THE IMPACT OF ORGANIZATIONAL CULTURE ON PERFORMANCE: CASE STUDY OF THUNG NHAM BIRDS ECOLOGICAL TOURISM AREA IN VIETNAM

Nguyen Duc Bao Long, Le Thi Hai Duong, Nguyen Ngoc Huy, Hoang Thanh Thuc Nguyen, Thai Thanh Hai, Vu Minh Tuan, Khong Sin Tan

THE IMPACT OF ORGANIZATIONAL CULTURE ON PERFORMANCE: CASE STUDY OF THUNG NHAM BIRDS ECOLOGICAL TOURISM AREA IN VIETNAM

Editors

Ooi Pit Tatt

Khoo Voon Ching

TABLE OF CONTENT

LIST OF EXHIBITS

ABOUT THE AUTHORS

Nguyen Duc Bao Long is a researcher at Japan Vietnam Hitech R&D Center Cum Graduate School of Business Administration, University of Economics and Business – Vietnam National University. His research focuses on four main areas: Strategy, Engineering, e-Commerce, Leadership, and Public Policy. He also holds a Doctor of Business Administration (DBA) in Strategy Management and Post-Doctorates from California State University and the University of Oxford.

Le Thi Hai Duong is a lecturer at Finance Banking Faculty, Van Lang University, Vietnam and researcher on Public Finance, Taxation, Real Estate Investment, Financial Analysis, Monetary Theory, and Policy. She holds a Bachelor in Corporate Finance from Academy of Finance, Ha Noi, Vietnam, and a Master in Finance Banking from the University of Economics and Law, Vietnam National University, and a DBA in Human Resources from EU Business School, Switzerland.

Nguyen Ngoc Huy holds an engineering degree from the Ho Chi Minh City University of Technology – Vietnam National University and an MBA from Griggs University, USA. He has been with MKTP Company Limited since 2011 and has held key leadership positions.

Hoang Thanh Thuc Nguyen holds a Bachelor's degree in Japanese language and culture. She experienced support to Japanese investors in seeking business opportunities and expansion in Vietnam through Mergers and Acquisitions (M&A) transactions, and currently working as a sales and marketing manager for a project in Japan Vietnam Hitech R&D Center.

Thai Thanh Hai is currently the R&D program leader at Japan Vietnam Hitech R&D Center. Hai holds a Bachelor of Science in Chemistry from the University of Science – Vietnam National University and an MBA the from University of Economics and Law – Vietnam National University.

Vu Minh Tuan is a securities broker and a specialist in commercialization R&D achievements to OEM. Tuan graduated from Skidmore College with a Bachelor of Arts degree focusing on Economics, and he is currently getting his MBA at Western Sydney University. He has published his works regarding engineering economy and cost-efficiency analysis for private vehicles.

Khong Sin Tan is currently a Senior Lecturer at the Faculty of Business, Multimedia University, Malaysia. He obtained his Ph.D. and MBA from Multimedia University, Malaysia. His Bachelor Degree in Computer Science was from University Science Malaysia, Penang. Tan's research interests include information and communications technologies, small and medium enterprises, and information technology governance and knowledge governance. He has published his research works in more than 35 international refereed journals and conference proceedings.

PREFACE

Organizations with a good culture do better than their competitors. In going global, Vietnamese corporates need to clarify their cultural preference. There are Clan Culture which is known as Collaborative Culture focusing on human relations, Adhocracy Culture which is known as Creative Culture focusing on open systems, Market Culture which is known as Competitive Culture focusing on rational goals, and Hierarchy Culture which is known as Control Culture focusing on internal processes.

The purpose of this study was to examine the impacts of organizational culture on the performance of Thung Nham Birds Ecological Tourism Area (Eco park). Another aim was to identify the favorite culture for the eco park in the future.

To achieve the above objectives, Organizational Culture Assessment Instrument (OCAI) research method was used in conjunction with survey and document reviews. In the quantitative stage, in-depth interviews were conducted with 38 people representing the Board of Management, Board of Directors, heads of departments, and employees. The interview scope covered 6 aspects of culture in the organization including dominant characteristics, organizational leadership, management of employees, organizational connections, strategic emphasise, and success criteria.

The study's findings revealed that corporate culture positively affects the work performance of employees, which in turn, has a positive impact on the organization. Secondly, the current strong culture of the eco park is the family culture that promotes the internal resources of each individual, going outward, competing, working according to the needs, and process orientated. From these findings, there is a positive impact on the organization in terms of competitive innovation, regulatory process, and stable professionalism in the future.

Nguyen Duc Bao Long

ACKNOWLEDGEMENTS

ORGANIZATION OF THE BOOK

The book is organized into five parts. A brief description of each of the parts are as follows:

Part 1 introduces the potential of Ninh Binh province for cultural tourism. This part sets the scene for discussions about the impacts of organizational culture on the performance of Thung Nham Birds Ecological Tourism Area and suggestions about the favorite culture in the future.

Part 2 reviews the method of the Organizational Culture Assessment Instrument (OCAI) to explore the impacts of organizational culture on the performance of the eco park including 6 aspects of the culture in the organization: dominant characteristics, organizational leadership, management of employees, organizational connections, strategic emphases, and success criteria.

Part 3 presents an assessment of Thung Nham Birds Ecological Tourism Area's culture and values. The authors ground their arguments in organizational culture and address the issue of prescription values.

Part 4 discusses generic outcomes for Organizational Culture Assessment. The authors contend that the current culture focuses on people and suggest a preferred culture as a starting point for a change in competitive innovation for the leadership class, the need for a strict regulatory process to apply to all employees, and stable business professionalism. At the same time, the authors have proposed the application of the Organizational Culture Assessment Instrument (OCAI) as a tool for transforming and improving organizational culture.

Part 5 concludes and presents that organizations with a good culture do better than their competitors. Corporate culture positively affects the work performance of employees, which in turn, has a positive impact on the organization.

INTRODUCTION OF THUNG NHAM BIRDS ECOLOGICAL TOURISM AREA

Exhibit 1: Ninh Binh Province Tourism Attraction (Source: Thung Nham Eco Park)

Ninh Binh along with Ha Long are the two edges at the bottom of the triangle of the Red River Delta, with karst topography due to geological changes over time and alluvial accretion, making Ninh Binh like a "Ha Long on land" with it's countless caves, lakes, and flooded mountains for tourism development opportunities such as Trang An, Tam Coc - Bich Dong areas, and Van Long nature reserve. Ninh Binh fully converges the elements of a miniature Vietnam: forests, mountains, rivers, sea with nature reserves, national parks, world biosphere reserves, national tourism areas, and World Heritage.

Ninh Binh is a land with potential for cultural tourism because it was once the capital of Vietnam in the 10th century, where the three dynasties of Dinh - Le - Ly were discovered with numerous temples, tabernacles, and historical sites.

There are many famous historical and cultural tourist areas such as Hoa Lu ancient capital cultural and historical relic site, Bai Dinh pagoda mountain spiritual-cultural area, Phat Diem church complex, other cultural relics: Tam Diep borderline, temples, spiritual and religious relics. Moreover, it is also reputed as an Eco-tourism landscape such as Cuc Phuong National Park tourism area, Van Long nature reserve, Kenh Ga – Van Trinh tourism area, Tam Coc – Bich Dong tourism area, biological tourism area Thai Trang, Red River Delta biosphere reserve, Vietnam national wildlife park, eco-tourism resort and the Hang Mua, natural mountains, beautiful caves, natural lake, and others.

Exhibit 2: Thung Nham Birds Ecological Tourism Area (Source: Thung Nham Eco Park)

Thung Nham Birds Ecological Tourism Area has eco-tourism attractions such as a natural bird garden, moving banyan tree, special-use forest, and cave attractions such as Vai Gioi cave, Ong But cave, Tien Ca cave, Thuy Cung cave. Thung Nham Birds Ecological Tourism Area is about 12 km east of Ninh Binh city, located in the core area of Trang An scenic complex, next to the famous tourism area Tam Coc - Bich Dong.

