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Research Effectiveness of Corporate Culture to Work Motivation Atlilama 7 Joint Stock Company

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Abstract:

Organizational culture as a subject of formal study has captured the interest of a variety of researchers (e.g., Denison, 1990; Schein, 2004). The literature on this topic falls broadly into two main schools of thought. One school takes a phenomenological approach and focuses on understanding the concept and defining the meaning of culture (eg, A llaire & Firsirotu, 1984; Martin, 1992; Meek, 1988). Another school takes the functionalist approach and focuses on the consequences of organizational culture. Empirical research has largely been on the functionalist perspective with impressive evidence on the role of organizational culture for firm outcomes (e.g., Calori & Sarnin, 1991; Denison, 2000). This paper goes towards 2nd purpose to study the impact of these factors Corporate culture (CC) to Motivation Work (MW). Since then built models depth study of the relationship CC to the MW research and application in practice in Lilama7. The study results showed that the factors that CC has a strong impact on workers' MW Lilama7.

Keywords: Motivation work, corporate culture

1. Introduction

Corporate culture currently has been considered as a part of social capital creating intangible asset for determining a sustainable development of firms. Thus, building corporate building plays an important role in making competitive advantage of firms, boosting working motivation and loyalty of employees (Noe, 2013). It is even more essential to research deeply on the working motivation, loyalty, their stimulating factors in tough working environment (Bard & Moore, 2000). The corporate culture can push up innovation in firms, productivity and motivation for employees (Calori & Sarnin, 1991).

If managers could build appropriate corporate culture, the culture will help in improving the firm's performance (Ashkanasy et al., 2000). Moreover, other researchers conclude that corporate culture is the key to enhance firm's performance, boost working motivation. (Wanda Roos, 2005). Upgrading corporate culture also results in employee's satisfaction and higher working motivation. Meanwhile Lilama7 well as enterprises with workplace stress, difficult to recruit workers, workers in different regions should research the corporate culture is essential in promoting workers' MW. Farhaan Arman (2009): "Employees are motivated, they work 80-90% efficiency, lower quit rate, low sabbatical". So "Research Effectiveness of Corporate Culture to Motivation Work At Lilama 7 Joint Stock Company", to help businesses identify the factors most strongly impact of corporate culture on motivation work since then recommend solutions and develop strategies for human resource time comes.

2. Literature Review and Research Framework

2.1. Definitions

2.1.1. Corporate Culture

According to Hofstede (2001), corporate culture (CO) has become an academic issue in the United States from 1979 and appeared frequently in those years. Hofstede defines CO as the value system that is commonly accepted and widely announced, in a certain group, at a certain time. Currently, CO has become a controversial concept, both in theory and in reality. It continued to expand in different aspects because new definitions come out continuously.

Denison (1990) argues that culture refers to the underlying values, beliefs and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles

Schein (2004) has synthesized factors to describe corporate culture, including behavior patterns, group standards, shared values, norms, rules, atmosphere, inherited skills and morals, typical metaphor or assumptions, symbols and festivals.

Based on the above mentioned definition of culture and empirical researches, culture in this paper can be defined: Corporate culture is a soul part of firm, creating distinctive characteristic for firm and be able to make difference with others. Corporate culture is product of all employees and adapts need of a sustainable value. Corporate culture makes a common belief and be motivation for loyalty, pushing up employees to gather for an overall objective of firm.

2.1.2. Working Motivation

Van Niekerk (1987) regarded motivation at workplace as created by the workplace environment and conditions that exert an influence on workers to perform some kind of activity by their own wish. According to him, workers want to reach some specific goals to have an inner satisfaction and to satisfy their own needs. Pinder (1998) gave his idea by keeping in mind the work place of organizations. He explained work motivation as a set of internal and external forces that help in initiating behaviours that are work related. According to the definition of Pinder, work motivation has features that are invisible, and they are created from a person's inner self and that researchers therefore must rely on the theories that are already established in order to have some guidance in measuring work motivation.

For the purpose of this particular study, employee motivation is taken as an instinctive force, that is maintained and shaped by a set of personal characteristics as well as workforce characteristics, that depend on the particular needs and motives of the workers.

As it is already mentioned above, the concept of motivation is of very high importance with regard to the effectiveness of an organization, as many researches show that motivation creates a link between job satisfaction and job performance of the employees, and job performance is the determinant of profitability and success of the organization. So, in order to make their employees optimally motivated, it is necessary for an organization to focus on the factors in job content that result in employee motivation and job satisfaction.

It is quite necessary for the managers and leaders to have a good knowledge about different motivational theories in order to have an effective management. Managers and leaders would need to choose the right theory to motivate a particular person in a particular situation and therefore have higher-performing and more satisfied employees.

