

## THE INFLUENCE OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION OF EMPLOYEES: A STUDY OF JOINT-STOCK COMMERCIAL BANKS IN THAI NGUYEN PROVINCE, VIET NAM

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### ABSTRACT

This study aims to examine the influence of organizational culture on employees' job satisfaction in the joint-stock commercial banks in Thai Nguyen province, Viet Nam. By quantitative research method, the authors collected a sample of 327 employees at selected 18 joint-stock commercial banks in Thai Nguyen province, Viet Nam. A five-point Likert Scale questionnaire was administered for data collection. The research results have shown that there were three factors affecting the job satisfaction of employees in the joint-stock commercial banks, which are teamwork, communication, training and development. In which, it revealed a significant positive relationship between training & development and job satisfaction. The study also indicated that attention to communication and teamwork influence job satisfaction in these banks. Some suggestions for further research and improvements were also made; to align organizational culture to employees' job satisfaction, managers should understand the different dimensions of organizational culture (especially training and development) and how they relate to job satisfaction to avoid misconceptions.

**Keywords:** Joint-stock commercial bank, employee, job satisfaction, organizational culture.

### INTRODUCTION

The term “organizational culture” began to appear in the 1930s as part of a research trend regarding human relationships (Robyn, 2004). Scientists have studied this issue for many decades. It was not until the 1980s and especially the 1990s that the concept of organizational culture was widely disseminated (Muhammad S., 2010). Researchers believe that there is a close relationship between organizational culture and organizational performance (Xiaoming, 2012). As organizational culture is one of the critical factors that determine the success of an organization (Muhammad S., 2010).

When determining the concept of organizational culture, the researchers emphasize the meaning and importance of the organization's intangible cultural elements and values. These factors can include mental assumptions (Ravasi., 2006), attitudes (Allan., 1989), habits, traditions, philosophies, prices, core values, concepts (Schein, 1986), general beliefs, expectations (Schwartz, 1981), and thinking methods (Hoai, 2009). These intangible cultural elements are shared,

recognized, and shaped by all organization members into norms of their behavior and tend to be genetic, often over a long period of time (Kotter, 1992).

Organizational culture plays an important role in enhancing organizational competitiveness. According to Duong Thi Lieu (2008), an organization with a strong culture will have conditions to attract talent and strengthen loyalty. These are essential factors that make up the competitiveness of the organization.

Organizational culture directly impacts the work coordination process between employees and the relationship between departments in the organization, thus, directly affecting the construction of the organization's working environment. In organizations with a strong cultural environment, members have a high spirit of solidarity, and the units coordinate well toward the organization's interests, vision, and mission. Through the construction of a working environment, organizational culture also contributes to the level of job satisfaction. This is shown through Maslow's needs scale, whereby people have five main types of needs from low to high in the following manner: physiological needs, safety needs, social communication needs, needs to be respected, and the need to express themselves. Therefore, if the organization has open communication between leaders and staff or everyone is respected and has the opportunity to express themselves will contribute to a high level of job satisfaction of employees. Lund (2003) has studied the effects of different types of public culture on job satisfaction through questionnaires that surveyed organizations in the US. The results have shown that employees have higher levels of job satisfaction in clan and adhocracy organizations. In contrast, organizations oriented towards a market and hierarchy culture deliver less satisfaction to their employees (Lund, 2003).

Do Minh Cuong (2009) stated that successful organizations all attach great importance to educating their employees with their cultural values and identities. At the same time, trying to create material and spiritual conditions for human capital to be inspired in work, satisfied at work, and dedicate ourselves to the organization (Cuong, 2009).

The evolution of science, medicine, and technology has brought great social, cultural, and economic changes during the past decades. Many business sectors have risen, and the global market has become more demanding and competitive than ever. As a result, employees' internal culture reflects each organization's structure and politics. Therefore, it is no surprise that the interests of academics and company managers have turned to the study of human resource management and attribution so that the levels of employee job satisfaction rise and their experience of occupational stress. Theoretical burnout decreases.

## **LITERATURE REVIEW**

Job satisfaction is one of the most widely studied concepts in the organizational behavior. It has been a key job attitude related to the quality of working in any organization. The researchers of Taylor (1911) indicated that exploring employees' satisfaction and motivation is the starting point in studying the concept of job satisfaction (Gaspar, 2006). Since these studies, research into job satisfaction has flourished, and a great number of models and theories have been developed to explain the complex nature of the job satisfaction phenomena (Locke, 1983).

