ISSN 2409-2665
Journal of Logistics, Informatics and Service Science
Vol. 10 (2023) No.2, pp.125-137
DOI:10.33168/JLISS.2023.0209

A Case Study on the Relationship between Organizational Culture, Knowledge Sharing and Job Performance of Bank Employees

Cao Thanh Binh [1], Vuong Duc Hoang Quan[2] and Dinh Ba Hung Anh [3]

[1] Hong Bang International University

[2] Vietnam National Institute of Occupational Safety and Health (VNNIOSH)

[3] Department of Industrial System Engineering, Faculty of Mechanical Engineering, Ho Chi Minh City University of Technology (HCMUT), 268 Ly Thuong Kiet Street, District 10, Ho Chi Minh City, Vietnam

anhdbh@hcmut.edu.vn (Corresponding author)

Abstract. This paper is carried out to analyze the associations among organizational culture, knowledge sharing and job performance of bank employees in joint stock commercial banks in Ho Chi Minh City. Collecting data about knowledge sharing uses an official questionnaire with a sample size of 569. The paper used the Cronbach's Alpha criteria for analyse the reliability of the questionable, 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 the same impact of knowledge sharing on job performance at every level.
- The AHP process support tool for analyzing and selecting the optimal policy for the bank staff. The paper has pointed out the limitations and also given new research directions in the future.

Keywords: Organizational culture, Knowledge sharing, Bank employee performance, Structural Equation Model SEM, 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 (Kucharska and Wildowicz, 2017; Masa'deh et al., 2016, Mueller, 2013). 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. The study inherits the results of many researchers and scientists around the world on the approach, analytical methods, analytical content and policy implications of Organizational Culture, Knowledge sharing to employee performance. From there, the study applied qualitative methods, conducted preliminary questionnaire development, preliminary survey, and edited to get the official questionnaire. Quantitative methods are used to analyze data to determine the causal link between organizational culture and job performance through knowledge sharing behavior of bank employees. This is an important scientific basis of research to develop solutions to improve work efficiency for joint stock commercial banks. The study is the first to study the relationship between these relationships of joint stock commercial bank employees in Vietnam and abroad. The study also uses a combination of AHP process to select policies, methods and tools for reliability analysis, exploratory factor analysis (EFA), confirmatory factor analysis (CFA) and linear structural analysis (SEM); to analyze data to determine the causal relationship between organizational culture and job performance through knowledge sharing. 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. Literature Review

The theoretical basis of the article is related to the following topics: organizational culture, knowledge sharing and job performance. Organizational culture has the role of linking members into a community of sympathy, mutual benefit and common destiny; create stability by setting standards to guide members to follow the common purpose of the organization voluntarily and voluntarily. Selected and created cultural factors act as a mechanism for affirming organizational goals, guiding and shaping mutual behaviors among members of the organization, between individuals and organizations, and between members and leaders. This concept is drawn from statements from Black (2016), Eldridge and Crombie (2013) and Serpa (2016).

Similar, the concept of knowledge sharing used in this article "is the process of giving knowledge to colleagues and at the same time acquiring knowledge that is lacking or needs to be supplemented for the employee's working process". Knowledge sharing is a parallel process where each individual contributes and receives knowledge in relation to his or her colleagues and to the organization. Authors Hooff and Weenen, (2004), Tsui et al., (2006) have stated the same concept in their research. Finally, the concept of job performance includes three components: Working attitude (Allen, 2020; Anantatmula, 2007), Capacity development (Babin and Boles, 1998; Galbraith, 2021) and Goal Accomplishment (Allen and Griffeth, 2001; Hair et al, 2010).

3. Research Hypotheses and Models

3.1 Research gap

The literature review shows that the majority of studies have focused on determining the impact of Organizational culture on Knowledge sharing or Knowledge-sharing on organizational performance as well as the interaction between Organizational culture and organizational performance. No studies have

been found to determine the simultaneous, in the way of direct or indirect impact of Organizational culture on Knowledge sharing; the impact of Knowledge sharing to individual results in the field of joint stock commercial banking. The above mentioned things are considered as research gaps and is focused in this article.

Limitations of previous studies also include: The model of organizational culture factors, knowledge sharing and job performance of previous studies has been only for manufacturing and service enterprises, so that model is not suitable for commercial banks (previous research has not evaluated simultaneously the direct and indirect effect of the factors).

