

# RELATIONSHIP BETWEEN CORPORATE CULTURE, SERVICES QUALITY AND CUSTOMERS' BEHAVIOR INTENTIONS FOR MODERN RETAIL SYSTEM– CASE OF VINMART SYSTEM IN CAN THO, VIET NAM

**Chau Thi Le Duyen<sup>1</sup>, Nguyen Van Song<sup>2</sup>, Nguyen Thanh Liem<sup>3</sup>,**

**Tran Thy Linh Giang<sup>1</sup>, Phan Anh Tu\*<sup>1</sup>, Nguyen Minh Canh<sup>1</sup>, Nguyen Thi Thao Lan<sup>1</sup>**

<sup>1</sup> School of Economics, Can Tho University (CTU), Can Tho Province, Vietnam

<sup>2</sup> Vietnam National University of Agriculture (VNUA), Ha Noi, Vietnam

<sup>3</sup> Tra Vinh University (TVU), Tra Vinh Province, Viet Nam

\* Correspondence: [patu@ctu.edu.vn](mailto:patu@ctu.edu.vn)

## ABSTRACT

*Research interviewing 202 observational samples from direct interviews from customers. Results after testing are consistent with market data. The components and measurement variables all contribute significantly in explaining the research model. The results of the exploratory factor analysis (EFA) are satisfactory; the results of the CFA analysis show that the CFI and TLI coefficients are close to 90%, which shows that the market data is relatively consistent with the research model. The normalization coefficients of the model are all reached and statistically significant. Also, all the study results have achieved unidirectional, convergent and discriminant properties, although there are some limitations, but in general, they are satisfactory to perform for the linear structure model (SEM). We can conclude that corporate culture, service quality and behavioral intention have a positive relationship with each other. There is a positive relationship between corporate culture, service quality and customer behavioral intentions in the industry, services in general and the retail industry in particular, by identifying a positive relationship between corporate culture, service quality and customer behavioral intentions for all businesses in the modern retail industry in particular, and modern retail channels Vinmart and Vinmart+ in particular that can promptly propose sensible solutions to improve these relationships and build them even better and stronger.*

**Keywords:** *Corporate culture, Customer behavioral intentions, Organizational culture, Service quality,*

## 1. INTRODUCTION

Culture has attracted more and more authors and scientists conducting studies to define this concept in the most perfect meaning (Schein, 1985; Liao & Chuang, 2007; Oyserman & Lee, 2008; Wang et al., 2017). The concept of culture today has expanded and greatly affects the behavior of a person, a business, a community and a country (Oyserman & Lee, 2008). In the globalized context and international integration, since Vietnam joined the World Trade Organization (WTO) and most recently the Trans-Pacific Partnership (TPP) agreement, this opened a new door to the world to exchange and learn socio-economic development in addition to discovering more cultures from other countries, so the concerned question is "how to integrate without assimilation". This is a matter of showing that Vietnam is always eager to learn good things and look for selectively what is right for Vietnamese culture. In addition to perfecting the culture for the nation in general as well as the trend of the modern society with a developing

market economy (Schein, 1985; Liao & Chuang, 2007), Vietnam's businesses are also gradually focusing on building corporate culture while this is the issue that most businesses in developed countries have concentrated on and brought success to their businesses (Yu, 2014; Kim & Liu, 2018, Le et al., 2021, Lu et al., 2022). There are many studies by foreign scholars linking corporate culture to business performance, service quality, customer loyalty and behavioral intention (purchase intention)( Al-Dmour et al., 2019, Shahzad et al., 2019; Lu et al., 2022). As research by Kuo-Kuang Huang (2003), shows that if businesses build the right culture and employees can absorb and convey what the business wants to show, this development is stable and sustainable (Wang et al., 2017; Li et al., 2018; Alamri et al., 2021). Research by Koutraumanis (2005), Cancialosi, (2013), Sakuramoto (2020) suggest that corporate culture also has a strong impact on service quality and through that customer behavioral intention is also affected by corporate culture. It can be shown that corporate culture is very necessary for the existence and development of the business (Elsayed et al., 2016; Amankwah-Amoah & Adomako, 2019; Alalwan et al, 2020; Kabir et al., 2020). In all business lines, each industry has its own characteristics and needs to build an appropriate culture for the business itself. Especially, the modern retail industry has been developing in most countries in the region and in Asia particularly the Philippines is 33%, Thailand is 34%, China is 51%, Malaysia is 60% and Singapore up to 90%. However, this figure is only 25% for Vietnam. In parallel with the development of the national economy, the modern retail industry in Vietnam has become a relatively new industry and attracted domestic and foreign investment. Therefore, for Can Tho retail market, especially for the Vinmart modern retail system, it is necessary to do so that this modern retail system can develop corporate culture along with service quality in the business associated with customer behavioral intentions. Research analyzes the relationship between corporate culture, service quality and customer behavioral intention at Vinmart Can Tho supermarket system, thereby propose managerial implications to orient corporate culture to improve service quality at Vinmart Can Tho supermarket system.

