

THE EFFECT OF THE ORGANIZATIONAL CULTURE ON THE AFFECTIVE COMMITMENT: CASE STUDY AT THE JOINT - STOCK COMMERCIAL BANKS IN HANOI, VIETNAM

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ABSTRACT

Employee commitment has a great influence on an organization's performance, and a committed individual is an important factor in achieving a competitive advantage. The study used the three-component model of J.P. Meyer and N.J. Allen (1991) on organizational commitment to focus on in-depth analysis of the influence of the organizational culture on the affective commitment. Through the expert survey, the study provides scales for organizational culture and affective commitment. At the same time, by quantitative research, the study uses a convenient sampling method with a sample size of 500 employees to measure the impact of the organizational culture on employee's affective commitment in joint-stock commercial banks in Hanoi, Vietnam. The results of the research show that policy and communication of the banks positively affect employee commitments. The research has also supported the inclusion of new scales in the model because it has improved the predictability of the proposed framework in determining employee affective commitments.

Keywords: Organizational Culture, commitment, affective commitment, commercial bank.