Building a Frame Research of Corporate Culture Impact to Working Motivation and Employee's Loyalty in Lilama

Bui Thi Minh Thu[1]*, Le Nguyen Doan Khoi[2], Tran thi Ngan Ha[3]
[1]Hanoi University of Home Affairs in Central, Quang Nam, Viet Nam
[2]Research Affairs Department - Technology Business Incubation Center, Can Tho University, Can Tho, Vietnam
[3]Hanoi University of Home Affairs, Viet Nam

*Corresponding Author:
Bui Thi Minh Thu
Email: thubtm.gv@topica.edu.vn

Abstract: The article has established research framework on the impact of corporate culture on work motivation and loyalty, has focused detect weaknesses in corporate culture research from reality to impact , bottlenecks how to assess the status of corporate culture. Handled bottlenecks on the impact of corporate culture to employees by going into the analysis of corporate culture affects work motivation and loyalty to employees by Shien's model and Denison. This is an important prerequisite for building Corporate culture suitable for attracting the international integration.
Keywords: Corporate culture, work motivation, loyalty

INTRODUCTION

The process of globalization and economic integration, making the business environment changes quickly. To be successful, businesses must adapt to the changes of the market and create sustainable competitive advantage [1]. The construction of suitable Corporate culture is seen as a way to improve competitive advantage for businesses. Corporate culture contributed to the difference between the enterprise and is considered as a source of competitive advantage. LILAMA work environment has caused difficulties in the process of hiring the employee, it's fast work environment, high work rate, long working hours, harsh working conditions in areas where remote, the process of working with a high degree of interdependence between the working groups, so need to create greater loyalty to workers in other sectors work environment better. Thus, to LILAMA sustainable development, posing problems need to be resolved are: (1) Improve work motivation for employees through improved corporate culture; (2) Improving the loyalty of workers through the development of corporate culture. Therefore, the study assessed the impact of the Corporate culture loyalty and work motivation of employees to create a competitive advantage invisible to be seen as a topic brought high urgency. So the need to build research framework in this regard, to contribute to the realization of the research process.

LITERATURE REVIEW AND RESEARCH FRAMEWWORK
1. CORPORATE CULTURE
1.1. Historical research on corporate culture

Since 1920 - 1939, the study has not put forward the concept of corporate culture which just introduced the concept of subculture, typically Hawthorne researchers quoted in the study of Altenbaugh, Richard [2]. Since 1940-1955, the study by social psychologists focus on action research and training of the leadership team has created groups with distinct cultural groups, create different environments, the training will help employees with a positive attitude working environment group [3]. In the years 1956-1970, the researchers began the study of organizational psychology, applied research to the larger units in the areas of industry and distinguish the culture of each organization [4, 5]. Researchers Likert [6,7] developed a questionnaire to measure the norms and attitudes held from 1 to 4 points. From 1971-1995, the researchers came up with a clear concept of corporate culture, how to measure, evaluate the corporate culture of an organization. Katz and Kahn [8], issued a clear concept of organizational culture, also known as the corporate culture of the role, measurement norms and values of the organization. From 1995-2000, the researchers focused on the impact of corporate culture on the behavior of individuals within the organization. Since 2001, under the impact of globalization, corporate culture is studied frequently in multi-national companies, comparing cultures between companies in two different countries called management by culture [9].

1.2. The analysis of corporate culture
1.2.1 Qualitative methods
Qualitative methods were used to analyze the corporate culture by the standard tool [5]. These tools include

interviews, games and more. Qualitative methods are very expensive in terms of time and done. The researcher used this method to have strong expertise, and results must be independent and objective.

1.2.2 Research Survey

Research Methodology This view corporate culture is an asset of the enterprise can be measured by Likert scale questions with [6,7,9].

1.2.3 Descriptive Analysis

This research method, the corporate culture is seen as a concept to study it, they must go through experimentation, and even divided the concept into smaller units to analyze and measure [10] .

1.2.4 Ethnology

In this approach, the concepts and methods developed in sociology and anthropology applied to the study of organizations to generalize concepts and thus provide a richer understanding the phenomenon of certain organizations that had previously not been fully recognized [11].

1.2.5 History

Although historians have rarely apply the concept of corporate culture in their work, it is seen as a legitimate aspect of the organization must be analyzed together with other factors [12, 13].