## **2. LITERATURE REVIEW AND RESEARCH MODEL**

There are many concepts of corporate culture introduced by domestic and foreign researchers, depending on each viewpoint of corporate culture. According to the American sociologist Schein, (2004) defined corporate culture as the set of basic values, norms and beliefs that are accumulated during the process of business interaction with the external environment and harmony in the internal environment. These values and norms have been established over time and have been communicated to new members as the correct way to approach, think and solve their encountering problems. Besides, according to Dean & Kennedy (1988), corporate culture is simply the way an enterprise organizes its activities. In addition, corporate culture is also defined as a special blend of values, standards, habits and traditions, attitudes and rituals, all of which are unique to a known organization - International Labor Organization (ILO). Some concepts of corporate culture are mentioned by domestic authors such as Hoai (2009) defines corporate culture as the values and philosophies that are shared by all members of the organization and influence on a wide range of business activities of the organization, created its own cultural identity. Corporate culture is a system of meanings, values, dominant beliefs, perceptions, and ways of thinking that are shared by all members of an organization and that influences a wide range of members' action. Corporate culture creates favorable conditions for members of the organization to realize the specific characteristics that the business wants to reach. It creates

voluntary commitment beyond the boundaries of individual beliefs and values (Quan, 2011). In brief, corporate culture has been defined the totality of cultural values built during the existence and development of an enterprise, which govern the emotions, thinking patterns and behaviors of all members of the enterprise; it makes a difference between businesses and is considered a unique tradition of each business.

Service quality is a matter of great concern to managers in today's business times. A good quality business product is not necessarily chosen by customers if the services associated with that product are underestimated. According to Feigenbaum & Rolls (1991), quality is a customer decision based on actual experience with a product or service measured against customer requirements. It is whether stated or not stated, consciously or simply perceived, purely subjective or professional, and always represents a dynamic target in a competitive market. According to Russell (2005), quality represents the superiority of goods and services, especially reaching the extent to satisfy all customers' needs. According to Lehtinen (1991), service quality must be assessed on two aspects, (1) service delivery process and (2) service results. Gronroos (1984) also suggested two areas of service quality that are (1) technical quality and (2) functional quality. Technical quality refers to what is served, and functional quality refers to how they are served. However, Parasuraman et al. (1985) are pioneers in the study of service quality in the marketing industry in a specific and detailed manner. According to Parasuraman et al. (1988), service quality is a comprehensive assessment of the attitude towards service excellence.

According to Ajzen et al. (1985), people's behavioral intentions are guided by the consideration of three factors including belief in behavior, belief in norm, and belief in control. The stronger these beliefs, the greater the behavioral intention. Ajzen (1985) argues that repeated purchase intention is a behavioral intention of consumers. According to Zeithaml et al. (1996), the study suggests that there is a relationship between the variables of customer behavior orientation and organizational profitability. This study hypothesized that a good service quality level will generate favorable behavioral intentions. This behavior increasing the customer's relationship with the organization will be strengthened. On the contrary, low service quality will create unfavorable behavioral intentions, which in turn will reduce the relationship with organizations. Thus, although behavioral intention has been mentioned by many studies in theory; however, in practice only Zeithaml et al. (1996) studied it. After referring to research models on this issue, this study used Zeithaml et al. (1996) model because metrics from this research are very clear, including five dimensions: loyalty, extra pay, propensity to convert (leverage), responsiveness internal and external responses with 13 items to measure for all of the above.

There are many studies on corporate culture relating to the relationship between service quality and customer behavioral intentions and produce different results (Kim et al., 2013; Saeed et al., 2014; De Clercq et al., 2016). Studies have shown that there is a positive relationship between corporate culture and service quality of the organization such as the study of Phillip (2005) or MacIntosh & Doherty (2007). Some other studies also suggest that corporate culture and service quality also affect customers' behavioral intentions and return such as Koutraumanis's study (2005), James (2006). Most of them show a positive relationship similar to the study of Koutraumanis (2005) that showed a link between corporate culture, service quality and behavioral intention but it did not show a clear relationship. Another research results by James (2006) were not really clear. However, most of the research papers have solved all the set goals

and have found that there is a positive relationship between corporate culture, service quality and customer behavioral intentions. Research by Quinn and Cameron (2006) is used to classify corporate culture based on 4 criteria: family culture (Clan culture), creative culture (Adhocracy culture), control culture (Hierarchy culture) and market culture. Quinn and Cameron believe that there is no best corporate culture. In fact, the corporate culture that is suitable for the type of business brings the best performance to the business. The OCAI (Organization Culture Assessment Instrument) culture model is based on a competitive value framework, comparing each enterprise's polarization in terms of flexibility with stability, internal and external focus to divide culture into 4 types as above. The model consists of 24 questions with 4 types of culture and 6 aspects (outstanding characteristics, organizational leadership, management, organisational activation, central strategy, success criteria). According to Kotler et al. (2001) on behavioral intention in the stage of evaluating the purchase option, consumers rate different brands and form purchase intentions. Purchase intention can be formed based on a number of factors such as: expected income, expected selling price, product features. Elbeck (2008) argues that purchase intention is a customer's willingness to buy a product. The sale of a business's goods may be based on a customer purchase intention survey. Behavioral theory states that purchase intention is influenced by three factors: attitude, influence group, and perception. These factors are related to and strongly influence purchase intention through specific behaviors and situations. From previous studies, the study has adjusted and supplemented to establish a research model on the relationship between corporate culture, service quality and behavioral intentions suitable for the retail system as follows:

