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The relationship between organizational culture, knowledge sharing behavior and job performance of bank employees: A case study of joint stock commercial banks in Ho Chi Minh City

Cao Thanh Binh

Hong Bang International University, Viet Nam

Corresponding Author: Cao Thanh Binh

Abstract

This paper is carried out to analyze the relationship between organizational culture, knowledge sharing behavior and job performance of bank employees in joint stock commercial banks in Ho Chi Minh City. Collecting data about knowledge share uses official questionnaire with sample size of 569. The paper used the Cronabach's Alpha criteria for analyse the reliability of the questional, Exploratory factor analysis (EFA), Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) to analyze data for determine the causal relationship between organizational

culture and job performance through knowledge sharing. The main results of the paper point out the following points:

- Testing SEM model shows that the results of organizational culture have a positive impact on knowledge sharing and same impact of knowledge sharing on job performance at every levels.
- The AHP process support tool for analysed and selected the optimal policy for the bank employees. The paper has pointed out the limitations and also gave new research directions in the future.

Keywords: Organizational Culture, Knowledge Sharing Behavior, Bank Employees' Job Performance, Sem Structural Equation Modeling Analysis, Ahp Multi-Objective Optimization, Joint-Stock Commercial Bank

1. Introduction

For the field of joint-stock commercial banking, previous studies on organizational culture, knowledge sharing and job performance have not been considered holistically and are incomplete in terms of science and theory. That is the reason why the author conducted the study to better analyze the relationship between organizational culture, knowledge sharing and the impact of knowledge sharing on the performance of bank employees. Research that meets practice is also the shortcomings of previous studies in the following points: (1) Simultaneously consider the relationship of three factors of organizational culture, knowledge sharing and job performance; research aimed at employees of joint stock commercial banks, meeting the growing needs of this popular type of bank; (2) Elements of organizational culture, knowledge sharing and job performance are considered thoroughly and systematically; (3) Data processing method is both qualitative and quantitative, bringing high reliability and accuracy.

2. Hypotheses and research models

Research gap

The literature review shows that the majority of studies focus on determining the impact of organizational culture on knowledge sharing behavior or knowledge sharing behavior on organizational performance as well as the interaction between organizational culture and organizational outcome. No studies have been found to determine the simultaneous, direct or indirect impact of organizational culture on knowledge sharing behavior and knowledge sharing behavior to individual results in the field of joint stock commercial banking. This is considered a research gap and needs to be addressed.

The main limitations of previous studies focused on four basic points: handling the model of organizational culture factors, knowledge sharing behavior and employees' job performance of previous studies are not suitable for commercial banks. Factors that have not been fully considered (organizational culture, knowledge sharing behavior and job performance), data processing methods are still limited and the subject of application is not a bank employees.

Research hypothesis

The study builds research hypotheses according to each impact group, including:

- Assess the impact of organizational culture on job performance.
- Assess the impact of knowledge sharing on job performance.
- Assess the impact of organizational culture on knowledge sharing.

The hypothetical group to evaluate the impact of organizational culture on job performance is depicted in Fig 1, including:

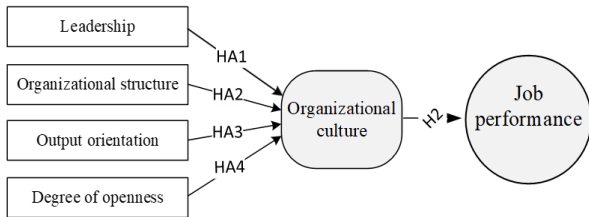


Fig 1: Impact of organizational culture on job performance

- HA₁: Leadership has a positive influence on organizational culture in joint stock commercial banks.
- HA₂: Organizational structure has a positive influence on organizational culture in joint stock commercial banks.
- HA₃: Output orientation has a positive influence on organizational culture in joint stock commercial banks.
- HA₄: The degree of openness has a positive effect on organizational culture in joint stock commercial banks.
- H₂: Organizational culture has a positive impact on job performance in joint stock commercial banks.

