THE IMPACTS OF ORGANIZATIONAL CULTURE ON THE ORGANIZATIONAL COMMITMENT: A CASE STUDY OF VINAPHONE'S BUSINESS CENTERS IN SOUTHWEST VIETNAM

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ABSTRACT

This study aims to demonstrate the extent to which organizational culture factors impact the staff's organizational commitment in a local telecommunication company located in Southwest Vietnam. Together with secondary data provided by these centers' official reports, primary data collected from 405 employees were analyzed by descriptive and factor analysis methods. The result shows that among seven key factors in organizational culture impacting organizational commitment in a telecommunication company, team working has the strongest impact on the employees' commitment, while the weakest is risk acceptance. This study concludes that management strategies to build organizational commitment in companies located in Southwest Vietnam should take into account the cultural context. Suggestions to improve organizational culture are built based on those findings, respectively.

INTRODUCTION

The telecommunication market in southwest Vietnam has been witnessing vigorous competition between three giant providers: Vinaphone, Mobifone, and Viettel. While struggling for market share, these companies intensively build their competitive advantages by focusing on developing human resources. Up until now, technological advancement was not often been regarded as a competitive advantage in the telecommunication industry due to its fast, diffuse nature and alternative availability. On the other hand, company culture gradually serves an important role in any organization since it is difficult to, or cannot, be copied. Organizational culture is defined as a set of different value systems that enable the effective operation of companies (Schneider & Reichers, 1983). This creates not only the company's uniqueness and originality in terms of values, beliefs, and attractiveness on the market, but also enhances employees' pride in their workplace. Organizational culture is often mentioned as one of the main hooks to keep employees committed to where they are working (Armstrong & Taylor, 2020; Eldridge & Crombie, 2013; Furnham &

Gunter, 1993; O'Reilly, Chatman, & Caldwell, 1991; Schein, 2010).

Research on the relationship between organizational culture and organizational commitment in modern ICT companies in Vietnam remains to be a gap since few studies have thus far been conducted. This topic is even more critical in the context of companies located in the southwest part of Vietnam, where managers have little information or academic references to build human resources strategies. In this geographical region, Vinaphone has a long history of development, with nearly 4,000 staff who are well-trained and equipped with professional ICT skills. Currently, these centers have been facing the threat of staff resignation, which is a consequence of strategies conducted by other competitors to attract Vinaphone's staff. Therefore, securing stability in human resources and limiting the resignation of employees is an important mission of Vinaphone. With this in mind, this study is conducted in Vinaphone business centers located in Vietnam's southeast provinces to explore the impact that organizational culture factors will have on staff commitment. The findings of this research can provide managers with references to form suitable strategies to keep staff committed and further, create a positive workplace where employees find themselves secure, proud, and loyal to the company.

LITERATURE REVIEW

Organizational culture

According to Hofstede (2001), organizational culture is a set of beliefs, values, working styles, and relationships that help to distinguish an organization from others. This is a widely researched topic since it relates strictly to job satisfaction, corporate commitment, productivity, and employees' intentions to resign (Lund, 2003). Pettigrew (1979) stated the level of the impact of organizational culture is decided by beliefs, values, protocols, and company records. As such, organizational culture includes ethical standards, systems of values, beliefs, and the atmosphere at the workplace of any company (Luthans, Wahl, & Steinhaus, 1992; Brunet-Thornton, Cramer & Jirsák, 2019).

Recardo and Jolly (1997) believe that organizational culture is the system of values and beliefs understood and shared by members within an organization. Accordingly, this can be measured with eight dimensions: (1) communication - the quantity and forms of communication; (2) training and development – the employer's commitment toward the opportunities for development as well as deploying training programs to adapt employees' current or future self-development needs; (3) rewards and fairness – behaviors worth rewarding with forms of specified rewards, either personally or collectively, which moreover extends to the criteria applied for promotion as well as evaluating task completion; (4) decision making - decisions are made based on the consideration of questions such as how is this decision made, how are problems resolved, what is the speed of the decision-making process, what is the power distance of an organization in the decision-making process, and is power to make decisions based centrally or disseminated; (5) risk acceptance – creativity and innovation are appreciated and rewarded, and risks and new ideas are accepted and encouraged, which also identifies the organizational status if people are motivated or discouraged to try new ideas; (6) orientation illustrates issues such as whether plans are built for the short or long term and what the orientation is for those plans, what vision, strategy, or objectives can be shared with employees, and at which level employees' commitment will meet corporate strategies as well as other organizational targets; (7) team working - this perspective relates to the importance, formality, and efficiency of team working activities in an organization, which include the importance of inter-department cooperation, the trust between functional units or level of mutual support to complete tasks; and (8) management policies - this measures the fairness and integrity of implemented policies, the influence of managing styles on employees; and level to which management provides a secured workplace.

