Organizational Culture Affecting the Employee's Loyalty: A Case Study of Public Universities in Ho Chi Minh City

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Abstract

Organizational culture is formed and developed in parallel with the development of the organization. It isa communication culture and includes the core values, rules, management styles, methods, behavior, and attitudes of all organizations' members; the importance of corporate culture comes into play when it helps organizations adapt to changes in the external environment. Therefore, the researcher explores the organizational cultureaffecting the employee's loyalty to public universities in Ho Chi Minh City. This study was implemented from June 2020 to November 2020. The results showed sixdeterminants of organizational culture, including (1) Vision (VI), (2) Strategy (ST); (3) Goal (GO); (4) Innovation (IN); (5) Orientation (ORI) and (6) Learning organization (LO).Finally, the organizational culture affecting the employee's loyalty to public universities in Ho Chi Minh City with 1% significance. Based on the above, the author gives several recommendations to improve the organizational culture and employee loyalty of public universities in the future.

Keywords: Organizational, culture, employee, loyalty, public, universities, and SGU.

Introduction

The critical role of organizational culture in educational activities has attracted a lot of attention from researchers; modern theories and management practices have also proven that administrative management is stepping into the era of cultural power. Employee management is no longer limited to a rigid management factor but based on an organizational culture that makes increasingly soft and flexible management decisions to motivate employees and improve loyalty. This management style is becoming increasingly important for managers by Meyer, J. P. (2015) also shows educational institutions that are thriving thanks to their organizational culture and have established a set of Great culture theory based on corporate culture. Adkins, B., & Caldwell, D. (2014) argue that organizational culture as an essential intangible resource can provide long-term competitive advantages and quality of training?

It was improving employee loyalty through corporate culture development. Therefore, the study to assess organizational culture's impact on employees' loyalty to create an intangible competitive advantage should be considered a highly urgent topic. The expected points about the content focused on researching educational institutions' corporate culture are studying corporate culture that affects organizational performance, thereby creating work motivation, contributing to improving employee loyalty, increasing market entry and improving working efficiency, and improving training quality. Therefore, organizational culture is a fundamental element of universities' decision-making by Thennessey, B. A. (2014). For administrators, faculty, and staff to work effectively together to create an effective academic environment for a healthy education, evaluate cultural factors, and change culture is essential.

Literature Review
Organizational culture(OC)

Organizational culture is the habit, traditional way of thinking and working in the organization shared by all organization membersby Trarney, J. B. (2016). Organizational culture is a system of common meanings widely accepted by workers. Organizational culture is a series of standard norms and values that controlling the interactions between members of the organization. Becker, D. K. (2017) showed that organizational culture is a system of shared beliefs and values built into the organization and guides members' behavior.

Thus, organizational culture is a system of values, beliefs, and norms shared by members of the organization and guides employees' behavior in the organization by Thenison, D. R. (2014).Organizational culture is a set of all cultural values built during the organization's existence and development, controlling the emotions, thinking, and behavior of all organization members.

Employees' loyalty (EL)

According to Goddard, T. M. (2018), the concept of "Loyalty of employees to the organization" is one of

the owners. Many scholars in the country and around the world are interested in studying organizational behavior. Bond, M. K. (2018) focused on the employee's three psychological states when linked to the organization. Irena K. T. (2016) argued that loyalty is "Intent or wish to remain a member of the organization." According to Jarratt, D. G. (2017), commitment includes: (1) The willingness to introduce your organization as a fair workplace, (2) Willingness to recommend products and services, (3) Intended to have a long-term commitment to the organization.Loyalty is associated with a healthy and distinctive corporate culture. Manage the company, treat employees well, focus on future development, grasp growth opportunities, and win employee loyalty. They can stay loyal to the organization just because they don't get a better job, and they can be devoted to the organization because of the ethical standards. They derived from their true feelings; they stayed with the organization even though there are other places with higher salaries and better working conditions.

Vision (VI)

In this study, vision focuses on the future. It is a source of inspiration and motivation. It often describes the business's future andrepresents the future of the entire industry/sector in which it does business. It even creates trends that affect society's overall development by Kumar V. D. (2016). Vision translated into English is Vision is the business's long-term operational goal with a timeline of 5 years, ten years, or longer. Vision applies to the whole enterprise and applies separately to each department, such as business, manufacturing. Vision is an alternative statement for the question "where do we want to go" in the category to spend business activities. According to Martin, J. C. (2019), a vision expressed in a statement describes the position the origination wanted to achieve.

