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# MANAGEMENT CAPACITY AFFECTING THE BUSINESS EFFECTIVENESS: A CASE OF COMMERCIAL BANKS IN HO CHI MINH CITY

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## ABSTRACT

*Vietnam joins more and more deeply into the world economy as well as strong competition. This requires setting new management capacity for managers in commercial banks. Besides, improving management capacity will help commercial banks to prevent risks, ensure capital safety in operations, and minimize the possible losses to the bank. Therefore, the main goal of this paper is to find out management capacity affecting the business effectiveness of commercial banks in Ho Chi Minh City (HCMC). The researcher surveyed 450 managers working for commercial banks and data collected from November 2018 to November 2019 at 90 branches of 15 commercial banks in HCMC. The researcher used simple random sampling technique, tested Cronbach's Alpha and the exploratory factor analysis (EFA) that used for Structural Equation Modelling (SEM) technique and applied partial least squares method. Managers' responses measured through an adapted questionnaire on a 5-point Likert scale. The findings of the paper had the management capacity impacting on the business effectiveness of commercial bank in HCMC with significance level 0.01.*

**Keywords:** Commercial Bank, Management, Capacity and Business Effectiveness.

## INTRODUCTION

Efficiency is the condition that determines the survival and development of a bank, so improving efficiency also means strengthening financial capacity, executive capacity to create accumulation and regulation to expand business activities. It contributes to strengthen and enhance the brand of commercial banks. However, commercial banks need to operate more effectively, it is required to identify factors affecting the business effectiveness of commercial banks in order to limit activities that are risky, preserving capital and raising capital to get high income and profit from the financial activities of commercial banks. There are many factors affecting the business effectiveness of commercial banks (Elouali Jaouad, 2018). Nowadays, capital and technology are easily accessible to all banks; the sustainable competitive advantage will come from management capacity. Many banks have recognized that management capacity is an element of their competitive advantage. Therefore, the top concern of banks now is management and human resource development. In particular, the development of a competency management tool called management capacity is gradually becoming an important tool used as a foundation system for effective implementation of business activities.

According to international practices, the capital adequacy ratio (CAR) of commercial banks must be 9% or more, if this ratio is not guaranteed, commercial banks will not be able to

expand operations, even facing the risk of bankruptcy (Ferrouhi, 2017). Therefore, improving management capacity will help commercial banks to implement measures to prevent risks, ensure capital safety in operations, and minimize the possible losses to the bank. Based on mentioned above things, the researcher to explore management capacity affecting the business effectiveness of commercial banks in HCMC. This paper helps managers' commercial banks improving the business effectiveness.

## LITERATURE REVIEW

### Management Capacity (MC)

The concept of management capacity used in the business environment was first mentioned in the research of (Elouali Jaouad, 2018). Subsequently, the study of management capacity was extended to the field of human resource management in the research of (Gwahula, 2013). These studies reference criteria are used when associating behaviors, knowledge, skills and personal characteristics with specific scales when describing management capacity.

Therefore, the concept of management capacity is referred to as follows: management capacity is the description of a special combination of professional knowledge, management skills, attitude and characteristics necessary to effectively carry out a task. The organization used as an effective tool to select, train and develop, evaluate staffs and develop human resource plans (Hsiao et al., 2010). Besides, managerial competence is a collection of all the competencies required of employees in an organization grouped into configurations appropriate to individual job or organizational role.

### Management Skills (MS)

Management skills groups are competencies that demonstrate the role of a manager. Managers cannot just stop at the stature of an expert but must have the ability to manage and lead others as well as lead the department to achieve the goals of the department and the organization. Managers are responsible for the performance of their subordinates and achieve their goals through influencing their subordinates and their partners. According to (Josephat Lotto, 2019) Management capacity includes knowledge of management, management skills and attitude of a manager to the job performing.

The skills include management skills such as work planning and organization; Group management; Problem solving and Sensitive to business circumstances (Murale & Preetha, 2011). Skill is for the work planning and organization: This is the ability to plan, organize, and monitor work implementation on the basis of identifying resource requirements; ability to decide the priority order of work items, from the initial stage to the final control stage to complete the job goal in a quality and effective way (Elouali Jaouad, 2018). Skill is for group management: This is the ability to lead, run and support a work group to achieve desired goals and work results within its scope of responsibility and under certain resource conditions (Kumar & Gulati, 2010). Skill is for problem solving: This is the ability to identify and solve problems proactively and persistently, to seize opportunities (Lotto, 2018).

