

The Relationship between Cultural Dimensions and Employee Commitment in Vietnamese Social Service Providers

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ABSTRACT

Employee retention has been becoming an area of growing concern in numerous Vietnamese Social Service Providers (VSSPs). There is some evidence that qualified employees often leave these organisations because - among others - they do not really feel any sense of achievement in their work. The purpose of the current research is to combat this sense of a lack of achievement and hence, solving the above problem by investigating, and critiquing the organisational culture and its corresponding cultural dimensions, namely communication, training and development, rewards and recognition, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork and fairness and consistency in management practices. Our findings demonstrate that there is a positive relationship between the cultural dimensions and employee's commitment to VSSPs. The authors also highlight risk-taking for creativity and innovation and proactive planning as the most important determinants to help and hinder the organisations in retaining their most productive employees.

Keywords: organisational culture, organisational commitment, Vietnamese Social Service Provider

INTRODUCTION

Vietnamese Social Service Providers (VSSPs) are set up to provide benefits and facilities such as education and health care to improve living conditions across the nation. There has been an explosive growth in the number, size and reach of the VSSPs movement, particularly since 2006. This pronouncement can be premature, but the rise of VSSPs appears to be a significant phenomenon. VSSPs are now recognised as essential contributors to the well-being of Vietnamese society, meeting the needs which neither the State nor the commercial sector can fully address.

In addition to providing services to the community, VSSPs provide consultancy to the government to solve social issues. The issues include strategies for developing an eco-society, directions for the development of industry, plans for maintaining and

promoting culture and the arts, and so on. There are a number of laws (i.e., Technology law, Resources and Mineral law, Environment law, Newspaper law, Intellectual property law), which have been developed using the ideas contributed by VSSPs. Many political

campaigns have been led by voluntary organisations in order to bring about changes in society that improve the poor's quality of living.

It is obvious that VSSPs are playing a vital role in the Vietnamese community. However, the future of these organisations is somewhat in doubt. Most VSSPs have relied overly on financial aid from international donors or international non-profit organisations, which, according to the Vietnamese Ministry of Home Affairs, may cease their supporting after 2010. Most VSSPs admit that they are having difficulties in identifying a strategy to deal with this rapidly changing funding environment (VUFO-NGO, 2010). The difficulties also include the recruitment and retention of skilled employees.

In no area are the differences between business and non-profit sector greater than in the area of managing people and relationship (Handy, 1990). VSSPs struggle to retain experienced staff members on a long-term basis, for a number of reasons. Although all corporates must give their employees a sense of achievement, this need is much greater in voluntary organisations because of other less favourable factors. In most cases, pay is relatively low, and

employees must work hard to achieve their goals. Another stumbling block on the path to job-satisfaction for VSSPs is the short-term contracts to which many employees are bound. According to Clark (2006), 12% of voluntary workers are on temporary contracts, as opposed to 7.9% of public sector workers and 4.7% of private sector workers, despite the fact that 33.4% of voluntary workers have achieved a degree or an equivalent qualification. Despite the charitable nature of VSSPs, the reason behind the high rate of employee loss is often rooted in the financial motivations of the employees.

Handy (1990) defined the so-called psychological contract, which suggested that workers give time and energy in return for a sense of fulfilment. It is therefore essential to understand what expectation each volunteer brings to the organisation. One way of discovering this is to define the needs of the individual workers (Herzberg,

1980). However, different people have different sets of needs, and thus, need theories are dangerous if they do not take into account these differences. For example, if a person does not believe that his efforts will result to the desired effect, then no matter how great the potential benefit, he will not be motivated to work harder.

Recently, it is commonly accepted that most qualified volunteers commit to an organisation because they agree with the goals of the organisation and the people who

work there. Walton (1985) views a commitment strategy as a more rewarding approach than the traditional control strategy. In general, volunteers respond best when they are given broader responsibilities and encouraged to participate. Similarly, Peters & Waterman (1982) focused on the actions necessary for organisations to “get their culture right”. Organisational culture is profound, broad and complex (Schein, 2010). It develops “the basic assumptions people share about an organisation’s value, beliefs, norms, symbols, language, rituals and myths”. All the expensive elements give meaning to organisational membership and are considered as guides to the employee behaviour towards greater organisational achievement and commitment (Bloisi et. al., 2007).

