

THE INFLUENCE OF ORGANIZATIONAL CULTURE ON YOUNG EMPLOYEES' PERFORMANCE: THE CASE OF RIKKEISOFT CORPORATION

Hoang Anh Duy

Abstract

The research aims at investigating how the factors of organizational culture influence the young employees' performance. The research used the method of convenience sampling by surveying young 320 employees (Generation Z) of Rikkeisoft Corporation, Cronbach's Alpha analysis, EFA analysis and multiple regression analysis, using the SPSS program. The results show that factors of organizational culture including Openness to communication, Employee participation, Risk-taking and innovation, Learning and development and Rewards system have positively influence on young employees' performance at Rikkeisoft Corporation. The research also suggests some managerial recommendations to the corporate management to enhance the young employees' performance.

Keywords: Organizational culture, young employees performance, Rikkeisoft Corporation.

JEL classification: M14, M51.

ẢNH HƯỞNG CỦA VĂN HÓA DOANH NGHIỆP ĐẾN THÀNH TÍCH LÀM VIỆC CỦA NHÂN VIÊN TRẺ: TRƯỜNG HỢP CỦA CÔNG TY RIKKEISOFT

Tóm tắt

Nghiên cứu này nhằm mục đích tìm hiểu các yếu tố của văn hóa doanh nghiệp có ảnh hưởng như thế nào tới thành tích làm việc của các nhân viên trẻ. Nghiên cứu đã sử dụng phương pháp chọn mẫu thuận tiện thông qua khảo sát 320 nhân viên trẻ (Thế hệ Z) của Công ty Rikkeisoft, hệ số Cronbach's Alpha, phân tích EFA và hồi quy, sử dụng phần mềm SPSS. Kết quả nghiên cứu cho thấy rằng các yếu tố của văn hóa doanh nghiệp đưa vào mô hình nghiên cứu bao gồm: Giao tiếp mở, sự tham gia của nhân viên, chấp nhận rủi ro và đổi mới, học tập và phát triển hệ thống khen thưởng đều có ảnh hưởng tích cực lên thành tích làm việc của các nhân viên trẻ tham gia khảo sát. Từ kết quả này, tác giả đã đề xuất một số giải pháp quản trị để doanh nghiệp có thể tăng cường các yếu tố văn hóa này từ đó giúp nâng cao thành tích của đội ngũ nhân viên trẻ.

Từ khóa: văn hóa doanh nghiệp, thành tích của nhân viên trẻ, Công ty Rikkeisoft.

1. Introduction

In today's rapidly evolving business landscape, organizations are increasingly recognizing the importance of cultivating a strong organizational culture. Organizational culture encompasses the values, beliefs, norms, and behaviors that shape the work environment and employee experiences within an organization. Denison and Mishra (1995) found that a positive and supportive organizational culture enhances employee commitment and performance. When employees perceive their organization as having a culture that values their contributions and provides a supportive work environment, they are more likely to be engaged and perform at higher levels. Another research conducted by Wang and Wang (2016) highlighted the impact of organizational

culture on employee motivation and performance. The study found that a culture that promotes learning, innovation, and empowerment leads to higher levels of employee motivation and performance. In addition, in a study conducted by O'Reilly et al. (2014), it was observed that a strong organizational culture that aligns with the organization's values and goals positively influences employee performance. When employees identify with and internalize the company's culture, they are more likely to demonstrate higher levels of commitment and performance. Ngo (2012) conducted a study in Vietnam and found that a positive organizational culture, characterized by working environment, communication, and teamwork, has a significant impact on employee performance. Employees who

perceive a supportive and inclusive culture tend to exhibit higher levels of job satisfaction and engagement, resulting in improved performance outcomes. Nguyen and Nguyen (2020) explored the influence of organizational culture on employee performance in the context of Vietnamese enterprises and the findings indicated that a strong organizational culture, characterized by open communication, mutual respect, and shared goals, positively impacts employee performance and productivity. Furthermore, a study by Nguyen et al. (2021) examined the influence of organizational culture on firm performance in a Vietnamese enterprise and the research emphasized the importance of a culture that fosters involvement, consistency, and adaptability and mission exerts in enhancing employee performance and job satisfaction. While the impact of organizational culture on various aspects of organizational success has been extensively studied, its specific influence on young employee performance remains an area ripe for investigation, particularly from an emerging country perspective like Vietnam.

Young employees, often referred to as the millennial and Gen Z generations, bring unique perspectives, skills, and aspirations to the workplace. They are a vital asset for organizations looking to drive innovation, adapt to technological advancements, and stay competitive in the market nowadays. Understanding how organizational culture influences the performance of young employees is crucial for organizations seeking to attract, engage, and retain this talent pool.

Rikkeisoft Corporation, a leading technology company in Vietnam, recognizes the importance of understanding the influence of organizational culture on the performance of its young employees. As a dynamic and innovative organization, Rikkeisoft acknowledges that the success of its business operations relies on the engagement, productivity, and long-term commitment of its young talent. Organizational culture at Rikkeisoft plays a pivotal role in shaping the work environment and the experiences of its young employees. With a focus on fostering

creativity, collaboration, and continuous learning, Rikkeisoft aims to create a culture that not only attracts top talent but also enables young employees to thrive and reach their full potential. However, the specific influence of the organizational culture on the performance of its young employees requires thorough investigation.

Consequently, researching the impact of organizational culture on young employee performance is essential for optimizing its talent management strategies. This research project seeks to explore and understand the relationship between organizational culture and the performance of young employees. By examining this connection, Rikkeisoft and other companies can gain valuable insights into the cultural factors that positively impact the performance of its young talent, identify areas for improvement, and tailor its practices and initiatives accordingly.

