

IMPACTS OF CORPORATE CULTURE ON EMPLOYEE RETENTION: THE CASE OF BASE ENTERPRISE JOINT STOCK COMPANY

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Abstract

Corporate culture is a crucial factor in retaining employees, thereby saving recruitment and training costs for new staff. This study examines the impacts of corporate culture on employee retention with the case of Base Enterprise Joint Stock Company, one of the leading companies in building business management platforms. The study was conducted with quantitative methods, by conducting questionnaires and SPSS software for data analysis including Reliability test and Exploratory Factor Analysis, Correlation Analysis and Regression Analysis to test the proposed causal relationships between independent variables related to corporate culture and the dependent variable of employee retention. Results show that internal communication, learning and development, rewards and recognition, teamwork, and empowerment have positive impacts on employee retention. Through these key findings, the company's management can develop an effective corporate culture to improve employee retention.

Keywords: Corporate Culture, Human Resource Management, Employee Retention, Base Enterprise, EFA.

JEL classification: M5, M14, M12.

ẢNH HƯỞNG CỦA VĂN HÓA DOANH NGHIỆP ĐẾN VIỆC GIỮ CHÂN NHÂN VIÊN: NGHIÊN CỨU TRƯỜNG HỢP CỦA CÔNG TY CỔ PHẦN BASE ENTERPRISE

Tóm tắt

Văn hóa doanh nghiệp là một nhân tố quan trọng nhằm giữ chân nhân viên, từ đó tiết kiệm được chi phí tuyển dụng và đào tạo nhân viên mới. Nghiên cứu này tìm hiểu tác động của văn hóa doanh nghiệp tới việc giữ chân nhân viên, trường hợp của Công ty cổ phần Base Enterprise, một trong những công ty đi đầu trong lĩnh vực xây dựng nền tảng quản trị doanh nghiệp. Nghiên cứu được thực hiện bằng phương pháp định lượng, thông qua việc tiến hành bảng câu hỏi và sử dụng phần mềm SPSS để phân tích dữ liệu bao gồm Kiểm định độ tin cậy và Phân tích nhân tố khám phá, Phân tích tương quan và Phân tích hồi quy để kiểm định mối quan hệ nhân quả được đề xuất giữa các biến độc lập liên quan đến văn hóa doanh nghiệp và biến phụ thuộc là giữ chân nhân viên. Kết quả nghiên cứu đã cho thấy giao tiếp nội bộ, học hỏi và phát triển, khen thưởng và công nhận, làm việc nhóm và trao quyền có ảnh hưởng tích cực đến việc giữ chân nhân viên. Từ các kết quả nghiên cứu này, các nhà quản trị có thể có phương án xây dựng và phát triển văn hóa doanh nghiệp để qua đó cải thiện việc giữ chân nhân viên.

Từ khóa: Văn hóa doanh nghiệp, quản trị nguồn nhân lực, giữ chân nhân viên, Base Enterprise, EFA.

1. Introduction

Developing corporate culture plays an extremely important role in boosting employee retention and corporate competitiveness. A strong corporate culture can help employees feel more committed to their jobs by giving them a sense of identity and purpose, aligning their work with the company's mission and vision. As a result, it is regarded as the most crucial aspect in attracting employees and keeping them motivated at work (Bui, 2013). Previous research showed that there

are many corporate culture aspects proved to affect employee's decision to leave or stay with the foreign companies in different industries, including training and development, working environment (Irshad and Afridi, 2011), communication among employees (Priya, 2019), recognition and rewards (Samuel & Chipunza, 2009), leadership behavior and teamwork (Putri & Renwarin, 2023). For Vietnamese corporations, they are Job Satisfaction (Nguyen & Duong, 2020), Creativity and

Communication (Ha, 2016), Innovation and Risks Taking (Truong & Do, 2012).

In terms of IT employees' point of view, researchers have conducted many studies on the factors affecting their decision to go and stay in a company. Kang & Kim (2016) assessed organizational support as a turnover variable and suggested that leadership and management practices contribute to the qualities that make an organization attractive to IT employees who retain. Most of researches in Vietnam focused on impacts of corporate culture on employees' satisfaction or loyalty and commitment, not retention specifically such as Bui & Le (2022), Nguyen & Nguyen (2022), Pham et al. (2021), Ha & Tran (2021), etc. Others have also been conducted for quite a long time, so they will not be up-to-date, especially in this era of rapid change.

