



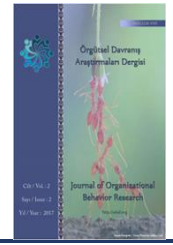
2528-9705

Örgütsel Davranış Araştırmaları Dergisi

Journal Of Organizational Behavior Research

Cilt / Vol.: 8, Sayı / Is.: 1, Yıl/Year: 2023, Sayfa/Pages: 173-185

<https://doi.org/10.51847/0CeFJRxOmQ>



RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE'S COMMITMENT: AN EMPIRICAL RESEARCH IN VIET NAM JOINT-STOCK COMMERCIAL BANKS

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ABSTRACT

This research investigates how certain facets of organizational culture affect loyalty among workers for the period 2021-2022. Twenty-nine (29) items of seven dimensions were constructed to measure the factors affecting employee commitment; five items were used to measure their purchase intention. Data was collected from 31 Vietnamese commercial banks in Ha Noi, Viet Nam, and its environs. The respondents in the study were 400 bankers who have experience from one year. The convenient sampling method was also used to ensure that respondents were proportionately represented. Structural Equation Modeling (SEM) is utilized by the data analysis instrument. The findings reveal that in joint stock commercial banks, employee commitment is substantially influenced by reward and recognition, consensus, and fundamental values. Cooperation and integration, on the other hand, have no bearing on employees' dedication. The findings proposed useful information to managers of commercial banks to help them improve the employees' commitment to their organization.

Keywords: Organizational culture, Employee, Employee's commitment, Joint-stock commercial bank.

INTRODUCTION

Numerous factors will influence a company's or organization's growth. Human resources, on the other hand, are not objects; they are subject to exploitation and enhancement just like capital, natural resources, technological progress, infrastructure, geographic location, etc. The success or failure of a business is ultimately dependent on its human resources (Suma & Lesha, 2013). Due to its impact on organizational performance and the rising tide of workers jumping from one job to another, the problem of employee retention and commitment has risen to the forefront of human resource management discussions.

Indeed, numerous studies have shown that engaged employees significantly impact business outcomes (Ranya, 2009). A dedicated employee is a key resource in any business' pursuit of competitive advantage (Bhatnagar, 2007). When workers care deeply about the company's success, they act in ways that reflect those ideals. Dedicated to the success of the company, they will go above and beyond the call of duty whenever asked. On the other hand, if an employee isn't invested in staying with the company, they won't be able to make any positive contributions

Geliş tarihi/Received: 01.11.2022 – Kabul tarihi/Accepted: 04.03.2023 – Yayın tarihi/Published: 30.03.2022

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and may even start thinking about leaving. Turnover is seen as a major issue for the company (Bhatnagar, 2007). In extreme circumstances, it might even jeopardize the very existence of the company, which has a knock-on effect on employee morale. Employee turnover has been shown to have a substantial cost (Dwivedi *et al.*, 2014). There are monetary costs associated with finding and training a replacement, productivity losses owing to interim staffing cutbacks (Bhatnagar, 2007), and most crucially, the loss of institutional knowledge.

Businesses are struggling all around the world, including in Vietnam, due to the high unemployment rate. After more than two years of the Covid-19 pandemic and changes in the corporate environment, several large-scale upheavals in human resources and organizations are expected in 2022. Employees are not content to simply accept the current climate of widespread layoffs; they are also prepared to switch careers, alter their working methods, and establish brand-new expectations for firms.

According to a survey conducted by Navigos Group in 2022, which polled over 6,800 people across 27 industries, factors such as a positive work environment (including supportive coworkers), job security, proximity to family and friends, competitive pay, a strong company brand, and opportunities for professional growth are all crucial in retaining employees. In which the elements of the work environment, learning and development opportunities, etc., can be identified as parts of the culture of the company.

Organizational culture has been a hotbed of academic inquiry for decades, with findings linking it to employee motivation, retention, and happiness in their roles (Dauber *et al.*, 2012). The term "organizational culture" is used to describe an organization's guiding principles, methods for boosting employee morale and productivity, and capacity to shape employees' inner lives and outer interactions. As such, we must learn more about how corporate culture affects the growth and survival of businesses, and this is especially true when it comes to the expansion of Vietnamese companies. Banks in South Vietnam's commercial sector.