2. Literature review

2.1. Organizational culture's theory

Culture is a complex and multifaceted concept that encompasses shared values, beliefs, norms, and behaviors within a group or society. Different scholars and researchers have proposed various definitions and frameworks to understand culture, highlighting its role in shaping individuals' thoughts, actions, and social interactions.

The idea of culture within organizations is widely recognized as an essential aspect. Titiev (1959) emphasizes that culture in organizations is something that must be learned and shared among its members. Pettigrew (1979) further expands on this notion by arguing that organizational cultures are based on cognitive systems that influence how employees think and make decisions. He highlights the existence of different levels of culture, which encompass a diverse range of beliefs, values, and assumptions that shape the ways in which organizations conduct their business.

Tichy (1982) refers to organizational culture as the "normative glue" that holds the entire organization together. This suggests that culture plays a vital role in creating cohesion and unity within the organization. Additionally, the

concept of organizational culture serves as a foundation for understanding the differences that may exist between organizations operating within the same national culture (Schein, 1990).

Organizational culture models provide frameworks and conceptual models for understanding and analyzing organizational culture. These models help researchers and practitioners gain insights into the components, dynamics, and impact of organizational culture. This literature review presents an overview of prominent organizational culture models discussed in scholarly literature. According to the Denison Organizational Culture Model of Denison and Mishra (1995), it proposes four key dimensions of organizational culture: involvement, consistency, adaptability, and mission.

Organizational culture models provide valuable frameworks for understanding and analyzing organizational culture. These models offer insights into the components, dynamics, and impact of organizational culture, allowing researchers and practitioners to assess and shape organizational culture effectively. By utilizing these models, organizations can develop strategies to strengthen their culture, enhance employee engagement, foster innovation, and achieve long-term success.

2.2. Employee's performance

Employee performance is a fundamental concept in organizational management and has been the subject of extensive research. Various definitions and perspectives have emerged in the literature to explain and understand the multidimensional nature of employee performance.

One commonly cited definition of employee performance is provided by Campbell (1990), who defines it as "the extent to which an employee accomplishes the activities that satisfy the goals of the organization." This definition emphasizes the achievement of specific job-related tasks and the alignment with organizational objectives.

Another perspective comes from Murphy and Cleveland (1995), who define employee

performance as "the behavior of an employee within the context of their job that leads to the achievement of organizational goals." This definition highlights the importance of employee behaviors and actions in contributing to organizational success. Additionally, the concept of employee performance often includes both quantitative and qualitative dimensions. For example, productivity, efficiency, and effectiveness are often considered as quantitative aspects of performance, while factors such as adaptability, teamwork, and innovation are regarded as qualitative dimensions.

In recent years, there has been a shift towards a more holistic and multidimensional understanding of employee performance. This perspective recognizes that performance is influenced by various factors, including individual attributes, motivation, skills, and the work environment. It also acknowledges that performance is not solely focused on the accomplishment of tasks but also encompasses factors such as employee engagement, job satisfaction, and overall contribution to organizational outcomes.

Overall, the literature on employee performance provides a range of definitions that reflect the multidimensional and context-dependent nature of the concept. It underscores the significance of employee behaviors, contributions to organizational goals, and the interplay between individual and contextual factors. Understanding and managing employee performance is crucial for organizations seeking to enhance productivity, effectiveness, and overall organizational performance.

2.3. The relationship between organizational culture and employee's performance

The relationship between organizational culture and employee performance has been a topic of extensive research in organizational behavior and human resource management. Scholars have explored various dimensions of organizational culture and its impact on employees' performance outcomes. Research

suggests that when employees perceive a strong alignment between their personal values and the values embedded in the organizational culture, they are more likely to exhibit higher levels of job satisfaction, engagement, and performance (Chatman & Jehn, 1994; Cable & DeRue, 2002). According to Magee (2002), there is a strong connection between organizational culture and employee performance. Denison and Mishra (1995) conducted a seminal study aiming to develop a theory that explains the relationship between organizational culture and organizational effectiveness. Numerous studies have been conducted over time with the objective of looking at the association between organizational culture and employee performance. By examining various factors like employee participation, innovation and risk-taking, rewards systems, openness of communication, and customer service orientation, Fakhar (2014) discovered the impact of organizational culture on employee performance within software houses operating in Pakistan. The level of significance was 0.000, and the correlation value was 0.415, demonstrating a positive connection between organizational culture and employee performance.

In general, it is widely recognized that organizational culture can have a significant impact on employee performance.

2.4. The research gap

Research conducted by Fakhar (2014) on the effect of organizational culture on employee performance at Pakistani software companies found a significant positive correlation between organizational culture elements like customer service, employee participation, rewards systems, innovation and risk-taking, and openness to communication. Anitha (2014) identified the factors that affect employee engagement and how they affect performance. For the study, employees from small, registered businesses in the Coimbatore District Small Industries Association at middle and lower managerial levels were chosen. She discovered that a number of elements, including the work environment, leadership, teamwork, and coworkers, as well as

training and career development, salary, organizational policies, and workplace well-being, have a substantial impact on employee engagement and performance.

Furthermore, according to the study conducted by Nguyen (2013) examining the factors of organizational structure impact on the employees' outcomes at Japanese's corporation in Binh Duong province in Vietnam, it found that incentives, collaboration, management system, communication and learning and development has a positive impact on employees' outcomes. In particular, Ha and Bui (2016) researched the influence of corporate culture on the employees' commitment in CMC Telecom Vietnam and the results showed that communication, teamwork, training and development, reward and record, and innovativeness have a positive impact on staff commitment. In addition, as mentioned in the introduction, Nguyen et al. (2021) used 4 cultural dimensions of Denison and Mishra (1995) to study the influence of organizational culture on firm performance including employees' performance and job satisfaction in general.

