

CORPORATION CULTURE FACTORS AFFECTS EMPLOYEES ORGANIZATIONAL COMMITMENT: A RESEARCH IN CONSTRUCTION MATERIALS ENTERPRISES IN VIETNAM

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Abstract

The research was carried out to evaluate a number of factors of organizational culture affecting the organizational commitment of employees in construction materials enterprises in Vietnam. By collecting data based on a survey with respondents who are employees working at construction materials enterprises in Vietnam. After collecting data (467 survey questionnaires) has been described statistically, the results of testing the scales of research concepts through Cronbach's Alpha reliability assessment, exploratory factor analysis (EFA) and test the fit of the research model. The results show that there are 05 components that have a statistically significant impact on employees' organizational commitment, including (from high to low impact in order): Working conditions; Rewards and recognition; Communication within the organization; Training and development; Consistency in governance policy.

Keywords: Organizational culture, Construction materials enterprises, organizational commitment.

1. INTRODUCTION

In the fiercely competitive economy and the trend of globalization, not only state-owned enterprises but also private enterprises must learn new, creative and change information to meet the requirement of the society. In addition to traditional solutions such as technological innovation, increasing investment capital, and natural resources, another factor that are concerned is human resources. According to Tien (2010), "Human resources are the sum total of human potentials (first and foremost, labor potential), including: physical strength, intelligence, and human personality in order to meet the requirements of a certain organization or socio-economic structure". Therefore, human resources and talents are the most effective weapons, making the most difference for each enterprise.

When Vietnam joined the World Trade Organization (WTO), Vietnam has become a country to attract capital for domestic and foreign investors, there are many opportunities to participate in commercial activities, cooperation and international exchange. Many foreign or foreign companies had invested in Vietnam, opening up opportunities for careers in the country. This is also a big challenge for Vietnam in general and companies in particular. In particular, in the field of construction, there are always foreign investors involved in projects in Vietnam because these companies have huge capital, modern technology. However, Vietnam has a competitive advantage, which is human resources in addition to the need for high-quality human resources.

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It is also necessary to know how to attract personnel with good skills and expertise. In fact, many Vietnamese enterprises face human resource problems when talented employees no longer continue to work for the enterprises, or the attitude towards work, remuneration policy such as salary, bonus do not show the fairness, especially the corporate culture factor of the company gradually goes down, leading to the employee's level of commitment to the organization gradually decreasing (Phuong and Nghi, 2014). This is also a dilemma for Vietnamese businesses. Currently, although Vietnam has a large number of labor force, the staffs of Vietnamese enterprises still have some limitations such as soft skills, foreign language skills, working style, etc. (Minh, 2018).

Therefore, enterprises want to develop sustainably need a strong and dedicated workforce, contributing to the accomplishment of the organization's goals. To do this, enterprises should build a professional organizational culture, a culture bearing the organization's identity with a sociable, friendly and happy working environment like a "family" for employees to maximize their working ability, thereby creating motivation to motivate employees to show loyalty and commitment to work for the enterprise.

Agwu et al (2013) had a study that defined organizational culture as a set of values, beliefs and constructs into employee behavior and forms the core of the organization. According to Barney (1986), companies that do not build organizational culture cannot participate in management activities and do not achieve high performance in business. Several studies demonstrated that organizational culture plays an important role in influencing organizational commitment such as the research model of Zain, Ishak and Ghani (2009); Abdullah et al (2017). Recent studies in Vietnam analyzed the factors and components of corporate culture that affected the commitment and attachment of employees at companies operating in the field of information technology, education in Ho Chi Minh City (Vietnam), the results shown that businesses do not deny the influence of corporate culture on employee commitment (Giao and Vuong, 2016; Giao et al., 2020).; Giao and Tai, 2016), (Thuy & Kien, 2021).