According to Ouchi, C. (2017), Mission summarizesa business's values, an organization at present. Through its mission statement, the organization affirms who will be served, what will be served, and how they can serve their customers. Based on theconcept mentioned above and studies, the author givesthe hypothesis H1 following:

Hypothesis H1: Vision positively impactsthe organizational culture at public universities in Ho Chi Minh City.

Strategy (ST)

According to Caldwell, D. (2019), The strategy can be defined as the action plan to achieve the overall goal. It describes how we will approach to accomplish each specific purpose. To put it simply, a strategy that

shows what the company is trying to perform can be seen as the general direction of the work done with the goal in mind. Businesses are typically faced with five types of strategies by Thettigrew, A. M. (2015). Let's talk about every kind of approach and determine how each will help businesses develop their business goals.A strategy is a system of total views, goals,objectives, and solutions and policies to best use its resources, advantages, and opportunities to achieve the goals. Title out within a particular deadline by Theun, L. S. (2017). Based on theconcept as mentioned earlier and studies, the author gives hypothesis H2 following:

Hypothesis H2: Strategy positively impacts the organizational culture at public universities in Ho Chi Minh City.

Goal (GO)

According to Tritchie, M. (2017), Image results for the concept of a goal. A goal is an idea of the future or the desired outcome of a person or group of people envisioned, planned, and committed to achieving. Attempts to reach a goal in a finite time by setting deadlines. The goal is the direction towards, the desire to succeed, of an individual or organization in the future by Rehein, E. T. (2015). Objectives associated with a plan, project are deployed in phases, with regular assessment and control. Goals are not merely related to individuals' interests, but also of the collective, such as classrooms, groups, companies, businesses by Trice, T., & Beyer, J. Y. (2017). From the goal, we can draw out the right plan, implement and evaluate the progress, the work is appropriate and correct or not.Based on theconcept as mentioned above and studies, the author gives hypothesis H3 following:

Hypothesis H3: Goal positively impacts the organizational culture at public universities in Ho Chi Minh City.

Innovation (IN)

According to Tatimer, S. D. (2017), innovation in its modern sense is "a new idea, creative thought, new imagination in the form of equipment or method." Innovation is often seen as applying better solutions, responding to new requirements, unproven, or existing market needs. Innovation is inherent in all movement and development in nature, society as well as in thinking. Any organism is always Self-Renewing to adapt to changes in its environment by Wilkins, A. G. (2016). For the community, innovation is a natural response of society to ensure its adaptation to changes in the natural environment, to the international environment, to adapt to the situation. Innovation is the natural movement of all social phenomena by

Wiersma, U. J. (2016). With the staff, the staff will make more effort at work. Based on theconcept mentioned above and studies, the author givesthe hypothesis H4 following:

Hypothesis H4: Innovation positively impacts the organizational culture at public universities in Ho Chi Minh City.

Orientation (ORI)

According to Sanberg, C. R., & Banas, J.T. (2019), orientation is a process of defining tasks, long-term goals, and best methods to accomplish the goals and functions.Successful organizations have a clear sense of purpose and direction that defines the organization's goals and strategic objectives. It demonstrates a vision of how the organization will look in the future as well by Huma Abid Alvi (2014). When changing a fundamental mission of an organization, change also occurs in other organizational culture aspects.When corporate culture is formed positively, it means that it supports the development and conforms to the organization's goals by helping to connect the people in the organization and communicate and work. Practical, positive together. That is luck.

