commitment describes the attachment relationship, both personally and emotionally, between employees and organization. According to Meyer and Allen (1991), affective commitment points to the emotional attachment of employees to the organization. Glazer and Kruse (2008) note that affective commitment is the propensity of an employee to stabilize a member of the organization, do business for the organization and believe the values and norms of the organization. Employees who have high affective commitment always want to keep working in the organization and like to be part of the organization, because they believe the values and goals of the organization (Allen & Meyer, 2000).

Affective commitment is built because there is a match between values and goals of individuals with organizational interests. Affective commitment occurs when individuals are identified with organizational values and objectives, where individuals feel that they are members and parts of the organization, and organizations care about their circumstances (Casimir, Ng, Wang, & Ooi, 2014). Individuals who are emotionally tied to the organization will be enjoy to maintain their membership in the organization and consider every problem in the organization as their problem also. As a result, they will be totally involved and enjoy working for the organization (Ugboro, 2006).

Employees who are committed affectively identify themselves with the organization, participate in organizational activities and pursue organizational goals (Rhoades, Eisenberger, & Armeli, 2001). Affective commitment is one of the driving forces that make employees contribute to improving performance in the organization. When employees are affectively committed to the organization, then emotionally they will be motivated to show performance (Swailes, 2004). In academic research, scientists have given considerable attention to the relationship between organizational commitment and employee performance (Jaramillo, Mulki, & Marshall, 2005). Employees with high organizational commitment have a positive work attitude and show better performance in their work than employees who are not committed (Harrison, Newman, & Roth, 2006).

3.3 National Culture
According to G. Hofstede (2001), culture is collective thought programming that distinguishes between members of one group and another group. Global Leadership and Organizational Behavior Effectiveness (GLOBE) defines culture as motives, values, beliefs, identities, and interpretations or meanings of significant events resulting from the general experience of collective members transmitted between generations (House, Hanges, Javidan, Dorfman, & Gupta, 2004).

Mammadov and Galusca (2005) emphasize that culture has many definitions, depending on the general themes and characteristics conveyed, such as: (1) members in a cultural system dispense a collection of ideas and values; (2) transmitted from one generation to another through symbols; (3) culture created by the actions of groups and members; (4) culture can be learned; and (5) culture determines behavior and influences individual perceptions of the world. In this view,
culture is acquired through learning and sharing experiences, which results in trust, perceptions, values, attitudes, and expectations. In line with this opinion, Geert Hofstede, Hofstede, and Minkov (2010) state that culture is learned, and not inherited. Culture also comes from the social environment, and not from one's genes.

National culture is defined as assumptions, values, and beliefs that distinguish between one group and another group (Geert Hofstede et al., 2010). The culture of a country will affect the values and beliefs of the people of that country, and determine and prohibit certain behaviors (Ren & Gray, 2009).

Many concepts explain national culture, as proposed by Kluckhohn and Strodtbeck (1961), Triandis (2004), Trompenaars and Hampden-Turner (2012), dan House et al. (2004). Each of these concepts has advantages, but in this study uses the concept of national culture developed by G. Hofstede (2001), such as power distance, collectivism, masculinity, uncertainty avoidance, and long-term orientation because they have a level of validity, reliability, and usability has been confirmed from time to time and in various places (Kirkman, Lowe, & Gibson, 2006; Li & Parboteeah, 2015).

3.4 Power Distance

Power distance points to the extent to which less powerful members in an organization desiderate and accept that power is distributed unevenly (G. Hofstede, 2001). Organizations inherently create power hierarchies among their members to improve organizational efficiency and effectiveness. In addition, organizations create certain roles and positions that allow individuals to weigh withand know different positions in the power hierarchy (Pfeffer, 1981).

Members of organizations with high power distance cultures feel comfortable with the hierarchical nature of organizations so that they get better when they are in the organization. Conversely, members of organizations with low power distance cultures feel that they agree with egalitarian ideas and are more critical of the organizational hierarchy (Deephouse, Newburry, & Soleimani, 2016). The study result of Geiger, Robertson, and Irwin (1998) prove that the lower level of power distance in an organization, the more it encourages greater organizational commitment.

\textbf{H1: Power distance is positively related to affective commitment}

3.4.1 Collectivism

In organizations that embrace the collectivist culture, people tend to be integrated and incorporated into strong and cohesive groups, which over time they maintain each other with full loyalty and loyalty (G. Hofstede, 2001). People in organizations with collectivist cultures tend to value joint ventures, give high appreciation to groups, and achieve goals that benefit the organization as a whole.

Parboteeah, Addae, and Cullen (2012) state that there is a positive relationship between the culture of collectivism and the tendency to support organizational sustainability. In collectivist cultures, people are more likely to choose attitudes and behaviors that support what is best for the organization as a whole, and they consider that organizational sustainability is a very important goal.

The collectivism shows concern for others and is not selfish (Kim, 2003). Employees who identify themselves with organizations are more likely to feel a strong commitment to the organization's vision, values, and long-term goals by maintaining their membership and loyalty. The results of Ryu, Lee, and Lee (2011) in Korea prove that collectivism influences commitment to togetherness in organizations. Likewise, Kwantes (2009) found that collectivism in the context of non-collectivist American society has a significant effect on affective commitment.