According to Mitić et al. (2016), organizational culture affects all aspects of a company's business. Corporate culture is also difficult to imitate, this is what will make a difference, create unique features and attractiveness for the organization. That is also the strategy of managers in the period of global economic development. Japan is a country that failed heavily after the second world war, but in a short time Japan has risen to become a powerful and economically developed country. The main reason for their success today is that they took building a corporate culture as the first priority that focuses on human resources with loyalty, dedication to the mission of the business (Son et al. events, 2019). In Vietnam, foreign-invested companies in finance, banking, information technology domain, and businesses

operating in the construction field are also interested in the resource factor that will create superior competitiveness. compared with other enterprises (competing in the same field of business activities). In addition to the technology factor, the business strategy that creates a development advantage will be difficult to achieve if the appropriate culture is not built. The above factors are intended to create a nice working environment, create confidence for employees to stick with and be willing to make efforts for the company's success.

For particular businesses in the field of building materials, companies often manage a young, enthusiastic, dynamic and responsible team of workers, trying to achieve the targets organization's business plan. However, this is also the component that is most susceptible to fluctuations and changes because the main component is young employees, they often rotate jobs internally or leave that enterprise to work in the different organizations with better income levels and preferential treatment and welfare regimes. In fact, from polls and surveys of personnel working in Vietnam, these personnel think that they have put in their efforts with great work effort, always trying to contribute as much as possible. They can contribute to the overall success of the organization (where they are working) but what they are given in return is not really commensurate with their views and thoughts, not fully recognized by the organization for their contributions. In addition, the work is stressful, a lot of pressure, the assignment of tasks is not transparent, specific, clear, the salary, bonus, allowance, and welfare regimes have not been explained in detail, in accordance with the law. The working conditions are still formal and have not really received serious investment attention from the board of directors. In addition, management levels have not fully understood the thoughts and aspirations of employees, have not thoroughly resolved outstanding issues and problems, as well as have not fully listened to and acknowledged the contributions of employees. At the same time, the way of conveying instructions of management levels is still imposing, directing according to orders, there is not much smooth interaction between superiors and subordinates, leading to unclear information transmission often lead to conflicts and conflicts at work.

The development of science and technology today requires professional qualifications, capacity, capability to learn and accept modern science and technology, which requires businesses to attach importance to training (Giao & Vuong, 2016). However, at the present, some enterprises operating in the field of building materials have not really focused on specific training and development of employees, have not planned training for staff, have not surveyed closely monitor the needs, capture the thoughts and aspirations of employees, have not opened courses for employees to improve their professional qualifications and knowledge to help employees in the company keep up with the development of job requirements. In addition, regular training also helps the future development of the company, managers or employees who want to advance in their work can take on new positions

that require them to have skills, professional knowledge, skills according to the requirements and nature of the work. Along with the development trend of Vietnam in general and the field of building materials in particular, corporate culture is always considered an attractive topic, especially the tendency of people to be increasingly valued not only about jobs that businesses also pay special attention to employees with ability, qualifications, skills, bravery and development qualities.

With previous research topics, usually focusing on the fields of finance, information technology, healthcare, education, and but and tourism, but they have not been deeply involved in conducting research with businesses operating in the field construction materials. Therefore, through this research topic, it helps business managers better understand the impact of some components of corporate culture on employee's commitment to construction materials enterprises. From that point of view, managers can build a positive corporate culture, suitable to the current context of the organization and create an effective working environment that helps employees feel secure and keep long-term commitment with the organization. This is also the reason for conducting the study "Corporate culture affects employee's organizational commitment: A case study of construction materials enterprises in Vietnam".

2. Literature review

Organizational culture

There are many definitions of corporate culture, corporate culture is the unique identity of each enterprise, it is maintained and inherited through members, it is the spiritual property, the connection between members of the enterprise (Frost et al, 1985). Therefore, requiring all members to make efforts, combined with the encouragement and motivation of leader so that the business can develop sustainably. According to Schein (1985), corporate culture is the set of basic values, norms and beliefs accumulated in the process of interacting with the external environment and integrating with the internal environment, all those values are communicated to new members as a correct way to approach thinking and solving problems faced by members.

According to O'Reilly and Chatman (1986), corporate culture is a system of values and norms that are shared with appropriate behaviors and attitudes among members of an organization. Robbins and Judge (2012) defined: "corporate culture is a system of shared ideas developed by members of an enterprise in order to distinguish the business from other businesses.