Thung Nham Birds Ecological Tourism Area is located in Ninh Hai Commune, Hoa Lu District, Ninh Binh Province. Thung Nham is a famous tourist destination in Ninh Binh with amazing wild beauty, attracting many tourists to visit to explore the nature, enjoy the food and take care of their health.

With the slogan "Thung Nham tropical symphony", Thung Nham is reaching out to become a "Safe and Civilization" destination in the hearts of domestic and foreign tourists, striving to become a pioneer supplier by 2030, leading Ninh Binh province to provide health care resort services associated with natural ecosystems.

Exhibit 3: Thung Nham Birds Ecological Tourism Area Landscape (Source: Thung Nham Eco Park)

Ending their journey to visit the bird garden in the late afternoon, visitors return to rest at the resort, enjoy health care services and enjoy unique and nutritious country specialties at the resort cuisine restaurant.

Thung Nham Birds Ecological Tourism Area is known for its strong culture influenced by the founder's vision and values. This engages employees to a common shared value and loyal workforce. Thung Nham Eco Park's culture can be believed to be fit for organizational purpose due to it's achievement of great performance for nearly 20 years. As Thung Nham Eco Park grows, and it undertakes a new strategic direction, or responds to the external forces of change, Thung Nham Eco Park must invest in both aspect of understandings and managing its culture.

To explore how Thung Nham Birds Ecological Tourism Area is learning about their current and preferred culture by finding out the answer to the following questions.

- What are the impacts of organizational culture on the performance of Thung Nham Birds Ecological Tourism Area?
- Suggestions about the favorite culture for Thung Nham Birds Ecological Tourism Area in the future.

1. WHAT IS ORGANIZATIONAL CULTURE?

Organizational culture is the set of norms, rules, and values that drive the behavior of both individuals and groups. Culture is the driving force that shapes how people perceive the world around them and how people interact with each other. Since culture affects behaviour, culture directly affects performance.

Organizational culture is defined as the shared values, attitudes, and practices that characterize an organization. It is the style of the organization and plays a big part in the overall satisfaction of the employees. Organizational culture represents not only many visible characteristics such as the layout of corporate headquarter, office design, and employee attire but also values, norms, hypotheses, ceremonies, rituals, customs, stories, myths, symbols, language, and heroes that shape attitude, communication, and behavior of employees (V Selvalakshmi; K Guru, 2017). What is valued, the dominant leadership styles, and the language success that make an organization unique (Cameron, 2016).

There is a misconception about the core values of employees and organizational culture. Core employees' values guide the organizational culture, but that does not mean that every effort is the result of employees. Considerations in creating and managing organizational culture and practices to ensure continuity and success are necessary. Communications, metrics, legal, technology, and global issues about organizational culture are important.

A strong organizational culture attracts the right candidates for the job and keeps them engaged. Creating an organizational culture takes a lot of time and effort – it must accurately reflect an organization's values and align with its overall mission. This is hard work to do. However, if the organization can do it the organization's efforts will pay off in the long run.

2. ORGANIZATIONAL CULTURE ASSESSMENT INSTRUMENT (OCAI)

Organizational Culture Assessment Instrument (OCAI) (Kim S. Cameron, Diagnosing and Changing Organizational Culture, 2011) (Cameron, 2016) (Kim S. Cameron, The Competing Values Culture Assessment, 1983), developed by Kim Cameron and Robert

Quinn at the University of Michigan, is a reliable research method for assessing organizational culture.

2.1 Competitive Value Framework

OCAI is based on the Competitive Value Framework: one of the most useful and used frameworks in business, reliably studied in six dimensions, with up to 100 points representing a company's culture. The type of organization value is divided into four "Competing Values". These four competing values correspond to the four types of organizational cultures. The criteria make a difference by internal/external dimension and stability/flexibility.
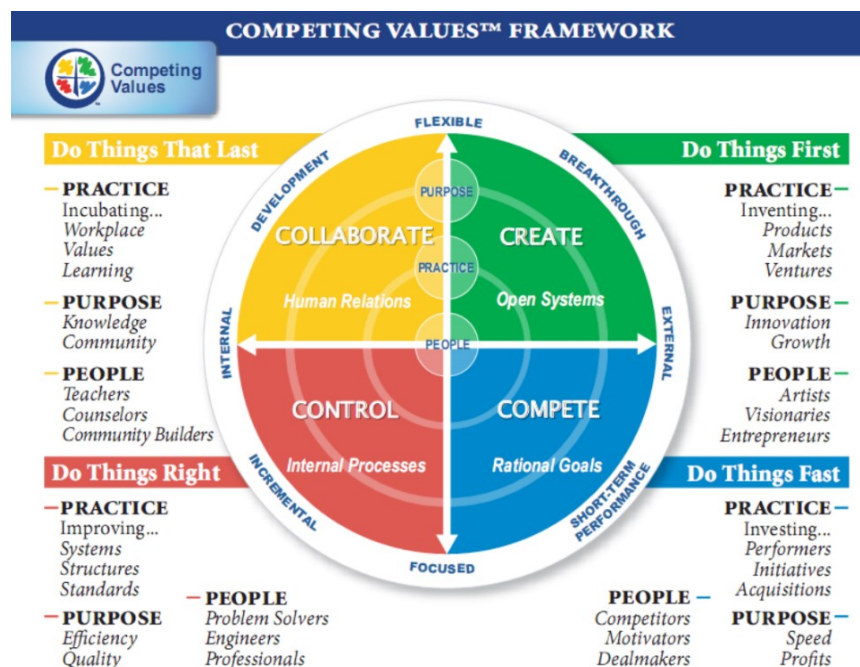
Exhibit 4: Competitive Value Framework (Source: Cameron, 2016)

2.2 Internal and External Dimension

An organization can look inward, focus inward to develop, cooperate, integrate activities, and coordinate. Or there may be outward orientation, markets, new technologies, what competitors are doing, what customers want, and, as a result, diversification of activities (Kim S. Cameron, Diagnosing and Changing Organizational Culture, 2011).

Internal and external attention is both necessary for long-term success – but depending on its environment, an organization will have one priority or another. A volatile market will evoke an external orientation, whereas a stable environment will allow for an inward focus.

2.3 Stability and Flexibility Dimension

The second dimension is the focus on stability or flexibility. Steadily focused organizations value structure, planning, budgeting, and reliability. This group wants to control and master. Organizations that focus on flexibility find it impossible to predict and control everything. As such, these organizations tend to be flexible in order to adapt quickly to changing circumstances – focusing more on people and operations than on structures, procedures, and plans.

2.4 Types of Organizational Culture

See Exhibit 4, there are four types of organizational culture: (1) Collaborative Culture which focuses on human relations (2) Creative Culture which focuses on an open system (Competitiveive Culture which focuses on rational goals (4) Control Culture which focuses on internal processes. These types of organizational cultures are also known as Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture.

Clan Culture: Friendly working environment, everyone shares common things like a big family. Leaders are like a guide. The organization is held together by loyalty and tradition, with great collective participation. This culture emphasizes human resources development in the long-term. Success is defined within the framework of addressing customer needs and caring for people. The organization promotes teamwork, participation, and consensus.

✓ Do things together: team building, focus on people
✓ Long-term change
✓ Commitment, Empowerment, Engagement
✓ Development of human resources
✓ Collective intelligence, lasting partnerships, and relationships
✓ The leader acts as a guide
✓ Against conflict

This type of Clan Culture is found typically in areas such as healthcare, education, some government agencies, and non-profits organization.

Adhocracy Culture: A dynamic and creative working environment. Employees accept risks. Leaders are seen as innovators and risk-takers. Challenge and innovation are a way of linking, prominence is promoted, and the long-term goal is to develop and create new resources. The creation of new products or services is considered a success. The organization promotes individual initiative and freedom.

✓ Do new things: creativity, innovation, future orientation
✓ Change
✓ Handling interruptions, changes, and risks
✓ Freedom to think and act, break the rules
✓ Experiment, learn from mistakes, fail
✓ Typically entrepreneurs and visionaries
✓ People with foresight are inclined to confrontation, not afraid of risks

The Adhocracy Culture is typical in fields such as technology start-ups, engineering, and communication.