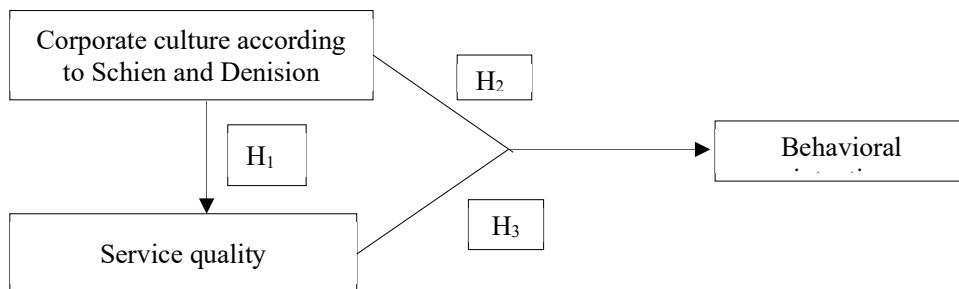


Figure 2.2. Research model

### Hypotheses of the research model

*H<sub>1</sub>: Corporate culture has a positive impact on service quality at Vinmart Can Tho supermarket*

*H<sub>2</sub>: Corporate culture has a positive impact on customer behavioral intentions at Vinmart Can Tho*

*H<sub>3</sub>: Service quality has a positive impact on customer behavioral intention at Vinmart Can Tho supermarket*

The number of variables in the study includes 13 variables measuring customer behavioral intentions. According to research by Landon (1977), the customer's complaining behavior includes (1) reflecting directly with the business, transaction point; (2) not continue to use the service; (3) Tell the people around; (4) Report to the authorities; (5) Take action against the seller; (6) Write a letter of complaint to the director of the enterprise; (7) Complain directly to the

manager and (8) Rewrite the complaint in the comment box which completely coincides with the internal and external reaction behavior of Zeithaml et al. (1996), so the four variables measuring customer response by Zeithaml et al. (1996) will be combined into the variable as customer complaints according to Landon (1977). According to the theory of the customer behavioral intention, five groups are divided as follows loyalty including 5 measurement criteria, extra pay with 2 measurement criteria, conversion with 2 measurement criteria, the external response of 3 measurement criteria and the internal response of 1 measurement criterion will be changed to suit the research model of 4 groups as follows loyalty with 5 measurement criteria, extra payment with 2 measurement criteria, conversion including 2 measurement criteria and customer complaints with 3 measurement criteria. And the remaining variables include service quality measured by 20 observed variables and corporate culture measured by 18 observed variables (with visual and non-intuitive factors). The scale used in the study is a 5-point Likert scale.

### 3. RESEARCH METHODOLOGY

#### 3.1. Method of collecting data

**Secondary data:** The study uses available data from statistical reports, specialized journals, electronic articles, the website of the General Statistics Office, the official website of Vinmart supermarkets, and other previously relevant studies.

**Primary data:** Due to time and cost limitations, as well as the sampling process the non-probability convenience sampling method is used to interview. Interviewees are customers who have ever shopped at Vinmart supermarkets. Data were collected through direct interviews using questionnaires to determine the relationship between corporate culture, service quality and purchase intention of customers at Vinmart Can Tho. The study used direct personal interview method with a prepared questionnaire to supermarket customers.

#### 3.2. Method of data analysis

The linear structural model analysis method (SEM) is used to test the structural model to show the relationship between latent variables. In hypothesis testing and research modeling, the linear structural model has an advantage over traditional methods such as multivariate regression because it can account for measurement errors. Furthermore, this method allows us to combine latent concepts with their measurement and can consider the measures independently or in combination with the theoretical model at the same time.

To measure the relevance of the model to market information, the study also uses the criteria CMIN, CMIN/df, CFI, TLI and RMSEA index. As a rule, if a model receives a TLI value, the CFI  $\geq 0.9$  (Bentler and Bonett, 1980); CMIN/df  $\leq 2$ , RMSEA  $\leq 0.08$ , the model fits (compatible) with market data (Tho & Trang, 2008).

Modification Indices (MI - Modification Indices is an index that estimates the change of  $\chi^2$  for each case adding a possible relationship (corresponding to one degree of freedom). If  $\Delta\chi^2 > 3.84$  (corresponding to one degree of freedom), allowing to suggest a relationship that increases the fit of the model (Hai et al., 1998). This is similar to including each independent variable in the equation. However, it is suggested to be cautious because the relationship added to the model is only considered when it supports the theory and should not try to improve the indices in order to make better fit. Good fit indicators indicate that the data support the recommended model, but they do not mean that the selection model is accurate or the best model among theoretically

feasible models (Tho & Trang, 2011; Duy, 2009).