In contrast, Mohamed, S. T. (2019) showed that the formation of culture-negative direction would restrict and hinder engagement, communication of people, and development of its development goals. It isn't easy to become a reality. Based on theconcept mentioned above and studies, the author givesthe hypothesis H5 following:

Hypothesis H5: Orientation positively impacts the organizational culture at public universities in Ho Chi Minh City.
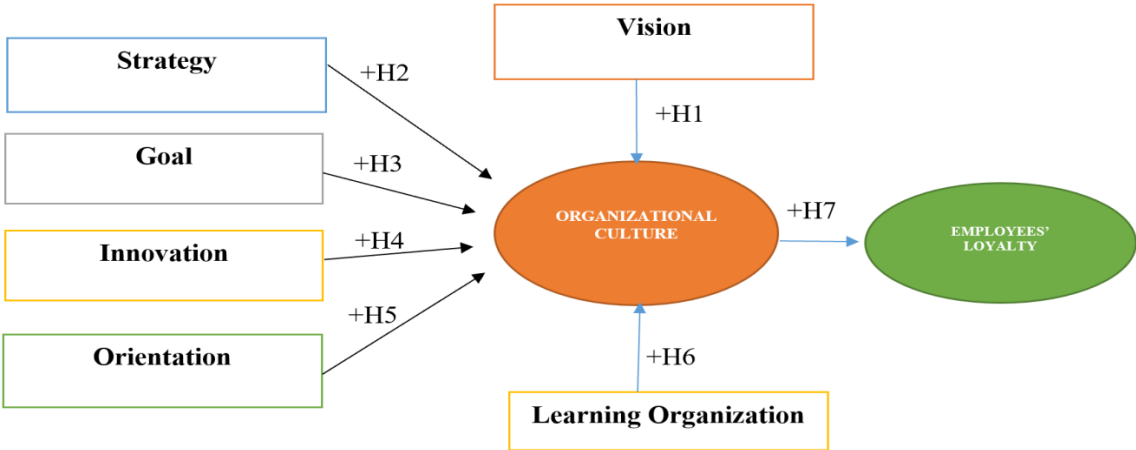
Learning Organization (LO)

According to Yiing, A. T. (2019), This is a crucial element of the organizational culture. It is the basis for building the business's operating direction and influencing management decisions. It is the belief and sustainable value that does not change over time and outside. Therefore, a prerequisite for building an organizational culture to be successful is the commitment of the top leaders of the organization to guide learning. Learning is the key to success.

In many cases, it can be said that it is the vital factor of any organization, especially in the current context of many changes and complexity by Sund D. B. (2017). Through learning, the working capacity of each individual in an organization will be improved. The knowledge and skills that are continually being supplemented and equipped from the learning process both inside and outside the organization will help individuals work better. Learning also allows each individual to have more motivation to work, highly adaptable to changes. All these factors help the organization achieve its goals more quickly by Mahmood, S. C., and Lee M. S. (2017). Therefore, building and developing learning organizations in recent years is an essential strategy for developing organizations in both public and private universities. Based on theconcept mentioned above and studies, the author givesthe hypothesis H6 following:

Hypothesis H6: Learning organizations positively impact the organizational culture at public universities in Ho Chi Minh City.

According to Trigliardi, B. A. (2019), Corporate culture is formed and developed parallel with the enterprise's development. It is a communication culture and includes core values, rules, management styles, methods: business, and the behavior and attitudes of all business members. The importance of corporate culture comes into play when it helps companies adapt to changes in the external environment by Rellou, V. Y. (2018). Organizational culture is a combination of assumptions, values, beliefs, and the basic interpretative processes that describe the organization as symbols, language, stories, and reality. Therefore, an organization's culture influences various aspects of the organization's behavior and employee attitudes and is acritical factor for human resource management and organizational competitiveness. In particular, the organizational culture greatly affects the employees' loyalty.

*Hypothesis H7: Organizational culturehas a positive impact on public universities in Ho Chi Minh City.*

(Source: Researcher discovered)

Figure 1. A research model for factors affecting organizational culture affecting employees' loyalty

