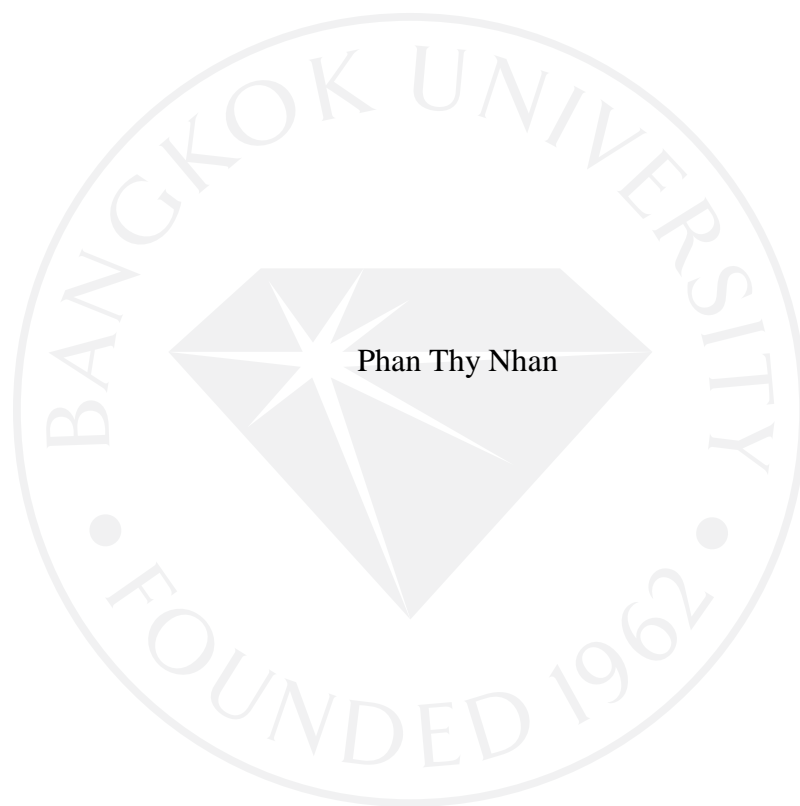COLLECTIVISM AND TURNOVER INTENTION: THE MEDIATING

EFFECT OF ORGANIZATIONAL IDENTIFICATION

COLLECTIVISM AND TURNOVER INTENTION: THE MEDIATING EFFECT

OF ORGANIZATIONAL IDENTIFICATION

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ABSTRACT

This paper response for the new requirement in human resource management activities which are becoming more complex; employees' expectations, behaviour and performance may be different with various national cultures Redding (1990). The study provides the new observations in the relationship of collectivism to turnover intention, and the mediation effect of organizational identification. By developing Hofstede's cultural dimensions theory, this research studies the Eastern organizational behavior through the represent sample of Vietnamese employees who are working at multinational companies in Ho Chi Minh City area. The result shows that the impetus of collectivism thought in the minds of Vietnamese employees, supported by organizational identification can create the interpersonal trust, enhance the sense of psychological and relational benefits, employees are likely to have a more cooperative spirit and higher motivation to maintain their relationship with organization, therefore, reduce the intention to leave. Inside of each definition, the related concept will be discussed. Furthermore, the limitation and the direction for future research in will be discussed in this paper.

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CHAPTER 1

INTRODUCTION

1.1   Rationale and Problem Statement

Keeping pace with global economic tendencies, after the Second Indochina War, Vietnam removed its trade embargo to stimulate the development of its economy. From 1991 to 2010, Vietnam economy have showed the positive signal with the foreign projects was increased from 152 to 1,237 projects within the twenty-year period; while the implemented FDI capital soared to 11.0 billion dollars from 328.8 million dollars (Nguyen Dinh, Zhang Ke, & Tran Thi, 2012). Ho Chi Minh city, the financial and economic centre of Vietnam, attracts a large amount of investment capital from foreign organizations (Ling & Nguyen, 2013) and welcomes a large number of foreign employees. The difference in cultures, manners and perspectives between Eastern and Western employees received greater attention, and an observation was made: Vietnamese employees normally tie themselves to their organization. Although a regular frequency of changing jobs has rarely been detected, it is hard to uncover research examining the low level of turnover intentions among Vietnamese employees.

Many studies on turnover intention conducted in international organizations have shown that Eastern employees tended to stay with their organization longer than Western employees. In nursing jobs, a research of Park and Kim (2009) has shown that Korea nurses who represented for Eastern employees, identified as working in a relationship-oriented, collective organizational culture and have lower turnover

intentions, while Western employees who have more individualistic and utilitarian work attitudes (Ko, Price, & Mueller, 1997) have higher turnover intention. In the call centre industry, many turnover intention researches have been conducted between Eastern and Western employees, for example research between the United States and the Philippines (Rothausen, Gonzalez, & Griffin, 2009), a three-nation study in the USA, Colombia, and Japan (Rothausen et al., 2009; Tate & Whatley, 1997), or USA and Hong Kong (Schaubroeck, Lam, & Jia Lin, 2000), has shown the existence of a stronger turnover intention among Western employees than Eastern employees. The impacts of historical and cultural characteristics imprinted in Vietnamese organizations, although many reform policies were subsequently implemented, Vietnam was still under the influence of the Socialist regime and the repercussions of socialist-oriented market economy constructed on Communist ideology. The old collectivization model was beginning to take shape in the minds of Vietnamese people as an organizational culture which the individual decisions are significantly affected by other people. A study on the influence of culture on managerial behaviour from 49 Australian-Vietnamese projects were conducted by Berrell, Wright, and Hoa (1999) giving the results as higher levels of individual behaviour and valued competition of Australian managers, while Vietnamese managers were more collectively oriented and focused on harmonious relationships within the workplace (Berrell et al., 1999; Mead, 1994). The author believed that the impetus of organizational identification was an important factor supporting collectivism thought in the minds of Vietnamese employees as it creates interpersonal harmony, which may build closer relationships among employees, and help reducing the turnover intention. To support this contention, the authors conducted a study among the Vietnamese employees who are

working in multinational companies in Ho Chi Minh City, and hypothesized that organizational identification has the mediating effect in the traditional relationship between collectivism and turnover intention.

1.2   Objectives of Study

This study is conducted with the purpose of gathering evidence of the relationship of collectivism to turnover intention and the mediating effect of organizational identification to explain why Vietnamese employees tend to stay with their organizations in the long-term.

1.3   Scope of Study

This research studied the cultural element in the dimension of collectivism, which identified Eastern social behaviour, particularly among Vietnamese employees who are working at multinational companies in the Ho Chi Minh City area. It began by finding arguments and evidence to determine the relationship between collectivism and turnover intention and the mediation effect of organizational identification. Moreover, this research would apply additional cultural elements to explain the collectivism tendency in Vietnamese organizations.

1.4   Research Questions

Major research question

1. Is there a significant indirect relationship between collectivism and turnover intention through organizational identification?

Sub research questions

1. What is the collectivism? Can the organizational culture perception of Eastern employees be used in order to predict collectivism?

2. Describing the definition of turnover intention. What are the reasons affecting employee turnover intentions?

3. What is the existing mediation effect of organizational identification? Does the collectivism perception lead to organizational identification? And, what are the impacts of organizational identification on turnover intention?

4. What is the implementation that can be suggested to manage and support HRM activities in terms of focusing employee turnover intentions within multinational organizations?

1.5   Significance of the Study

The Asian Development Bank (ADB) announced the impressive improvements of Viet Nam in the last ten year, the economic growth was reported as higher than other countries in Asian region such as Korea, Thailand, Singapore, Indonesia, Malaysia and Philippines (Nguyen Dinh et al., 2012). The positive signals of socio-economic situations predict opportunities and challenges for Vietnam in increasing the number of multinational enterprises in the future. This paper is a response to the new requirements in human resource management activities, which are becoming more complex, employees' expectations, behaviour and performance are different (Redding, 1990), especially within multinational enterprises. By developing Hofstede's cultural dimensions theory, the study describes the concepts of collectivism - individualism, organizational identification and turnover intention, and also poses a hypothesis on the relationships among these elements in both the positive and negative sides. The conception is that employees are the most important

organizational resource, and the organization not only provides remuneration but also confer identities and meaning to their employees (Collinson, 2003) is supported in this study; the results from this survey can contribute to the development of human resource management and organizational activities. Moreover, this research provides new observations about the relationship of collectivism with turnover intention as well as the mediating effect of organizational identification, which can be a direction for future researches. Furthermore, the limitations and the directions for future research will be discussed.
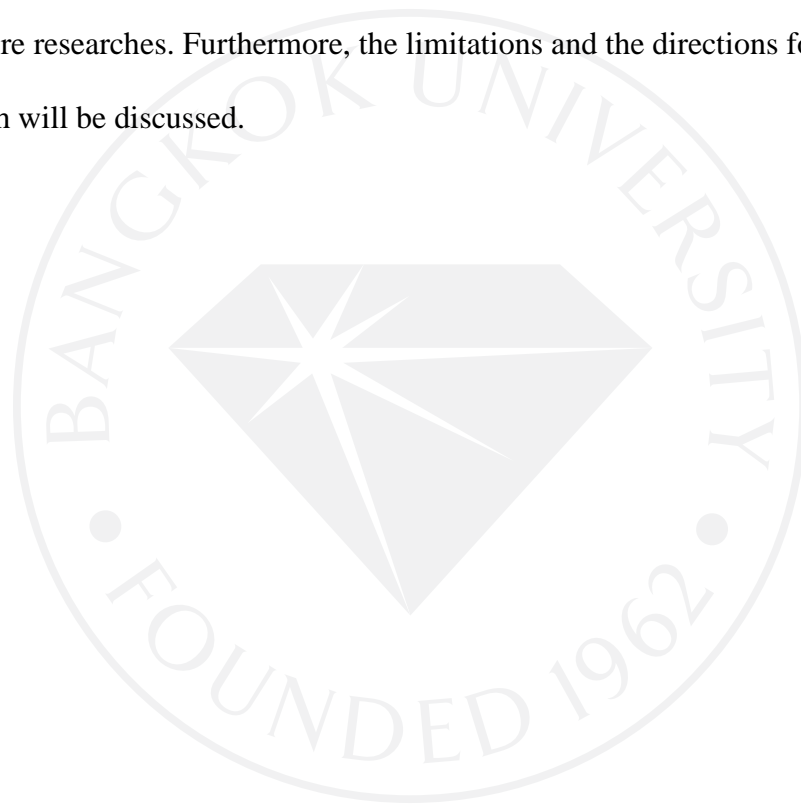
CHAPTER 2