Organizational culture is a system that is believed and values developed by the organization. Organizational culture is able to overcome environmental challenges by working together to solve problems (Lubis & Hanum, 2020).

Organizational commitment

There are many definitions of employee's organizational commitment that have been proposed by many researchers around the world. Meyer et al. (1990) defined "commitment" as a psychological state that shown the employee's relationship with the organization, closely related to the decision remaining their role as a member of the organization".

Organizational commitment is the level to which employees perceive a particular organization and the objectives and expectations to maintain membership in the organization. Employees who are attached to the organization will feel a close connection with the company. In the opposite case, employees who are not committed to the organization often have a mentality of just looking forward to the end of their working hours, these employees always pay attention to the time when the working hours are over, not focus on their productivity, performance and the extent to which work is accomplished or assigned by the organization (Robbins and Judge, 2012).

García-Rodríguez et al. (2020), revealed that organizational commitment of employees refers to the sense of belonging that they have about the company leading to psychological commitment to the place where they work.

3. Methodology

3.1. Hypotheses

Communication within the organization (CO)

According to previous researches, communication in the organization has a positive impact on organizational commitment of employees Boom and Agrumgam (2006), Zain et al (2009). Therefore, the author proposes the hypothesis:

H1: The communication factor in the organization positively affects the organizational commitment of employees.

Working conditions (WC)

The working condition factor is an element in the organizational culture that affects the organizational commitment of employees. In fact, working conditions that help employees feel satisfied is that employees have the opportunity to work in an environment with good facilities, a clean and safe workplace, provided by the enterprise, equipped with tools and supplies to enable each employee to maximize his or her working capacity (Dung, 2005). In the construction materials industry, workers almost have to have a combination of office work and outdoor work, relatively strenuous work, exposure to sunlight and dust, and sometimes need to work overtime. Therefore, businesses understand the nature and characteristics of jobs in the building materials industry, in order to minimize risks to employees as well as attract and retain the workforce. Businesses always want to

create ideal working conditions, so that employees can work with peace of mind, make long-term dedication and achieve the best work efficiency.

There are many studies showing a positive association of working conditions with employees' organizational commitment such as Dung (2005), Vanaki and Vagharseyyedin (2009). Thus, hypothesis H2 is proposed by the author:

H2: The working conditions have a positive impact on employees' organizational commitment.

Training and developing (TD)

The fact that the enterprise satisfies the training and development needs of its employees will contribute to stimulating employees to perform better, complete the assigned tasks, and want to be given challenging jobs in order to have more opportunities for career advancement. Therefore, staff training and development is considered as a fundamental element to meet the strategic goals of the enterprise (Hien, 2021).

According to Giao and Vuong (2016), training and development have a positive impact on employees' organizational commitment. Hypothesis H3 is proposed:

H3: Training and development factors positively affect employee's organizational commitment.

Rewards & Recognition (RR)

When the organization recognizes the dedication and contributions of employees as shown through "Rewards and recognition", employees feel that their efforts for the organization (where employees work) become more meaningful and more deserving. Through rewards and recognition of the organization with the contributions and dedication of employees, employees will put more effort in their work and feel more closer to the organization. From there, employees demonstrate by behavior commitment to the organization.

According to Khan et al (2011), Giao and Vuong (2016), organizational rewards and recognition for employee contributions have a positive influence on employees' organizational commitment. Therefore, hypothesis H4 is put forth:

H4: The reward and recognition factor has a positive effect on employee organizational commitment.

Consistency in Governance Policy (CP)

Managers in the organization understand that equity plays an important role in attracting and developing human resources. The management policy of the organization needs to create fairness, a working environment that is suitable for the organizational culture. Employees feel that their contributions and dedication to the organization are recognized. Besides rewards and benefits should be implemented with fairness in the management and

administration of managers, thereby encouraging employees to work with high efficiency.

To create fairness in an organization, administrators need to understand the importance of regulations in the organization, encouraging fairness does not mean that it is necessarily to comply with all rules, regulations and all personnel are treated equally. In some cases, there will be a special opportunity given to someone who is looking forward to receiving treatment. This requires managers to have reasonable behavior and explanations for others who are expected to be selected, thereby improving efficiency when applying fairness and consistency in governance. The organization will establish clear standards, policies and standards for employees to follow.

