

Nghiên cứu ảnh hưởng của văn hóa doanh nghiệp đến động lực làm việc của người lao động trong các doanh nghiệp tại Thành phố Hồ Chí Minh

Hoàng Hữu Hòa
Trương Đình Thái

Tóm tắt: Nghiên cứu này phân tích ảnh hưởng của văn hóa doanh nghiệp (VHDN) đến động lực làm việc của người lao động trong các doanh nghiệp tại Thành phố Hồ Chí Minh với niềm tin vào doanh nghiệp là biến trung gian và cường độ cạnh tranh làm biến điều tiết trong mô hình nghiên cứu. Theo hướng tiếp cận định lượng, nghiên cứu thực hiện khảo sát 998 người lao động trong các doanh nghiệp. Mô hình cấu trúc tuyến tính (SEM) được sử dụng để kiểm định các giả thuyết trong mô hình lý thuyết. Kết quả phân tích cho thấy, các giá trị chia sẻ bao gồm: sự hỗ trợ, định hướng hiệu suất, sự ổn định, yếu tố lợi ích, trách nhiệm xã hội (TNXH) có ảnh hưởng cùng chiều và có ý nghĩa đến động lực làm việc bên trong và bên ngoài. Niềm tin vào doanh nghiệp có ảnh hưởng và ý nghĩa đến vai trò trung gian mối quan hệ từ sự hỗ trợ, sự ổn định, yếu tố lợi ích đến động lực làm việc. Cường độ cạnh tranh mạnh và yếu có tác động khác biệt đến các mối quan hệ trong mô hình. Một số hàm ý cho nhà quản trị đã được đề xuất từ kết quả nghiên cứu.

Từ khóa: Cường độ cạnh tranh, động lực làm việc, niềm tin vào doanh nghiệp, Thành phố Hồ Chí Minh, văn hóa doanh nghiệp.

Mã phân loại JEL: M14.

Tài liệu tham khảo

- Anjum, M., Zia, S. M. & Raza, H. (2014). Cultural Dimensions of Pakistan: A Comparison of Sindh, Punjab, Balochistan and Khyber Pakhtunkhwa Provinces. *International Journal of Management Sciences*, 4(6), 261-276.
- Ariyani, I., Haerani, S., Maupa, H. & Taba, M. I. (2016). The Influence of Organizational Culture, Work Motivation and Working Climate on the Performance of Nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior in the Private Hospitals in Jakarta, Indonesia. *Scientific Research Journal (SCIRJ)*, IV(VII).
- Auh, S. & Menguc, B. (2005). Balancing exploration and exploitation: The moderating role of competitive intensity. *Journal of Business Research*, 58(12) 1652– 1661.
- Aycan, Z., Al-Hamadi, A. B., Davis, A. & Budhwar, P. (2007). Cultural orientations and preferences for HRM policies and practices: the case of Oman. *International Journal of Human Resource Management*, 18(1), 11-32.
- Baron, R. M. & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Basford, T. E. & Offermann, L. R. (2012). Beyond leadership: The impact of coworker relationships on employee motivation and intent to stay. *Journal of Management & Organization* 18(6), 807–817.
- Bhagat, R. S. & Steers, R. M. [edited] (2009). *Cambridge Handbook of culture, organizations, and work*. Cambridge University Press.
- Borger, F. G. & Kruglianskas, I. (2006). Corporate social responsibility and environmental and technological innovation performance: case studies of Brazilian companies. *International Journal of Technology, Policy and Management*, 6(4), 399-412.
- Byrne, B. M. (2010). *Structural Equation Modeling With AMOS – Basic Concepts, Applications, and Programming, Second Edition*. Routledge, Taylor & Francis Group, New York and London.
- Cadogan, J. W., Cui, C. C. & Li, E. K. Y. (2003). Export market-oriented behavior and export performance: The moderating roles of competitive intensity and technological turbulence. *International Marketing Review*, 20(5), 493-513.
- Calori, R. & Sarnin, P. (1991). Corporate Culture and Economic Performance: A French Study. *Organization Studies*, 12(1), 49-74.