1.3. The views and research aspects corporate culture

1.3.1 Impact of corporate culture to employees
Corporate culture motivational work

Adkins and Caldwell found that job satisfaction was positively related to the extent to which workers consistent with both the overall culture and subculture that they work [14]. If workers do not fit culture will create a negative impact as dissatisfaction increases the stress at work, affect the company's revenue. The study also demonstrated culture can affect the level of creativity and work motivation of the employees. culture also affects recruiting and maintaining the workforce. Workers tend to be attracted to join and recruit and work in businesses that they consider to be culturally appropriate. Corporate culture weak will reduce company performance and creating an environment of unfair work will affect the work motivation of the employees.

Corporate culture creates loyalty of workers

Corporate culture affect the behavior of the members of the business so a strong background Corporate culture workers will create long-term partnerships with each other in their work and create loyalty workers action for enterprises. Corporate culture strong will help reduce conflict in the organization, transfer, control and create loyalty for workers [15]. Firstly, a culture strongly tied now connections between members, enabling them to share a common understanding of a problem, select and orient their actions in the group together. When the risk of conflict in the organization, norms and shared values that unite all factors to help them assess the situation correctly and behave properly. Second, culture now will control the behavior of members of the business by the standards, procedures, regulations, etc ... Also culture now helps consideration during decision because a decision effectively only when it suits the culture to get approved membership organization. On the other hand, Corporate culture help members to gain a clear view of the objectives and orientation of the task. A culture strongly now also created good relationships between members as they share knowledge and concern. Corporate culture improve the working environment to workers are comfortable and consensus. When an organization is successful in building a strong Corporate culture, it creates loyalty workers for the company, making the members feel proud of the organization as well as the the work they are doing.

1.3.2 Factors affecting corporate culture

According to Schein [16] culture now is formed by many factors, including the following key: external environment, industry development speed, size and nature of the workforce of the organization and capacity within the organization, the history of development and ownership of the organization. According to Duong Thi Lieu [17], there are 3 main factors affecting it Corporate culture: national culture, business leaders (especially the founders of the enterprise) and cultural values learned. Do Minh Cuong [18] have access to 4 external factors affecting Corporate culture including natural conditions and production methods, traditional social organizations, globalization and international integration, can management mechanism and composition, how the work attitude of the staff and employees of state management.

1.3.3 The level of corporate culture of the organization

The term "level" refers to the extent possible sense of values culture now or otherwise of tangible cultural values there. This is a unique approach, away from the phenomenon to the essence of a culture, a full analysis and in-depth the constituent parts of the Corporate culture. Schein [15] has continued to develop his research in 1992 and has made more 3 Corporate culture level include:

Tangible cultural level (Artifacts): Tangible cultural structure includes all phenomena and things can see, hear and feel when first exposed to the cultures now away leaves.

The value to be declared (espoused Values): includes the strategies, objectives, business philosophy has been the unity of workers and business leaders as part of the Corporate culture. They perform the function of guidance to members in the way businesses deal with

some basic situations and behavioral training for new members in an enterprise environment.

The basic default (Basic Underlying Assumptions: The basic default including perceptions, beliefs, thoughts, feelings are shared, deeply rooted in the subconscious, the psychology of the business and become a member into it implicitly recognized.

RELATIONSHIP BETWEEN CORPORATE CULTURE, WORK MOTIVATION LOYALTY WORKERS

The relationship between corporate culture and work motivation

Work motivation is an important component organizations regarding how people feel about their jobs, the level of motivation, commitment, and turn the job satisfaction. According to research by Wiscombe [19] also confirmed culture now for recognition of achievement, dedication recognition, rewards and incentives has deserved create strong work motivation for employees. According to Clarke [20] in the competitive situation of human resources as the current tensions in retaining talent is critical for the prosperity of the business, companies realize that they need to create a corporate culture industrial better to motivate workers. Work motivation associated with Corporate culture motivation by year suggested by Kanter [21] is workers are promoted through the task (inspired workers believe in the importance of public their work), program control (allowing workers control of their careers), part of the creation of value (workers deserves successful efforts), learning (provided learning opportunities) and reputation (for workers chance to create their own credibility). This study was developed

by Denison [22] and Truskie [23] there is a link between motivation and culture, as a strong background Corporate culture often create strong work motivation for employees.