Methods of Research

The research method of the topic is a combination of qualitative research methods and quantitative research methods.
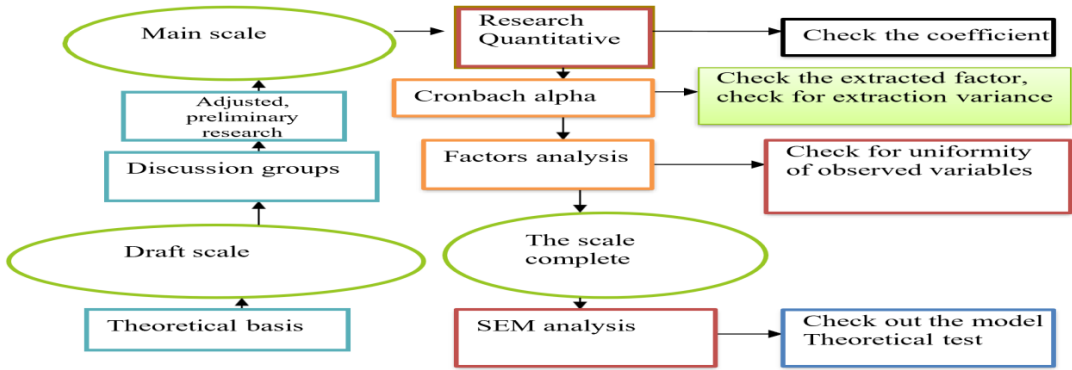
(Source: Researcher discovered)

Figure 2. A research process for factors affecting organizational culture affecting employees' loyalty

Qualitative research: The author had an overview of theoretical bases and related studies to provide research models and design initial scales to identify factors influencing organizational culture affecting employees' loyalty. Group discussions were conducted with 15 experts who are managers with extensive experience in human resource management and university lecturers' work to explore factors to evaluate organizational culture. Based on qualitative research results, the author adjusted the model and scale to suit the research context.

Quantitative research: The author had surveyed questionnaires for700 employees who have been working for ten public universities in HCMC selected by the convenient sampling method, but 645 samples were processed. Data collection is done through direct interviews with questionnaires designed based on the results of qualitative research. The author used Cronbach's Alpha's confidence coefficient

method before analyzing EFA factors to eliminate inconsistent variables because these trash variables can create dummy factors. Cronbach's alpha's confidence coefficients only show whether measurements are linked but do not indicate which observed variables to remove and which observed variables to keep.

Quantitative research conducted through questionnaires with observed variables measured using a 5-point Likert scale includes one strongly disagree and five strongly agree. The study's analytical technique is built on the theoretical foundation of Structural Equation Modeling (SEM) and statistical software support. With this analysis technique omitting multicollinearity and the reliability of the market data is also considered through measurement errors. This study was implemented from June 2020 to November 2020. According to the conventional method by Hair, J., Anderson, R., Tatham, R., & Black, W. (2010).Besides, the authorapplied the Confirmation

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Factor Analysis (CFA) technique to check whether the measurement models are satisfactory, whether the scales meet the requirements of a good ranking or not. To measure the model's suitability with market information, author used the Chi-square (CMIN), Chi-square indexes adjusted for degrees of freedom (CMIN/df), the appropriate index for comparison. CFI, Tucker & Lewis TLI Index, RMSEA Index. The model is considered consistent with market data when the Chi-square test has a P-value <0.05.

Research Results

Table 1. Testing of Cronbach's alpha for organizational culture and employees' loyalty

Items		Cronbach's alpha
1. Organizational culture (OC)		**0.938**
OC1	Employees are willing to give up ego and develop activities for the common goal of the University	0.925
OC2	The members of the university are linked	0.873
OC3	Employees are always bound together for a common goal at work	0.930
	2. Employees' loyalty (EL)	**0.859**
EL1	Employees have the intention of working with the university for a long time	0.836
EL2	Workers who stayed, though elsewhere, offered more attractive salaries	0.789
EL3	Employees see this organization as their second home	0.846
EL4	Employees are willing to speak up to protect the property and honor of the university where they work	0.805

(Source: Data processed by SPSS 20.0)

Table 1 showed that all Cronbach's Alpha values of the research components meet this technique's requirements; specifically, Cronbach's Alpha values of organizational culture and employees' loyalty is more than 0.6.