- Chatman, J. A. (1989). Matching People and Organizations: Selection and Socialization in Public Accounting Firms. *Academy of Management Proceedings*, 1989(1), 199-203.
- Chen, C. X., Lill, J. B. & Vance, T. W. (2014). Why Do We Work? Empirical Evidence on Work Motivation and the Effects of Management Control System Design on Work Motivation. AAA 2015 *Management Accounting Section (MAS) Meeting*.
- Contiu, L. C., Gabor, M. R. & Oltean, F. D. (2012). Employee's Motivation from a Cultural Perspective - A Key Element of the Hospitality Industry Competitiveness. *Procedia Economics and Finance*, 3(2012), 981-986.
- Daft, R. L. (2016). *Management - Twelfth Edition*. Cengage Learning, USA.
- Deci, E. L. & Ryan, R. M. (2008). Facilitating optimal motivation and psychological well-being across life's domains. *Canadian Psychology*, 49(1), 14-23.
- Dirks, K. & Ferrin, D. (2002). Trust in leadership: meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87(4), 611-628.
- Emery, C. R. & Oertel, S. (2006). An Examination of Employee Culture-Based Perceptions as a Predictor of Motivation. *Journal of Organizational Culture, Communication and Conflict*, 10(2), 13-17.
- Erez, M. (2008). Social-Cultural Influences on Work Motivation. In R. Kanfer, G. Chen, & R. D. Pritchard (Eds.). *Work motivation: Past, present, and future* (pp. 502–530). New York: Taylor & Francis.
- Ferres, N., Connell, J. & Travaglione, A. (2004). Co-worker trust as a social catalyst for constructive employee attitudes. *Journal of Managerial Psychology*, 19(6), 608-622.
- Forret, M. & Love, M. S. (2008). Employee justice perceptions and coworker relationships. *Leadership & Organization Development Journal*, 29(3), 248-260.
- Glick, N. D. (2002). The relationship between cross-cultural experience, culture training, leadership style and leader-effectiveness in the U.S foreign service. *International Journal of Cross Culture Management*, 2(3), 339-356.
- Gordo, G. G. & Ditomas, N. (1992). Predicting Corporate Performance From Organizational Culture. *Journal of Management Studies*, 29(6), 0022-2380.
- Hofstede, G. (1980). Motivation, leadership, and organization: do American theories apply abroad? *Organizational Dynamics*, 9, 42-63.
- Hofstede, G. (2010). *Cultures and organizations: Software of the mind-Third Edition*. London: McGraw-Hill.
- Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*, 2(1). <http://dx.doi.org/10.9707/2307-0919.1014>
- Hon, A. H. Y. & Leung, A. S. M. (2011). Employee Creativity and Motivation in the Chinese Context: The Moderating Role of Organizational Culture. *Cornell Hospitality Quarterly*, 52(2), 125-134.
- Humphreys, J. (2007). Adapting the congruent temperament model with culturally specific work motivation elements. *Emerald Group Publishing Limited*, 14 (3), 202-216.
- Jaworski, B. J. & Kohli, A. K. (1993). Market Orientation: Antecedents and Consequences. *The Journal of Marketing*, 57(3), 53-70.
- Jo, N. Y., Lee, K. C., Lee, D. S. & Hahn, M. (2015). Empirical analysis of roles of perceived leadership styles and trust on team members' creativity: Evidence from Korean ICT companies. *Computers in Human Behavior*, 42, 149-156.
- Kline, R. B. (2011). *Principles and Practice of Structural Equation Modeling – Third Edition*. The Guilford Press, New York – London.
- Kotter, J. P. & Heskett, J. L. (1992). *Corporate Culture and Performance*. The Free Press, A Division of Simon & Schuster Inc. 1230 Avenue of The Americas, New York.
- Larsson, R., Brousseau, K. R., Kling, K. & Sweet, P. L. (2007). Building motivational capital through career concept and culture fit. The strategic value of developing motivation and retention. *Career Development International*, 12(4), 361-381.
- Lee, C. K., Song, H. J., Lee, H. M., Lee, S. & Bernhard, B. J. (2012). The impact of CSR on casino employees' organizational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, 33(2013), 406-415.
- MacKinnon, D. P. (2008). *Introduction to statistical mediation analysis*. Taylor & Francis Group, LLC.
- McCauley, D. P. & Kuhnert, K. W. (1992). A theoretical review and empirical investigation of employee trust. *Public Administration Quarterly*, 6(2), 265-285.