Thus, there has been a shortage of studies on specific cultural factors including Employee participation, Openness to communication, Risk-taking and innovation, Rewards system, Learning & development in the context of Vietnamese companies which have much attention of young employees (Mothe & Nguyen, 2021). Also, the specific influence of those factors on young employee performance remains an area ripe for investigation, particularly from an emerging country perspective like Vietnam. That is why these cultural factors are combined in this research to study their influence on young employee performance of a Vietnamese company.

2.5. Hypothesis

Employee participation, according to Schein (1992), is one of the most important factors in establishing corporate goals. As per goal-setting theory, participation of employees can boost goal acceptance. According to Karia & Ahmad (2000), an important feature is

involvement, which is favorably associated with the overall effectiveness of the company. He also stated that participation involves delegating tasks as per the individual's responsibilities. Moreover, based on the results of Fakhar (2014) research, employees' participation is the most important factor for achieving organizational goals and this is highly appreciated by young employees (Mothe and Nguyen, 2021). Therefore, the first hypothesis was proposed:

H1: Employee participation has a significant positive relationship with young employee performance.

The executives' primary responsibilities were to advance the ideas that communication was a crucial organizational asset and effective communication is crucial in preventing workplace disputes, miscommunication, rumors, and organizational divergences (Hodgetts & Luthans, 2003). Performance within an organization can be improved by effective internal communication (Chen & Huang, 2009). To develop the communication system to satisfy organizational needs, managers must, however, be aware of the communication process and provide openness to communication (Robbins & Judge, 2019). Therefore, the second hypothesis was proposed:

H2: Openness to communication has a significant positive relationship with young employee performance.

Innovation is regarded as a setting or a culture that exists in the organization and has a near-divine power that drives value creation. According to Anderson, Potocnik & Zhou (2014), employees in general and young employees in particular who are encouraged to take risks and engage in innovative behaviors tend to perform better in terms of generating creative ideas and implementing them effectively. Moreover, organizations which fostered a culture of risk-taking and innovation had higher levels of employee performance due to the motivation and engagement fostered by such a culture (Janssen, 2005). Therefore, the third hypothesis was proposed as follows:

H3: Risk-taking and innovation has a significant positive relationship with young employee performance.

The role of rewards in motivating employees, aligning their behaviors with organizational goals, and enhancing overall performance outcomes. A well-designed rewards system positively influenced innovation performance through its impact on knowledge management capacity, highlighting the link between rewards and overall performance outcomes of employees including young people (Chen & Huang, 2009). Therefore, the fourth hypothesis was proposed as follows:

H4: Rewards system has a significant positive relationship with young employee performance.

Employees who have access to continuous learning and development tend to demonstrate higher levels of performance outcomes and contribute to organizational success. Tannenbaum et al. (1991) found that when employees' learning and development expectations were met, they demonstrated higher levels of performance-related outcomes. And according to Kuvaas (2008), when employees perceived greater access to learning and development, they exhibited higher levels of performance outcomes especially for young employees who are eager to learn and improve. Therefore, the fifth hypothesis was proposed as follows:

H5: Learning & development has a significant positive relationship with young employee performance.

2.6. Recommend research model

The research model is designed based on different factors collected from previous studies that are highly appreciated by young employees. The independent variables are employee participation, openness to communication, risk-taking and innovation, rewards system, learning and development and the dependent variable is employees' performance.

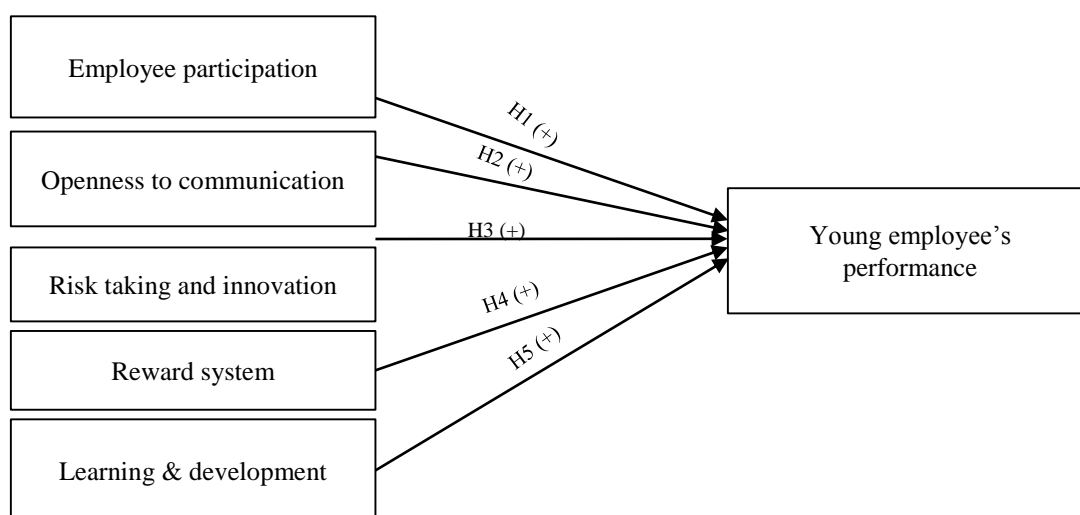


Figure 1. Research model

Source: Conducted by authors, 2023

3. Research methodology

3.1. Research design

The study employs a mixed-methods approach, combining quantitative and qualitative methodology. The research sample consists of young employees which mean millennial and gen Z generations at headquarter of Rikkeisoft in Hanoi. Data was collected in April 2023, allowing for the examination of influence of organizational culture on employee performance over a period of three years.

