

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

The purpose of this study is to examine the influence of organizational culture on job satisfaction of employees in the joint-stock commercial banks in Thai Nguyen province, Viet Nam. A convenient sample of 327 employees at selected 17 joint-stock commercial banks in Thai Nguyen province, Viet Nam was used. A five-point Likert Scale questionnaire was administered for data collection. The study revealed that there was a significant positive relationship between training and development and job satisfaction under study. The study also revealed that attention to communication and teamwork influence job satisfaction in these banks. Some suggestions for further research and improvements were also made; that to align organizational culture to job satisfaction of employees, 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, job satisfaction, organizational culture.*

INTRODUCTION

Preamble of the paper is not appealing. Author should also develop the context of the study, the major contribution of the research. Motivation for the study should be extended.

The term "organizational culture" began to appear in the 1930s as part of a research trend regarding human relationships (Robyn, 2004). This issue has been studied by scientists 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). Because researchers believe that there is a close relationship between organizational culture and organizational performance (Xiaoming, 2012). Also, organizational culture is considered to be one of the important factors that determine the success of an organization (Muhammad S., 2010).

When giving the concept of organizational culture, the researchers emphasize the meaning and importance of the intangible cultural elements and values in the organization. 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 members of the organization into norms of their behavior and tend to genetic, often over a long 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 important factors that make up the competitiveness of the organization.

Organizational culture has a direct impact on 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. Organizations that have a strong cultural environment, members have a high spirit of solidarity, the units coordinate well is 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 of employees. This is shown through Maslow's needs scale, whereby people have 5 main types of needs in order from low to high: physiological needs, such as 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) studied the effects of different types of public culture on the level of job satisfaction of employees through questionnaires that surveyed organizations in the US. The results show that employees have higher levels of job satisfaction in clan and adhocracy organizations. In contrast, organizations oriented towards a type of market and hierarchy culture deliver less satisfaction to their employees (Lund, 2003).

Besides, Do Minh Cuong (2009) stated that successful organizations in the world 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).

In modern, the evolution of science, medicine, and technology during the past decades has brought great social, cultural, and economical changes. Many business sectors have risen and the global market has become more demanding and competitive than ever. As a result, an internal culture has arisen among employees, reflecting each organization's structure and politics. Therefore, it comes as no surprise that the interest of academics and company managers has turned to the study of human resource management and attribution so that the levels of employees' job satisfaction rise and their experience of occupational stress and emotional burnout decreases.

RESEARCH MODEL Literature review is narrow. It should be background for the hypothesis or scientific quest

Job satisfaction is one of the most widely studied concepts in the organizational behavior field, as it has been a key job attitude related to the quality of working in any organization. The

researchers of Taylor (1911) indicated that explored employees' satisfaction and motivation as 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, of which having 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 change in the organization. Koustelios (1991) reviewed many investigations correlating job satisfaction with a very important aspect of organizational culture, employees' attitudes. Also, he found that there was a significant difference in job satisfaction among employees who operate in different organizational cultures. Besides, he 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, 1191). Kline and Boyd (1994) suggested that employees at different levels of the organizations are affected by different work factors. In particular, different 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) described job satisfaction as the evaluation of the organizational context, while organizational climate and culture describe the work context (Kerego, 1997).

Organizational culture has a profound influence on several key organizational variables (Cameron and Freeman, 1991). Also, the literature suggests that organizational culture affects individual attitudes and behaviors (Lund, 2003; Schein, 1986). One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture (MacIntosh, 2010).

Kennerly (1989) showed 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 experienced (Kennerly, 1989). Also, Billingsley and Cross (1992) indicated that leadership support, work involvement, and low role conflict can be predicting factors of job commitment, job satisfaction, and unwillingness to quit (Billingsley B, 1992).

