

The Effects of Organizational Culture on Employee Motivation – A Case Study in Vietnam

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Abstract

Organizational culture (OC) can be considered an important motivating factor to help organizations attract and retain talent. However, there is no model that is complete, covering all aspects related to OC. This study aims to not only identify the characteristic values and constituent elements of OC in enterprises in Da Nang, but also to study the impact of OC constituent elements, including Mission, Engagement, Adaptability and Consistency, on employee motivation (EM) following the model of Denison. It has been found that the four cultural traits impacting external motivation. For internal motivation, only Engagement and Consistency have a positive impact, while Adaptation and Mission show no effect.

Keywords: Organizational Culture, Employee Motivation, Engagement, Self-determination Theory

Introduction

The identity and unique imprint of each business is reflected through organizational culture (OC), which are unique intangible assets, which play an important role in forming and strengthening a positive working environment as well as working motivation of employees - one of the core resources for businesses to build sustainable competitive advantages. Accordingly, when there is a positive OC, in line with the set long-term goals or strategies, businesses help employees be more aware of the meaning and nature of work as well as the orientation of the organization. In addition, the formation of OC also helps to set general rules and norms to help guide the interactions and working methods of each member of the organization. Moreover, OC also helps to arouse the dedication and efforts of employees, contributing to improving overall labor productivity. In other words, OC can be considered an important motivating factor to help organizations attract and retain talent.

Because of the aforementioned importance of OC to businesses in general, and human resources in particular, OC has become a popular research topic in recent years. Accordingly, most researchers in the world believe that the culture of each organization is very complex and multidimensional; Therefore, there have been many different proposals in the approach to interpreting and measuring OC. Specifically, Deninson et al., or Recardo & Jolly, approach OC in other cultural dimensions, while some scholars such as Hostede et al. approach OC based on expressive factors such as values, symbols, beliefs, etc. These approaches later became the basis for building and developing models or ladders measure OC. For example, in Glaser's (2014) study, the four elements that make up Denison's (1990) OC are used: Employee Engagement, Adaptability, Consistency, and Mission. In the study of Zain et al. (2013) the four components of Recardo's (1997) OC were used, including Teamwork, Organizational Communication, Rewards and Recognition, and Training and Development. Shahzad et al. (2013) used 5 OC variables in their research including: Customer Orientation, Employee Engagement, Reward System, Innovation and Risk Acceptance, and Communication in the Organization. Similarly, Wambugu's (2014) study used 4 elements of OC such as: Organizational Value, Organizational Environment, Leadership Style, and Workflow. In Vietnam, there have also been some studies on the scale of OC. For example, the research of Nguyen Truong Son et al. (2022) on OC of Datraco Da Nang within 4 constituent aspects to evaluate current cultural values and predict future changes as a basis for improvement. Meanwhile, the research of Can Huu Dan (2019) has built a scale of OC factors of Vietnamese enterprises using a qualitative research method, whereby the elements of OC are determined to include Leadership Behavior; Communication within the organization;

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Training and development; Commendation and recognition; Decision-making; Innovation and risk-taking; Orientation on future plans; Teamwork orientation.

In general, domestic and foreign authors have used quite a variety of scales to measure OC in many different research contexts. However, so far there is no model that is complete, covering all aspects related to OC (Jung et al., 2014). Therefore, in this study, the author focuses on two main objectives: (1) To identify the characteristic values and constituent elements of OC in enterprises in Da Nang, and (2) To study the impact of OC constituent elements on employee morale. To achieve the above two objectives, this study inherits Denison's model of cultural factors based on a number of advantages and suitability to the research context in Vietnam. Specifically, with 4 dimensions of cultural values, namely "Mission - Mission", "Consistency", "Participation", and "Adaptability", scientists believe that Denison's model has described quite fully and comprehensively the most characteristic elements of OC. Moreover, the database is collected to summarize into cultural dimensions spread across a fairly wide range of business sizes from 10 employees to 2000 employees; the operating period is from 5 years to 200 years... these characteristics are quite similar to the conditions of small and medium-sized enterprises, the life expectancy is still short as in Vietnam.