#### 4. RESULTS AND DISCUSSION

##### 4.1. The current situation of corporate culture of Vinmart retail system in Can Tho city

With a total observed sample of 202 customers, they are mainly those who have purchased at least once been at the modern retail system Vinmart and Vinmart+ without geographical division, so this is not mentioned. Table 4.1 below will list basic information about customers when answering sample questions. The survey results are as follows:

**Table 4.1: Summary of personal information**

Criteria	Content	Frequency (observation)	Percentage (%)
Gender	Male	107	53.00
	Female	95	47.00
Total		202	100
Age	Từ 18 – 29	168	83.20
	Từ 30-41	20	9.90
	Trên 41	14	6.90
Total		202	100
Education level	Under College-University	29	14.40
	College/University	170	84.00
	Higher Education	3	1.60
Total		202	100
Jobs	Students	104	51.50
	Staff/Employees	65	32.20
	Others	33	16.30
Total		202	100
Income	Below 4 million	99	49.00
	From 4-6 million	84	41.60
	Over 4-6 million	19	9.40
Total		202	100
Number of times going to the supermarket	once a month	94	46.50
	twice a month	67	33.20
	more than twice a month	41	20.30
Total		202	100

*Source: Results from the survey*

In general, for the main customer group of the modern retail system Vinmart and Vinmart+, there is no gender discrimination and mainly a relatively young group of customers and the average income segment is 4-6 million VND/month. Besides, staff and employees who have college degrees or higher are regular customers of this retail channel. It can be seen that in order to meet and satisfy the shopping needs Vinmart and Vinmart+ always try to improve the

quality of service from goods to employees as well as the mission to bring to customers to build trust and improve their shopping habits.

#### 4.2. Exploratory factor analysis results (EFA)

After preliminary assessment of the scale and reliability of the observed variables by Cronbach's Alpha coefficient, these variables are included in the EFA analysis test to evaluate the convergent and discriminant value of the scale (Trong & Ngoc, 2011). Check the suitability of factor analysis for the initial data through KMO index (Kaiser-Meyer-Olkin) and Barlett statistical value, then use factor extraction and rotation method to determine the number the number of extracted factors and the variables belonging to each factor. The KMO value is eligible for factor analysis when  $0.5 \leq KMO \leq 1$ . Factor loading factor must be greater than or equal to 0.5 to be significant and total variance extracted must be greater than 50%.

Table 4.2. Exploratory factor analysis results (EFA)

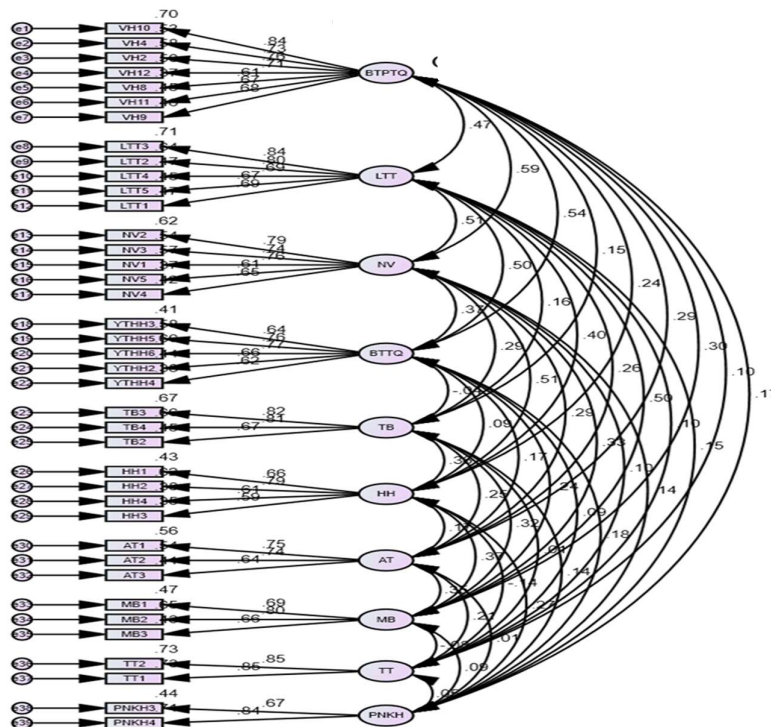
	Factors									
	1	2	3	4	5	6	7	8	9	10
VH10	0.902									
VH2	0.732									
VH12	0.647									
VH9	0.567									
VH11	0.616									
VH8	0.633									
VH4	0.737									
LTT2		0.739								
LTT3		0.881								
LTT1		0.518								
LTT5		0.681								
LTT4		0.717								
HUH3			0.728							
HUH6			0.519							
HUH5			0.593							
HUH2			0.782							
HUH4			0.695							
NV3				0.715						
NV5				0.632						
NV4				0.594						
NV2				0.723						
NV1				0.650						
HH1					0.776					
HH2					0.697					
HH4					0.544					
HH3					0.550					
AT1						0.845				
AT2						0.705				
AT3						0.529				

TB3	0.871	
TB4	0.792	
TB2	0.616	
MB2		0.719
MB1		0.740
MB3		0.516
PNKH3		0.872
PNKH4		0.630
TT1		0.832
TT2		0.872
<hr/>		
Pvalue (Bartlett's test)	0.000	
KMO	0.808	
Eigenvalue	1.214	
Extracted variance	56.557%	

Source: Result from the survey

### 4.3. Confirmatory factor analysis results (CFA)

The CFA results got the following results: LTI = 0.862, CFI = 0.877 and GFI = 0.797. All met the allowable standards and were statistically significant for all Pvalues of 0.00 in which the observed variables have normalized coefficients all greater than 0.5 and  $p < 0.05$  has statistical significance, so the values of each scale have convergent values (Gerbring and Anderson, 1988).