LITERATURE REVIEW

This chapter discusses important theories associated with this study. The literature review covers the concept of collectivism- individualism, which is developed from Hofstede's cultural dimensions theory, especially the impact of collectivism upon turnover intention. The definitions of turnover intention and organizational identification are also interpreted in this chapter. Within each definition, related concepts will be discussed, such as the impacts of collectivism on the organization, job satisfaction versus turnover intention, or the relationship between collectivism and organizational identification.

2.1 Collectivism

2.1.1 Individualism-collectivism

The individualism and collectivism concept was first mentioned in the cultural dimensions theory by Hofstede (1985); he described individualism as "a preference for a loosely knit social framework in society in which individuals are supposed to take care of themselves" (p. 348) which is opposed to collectivism, "a preference for a tightly knit social framework in which individuals can expect others in-group to look after them, in exchange for unquestioning loyalty" (p. 348). Members in collectivistic societies have a "we" orientation identified for the interdependent mode within the group, they have high loyalty towards the goals of the organization, interact with each other and take action jointly as a group in a co-operative fashion rather than on an individual competitive basis, thus subscribing to the moralistic

values of joint efforts and group rewards (Hofstede, 1980; Noordin & Jusoff, 2010).

Table 2.1 explains in more details about Hofstede's study in terms of the connotations

of the individualism and collectivism dimension. Zhang, Liang, and Sun (2013)

summarized the features of individualist and collectivist cultures based on Hofstede's

cultural dimensions theory as follows:

        In individualist societies, people interact with others utilizing equality

principles, each individual should each be given the right to choose freely and define

their own goals. At the interpersonal level, individuals are considered to be discrete,

autonomous, self-sufficient, and respectful of the rights of others, in the same way,

they can make their own choices with personal reasons. From a societal point of view,

individuals are considered abstract and universal entities. Their status and roles are

not predetermined or ascribed, but defined by their achievements (e.g., educational,

occupational, and economic status). (p. 656)

        In contrast, people in collectivist society's identity them based on their

belongingness to a social group or network. All individuals interact with others

utilizing the link in the web of relationships that emphasize common fate. From a

societal point of view, duties and obligations are prescribed by roles, social order is

maintained when everyone fulfills his or her roles and duties, group's interests are

encouraged before individual interests of their own. Concession and compromise are

essential ingredients in promoting role-based and virtue-based conceptions of justice.

(p. 657)

Table 2.1: Connotations of the Individualism-Collectivism Dimension

Low IDV	High IDV
In society, people have the belongingness to a social group or network.	In society, everybody is supposed to be freely to define their own goals.
"We" consciousness	"I" consciousness
Collectivity-orientation	Self-orientation
Identity is based in the social system.	Identity is based in the individual.
Emotional dependence of individual on organizations and institutions	Emotional independence of individual from organizations or institutions
Emphasis on belonging to organization; membership ideal	Emphasis on individual initiative and achievement; leadership ideal
Private life is invaded by organizations and clans to which one belongs; opinions are predetermined.	Everybody has a right to a private life and opinion.
Expertise, order, duty, security provided by organization or clan	Autonomy, variety, pleasure, individual financial security
Friendships predetermined by stable social relationships, but need for prestige within these relationships	Need for specific friendships
Belief in group decisions	Belief in individual decisions
Value standards differ for in-groups and out-groups; particularism	Value standards should apply to all: universalism
Gemeinschaft (community-based) social order	Gesellschaft (society-based) social order
Involvement of individuals with organizations primarily moral	Involvement of individuals with organizations primary calculative

Source: International Studies of Management & Organization, Hofstede (1983).

National cultures in four dimensions. *International Studies of Management &*

Organization, 22 (4), 347-352.

    2.1.2   Collectivism in Organization and the Accumulative Impacts in

        Turnover Intention

        Organizational effectiveness is defined as the coordination between the

self-effectiveness of each individual in performing their tasks and the group-

effectiveness in which each individual contributes to creating harmonious

relationships and cooperating towards the group goal. Past research has shown that individualism and collectivism had an important role in organizations and varies both across individuals (Hui, 1988) and across the different cultures of these individuals (Hofstede, 1980).

In the general organizational context, group performance is decided by how each employee functions in the link between them and their co-workers, teams, workgroups, and the rest of the organization. As collectivist ideals are consider to come first before personal happiness (Abdullah & Management, 1996), as a result, a tightly knit social is established and distinguishes the collectivists from the individualists by the collectivist values placing on harmonious relationships (Hofstede, 1980; Hui, 1988; Hui & Yee, 1994). Many research efforts have explored the relationship between collectivism and self-efficacy toward teamwork. Taggar and Iii (2006) stated that when the team was composed of collectivists, it was weighed as containing of harmony, open and honest interaction; dramatic affects on each team member and create the effective interdependence within team. Furthermore in the organizational scene, the member interdependence and goal commitments has contributed to enhance self-efficacy beliefs that positively affect the level of cooperation and collaboration within a team, conflict management, member satisfaction, and team performance (Locke, 1991; Vegt & Vliert, 2002).

At the individual level of each employee, individual performance is determined by a variety of self-satisfactions in their job, position, reward, work environment, etc. Organizational collectivism has been shown to have both direct and moderating effects on individual intentions and performance (Hofstede, 1980; Hofstede & Bond, 1988). Collectivism is considered as common fate linked

relationship, it is often responsible for more submissive individual behaviours in groups and organizations utilizing concession and compromise as the essential ingredients to maintain the social order and the harmony in groups or organizations, even if that harmony is built on the oppression of individual will and personal interests (Hofstede & Bond, 1988; Liu, Cai, Li, Shi, & Fang, 2013). As a result, individuals in highly collectivistic cultures are inclined to be more restrained, cautious, patient, and self-contained, as well as less impulsive, excitable, and natural than their counterparts in individualistic cultures (Cheng, 1946; Hsu, 1949; Liu et al., 2013; Tseng, 1972). They are people-oriented (Hofstede, 1980), have low turnover intentions, and generally seek close and long-term relationships (Liu et al., 2013; Tuzun & Kalemci, 2012). In other words, collectivists have a tendency to strive towards preserving interpersonal harmony (Noordin & Jusoff, 2010) to complete the general goals as opposed to individual goals.

Collectivism should influence organizations from the level of the individual to the group in terms of how their members perceive and interact with each other, how they approach decisions, and how they solve problems (Hofstede, 1980; House, 2004; Liu et al., 2013; O'Reilly & Chatman, 1996). Hui, Yee, and Eastman (1995) argued that this tendency has a significant impact on the collectivists' job satisfaction, in which their study reported that collectivists have shown higher satisfaction with their work, payroll, promotions, supervisors and co-workers than their individualist counterparts. In addition, there are many literatures presented the contradictory sets of findings regarding individualism-collectivism and job satisfaction. For example, Hui et al. (1995) found that collectivist employees tend to have higher job satisfaction combined with harmonious interpersonal relationships,

which can decrease the turnover intention rate; in contrast, Harrison (1995), Hofstede (1980), Griffeth and Hom (1987) reported that job satisfaction is lower for employees in individualist cultures and that it is hard to predict their turnover intention. Nevertheless, these contradictory findings make it an area worth exploring further.

In sum, to date, studies on the accumulation of collectivism impacts have linked these hypotheses to various outcomes, but the relationship between collectivism and turnover intention in particular remains largely unexplored. This is one of the areas this present study aims to explore.

2.2   Turnover intention

2.2.1   Definition of Turnover Intention

In HRM activities, managing turnover intention is more important than many people think. According to Abbasi and Hollman (2000), the hidden and visible costs of turnover in organizations equal roughly $11 billion annually. An employee's decision to quit an organization is an undesirable outcome for the organization and the employee as it affects both of them in many ways (Rahman & Nas, 2013). Furthermore, it leads to the loss of an enthusiastic and loyal employee who has nurtured productive working relationships with customers (Abbasi & Hollman, 2000).

