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Organizational Culture Factors Affect Employees' Organizational Commitment: A Research in Ho Chi Minh City Logistics Enterprises, Vietnam

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Abstract

Research aims: The research aims to evaluate several factors of organizational culture affecting the organizational commitment of employees in logistics enterprises in Ho Chi Minh City (Vietnam).

Design/Methodology/Approach: The data were collected based on a survey of respondents who were employees working at logistics enterprises in Ho Chi Minh City. The collected data, consisting of 227 survey questionnaires, were described through statistical analysis, checking Cronbach's Alpha reliability assessment, employing Exploratory Factor Analysis (EFA), and testing the fit of the research model.

Research findings: The results showcased that five components had a statistically significant impact on an employee's organizational commitment, including (from high to low impact in order) consistency in governance policy, communication within the organization, training and development, rewards and recognition, and teamwork.

Theoretical contribution/Originality: The study contributes to and supplements the array of organizational culture topics related to the commitment of employees at companies.

Practitioner/Policy implication: The research contributes to the logistics companies' understanding of how to improve the organizational culture to maintain the loyalty of employees in the organization.

Research limitation/Implication: The research limitation is that only Ho Chi Minh City logistics enterprises were chosen for the survey. However, there are many cities in Vietnam where logistics companies are located. Thus, the other research can be implemented in other regions in Vietnam and other countries for future studies.

Keywords: Organizational culture; Logistics enterprises; Rewards and recognition; Organizational commitment

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 society. In addition to traditional solutions, such as technological innovation, increasing investment capital, and natural resources, human resources are

also concerned. According to Vo (2010), "human resources are the sum total of human potentials (first and foremost, labor potential), including physical strength, intelligence, and human personality 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.

Specifically, when Vietnam joined the World Trade Organization (WTO), Vietnam became a country to attract capital for domestic and foreign investors, and there were many opportunities to participate in commercial activities, cooperation, and international exchange. Many foreign companies had invested in Vietnam, opening up career opportunities. It is also a big challenge for Vietnam in general and companies in particular. Notably, in logistics, foreign investors are always involved in projects in Vietnam because these companies have huge capital and modern technology. Moreover, Vietnam has a competitive advantage in human resources, aside from the need for high-quality human resources. Consequently, attracting personnel with good skills and expertise is also necessary. However, many Vietnamese enterprises face human resource problems when talented employees no longer continue to work for the enterprises or change their attitude towards work. Related to that, remuneration policies, such as salary and bonuses, did not show fairness significantly when the company's organizational culture factor gradually decreased, leading to the employee's commitment level to the organization gradually decreasing (Phuong & Nghi, 2014). It is also a dilemma for Vietnamese businesses. Currently, although Vietnam has a large labor force, the staffs of Vietnamese enterprises still have some limitations, such as soft skills, foreign language skills, working style, and others (Dang Minh, 2018).

Therefore, enterprises that want to develop sustainably need a solid and dedicated workforce to accomplish 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 encourage employees to show loyalty and commitment to work for the enterprise. Agwu (2013) has studied that defined organizational culture as a set of values, beliefs, and constructs of employee behavior that form the organization's core. According to Barney (1986), companies that do not build organizational culture cannot participate in management activities and cannot achieve high performance in business. Several studies have also demonstrated that organizational culture is essential in influencing organizational commitment, such as the research model of Mohd Zain et al. (2009) and Ramdhani et al. (2019).

Nevertheless, in the previous studies, such as Mohd Zain et al. (2009) and Ramdhani et al. (2019), the studies only stopped at exploring the component elements of organizational culture (teamwork, communication, training and development, rewards, and recognition). These authors also only mentioned the component elements of organizational culture (teamwork, communication, training and development, rewards, and recognition). Similarly, Khanh Giao et al. (2020), Nam Khanh Giao (2019), and Pham Thi et al. (2021) only analyzed the factors and components of organizational culture affecting the commitment and attachment of employees at companies operating in the

field of information technology and education in Ho Chi Minh City (Vietnam). To our best knowledge, there has also not been a study on the impact of the consistent equity component in governance policy on employee's organizational commitment in logistics enterprises in Vietnam.

