

A Study on Cultural Capital Influencing Organization Performance

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Abstract

The rapid development of technology, the spread of information, and the implementation of the government's start-up support policy exponentially increase the number of start-up companies. The purpose of this study is to investigate each company's cultural capital's effect on organization performance by promoting knowledge management activities and forming organization habitus based on Cultural Reproduction Theory and Cultural Mobility Theory. As a result of the study, it confirmed that the relationship between cultural capital, knowledge management activities, habitus, and organization performance was significant. The results of this study have academic implications as follows: First, the field of research has expanded by studying the effects of cultural capital on business administration, which is less active than existing education and sociology. Second, it accepts and supports Cultural Reproduction Theory and Cultural Mobility Theory from different perspectives.

Keywords : Arts and Cultural Management, Cultural Capital, Cultural Reproduction Theory, Cultural Mobility Theory, Habitus, Organization Performance

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1. Introduction

1.1 Background

With the development of technology and the spread of information, barriers to entry to start-ups are being lowered, and many people are jumping into the start-up market. In fact, according to the 『Entrepreneurial Trends Data』 conducted by the Ministry of SMEs, the number of start-ups in 2020 recorded an increase of about 16% over the year. The birth of a company has great significance because it can create new jobs as it grows. In this context, the increase of start-up companies can make an outstanding contribution to national development. However, it is challenging for start-up companies to continue to create performance and maintain business even though the national start-up support budget is increasing. According to the results of the 『Business Life and Death Administrative Statistics for 2019』 released by the Korea Statistical Office, the one-year survival rate of start-ups was 63.7%, and the five-year survival rate was 22.8%. Over half of the start-ups do not survive in the market and decide to close down. As a result, maintaining corporate activities and creating new jobs through the support policy for start-up companies is a top priority at the national level.

This phenomenon is similar in the culture and art industry. According to the 『2019 National Culture and Arts Activity Survey』 conducted by the Ministry of Culture, Sports and Tourism, consumption activities of various cultures and arts are increasing as the Korean people's awareness of enjoying the culture and art increases. In particular, the trend of viewing culture and art events through media is 97.3% based on the data released in 2019,

indicating that most people enjoy culture and art using media. However, despite the increase in demand, the actual income of cultural artists is still insufficient. According to the 『2018 Artist Survey』 conducted by the Ministry of Culture, Sports and Tourism, artists can earn an average monthly income of 1 million won. Although the income of more than 70% of cultural artists is less than 12 million won per year, the average income is 12.81 million, and the median is 3 million. Start-ups form an organization that has not existed before and commercialize new ideas to realize them. Especially in the case of a start-up team that aims to grow around the younger generation, it challenges the established market with its unique creativity and freshness. As the spread rate of enjoyment of culture and art increases, the importance of fusion and complex perspectives of culture and arts and business administration is emerging.

Cultural capital accumulated through cultural arts activities and consumption has been studied as a significant factor in education and sociology, but it is hard to find in business administration. In particular, there needs to be more research on cultural capital in domestic academia. Based on this phenomenon, it is necessary to actively conduct follow-up studies on cultural capital and examine various perspectives and influential relations. In addition to these problems, quantitative research on habitus needs to be improved. Most of the existing studies have solved the concept of habitus as a qualitative element in quantitative studies related to cultural capital.

Therefore, this study aims to investigate the effect of cultural capital on organizational performance through mediating knowledge management activities and habitus. In addi-

tion, through the results of this study, it is expected that it will be possible to contribute academically and practically by identifying the mutual influence relationship between each factor. Furthermore, it will be helpful for policy suggestions.

2. Theoretical Background

2.1 Cultural Capital

Cultural capital is a non-material type of capital that applies equally to economic and social capital [Bourdieu, 1986]. This cultural capital was consumed by the upper class members in the past and accumulated through reproduction activities [Redford et al., 2009]. However, as times changed, the class distinction disappeared, and the participation and scope of the public expanded [Pettit, 1999]. As a result, cultural capital has played an essential role in an organization [Pluntz and Pras, 2020].

First, in terms of organizational management, as the social hierarchy gradually fades, the importance of education and cultural capital to achieve leadership status is becoming a hot topic in each organizational society [Brouillette, 2009; Hauseman, 2016; LeMire et al., 2017; Romanowska et al., 2013]. Cultural capital can promote rapid performance through organizational structure, ultimately creating an economic synergy effect [DiMaggio and Useem, 1978]. Cultural capital also helps to make meaningful interactions between entrepreneurs and buyers with diverse social and cultural backgrounds. This has the advantage of making it easier for buyers to make consumption decisions by providing innovative and creative products and services [Pruwanto, 2016].

In organizational terms, cultural capital usually builds social solidarity among people who have acquired it together [DiMaggio and Useem, 1978]. This sense of solidarity increases job satisfaction among members [Matsumoto and Gopal, 2019]. As a result, it can positively impact job performance [Farooqui and Nagendra, 2014; Santos et al., 2018]. Furthermore, if we look closely at the influence of individual members on the organization's overall composition, cultural capital gives individuals some value for their own domain [Gaddis, 2013]. In particular, it affects the increase of personal competence required in organizational life, such as creativity, social network, self-efficacy, self-determination, and entrepreneurial spirit [Chenhall et al., 2011; Clercq and Voronov, 2009; Cresswell et al., 2019; Jayawarna and Jones, 2014; Radulović et al., 2020; Wdowiak et al., 2012; Zhang, 2005]. Therefore, this study determined that an individual's acquired cultural capital would affect the organization's performance, and intends to study each factor influencing the cultural capital in the process.

2.2 Cultural Reproduction Theory

Cultural Reproduction Theory is based on Bourdieu's explanation of the relationship between cultural capital to social class. As explained earlier, Bourdieu writes about our lives as a game [Bourdieu, 1977a; Bourdieu, 1977b; Bourdieu, 1979; Bourdieu, 1990a; Bourdieu, 1986; Bourdieu, 1988a; Bourdieu, 1998b], there are always winners and losers in this game [Bourdieu, 1977a; Bourdieu, 1984; Bourdieu, 1986]. This shows that there is a hierarchical society clearly in the game and each field belonging to it, and the distinction between the upper and lower classes

is made. Bourdieu said that children from the upper classes have a much more tremendous amount of cultural capital inherited from their parents than children from other classes, and this inherited cultural capital helps them achieve higher education. Habitus, which is the essential concept explained here, is an unconscious tendency that is influenced by a group. In the social field provided by the parents, the child is influenced by the field and reproduces the unconscious tendency and the social class. Children who inherit rich cultural capital inherit this capital to later generations, and children who are difficulty inheriting cultural capital are difficulty inheriting from generation to generation. In short, Cultural Reproduction Theory is a theory based on cultural inequality.

Bourdieu's theory of cultural reproduction based on these cultural inequalities was later studied by various researchers, including Ainsworth-Darnell [1999], Aschaffenburg and Maas [1997], Goldrick-Rab and Pfeffer [2009], Jæger [2011], Lamont and Lareau [1988], Lareau and Weininger [2003], Roksa and Potter [2011], Roscigno and Dumais [2002].