Organizational commitment

Meyer, Allen, and Smith (1993) define organizational commitment as working for and participating in company business. Besides striving for company success, employees have to protect the company's assets and believe strongly in business targets as well as the business philosophy. Additionally, Cohen, Manion, and Morrison (2002) consider organizational commitment as an employee's

loyalty to the company. A loyal employee is ready to make the best effort for the company's targets and values, while also wishing to remain an integral part of the company. Based on these opinions, organizational commitment is the employee's attitude of being ready to positively work for the company, feeling proud as a company member, and engaging themselves solidly with the company.

From the psychological perspective, these authors enhanced the idea that organizational commitment is a psychological status that shows an employee's relationship to their company, which is strongly related to decisions around keeping this employee remaining in an organization (Allen & Meyer, 1990). This is also a promise of an individual to an organization, including the commitment to work, loyalty, and belief in organizational values. Mowday, Steers, and Porter (1979) found organizational commitment to be a strength that comes once an employee identifies themselves with the values of an organization. Hence, employees with a high expression of organizational commitment will tend to be more satisfied with their jobs, while being less rejecting of assigned tasks and less likely to resign from the organization. The research conducted by Rajendran Muthuveloo and Raduan Che Rose (2005) pointed out that the higher the organizational commitment employees show, the higher their loyalty to the company is expressed. As a result, this effect reduces working tension and minimizes employee resignation. Thus, employees who are committed will not only have less intention to find another job, but will also work with higher productivity (Stup, 2006).

Impact of organizational culture on organizational commitment

Organizational culture creates a positive working environment as well as inspiration to work (Khan & Panarina, 2017). A company with good organizational culture (i.e., colleagues are kind to each other, and managers provide staff with the best support) will keep employees solidly engaged with the company (Winarno, Prasetio, Dudija, Pratami & Liu, 2021). Organizational culture can thus provide staff with more enthusiasm for expressing their organizational commitment. Their spirit, motivation, loyalty, and working modality should be sown and nurtured within the

organizational culture. Once a company defines stability and sustainable development as key objectives, its organizational culture should be developed toward facilitating organizational commitment. Overall, organizational culture is a distinctive factor in increasing task fulfillment and enabling the competitive advantage of a company, which is proven by the works of Shinichi, Kubo, and Miyajima (2007).

Khan, Asghar, and Zaheew (2014) found that the number of committed employees in companies with distinct organizational cultures is much greater than in those whose organizational cultures are unclear. Additionally, employees who work in companies where they receive respect from others, are encouraged to work hard with creativity appreciated, and are allowed to participate in ideas and join in teamwork will tend to engage more solidly with the company. Organizational culture also impacts employee commitment via management policies such as salary, bonuses, respecting workers, and efficiency in the decision-making process (Manetje & Nico, 2009).

Recardo and Jolly (1997), and Meyer and Allen (1991) conducted empirical studies to conclude that employees' commitment to the organization is decided by 8 specific components of organizational culture, as follows: (1) organizational communication; (2) training and development; (3) rewards and recognition; (4) efficiency in decision-making processes; (5) risk acceptance in creativity and innovation; (6) future orientation and planning; (7) team working; and (8) fairness and integrity in management policies. Similarly, Bozlagan, Dogan, and Daoudov (2010) pointed out the important role of cultural elements in keeping staff committed, increasing employee satisfaction, improving the atmosphere in the company, and increasing employees' income. Organizational culture allows the company to be flexible in dealing with difficulties and contributes to the development of the company. Therefore, employees who contribute and commit to the organization can facilitate the production of new products or services with high quality and competitive prices (Huynh, 2022).