Moreover, Mitic et al. (2016) stated that organizational culture affects all aspects of a company's business. Organizational culture is also difficult to imitate, making a difference and creating unique features and attractiveness for the organization. It is also managers' strategy in the period of global economic development. In this regard, 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 prioritized building an organizational culture, focusing on human resources with loyalty and dedication to the business's mission (Son et al., 2019). In Vietnam, foreign-invested companies in finance, banking, information technology domain, and logistics businesses are also interested in the resource factor that will create superior competitiveness. Apart from the technology factor, the business strategy that makes a development advantage will be difficult to achieve if the appropriate culture is not built. In fact, the above factors are intended to create a pleasant working environment, develop confidence for employees to stick with, and be willing to make efforts for the company's success.

From the survey of employees in logistics companies in Vietnam, companies often managed a team of young, enthusiastic, and dynamic people with a sense of responsibility for the job, always completing the assigned tasks to achieve the organization's business plans. However, it is also a component prone to fluctuations and can be changed easily because the main component is young employees. In fact, they often change job positions internally or leave the enterprise to join the other workforce in other organizations with better income and benefits. From the survey, these employees thought they had put in much effort, contributing to the overall success of the organization (where they were working). However, what they received in return was not commensurate and was not yet recognized by the organization for their contributions. Besides, the work was stressful and pressured; the assignment of tasks was not transparent, not specific, and clear; the salary, bonus, and welfare regime had not been explained reasonably; the working conditions were still formality and had not received investment attention from the board of directors. In addition, managers sometimes had not understood the employees' aspirations, had not resolved the outstanding issues and problems and had not listened to the employees' opinions. At the same time, the way of communication at management levels was still imposing and directed according to orders, and there was no smooth interaction between superiors and subordinates, leading to unclear and frequent information transmission; thus, conflict at work can appear more frequently.

On the other side, today's development of science and technology requires professional qualifications, capacity, and capability to learn and accept modern science and technology, demanding businesses to attach importance to training (Nam Khanh Giao, 2019). Yet, currently, several logistics enterprises have not really focused on specific employee training and development or have not planned to train employees, and they

also have not clearly surveyed the needs and aspirations of employees. Besides, courses have not been opened for employees to improve their professional qualifications and knowledge to help them keep up with the current development of science and technology. In addition, training helps the company's future growth; managers or employees who want to advance to new positions also need the required professional knowledge and skills.

Along with the development trend of Vietnam in general and the logistics sector in particular, organizational culture is always an attractive topic, especially the trend that people are increasingly valued not only for their work but also for capable and brave employees. Nevertheless, in Vietnam, studies on organizational culture's influence on employee commitment are still limited, especially for businesses operating in the logistics sector. Previous research topics usually focus on finance, information technology, healthcare, and education, but they have not yet delved into conducting research with logistics companies. In fact, logistics not only focuses on physical flows and storage from the raw material to the final distribution of the completed products but also manages the flows of information and finance (Rushton et al., 2014). Therefore, this research topic helps managers better understand the impact of components from organizational culture on employees' commitment to logistics enterprises. From that point of view, managers can build a positive organizational culture suitable to the current context of the organization and create an effective working environment that helps employees feel secure and keep a long-term commitment to the organization. According to the Ho Chi Minh City Department of Industry and Trade, above 54% of logistics companies had their headquarters in Ho Chi Minh City. It is also the reason for conducting the study "Organizational culture factors affect employee's organizational commitment: A research in Ho Chi Minh City logistics enterprises, Vietnam."

