



Completing Corporate Culture at Asia Joint Stock Commercial Bank – Kim Lien Transaction

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ABSTRACT

In recent years, building, developing and perfecting corporate culture has always been an issue that many economic groups in the region and around the world have paid close attention to. And the banking sector is not an exception. However, during my internship at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien, I realized: the corporate culture at Deputy Director Kim Lien still has some inadequacies in terms of consistency between corporate culture. branch manager and Deputy Director. Awareness, behavior and responsibilities of members in the work of building and perfecting corporate culture at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien still have many limitations. When learning about Corporate Culture, readers are often interested in the culture of the entire banking system or a large enterprise, but few are interested in small organizations such as branches, Deputy Directors or companies. subsidiary. For the above reasons, I decided to choose the topic: "Improving corporate culture at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien".

Keywords: *Corporate culture, Asia Commercial Joint Stock Bank, Corporate culture.*

1. INTRODUCTION

In recent years, international integration has always been an issue that many economic groups in the region and around the world have paid close attention to. And the banking sector is not an exception. Participating in the process of integration and promoting international economic development will bring countless opportunities and challenges, especially when our country has a lower starting point than other countries. In the world. Therefore, the issue that needs to be discussed is: "How to compete successfully and assert our position in the international arena". Of course, economic organizations have tried to focus on prices, products, services, techniques - technology to be the most advanced and different. However, that is a necessary condition but not sufficient. One thing that helps businesses create and affirm their solid position in the marketplace is the culture within the business.

Asia Commercial Joint Stock Bank is a financial services business organization, so more than anyone else, they understand the importance of corporate culture throughout the development journey. Therefore, all issues related to building, perfecting and developing Corporate Culture are always highly emphasized and paid attention to by the bank. However, during my internship at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien, I realized that the corporate culture at Deputy Director Kim Lien still has some inadequacies in terms of consistency between corporate culture. at Deputy Directors. Furthermore, awareness, behavior and responsibility of members in the work of building and perfecting corporate culture at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien is still limited.

If the work of building unique and different cultural features at the Deputy Director is done well, it will contribute to perfecting the shortcomings in the policies and guidelines for developing corporate culture of the entire banking system, each individual. step towards building and perfecting a modern, open and deeply integrated corporate culture.

From the above arguments as well as the urgency of the topic, as an intern at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien, I wish to develop and perfect what is lacking in literature. Business transformation at ACB Kim Lien. The author would like to choose the topic: "Improving corporate culture at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien

2. RESEARCH METHODS

In this dissertation research, the author uses the following method:

- In-depth interview method: Conduct direct interviews with a number of employees and customers at Deputy Director Kim Lien.
- Observation method: Observe all daily activities, participate in meetings, observe how people behave in the bank.

- Survey method (questionnaire survey): Survey subjects included 33 officers, employees and 35 customers at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien.
- Method of synthesizing and analyzing primary and secondary documents

3. RESEARCH RESULTS & DISCUSSION

3.1 Awareness of the issue of developing and perfecting corporate culture at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien

After more than 12 years of establishment and development, Asia Commercial Joint Stock Bank Deputy Director Kim Lien has continuously built a corporate culture with its own identity with core values: "integrity - innovation - careful - harmonious - effective". However, in the current context of deep international integration, ACB Kim Lien as well as the entire Asia Commercial Joint Stock Bank realize that: "sustainable economic development - advanced and modern culture" are two things. The parallel factors of a strong economic development and a backward and outdated banking culture will certainly make it very difficult for the bank to maintain stability and long-term development. According to the results obtained from the survey, up to 76% of employees and customers at ACB Kim Lien believe that building a separate culture with strong corporate identity is necessary because to compete successfully, the company's identity is essential. The body must be different and have a prominent advantage over the opponent. And even up to 19% of the total number of reviewers found that issue to be very necessary. Therefore, ACB Kim Lien's continuous development and improvement of its corporate culture will be a stepping stone to bring success, the position of the Deputy Director in the banking system and make ACB Kim's corporate culture better. Lien has a strong influence on all branches, Deputy Director at Asia Commercial Joint Stock Bank.