Joint stock commercial banks are currently dealing with the phenomenon of brain drain, or the attracting of human resources from rivals. The 2019 financial results of 22 joint-stock commercial banks were released by Vietnamnet online daily; 15 of these have hired approximately 11,000 more staff, while 7 other banks (Vietinbank, VPBank, ACB, SHB, OCB), NCB, and Saigonbank have lost 4,000. Maintaining a steady human resource and reducing employee turnover, particularly among good and talented personnel, is an important task.

To address this fact, academically, there have been many different studies on organizational culture and employee commitment, such as Nhat and Trang (2015), Johari and Nazir (2015), Jahan *et al.* (2022), Bagis *et al.* (2020), Desselle *et al.* (2018). Studies have built many models, and different models of organizational culture, demonstrating that many factors of organizational culture have a positive effect on employee commitment. In particular, the research model of Denison and Mishra (1995) is used by many scholars and tests the relationship between these two factors in many different fields across countries around the world. However, the research mainly inherits both internal and external factors of this model, while commitment is an internal factor within the organization.

In addition, research on the relationship between organizational culture and employee commitment has been studied by scholars in many different service fields such as educational services, software, public services., tourism, and aviation, while research in banking is still



limited. Previous studies in the banking sector were mainly aimed at building a financial culture for banks (Camaron & Quinn, 2011). There have not been many studies on the relationship between organizational culture and employee commitment.

Literature Review

Organizational Culture

Organizational culture is "a kind of basic assumption, produced, found, and evolved by a group of individuals as they learn to deal with connected challenges" (Schein, 2010). The coordination between the outside and the inside work was validated and passed on to the subsequent members.

Denison states that an organization's culture is its people and their shared assumptions, norms, and values. "Organizational culture is conceived as beliefs and shared values in organizations, helping to form the behavior patterns of employees" (Denison & Mishra, 1995).

Recardo and Jolly (1997) state that "a collection of values and beliefs that are understood and held by members of the company" is commonly used to describe an organization's culture. Each group has its own set of core values and beliefs that serve to define it and guide the actions of its members.

Organizational Commitment

In the 1980s and 1990s, scholars conducted extensive studies on the topic of employee commitment, yielding important findings. Three types of commitment to an organization—emotional, rational, and ethical—have been modeled by the author (or commitment for values). In other words, affective commitment means that workers will stay with the company because they genuinely care about it. That feeling is the organic connection between workers and the company. It is assumed, computationally, that employees will remain with the company despite the availability of better job opportunities elsewhere. An employee with a continuing commitment is willing to remain in their position due to the personal benefits it provides them, such as the development of positive working relationships with coworkers, the accumulation of retirement and professional investment, and the acquisition of valuable work skills. Leaving the company would make them feel as though they are giving up these perks. Finally, normative commitment implies that people may be loyal to the organization simply because they can't get a better job elsewhere, or they may be ethically committed to staying with the company because of the values they represent (Meyer & Allen, 1991).



The Relationship between Organizational Culture and Commitment

Employee Dedication and Open Lines of Communication inside an Organization

Organizational communication is the dissemination and exchange of information inside and between organizations (Bélanger *et al.*, 2003; Nhat *et al.*, 2015). Several authors have demonstrated the significance of communication in increasing employee dedication and producing favorable results (Hieu *et al.*, 2021; Ghati *et al.*, 2023). According to Ramdhani *et al.* (2017), study, a lack of internal communication has a negative effect on organizational commitment, which in turn lowers employee appreciation, loyalty, and dedication. Reduce the pellets. The level of employee engagement and dedication is shown to be related to the quality of

communication between employees and management (Robbins, 2001; Uzun *et al.*, 2022). Therefore, the following hypothesis can be made with some confidence:

H1: Employee commitment increases as a result of effective organizational communication.

The Connection between Loyalty and Teamwork in the Workplace

"Teamwork is the readiness to engage in group exchanges and cooperation, typically expected in the performance of interdependent tasks" (Lankau, 1996; Yoong *et al.*, 2022).