3.2. Research process

Beginning with conducting a thorough review of existing literature on the research topic. The literature review serves as a foundation for developing the research model. The next is the quantitative phase, a survey was conducted to measure the baseline organizational culture and employee performance. The survey includes validated scales to assess company cultural dimensions such as employee participation, openness to communication, risk-taking and innovation, rewards system, learning and development. The survey also collects demographic data and individual characteristics such as gender, ages, income and working experiences years. After the data was cleaned and processed to remove missing and invalid respondents, following analyses will be performed using SPSS 20:

Descriptive statistics

Testing reliability of scales

Exploratory Factor Analysis (EFA)

Pearson correlation analysis

Regression analysis

3.3. Measurement

To measure specific factors in the research model, the survey consists of a series of statements that are presented to Rikkeisoft's employees, who are then asked to indicate their level of agreement or disagreement with each statement using a 5-point Likert scale.

After selecting the official scale, the author conducts a questionnaire survey on the variables to be researched, namely "employee participation" with 5 observed variables by Groen, Wouters & Wilderom (2017), "openness to communication" with 5 observed variables by Fakhar (2014), "risk-taking and innovation" with 4 observed variables by Fakhar (2014), "rewards system" with 4 observed variables by Anitha (2014), "learning and development" with 4 observed variables by Anitha (2014) and "employees performance" with 5 observed variables by Groen, Wouters & Wilderom (2017).

Convenience sampling method was conducted when collecting data. In addition, combining the form of a direct survey with an online survey via the Google Survey tool with a form consisting of questions that are observed variables.

For Roger (2006), in practical studies, the minimum sample size is 150 - 200 samples.

According to Hair et al. (1998) as well as Nguyen Dinh Tho (2012), the sample size must be at least 5 times the number of observed variables and at least 100, that means: $n = 5k$ (where k is the number of observed variables) and $n > 100$. In the proposed research model, there are 23 observed variables, therefore, the research needs a minimum sample of $23 \times 5 = 115$ samples. Therefore, to implement data collection, the author sent a survey form to 340 employees currently working in Rikkeisoft's head office in Hanoi through channels such as email, zalo, and facebook. The authors received 324 survey responses, the response rate accounted for 95.29%. After that, to ensure reliability, minimize errors as well as to ensure the number of samples, the author removed the unsuitable and unqualified votes, so the final number of survey questionnaires that could be included in the data analysis was 302 samples. Therefore, this study uses the research sample for analysis with the size of 302 samples.

4. Research results and discussion

4.1. Statistic description

Descriptive statistical analysis for 302 valid collected answers is carried out specifically as follows:

In terms of gender, 201 answers are male corresponding to 67% while female has 101 answers, corresponding to around 34%. In terms of income, employees who have income ranging

from 6 to 12 million accounted for the highest rate of 32.78%. Followed by 28.15% of employees with incomes from 12 to 18 million. The proportion of respondents with income under 6 million accounted for 24.17% and income over 18 million was 14.9%. In terms of working experience years, employees who worked from 1 to 3 years at the company accounted for the highest rate of 42.05%. Employees who worked less than 1 year accounted for 24.5%. And long-term employees, specifically from 3 to 5 years and over 5 years, the rate is 22.52% and 10.93%, respectively.

The statistics of the survey results on employee's performance shows that employee's performance is relatively straightforward with the average value of the indicator ranging from 3.50 to 3.94. EP1 (My employee always performs all essential duties) gave the highest mean of 3.94, followed by EP4 (My employee always completes all duties specified in his/her job description) with mean of 3.83, EP5 (My employee never neglects aspects of the job that he/she is obligated to perform) with mean of 3.78, EP3 (My employee always meets all formal performance requirements of the jobs) with mean of 3.63, and EP2 (My employee always fulfills all responsibilities required by his/her job) with the mean of 3.5.

4.2. Testing the reliability of scales

Table 1: The results of Cronbach's Alpha

Observed variables	Corrected Item - Total Correlation	Cronbach Alpha if Item Deleted
EP – Cronbach's Alpha = 0.839		
EP1	0.665	0.8
EP2	0.625	0.811
EP3	0.604	0.817
EP4	0.672	0.799
EP5	0.648	0.805
OC – Cronbach's Alpha = 0.881		
OC1	0.654	0.871
OC2	0.709	0.857
OC3	0.721	0.854
OC4	0.716	0.855

Observed variables	Corrected Item - Total Correlation	Cronbach Alpha if Item Deleted
OC5	0.783	0.840
RT – Cronbach's Alpha = 0.876		
RT1	0.739	0.839
RT2	0.664	0.869
RT3	0.761	0.831
RT4	0.772	0.825
RS – Cronbach's Alpha = 0.854		
RS1	0.703	0.812
RS2	0.637	0.838
RS3	0.675	0.823
RS4	0.772	0.781
LD – Cronbach's Alpha = 0.862		
LD1	0.775	0.797
LD2	0.678	0.836
LD3	0.737	0.812
LD4	0.650	0.847
PE – Cronbach's Alpha = 0.858		
PE1	0.640	0.838
PE2	0.699	0.823
PE3	0.698	0.823
PE4	0.639	0.838
PE5	0.698	0.823

Source: Conducted by authors, 2023

Based on the above results, the Cronbach's Alpha coefficients of all scales are greater than 0.6 and the correlated item - total correlations of the observed variables are greater than 0.3. Thus, the scales used in the model are appropriate.

4.3. EFA for independent variables

The KMO coefficient is 0.802 higher than 0.7 and the Bartlett test is significant at the 5% level. Therefore, observed variables are significantly correlated with each other in the same factor.

Table 2: Results of KMO and Bartlett's Test for independents variables

	KMO	.802
<i>Bartlett's Test of Sphericity</i>	<i>Chi - Square</i>	<i>3,375.310</i>
	<i>Significance</i>	<i>0.000</i>

Source: Conducted by authors, 2023

Factor Extraction

The result shows that Eigenvalue is 2.072, higher than 1, indicating that the 5 factors are extracted with a total variance of 68.715% (>50%). Thus, it can be concluded that the use of the EFA model is appropriate.