Chi-square = 1059.126; df = 657; P = .000; Chi-square/df = 1.612;  
 GFI = .797; TLI = .862; CFI = .877;  
 RMSEA = .055

Figure 4.1. The critical model measures the concepts of the model (normalized)



Composite reliability of the components - visual representation 0.880 with extracted variance 51.30%, non-visual representation 0.823 with extracted variance 48.30%; goods 0.792 with a variance of 48.90%, staff of 0.804 with a variance of 50.60%, display of 0.812 with a variance of 59.20%, premises 0.761 with a variance of 51.70%, safe 0.753 with variance extracted 50.50%; loyalty 0.857 with variance deducted 54.80%, extra pay 0.842 with variance deducted 72.80%, customer complaint 0.730 with variance deducted 57.80%. The results of this study show that the concept scales mostly meet the requirements of reliability, although there are 2 components of visual representation and goods have a variance of less than 50%, but the results are not largely different so they meet the requirements for value and reliability. The fit of the model and the market data shows the necessary and sufficient conditions for the set of observed variables to achieve unidirectionality, unless the errors of the observed variables are correlated with each other. & Van Trijp (1991). Therefore, with the shown results in the table the coefficients of the correlated components are all  $< 0.9$ , thus achieving unidirectionality.

Table 4.3. Scale test summary

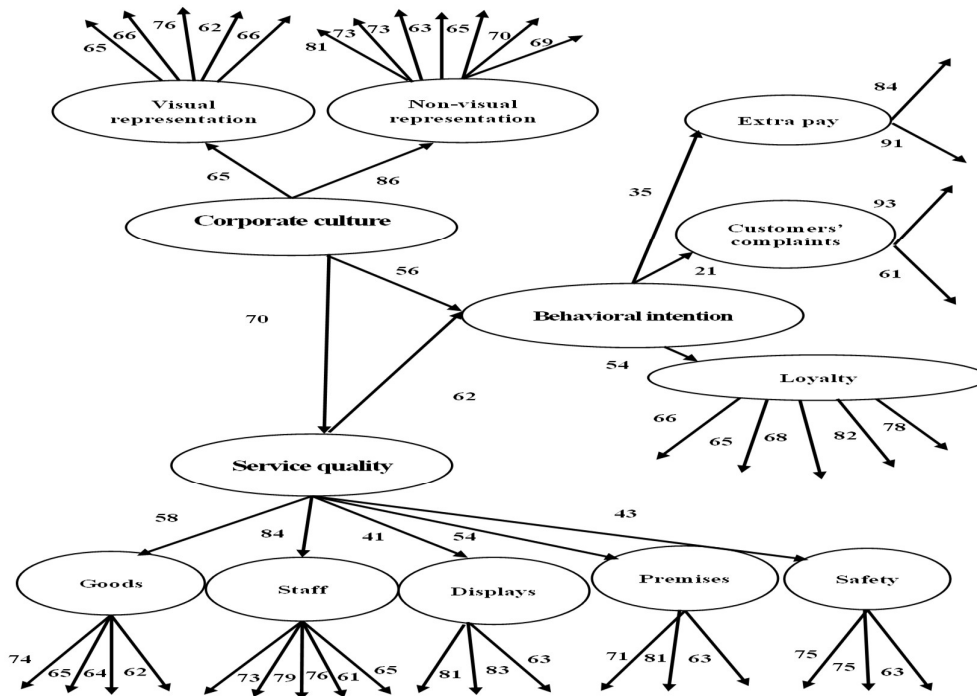
Concepts	Variables	Number of variables	Reliability		Extracted variance
			Cronbach's Alpha	Total Correlation	
Corporate culture	Non-visual representation	7	0.878	0.880	0.513
	Visual representation	5	0.812	0.823	0.483
Service quality	Goods	4	0.757	0.792	0.489
	Staff	5	0.835	0.804	0.506
	Displays	3	0.807	0.812	0.592
	Premises	3	0.749	0.761	0.517
	Safety	3	0.742	0.753	0.505
Behavioral intention	Loyalty	5	0.853	0.857	0.548
	Extra pay	2	0.842	0.842	0.728
	Customers' complaints	2	0.718	0.730	0.578

*Source: Results from the survey*

The results of testing the discriminant validity between the components of the model show that  $p < 0.05$  (equivalent to 95% confidence), the correlation coefficient of each concept pair is different from 1. Therefore, the concepts are achieved discriminant value.

#### 4.4. Results of linear structural model (SEM)

The estimated results of the formal theoretical model are presented in Figure 4.2. There are four research concepts in the model: corporate culture, Service quality and behavioral intention in which behavioral intention is a dependent concept, service quality and corporate culture are both dependent and independent concepts.