Literature Review and Hypotheses Development

Organizational culture

There are many definitions of organizational culture, and organizational culture is the unique identity of each enterprise. It is maintained and inherited through members, the spiritual property, and the connection between members of the enterprise (Frost et al., 1985). Therefore, it requires all members to make efforts, combined with the leader's encouragement and motivation, so that the business can develop sustainably. According to Schein (1984), organizational culture is the set of fundamental values, norms, and beliefs accumulated in 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. Also, O'Reilly and Chatman (1986) asserted that organizational culture is a system of values and norms shared with appropriate behaviors and attitudes among members of an organization. Robbins and Judge (2017) then defined "organizational culture as a system of shared ideas developed by members of an enterprise to distinguish the business from other businesses." Organizational culture is also a system believed in and values the

organization develops. Thus, organizational culture strategies are the ability to overcome barriers to facilitate organizational citizenship behaviors of employees (Berry, 2004).

Organizational culture was measured using the GLOBE questionnaire (House et al., 1999, 2002, 2004). This instrument measures nine dimensions of organizational culture over 34 items. The research presented in this paper included four GLOBE dimensions of organizational culture: future orientation, power distance, human orientation, and performance orientation. The respondents gave their answers via a 5-point Likert scale (Mitic et al., 2016; Lau & Idris, 2001; Mowday et al., 1979).

Organizational commitment

Many definitions of employee organizational commitment have been proposed by researchers around the world. Meyer et al. (1990) defined "commitment" as a psychological state that shows the employee's relationship with the organization, closely related to the decision remaining their role as a member of the organization." Organizational commitment is also the level to which employees perceive a particular organization and the objectives and expectations to maintain membership in the organization. With that, employees 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 only looking forward to the end of their working hours. These employees also always pay attention to when the working hours are over, not focusing on their productivity, performance, and the extent to which work is accomplished or assigned by the organization (Robbins & Judge, 2017). García-Rodríguez et al. (2020) revealed that employees' organizational commitment refers to the sense of belonging to the company, leading to a psychological commitment to the workplace.

To measure organizational commitment, an instrument developed by Cook and Wall (1980) was used. This instrument measures three dimensions of organizational commitment through nine items. Dimensions are as follows: organizational identification, organizational involvement, and organizational loyalty. The respondents gave their answers via a 5-point Likert scale (Mitic et al., 2016).

Hypotheses Development

Communication within the organization (CO)

According to previous research, communication in the organization positively impacted employees' organizational commitment (Mohd Zain et al., 2009). Therefore, the authors proposed the first hypothesis:

H₁: The organization's communication factor positively affects employees' organizational commitment.

Teamwork (TW)

The influencing factor of teamwork is an element in organizational culture that affects employees' organizational commitment. In fact, it builds teamwork, works in groups to share the tasks with employees, and helps each other complete work under challenging conditions. At the same time, it helps employees learn more knowledge and experience from experienced employees. Many studies have shown the positive association between teamwork and the organizational commitment of employees, such as Lim (2021), Cuong et al. (2022), and Nam Khanh Giao (2016). Thus, hypothesis H2 was put forward by the authors:

H₂: The element of teamwork positively affects employees' organizational commitment. Training and development (TD)

The fact that the enterprise satisfies its employees' training and development needs will contribute to stimulating them to perform better, complete the assigned tasks, and want to be given challenging jobs to have more opportunities for career advancement. Therefore, staff training and development is considered a fundamental element to meeting the enterprise's strategic goals, according to Hien (2021). Also, as Nam Khanh Giao (2016) stated, training and development positively impacted employees' organizational commitment. Hence, hypothesis H3 was derived:

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

Rewards and 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 deserving. Through rewards and recognition of the organization with the contributions and dedication of employees, employees will put more effort into their work and feel closer to the organization. From there, employees demonstrate behavioral commitment to the organization. According to Iqbal Khan et al. (2011) and Nam Khanh Giao (2016), organizational rewards and recognition for employee contributions positively influenced employees' organizational commitment. Therefore, hypothesis H4 was put forth:

H₄: The reward and recognition factor positively affects employee organizational commitment.