In the 2000s the results of researches revealed a clear relation between organizational culture and job satisfaction (Jiang, 2000; Chang, 2007; Mansoor, 2010). The study of Doughty, May et al., (2002) indicated that the most appreciated job satisfaction factors were job

involvement, cohesion among colleagues, support from superiors, and opportunities for autonomous action (Doughty, 2002). Sempane, Rieger, and Roodt (2002) revealed a significant relationship between organizational culture and the variables of job satisfaction, as the latter was found to be able to predict employees' perceptions of organizational culture. Many of them perceived some aspects of organizational culture more positively than others (Sempane, 2002). Shurbagi and Zahari (2012) 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-Workers satisfaction) was positive and significant (Shurbagi, 2012).

For the measurement of job satisfaction in the frame of organizational culture, several inventories have been developed. One of the widest instruments is the Employee Satisfaction Inventory – ESI (Koustelios, 1191; 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 organizational culture is modeled by eight specific factors: (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 the job satisfaction of employees in the organization, the managers need to pay attention to these factors. Up to now, this model is still considered the typical and classic organizational culture model used by many scholars in their research. Specifically, there are some studies such as Do Huu Hai (2014). Research poses that 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:

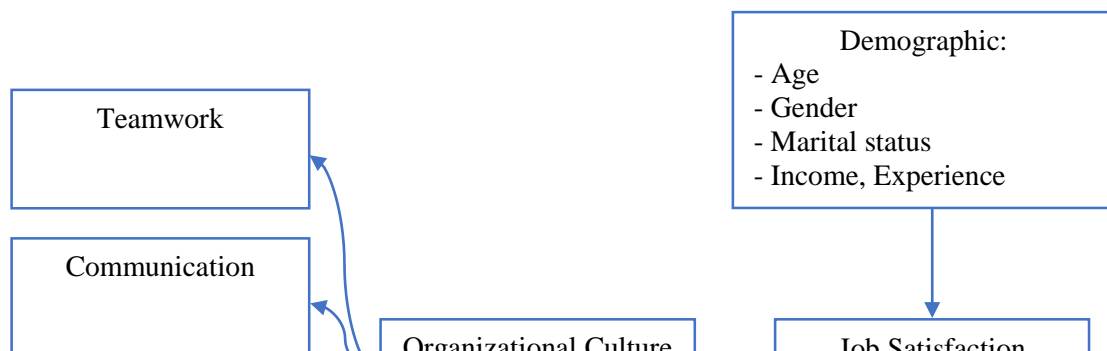


Figure 1. Research model Image is not clear! Please set in the best position and can be read clearly.

Source: Job satisfaction (Koustelios, 1991; Koustelios & Bagiatis, 1997); The organizational Culture (Recardo and Jolly, 1991; 1997; Do Huu Hai, 2014).

RESEARCH METHODS

Scales

The scales used in this study are inherited from previous studies. The scales of Job Satisfaction 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. For the measurement of 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 4 items measure "communication" in the organization; 5 items measuring "training and development"; 6 items measuring rewards and recognition scales, and 8 items measuring "teamwork". The responses were given on a five-level Likert scale ranging from 1 = I strongly disagree to 5 = I strongly agree.

Sample size

In this study, A total of 500 surveys were distributed and 356 were returned (71,2%). Of the returned surveys, 327 surveys were useable for analysis. Staffs in the study sample were between 23 and 60 years old; Over 54% are female and nearly 45% are male. Educational level was varied, with 7,03% having completed college education or less, 60,55% being university

Extra considerations for including references: e.g. Purwadi et al. (2020) and Darma et al. (2020).

graduates, and 32,42% having master's degree. Regarding the length of service, over 40% of employees had working experience of fewer than 10 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: Demographic components of questionnaire

RESEARCH FINDINGS

The results of factor analysis

The results of scale/variable

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

(i) Testing the reliability of scales

Testing the reliability of organizational culture, using Cronbach's α , it was found that the values of all variables were higher than 0.7, so the participants' answers were considered to be 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.