Multiple studies have shown that dedicated teams are more productive (for example, Hieu *et al.*, 2021; Hackman & Hackman, 2002). The effects of employee autonomy and collaboration were investigated by Karia and Ahmad (2000), who surveyed 104 workers from five Malaysian private companies. Results from studies show that companies that encourage teamwork among their workers see a rise in morale.

In addition, trust and cooperation within a group are also favorably correlated with commitment, according to Costa (2003). The following theory is therefore proposed:

H2: Teamwork boosts employee dedication.

The Relationship between Training and Development with the Commitment of Employees

During training and development, individuals are taught new skills and given feedback on how to improve their performance on the job (Poh, 2001).

Employees are more content with their jobs and working conditions after receiving training and growth opportunities (Karia & Ahmad, 2000; Zhang *et al.*, 2022). Training and development improve workers' attitudes and dispositions, which in turn increases their commitment to the company (Lee *et al.*, 1999).

According to Lok and Crawford (1999), courses should be tailored to increase employees' dedication to the company. Similarly, Meyer and Allen (1991) discovered that workers who were afforded more possibilities for professional development also showed greater emotional attachment to their jobs.

Training can be seen as an investment in the connection between the business and its personnel and hence can boost organizational commitment. It has been shown that when workers are given more opportunities to advance their skills, they are more invested in the success of their company (La & Luu, 2018; Hieu *et al.*, 2021). And hence the connection might be stated as such:

H3: Investing in staff training and development increases loyalty.

The Connection between Appreciation and Dedication in the Workplace

Previous studies (for example, Lee *et al.*, 1999; Zhang, 2000) have explored various factors that can enhance organizational commitment. Among the factors are reward and recognition. To a certain extent, competitive rewards and recognition will ensure employees' commitment to their work. Furthermore, a well-designed reward system can enhance employee attitudes, job satisfaction, and organizational commitment. Accordingly, studies by Lee *et al.* (1999) show that employees who receive rewards based on excellent job performance often have high levels of job satisfaction. And commitment to the organization, and vice versa.

Other studies (for example, Ho & Nguyen, 2018; Karia & Ashari, 2000; Zhang, 2000) have confirmed that rewards and recognition positively affect employee engagement, and this ultimately brings success to the organization. From this, it can be hypothesized that:



H4: Reward and recognition have a positive effect on employee commitment.

The Relationship between Consistency and Employee Commitment

Organizations with cultural consistency often have a mindset and a set of organizational systems that create an internal governance system based on support and consensus. They have highly committed employees, core values, a distinct business approach, an internal drive for advancement, and a clear set of do's and don'ts. Consistency creates a strong culture based on a shared system of beliefs, values, and symbols that are widely understood and used by members of the organization. The three indicators of consistency are cooperation and integration, agreement, and core values.

There have been many studies on corporate culture using Denison's model, including examining the relationship between consistency and employee commitment in the organization. Research results of Salajeque and Naderifar (2014) and Masouleh and Allahyari (2017) show that there is a positive relationship between organizational consistency and commitment, in which cooperation and integration, agreements, and core values both lead to increased work efficiency, thereby increasing employee commitment. Therefore, there are grounds for making the following hypotheses:

H5: Cooperation and integration have a positive effect on employee commitment.

H6: Consensus has a positive effect on commitment.

H7: Core values have a positive influence on employee commitment.

MATERIALS AND METHODS

Our study's methodology, which relied on quantitative analytic techniques and took qualitative data into account, seemed right for our purposes. Data were gathered by questionnaire and then tabulated using descriptive and inferential statistics. The purpose of this study is to address research questions about the relationship between the organizational cultural variables of organizational communication, teamwork, training and development, reward and recognition, and consistency, and the employee commitment variable in the organization. All 31 commercial banks in the Hanoi metropolitan area (where this research was conducted) are intended readers. The sampling strategy of "convenience." The sample population consists of 400 people from 31 Vietnamese commercial banks that are owned by a joint stock company.