Frederick Herzberg (1966) did not base on demand satisfaction, expectation or equality to develop motivation theory but the relationship between an individual and work and the attitude towards work, this relationship determine whether he/she succeeds or fails.

Herberzg supposed that there are internal factors (Motivators) and external factors (Maitaining factors) beside satisfaction and dissatisfaction, these factors relates to working motivation in the relationship between work and attitude. In the scope of this research, the author support view of Herzberg in "The motivation to work" which stated that motivation is the desire and willingness of employee to make progress to achieve organizational goals.

2.2. The Relationship between Corporate Culture and Working Motivation

Working motivation is the important factor relating to how people feel about their work, the level of determination, commitment and satisfaction. Research of Schneider và Synder (1975) has proved that there is an interdependent relationship between corporate culture and working motivation. There are evidences from previous studies that motivation and employee 's satisfaction depend on the how the corporate culture align organizational goals (Sempane et al. (2002). Research of Wiscombe (2002, p.46) claimed that corporate culture with recognition and reward system generates working motivation. According to Clarke (2001), competitive environment for acquiring talents makes keeping excellent employee stay essential for the development of firms, firms now recognize that they have to build a more attractive corporate culture to generate working motivation among their employees.

Employees with working motivation feel proud when they do their tasks and they also feel responsible for firm's success. This raised an issue among managers of how to motivate their inferiors (Du Toi, M.A, 1990). According to Hofstede (2001), recognition work done by employees motivate them work harder in the future. Motivation Work and corporate culture are linked together by 5 motives by Kanter (1989), including inspiring tasks (make them believe what they so are important), controlling program (allow employee to manage their own work), part of value creation (employee make effort to success), learning (providing opportunity to learn), and reputation (offer employee to create their own reputation). This research was further developed by Denison (1990) và Truskie (1999), which claimed that there was a strong tie between motivation and culture: strong motivation create strong working motivation.

2.3. Proposed Research Model

Literature review has showed that working motivation is very important to firm's performance because it builds strong tie between employee's satisfaction and work performance, therefore, increase profit and success for firms. One of the factors contributing largely to creating working motivation is motivating corporate culture. On the other hand, all the mentioned models corporate culture showed that assumption or values, are the core determinant of how corporate culture influence working motivation. This core determinant is hard to be recognized or observed, only explored through analyzing and evaluating awareness and behavior of organizational member. From that analysis, solutions or suggestions for corporate culture are developed.