The relationship between corporate culture and loyalty

Based on the research model of Ricardo and Jolly [24], the four dimensions of the enterprises culture namely, training and development, reward teamwork and communication organizations have different effects on heart workers loyalty. Kumar's study [25] for that loyalty workers obtained through elements such Corporate culture (a) Organization and provide adequate training programs for employees to improve their skills and enhance their knowledge; (B) higher level of openness in relation to workers (c) encourage teamwork (d) good communication within the organization. There are many studies in Vietnam on the relationship between corporate culture and motivation to work, or affect the corporate culture of loyalty, including researchers at the company FPT Information System test the relationship between the impact of cultural factors affecting the company commitment of staff at the company FPT Information system and research results indicate that there are seven factors of culture now positively affect the commitment of the employees in the company [27].

The relationship between work motivation and loyalty

Smith [27] in his research came up model demonstrated the relationship between loyalty and Work motivation as follows:
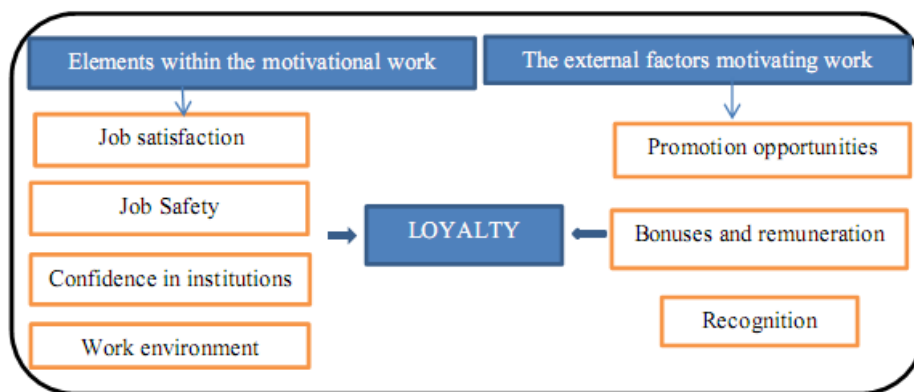

Fig-1: The relationship between work motivation and loyalty
Source: research by Smith [27]

Research has concluded that regardless of the industry, loyalty workers important significance in promoting the achievement of the target, gaining visibility and strengthen internal resources and develop relationships Contacts outside of the organization. Loyalty workers increased while meeting the external and internal factors in creating work motivation as the belief in the mission and vision of the organization,

because the safety in work safety, for job satisfaction, work environment as well, because of the potential to promote the ability of the employee, recognized, rewarded.

RESULTS AND DISCUSSION

Most research focuses on analyzing culture affect your enterprises organizations, to workers, to

work motivation or loyalty of the employees. Almost no research has focused on the mutual relationship between corporate culture, work motivation and loyalty, not to assess the strength inside, outside third level of corporate culture which put out-building measures promoted Corporate culture potential competitiveness of enterprises. The impact of corporate culture model measured by Denison to work motivation and loyalty of the employees were "oddity" of many studies on corporate culture. Few studies apply flexible tools and qualitative analysis to quantitative analysis clarify the bottlenecks of current corporate culture, especially a clear analysis of the impact to the dynamic Corporate culture work force and loyalty of employees. Therefore, almost all of the proposed solutions previous studies did not focus on improving Corporate culture away from reality in order to influence and improve the behavior and attitudes of workers. This is the key point, which is also new in approach problems and research methods of this paper.

Table 1: Evaluation of literature review

Content research strategy	Resources	Legacy content	Identify research gaps slot
Theoretical background corporate culture: Combining the two sources to measure, evaluate corporate culture	[15]	Apply for the large enterprise, assessing the situation with 3 corporate culture level	Not measure the impact of the corporate culture organization, no evaluation of external factors affecting corporate culture
	[9]	measurable corporate culture impact enterprises organization.	Not assessing the situation corporate culture
Analysis tool of corporate culture	[9], [15]	The questionnaire survey corporate culture impact of organizational to Denison and model levels of Shein corporate culture.	
Research corporate culture impact to the organization	[9]	Combining research corporate culture to create a strong culture of is an important factor to promote work motivation and loyalty of employees, thereby contributing to improve the efficiency of organizations.	no depth impact assessment of each item corporate culture to employees, intangible competitive strength, not clarify the specific impact of the organization to employees
The impact of the corporate culture to workers	[14] [15]		
the factors affecting corporate culture	[16], [17], [18]	Combine two studies to assess the status of the current corporate culture including factors outside and in, the level corporate culture	The study did not go into business myself factors affecting corporate culture How to build corporate culture accordingly
The level corporate culture	[15]		
corporate culture to work motivation	[21], [22], [23]	Combining all the research to prove the relationship between the 3 parties of corporate culture, work motivation and loyalty of employees.	no study has yet to go deep into the relationship 3 corporate culture, work motivation and loyalty, while 3 factors have special relationships with each other, each other mutual development
corporate culture loyalty	[25], [24]		
work motivation to loyalty	[27]		