Market Culture: Work are based on results, emphasize goals, and deadlines, and getting the job done. People are always competitive and focused on goals. Leaders are drivers, and producers. They can struggle with high, winning expectations that hold the organization together. Reputation and success are the most important. The long-term focus is on the competitor's activities and the achievement of objectives. Dominating the market, achieving goals and great metrics are the definitions of success. Competitive pricing and market leadership are important. The organizational style is based on competition.

✓ Do everything fast: compete, move, play to win
✓ Quick change
✓ Customer satisfaction, competitor attack, shareholder value
✓ Speed: instant results, get things done, achieve goals
✓ Acquiring other companies, outsourcing selected processes
✓ Deliver results, make quick decisions, solve problems
✓ Leaders are tough, directing, commanding, demanding

The Market Culture is typical for industries such as consulting, accounting, sales, marketing, service, and manufacturing.

Hierarchy Culture: Structured work. The procedure is the guideline for everything. Leaders pride themselves on efficiency-based coordination and organization. Keeping the organization running is an important priority. Formal rules and policies hold the organization together. Long-term goals are stability and results, which go hand in hand with performing tasks efficiently and smoothly. Reliable delivery, continuous planning, and low costs are the keys to success. Human resource management ensures job completion and promotes predictability.

- ✓ Get it right: get rid of the error
- ✓ Continuous improvement
- ✓ Attention to detail, careful decisions, precise analysis
- ✓ Increased consistency and reliability, complete information
- ✓ Process and efficiency, good habits
- ✓ Roles such as organizer and administrator
- ✓ Reasonable, prudent problem solver

The Hierarchy Culture is typical in fields such as medicine, power, military, government, banking, and insurance as well as transportation.

In the survey, there are six categories which represent the six aspects of organizational culture: (1) Dominant characteristics, (2) Organizational leadership, (3) Management of Employees, (4) Organizational connections, (5) Strategic emphases, (6) Success criteria. These six aspects are derived from the organizational culture assessment instrument. For every aspect, there are four items. For each question, 100 points are divided among the answers depending on the extent to which each answer adequately describes the organization. There is a distinction between the current (labeled "Now") and future (labeled "Preferred") organizational culture. First, respondents are asked to assess the current organizational culture and, second, to describe what they hope will be the culture in the future. All the A responses from each aspect are added together and divided by six to calculate the average score. Average scores for B, C, and D are calculated similarly. Each average score corresponds to an organizational culture type (A = Clan; B = Adhocracy; C = Market; D = Hierarchy). Percentage scores are calculated for setting the culture profile.

With the OCAI survey, we can calculate the current preferred culture of the organization. Being able to compare the cultures of departments, positions, departments in an organization and shows the current dominant culture, the difference between present and future, the strength of the current culture, the power of the future culture, the proposed change: in which direction, the employee's current problems and the benefits of the change.

2.5 How Does Organisational Culture Affect Performance?

Organizations with good organizational culture perform better than their competitors because, in these organizations, employees are happier, more productive, and less likely to quit. Research shows that there is high uncertainty avoidance in the organization, the higher the uncertainty avoidance the better it will be for the organizational performance (Mashal Ahmed; Saima Shafiq, 2014). Lack of effective organizational culture and poor cultural integration in the corporate group affect organizational performance and decrease shareholders' return (Tedla, 2016).

THUNG NHAM BIRDS ECOLOGICAL TOURISM AREA CULTURE AND VALUE ASSESSMENT

1. STRATEGIC LONG-TERM VISION

Since 1995, the founder of Thung Nham Birds Ecological Tourism Area – Mr. Pham Cong Chat – has renovated and turned the wild swamp into the ecological area as it is today.

Entering the tourism area, visitors go through three gates, round gate – square gate – pagoda gate influenced by Round Sky and Square Earth of ancient Oriental geographical thought. A pure spiritual place to accumulate virtues, shows that Thung Nham has a distinct cultural manifesto.
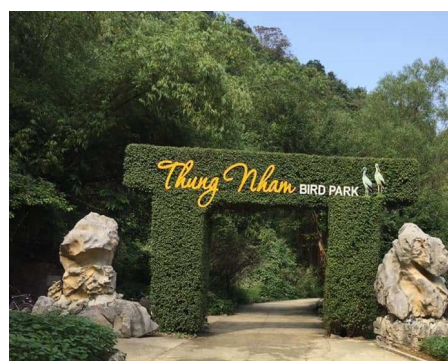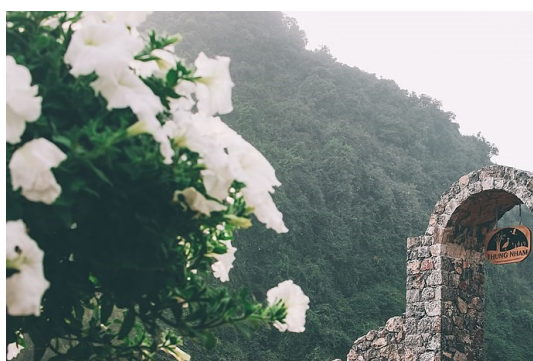
Exhibit 5: Round Gate – Square Gate – Pagoda Gate (Source: Thung Nham Eco Park)

With the slogan "You don't take anything out of Thung Nham eco-tourism area except your beautiful photos, leave nothing but your footsteps" expressed by journalist Do Doan Hoang VTC, Thung Nham represents absolute nature conservation (Hoàng, 2016).

2. DETERMINATION AND PERSISTENCE TOWARDS OUTLINED MISSION

The founder overcame many difficulties in the first few years of starting the business, such as, pressure from finance, pressure from capital contributors, pressure from local habitants, neighbours, and pressure from the local government. He was determined and steadfast with the vision outlined above to transform the wild swamp into the beautiful eco-tourism area it is today.

3. RESPECT FOR NATURE

With the characteristics of flood in the rainy season, and drought in the dry season, the founder decided to dig a huge lake to regulate it in the spirit of respecting nature. He consulted with local scientists and elderly people to preserve many species of birds and creatures such as the thousand-year-old bamboo tree or the walking banyan tree.

Exhibit 6: Thung Nham Birds Ecological Tourism Area Landscape 1 (Source: Thung Nham Eco Park)

With an area of 334.2 hectares, Thung Nham Birds Ecological Tourism Area has been able to combine various types of general tourism to serve guests such as climbing mountains, visiting orchards, organic vegetable gardens and farms, water caves, shallow caves, and especially visiting the wild bird garden with a variety of birds.

Exhibit 7: Thung Nham Birds Ecological Tourism Area Landscape 2 (Source: Thung Nham Eco Park)

With a natural wetland forest ecosystem, including 19 hectares of the primeval forest, Thung Nham Birds Ecological Tourism Area is home to about 46 species of birds, including one bird species recorded in the Red Book such as the phoenix and flamingo. There are also 109 species of plants belonging to 90 genera of 46 families; 150 species of animals, including 58 species of fish, 7 species of frogs, 10 species of mammals, 8 species of reptiles, and some other animals living together in a diverse population, showing high biodiversity in need of conservation and development.

Thung Nham Birds Ecological Tourism Area still retains the wild features of the mountains and forests. This has rich vegetation, wildlife, and especially natural birds. Coming to the Thung Nham Birds Ecological Tourism Area, visitors will be able to take a cruise in the heart of the mountain, explore the caves and take a boat to visit the Fairy Man lake, to the center of the bird garden, also known as "A green island of bird". A lot of Southern Melaleuca trees grow here. Every sunset, flocks of birds fly back to fill a wetland. Visitors will experience the amazing natural landscape and peaceful beauty that no other place has.

4. FOCUSING ON PEOPLE

To develop the property to where it is today, the founder went to work, drove bulldozers himself, and eat – live – work together with the workers regardless. He considers them as family, he trained all the job titles, and positions, in any place from natural works to construction sites, cultural works, caves, mountain peaks, streams, melaleuca birds all have his footprints. He often said Thung Nham Birds Ecological Tourism Area is like a furnace

for smelting people, from black iron he tempered people into white iron, becoming a good people, useful to the organization, family, and society.