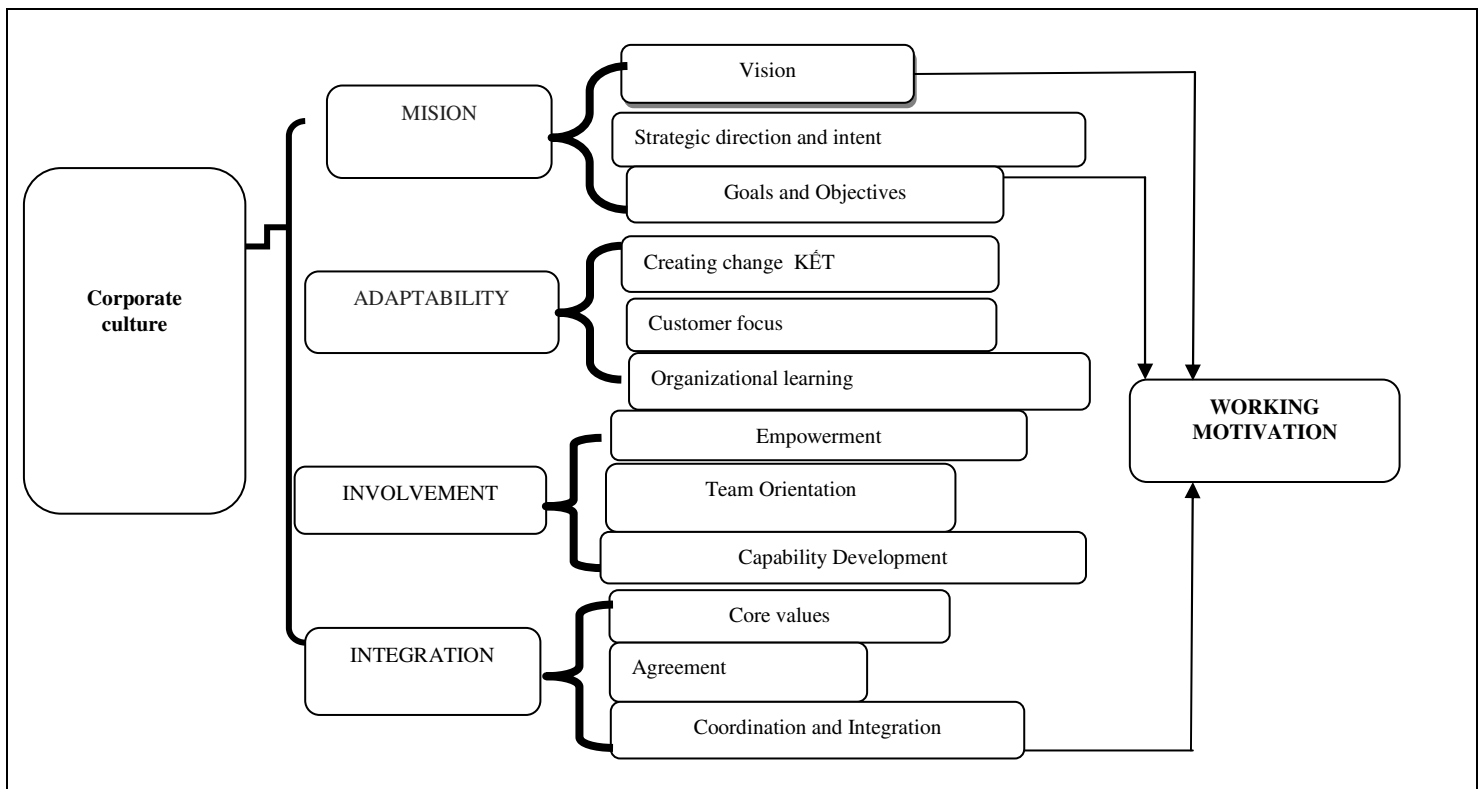


Figure 1: Proposed research model

For variables indicating constructs of the framework, firstly Capability Development

2.3.1. In This Research, the Author Used the Model by Denison (2011) for the Following Reasons

- This model provides scales and criteria to evaluate the strength of corporate culture with 4 items (adaptability, mission, consistency, and involvement); each item has 3 expressions and 2 dimensions: internal focus and external focus, Flexible and Stable.

- This model has questionnaire designed based on corporate behavior and environment with the aim to exploit both behavior and belief rather than general emotions. This model has been adapted by 5000 enterprises and academics around the world during past 20 years. It could be concluded that this model is reliable in measuring corporate culture. The Denison model answered 4 questions:

1. Do the organization have clear view about direction of development? The result will reflect the awareness of members about long term plan, or mission, which includes: (i) Strategic Direction and Intent; (ii) Goals and Objectives; (iii) Vision
2. Do the organization understand the market and customers to behave appropriately? The result will reflect the appreciation of corporate culture through effectiveness of process and systems, also called integration, including: (i) Coordination and Integration; (ii) Agreement; (iii) Core values
3. Do organization have system to enforce direction and intent effectively? The result will reflect the ability to build capability and responsibility of employee, also called involvement, including: (i) Empowerment; (ii) Team Orientation ;(iii) Capability Development.
4. Do the employee commit to the planned targets and goals? The result will reflect the ability of firm to convert customer's need into business activities, also called as adaptability, including: (i) Organizational Learning; (ii) Customer Focus; and (iii) Creating Change.

Denison model brings users clear advantages in evaluating corporate culture:

- (1) Attain baseline assessment of current cultural strengths and weaknesses.
- (2) Allow the determination of which content or scope of culture need improvements
- (3) Align leadership direction with corporate culture

Therefore, the author used Dainel Denison (2000) to design the questionnaire for investigating the proposed development intent to give evaluation about success and limitations of corporate culture.

2.3.2. Secondly, Scale of Motivational Factors

Research of Sjoberg và Lind (1994) proposed a scale to measure working motivation which includes 12 items and has been widely applied in the industry and service. Based on this research as well as author's studies: "The study of factors that affect the motivation of employees working directly at attracting production" in 2014 and "The study of factors affecting the motivation of the staff working in the mechanical engineering industry key economic region Central point" in 2015, the author developed a scale for measuring working motivation as follow:

Item	Explanation
ĐLLV1	I am motivated by work
ĐLLV2	I am motivated by job tasks and assignment
ĐLLV3	I would like my family members and relatives choose the similar job
ĐLLV4	I am always in good mood at work
ĐLLV5	I highly appreciate the reward system
ĐLLV6	I want to spend more time for work
ĐLLV7	I am willing to bring work home
ĐLLV8	I am willing to work at lunch time
ĐLLV9	I am eager to come back to work after holiday