Table 2. Testing of Cronbach's alpha for organizational culture affecting employees' loyalty

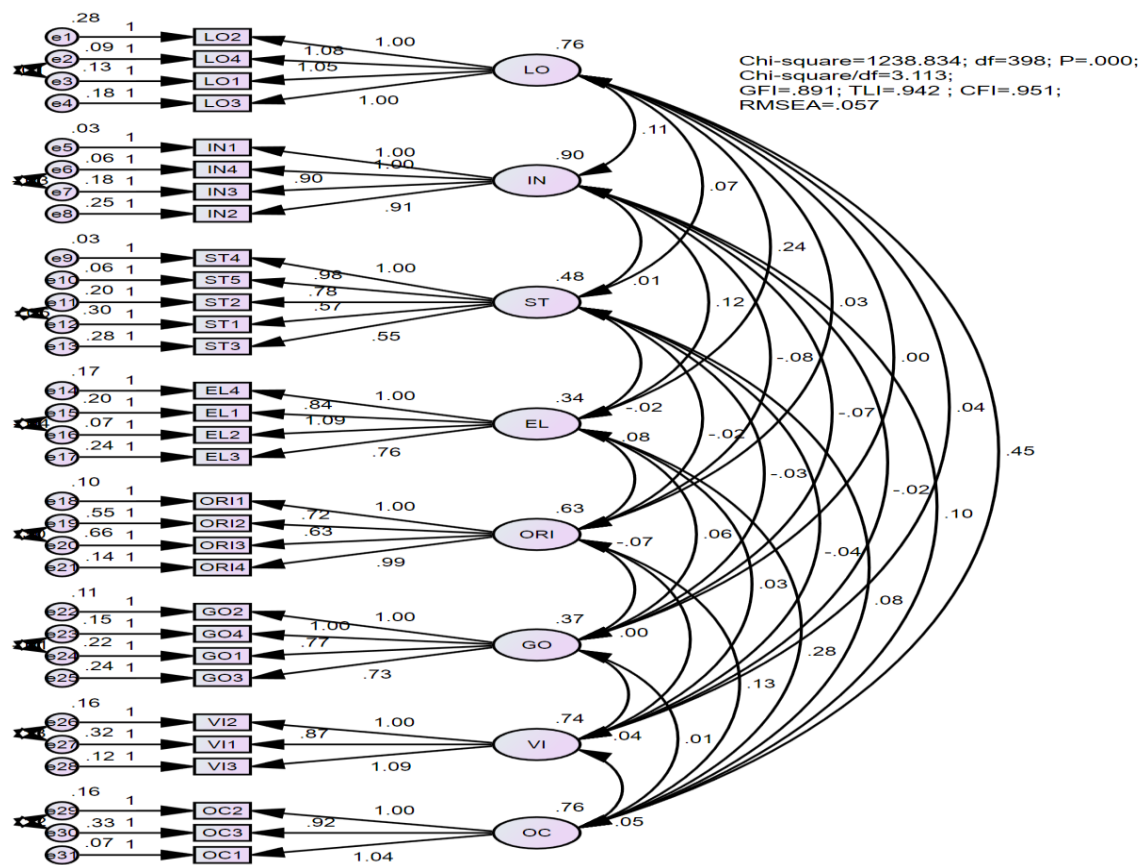| No.	Items	Cronbach's alpha
1.	**Vision (VI)**	**0.931**
VI1	Employees share their statements about the future with the organization's common wishes	0.918
VI2	Employees understand clearly about the organization's vision	0.855
VI3	The vision motivates them to work	0.926
2.	**Strategy (ST)**	**0.894**
ST1	Employees understand the strategies of the organization	0.894
ST2	Employees think these strategies will be successful	0.862
ST3	The employee's work plan is consistent with the organization's strategy	0.893
ST4	The strategy of the organization that motivates the workers' work	0.848
ST5	The organization's strategy is in line with the reality and current state of the education sector	0.855
3.	**Goal (GO)**	**0.856**
GO1	Organizational goals in line with the strategy of the education sector	0.834
GO2	The university has short-and long-term goals to motivate employees	0.785
GO3	The university's goal is to create loyalty for its employees	0.844
GO4	The university has short-and long-term goals that can help employees do their jobs well	0.799

