



THE EFFECTS OF ORGANIZATIONAL CULTURE ON HUMAN RESOURCES MANAGEMENT: A STUDY ON VIETNAMESE PUBLICLY LISTED ENTERPRISES



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ABSTRACT

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The current study has investigated the impact of organizational culture on human resources (HR) management. Out of the 666 firms on Vietnam's two main stock exchanges, this research conducted a survey in 300 of these firms. A total of 600 observations were taken, as two observations from every firm were analyzed. However, there were only 412 viable replies. In order to evaluate the causal hypothesis, this research applied multiple regression analyses. The findings indicate that the involvement, consistency, adaptability, and mission of an organizational culture statistically affect HR management, which includes recruitment and selection procedures, training and development processes, compensation and reward systems, and performance appraising tools. Generally, organizational culture has the biggest effect on training and development and the smallest impact on recruitment and selection. This study will be useful for business executives in Vietnam and other developing economies in terms of business decisions and HR management in different organizational cultures. This will help executives to acquire a competitive advantage and achieve the best organizational performance.

Contribution/Originality: This research is one of the first studies to provide statistical evidence for the effects of organizational culture on HR management in Vietnamese enterprises, as a developing nation.

1. INTRODUCTION

Every enterprise's workforce is fundamental to its success, and the survival of this workforce depends predominantly on the sound management of the firm's human resources (HR). Enterprises have been facing more competitive business environments when trying to accomplish their objectives. Therefore, an enterprise should focus on the competence of its HR in order to enhance its organizational performance by decreasing expenses and innovating and improving services and products. In addition, organizational culture plays a vital role in the way workers in an enterprise behave, communicate, and work together to achieve organizational goals. Employees from different cultures work together to achieve a common objective. Therefore, HR management should be able to manage such differences in order to enable workers to reach their potential. The performance level of workers is

determined by the values and goals of their enterprise. Appropriate HR management is, therefore, a vital requirement for the survival and success of an enterprise in a dynamic business environment. The efficient management of HR relies on three conditions (Vetráková & Smerek, 2015). The first two are the knowledge and motivations of a worker, which are often reflected in their character. However, the third condition is related to opportunities, which are associated with organizational culture. Workers are given opportunities to justify their behavior in response to organizational value; conversely, directors create an organizational culture to support activities, which have particular interest to them. The development of an organizational culture that can enhance the efficient management of HR is important to organizational performance.

Although many researchers have explored the causal link between organizational culture and HR management, they have tended to conduct research in developed countries (Aycan, Kanungo, & Sinha, 1999; Kosiorek & Szczepańska, 2016; Vetráková & Smerek, 2015). Researchers have investigated this relationship in China (Liu & Liao, 2017), Pakistan (Mujeeb, Masood, & Ahmad, 2011), Nigeria (Adeniji, Osibanjo, & Abiodun, 2013; Izuogu, 2015; Osibanjo & Adeniji, 2013), and India (Kandula, 2006; Madhani, 2014), which are bigger countries than those in Eastern Asia, including Vietnam. Therefore, business conditions differ from those in Eastern Asia. To the knowledge of the authors, almost no research in Eastern Asian or Vietnam has been carried out on the link between organizational culture and HR management. Furthermore, there has been limited research on managerial tools in Vietnam. It is, therefore, necessary to conduct more studies in this area in order to fill this gap (Wang & Huynh, 2014). The most significant motive for choosing Vietnam as a case study for this research is that it has signed new free trade agreements. These new agreements, such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, the EU-Vietnam free trade agreement, and the commitments in the framework of integration with the new ASEAN common market, have enhanced Vietnam's markets and forced them to develop greater international standards. Concurrently, this context also means that Vietnam's stock markets are trying to meet increasingly high standards of quality, in accordance with the international commitments that Vietnam has undertaken. As Southeast Asia's third most populous nation after Indonesia and the Philippines, Vietnam expects that these new agreements will accelerate its economic growth, making it the second fastest developing nation in East Asia after China. Furthermore, strengthening Vietnam's stock exchange by applying certain managerial tools, such as HR management practices, is critical to maintain Vietnam's competitive advantage. The rapidly changing business environment leads publicly listed firms in Vietnam to pay more attention to efficient managerial mechanisms, in order for them to develop sustainably.

This research analyzes the relationship between organizational culture and HR management in Vietnamese enterprises, in order to find out how organizational culture affects various elements of HR management in a workplace. This research initially reviews the connections between organizational culture and HR management. It then explains how the research variables were calculated and how the research data were collected and analyzed. This is followed by the empirical results, the discussion, and the conclusion.