2.3 Cultural Mobility Theory

As the boundary between the hierarchical structure that is the background of the cultural reproduction theory and the upper cultural enjoyment class gradually faded, the limitations of the Cultural Reproduction Theory were pointed out. Especially in American society, where Bourdieu's writings have greatly influenced, it is difficult to apply the theory because it forms a social structure different from that of French society. As a result, the theory studied by the American soci-

ologist DiMaggio is the Cultural Mobility Theory.

In the 1970s, the United States saw a surge in the supply of upstream culture, including museums, theaters, and orchestras, but financial difficulties followed cultural and artistic activities. Furthermore, as the cultural movement was lowered due to the cultural status consumed and reproduced by the upper class, the US government tried to raise public interest in art. Accordingly, DiMaggio and Useem [1987] argued that it is necessary to analyze the role of cultural capital in socioeconomic mobility by raising problems with the current situation and analyzing the consumption rates of various classes. DiMaggio [1982] then redefined the concept of cultural capital, which explains cultural status as a cultural participant, not as a hierarchical status, and predicted that this cultural capital would have a more significant impact on children with lower social status [DiMaggio, 1982; DiMaggio and Mohr, 1985].

As the times changed, American society became able to enjoy the upper culture, even those who were not upper class. The children can learn cultural capital through the curriculum, which has greatly helped them to move upward from their natural class within the hierarchy. Thus, Cultural Mobility Theory implies a much greater benefit from cultural mobility, in which children from relatively lower classes move upward to higher classes than from cultural reproduction, which existing upper class children can enjoy (DiMaggio and Mohr, 1985).

Cultural and social economic capital are mutually exchangeable [Bourdieu, 1986]. In this context, it is much easier for parents of the upper class to transfer economic capital to their children than to transfer cultural capi-

tal [Zhu, 2020]. For this reason, children in the upper class often do not fully understand the role or function of cultural capital when enjoying culture [DiMaggio, 1982; DiMaggio and Mohr, 1985]. On the other hand, the children of the lower classes often focus more on acquiring cultural capital to catch up with the children of the upper classes [Aschaffenburg and Mass, 1997; DiMaggio, 1982; Graaf et al., 2000]. In this situation, cultural capital is more effective and valued through the efforts of children of relatively low class.

In addition to achievement and performance aspects in pedagogy, Cultural Mobility Theory also evidences that cultural capital is one of the most significant influences in determining other means of social stratification, such as marital mate choice and work performance [DiMaggio and Mohr, 1985; DiMaggio and Ostrower, 1990; Mohr and DiMaggio, 1995; Xu and Hampden-Thompson, 2012]. In this way, the Cultural Mobility Theory, along with the Cultural Reproduction Theory, is studied in two mountain ranges in the study of cultural capital, and is supported and used by many scholars in modern society [Dumais, 2006; Gaddis, 2013; Graaf et al., 2000; Jæger and Møllegaard, 2017; Mohr and DiMaggio, 1995; Pettit, 1999; Zhu, 2020].

3. Research Method

3.1 Research Hypotheses

3.1.1 Knowledge Management Activities

In modern society, knowledge management activities is an essential factor for survival in market competition [Nugroho et al., 2020]. Therefore, research about knowledge management is gradually developing in terms of

organizational capabilities [Darroch and McNacghton, 2002; Gold et al., 2001; Massa and Testa, 2009; Rusly et al., 2015]. Organizations aim to make fundamental strategic changes by making decisions to create or maintain profits. Knowledge management activities actively realize these organizations' productivity improvement [Baker and Sinkula, 1999]. In short, a series of processes that create organizational value by utilizing knowledge within an organization is called knowledge management activities [Grant, 1996].

General organizations are very good at acquiring knowledge, but sometimes they lack in utilizing knowledge through strategic processes [Hughes and Hodgkinson, 2020]. For example, if someone does not remember the knowledge after acquiring it, it is not fully utilizing the knowledge [Casey and Olivera, 2011]. Organizations should create value by actively utilizing their know-how, experience, and judgment [Ruggles, 1998]. After that, new experiences and information should be evaluated, and a systematic adjustment and delivery process should be made to integrate them into knowledge through each framework [Filius et al., 2000].

From the point of view of cultural capital, there is an explanation regarding individual creativity. In the meantime, it has been revealed by many scholars how human creativity acts as a critical element in a source of knowledge creation in a knowledge-based society [Choe and Choi, 2015; Choi et al., 2020; Du Plessis, 2007; Weinreich and Groher, 2016; Wu, 2016]. At this time, cultural capital is an important source of creativity in the knowledge creation process [Kerr et al., 2017].

Modern society is rapidly developing, and anyone can quickly obtain knowledge through

the spread of information. In particular, as media culture develops, more and more media are available for individuals to acquire information, and individuals can acquire, share, create, and apply knowledge through cultural capital acquired through content. Therefore, this study set up the following hypotheses to confirm the effect of cultural capital on knowledge management activities.

Hypothesis 1: Cultural capital will have a positive effect on knowledge management activities.

3.1.2 Habitus

Cultural capital and habitus are indispensable relations, which have been discussed and discussed by Bourdieu, and can be explained by Cultural Reproduction Theory and Cultural Mobility Theory. These two theories are conflicting opinions about whether cultural capital contributes to reproducing social inequality or promotes social mobility. The debate continues by later generations, making it difficult to make a clear ruling on the theory [Roksa and Robinson, 2017].

This study predicts that organizations with cultural capital will be able to reproduce their own developmental culture compared to other organizations by habitus. It is also possible that organizational members with relatively insufficient cultural capital can follow a developmental organizational culture through cultural mobility by habitus. Therefore, this study intends to consider two theories jointly.

As Bourdieu describes habitus as socialized subjectivity, it can be seen that habitus is greatly influenced by each group possessing cultural capital. Nevertheless, the study of cultural capital is done mainly by quantitative

research, whereas the study of habitus is done by qualitative research [Edgerton and Roberts, 2014]. This is because most scholars have complicated measuring the factors due to the tendency of habitus [Gaddis, 2013]. In quantitative studies that measure habitus, it is usually measured as a similar element of hope or satisfaction with the environment to which each person belongs. This is also considered a significant obstacle because the individual's psychological state is difficult to perform consistent measurements according to the situation and time. However, it is necessary to identify how this concept of habitus affects cultural capital.

Furthermore, scholars have actively studied habitus for a long time, but it has yet to be established clearly and is the most controversial concept in modern society [Reay, 2004]. Bourdieu said that habitus relates to knowledge resources [Bourdieu, 1990b]. The knowledge is obtained from a particular field to which the individual belongs, and the influence of the field results in the formation of the individual's habitus. In this context, the relationship between knowledge management activities and habitus is as follows.

Knowledge management activities promote productivity and efficiency within an organization by acquiring, sharing, creating, and applying knowledge [Kengatharan, 2019; Kogut and Zander, 1992]. In other words, it is a strategic management form that pursues common organizational goals based on knowledge [Crick and Crick, 2014]. The knowledge management culture of these organizations is likely influenced by the socialized subjectivity of the organization members performing their activities.