Organizational commitment is also regarded as a part of organizational culture, which is deemed as an accelerator to foster not only the relationship between employees, but also between employees and the company

(Ramdhani, Ramdhani, & Ainisyifa, 2017). As specified by Meyer and Allen (1984), commitment is significantly determined by the richness of traditions and culture. In fact, organizational commitment is one of the most important factors in a company's performance since it illustrates the extent to which employees will engage with the company and complete the company's objectives (Owoyemi, Oyelere, Elegbede, & Gbajumo-Sheriff, 2011). This refers not only the loyalty that these employees show the company, but also their determination in completing tasks to obtain expected values (Messner, 2013). Positive determinants in measuring company culture consist of: communicating, cooperating and team working; training and development; freedom of creativity; rewards and recognition; fairness in policies; and orientation for future planning (Jain & Moreno, 2015). Cross-national studies (e.g. Porter, Steers, Mowday, & Boulian (1974), conducted in human resources management, or Mowday, Steers, and Porter (Mowday et al., 1979) in organizational industry/ psychology and organizational behaviors) also confirmed the same result by providing evidence that employee loyalty can have a positive impact on revenue of the company (Benkhoff, 1997; Meyer et al., 1993).

In Vietnam, researching organizational culture and staff commitment has been given a lot of attention from local scholars, although the number of studies conducted has remained limited. In the southwest provinces of Vietnam, some prominent studies have been carried out, such as by Huynh (2022), which identified eight factors impacting the stability of company personnel (communication, training and development, rewarding, decision making, risk acceptance, future orientation, teamworking, and fair treatment). The research of Ha and Bui (2017), conducted in seafood companies in Soc Trang using the regression analysis method, also showed four factors (exchange of information, training, rewarding, and team working) of organizational culture's impact on staff commitment. Generally, staff in local companies with a clear cultural identity are more committed and loyal (Ha, 2020; Bui, 2016). From the staff's conceptualization of organizational values and beliefs, company culture becomes the premise where organizational commitment raises and directly impacts organizational commitment.

Researched model

To build the research model, the authors selected relevant aspects of previous research conducted by Recardo and Jolly (1997), Meyer and Allen (1991), and Jain and Moreno (2015). With adjustments and comments provided by telecommunication experts, the proposed research model is expected to fit with the case of Vinaphone business centers in Vietnam's southwest provinces.
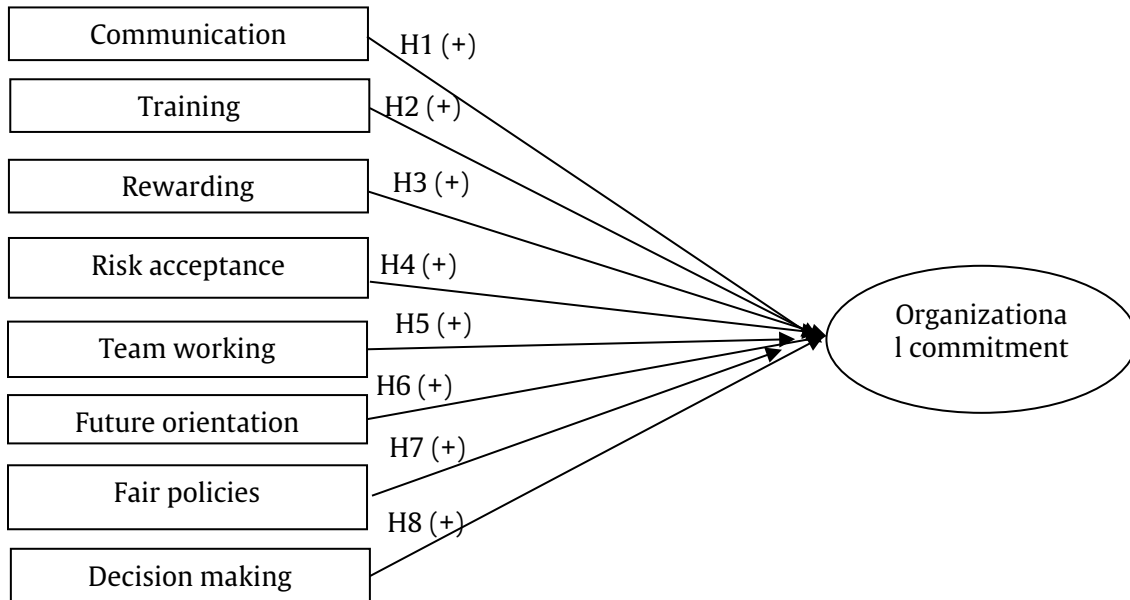
Figure 1: Research model
Source: The author's work.

