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Article

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Strengthening the Link Between Organizational Culture and Employee Loyalty: Exploring the Mediating Effects of Employee Trust and Job Satisfaction

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ABSTRACT

Purpose: This research investigates the role of employee trust and job satisfaction in the relationship between organizational culture and employee loyalty.

Design/methodology/approach: The study was conducted among 355 healthcare professionals working in a private healthcare system in southern cities of Vietnam, including doctors, nurses, and other medical staff. The research method employed was partial least squared structure equation modeling (PLS-SEM) with SmartPLS software for data analysis.

Findings: The findings indicate that organizational culture has a direct positive impact on employee loyalty and also affects employee trust and job satisfaction positively. Furthermore, employee trust and job satisfaction act as intermediaries and positively influence employee loyalty toward the organization.

Research limitations/implications: The research acknowledges the limitation of the limited sample size and encourages further exploration of these relationships in other contexts. In addition, this study provides valuable insights for the management board of private healthcare organizations in southern cities of Vietnam on how to improve employee loyalty by cultivating a positive organizational culture, promoting employee trust, and enhancing job satisfaction.

Originality/value: Overall, this research contributes significantly to the existing literature by examining the interplay between employee trust, organizational culture, job satisfaction, and employee loyalty.

Keywords: Employee loyalty, Employee trust, Organizational Culture, Employee job satisfaction, The private healthcare sector

I. Introduction

In Vietnam, there are currently 1,365 hospitals, not including military hospitals, with a planned capacity of 253,447 beds, but there are actually 339,313 hospital beds available. The healthcare sector

employs around 500,000 public servants and health workers and serves over 158 million individuals each year, with over 27 million receiving inpatient treatment. Since the implementation of the Law on Examination and Treatment nine years ago, the private healthcare sector has experienced significant growth, with both public and private hospitals expanding (UNFPA, 2021). In 2011, there were 102 semi-public and private hospitals with 5,822 beds, but now there are 248 private hospitals with over 21,048 specialist clinics and a total capacity of 15,475 beds.

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The private healthcare sector has recently actively participated in medical examination and treatment, increasing the number of hospital beds per 10,000 individuals from 23.56 in 2011 to around 29 in 2018, including hospital beds, regional polyclinics, and treatment beds of preventive medical units. Out of these, public hospital beds constitute approximately 27 beds per 10,000 people (Tran et al., 2020). According to the Ministry of Health assessments, numerous large corporations and enterprises have planned to invest in new hospitals with thousands of beds and modern technology over the coming years. A few provinces have international hospitals due to the large scale of private investment, which remains relatively small compared to other industries, and must be proportionate to society's potential (UNFPA, 2021). Despite the private healthcare sector's recent rapid growth, its scale is still considerably modest compared to other industries.

It is challenging to provide a comprehensive overview of the human resource (HR) situation in the private hospital system in Vietnam since it can vary considerably across different hospitals and regions. However, some factors that could affect the HR situation in the private hospital sector in Vietnam include (1) increased competition for skilled healthcare workers: With the expansion of the private healthcare sector in Vietnam, there may be an upsurge in competition for skilled healthcare professionals, which could lead to increased salaries and benefits; (2) Absence of standardized HR practices: The private hospital system in Vietnam is relatively disjointed, and there may be an absence of standardized HR practices and policies, which could result in unpredictable working conditions and benefits across different hospitals; and (3) Difficulties in attracting and retaining workers: The private hospital sector may struggle to attract and retain skilled workers due to lower salaries and benefits when compared to other industries.

Moreover, there is a significant loss of highly skilled doctors and specialists from public and private hospitals nationwide, particularly from public hospitals in southern cities of Vietnam. This trend of skilled professionals departing from small or private hospitals

and medical centers escalates daily. Therefore, it is crucial to retain these professionals to maintain and cultivate the human resources of exceptionally qualified and specialized doctors who can offer medical examination and treatment to the local population. Consequently, the private healthcare service sector is one of the crucial and fundamental goals for private hospital administrators.

A few earlier studies have examined the impact of organizational culture on satisfaction, employee trust on loyalty, organizational culture on organizational loyalty, satisfaction on trust, trust on loyalty, and satisfaction on loyalty (Lee & Lee, 2020). Other studies have investigated organizational culture, job satisfaction, employee trust, and employee loyalty in the service industry. Nevertheless, only a few studies have investigated the correlation between organizational culture, job satisfaction, employee trust, and employee loyalty in the healthcare system context, mainly in the private sector (Lee, 2020). Consequently, this research investigates the role of employee trust and job satisfaction in the relationship between organizational culture and employee loyalty in the private healthcare system in southern cities of Vietnam.

II. Research Model and Hypotheses

A. Employee Loyalty

Baoguo and Mian (2011) highlighted the importance of employee loyalty in organizational behavior, which refers to the belief in the organization's core values, working hard towards its goals, and remaining with the organization. Elegido (2013, p. 496) described employee loyalty as a conscious commitment to prioritize the employer's interests, even if it requires personal sacrifice beyond legal and moral obligations. Factors such as recognition, career growth, engaging work, supportive colleagues, and a distinctive organizational culture (Aityan & Gupta, 2011) are often attributed to employee loyalty, which is perceived as intangible.