3.2 Applying Edgar Schein's research model in assessing the current state of corporate culture at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien

Level 1: Intuitive values

- Logo: still shows rotation but has a clear focus and purpose.
- Slogan: "Bank for every home". Slogans are short, easy to remember, showing closeness, intimacy, and attachment to customers.
- Uniforms: extremely elegant vests and pants. ACB encourages employees to wear t-shirts on Fridays and when participating in outdoor activities, roadshows or other group entertainment activities. comfortable.
- Architecture and workspace layout: In general, the architecture and workspace at ACB basically meet the similarities in the structure of the entire banking system as well as bring a comfortable feeling. pleasant for staff and customers.
- Rituals: Rituals often held at ACB Kim Lien are divided into four ritual groups including: transfer, recognition, reminder, and engagement. This is an opportunity to thank the efforts and contributions of all employees as well as the trust of customers during the past time.
- Language: Based on Asia Bank's code of conduct, ACB Kim Lien has established a "Code of conduct in communication" that is more detailed and easier to apply.

- Typical publications

- + Official website: Since its inception, ACB has set up its own website and since then, it has gradually been upgraded and become more complete.
- + Business card: Each official employee at ACB Kim Lien has business cards bearing their name, contact information, title and current work unit.

Table 1: Results of the survey of visual values at ACB Kim Lien

Degree evaluation	Very not good	Not good	Normal	Good	Very good	Average score
Opinion						
1. Logo and slogan are short, easy to convey meaning, associated with ACB's style and development orientation	0	3	25	32	8	4.13
2. ACB Kim Lien employees comply with regulations on uniforms and footwear when meeting customers, at the office and participating in outdoor activities	1	6	29	26	6	3.44
3. Harmonious, reasonable architecture and comfortable working space, stimulating	2	5	30	28	3	3.36

creativity, highlighting the unique style and culture of the Deputy Director						
4. Ceremonies and events are held at the bank	0	3	29	30	6	3.57
5. Employees behave skillfully, flexibly, and gently in communication	0	6	28	29	5	3.48
6. Attractive, beautiful, professionally designed publications represent the bank's unique mark	0	2	27	31	8	3.66

(Source: author survey results)

From the survey results in Table 2.5, in general the visual values at ACB Kim Lien are at a fairly average level, not clearly showing the prominence of each value. Among them, the ACB logo and slogan are rated the best (average 4.13)/It not only makes a positive impression on customers but also highlights ACB's style and sustainable development orientation. Song

Besides the outstanding tangible values, some evaluated factors are not really clear, there is not much difference between normal and good evaluation. The most obvious thing is that the survey results on uniforms, architecture, rituals and behavior of staff at ACB Kim Lien have not been highly appreciated. Therefore, ACB Kim Lien needs to focus more on developing this value to increase customer recognition.

Level 2: Values statement

- Vision

Deputy Director of Asia Commercial Joint Stock Bank - Deputy Director of Kim Lien, Mr. Mai Van Trung gave a new vision and new goals for the next 5 years at ACB Kim Lien.

Firstly, ACB Kim Lien must seize all opportunities in the current period of strong development of the market economy.

Second, ACB Kim Lien needs to promote all its strength and resources to well carry out ACB's common mission: "ACB - The bank of every family."

- Mission

Associate the business mission with the mission of the whole bank: "Asia Bank - Bank for everyone"

On the basis of inheriting traditional cultural features, ACB Kim Lien strives to create new cultural values to become "one of the units with an admirable and proud culture".

- Business philosophy

ACB Kim Lien always operates "customer is king", respects customers, considers customers the top priority

- Strategic objectives

+ Achieved the title of unit performing well in many fields, making ACB the leading commercial joint stock bank in Vietnam

+ Successfully complete the 2022 goal, continue to promote and spread the beauty of culture to all branches and Deputy Directors of the bank.