Literature review shows that job satisfaction is a complex phenomenon, which does not happen in isolation, but depends on organizational variables, such as organizational culture (Boeyens, 1985). Organizational culture can be promoted to facilitate the achievement of job satisfaction and organizational goals. The measurement of culture can serve as a starting point in diagnosing and influencing such organizational change. Koustelios (1991) has reviewed many investigations correlating job satisfaction with an essential aspect of organizational culture and employee attitudes and has found a significant difference in job satisfaction among employees who operate in different organizational cultures. Besides, he has found that when employees have a match-up between their present and desired culture, they are more satisfied with the intrinsic aspects of their work (Koustelios, 1991). Kline and Boyd (1994) have suggested that employees at different levels of the organization are affected by other work factors. Various aspects of the working environment should be looked into when addressing the issues of job satisfaction amongst different positions in the same organization (Kline, 1994). Kerego & Mthupha (1997) have described job satisfaction as evaluating the organizational context, while organizational climate and culture describe the work context (Kerego, 1997).

Organizational culture profoundly influences several key organizational variables (Cameron and Freeman, 1991), and the literature suggests that organizational culture affects individual attitudes and behaviors (Lund, 2003; Schein, 1986). One of these main personal attitudes and behaviors is job satisfaction, directly impacted by organizational culture (MacIntosh, 2010).

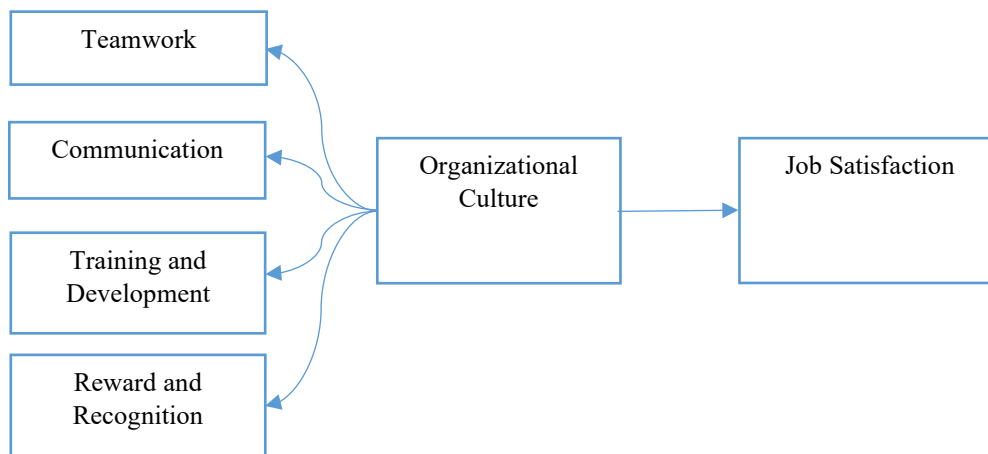
Kennerly (1989) has shown the relationship between job satisfaction, leadership behaviors, and organizational culture. Specifically, organizational behaviors, like warmth among employees, mutual trust, respect, and rapport between employees and superiors, can be significant predicting factors of the job satisfaction experience (Kennerly, 1989). Also, Billingsley and Cross (1992) have indicated that leadership support, work involvement, and low role conflict could be predicting factors of job commitment, job satisfaction, and unwillingness to quit (Billingsley B, 1992).

In the 2000s, research results have revealed a clear relation between organizational culture and job satisfaction (Jiang, 2000; Chang, 2007; Mansoor, 2010). The study of Doughty, May et al. (2002) has indicated that the most appreciated job satisfaction factors were job involvement, cohesion among colleagues, support from superiors, and opportunities for autonomous action (Doughty, 2002). Sempene, Rieger, and Roodt (2002) have revealed a significant relationship between organizational culture and job satisfaction variables, as the latter was found to predict employees' perceptions of organizational culture. Many of them have perceived some aspects of organizational culture more positively than others (Sempene, 2002). Shurbagi and Zahari (2012) have found that the relationship between the four types of organizational culture (Clan, Adhocracy, Market, and Hierarchy culture) and the five facets of job satisfaction (Supervision, Benefits, Rewards, Operating, and Co-worker's satisfaction) was positive and significant (Shurbagi, 2012).