The quality and loyalty of employees are essential

for the long-term success of any company (Frempong, Agbenyo, & Darko, 2018). Retaining loyal employees is crucial to achieving this success, as they are valuable assets to the organization. Employers must, therefore, be capable of recognizing and retaining loyal employees. Yee et al. (2010) discovered that employee loyalty significantly impacts a company's profitability through service quality, satisfaction, and loyalty. Loyal employees support a company's growth and sustainability while reducing financial strain and the need to invest in recruiting new staff. Developing employee loyalty requires constant attention and relationship building (Chang, Chiu, & Chen, 2010).

B. Organizational Culture

Organizational culture is the set of shared beliefs, values, customs, attitudes, and typical practices that guide a business's activities, structures, and operations (Potter, 2003). It is viewed as a critical factor in shaping and regulating organizational behavior to achieve organizational objectives (Fischer et al., 2014). The development of an organizational culture plays a crucial role in creating a mindset and humanizing the business process, creating a positive work environment characterized by high levels of trust, communication proficiency, and organizational commitment (Hien, 2016).

According to Suharti and Suliyanto (2012), organizational culture and leadership style are both critical factors that influence employee engagement and loyalty. Therefore, managers at all levels should take responsibility for understanding their role in creating and maintaining a positive organizational culture. Managers should lead by example by effectively communicating the company's values, attitudes, and behaviors to employees (Ciu & Jin, 2020). These core values can shape employee attitudes and behaviors, fostering a shared belief system that forms the foundation of the organizational culture. Potter (2003) argues that an outstanding organizational culture must comprise four essential components that work together: trustworthiness and trust, delegation

and empowerment, consistency, and mentorship.

C. Organizational culture, Employee Satisfaction, Employee Trust, and Employee Loyalty

Asiedu (2015) conducted a study in a selected banking company in Oxford, United Kingdom, to explore the impact of a supportive organizational culture on employee job satisfaction, which can enhance a company's competitive advantage. The study involved distributing 70 questionnaires using random sampling techniques. The results indicated that due to the lack of a rewarding culture, growth opportunities (such as training), and a culture of supportive communication and supervision, employees in the organization needed to be adequately motivated to perform better.

Organizational culture can have a significant impact on employee trust. An organizational culture's beliefs, values, and norms can either promote or undermine trust between employees and management (Xiong, Lin, Li, & Wang, 2016). When an organizational culture is built on transparency, honesty, and integrity, employees are more likely to trust their leaders and colleagues. This is because they feel that their organization is committed to doing the right thing and that their colleagues and managers are trustworthy.

On the other hand, if an organizational culture is characterized by secrecy, dishonesty, and a lack of transparency, employees are likely to be more distrustful. They may feel that their organization must be more committed to their well-being and cannot trust their colleagues or managers (Matzler & Renzl, 2006).

Therefore, to promote trust among employees, organizations should strive to build a culture of transparency and honesty. This can be done by fostering open communication, involving employees in decision-making processes, treating employees fairly, and aligning organizational values with employees' values (Roberts & David, 2020). Employees who feel that their organization is trustworthy are likelier to trust their colleagues and managers, leading to better collaboration, higher job satisfaction, and increased productivity.

A study by Minh and Doan (2017) focused on the impact of corporate culture on employee loyalty in Lilama 7 Joint Stock Company in Vietnam. The study used regression analysis and found that organizational culture strongly influenced employee loyalty. Another study by Omeregbe and Umemezia (2017) examined the relationship between organizational culture and employee performance in the Nigerian banking sector. The study used both systematic and convenient sampling techniques and included 392 participants. Data analysis was conducted using Ordinary Least Squares (OLS), and the results revealed that leadership style, employee training, work processes, and employee commitment positively affected employee performance.

Organizational culture and employee loyalty have been extensively studied in various scientific fields, including sociocultural, political, and managerial contexts. In the management context, employee loyalty is understood as loyalty to the organization (Arshad et al., 2022). Loyalty is expressed through professional relationships and hierarchy between employees and their organizational culture (Ineson et al., 2013). Therefore, organizational culture is believed to foster employee loyalty to the organization (Book et al., 2019).

Organizational culture is an essential resource to help reduce employees' negative emotions. According to social exchange theory, employees will be more committed to the enterprise if they feel the organization's support, directly the leader's empowerment (Wen et al., 2019). Organizational culture has a positive effect on increasing employee loyalty (Wang et al., 2017). As mediators of the organizational culture to employees, organizational culture will lead to behavioral change on the part of employees, to which employees will respond positively through commitment or loyalty (Eisenberger et al., 1986; Holtzworth-Munroe et al., 1997; Liden et al., 1997).