Factor Rotation

When considering the rotation matrix, all observations have factor loading coefficients greater than 0.7 and 5 factors have factor loading that appear separately from the rotation matrix.

No observed variables with coefficients greater than 0.3 appear in two or more factors. Therefore, these observed variables have met the requirements of EFA exploratory factor analysis.

4.4. EFA for dependent variable

The results of KMO and Bartlett's test for dependents variables are shown in the table 4.8 below. The KMO coefficient is 0.854 higher than 0.7 and the Bartlett's test is significant at the 5% level, satisfying the stated criteria.

Table 3: Results of KMO and Bartlett's Test for dependent variables

KMO		.854
Bartlett's Test of Sphericity	<i>Chi - Square</i>	626.331
	<i>Significance</i>	0.000

Source: Conducted by authors, 2023

In addition, the results of factor extraction with the value Eigenvalue 1 shows that the analysis extracted 1 factor with a total variance of 64% (> 50%). Thus, it can be concluded that the use of the EFA model is appropriate.

Table 4: EFA with dependent variable

Observed Variable	Factor	Eigenvalues	Cumulative Total Variance Extracted
	1		
PE1	0.771	3.196	63.926%
PE2	0.818		
PE3	0.818		
PE4	0.771		
PE5	0.817		

Source: Conducted by authors, 2023

4.5. Pearson Correlation Analysis

Pearson correlation coefficient has a value from -1 to 1, 0 indicates no correlation, 1 indicates positive correlation and -1 indicates negative correlation.

The Pearson correlation analysis shows that the dependent variable PE is correlated with all independent variables EP, OC, RT, RS, and LD at

4.6. Regression and Hypothesis test results

The coefficient of determination R^2 is 0.712, indicating that the independent variables included in the model can explain 71.2% of the variation of the dependent variable. From regression results, it is clear that all factors have positive coefficients and p-value less than 1%, so

1% significance level, so these independent variables are likely to be significant in the model.

Independent variables are statistically correlated with each other with correlation coefficients ranging from 0.1 to 0.3. There is no pair of independent variables with a correlation coefficient higher than 0.8, thus, the model is less likely to show evidence of multicollinearity.

all factors are statistically significant at 1% level of significance. Therefore, all hypotheses are accepted. Moreover, VIF coefficients of the independent variables are all less than 2. According to Wooldridge (2000), VIF coefficients less than 5 show that the model is less likely to experience multicollinearity.

Table 5: Regression Results

Independent variable	Standardized Coefficients	t	p-value	VIF
	Beta			
(Constant)		-6.666	0.000 ***	
EP	0.238	7.262	0.000 ***	1.107
OC	0.452	13.946	0.000 ***	1.080
RT	0.164	4.908	0.000 ***	1.148
RS	0.360	10.916	0.000 ***	1.120
LD	0.191	5.884	0.000 ***	1.081

Source: Conducted by authors, 2023

A regression equation can be written based on the standardized regression coefficients. The result of hypothesis testing is also shown below:

Table 6: Results of hypothesis testing

Hypotheses	Conclusion
H1. Employee participation has a significant positive relationship with employee performance	Accept
H2. Openness to communication has a significant positive relationship with employee performance	Accept
H3. Risk taking and innovation has a significant positive relationship with employee performance	Accept
H4. Reward has a significant positive relationship with employee performance	Accept
H5. Learning & development has a significant positive relationship with employee performance	Accept

Source: Conducted by authors, 2023

5. Discussion

5.1. The influence of openness to communication on young employees' performance

Empirically, in a study by Jiang et al. (2017), the researchers explored the role of organizational culture in facilitating openness to communication and its impact on employee performance and the findings revealed that organizations with a culture that values transparency, collaboration, and open communication tend to have higher levels of employee performance and satisfaction. Furthermore, according to a study by Eisenbeiss et al. (2019) focused on the relationship between leader openness to communication and employee performance. The research highlighted that leaders who exhibit open communication behaviors, such as active listening, soliciting input, and providing feedback, create an environment that fosters trust, engagement, and higher levels of performance among employees.

Based on the results of the model, among factors affecting employee's performance, openness to communication (OC) has the most significant impact with the coefficient of 0.382). This can be explained as creating a culture that encourages open and transparent communication, both between employees and with leaders, enhances collaboration, engagement, and knowledge-sharing. This, in turn, positively influences individual and organizational performance. This is similar to the result of Fakhar's study in 2014. This can be explained as

the culture of Rikkeisoft's head office is open to communication and this factor can give significant positive influence on employee performance.

5.2. The influence of rewards system on young employees' performance

Various types of rewards, such as financial and non-financial incentives have positive impact on employee performance in an organization following Armstrong (2002). An efficient rewards system strengthened innovation performance through its impact on knowledge management capacity, according to another investigation that evaluated the relationship between strategic human resource practices, including rewards systems, and innovation performance (Chen & Huang, 2009). These studies provide consistent evidence supporting the significant positive relationship between rewards systems and employee performance. They place a strong emphasis on how rewards can inspire employees, better match their actions with company objectives, and improve performance in general.

Based on the results after testing, reward system (RS) is the next most important factor affecting employee's performance with a coefficient of 0.346 respectively. This is similar to the result of a study conducted by Anitha (2014). This can be explained as in Rikkeisoft's head office in Hanoi, a well-structured and strategically aligned rewards system has developed as a powerful tool for improving their employees' performance and driving organizational success.

5.3. The influence of employees' participation on young employees' performance

The research result was supported by several previous studies. Organizations that promote employee involvement in decision-making processes across different cultures experience improved performance, as it enhances employee motivation, commitment, and job satisfaction (Kwon & Adler, 2014). Furthermore, Cotton (2018) revealed a significant positive relationship between employee participation and various performance indicators, including job satisfaction, organizational commitment, and task performance. Also, according to a study by Lawler and Hackman (2018), the results found that when employees are actively involved in decision-making processes and have a sense of ownership in their work, it leads to higher levels of motivation, job satisfaction, and ultimately, improved performance.