3.2 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 Figure 1.

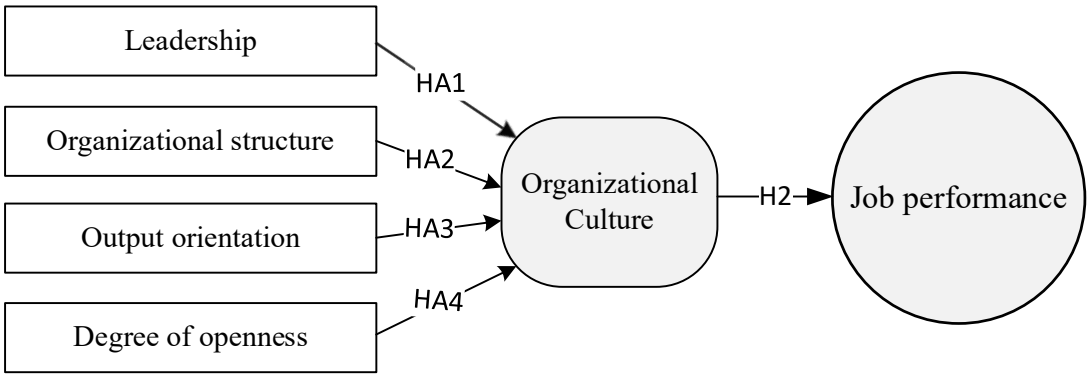


Fig. 1: Impact of Organizational Culture on Job performance

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: Degree of openness has a positive influence on the organizational culture in joint stock commercial banks. And H2: Organizational culture has a positive impact on job performance in joint stock commercial banks.

Hypotheses to evaluate the impact of Knowledge sharing on Job performance are described in Figure 2.

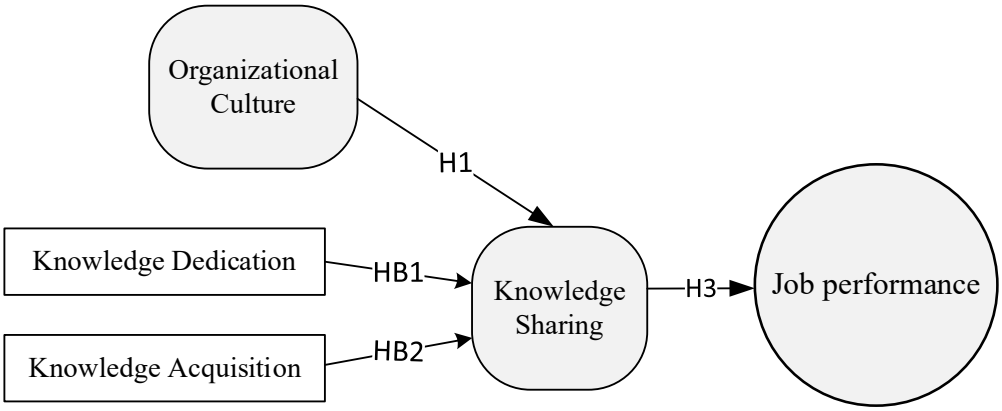


Fig. 2: Impact of Knowledge sharing on Job performance

HB1: Knowledge Dedication has a positive effect on Knowledge Sharing in joint stock commercial banks.

HB2: Knowledge Acquisition has a positive effect on Knowledge Sharing in joint stock commercial banks. H1: Organizational Culture has a positive impact on Knowledge Sharing in joint stock commercial banks.

H3: Knowledge Sharing has a positive effect on Job performance in joint stock commercial banks. Finally, there is a group of hypotheses describing job performance.

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: Goal Accomplishment has a positive effect on job performance in joint stock commercial banks.

The model with 3 groups of factors showing the impact of organizational culture and knowledge sharing on the job performance of joint stock commercial bank employees in Ho Chi Minh City is presented in Figure 3 as follows.