In Vietnam, recent data demonstrate that many people leave their jobs for reasons other than monetary gain. According to TopDev (2020), over 70% of IT employees claimed they desire to change their working environment regardless of whether it is possible and only 22% of IT workers polled are entirely pleased with their current position. The current issue of young employees changing employment is highly common, especially in major cities like Hanoi and Ho Chi Minh City. It is projected that the cost of replacing an employee in the Information Technology (IT) industry will be 15-20% of the position's annual compensation (Anphabe, 2019). As a result, many IT organizations are emphasizing the importance of strengthening employee retention.

Base Enterprise was founded in August 2016 and officially released in the market in 2017 providing Business Management platform, Computer Programming services, Digital Transformation Consulting services and other computer-related activities. Until now, after more than 7 years of growth, Base.vn has become #1 Software-as-a-Service (Saas) business management platform in Vietnam. The annual employee turnover rate at Base keeps increasing from 6-17% from 2018 to 2023. The company is currently working hard to enhance revenue growth, product development, and customer base in preparation for an IPO (Initial

Public Offering) in 2026. To achieve this, talented employees who are brave and hardworking are indispensable to increasing product and service quality. As a result, maintaining steady and long-term human resources while minimizing employee leave is one of the primary objectives, and building a corporate culture is crucial to sustaining employee engagement with the organization. Therefore, it is difficult for Base Enterprise to build specific policies to improve this emerging problem. Employees are still leaving their positions on a regular basis, which negatively affects the company's growth. This study examines corporate culture aspects which may have significant impacts on employee retention at Base Enterprise, which is mostly from the employees' perspective, at the same time compare with previous research and give recommendations for the company's managers.

2. Literature review

2.1. Corporate Culture

The concept of corporate culture is complicated and diverse, with numerous alternative interpretations relating to all areas of employee material and spiritual life, thus has various definitions. Generally, corporate culture refers to the fundamental beliefs, values, and principles that serve as the foundation for organizational development, as well as a set of management activities and behaviors that illustrate and reinforce those core concepts (Dension, 1990). Corporate culture is also defined as the synthesizing interdependent values and behaviors that are common in the enterprise and tend to be self-transmitted, often over a long period of time or the beliefs, attitudes, and values that are common and relatively stable within an organization (Kotter & Heskett, 1992). One of the most common and widely accepted definitions is that corporate culture is the collective understanding that members learn during the process of solving internal problems and dealing with issues in the surrounding environment (Schein, 2010).

Regarding variables of corporate culture, about internal communication, which is defined as a process in which information is communicated in various ways to help the organization reach its goals. It is also necessary to transmit the

organization's goals and strategies to each employee in order to motivate them to enhance performance and increase employee loyalty (Priya, 2019). Robins & Judge (2024) also demonstrated that efficient communication between employees, between supervisors and subordinates can increase employee motivation and commitment to the corporate. For learning and development, that is the process through which a company provides employees with the essential skills and mindset, assists them in improving weaknesses in the workplace (Hussein, 2024). Training, a popular practice of Learning & Development, has a favorable effect on employees' dedication to the company. Nguyen and Duong (2020) also concluded that Training and Development have a positive relationship with young employee retention in Vietnamese organizations. Employee development was also defined as a personal and organizational investment in human capital (Bai, 2024). Regarding reward and recognition, it is considered as recognizing employee performance and devotion to the company. Employee happiness can be maintained by appropriate rewarding and recognizing, leading to their engagement with the organization. Barzoki et al. (2012) investigated the factors that influence employee motivation. The authors discovered seven elements that determine employee motivation, in which salary and bonus have the largest influence. Samuel and Chipunza (2009) also indicated that motivational variables such as recognition and reward influence employees' decisions to leave or stay with the company, and should be considered when developing a retention policy. For teamwork, it is defined as a working process in which people collaborate closely to solve a problem. Employees who work as part of a team are more likely to be engaged in the efforts of the team and the organization as a whole. As a result, employees choose to stay with firms since they form close professional relationships. According to the study of Luu et al. (2013) on hotel staff, relationship with seniors was mentioned as one of four factors influencing employee motivation. About empowerment, it is

defined as how people at all levels of the organizational structure are empowered to make critical decisions and delegated based on their own performance (Robbins & Judge, 2024). Empowerment motivates employees to raise ideas creatively, innovate by actively participating in decision-making processes that contribute to the company's overall performance. Many studies have also found a relation between empowerment and positive job satisfaction (Sarwar & Khalid, 2011; Fernandez & Moldogaziev, 2015; Kohli & Sharma, 2022).