The hypothetical group to evaluate the impact of knowledge sharing behavior on job performance is depicted in Fig 2, including:

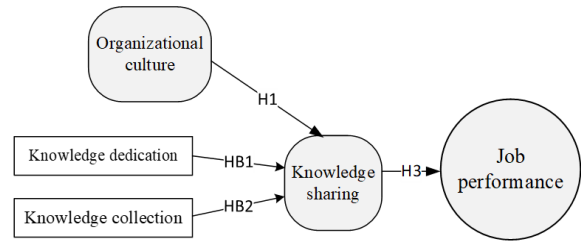


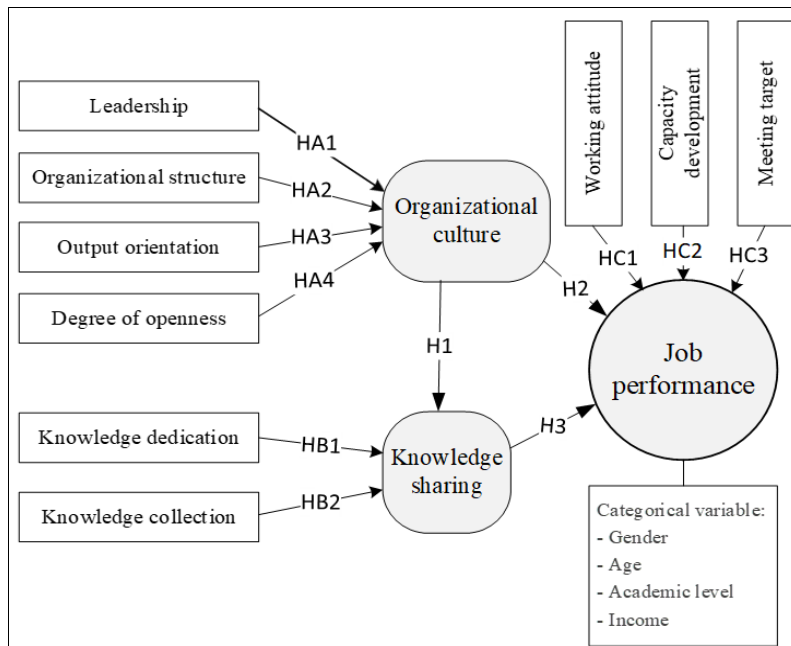
Fig 2: Impact of Knowledge Sharing Behavior on Job Performance

- HB₁: Knowledge dedication has a positive effect on knowledge sharing behavior in joint stock commercial banks.
- HB₂: Knowledge collection has a positive effect on knowledge sharing behavior in joint stock commercial banks.
- H₁: Organizational culture has a positive effect on knowledge sharing behavior in joint stock commercial banks.
- H₃: Knowledge sharing behavior has a positive effect on job performance in joint stock commercial banks.

Finally, there is a group of hypotheses describing job performance, including:

- HC₁: Working attitude has a positive influence on job performance in joint stock commercial banks
- HC₂: Capacity development has a positive effect on job performance in joint stock commercial banks
- HC₃: Job completion has a positive effect on job performance in joint stock commercial banks.

The model with 3 groups of factors shows the impact of organizational culture and knowledge-sharing behavior on the job performance of joint-stock commercial bank employees in Ho Chi Minh City as shown in Fig 3 as follows.



Source: Author's proposal

Fig 3: Proposed Research Model

3. Research methods

Research, survey and evaluate the current status of knowledge sharing in joint stock commercial banks in Ho Chi Minh City. Thereby identifying cultural factors affecting knowledge sharing behavior. Next, the AHP multi-

objective optimization process is used as a tool for comparing, evaluating, and selecting relevant policies for knowledge sharing culture in joint stock commercial banks. The detailed four-step research process is shown in Fig 4 below.