2. LINK BETWEEN CULTURE AND HUMAN RESOURCE MANAGEMENT

In order to link organizational culture and HR management, this research follows the contingency theory, which has been fundamental to management literature over the past decades (Tayeb, 1987). The contingency theory, which discredited the classical perspective of controlling an enterprise, has been widely accepted. The contingency theory asserts that managerial practices are reliant on the contingencies of a specific enterprise, which are either internal or external to the business. Organizational culture is an internal factor that could influence practices within HR management (Aycan, 2005). Furthermore, following the contingency theory, previous research has emphasized the fact that the success of an enterprise is dependent on its effectiveness, which can be improved by its ability to react suitably and adapt its HR practices to its context, including its organizational culture (Tayeb, 1987; Tayeb, 1995).

There are several ways to explain the term “culture”. Martins and Terblanche (2003) refer to culture as a phenomenon that is related to values, norms, assumptions, and beliefs that are shared by workers within an enterprise. In addition, Ahmady, Nikooravesh, and Mehrpour (2016) regard company culture as the link between a company’s employees and the values, beliefs, norms, and principles of the company, which are integrated into a series of conduct standards. These elements are essential aspects of organizational behavior. On the other hand, Gordon and DiTomaso (1992) defined company culture as a drive that identifies the efforts and contributions of employees and provides a better understanding of how objectives are interconnected and how each member can achieve their objectives. Organizational culture has also been deemed as an important factor in improving management systems, as it can help the organization to achieve the best possible performance (Musa, Salehuddin, Ani, & Ali, 2019). Hofstede, Neuijen, Ohayv, and Sanders (1990) defined company culture as a collective process that distinguishes its members, while Kotter and Heskett (1992) have referred to company culture as a set of fundamental beliefs, values, assumptions and norms shared between employees, which shape how workers behave, communicate, and work within the company. With reference to aforementioned arguments, Osibanjo and Adeniji (2013) regard company culture as a means of keeping organizational members aligned and well-adapted to company goals. Organizational culture is the overall sense of the enterprise, which includes rituals, rules, norms, values, workplace atmosphere, and the plans of the organization. These aspects are closely related to recruitment and selection, training and development, compensation and payment, and performance evaluation (Schein, 1990).

Several studies have focused on the link between corporate culture and HR management (see Liu and Liao, 2017). The empirical findings from a study by Osibanjo and Adeniji (2013) indicate a causal relationship between company culture and the management of HR in educational organizations. Organizational culture affects various aspects of an enterprise, including HR management. This is a consequence of the expansion of a culture within an enterprise where workers are regarded in terms of their religious, ethnic, and other cultures (Vetráková & Smerek, 2015). Therefore, compliance with the values of an organizational culture relies on an understanding of the culture. The effectiveness of workers will only improve when they are able to identify the goals and cultural values of the enterprise and gain adequate motivation. Research on culture suggests that the association between organizational culture and performance occurs through the management of HR (Deal & Kennedy, 1982). Therefore, organizational culture and the management of HR should comply with business objectives, which is a possible driving force of organizational performance.

Different enterprises have different cultures that are related to the values, practices, beliefs, and functions within an enterprise (Osibanjo & Adeniji, 2013). Several organizations place emphasis on selection and recruitment, training and development, reward management and job performance evaluation, whereas others place emphasis on job development, goal establishment and pay-for-performance—all of which aim to maximize job performance and improve the firm’s performance. There are numerous ways to manage workers (Kosiorek & Szczepańska, 2016), which is expressed in the context of an enterprise’s HR. The management of HR includes a whole host of activities that are connected to achieving organizational objectives and fulfilling employees’ requirements. In other words, the aim of HR management is to take on an appropriate number of workers with appropriate education at appropriate levels. The functioning of HR management includes the recruitment and selection of workers, the growth of their competencies through training and development programs, their motivation to do their jobs and earn adequate compensation, and the evaluation of their performance through a good appraisal system.