Information was gathered through in-person interviews with 31 joint-stock commercial banks' staff members in Hanoi and the surrounding area, using pre-made questionnaires as guides. The questionnaire's responses are formatted as a Likert scale, with options ranging from 1 to 5. The gathered data will next be examined to verify the research's hypotheses and goals. Treated in a way that meets the needs of the analysis. Each latent variable structure will be discussed before being merged into a structural equation model between the variables (the meat of the study), and then the system of structural equations will be assessed. Organizational culture and commitment are the first topics of discussion, after the discussion on the use of Confirmatory Factor Analysis (CFA) for measurement modeling. Following verification that the latent variable structure can be inferred from the available indicators; the full model and structural model fit criteria can be examined. The initial step of this research involves structural equation modeling (SEM), more specifically measurement modeling, to create a structure or latent variable appropriate for the CFA test, specifically, in accordance with the structural model. Structural



Equation Modeling is utilized for its reliability and validity testing (CFA test) to find an appropriate latent structure or variable. The correctness of the research model was calculated using R² as a function of partial and variant-based SEM properties throughout the structural model evaluation phase. An analysis of the structural model was also performed to provide confirmation or refutation of the study's null hypothesis.

RESULTS AND DISCUSSION

Results of Testing the Reliability of the Scale

The results of the reliability test showed that all scales have high reliability; Cronbach's Alpha coefficients were mostly at an acceptable level or higher (above 0.8), the aggregate reliability (CR) was above 0.8, and the average extracted variance (AVE) was more than 0.5 (Table 1).

Table 1. The results of scale reliability evaluation

No	Factors	Acronym	Cronbach's Alpha	Composite Reliability (CR)	Average Extracted Variance (AVE)
1	Communication within the organization	GTi	0.843	0.844	0.575
2	Commitment	CK	0.925	0.926	0.716
3	Reward and get rewarded	KT	0.917	0.920	0.697
4	Cooperation & integration	HT	0.916	0.917	0.735
5	Training	DTa	0.926	0.928	0.764
6	Team work	LN	0.909	0.910	0.717
7	Core value	CL	0.930	0.931	0.773
8	Consensus	DT	0.875	0.878	0.642

Source: Author's computation

Hypothesis Testing Results

Things to test in this research hypothesis, as shown in **Figure 1** and **Table 2**, include (1) communication in the organization has a positive effect on employee commitment; (2) teamwork has a positive effect on employee commitment; (3) training and development have a positive effect on employee commitment; (4) reward and recognition have a positive effect on employee commitment; (5) cooperation and integration have a positive effect on the commitment of employees; (6) consensus has a positive effect on employee commitment; (7) core values have a positive effect on employee commitment.

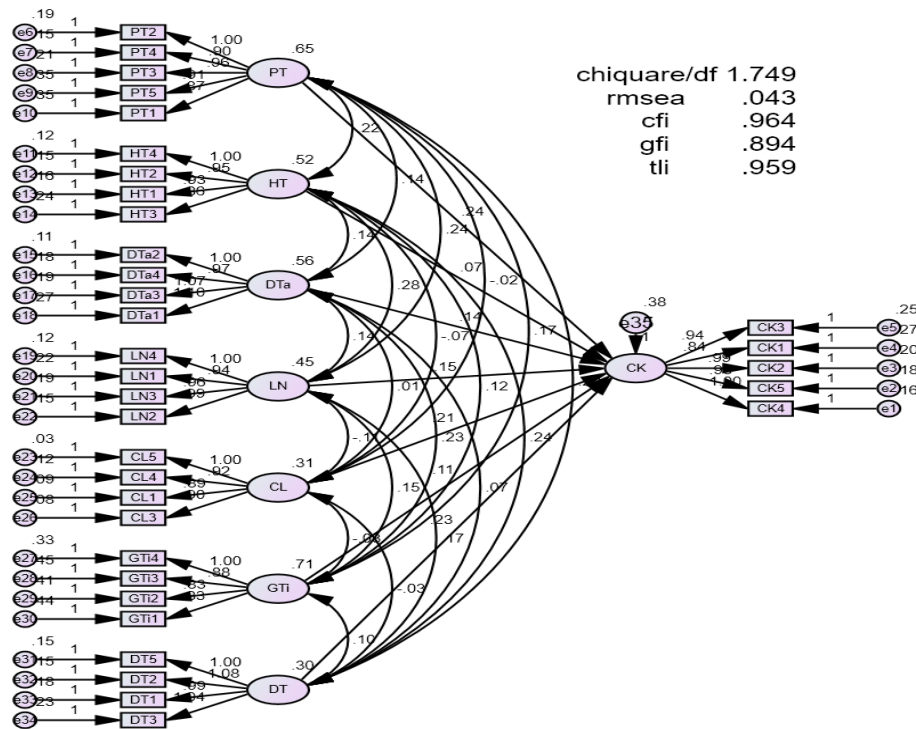


Figure 1. Structural Equation Modeling (SEM)