- McClelland, D. C. (1987). Biological Aspects of Human Motivation. *Motivation, Intention, and Volition*, 11-19. Edited by F. Halisch and J. Kuhl, Springer-Verlag Berlin Heidelberg 1987.
- Mitchell, T. R. (1982). Motivation: New Directions for Theory, Research, and Practice. *Academy of Management Review*, 7(1), 80-88.
- Morrison, R. L. (2008). Negative relationships in the workplace: Associations with organizational commitment, cohesion, job satisfaction and intention to turnover. *Journal of Management & Organization*, 14(4), 330-344.
- Murphy, C. A. (2008). *Working in a High-Performance Corporate Culture: Effects on employee perspective and health*. Dissertation, Submitted in partial fulfillment of the requirements for the degree of doctor of education in the graduate school of education of Fordham University, New York.
- O'Reilly, C., A. III; Chatman, J. & Caldwell, D. F. (1991). People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit. *Academy of Management*, 34(3), 487-516.
- O'Reilly, C. (1989). Corporation, Culture, and Commitment: Motivation and Social Control in Organizations. *Managing Human resources*, California Management Review.
- O'Reilly, C. & Caldwell, D. (1985). The impact of normative social influence and cohesiveness on task perceptions and attitudes: A social information processing approach. *Journal of Occupational Psychology*, 58(3), 193-206.
- Oldham, G. R & Cummings, A. (1996). Employee creativity: personal and contextual factors at work. *Academy of Management Journal*, 39(3), 607-634.
- Rashid, Md. Z. A. R., Sambasivan, M. & Johari, J. (2003). The influence of corporate culture and organisational commitment on performance. *Journal of Management Development*, 22(8), 708-728.
- Rino & Rafika, N. A. (2017). The Relation Leadership, Organization Culture and Work Motivation on Employees Performance. 1st Annual Applied Science and Engineering Conference, IOP Conf. Series: Materials Science and Engineering 180 (2017) 012249. doi:10.1088/1757899X/180/1/012249.
- Sarros, J. C., Gray J., Densten I. L. & Cooper B. (2005). The Organizational Culture Profile Revisited and Revised: An Australian Perspective. *Australian Journal of Management*, 30(1), 159-182.
- Schein, E. H. (2004). *Organizational Culture and Leadership - Third Edition*. John Wiley & Sons, Inc.
- Schneider, B. & Barbera, K. M. (edited) (2014). *The Oxford handbook of organizational climate and culture*. Published in the United States of America by Oxford University Press 198 Madison Avenue, New York, NY 10016.
- Sherony, K. M. & Green, S. G. (2002). Coworker exchange: Relationships between coworkers, leader-member exchange, and work attitudes. *Journal of Applied Psychology*, 87(3), 542-548.
- Smircich, L. (1983). Concepts of Culture and Organizational Analysis. *Administrative Science Quarterly*, 28(3), 339-358.
- Srivastava, V. N. (2009). Organizational Culture as a Predictor of Managerial Motivation in Indian Public Enterprises. *Management and Labour Studies*, 34(4), 451-470.
- Tan, H. H. & Lim, A. K. H. (2009). Trust in Coworkers and Trust in Organizations. *Journal of Psychology: Interdisciplinary and Applied*, 143(1), 45-66
- Taslim, M. (2011). Organisation Culture and Employee Motivation: An Emperical Study on Impact of Organisation Culture on Employee Extrinsic & Intrinsic Motivation at SBI. *Summer Internship Society*, 3(1), 84-87.
- Truong Đình Thái (2017). *Mô hình cấu trúc tuyển tính – Lý thuyết & Ứng dụng*. Trường Đại học Ngân hàng TP. Hồ Chí Minh. Nhà xuất bản Đại học Quốc gia TP. Hồ Chí Minh.
- Turner, A. (2017). How Does Intrinsic and Extrinsic Motivation Drive Performance Culture in Organizations? *Cogent Education Journal*, Accepted Manuscript Version. DOI: <http://dx.doi.org/10.1080/2331186X.2017.1337543>.
- Usugami., J. & Park, K. Y. (2006). Similarities and differences in employee motivation viewed by Korean and Japanese executives: empirical study on employee motivation management of Japanese-affiliated companies in Korea. *The International Journal of Human Resource Management*, 17(2), 280-294.

- Vansteenkiste, M., Lens, W. & Deci, E. L. (2006). Intrinsic versus extrinsic goal contents in self-determination theory: another look at the quality of academic motivation. *Educational Psychologist*, 41(1), 19-31.
- Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.