This paper provides a synthesis of organisational culture and offers an explanation of how employee retention practices

can be more effective by identifying, analysing, and critiquing the different cultural dimensions, including communication, training and development, rewards and recognition, effective decision making, risk-taking for creativity and innovation, teamwork, proactive planning, and fairness and consistency in management practices. This research could be useful for practitioners and academics alike. From a practical perspective, this research provides managers within VSSPs with valuable information for developing plans to enhance organisational performance and to inspire and retain organisational commitment. From an academic perspective, this research improves the understanding related to the nature of the association between cultural values and employee’s commitment to VSSPs.

The remainder of the paper is organised as follows. Section 2 describes the concept of organisational culture used in this research. Section 3 introduces the method of data collection, variable measurement. The findings of the research are also detailed in this section. Section 4 is dedicated to discussion. The conclusions and future research directions are presented in Section 5.

LITERATURE REVIEW

Vietnamese Social Service Providers (Vssps)

Voluntary sector is still a new term in Vietnam. As broadly defined, voluntary sector encompasses Party-related mass organizations, religious groups, policy research groups, social service groups, social and charitable funds, charities, private and semi-private universities, and other institutions. However, due to time limitation of the research, the author mainly focus on Community Based Organisations (CBOs), Non-governmental Organisations (NGOs), and Social organizations, which are named in general as Vietnamese Social Service Providers (VSSPs). CBOs are known as organisations established by community groups or individual groups, who are sharing

same interest or the specific concerns and operating in small scale basing on volunteering. NGOs are an establishment permitted by the authorized government agency to operate under the principles of voluntariness, self-financing and self-governing. Social organisations are understood as organisations that are voluntarily founded by citizens. They are not belonging to the State mechanism and are organised and run

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based on the principle of voluntariness, democracy, self-financing, and working for the development purposes and not for profit.

Organisational Culture

Organisations have cultures that are more or less attractive to certain types of individuals (Wilkins & Ouchi, 1983). The concept of “organisational culture” is defined as “the way we do things around here” or “the way we think about things around here” (Williams et. al., 1994; Maull et. al., 2001). Gordon & DiTomaso (1992) and Schein (2010) view culture as a belief system as “culture consists of some combination of artefacts (also called practices, expressive symbols or forms), values and beliefs and underlying assumptions that organisational members share about appropriate behaviour “... to cope with the problem of external adaptation and internal integration”. According to Handy (1985), no organisation is culturally pure and the culture mix in an organisation depends on the relative importance of many factors, such as its history.

Organisational commitment

The concept of organisational commitment has received considerable attention and has become an important objective of human resource management. It is “... the totality of normative pressures to act in a way which meets organisational goals and interest” (Wiener, 1982). Allen & Meyer (1990), O’Reilly & Chatman (1986) and Mathieu & Zajac (1990) suggested that commitment is a psychological state that reflects the worker’s emotional attachment to and involvement in the organisation, the recognition of costs associated with leaving the organisation, and the worker’s

feeling of obligation to remain with the organisation. It is also directly related to employee participation, organisational loyalty and is clearly linked to job performance (Mathieu & Zajac, 1990).

Connection Between Organisational Culture And Organisational Commitment

In much previous research, there is a general view that organisational culture and actions contribute to the development of organisational excellence and commitment (Hofstede, 1980; Kerr & Slocum, 1987; Geiger, 1998). Cohen (2000) argued that

cultural values are the main factors influencing the tendency to leave the organisation of workers. Positive cultural values present a good image of the organisations and create an attractive working environment that helps them hold on to workers, especially those with energy and talent.

A wide variety of questionnaire instruments have been developed to measure an organisation’s cultural values. Most are based on the behavioural norms, i.e., the prior assumptions that employees share. Over 50 dimensions have been found in the various questionnaire instruments (Sheridan, 1992). Ricardo & Jolly (1997) grouped all these dimensions into eight categories, regarding communication, training and development, rewards and recognition, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork and fairness and consistency in management practices. Their organisational culture model is illustrated in Figure 1.

