THE IMPACT OF CORPORATE CULTURE ON THE ATTACHMENT TO THE ORGANIZATION OF VIET TOURISM COMPANY'S STAFF, VIETNAM

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SUMMARY

The study was done by qualitative methods in combination with quantitative methods. Qualitative methods are used to develop survey questionnaires for staff working at the Company. Quantitative methods are used to verify reliability of scales through Cronbach Alpha coefficient, EFA factor analysis, to provide regression model through regression correlation analysis method, Anova, etc. in order to test the impact relationship between factors affecting the staff's attachment in the Company. The research results have given 6 factors that positively affect the staff's attachment to the organization. These factors do not change according to personal characteristics and are arranged in ascending order respectively: Communication in the Company (GT); Effectiveness in making decision (HQ); Rewards and recognition (CN); Fairness and consistency in management policies (CB); Training and development (DT); Group work (LN). Based on the research results, it will help Viet Tourism Company's leaders to understand that the staff's attachment to the Company is very important, while it also helps the Company's Leaders to propose solutions and development orientations, maintain and build a healthy working environment, develop the employees' roles.

Keywords:

Corporate culture, Tourism Company, VIETNAM

I. INTRODUCTION

Corporate culture in the company environment, where staff from different cultures, qualifications and perceptions, etc. gather, it creates a diverse and complex working environment. With such a diverse and complex environment, how does the working environment become a place to gather, develop the human resources of each individual, link individuals to create collective strength? Viet Tourism Company's core value of corporate culture shows that the Company always respects and puts corporate culture factor first in order to constantly strive, improve and join hands to build a strong Company with its own cultural identity, and create sustainable values, etc. So, which corporate culture factors will affect the human resources policy at the Company? How to improve the attachment to the organization of Viet Tourism Company's staff through corporate culture factors, thereby improving the business and production efficiency and corporate management capacity of the Company. To identify these factors, the author has studied "The impact of corporate culture on the attachment to the organization of Viet Tourism Company's staff".

II. LITERATURE REVIEW

1. Definition of corporate culture

Culture is an extremely broad category which reflects every aspect of human life. Culture is both a creative product of mankind and a value creating human life and the progress of mankind.

Schein (2004), Schein used the same concept that culture is to give a group a personality or characteristic to an individual. We can see behavior that leads to results, but often we cannot see the underlying forces causing some kind of behavior. However, like our personality, characteristics and our behavior's limitation, culture also guides and restricts the behavior of group members through common indicators organized in that group (Orla O'Donnell, Richard Boyle, 2008, p. 5). Corporate culture consists of a system of key meanings, values, beliefs, ways of perception and methods of thinking that each member in an organization unifies and influences on a large scope to consciousness and actions of each member (Corporate Culture Topic, 2012, p. 4).

2. The relationship between corporate culture and employee attachment

Syed Munir Ahmed Shah, et al (2012), cultural impact of organization to the satisfaction of employees' work and to the attachment commitment to organization, research conducted with lecturers at private university in Pakistan. The conclusion is that organizational culture which has a positive impact on the commitment to attach to the organization and impact on job satisfaction, includes three factors: (1) The impact of commitment, (2) Commitment is maintained, (3) Valuable commitment

In Vietnam, Nguyen Thi Tham (2014). The author gave a conclusion of the cultural aspects including: (1) communication in the company, (2) training and development, (3) rewards and recognition, (4) taking risk by being creative and improving, (5) teamwork, (6) future planning orientation, (7) Fairness and consistency in administrative policies, (8) the effectiveness in decision making affects the attachment of employees at the Company (Source: Lead by Nguyen Thi Thu Nhi, 2018).

Based on the stated theory and results of qualitative research, the research model proposed by the author is as follows: communication in organization, training and development, rewards and fairness, teamwork; planning orientation, the consistent balance in administration; effectiveness in decision making

H1: The better the communication in the organization, the more the attachment of the employees to the organization.

H2: When more and more opportunities for training and development, the attachment to the organization of the employees increases.

H3: The rewards and appropriate recognition increase the attachment of the employees to the organization.

H4: The more effective the teamwork is, the more the attachment of the employees to the organization.

H5: The more effective the planning orientation, the more the attachment of the employees to the organization.

H6: The more fairness and consistency in the administrative policy, the more the attachment of the employees to the organization.

H7: The more effective the decision-making process is, the more the attachment of the employees to the organization.