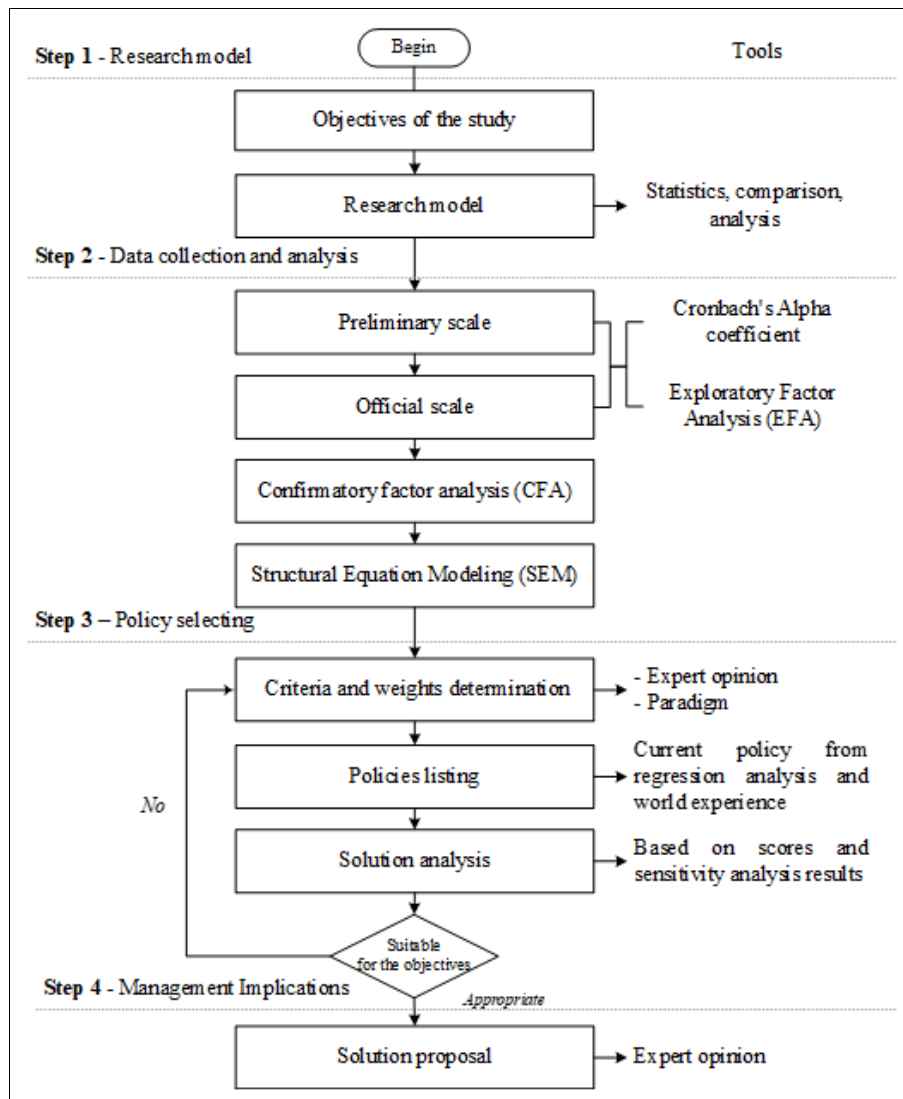


Fig 4: Research process

Step 1 – Research Model. Theory of organizational culture affects the job performance of employees through knowledge sharing. The main content of this step is from research objectives to identify models, methods, tools, and ways to collect data.

Step 2 – Data collecting and analysis. Use questionnaires to collect data. Data analysis; the study uses Cronbach's Alpha coefficient to analyze the reliability of the scale, exploratory factor analysis (EFA), confirmatory factor analysis (CFA) and structural equation modeling (SEM) to analyze data to determine the causality between organizational culture and job performance through knowledge sharing.

Step 3 – Policy selecting. Use the model results in Step 2 to suggest policy. In addition, the process uses policies related to knowledge sharing behavior implemented at joint-stock commercial banks in Ho Chi Minh City and policy experiences successfully deployed in the world as the input for the AHP process. Evaluation of the solution selection is based on the AHP multi-objective optimization process with

the weights of the criteria determined using the expert method. The score of the solutions is given in the form of a pairwise comparison matrix by the experts of each bank. The details of the Step 3 implementation process are shown below:

1. The first sub-step, to define the criteria and weights to use to evaluate the results (policy).
2. Second sub-step, list policy from sources: current policy, policy from research model and policy from experience collection that has been successful in the world. Note that if the proposed policy from the model matches the current policy, the proposal will be ignored.
3. The third sub-step: conduct policy selection based on the AHP multi-objective optimization process and evaluate the policy using the knowledge and experience of personnel from the research subjects and experts.