The link between organizational culture and employee loyalty is becoming increasingly important due to the costs associated with employee turnovers, such as recruitment, training, and development. Employees who remain with an organization longer are more familiar with the company's objectives, operational procedures, and expectations, resulting in increased

efficiency and performance while reducing the need for supervision and guidance. Several studies have demonstrated a relationship between organizational culture and employee loyalty. For example, Ericsson (2018) found that organizational culture promotes employee loyalty, while Kwakye (2018) noted that bureaucratic, clan and entrepreneurial cultures significantly impact employee turnover. Minh Thu and Doan Khoi (2018) concluded that organizational culture strongly influences employee loyalty in Vietnam, and Madueke and Emerole (2017) found a significant positive correlation between innovative culture and employee commitment. Similarly, Alvi et al. (2014) discovered that supportive and bureaucratic cultures significantly affect employee commitment.

Le and Le (2012) conducted a study on employee loyalty, focusing on the impacts of satisfaction, organizational culture, and teamwork spirit. The researchers examined team collaboration, fringe benefits, work environment, and training programs to evaluate their relationship with loyalty. The study revealed that higher levels of organizational culture, teamwork, work environment, fringe benefits, training programs, and job satisfaction were linked to higher employee loyalty, and conversely, lower levels of these factors were associated with lower employee loyalty.

Several studies have investigated the relationship between organizational culture and employee loyalty and found it to be significant and positive (Winder et al., 2019; Arshad et al., 2022). These studies suggest that higher levels of organizational culture are associated with higher employee loyalty (Peabody et al., 1989; Grover & Crooker, 1995; Roehling et al., 2001). Brashear's (2006) study also found that when leaders support employee career development, it can increase employee loyalty (Roehling et al., 2001). Liden et al. (2008) also confirmed the positive impact of organizational culture on employee loyalty. Therefore, it is essential to prioritize organizational culture, which is believed to influence loyalty. Based on these findings, the authors put forth the following hypotheses:

- H1:** Organizational culture has a positive effect on employee trust.

H2: Organizational culture has a positive effect on employee's job satisfaction.

H3: Organizational culture has a positive effect on employee loyalty.

D. Job Satisfaction, Employee Trust, and Employee Loyalty

Establishing employee trust is crucial in enhancing employee satisfaction and performance (Ababneh, 2020). While trust and satisfaction may not directly increase the relationship between managers and performance, trust can have a positive impact on satisfaction (Roberts & David, 2020). Past studies provide empirical evidence for a strong link between trustworthiness and employee satisfaction (Jim, 2017; Ko & Choi, 2019).

Similar to its impact on satisfaction, employee trust also has a positive effect on employee loyalty to the organization (Melian-Alzola & Martin-Santana, 2020). Studies have demonstrated that brand trust can boost loyalty (Kalhor et al., 2020), and that trust can enhance the loyalty of internal customers, including employees (Paparoidamis et al., 2019). This study emphasizes that employees must be treated as consumers in the development of the internal marketing concept, as it can increase loyalty behavior through employee trust (Boonlertvanich, 2019; Hung et al., 2019). Other studies have also highlighted that job satisfaction is a significant factor contributing to employee loyalty (Yanartaş et al., 2019; Yang et al., 2017).

Research has primarily focused on the impact of satisfaction on consumer behavior (Matzler & Renzl, 2006); however, employee satisfaction and loyalty are crucial for the success and growth of organizations (Chang et al., 2010; Keshavarz & Jamshidi, 2018). Loyalty and satisfaction play a significant role in improving performance, and job satisfaction is an indicator of loyalty (Sihombing et al., 2017; Chao & Cheng, 2019; Hung et al., 2019). Thus, enhancing employee satisfaction can increase employee loyalty and the retention of high-performing employees,

which is crucial for organizational competitiveness and progress (Matzler et al., 2006).

According to Huynh et al. (2021), many previous studies have shown that job satisfaction positively impacts employee loyalty. A study by Frempong et al. (2018) has shown that job satisfaction positively impacts employee loyalty. In their research, the authors also show that businesses must increase employee satisfaction to promote employee loyalty toward the organization (Huynh et al., 2021). Research conducted by Al-Sada et al. (2011) examined the relationship between job satisfaction and employee loyalty. Two relationship characteristics related to an advanced and developed economy are considered. The results show clear evidence of a strong relationship between job satisfaction and employee loyalty.

On that basis, the following hypothesis is proposed:

H4: Employee trust has a positive effect on employee job satisfaction.

H5: Employee trust has a positive effect on employee loyalty.

H6: Employee job satisfaction has a positive effect on employee loyalty.

The research model and research hypotheses are presented in Figure 1.