Theoretical Basis

Organizational Culture (OC) and Denison's Organizational Culture Model

Just like culture, OC is a multi-dimensional concept, which can be approached from many different angles. OC is approached according to the values and beliefs shared by members of the organization, sharing the same view with Denison (1985). Accordingly, OC is a collection of core values and beliefs that are selected, shared and created consensus among members, creating the core identity of the organization and guiding the behavior of members of the organization". The basis of this choice of approach is that the value shared in the enterprise is relatively stable and sustainable, it represents the interaction between people and the organization, thereby creating behavioral patterns that express the organizational culture.

Relative to Denison's Organizational Culture Model, Denison (1990) argues that the governance behaviors and development strategies of the organization are manifested through 4 characteristics: *Mission, Adaptability, Consistency and Participation*. Denison (1990) also developed a set of scales to evaluate OC according to the 4 characteristics mentioned above; in each of these characteristics, there are 3 ways of expressing and using 2 dimensions: Inward Focus (Inward) vs. Extroverted Focus (Extroverted), Flexible vs. Stable (Denison. DR, 1990) (**Table 2.1**). Accordingly, Denison's model helps to identify the dimensions of OC and their influence on efficiency and competitiveness in the organization. This model also indicates that OC needs to exhibit two properties: Stability and Flexibility – stable in vision, values, and mission, but flexible in structure and operation. In addition, OC needs to focus on adaptation to the external environment as well as internal integration.

Table Error! No text of specified style in document..1 How to Express The 4 Main Aspects of Organizational Culture According to The Denison Model

Bearing	Character	Manifestation
Mission	Extroverted, outwardly focused, and stable	Eyesight
		Target System
		Strategic Orientation
Adaptability	Extroverted, outwardly focused, flexible.	Renovate
		Customer Orientation
		Institution of learning

Bearing	Character	Manifestation
Participation in the main	Inward-looking, inwardly focused, flexible	Decentralization
		Team Orientation
		Capacity Development
Consistency	Inward-looking, inward-focused, stable	Core Values
		Consensus
		Cooperation and Integration

(Source: William. HM, Wang. L, & Fang. K, 2005)

From the model and structure on **Table 2.1**, we can see: the two characteristics on the left side of the chart (engagement and adaptability) focus on variation and flexibility, while the other two characteristics on the right side (mission and consistency) represent the ability to maintain stability over the long term. Divided by The horizontal line in the middle, the upper part (adaptability and mission) relates to the organization's ability to adapt to the external environment, and the lower part (engagement and consistency) emphasizes the internal coordination of systems, structures, and processes.

Besides the obvious representation through each part of the pattern, we should also look at this pattern from the overall aspect. External aspects have a major impact on market share and sales growth, while a focus on internal aspects affects return on investment and employee satisfaction; Flexibility is closely related to the creation of new products and services, and stability contributes directly to a company's financial performance such as return on existing assets, return on investment, and interest.

Employee Motivation (EM)

Motivation in general and motivation in particular is a concept that is widely used in many areas of life. However, until now, there are still many different schools and perceptions of this concept, which leads to debates in scientific cognition and also when applied to practice (Pham Duc Chinh, 2021). According to Pinder (2014), EM "is a set of external and internal factors that lead to behaviors related to the establishment, orientation of the form, time and intensity of the person's work". Accordingly, external factors include the nature of the work, the system of evaluating achievements or remuneration, rewards of the organization, etc. and internal factors related to the motivation and personal needs of employees. Similarly, Gundry (2007) argues that EM consists of internal motivation and external motivation. Inner motivation is manifested in the desire to find new things, to experiment with new work plans, to look for opportunities to demonstrate competence, and to develop professional qualifications. Meanwhile, External motivation manifests itself in the desire for tangible rewards (such as salaries, bonuses, etc.) or intangible (such as recognition, praise) that they receive from the organization" (Gundry, 2007). In this study, the author uses Stee and Porter's concept that "EM is the desire and willingness of employees to increase their efforts towards achieving the goals of the organization, which is the impulse and persistence in the working process" as the basis for the development of the content of the thesis.