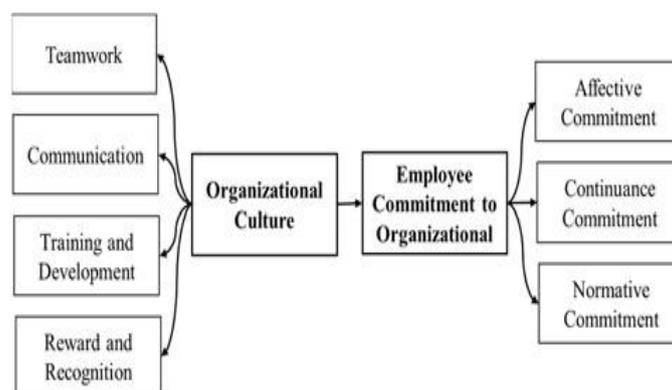


Figure 1. Organisational culture model proposed by Ricardo & Jolly (1997)

COMMUNICATION

Effective communication does not just happen;

it has to be worked at. Kevin Thomson (1998) (cited in Nehmeh, 2009) quotes: “With the one-way process of communication, it is hardly

surprising that our respondents feel unvalued". An effective non-profit executive starts building two-way communication with the staff, the board, the community and volunteers by asking: "What do you have to tell me?"

not "This is what I am telling you". The fact is that most of the problems that bother people so much turn out to be non-problems when the employer brings them out in the open. A positive relationship between communication and commitment was detected, highlighting the importance for management to ensure that communication channels remain open to allow a better transmission of information (Kevin Thomson, 1998).

TRAINING AND DEVELOPMENT

Training and development encompasses three main activities: training, education and development. Tannenbaum et. al. (1991) stated that training is an important factor of the socialisation process. He found a strong correlation between commitment and employee motivation for training. As Hoovers (2004) pointed out: "tempting as it is, nobody ever enhanced his/her career by making the boss look stupid". Training an employee to get along well with authority and people, who entertain diverse points of view is one of the best guarantees of long-term success. An effective training is intended to take people who have shown ability, and to give them a sense of being qualified (Drucker, 1990).

REWARDS AND RECOGNITION

The term of job satisfaction is quite frequently used for individual attitudes towards specific aspects of their work situation. Job satisfaction requires special consideration because it is said to have the largest influence on commitment. Vinokur et. al. (1994) examined the impact of work-place conditions and motivations on job satisfaction, and the retention of social workers in non-profit organisations. He found the importance of building a rewards and recognition system that is perceived to be fair and satisfactory. Opportunities for promotion and challenge are the most essential factors influencing the job satisfactions of individuals.

EFFECTIVE DECISION MAKING

Coch & French (1949) studied the involvement of workers in the decision-making process. Their ideas were formulated using the concepts of production and effectiveness. It

was established that levels of productivity at the workplace were directly connected with worker's involvement in decision-making. Researches also pointed out the extent to which employee participation and goal-clarity influences organisational commitment. Participative decision-making leads to an increased responsibility and motivation to accomplish organisation goals (Leithwood & Mascall, 2008).

RISK-TAKING FOR CREATIVITY AND INNOVATION

According to Handy (1990), one of the key tasks of the manager is to balance opportunity and risk. In many cases, the manager has to decide whether to encourage risk in the form of ideas for improvement or punish people for trying new ideas. In general, if workers are excited and challenged by opportunities available to the team, then their commitment to the process and its outcomes, as well as their commitment to the organisation, are magnified.

PROACTIVE PLANNING

Performance in non-profit organisations must be predictable. Achieving this relies on a clear mission statement. The mission statement defines what is considered as a success in a particular non-profit organisation (Drucker, 1990). To formulate a plan, successfully, non-profit managers think through the concerns of each of the organisation's workers. Then long-term concerns must be identified. Integrating worker goals into the organisation's mission is almost an architectural and structural process. It's not difficult to do once the necessary steps are understood, but understanding what to do is hard work.

TEAMWORK

The depth of the commitment of team members to work together effectively and accomplish the goals of the team is a factor critical to a team's success (Drucker, 1990). To increase the commitment level of team members, managers or supervisors need to answer the following questions: *Do team members want to participate on the team? Do team members believe the team mission is important?* In general, team members want to feel as if they are part of something bigger than themselves. Team commitment comes from team members, knowing the expected outcomes in relation to the whole organisation's strategic plan.

FAIRNESS AND CONSISTENCY IN MANAGEMENT PRACTICES

The role of fairness and consistency in management practices in building organisational commitment is increasingly important and is receiving substantial attention (Grover & Crooker 1995). The research studies (such as those of Lind & Tyler, 1988) have shown that fairness of the procedure is more important than the equity of the outcome in the process. Moreover, Tyler & Lind (1992) suggested that procedural fairness might be used as the bias by which people enhance their loyalty toward the organisation. In line with this research, several studies (e.g., Folger & Konovsky, 1989; Martin & Bennett, 1996) also supported the proposition that perceptions of fairness positively related to organisational commitment.