In particular, knowledge sharing among knowledge management activities is an activ-

ity that can be carried out when the members of the organization work together as an organizational unit, not as a concept of individual activities. Shared business or organizational knowledge creates another organizational culture, and habitus is formed through this knowledge-based culture. Therefore, this study set up the following hypothesis.

Hypothesis 2: Cultural capital will have a positive effect on habitus.

Hypothesis 3: Knowledge management activities will have a positive effect on habitus.

3.1.3 Organization Performance

Organization performance is defined as all outcomes of an organization that can be achieved through the organization's various activities [Rashed, 2018]. Each organization sets goals that the community pursues and distributes their work according to the goals. At this time, the result of evaluating the degree of achievement of the goal established by the organization as an indicator is the organization performance. Organization performance is emphasized in studies related to strategic management activities [Schendel and Hofer, 1979], which is evidence of how important organization performance plays an essential role in business management. Therefore, it is one of the core tasks of managers of each organization to evaluate organization performance and control the organization so that organization performance can be improved efficiently [Cameron and Whetten, 1983].

It is more critical in terms of organizational development to measure and demonstrate the achievement of organization performance

than the outcome itself. If there are unmeasurable activities within an organization, this is because they are likely to be difficult to manage [Duman and Akdemir, 2021]. When measuring organization performance, selecting the criteria for performance measurement is very important. Some researchers measure periodic standards such as short-term and long-term performance, but most focus on operational or market performance, including financial performance. Some researchers argue that financial performance alone is sufficient to measure organization performance, while others argue that non-financial performance is also a necessary factor [Bastian and Muchlish, 2012; Duman and Akdemir, 2021; Jonsson and Lesshammar, 1999].

The study on the effect of each organization's culture on the performance of the organization is a proven study that can be easily found. The results of this study are as follows. Tinoco and Arnaud [2013] found the influence of organizational culture on organization performance through research that organizational members with the same system as organizational values and culture show organization performance and work effectiveness [Hwang and Choi, 2017].

Looking at the causal relationship between organizational culture and organization performance, the habitus of organizational members influenced by organizational culture has the same system as organizational values and culture. This system affects the efficiency of the organization and further affects the performance of the organization through efficient activities of the organization [Kimata and Itakura, 2021].

Like cultural capital research, habitus is a concept covered in sociology and pedagogy, so studies on habitus and academic perform-

ance are relatively easy to find [Gaddis, 2013]. However, there are studies on the relationship between cultural capital and business performance in business administration, but it is not easy to find a study that demonstrates the role of habitus. Therefore, the purpose of this study is to investigate the influence of the concept of habitus on the organizational aspects of business administration.

Hypothesis 4: Habitus will have a positive effect on organization performance.

3.2 Research Model

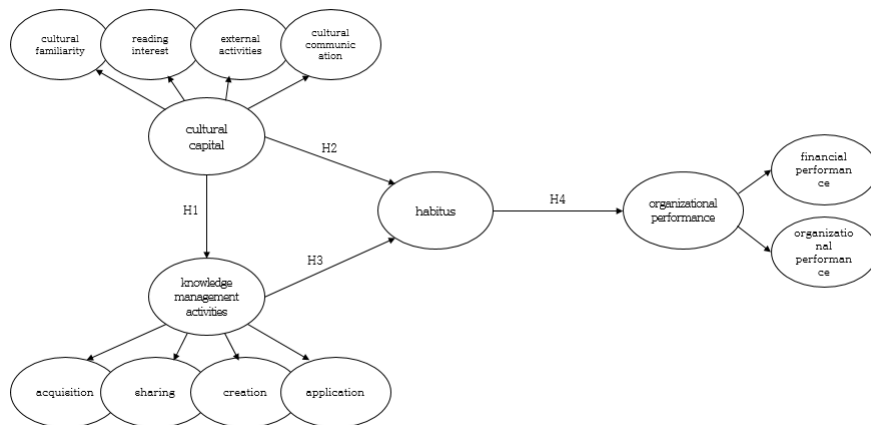
This study is designed around two theories of cultural capital, which are Cultural Reproduction Theory, and Cultural Mobility Theory. Cultural capital is designed as an independent variable. Knowledge management activities, and habitus are designed as mediator variables, and finally, organizational performance as a dependent variable. At this time, sub-factors of cultural capital are set as cultural familiarity, reading interest, external activity, and cultural communication.

Knowledge acquisition, knowledge sharing, knowledge creation, and knowledge application are sub-factors of knowledge management activities, and organizational performance is composed of financial performance and organizational (non-financial) performance. The study model is in (Figure 1).

3.3 Operational Definitions and Measurements of Variables

This study aims to investigate the effect of cultural capital on organization performance and the relationship between cultural capital, habitus, and knowledge management activities. In particular, this study aims to demonstrate the mediating effect of habitus based on Cultural Reproduction Theory and Cultural Mobility Theory.

First, hypotheses are established through theoretical backgrounds and previous studies for each factor, and questionnaires were constructed based on previous studies. The questionnaire is the closed type, and the subjects are employees who are working in a corporate start-up. SPSS Statistics 26.0 and Smart PLS 3.0 package were used for research analysis.



(Figure 1) Research Model

This study defined cultural capital as tangible and intangible resources obtained through cultural activities and consumption. In order to measure cultural capital, cultural familiarity, reading interest, external activity, and cultural communication were set as sub-variables. This was composed by referring to the measurement items of Jæger and Møllegaard (2017). Cultural capital differs in the type of capital acquired according to the acquired field. In the case of cultural familiarity and reading interest, it is cultural capital acquired through personal activities, and in the case of external activity and cultural communication, it is cultural capital acquired within the organization. Three questions are composed for each sub-variable, and cultural capital was measured through 12 questions.

Knowledge management activities are activities that promote an organization's performance by utilizing knowledge. The sub-variables of knowledge management activities are extracted and classified into four categories: knowledge acquisition, knowledge sharing, knowledge creation, and knowledge application. Measurement questions were composed by referring to the study of Filius et al. (2000). Knowledge management activities were measured through a total of 27 items, 6 items for knowledge acquisition and sharing, 7 items for creation, and 8 items for application.

Habitus is defined as an unconscious tendency system formed by the influence of the group to which the individual belongs. In the case of habitus, the measurement items have not been fully developed because of the lack of quantitative research. Habitus is an expression system of personal dispositions based on intrinsic norms, the logic of practice, and behavior (Dodd and Wilson, 2018; López

and Sánchez, 2014). Measurement items were composed by referring to Kirbis (2020), and total 6 items were measured.

Organization performance is defined as the degree to which the qualitative and quantitative goals of the organization are achieved. In order to measure organization performance, sub-variables were classified into financial performance and organizational (non-financial) performance. The measurement questions were composed by referring to the researches of Kim et al. (2012), Moon et al. (2018), Powell and Dent-Micallef (1997), and Tippins and Sohi (2003). Four questions are composed for each sub-variable and the organization performance was measured through a total of eight questions.

Each variable was measured using a Likert 5-point scale. A nominal scale was used for demographic characteristics, and the detailed questionnaire composition is summarized in (Table 1).

