THE IMPACTINGORGANIZATIONAL CULTURE ON THE EMPLOYEE COMMITMENT: AN EMPIRICAL STUDY INPHU YEN PROVINCE,VIETNAM

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ABSTRACT

The purpose of this study is to explore the organizational culture affecting the employee commitmentof Vietnamese enterprises. The research result is a science evident for managers to improve the employee commitment.The researcherssurveyed350employeesworking at Vietnamese enterprises in Phu Yen provinces and answered 16items but 325employeesprocessed. The primary sources of data collected from July 2018 to February 2019andsimple random sampling technique. The Data analyzed Cronbach's Alpha and the exploratory factor analysis (EFA), which used for multiple linear regression and using partial least squares method. Employees' responses measured through an adapted questionnaire on a 5-point Likert scale. In addition, the findings of the studyhavethree factors affecting the employee commitmentwith significance level 0.05.

Keywords: Employee, commitment, organizational culture andVietnamese enterprises.

1. INTRODUCTION

Nowadays, when social norms of success are no longer measured by the success of an individual, it is pushed to the collective level. And even if on a personal level, that individual will never be considered successful, if his team fails. A new concept for leadership today is "team work is dream work," that is, only collective work is our dream of success a reality. In other words, leadership is measured by the ability to lead a team. The bigger the team, the higher the leadership ability and the more people work together, the sooner the job will be completed.

If culture is the standard and valuable system that everyone in a shared community does, then corporate culture is also the standards or values that people in the company can share and follow. This is absolutely necessary, because everyone focuses on one goal[1]. When they set a goal for a winning team, they all wanted to agree, working together to do it. The collective spirit was all excited. It is the key to success and also the key to solidarity. They are to get a winning team only when there is a corporate culture. In the context of a limited article, when referring to a problem of this macro nature. Of course, more than anyone else, I understand that it needs to add a lot of ideas to your own words, (and if possible, we can discuss them). People who are passionately on the path to building careers, children Road to build an empire of its own. However, that success can only come when we continue to build a life of shared responsibility, sacrifice, and share benefits, everyone is respected and acknowledged and above all, for the purpose of the winning goal of the company. With the practical requirements of a manager in mind, this author had chosen: "*The impacting organizational culture on the employee commitment: An empirical study in Phu Yen province, Vietnam*" as a paper. This study helps managers who apply the research results for improving policy on the company management quality better in the future.

2. LITERATURE REVIEW

There are many definitions around this concept. Each different culture has different definitions. Each enterprise has a different perspective on corporate culture. There are over 300 different definitions of corporate culture[2]. There are several ways to define corporate culture as follows: The

unique quality of the organization is perceived to distinguish it from other organizations in the field.Culture represents a combination of common values and behaviors that are common in businesses and tend to circulate, often for a long time. Corporate culture is the beliefs, attitudes and values that exist in common and relatively stable in businesses. Cultural factors are always formed in parallel with the development process of enterprises[3].

Corporate culture is the culture of an organization so it is not merely a communication culture or business culture, it is not the slogans of the board that are hung in front of the gate or in the meeting room. It includes the synthesis of the above factors. It is the value, belief, and standard that is expressed in practice and in the behavior of each business member.Organization culture is system knowledge, which defines the standards by the help of which people perceive, believe and evaluate things and it is an act that serve to relate human communities to theirenvironmental settings[4].

2.1Employee commitment(EC)

Commitment employee's attachment and loyalty with his/her work and with his/her manager and supervisors, in affective organizational commitment employee always think and react positivetowards his/her organization in any situation. Continuance commitment refers when an employee wants toremain with his/her present organization because they may have some legal/costs of leaving or becauseemployee didn't find alternative opportunities[5]. Normative commitment refers employee perceptions to theirorganization, employee loyalty, and commitment towards his/her job and with the organization. Job satisfactionis how an employee satisfied with his/her job; job satisfaction is the emotional feelings with overall job and jobsatisfaction with pay, pension, working conditions and working hours[6].

Commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are

more proactive in offering their support[7].

EC1: You would be very happy to spend the rest of my career with this organization.

EC2: You really feel as if these organizational problems are my own.

EC3: You do not feel emotionally attached to this organization.

EC4: You are very hard for you to leave this organization right now, even if you wanted.

2.2Supportive Culture (SC)

A supportive culture provides the social and psychological conditions that optimize employee health, safety, and well-being. This can involve supporting employees' growth and development and intentionally building positive relationships between people, their work, and their organization[8].

SC1: Employee has easy access to policies.

SC2: Supervisors use positive feedback with employee

SC3: People in my work place are friendly and helpful.