Accordingly, the proposed research model includes cultural factors impacting organizational commitment as shown in Figure 1, including: (1) Communication, (2) Training, (3) Rewarding, (4) Risk acceptance, (5) Team working, (6) Future orientation, (7) Fair policies, and (8) Decision-making.From this research model, eight hypotheses are built to test its appropriateness, accordingly.

First, communication is a labor stimulator that positively impacts the staff's productivity. Managers should therefore enhance and maintain effective communication within the organization, as well as create effective channels for positive communication between individuals, staff, and managers to maximize labor productivity.

H1: *There is a positive relationship between communication and organizational commitment.*

Secondly, training is an important issue that impacts the existence and development of enterprises in today's market economy. Investing in this activity can increase productivity as well as maintain the stability and dynamic nature of enterprises.

H2: *There is a positive relationship between training and organizational commitment.*

Thirdly, rewarding refers to the extent to which the enterprise considers and fairly assesses the performance of staff compared to targets and specific requirements, then rewards those who have excellent determination and achievement. Enterprises should build an income distribution system, together with promotion policies, to meet the expectations of staff in being rewarded and recognized, because timely rewarding and recognizing impact employees' commitment.

H3: *There is a positive relationship between rewarding and organizational commitment.*

Fourth, risk acceptance in creativity and innovation is aimed at the expectation of a breakthrough in general business performance; however, creativity and innovation itself is a risky process. The application of any new method often fails initially. As such, many ideas need to be generated and tested in order to have a successful one. Therefore, managers should be ready to accept risks to encourage staff to express and try their new ideas, which thus increases their commitment to the company.

H4: *There is a positive relationship between risk acceptance and organizational commitment.*

Fifth, the success of any company cannot be achieved by any particular individual or group of people, but by the common effort of all employees and managers. Every unit or staff should demonstrate their effort based on the company's common interests. Therefore, managers should define team working as essential for enhancing commitment.

H5: *There is a positive relationship between team working and organizational commitment.*

Sixth, future orientation is deemed to be the pointer guiding individuals in an organization to realize their mission and responsibilities, as well as to orient their future place in the company. From there, they will demonstrate their efforts and be more committed to the enterprise to achieve their goals in their plan. The enterprise should then build strategic orientation annually, as well as specific plans to form not an attitude of trust and belief in the enterprise. As a result, staff will be more committed to the organization.

H6: *There is a positive relationship between future orientation and organizational commitment.*

Seventh, a successful enterprise must demonstrate fairness, as well as integrity, in business performance, since it is the highest objective of management. With this in mind, all task requirements should be transparent to facilitate personal creativity and self-innovation to maximize personal productivity. On the other hand, fairness also creates an effective mechanism for assessing and managing staff. Fairness and integrity in management policies, such as recruitment, training, and rewarding in ways like annual salary increases for staff, are thus essential for facilitating commitment.

H7: *There is a positive relationship between fairness and organizational commitment.*

Eighth, one of the most difficult tasks for managers can be making decisions. First, they have to identify the problem that needs to be resolved, then specify the order of problems to be resolved. An efficient decision-making mechanism can solve employees' problems and

make them more confident in fulfilling the assigned tasks.

H8: There is a positive relationship between decision-making and organizational commitment.

METHODOLOGY

Data and research methods

This research was carried out in two phases, including preliminary and official research. During these phases, secondary data were collected from the business reports of Vinaphone business centers located in the southwest provinces of Vietnam. The primary data were collected from a survey, which had been conducted from September 2021 to January 2022 using the convenience sampling method. EFA and regression analysis are the main methods used to analyze data in this study. These methods require a large sample size to provide correct and reliable results (n>200) (Hoelter, 1983). In practice, researchers often apply their own experience to identify an appropriate sample size matching the methods used. According to Bollen (1989), each observing variable requires at least 5 samples. With 37 observing variables, the sample size of this study requires at least 37 x 5 = 185 samples.

450 survey forms were sent out and unqualified samples were removed after the cleaning process. After the screening stage, 45 unqualified samples were eliminated due to incomplete questionnaires or shortcomings made during interviews. Therefore, the final sample size was determined at 405 samples conducted by official employees with over 3 years of working in Vinaphone business centers.