<Table 1> Survey Composition

variable	n	scales	note
cultural familiarity (cf)	3	likert 5	in-dependent variable
reading interest (cr)	3		
external activity (ce)	3		
cultural communication (cc)	3		
knowledge acquisition (ka)	6		mediating variable
knowledge sharing (ks)	6		
knowledge creation (kc)	7		
knowledge application (kp)	8		
habitus (ha)	6		
financial performance (fp)	4		dependent variable
organizational performance (op)	4		
demographic	5		nominal scale
total	58		

4. Empirical Analysis Result

4.1 Data Collection Method

This study aims to examine the influence of cultural capital, knowledge management activities, and habitus on organization performance. Therefore, a population of employees who are working in corporate start-ups was set up. Each questionnaire was composed based on previous studies according to the research hypothesis, and the questionnaire was conducted for 9 days from April 28, 2021 to May 6, 2021. The questionnaires were distributed to employees working in corporate start-ups using Google online questionnaires. As a result of distributing questionnaires, a total of 547 questionnaires were collected. 44 questionnaires were arbitrarily classified as insincere responses with less than 0.5 standard deviations for each question and respondent, and finally, 503 questionnaires were used for analysis.

4.2 Characteristics of Sample

4.2.1 Demographic Characteristics

This study comprises 264 men (52.5%) and 239 women (47.5%), with a relatively even gender distribution. Looking at the organizational characteristics, the sample's composition for the job is as follows. The distribution of relatively equal occupational groups is 63 management support workers (12.5%), 77 office workers (15.3%), 44 public service workers (8.7%), 56 education workers (11.1%), 50 research and development workers (9.9%), 42% production workers (8.3%), 60 sales and service workers (11.9%), 58 professional workers (11.5%), and 53 others (10.5%). In addition, the monthly income of 37 people with

less than 1 million won (7.4%), 86 people with less than 1 million won to 2 million won (17.1%), 183 people with less than 2 million won to 3 million won (36.4%), 95 people with less than 3 million won to 4 million won (18.9%), 56 people with less than 4 million won to 5 million won (11.1%), and 46 people more than 5 million won (9.1%). It can also be seen that this is an even distribution. As a result of the demographic analysis, it can be confirmed that the distribution chart of each item is evenly distributed. Therefore, the suitability of the sample to confirm the universal influence of the organization, which is the purpose of this study, is positively judged, and it is summarized as <Table 2>.

<Table 2> Demographic analysis

Classify		N	%
sex	male	264	52.5
	female	239	47.5
age	~20	46	9.1
	20s	158	31.4
	30s	210	41.7
	40~	89	17.7
education level	high school	40	8.0
	2-3 year college	77	15.3
	4 year college	213	42.3
	graduate school	104	20.7
	ect	69	13.7
job	management support position	63	12.5
	office job	77	15.3
	public service	44	8.7
	teaching	56	11.1
	research and development	50	9.9
	production	42	8.3
	sales/service	60	11.9
	professional job	58	11.5
	ect	53	10.5
monthly income	~1,000,000	37	7.4
	1,000,000~2,000,000	86	17.1
	2,000,000~3,000,000	183	36.4
	3,000,000~4,000,000	95	18.9
	4,000,000~5,000,000	56	11.1
5,000,000~	46	9.1	

4.2.2 Descriptive Statistical Analysis of Variables

Descriptive Statistics Analysis was conducted using SPSS 26.0. The Likert 5-point scale was used for all questions except for demographic questions, and the analysis method can identify the characteristics of the collected data for each variable.

The results of descriptive statistical analysis are in (Table 3). The average is the sum of the values of each data item, then divided by the number of data. The average of each variable has a value between 3.16 and 3.91. The variable with the lowest average value is KP, and the highest is FP.

The standard deviation is to find out the degree of dispersion, and to compare the values of each value to see how much it spreads from the average. If each value is widespread, the standard deviation is large, and if it is gathered, it is small. (Table 3) shows that the standard deviation of this study is appropriate.

(Table 3) Descriptive Statistical Analysis

classify		average	standard deviation
independent variable	cultural familiarity (cf)	3.25	1.116
	reading interest (cr)	3.44	1.268
	external activity (ce)	3.47	1.211
mediating variable	cultural communication (cc)	3.69	1.280
	knowledge acquisition (ka)	3.22	1.251
	knowledge sharing (ks)	3.17	1.240
	knowledge creation (kc)	3.19	1.221
	knowledge application (kp)	3.16	1.177
dependent variable	habitus (ha)	3.43	1.192
	financial performance (fp)	3.91	0.966
	organizational performance (op)	3.88	1.004

4.3 Reliability and Feasibility Analysis of Variables

4.3.1 Reliability Analysis of Variables

As a result of analyzing the reliability of this study, the Cronbach's Alpha(α) of each factor is all over 0.7. The lowest reliability is 0.823, which is CE, and the item with the highest reliability is KA, which is confirmed to be 0.951. On average, the Cronbach's Alpha(α) value of all variables is ±0.9, so the reliability of each variable is high. The details are shown in (Table 4).

(Table 4) Reliability Analysis

	variable	n	Cronbach's α
independent variable	cultural familiarity (cf)	3	.891
	reading interest (cr)	3	.896
	external activity (ce)	3	.823
	cultural communication (cc)	3	.888
mediating variable	knowledge acquisition (ka)	6	.951
	knowledge sharing (ks)	6	.950
	knowledge creation (kc)	7	.946
	knowledge application (kp)	8	.959
	habitus (ha)	6	.924
dependent variable	financial performance (fp)	4	.928
	organizational performance (op)	4	.924

4.3.2 Feasibility Analysis of Variables

KMO (Kaiser-Meter-Olkin) is a method to test the appropriateness of factor analysis by checking the partial correlation between each factor. KMO has a result between 0 and 1, like Cronbach's Alpha(α), and the larger the value, the more suitable it is for factor

analysis. In general, if the KMO value is 0.5 or more, it can be said that the appropriateness of the correlation matrix for factor analysis is secured. In the case of this study, the KMO value is 0.876, which is highly valid, and it is suitable for factor analysis.

Bartlett's sphericity test is a test method that confirms the significance of all correlation values in the correlation matrix, which is a test method closely related to the correlation matrix as a diagonal matrix. When Bartlett's sphericity test was conducted on the data of this study, the value of the significance probability, which is the approximate chi-square, was $\chi^2 = 24451.762$ ($p = .000$), indicating that the correlation between each variable is very significant.

As a result of testing the research data using each analysis method, it can be seen that the response data performed for the purpose of this study are suitable for the factor analysis, and each analysis value is summarized in <Table 5>.

<Table 5> KMO and Bartlett's Test

Kaiser-Meyer-Olkin		.876
Bartlett's test of sphericity test	Chi-squared test	24451.762
	df	1378
	P-value	.000

The exploratory factor analysis confirms the suitability of the analysis for each factor of the research model, which groups the factors with similar characteristics among the factors into one factor. This study used Principle Component Analysis to extract the factors, and principal component analysis is a method used to reduce the factors to a small amount.