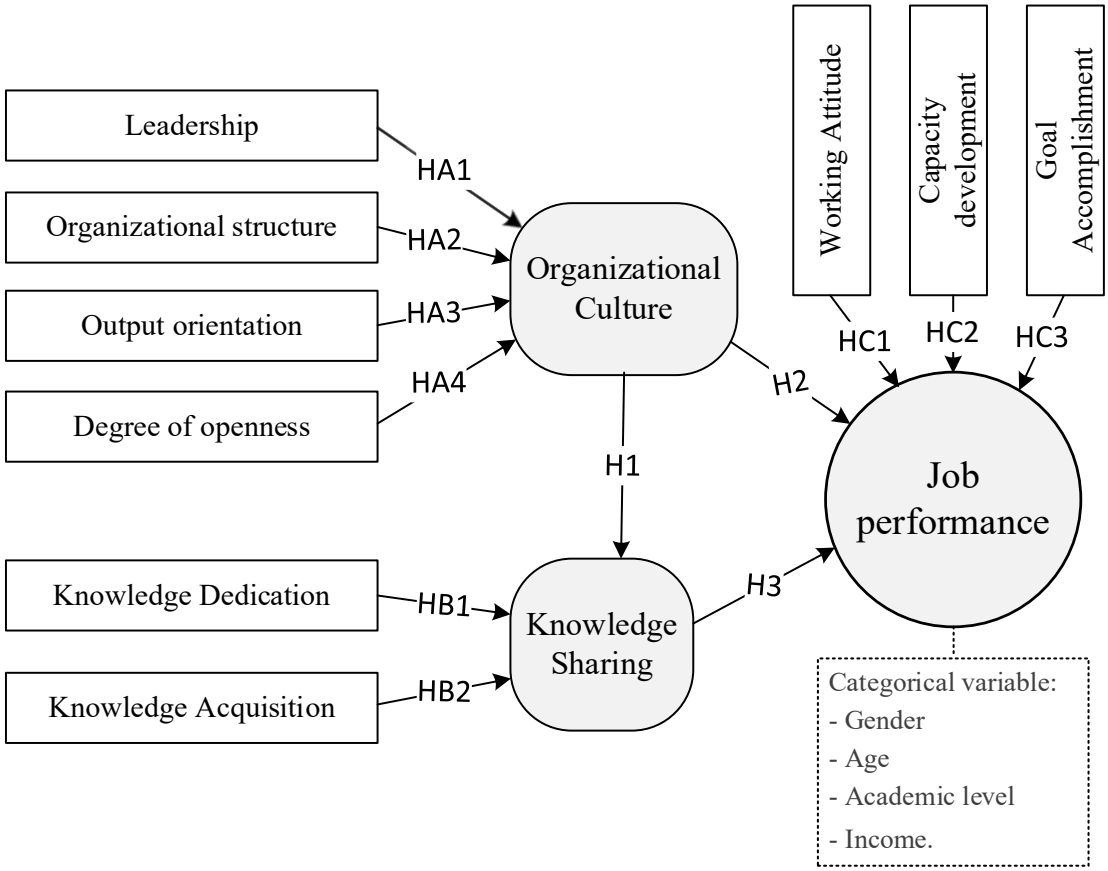


Fig. 3: Proposed Research Model (Source: Author's recommendation, 2023)

4. 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. 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 Figure 4 below.