Step 4 – Administrative Implications. Experts rely on scores, sensitivities and experience to imply policies.

4. Results of structural equation modeling analysis

Conduct structural equation modeling (SEM) to evaluate the

suitability of research data with the theoretical model presented in Table 1 and Fig 5.

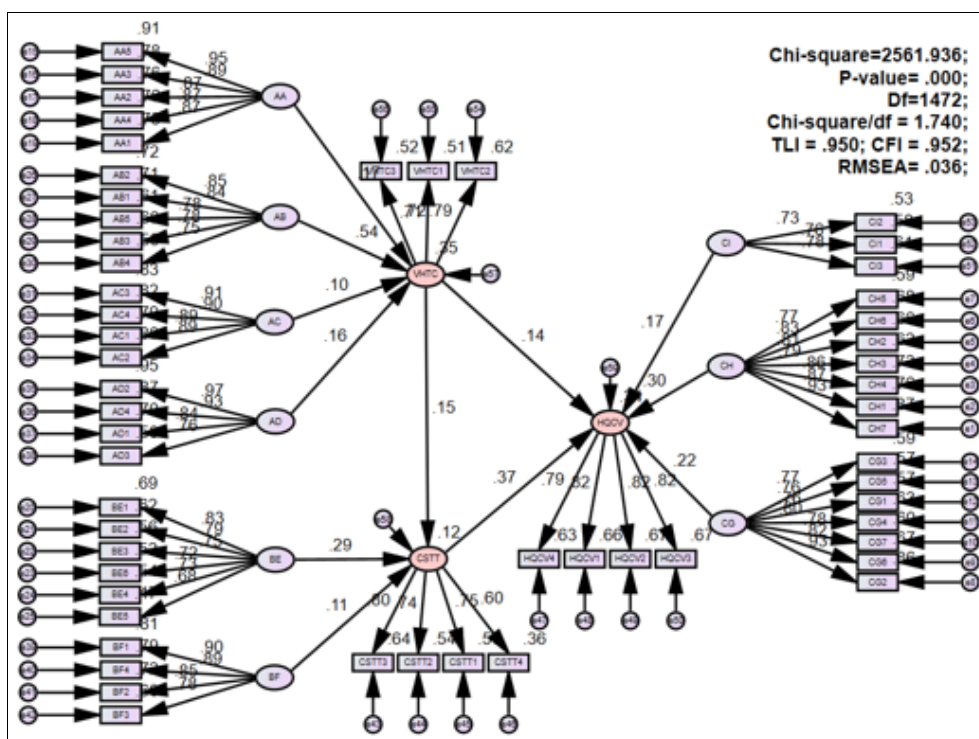
Table 1: Results of structural equation modeling evaluation

Index	Value	Reference	Evaluation
p-value (χ^2)	0,000	p-value > 0,05	Unsuitable
Chi-squared adjusted by degrees of freedom	1,740	$\chi^2/df \leq 5$	Suitable
TLI index	0,950	TLI > 0,900	Suitable
CFI index	0,952	CFI > 0,900	Suitable
RMSEA index	0,036	RMSEA < 0,08	Suitable

Source: Author compiled from AMOS software

The indicators showing the analytical results in Table 1 are satisfactory, except that the p-value = 0.000 < 0.05 is not suitable. However, because the sample size is small, the

normalized weights are all greater than 0.5 (Fig 5), therefore, structural equation modeling (SEM) is suitable.



Source: Author compiled from AMOS software

Fig 5: Normalized structural equation modeling analysis results

5. Results analysis and hospital testing

The results of the regression analysis showed that the p-values of the parameters were all less than 0.05, so it was

concluded that the coefficients of the model were all statistically significant (Table 2).