Skill is for sensitive to business circumstances: This is an ability to adapt behaviors to work effectively and efficiently when new information, situations change or in another environment is available. Based on above mentioned things, the paper has hypothesis:

*Hypothesis H1: Management skills have a positive impact on the management capacity of the commercial banks in Ho Chi Minh City.*

*Hypothesis H2: Management skills have a positive impact on the business effectiveness of the commercial banks in Ho Chi Minh City.*

### **Professional Knowledge (PK)**

In the context of fierce competition in many fields and the bank is not out of the trend, middle managers such as business management personnel play an important role in managing banks, is The link between the vision of senior leaders and those who directly implement (Zawadi, 2013). In order to fulfill the duties and roles of the position, business management personnel need to have good professional competence to guide, motivate, develop employees, coordinate employees in the department with employees in the department. Other accomplishes goals of the unit and the bank.

Professional knowledge is competencies that demonstrate the understanding and mastery of specific activities that require the use of in-depth tools, methods, processes, techniques or knowledge. The reason individuals are promoted to management positions is because they have shown their qualifications as having the knowledge of professional knowledge and skills in their areas of expertise. Especially for mid-level management personnel, there must be professional competence because those competencies allow them to train, orient and evaluate subordinate employees to perform their assigned tasks (Trujillo-Ponce, 2013).

Professional knowledge including: Specialized knowledge based on work; Knowledge of banking, business environment and industry; Target goals and results and Customer-oriented. Specialized knowledge based on work: It is the ability to perceive and understand data and information in the field of expertise and the ability to apply knowledge expertly into practice to carry out professional activities with specific characteristics (Sanchez et al., 2013).

Knowledge of banking, business environment and industry: It is the ability to understand key issues of the bank, vision, mission, core values and general understanding of the business environment (San & Heng, 2013). Target goals and results: It is for the targeted efforts to achieve the goals set out with the best results such as individual goals, goals of the unit, department and consistent with the common goals of the bank. Customer-oriented: It is to identify and meet customers' current and future needs, provide the best quality services to customers inside and outside the organization. Based on above mentioned things, the paper has hypothesis:

*Hypothesis H3: Professional knowledge has a positive impact on the management capacity of the commercial banks in Ho Chi Minh City.*

*Hypothesis H4: Professional knowledge has a positive impact on the business effectiveness of the commercial banks in Ho Chi Minh City.*

### **Attitude (AT)**

Attitude takes into consideration the behavior of an individual who wants to see a change in him or herself in life and at work because when a person becomes a manager, they should know and understand who they are. Attitude is an individual's effort to manage its actions and decisions through an assessment of how the goal is accomplished in order to resolve the given problem; as well as finding new resources to adapt to the work environment (Josephat Lotto, 2019). The attitude is therefore necessary for management personnel to enable them to manage

themselves to possess the ability to lead others. This is also a group of competencies capable of complementing professional competencies and management skills as well as helping managers balance work and life.

Attitude including: Integrity; Innovation, creativity; Withstand stress and pressure and Continuous learning (Samangie, 2013).

Integrity: Being a personal non-profit quality, respecting the common interests of the unit, department and bank, being an upright, upright and objective attitude built on the basis of the value system, thinking and receiving Individual knowledge and views are oriented towards and adhere to the bank's general principles and standards, professional ethics and social ethics.

Innovation, creativity: It is a capacity to think and propose work processes and solutions that do not follow a conventional approach with varying degrees of change from the present based on knowledge, skills, experience and experience in order to bring better efficiency in part, step or comprehensive, throughout the business activities of the unit, its department and the bank.

Withstand stress and pressure: It is an ability to proactively control psychology, your emotions to maintain work efficiency when faced with unexpected situations or when there are many stressors and psychological stimuli in different levels, or in terms of intensity, frequency of labor consuming a lot of mental and physical power (Hsiao et al., 2010).