Table 1: Scale of Motivational Factors
Source: Author

3. Research Methodology

Process research by author taking steps as follows:

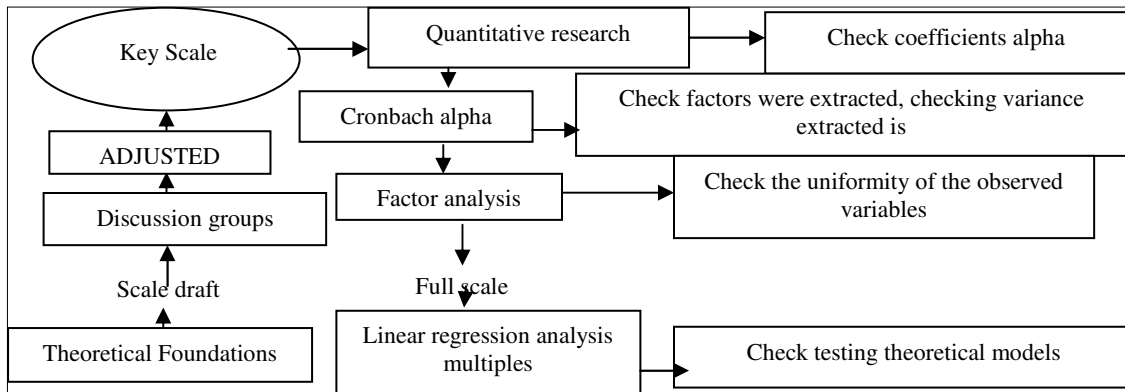


Figure 2: Research Process
Source: Author

3.1. Methods of Data Collection

According to the researchers Hair et al (1998), then to select a sample size appropriate for factor analysis discovered EFA minimum sample size $N > 5 * x$ (x: is the total number of observed variables). According Tabachnick and Fideel (1996) to conduct a regression analysis of the best way, the minimum sample size to be achieved by the formula $N > 50 + 8xm$ (where m is the independent variable). According Bentlou and Chou (1987), the number of samples for each parameter estimate is 5. Thus, in this study, the authors use variables sample with 60 observations and 12 components are: $N > \max(5 \times 60, 50 + 12 \times 8) = (300, 146) = 300$ samples. Predicting the process of questionnaire to collect data, then there are no valid questionnaires can to backup because the author will get the number of samples is 350 samples, random sampling method to send objects the employee Lilama7. The study period from 1 - 3/2016.

3.2. Data Analysis Methods

Analytical results from samples collected, tested the reliability of the scale Cronbach's alpha coefficient and factor analysis EFA (Exploratory Factor Analysis). Correlation analysis, multiple linear regression was used to test the research model, hypothesis testing and finally discuss results of data processing and analysis of causes, compared with previous studies then offer solutions.

4. Findings

4.1. The Results of the Research Sample

Samples for the study were selected by convenient method, sample size $n = 350$. After interviewing 145 votes, 205 votes directly and indirectly (by email, phone, facebook) employees through questionnaires, conducted gather, review and eliminate the questionnaire received unsatisfactory. The actual response rate was 90%. After checking the validity of 06 votes unsatisfactory (representing 1.71%) were excluded. Feedback valid votes is 309 votes (88.3%) were included in the analysis. Classification 309 participants answered by ownership gender, age, education level, working time, job location and income level nhaptruoc processor when inserted.

Sex		Age			Level (University)			Duration of work (years)			Income (million)		
Male	female	21-30	31-40	41-50	<	=	>	< 3	Từ 3-5	> 5	< 3	3-10	> 10
85.3	15.7	61.3	16	22.7	61.3	34.67	4.03	56	20	24	10.67	74.67	14.66

Table 2: Results of the study sample
unit: % Source: Survey data 2016

Comment: The rate is much higher male than female which is also typical of the industry, in the appropriate age to reality for the mechanical engineering industry often employees are aged from 21 to under 40 years of age for engineering industry Engineering profession is not hard to higher age. 7 most attracting employees with education from vocational secondary and college accounting for 61.3%, accounting for 34.67% college and remaining 4.03% have post-graduate qualifications, this rate matching the reality of the industry. People have time to work less than 3 years accounted for almost half of the sample, this shows the organization not linked to high. Employee income in the range of 3-10 million high proportion consistent with the current practice of mechanical engineering.

4.2. Results Verification Scale Corporate Culture

Evaluation results Cronbach's coefficient alpha reliability of the observed variables according to Table 3 are correlations between total variable (Corrected Item-Total Correlation) > 0.3 and Cronbach's alpha coefficients of the scales are > 0.6. Thus, all 12 scale, with 60 observed variables are used in the analysis step further factor (EFA) next.