Further descriptions are as follows: gender classification (205 males (50.6%) and 200 females (49.4%)); age classification (243 were from 26-35 (60%), 90 were from 36-45 (22%), and 72 were over 45 (18%)); and position classification (48 were managers (12%) and the remaining 357 were staff (88%)). The percentage of employees with monthly income from five million to ten million Vietnam dong occupies the larger part of the sample size with 56%, while he other 28% and 16% have monthly income greater than ten million (>435 USD/ month) and less than five million Vietnam dong (<218 USD/ month), respectively. The allocation of these samples is matched with the reality of the percentage of managers in every Vinaphone business center (approximately from 10-12%).

Descriptive analysis and factor analysis methods were employed to determine the cultural factors impacting the commitment of staff in Vinaphone business centers in the southwest provinces of Vietnam. Analyses carried out include Cronbach's Alpha analysis, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), multiple regression techniques, and testing of the research hypotheses.

Measuring of scale reliability by Cronbach alpha test

The result of the Cronbach alpha test shown in Table 1 means that all measurement scales for variables are satisfied. Since the observing variables of all scales have the coefficient of corrected item-total correlation greater than 0.3 and the Cronbach alpha's coefficient greater than 0.6, it is satisfactory to perform exploratory factor analysis.

Table 1: Item-Total Statistics

Variable	Cronbach's Alpha
Communication	0.801
Training	0.735
Rewarding	0.801
Risk acceptance	0.693
Team working	0.805
Future orientation	0.735
Fair policies	0.781
Decision making	0.809
Organizational commitment	0.866

Source: author's work.

Exploratory Factor Analysis (EFA)

Exploratory factor analysis is applied for all independent variables simultaneously rather than separately as performed in the preliminary analysis of building measurement scales. Due to the large sample size (n = 405) of formal research, it is thus reliable to perform EFA. With these, EFA is thus secured since it is a statistical method used to uncover the underlying structure of a relatively large set of variables. With this in mind, the authors conducted principal components analysis with varimax rotation. The results showed that factor analysis is appropriate with the data (KMO = 0.871) and the observing variables are correlated in general (Sig = 0.000 < 0.05).

Table 2: Rotated factor matrix

Variable	Item	Component							
		1	2	3	4	5	6	7	8
Team working	Q5.2	.783							
	Q5.1	.743							
	Q5.3	.743							
	Q5.4	.675							
Rewarding	Q3.3		.792						
	Q3.2		.770						
	Q3.1		.758						
	Q3.4		.751						
Communication	Q1.2			.771					
	Q1.3			.750					
	Q1.1			.731					
	Q1.4			.724					
Decision making	Q8.3				.767				
	Q8.2				.755				
	Q8.4				.716				
	Q8.1				.683				
Training	Q2.3					.749			
	Q2.2					.720			
	Q2.4					.603			
	Q2.1					.554			
Fair policies	Q7.2						.763		
	Q7.1						.703		
	Q7.3						.597		
Risk acceptance	Q4.3							.789	
	Q4.2							.744	
	Q4.4							.606	
Future orientation	Q6.4								.783
	Q6.3								.705

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 8 iterations.

Source: author's work.

The total variance explained extracted from 31 observing variables of measurement scales for organizational culture (including 8 factors) and organizational commitment was 62.877%, which is ≥ 50% (>60% is acceptable). Therefore, the extracted factors meet the requirements of values.

This number of extracted factors is suitable with the predeterminants of the measurement scale for organizational culture (8 variables) and organizational commitment. Hence, the independent variables researched in this case achieved distinct values. In addition to this, we can see in these results that factor No. 1 includes 4 observing variables (Q5.2, Q5.1, Q5.3, Q5.4), which belong to team working; factor No. 2 includes 4 observing variables (Q3.3, Q3.2, Q3.1, Q3.4) that belong to rewarding; factor No. 3 includes 4 observing variables (Q1.2, Q1.3, Q1.1, Q1.4) that belong to communication; factor No. 4 includes 4 observing variables (Q8.3, Q8.2, Q8.4, Q8.1) belonging to decision making; factor No. 5 includes 4 observing variables (Q2.3, Q2.2, Q2.4, Q2.1) belonging to training; factor No. 6 includes

3 observing variables (Q7.2, Q7.1, Q7.3) belonging to fair policies; factor No. 7 includes 3 observing variables (Q4.3, Q4.2, Q4.4) belonging to risk acceptance; and factor No. 8 includes 2 observing variables (6.4 and 6.3) belonging to future orientation. Comparing the observing variables of measurement scales in the official research model, we can see that all observing variables belong to measurement scales in the preliminary researched model. Therefore, these measurement scales fit in terms of factor analysis.