Source: Author's computation



Comparable to the CFA stage, the TLI, GFI, CFI, and RMSEA, Chi-square indexes are utilized to assess.

Table 2. Assess the Fit of the SEM Model

Matching standards	Index of the model	Evaluation
CMIN ($p < 0.05$)	P-Value=0.000	Fit
Chisquare /df ≤ 2	Chisquare/df=1.749	Fit
CFI ≥ 0.9	CFI=0.964	Fit
TLI ≥ 0.9	TLI=0.959	Fit
$0.8 \leq \text{GFI} \leq 0.9$	GFI=0.894	Fit
RMSEA ≤ 0.08	RMSEA=0.043	Very good

Source: Author's computation

Figure 1 shows that the TLI = 0.959, CFI = 0.964, RMSEA = 0.043 0.05, and the Chi-squared corrected for degrees of freedom CMIN/df = 1.749 2 all have P-values less than 0.05.

GFI index = 0.8940.9, but for a model with many observable variables, Baumgartner and Homburg (1996) state that GFI is unlikely to rise over 0.8. 0.9 but from 0.8 and upwards is still okay.

The model's estimated regression coefficients are shown in the table below:

Table 3. The Unnormalized Regression Coefficient of the SEM

			Coefficient	S.E.	C.R.	P
CK	<---	KT	.241	.053	4.560	***
CK	<---	HT	.072	.071	1.017	.309
CK	<---	DTa	.137	.052	2.646	.008
CK	<---	LN	.150	.073	2.062	.039
CK	<---	CL	.211	.064	3.295	***
CK	<---	GTi	.109	.048	2.281	.023
CK	<---	DT	.230	.092	2.509	.012

Source: Author's computation

Research demonstrates that the factor HT (cooperation and integration) has a P-value > 0.5, as indicated by the unstandardized regression coefficient. Accordingly, this variable does not have a statistically significant impact on dedication levels.

All the other covariates had P-values less than 0.5, suggesting that they have an effect on bank employees' dedication to the institution. When looking at the standardized regression coefficient, we can see that all the factors have positive values, indicating that they all have a positive effect on commitment.

Table 4. Normalized Regression Coefficient of the SEM

Dependent variable		Independent variables	Regression coefficient	S.E.	C.R.	P
CK	<---	KT	.241	.053	4.560	***
CK	<---	DTa	.137	.052	2.646	.008
CK	<---	LN	.150	.073	2.062	.039
CK	<---	CL	.211	.064	3.295	***
CK	<---	GTi	.109	.048	2.281	.023
CK	<---	DT	.230	.092	2.509	.012

Source: Author's computation

It follows that KT (reward and recognition), DT (consensus), and CL (corporate culture) are the three most important aspects in ensuring the loyalty of the bank's personnel (core values).

Using a chi-square test, the study found that the independent variables of organizational culture accounted for 35% of the variance in employee commitment within the linear structural model. Quantitative studies using a table of standardized regression coefficients reveal the following order in which cultural elements influence employee dedication at a bank:

Acknowledgment and Praise

The study found that a significant beneficial influence on employee engagement can be attributed to monetary incentives and recognition from banks ($\beta=0.241$; $P=0.000$). This finding is in line with the findings of a study on public service workers' dedication by Johari and Nazir

(2015), which was done in Malaysia.

Consensus

The consensus component was found to have the second-highest regression coefficient among the factors influencing commitment ($P=0.0120$). Denison's (1990) model of consistent attributes includes things like fundamental values, consensus, collaboration, and integration, but the author has not yet discovered studies examining the impact of any of these.