5. DOING AGRICULTURE TO SAVE THE ECO PARK BEFORE TOURISM

In the early days, the founder himself brought vegetables and fruits, and the agricultural products produced by the eco-park area to other areas to sell for economic resources to support people and help Thung Nham survive before tourism. He has the initiative to plant off-season agricultural products for high economic efficiency, instructing farmers in agricultural techniques as well as economic strategies.

6. INNOVATION & CREATION

Thung Nham Birds Ecological Tourism Area has innovative ways of doing things, guided and encouraged by Prof. Dr. Hoang Van Hai – University of Economics and Business – Vietnam National University Hanoi. In 1996, Mr. Chat established a joint-stock company, both doing business and learning from various sources according to the different strategy – by entering Thung Nham Birds Ecological Tourism Area to create an organization with high economic value.

7. INTELLIGENCE, CONSCIOUSNESS, LISTENING

In management, the founder always learns from inhabitants in combination with the opinions of scientists to create the best ecological environment for different types of vegetation, organisms, and species making them thrive in the eco park. In particular, there are species of cranes that have migrated from India to proliferate here, turning the Thung Nham Birds Ecological Tourism Area into a destination for domestic and foreign tourists.

Exhibit 8: Phoenix and Flamingo at Thung Nham Birds Ecological Tourism Area (Source: Thung Nham Eco Park)

8. CREATING BRAND FOR THE ORGANIZATION

Many investors come to Thung Nham with the intention of buying the eco park with a high value of capital but was refused by the founder due to his committment to devote his whole life to the Thung Nham Birds Ecological Tourism Area – said the founder (Hoàng, 2016).

The value of the Thung Nham Birds Ecological Tourism Area is made up of four factors: Organizational values, Individual beliefs, Working environment, and Employee relationships. In which, the value of the organization is constituted by: long-term strategy, steadfast leadership, innovation, and organizational values. Individual beliefs are demonstrated by low employees turnover rate, good benefits, excellent services – high customer satisfaction, and good branding. The working environment is represented by the ecological environment, contributing to society, contributing to the education of love for nature, and inhabitants residents mastering their culture and land. The relationship of employees is shown by the relationship between each other, the relationship of employees with the organization, with society, and finally with the leader.

9. INHABITANTS OWN THEIR CULTURE AND LAND

In total, the resort has about 120-150 employees, in which, most of the inhabitants' family members have been hired to work at the eco park with jobs such as taking care of bird gardens, taking care of nature, serving restaurants, rowing boats, and guiding villages, land protection. The employees both work and protect nature, turning the eco park into a nature

reserve. The generation of leaders are mostly from people in the community from 4 districts adjacent to the eco-tourism area or people in the province.

10. TURN THE TOURISM AREA INTO A CHECK-IN PLACE FOLLOWING THE TREND

Every day, early in the morning as well as at sunset, the eco park is full of natural activities such as; the season of birds giving birth, the season of migratory birds from the North, local harvest, flower blooming season, and cave exploration. Thung Nham Birds Ecological Tourism Area welcomes many professional as well as amateur photographers, students, and young people to take photos, film, and check-in. Such photos are posted on social networks like Facebook, LinkedIn, Zalo, Instagram, Twitter, Pinterest, WeChat, WhatsApp, TikTok, Snapchat… time faster than ever.

Exhibit 9: Check-in Trend on TikTok (Source: https://smiletravel.com.vn)

11. GOOD EMPLOYEE WELFARE

120-150 employees are paid higher than the market wages of 10-15%. In addition, Mr. Chat said that in the future he will not only keep the eco park for himself but will share the benefits with everyone involved.

12. LOW EMPLOYEE TURNOVER RATE

The unemployment rate of the resort is quite low, from 1996-2016 about 10%, from 2017-2020 about 15%. Research shows that the reason for leaving by the young workforce is mainly the labour movement to urban areas according to the general trend. As for the

leaders, if they resign from work, it is because of moving to another tourism place to promote work. In contrast, in the last 5 years, there has been a shift of local workers aged over 45 who are working in other localities, tending to work in ecological zones.

13. EXCELLENT CUSTOMER SERVICE, HIGH CUSTOMER SATISFACTION

Thung Nham Birds Ecological Tourism Area is always interested in providing excellent services, and high customer satisfaction. Statistics show that, in Thung Nham Birds Ecological Tourism Area, the number of repeat customers is quite high, accounting for 48%. The resort is rated 3.5★ on www.tripadvisor.com.vn by domestic and foreign tourists (https://www.tripadvisor.com.vn/Attraction_Review-g12866457-d13516214-Reviews-Thung_Nham_Bird_Park-Ninh_Hai_Hoa_Lu_District_Ninh_Binh_Province.html), and 3★ on www.agoda.com by foreign tourists (https://www.agoda.com/en-au/thung-nham-resort/hotel/ninh-binh-vn.html?cid=1844104).

14. CREATING VALUE FOR THE ORGANIZATION

Employee income, business profit, growth rate, and asset value are increasing which make many individuals and organizations interested in joint venture or mergers and acquisitions with Thung Nham Birds Ecological Tourism Area. This proves that the value of the organization is admitted by the public from both a financial perspective and a customer perspective as well.

The survey was carried out with 38 people representing the Board of Management, Board of Directors, head of departments, and employees and then averaged out the results of 6 aspects of the culture of Thung Nham Birds Ecological Tourism Area.

1. DEMOGRAPHIC PROFILE

In this study, desk review and in-depth interviews were used to find out the dominant culture of the organization suggests the future favorite culture.
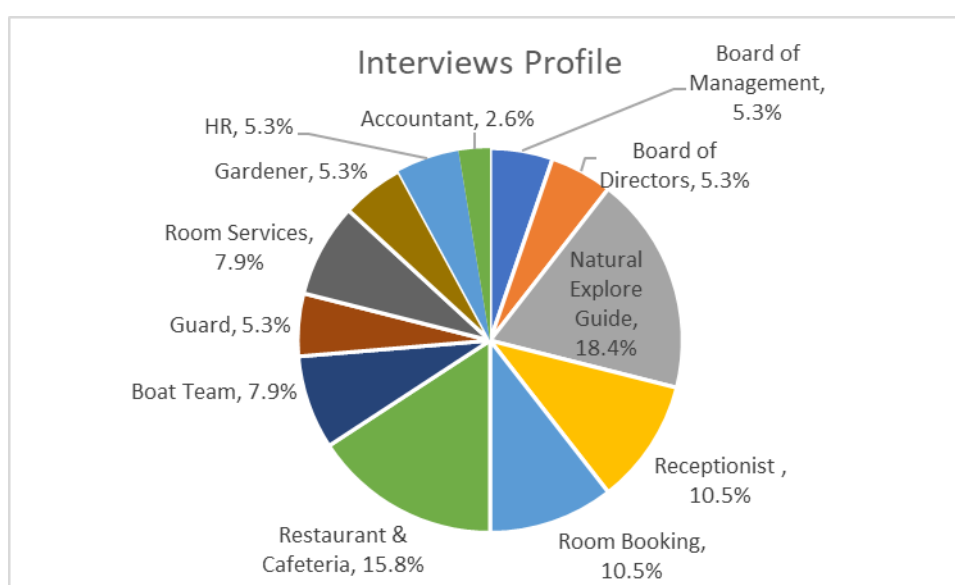
Exhibit 10: Demographic Profile

Thirty-eight Board of Management, Board of Directors, natural explore guide, receptionist, room booking, restaurant & cafeteria, boat team, guard, room services, human resources, and accountant participated in this study. When coding interview findings, it was found that opinions from the twelve aforementioned groups were polarized contingent on the department in which the respondent was. Therefore, research findings would be grouped into two main groups, results from management positions with 14 informants counted for 37% and staff positions with 24 informants counted for 63%.

2. DOMINANT CHARACTERISTICS

To investigate the dominant characteristics, interviews was conducted with questions according to the four trends as per the appendix.

1. Dominant Characteristics	
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.
B	The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.
C	The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.