Recado and Jolly (1997), Zain et al. (2009) all believed that consistency in governance policy had a positive effect on employee commitment in the organization. Therefore, hypothesis H5 is proposed:

H5: The consistent equity element in the governance policy has a positive impact on employees' organizational commitment.

3.2. Research model

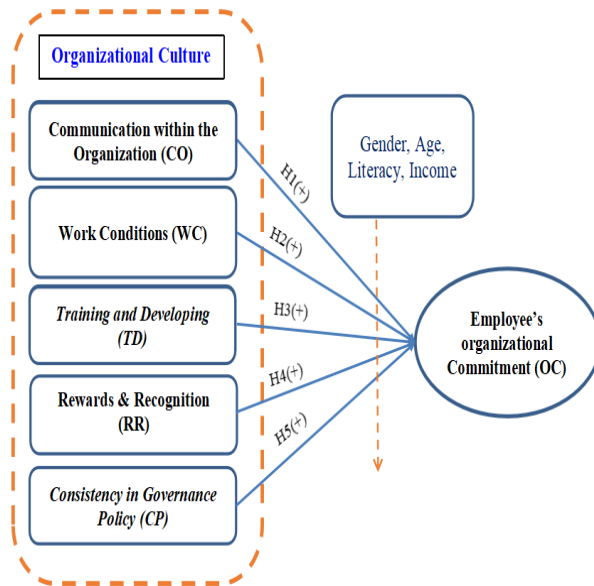


Figure 1. Proposed research model

From the research model, the author proposes a standardized regression equation to test the hypotheses as follows:

$$Y = \beta_1 CO_{it} + \beta_2 WC_{it} + \beta_3 TD_{it} + \beta_4 RR_{it} + \beta_5 CP_{it}$$

There in:

Y: is the dependent variable - employee's organizational commitment (OC)

$\beta_1 \square \beta_5$: are the regression coefficients of each independent variable.

X1 \square X5: are the independent variables in the following

order: Communication within the organization; Team work; Training and developing; Rewards and recognition; Consistency in governance policy.

3.3. Data collection and analysis

Research data is collected based on the survey with the respondents who are employees working at companies in the construction field, Vietnam. After collecting data (collecting survey forms from 336 employees via google) was processed by SPSS 22.0 software with statistical description, results of testing the scales of research concepts through Cronbach's Alpha reliability and exploratory factor analysis (EFA). Then test the suitability of the research model with the proposed hypotheses.

4. Research results

A total of 479 questionnaires were sent, 384 questionnaires were collected, the number of questionnaires met was 336, accounting for 70.15% of the total number of questionnaires sent. The questionnaire was coded and put into data processing using SPSS 22.0 software for analysis. Classification of 336 surveyed employees according to the criteria of gender (102 women, 234 men), age (181 people aged 18-25; 79 people aged 26-35; 48 people aged 36-45; 28 people aged 46 and over), literacy (undergraduate: 174 people; undergraduate: 149 people; postgraduate: 13 people), and average monthly income (under VND20 million: 258 people, from VND20 million to VND30 million: 52 people; over VND30 million: 26 people).

Table 1. Scale reliability test results

Factor	CO	WC	TD	RR	CP	OC	Total
Cronbach' Alpha	0.852	0.813	0.826	0.803	0.739	0.736	
Number of test observations	05	04	05	06	05	06	31
Number of observations accepted	05	04	05	06	05	06	31

(Source: Compiled from data analysis results)

Based on the aggregated data from Table 1., 31 scales to measure five independent variables and dependent variables have relatively high reliability with Cronbach'Alpha coefficient > 0.6. Thus, these 31 scales are completely accepted and put into practice EFA.