Consistency in governance policy (CP)

Managers in the organization understand that equity plays a vital role in attracting and developing human resources. As such, the management policy of the organization needs to create fairness and a working environment suitable for the organizational culture. Employees feel that their contributions and dedication to the organization are recognized in this regard. 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; promoting fairness does not mean that it is necessary to comply with all rules and regulations and that all personnel is treated equally. Sometimes, a special opportunity will be given to someone looking forward to receiving treatment. It also requires managers to have reasonable behavior and explanations for others who are expected to be chosen, thereby improving efficiency when applying fairness and consistency in governance. Thus, the organization should establish employees' clear standards, policies, and ethics. Recardo and Jolly (1997) and Inanlou and Ahn (2016) all believed that consistency in governance policy positively affected employee commitment to the organization. Accordingly, hypothesis H5 was proposed:

H₅: The consistent equity element in the governance policy positively impacts employees' organizational commitment.

Research Methods

This section consists of the research design and measurement of variables, data collection technique and instrument, and data analysis techniques. The measures of each variable are explained in detail in the literature review and appendix.

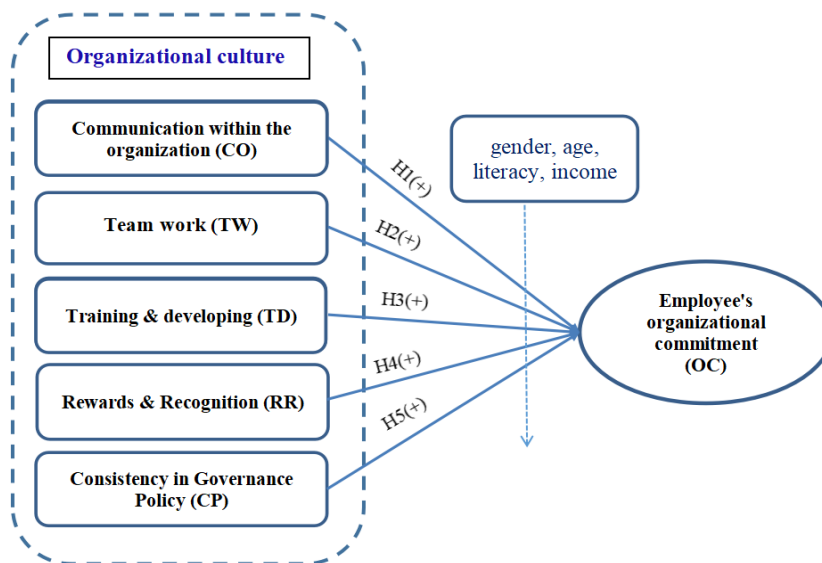


Figure 1 Proposed research model

Model development

From the research model, the authors proposed a standardized regression equation to test the hypotheses as follows:

$$Y = \beta_1CO + \beta_2TW + \beta_3TD + \beta_4RR + \beta_5CP + \varepsilon$$

Where:

- + Y: The dependent variable - employee's organizational commitment (OC)
- + $\beta_1, \beta_2, \beta_3, \beta_4,$ and β_5 : The regression coefficients of each independent variable
- + CO, TW, TD, RR, and CP: The independent variables in the following order: communication within the organization, teamwork, training and development, rewards and recognition, and consistency in governance policy
- + ε : error terms

Data collection

Research data was collected based on the survey with the respondents who were employees working at companies in the logistics field (headquartered in Ho Chi Minh City, Vietnam). After collecting data (collecting survey forms from 227 employees via google) was processed by SPSS 22.0 software with statistical description, the results of evaluating the scales of research concepts through Cronbach's Alpha reliability and exploratory factor analysis (EFA) were obtained. Then, the research model's suitability with the proposed hypotheses was tested.