Regression analysis and hypotheses testing

Linear regression analysis defines the strength of independent variable on dependent variables. Based on the theoretical framework and analysis result of Pearson's correlation coefficient stated above, multiple linear regression analyses were performed with all independent variables in the research model, which were inputted at the same time. The regression analysis result also showed that there was no multicollinearity between the independent variables (VIF < 2).

Table 3: Result of analysis of cultural factors impacting on organizational commitment of staff

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIEW
(Constant)	-0.923	0.215		-4.292	0.000		
Communication	0.236	0.042	0.212	5.582	0.000	0.719	1.391
Training	0.202	0.046	0.174	4.418	0.000	0.668	1.496
Rewarding	0.127	0.039	0.116	3.286	0.001	0.829	1.207
Risk acceptance	0.083	0.041	0.077	2.044	0.042	0.729	1.372
Team working	0.330	0.046	0.284	7.130	0.000	0.653	1.531
Future orientation	0.011	0.038	0.011	0.276	0.782	0.717	1.396
Fair policies	0.175	0.041	0.161	4.315	0.000	0.744	1.345
Decision making	0.095	0.045	0.085	2.113	0.035	0.646	1.549
a. Dependent Variable: Organizational commitment							

Source: author's work.

F-test (ANOVA analysis table) showed that sig. = 0.000 (table 4). Thus, the regression model is fit. This result is similar to the result in analyzing the correlation matrix showing that there is no high correlation between independent variables. According to the provided results, Sig. F Change =

0.00 and adjusted R^2 = 0.527 illustrate that the regression model is fit to test the theoretical model. Simultaneously, this explains 53% of the different independent variables – organizational commitment.

Table 4: Model summary

R	R^2	Adjusted R^2	Std. Error	Change Statistics				
				R^2 Change	F Change	df1	df2	Sig. F Change
0.732[a]	0.535	0.527	0.46023	0.535	64.345	8	447	0.000

Source: author's work.

The regression result showed that factors with a statistical significance of p<0.05, which means the reliability is 95% including (1) communication; (2) training; (3) rewarding; (4) risk acceptance; (5) team working; (6) fair policies; and (7) decision making. The factor of future orientation is not statistically significant in the analyzed model due to sig = 0.782 (> 0.05).

After deleting the future orientation and planning variables, the authors repeated a regression analysis with 7 independent variables of organizational culture together with a dependent variable of organizational commitment. The result of the second regression analysis showed that there was no multicollinearity between independent variables since F-test (ANOVA analysis table) showed sig. = 0.000 and (VIF < 2), adjusted R^2 = 0.528, which means the model fit reached 53% and components in this model are secured in terms of statistical significance (sig. F = 0.000) (Table 5).

Table 5: Summary results of second regression analysis

R	R^2	Adjusted R^2	Std. Error	Change Statistics				
				R^2 Change	F Change	df1	df2	Sig. F Change
0.732[a]	0.535	0.528	0.45975	0.535	73.679	7	448	0.000

Source: author's work.

Regression coefficients of 7 organizational culture factors were specifically extracted: (1) Communication (β = 0.212; p<0,05); (2) Training (β = 0.174; p<0.05); (3) Rewarding (β = 0,116; p<0.05); (4) Risk acceptance (β = 0.077; p<0.05); (5) Team working (β = 0.284; p<0.05); (6) Fair policies (β = 0.161; p<0.05); and (7) Decision making (β = 0.085; p<0.05). These 7 factors positively impact employees' organizational commitment.

Results demonstrating rthe elationship between factors and employees' organizational commitment can be obtained through the following normalized regression equation:

Organizational Commitment = 0.212* Communication + 0.174 Training + 0.116 Rewarding + 0.077 Risk Acceptance + 0.284 Team Working + 0.161 Fair policies + 0.085 Decision making.