By definition, turnover is an employee's permanent movement beyond the boundaries of the organization (Rahman & Nas, 2013) that is described by three particular elements in the withdrawal cognition process: thoughts about quitting the job, the intention to search for a different job, and then the intention to quit (Carmeli & Weisberg, 2006). The rate of turnover may vary between companies, sectors, and industries, or indeed by division, function, tenure, gender, race, and performance level

within the same organization (Abbasi & Hollman, 2000). Furthermore discussion about the theory validation of employee development and turnover intention, Rahman and Nas (2013) presented two perspectives on turnover intentions, which are the human capital theory and the social exchange theory. In the first perspective, human capital theory considered employee as an organization's most valuable commodity and suggests that the development of employees means increasing the productivity of employees in organizations (Green & Pack, 2000; Rahman & Nas, 2013) or enhancing their employability in the market, which may induce more turnover for better jobs. The latter perspective, the social exchange theory, argued that relationships developed over time into trusting, loyal, and mutual commitments (Cropanzano & Mitchell, 2005; Rahman & Nas, 2013) can create a mindset in employees that is positive toward the organization (Benson, Finegold, & Mohrman, 2004; Chay Hoon & Bruvold, 2003; Kuvaas & Dysvik, 2009), which will subsequently affect their turnover intentions.

   2.2.2   Job Satisfaction versus Turnover Intention

        Job satisfaction has been defined as an employee's affective reactions to a job based on a comparison of desired outcomes with actual outcomes (Egan, Yang, & Bartlett, 2004, p. 5). As noted by Lambert, Lynne Hogan, and Barton (2001), scholars speculate that job satisfaction can be used to predict employee turnover as a comprehensive measures, in which low employee's job satisfaction is normally associated with high turnover. Afterward, measuring turnover intention has been considering as the next best method because it is the variable that consistently and immediately precedes actual employee turnover (Fishbein & Ajzen, 1975; Lambert et al., 2001; Zimmerman, 2008).

Moreover, the theory of indifference curves by Koutsoyiannis (1979) is applied to investigate why this study prefers measurements of turnover intention as the final outcome as opposed to job satisfaction. As Koutsoyiannis (1979) stated, individuals do not assess the optimum level of each choice in a bundle, which will be independent of the levels of the other choices that will be included in the same bundle. Thus, when making decisions involving the level of each choice in any bundle, there is a holistic view of the entire range of choices in the bundle (both available and potential levels). It's possible that if an individual can accept a lower level of a choice in the bundle, a higher level will negatively affect the level of satisfaction derived from the other choices in the same bundle (Amah, 2009; Koutsoyiannis, 1979). For example, each individual will have a bundle of choices including two situations: staying with the current job or looking for new one, both affected by of job satisfaction, co-workers, rewards, etc. From the theory of the indifference curve combined with the collectivism concept, it is likely that an employee will remain in a job with low job satisfaction if one with higher satisfaction will negatively affect the satisfaction of others and the organization in general.

2.3   Organizational Identification

Organizational identification involves considering the individual as a member of an organization and is measured by the individual's willingness to act on behalf of the organization (Lee, 2013); in other words, the individual defines him/herself by the same attributes that he or she believes define the organization (Dutton, Dukerich, & Harquail, 1994, p. 239). Developing an organizational identification questionnaire, Edwards and Peccei (2007) proposed the three aspects of organizational identification

include self-categorization and labeling, values and goals, and belongingness and

membership (Table 2).

Table 2.2: Edwards and Peccei (2007) Organizational Identification Scale

Self-categorization and labeling	1. My employment in the organization is a big part of who I am. 2. I consider myself an organization person.
Values and goals	1. What the organization stand for is important for me. 2. I share the values and goals of the organization.
Belongingness and membership	1. My membership of the organization is important to me. 2. I feel strong ties with the organization.

Source: Taormina (2004). Convergent validation of two measures of organizational

socialization. *International Journal of Human Resource Management, 15*(1), 76-94.

    2.3.1   Theoretical Background about Collectivism Concept in Vietnam: the

            Origin of Organizational Identification

            Vietnam is considered as a collectivism country typifies for Asian

culture, the Vietnamese people have had a strong traditional respect for human and

spiritual values (Dong, Liem, & Grossman, 2010; Tuan, 2012). Confucian values,

traditionally ideals and the cultural imprint reflected Vietnamese organizational

culture as a whole depends on the collective contribution of all members, not on the

performance of certain remarkable individuals (Jacobs, 1981). Community

relationship has been implanted in the minds of Vietnamese people; they voluntary

integrate their ego into the organizational culture, want to be accepted and respected

by people, feel proud of being "seniority professionals" (người có thâm niên trong

nghề) in an organization, and consider their success in terms of organization success. In another way, Vietnamese people have cognitive connection with their organization, they were motivated by the organizational norms, duties, and obligations (Bhagat, Kedia, Harveston, & Triandis, 2002; Dutton et al., 1994). This is an important social identity because people derive self-esteem, personal meaningfulness, and a sense of who they are and where they fit in society from their organizational associations, including those in which they work and those that are related to their profession (Dutton et al., 1994; Gonzalez & Chakraborty, 2012; Swann Jr, Polzer, Seyle, & Ko, 2004).

    2.3.2   Vietnamese Society and the Impact of Organizational Identification on Turnover Intention

One element of Vietnam society that is easy to clarify is the hereditary nature of careers from parent to child. Many Vietnamese family generations follow the same careers; parent tries to lead their children down the same path to follow their success. In case their career is not the optimal choice, they find a new direction which can take advantage from the experience they already had; this profession will be similar and will not differ too much from their old career. It's not strange in Vietnamese society if the phrase "passion in working" (yêu nghề) is used as a compliment for successful people who are hard-working in doing their job. In the concept of social identity theory, many studies have used organizational identification to explain why people wish to belong to certain social groups for psychological attachments, how they identify themselves based on group or organizational characteristics, and what parameters reinforce these self-identities as time progresses (Hogg & Terry, 2000; Jisung, Seongsu, & Hyunjoong, 2013). As a result, from a

social exchange perspective, a significant negative correlation between organizational identification and turnover intentions is established (De Hoogh & Den Hartog, 2008; Liu et al., 2013; Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009). This can be explained from the a sense of psychological and relational wellbeing created by the organizational identification, accordingly, Vietnamese employees are likely to have a more cooperative spirit and are more highly motivated to maintain their membership within the organization (Ashforth & Mael, 1989; Liu et al., 2013; Shamir, 1990; Walumbwa & Hartnell). In addition, the strongly organizational identification between each employee and their organization is one of the important effect which creates positive views and positive interpersonal relationships within the organization (Hinde, 1997), in turn, can also help reduce the desire to leave among employees.

2.4   Conceptual Framework
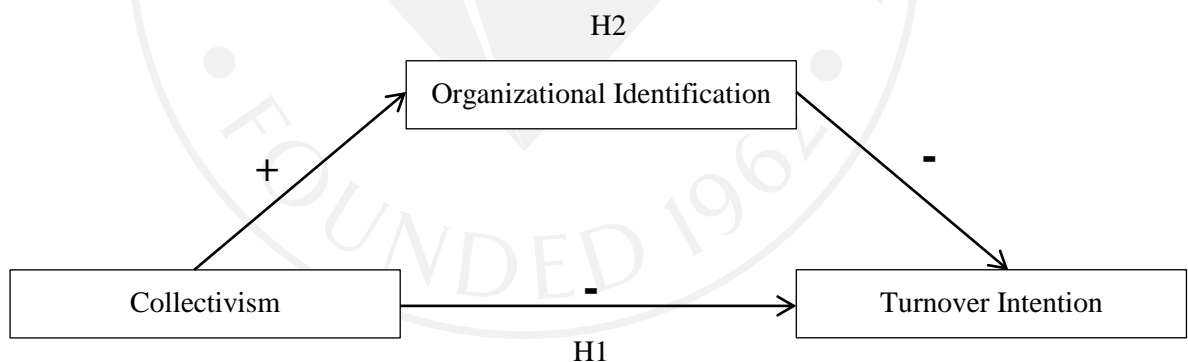
Figure 2.1: Conceptual Model of the Hypothesized Relationships.

2.5   Hypothesis

Hypothesis 1: Collectivism is negatively related to turnover intention

Hypothesis 2: Organizational identification mediates the relationship between collectivism and turnover intention.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents the research methodology used in conducting the study. The chapter begins with the characteristics of the participants followed by the specific instruments used to collect the data, including the methods implemented to examine the validity and reliability of the instruments. The procedure used to collect data is described in the last section.

3.1   Participants

Half of the Vietnamese participants in this survey were male (51%). The majorities were in the age group of 20-29 years (59.6%), had single marital status (55%), and were educated at bachelor's degree level (91.7%). About half were working in the manufacturing industry (47.7%), with one third having worked for 0-1 year (34.9%) in their present jobs. A quarter of the participants had 2-3 years' experience (26.6%) and had more than 10 years (24.8%) in their present job.

The largest group of respondents had an average income of less than 500 USD (≤ 10,000,000VND), which represented 51.4% of the total sample. Those with 501 - 1,000 USD (from 10,000,100- 20,000,000VND) formed the second largest group with 42.2%. Combined together, these two groups represented the majority of the total sample with 93.6% of the total number of respondents. This correlates with the updated survey from the beginning of 2014; the Vietnamese Government has recently issued Decree 182/2013/ND-CP to replace Decree 103/2012/ND-CP regarding minimum wage levels. In the Ho Chi Minh City area, the minimum wage was

confirmed as 127 USD or 2,700,000 VND per month (this applies for Vietnamese

enterprises and Vietnam-based foreign-invested enterprises). Vietnam has a lower

middle income level compared with other countries. Table 3.1 displays the

respondents' demographic characteristics in more detail.