HÌNH 10.4. SEM RESULTS OF THE THEORETICAL MODEL (NORMALIZED)

This theoretical model has 690 degrees of freedom. Chi-squared value (1143,954) with  $pvalue=0.00$  and other criteria as follows:  $CFI=0.862$ ,  $TLI=0.851$  and  $GFI=0.786$ ,  $RMSEA=0.057 < 0.08$  and  $Chi-square/df = 1.658 < 2$ . Thus, this model is relatively suitable for market data. At the significance level of 10%, the estimated results (unnormalized) show that the relationships are statistically significant ( $pvalue < 0.1$ ), the variables in the model are related to each other, specifically corporate culture has a positive relationship with service quality and customers' intention to return behavior, service quality also has a positive relationship with customers' intention to return behavior. at Vinmart and Vinmart+ Can Tho.

Table 10.5. Test the cause-and-effect relationship between the concepts in the research model

Relationship	R	SE	CR	Pvalue
CLDV <--- VHDN	0.385	0.065	9.424	0.00
YDHV <--- CLDV	0.801	0.042	4.701	0.00
YDHV <--- VHDN	0.379	0.065	9.490	0.00

Source: Results from the survey

The results of the estimation of the relationships between the research concepts show that they are all meaningful. Thus, the three hypotheses that were originally proposed were accepted.

Hypothesis H1: "there is a relationship between corporate culture and service quality at Vinmart Can Tho supermarket system" is accepted. SEM results show that corporate culture has a positive relationship with service quality and this relationship is quite good, thereby showing that the corporate culture at Vinmart and Vinmart+ is quite professional and the What they want to convey to customers has been done quite well, from the aspect of image promotion by synchronizing all stages such as: design, color, uniform, display and even goods, to the core

cultural values are set out clearly and specifically, for employees to easily absorb and implement. Therefore, the hypothesis H1 is accepted as reasonable, according to the research (Koutroumanis, 2005) who has also studied and concluded that corporate culture has a positive relationship with service quality, a study. Another study by Phillips (2005) also shows that corporate culture and service quality have a positive impact on each other. From the fact that businesses want to survive, the essential requirement is to build their own corporate culture and each business will have its own culture. In fact, what modern retail channels Vinmart and Vinmart are inheriting from Vingroup are doing quite well what they want and their customers have felt and agreed with this approach. So, the quality of a business is good or not depends greatly on how the corporate culture of that business performs, because customers will be users of service quality through employees, goods, premises, display, and safety through groups of factors measuring service quality in the modern retail industry, clearly defining specific quality goals for a modern retail channel. Vinmart and Vinmart+ have been gradually improving their service quality in order to best serve customers in the future.

Hypothesis H2: With statistical significance  $p$ value = 10%, the hypothesis "H1 has a relationship between corporate culture and customer behavioral intention at Vinmart Can Tho supermarket system" is accepted, also according to the study of Koutroumanis (2005) has studied that corporate culture has a positive relationship with customer behavioral intentions. SEM results have shown that corporate culture at Vinmart and Vinmart+ Can Tho has a positive relationship with customer behavioral intentions, although each of these relationships is not really strong. Retailers in Can Tho are facing fierce competition between modern retail channels, besides they also have to face direct competition from the traditional retail industry such as traditional markets or small department stores. Therefore, it is difficult to build a relationship between corporate culture and customer behavioral intentions, when this is inherently a relatively new concept of most businesses in the modern retail industry. However, what Vinmart culture is doing has also partly contributed positively to creating a relationship with its customer behavioral intentions. More and more customers know and consume there, the development of the convenience store chain is a proof of creating this connection, when from 1 original store, now in 2 districts of Can Tho are Ninh Kieu and Cai Rang with 25 stores opened in a few short years of operation. Therefore, all employees of Vinmart and Vinmart+ always try their best in conveying their good cultural values to their customers in order to create trust and strengthen their shopping behavior intentions. customers in making an impression so that this place becomes the first choice of customers when shopping.

Hypothesis H3: The research results show that the hypothesis "H3 has a relationship between service quality and customer behavioral intention at Vinmart Can Tho supermarket system" is accepted, also in the study of (Dean, 2005; James, 2006; ValarieA et al. 1996) service quality is related to customer behavioral intention, thus with results from the model. According to SEM model, the service quality of Vinmart Can Tho has a positive relationship with the intention to act and this relationship is relatively strong. In fact, in Ninh Kieu district, there are 5 modern retail channels, Vinmart has to compete directly with the remaining 4 competitors. The remaining competitors have seniority, they also understand the lifestyle as well as the shopping habits of each specific customer group, from which to devise reasonable strategies in this fierce competition. Thus, in order to shorten the distance with the remaining competitors, and overcome their limitations Vinmart team has made great efforts and tried to serve customers with the best

quality. In many interviews, many customers have also expressed their views on the service quality of Vinmart. In general, most people think that the service quality here is quite good in terms of overall acceptance. Also, when shopping at Vinmart, it is easy for us to feel exactly what the commitment "for the quality of life for everyone" what they provide is really satisfactory. Besides that, Vinmart also regularly train their staff skills in communicating and dealing with customers. What Vinmart service quality brings to customers is really a bright spot in creating a good impression on customers and makes a great contribution to creating a positive relationship with the shopping behavior intention of customers.

With the research results in the linear structural model SEM, it can be concluded that corporate culture, service quality and behavioral intentions have a positive relationship with each other (MacIntosh & Doherty, 2007; Dean, 2005; James, 2006). There is a positive relationship between corporate culture, service quality and customer behavioral intention, in industry, services in general and the retail industry in particular, by determining that there is a positive relationship between corporate culture, service quality and customer behavioral intentions. Businesses in the retail industry in general and modern retail channels Vinmart and Vinmart+ in particular can promptly propose reasonable solutions to improve this relationship and build them better and stronger.