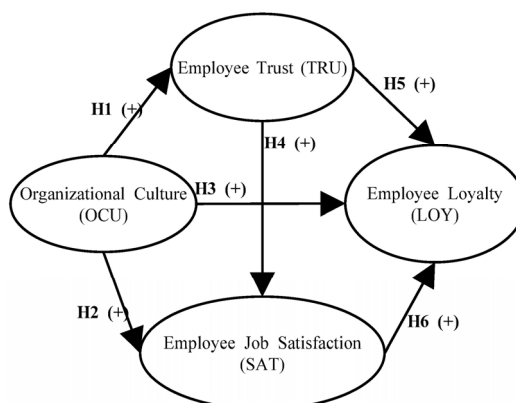


Figure 1. Research model

III. Methodology

A. Research Process

This study proposes a research process that is adapted from the methods used by Churchill (1979), Tran (2005), and Lai and Tong (2022) to achieve the study's objectives. Churchill's (1979) and Lai (2019, 2020) processes have been widely used in previous studies for developing a research scale in marketing concepts; however, it is time-consuming and expensive due to the need for conducting multiple studies. To address this limitation, Tran Kim Dung (2005) and Lai (2019, 2020) incorporated the SEM model into Churchill's (1979) process to validate the scale's value. Generally, previous studies have employed three fundamental steps to develop a scale, which include (1) creating a draft scale (observed variable), (2) conducting a preliminary assessment of the scale, and (3a) conducting a formal assessment of the scale.

Formal quantitative research is conducted to test hypotheses and traditional research models. The study used survey data from 355 medical doctors at private medical examination and treatment facilities in southern cities of Vietnam to test the theoretical model with a convenient sampling method. The data analysis technique analyzes a linear structural model based on partial least squares (PLS-SEM). Regarding the

proposed research model and a reflective measurement model, PLS-SEM is more suitable than CB-SEM (Ledden et al., 2007). The steps to perform structural equation model analysis include evaluating the measurement and structural models to test hypotheses and research models (Chu, 2020; Ji & Han, 2021). Finally, the research results will be discussed based on a comparison with previous studies to explain the results from practice, thereby giving some management implications based on the results achieved.

B. Sampling Method

The results of the interview obtained 380 survey questionnaires; the research screened and retained 355 valid questionnaires for data entry and data analysis; 25 questionnaires were rejected because many answers were almost the same on the scores of observed variables. Descriptive statistics analyzed the information on the demographic characteristics of the survey subjects. The results of descriptive statistical analysis on the sample were compared with data on the demographics of the medical staff at private medical examination and treatment facilities in southern cities of Vietnam to consider the suitability and representativeness of the sample for the total population. The indicators of descriptive statistical analysis are the frequency and proportion of the

Table 1. Survey sample statistics

| Demographic | | Quantity | Frequency (%) |
|-----------------|------------------------|----------|---------------|
| Gender | Male | 169 | 47.6 |
| | Female | 186 | 52.4 |
| Age | Less than 25 | 56 | 15.8 |
| | From 26 to 35 | 102 | 28.7 |
| | From 36 to 45 | 98 | 27.6 |
| | From 46 to 50 | 86 | 24.2 |
| | Over 50 | 13 | 3.7 |
| Education Level | Diploma/College Degree | 47 | 13.2 |
| | Bachelor's degree | 201 | 56.6 |
| | Higher Education | 107 | 30.1 |
| | Other | 0 | 0.0 |

Table 1. Continued

| Demographic | | Quantity | Frequency (%) |
|--|-----------------------|----------|---------------|
| Position | Technician/Staff | 47 | 13.2 |
| | Nurse | 114 | 32.1 |
| | Medico | 66 | 18.6 |
| | Pharmacist | 54 | 15.2 |
| | Doctor | 74 | 20.8 |
| Experience | Less than three years | 204 | 57.5 |
| | From 3 to 5 years | 47 | 13.2 |
| | From 5 to 10 years | 69 | 19.4 |
| | Over 10 years | 35 | 9.9 |
| Monthly Income (Million VND) | Less than 10 | 51 | 14.4 |
| | From 10 to 15 | 74 | 20.8 |
| | Over 15 to 20 | 111 | 31.3 |
| | Over 20 to 30 | 98 | 27.6 |
| | Over 30 | 21 | 5.9 |
| Geographic Location of the Workplace (Southern Cities of Vietnam) | HCMC | 36 | 10.1 |
| | Vung Tau | 26 | 7.3 |
| | Thu Dau Mot | 31 | 8.7 |
| | Dong Xoai | 20 | 5.6 |
| | Bien Hoa | 37 | 10.4 |
| | Tay Ninh | 12 | 3.4 |
| | Can Tho | 20 | 5.6 |
| | Long Xuyen | 16 | 4.5 |
| | Bac Lieu | 17 | 4.8 |
| | Ben Tre | 14 | 3.9 |
| | Tan An | 10 | 2.8 |
| | Ca Mau | 15 | 4.2 |
| | Soc Trang | 13 | 3.7 |
| | Hau Giang | 12 | 3.4 |
| | Tra Vinh | 21 | 5.9 |
| | Sa Dec | 19 | 5.4 |
| | Vinh Long | 16 | 4.5 |
| | Rach Gia | 16 | 4.5 |
| | My Tho | 4 | 1.1 |
| TOTAL | | 355 | 100 |

expressions (groups) in each demographic variable. The results of descriptive statistics about the survey subjects are presented in Table 1.