2.2. Employee Retention

Employee Retention has many different definitions from researchers. Employee retention refers to a company's ability to retain its employees and reduce the turnover rate. It is the process of maintaining people in a company for a longer period of time. This includes fostering a work environment that promotes job satisfaction, career advancement, and employee engagement.

Employee retention, according to Fatima (2011), is an organization's attempt to keep prospective and high-performing personnel until the project's completion or for a longer period of time than competitors in order to fulfill the company's missions and goals. Employee retention strategies are the plans developed by firms in order to maintain their skilled workforce for performance and if efficient employee retention approaches are implemented, people will remain to help the firm accomplish its vision and goals (Gberevbie, 2008). Due to the importance of successful and prompt delivery of goods or services, retention is critical for people associated with the organization and operations. According to Baker (2006), acquiring new employees is significantly more difficult and expensive than retaining the current workforce. That is why, in every organization, the key issue is to make an ongoing effort to discover and retain all of the top performers (Chaturvedi, 2024).

2.3. Research hypotheses

Internal Communication is defined as a process in which information is communicated in various ways to help the organization reach its goals. It is also necessary to transmit the organization's

goals and strategies to each employee in order to motivate them to enhance performance and increase employee loyalty (Priya, 2019). Efficient communication between employees, between supervisors and subordinates can increase employee motivation and commitment to the corporate (Robbins & Judge, 2024).

Hypothesis (H1): Internal Communication has a positive impact on Employee Retention.

Learning and Development is the process through which a company provides employees with the essential skills and mindset, assists them in improving weaknesses in the workplace (Bartlett, 2001). Training, a popular practice of Learning & Development, has a favorable effect on employees' dedication to the company. Nguyen and Duong (2020) also concluded that Training and Development have a positive relationship with young employee retention in Vietnamese organizations. Employee development was also defined as a personal and organizational investment in human capital (Bai, 2024).

Hypothesis (H2): Learning and Development have a positive impact on Employee Retention.

Reward and Recognition is considered as recognizing employee performance and devotion to the company, employee happiness can be maintained by appropriate rewarding and recognizing, leading to their engagement with the organization (Noe et al., 2024). Barzoki et al. (2012) investigated the factors that influence employee motivation. The authors discovered seven elements that determine employee motivation, in which salary and bonus have the largest influence. Samuel and Chipunza (2009) also indicated that motivational variables such as recognition and reward influence employees' decisions to leave or stay with the company, and should be considered when developing a retention policy.

Hypothesis (H3): Rewards and Recognition have a positive impact on Employee Retention.

Teamwork is defined as a working process in which people collaborate closely to solve a problem (Robbins & Judge, 2024). Collaboration, mutual support and trust among employees in the work process all contribute to the effectiveness of teamwork. Employees who work as part of a team

are more likely to be engaged in the efforts of the team and the organization as a whole. As a result, employees choose to stay with firms since they form close professional relationships. Relationship with seniors and colleagues was mentioned as one of factors influencing employee motivation (Luu et al., 2013).

Hypothesis (H4): Teamwork has a positive impact on Employee Retention.

Empowerment is defined as how people at all levels of the organizational structure are empowered to make critical decisions and delegated based on their own performance (Noe et al., 2024). Empowerment motivates employees to raise ideas creatively, innovate by actively participating in decision-making processes that contribute to the company's overall performance. Many studies have also found a relation between empowerment and positive job satisfaction (Sarwar & Khalid, 2011; Fernandez & Moldogaziev, 2015; Kohli & Sharma, 2022).

Hypothesis (H5): Empowerment has a positive impact on Employee Retention.