Table 3.1: Demographic Characteristics of the Sample (N = 109)

	Characteristic	Numbers	Percentage
Gender	Male	56	51.4
	Female	53	48.6
Age	20-29	65	59.6
	30-39	25	22.9
	40-49	11	10.1
	50-59	8	7.3
Marital Status	Single	60	55
	Married	49	45
Education	Under bachelor's degree	1	0.9
	Bachelor's degree	100	91.7
	Higher than bachelor's degree	8	7.3
Type of industry	Manufacturing	52	47.7
	Service	25	22.9
	Healthcare	10	9.2
	Education	10	9.2
	Other	12	11.0
Number of years in present job	0-1 year	38	34.9
	2-3 years	29	26.6
	4-5 years	5	4.6
	6-10 years	10	9.2
	More than 10 years	27	24.8
Monthly Salary (1USD= 20,000VND)	Under 500 USD	56	51.4
	501 - 1,000USD	46	42.2
	Over 1,001 USD	7	6.4

3.2   Measures

A survey was designed and developed based on the goals of the research. The questionnaire was designed in English and translated into Vietnamese by the author according to the conceptual framework in order to answer the main objectives of the study. The Vietnamese version of the questionnaire was checked and edited by Ms.Nguyen Ngoc Vinh Hoa, Assistant Dean of the faculty of tourism operations & hospitality management at Duy Tan University, Da Nang city, Vietnam. A pilot research instrument for the English version was conducted with ten people to check the clarity of each question on 15-17 January 2014. Feedback and comments from respondents were collected, and the author subsequently improved the questionnaire questions to be more concise and also cut off the estimation of individualism and kept developing the estimation of collectivism to be clearer in the analysis. After improvement, a second pilot test was conducted again one day later with ten respondents. The results showed that all of them understood all items and found it easy to complete.

3.2.1 Collectivism

Collectivism was measured by the predefined list of questions to describe the respondent's themselves in organization or self-assessment. The questions measuring the self-assessment of respondents in organizations are based on the "Individualism-Collectivism scale" by Singelis, Triandis, Bhawuk, and Gelfand (1995). According to the "Individualism-Collectivism scale", Singelis et al. (1995) made a theoretical and measurement distinction between vertical and horizontal individualism and collectivism. He described the vertical collectivism as perceiving the self as part of collective and accepting inequalities within the collective (Singelis et al., 1995). This study uses horizontal collectivism to measure questions which can

describe collectivism in more depth. Horizontal collectivism includes perceiving the self as a part of the collective ("I feel good when I cooperate with others"), but also seeing all members of the collective as the same ("It is important to maintain harmony within my group; "If a coworker were in difficulty, I would help within my means"; "If a coworker gets a prize, I would feel proud'); thus, equality is stressed ("I prefer to be direct and forthright when discussing with people").

Cronbach's alpha was used to measure the internal consistency and validity. The Cronbach's alpha of collectivism is present at 0.634, which is acceptable since it is greater than 0.6. Even though Cronbach's Alpha could be improved (from 0.634 to 0.636) if item "If a coworker were in difficulty, I would help within my means" is eliminated, the correlation between this item and variables as a whole is acceptable; in addition, in-depth interviews illustrate that the participants show considerable agreement with the importance of helping each other in their organization, and as such five collectivism question items remained stable after the test.

3.2.2   Organizational Identification

Questions measuring attitudes toward organizations have been designed the development of organizational identification are were measured using a scale developed by Edwards and Peccei (2007). This measurement taps into three separate but closely related factors of organizational identification: a) the categorization of the self as an organizational member; b) the integration of the organization's goals and values; and c) the development of an emotional attachment, belongingness, and membership to the organization.

Moreover, the graphic scale of organizational identification designed by Shamir and Kark (2004) is used to clarify the level of organizational identification among the respondents. The chart is used to assess the relationship between a participant and their organization (or unit, company, branch, department, team). This graphic scale of organizational identification has seven rectangles. In each rectangle there are two circles. One represents the participant and the other is the unit they belong to. In each rectangle the circles overlap differently; in the first rectangle (number 1), they are totally separate and represent a situation in which the respondents fail to identify entirely with the unit. In the last rectangle (number 7), the circles are completely overlapping and represent a situation in which respondents fully identify with the unit. The participant is required to choose the rectangle that most highly represents the extent to which they identify with their unit. (Shamir & Kark, 2004, p. 118).

The Cronbach's Alpha of organizational identification equals to 0.844 and no items needed to be deleted. For that reason, all six question items are unchanged and well-designed.

3.2.3   Turnover Intention

Turnover intention originally included four items: "In the last few months, I have seriously thought about looking for a new job"; "I have no intention to leave my present job"; "Presently, I am actively searching for other job"; and "I intend to leave the organization in the near future". The results from the English version pilot test conducted on 15-17 January 2014 showed that three respondents recommended the removal of "I have no intention to leave my present job" in the future job intentions section due to the possibility of confusing it with "Presently, I

am actively searching for other job". The researcher therefore removed item "I have no intention to leave my present job". As a result, turnover intention is measured by three items: "In the last few months, I have seriously thought about looking for a new job" from the work of Chiu and Francesco (2003), "Presently, I am actively searching for other job" from the work of Jenkins (1993), and "I intend to leave the organization in the near future" from the work of Krausz, Koslowsky, Shalom, and Elyakim (1995). Turnover intention is therefore the sum of three items, with a high score indicating a high level of turnover intention.

The Cronbach's Alpha is 0.911 for turnover intention, representing a good quality statement. The Cronbach's Alpha if Item Deleted value is low and the Corrected Item-Total Correlation value is acceptable; hence, all three question items are well-designed and remain stable.

3.3   Procedures

This study used non-experimental design and regression analysis to evaluate the research model. This study hypothesised that over and above the covariates (i.e. age, education, income), collectivism would negatively predict turnover intention and that relationships would be mediated by organizational identification. Alternatively, a hypothesis proposing a significant indirect effect from collectivism on turnover intention as mediated by organizational identification was also proposed in this study. The significance of the indirect effect was evaluated using the bootstrapping technique recommended by Preacher and Hayes (2008).

3.3.1   Population

The population in this study was determined using data collected by the Vietnam General Statistic Office in 2010. The labour force at 15 years of age and above by age group structure is as follows: 18.3% (15-24 year olds), 61.4% (25-49 year olds), and 20.3% (50+ year olds) from a total of 50,392,900. In Ho Chi Minh City, there were 3,909,100 persons from statistical labour force at 15 years of age and above by province. The labour force of employees in foreign investment sector amounted to 3.5%. From this data, the population was determined as 111,780 persons.

3.3.2   Sample Size, Power, and Precision

The sample size was first determined by using the G*Power program (Faul, Erdfelder, Lang, & Buchner, 2007). Table 3.2 explains the process of determining the sample size for this study. Input parameters were specified as one-tailed t test; conventional effect size = .15; α = .05; power (1 -β) = .95; and three predictors as standard. The G*Power program gave a suggested total sample size of N = 89. A quota sampling of 0.1% was used to recruit Vietnamese employees in the age group of 15 years above (111,780 persons) working at multinational companies in Ho Chi Minh City (Vietnam General Statistic Office, 2010). Data collection was targeted at 112 persons (0.1% of 111,780 persons), with the actual data collection resulting in 109 responses. This sample size (N = 109) was used as it was higher than the suggested G*Power result (N=89) and because it was aimed at targeted members (N=112).

Table 3.2: Sample Size Calculator by G*Power

Test: t tests	
Statistical test: Linear multiple regression	
Input parameters	
- Two-tails	
- Effect size f^2	0.15
- α err prob	0.05
- Power (1 – β err prob)	0.95
- Number of predictors	3
Output parameters	
- Total sample size	89

3.3.3 Sampling Procedures

As the multinational companies would not allow the author to directly distribute the questionnaires to targeted samples, the author used convenience sampling and applied a snowball sampling method to widen and increase the number of participants. Sending the questionnaires through the internet, the author approached acquaintances in Ho Chi Minh City in order to distribute the questionnaire. In the first page of online survey is an accompanying letter to explain the purpose of the research, furthermore, a form acknowledging was prepared and designed for the participants to confirm their consent to participate in the survey. The respondents were assured that the research results would not disclose any personal data from their responses, and these information would be kept confidential secure. The participants could not receive compensation for their participation in this survey. The survey was conducted from 19 January to 3 March, 2014.