Continuous learning: It is the ability to realize your strengths, strengths and limitations, thereby taking advantage of opportunities to develop your capacity and improve yourself to improve personal values and business efficiency for your application, department and bank. Based on above mentioned things, the paper has hypothesis:

*Hypothesis H5: Attitude has a positive impact on the management capacity of the commercial banks in Ho Chi Minh City.*

*Hypothesis H6: Attitude has a positive impact on the business effectiveness of the commercial banks in Ho Chi Minh City.*

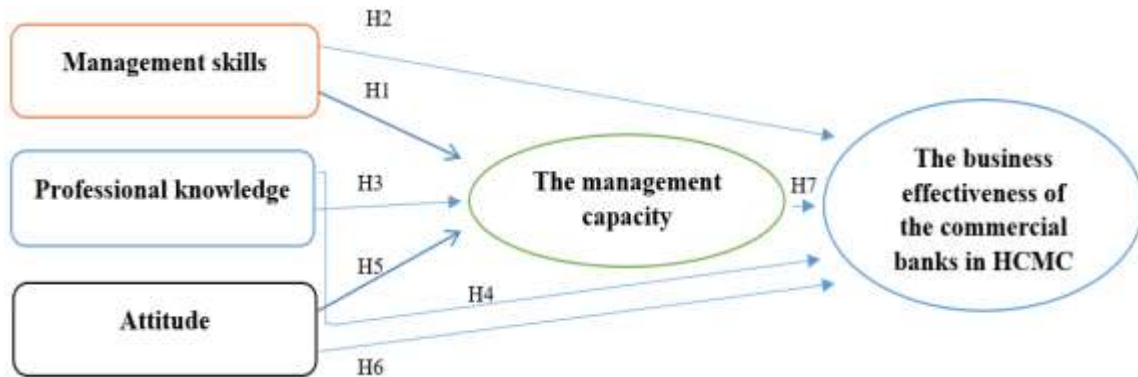
## **Business Effectiveness of the Commercial Bank (BECB)**

Efficiency is a category that is widely used in fields such as economy, technology, society and bank. There are many views on efficiency based on different perspectives; the content of the study is based on the efficiency view of (Raphael, 2013). According to Farrell, efficiency shows the correlation between the output variables obtained from the input variables that were used to create those outputs. Accordingly, cost efficiency (economic efficiency) or economic efficiency (including economic efficiency) include technical efficiency (technical efficiency) and allocation efficiency (allocative efficiency). Technical efficiency demonstrates the ability of the unit to produce at most how many outputs with a given input. The distribution efficiency reflects the ability of production units to use inputs at an optimal ratio when they know their prices.

The resource human factor is an important determinant of the success or failure of any commercial bank operation. The more society develops, the more it requires banks to provide new and quality services. It is this that requires the quality of human resources to be improved in order to respond promptly to changes in markets and society, especially management capacity (Kumar & Gulati, 2010). The use of human resources with professional ethics, expertise and management skills will help the bank create loyal customers and prevent possible risks in its operations, business, investment and this is also a factor helping banks reduce operating costs and improve business effectiveness. Based on above mentioned things, the paper has hypothesis:

*Hypothesis H7: Management capacity has a positive impact on the business effectiveness of the commercial banks in Ho Chi Minh City.*

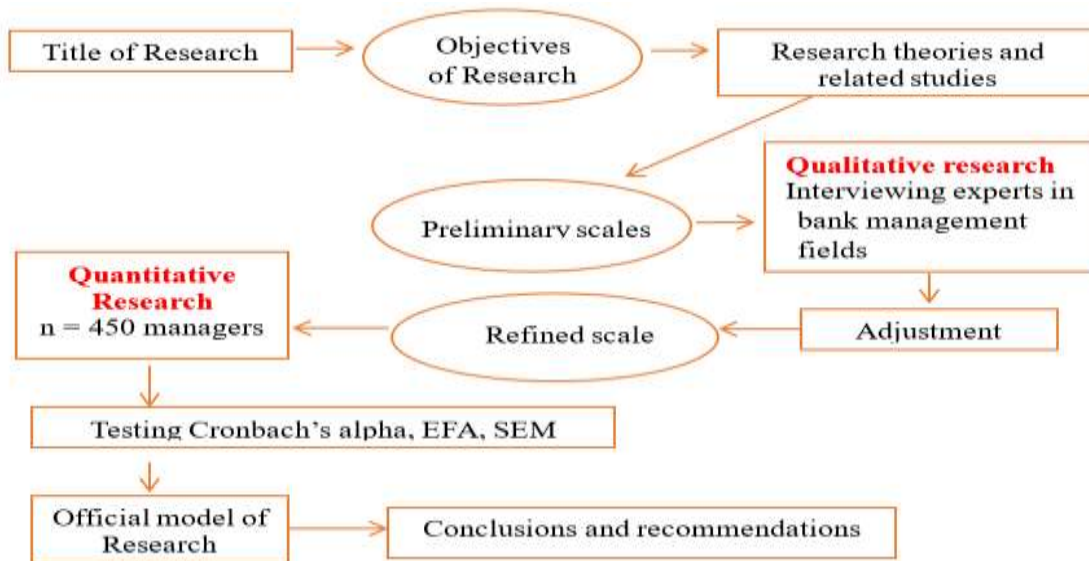
Research model (Figure 1 (Source: Researcher proposed)) for management capacity affecting the business effectiveness of the commercial banks in Ho Chi Minh City.