III. RESEARCH RESULTS AND DISCUSSION

1. Statistics describing sample data

To reach the minimum research sample size as described in Chapter 3 from 140 to 200 samples, the research carried out the survey with a total of 200 votes delivered at the power companies and Viet Tourism Company. Summary of survey results, the author collected 188 valid votes (94%). Thus, the author had enough votes required to serve the study, which was 188 valid questionnaires with sample features in Table 1.

Table 1. Information about the research sample

Distribution N = 200		Frequency	Percentage (%)
Sex	Male	133	70.7
	Female	55	29.3
Level of education	High school education	8	4.3
	Intermediate	9	4.8
	Undergraduate	128	68.1
	Postgraduate	43	22.9
Job position	Manager	8	4.3
	Team leader	9	4.8
	Staff	128	68.1
	Contracting staff	43	22.9
Duration of employment	From 1-3 years	2	1.1
	From 3-5 years	37	19.7
	Over 5 years	149	79.3
Division	General Division	16	8.5
	Marketing Division	16	8.5
	Sales Division	99	52.7
	Accounting Division	12	6.4
	Customer Care Division	25	13.3
	Foreign Relations Division	20	10.6

Source: Survey data

2. Testing the reliability of the scale

The results showed that variables with Cronbach's alpha coefficient greater than 0.6 and with Corrected Item-Total Correlation greater than 0.33 (Nguyen Dinh Tho, 2011), are used in subsequent EFA analysis

Table 2. Summary of Cronbach's Alpha inspection results of observed variables

Factors	Number of observed variable	Cronbach's Alpha coefficient
I. Communication in the company	04	0.800
II. Training and development	04	0.691
III. Rewards and recognition	04	0.801
IV. Teamwork	04	0.639
V. Orientation on strategic objectives	04	0.839
VI. Fairness and consistency in administrative policies	04	0.762
VII. Effectiveness in decision making	04	0.795
VIII. The commitment to attach to the organization	03	0.791
Total	**31**	

3. EFA Exploratory Factor Analysis

Barlett test results show KMO = 0.810 > 0.5, statistics of Chi squared of Bartlett's test have its value of 1931.901 with the significance level of Sig = 0.000 < 0.05 so the correlated observed variables are enough conditions for conducting EFA exploratory factor analysis. The results of testing the dependent observed variables, from the said results, have 7 extracted factors (Tolal value > 1), total variance explained of factor analysis is 62.232% > 50%. This means that 62.232% of the variation of the factors is explained by the observed variables. The results of the above mentioned Crobach's Alpha and EFA tests show that the scale of independent and dependent factors meets the requirements for value and reliability, and will be included in the subsequent quantitative study.

Table 3. Rotated Component Matrix of EFA analysis

Rotated Component Matrix[a]

	Component 1	2	3	4	5	6	7
DH3	.855						
DH2	.831						
DH4	.793						
DH1	.722						
GT1		.715					
GT2		.711					
GT3		.687					
GT4		.687					
CN2			.847				
CN3			.800				
CN4			.691				
CN1							
CB3				.800			
CB2				.709			
CB4				.699			
CB1				.643			
HQ1					.859		
HQ2					.767		
HQ3					.754		
HQ4					.623		
DT3						.768	
DT4						.740	

DT2						.717	
DT1							
LN2							.731
LN4							.658
LN3							.623
LN1							.556

(Source: Results of survey data analysis)

4. Correlation analysis

Table 4. Coefficient of determination R^2 and Durbin - Watson coefficient

Model Summary					
Model	R	R^2	R^2 calibrated	Estimated standard errors	Durbin - Watson coefficient
1	.832	.692	.682	.56431738	1.590

(Source: Results of survey data analysis)

The calibrated R^2 value of 0.682 shows that the independent variable included in the regression affects 68.2% of the change of the dependent variable, the remaining is due to out-of-model variables and random errors. Durbin - Watson coefficient = 1.59 in the range of 1.5 to 2.5 so there is no sequence autocorrelation. The next step in regression analysis is to perform F-test on the suitability of the overall linear regression model, see if the dependent variable has linear relationship with the entire independent variable. ANOVA analysis results show the value of Sig. equal to 0.000 is very small, so the collected regression model is suitable, because the total of squared error estimates is very small compared to the total variation of the data. The combination of independent variables explains all changes of the dependent variable.