3. Research methodology

3.1. Research Method

After preliminary study, the authors then determine the research concept and select the scale for each variable to create a questionnaire, used in collecting respondents' insights of employees and applying the aforementioned model to the case of Base Enterprise to find the impacts of corporate culture and employee retention.

In order to develop the questionnaire, the following steps were conducted: Step 1: authors define the research objectives, which is "Impacts of corporate culture on employee retention at Base Enterprise"; Step 2: authors review previous studies on corporate culture, employee retention as well as previous research models of the impact of corporate culture on employee retention; Step 3: Research hypothesis and research model were developed. Then, research hypotheses and research models were developed in accordance with the current situation of Base Enterprise; Step 4: Authors then design the questionnaire, determine the measurement scales, and the minimal sample space required to match the

analyzed data. Before commencing the formal investigation, the authors had in-depth interviews with 3 experts in corporate culture and human resource management, then conducted a trial questionnaire of certain selected employees at Base Enterprise to point out the questionnaire's limitations and amend accordingly. The authors proposed 5 factors of Corporate culture, which are

(1) internal communication, (2) learning and development, (3) reward and recognition, (4) teamwork and (5) empowerment.

The questionnaire includes the following sections: Part 1: Collecting information of people surveyed (gender, age, education level, job title, income, working time); Part 2: Assessing corporate culture factors as follows.

Table 1: Measurement Scales

No	Measurement	Code	Sources
1	Internal Communication		
1.1	You are clearly informed about the company's vision, strategic goals and milestones.	IC1	Robins & Judge (2024)
1.2	You are fully informed about policies and changes related to employees in the company.	IC2	Priya (2019)
1.3	Information exchange between departments in the company is recommended.	IC3	Authors (2024)
1.4	Regulations and policies related to your work are clearly communicated.	IC4	Robins & Judge (2024)
1.5	You easily consult or discuss with your leaders/ managers when dealing with work-related issues.	IC5	Phan (2011)
2	Learning & Development		
2.1	The company's training programs are adequate.	LD1	Bartlett (2001)
2.2	You have been equipped with appropriate professional expertise and soft skills to accomplish your task.	LD2	Authors (2024)
2.3	You have chances to join learning and development activities within the company.	LD3	Bai (2024)
2.4	You are given many opportunities to develop and advance in your career.	LD4	Truong & Do (2012)
3	Reward and Recognition		
3.1	The company's reward and recognition system is fair.	RR1	Robins & Judge (2024)
3.2	You are clearly informed about the company's reward and recognition policies.	RR2	Truong & Do (2012)
3.3	You are motivated to work hard by the company's reward and recognition system.	RR3	Barzoki et al. (2012)
4	Teamwork		
4.1	Different departments in the company always support each other.	TW1	Lau & Idris (2001)

4.2	The members of your department are willing to cooperate with each other.	TW2	Authors (2024)
4.3	Collaborating with others helps you accomplish your job effectively.	TW3	Putri & Renwarin (2023)
5 Empowerment			
5.1	You are empowered to do your assigned tasks and make decisions on your own.	EP1	Kohli & Sharma (2022)
5.2	You are encouraged to use and enhance your decision-making power.	EP2	Authors (2024)
5.3	Your leaders/ managers trust your capabilities in work and decision making.	EP3	Fernandez & Moldogaziev (2015)
6 Employee Retention			
6.1	You feel proud to be an employee of the company	ER2	Lau & Idris (2001)
6.2	You are willing to work and contribute to the success of the company for a long time	ER2	Chaturvedi (2024)
6.3	The company deserves your loyalty and commitment	ER3	Authors

Sources: Conducted by authors, 2024

The following questionnaire uses the 5-point Likert scale on surveying that ranges from one extreme attitude to another, including a neutral midpoint, specifically: 1- Totally disagree; 2- Quite disagree; 3- Neutral; 4- Quite agree 5- Totally agree.