Hypothesis and Research Model Proposal

Propose A Research Hypothesis

Effect of Engagement on Employee Motivation

Governance policies that embody cultural values make employees believe that they all play an important role in the organization's operating system, that they are proactive in the implementation of their tasks, and

that they are self-accountable for the results. First, decentralization can have a positive impact on internal motivation by creating self-esteem ownership and control, a sense of contribution and value, development and promotion, as well as responsibility and commitment. By creating a freelance work environment and empowering employees, organizations can foster employee internal motivation and achieve higher productivity, enjoyment of work, and personal growth. Moreover, increasing Engagement (EG) through increasing employee capacity, strongly implementing decentralization, increasing teamwork capacity will help employees increase their ability to achieve good results at work, increase the ability to receive organizational rewards, improve their self-worth and show their self-worth in the business and community. This helps employees increase external motivation. Thus, it can be hypothesized that:

- H1a: EG has a positive effect on the internal motivation of employees.
- H1b: EG has a positive effect on the external motivation of employees.

The Impact of Consistency on Employee Motivation

According to *Self-determination Theory (SDT)*, an organization with a core value system that creates its own identity will affect the sense of responsibility, passion of employees affects the internal motivation of employees. In addition, cultural values, when widely acknowledged and agreed upon, will also create an environment that affects external motivation. There have been quite a few studies that support this view and affirm the impact of Consistency (CST) on motivation and thereby employee engagement such as research by Aida Azadi et al. (2013), Mojtaba firuzjaeyan et al. (2015).

Specifically, CST in the organization helps define clear goals and directions for employees. When goals and objectives are communicated clearly and consistently, employees understand the mission and objectives of the organization and feel aligned with them. This creates an internal motivation to work towards the goal and contribute to the success of the organization. Accordingly, CST helps to clearly define what is expected of employees. When employees understand what they need to do and the standards they must meet, they will have an external motivation to get the job done effectively. In addition, CST in the organization has a great impact on the internal motivation of employees by orienting, creating equity, building trust, creating passion and meaning, defining a positive work culture, and identifying stereotypes and consistent messaging.

- H2a: CST has a favorable influence on the internal motivation of employees.
- H2b: CST has a favorable influence on the external motivation of employees.

Effect of Adaptability on employee motivation

Adaptability (ADT), according to Denison (1990), is the ability of the organization to create an adaptive environment to face change, understand customers, and create an environment of learning and sharing to encourage creativity, acquisition of knowledge, and capacity development. The McClelland study (1985) identified three types of internal motivation: the need for achievement, the need for power, and the need for alignment. The need for achievement drives the individual to strive for success, the desire to demonstrate excellent standards, as well as the need to achieve respect, status, and a sense of success. Individuals with strong performance needs are often better suited to corporate cultures that emphasize adaptability (Alice, H. Y. Hon & Alicia S. M. Leung, 2011). In addition, the culture that emphasizes novelty, equality of members, openness and flexibility is a culture that values innovation and rapid adaptation to market changes. It can be seen that people with high performance needs tend to take risks, they can operate very effectively in a business with a culture of creativity and innovation, and it is the innovation-oriented work environment that will give them high motivation to work internally and externally. This is the basis for proposing the following hypothesis:

- H3a: ADT has a positive effect on the internal motivation of employees.

- H3b: ADT has a positive effect on the external motivation of employees.