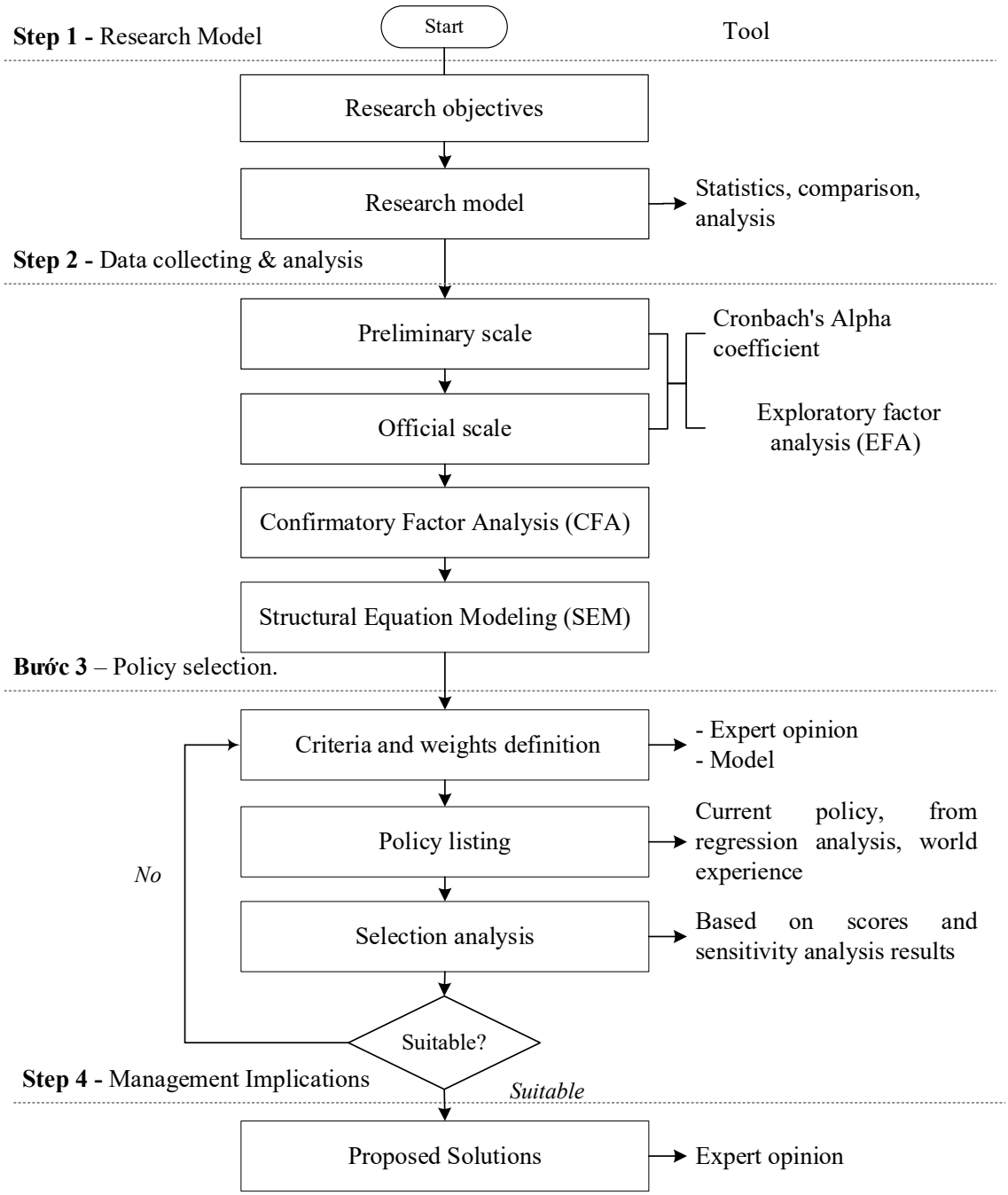


Fig. 4: Research Process

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

Step 2 – Collect and analyze data. Use questionnaires to collect data. Data analysis; research using Cronbach's Alpha coefficient to analyze the reliability of the scale, exploratory factor analysis EFA, confirmatory factor analysis CFA and Structural Equation Modeling analysis SEM for data analysis to determine the causal relationship between organizational culture and job performance through knowledge sharing.

Step 3 – Select *a policy.* Use the model results in Step 2 to suggest policy. In addition, the process of using policies related to knowledge sharing is being implemented at joint stock commercial banks in Ho Chi Minh City with policy experiences that have been successfully implemented in the world as

input to the AHP process. Evaluate solution selection based on AHP multi-objective optimization process with weights of criteria determined using expert methods, the alternative scores are 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 same weighted criteria 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. 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 research subjects and experts.