The regression analysis provided similar results as the descriptive analysis and correlation analysis. Generally, employees' commitment level in Vinaphone business centers located in the southwest provinces was good. The match between descriptive analysis and regression analysis underlines this result as a strong answer to the research questions.

DISCUSSION

Based on the analysis results and comparing them to the hypotheses in the research model, the authors propose some identifications:

- H1: There is a positive correlation between communication and organizational commitment. Regression results showed regression coefficient β = 0.213 with sig = 0.000; thus communication and organizational commitment positively relate to each other.

- H2: Training and Organizational commitment correlate positively. Regression result β = 0.177 with sig. = 0.000 shows that training and organizational commitment have a positive relationship.

- H3: There is a positive correlation between rewarding and organizational commitment. With a regression result of β = 0.116 with sig = 0.001, these variables have a positive relationship. This means that if employees believe that they are being fairly rewarded for their outstanding performance, and that what they receive is proportionate to their contribution, they will maintain high working performance, strive harder for achievements, and commit to the company in the long term.

- H4: There is a positive correlation between risk acceptance and organizational commitment. The regression results are β = 0.178 and sig = 0.039, hence there is a positive relationship between risk acceptance and organizational commitment.

- H5: There is a positive correlation between team working and organizational commitment. Regression analysis results β = 0.286 and sig = 0.000 show that there is a positive relationship between team working and organizational commitment. This reflects the collaboration between employees for the company's common objectives. When employees are eligible to work in an open and free atmosphere with mutual support from colleagues, their belief in these objectives will increase. As such, their intention to leave the company to join another will be limited.

- H6: There is a positive correlation between future orientation and organizational commitment. Regression analysis results showed β = 0.011 with sig. = 0.782; therefore, this hypothesis is rejected.

- H7: There is a positive correlation between fair policies and organizational commitment. The regression results are β = 0.163 and sig. = 0.000. Hence, the relationship between fairness and integrity in management policies and organizational commitment is positive.

- H8: There is a positive correlation between decision making and organizational commitment. The regression analysis resulted in β = 0.084 and sig. = 0.036. Decision-making and organizational commitment therefore have a positive relationship.

To test the organizational commitment of employees from the perspectives of gender, marital status, position, and income, the authors performed an ANOVA analysis of H9. There is a certain difference in the organizational commitment of employees in Vinaphone business centers located in the southwest provinces of Vietnam classified by gender, marital status, position, and income. Since the collected samples were specified by 205 males and 200 females, the sample size of these compared groups is large (>30) and thus can be regarded as nearly reaching the level of normal distribution. The result of performing the Levene test is sig.>0.05 (sig = 0.698), so the variance of the non-difference in the organizational commitment of the two groups (male and female) is significant. T-test employed the results of equal variances assumed with sig.>0.05 (sig = 0.283), showing no difference in organizational commitment from a gender perspective. When performing an independent-samples T-test about the difference in organizational commitment from the perspective of marital status, the result of the Levene test was sig>0.05 (sig = 0.225). This result shows that the variance of the non-difference in an organizational commitment based on marital status is significant. T-test employed results of equal variances was assumed with sig.>0.05 (sig = 0.742), so we can conclude that there is no difference in the organizational commitment from the perspective of marital status.

Similarly, since the result of the Levene test is sig.>0.05 (sig = 0.800), it can be concluded that the variance of the difference between staff and managers is significant from the perspective of positions in a company. Therefore, the T-test performed with results of equal variances assumed provided sig.>0.05 (sig = 0.934) thus showing no difference in organizational commitment from the perspective of different positions in the company.

When performing ANOVA analysis for groups with income less than 5 million VND/ month (<218 USD/ month) and groups with income over 10 million VND/ month (>435 USD/ month), the results showed that there is a difference with statistical significance between these groups (sig = 0.016) since the level of significance observed in the mean difference test is <0.05. Therefore, the organizational commitment of employees with an income of less than 5 million VND/

month is different from ones with an income of more than 10 million VND/ month.

Compared to the previous research conducted in Vietnam by domestic authors, such as Truong and Do (2012), Huynh (2014), and Ha (2021), this research further confirms that even in companies with high involvement of technology in daily tasks like Vinaphone, organizational culture still demonstrates its significance on employees' commitment. Therefore, ICT companies should facilitate strategies for building their organizational culture to prevent staff from resigning and moving to competitor companies. This is not only a long-term solution contributing to the company's development toward sustainability, but also to promote its image on the market by distinguishing the company's cultural identity.