Aycan et al. (1999) have stated that organizational culture is affected by social factors, which are a driving force in the management of HR, whereas Izuogu (2015) has emphasized the essential role of company culture on organizational behavior. Company culture is regarded as one of the determinants of HR management that seeks to cultivate and conduct strategies that provide stability, while allowing for the wishes of various stakeholders to supervise the recruitment and selection of employees. The suitable recruitment and selection of workers is fundamental to a business’s success and development (Armstrong, 2006). Enterprises need competent employees to

run businesses in extremely dynamic business environments because competent workers can help to improve and maintain the competitive advantages of the enterprise. The recruitment and selection of unsuitable workers can lead to firms losing out on costs and time, which can, at times, be substantial. Company culture has been recognized as an element that holds an enterprise and its workers together; it is a vital tool that heightens the incentive of the workers and helps them to carry out their work successfully. The management of organizational HR is likely to be in progress through efficient recruitment systems that represent a company's culture. These are often anchored in the system of worth suggested by Taylor (2005), which is the trend for firms to offer equal opportunities to all different types of employees.

Training and development programs are attempts by enterprises to facilitate their workers' learning of related skills and knowledge, which is important for their success and job performance (Adeniji et al., 2013). The link between training and development in an enterprise and organizational culture has been analysed theoretically (Kissack & Callahan, 2010). Company culture affects training and development processes; therefore, considering company culture within the planning of training and development can lessen the risk of a clash between a company's culture and its training and development program. Bunch (2007) has discussed the fact that the failure of training and development programs is related to company culture. Often, enterprises pay for training and development programs that are ineffective because of cultural resistance.

Payment and compensation are important to both workers and the enterprise, as salaries and other compensations for workers are some of the largest expenses for the enterprise (Guzak, Crandall, & Alavinejad, 2017). In a study by Cameron and Quinn (2006), the authors stated that, if an enterprise fails to support its culture, its success would be minimal. The culture of an enterprise and the design of its compensation system should serve to inspire workers to fulfill the strategic objectives of their enterprise. Madhani (2014) highlighted the important role of company culture in orienting worker behavior. An enterprise should recognize, widen, and communicate its beliefs, values, and practices efficiently. The enterprise should then depend on those beliefs, values, and practices as the basis for shaping and controlling their workers' behavior. An important tool to link a firm's beliefs, values, and practices and its workers is through a suitable compensation system. Therefore, the culture of the enterprise determines employee payment and compensation.

Additionally, Kandula (2006) emphasized that a good company culture is one of the most important determinants of a superior performance. Furthermore, because there are different cultures in different enterprises, similar strategies do not result in similar outcomes in different enterprises, regardless of the region and industrial sector. A strong, suitable culture could enable an ordinary employee to work and perform exceptionally well; whereas a poor, negative culture could discourage a capable worker from performing well. Therefore, the culture of an enterprise plays a role on the appraisal of workers' performance. The research of Mujeeb et al. (2011) developed research on company culture and performance appraisals by statistically analyzing the causal link between company culture and the system of performance evaluation. The empirical findings have indicated that company culture positively and significantly affects employee performance evaluation systems. Overall, the aforementioned arguments have resulted in the following hypotheses:

H1: Organizational culture is likely to influence a firm's recruitment and selection.

H2: Organizational culture is likely to influence a firm's training and development.

H3: Organizational culture is likely to influence a firm's compensation and rewards.

H4: Organizational culture is likely to influence a firm's performance appraisal.

3. METHODOLOGY

3.1. Measurements

Based on prior studies, such as those by Ahmady et al. (2016) and Vetráková & Smerek (2015), this study measures "organizational culture" using the following dimensions: (1) Involvement (IV), which encompasses three

other items (IV1, IV2 & IV3); (2) Consistency (CS), which consists of three other items (CS1, CS2 & CS3); (3) Adaptability (AD), which includes three other items (AD1, AD2 & AD3); (4) Mission (MS), which comprises three other items (MS1, MS2 & MS3). Involvement focuses on workers' responsibilities, ownership, and abilities; Consistency refers to a cohesive internal system; Adaptability refers to the building of a firm's capability by adapting rapidly to business environments; and Mission concentrates on clear long-term goals. Adapted from previous researchers (Khan, Md Yusoff, Hussain, & Binti, 2019; Madanat & Khasawneh, 2018; Nasir & Author, 2016), this work measures "Human Resources Management" using the following dimensions: (1) Recruitment and Selection (RS), which includes five items (RS1, RS2, RS3, RS4 & RS5); (2) Training and Development (TD), which comprises five items (TD1, TD2, TD3, TD4 & TD5); (3) Compensation and Rewards (CR), which consists of five items (CR1, CR2, CR3 & CR4); (4) Performance Appraisal (PA), which encompasses five items (PA1, PA2, PA3, PA4 & PA5).