Based on the coefficient of 0.257, the result consistently supports the notion that employee participation has a significant positive relationship with employee performance. This is similar to the result of a study conducted by Fakhar (2014). This can be explained as in Rikkeisoft's head office in Hanoi, engaging employees in decision-making, empowering them, and involving them in continuous improvement initiatives fosters a sense of ownership, motivation, and job satisfaction, which in turn leads to improved individual and organizational performance.

5.4. The influence of learning and development on young employees' performance

When employees' learning and development expectations were met, they demonstrated higher levels of performance-related outcomes (Tannenbaum et al. 1991). Following the results of a study conducted by Kuvaas (2008), it found that learning and development opportunities have positive effects on employee outcomes. Another previous study also emphasized the significant positive relationship between training motivation, which includes the desire for learning and development, and training outcomes, including improved job performance (Colquitt, Lepine & Noe, 2000).

Based on the coefficients of learning & development (LD) is 0.182 respectively and the indicator from the study conducted by Anitha (2014), this can be explained as Rikkeisoft has provided their employees with learning and development initiatives to enhance their skills, knowledge, and overall performance.

5.5. The influence of risk-taking and innovation on young employees' performance

The research result corroborates the findings of Anderson, Potocnik & Zhou (2014) that taking risks and employee performance are positively correlated. The outcome highlighted how risk-takers tend to do better at coming up with original ideas and successfully putting them into practice. According to Janssen (2004), a supportive supervisor and perceived influence, both of which were connected to a risk-taking culture, had a favorable impact on employees' innovative behavior.

Based on the indicators adopted from a study by Fakhar (2014) and the results of testing the relationship between two variables, risk-taking and innovation has significant positive impact with the coefficient of 0.153 respectively. This can be explained as the culture of Rikkeisoft's head office encourages their employees to take risks and engage in innovative behaviors.

6. Conclusion

This study highlights the significant role that organizational culture plays in shaping employee performance outcomes. Through a comprehensive review of literature, it was established that organizational culture encompasses various elements such as participation, communication, risk acceptance, rewards system, learning and development. These cultural aspects collectively contribute to shaping the work environment and influencing employee behaviors and performance. The findings of the research indicated that a positive and supportive organizational culture significantly influences employee performance. A culture that emphasizes effective communication, training opportunities, recognition for achievements, a willingness to take risks and innovate, and efficient participation has a positive impact on employee performance.

The research outcomes provide valuable insights for Rikkeisoft Corporation and other organizations seeking to enhance employee performance through cultural interventions. It underscores the importance of cultivating a strong and positive organizational culture that aligns with the needs and aspirations of young employees. By fostering an environment that encourages open communication, learning and development, recognition, collaboration, and fairness, companies can create a conducive work environment that promotes higher employee engagement, productivity, and overall performance. The implications of this research extend beyond Rikkeisoft Corporation, as the findings contribute to the broader understanding of the relationship between organizational culture

and employee performance. The study adds to the existing body of knowledge and emphasizes the significance of organizational culture in shaping employee outcomes.

Overall, this research provides valuable insights into the influence of organizational culture on employee performance. It highlights the need for organizations to prioritize and actively manage their organizational culture to create a positive work environment and enhance employee performance. By considering and implementing the recommendations derived from this study, Rikkeisoft Corporation and other organizations can optimize their cultural practices to foster a motivated and high-performing workforce.

REFERENCES

- [1]. Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411–423.
- [2]. Anderson, N., Potocnik, K. and Zhou, J. (2014) Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework. *Journal of Management*, 40, 1297-1333. <https://doi.org/10.1177/0149206314527128>
- [3]. Anitha, J. (2014). Determinants of Employee Engagement and Their Impact on Employee Performance. *International Journal of Productivity and Performance Management*, 63, 308-323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- [4]. Armstrong, M. (2002). *Employee reward*. CIPD Publishing.
- [5]. Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875-884.
- [6]. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture* (3rd ed.). Jossey Bass Wiley.
- [7]. Campbell, J. D. (1990). Self-esteem and clarity of the self-concept. *Journal of Personality and Social Psychology*, 59(3), 538–549. <https://doi.org/10.1037/0022-3514.59.3.538>
- [8]. Chatman, J. A., & Jehn, K. A. (1994). Assessing the relationship between industry characteristics and organizational culture: How different can you be? *Academy of Management Journal*, 37(3), 522–553. <https://doi.org/10.2307/256699>
- [9]. Chen, C. J., & Huang, J. W. (2009). Strategic human resource practices and innovation performance—The mediating role of knowledge management capacity. *Journal of Business Research*, 62(1), 104-114.
- [10]. Colquitt, J. A., LePine, J. A., & Noe, R. A. (2000). Toward an integrative theory of training motivation: A meta-analytic path analysis of 20 years of research. *Journal of Applied Psychology*, 85(5), 678-707.
- [11]. Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>
- [12]. Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>