- Professional ethical standards

Based on the common ethical standards at Asia Commercial Joint Stock Bank, Deputy Director Kim Lien has built his own professional ethical standards with the rules: "compliance - prudence - integrity". – dedicated – fair – creative – confidential – collective".

- Codes of Conduct

+ Rule 1: Conduct between employees and customers and partners

+ Rule 2: Conduct between employees and employees

+ Rule 3: Conduct between employees and leaders

+ Rule 4: Conduct between leaders and employees

+ Rule 5: Conduct between banks and the community and society

Through a survey of 33 employees and 35 customers at Deputy Director Kim Lien based on a 5-level Likert scale corresponding to: 1 - Completely disagree; 2 - Disagree; 3 - Normal; 4 - Agree; 5- Completely agree, we get the following results:

Table 2: Evaluation results of declared values

Degree evaluation Opinion	Totally disagree	Disagree	Normal	Agree	Totally agree	Medium score
1. You know and understand very well the vision, mission, and business philosophy of the bank	0	0	24	37	7	3.75
2. Vision, mission, and business philosophy are always clear and specific, creating motivation for employees and trust from customers.	1	9	23	27	8	3.47
3. ACB Kim Lien always has the orientation to achieve determined goals	2	5	29	25	7	3.44
4. You believe that the bank will achieve all set goals.	0	3	26	29	10	3.68
5. You have read and clearly understood the professional ethical standards of ACB bank employees	1	7	25	30	5	3.45
6. ACB Kim Lien employees always comply and implement well the bank's internal standards and regulations as well as the law	2	4	33	21	8	3.42
7. ACB Kim Lien employees are treated fairly and equally; new, creative and progressive ideas are always prioritized and approved.	0	6	26	31	5	3.51
8. ACB Kim Lien staff has grasped and tried to implement well the "code of conduct" at the bank	2	1	28	31	6	3.55

(Source: author survey results)

Through survey 2.6 of staff and customers at ACB Kim Lien, we see that the majority of results are at an average level. Of which, the highest rated score is 3.75/5 points. Staff at ACB Kim Lien have clearly recognized and understood the elements of vision, mission, and business philosophy. Although this number is not outstanding, it is also a successful first step in raising each member's awareness of the values declared at the bank. Table 2.6 also shows us that the results of the remaining criteria are quite modest.

Reason:

+ It may come from the members, they have not made a clear plan, are busy completing tasks and business targets and forget that learning and implementing the declared values well is also a very important task. important of ACB Kim Lien people.

+ From another perspective, it may be because the bank's leadership has not paid attention, paid attention, and motivated employees to learn and comply 100% with the standards and regulations set forth by the bank. Therefore, the lack of initiative of employees and the indifference of leaders will gradually lose the inherent declared values of the bank, and the banking culture will then become outdated and outdated..

Level 3: Implicit concepts

Asia Commercial Joint Stock Bank in general, and ACB Kim Lien in particular, always focus and act based on 5 core values "integrity, prudence, innovation, harmony and efficiency". In addition, ACB Kim Lien always upholds the value of "trust" because trust creates an inspiring and healthy working environment, helping ACB Kim Lien employees to be more enthusiastic at work. Through a survey of 33 employees and 35 customers at Deputy Director Kim Lien, based on a 5-level Likert scale corresponding to: 1- Never comply; 2- Rarely comply; 3- Occasionally comply; 4- Regularly comply; 5- Always comply, we get the following results:

Table 3: Evaluation results of implicit concepts at ACB Kim Lien

Degree evaluation Opinion	Never comply	Rarely comply	Occasionally comply	Regularly comply	Always comply	Medium score
1. Employees are always honest and comply with all internal regulations and laws when working	0	2	16	42	8	3.82
2. Employees are always careful and carefully analyze every issue before making a decision	0	2	23	34	9	3.73
3. Employees are willing to change to access new things	0	4	33	21	10	3.54
4. Employees always implement well the program of harmoniously combining the bank's interests with related parties	0	0	27	35	6	3.69
5. Employees always strive to complete their best work, even exceeding expected results	0	3	22	36	7	3.69
6. Employees believe in the unit's operating philosophy, art of using people, integrity and transparency.	0	1	29	26	12	3.72

(Source: author survey results)

Looking at the survey, we see that most of the average scores on implicit concepts are quite high but the factors are still not expressed in the best way.