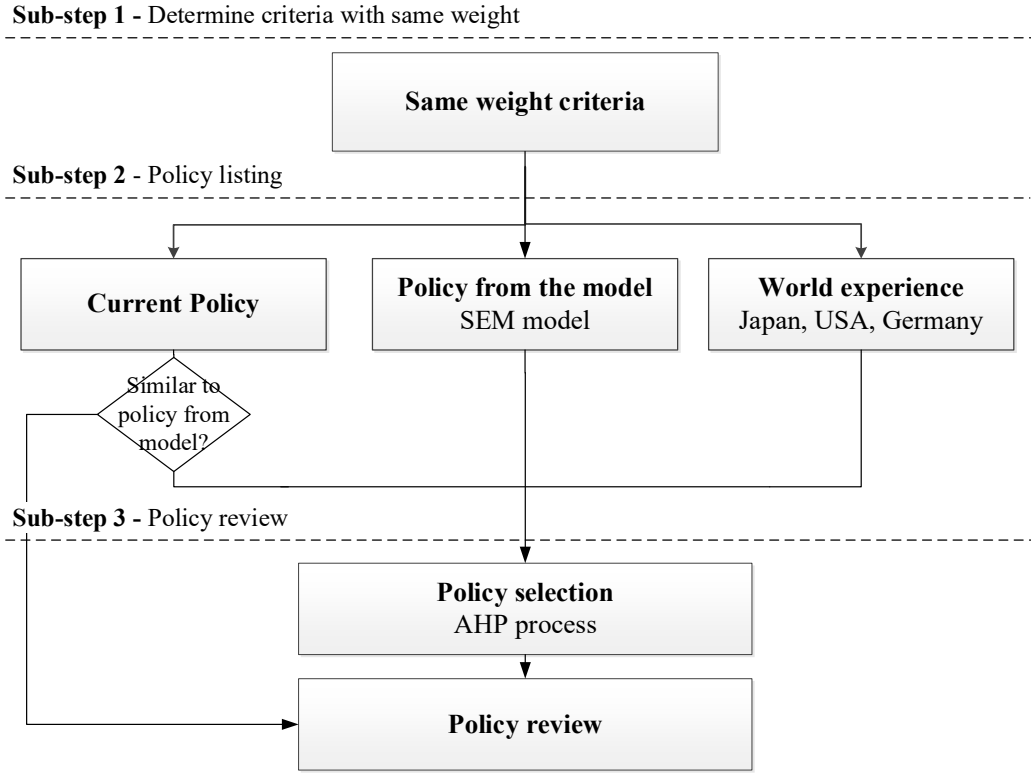


Fig. 5: The AHP process supports policy development to promote knowledge sharing (Tran Vinh, 2015)

Step 4 – Managerial Implications. Experts use scores, sensitivity and experience to imply policies.

5. Results

5.1 Results of structural equation modeling analysis

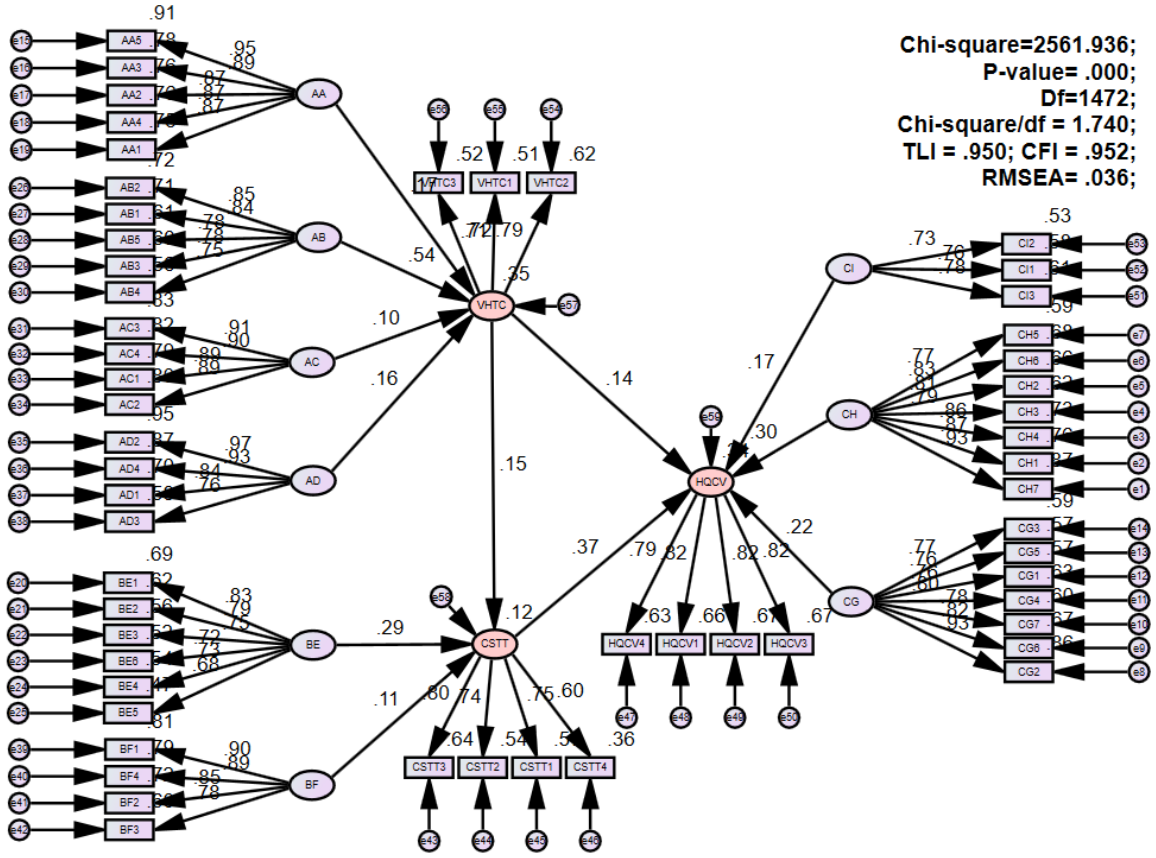
Conduct SEM structural equation model to evaluate the fit of research data with the theoretical model presented in Table 1 and Figure 5.