- [13]. Ehrhart, M. G., Schneider, B., & Macey, W. H. (2013). *Organizational Climate and Culture: An Introduction to Theory, Research, and Practice*. Routledge.
<https://doi.org/10.4324/9781315857664>
- [14]. Eisenberger, R., Aselage, J., Sucharski, I. L., & Jones, J. R. (2004). Perceived organizational support. In J. A- M Coyle-Shapiro, L. M. Shore, M.S. Taylor, & L. E. Tetrick (Eds.), *The employment relationship: Psychological and contextual perspectives*, 206-225. Oxford, UK: Oxford University Press
- [15]. Eisenbeiss, Silke & Knippenberg, Daan & Boerner, Sabine. (2008). Transformational Leadership and Team Innovation: Integrating Team Climate Principles. *The Journal of applied psychology*. 93. 1438-46. 10.1037/a0012716.
- [16]. Fakhar, S. (2014). Impact of organizational culture on employees' job performance. *International Journal of Commerce and Management*, 24, 219-227. 10.1108/IJCoMA-07-2012-0046.
- [17]. Ferris, G.R., Arthur, M.M., Berkson, H.M., Kaplan, D.M., Harrell-Cook, G., & Frink, D.D. (1998). Toward a social context theory of the human resource management - firm performance relationship. *Human Resource Management Review*, 8, 235-264
- [18]. Geertz. (1973). *Clifford. The Interpretation of Cultures: Selected Essays*. New York: Basic Books, 1973.
- [19]. Groen, B. A. C., Wouters, M. J. F., & Wilderom, C. P. M. (2017). Employee participation, performance metrics, and job performance: A survey study based on self-determination theory. *Management Accounting Research*, 36, 51–66. doi: 10.1016/j.mar.2016.10.001
- [20]. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Upper Saddle River, Pearson Prentice Hall.
- [21]. Hà Nam Khánh Giao & Bùi Nhất Vương. (2016). Ảnh hưởng của các yếu tố văn hóa doanh nghiệp đến sự gắn bó của nhân viên với tổ chức tại Công ty CP CMC Telecom TPHCM. *Tạp chí Kinh tế - Kỹ thuật Bình Dương*, 13(3): 87-101.
- [22]. Hall, J. (2015). *Build Authentic Audience Experiences Through Influencer Marketing*. Retrieved July 5, 2020.
- [23]. Hoàng Trọng và Nguyễn Mộng Ngọc. (2008). *Phân tích nghiên cứu dữ liệu với SPSS*. NXB Hồng Đức.
- [24]. Hodgetts, Richard M., Luthans, Fred. (2003). *International management: Culture, strategy, and behavior, 5th ed.* (5th). New York: McGraw-Hill.
- [25]. Hoelzle J. B., Meyer G. J. (2013). Exploratory factor analysis: Basics and beyond. In Weiner I. B., Schinka J. A., Velicer W. F. (Eds.), *Handbook of psychology: Research methods in psychology* (Vol. 2, 2nd ed., pp. 164-188). Hoboken, NJ: Wiley.
- [26]. Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Beverly Hills, CA: Sage.
- [27]. Janssen, O. (2005). The joint impact of perceived influence and supervisor supportiveness on employee innovative behavior. *Journal of Occupational and Organizational Psychology*, 77(3), 395-410.
- [28]. Johnson, G. & Scholes, K. (1993). *Exploring Corporate Strategy: Text and Cases*. <https://books.google.com.vn/books?id=K7qkQgAACAAJ>
- [29]. Kaiser, H.F. (1958). *The varimax criterion for analytic rotation in factor analysis*. *Psychometrika*, 23, 187-200.
- [30]. Kaiser, H.F., (1974). *An index of factorial simplicity*. *psychometrika*, 39(1), 31-36.
- [31]. Karia, N. & Ahmad, A. (2000). Quality practices that pay: Empowerment and teamwork. *Malaysian Management Review*, 35(2), 66-76.
- [32]. Kotter, J.P. and Heskett, J.L. (1992). *Corporate Culture and Performance*. Free Press, New York.
- [33]. Kwon, S.W., & Adler, P.S. (2014). Social capital: Maturation of a field of research. *The Academy of Management Review*, 39(4), 412–422. <https://doi.org/10.5465/amr.2014.0210>

- [34]. Kuvaas, B. (2008). An exploration of how the employee-organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management Studies*, 45(1), 1-25.
- [35]. Latham, G., & Pinder, C. (2005). Work Motivation Theory and Research at the Dawn of the Twenty-First Century. *Annual Review of Psychology*, 56, 485-516
<https://doi.org/10.1146/annurev.psych.55.090902.142105>
- Lloret S., Ferreres A., Hernandez A., Tomas I. (2017). The exploratory factor analysis of items: Guided analysis based on empirical data and software. *Anales de Psicología*, 33, 417-432.
- [36]. Loehlin, J. C., & Beaujean, A. A. (2017). *To Factor, Path, and Structural Equation Latent Variable Models: An Introduction Analysis*. New York, NY: Taylor & Francis.
- [37]. Macey, William & Schneider, Benjamin. (2008). *The Meaning of Employee Engagement. Industrial and Organizational Psychology*. 1. 3-30. 10.1111/j.1754-9434.2007.0002.x.
- [38]. Magee, K. C. (2002). The impact of organizational culture on the implementation of performance management (Doctoral dissertation). Available from Dissertations and Theses database (UMINo.3047909).
- [39]. Mayer, D. M., Kuenzi, M. & Greenbaum, R. L. Examining the Link Between Ethical Leadership and Employee Misconduct: The Mediating Role of Ethical Climate. *Journal of Business Ethics* 95, 7–16 (2010). <https://doi.org/10.1007/s10551-011-0794-0>
- [40]. Michael, A. (1994). *Language shock: Understanding the culture of conversation*. New York: Morrow, 1994.
- [41]. Mohammed, M., & Mohsin, A. (2020). Activating Organizational Culture to Achieve Requirements of Management by Wandering Around. *Journal of Engineering and Applied Sciences*, 15(4), 888-897.
- [42]. Mothe, C. & Nguyen, T.T.U (2021). Does Age Diversity Boost Technological Innovation? Exploring the Moderating Role of HR Practices. *European Management Journal*, 39(3), 829-843.
- [43]. Murphy, K.R. and Cleveland, J.N. (1995). Understanding Performance Appraisal. *Social, Organizational and Goal Setting*, Sage Publications, Thousand Oaks.
- [44]. Nguyễn Đình Thọ. (2011). *Phương pháp nghiên cứu khoa học trong kinh doanh*. NXB Lao động Xã hội, Hà Nội.
- [45]. Nguyen, Hieu & Nguyen, Anh. (2020). The Impact of Capital Structure on Firm Performance: Evidence from Vietnam. *The Journal of Asian Finance, Economics and Business*, 7, 97-105.
- [46]. Nguyen Thi Thuy Hang, Nguyen Hiep, Nguyen Phuc Nguyen & Hoang Trong Hung .(2021). Relationship between organizational culture and firm performance: A case study in Vietnam, *Hue University Journal of Science: Economics and Development*.
- [47]. Nunnally, J. C. & Bernstein, I. H. (1994). *The Assessment of Reliability*. Psychometric Theory, 3, 248-292
- [48]. O'Reilly, C. A., & Tushman, M. L. (2013). Organizational Ambidexterity: Past, Present and Future. *Academy of Management Perspectives*, 27(4), 324–338. <http://www.jstor.org/stable/43822033>
- [49]. O'Reilly, C. A., Chatman, J. A., & Caldwell, D. F. & Doerr, B. (2014). The Promise and Problems of Organizational Culture: CEO Personality, Culture, and Firm Performance. *Group & Organization Management*, 39(6), 595-625. DOI: 10.1177/1059601114550713
- [50]. Jiang, P., Elag, M., Kumar, P., Peckham, S.D., Marini, L., and Rui, L. (2017). A service-oriented architecture for coupling web service models using the Basic Model Interface (BMI). *Environmental Modelling & Software*. DOI: 10.1016/j.envsoft.2017.01.021
- [51]. Peace, Nkiru & Okoye, Jane & Anugwu, Clara. (2019). Effect of Organizational Culture on Employee Performance in Selected Deposit Money Banks in Enugu State. *Journal of Economics and Business*. 2. 10.31014/aior.1992.02.04.162.