Several inventories have been developed to measure job satisfaction in the frame of organizational culture. One of the widest instruments is the Employee Satisfaction Inventory – ESI (Koustelios, 1991; Koustelios, 1997). The inventory was created using Greek employees as a sample. It included 24 items grouped six dimensions of job satisfaction: 1. Working conditions (5 items), 2. Earnings (4 items), 3. Promotions (3 items), 4. Nature of work (4 items), 5. Immediate superior (4 items), and 6. The institution as a whole (4 items).

For the measurement of organizational culture, the studies of Recardo and Jolly (1997) have argued and verified that eight specific factors model organizational culture: (1) Communication, (2) Training and development, (3) Reward and recognition, (4) Effectiveness of decision-making (5) Taking risks from innovation and innovation, (6) Orientation and future planning, (7) Doing group work, (8) Fairness and consistency in governance policies (Recardo, 1997). Therefore, to increase employees' job satisfaction, the managers need to pay attention to these factors. This model is still considered the typical and classic organizational culture model used by many scholars in their research. Specifically, some studies, such as Do Huu Hai (2014). Research poses those human resources are the decisive factor for the success of each organization, and organizational culture is the most powerful factor affecting job satisfaction and loyalty of each employee.

A research model of the influence of organizational culture on employees' job satisfaction is proposed, as shown in Figure 1 below:



**Figure 1. Dependent and independent variables**

## METHODOLOGY

### Scales

The scales used in this study are inherited from previous studies. The Job Satisfaction scales are inherited from the studies of Koustelios (1991) and Koustelios & Bagiatis (1997). It included six dimensions of job satisfaction: 1. Working conditions, 2. Salary, 3. Promotions, 4. Work itself, 5. Immediate superior, and 6. The organization as a whole. To measure organizational culture, the study inherited and modified the scales of Recardo and Jolly (1991, 1997) and Do Huu Hai (2014). The scales include 32 items, of which four items measure "communication" in the organization, five items measure "training and development,"; 6 items measure rewards and recognition scales, and eight items measure "teamwork". The responses were given on a five-level Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

### Sample size

500 surveys were distributed in this study, and 356 were returned (71.2%). Of the returned surveys, 327 surveys were useable for analysis. The study sample staff were between 23 and 60 years old, with over 54% female and nearly 45% male. Educational level was varied, with 7.03% having completed college education or less, 60.55% being university graduates, and 32.42% having master's degree. Regarding the length of service, over 40% of the employees had working

experience of fewer than ten years, and nearly 60% had 11 years or more. Table 1 shows the results of Demographic variable statistics.

**Table 1. Demographic characteristics of the participants.**

Demographic variables	Category	Arithmetic number	Percentage
Gender	Male	150	45.9
	Female	177	54.1
Age range (in the year)	30 or less	35	10.70
	31 – 40	121	37.00
	41 - 50	134	40.98
	51 or more	37	11.31
Educational level	College or less	23	7.03
	Bachelor	198	60.55
	Master	106	32.42
Experience (in the year)	5 or less	45	13.76
	6 - 10	87	26.61
	11-15	123	37.61
	16 – 20	52	15.90
	20 or more	20	6.12

*Source:*

## RESULTS

### The results of factor analysis

#### *The results of scale/variable*

The study used the Likert scale to survey employees' opinions about organizational culture and job satisfaction at commercial banks. Therefore, the study was conducted to test the reliability of the scales in this research model.

#### *Testing the reliability of scales*

Testing the reliability of organizational culture, using Cronbach's  $\alpha$ , it was found that the values of all variables were higher than 0.7, so the participants' answers were considered reliable (Table 2). Due to the high reliability obtained, it was possible to obtain four variables to carry out subsequent statistical tests. Table 2 shows the results of this grouping.

**Table 2. Cronbach's Alpha Reliability Test for Organizational Culture**

Variables	Cronbach's Alpha	Mean	St. Deviation
Communication	0.881	16.99	2.237
Training and Development	0.900	20.50	2.808
Teamwork	0.925	24.50	3.150
Reward and Recognition	0.917	33.05	3.799
Job Satisfaction	0.895	23.99	3.071

Using Cronbach's  $\alpha$  for testing the reliability of Job Satisfaction in the study, it was found that the value of this variable was also higher than 0.7, except for working conditions, which tends to 0.7. As such, the participants' answers were considered to be reliable. It was further found that the reliability of the entire questionnaire was also high (Table 2).