None of the above studies were conducted in a VSSP setting. Each organisation has its own culture. The variation in cultural values may lead to a variation in the rates at which the qualified workers voluntarily terminated employment (Sheridan, 1991). Thus, it becomes vital to investigate whether particular cultural dimensions help or hinder VSSPs in retaining their most productive workers.

METHODOLOGY AND RESULTS

Data Collection

Owing to the intended convenience sampling, given the knowledge that there are approximately 800 voluntary non-profit VSSPs in Vietnam, this research focused on those in Hanoi, the capital. Following a small number of minor revisions to improve the comprehensibility, the final version of the questionnaire was mailed to 300 workers, who have been working for 8 selective VSSPs for at least one year. Of the 300 questionnaires, 232 were returned. However, 28 of which were incomplete and only 204 questionnaires were usable, leading to a response rate of 68%.

The sample consists of 52.9% males and 47.1% females. The respondents, as a professional core of VSSPs, are working in many different areas, such as healthcare provision, education and training, new technology application, culture and art, environment, and poverty alleviation. The average age was 29 years. 55.9% of the respondents have undergraduate degree or equivalent, while 27.5% of the respondents have at least a Master’s degree.

Table1. Factor analysis and scale reliabilities of the items within the different cultural dimensions

Dimensions	Items	A set of items	Cronbach’s α
Communication	Changes in policies related to employees in the organisation are fully and clearly informed. Employees have enough information to do the job. Employees receive instructions from the supervisors when having difficulty in dealing with job. Communications between departments is encouraged in the organisation.	4	0.785
Training and Development	Employees may participate in training program as required by the job. Employees are trained in job skills necessary to perform the job. Employees know the conditions needed to be promoted within the organisation. Employees have many opportunities for career development in the organisation.	4	0.712
Dimensions	Items	A set of items	Cronbach’s α
Rewards and Recognition	When done a good job, employees receive praise and recognition of supervisor. Bonus that employees receive corresponds with their contribution to the organisation.	2	0.703
Effective Decision Making	Employees are involved in important decisions of the organisation. The wise decisions bring the best benefits for the organisation in long-term. The organisation collects many sources of information and feedback before making the	3	0.716

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Risk-taking for Creativity and Innovation	Employees are encouraged to learn from mistakes, and caused by creativity. The organisation appreciates the new ideas of staff. Employees are encouraged to perform work with other methods that people have never done before.	3	0.705
Proactive Training	The organisation has clear developing strategy for future. The organisation is sharing the information about its objectives with employees. Employees fully support the objectives of the organisation.	3	0.694
Teamwork	Employee enjoys working with others in their department. Employees are willing to cooperate and work together as a team. When employees need support, they always get the cooperation from other departments and sections in the organisation.	3	0.715
Fairness and Consistency in Management Practices	Promoting and rewarding policies in the organisation are fair. Bias does not exist in considering salary increase or promotion. Wage and income distribution in the organisation are fair. The managers are always consistent in implementing policies regarding employment and recognition.	4	0.742
Percentage of Variance Explained		66.9%	
KMO Measure of sampling adequacy		0.836	
Approximate Chi-Square		1182.257	

Independent Variables: Organisation's Cultural Dimensions

Organisational culture is a multidimensional structure, and hence, it is important to assess each dimension. The eight dimensions, evaluated in this research, are communication, training and development, rewards and recognition, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork and fairness and consistency in management practices. The sample items and the results regarding reliability statistics (Cronbach's α) are provided in Table 1. Responses, corresponding to these items were measured on a 5 point scale from 1="strongly disagree" to 5="strongly agree".

Reliability statistics indicate that the reliability values obtained for the scale were satisfactory (>0.70). The KMO measure for sampling adequacy for the items was

0.836, which is a very good score, establishing reliability as being on the higher side. The Barlett's Test of Sphericity was also significant (Chi-square=1182.257, $p < 0.001$). The principal component analysis revealed seven factors that

could explain a majority of variance in the responses (up to 66.9%). The variance explained by each of them is 31.46%, 8.16%, 7.37%, 6.42%, 4.97%, 4.46% and 4.06%, respectively.