The results obtained are as follows:

1. Dominant Characteristics				Graphical layout			
Aver.	Now	Preferred			Score	Now	Preferred
A	70	73			Flexibility & discretion	46.20	47.97
B	61	64		B	*Adhocracy*	61.25	63.75
C	55	73			External focus	40.98	47.97
D	50	64		C	*Market*	55.00	72.50
TOTAL	236	273			Stability & control	37.04	47.97
				D	*Hierarchy*	50.00	63.75
					Internal focus	41.25	47.97
				A	*Clan*	70.00	72.50

The table above shows (B) Adhocracy is now at 61.25 points, and it is expected to increase to the preferred points of 63.75; flexibility and discretion is at 46.20 points, and it is expected to increase to the preferred points of 47.97. (C) The current market culture is at 55 points, and it is expected to increase to the preferred points of 72.50; the current external focus is at 40.98 points, and it is expected to increase to the preferred points of 47.97. (D) Current hierarchy culture is at 50 points and it is expected to increase to the preferred points of 63.75; stability & control is at 37.04 points, and it is expected to

increase to the preferred points of 47.97. (A) Current clan culture is at 70 points, and it is expected to increase to the preferred points of 72.50; current internal focus is at 41.25 points, and it is expected to increase to the preferred points of 47.97.

Exhibit 11 shows that the current dominant characteristics of the organization is focus on flexibility and discretion. The idea of a preferred culture is to increase market-oriented stability and control. As for the dominant characteristics factor, the observation shows that although there is a slight tendency towards family, the respondents show that the market, competition, and management have a regulated process that is collectively determined by the staff of the area. Tourism expectations changes with markedly high scores.
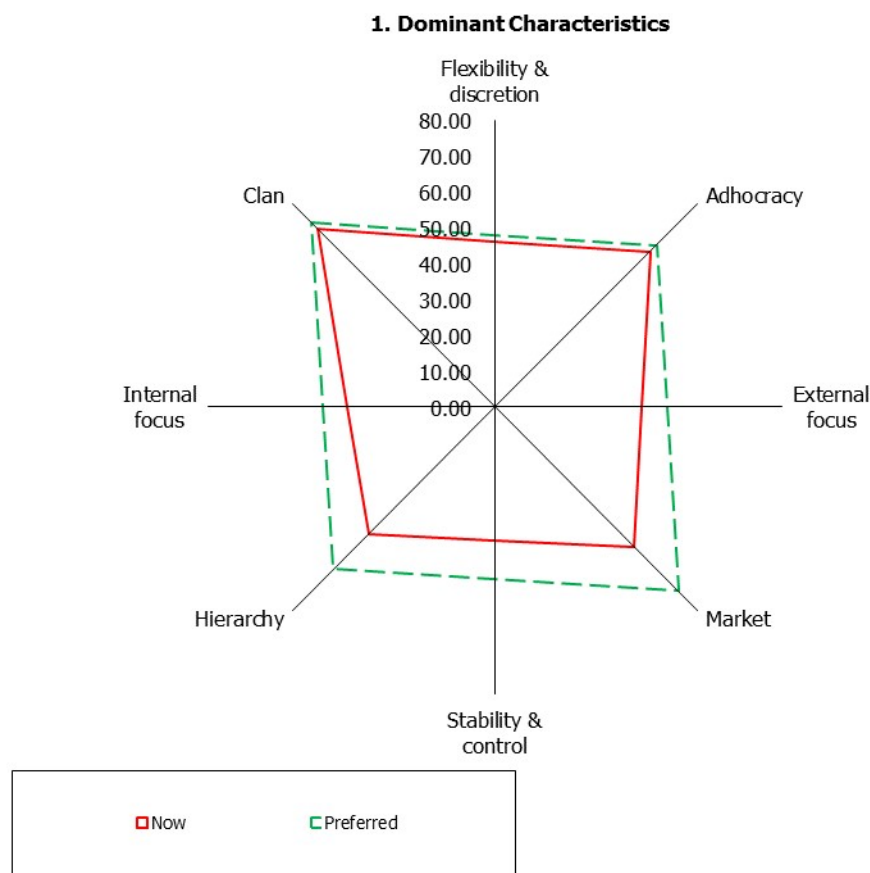
Exhibit 11: Dominant Characteristics

3. ORGANIZATIONAL LEADERSHIP

To investigate the organizational leadership, interviews were conducted with questions according to the four trends as per the appendix.

2. Organizational Leadership	
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk-taking.
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.

The results obtained are as follows:

2. Organizational Leadership				Graphical layout			
Aver.	Now	Preferred		Score		Now	Preferred
A	91	79		Flexibility & discretion		56.02	49.28
B	70	63	B	*Adhocracy*		70.00	62.50
C	60	60		External focus		45.69	43.29
D	65	68	C	*Market*		60.00	60.00
TOTAL	286	269		Stability & control		44.12	44.92
			D	*Hierarchy*		65.00	67.50
				Internal focus		53.68	51.40
			A	*Clan*		91.25	78.75

The table above shows (B) Adhocracy is now at 70.00 points, and it is expected to decrease to the preferred points of 62.50 points; flexibility and discretion is at 56.02 points, and it is expected to decrease to the preferred points of 49.28. (C) The current market culture is at 60 points, it was preferred to keep it at a level of 60 points; the current external focus is at 45.69 points, it is expected to decrease to the preferred points of 43.29 points. (D) Current hierarchy culture is at 65 points and it is expected to increase to the preferred points of 67.50 points; stability & control are now at 44.12 points, and it is expected to increase to the preferred points of 44.92. (A) Current clan culture is at 91.25 points, and it is expected to decrease to the preferred points of 78.75; current internal focus is at 53.68 points, and it is expected to decrease to the preferred points of 51.40 points.

Exhibit 12 shows that based on the current organizational leadership the organization focuses on human relations. The market factor is extroverted and the goal is stable, which is desired by the staff of the eco park.
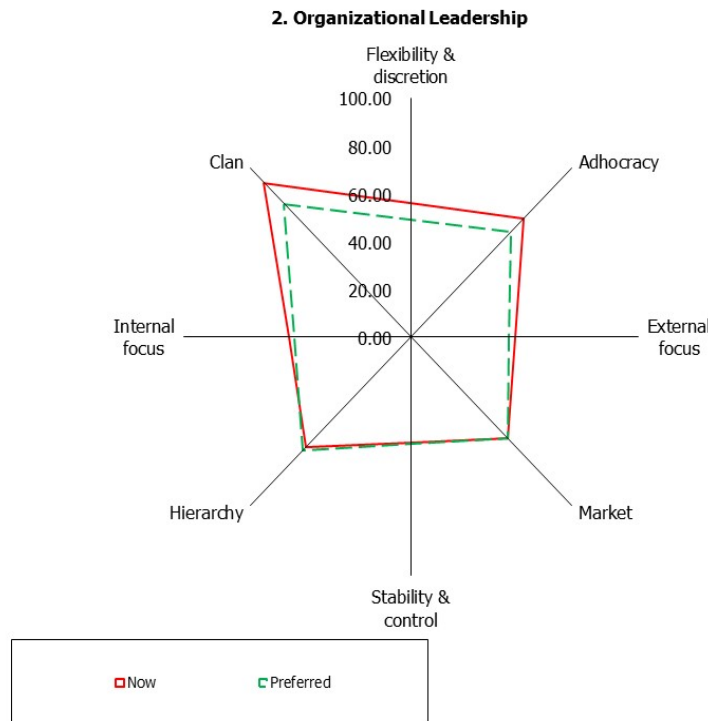
Exhibit 12: Organizational Leadership

4. EMPLOYEE MANAGEMENT

To investigate the employee management, interviews were conducted with the following questions according to the four trends as per the appendix below.

	3. Management of Employees
A	The management style in the organization is characterized by teamwork, consensus, and participation.
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.
D	The management style in the organization is characterized by the security of employment, conformity, predictability, and stability in relationships.