	4. Innovation (IN)	**0.960**
IN1	Employees always tend to innovate according to the changes in the surrounding environment	0.931
IN2	Employees are always looking for ways to improve their work according to new techniques	0.960
IN3	The university has the policy to encourage the innovation and creativity of the employees	0.955
IN4	The university has a policy of rewarding the innovation and creativity of the employees	0.940
	5. Orientation (ORI)	**0.853**
ORI1	The university understands the needs of students	0.799
ORI2	Workers are committed to responding to changing needs at any time	0.814
ORI3	Student orientation is a fundamental concern throughout the University	0.843
ORI4	The university implements an appropriate policy for students	0.796
6. Learning Organization (LO)		**0.951**
LO1	The ability to learn is considered an essential role in the workplace at the University	0.929
LO2	The university creates a reasonable working environment to improve the quality of training	0.950
LO3	The university creates a favorable environment for learning to improve qualifications	0.939
LO4	Training programs are to improve the qualifications of workers with cost support	0.922

(Source: Data processed by SPSS 20.0)

Table 2 showed that all of the factors: (1) Vision (VI), (2) Strategy (ST); (3) Goal (GO); (4) Innovation (IN); (5) Orientation (ORI) and (6) Learning Organization (LO). Cronbach's alpha is higher than 6.0.

Chi-square=1238.834; df=398; P=.000;
Chi-square/df=3.113;
GFI=.891; TLI=.942 ; CFI=.951;
RMSEA=.057

Figure 3. Testing CFA for factors affecting organizational culture and employees' loyalty

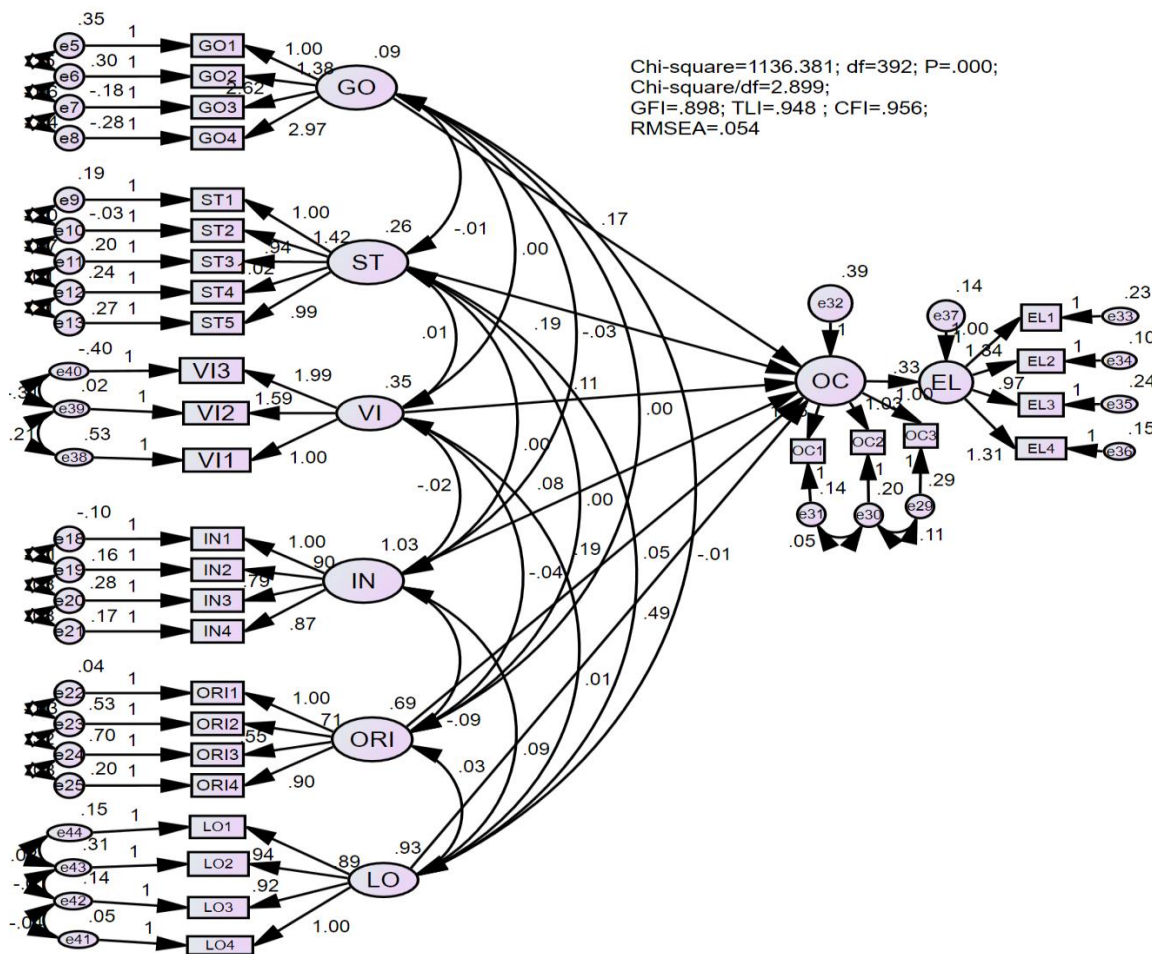Figure 3 showed that the assessment of the CFA for factors affecting organizational culture and (Source: Data processed by SPSS 20.0 and Amos) employees' loyalty includes the following elements: CMIN/DF = 3.113 (<5.0),GFI = 0.891 (>0.8),TLI = 0.942 (>0.8) and CFI = 0.951 (> 0.9).