Dependent variable: Organisational commitment

Employee's commitment to VSSPs in this research was also broken down into a set of six items, as illustrated in Table 2. The responses to these item were also measured on a 5 point scale from 1="strongly disagree" to 5="strongly agree". The internal consistency reliability coefficient for this scale was 0.78. The KMO measure for sampling adequacy for the items was 0.791, indicating sufficient inter-correlations, while the Barlett's Test of Sphericity was significant (Chi-square=149.311, $p < 0.001$). The principal component analysis results in a single-factor solution with eigenvalue of 2.179, accounting for 55.64% of the variance in the data.

Correlation Analysis

In this research, the Pearson correlation is used

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to examine the relationship between the variables. In general, the correlation coefficient may range from -1 to 1, where -1 and 1 indicate a “perfect” association. The absolute value of the correlation indicates the strength, in which larger absolute values indicate stronger associations. A Pearson correlation is considered to be

significant if the p-value is less than 0.05. Bryman & Cramer (1997) (cited in Boon, 2006) suggested that the correlation between each pair of independent variables should not be exceed 0.80; otherwise these variables may exhibit multi-collinearity.

Table 2. Factor analysis and scale reliabilities of the items within the different cultural dimensions

Dimensions	Items	A set of items	Cronbach's α
Organisational Commitment	Employees are willing to put all efforts to help the organisation succeed. Employees are very loyal to the organisation. Employees will accept the assignment of work to be able to continue working in the organisation. Employees are happy to choose this organisation to work. Employees feel proud to be part of the organisation. Employees very concern about the fate of the organisation.	6	0.780
Eigenvalues		2.179	
Percentage of Variance Explained		55.64%	
KMO Measure of sampling adequacy		0.836	
Approximate Chi-Square		1182.257	

Table 3. Relationship between each cultural dimension and employee's commitment to VSSPs

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
(1) Communication	1							
(2) Training and Development	.648 **	1						
(3) Reward and Recognition	.304 **	.355 **	1					
(4) Effective Decision Making	.480 **	.536 **	.489 **	1				
(5) Risk-taking for Creativity & Innovation	.557 **	.534 **	.276 **	.557 **	1			
(6) Proactive Planning	.550 **	.490 **	.165	.476 **	.409 **	1		
(7) Teamwork	.506 **	.585 **	.213 *	.370 **	.298 **	.457 **	1	
(8) Fairness in Management Practices	.349 **	.435 **	.245 *	.561 **	.426 **	.301 **	.375 **	1
Organisational Commitment	.549 **	.542 **	.210 *	.570 **	.572 **	.682 **	.452 **	.428 **

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

In Table 3, the highest correlation we found in this study is 0.648, which is below the threshold 0.80. Among others, proactive planning with a coefficient of 0.682 was most highly correlated with the organisational commitment. This finding indicates that volunteers who are shared the information about the organisational objectives and are integrated into the organisation's mission, exhibited more positive reactions towards organisational commitment.

Multiple Regression Analysis

Linear regression was used to analyse the relationship between cultural dimensions and employee's commitment to VSSPs. Table 4 gives us the value of adjusted R^2 , which is a measure of how much of the variability in the dependent variable is accounted for by the predictors or independent variables. In this case, this

value was 0.57, which means that the eight

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dimensions within the model of Ricardo & Jolly (1997) account for 57% of the variation in employee commitment.

Table 5 illustrates the parameters of the model. In multiple regressions, this model takes the form of an equation that contains a coefficient (b) for each predictor. The b values in this case show the relationship between employee's commitment to VSSPs and each predictor (positive and negative). Even though the b values are important statistics to look at, it is worth analysing the

standardised beta values. The beta values tell us the importance of the predictors in the model. Because these values are all measured in standard deviations, instead of the units of the variables, they can be compared to one another. As it can be seen, the beta values of two predictors, i.e., proactive planning and risk-taking for creativity and innovation, are high enough to be considered significant. Moreover their Sig. values are less than 0.05 at 0.017 and 0.000, which means that these cultural dimensions have a significant contribution to the model.