SC4: Management continuously improves communication between management and staffs.

Hypothesis H1: Supportive Culture (SC) has a positive impact on the employee commitment.

2.3Freedom Culture (FC)

Freedom Culture. It refers to the degree of freedom that workers have in their work. It means the level of control employees have timing and scheduling their work activities. Every employee seeks to be treated with respect by those they work with. If employees are in touch with supportive colleagues or peer, they can do their performance. The organization staffs are very courteous and considerate with customers [9].

FC1: Your job is very interesting and comfortable for working.

FC2: You were given authority in accordance with their abilities at work.

FC3: Your job is suitable for you and working time is freedom at work

FC4: Your job is creative and freedom at work.

Hypothesis H2: Freedom culturehas a positive impact on the employee commitment.

2.4Innovative Culture (IC)

An organization's culture can be defined as the set of

standard habits, behaviors and representations shared by its members. This culture serves as social cement for the life of the organization. It is also a powerful management tool that allows members of the organization to act independently and consistently[10]. The "innovation culture" is a particular configuration that makes innovative thinking natural within the organization and encourages innovation activities at the level of all employees. An analysis of the literature shows that the innovation culture has specific characteristics in five dimensions: (1) the presence of innovative leaders and managers; (2) the presence of innovative teams; (3) the presence of innovative individuals; (4) an organizational context conducive to innovation; (5) multiple and easy links with outside of the organization[11].

These dimensions all rest on a foundation consisting of the innovator'sskills or discovery skills (observe, question, network, experiment and associate) that must be disseminated at all levels of the organization. In the following sections, we detail the characteristics of each of the five dimensions of innovation culture[9].

IC1: Top priority in my organization is quality performance.

IC2: Staffs have availability of internal communication with leaders to solve the problem

IC3: In my organization encourage for innovation in working

IC4: You are rewarded with the results of the working at company

Hypothesis H3: Innovative Culturehas a positive impact on the employee commitment.

Research model for factors affecting the employees'commitmentof Vietnamese enterprises in Phu Yen province
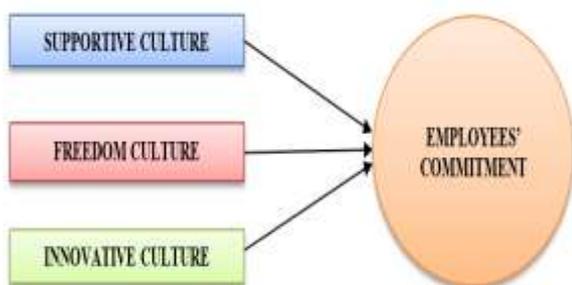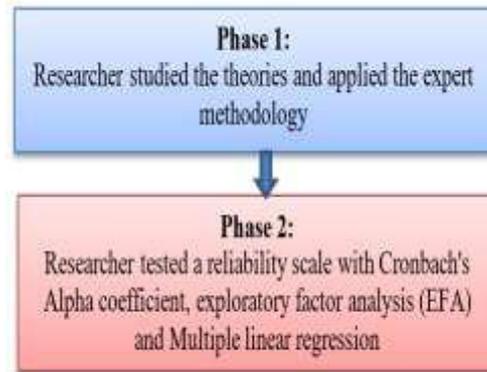

(Source: Researchers proposed)
Fig 1. Research model for factors affecting the

employees' commitment

3. METHODS OF RESEARCH

The research process for factors affecting the employees' commitmenthaving two phases following.

(Source: The researchers proposed)
Fig 2.The research process for factors affecting the employees' commitment

Phase 1: Researcher applied the expert methodology and based on 15experts' consultation and based 15 lecturers as group discussions are to improve the scale and design of the questionnaire. The results of surveying 15management experts and 15 lecturers showed that all of them are agreement that three factors affecting the employees' commitment. Researcher created a list of possible factors gathered from the literature reviews as mentioned in the above studies.

Phase 2: Researcher tested a reliability scale with Cronbach's Alpha coefficient and exploratory factor analysis. Completed questionnaires were directly collected from the surveyed employees because it took them lessthan 20 minutes to finish the survey. There are 325employees surveyed by hard copy distributed among more than 3.000employees of Vietnamese enterprises in Phu Yen province. All data collected from the questionnaire are coded, processed by SPSS 20.0. Any observational variables with a total correlation coefficient greater than 0.3 and Cronbach's Alpha coefficient greater than 0.6 would ensure reliability of the scale. This method is based on the Eigenvalue, the appropriate factorial analysis and the observed variables in the whole which are correlated when Average Variance Extracted is> 50%, the KMO coefficient is within 0.5 to 1, Sig coefficient ≤ 5%, the loading factors of all observed variables are > 0.5. In addition, the researchers testing scale reliability with Cronbach's alpha coefficient and exploratory factor analyses (EFA) were performed. Finally, multiple linear regression used[12].