Table 2: Regression analysis results (not normalized)

			Coefficient	S.E.	C.R.	p-value
VHTC	<---	LS(AA)	.132	.032	4.149	***
VHTC	<---	OS(AB)	.388	.035	11.193	***
VHTC	<---	OO(AC)	.090	.039	2.317	.021
VHTC	<---	OP(AD)	.132	.034	3.848	***
KS (CSTT)	<---	KD (BE)	.325	.053	6.130	***
KS (CSTT)	<---	KC (BF)	.125	.051	2.437	.015
KS (CSTT)	<---	VHTC	.172	.056	3.074	.002
JE (HQCv)	<---	MT (CI)	.096	.025	3.872	***
JE (HQCv)	<---	NL (CH)	.237	.032	7.417	***
JE (HQCv)	<---	TD (CG)	.198	.037	5.392	***
JE (HQCv)	<---	VHTC	.085	.027	3.184	.001
JE (HQCv)	<---	KS (CSTT)	.200	.025	8.039	***

Source: Author compiled from AMOS software

Hypothesis testing

Hypothesis H_{A1}: Leadership factor has a positive influence on Organizational culture. The β coefficient of this factor is 0.174, there is not enough evidence to reject the hypothesis H_{A1}.

Hypothesis H_{A2}: Organizational structure factor has a positive influence on Organizational culture. The coefficient β of this factor is 0.538, there is not enough evidence to reject the hypothesis H_{A2}.

Hypothesis H_{A3}: Output orientation factor has a positive influence on Organizational culture. The β coefficient of this factor is 0.160, there is not enough evidence to reject the hypothesis H_{A3}.

Hypothesis H_{A4}: Degree of Openness factor has a positive influence on Organizational culture. The β coefficient of this factor is 0.097, there is not enough evidence to reject the hypothesis H_{A4}.

Hypothesis H_{B1}: Knowledge Dedication factor has a positive effect on Knowledge sharing. The β coefficient of this factor is 0.295, there is not enough evidence to reject the hypothesis H_{B1}.

Hypothesis H_{B2}: Knowledge collection factor has a positive effect on Knowledge sharing. The β coefficient of this factor is 0.112, there is not enough evidence to reject the hypothesis H_{B2}.

Hypothesis H₁: Organizational culture factor has a positive influence on Knowledge sharing. The β coefficient of the correlation is 0.152, there is not enough evidence to reject the hypothesis H₁.

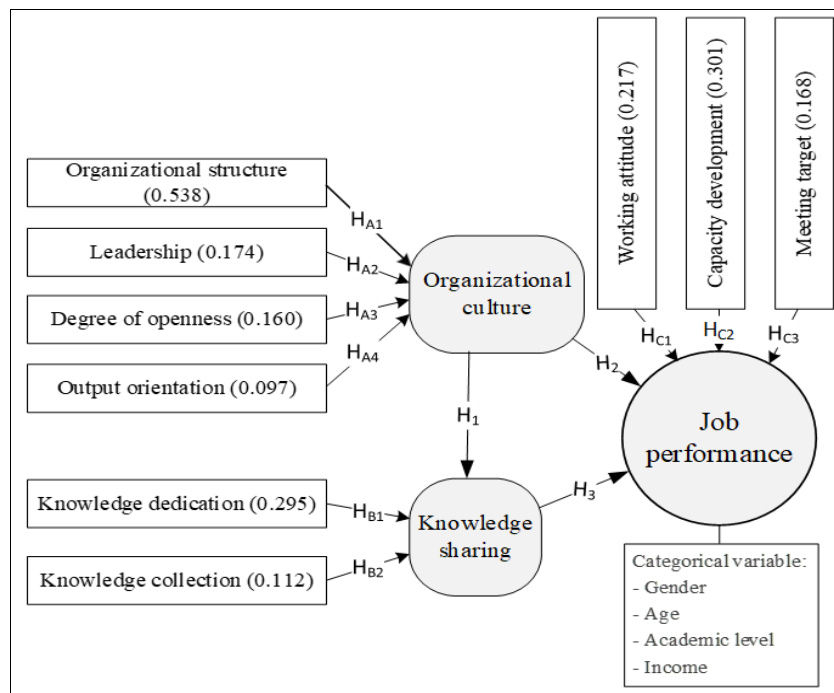
Hypothesis H_{C3}: Target meeting factor has a positive effect on Job performance. The β coefficient of this factor is 0.168, there is not enough evidence to reject the hypothesis H_{C3}.

Hypothesis H_{C2}: Capacity development factor has a positive effect on Job performance. The β coefficient of this factor is 0.301, there is not enough evidence to reject the hypothesis H_{C2}.