Results and Discussion

A total of 279 questionnaires were sent, 239 questionnaires were collected, and the number of questionnaires met was 227, accounting for 81.36% of the total questionnaires distributed. The questionnaire was coded and put into data processing utilizing SPSS 22.0 software for analysis. Then, the classification of 227 surveyed employees was performed according to the criteria of gender (142 women, 85 men), age (81 people aged 18-25; 68 people aged 26-35; 47 people aged 36-45; 31 people aged 46 and over), literacy (undergraduate: 74 people; undergraduate: 132 people; postgraduate: 21 people), and average monthly income (under VND20 million: 159 people, from VND20 million to VND30 million: 52 people; over VND30 million: 16 people).

Table 1 Scale reliability test results

Factor	CO	TW	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

Based on the aggregated data from Table 1, 31 scales to measure five independent and dependent variables had relatively high reliability with Cronbach Alpha coefficient > 0.6. Thus, these 31 scales were entirely accepted and implemented in EFA.

Table 2 EFA results for the independent variables

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			.718
Bartlett's Test of Sphericity	Approx. Chi-Square		3310.437
	df		348
	Sig.		.000

Table 3 EFA results for the dependent variable

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			.751
Bartlett's Test of Sphericity	Approx. Chi-Square		573.659
	df		15
	Sig.		.000

From the data in Table 2 and Table 3, the KMO coefficient was 0.718; simultaneously, the Bartlett test had Sig. = 0.000. Therefore, the EFA results ensured the convergence and dispersion of the scales. In addition, the Eigenvalues (CO = 1.742; TW = 6.143; TD = 2.047; RR = 2.513; CP = 4.202) were bigger than 1, and the total variance extracted was 69.232, showing 25 scales of five independent explanatory variables. In other words, they explained 69.232% of the data variation, while the rest (30.768%) were due to other factors. Similarly, six scales of the dependent variable also showed the degree of convergence and dispersion when the KMO value = 0.751; Barrettt with Sig. = 0.000; Eigenvalue was 2.676 > 1; the total variance extracted was 61.639%. These results indicate that the observed variables in the population were correlated with each other, and the EFA factor analysis was appropriate for the research model.

Table 4 Regression model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Dubin - Watson
1	0.772a	0.659	0.633	0.53669	1.731

Table 5 Regression results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-0.272	0.238		-1.206	0.122		
	CO	0.137	0.032	0.325	5.358	0.000	0.711	1.531
	TW	0.212	0.015	0.156	2.466	0.013	0.683	1.426
	TD	0.149	0.029	0.217	3.618	0.004	0.604	1.491
	RR	0.174	0.024	0.193	2.815	0.017	0.729	1.329
	CP	0.089	0.041	0.348	5.824	0.000	0.767	1.483

The data results in Table 4 and Table 5 revealed that all five elements of the organizational culture components positively impacted the organizational commitment of employees at logistics companies. Thus, the normalized regression equation was determined:

$$OC = 0.325*CO + 0.156*TW + 0.217*TD + 0.193*RR + 0.348*CP$$

At the same time, test by ANOVA with Sig. value was $0.000 < 0.05$; VIF coefficients of the five components above were all < 2 ; R^2 correction recorded value was 0.633; the normalized residuals and P-Plot both showed that the regression model's hypotheses were not violated. Therefore, the proposed research model achieved a suitable and representative overall population level, with an explanatory level of 63.3%. Thus, all five factors positively impacted the organizational commitment of employees at logistics companies. Consequently, all five research hypotheses proposed were accepted.