Table 1. The results of the evaluation of structural equation model

Index	Value	Reference	Evaluate
p-value (χ2)	0,000	p-value > 0,05	Inappropriate
Chi-square adjusted for degrees of freedom	1,740	χ^2/df ≤ 5	Appropriate
TLI	0,950	TLI > 0,900	Appropriate
CFI	0,952	CFI > 0,900	Appropriate
RMSEA	0,036	RMSEA < 0,08	Appropriate

(Source: Author compiled from AMOS software, 2023)

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 (Figure 6), so the conclusion that the SEM structural equation model is appropriate.



(Source: Author compiled from AMOS software, 2023)

Fig.6: Normalized structural equation modeling Results

5.2 Results of testing the multi-group structure

Multi-group structure test aims to determine the influence of groups (qualitative variables) on the relationship between factors in the research model. This test considers the variable model and the invariant model (partial). In the variable model, the estimated parameters in each model of the groups are not constrained. In the invariant model, the measurement component is not constrained, but the relationships between the concepts in the constrained research model are equally valid for all groups. Chi-square test was used to compare these two models. Hypothesis H0: There is no difference between the Chi-square of the variable model and the invariant model and Hypothesis H1: There is a difference. With the gender categorical variable: The p-value for the difference Chi-square (12,259) and df (12) is

0.425 > 0.05. Therefore, it should be concluded that there is no difference in the relationship between organizational culture, knowledge sharing behavior and job performance of bank employees between male and female gender groups.

Similarly, with age categorical variable: The p-value for the difference Chi-square (33.572) and df (36) is 0.585 > 0.05. It should be concluded that there is no difference in the relationship between organizational culture, knowledge sharing behavior and job performance of bank employees among age groups. Income categorical variable: The p-value for the difference Chi-square (43.491) and df (36) is 0.183 > 0.05. Therefore, it is concluded that there is no difference in the relationship between organizational culture, knowledge sharing behavior and job performance of bank employees among income groups. Last but not least, with the classifier variable: The p-value for the difference Chi-square (44,945) and df (36) is 0.146 > 0.05. Therefore, it should be concluded that there is no difference in the relationship between organizational culture, knowledge sharing behavior and job performance of bank employees among the groups of qualifications.

5.3 Results analysis and hypotheses 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
ORGANIZATIONAL CULTURE	<---	LS(AA)	.132	.032	4.149	***
ORGANIZATIONAL CULTURE	<---	OS(AB)	.388	.035	11.193	***
ORGANIZATIONAL CULTURE	<---	OO(AC)	.090	.039	2.317	.021
ORGANIZATIONAL CULTURE	<---	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)	<---	ORGANIZATIONAL CULTURE	.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)	<---	ORGANIZATIONAL CULTURE	.085	.027	3.184	.001
JE (HQCV)	<---	KS (CSTT)	.200	.025	8.039	***

(Source: Author compiled from AMOS software, 2023)