FACTOR	Observing variables and explanation	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
VISION $\alpha = 0.763$	TN1.I have shared vision with the company	0.625	0.567
	TN2.I understand the vision of our company	0.605	0.548
	TN3. Vision of company motivates me	0.456	0.652
Strategic direction and intent $\alpha = 0.705$	DHCL1. I understand the company's strategy	0.525	0.567
	DHCL2. I believe that company strategy will succeed	0.567	0.598
	DHCL3. Company's strategy aim to achieve goals	0.434	0.602
	DHCL4. Strategy helps me to make personal plan in accordance with company strategy	0.525	0.667
	DHCL5.Strategy generates working motivation for me	0.505	0.588
	DHCL6. Company's strategies are suitable in current market and industry.	0.656	0.683
	DHCL7.I participated in shaping company's strategy	0.671	0.552
Goals and Objectives $\alpha = 0.695$	MTCV1. Goals of company are suitable with goals of market and industry	0.425	0.547
	MTCV2.Company has both long term and short term goals to motivate employee	0.467	0.508
	MTCV3. Target customers have influence on the nature of work	0.534	0.563
	MTCV4.I understand how my work contributed to goal achievement of company.	0.523	0.567
	MTCV5. Goals of company relate to strategy and vision of company	0.405	0.598
	MTCV6. Company has short term goals that help employee finish daily tasks	0.356	0.583
	MTCV7. Goals of company contribute to employee's loyalty.	0.571	0.652
Creating change $\alpha = 0.645$	DM1. I understand the external environment and behave appropriately	0.425	0.517
	DM2. I usually seek for new things and improve my work	0.405	0.546
	DM3. Company has policy to support innovation	0.456	0.552
	DM4. Innovation is recognized, rewarded and applied	0.425	0.567
Customer focus $\alpha = 0.616$	DHKH1. Company understands customer's needs	0.567	0.598
	DHKH2. Employees commit to react to change at any time	0.434	0.602
	DHKH3.Customer orientation is essential issue	0.525	0.667
	DHKH4. Company has good customer policy	0.505	0.588
	DHKH5. Employee understand customer policy	0.656	0.683
	DHKH6.Company has reward for employee with good customer service	0.671	0.552
Organizational learning $\alpha = 0.616$	TCHH1. Ability to learn is highly appreciated	0.425	0.547
	TCHH2.Company are ready to take risk, change to improve performance	0.467	0.508
	TCHH3. Sharing of knowledge among departments	0.534	0.563
	TCHH4. Company create favorable environment for learning	0.523	0.567
	TCHH5.Company has training programs	0.405	0.598
Empowerment $\alpha = 0.701$	UQ1.I am well informed and attracted by job assignments	0.356	0.583
	UQ2.I feel that I have positive influence on our company	0.571	0.652
	UQ3. I get involved in generating ideas for improvement	0.456	0.552
	UQ4. Supervisors delegate some basic task to their inferior	0.425	0.567
	UQ5. Clear delegation policy	0.567	0.598
Team orientation $\alpha = 0.681$	PHN1. Teamwork and collaborations are encouraged	0.434	0.602
	PHN2. Employee appreciate cooperation and have mutual responsibility toward shared goals	0.525	0.667
	PHN3.There is collaboration and cooperation among members and management board.	0.505	0.588

	PHN4. Clear division of tasks among teams	0.656	0.683
	PHN5. Clear conflict resolution instruction within team	0.671	0.552
	PHN6. There is trust and personal capability appreciation among teams	0.425	0.547
	PHN7. There is cooperation and integration within team	0.467	0.508
Capability development $\alpha = 0.718$	PTNL1. Employees believe that they are considered as valuable resource and their skills are improve day by day	0.534	0.563
	PTNL2. General strength of company is improved continuously	0.567	0.598
	PTNL3. Company possess essential capability to compete in current and future market	0.434	0.602
Core values $\alpha = 0.691$	GTCL1. Employees share a number of values that create strong awareness about setting expectations	0.525	0.667
	GTCL2. Leaders make role model and support for those values	0.505	0.588
	GTCL3. Employees agree on company's core values	0.656	0.683
	GTCL4. Core values are clearly communicate to employees	0.671	0.552
Agreement $\alpha = 0.734$	SDT1. Company could gain unity on important issues	0.425	0.547
	SDT2. Employees harmonize difference by constructive ways in problem – solving	0.467	0.508
	SDT3. Company have policy to compromise in case of problems	0.534	0.563
	SDT4. Members are willing to reach an agreement in problem-solving	0.523	0.567
	SDT5. Unions are good at compromising	0.405	0.598
Coordination and Integration $\alpha = 0.698$	PHGK1. Employees in different teams cooperate at work	0.356	0.583
	PHGK2. Employees give up their personal concerns and approve important activities	0.571	0.652
	PHGK3. Members in team cooperate with each other	0.456	0.552