Fundamental Principles

Third among cultural factors influencing commitment is the importance placed on core values ($=0.211$; $P=0.000$). A low mean value of 1.92 for the core value variable on the sample and a low mean value of around 1.9 for the observed variables indicate that this component has the least influence on commitment. In terms of the average of the cultural components that influence loyalty, this is the lowest possible value. This demonstrates that the sampled workforce disagrees with the claims presented.

Collaborative Effort

The value of the teamwork component is $= 0.150$; $P = 0.0390$, placing it in the top five cultural characteristics that influence commitment. Ramdhani's (2017) Indonesian research supports these findings.

Developmental Training

A favorable effect of training and development on loyalty was found ($=0.138$; $P=0.0080$), but the effect size was small. This finding agrees with a Malaysian study by Johari and Nazir (2015). In addition, the mean value of training and development factors is quite low at 2.26, which is five points below the halfway mark on the Likert scale.

Organizational Communication

The organizational communication factor has the smallest but most beneficial effect on commitment, with a value of $= 0.109$; $P = 0.0230$. The findings are in line with those of a study by Ha Nam Khanh (2019), which found that organizational communication had less impact on employee retention than other factors. Components of teamwork, education, and acknowledgment (Taher *et al.*, 2022; Asar *et al.*, 2023).

CONCLUSION

The following are a few findings that may be taken from data analysis and the categorization of organizational culture as a moderator of employee commitment to the organization:

Positive and substantial effects on employee dedication can be seen most readily in the form of rewards and recognition. This means that the bank will have a greater proportion of long-term workers in proportion to the number of programs it has in place to reward and acknowledge the efforts of its staff (Marhana *et al.*, 2021).

To a greater extent, commitment is strengthened by consent. The bank will be able to go in a coordinated and consistent development direction if there is good consensus throughout the company. The impact that workers' consensus has on the bank is quantified by this observable



variable. Staff retention is much improved when the bank provides a pleasant workplace.

An organization's core beliefs can significantly and favorably affect the dedication of its staff. Employee engagement can be improved if bank managers foster an atmosphere where workers feel safe enough to speak up and collaborate on projects that help them develop professionally and personally.

The level of enthusiasm among workers also rises when they work together effectively. Leaders in the banking industry must acknowledge that collaboration has become crucial to the institution's success and seek to sustain an efficient team model by encouraging staff to operate in cohesive groups both inside and across departments. Within the bank's many divisions. Financial institutions should plan events both inside and outside of the institution to encourage teamwork. Relationship building on a team is not just between coworkers, but also between coworkers and management. The bank should also create an employee appraisal policy that correlates individual performance with team performance to foster a culture of teamwork and dedication to the group's or division's overall mission.

Increased employee dedication to the bank is another benefit of investing in their professional growth through training and development opportunities. The desire for professional growth is universal among workers and is especially strong among those employed by joint stock commercial banks. When workers are permitted to do their jobs in an atmosphere where they can see that they will receive feedback on their performance, be acknowledged for their contributions, and have the chance to grow in their careers, they are more likely to be engaged and committed to their jobs. When employees feel like they are part of a team, they are more likely to take pride in their work and want to stay with the company for the long haul.

Employee engagement can be improved through better internal communication. Joint stock commercial banks provide their employees with a stimulating and collaborative workplace. This means that there needs to be ongoing two-way communication between employees and their superiors, peers, and clients. Communication and cooperation across teams, as well as between workers and managers, will pave the way for productive work to be accomplished by everybody.

Limitations and Dimensions for Future Research

The study has a limited scope, and it has only taken into consideration the joint-stock commercial bank sector, while the other banks are not considered. For future research, it is suggested that the study should be conducted by keeping in view all banks, as all these banks have a different setup, and the employees have different demands.

ACKNOWLEDGMENTS: The authors would like to thank anonymous reviewers for their suggestions which were most helpful in improving this article.

CONFLICT OF INTEREST: None

FINANCIAL SUPPORT: This research will be financially supported by Thai Nguyen University of Economics and Business Administration, Thai Nguyen University, Viet Nam.

ETHICS STATEMENT: We will conduct ourselves with integrity, fidelity, and honesty. We will openly take responsibility for our actions.



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