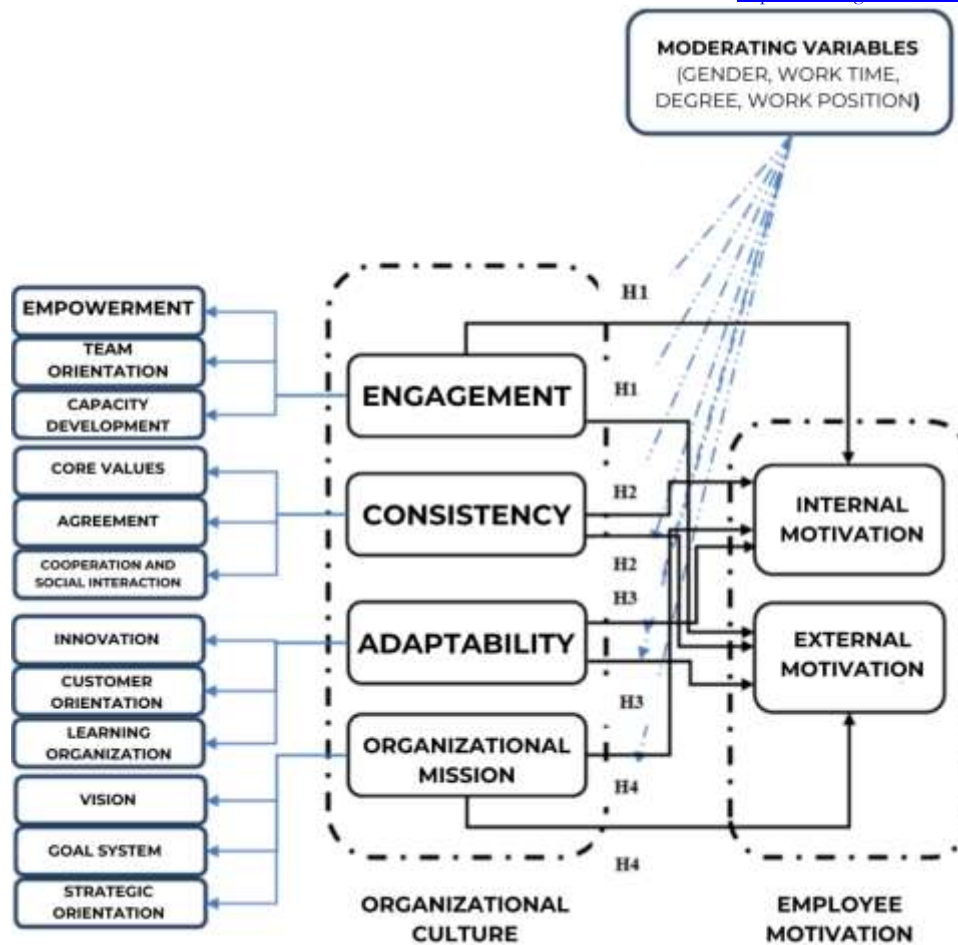
The Impact of Organizational Mission on Motivation

Organizational Mission (OMS) is the grand statement or goal of the business, it expresses the purpose and meaning of the organization's existence. The mission is expressed in the vision, strategic orientation, and target system. Organizational mission is an important constituent factor of OC, many studies have also affirmed the influence of organizational mission on employee motivation. This is explained by many different aspects. First of all, OMS can affect the internal motivation of employees by creating consensus, focus, engagement with personal values, dedication and creating social awareness. When employees feel the meaning and purpose of the mission, they have a strong intrinsic motivation to contribute to the success of the organization. In addition, the mission will greatly affect the determination of vision, values and governance policies, which are also important factors that create impacts on external motivation. This is the basis for the formulation of the following hypothesis. This is the basis for the hypothesis:

- H4a: OMS has a favorable influence on the internal motivation of employees.
- H4b: OMS has a favorable influence on the external motivation of employees.

Research Model

Based on the theoretical framework, literature review and previously established research hypotheses, the authors propose a research model. This model aims to study the impact of organizational culture on employee motivation. Independent variables are the elements that make up the organizational culture according to Deninson's model (mission, consistency, participation, and adaptability). The dependent variables include the types of employee motivation modeled after the theory of self-determination proposed by Decy & Ryam (2000), which includes internal motivation and external motivation. In addition, the formation of organizational culture and employee motivation are greatly affected by the characteristics of business size and type of joint ownership. The proposed model is shown in **Figure 2.1**.