3.2. Data Collection and Analysis

The research population of this study included all publicly listed firms in Vietnam's major stock exchanges, of which there are two. The largest is HOSE, which consists of 305 stocks, and the second largest is HNX, which consists of 361 stocks (as of June 2019). Therefore, a total of 666 firms were included in the research population. The random simple sampling technique was employed to select 300 of those firms. First, initial solicitations to obtain replies from informants with experience in management were performed. Research questionnaires were answered by two management executives in each firm. Therefore, a total of 600 observations were collected in this research, although only 412 replies contained sufficient information, which satisfied the research sample size (Hair, Black, Babin, Anderson, & Tatham, 2011). In order to assess the reliability of the scales, the Cronbach Alpha (α) was employed, as recommended by Hair et al. (2011). In order to evaluate the validity of the multidimensional constructs, a factor analysis was applied, as stipulated by Hair et al. (2011). Finally, the causal hypotheses of the research were tested using multiple regression analyses.

4. EMPIRICAL RESULTS

To verify the validity and reliability of the measurements of several dimensions and items, analyses of the reliability and explanatory factors were undertaken. The measurement of organizational culture is composed of four dimensions and 12 items, while the measurement of HR management consists of four dimensions and 20 items. The reliability and explanatory factor analyses yielded the results presented in Table 1. All the 32 item-total correlations achieved values over the 0.5 threshold. The values of the Cronbach α s all exceed 0.7 and all are greater than their own Cronbach α s if the item is deleted. Furthermore, the communalities of the 32 items are all above the 0.5 limit. The factor loadings are all larger than 0.5 and the cross-loadings all exceed 0.3 because the values are less than 0.3. Table 1 demonstrates the discriminant and convergent validity of the scales. These findings show that all the scales meet the required reliability and validity measurements. Therefore, all of the items should be included in this research (Hair et al., 2011).

Table 1. Assessing Reliability and Validity

Item	Item-total correlation	Cronbach α if item deleted	Cronbach α	Factor loading	Communality	KMO	Sig.
IV1	.668	.703	.800	.837	.734	.789	.000
IV2	.675	.695		.859	.755		
IV3	.594	.779		.800	.661		
CS1	.542	.624	.718	.781	.657		
CS2	.561	.600		.793	.652		
CS3	.510	.663		.767	.623		
AD1	.599	.630	.745	.803	.699		
AD2	.533	.705		.770	.609		
AD3	.585	.646		.804	.685		
MS1	.518	.691	.734	.760	.615		
MS2	.560	.644		.765	.653		
MS3	.595	.600		.813	.711		
RS1	.549	.737	.778	.708	.551		
RS2	.556	.737		.727	.560		
RS3	.563	.732		.729	.546		
RS4	.532	.744		.707	.515		
RS5	.567	.731		.741	.580		
TD1	.739	.809	.856	.812	.718		
TD2	.615	.840		.750	.587		
TD3	.636	.835		.727	.606		
TD4	.639	.837		.760	.616		
TD5	.742	.810		.845	.733		
CR1	.665	.765	.818	.781	.673		
CR2	.572	.793		.695	.544		
CR3	.605	.788		.732	.580		
CR4	.616	.782		.777	.615		
CR5	.607	.784		.743	.603		
PA1	.656	.808	.842	.777	.627		
PA2	.615	.819		.742	.594		
PA3	.642	.811		.775	.618		
PA4	.694	.797		.812	.677		
PA5	.630	.815		.769	.605		

Having obtained internal reliability, the measurements and items were employed to construct the main factors by summing their own items. The summated variables were used in the multiple regression analyses in order to test the proposed hypotheses. The results of the multiple regression analyses are shown in Table 2. With regard to the effect of organizational culture on recruitment and selection, as can be seen in Table 2, organizational culture positively affects the process of recruiting and selecting workers. The involvement, adaptability, and mission of organizational culture has a positive impact on recruitment and selection at a 5% significance value, whereas consistency affects recruitment and selection at a 10% significance level. The research model fits at a 1% significance level with an F of 5.085 and an R² of 4.8%, which implies that the four dimensions of organizational culture depicts a 4.8% variation in recruitment and selection. The influence of organizational culture on recruitment and selection acquired estimates of 0.077, 0.082, 0.082, and 0.085 for involvement, consistency, adaptability, and mission, respectively. The research model achieves the variance inflation factor (VIF) of the items of organizational culture that are less than the preferred level of 2 stipulated by Hair et al. (2011), thereby demonstrating no multicollinearity in the research model. In addition, the coefficient of Durbin-Watson is 1.937, which ranges from du to (4 – du); therefore, it can be concluded that there is no autocorrelation in the analyzed data. The Chi² of 0.05 with a significance of 0.821 greater than 10% indicates no heteroskedasticity in the research model. Overall, the research model acquires a good fit for the data.