**FIGURE 1**  
**RESEARCH MODEL FOR MANAGEMENT CAPACITY AFFECTING THE BUSINESS EFFECTIVENESS OF THE COMMERCIAL BANKS IN HO CHI MINH CITY**

**METHODS OF RESEARCH**

The research process (Figure 2) for management capacity affecting the business effectiveness of the commercial banks in Ho Chi Minh City.



**FIGURE 2**  
**RESEARCH PROCESSING FOR MANAGEMENT CAPACITY AFFECTING THE BUSINESS EFFECTIVENESS OF THE COMMERCIAL BANKS IN HO CHI MINH CITY**

In this research paper, the author uses a combination of both research methods: qualitative research and quantitative research. The study was conducted through two steps: (1) preliminary research using qualitative methods to identify factors affecting the business effectiveness of the commercial banks in Ho Chi Minh City. (2) Official research using quantitative methods to evaluate the influence of factors on the business effectiveness of 15 commercial banks in Ho Chi Minh City. The methods are presented in detail through preliminary research and formal research as follows: The preliminary study was conducted by qualitative method through a hand-to-hand discussion method with 30 experts. This step aims to discover, adjust and supplement the observed variables used to measure research concepts. In addition, the information gathered from the hand-to-hand discussion is the basis of the questionnaire design for quantitative research; explore and supplement a scale model of factors affecting the business effectiveness of the commercial banks in Ho Chi Minh City. This study was conducted from November 2018 to November 2019 with the discussion and trial surveys of experts mentioned above. We can see details following:

Phase 1: The researcher applied the expert methodology and based on 30 experts' consultation about bank management to improve the scale and design of the questionnaire (Hair et al., 1998). The results of surveying 30 experts who showed that all of factors affecting the business effectiveness of the commercial banks in Ho Chi Minh City. The researcher created a list of possible factors gathered from the literature reviews as mentioned in the above studies. Official research: conducted by quantitative research through direct interviews with bank leaders with 90 branches of 15 commercial banks in Ho Chi Minh City by question. This step evaluates the scales, re-tests the model, the research hypotheses and measures the impact level of factors on the business performance of commercial banks. The content of construction of scales and scales in this study is evaluated based on 5-point Likert scale, respectively as follows: (1). Totally disagree. (2). Disagree. (3). Neutral. (4). Agree and (5). Totally agree.

Phase 2: The researcher tested a reliability scale with Cronbach's Alpha coefficient and exploratory factor analysis. There are 450 managers related to commercial banks in Ho Chi Minh City. There are 19 items and 424 samples processed. The researcher got simple random sampling technique and each branch surveys 5 managers and having 30 minutes for the survey. 19 questions answered and 424 samples processed and surveyed by hard copy distributed among 2.000 managers of commercial banks in Ho Chi Minh City. All data collected from the questionnaire are coded, processed by SPSS 20.0 and Amos. This method is based on the Eigenvalue, the appropriate factorial analysis and the observed variables in the whole which are correlated when Average Variance Extracted is  $>50\%$ , the KMO coefficient is within 0.5 to 1, Sig coefficient  $\leq 5\%$ , the loading factors of all observed variables are  $>0.5$ . In addition, the researcher tested exploratory factor analyses (EFA) were performed.