The factor loading value of this study was set to the validity of the measurement items based on the case of 0.5 or more. As a result of confirming the factor loading value, all 58 items were confirmed to be valid. The detailed load and eigenvalues of each factor are shown in <Table 6>.

<Table 6> Factor Analysis

QI		factor loading										
		1	2	3	4	5	6	7	8	9	10	11
kp	kp1	0.874	0.186	0.006	0.044	0.193	0.016	0.009	-0.007	0.031	0.010	0.026
	kp2	0.844	0.224	-0.002	0.049	0.172	0.031	-0.013	0.028	0.005	0.012	0.021
	kp8	0.824	0.282	-0.012	-0.017	0.218	0.020	-0.001	-0.022	-0.009	-0.033	-0.036
	kp5	0.810	0.250	-0.023	0.010	0.281	0.009	0.007	-0.016	-0.012	0.019	-0.022
	kp3	0.802	0.253	-0.004	0.031	0.203	0.021	-0.009	0.011	0.010	0.002	-0.013
	kp4	0.783	0.246	-0.016	-0.020	0.303	-0.027	0.017	0.027	0.034	0.031	0.016
	kp6	0.770	0.317	0.009	-0.025	0.245	-0.009	0.025	-0.036	0.002	0.010	0.000
	kp7	0.768	0.315	-0.037	0.025	0.248	-0.058	0.027	0.036	0.021	0.016	-0.018
kc	kc1	0.282	0.858	0.037	0.012	0.110	-0.034	-0.037	0.024	0.027	-0.022	0.033
	kc7	0.267	0.836	0.078	0.019	0.145	0.032	-0.010	0.010	0.054	0.023	-0.025
	kc2	0.234	0.807	0.002	0.041	0.175	-0.053	-0.041	-0.006	0.038	0.049	0.021
	kc6	0.270	0.804	0.062	-0.019	0.171	-0.013	-0.034	0.002	-0.001	-0.022	-0.022
	kc5	0.300	0.790	-0.001	0.036	0.133	-0.024	-0.035	-0.023	0.023	0.049	0.056
	kc3	0.257	0.780	0.041	-0.017	0.164	0.020	-0.050	-0.011	0.056	-0.050	-0.038
	kc4	0.321	0.775	0.064	-0.016	0.174	-0.054	0.006	-0.024	0.033	0.013	0.048

<Table 6> Factor Analysis (Continued)

QI		factor loading										
		1	2	3	4	5	6	7	8	9	10	11
ka	ka1	0.013	0.039	0.927	-0.021	0.008	-0.019	0.025	-0.002	0.011	0.025	0.007
	ka6	0.011	0.060	0.915	-0.038	-0.014	0.001	-0.029	0.001	-0.023	0.012	0.015
	ka2	-0.016	-0.002	0.898	-0.025	0.009	0.023	-0.028	0.008	-0.034	-0.009	-0.007
	ka5	-0.045	0.063	0.885	-0.037	0.021	0.029	0.056	0.006	-0.049	-0.019	-0.017
	ka4	0.001	0.028	0.877	-0.057	-0.042	-0.037	-0.021	0.016	-0.007	0.023	0.023
	ka3	-0.015	0.030	0.870	-0.021	-0.002	0.021	-0.006	0.030	-0.002	0.024	-0.004
ha	ha5	0.019	-0.027	-0.058	0.887	0.041	0.004	-0.025	-0.055	-0.074	0.035	0.045
	ha2	0.031	0.015	-0.007	0.878	0.008	0.016	0.007	-0.004	-0.011	0.032	0.053
	ha3	0.012	0.003	-0.029	0.876	-0.042	0.019	0.018	0.046	-0.001	-0.017	0.058
	ha6	0.009	0.032	-0.002	0.868	0.036	0.052	-0.005	-0.022	0.078	0.012	0.007
	ha1	0.013	-0.033	-0.040	0.858	-0.057	0.045	0.012	-0.011	-0.041	0.043	0.016
	ha4	-0.003	0.052	-0.059	0.823	0.063	-0.015	0.034	0.001	0.000	0.006	-0.011
ks	ks1	0.405	0.199	-0.003	-0.004	0.810	-0.014	-0.006	-0.002	-0.034	-0.017	-0.019
	ks6	0.395	0.233	-0.010	0.024	0.774	-0.032	-0.012	-0.007	0.031	-0.001	0.004
	ks5	0.368	0.251	0.007	0.026	0.773	-0.062	-0.018	0.006	0.016	0.004	-0.038
	ks2	0.421	0.170	0.007	0.012	0.770	-0.017	-0.036	-0.012	0.011	0.027	-0.031
	ks3	0.436	0.262	-0.010	-0.028	0.712	0.027	-0.076	0.018	-0.034	-0.026	0.022
	ks4	0.452	0.253	-0.027	0.048	0.711	-0.049	-0.016	-0.009	0.013	-0.005	0.006
op	op4	0.028	-0.035	0.026	0.037	-0.020	0.885	0.307	0.009	0.031	0.039	-0.020
	op1	-0.011	-0.027	-0.011	0.048	-0.002	0.856	0.306	0.001	0.032	0.028	-0.012
	op2	-0.015	-0.003	0.008	0.018	-0.051	0.827	0.314	-0.008	-0.007	0.031	-0.052
	op3	-0.001	-0.032	0.000	0.030	-0.030	0.818	0.277	0.000	-0.041	0.055	-0.038
fp	fp1	-0.005	-0.032	0.007	-0.001	-0.030	0.338	0.869	0.009	-0.020	0.004	-0.038
	fp4	0.029	-0.045	-0.057	0.012	-0.017	0.328	0.864	0.008	0.009	-0.011	-0.002
	fp3	0.021	-0.059	0.041	0.019	-0.035	0.253	0.848	0.009	0.017	0.003	-0.040
	fp2	-0.014	-0.033	-0.002	0.012	-0.020	0.307	0.827	-0.012	0.052	0.037	0.023
cr	cr2	0.003	-0.018	0.010	-0.022	0.027	-0.031	-0.012	0.927	-0.025	0.140	0.181
	cr3	0.024	-0.025	0.056	-0.030	0.002	-0.027	0.005	0.917	-0.038	0.063	0.167
	cr1	-0.012	0.023	-0.009	0.003	-0.034	0.066	0.019	0.785	0.003	0.273	0.159
cf	cf1	0.013	0.068	-0.029	-0.027	0.007	-0.015	0.046	-0.024	0.929	-0.033	-0.021
	cf2	0.009	0.045	-0.012	-0.004	-0.002	0.056	0.042	-0.031	0.922	-0.025	0.014
	cf3	0.028	0.049	-0.053	-0.013	0.000	-0.027	-0.034	-0.003	0.856	-0.014	-0.009
cc	cc1	0.026	-0.021	0.033	0.023	0.008	0.082	0.005	0.164	-0.018	0.905	0.218
	cc3	0.019	0.037	0.020	0.057	-0.030	0.070	0.008	0.056	-0.020	0.892	0.121
	cc2	-0.001	0.010	0.005	0.031	0.023	-0.016	0.026	0.312	-0.050	0.787	0.238
ce	ce1	0.014	0.026	-0.028	0.040	0.026	-0.024	-0.013	0.110	0.015	0.179	0.853
	ce3	-0.010	-0.036	0.007	0.038	-0.050	-0.069	0.010	0.237	-0.020	0.168	0.819
	ce2	-0.021	0.056	0.036	0.086	-0.019	-0.021	-0.050	0.159	-0.012	0.164	0.793
Eigen-value		12.365	5.499	5.082	4.657	4.031	2.722	2.251	1.572	1.500	1.344	1.154
vd (%)		23.331	10.376	9.589	8.786	7.606	5.135	4.248	2.965	2.831	2.536	2.177
cd (%)		23.331	33.707	43.296	52.082	59.688	64.823	69.071	72.036	74.867	77.403	79.580

4.3.3 Confirmatory Factor Analysis

In this study, reliability analysis and exploratory factor analysis were conducted using SPSS 26.0, but furthermore, reliability was further verified through additional verification of confirmatory factor analysis using Smart PLS 3.0.