Table 2. Regression Analysis

	β	Std. Error	t	Sig.	VIF	Durbin-Watson	R ²	F	Sig.	Chi ² (hettest)	Sig.
Dependent Variable: RS											
(Constant)	1.782	.259	6.872	.000							
IV	.077	.037	2.102	.036	1.005						
CS	.082	.048	1.707	.089	1.030	1.937	.048	5.085	.001	.05	.821
AD	.082	.041	1.995	.047	1.076						
MS	.085	.041	2.060	.040	1.061						
Dependent Variable: TD											
(Constant)	1.999	.282	7.078	.000							
IV	.177	.040	4.442	.000	1.005						
CS	.152	.053	2.885	.004	1.030	1.855	.134	15.766	.000	.32	.574
AD	.170	.090	1.907	.057	1.076						
MS	.197	.045	4.384	.000	1.061						
Dependent Variable: CR											
(Constant)	1.512	.255	5.938	.000							
IV	.067	.036	1.868	.062	1.005						
CS	.163	.047	3.441	.001	1.030	1.956	.100	11.330	.000	.06	.811
AD	.071	.040	1.752	.080	1.076						
MS	.163	.041	4.033	.000	1.061						
Dependent Variable: PA											
(Constant)	2.061	.317	6.505	.000							
IV	.089	.045	1.976	.049	1.005						
CS	.102	.059	1.722	.086	1.030	1.838	.066	7.222	.000	.93	.335
AD	.134	.050	2.673	.008	1.076						
MS	.138	.050	2.737	.006	1.061						

These findings support hypothesis H1. The influence of organizational culture on training and development, compensation and rewards, and performance appraisal is similar. In the three research models, the VIF of the explanatory variables are all less than the preferred level of 2 stipulated by Hair et al. (2011), indicating no multicollinearity in the research models. The estimates of the Durbin-Watson, which range from 1.838 to 1.956, belong to the scope of du to (4 – du); consequently, there is no autocorrelation in the research models. The Chi² of the models range from 0.06 to 0.93, with a significance of 0.335 to 0.811, which are greater than 10%. Therefore, no heteroskedasticity has occurred in the research models. Furthermore, the research models fit the 1% significance

level with Fs of 7.222 to 15.766 and R2 from 0.066 to 0.134. Overall, the research model fits the data. These findings statistically support hypotheses H2, H3 and H4. Table 2 also indicates that, of the elements of organizational culture, mission culture is the most important factor in HR management, while organizational culture has the strongest effect on the training and development aspect of HR management.

5. DISCUSSION AND CONCLUSION

HR management is an essential determinant of organizational performance that is determined by organizational culture. The objective of this study was to systematize the literature on the link between organizational culture and HR management. It has investigated the effects of organizational culture on HR management in publicly listed enterprises in Vietnam, which is an emerging economy. The empirical findings provide statistical evidence for the causal link between organizational culture and HR management. The involvement and adaptability of an organizational culture affects HR management at a significance level of 1% to 10%. The consistency of an organizational culture influences HR management at a significance level of 1% to 10%. The mission of an organizational culture influences HR management at a significance level of 1% to 5%. In addition, the research findings reveal that organizational culture has the strongest effect on training and development, which implies that a firm with a sound culture is more likely to provide adequate training and development programs for their workers. It has been proven that mission culture is the most important factor in HR management, which implies that firms with a culture that focuses on a clear sense of long-term goals tend to build good HR management practices.

This work contributes to the literature by providing researchers with new statistical evidence on the effects of organizational culture on HR management in enterprises in Vietnam, a developing country. In terms of practical implications, the current study provides executives with a better understanding of the causal relationship between organizational culture and HR management in a developing economy. As a result, they will be better able to make business decisions in terms of selecting the correct culture that fits their HR management, so that they can achieve the best possible performance. In particular, as mission culture is the most important factor in terms of HR management, enterprises should focus on clear, long-term goals in order to build good HR management practices. This will allow them to obtain a competitive advantage over their rivals and achieve an optimal performance.

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