4. RESEARCH RESULTS

Descriptive Statistics for factors affecting the employees' commitment of Vietnamese enterprises in Phu Yen province

Code	N	Min	Max	Mean	Std. Deviation
FC1	325	1.00	5.00	3.4523	.91035
FC2	325	1.00	5.00	3.5446	.95679
FC3	325	1.00	5.00	3.4338	.96197
FC4	325	1.00	5.00	3.3908	.91855
SC1	325	1.00	5.00	3.1662	.95747
SC2	325	1.00	5.00	3.1169	1.00854
SC3	325	1.00	5.00	3.1262	.96518
SC4	325	1.00	5.00	3.0954	1.02446
IC1	325	1.00	5.00	3.3815	.89008
IC2	325	1.00	5.00	3.5015	.95460
IC3	325	1.00	5.00	3.3508	.96547
IC4	325	1.00	5.00	3.3600	.91773
EC1	325	1.00	5.00	2.3662	.65128
EC2	325	1.00	5.00	2.4769	.74758
EC3	325	1.00	4.00	2.3846	.64531
EC4	325	1.00	5.00	2.4462	.71645
Valid N (listwise)	325				

(Source: The researchers' collecting data and SPSS 20.0)

Table 1 showed that the mean of items and Std. Deviation are around 3.0 and 1.0.Thevalue ofminimum is 1.0 and maximum is 5.0.

The scale reliability tests for factors affecting the employees' commitment of Vietnamese enterprises in Phu Yen province

Table 2: The scale reliability tests for factors affecting the employees' commitment of Vietnamese enterprises in Phu Yen province

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FC1	10.3692	6.227	.815	.853
FC2	10.2769	6.096	.793	.861
FC3	10.3877	6.294	.733	.883
FC4	10.4308	6.413	.753	.876
Cronbach's Alpha for Freedom Culture (FC)				**0.898**
SC1	9.3385	7.638	.956	.911
SC2	9.3877	7.775	.857	.941
SC3	9.3785	8.088	.837	.947
SC4	9.4092	7.644	.869	.938
Cronbach's Alpha forSupportive Culture (SC)				**0.950**
IC1	10.2123	5.797	.722	.805
IC2	10.0923	5.541	.720	.805
IC3	10.2431	5.789	.638	.840
IC4	10.2338	5.723	.711	.809
Cronbach's Alpha for Innovative Culture (IC)				**0.855**
EC1	7.3077	3.331	.710	.830
EC2	7.1969	2.893	.783	.798
EC3	7.2892	3.527	.618	.864
EC4	7.2277	3.047	.753	.811
Cronbach's Alpha for Employee commitment (EC)				**0.865**

Table 2 showed that all of 16items surveyed Corrected Item-Total Correlation greater than 0.3 and Cronbach's Alpha if Item deleted greater than 0.6 and Cronbach's Alpha is very reliability. Such observations make it eligible for the survey variables after testing scale. This showed that data was suitable and reliability for researching.Table 2 showed that Cronbach's Alpha for Freedom Culture (FC) is 0.898; Cronbach's Alpha for Supportive Culture (SC) is 0.950; Cronbach's Alpha for Innovative Culture (IC) is

(Source: The researcher's collecting data and SPSS 20.0) 0.855 and Cronbach's Alpha for Employee commitment (EC) is 0.865. Moreover, any observational variables with a total correlation coefficient greater than 0.3 and Cronbach's Alpha coefficient greater than 0.6 would ensure reliability of the scale. Finally, Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability.

Table 3: KMO and Bartlett's Test for factors affecting the employees' commitment of Vietnamese enterprises in Phu Yen province

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.758
Bartlett's Test of Sphericity	Approx. Chi-Square	3200.212
	df	66
	Sig.	.000

Total Variance Explained							
Com.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	3.797	31.638	31.638	3.797	31.638	31.638	3.571
2	3.051	25.429	57.067	3.051	25.429	57.067	3.157
3	2.534	21.115	78.182	2.534	21.115	78.182	2.832
4	.698	5.814	83.996				
5	.634	5.280	89.276				
6	.310	2.580	91.855				
7	.245	2.040	93.895				
8	.197	1.642	95.537				
9	.188	1.563	97.100				
10	.169	1.412	98.512				
11	.117	.978	99.490				
12	.061	.510	100.000				

(Source: The researchers' collecting data and SPSS 20.0)

Table 3 showed that KMO is 0.758 > 0.6 and Sig is 0.00 < 0.05. Besides, Extraction Sums of Squared Loadingsof Cumulative %is 78.182 percent > 60.0 percent.