The results obtained are as follows:

3. Management of Employee				Graphical layout			
Aver.	Now	Preferred		Score		Now	Preferred
A	73	70		Flexibility & discretion		47.97	46.20
B	64	61	B	Adhocracy		63.75	61.25
C	56	75		External focus		42.26	47.68
D	69	69	C	Market		56.25	75.00
TOTAL	261	275		Stability & control		43.75	50.73
			D	Hierarchy		68.75	68.75
				Internal focus		49.90	49.05
			A	Clan		72.50	70.00

The table above shows (B) Adhocracy is now 63.75 points, and it is expected to decrease to the preferred points of 61.25; flexibility and discretion is at 47.97 points, and it is expected to decrease to the preferred points of 46.20. (C) The current market culture is at 56.25 points, it is expected to increase to the preferred points of 75; the current external focus is 42.26 points, and it is expected to increase to the preferred points of 47.68. (D) Current hierarchy culture is at 68.75 points and it is preferred to maintain the same score of 68.75; stability & control are now at 43.75 points, and it is expected to increase to the preferred points of 50.73. (A) Current clan culture is at 72.5 points, and it is expected to decrease to the preferred points of 70; current internal focus is at 49.90 points, and it is expected to decrease to the preferred points of 49.05.

Exhibit 13 shows the desire to change, reduce the focus on people, propose to buy outside employee management software, and ask an external expert to set up the process, and regulations to help manage employees effectively.

3. Management of Employees
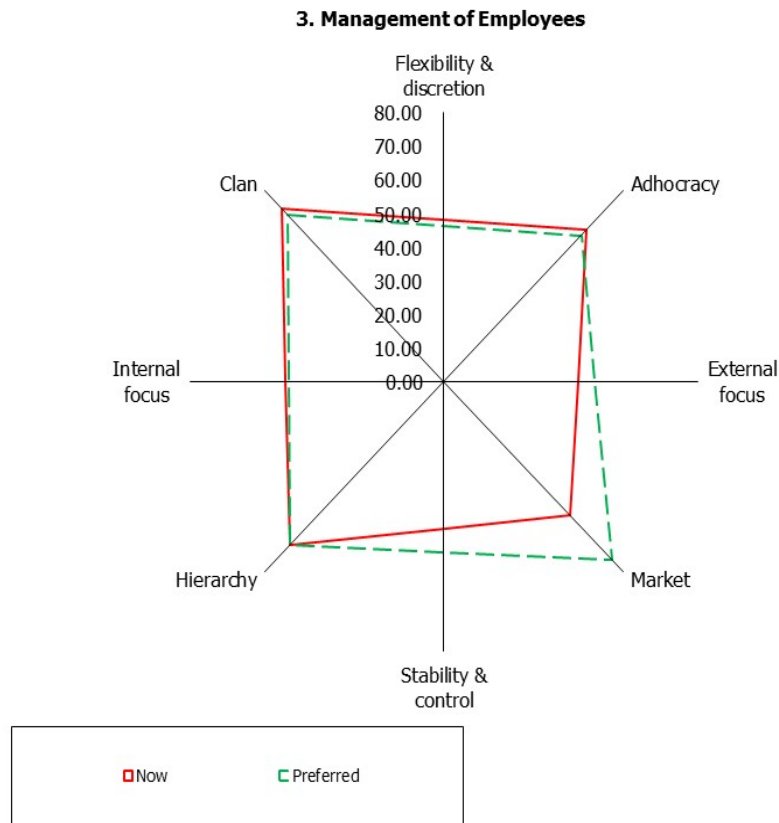
Exhibit 13: Employee Management

5. ORGANIZATION ENGAGEMENT (GLUE)

To investigate the organization's engagement, interviews were conducted with questions according to the four trends as per the appendix.

	4. Organization Glue
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.
B	The glue that holds the organization together is its commitment to innovation and development. There is an emphasis on being on the cutting edge.
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment.
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.

The results obtained are as follows:

4. Organization Glue				Graphical layout			
Aver.	Now	Preferred			Score	Now	Preferred
A	65	83			Flexibility & discretion	42.13	52.50
B	55	68		B	Adhocracy	55.00	67.50
C	63	64			External focus	41.37	46.37
D	61	56		C	Market	62.50	63.75
TOTAL	244	270			Stability & control	43.75	42.26
				D	Hierarchy	61.25	56.25
					Internal focus	44.60	47.30
				A	Clan	65.00	82.50

The table above shows (B) Adhocracy is now at 55 points, it is expected to increase to the preferred points of 67.50; flexibility and discretion is at 42.13 points, and it is expected to increase to the preferred points of 52.50. (C) The current market culture is at 62.50 points, it is expected to increase to the preferred points of 63.75; the current external focus is at 41.37 points, and it is expected to increase to the preferred points of 46.37. (D) Current hierarchy culture is at 61.25 points, and it is expected to decrease to the preferred points of 56.25; stability & control are now at 43.75 points, and it is expected to decrease to the preferred points of 42.26. (A) Current clan culture is at 65 points, and it is expected to increase to the preferred points at 82.50; current internal focus is at 44.60 points, and it is expected to decrease to the preferred points of 47.30.

Exhibit 14 shows that it is clear that officers and employees want to connect creatively based on a strict process.
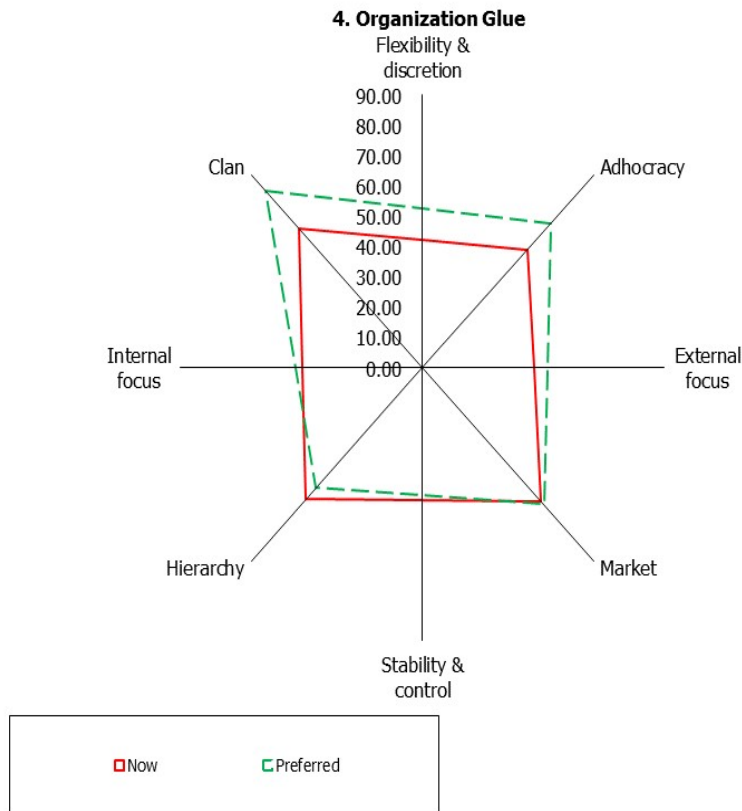
Exhibit 14: Organization Engagement (Glue)

6. STRATEGIC EMPHASES

To investigate the strategic emphases, interviews were conducted with questions according to the four trends as per the appendix.

	5. Strategic Emphases
A	The organization emphasizes human development. High trust, openness, and participation persist.
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.
D	The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.

The results obtained are as follows:

5. Strategic Emphases				Graphical layout		
Aver.	Now	Preferred		Score	Now	Preferred
A	78	74		Flexibility & discretion	47.83	52.59
B	60	75	B	*Adhocracy*	60.00	75.00
C	59	64		External focus	41.98	48.73
D	61	71	C	*Market*	58.75	63.75
TOTAL	258	284		Stability & control	42.41	47.58
			D	*Hierarchy*	61.25	71.25
				Internal focus	48.38	51.25
			A	*Clan*	77.50	73.75

The table above shows (B) Adhocracy is now at 60 points, and it is expected to increase to the preferred points of 75; flexibility and discretion is at 47.83 points, and it is expected to increase to the preferred points of 52.59. (C) The current market culture is at 58.75 points, and it is expected to increase to the preferred points of 63.75; the current external focus is at 41.89 points and it is expected to increase to the preferred points of 48.73 points. (D) Current hierarchy culture is at 61.25 points, and it is expected to increase to the preferred points of 71.25; stability & control are now at 42.41 points, and it is expected to increase to the preferred points of 47.58. (A) Current clan culture is at 77.50 points, and it is expected to decrease to the preferred points of 73.75 points; current internal focus is at 48.38 points, and it is expected to increase to the preferred points of 51.25.