The demographic information of medical staff in private healthcare organizations in southern cities of Vietnam was analyzed and presented in Table

1. The sample had an almost even gender ratio with slightly more females at 52.4%. The age distribution showed that most medical staff were relatively young with 15.8% under 25 years old and 28.7% from 26 to 35 years old. In terms of educational level, the majority held a bachelor's degree at 56.6%, followed

by higher education at 30.1%. Nurses made up the largest proportion of positions at 32.1%, followed by doctors at 20.8%. Most medical staff had less than three years of working experience at 57.5%, and the majority had relatively high incomes with an average monthly income of over 15 million VND/month to 20 million VND/month at 31.3%. The top four locations where medical staff worked were Bien Hoa City, HCMC, Thu Dau Mot City, and Vung Tau City.

IV. Research Findings and Discussion

A. Evaluation of the Scale Model

1. Aggregate reliability

The scale's reliability is an indicator to measure

the extent to which the survey variable is not subject to error to determine whether the interview results are accurate and consistent with the actual data. A common approach when evaluating reliability is to use Cronbach's Alpha with a confidence level of 0.7 or higher. According to Hair et al. (2014), the composite reliability (CR) and the average variance extracted (AVE) of the variables in the observed variable are also used to evaluate the reliability of the data. Fornell and Larcker (1981) suggested that the AVE coefficient should be equal to or greater than 0.5 to confirm the convergence value. The loading coefficient of each observed variable on the factor should also be greater than or equal to 0.7 and significant, indicating the reliability of the scales. The Table 2 summarizing the reliability indicates that the AVE requirements are met. The outer loading of the scale is high, exceeding 0.5, and statistically significant, which is in line with Henseler et al. (2009).

The reliability of the observed variables with the

Table 2. Reliability and normalized weights (outer loading)

| | LOY | OCU | SAT | TRU | α | rho_A | CR | AVE |
|------|-------|-------|-------|-------|----------|-------|-------|-------|
| LOY1 | 0.837 | | | | | | | |
| LOY2 | 0.909 | | | | | | | |
| LOY3 | 0.847 | | | | 0.922 | 0.924 | 0.942 | 0.764 |
| LOY4 | 0.866 | | | | | | | |
| LOY5 | 0.910 | | | | | | | |
| OCU1 | | 0.885 | | | | | | |
| OCU2 | | 0.906 | | | | | | |
| OCU3 | | 0.887 | | | 0.939 | 0.940 | 0.953 | 0.804 |
| OCU4 | | 0.885 | | | | | | |
| OCU5 | | 0.921 | | | | | | |
| SAT1 | | | 0.899 | | | | | |
| SAT2 | | | 0.857 | | | | | |
| SAT3 | | | 0.875 | | 0.931 | 0.931 | 0.948 | 0.784 |
| SAT4 | | | 0.890 | | | | | |
| SAT5 | | | 0.905 | | | | | |
| TRU1 | | | | 0.865 | | | | |
| TRU2 | | | | 0.863 | | | | |
| TRU3 | | | | 0.897 | 0.928 | 0.931 | 0.946 | 0.778 |
| TRU4 | | | | 0.908 | | | | |
| TRU5 | | | | 0.874 | | | | |

outer loading coefficient greater than or equal to 0.5 meets the reliability requirements, and the CR coefficient must be greater than or equal to 0.7 to achieve the combined reliability (Staples et al., 1999). The summary results are as follows:

2. Discriminant validity

The values are satisfied; this analysis is understood as % of the general variation of the observed variables reflected in the model's factors. The square root AVE of each measurement factor is larger than the correlation coefficient between that factor and other factors, showing the discriminant and reliability of the factors (Hair et al., 2011). Thereby, it shows that the measurement factors have differences, and the scales of the factors do not overlap and influence each other. The bolded numbers are the square root AVE of each observed variable, and the unshaded numbers represent the

number of relationships between the factors. The results show that the square root AVE of each factor is larger than the correlation coefficient between that factor and other factors. Thus, the research sample ensures the discrimination of the measurement factors.

B. Hypothesis Test Results

The coefficients on the path are the impact coefficients, and the numbers in the latent variables are R^2 . R^2 Adjusted in Employee loyalty is 0.699, meaning that the model's variables explain 69.9% of the variation for the dependent variable, Employee loyalty, while the remaining 30.1% explain it. The variation in employee loyalty has yet to be included in the model.

The results of the proposed model are shown in Figure 2; the t-value (bootstrapping) is used to estimate