- [52]. Pettigrew, T. F. (1979). The ultimate attribution error: Extending Allport's cognitive analysis of prejudice. *Personality and Social Psychology Bulletin*, 5(4), 461–476.
<https://doi.org/10.1177/014616727900500407>
- [53]. Price L. R. (2017). *Psychometric methods: Theory into practice*. New York, NY: Guilford Press.
- [54]. Recardo, R. & Jolly, J. (1997) Organizational Culture and Teams. *SAM Advanced Management Journal*, 62, 4-7.
- [55]. Robbins, S. P. & Sanghi, S. (2007). *Organizational Behavior*, Pearson Education, New Delhi.
- [56]. Robbins, S.P. and Judge, T.A. (2019). *Organizational Behavior*, 18th edition. Pearson Education.
- [57]. Saif, M. R., & Nek Kamal Bin Yeop. (2020). The Effect of Organizational Culture on Knowledge Management and Managerial Performance of Government Department in Dubai. *European Journal of Multidisciplinary Studies*, 5(1), 47–53. <https://doi.org/10.26417/915bag69>
- [58]. Salehipour, Amirreza & Ah Mand, Abdollah. (2018). The Impact of Organizational Culture and Performance Work System on Employees' Performance. *International Business Research*. 11. 199. 10.5539/ibr.v11n6p199.
- [59]. Schein E. H. (1990). *Organisational Culture*. *American Psychologist*, 43, 109-119.
<https://doi.org/10.1037/0003-066X.45.2.109>
- [60]. Schein, E. H. (1985). *Organizational Culture and Leadership*, Jossey-Bass, San Francisco, CA.
- [61]. Schein, E. H. (1995). The Role of the Founder in Creating Organizational Culture. *Family Business Review*, 8(3), 221–238. <https://doi.org/10.1111/j.1741-6248.1995.00221.x>
- [62]. Slocum, J. W. & Hellriegel, D. (2007). *Fundamentals of Organizational Behavior*. South-Western/Cengage Learning, Mason.
- [63]. Stewart, D. (2010). *Growing the Corporate Culture*, obtained from
<https://www.wachovia.com/foundation/v/index.jsp?vnextoid=ab411f07760aa110VgnVCM1000004b0d1872> on May 25, 2023
- [64]. Tannenbaum, S. I., Mathieu, J. E., Salas, E., & Cannon-Bowers, J. A. (1991). Meeting trainees' expectations: The influence of training fulfillment on the development of commitment, self-efficacy, and motivation. *Journal of Applied Psychology*, 76(6), 759-769.
- [65]. Tichy, N. M. (1982). *Managing change strategically: The technical, political, and cultural keys*, *Organizational Dynamics*, 11(2), 59-80, [https://doi.org/10.1016/0090-2616\(82\)90005-5](https://doi.org/10.1016/0090-2616(82)90005-5).
- [66]. Titiev, M. (1959). *Introduction to Cultural Anthropology*. New York: Henry Holt & Company.
- [67]. Treviño, L. K., Weaver, G. R., & Reynolds, S. J. (2006). Behavioral Ethics in Organizations: A Review. *Journal of Management*, 32(6), 951–990. <https://doi.org/10.1177/0149206306294258>
- [68]. Wang, Z., Guo, D. & Wang, X. (2016). Determinants of Residents' E-Waste Recycling Behaviour Intentions: Evidence from China. *Journal of Cleaner Production*, 137, 850-860.
<https://doi.org/10.1016/j.jclepro.2016.07.155>
- [69]. Wooldridge, J. M. (2000). *Introductory Econometrics: A Modern Approach*, South Western.

Thông tin tác giả:

Hoàng Anh Duy

- Đơn vị công tác: Trường Đại học Ngoại Thương

- Địa chỉ email: duyha@ftu.edu.vn

Ngày nhận bài: 19/7/2023

Ngày nhận bản sửa: 27/8/2023

Ngày duyệt đăng: 25/5/2023