Table 3. Test CMIN/df for all of the components

Model	NPAR	CMIN	DF	P	CMIN/DF	GFI	TLI	CFI
Default model	104	1136.381	392	0.000	2.899	0.898	0.948	0.956
Saturated model	496	0.000	0			1.000		1.000
Independence model	31	17525.350	465	0.000	37.689	.321	0.000	0.000

(Source: Data processed by SPSS 20.0 and Amos)

Table 3 showed that the assessment of the scale of organizational culture and employees' loyaltyincludes the following elements: CMIN/DF=2.899(<5.0),GFI = 0.898 (>0.850), TLI = 0.948 (>0.900) and CFI = 0.956 (> 0.9).

(Source: Data processed by SPSS 20.0 and Amos)

Figure 3. Testing SEM for factors affecting organizational culture and employees' loyalty

Figure 3 showed that the SEM assessment had factors affecting organizational culture and employees' loyalty with a significance level of 0.01.

This showed that testingSEM for factors affecting organizational culture and employees' loyalty is very good for next research.

Table 5. Testing coefficients for factors affecting organizational culture and employees' loyalty

Relationships			Unstandardized Estimate	Standardized Estimate	SE.	CR.	P	Hypothesis
OC	<---	GO	0.172	0.063	0.059	2.930	0.003	Accepted
OC	<---	ST	0.190	0.117	0.052	3.656	***	Accepted
OC	<---	IN	0.077	0.096	0.025	3.089	0.002	Accepted
OC	<---	ORI	0.189	0.191	0.037	5.140	***	Accepted
OC	<---	LO	0.493	0.578	0.033	14.717	***	Accepted
OC	<---	VI	0.114	0.082	0.038	3.036	0.002	Accepted
EL	<---	OC	0.332	0.596	0.026	12.559	***	Accepted

(Source: Data processed by SPSS 20.0 and Amos)

Table 5 showed that the column "P"< 0.01 with significance level 0.01. These results indicated that six factors affectorganizational culture and employees' loyaltywith a significance level of 0.01.

These results are science evident for managerial implications to improveorganizational culture and employees' loyalty.

Table 6. Testing Boostrap with 3000 samples for factors affecting organizational culture and employees' loyalty

Parameter			SE	SE-SE	Mean	Bias	SE-Bias
OC	<---	GO	0.057	0.001	0.167	-0.005	0.001
OC	<---	ST	0.050	0.001	0.189	-0.001	0.001
OC	<---	IN	0.027	0.000	0.074	-0.003	0.000
OC	<---	ORI	0.044	0.001	0.181	-0.008	0.001
OC	<---	LO	0.039	0.001	0.489	-0.004	0.001
OC	<---	VI	0.055	0.001	0.090	-0.024	0.001
EL	<---	OC	0.034	0.000	0.333	0.001	0.001

(Source: Data processed by SPSS 20.0 and Amos)

Table 6 showed that the bootstrap test results are very good with a sample of 3.000 employees. This result is the basis for the model in making policy proposals. These results indicated that six factors affectorganizational culture and employees' loyalty with a significance level of 0.01. These results are science evident for managerial implications to improveorganizational culture and employees' loyalty.