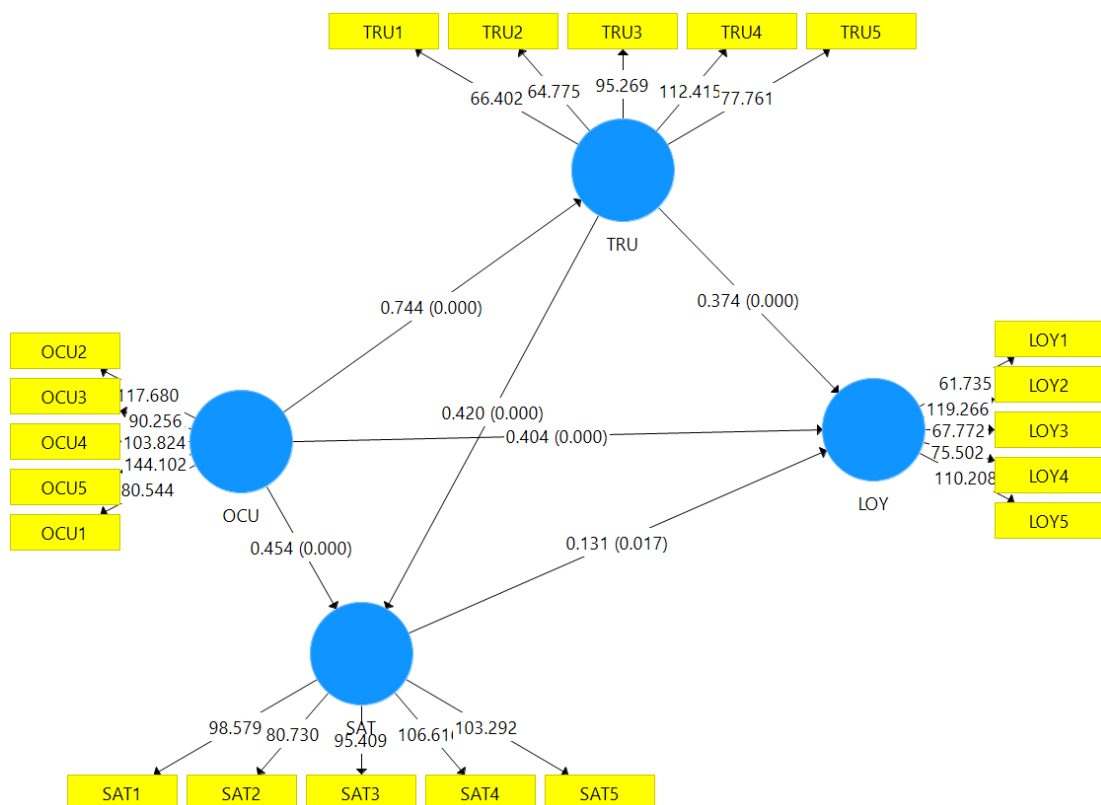


Figure 2. Result of PLS-SEM structural model path coefficient

Table 3. Cross-loading factor

| | LOY | OCU | SAT | TRU |
|-----|--------------|--------------|--------------|--------------|
| LOY | 0.874 | | | |
| OCU | 0.783 | 0.897 | | |
| SAT | 0.725 | 0.767 | 0.885 | |
| TRU | 0.774 | 0.744 | 0.758 | 0.882 |

the statistical significance of each path coefficient, as presented in Table 3. Results in Figure 2 show that all links have a positive (+) impact on Employee Loyalty.

According to Chin et al. (1996), when analyzing the impact of independent variables on the dependent variable, the researcher not only considers the relationship as well as whether those relationships are significant but also must consider the strong and weak impacts of the relationships to serve as a basis for proposing policy implications. Impact levels 0.02, 0.15, and 0.35 indicate weak, medium, and strong influence. The $t\text{-value} \geq 1.96$, the relationship is statistically significant.

The coefficients between the observed and latent variables are load coefficients greater than 0.5. The path coefficient (impact factor) is the coefficient between the latent variables, as shown in Figure 2.

To check whether the impact is statistically significant will be based on the p-value. The following table shows the results of relationships, impact coefficients, and statistical significance. That is the result of hypothesis testing. At the 5% significance level, the author summarizes the results of testing the research hypotheses related to the model.

The Table 4 shows that with six hypotheses being tested for the first time, all six hypotheses are supported at the 5% significance level because the

p-value < 0.05. In this result, all coefficients have positive signs, indicating that the direction of impact between factors is positive.

Hypothesis H1, H2, and H3 suggest that organizational culture positively affects employee trust, job satisfaction, and loyalty. Statistical test results show that these relationships have the respective impact level of 0.744 (p-value < 0.05), 0.454 (p-value < 0.05), and 0.405 (p-value < 0.05).

Hypothesis H4 and H5 suggest that employee trust positively affects job satisfaction and employee loyalty. Statistical test results show that these relationships have an impact level of 0.420 (p-value < 0.05) and 0.375 (p-value < 0.05), respectively.

Finally, hypothesis H6 assumes that employee job satisfaction positively affects employee loyalty. Statistical test results show that these relationships have the corresponding impact level of 0.129 (p-value < 0.05).