3.4 Conclusion

As stated by Churchill and Brown (2004), all research methodologies will follow the same research process with some level of adaptation, from determining the model to be used, then identifying the relevant data collection method to be used, and finally then gathering and analyzing the data. This chapter presents research methodology used in conducting the study and provides the research design for the study, including the determination of the population, the sampling design, research instruments, and statistics. The data presentation will be presented in the next chapter.
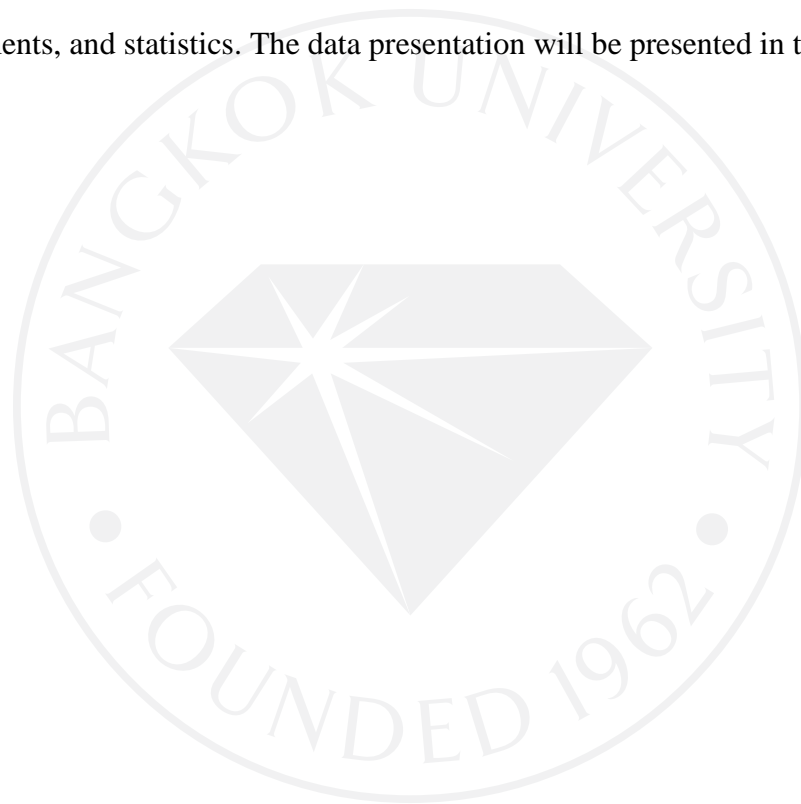
CHAPTER 4

RESULTS

This chapter provides the data gathered according to the research methodology discussed in Chapter 3. Data analysis and interpretation is conducted in order to determine the accuracy of the hypothesis stated in Chapters 1 and 2 as the relationship between collectivism and turnover intention through the mediating effect of organizational identification. The data that will be presented here is used to answer the research questions.

4.1   Preliminary Analyses

Means and standard deviations of collectivism, organizational identification, turnover intention and their correlations with the respondents' age are displayed in Table 4.1. Age was statistically related to collectivism ($r = .34$, $p < .01$) and organizational identification ($r = .40$, $p < .01$), whereas it was negatively correlated with turnover intention ($r = -.39$, $p < .01$). The result shows that people who are already married (aged 30 and older) tend to have higher collectivism and organizational identification levels, along with low turnover intention levels. It is possible that as people become old and get married, they have to become more responsible and careful in their employment choices. Education is related positively to income ($r = .36$, $p < .01$) and collectivism ($r = .22$, $p < .05$). Income is positively related to collectivism ($r = .44$, $p < .01$) and organizational identification ($r = .32$, $p < .01$). People who have higher income might consider themselves to be financially

stable; thus, any risk in changing their workplace to get higher outcome may be unnecessary. Finally, collectivism was positively related to organizational identification (r = .39, p < .01), while organizational identification had a significant negative correlation with turnover intention (r = -.61, p < .01).

Table 4.1: Collectivism, Organizational Identification, Turnover Intention: Means, Standard Deviations, and Correlations with Respondents' Age, Education and Income (N = 109)

| | M | SD | Correlations with | | | | |
			Age	Educ-ation	Income	Collectivism	Organizational Identification
Age	1.66	0.96					
Education	2.06	0.28	.121				
Income	1.62	0.89	.54**	.36**			
Collectivism	4.35	0.43	.34**	.22*	.43**		
Organizational Identification	4.14	0.60	.40**	-.019	.32**	.39**	
Turnover intention	2.00	1.12	-.39**	-.123	-.188	-.183	-.61**

* p<.05, ** p<.01, *** p<.001

4.2 Evaluating the Hypothesized Relations between Collectivism, Organizational identification and turnover intention

Regression analysis was used to test the model, using the SPSS program. Respondent's age was entered as a control variable. Mediation effects were tested using the bootstrap method (Preacher & Hayes, 2008),with a 95% confidence interval and 5,000 bootstrap resamples.

Table 4.2 displays the results of the mediating effects of organizational identification on the relationship between collectivism and turnover intention. The relationship

between collectivism and turnover intention (c path) was statistically nonsignificant

(β = -.1469, p = .5416). The hypothesis 1 - collectivism is negatively related to

turnover intention – was not supported. However, in testing the significance of the

indirect effect, there is no requirement to show that the mediated effect is significant

(Zhao, Lynch, & Chen, 2010). In the mediation model, the collectivism-

organizational identification path (a path, β = .3900, p = .0021) was positive and

significant, while the organizational identification-turnover intention path (b path, β =

-1.0631, p<.001) was negative and significant. As shown in Table 4.2 and Figure 4.1,

the bootstrap results confirmed the presence of an indirect (*a x b*) mediation effect (β

= -.4146, p < .001), with a Bias Corrected and Accelerated Confidence Interval

[BCACI] = -.7743 to -.1346. Therefore, collectivism did not directly predict turnover

intention, but turnover intention was estimated through the mediator of organizational

identification. Consequently, these results support hypothesis 2 that organizational

identification mediates the relationship between collectivism and turnover intention.

Table 4.2: Bootstrap Results used to Test the Significance of Mediation Effects

Path/effect	Standardized		
	β	SE	*p*
Age → Turnover Intention	-.2247	.0983	.0242
c Direct effect	-.1469	.2398	.5416
a Collectivism → Organizational Identification	.3900	.1240	.0021
b Organizational Identification → Turnover Intention	-1.0631	.1577	<.001
c' Collectivism → Turnover Intention	.2678	.2105	.2061
a x b Indirect effect	-.4146	.1665	<.001

Note. Bias corrected and accelerated confidence intervals -.7743 to -.1346, and bootstrap re-samples = 5,000. The 95% confidence interval for the standardized result was produced with the bias corrected and an accelerated option in the bootstrap dialogue box.
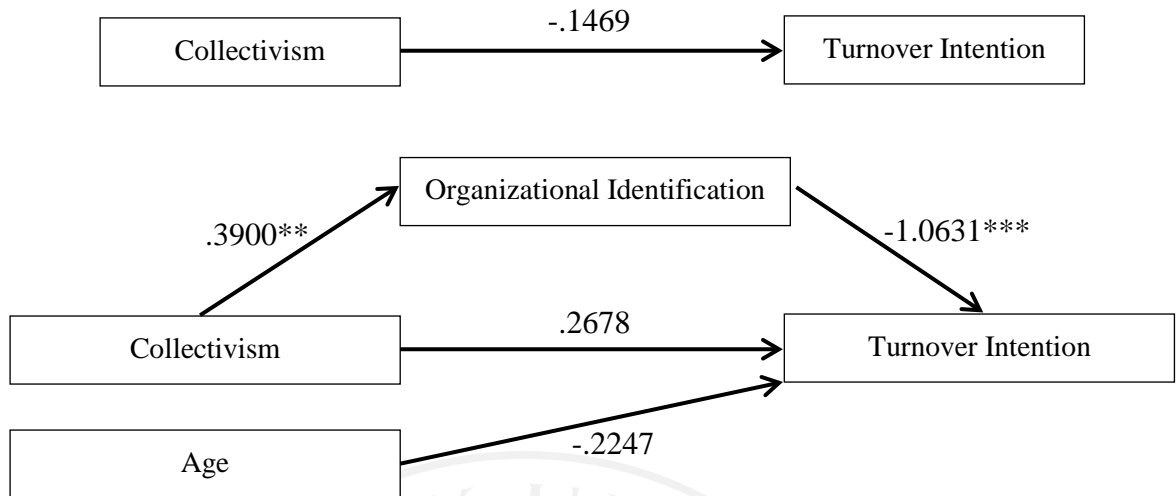
Figure 4.1: Tests of the theorized mediation model. Upper figure: the total effect
(collectivism predicting turnover intention). Lower figure: the indirect
effect, with organizational identification as the mediator and age as the
control variable. Indirect effect (b) = -.4146, p < .001. Together, the
predictors account for 41% of the variance in turnover intention.
Standardized regression coefficients are displayed. * p < .05, ** p < .01,
*** p < .001.

CHAPTER 5

DISCUSSION

This chapter presents the analysis of the data findings based upon the data presentation presented in Chapter 4. Moreover, this chapter will summarize and conclude the key findings from the study in order to answer the hypothesis stated in Chapters 1 and 2 as the relationship between collectivism and turnover intention through the mediator effect of organizational identification. The conclusions and recommendations made here intend to answer both the major and sub research questions stated in Chapter 1

5.1   Hypothesis

In HRM activities, managing turnover intention is important than many people think. An employee's decision to quit an organization is an undesirable outcome for the organization and the employee as it affects both of them in various ways (Rahman & Nas, 2013). The conception is that employees are the most important organizational resource, and the organization not only provides remuneration but also confer identities and meaning to their employees (Collinson, 2003) is agreed with and supported in this study. Although a regular frequency of employment change was rarely detected, it's hard to find evidence prove the low level of turnover intention among Vietnamese employees. To date, studies on the accumulation of collectivism impacts have linked these hypotheses to various outcomes, but the relationship between collectivism and turnover intention in particular is still largely unexplored. Developing a hypothesis based on Hofstede's cultural dimensions theory, the author

believes that the impetus of collectivism as imprinted in the minds of Vietnamese employees is one of the most important factors supporting organizational identification through the creation of interpersonal trust, which can build closer relationships between employees and organizations and reduce turnover intentions. The results of this study support the author's hypothesis that Vietnamese employees normally tie themselves with their organization. Turnover intention has been analyzed as 2.00 of the mean or disagrees to change working organization, while collectivism is analyzed at 4.35 as agree, and organizational identification means agree at 4.14.