Table 5. Regression coefficient

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
		b	Standard error				Tolerance	VIF
1	(Constant)	-8.616E-17	.041		.000	1.000		
	F_GT	.165	.041	.165	3.998	.000	1.000	1.000
	F_HQ	.176	.041	.176	4.254	.000	1.000	1.000
	F_CB	.205	.041	.205	4.966	.000	1.000	1.000
	F_CN	.187	.041	.187	4.528	.000	1.000	1.000

	F_DT	.312	.041	.312	7.560	.000	1.000	1.000
	F_LN	.678	.041	.678	16.426	.000	1.000	1.000

Factors GT; HQ; CB; CN; DT and LN with positive standardized regression coefficients mean that 6 independent factors have the same impact on employee's attachment with significance Sig < 0.05. Variance inflation factor (VIF) < 2 so it is concluded that there is no multicollinearity between factors. After the estimated results of the regression coefficient are obtained, the regression equation with the standardized variables has the following form: GB = 0.165*GT + 0.176*HQ + 0.205*CB + 0.187*CN + 0.312*DT + 0.678*LN. Accreditation of differences: The t-test accreditation shows no difference in employees' attachment. Anova accreditation shows that there is no difference in the work attachment of groups of level of education, age, while there is a difference between groups of income and job position.

IV. Conclusion and implication of administration
1. Conclusion

The research results have given 6 factors that positively affect the employee's attachment to the organization. These factors do not change according to personal characteristics and are arranged in ascending order respectively: Communication in the Company (GT) with value $\beta = 0.165$; effectiveness in decision making (HQ) is with value $\beta = 0.176$; Reward and recognition (CN) with value $\beta = 0.187$; Fairness & consistency in administrative policies (CB) with value $\beta = 0.205$; Training and development (DT) with value $\beta = 0.312$; Teamwork (LN) with value $\beta = 0.678$.

2. Implication of administration
2.1. Communication in the Company

Research results show that this is the weakest factor affecting employees' engagement. Therefore, the Company needs to build an open and friendly cultural environment between levels. Interested in internal communication like external communication. In particular, as a communication culture between superiors and subordinates, management levels need to respect, be polite and empower when assigning jobs to subordinates. On the contrary, the subordinates need to comply with their assigned responsibilities and confidently discuss with management level for assistance when having difficulties at work.

2.2. Effectiveness in decision making

According to the regression analysis results through surveys, this is a factor that does not strongly affect the employees' attachment to properly reflect the reality in the company when many decisions depend strongly on the will of management levels. Therefore, it is necessary to empower employees and allow employees to participate more in the decision-making process of the Company, in order to take advantage of the collective strength. Implementing a "professional" process for the decision-making process, these processes need to put into practice without being formal.

2.3. Rewards and recognition

In fact and many research results show that rewards and recognition are the driving force to promote the ability of each employee. Therefore, the Company needs to apply various forms of regular and irregular rewards. Recognizing employees' results in a material and physical way when any employee benefits the Company. Rewards need to be clear from management to staff. Need to show fairness in the equal reward process for employees or managers if bringing benefits to the company, he/she must be rewarded equally.

2.4. Fairness and consistency in administrative policies

The company has done well in fairness and consistency in policies such as wages, training that it is shown by the results of observed variables. However, Company leaders need to make transparency of the administrative policies so that all employees know when required, especially the personnel policy. This is a policy to motivate good employees with the opportunity to express themselves, have the opportunity to promote them to be more connected with the organization. The process of personnel planning needs to be put into practice, not as "hanging plans" and familiar planning.

2.5. Training and development

Every year, the Company always has regular training programs, which has demonstrated the Company's commitment to the cultural environment. With the second highest value in the regression model based on observed variables and survey results, it is a Leadership factor that needs more attention to maintain and promote this factor to create the employees' attachment to the company. Besides, there is a part of staff (especially older employees) who are afraid to participate in training. This is why this factor is not the most influential factor in employees' attachment.

2.6. Teamwork

This is the most significant factor affecting the employees' attachment to the Company. This shows that the survey results are appropriate because the stronger the group activity, the more effective the employees' attachment is. This factor also shows that the process of building corporate culture environment in the company for many years has brought positive results.

3. Limitations of the topic

In this study, it does not include social factors of corporate culture that affect employees' attachment. (1) The technique of quantitative statistical analysis of the research is used to test the scale by the exploratory factor analysis method (EFA), but not to confirm the Confirmatory Factor Analysis (CFA) to implement the survey of reliability between observed variables. (2) Proposals of implication of administration is still qualitative, analysis has not been carried out in practice when implementing the said proposals. (3) The size of the study sample is not much, because there is not much time for the survey.

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