Conclusions and Managerial Implications

Conclusions

Developing organizational culture is an important policy to enhance the competitiveness and operational efficiency of public universities. Creating an organizational culture requires educational organizations to review and evaluate the overall organizational culture, associate employee behavior with management policies and philosophies, especially when the educational team institutions are faced with environmental volatility or economic crisis. The research results show that using the research model has evaluated organizational culture in combination with interview methods and questionnaires for organizational culture development criteria built according to Vietnam's conditions to assess the practice of higher education in Vietnam closely. And the organizational culture affects the employee's loyalty to public universities in Ho Chi Minh City with 1% significance.

Simultaneously, the conduct of research, a simultaneous assessment of organizational culture according to groups of educational management experts or the education sector, as a database for the perfect comparison of organizational culture, is also a requirement for consideration in these studies. The research results help Vietnamese public universities' leaders propose some policy implications to improve employee loyalty.

Managerial implications

The managerial implications for learning organization: Public universities should consider Leaders and managers at public universities to build shared visions/perspectives, have to help others see the whole system, know how to work with others to learn how to design horizontal organizational structure, initiate a change, and promote each member's capacity towards the future. People communicate and understand it through organizations whose learning is part of their job. The concept of learning as part of the job should be widely disseminated and absorbed throughout the organization. In the future, public universities strive to ensure sufficient quality and quantity of leadership and ensure continuity of succession throughout public universities.

Secondly, the managerial implications for orientation: Public universities need to establish and promulgate a unified university brand identity with specific guidelines. The faculties and departments should build a full and concise slogan to state the university's firm determination. Supplement the form of branding through social networks, arrange a person in charge of brand management. Build and develop the university's image with the outside through the media such as the press and television and in many other ways for the outside audience to understand correctly and adequately about the university.

Thirdly, the managerial implications for strategy: Public universities are always interested in determining the set of core cultural values built. Universities need to regularly carry out determining the core cultural value set following the university's development.Creating a group of staff at the university participates in exploring cultural values to collect the information needed to establish cultural value sets. It is necessary to select the members of the group with ability, prestige, and high seniority. The results have found a set of core values based on individual bases: Based on the training quality characteristics, the employees' learning environment, and the working

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environment. Establishing the core ideology in the organizational culture and widely propagating so that all university members can understand clearly as a guideline in their actions.

Fourthly,the managerial implications for innovation: Public universitiesshould consider completing the university governance structure, including separating the School Board and the School Board's functions to ensure independence, accountability according to best practices, and the provisions of law. Complete the internal control system to monitor risk, evaluate and complete control procedures, and the governance system. It is necessary to build effective communication among team members, among workers: Team members should communicate freely with each other directly and achieve success for a project. Communication between members and team leaders should be a two-way process. This result will help them understand each other better while solving problems that arise quickly. Communicate openly, honestly, and respectfully. Members are free to express thoughts, ideas, and potential solutions to problem-solving. Everyone feels heard and understood. Members should ask questions to clarify their opinions and not seek ways to disprove their colleagues.

Fifthly, the managerial implications for vision: Public universities should develop, issue, update, and supplement regulations on internal management, ensure that the administration, administration, and advisory to execute tasks must be public and transparent. There are a straightforward assignment and assignment in leaders and departments in risk prevention and control activities and risk statistics. Renovate and seriously carry out internal inspection and control and inspection and control for faculties and departments according to the Government's regulations.The university needs to build the employees' cultural life because the formation and promotion of the corporate culture must rely on the people managed by the university. To promote the organizational culture's role well, all officials, workers, and employees of the university must have proper awareness, understanding of the content, and high determination to build and promote literature, organizational chemistry.

Finally, the managerial implications for goal: Public universities shouldimprove the university's leaders' primary role in providing a strategic direction and defining a clear plan for the organization. This orientation and program help the university adapt to changes, compete in the market, and develop its operations in the long term. This result helps the university decide where to focus resources and where to invest to maximize efficiency. Each plan should set out criticalpractical goals that serve the overall strategy. The more specific the goal is set out, the better. Those goals must have the consensus of both the leadership and staff in the university. Therefore, the leader must fully explain the shared values and beliefs that all university employees need to keep in mind to achieve these goals. That will impact the way they work.

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