Table4. Multiple regression analysis for the cultural dimensions and their relationship with employee's commitment to VSSPs

Model	R	R ²	AdjustedR ²	Std. Error of the Estimate	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. Change
1	.778 ^a	.605	.570	.43103	.605	17.769	8	93	.000

Table5. Coefficients that explain the influence of individual cultural dimensions on employee's commitment to VSSPs

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	b	Std. Error	Beta		
(Constant)	.408	.317		1.286	.201
Communications	.040	.095	.041	.421	.675
Training and Development	.062	.102	.061	.609	.544
Rewards and Recognition	-.045	.060	-.058	-.762	.448
Effective Decision Making	.136	.096	.145	1.404	.164
Risk-taking for creativity and innovation	.208	.086	.220	2.419	.017
Proactive Planning	.401	.079	.428	5.051	.000
Teamwork	.060	.077	.066	.777	.439
Fairness and consistency in management practices	.069	.077	.073	.896	.373

DISCUSSION

The current research provides the evidence that certain cultural dimensions positively impact upon levels of employee's commitment to VSSPs. These dimensions include communications, training and development, rewards and recognition, effective decision making, risk-taking for creativity and innovation, proactive planning, teamwork and fairness and consistency in management practices. It becomes apparent that managers should be encouraged to build and develop their organizational culture in order to promote positive employee behaviour and improve labour efficiency, thereby creating a competitive advantage for their organisations

while contributing to the maintenance and attraction of human resources, especially skilled and talented employees.

A large body of management literature has examined the link between cultural dimensions and organisational commitment. Morrow (1997) conducted studies with a sample of 2249 employees of a large Mid-western organisation, which indicated that the adoption of Total Quality Management (TQM) principles, teamwork for example, lead to better employee attitudes. Karia & Asaari (2006) also tested on 16 hypotheses on the relationship between TQM practices and work-related attitudes, which showed that training and development have a significant impact on job involvement, job

satisfaction and organizational commitment. Acton & Golden (2002) presented a descriptive finding obtained from a survey administered to 200 employees across 39 software companies. The results of their research demonstrated that organisational attitudes and provision for training positively relate to employee expectations and requirements. Well-engineered training initiatives also resulted in increased job-related employee competencies, job satisfaction, and the associated organisational

commitment. Boon & Arumugam (2006) reported that communication has a significant influence on improvement in employees' organizational commitment within six major Malaysian semiconductor-packing organizations. A similar finding can be found in the work of Zain et. al. (2009), which was conducted in a Malaysian listed company, named Malaysian Airports Holdings Berhad.

In no area are the differences between business and non-profit sector greater than in the area of managing people and relationship (Handy, 1990). Our findings provide a concrete evidence to support this argument. They demonstrated that risk-taking for creativity and innovation and proactive planning play the most important roles in the retention of skilled employees in VSSPs. Based on such findings, the following suggestions can be made:

- Firstly, VSSPs need to encourage creativity and innovation in their organisations. This is especially necessary in today's competitive environment when improving factors of production becomes a prerequisite for the existence and development of the organisation. Heye (2000), an information scientist at the global energy company Shell, asserted that: "there will be no improvement without risk".
- Secondly, managers should encourage employees to confidently propose ideas, initiatives and innovations in the development of products, services and working methods. The effective improvement initiatives should be evaluated, recognized and rewarded in various forms. The situation in Japan (Paul Brunet & New, 2002), for example, has proven, that improvement of the factors of production is the key determinant of success for Japanese companies.
- Thirdly, VSSPs need to set a clear

direction and develop a long-term vision with a set of specific, appropriate objectives, as well as necessary changes, which link the performance of the organisation to its plans.

- Finally, VSSPs should share their strategies and objectives with the employees, helps employees to better understand the organisation's activities, and to be aware of their contributions to the overall success and future of the organisation.

LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

There are some limitations related to the applicability of our findings. Firstly, this research dealt only with full-time staff, and the results are not necessarily indicative of a best strategy with regard to other staff members and other organisational objectives. Secondly, the research was conducted in Hanoi alone, and it is most likely that the results will be different for the different cities of Vietnam. Finally, this research only considered one positive effect of organisation culture (employees' attitudes) while there are obviously some other significant benefits. Hence, the suggestions for further research related to the field of culture and behaviour in organizations are as follows.

- To increase the reliability and representativeness of the results, research should be conducted with larger sample sizes, such as a range between 500 - 2000 samples, and conducted with regard to the many different objectives that an organisation might have. Expanding the research to include other types of organisations would also provide a more accurate picture of the situation that managers within VSSPs have to face.
- Further studies should be also designed according to a stratified sampling method because it will allow for a higher level of generalisation. Moreover, the studies should be repeated for different regions, because each region has local characteristics (natural features, lifestyle, etc.), which affect the research outcomes. The wider investigation will show more clearly the influence of cultural dimensions on employee commitment to stick with a VSSP, and allow us to ascertain regional differences. Also, the importance of the varying influential factors can be assessed and compared.

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