Hypothesis H_{C1}: Working attitude factor has a positive effect on Job performance. The coefficient β of this factor is 0.140, there is not enough evidence to reject the hypothesis H₂.

Hypothesis H₂: Organizational culture factor has a positive effect on Job performance. The β coefficient of the correlation is 0.152, there is not enough evidence to reject the hypothesis H₁.

Hypothesis H₃: Knowledge sharing factor has a positive effect on Job performance. The β coefficient of the correlation is 0.370, there is not enough evidence to reject the hypothesis H₃.



Source: Author compiled from AMOS software

Fig 6: Impact of factors on job performance (normalized)

Based on the results of regression analysis, the author redraws the model showing the correlation between the model's factors as shown in Fig 6. The model in this figure is the basis for determining the weight value of the AHP multi-objective optimization analysis process and proposing some solutions to improve job performance through knowledge sharing.

6. Discussion of research results

Research results show that organizational culture and knowledge sharing have an influence on the job performance of bank employees. (Normalized coefficient of

organizational culture -> job performance is 0.14 and knowledge sharing -> job performance is 0.37). In which, organizational structure is the most important predictor of organizational culture (normalization coefficient of organizational structure -> organizational culture is 0.538). At the same time, Leadership and Degree of openness are the best predictors of employee performance at joint stock commercial banks in Ho Chi Minh City (Fig 6).

In short, joint stock commercial banks in Ho Chi Minh City that bring an effective and understandable organizational culture will bring efficiency to the organization. This research result is similar to the studies of Jepakorir (2017) [5],

Geeganage (2014), Shah (2012) in showing a positive relationship between organizational culture and job performance of bank employees.

The direct correlation between Knowledge sharing and Job performance is 0.37 (normalized), the finding of this study demonstrates the importance of knowledge sharing in ensuring employee performance of the employees at Joint-stock commercial bank in Ho Chi Minh City. Therefore, it is necessary to establish operating environments that meet the requirements of knowledge sharing for employees. In addition, Knowledge dedication is the most important predictor of Knowledge sharing (the normalized coefficient of knowledge dedication \rightarrow knowledge sharing is 0.295). Therefore, joint-stock commercial banks need to establish and maintain a mechanism to ensure the "giving" of knowledge in order to maintain the overall performance of the organization. Joint Stock Commercial Bank needs to maintain a reward mechanism based on work targets and implementing fair behaviors that will bring about quick adaptation of new members and providing the organization with a homogeneous workforce as well as the high overall performance of the organization. This result is similar to the studies of Tseng (2011), Huu Nghi (2018) [3] and Hai Yen (2015) in showing a positive relationship between Knowledge sharing and Job performance.

Finally, there is the correlation between Organizational culture and Knowledge sharing (normalized correlation coefficient is 0.15). The findings of this study demonstrate the importance of Organizational culture in ensuring the environment for Knowledge sharing as well as ensuring the Job efficiency of Joint stock commercial bank employees in Ho Chi Minh City. Organizational culture in joint stock commercial banks is expressed through unified values, beliefs and standards to improve both effectiveness, efficiency and mutual understanding among employees. Simultaneously, organizational culture helps reduce negative behaviors, and even attracts workers from different cultures to work together in a flow of work. This result is similar to the studies of Karatepe (2006), Mueller (2012), Phuong and Son (2018), Men and Dung (2018) and Shahzad (2012). In summary, joint stock commercial banks in Ho Chi Minh City that bring an effective and understandable organizational culture will bring benefits for knowledge sharing and job performance.

7. Conclusion

This study has supplemented the academic knowledge by determining the job performance of employees through organizational culture background and knowledge sharing. Organizational structure is a key aspect of Organizational culture and Knowledge Dedication is a key aspect of Knowledge sharing. In addition, Knowledge Dedication strongly affects the job performance of joint-stock commercial bank employees in Ho Chi Minh City.

The findings from the results of this study can lead to the development of strategies to improve organizational culture by means of organizational structure. In addition, in order to improve the job performance of bank employees, it is necessary to promote the implementation of knowledge dedication to create a knowledge sharing environment.

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