Confirmatory factor analysis is an analysis that verifies the discriminant validity by confirming the correlation between each factor. That is, it is an analysis method that statistically verifies whether the relationship between the designed factor and the measured item is correctly analyzed.

Confirmatory factor analysis is a method to verify each factor's reliability and validity by additionally measuring Cronbach's Alpha(α) value, rho_A value, synthetic reliability value, and average variance extraction (AVE) value. The results of this study are in <Table 7>.

The discriminant validity analysis is a method to verify the validity by comparing the correlation coefficient of each factor and AVE. In other words, it can be said that the validity of the data is verified by clarifying

the differences between the factors.

<Table 7> Reliability and Feasibility Analysis

variable	Cronbach's α	rho_A	composite reliability	AVE
cc	0.890	0.940	0.930	0.816
ce	0.824	0.942	0.889	0.728
cf	0.891	0.913	0.932	0.820
cr	0.896	1.332	0.909	0.773
ha	0.929	0.960	0.948	0.820
ka	0.934	0.945	0.948	0.751
kc	0.952	0.958	0.961	0.805
kp	0.946	0.962	0.955	0.754
ks	0.959	0.983	0.964	0.772
fp	0.950	0.921	0.955	0.780
op	0.924	0.958	0.945	0.812

For discriminant validity, the square root of the average variance extraction value (AVE) of each factor should be 0.7 or more [Gefen and Straub, 2005]. It can be ensured when the value is analyzed to be larger than the correlation coefficient between other factors [Fornell and Larcker, 1981].

As a result of discriminant validity analysis for this study data, it can be confirmed that the average variance extraction value (AVE) is more than 0.7, and the corresponding value

<Table 8> Confirmatory Factor Analysis: Discriminatory Feasibility

variable	1	2	3	4	5	6	7	8	9	10	11
cc	0.903*										
ce	0.415	0.853*									
cf	-0.061	-0.024	0.905*								
cr	0.297	0.361	-0.057	0.879*							
fp	0.037	-0.047	0.035	-0.012	0.906*						
ha	0.072	0.102	-0.031	-0.032	0.026	0.867*					
ka	0.032	0.017	-0.055	0.053	-0.010	-0.076	0.897*				
kc	0.032	0.041	0.100	-0.012	-0.084	0.023	0.074	0.868*			
ka	0.035	0.006	0.051	0.024	-0.002	0.043	-0.012	0.600	0.879*		
ks	0.006	-0.022	0.042	0.001	-0.063	0.045	-0.006	0.522	0.702	0.883*	
op	0.091	-0.065	0.010	-0.025	0.627	0.061	0.006	-0.061	-0.010	-0.073	0.901*

* The square root value of AVE of each item.

is larger than the value of the correlation coefficient between other factors. The exact values are summarized in (Table 8).

4.4 Hypothesis Testing and Analysis

4.4.1 Common Method Bias

If the same measurement method is used on the Likert 5-point scale as in this study, errors may occur and affect the reliability and validity of the study [Dolnicar, 2020]. Therefore, it is necessary to verify the common method bias (CMB) to confirm these errors accurately and give validity to the research results. The most

common error in Common Method Bias is caused by respondents' propensity [Kock et al., 2021]. This is expressed in the social desire or utopia rather than expressing the original state in each item, and it appears when it is consistent with one response in all items [Podsakoff et al., 2003]. In addition, errors can be found depending on the respondents' cognitive abilities [Podsakoff et al., 2012], the amount of experience [Chandler et al., 2015], and the respondents' extroversion and introversion [Baumgartner and Steenkamp, 2001]. Each path coefficient, variance description value, and average are shown in (Table 9).

(Table 9) Common Method Bias

Variable	Question	Substructural Path Coefficient	Variance Description Value	Method Path Coefficient	Variance Description Value
cf	cf1	0.827***	0.683929	0.018	0.000324
	cf2	0.831***	0.690561	0.018	0.000324
	cf3	0.794***	0.630436	0.021	0.000441
cr	cr1	0.726***	0.527076	0.015	0.000225
	cr2	0.749***	0.561001	0.013	0.000169
	cr3	0.746***	0.556516	0.011	0.000121
ce	ce1	0.824***	0.678976	0.021	0.000441
	ce2	0.816***	0.665856	0.021	0.000441
	ce3	0.768***	0.589824	0.021	0.000441
cc	cc1	0.744***	0.553536	0.022	0.000484
	cc2	0.771***	0.594441	0.020	0.000400
	cc3	0.742***	0.550564	0.021	0.000441
ka	ka1	0.808***	0.652864	0.029	0.000841
	ka2	0.805***	0.648025	0.029	0.000841
	ka3	0.778***	0.605284	0.030	0.000900
	ka4	0.777***	0.603729	0.031	0.000961
	ka5	0.818***	0.669124	0.031	0.000961
	ka6	0.816***	0.665856	0.031	0.000961
ks	ks1	0.733***	0.537289	0.027	0.000729
	ks2	0.701***	0.491401	0.027	0.000729
	ks3	0.686***	0.470596	0.029	0.000841
	ks4	0.717***	0.514089	0.028	0.000784
	ks5	0.707***	0.499849	0.027	0.000729
	ks6	0.717***	0.514089	0.027	0.000729

〈Table 9〉 Common Method Bias(Continued)