Exhibit 15 shows the desire in the future for the management level to create new strategic emphases - core values for the organization while the employee's executors need to clearly understand those values to convey to all customers.
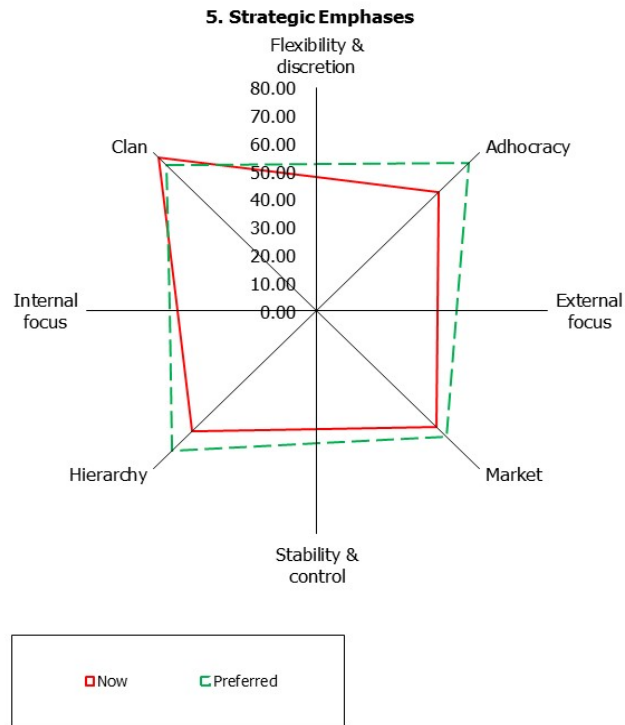
Exhibit 15: Strategic Emphases

7. SUCCESS CRITERIA

To investigate the success criteria, conduct interviews with questions according to the appendix four trends.

	6. Criteria of Success
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.

The results obtained are as follows:

6. Criteria of Success				Graphical layout			
Aver.	**Now**	**Preferred**		**Score**	**Now**	**Preferred**
A	75	75		Flexibility & discretion	53.90	55.56
B	78	83	B	*Adhocracy*	77.50	82.50
C	81	81		External focus	56.10	57.89
D	75	78	C	*Market*	81.25	81.25
TOTAL	**309**	**316**		Stability & control	55.15	56.10
			D	*Hierarchy*	75.00	77.50
				Internal focus	53.03	53.90
			A	*Clan*	75.00	75.00

The table above shows (B) Adhocracy is now 77.50 points, and it is expected to increase to the preferred points of 82.50; flexibility and discretion is at 53.90 points, it is expected to increase to the preferred points of 55.56. (C) The current market culture is at 81.25 points, it is expected to keep the same preferred points of 81.25; the current external focus is 56.10 points, and it is expected to increase to the preferred points of 57.89 points. (D) Current hierarchy culture is at 75 points, and it is expected to increase to the preferred points of 77.50; stability & control are now 55.15 points, and it is expected to increase to the preferred points of 56.10 points. (A) Current clan culture is at 75 points, and it is expected to maintain the same preferred points at 75; current internal focus 53.03 points, and it is expected to increase to the preferred points of 53.09.

Exhibit 16 shows that the diagram of the current and expected criteria in the future almost overlap, showing that the team works closely with the eco park for a long time and is completely happy with the criteria and cultural values that the leader of the resort has outlined from the very beginning.

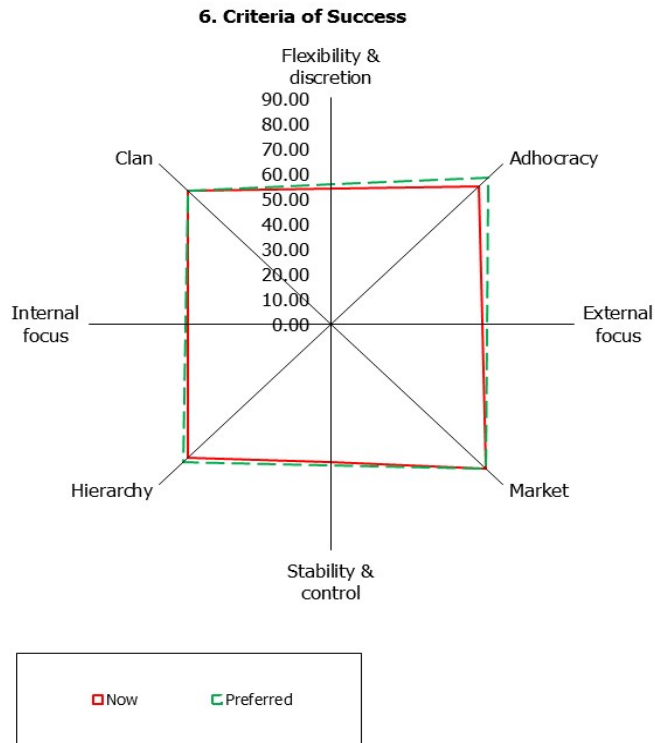**6. Criteria of Success**

Exhibit 16: Success Criteria

8. SUGGESTIONS ABOUT THE FAVORITE CULTURE FOR THUNG NHAM BIRDS ECOLOGICAL TOURISM AREA

The dominant culture of the organization suggests the future favorite culture is determined as follows:

Overall of Culture Assessement
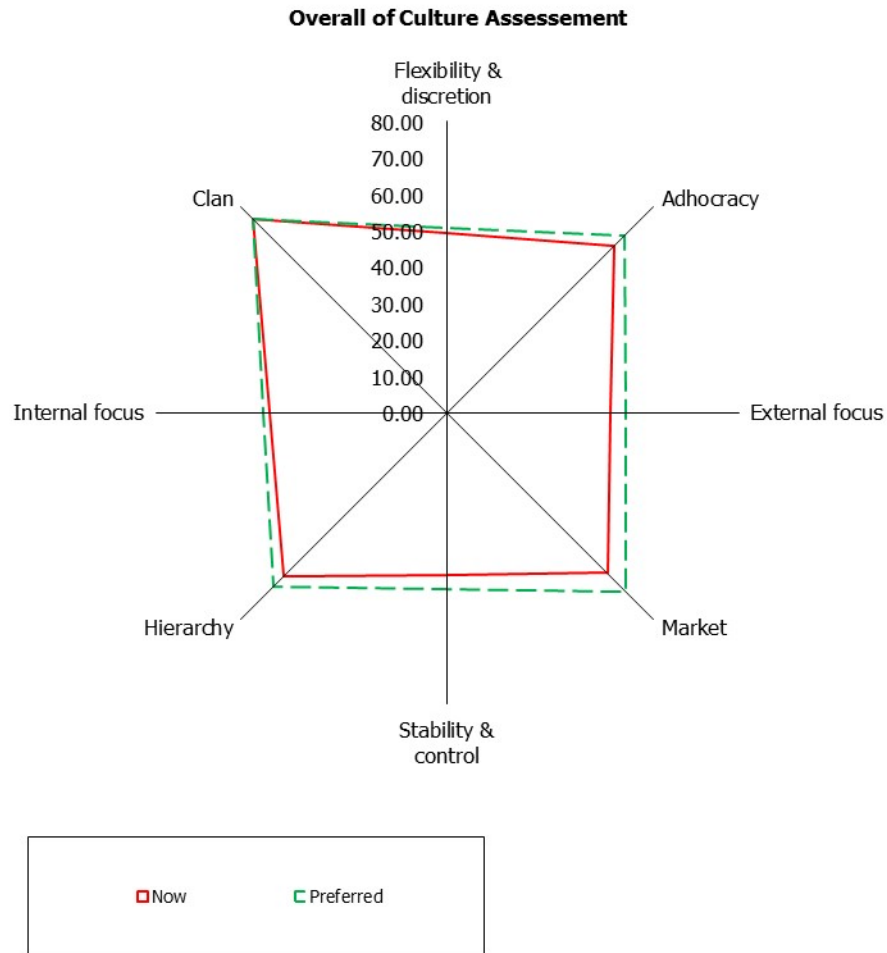
Exhibit 17: Overall Culture Assessment

Exhibit 17 shows that after synthesizing the factors, it can be generalized as follows:

Currently, Thung Nham Birds Ecological Tourism Area focuses on people. However, after 20 years of establishment and development, there is a sign of readiness to change by assessing between the solid red graph and the dashed blue graph showing the idea of favorite culture preferred as a starting point for a change in competitive innovation for the leadership class, the need for a strict regulatory process to apply to all employees, and stable business professionalism is seen as an important factor for the success of the organization in the future. This is a proven cultural metric.