3.2. Sampling and Data collection

Hachter (1994) stated that the minimum sample size should be five times the total number of variables observed. The questionnaire has 21 observed variables used in factor analysis. Therefore, the minimum sample size needed is $21 * 5 = 105$ units. The minimum sample size for multiple regression is calculated by the ordinal: $50 + 8 * m$, in which m is the number of independent factors. In this study, there are 5 independent factors, so the minimum sample size is $50 + 8 * 5 = 90$ units. The authors use both the experimental factor method and the linear regression method in this study, and the minimum sample size required is 105 units. Respondents are employees working at Base Enterprise via Board of Management and Human Resource Management Department; Geographic scope: Base Enterprise's headquarter in Hanoi and 2 offices in Danang and Ho Chi Minh city; Time frame: 3rd May to 14th May

2024. Of all 420 employees at Base Enterprise, the survey received 246 valid questionnaire answers with 201 online questionnaires and 45 offline ones, which meet the requirement of minimum sample size. Data analysis is conducted through analytical techniques such as descriptive statistics, reliability testing, scale appropriateness, Exploratory Factor Analysis (EFA), Pearson's correlation analysis, and regression analysis with SPSS data analysis software.

4. Data findings and analysis

4.1. Sampling description

The gender distribution revealed a slight predominance of female respondents, with 129 women (52.4%) and 117 men (47.6%), reflecting the company's current demographic trend. In terms of age, a significant portion of the sample, 52.4%, were between 20 and 25 years old, followed by 24.4% aged 26 to 30, and 23.3% over 30, indicating a youthful workforce. Educational background data showed that 63.4% of the respondents held a university degree, while 21.5% had completed postgraduate studies, and only 15.1% possessed college-level qualifications, which aligns with the company's high recruitment standards. Position-wise, over half of the

respondents (54.1%) were department employees, with the remainder including 17.5% trainees/interns, 13.8% team leaders, and 14.6% managers/directors. Regarding income, the majority (62.2%) earned between 11 and 20 million VND, mainly among department employees, while 15% had salaries under 10 million VND, predominantly freshers. Additionally, 11% earned between 21 and 30

million VND, typically those in senior, team leader, or managerial roles. Lastly, 11.8% of respondents, mostly managers and directors, earned over 30 million VND. When examining tenure, the data indicated that 73.6% had been with the company for 1 to 3 years, with smaller percentages working for less than a year (8.5%), 3 to 5 years (8.5%), and over 5 years (9.3%).

Table 2: Demographic profile of respondents (n = 246)

Variables	Characteristics	Frequency	Percentage (%)
Gender	Male	117	47.6
	Female	129	52.4
Age group	Male	117	47.6
	20 - 25 years old	129	52.4
	26 - 30 years old	60	24.4
	Above 30 years	57	23.2
Education level	College	37	15.1
	University	156	63.4
	Postgraduate	53	21.5
	College	37	15.1
Position	Trainee/ Intern	43	17.5
	Employee	133	54.1
	Team Leader	34	13.8
	Manager/ Director	36	14.6
Income	Under 10 millions	37	15.0
	11 - 20 millions	153	62.2
	21 - 30 millions	27	11.0
	Above 30 millions	29	11.8
Working time	Under 1 year	21	8.5
	1 - 3 years	181	73.6
	3 - 5 years	21	8.6
	Above 5 years	23	9.3
Total		246	100,0

Sources: Conducted by authors, 2024

4.2. Reliability

As can be seen in Table 2, Cronbach's Alpha scale reliability statistics of 4 variables are greater than 0.7. In addition, Corrected Item-Total

Correlations of all dimensions for each variable are also greater than 0.3. Therefore, all dimensions will be taken to the next EFA phase.

Table 3: Cronbach alpha coefficients

Variables	Encoded	Cronbach alpha
Internal Communication	IC	0,803
Learning and Development	LD	0,772
Reward and Recognition	RR	0,756
Teamwork	TW	0,753
Empowerment	EP	0,714

Sources: Conducted by authors, 2023

Exploratory factor analysis (EFA)**Table 4: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,838
Bartlett's Test of Sphericity	Approx. Chi-Square	1368,534
	df	153
	Sig.	0,000

Sources: Conducted by authors, 2024

As can be seen in Table 3, The KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy is 0.838, which is qualified to do EFA analysis, stated by the research by Hair et al. (2014) that $0.5 < KMO < 1$. Furthermore, the Bartlett's Test of Sphericity has a value of $\text{sig} = 0.000 < 0.05$, thus the authors concluded that the observed variables are correlated with each other.