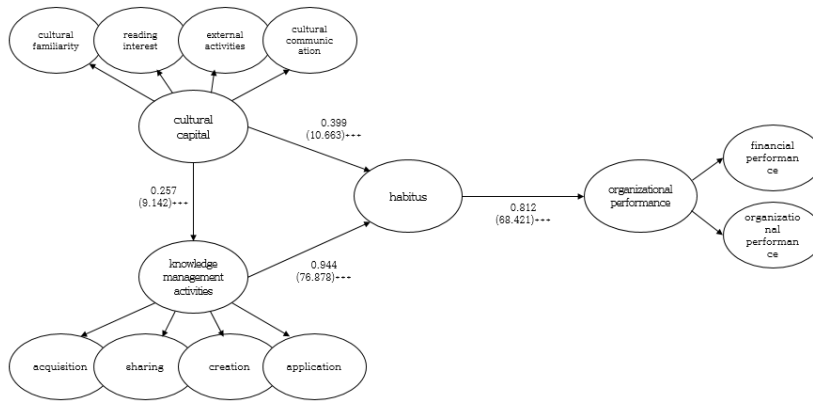
Variable	Question	Substructural Path Coefficient	Variance Description Value	Method Path Coefficient	Variance Description Value
kc	kc1	0.706 ^{***}	0.498436	0.027	0.000729
	kc2	0.774 ^{***}	0.599076	0.026	0.000676
	kc3	0.769 ^{***}	0.591361	0.026	0.000676
	kc4	0.776 ^{***}	0.602176	0.027	0.000729
	kc5	0.828 ^{***}	0.685584	0.026	0.000676
	kc6	0.813 ^{***}	0.660969	0.027	0.000729
	kc7	0.815 ^{***}	0.664225	0.027	0.000729
kp	kp1	0.826 ^{***}	0.682276	0.028	0.000784
	kp2	0.807 ^{***}	0.651249	0.028	0.000784
	kp3	0.718 ^{***}	0.515524	0.029	0.000841
	kp4	0.702 ^{***}	0.492804	0.030	0.000900
	kp5	0.753 ^{***}	0.567009	0.030	0.000900
	kp6	0.735 ^{***}	0.540225	0.030	0.000900
	kp7	0.717 ^{***}	0.514089	0.030	0.000900
	kp8	0.719 ^{***}	0.516961	0.030	0.000900
ha	ha1	0.852 ^{***}	0.725904	0.029	0.000841
	ha2	0.888 ^{***}	0.788544	0.031	0.000961
	ha3	0.893 ^{***}	0.797449	0.031	0.000961
	ha4	0.921 ^{***}	0.848241	0.031	0.000961
	ha5	0.894 ^{***}	0.799236	0.031	0.000961
	ha6	0.849 ^{***}	0.720801	0.029	0.000841
fp	fp1	0.846 ^{***}	0.715716	0.030	0.000900
	fp2	0.793 ^{***}	0.628849	0.028	0.000784
	fp3	0.769 ^{***}	0.591361	0.028	0.000784
	fp4	0.834 ^{***}	0.695556	0.029	0.000841
op	op1	0.809 ^{***}	0.654481	0.028	0.000784
	op2	0.795 ^{***}	0.632025	0.028	0.000784
	op3	0.769 ^{***}	0.591361	0.027	0.000729
	op4	0.837 ^{***}	0.700569	0.029	0.000841
average		0.785	0.619377	0.026	0.000719

*p<0.05, **p<0.01, ***p<0.001.

4.4.2 Hypothesis Testing

This study aimed to investigate the effect of cultural capital on organization performance, and to design a research model to identify the role of knowledge management activities and habitus among the influential relationships. The research model analysis was conducted using Smart PLS 3.0 to verify

the research hypothesis according to the model, and the significance of the path coefficient between variables was confirmed. The bootstrap method was used to verify the structural model. When bootstrapping was performed, single sample restoration was analyzed through 500 repetitions. The results of the structural equation model analysis are shown in 〈Figure 2〉.



〈Figure 2〉 Structural Equation Modeling

The purpose of the Smart PLS analysis method is to minimize error, and there is no goodness-of-fit index for the model [Chin, 1998]. Thus, the path coefficient is replaced by T Statistics (T-test value). In general, if the T value is 1.96 or more, $p < 0.05$, if it is 2.33 or more, $p < 0.01$, and if it is 2.58 or more, $p < 0.001$, indicating the significance of the path [Tenenhaus et al., 2005].

This study aimed to examine the relationship between cultural capital and habitus and knowledge management activities, the relationship between knowledge management activities and habitus, and the relationship between habitus and organization performance. The contents of this study are summarized in 〈Table 10〉.

4.4.3 Mediating Effect Analysis

This study used the bootstrap method of

Smart PLS 3.0 to analyze the multiple mediating effects of knowledge management activities and habitus between cultural capital as an independent variable and organizational performance as a dependent variable. As a result of the analysis, it was found that the mediating effect of knowledge management activities between cultural capital and habitus was significant. At the first verification stage, the relationship between cultural capital, an independent variable, and habitus, a dependent variable, was also significant. Therefore, there is a partial mediating effect, not a complete mediating effect. The mediating effect of habitus between cultural capital and knowledge management activities was also confirmed as a partial mediating effect, and the mediating effect of habitus between cultural capital and organization performance was also confirmed as a partial mediating effect.

〈Table 10〉 Test of Hypothesis

research path	o	m	stdev	t statistics	p value
cc → kma	0.257	0.256	0.028	9.142	(0.000)***
cc → ha	0.399	0.401	0.037	10.663	(0.000)***
kma → ha	0.944	0.945	0.012	76.878	(0.000)***
ha → op	0.812	0.813	0.012	68.421	(0.000)***

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

〈Table 11〉 KMA's Mediating Effect

research path	o	m	stdev	t statistics	p value
cc → ha	0.399	0.401	0.037	10.663	(0.000)***
cc → kma	0.257	0.256	0.028	9.142	(0.000)***
cc → kma → ha	0.499	0.502	0.034	14.808	(0.000)***

*p<0.05, **p<0.01, ***p<0.001.

〈Table 12〉 HA's First Mediating Effect

research path	o	m	stdev	t statistics	p value
cc → op	0.484	0.485	0.036	13.515	(0.000)***
ha → op	0.812	0.813	0.012	68.421	(0.000)***
cc → ha → op	0.317	0.319	0.029	10.961	(0.000)***

*p<0.05, **p<0.01, ***p<0.001.

〈Table 13〉 HA's Second Mediating Effect

research path	o	m	stdev	t statistics	p value
cc → ha	0.399	0.401	0.037	10.663	(0.000)***
cc → kma	0.257	0.256	0.028	9.142	(0.000)***
cc → kma → ha	0.499	0.502	0.034	14.808	(0.000)***

*p<0.05, **p<0.01, ***p<0.001.

〈Table 14〉 Sequential Mediating Effect

research path	o	m	stdev	t statistics	p value
cc → op	0.484	0.485	0.036	13.515	(0.000)***
cc → kma → ha	0.499	0.502	0.034	14.808	(0.000)***
cc → ha → op	0.317	0.319	0.029	10.961	(0.000)***
cc → kma → ha → op	0.405	0.408	0.028	14.222	(0.000)***

*p<0.05, **p<0.01, ***p<0.001.

Finally, it was confirmed that the sequential mediating effect of knowledge management activities and habitus between cultural capital and organization performance also had a partial mediating effect, confirming that all mediating variables had a partial mediating effect. Details of this are in 〈Table 11〉, 〈Table 12〉, 〈Table 13〉 and 〈Table 14〉.

4.5 Summary of Research Result

The results of this study demonstrate the

influence of habitus, which implies that the unconscious tendency system formed by the influence of the organization to which the individual belongs can act as an important factor in the organization.