#### 4. CONCLUSION

In the context of global economic integration in general and Southeast Asia in particular, when tariff barriers have been removed between countries, Vietnamese retail businesses have to compete fiercely directly from foreign retail enterprises entering the Vietnamese market. In order to create a good competitive advantage, each business must develop a reasonable business strategy, especially retail businesses. Based on this, Vinmart has built a relationship between important factors that lead to success. The results of the study show that the positive relationship between corporate culture, service quality and customer behavioral intentions is a prerequisite for success for Vinmart. Also, thanks to the study results, it shows that there are still difficulties and limitations in building relationships, etc. Most Can Tho consumers are interested in the price of goods when shopping, so it is difficult for Vinmart in bridging the gap between customers' perceptions of the brand that Vinmart is building. The study goal of finding out the relationship between culture, service quality and customer behavioral intentions, from which to propose reasonable solutions for each specific component to build this relationship stronger in the future has been fully conducted.

#### REFERENCES

- Ahmed, P. K., Rafiq, M., & Saad, N. M. (2016). Does organizational culture support service innovation in banks? *Journal of Service Research*, 19(1), 30-44.
- Al-Dmour, R. H., Obeidat, B. Y., & Almajali, D. A. (2019). The role of organizational culture in customer service improvement: An empirical study of Jordanian banks. *Journal of Retailing and Consumer Services*, 51, 391-399.
- Alamri, Y. A., Alharthi, A. S., & Alshely, M. A. (2021). Organizational culture and employee performance: An empirical investigation of the higher education sector in Saudi Arabia. *Cogent Business & Management*, 8(1), 1973769.

- Alalwan, A. A., Al-Tamimi, S. A., & Algharabat, R. (2020). Organizational culture, customer orientation, and performance: The moderating role of social media. *Journal of Business Research*, 112, 348-360.
- Amankwah-Amoah, J., & Adomako, S. (2019). The impact of organizational culture on service quality and customer satisfaction in the banking industry of Ghana. *Journal of Financial Services Marketing*, 24(2), 94-104.
- Ajzen, I., Brown, T. C., & Rosenthal, L. H. (1996). Information bias in contingent valuation: effects of personal relevance, quality of information, and motivational orientation. *Journal of environmental economics and management*, 30(1), 43-57.
- Ajzen, I. (2002). Perceived behavioral control, self-efficacy, locus of control, and the theory of planned behavior 1. *Journal of applied social psychology*, 32(4), 665-683.
- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological bulletin*, 88(3), 588.
- Christopher Cancialosi, 2013. *The Relationship between Organizational Culture and Customer Loyalty*. Walden University.
- Cuong, O. Q, 2015. *The influence of corporate culture on employee engagement in Can Tho city. Science and technology projects at university*. Can Tho university.
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2016). Organizational culture and entrepreneurial behavior: A non-western context. *Journal of Business Research*, 69(5), 1853-1860.
- Dean Anthony Koutraumanis, 2005. *Behavior Intentions in the full Service Restaurant Industry: The effect Service Quality and Organization Culture has on Customer's Intentions to return*. Nova Southeastern University.
- Do Thi Phi Hoai, 2009. *Corporate culture*. Financial institutions. Financial Publisher.
- Duy, N. K, 2009. *Lectures on Practical Linear Structural Modeling (SEM) with AMOS software*. University of Economics Ho Chi Minh City.
- Elsayed, M., Abdel-Maksoud, A., & Azab, N. (2016). The impact of organizational culture on customer satisfaction and service quality: An empirical study in the Egyptian banking sector. *Journal of Economics, Business and Management*, 4(4), 293-299.
- Elbeck, M. A., Peters, D. C. O., & Hill, R. (2008). Identifying Face-to-Face and Online Course Adoption Criteria for Principles of Marketing Textbooks. *Enhancing Knowledge Development in Marketing*, 19.
- Eric W MacIntosh, 2007. *The examination of organizational culture in Canadian fitness industry được nghiên cứu bởi Eric W MacIntosh*. Nova Southeastern University.
- Feigenbaum, J. D., & Rolls, E. T. (1991). Allocentric and egocentric spatial information processing in the hippocampal formation of the behaving primate. *Psychobiology*, 19(1), 21-40.
- Financial statements of Vingroup. <<http://vingroup.net/vi-vn/quan-he-co-dong/quan-he-co-dong-sau-sap-nhap/bao-cao-tai-chinh/tai-lieu.aspx>>.