Source: Synthesis and recommendations of the author

BUILDING RESEARCH APPROACHES
Approach

The approach of the thesis is to apply theory into practice to build solutions and applications approach to measurement of the Denison organizational culture [9] to measure the impact of the Corporate culture motivation to do and loyalty of employees. The author also utilizes the theory of "three levels of corporate culture" of Shein [15] and "the factors affecting the corporate culture" of Shein [16], combine 2 studies to assess the situation culture now's current business, the level of existing culture now to make building measures culture now for accuracy.

Fig-2: Research Approach
Source: Author proposal

In terms of content, the thesis focuses overcome the limitations of previous research through in-depth analysis of the contents are as follows: (1) Situation Analysis Corporate culture away from the factors that influence to the level currently Corporate culture; (2) Analysis of the impact of each factor Corporate culture up work motivation; (3) Analysis of the impact of the Corporate culture loyalty to the workers; (4) Analysis of the relationship between motivation effects work and loyalty in the index; (5) To focus on building advanced system solutions for attracting Corporate culture, contributing to creating conditions for sustainable competition.

Research Framework

Based on the approach of Shien corporate culture [15,16], using theoretical measure of the impact of the Corporate culture Denison model [9], inherit the findings of the authors in and abroad, combined with the research objectives set out, research framework proposed thesis as follows:
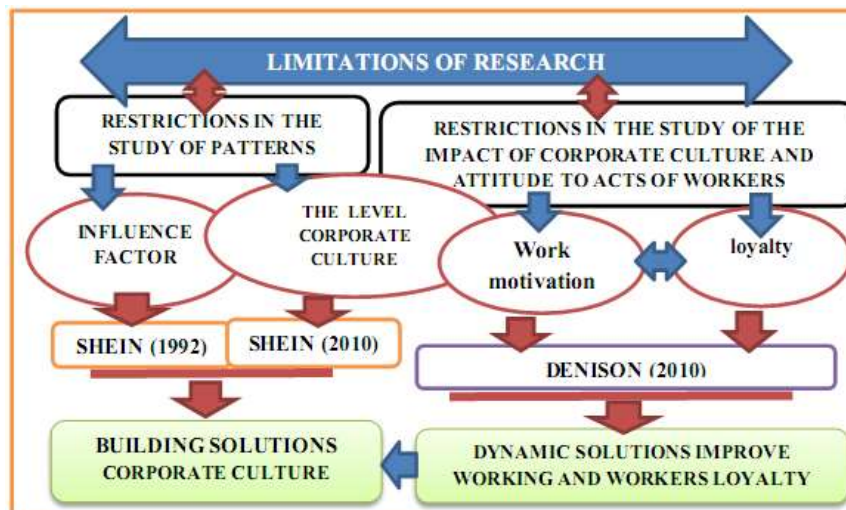

Fig-3: Framework for General Studies
Source: research (2016)

CONCLUSION

With this research framework thesis focuses detect weaknesses in the research away from corporate culture to the impact situation, bottlenecks how to assess the status of corporate culture. Bottlenecks on the impact of corporate culture on workers to go into the analysis of corporate culture affects work motivation and loyalty to employees how. While the research bottlenecks in the current status of corporate culture will be evaluated both external factors, internal and 3rd level enterprise corporate culture modeled Shein [15,16] would have asked for the table attracting workers feel about the current Corporate culture. Then study the impact of the Corporate culture behavioral attitudes to work ie motivation and loyalty of employees through Denison model [9]. This is an important scientific basis for building solutions to improve culture now, create sustainable competitive advantage for attracting.

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