First, the results of hypothesis testing on the research model showed that all of the influences on the relationship between cultural capital and knowledge management activities, cultural capital and habitus, knowledge management activities and habitus, and habitus and organization performance were pos-

〈Table 12〉 Hypothesis Test

classify	hypotheses		result
cultural capital → knowledge management activity	H1	Cultural capital will have a positive effect on knowledge management activities.	accept
cultural capital → habitus	H2	Cultural capital will have a positive effect on habitus.	accept
knowledge management activity → habitus	H3	Knowledge management activities will have a positive effect on habitus.	accept
habitus → organizational performance	H4	Habitus will have a positive effect on organization performance.	accept

itive (+), and all four hypotheses were adopted. This means that people who have accumulated enough cultural capital have a higher participation in knowledge management activities and are more likely to be influenced by the unconscious tendency system formed by their organization. Also, organizations that actively perform knowledge management activities also affect habitus. In addition, organizations that have accumulated a lot of cultural capital and actively perform knowledge management activities are influenced by achieving the organization's successful performance through the proven habitus influence. It can be seen that habitus, which is influenced by the social influence of these organizations, has a positive effect on performance, which is a common goal of the organization, by accumulating common values and tendencies of the organization. The contents of this are summarized in 〈Table 12〉.

5. Result

5.1 Discussion

Previous studies on existing cultural capital have been mainly studied in sociology or pedagogy under the influence of the past hierarchical society. However, in contemporary modern society, the boundary of the class has

been relaxed, and the cultural capital has become popular, the influence has been changing. Moreover, due to the rapid development of technology and the spread of information, individuals' creativity and knowledge-based abilities have been emphasized, and the necessity of cultivating individual abilities has emerged. Therefore, this study looked at cultural capital from the perspective of business administration and tried to find out the effect on organizational performance. In addition, the concept of habitus, which was mainly performed in qualitative research, is verified by quantitative research, and its influence is examined. The results of this study are as follows.

First, cultural capital has a positive effect on knowledge management activities. The fact that cultural capital has a positive effect on knowledge management activities means that people who accumulate more cultural capital are more likely to actively perform knowledge management activities, and cultural factors have a considerable influence on the flow of knowledge. These findings align with the fact that the cultural capital mentioned in the study of Cho and Yi (2020) is an important source of knowledge.

Second, as Bourdieu (1979) asserted, cultural capital's effect on habitus is very significant. Organizations that accumulate

much cultural capital positively affect the formation of organizational habitus. In other words, an organization with a large amount of accumulated cultural capital means that it is easy for members to adapt to the organization and share common values or beliefs.

Third, knowledge management activities also affected habitus. This is consistent with Bourdieu [1990b]'s claim that the basis of the habitus expression principle is formed from the knowledge of the field to which the individual belongs. When the members of the organization perform knowledge management activities, it can be seen that habitus is manifested due to the common knowledge capital formed in the organization, and a standard unconscious tendency system and lifestyle are formed in the organization. Through this, it is expected to contribute significantly to forming a positive organizational culture.

Fourth, it was confirmed that the higher the habitus, the higher the organization performance. Organization performance is divided into financial performance and organizational (non-financial) performance. The results indicate that the higher the common organizational values, goals, and unconscious tendencies formed in the organization, the higher the contribution to the creation of financial and non-financial performance of the organization. It supports the findings of Hwang and Choi [2017] that organizational members with the same system as the value and culture of the organization show organization performance and work effectiveness.

5.2 Implications of the Research

The results of this study have three academic implications as follows: First, the influence

of cultural capital on organizational performance, which has been rarely discussed in business administration, is confirmed. Cultural capital is a capital that most people can easily accumulate and utilize in modern society, and the proliferation of cultural capital is increasing exponentially, especially among the younger generation. Because of this trend, it is necessary to study the influence of cultural capital, but more is needed from the viewpoint of business administration. Therefore, this study can contribute to the study of business administration by showing that it can contribute to organizational performance by cultivating personal and organizational ability that affects cultural capital and forming a positive organizational culture.

Second, this study borrowed Bourdieu's Cultural Reproduction Theory and DiMaggio's Cultural Mobility Theory using the habitus of cultural capital. It supports the Cultural Reproduction Theory that can preoccupy the competitive advantage by realizing differentiation among competing organizations by utilizing habitus in the organization from the viewpoint of business administration. It also supports the Cultural Mobility Theory that can contribute to the organization performance by being influenced by habitus formed in the existing organization when participating as an organization member. This is significant because it supports the acceptance of both theories in the debate on Cultural Reproduction Theory and Cultural Mobility Theory that continues to the present day.

Finally, this study demonstrates the relevant variables through quantitative studies of habitus. Most previous studies focused on cultural capital by classifying habitus as a sub-influence of cultural capital and only mentioning the concept lightly. Although it

is a precedent study that focuses on habitus, it is difficult to find empirical studies of the concept as a qualitative study. However, this study judged that the concept of habitus is not a concept that is included as a sub-element of cultural capital, but a tendency system that can be formed in various situations. And an empirical analysis was conducted by developing measurement items through previous studies.

In addition to these academic implications, the results of this study suggest the following policy and practical implications: First, this study is based on the claim that organizational members should promote individual and organizational abilities by encouraging cultural activities in the enterprise.

Each organization should not focus on organizational performance through the existing organizational culture that increases the intensity of work within the organization. It is necessary to encourage cultural activities so that members of the organization can accumulate cultural capital in various ways to form a positive habitus for organizational activities. Furthermore, an environment for accumulating cultural capital at the organizational level should be prepared.

Second, knowledge-based organizational culture should be formed by promoting knowledge management activities. Rather than relying on personal feelings and memories of the experience to perform tasks, the experience should be knowledgeable and shared with other members of the organization, knowledge should be acquired using various methods, new knowledge should be created, and activities within the organization should be carried out using acquired knowledge.

Finally, the national support policy should establish a system so each organization can

accumulate enough cultural capital. Currently, cultural policies are focused on cultural enjoyment and consumption, and are being implemented to promote psychological welfare and artistic consumption activities. However, since cultural capital is a capital that can contribute significantly to the cultivation of individual and organizational abilities according to the utilization method, it is necessary to think about the policy utilization plan in various aspects.

5.3 Limitations and Suggestions of Research

Although this study is a research model and research method designed through consideration of previous studies, it has three limitations as follows. First of all, this survey was conducted on office workers who are working in corporate start-ups to identify universal characteristics. However, it is difficult to confirm the meaningful relationship with older generations due to the high proportion of those in their 20s and 30s.

Second, this study focused on habitus and knowledge management activities in terms of cultural capital and organization performance, and examined the variables that are judged to be valid by the researcher among the various possibilities considered through previous studies. However, there may be other essential variables in organizational performance that researchers still need to address.

Finally, this study measured habitus at once. However, habitus is an unconscious tendency system, and it is likely to change as the system or values of the organization change. Therefore, further development of specific items is necessary to identify habitus accurately.

In summary, this study has limitations on

the characteristics of the sample, limitations on the composition variables, and limitations on the measurement method of the habitus. However, it has great significance in the early stage of empirical research on cultural capital and habitus in business administration, and future research is expected to complement these limitations.

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