Table 4: Coefficients from the multiple linear regression

Relationships			Coefficient	Standardized Coefficient	S.E	T	Sig	Conclusion
EC	<---	SC	.101	.160	.030	3.398	.001	H1: Supported
EC	<---	FC	.354	.498	.033	10.609	.000	H5: Supported
EC	<---	IC	.075	.100	.035	2.146	.033	H3: Supported

Note: Significant at 5 percent (All t-tests are one-tailed)

Table 4 showed that column "Sig"< 0.05 with significance level 0.05 and column "Conclusion" H1: supported;H2: supported;and H3: supported. This showed that threefactors affecting the employees' commitment of Vietnamese enterprises in Phu Yen province with significance level 0.05.

5. CONCLUSIONS AND MANAGERIAL IMPLICATIONS

5.1 Conclusions

This study found that three factors affecting the employees' commitment of Vietnamese enterprises in Phu Yen province with significance level 0.05.Freedom Culture (β = 0.498), Supportive Culture (β = 0.160) and Innovative Culture (β = 0.100).This study is to find out the Freedom Culture (β = 0.498) affected the strongest in three factors affecting the employees' commitment of Vietnamese enterprises in Phu Yen province with significance level 0.05. The researchers surveyed 350employees (325samples processed, 25 samples lack of information) and answered 16items. Data collected from July 2018 to February 2019. The Cronbach's Alpha had been analyzed, KMO test and the result of KMO analysis which used for multiple linear regression. Employees' responses measured through an adapted questionnaire on a 5-point Likert scale (Conventions: 1: Completely disagree, 2: Disagree, 3: Normal; 4: Agree; 5: completely agree). The researchers had managerial implications policymaker of Vietnamese enterprises in Phu Yen provincecontinued to improve the employees' commitment following.

5.2 Managerial implications

The organizationalculture is formed and developed in parallel with the development process of the enterprise, not only a communication culture but also includes core values, rules, management styles, behavior, attitudes of all members. The researchers have managerial implications following: (1) The Freedom Culture (β = 0.498) affected the strongest in three factors affecting the employees' commitment of Vietnamese enterprises in Phu Yen province with significance level 0.05.Vietnamese enterprises in Phu Yen province should continue to improve the freedom culture and policy following: Enterprisesshould continue to improve the income and remuneration that rewarded with the new ideals of the working. Enterprises should continue giving employees the opportunity to change ineffective things before it becomes serious. In addition, create opportunities for employees to participate in training programs. This

(Source: The researchers' collecting data and SPSS 20.0) will help employees develop their work as well as motivate them to learn more new skills. Finally, Enterprises should continue to allow employees to have time to solve personal problems during traditional business hours makes them feel you are interested in their personal life, which will make them loyal and more productivity. (2) The Supportive Culture (β = 0.160)has the second impact on the employees' commitment of Vietnamese enterprises in Phu Yen province with significance level 0.05.

Enterprises should continue to improve the supportive culture following: Enterprises should continue to improve the working conditions where the work is clean, cool, useful and comfortable for employees to work and supported by managers. Enterprises should continue to supportstaffs who are very interested in public view of the company and they are extremely interested in working in a company that positively cares about social issues. Managers should support to organize volunteer activities such as donating necessities to local charities and calling on staffs to join together to see the positive values that the company is bringing to society. Finally, Three basic relationships in corporate culture: Relationships within the company, with customers, relationships other than enterprises. The highlight of successful businesses is having a way of treating customers, the government and the community with a unique culture. (3) The Innovative Culture (β = 0.100) has impact on the employees' commitment of Vietnamese enterprises in Phu Yen province with significance level 0.05.Enterprises should continue to help employees see the goals, orientations and nature of the work they do. Enterprises should also create good relationships between employees and a comfortable and healthy working environment. Enterprises should help employees have the feeling that they do the job with the pride of being a member of the business. This is even more significant when the "brain drain" situation is widespread. Salary and income are only part of work motivation. When income reaches a certain level, people are willing to trade off a lower income to work in a harmonious, comfortable environment, respected by colleagues. Finally, organizational culture is the glue that binds the members of the enterprises. It helps members agree on how to understand problems, assess, choose and drive actions. When we face a trend of conflict, culture is a factor that helps people integrate and unify.Organizational culture has numerous forms of expression, but please also pay attention to the organizers. Besides, organizational culture is not done in day one or two, it can be a stretch of goods. Building

a culture is not a slogan, it must be cultivated by individuals in that business organization.

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