- The core value "integrity" achieved the highest average score (3.82/5 points). According to customer reviews as well as the feelings of ACB Kim Lien staff, most employees demonstrate integrity and transparency in the working process. However, there also exists a large group of people whose actions violate internal regulations and the law, going against the ethical standards of employees.

- In addition, other values are also highly appreciated. This shows ACB Kim Lien's great efforts in promoting the development of implicit values at the bank.

4. CONCLUDE

4.1. Achievements acquired

Firstly, ACB Kim Lien has succeeded in raising awareness of officers and employees about the importance of building corporate culture.

Second, ACB Kim Lien has succeeded in increasing customer recognition through logo and slogan.

Third, the architecture and layout of the workspace basically meet the standards of a Deputy Director in terms of width; Decorative flowers and mini green plants on decorations and customer waiting areas; advertising banner..

Fourth, typical publications are positively received by customers and employees because of their convenience, ease of use, and demonstration of the bank's professionalism and modernity.

Fifth, declared values such as vision, mission, business philosophy, and strategic goals are expressed specifically, clearly, and widely disseminated both inside and outside the enterprise.

Sixth, ACB Kim Lien has achieved success in building and promoting real employees

Demonstrate well the "professional ethical standards" and "code of conduct" in the bank.

Seventh, ACB Kim Lien has implemented quite well the 5 core values "integrity, caution, innovation, harmony and efficiency" in the ideology of all officers and employees on the basis of 3T: "trust, comply, execute".

4.2. Some problems still exist

Firstly, the awareness of officers and employees at Deputy Director on the issue of developing and perfecting corporate culture is still not complete, deep and comprehensive. 5% of employees out of a total of 68 people surveyed said that whether or not it is important to develop and perfect corporate culture is not important.

Second, the facilities here only basically meet the needs of creating a comfortable working environment for employees and customer satisfaction really does not promote creativity and working spirit for the whole team. Officers and employees.

Third, the form of handling actions that go against "professional ethical standards"; Going against the "code of conduct" that is not thorough, respectful, and respectful of gratitude still happens frequently.

Fourth, ACB Kim Lien has organized ceremonies and events on important occasions but some employees have not yet actively participated.

Orientation for developing corporate culture at Asia Commercial Joint Stock Bank - Deputy Director Kim Lien until 2035

- Continuously update and absorb the quintessence of human culture in parallel with inheriting and preserving cultural features imbued with Vietnamese national identity and the inherent culture at ACB Kim Lien.

- The leadership at ACB Kim Lien needs to promote ideological work and raise awareness of each member in developing corporate culture at the bank.

Proposing some solutions to develop and perfect corporate culture at Asia Commercial Joint Stock Bank

– Deputy Director Kim Lien

Training, fostering and awareness of officials and employees at ACB - Deputy Director Kim Lien on the issue of developing and perfecting corporate culture Renovating and perfecting the infrastructure system to create synchronization between Deputy Directors

Continuously promote the process of perfecting and developing the internal marketing strategy

Maximize the power of social networks to spread your brand image and best care and serve customers.

Clearly define and widely disseminate the vision, mission, goals, and well implement the bank's core values

4.3. Make recommendations

For the State Bank and competent authorities

Create maximum conditions for businesses and banks to form and develop corporate culture in Vietnam Establish a specific and clear reward regime for banks that implement good corporate culture Launch competitions Participate in developing corporate culture

For the headquarters of Asia Commercial Joint Stock Bank

The headquarters needs to pay attention and focus on organizing training classes and seminars to provide and share

Share and supplement information and knowledge for officers and employees on the issue of building corporate culture in the banking sector.

Continuously introduce policies and regulations to increase the level of deep understanding of employees about declared values and implicit values so that they can apply them flexibly in the working process. .

Regularly remind and direct Deputy Directors and branches to conduct economic development associated with building and promoting the good cultural values of the organization.

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