Using Cronbach's α 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, so the participants' answers were considered to be reliable. Also, it was found that the reliability of the entire questionnaire was also high (Table 2).

Therefore, all variables were analyzed giving interesting results. In particular, 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 reward (Table 2). [Please include references: Yijo et al. \(2021\)](#)

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

Source: Descriptive statistic (SPSS 24)

(ii) Testing the conformity of the EFA

The results of the conformity test are shown in Table 2: KMO coefficient = 0.905 meets the condition $0.5 < KMO < 1$, 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.

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,905
Bartlett's Test of Sphericity	Approx. Chi-Square	7857,510
	df	253
	Sig.	,000

Source: Descriptive statistic (SPSS 24)

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^a

	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

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Source: Descriptive statistic (SPSS 24)

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 final 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 follow:

The first factor, including 5 items: LN5, LN6, LN8, PT1, PT6, is named LN (Teamwork).

The second factor, including 7 items: GT2, GT3, GT4, LN1, DT2, PT3, PT5, is named GT (Communication).

The third factor, including 6 items: DT1, DT3, DT4, DT5, PT2, PT4 is named DT (Training and Development).

After being tested for reliability, conformity, rotated component matrix, items are calculated into representative factors (from the original 4 factors into 3 new factors) and were included in the research model of affective commitment.

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

The results of regression analysis [Results discussion should be extended with some more foreign comparison.](#)

Before estimating the effect of the organizational culture on the commitment, to ensure that the independent variables used in the model do not have multicollinearity, 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 to use in the next step of regression.

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 69,4% of the change in the level of affective commitment is explained by the independent variables.

Table 5. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	60,212	3	20,071	250,194	,000 ^b
Residual	26,232	327	,080		
Total	86,444	330			

a. Dependent Variable: JS

b. Predictors: (Constant), GT, LN, DT

Source: Descriptive statistic (SPSS 24)

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 5:

Table 5. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	,466	,139		3,361	,001		
LN	,191	,053	,184	3,618	,000	,564	1,774
GT	,222	,057	,226	3,866	,000	,594	1,684
DT	,447	,061	,478	7,300	,000	,616	1,624

a. Dependent Variable: JS

Source: Descriptive statistic (SPSS 24)

The objective of this study was to evaluate the influence of organizational culture on employee's job satisfaction in joint-stock banks. The sample used in this study was obtained from 327 of 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 with 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 has 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 0,184 points.

Table 6. 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

Source: Descriptive statistic

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 job satisfaction of employees in order of importance are: DT, GT, LN.

CONCLUSION AND POLICY IMPLICATION

In the conclusion section. The author should add practical recommendations, study limitations, and future study directions.

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 in order of importance are:

Training and development: When the organization has good training for employees, 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 as well as 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 managers experienced employees for new employees. Training not only focuses on professional knowledge but also includes management skills, communication, negotiation, problem-solving, time management, ... It not only helps employees have promotion opportunities but also increase job satisfaction in the organization

Communication: The active exchange of information and mutual support in the organization will facilitate the completion of 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 with each other

Building relationships within an organization depends on the head of the organization. If we want to unite together, leaders must often organize activities for everyone to join, such as organizing tours on holidays, celebrating anniversaries, ... Leadership is a very important factor in motivating subordinates to do better. Also, the bank's managers must regularly listen to the opinions of employees and promptly resolve the problems if the comments correct. Creating 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 the 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 also must 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 has to 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 focus on organizing team building and development activities inside and outside the bank, inter-departmental exchanges, corporate activities, sports, entertainment, or cross-room competitions, ... 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 results of the present study could be utilized in the development of 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 more tight and successful. However, further studies are needed to elucidate other factors that may influence an individual's perceptions of organizational culture, e.g. marital status, mental health, etc. Such studies should take place both at the local and at the national level so that the bank field in Viet Nam is improved, becomes more performance and ensures the employee's organizational commitment.

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