Regarding the level of impact, interestingly, in this study, the variable fairness consistent in governance policy (CP) had the most impact on employees' organizational commitment ($\beta_5 = 0.348$), showing that employees working at organizations operating in the field of logistics had expectations of fairness and consistency in the governance policies of leaders and company managers. As such, the management policy of the organization must foster fairness and a culture-appropriate work environment, encouraging employees to work with high productivity. Consistent with Recardo and Jolly (1997) and Inanlou and Ahn (2016), this study demonstrates that consistency in governance policy positively affected employee commitment within the organization. Next, communication within the organization (CO) with $\beta_1 = 0.325$ indicates that employees believed that communication would improve work efficiency, employee cohesion, and employee-to-organizational cohesion through the transmission of accurate information and the minimization of risks and asymmetric information (Mohd Zain et al., 2009). In addition, training and development (TD) ($\beta_3 = 0.217$), reward and recognition (RR) ($\beta_4 = 0.193$), and teamwork (TW) ($\beta_2 = 0.156$) reflected employee expectations regarding organizational commitment. In this case, training and development requirements will equip employees with skills and encourage them to remain with the organization while recognizing employees' dedication and contributions and strengthening their commitment. Meanwhile, teamwork (TW) was evaluated as a factor influencing employee commitment to the organization, but its fifth influence level reflected the employees' tendency to work relatively independently in Vietnam's logistics enterprises.

In general, the results of this study had a positive correlation with the previous research results. Evidently, communication within the organization is consistent with Inanlou and Ahn (2016), Ramdhani et al. (2019), and Sharma et al. (2021). Consistency in governance policy is similar to Nongo and Ikyanyon's (2012) research. Then, rewards and recognition align with Iqbal Khan et al. (2011), Ha Nam Khanh (2016), and Ramdhani et al. (2019). Finally, teamwork, training, and development corroborate with the research by Ha Nam Khanh (2016) and Ramdhani et al. (2019).

Conclusion

To identify the organizational culture components affecting employees' organizational commitment, this research showed that five factors (communication within the organization, teamwork, training and development, rewards and recognition, and consistency in governance policy) positively impacted the organizational commitment of employees working at logistics companies. In addition, the consistent governance policy variable had the most positive effect, while the least influence was teamwork.

Moreover, research has analyzed employees' work motivation differences according to individual characteristics through an independent sample T-test. ANOVA revealed a difference in employees' organizational commitment by gender, age, education, and income at the 95% confidence level. In summary, this study reinforces the previous studies' results. Besides, the study also contributes to the array of organizational culture topics related to the organizational commitment of employees at logistics companies, typically the case study in Ho Chi Minh City, Vietnam.

Further, the research results are also quite interesting, in which the consistency factor in governance policy is considered the factor with the most substantial influence on employees' organizational commitment. It helps managers who manage the human resources in the field of logistics be aware of the need to constantly maintain, publicly and consistently, the government policy, as it is an essential factor affecting employees' organizational commitment. Then, they need to consider proposing appropriate human resource management policies for their organization to increase employees' organizational commitment, supporting the organization's sustainable development.

For further study, this research can be replicated in other fields to enhance the employee commitment to the organization beyond logistics. However, this study has two limitations: (i) the factors were collected with five groups of management factors, omitting others such as finance and economics, and (ii) the sample size was small. The sample size was restricted to 227 observations, and Ho Chi Minh City was the only location considered. Although Ho Chi Minh city is regarded as the country's economic center and contributes over 22% of GDP and 27% of total national budget revenues, expanding the sample size and scope will produce more accurate results. Consequently, this study may not fully reflect the factors affecting employee commitment to the organization.

Hence, other authors can add more factors in future research to determine more elements that directly and indirectly affect the commitment of employees at the organization. In addition, the following studies can propose to integrate a finance-management model to track the effects of financial factors (besides governance factors, such as debt level, firm value, firm size, firm's stock price, and others) that may be related to employees' organizational commitment (see Darsono et al., 2022; Nguyen & Wong, 2021; Darsono et al., 2021; Nguyen et al., 2021; Nguyen et al., 2020). One more direction can be implemented in the future, increasing the number of companies surveyed and mentioning businesses throughout the country instead of only focusing on Ho Chi Minh City.

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