Therefore, all variables were analyzed, giving interesting results. Participants seemed quite satisfied with their work. The variable with the lowest mean was promotion opportunities, where the sample reported that they occur from sometimes to quite often. The variable with the higher mean was reward and recognition, where the sample reported that they were almost always satisfied when having high rewards (Table 2).

Testing the conformity of the EFA

**Table 3. KMO and Bartlett's Test.**

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>	0.905
<b>Approx. Chi-Square</b>	7857.510
<b>Bartlett's Test of</b>	
<b>df</b>	253
<b>Sphericity</b>	
<b>Sig.</b>	.000

The results of the conformity test are shown in Table 3: KMO coefficient = 0.905 meets the condition  $0.5 < \text{KMO} < 1$ ; thus, the exploratory factor analysis is suitable for actual survey data of the study.

The sig value of Bartlett's test = 0.000  $< 0.05$  shows that the observed indicators have a linear correlation with the representative factors.

### The results of exploratory factor analysis - EFA

The results of testing the scales confirmed enough reliability, consistent with the EFA method. The study takes the next step, EFA analysis. The results are shown in Table 4:

**Table 4. Rotated Component Matrix.**

	Component		
	1	2	3
LN5	.864		
LN8	.813		
LN6	.764		
LN2	.723	.524	
LN7	.664		.506
PT6	.639		
LN3	.595	.515	
PT1	.527		
GT3		.801	
GT2		.713	
LN1		.673	
GT4		.658	
LN4	.512	.610	
DT2		.602	
PT3		.540	
PT5		.528	
DT4			.834
DT1			.707
DT3			.690
DT5			.662
GT1		.521	.624
PT2			.597
PT4			.557

The results of the component analysis show that the convergence results accurately and fully reflect. The value of the load factor of the items gave the result with 18 items out of 23 initial items on 3 factors. Based on the results of the rotated component matrix, the study renamed the factors used in the research model as follows:

The first factor, including five items: LN5, LN6, LN8, PT1, and PT6, is named LN (Teamwork).



The second factor, including seven items: GT2, GT3, GT4, LN1, DT2, PT3, and PT5, is named GT (Communication).

The third factor, including six items: DT1, DT3, DT4, DT5, PT2, and PT4, is named DT (Training and Development).

After being tested for reliability, conformity, and rotated component matrix, items are calculated into representative factors (from the original four factors into three new factors) and included in the affective commitment research model.

After testing and implementing EFA, the factor analysis results are used in the research model of the influence of organizational culture on employees' job satisfaction in joint-stock commercial banks in Thai Nguyen Province, Viet Nam.

### The results of regression analysis

Before estimating the effect of the organizational culture on the commitment, the study performed multicollinearity tests between the independent variables through the Pearson correlation coefficient matrix. The results show that the correlation coefficients are all less than 0.7, so there is no evidence of a strong correlation between the independent variables. These independent variables are exogenous, eligible for use in the next regression step.

Implement a model to estimate the effects of the organizational culture on affective commitments in joint-stock commercial banks in Thai Nguyen province, Viet Nam. The results showed that the Adjusted R Square = 0.694, so the independent variables explain 69.4% of the change in the level of affective commitment.

**Table 5. ANOVA.**

Model	Sum of Squares	df	Mean Square	F	Sig.
<b>Regression</b>	60.212	3	20.071	250.194	.000
<b>Residual</b>	26.232	327	.080		
<b>Total</b>	86.444	330			

As a result of Table 5, the Sig value = 0.000 < 0.05, so it is appropriate to use the regression function to analyze it.

The results of estimating the effects of organizational culture on affective commitment in joint-stock commercial banks in Thai Nguyen province, Viet Nam are shown in Table 6.