9. APPLICATION

An organizational culture that evolved over time, if it was left unstudied carefully enough, will become a negative force. When this happens, employee engagement and performance begin to suffer. With the right change management strategy, it is possible to successfully transform and improve the organizational culture.

9.1 Start by Assessment the Organizational Culture

Assessing your organization's culture is the first step towards ensuring the organization's success. This identifies areas for improvement. Further analysis will uncover strengths and positive cultural aspects that the organization should preserve. Most importantly, the results from a careful assessment will help an organization plan its strategy, specific goals, and action plan to transform its culture.

9.2 How to Evaluate Organizational Culture?

There are several ways to evaluate organizational culture. Depending on the resources and goals of the organization, a combination of individual or group interviews and employee surveys may be used. In addition, the above-mentioned OCAI organizational culture assessment tool can be used.

9.3 Building the Foundation for a Positive Organizational Culture

After completing the organizational culture assessment, we will have a better idea of the area to focus on first. For example, most successful companies, large or small, have certain elements in their culture that promote employee happiness and increase productivity. So the area leaders want to focus on is people: Do you have the right leaders? When recruiting for leadership positions, hire leaders who are passionate and good at leading and developing people.

- **Precise purpose**: Having a vision and mission is not enough. What sets successful companies apart is their clear sense of purpose. Purpose brings focus and increased performance. Thus, make sure employees know the company's purpose.

- **Meaningful work**: for employees to feel engaged, they need to find the meaning in their work. Start by letting all employees know what they are doing and know the purpose of the organization.

- **Inclusion & Authenticity**: Create a work environment where inclusion and authenticity are encouraged. Inclusion and authenticity are critical to fostering creativity and innovation. Because there is no pressure to do as much as possible, but encourage all employees to participate and contribute ideas more freely.

- **Empowered Teams**: Do employees have the support, training, and tools they need to make decisions? Make sure everyone is well trained to do their jobs. And, give employees the freedom they need to make decisions in their day-to-day work.

- **Transparent Information**: when employees are not communicating important information, it creates frustration and loss of productivity. Make sure everyone in the organization has all the information they need to do their jobs well.

- **Creative Reality Workspace**: A organization's physical workspaces reflects the organizational culture and directly impact how people interact with each other. Therefore, to create a culture that promotes creativity, the organization should allow teamwork and innovation with an open workspace instead of a closed office.

CONCLUSION

Corporate culture positively affects the work performance of employees, which in turn, has a positive impact on the organization.

The current culture of Thung Nham Birds Ecological Tourism Area is still strong in family culture, the management board of the resort is very attentive to talent training, cares about employees, and is always an example for employees.

After more than 20 years of establishment and development, the majority of staff, employees, and the collective workforce realize that it's time to promote the internal resources of each individual, go outward, compete, and work according to the needs of each individual. This is also the dream of the collective workforce.

The Organizational Culture Assessment Tool (OCAI) can be applied to evaluate businesses in four categories with many characteristics to find out the current culture and find out the employee's desire to change from there. Outline a way to orient the future culture of the business to help businesses to continuously develop – compete – create sustainably.

Organizations with a good culture do better than their competitors. Because in these organizations, employees are happier, more productive, and less likely to quit. Therefore, the planning of positive cultural values is necessary.

REFERENCES

1. Bình, K. s.-N. (2021, 9 20). *KDL sinh thái Thung Nham - Ninh Bình*. Retrieved from KDL sinh thái Thung Nham - Ninh Bình: http://thungnham.com/

2. Bình, S. D. (2021, 4 14). *Du lịch Ninh Bình*. Retrieved from Trung tâm Thông tin Xúc tiến Du lịch: http://www.dulichninhbinh.com.vn/

3. Bình, S. T. (2021, 4 15). *Tài nguyên du lịch Ninh Bình*. Retrieved from Ngoại giao Văn hóa: http://tttt.ninhbinh.gov.vn/bai-viet/tai-nguyen-du-lich-ninh-binh-339.html

4. Cameron, K. (2016). *An Introduction to the Competing Values Framework.* Haworth.

5. DULICHKHAMPHA24, ©. B. (2021, 4 15). *Kinh nghiệm du lịch Ninh Bình*. Retrieved from Du lịch khám phá 24: https://dulichkhampha24.com/kinh-nghiem-du-lich-ninh-binh.html

6. Dương Thị Thu, Trần Thị Hồng Liên. (2020). *Giải mã chiến lược Đông Tây.* Viện Nghiên cứu Phát triển Lãnh đạo Chiến lược, Đại học Quốc gia Hà Nội .

7. Hoàng Văn Hải, Đinh Văn Toàn. (2020). *Quản trị công ty.* Hà Nội: Nhà xuất bản Đại học Quốc gia Hà Nội.

8. Hoàng Văn Hải, Nguyễn Viết Lộc, Nguyễn Ngọc Thăng. (2014). *Ra quyết định quản trị.* Hà Nội: Nhà xuất bản Đại học Quốc gia Hà Nội.

9. Hoàng, V. (Director). (2016). *Phạm Công Chất: Khúc hát đi khai hoang | VTC* [Motion Picture].

10. Kim S. Cameron, R. E. (1983). *The Competing Values Culture Assessment.* Kim S. Cameron and University of Michigan Regents.

11. Kim S. Cameron, R. E. (2011). *Diagnosing and Changing Organizational Culture.* Jossey-Bass.

12. Mashal Ahmed; Saima Shafiq. (2014). The Impact of Organizational Culture on Organizational Performance: A Case Study of Telecom Sector. *Global Journal of Management and Business Research: A Administration and Management*, 21-30.

13. Quinn, F. T. (2011). *Becoming a master manager: A Competing Values Approach.* John Wiley & Sons.

14. Tedla, T. B. (2016). *The Impact of Organizational Culture on Corporate Performance.* Walden University.

15. V Selvalakshmi; K Guru. (2017). Organizational cultural and organizational performance: Bridging the Quandaries. *International Journal of Applied Research*, 658-660.

16. Zhang Mian, L. H. (2008). Examining the relationship between organizational culture and performance: The perspectives of consistency and balance. *Higher Education Press and Springer-Verlag 2008*, 1-21.

Organizational Culture Assesment Instrument (OCAI)

| | Company or organizational unit | [Name] |

Employee group

E.g. senior managers	
E.g. project managers	
[Description]	
[Description]	
[Description]	

1. Dominant Characteristics	Now	Preferred
A The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C The organization is very results-oriented. A major concern is with getting the job done. People are vey competitive and achievement-oriented.		
D The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
Total (100)	**0**	**0**

2. Organizational Leadership	Now	Preferred
A The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.		
C The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
Total (100)	**0**	**0**

3. Management of Employees	Now	Preferred
A The management style in the organization is characterized by teamwork, consensus, and participation.		
B The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.		
C The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
Total (100)	**0**	**0**

4. Organization Glue	Now	Preferred
A The glue that holds the organiztion together is loyalty and mutual trust. Commitment to this organization runs high.		
B The glue that holds the organiztion together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C The glue that holds the organiztion together is the emphasis on achievement and goal accomplishment.		
D The glue that holds the organiztion together is formal rules and policies. Maintaing a smooth-running organization is important.		
Total (100)	**0**	**0**

5. Strategic Emphases	Now	Preferred
A The organization emphasizes human development. High trust, openness, and participation persist.		
B The organization emphasizes aquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.		
Total (100)	**0**	**0**

6. Criteria of Success	Now	Preferred
A The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		
Total (100)	**0**	**0**

38