- James W Loughran, 2006. *The relationship between Organizational Culture type and Quality Service in the retail store: A tale of two*. Capella University.
- Hoang Trong and Chu Nguyen Mong Ngoc, 2008. *Research data analysis with SPSS* (used with SPSS versions 11.5, 13, 14, 15, 16). City University of Economics. Ho Chi Minh. Hong Duc
- Kabir, M. R., Islam, M. M., & Iqbal, M. A. (2020). Linking organizational culture, customer-oriented behavior, and customer satisfaction: A study of the banking sector in Bangladesh. *International Journal of Bank Marketing*, 38(1), 5-23.
- Kotler, P., & Gertner, D. (2011). A place marketing and place branding perspective revisited. *Destination brands: Managing place reputation*, 3, 33-53.
- Kim, T. H., & Yoon, H. H. (2013). The impact of corporate culture on employee-organization relationships. *Journal of Business and Psychology*, 28(3), 253-265.
- Kim, Y. J., & Lee, J. (2018). Corporate culture and hotel employees' pro-environmental behaviors: The mediating effects of environmental beliefs and organizational commitment. *Journal of Sustainable Tourism*, 26(5), 663-683.
- Kuo-Kuang Huang, 2003. *Is Organizational Culture Explicitly Linked to Perceived Corporate Performance? A Multidimensional Analysis of Corporate Culture and Perceived Corporate Performance in the United States and Taiwan*. Nova Southeastern University.
- Landon, E. Laird. (1977), "A Model of Consumer Complaining Behavior," *Consumer Satisfaction, Dissatisfaction and Complaining Behavior, Papers from a Marketing Research Symposium*, Day, Ralph L. Editor, Indiana University, Bloomington, Indianapolis.
- Lehtinen, U., & Lehtinen, J. R. (1991). Two approaches to service quality dimensions. *Service Industries Journal*, 11(3), 287-303.
- Le, H. T. H., Nguyen, N. T. K., & Pham, H. T. (2021). The impact of service quality and corporate culture on customer satisfaction: Evidence from the Vietnamese banking industry. *International Journal of Bank Marketing*, 39(1), 86-107.
- Lee, Y. W., & Lee, Y. K. (2015). The effect of organizational culture and leadership behavior on job satisfaction and organizational commitment: A study of international tourist hotels in Taipei. *Journal of Hospitality and Tourism Management*, 25, 1-12.
- Li, Y., Li, J., & Liu, Y. (2018). The effect of corporate culture on employee job satisfaction and organizational performance. *Sustainability*, 10(8), 2880.
- Lu, L., Wang, J., & Xu, X. (2022). The influence of organizational culture on employee innovative behavior: A case study of China's information technology industry. *Journal of Business Research*, 142, 454-464.
- Macintosh, E., & Doherty, A. (2007). Reframing the service environment in the fitness industry. *Managing Leisure*, 12(4), 273-289.
- Marlene J. Phillip, 2005. *The impact of Organization Culture on the Perceived Quality Service delivery*. Nova Southeastern University.

- Parasuraman. 1988. SERQUAL: A Multiple – Items Scale for Measuring Consumer Perceptions of Service Quality. *Journal Retailing*, 64: 12-40.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of marketing*, 49(4), 41-50.
- Parasuraman, A., Berry, L. L., & Zeithaml, V. A. (1993). More on improving service quality measurement. *Journal of retailing*, 69(1), 140-147.
- Phillips, M. J. (2005). *The impact of organizational culture on the perceived quality of service delivery*. Nova Southeastern University.
- Quan, N. M., 2011. *Business ethics and corporate culture*. National Economic University Publishing House.
- Quinn, R. E., & Cameron, K. (1983). Organizational life cycles and shifting criteria of effectiveness: Some preliminary evidence. *Management science*, 29(1), 33-51.
- Russell, M. (2005). Marketing education: A review of service quality perceptions among international students. *International Journal of Contemporary Hospitality Management*.
- Saeed, M. M., Almas, R. A., & Anwar, S. (2014). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary Journal of Contemporary Research in Business*, 6(4), 110-122.
- Sakuramoto, K., Hwang, Y., & Kramlinger, T. (2020). The effect of corporate culture on employee creativity: A cross-national comparison between Japan and the United States. *Asia Pacific Journal of Management*, 37(3), 787-815.
- Schein, E. H. (2004). Learning when and how to lie: A neglected aspect of organizational and occupational socialization (Introduction by Hugh Gunz and Paul Willman). *Human Relations*, 57(3), 259-273.
- Shahzad, F., Luqman, A., Qureshi, J. A., & Hashim, M. (2019). Organizational culture, leadership behavior, and employee creativity: The moderating role of emotional intelligence. *Journal of Leadership & Organizational Studies*, 26(2), 252-262.
- Tho N. D., 2011. *Scientific research methods in business – Design and practice*. Ho Chi Minh City. *Labor and Social*.
- Valarie A. Zeithaml, Leonard L Berry, & A. Parasuraman, 1996. The Behavioral Consequences of Service Quality. *Article in Journal of Marketing*, April 1996.
- Wang, Y., Zhao, X., & Zhu, Q. (2017). The effects of corporate culture on employee brand advocacy: An empirical study in China. *Journal of Business Research*, 80, 247-256.
- Webiste of General Statistics Office. < <https://www.gso.gov.vn>>.
- Yu, C. (2014). Does corporate culture matter for customer relationship management? The case of the hotel industry in Taiwan. *Journal of Hospitality and Tourism Management*, 21, 1-10.
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of marketing*, 60(2), 31-46.

Zhang, L., Wang, Y., & Tao, F. (2019). The mediating role of job satisfaction in the relationship between organizational culture and employee performance: Evidence from the tourism industry. *Current Issues in Tourism*, 22(2), 144-160.