Phase 3: The researcher performed CFA and model testing with Structural Equation Modelling (SEM) analysis. The purpose of CFA helps to clarify: (1) Unilaterality, (2) Reliability of scale, (3) Convergence value, and (4) Difference value. A research model is considered relevant to market data if Chi-square testing is  $P\text{-value} > 5\%$ ;  $CMIN/df \leq 2$ , some cases  $CMIN/df$  may be  $\leq 3$  or  $< 5$  ();  $GFI, TLI, CFI \geq 0.9$ . However, according to recent researcher's opinion,  $GFI$  is still acceptable when it is greater than 0.8;  $RMSEA \leq 0.08$ . Apart from the above criteria, the test results must also ensure the synthetic reliability  $> 0.6$ ; Average Variance Extracted must be greater than 0.5 (Hair et al., 1998).

## RESEARCH RESULTS

The scale reliability tests for management capacity affecting the business effectiveness of the commercial banks in Ho Chi Minh City.

<b>Table 1</b>		
<b>THE SCALE RELIABILITY TESTS FOR MANAGEMENT CAPACITY AFFECTING THE BUSINESS EFFECTIVENESS OF THE COMMERCIAL BANKS IN HO CHI MINH CITY</b>		
Items	Contents	Cronbach's Alpha if Item Deleted
MS1	Skill is for the work planning and organization is to complete the job goal in a quality and effective way.	0.930
MS2	Skill is for group management is to support a work group to achieve desired goals and work results within its scope of responsibility.	0.955
MS3	Skill is for problem solving is to identify and solve problems proactively and persistently and to seize opportunities.	0.949
MS4	Skill is for sensitive to business circumstances to adapt behaviors to work effectively when new information.	0.930
<b>Cronbach's Alpha for management skills (MS)</b>		<b>0.955</b>
PK1	Specialized knowledge based on work is to perceive and understand data and information in the bank field.	0.819
PK2	Knowledge of banking, business environment and industry are to understand key issues of the bank, vision, mission, core values.	0.812
PK3	Target goals and results to achieve the goals set out with the best results such as individual goals, goals of the bank.	0.843
PK4	Customer-oriented is to identify and meet customers' current and future needs, provide the best quality services to customers.	0.817
<b>Cronbach's Alpha for professional knowledge (PK)</b>		<b>0.861</b>
AT1	Integrity is a personal non-profit quality, respecting the common interests of the unit, department and bank.	0.921
AT2	Innovation, creativity is to think and propose work processes and solutions in order to bring better efficiency.	0.944
AT3	Withstand stress and pressure: is to control psychology, your emotions to maintain work efficiency when faced with unexpected situations.	0.938
AT4	Continuous learning is to realize your strengths, and limitations, thereby taking advantage of opportunities to develop your capacity.	0.916
<b>Cronbach's Alpha for Attitude (AT)</b>		<b>0.947</b>
MC1	Management skills have a positive impact on the management capacity	0.894
MC2	Professional knowledge has a positive impact on the management capacity of the commercial banks in HCMC.	0.815
MC3	Attitude has a positive impact on the management capacity of the commercial banks in HCMC.	0.911
<b>Cronbach's Alpha for management capacity (MC)</b>		<b>0.913</b>
BECB1	Management skills has a positive impact on the business effectiveness	0.839
BECB2	Management capacity has a positive impact on the business effectiveness	0.783
BECB3	Professional knowledge has a positive impact on the business effectiveness	0.854
BECB4	Attitude has a positive impact on the business effectiveness	0.794
<b>Cronbach's Alpha for the business effectiveness of the commercial banks (BECB)</b>		<b>0.858</b>
(Source: The researcher's collecting data and SPSS 20.0)		

Table 1 showed that all of 19 variables surveyed Corrected Item-Total Correlation greater than 0.3 and Cronbach's Alpha if Item deleted greater than 0.6 and Cronbach's Alpha is very reliability. Such observations make it eligible for the survey variables after testing scale. This showed that data was suitable and reliability for researching.