\textbf{H2: Collectivism is positively related to affective commitment}

3.4.2 Masculinity

Masculinity culture tends to lead to aggressiveness, firmness, and achievement (G. Hofstede, 2001). Members of organizations with masculinity culture tend to feel more comfortable with goal-oriented organizations, have strong relationships with progress, challenges, recognition, greater income, performance, and competition between coworkers facilitated by the organization (Newburry & Yakova, 2006). The results of Geiger et al. (1998) prove that the higher the level of masculinity in an organization, the more it encourages greater organizational commitment.
**H3**: Masculinity is positively related to affective commitment

### 3.4.3 Uncertainty Avoidance
Uncertainty avoidance refers to the extent to which organizational members feel threatened by uncertain situations (G. Hofstede, 2001). Li and Parboteeah (2015) emphasize that managing uncertainty is a major concern for organizations. Organizations reduce uncertainty by creating and developing rules and procedural arrangements for workplace relations, social interactions, and economic transactions.

Members of organizations with high uncertainty avoidance culture will have the greater interest in the organization and tend to provide better evaluations to the organization. Conversely, members of organizations with a low uncertainty avoidance culture will be more receptive to uncertainty and less respect for rules and planning inherent in the organizational structure (Dephouse et al., 2016).

Szolucha (2013) in his research at Occupy Dame Street (ODS) Dublin emphasized that through the process of learning and practicing decision making, employees were able to avoid uncertainty by increasing responsibility and organizational commitment.

**H4**: Uncertainty avoidance is positively related to affective commitment

### 3.4.4 Long-term Orientation
Long-term orientation refers to virtues that are oriented towards the future, especially related to perseverance, savings and investment (G. Hofstede, 2001). This dimension represents a series of Confucian values or commonly referred to as Confucian Dynamism.

G. Hofstede (2001) argues that high long-term orientation has a strong influence on organizational behavior. Business organizations with a long-term orientation culture are accustomed to working to build strong positions in the market, where they do not expect results directly but are more oriented towards building long-term relationships.

Employees of organizations with high long-term orientation tend to actively participate in various activities. They also tend to have an attitude that is open to challenging values and opportunities. This makes it easier for employees to build social networks, which will increase their social acceptance in the community (Sam & Berry, 2010). As a result, future orientation allows employees to have more opportunities to gather information about work, career development, and their skills. Future orientation can also motivate employees to develop relevant skills, so they are able to show more effective performance (Demes & Geeraert, 2014).

**H5**: Long-term orientation is positively related to affective commitment

Meyer, Stanley, Herscovitch, and Laryssa Topolnytsky (2002) note that high affective commitment can increase the application of beneficial behavior to the goals set by the organization. Employees who have a high affective commitment have a sense of belonging towards the organization so that they have a high level of enthusiasm to do the work and achieve the expected goals. Chang and Chen (2011) assert that affective commitment has a powerful relationship with employee performance. Committed employees have a huge tendency to do business consistently beyond what the organization expects. The results of this study are also supported by many studies (Akbar, Udin, Wahyudi, & Djastuti, 2018; Semedo, Coelho, & Ribeiro, 2016; Swalhi, Zgoulli, & Hofaidhllaoui, 2017; Udin, Handayani, Yuniawan, & Rahardja, 2017).

**H6**: Affective commitment is positively related to employee performance

4. Methodology
4.1.1 Sample, Data Collection, and Measurement
The sample in this study can involve employees working in the banking sector. This is due to the national culture encouraging higher risk-taking and larger loan provisions (Ashraf, Zheng, & Arshad, 2016). Data collection techniques can be done using a questionnaire that includes national culture (power distance, collectivism, masculinity, and uncertainty avoidance), affective commitment, and employee performance.

National culture is measured using 5 dimensions adopted from G. Hofstede (2001), namely power distance, masculinity, collectivism, uncertainty avoidance, and long-term orientation. Affective commitment is measured using 3 dimensions adopted from Organizational Commitment Scale (Allen & Meyer, 1990). Furthermore, employee performance is measured using 4 indicators adopted from the In-role Performance Scale (Williams & Anderson, 1991).

4.1.2 Technique of data analysis
The data collected in this study can be processed and analyzed using structural equation modeling (SEM) with SmartPLS 3.0 software. PLS-SEM is an analysis tool that is very useful for the development of theory in management research. PLS-SEM has a high degree of flexibility for interactions between theory and data, especially those related to the development of pathways of causes and effects holistically (Nitzl, 2016).

5. Discussion And Conclusion
Although research on relations between national cultures (i.e., power distance, masculinity, collectivism, uncertainty avoidance, and long-term orientation) and employee performance is very limited. But this paper seeks to overcome these concerns by proposing affective commitment as a mediating variable. Affective commitment was developed and proposed to mediate the relationship between dimensions of national culture and employee performance; where the higher the national culture, the greater the affective commitment, which in turn contributes to employee performance. Overall, the propositions presented in this paper establish guidance for future research that by increasing the national culture, it will have implications for increasing affective commitment and employee performance.

Strong affective commitment can increase the application of behaviors that are beneficial to the goals set by the organization. A high level of employees’ affective commitment towards the organization, it is possible that they have a sense of belonging and enthusiasm to do their jobs.

Research on the national culture has ignored the potential impact on employee performance in organizations. Therefore, this paper tries to fill the gap that exists by conceptualizing affective commitment as an antecedent of employee performance and has a positive relationship with the national culture. It is hoped that this paper will offer new insights and provide opportunities for researchers to further explore and investigate this important issue in the future.

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