C. Analysis of Indirect Impacts

Because the theoretical model has four research concepts that affect each other, the authors conducted an indirect impact analysis to conclude the intermediate variable (Employee Trust; Satisfaction). As the result

Table 4. Path coefficients and t-values

| Hypothesis | Relationship | Path Coefficient | Standard Deviation (STDEV) | T-value (Bootstrap) | P-value | Result |
|----------------------|--------------|------------------|----------------------------|---------------------|---------|----------|
| H₁ | OCU -> TRU | 0.744 | 0.023 | 32.226 | 0.000 | Accepted |
| H₂ | OCU -> SAT | 0.454 | 0.047 | 9.695 | 0.000 | Accepted |
| H₃ | OCU -> LOY | 0.405 | 0.051 | 7.984 | 0.405 | Accepted |
| H₄ | TRU -> SAT | 0.420 | 0.049 | 8.651 | 0.000 | Accepted |
| H₅ | TRU -> LOY | 0.375 | 0.053 | 7.023 | 0.000 | Accepted |
| H₆ | SAT -> LOY | 0.129 | 0.055 | 2.391 | 0.017 | Accepted |

Table 5. Results of indirect impact analysis

| Relationship | Path Coefficient | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Result |
|--------------------------|------------------|----------------------------|--------------------------|----------|-----------|
| OCU -> SAT -> LOY | 0.059 | 0.026 | 2.304 | 0.021 | Confirmed |
| TRU -> SAT -> LOY | 0.055 | 0.024 | 2.284 | 0.022 | Confirmed |
| OCU -> TRU -> SAT -> LOY | 0.041 | 0.018 | 2.292 | 0.022 | Confirmed |
| OCU -> TRU -> LOY | 0.279 | 0.040 | 6.967 | 0.000 | Confirmed |
| OCU -> TRU -> SAT | 0.313 | 0.036 | 8.701 | 0.000 | Confirmed |

presented in the Table 5, the indirect effect through the intermediate variable is employee trust and job satisfaction has confirmed (p-Value < 0.05).

D. Proposing Governance Implications

First, the implication is based on the results of testing the impact of Organizational Culture on Employee Trust, Employee Job Satisfaction, and Employee Loyalty. Hypothesis testing results and standardized regression coefficients show that organizational culture positively impacts employee loyalty (0.783). Organizational culture also positively impacts employee trust (0.744) and job satisfaction (0.767). Therefore, private healthcare organizations in southern cities of Vietnam need to find solutions to enhance employees' perception of organizational culture. Based on the impacts of organizational culture, the organization may be more interested in building employee trust in organizational culture and, at the same time, creating job satisfaction in the organization, thereby enhancing employee loyalty.

Organizational culture can increase employee loyalty by creating a positive work environment that fosters a sense of belonging and engagement. A strong organizational culture can increase employee job satisfaction, which, in turn, can lead to increased loyalty to the organization. One way to enhance employee loyalty through organizational culture is to provide opportunities for career development and growth, such as training and development programs. Creating a culture of open communication, feedback, and recognition can also boost employee loyalty. A positive work-life balance and a supportive workplace culture further increase employee loyalty, fostering

a sense of belonging and attachment to the organization. Overall, employers can enhance employee loyalty and retention by promoting a positive and supportive organizational culture.

Second, the implication is based on the results of testing the impact of employee trust on employee job satisfaction and employee loyalty. The results of hypothesis testing and standardized regression coefficients show that employee trust positively impacts employee loyalty (0.429). Employee trust also positively impacts employee job satisfaction (0.420). Therefore, private healthcare organizations in southern cities of Vietnam must find solutions to improve employee trust in the leaders of units and organizations. Based on employee trust, the organization can increase the loyalty of the medical staff to the organization.

Third, the implication is based on the results of testing the impact of employee job satisfaction on employee loyalty. The results of hypothesis testing and standardized regression coefficients show that employee job satisfaction positively impacts employee loyalty (0.131). To this research result, private healthcare organizations in southern cities of Vietnam need to pay attention to their employee's job satisfaction, promoting their loyalty to the organization.

V. Discussion

The study proposes six hypotheses, and hypothesis testing results show that all six hypotheses are accepted at the 5% significance level due to p-Value < 0.05. In this result, all coefficients have a positive

sign, indicating that the impact direction between the factors is positive.

Hypothesis H1 states that the higher the organizational culture, the higher the trust of the medical staff at private medical facilities. Employees at private clinics tend to trust their leaders when leaders exhibit behaviors that show respect for employees and make employees feel valued at work. The support of leaders will lead to efforts to build trust among employees. Thus, hypothesis H1 is supported by previous studies by Kelloway et al. (2012) that suggested that organizational culture will increase employee's trust; Wang and Hsieh (2013) also argue that the consistency of the leader in exercising control through words or actions, is related to the trust of employees. Besides, the author's research results also agree with the research results of authors such as Schaubroeck et al. (2012), Chang et al. (2010), Erawan (2020), and Hu et al. (2019).

The accepted hypothesis H2 means that the higher the organizational culture, the higher the job satisfaction of medical staff at private medical facilities. Organizational culture can have a significant impact on employee job satisfaction. A positive culture that provides a sense of purpose, autonomy, work-life balance, recognition, and support can lead to higher levels of job satisfaction. In contrast, a negative culture that does not prioritize employee well-being, recognition, or support can lead to lower levels of job satisfaction. The friendly and sociable relationship between leaders and employees creates a cultural environment in the organization that creates conditions for employees to feel more favorable at work and a sense of satisfaction. In addition, the leadership's assignment of work and the reasonable and fair decentralization and authorization for all employees in the organization also help employees feel more satisfied at work. The results of this study agree with the results of previous studies by Esitti and Kasap (2020), Liu et al. (2020), Boamah et al. (2018), and Mufti et al. (2020).