Regression analysis with bootstrapping was used to test the mediating effect of observance within organizational identification; the results supported the hypothesis that organizational identification has an observance role as a mediator in the relationship between collectivism and turnover intention.

5.2   Collectivism

Although the top four reasons why employees might want to stay at their present job include company stability (23.5%), a friendly work environment/ friendly coworkers (20.9%), better job opportunities (17.3%) and higher pay/ benefits (14.1%), the sense of collectivism may sustain them in their work. Like other Asian countries, the Vietnamese profile is one of collectivism (Dong et al., 2010); community relationship has been implanted in the minds of the Vietnamese people and they voluntary want to integrate their ego within the organizational culture. The results reflect the fact that in Vietnam, as people may begin working when considering company reputation, potential stability, or individual reasons, staying and sustaining the present job is highly affected by a friendly work environment or having

effective interaction with coworkers. The results supported the collectivism concept in the cultural dimensions theory by Hofstede (1985) as a preference for a tightly knit social framework in collectivist societies, in which people identities themselves on the basis of their belongingness to a social group or network, and individuals are encouraged to put the group's interests before their own, in exchange for loyalty without dissent or doubt (Zhang et al., 2013).

5.3   Organizational Identification

The results in this study suggested a positive path from collectivism to organizational identification. In the social identity theory, many studies have used organizational identification to explain why people wish to belong to certain social groups for psychological attachments, how they identify themselves based on group or organizational characteristics, and what parameters reinforce such self-identities as time progresses (Hogg & Terry, 2000; Jisung et al., 2013). The organizational identification in this study is the combination from the theories of Lee (2013) and Dutton et al. (1994), in which the organizational identification was measured by the individual's willingness to act on behalf of the organization (Lee, 2013a) or by the individual's willingness to define themselves according to the same attributes that they believe define the organization (Dutton et al., 1994). It's reasonable for the research results; when each individual defined himself/ herself as a part of organization, the organization stability and group performance become very important to reflect their satisfaction in their working position. In another words, it was defined by how each employee was satisfied in the link between them and their co-workers, teams, workgroups, and the entire organization. Locke (1991) theorized that the self-efficacy

beliefs, in conjunction with goals, constitute the "motivational hub" directly affect the achievement of an individual's goal in the organization, such as a better job opportunity or higher pay/ benefits. However, the research results show that higher organizational identification may lead to higher self-efficacy beliefs, with the consequence of lower turnover intention. The graphic scale of organizational identification was added in part 2 of the questionnaire to provide better results regarding organizational identification.

5.4   Turnover Intention

To date, studies on the accumulation of collectivism impacts have linked these hypotheses to various outcomes, but the relationship between collectivism and turnover intention in particular is still largely unexplored. This is one of the areas this present study aims to explore. The results found in this study have proved the perspective of the social exchange theory: relationships develop over time into trusting, loyal, and mutual commitments (Cropanzano & Mitchell, 2005; Rahman & Nas, 2013) and can create a mindset in employees that is positive towards the organization (Benson et al., 2004; Chay Hoon & Bruvold, 2003; Kuvaas & Dysvik, 2009) and this will affect their turnover intentions.

In addition, the study found out the mediating effect of organizational identification can support organizational collectivism to build positive views and positive interpersonal relationships within an organization (Hinde, 1997), and can therefore, in turn, also help reduce employees' intentions to leave. This can be explained from the a sense of psychological and relational wellbeing created by the organizational identification, accordingly, Vietnamese employees were likely to have

a more cooperative spirit and are more highly motivated to maintain their membership

within the organization (Ashforth & Mael, 1989; Liu et al., 2013; Shamir, 1990;

Walumbwa & Hartnell), which leads to lower turnover intentions.

5.5   Other Findings

Moreover, there are many other cultural and political factors influencing

turnover intention such as Confucian values and ideals and the strong traditional

respect for human and spiritual values among Vietnamese people (Tuan, 2012). They

believe in the inner goodness of an individual that thinks for others before themselves,

which leads to a peaceful and harmonious world.

Although this discussion focuses on the three mediation variables that include

collectivism, organizational identification and turnover intention, it would be remiss

not to acknowledge the contributions of the covariates, marriage status, age and

income. The results show that people who are already married or are over 30 tend to

have higher collectivism and organizational identification levels, and therefore a

lower turnover intention level. It can be explained that when people become older and

get married, they have to be responsible and careful in any major decisions as a

normal and stable life is expected. The same result happens for people who have a

higher income; they identified themselves as financially stable, so any risk in

changing the workplace to gain better outcomes may be unnecessary.

5.6   Limitations of the Present Study and Recommendations for Future Study

The major limitation of the present study is the use of Vietnamese employees

as the sample group to represent Eastern employees. Vietnam is considered as one of

collectivism, the community was influenced by Confucian values and the belief on

harmony relationship leading to peaceful and harmonious world. The results may be less applicable for countries which are affected by a Western lifestyle or have a unique history, such as Thailand, Philippine, Singapore, etc. Though the selected sample was appropriate for the study hypothesis, due to the differences in history and culture between each Asian country, further investigation with a wider research scope is required. The limitations in this study should be addressed in future research. The potential samples for future research can be expanded to select two sample groups to compare the difference between Eastern and Western organizational cultures along with the different effects of each variable.

The second limitation, due to the results was based on self-reported scores, therefore, the mono data bias was not possible to avoid and eliminate. In this study, the Vietnamese employees and whoever is working at multinational companies in the Ho Chi Minh City area has an equal chance of being selected. The sample was collected in this study as a convenience sample, which may not have removed the bias when analyzing the result. In additional, many studies have argued that socio-demographic variables significantly influence one's dispositional orientations (Chiu & Francesco, 2003). The participants' demographic characteristics which were statistically controlled in this study, including age, education and work experience should be paid more attention in future research studies, especially in their effects on the relationship between the dependent and independent variables should be more fully examined and identified.

Furthermore in future research, the new study framework is suggested basing on the three existing variables, but exchange the role of collectivism and organizational identification. Turnover intention will be remained as independence

variable and assumed to be possible predicted by organizational identification through the mediating effects of collectivism. The author believes that this new framework suggestion can explore the deficiency points, improve and support the result from this study.

5.7   Conclusion

By developing Hofstede's cultural dimensions theory, the study describes the concepts of collectivism, organizational identification and turnover intention, also providing a hypothesis about the relationships between these elements in both positive and negative terms. This survey was conducted with 109 Vietnamese employees who are working in multinational organizations in Ho Chi Minh City to prove the hypothesis that collectivism is negatively related to turnover intention and organizational identification mediates the relationship between collectivism and turnover intention. The organization needs to be aware of each employee's turnover intention as a top priority and must emphasize supporting the link between employees and organizations. In addition, the organization should motivate their employees, monitor their internal communication, and conduct relationship programs within the organization to close the gap between each individual employee and to establish long-term relationships.

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APPENDIX

Appendix A: Survey Questions (English)

Dear Participant,

Thank you for taking your time to respond to this questionnaire. The questionnaire is for a research project by a graduate student of Master Administration Business, International Program - Bangkok University, Thailand. The survey aims to find out the relationships between collectivism-turnover intention, and the mediating effect of organizational identification.

This questionnaire is divided into three parts. The first part contains questions regarding your job description and working experience. The second part contains questions regarding your assessment toward organization, and your future working intention; there is no right or wrong response as each response reflects your current thought. The last part contains questions regarding personal information. The information you provide will not be used to evaluate you as an individual; the research paper will report only aggregate data. You may be assured that your response will be kept confidential.

It is necessary that you give informed consent to participate in this study and sign the consent form below. By signing the form you are indicating that you understand the nature of the research study and your role in the study and that you agree to participate in the study. Should you have any questions regarding this study you may contact me by phone or e-mail.

Thank you very much for your cooperation.

Sincerely,

Phan Thy Nhan, Investigator
Tel. (+66)874 29 6064, (+84)906 340

108

E-mail: phan.thy.nhan@gmail.com

Respondent's Consent Form:

I acknowledge that I have been informed by the investigator of the purpose of this research, and my participation is voluntary.

I understand that the right to participate or withdraw my consent is warranted, I can conduct it at any time I wish without having to state any reason, penalty or prejudice.

I have been assured by the investigator that the research results would not disclose any personal data from their responses, and these information would be kept confidential secure.

I am indicating that I am at least 18 years of age, and that I consent to participate in this study under the above conditions.