CONCLUSION AND RECOMMENDATION

The results of this study delivered two main findings concluded from the measurements and the theoretical model. In terms of the measurement result, there are two latent researched variables in which there is one multi-dimensional variable that includes factors of organizational culture and is measured through eight components (communication, training, rewarding, risk acceptance, team working, future orientation, fair policies, and decision making) and one single-dimensional variable, which is organizational commitment.

In terms of the theoretical model, the regression results show that the model is fit and seven main factors can be defined as having an impact on the organizational commitment of employees. These factors are communication, training, rewarding, risk acceptance, team working, fair policies, and decision making. Among these, team working has the strongest impact, while the weakest impact relates to risk acceptance. Descriptive analysis results showed that employees evaluate organizational culture through its elements and the commitment level of employees in Vinaphone business center is high. Moreover, the study also shows that there is no difference in the organizational commitment between the demographics of male and female, single and married, and managers and staff. There is, however, a difference between groups with different incomes (less than 5 million/ month and more than 10 million/ month). Based on these results, some ideas in

policymaking for Vinaphone business centers located in southwest Vietnam, are suggested as follows.

First, communication is one of the stimulators with a positive impact on the productivity of labor. Managers of these centers should enable effective communication in the company with particular communication channels between employee-employee, and employee-managers to maximize employee productivity.

Second, training should be regarded as a prerequisite as it impacts the longevity of the company as well as its development in the modern market. This will help to increase productivity, facilitate production, and increase he stability and dynamics of the company.

Third, these business centers should consider and fairly implement policies in evaluating employee performance. From there, deserved rewards should be granted to outstanding employees for their efforts and contribution. Having an income distribution system and promotion policies are are suitable for each group of employees is essential. When income distribution is fairly considered based on the necessity of the job and required skills, there will be more satisfaction among employees. Moreover, the centers should emphasize fairness for every employee in their promotion opportunities.

Fourth, a culture of creativity and innovation creates a leapfrog for development within the company; however, creativity and innovation are also processes associated with risks. To have a successful idea, a great number of other ideas are developed and subsequently fail, meaning that a new idea or method might be unwelcome the first time it is introduced. Therefore, managers of business centers should accept more risks to improve this factor.

Fifth, improving team working to create collective strength is necessary for the success of a company, since it cannot rely on one individual or a specific group of individuals. Rather, the collective effort of all employees is needed. Each employee or unit should orient their point of view based on the overall benefit of the company. Thus, managers should define the team working model as a priority and plan components of a team in terms of objectives, positions, power structures, and human resources. This also means maintaining effective team working models, forming a positive culture

of sharing and cooperation based on fair relationships within the organization.

Sixth, a successful leader cannot neglect fairness and integrity. The standards for all jobs should be transparent and communicated to the company. One one hand, this will create motivation for individual freedom of creativity and thus higher productivity; on the other hand, it will shorten the process of assessing and managing staff. Integrity in all company policies, such as employment, training, rewards and annual salary increases, is a basic, key component and cannot be minimized.

Seventh, the decision-making process should also not be overlooked. Decision making is a strict process that requires thorough consideration of the importance of any issue. While decisions should take the past into account, they should also lead to a future vision and should not be discouraged by past mistakes. Good leaders are those who always learn from past failures, listen to collect information, and encourage staff to participate in the decision-making process. When all those elements are taken into account, a correct decision is more easily made.

In sum, the findings and solutions of this study have partly contributed to the gap in research about organizational commitment from the perspective of corporate culture, particularly in the modern market where companies with technological involvement are gradually dominant. Furthermore, the results and suggestions delivered are expected to provide managers with references to form more appropriate human resource strategies in ICT companies operating in the southwest part of Vietnam, which aim to maintain positive organizational culture and staff commitment.

Additionally, this research reveals some limitations. For one, the research model is tested in the case of Vinaphone business centers located in the Southwest provinces of Vietnam, so generalizing the results remains unclear. Since this geographical area has cultural differences from other regions of the Vietman in terms of business undertaking, continuously conducting this research in other parts of Vietnam and in different companies can help to generalize the proposed research model. Furthermore, since the samples of this research were collected by the convenient sampling method, the results could be improved by using a more effective method for collecting samples. These points leave room for potential future studies on this topic.

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