Table 2. EFA results for the independent variables

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.727
Bartlett's Test of Sphericity	Approx. Chi-Square	3321.629
	df	354
	Sig.	.000

(Source: Compiled from data analysis results)

Table 3. EFA results for dependent variable

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.763
Bartlett's Test of Sphericity	Approx. Chi-Square	792.782
	df	330
	Sig.	.000

(Source: Compiled from data analysis results)

From the data of Table 2. and Table 3., the KMO coefficient is 0.727; at the same time, the Bartlett test has Sig. = 0.000. Therefore, the EFA results ensure the convergence and dispersion of the scales. The Eigenvalues (CO = 2.752; WC = 6.219; TD = 2.821; RR = 2.943; CP = 3.502) are > 1 and the total variance extracted is 70.537, showing 25 scales of five independent explanatory variables. 70.537% of the variation of the data and the rest (29.463%) is due to other factors. Similarly, 6 scales of the dependent variable also show the degree of convergence and dispersion when the KMO value = 0.763; Barlett with Sig. = 0.000; Eigenvalue is 2.788 > 1 and the total variance extracted is 62.336%. This result indicates that the observed variables in the population are correlated with each other and the EFA factor analysis is appropriate in the research model.

Table 4. Regression model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Dubin - Watson
1	0.781 _a	0.667	0.649	0.54725	1.859

(Source: Compiled from data analysis results)

Table 5. Regression results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-0.241	0.226		-1.184	0.114		

	CO	0.252	0.036	0,245	5.167	0.000	0.723	1.518
	WC	0.263	0.019	0,326	2.358	0.014	0.574	1.441
	TD	0.214	0.028	0,239	3.520	0.005	0.502	1.429
	RR	0.206	0.021	0,291	2.723	0.016	0.614	1.317
	CP	0.091	0.042	0,147	5.618	0.000	0.689	1.466

(Source: Compiled from data analysis results)

The data results in Tables 4 and 5 show that all five (05) elements of the organizational culture component have positive impact on the organizational commitment of employees at construction companies. Thereby, the normalized regression equation is determined:

$$OC = 0.245*CO + 0.326*WC + 0.239*TD + 0.291*RR + 0.147*CP$$

At the same time, test by ANOVA with Sig value. = 0.000 < 0.05; VIF coefficients of the 5 components above are all < 2; R2 correction recorded value 0.649; and the normalized residuals and P-Plot both show that the regression model's hypotheses are not violated. Therefore, the proposed research model achieves a suitable and representative level of the overall population with an explanatory level of 64.9%. Thus, all five factors have a positive impact on the organizational commitment of employees at construction companies. Therefore, all five research hypotheses that have been proposed are accepted.

Regarding the level of impact, interestingly in this study, the variable Work conditions (WC) has the most impact on employees' organizational commitment ($\beta_2 = 0.326$), showing that employees working at organizations operating in the field of construction have expectations of good of working conditions. The second variable Reward and recognition (RR) with $\beta_4 = 0.291$; Communication within the organization (CO) ($\beta_1 = 0.245$); Training and development (TD) ($\beta_3 = 0.239$); and Consistency in Governance Policy (CP) ($\beta_5 = 0.147$).

In general, the results of this study have a positive correlation with the previous research results of Dung (2005), Vanaki & Vagharseyyedin (2009), Zain et al. (2009), Nongo and Ikyanyon (2012), Giao & Tai (2016), Giao & Vuong (2016), Mitić et al (2016), Sharma et al (2021).

5. Conclusion

In order to identify the components of organizational culture that affect employees' organizational commitment, research shows that there are five factors (Communication within the organization, Work conditions, Training and development, Rewards and recognition, Consistency in governance policy) have positive impact on organizational commitment of employees working at construction companies. In which, Work conditions variable has the most positive impact ($\beta_2 =$

0.326), while the least impact is Consistency in Governance Policy ($\beta_5 = 0.156$).

Research had analyzed the difference in employee's work motivation according to individual characteristics by means of independent sample T-test, ANOVA shows that there is a difference in organizational commitment of employees by gender, age, education, and income at the 95% confidence level. In summary, this study reinforces the results of previous studies. In addition, the study also contributes and adds to the array of organizational culture topics related to the organizational commitment of employees at construction companies, typically the case study in Vietnam. The research was carried out at enterprises operating in the construction field, and cannot be generalized to other fields in Vietnam.

However, this is an interesting topic for other studies on the organizational commitment of employees in the other fields enterprises.

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