All variables had loading factors greater than 0.5 according to the Exploratory Factor Analysis (EFA). As a result, no factors were excluded from the study. The observed variables converged into five distinct factor groups in the theoretical model, with a total explanatory variance of 62.989%. Consequently, there is no need to revise the research model in comparison to the theoretical model presented by the authors.

Table 5: Rotated Component Matrix

	Component				
	1	2	3	4	5
IC1	0,670				
IC2	0,689				
IC3	0,769				
IC4	0,644				
IC5	0,785				
LD1		0,750			
LD2		0,804			
LD3		0,650			
LD4		0,709			
RR1			0,764		
RR2			0,774		
RR3			0,811		
TW1				0,665	
TW2				0,766	
TW3				0,821	
EP1					0,805
EP2					0,778
EP3					0,776

*Sources: Conducted by authors, 2024***EFA analysis for the dependent variable**

Employee retention is the endogenous variable, for which three dimensions underwent Exploratory Factor Analysis (EFA) separately, and were then combined using the Pattern Matrix in a second run. The KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy is 0.714, meeting the criteria for conducting EFA as stated by Hair et al. (2006), who assert that $0.5 < KMO < 1$.

Additionally, Bartlett's Test of Sphericity shows a significance value of $\text{sig} = 0.000 < 0.05$, leading the authors to conclude that the observed variables are correlated with each other.

After testing the variance extract of factors affecting employee retention, the cumulative percentage of variance in the analytical table of results is 72.588%, which is greater than 50%. Along with the total eigenvalue being greater

than 1, this satisfies the standard of variance acceptance stated by Anderson & Gerbing (1988). Therefore, it can be concluded that the

extracted factors explain 72.588% of the changes in the variables.

Table 6: KMO and Bartlett's Test for Dependent Variable

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,714
Bartlett's Test of Sphericity	Approx. Chi-Square	244,222
	df	3
	Sig.	0,000

Sources: Conducted by authors, 2024

Table 7: Total Variance Explanation

Initial Eigenvalues			Extraction Sums of Squared Loadings		
Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,178	72,588	72,588	2,178	72,588
2	0,441	14,686	87,274		
3	0,382	12,726	100,00		

Sources: Conducted by authors, 2024

Descriptive statistics

According to the analysis results above, the independent variables including IC (Internal Communication), LD (Learning and Development), RR (Reward and Recognition), TW (Teamwork), EP (Empowerment) are all correlated with the dependent variable ER (Employee

Retention) with the variable “Teamwork” having the highest correlation ($r = 0.625$). In contrast, the variable “Empowerment” has the lowest correlation ($r = 0.265$). These independent variables can then be incorporated in the regression analysis model to test hypotheses and find solutions for the dependent variable's change.

Table 8: Correlation matrix

		ER	IC	LD	RR	TW	EP
ER	Pearson Correlation	1	.495**	.422**	.564**	.625**	.265**
	Sig. (2-tailed)		0,000	0,000	0,000	0,000	0,000
IC	Pearson Correlation	.495**	1	.479**	.346**	.306**	0,098
	Sig. (2-tailed)	0,000		0,000	0,000	0,000	0,126
LD	Pearson Correlation	.422**	.479**	1	.184**	.343**	0,123
	Sig. (2-tailed)	0,000	0,000		0,004	0,000	0,053
RR	Pearson Correlation	.564**	.346**	.184**	1	.423**	0,096
	Sig. (2-tailed)	0,000	0,000	0,004		0,000	0,133
TW	Pearson Correlation	.625**	.306**	.343**	.423**	1	.299**
	Sig. (2-tailed)	0,000	0,000	0,000	0,000		0,000
EP	Pearson Correlation	.265**	0,098	0,123	0,096	.299**	1
	Sig. (2-tailed)	0,000	0,126	0,053	0,133	0,000	

****.** Correlation is significant at the 0.01 level (2-tailed).

Sources: Conducted by authors, 2024

Adjusted R square

This is the method to show the importance of hypotheses affecting employee retention by determining the relationship between dependent variables (IC, LD, RR,

TW, EP). The Backward technique was used to select the independent variables that satisfy the Sig significance level before including them in the regression analysis <0.005 .