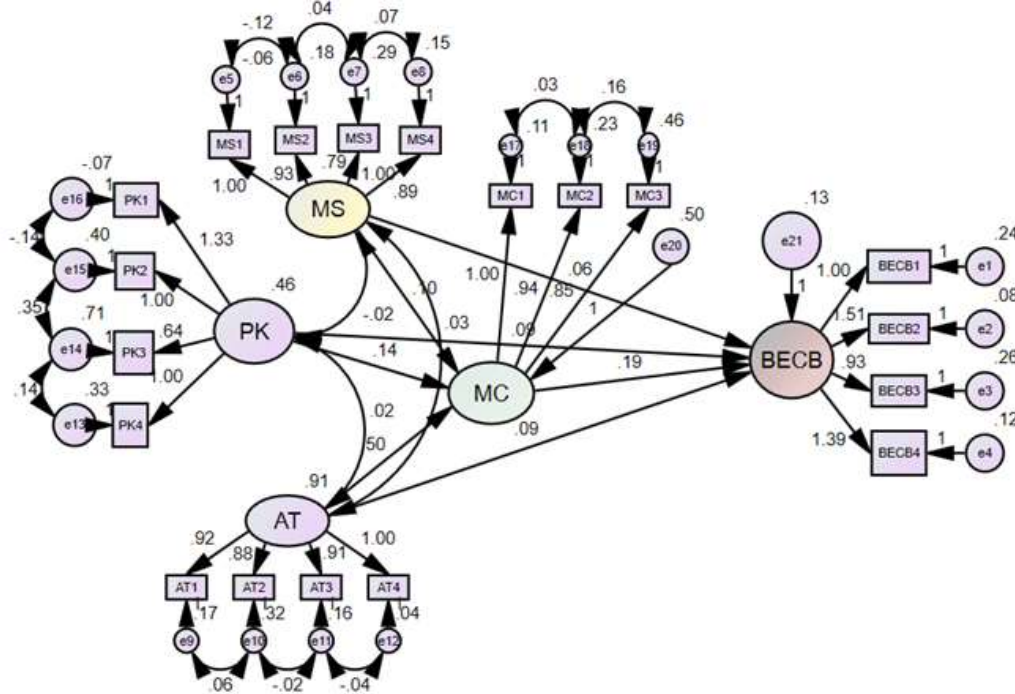
Code	Component				
	1	2	3	4	5
MS4	0.962				
MS1	0.957				
MS3	0.925				
MS2	0.915				
AT2		0.944			
AT4		0.941			
AT1		0.937			
AT3		0.863			
BECB4			0.904		
BECB2			0.861		
BECB1			0.818		
BECB3			0.756		
PK4				0.857	
PK2				0.848	
PK1				0.846	
PK3				0.813	
MC2					0.949
MC3					0.945
MC1					0.826
Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.828					
Bartlett's Test of Sphericity; Sig. is 0.000					
(Source: The researcher's collecting data and SPSS 20.0)					

Table 2 showed that KMO coefficient is 0.828 and the level of significance (Sig) is 0.000. Result showed that there are five components. Extraction sums of squared loadings are % of Variance coefficient is 80.461 with the level of significance (Sig) is 0.000. This shows that data is very reliability for researching structural equation modelling (SEM).

Relationships			Coefficient	Standardized Coefficient	S.E	T	Sig	Conclusion
MC	<---	MS	0.096	0.110	0.036	2.638	0.008	H1: Supported
MC	<---	PK	0.144	0.112	0.052	2.782	0.005	H3: Supported
MC	<---	AT	0.501	0.550	0.044	11.402	***	H5: Supported
BECB	<---	MC	0.193	0.379	0.036	5.300	***	H7: Supported
BECB	<---	AT	0.088	0.190	0.027	3.255	0.001	H6: Supported
BECB	<---	PK	0.086	0.131	0.027	3.116	0.002	H4: Supported
BECB	<---	MS	0.061	0.139	0.024	2.601	0.009	H2: Supported
Note: ***Significant at 1 percent (All t-tests are one-tailed)								
(Source: The researcher's collecting data, SPSS 20.0 and Amos)								



Table 3 showed that column Sig < 0.01 with significance level 0.01 and column Conclusion H1: supported; H2: supported; H3: supported H4: supported; H5: supported; H6: supported and H7: supported. This showed those three factors affecting the management capacity and four factors affecting the business effectiveness of the commercial banks in Ho Chi Minh City with significance level 0.01. This is science evident for managerial implications to enhance the business effectiveness of the commercial banks in Ho Chi Minh City (Figure 3 (Source: The researcher’s collecting data and Amos)).