Table 3: Item-Total Statistics

Source: Survey data 2016

4.3. The results of Analysis to Discover (EFA)

Exploring factor analysis was used to test the value of the concept of the scale, according to researchers Clack & Watson (1995), these observations have important variable load factor of less than 0.4 will be species. In this study, the method of deduction coefficient main components (Principal component) used for rotation is Varimax factors and indices represent the amount of variation is explained by a larger factor 1 (Eigenvalue > 1). Total variance values greater than or equal to 0.5 will be approved (Hair et al, 1998). Scale the corporate culture includes 12 scale, with 60 observed variables included in the factor analysis EFA, results of 12 factors drawn to the total variance equal to 71.13%, KMO = 0.701 coefficient > 0.5; significance level Sig. = 0.000 factor analysis showed that the overall correlation matrix is the identity matrix is rejected, i.e. the variables are correlated with each other and satisfy the conditions in the factor analysis. Using allows quay Varimax, sample size n = 309, the result after the type of transmission coefficient < 0.5, with 5 being removed observed variables (GTCL1, PTNL1, TCHH3, MTCV4, SDT5). The remaining 55 observed variables are introduced into further analysis to ensure the observation of the variable factor load factor coefficient greater than 0.5 and are evenly distributed on the factors. Factor analysis results showed that there are 12 factors drawn to the total variance equal to 65.68% of which showed that 12 factors explained 65.68% of the data variability.

No	Symbol	Factor											
		1	2	3	4	5	6	7	8	9	10	11	12
1	TN1	.694											
2	TN2	.645											
3	TN3	.623											
4	ĐHCL1		.814										
5	ĐHCL2		.792										
6	ĐHCL3		.746										
7	ĐHCL4		.686										
8	ĐHCL5		.689										
9	ĐHCL6		.617										
10	MTCV1		.652										
11	MTCV2			.852									
12	MTCV3			.816									
13	MTCV5			.716									
14	MTCV6			.712									
15	MTCV7			.651									
16	DM1			.622									
17	DM2			.513									
18	DM3				.843								

19	DM4				.815								
20	DHKH1				.805								
21	DHKH2				.876								
22	DHKH3				.904								
23	DHKH4					.723							
24	DHKH5					.688							
25	DHKH6					.644							
26	TCHH1						.765						
27	TCHH2						.756						
28	TCHH4						.642						
29	TCHH5						.631						
30	UQ1						.562						
31	UQ2							.901					
32	UQ3							.632					
33	UQ4							.512					
34	UQ5							.505					
35	PHN1								.756				
36	PHN2								.642				
37	PHN3								.631				
38	PHN4								.562				
39	PHN5								.523				
40	PHN6								.518				
41	PHN7									.888			
42	PTNL2									.879			
43	PTNL3									.705			
44	GTCL2										.605		
45	GTCL3										.522		
46	GTCL4										.512		
47	SDT1											.685	
48	SDT2											.648	
49	SDT3											.509	
50	SDT4											.508	
51	SDT5												.760
52	PHGK1												.656
53	PHGK2												.658
54	PHGK3												.667
55	PHGK4												.659

Table 4: Rotated Component Matrix^a

Source: Survey data 2016

According to Table 4, after the implementation of rotation, the disturbance factor between observed variables of the components should have to rename the following new elements:

Factor	Name factors	Observations
H1	Vision	TN1,TN2,TN3
H2	Strategic direction and intent	DHCL1,2,3,4,5,6, MTCV1
H3	Goals and Objectives	MTCV2,3,,5,6,7,DM1,2
H4	Creating change	DM3,4,DHKH1,2,3
H5	Customer focus	DHKH4,5,6
H6	Organizational learning	TCHH1,2,,4,5,UQ1
H7	Empowerment	UQ2,3,4,5
H8	Team orientation	PHN1,2,3,4,5,6
H9	Capability development	PHN7, PTNL2,3
H10	Core values	GTCL2,3,4
H11	Agreement	SDT1.2,3,4
H12	Coordination and Integration	SDT5,PHGK1,2,3,4

Table 5: The following factors rotation factor

Source: Survey data 2016

Work motivation scale when analyzing EFA, 9 observed variables from DLLV1 to DLLV9 of work motivation scale (overall motivation level while working) are grouped into a factor, no change was observed yet species. KMO of 0.715, equal to 60.54% of variance, coefficient of variation load factor of 9 greater than 0.5 were observed.