Form Error! No text of specified style in document..1 Research Model

Research Methodology

Scale Development

In this study, to measure the characteristics of OC, including Engagement, Consistency, Adaptability, and Mission, the authors inherited and adapted the scale with the 60 observational variables proposed in the study by Denison & Mishra (1995). Accordingly, each characteristic of OC will be constituted by three factors, and each element is a latent variable measured by 5 observational variables (Denison & Neale, 1996). Meanwhile, the potential variables related to employee motivation are "Internal Motivation" and "External Motivation" as measured by a scale inherited from Amabile et al. (1994). Each of these potential variables is measured by four observed variables, which have been adjusted to suit the characteristics of Vietnamese enterprises. In addition, in order to check the suitability of the scale, clarity of content, language as well as the form of the questionnaire, a qualitative study was conducted with 02 group discussions and 10 in-depth individual interviews on managers and employees at enterprises.

Methods of Data Collection and Processing

After collecting the data, the author filters the questionnaire, cleans the data, and encrypts the necessary information in the questionnaire. Next, the author enters and analyzes the data using SPSS version 26 and AMOS 20 software. In particular, the authors perform statistics describing the collected data by comparing the frequency between different groups according to the characteristics of survey participants. Thus, the official data analysis methods used for this thesis are: Descriptive statistical analysis, reliability testing of the scale by Cronbach's Alpha coefficient, EFA discovery factor analysis, CFA affirmation factor analysis and

SEM analysis.

Research Results

Statistics describing the study sample

The results of collecting survey questionnaires are as follows: The total number of survey questionnaires generated is 700 tables, the total number of survey questionnaires collected is 650 tables, accounting for 92% of the total number of survey questionnaires generated. Of the 650 questionnaires obtained, 625 were valid, meeting the minimum sample size to ensure sufficient reliability for the survey results according to the research of Saunders et al. (2003). The specific results are illustrated in Table 4.1 below.

Table Error! No text of specified style in document..2 Descriptive Statistics

Sample Characteristics		Frequency	Proportion
Demographic characteristics			
Gender	South	296	47.4
	Female	329	52.6
	Total	625	100.0
Working time	Less than 5 years	177	28.3
	From 5 – 10 years	263	42.1
	Over 10 years	185	29.6
	Total	625	100.0
Working position	Employee	319	51.0
	Middle management	229	36.6
	Company leaders	77	12.3
	Total	625	100.0
Career Qualifications	Vocational Intermediate	233	24.0
	College	165	26.4
	University	150	37.3
	Graduate	77	12.3
	Total	625	100.0
Enterprise characteristics			
Business Scale	Small Business	255	40.8
	Medium Enterprises	209	33.4
	Large enterprises	161	25.8
	Total	625	100.0
Type of business	State-owned enterprises	174	27.8
	Private economic enterprises	340	54.4
	FDI Enterprises	111	17.8
	Total	625	100.0
Field of activity	Services, Commerce	264	42.2
	Industry, Construction	186	30.0
	Agriculture, Forestry and Fisheries	175	28.0
	Total	625	100.0

Hypothesis Test Results

Table 4.2 presents the full results of standardized and non-standardized parameter testing. Accordingly, the hypotheses H1a, H2a, H1b, H2b, H3b, H4b are all tested and have statistical significance, the theoretical price is accepted (P-value < 0.05); the H3a and H4a hypotheses all have a P-Value > 0.05, so they have no statistical significance and are rejected. That means that the organization's adaptation and mission do not affect the internal motivation of employees. The order of normalized regression coefficients shows the order of the effects of independent variables on dependent variables. The greater the absolute treatment coefficient, the stronger the impact.