The accepted hypothesis H3 means that the higher the organizational culture, the higher the loyalty to the organization of the medical staff at private medical facilities is increased. The behavior of leaders in the organization will affect the behavior of employees.

Organizational culture can have a significant impact on employee loyalty. A positive culture that fosters a sense of belonging, employee engagement, trust and respect, rewards and recognition, and clear expectations can increase employee loyalty and contribute to the organization's success. At the same time, leaders interested in personal and family life outside of work will help employees dedicate themselves voluntarily to work. In addition, leadership creates conditions for individuals in the organization to learn and develop themselves at work, creating conditions for employees to develop, promote as well as have a reasonable income. The results of hypothesis H3 agree with the studies of Book et al. (2019), Ineson et al. (2013), Wen et al. (2019), Tran Thi Kim Dung, Nguyen Thi Mai Trang (2007).

The accepted hypothesis H4 means that the higher the trust of the medical staff, the higher the satisfaction with the work of the medical staff. The relationship between individuals in the organization always affects their job satisfaction. In particular, the trust of employees in the leader as well as the trust in colleagues will help employees have a sociable and friendly working environment. At that time, employees will feel more satisfied with their work. Ababneh's (2020) research results also agree with the author's results and suggest that employee trust is essential in increasing employee satisfaction. The results of Roberts and David (2020) also show that trust will positively impact employee satisfaction.

The accepted hypothesis H5 means that the higher the trust of the medical staff, the higher the loyalty to the organization of the medical team is increased. When employees trust their leaders and colleagues, their trust in the organization will increase, and employees will be more attached to the organization. When in an organization, employees feel confident in other members, they will develop their true feelings for the organization and intend to stay with it for a long time, constantly engaged in all situations because of its goals. Hypothesis H5 results agree with the research results of authors such as Tran Thi Kim Dung, Nguyen Thi Mai Trang (2007), Melian-Alzola and Martin-Santana (2020), Boonlertvanich (2019),

Hung et al. (2019).

The accepted hypothesis H6 means that the higher the job satisfaction of the medical staff, the higher the loyalty to the organization of the medical team is increased. The job satisfaction of the medical team is a combination of psychology, physiology, and the working environment of employees for their work. When satisfaction is met, employees tend to engage and commit voluntarily to the organization and to take responsibility for the work done. Many employees are satisfied when the workplace shares the same core values and can learn and develop more within that organization. At that time, employees themselves will think that they are an integral part of the organization, ready to contribute to the organization. Previous studies such as Chang et al. (2010), Keshavarz and Jamshidi (2018), Chao and Cheng (2019), Tran and Vu (2019), and Huynh et al. (2021) also agree with the results of hypothesis H6.

As for the management implications for employee loyalty, it is vital to consider the organizational culture, the trust of employees, and employees' job satisfaction so that the organization can perform at its peak to achieve its goals.

VI. Conclusion

The study has examined and evaluated the theoretical measurement model of loyalty among medical personnel in private healthcare facilities in Southern cities of Vietnam. The test results of the structural model have indicated that all six hypotheses have been accepted, with five hypotheses having a statistical significance of 1% ($p\text{-value} < 0.01$), including hypotheses H1, H2, H3, H4, H5, and one hypothesis with statistical significance at 5% ($p\text{-value} < 0.05$).

The analysis of the structural model demonstrates that the loyalty of medical staff to their organization is directly and positively affected by the organizational culture. Additionally, the organizational culture positively impacts intermediate variables such as employee trust

and job satisfaction. Conversely, the intermediate variables, employee trust, and job satisfaction, also positively affect employees' loyalty to their organization.

Despite achieving specific outcomes, the study has certain constraints that must be addressed. Hence, to address the limitations, some research directions are suggested, as follows:

To begin with, because of time constraints, the current study has yet to fully utilize the sample of medical personnel in private healthcare organizations in southern cities of Vietnam. Consequently, future studies must explore a bigger sample size with a more extended data collection period to enhance research effectiveness in examining the loyalty of medical staff and doctors.

The second limitation of this study is the constraint on research resources, resulting in data collection only from medical staff at private healthcare organizations in southern cities of Vietnam. To improve the representativeness, future studies can employ the same measurement scale or develop new ones to investigate other provinces and cities in Vietnam.

The third limitation of this study concerns the potential subjectivity and lack of representativeness in the sampling method and survey responses. Many interviewees were medical staff, who may require more time and resources to provide accurate and cooperative responses, potentially leading to incorrect answers. As a result, the research results may only partially reflect the standard way or be highly representative. To eliminate this limitation, future research directions should consider adding new factors to the model and engaging with research experts in the field to expand and improve the research.

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Author Contributions

Pham conceived the study and was responsible for the design and development of the data analysis. Pham and Tran were responsible for data collection and analysis. Pham and Tran were responsible for data interpretation. Pham wrote the first draft of the article. The paper is verified and enhanced by Tran.

Disclosure Statement

The authors have no conflicts of interest to declare that are relevant to the content of this article.

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