Hypothesis conclusions

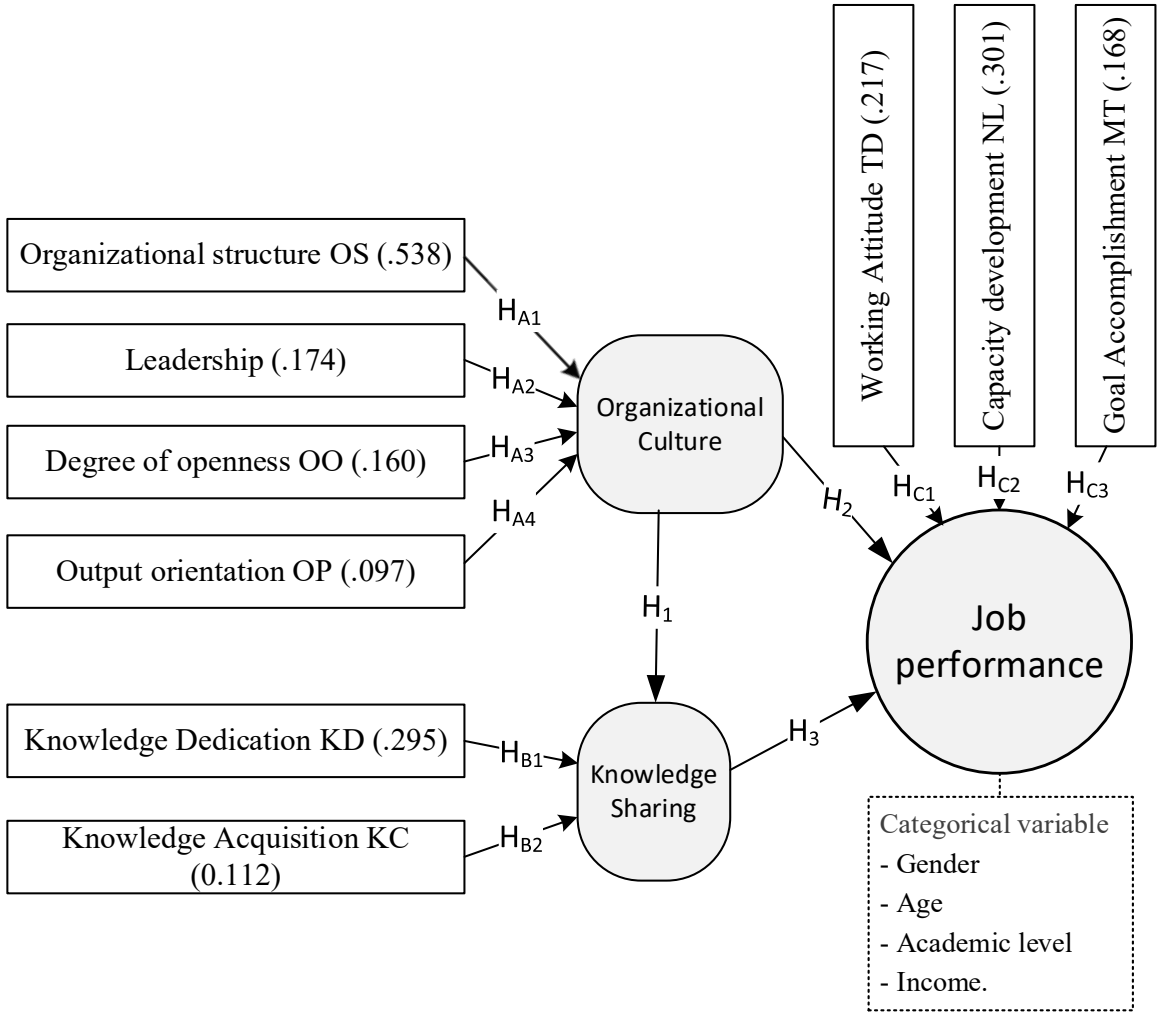
Hypothesis HA1:Leadership has a positive influence on *organizational culture.* The β coefficient of this factor is 0.174, the conclusion is not enough evidence to reject the hypothesis HA1.

Hypothesis HA2: Organizational structure OS has a positive influence on *organizational culture.* The β coefficient of this factor is 0.538, the conclusion is not enough evidence to reject the hypothesis HA2.