Table Error! No text of specified style in document..2 Hypothesis Testing

Hypothesis	Relationship			Unnormalized coefficients	Std	t value	P-value	Normalization Factor	Conclusions
H1a	INM	<---	INV	.404	.052	7.709	***	.446	Accept
H2a	INM	<---	COS	.340	.052	6.554	***	.376	Accept
H3a	INM	<---	ADA	.105	.063	1.647	.100	.091	Non-acceptance
H4a	INM	<---	MIS	.097	.060	1.615	.106	.081	Non-acceptance
H1b	EXM	<---	INV	.160	.036	4.430	***	.197	Accept
H2B	EXM	<---	COS	.239	.040	5.932	***	.295	Accept
H3B	EXM	<---	MIS	.417	.058	7.235	***	.387	Accept
H4B	EXM	<---	ADA	.286	.056	5.157	***	.279	Accept

Note: *** Meaning at 0.001

Discussion of Research Results

On the impact of cultural characteristics of "Participation" on motivation

Hypothesis H1a, the involvement of the impact on internal motivation is accepted with P-value= 0.000 having an impact on the variability of the internal motivation (INM) of the employee. The normalized coefficient is 0.446, that is, when the participation changes by 1 unit (in the Likert scale), the performance will also change in the same direction by 0.446 units. Hypothesis H1b, the participation of the impact on external dynamics is accepted with P-value= 0.000 and normalized coefficient 0.160. That means that when the participation changes by 1 unit, the external dynamics change by 0.160 units.

Thus, it can be concluded that the cultural trait of "participation" has a positive impact on internal and external motivation, and is the strongest factor affecting internal motivation. This means that employees value being a member of the organization, which will be their pride and the main factor for them to increase their internal motivation. The more business managers try to create decentralization in the organization, form effective working teams with the orientation to the goals of the business, and strengthen the capacity of employees, they will gradually form their cohesion and increase the level of dedication. work motivation, especially the internal motivation of employees. The conclusion of this direction of impact is consistent with many previous research results such as the research of Rose (2005), Taslim (2011)... The difference in the conclusion of this study is that the strongest impact of "participation" on internal motivation has not

been concluded in any other study.

On the Impact of Cultural Characteristics of "Consistency" on Motivation

The cultural characteristic of "consistency" positively affects internal and external dynamics (H2a has P-value = 0.000 and a normalization coefficient of 0.304; the hypothesis H2b has P-value = 0.000 and a normalization coefficient of 0.295). Consistency is reflected in: core values, consensus, cooperation and integration. Consistency is the factor that determines the core values that underpin a strong culture, creating unity and understanding in sharing beliefs and values between subcultures such as individuals, groups, departments, etc. within the organization, reducing the risks of causing stress and conflict. This is of great significance in increasing the internal and external motivation of employees. This result is consistent with many previous research results such as Reeta Khatri (2017). However, while many studies suggest that consistency has the least impact on employee engagement and motivation among the four cultural traits according to the Denison model (Wambui & Gichanga, 2018), in this study the level of impact was quite high, the second strongest impact on both internal and external motivation. With Asian cultural characteristics, upholding community culture and working environment, this conclusion proves to be very appropriate.

On The Impact of Cultural Characteristics "Adaptation" On Motivation

Contrary to expectations, the results showed that the hypothesis that H3a adaptation has a positive impact on internal motivation is not accepted (P-Value=0.100 > 0.05). Internal motivation mainly stems from interest, passion and a sense of self-satisfaction when doing work. Adaptability, while necessary, is not the key factor that creates intrinsic motivation. Employees with high internal motivation often have autonomy, initiative, and consistency at work. They are willing to adapt to new changes and challenges. Therefore, adaptability does not become an intrinsic motivating factor. Factors such as a sense of maturity, a sense of meaning and purpose in the new work are strong internal motivations. Adaptability can support these factors, but it is not the direct factor that creates internal motivation. The conclusion of the H3a hypothesis has differences compared to some previous studies such as Nguyen Quoc Nghi (2014) and Taslim (2011)...