4.4. Check the Fit of the Model Study

4.4.1. + Correlation Analysis

Before conducting regression analysis, the authors used Pearson correlation coefficients to quantify the level of strict linear relationship between two quantitative variables, there is no distinction between independent variables and the dependent variable where all the variables are considered equally considering the correlation matrix between the variables, work motivation factors and other factors are the linear correlation > 0, so continued regression analysis.

4.4.2. + Regression Analysis

Regression analyses were conducted with 12 independent variables of the corporate culture, the author has examined the assumptions, current results show similarities between variables multicollinearity negligible (the magnification factor VIF corresponding false independent variables = 1 (and less than 10), the residuals are not normally distributed phenomena and the relationship between the residuals no violation of assumptions. the initial hypothesis the theoretical model, the regression equation looks like this:

$Y = B_0 + B_1 * X_1 + B_2 * X_2 + B_3 * X_3 + B_4 * X_4 + B_5 * X_5 + B_6 * X_6 + B_7 * X_7 + B_8 * X_8 + B_9 * X_9 + B_{10} * X_{10} + B_{11} * X_{11} + B_{12} * X_{12}$. In which: - Y is worth working dynamics - regression coefficients B0

- (X1, B1); (X2, B2); (X3, B3); (X4, B4); (X5, B5); (X6, B6); (X7, B7); (X8, B8); (X9, B9); (X10, B10);

(X11, B11); (X12, B12) the value and the corresponding regression coefficients of components in turn is Strategic

Direction and Intent; Goals and Objectives; Vision; Coordination and Integration; Agreement; Core values; Empowerment; Team Orientation; Capability Development; Organizational Learning; Customer Focus; and Creating Change.

Next, the authors conducted testing theoretical models with methods into a turn (Enter), in this way 12 independent variables and one dependent variable will be included in the model simultaneously. Results of linear regression models showed multiple coefficient of determination R2 (coefficient of determination) is 0.709 and R2 adjusted (adjusted Rsquare) is 0.716. Thus the model explains 71.6% of the impact of factors affecting work motivation of the employees. As follows:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	0.848a	0.709	0.716	0.528	1.786

Table 6: Model Summary^b

Source: Survey data 2016

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2065.224	84	24.586	86.333	.000 ^a
	Residual	285.06	225	.285		
	Total	2350.284	309			

Table 7: ANOVA^b

Source: Survey data 2016

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.589E	0,37			
Vision	0.351	0.34	0.346	8.365	.000
Strategic direction and intent	0.676	0.35	0.658	16.312	.000
Goals and Objectives	0.590	0.42	0.615	15.617	.000
Creating change	0.298	0.43	0.310	6.522	.000
Customer focus	0.495	0.36	0.495	12.841	.000
Organizational learning	0.232	0.37	0.231	5.635	.019
Empowerment	0.656	0.35	0.658	16.312	.000
Team orientation	0.586	0.42	0.615	15.617	.000
Capability development	0.398	0.43	0.315	6.522	.000
Core values	0.485	0.36	0.494	12.841	.000
Agreement	0.509	0.42	0.611	15.617	.000
Coordination and Integration	0.308	0.43	0.316	6.522	.000

Table 8: Coefficients^a

Source: Survey data 2016

With the results are presented in Table 11, all variables are statistically significant Sig = 0.000 <0.05. Observe the beta, we can see the 12 components of the corporate culture are affecting work motivation of the employees.

4.5. The Regression Equation is as Follows

$$Y = -1.589 + 0.676 * X_2 + 0.656 * X_7 + 0.590 * X_3 + 0.586 * X_8 + 0.509 * X_{11} + 0.495 * X_5 + 0.485 * X_{10} + 0.398 * X_9 + 0.351 * X_{11} + 0.308 * X_{12} + 0.298 * X_4 + 0.232 * X_6$$

Work Motivation = -1.589 + 0.676 * Strategic direction and intent + 0.656 * Empowerment + 0.590 * Goals and Objectives + 0.586 * Team orientation + 0.509 * Agreement + 0.495 * Customer focus + 0.398 * Capability development + 0.351 * Vision + 0.308 * Coordination and Integration + 0.298 * Creating change + 0.232 * Organizational learning.