_____

Respondent
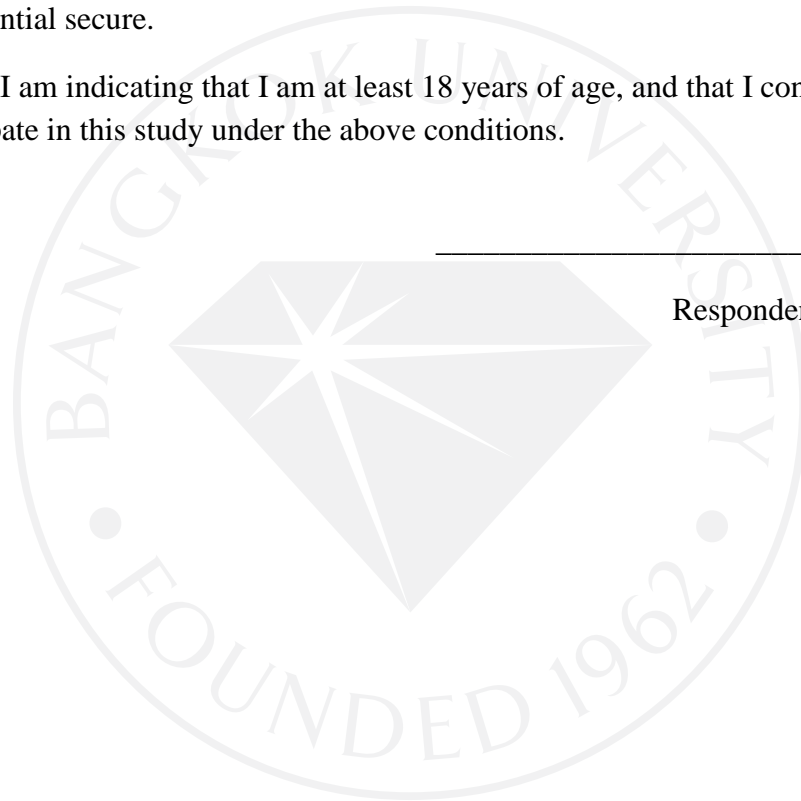
Survey Name	Collectivism and Turnover Intention, the mediation effect of Organizational Identification
Category	Human Resource
Description	To survey the relationship between 3 variables: Collectivism, Organizational Identification and Turnover Intention
	This survey is divided into 3 parts: 1 - Job Description; 2 - Organization Assessment; 3 - Participant data

Please mark √ by your answer in the space provided

JOB DESCRIPTION: Question 1 to 4

1. What best describes the type of organization/enterprise you work for?

☐ 1) Manufacturing   ☐ 2) Non-profit (religious, arts, social assistance, etc.)

☐ 3) Service   ☐ 4) Healthcare

☐ 5) Education   ☐ 6) Other

2. How long have you been in present job?

☐ 1) 0-1 year   ☐ 2) 2-3 years   ☐ 3) 4-5 years

☐ 4) 6-10 years   ☐ 5) More than 10 years

3. In what general range is your salary?

☐ 1) Under 500 USD ($\leq$ 10,000,000VND)

☐ 2) 501 - 1,000 USD (From 10,000,100- 20,000,000VND)

☐ 3) 1,001 - 2,000 USD (From 20,000,100- 40,000,000VND)

☐ 4) 2,001 - 3,000 USD (From 40,000,100- 60,000,000VND)

☐ 5) 3,001 - 4,000 USD (From 60,000,100- 80,000,000VND)

☐ 6) 4,001 - 5,000 USD (From 80,000,100- 100,000,000VND)

☐ 7) Over 5,000 USD (> 100,000,000VND)

4. What are your reasons for staying at current organization? (Possible to choose more than 1 reason)

☐ 1) Higher Pay/ Benefits   ☐ 2) Company Stability

☐ 3) Better job opportunity

☐ 4) Friendly work environment/ friendly co-worker

☐ 5) Professional manager   ☐ 6) Family and personal reasons

☐ 7) Training program   ☐ 8) Other

ORGANIZATION ASSESSMENT: Question 5 to 6

5. Read each of the statements in this instrument and select the response that you believe best indicates how well these statements describe your answer. Each of the sections will have 5 point scales:

    1 - Strongly disagree
    2 - Disagree
    3 - Neutral
    4 - Agree
    5 - Strongly agree

Describe yourself in organization:	1	2	3	4	5
1. I feel good when I cooperate with others.					
2. It is important to maintain harmony within my group.					
3. If a coworker were in difficulty, I would help within my means.					
4. I prefer to be direct and forthright when discussing with people.					
5. If a coworker gets a prize, I would feel proud.					
Describe your attitudes toward organization:	1	2	3	4	5
6. My employment in the organization is a big part of who I am					
7. I consider myself an organization person					
8. What the organization stands for is important to me					
9. I share the goals and values of the organization					
10. My membership of the organization is important to me					

	1	2	3	4	5
11. I feel strong ties with the organization					
Future job intentions:	**1**	**2**	**3**	**4**	**5**
12. In the last few months, I have seriously thought about looking for a new job					
13. Presently, I am actively searching for other job					
14. I intend to leave the organization in the near future					

6. Below, you will find 7 rectangles. In each rectangle there are 2 circles. One represents you and the other one the organization you belong to. Choose out the one that most highly represents the extent to which you identify with your organization.

PARTICIPANT DATA: Question 7 to 10

7. Gender: ☐ 1) Male   ☐ 2) Female

8. What is your current age?

    ☐ 1) 20 to 29   ☐ 2) 30 to 39

    ☐ 3) 40 to 49   ☐ 4) 50 to 59

9. What is your current marital status?

    ☐ 1) Single   ☐ 2) Married   ☐ 3) Divorced

    ☐ 4) Separated   ☐ 5) Widowed

10. What is the highest degree or level of education you have completed?

☐ 1) Under bachelor's degree

☐ 2) Bachelor's degree

☐ 3) Higher than bachelor's degree

Appendix B: Survey Questions (Vietnamese)

Kính thưa anh (chị),

Xin chân thành cảm ơn anh (chị) đã dành thời gian để trả lời bảng câu hỏi dưới đây. Bảng câu hỏi nằm trong dự án nghiên cứu của chương trình Thạc Sĩ Quản Trị kinh doanh, hệ thống Quốc Tế tại Đại Học Bangkok- Thailand. Khảo sát được thực hiện với mục đích tìm ra mối liên hệ giữa Chủ nghĩa tập thể và Ý định rời bỏ doanh nghiệp, thông qua vai trò trung gian của Tổ chức nhận dạng.

Bảng câu hỏi được chia thành ba phần. Phần đầu tiên chứa các câu hỏi liên quan đến mô tả nghề nghiệp và kinh nghiệm làm việc cá nhân. Phần thứ hai chứa các câu hỏi liên quan đến đánh giá của cá nhân đối với tổ chức và các ý định công việc trong tương lai. Câu trả lời phản ảnh suy nghĩ cá nhân, không có sự mặc định đúng hoặc sai. Phần cuối cùng chứa các câu hỏi liên quan đến thông tin cá nhân. Nghiên cứu sẽ báo cáo các thông tin dưới dạng dữ liệu tổng hợp, không dùng để đánh giá ở mức độ cá nhân. Bạn có thể yên tâm thông tin bạn cung cấp sẽ được bảo mật.

Để xác nhận việc anh (chị) đồng ý tham gia vào nghiên cứu, việc ký tên vào giấy chứng nhận dưới đây là cần thiết để thể hiện rằng anh (chị) hiểu được bản chất của việc thực hiện nghiên cứu và chấp nhận hợp tác. Nếu anh (chị) có bất kỳ thắc mắc liên quan đến nghiên cứu này, anh (chị) có thể liên hệ với tôi qua điện thoại hoặc e-mail mà tôi cung cấp dưới đây.

Cảm ơn sự hợp tác của anh (chị).

Trân trọng,

Phan Thy Nhân - Điều tra viên
Tel. (66) 874 29 6064, (+84) 906 340 108
E-mail: phan.thy.nhan @ gmail.com

Sự chấp thuận của người tham gia khảo sát:

Tôi xác nhận rằng tôi đã được thông báo về bản chất và mục đích của nghiên cứu, và sự tham gia của tôi là tình nguyện.

Tôi hiểu rằng tôi có quyền lợi được rút lại sự tham gia bất cứ lúc nào tôi muốn mà không cần nêu lý do hay chịu bất kì thiệt hại nào.

Tôi đồng ý rằng dữ liệu nghiên cứu thu thập được từ kết quả nghiên cứu có thể được công bố dưới dạng dữ liệu tổng hợp, với điều kiện không tiết lộ danh tính cá nhân của tôi.

Tôi đã được đảm bảo bởi điều tra viên rằng thông tin mà tôi cung cấp sẽ được ẩn danh và giữ bí mật.

Tôi xác nhận độ tuổi tôi tham gia nghiên cứu là trên 18 tuổi.