The H3b hypothesis about the impact of "adaptation" on external dynamics is accepted (P-Value=0.000 and normalized coefficient 0.387). Adaptation is considered the strongest factor affecting external dynamics in the cultural characteristics of the Denison model. The culture of adapting to changes in the business impacts the good liking of employees, making it easy for employees to adjust when there are changes in work. This helps them achieve their goals and receive rewards, creating external motivation. Adaptability allows employees to quickly learn and apply new skills, thereby improving work performance. This leads to better results and well-deserved rewards. Adaptable employees are often assigned new tasks and projects, providing opportunities for them to achieve external achievements and rewards. Adaptability helps employees better meet the requirements and expectations of the job, from which they have more opportunities to receive external rewards. Thus, it can be said that the adaptability of employees has a direct effect on external motivation, through helping them achieve their goals and rewards at work. This is an important relationship to consider when managing and promoting the external motivation of employees. The results of this study coincide with many previous research results such as the study of Hofstede (1980), and many other authors.

On The Impact of the Cultural Identity of "Mission" on Motivation

An interesting finding in this study is that the H4a hypothesis about the impact of "mission" cultural characteristics is not accepted (P-Value=0.100 > 0.05). This is also in contrast to previous research results from other countries such as Hofstede (1980), Humphreys (2007), Anatalia Renah (2014) and somewhat coincided with the results of another author in Vietnam, when studying the relationship between mission and employee engagement (Cao Viet Hieu, 2019). Explaining this difference, we believe that an organization's mission does not always directly affect the internal motivation of employees. In Vietnamese businesses, several reasons can be identified for this: first, in terms of individual differences, Each employee has different personal needs, values, and goals. Some people may not feel the organization's mission aligns

with their own desires, so they are unable to create internal motivation. The second is a lack of connection: If employees do not see a clear connection between their daily work and the organization's mission, it will be difficult for them to feel meaning and purpose in their work, leading to a lack of internal motivation. Third, individuals may have other priorities: Some employees may primarily be interested in factors such as income, benefits, and advancement opportunities, rather than being driven by the organization's mission. Fourth is a lack of self-control: When employees feel deprived of their agency and empowered, it will be difficult for them to feel the meaning and purpose of their work, despite the organization's mission. Thus, in Vietnamese enterprises, although the mission of the organization is very important, it is not always a determining factor in the internal motivation of employees. Factors such as needs, personal goals, a sense of autonomy, and work meaning play a more important role in fostering inner motivation.

However, the cultural characteristics of "mission" have a favorable impact on external motivation, the H4b hypothesis is accepted with (P-Value=0.000 and normalization coefficient 0.279). This result coincides with the conclusions of some previous studies such as Yilmar & Ergun (2008), Tawanda (2018) "Mission" culture refers to having an organization with a clear vision, goals, and strategy, which helps employees understand the purpose and meaning of the job. This promotes external motivation for employees because it creates meaning and purpose for the work, and when employees understand the goals and strategies, they feel their work is meaningful and contribute to the common mission. A clear mission and goals will also provide guidance and direction that helps employees understand what is expected of them, which in turn guides their efforts and actions. Clarity about organizational goals motivates employees to put in more effort to contribute to the achievement of those goals.

Conclude

By using Denison's organizational culture model, this study has provided convincing evidence of the impact of organizational culture on employee motivation in Vietnamese businesses today. All four cultural traits impact external motivation in order are adaptation, organizational mission, consistency, and engagement. Meanwhile, the impact of organizational culture on internal motivation is somewhat more limited, only two characteristics have a positive impact on participation and consistency, respectively, cultural characteristics such as adaptation and mission have no impact on internal motivation. This is also a new point, showing the difference in the impact of organizational culture on motivation in the conditions of a developing country, with its own socio-cultural characteristics in Vietnam. The results of this study also bring suggestions to business administrators in Vietnam, first of all, it is necessary to invest more heavily in building organizational culture, building organizational culture is also to motivate employees to work. Secondly, there needs to be drastic changes in the strategic planning of the organization, especially the development of long-term goals, missions and visions for the business, once the mission and vision of the business are attractive and convincing enough for employees, it is also a way to strengthen motivation, especially internal motivation for employees. Thirdly, it is necessary to further promote employee development, decentralize authority for employees in performing tasks.

Organizational culture and working motivation are always closely intertwined, motivation is always a reflection and a consequence of organizational culture development. Developing organizational culture is also the process of creating an organizational environment to maximize the enthusiasm and high motivation of employees.

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