Chi-square = 274.829; df = 131; p = 0.000; Chi-square/df = 2.098; GFI = 0.937; TLI = 0.973; CFI = 0.979; RMSEA = 0.051 between MS, PK, MK, AT, MC AND BECB

**FIGURE 3**  
**THE STRUCTURAL MODEL SHOWING THE STRUCTURAL LINKAGE**

**CONCLUSIONS AND MANAGERIAL IMPLICATIONS**

**Conclusions**

The researcher surveyed 450 managers related to than commercial banks in HCMC. 19 items and 424 samples processed and data collected from November 2018 to November 2019 in Ho Chi Minh City. The researcher got simple random sampling technique and each branch surveyed 5 mangers. The Cronbach's Alpha had been analyzed, KMO test and the result of KMO analysis which used for structural equation modelling (SEM). Managers’ responses measured through an adapted questionnaire on a 5-point Likert scale (Conventions: 1: Completely disagree, 2: Disagree, 3: Normal; 4: Agree; 5: completely agree). Research results have identified management capacity affecting the business effectiveness of the commercial banks in Ho Chi Minh City with significance level 0.01. This will be the basis for business managers in commercial banks to refer, compare and improve their knowledge - skills - attitudes to work.

Management capacity allows assessing the appropriateness between the job and the person doing the job. Besides, bank managers can identify the competencies required to take on a job position, on the other hand, can assess the ability of people to meet current capacity to perform the work. As a result, leaders make reasonable decisions about human resources such as recruitment, development training, achievement management, and remuneration for managers and employees in the organization.

### **Managerial Implications**

Based on the research results, management capacity affecting the business effectiveness of the commercial banks in Ho Chi Minh City with significance level 0.01. Therefore, the researcher had managerial implications following. Attitude ( $\beta = 0.550$ ) has the strongest impact on the management capacity of the business effectiveness of the commercial banks in Ho Chi Minh City with significance level 0.01. Successful bank cannot fail to mention the leadership element with the necessary qualities that are knowledge and desire to learn, vision and determination, courage and perseverance.

Understanding and inquisitive: Leaders cannot run well if they do not know anything about their field of operation. In addition to the basic knowledge in their field of operation, the leader must read a lot and always have the spirit of learning to constantly improve knowledge, identify and update new information and knowledge. This gives leaders a broad knowledge base, both perfect themselves and have a holistic view to grow the bank.

Professional knowledge ( $\beta = 0.112$ ) has the second impact on the management capacity the business effectiveness of the commercial banks in Ho Chi Minh City with significance level 0.01. Management is the process of working with and through individuals, groups and other resources. Management is challenged and evaluated by achieving goals through the organization and implementation of various skills. First, the manager must have a professional knowledge of the law and tax system in business, marketing, corporate finance, production lines, technology... This is a prerequisite because it is attached. It is the effectiveness of the decision making process and to become a talented manager.

Management skills ( $\beta = 0.110$ ) has the least impact on the management capacity the business effectiveness of the commercial banks in Ho Chi Minh City with significance level 0.01. This is an indispensable skill of a manager. Good leadership is challenged by the success of changing systems and people. The term "leadership" is being used more and more when referring to the role of a manager because the function of leadership is to handle change. Managers need to be good leaders to change products, systems and people dynamically. A good leader must be the one who drives the decision-making process of a problem and gives its employees the decision. If you are a good leader, power will come to you, but you must also exploit the power of others. You must accelerate the decision process and make it work. Managers need the necessary skills such as leadership skills, planning skills, problem-solving skills, good communication skill and others. Despite the highlighted contributions of this paper, some limitations have to be taken in this research results, thereby serving as proposals for future research. First of all, our model is tested on a sample of other provinces and other city in Vietnam, so that the level of representativeness of the sample can be affected. Secondly, despite the high explanatory power of the model, it could be reinforced by adding control variables, such as service quality, technology, financial capacity and market. Finally, the analysis of the longitudinal databases available to foreign banks that should allow them to make comparisons over time as a result of eventual changes in the variables.

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