Hypothesis HA3: Output orientation OO has a positive influence on *Organizational Culture.* The β coefficient of this factor is 0.160, The conclusion is not enough evidence to reject the hypothesis H1.3.

Hypothesis HA4: Degree of openness has a positive effect on *organizational culture.* The β coefficient of this factor is 0.097, the conclusion is not enough evidence to reject the hypothesis HA4.
Hypothesis HB1: Knowledge dedication KD has a positive effect on *Knowledge Sharing.* The β coefficient of this factor is 0.295, the conclusion is not enough evidence to reject the hypothesis HB1.
Hypothesis HB2: Knowledge acquisition KC has a positive effect on *Knowledge Sharing.* The β coefficient of this factor is 0.112, the conclusion is not enough evidence to reject the hypothesis HB2.
Hypothesis H1: Organizational culture has a positive influence on *knowledge sharing.* The β coefficient of the correlation is 0.152, the conclusion is not enough evidence to reject the hypothesis H1.
Hypothesis HC3: Goal Ascomplishment MT has a positive effect on *Job performance.* The β coefficient of this factor is 0.168, the conclusion is not enough evidence to reject the hypothesis HC3.
Hypothesis HC2: Capacity Development has a positive effect on *Job performance.* The β coefficient of this factor is 0.301, the conclusion is not enough evidence to reject the hypothesis HC2.
Hypothesis HC1: Working Attitude TD has a positive effect on *Job performance.* The coefficient β of this factor is 0.140, the conclusion is not enough evidence to reject the hypothesis H2.
Hypothesis H2: Organizational Culture has a positive effect on *Job performance.* The β coefficient of the correlation is 0.152, the conclusion is not enough evidence to reject the hypothesis H1.
Hypothesis H3: Knowledge Sharing has a positive effect on *Job performance.* The β coefficient of the correlation is 0.370, the conclusion is not enough evidence to reject the hypothesis H3.

The resulting model assigned regression coefficients is shown in Figure 7 below.



(Source: Compiled from AMOS software, 2023)

Fig. 7: 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 Figure 6. The model in this figure is also the basis for determining the weight value of the AHP multi-objective optimization analysis process and is also the basis for proposing some solutions to improve job performance through knowledge sharing.

6. Results Discussion

Research results indicate that organizational culture and knowledge sharing have an influence on the job performance of bank employees. (normalization coefficient of Organizational Culture -> Job Performance is equal to 0.14 and Knowledge Sharing ->Job Performance is equal to 0.37). In which, organizational structure is the most important predictor of Organizational Culture (normalization coefficient OS ->Organizational Culture is 0.538). At the same time, Leadership and Degree of openness are the best predictors of Job performance at Joint Stock Commercial Banks in Ho Chi Minh City (Figure 6).

In short, joint stock commercial banks in Ho Chi Minh City should provide an effective and easy-to-understand organizational culture that will bring efficiency to the organization. The results of this study are similar to the studies of Jepkorir (2017), Geeganage (2014), Shah (2012) in showing a positive relationship between organizational culture and Bank employee performance.

The direct correlation between Knowledge Sharing and Jon performance is 0.37 (normalized), the findings of this study demonstrate the importance of knowledge sharing in ensuring employee performance of joint stock commercial banks 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 (normalization coefficient KD -> monetary policy is 0.295). Therefore, joint stock commercial banks need to establish and maintain a mechanism to ensure the "give and receive" 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, practice fair behavior leads to rapid adaptation of new members, a homogeneous workforce, and higher work results. This result is similar to the studies of Tseng (2011), Huu Nghi (2018) 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 performance 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 efficiency and mutual understanding among employees. At the same time, 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 should bring an effective and understandable organizational culture that will bring benefits of knowledge sharing and job performance.

In addition, the analysis results of Step 3 (Apply the AHP multi-objective optimization process for policy analysis, selection, and implementation) are not presented in the content of this paper.

7. Conclusion

This study has supplemented the academic knowledge by determining the Bank's Employee Performance through the Organizational Culture and Knowledge Sharing. Organizational Structure is a key aspect of Organizational Culture and Knowledge Dedication is a key aspect of Knowledge Dedication. 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 may 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.

Acknowledgement

We acknowledge Ho Chi Minh City University of Technology (HCMUT), VNU-HCM for supporting this study.

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