_____

Người tham gia khảo sát

Chủ đề nghiên cứu	: Chủ nghĩa tập thể và Ý định rời bỏ doanh nghiệp, vai trò trung gian của Tổ chức nhận dạng.
Lĩnh vực nghiên cứu	: Quản trị nhân sự
Mô tả	: Khảo sát mối quan hệ giữa 3 biến: Chủ nghĩa tập thể, xác định tổ chức và Ý định rời bỏ doanh nghiệp. Khảo sát này được chia thành 3 phần: 1 - Mô tả công việc; 2 - Đánh giá tổ chức; 3 – Thông tin cá nhân

Vui lòng đánh dấu √ vào ô trống cho câu trả lời của bạn

MÔ TẢ CÔNG VIỆC: Câu 1 đến 4

1. Tổ chức anh (chị) đang làm việc thuộc loại hình kinh doanh nào?

☐ 1) Sản xuất

☐ 2) Tổ chức phi lợi nhuận (tôn giáo, nghệ thuật, hỗ trợ xã hội, vv)

☐ 3) Dịch vụ   ☐ 4) Y tế

☐ 5) Giáo dục   ☐ 6) Lựa chọn khác

2. Anh (chị) đã làm công việc hiện tại được bao lâu?

☐ 1) 0-1 năm   ☐ 2) 2-3 năm   ☐ 3) 4-5 năm

☐ 4) 6-10 năm   ☐ 5) Nhiều hơn 10 năm

3. Mức thu nhập trung bình hàng tháng của anh (chị) là bao nhiêu?

☐ 1) Dưới 500 USD (≤ 10,000,000VND)

☐ 2) 501 - 1,000 USD (Từ 10,000,100- 20,000,000VND)

☐ 3) 1,001 - 2,000 USD (Từ 20,000,100- 40,000,000VND)

☐ 4) 2,001 - 3,000 USD (Từ 40,000,100- 60,000,000VND)

☐ 5) 3,001 - 4,000 USD (Từ 60,000,100- 80,000,000VND)

☐ 6) 4,001 - 5,000 USD (Từ 80,000,100- 100,000,000VND)

☐ 7) Trên 5,000 USD (> 100,000,000VND)

4. Lý do anh (chị) duy trì làm việc tại tổ chức hiện tại? (Có thể chọn nhiều hơn 1 lý do)

☐ 1) Chế độ trả lương và tiền thưởng

☐ 2) Công ty kinh doanh ổn định

☐ 3) Cơ hội thăng tiến

☐ 4) Môi trường làm việc/ đồng nghiệp thân thiện

☐ 5) Quản lý chuyên nghiệp   ☐ 6) Lý do gia đình/ cá nhân

☐ 7) Chương trình huấn luyện   ☐ 8) Lựa chọn khác

**ĐÁNH GIÁ TỔ CHỨC:** Câu 5 đến 6

5. Đọc các câu hỏi bên dưới và chọn câu trả lời thích hợp nhất tương ứng với suy nghĩ của anh (chị). Câu trả lời là sự đánh giá trên thang điểm 5 mức độ:
     1 - Rất không đồng ý
     2 - Không đồng ý
     3 - Trung lập
     4 – Đồng ý
     5 - Hoàn toàn đồng ý

Mô tả cá nhân anh (chị) trong tổ chức	1	2	3	4	5
1. Tôi thích hợp tác với mọi người.					
2. Duy trì sự hài hòa trong nhóm là điều quan trọng.					
3. Nếu đồng nghiệp gặp khó khăn, tôi sẵn sàng giúp đỡ theo khả năng của mình.					
4. Tôi thích trực tiếp và thẳng thắn thảo luận với mọi người.					
5. Nếu đồng nghiệp được tuyên dương khen thưởng, tôi sẽ tự hào cho họ.					
Mô tả suy nghĩ/ thái độ của anh (chị) đối với tổ chức	**1**	**2**	**3**	**4**	**5**
6. Công việc của tôi trong tổ chức là sự giải thích tốt nhất cho "tôi là ai".					
7. Tôi xem mình là một phần của tổ chức.					
8. Đối với tôi, những thành công của tổ chức được cho là quan trọng.					
9. Tôi chia sẻ các mục tiêu cá nhân với tổ chức.					

	1	2	3	4	5
10. Đối với tôi, mối quan hệ với tổ chức là rất quan trọng					
11. Tôi cảm thấy mối liên hệ chặt chẽ với tổ chức.					
Dự định công việc trong tương lai	**1**	**2**	**3**	**4**	**5**
12. Trong vài tháng vừa qua, tôi đã có suy nghĩ nghiêm túc về việc tìm kiếm một công việc mới					
13. Hiện nay, tôi đang tích cực tìm kiếm công việc khác.					
14. Tôi có ý định rời khỏi tổ chức trong tương lai gần.					

6. Dưới đây là 7 hình chữ nhật. Trong mỗi hình có 2 vòng tròn - một vòng tròn đại diện cho cá nhân anh (chị), vòng tròn còn lại đại diện cho tổ chức mà anh (chị) đang làm việc. Chọn ra 1 câu trả lời thích hợp nhất để miêu tả mức độ mà anh (chị) gắn kết với tổ chức.
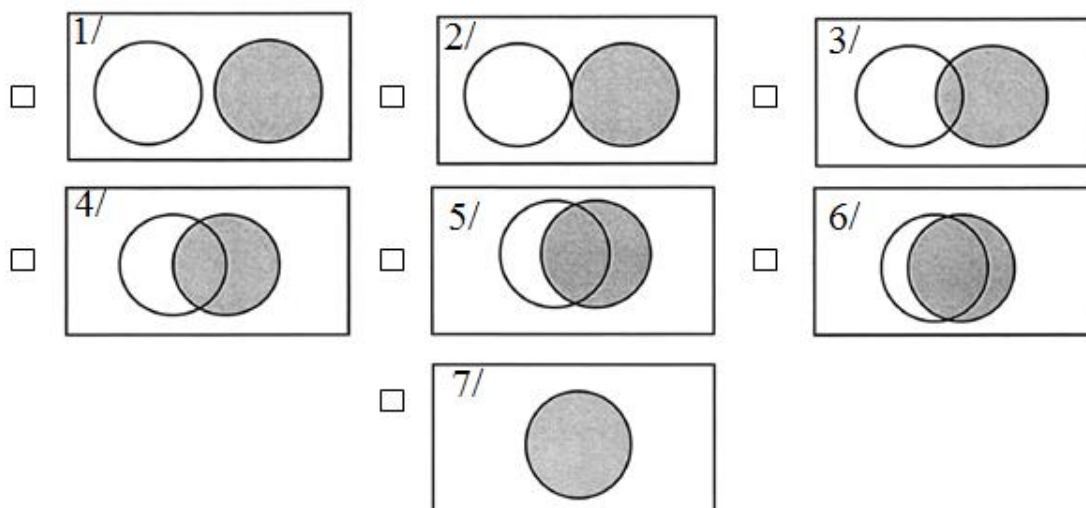
THÔNG TIN CÁ NHÂN: Câu 7 đến 10

7. Giới tính: ☐ 1) Nam   ☐ 2) Nữ

8. Độ tuổi hiện tại của anh (chị)?

   ☐ 1) 20-29 tuổi   ☐ 2) 30-39 tuổi
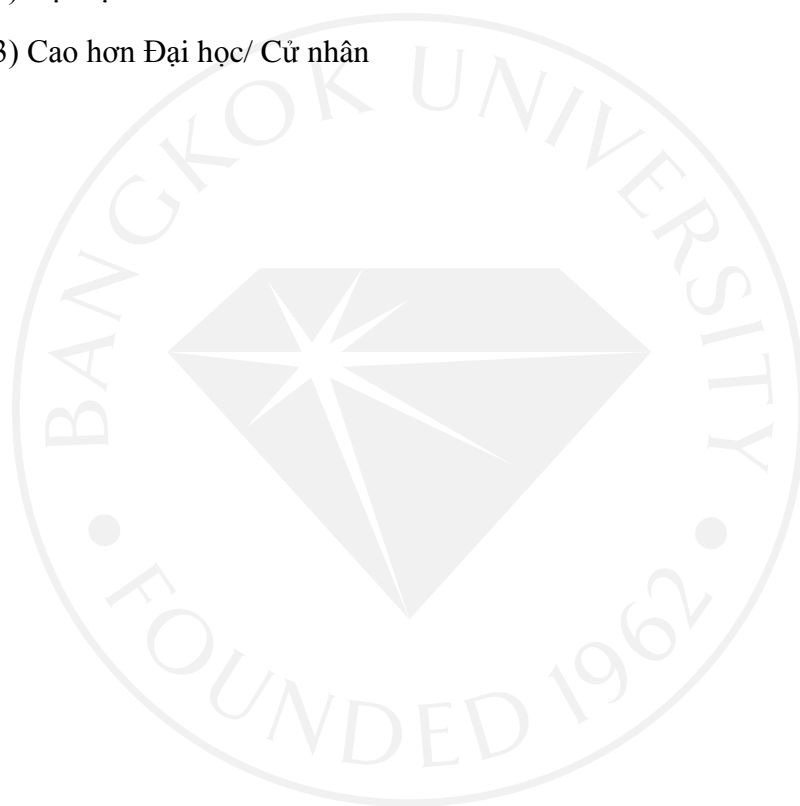
☐ 3) 40-49 tuổi   ☐ 4) 50-59 tuổi

9. Tình trạng hôn nhân hiện tại của anh (chị)?

☐ 1) Độc thân   ☐ 2) Kết hôn   ☐ 3) Ly hôn

☐ 4) Ly thân   ☐ 5) Góa

10. Trình độ học vấn cao nhất đến thời điểm hiện tại?

☐ 1) Dưới Đại học/ Cử nhân

☐ 2) Đại học/ Cử nhân

☐ 3) Cao hơn Đại học/ Cử nhân

BIO DATA

Name in full :   Miss Phan Thy Nhan

Date of Birth :   19 May 1989

Place of Birth :   Da Nang, Vietnam

Nationality :   Vietnamese

Education :

2012 – 2014   Bangkok University - Master of Business Administration (MBA)

2008 – 2011   UdonThani Rajabhat University - Bachelor of Business Administration

(B.B.A) Major: Finance

2007 – 2008   UdonThani Rajabhat University - Diploma Thai for Foreigners

(Dip. T.F.)

Experience:

From March 2014   Reed Tradex Company Limited

January – October 2013   Bhagya Enterprise Co.,LTD

March 2012   Certified Champion of "SCG Paper Business Plan

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2010 – 2012   Personnel at ASEAN Center - Anuban UdonThani

school. Position: foreign language teacher

April 2011   "Leadership Development Program" - CP All

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