The regression equation suggests working motivation of employees LILAMA7 linear relationship proportional to Strategic Direction and Intent; Goals and Objectives; Vision; Coordination and Integration; Agreement; Core values; Empowerment; Team Orientation; Capability Development; Organizational Learning; Customer Focus; and Creating Change. That is oriented to work, Strategic direction and intent, Empowerment and Goals and Objectives most impact on work motivation of workers. Results of linear regression models showed multiple coefficient of determination R² (coefficient of determination) is 0.709 and R² adjusted (adjusted R-square) is 0.716. Thus, the model explained 71.6% of the impact of factors affecting the motivation of workers. Through regression equation above we see the importance of the variables in the model, namely the degree of orientation work increased by 1 unit, work motivation level is increased average unit 0.676 conditions fixed in the remaining factors. Similarly, when the level of Empowerment; Goals and Objectives; Team orientation; Agreement; Customer focus; Capability development; Vision; Coordination and Integration; Creating change; Organizational learning increased by 1 unit you and the other factors constant, this will increase the motivation to work average is .656, respectively; 0.590; 0.586; 0.509; 0.495; 0.398; 0.351; 0.308; 0.298; 0.232.

After taking two of the drawing tools are software SPSS charts and graphs PP Histogram plot to detect a violation of the normal distribution assumption authors found residuals normally distributed with mean values close 0, its standard deviation close to 1 (= 0.958), which means that data normally distributed residuals. Followed by verification of the independence of the remainder, the authors used statistical quantities Drbin-Watson (d) for inspection. Statistical data get d = 1.798, the independence of the remainder was secured.

4.6. Statistical Results Work Motivation Levels of Employees

According to statistical results Table 9 shows workers assess the level of Strategic Direction and Intent; Goals and Objectives; Coordination and Integration; Agreement; Core values; Team Orientation; Capability Development; Organizational Learning; Customer Focus; and Creating Change rather moderately high. The highest in the table is the vision at the lowest 4.00 a combination mounting, Empowerment levels of 3.09 and 3.32 motivation to work.

	Factor	N	Mean	Std. Error of the Estimate
1	Vision	309	4.00	0.0518
2	Strategic direction and intent	309	3.95	0.0515
3	Goals and Objectives	309	3.44	0.0514
4	Creating change	309	3.21	0.0615
5	Customer focus	309	3.15	0.0617
6	Organizational learning	309	3.12	0.0665
7	Empowerment	309	3.09	0.0600
8	Team orientation	309	3.43	0.0514
9	Capability development	309	3.28	0.0615
10	Core values	309	3.14	0.0617
11	Agreement	309	3.13	0.0665
12	Coordination and Integration	309	3.09	0.0600
	Work motivation	309	3.32	0.0598

Table 9: Correlations
Source: Survey data 2016

5. Conclusion

This study tested the model of structural relationships between factors of corporate culture on the motivation of the employees work attracting 7. The survey results and survey the employees currently working at attracting 7 pointed out some suggestions to increase motivation to work is to build and develop the corporate culture for Lilama7 as follows:

First, Lilama7 be aware of the importance and the necessity of building a corporate culture, to build policies and measures to develop appropriate corporate culture and integral to the business. Policies and measures to develop the platform is built on a clear business philosophy, with the consent and consensus of all officials and employees in the business. Practical experience from Lilama7 also suggests choosing the members have shared values with corporate values and culture go hand in building the business is moving in the right direction and effectiveness.

Second, the corporate culture is inseparable Lilama7 business strategy. Business strategy is a factor ahead, development-oriented corporate culture.

Third, develop a strong corporate culture is Lilama7 branding, penetrates into every member of the organization, creating standards of conduct and behavior with customers, will make a strong mark recognized customer experience, create identity and image and is also the core of the brand Lilama7. Employees are immediately close attention from recruitment, then the orientation behavior under the philosophy of Lilama7.

Fourth, leaders who laid the foundation and development of corporate culture. The business philosophy and strategic direction is often the product of leadership. Leadership is also a proponent and implementation of management policies, decision to appoint a selection or specific people in important positions. Also, leadership is a symbol, representing the image of a business VH, so regardless Lilama7 the promotion and recruitment of leaders.

Finally, the corporate culture is the human, organizational culture is a set of thinking and approach of staff in the enterprise. Therefore, developing successful corporate culture requires promoting proactive role of the staff involved in the development of corporate culture.

In summary develop corporate culture is an important solution to improve work motivation for employees in order to increase the competitiveness and performance of Lilama7. Develop corporate culture requires Lilama7 must have tools to review, assess overall corporate culture, employee behavior associated with the policies and management philosophy. The experience from the survey also showed that, using the model Denison, an assessment model corporate culture is appreciated world, there should be combined with the method of interview and questionnaire development criteria corporate culture to assess damage to real Erection Corporation Vietnam. At the same time, the simultaneous assessment of corporate culture as a group member companies in attracting, as the database for the comparison completecorporate culture, is a requirement to consider in the next study.

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