**Table 6. Coefficients.**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
<b>(Constant)</b>	.466	.139		3.361	.001		
<b>LN</b>	.191	.053	.184	3.618	.000	.564	1.774
<b>GT</b>	.222	.057	.226	3.866	.000	.594	1.684
<b>DT</b>	.447	.061	.478	7.300	.000	.616	1.624

The objective of this study was to evaluate the influence of organizational culture on employees' job satisfaction in joint-stock banks. The sample used in this study was obtained from 327 employees. From the results of the research, the authors have some comments on the impact of the organizational culture on the job satisfaction at the joint-stock commercial banks in Thai Nguyen province, Viet Nam as follows:

The variable "Communication" has a coefficient of 0.226, a relationship in the same direction as the variable JS. It shows that the staff of the commercial banks assessed this factor increased by 1 point, their satisfaction increased by 0.226 points.

The variable "Training and Development" has a coefficient of 0.478, a positive relationship with the variable JS. When the staff of the commercial banks rated this factor increased by 1 point, their satisfaction increased by 0.478 points.

The variable "Teamwork" has a coefficient of 0.184 and positively correlates with the variable JS. When the staff of the commercial banks rated this factor increased by 1 point, their satisfaction increased by 0,184 points.

**Table 7. The important position of the factors.**

Independent Variable	Value	%
Communication	0.226	25.45
Training and Development	0.478	53.83
Teamwork	0.184	20.72
Total	0,888	100

The variable GT contributed 25.45%, the variable DT contributed 53.83%, and the variable LN contributed 20.72%. Thus, through the tests, we can confirm the factors affecting employees' job satisfaction in order of importance: DT, GT, LN.

## CONCLUSIONS

As the main source of finance for the Government and citizens, Viet Nam joint-stock commercial banks play a central role in the economy. Therefore, the employees are required to be satisfied to exhibit optimum performance. The results of empirical research show that the characteristics of organizational culture affect employees' job satisfaction in the commercial banks in Thai Nguyen province, Viet Nam, and the order of importance are:

**Training and development:** When the organization has good employee training, it encourages employees' morale and commitment to emotional attachment. Joint-stock commercial banks should update their employees with new skills and knowledge to help them successfully apply changes and techniques in the industry. Employees often have difficulty in the first few days of work; job-oriented programs will help them quickly adapt to the working environment of the bank. Besides, the training department re-evaluates the current company's training program with strengths, weaknesses, advantages, and risks, whether the content of training methods is reasonable, so that plans long-term development training plan.

On the other hand, sometimes training is just mentoring and guidance of experienced managers for new employees. Training focuses on professional knowledge and includes management skills, communication, negotiation, problem-solving, time management, etc. It helps employees have promotion opportunities and increases job satisfaction in the organization.

**Communication:** The active exchange of information and mutual support in the organization will facilitate work between the parties. If an organization has a good relationship, it leads to a positive impact on performance. Contrastly, there are gaps between superiors and subordinates when the organization loses internal solidarity; the employees are not united.



Building relationships within an organization depends on the head of the organization. If we want to unite, leaders must often organize activities, such as organizing holidays, celebrating anniversaries, etc., for everyone to join. Leadership is a significant factor in motivating subordinates to do better. Also, the bank managers must regularly listen to employees' opinions and promptly resolve the problems if the comments are correct. They create conditions and mechanisms for the employees to promote their ownership through the employee union and annual conference. Teamwork: When teamwork is developed, the problems in work are solved more quickly and effectively, which encourages employee commitment. The leaders need to identify the group working model becoming an indispensable part of banking operations. They must also pre-plan the elements that make up the group, such as purpose, position, authority, structure, and human.

Banks should maintain an effective group model, which means forming a beautiful culture for the organization: a culture of sharing and cooperation based on equal relationships of mutual respect. Besides, teamwork must be always appreciated. Because the nature of the work needs to have the effective cooperation of all members, it is necessary to orient the group of employees to expand the cooperation between departments in the bank. The leaders should organize team building and development activities inside and outside the bank, inter-departmental exchanges, corporate activities, sports, entertainment, cross-room competitions, etc. It needs to implement an effective employee evaluation policy such as individual results suitable the collective, the rating appropriate for each specific group or collective.

The present study results could be utilized to develop internal and external marketing strategies of bank institutions in Viet Nam and other countries. In this way, employees could become closer to each other, job committed, and efficient, while institutions could become tighter and more successful. However, further studies are needed to elucidate other factors influencing an individual's perceptions of organizational culture, e.g., marital status, mental health, etc. Such studies should occur both at the local and the national levels so that the bank field in Viet Nam is improved, becomes more performance, and ensures the employee's organizational commitment.

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