According to the regression model summary, adjusted $R^2 = 0.58$, means that 58% of the variation of employee retention variable can

be explained by a regression model with 5 independent variables, and R^2 is greater than the standard of 0.5 so it is acceptable.

Table 9: Model summary on dependent variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762	0,580	0,571	0,440

Sources: Conducted by authors, 2024

ANOVA

In the ANOVA variance analysis, the dependent variable is Employee retention (ER) and predictors are (Constant), IC, LD, RR, TW and EP. The result revealed that Sig. = 0.000

≤ 0.001 proving 99% reliability demonstrated theoretical models that are relevant to reality. Therefore, the independent variables are linearly correlated with the dependent variable in the model.

Table 10: ANOVA on dependent variable

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64,309	5	12,862	66,325	.000
	Residual	46,542	240	0,194		
	Total	110,851	245			

Sources: Conducted by authors, 2024

Multinational regression

In table 10, the values of Tolerance are >0.1 and VIF are all < 10 . It comes to the

conclusion that there is no multinational phenomenon in the model.

Table 11: Coefficient on dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients	F	Sig.	Collinearity Statistics	
	B	Std. Error	β			Tolerance	VIF
(Constant)	-0,631	0,255		-2,474	0,014		
IC	0,236	0,057	0,206	4,118	0,000	0,699	1,431
LD	0,154	0,057	0,133	2,706	0,007	0,725	1,380
RR	0,318	0,049	0,308	6,429	0,000	0,764	1,308
TW	0,397	0,056	0,359	7,140	0,000	0,692	1,445
EP	0,096	0,046	0,091	2,081	0,039	0,909	1,100

Sources: Conducted by authors, 2024

4.3. Regression results

The data illustrate the effects of several factors on employee retention (the larger the β , the stronger the influence). As a result, Base Enterprise can identify the components that need to be changed to improve the factors listed above. Since the β coefficients of the five variables are all greater than zero, this indicates that the independent factors have a positive impact on employee retention at the organization. Therefore, based on the standardized coefficient β , the relationship between the dependent variable and the independent variables is represented in the following linear regression equation:

$$ER = 0,206*IC + 0,133*LD + 0,308*RR + 0,359*TW + 0,091*EP$$

The regression equation shows a linear relationship between employee retention (ER) with independent variables IC (Internal Communication), LD (Learning and Development), RR (Reward and Recognition), TW (Teamwork) and EP (Empowerment). The results of this estimation also shows that the influence of each performance appraisal factor to employee retention is different. Specifically, teamwork has the greatest impact on employee retention ($\beta_{\text{Standardized}} = 0.359$), followed by reward and recognition ($\beta_{\text{Standardized}} = 0.308$). Next is

internal communication ($\beta_{\text{Standardized}} = 0.206$), then comes learning and development ($\beta_{\text{Standardized}} = 0.133$). Finally, empowerment ($\beta_{\text{Standardized}} = 0.091$). The regression results show that all factors in corporate culture appraisal including Internal communication, learning and development, reward and recognition, teamwork and empowerment have positive impact on employee retention, thus the independent factors hypotheses (H1, H2, H3, H4, H5) are accepted. Among those, the variable teamwork has the highest impact on employee retention.

4.4. Discussion

As mentioned above, five Corporate Culture factors: Internal Communication, Learning and Development, Reward and Recognition, Teamwork and Empowerment have positive impacts on Employee Retention, which was proved in various previous research. Teamwork - a factor which has not been mentioned regularly as a significant aspect affecting employee retention, is the most influential factor at Base Enterprise. As the company is working on a collaborative platform, the collaboration between employees and departments is becoming increasingly important. Therefore, smooth teamwork has a great impact on the task quality of many employees, which directly leads to their decision to engage and commit to the organization. This is also in line with the results of Luu et al. (2013) and Putri & Renwarin (2023).

Next, Rewards and Recognition are significant in employees' decision to stay with Base Enterprise. This is also in line with the results of Barzoki et al. (2012), Samuel and Chipunza (2009), and Bai (2024). Combining a fair compensation system with forms of recognition such as acknowledging achievements, providing promotion opportunities, and receiving appreciation from leadership creates a positive work environment. Employees feel respected and valued both materially and emotionally, which not only helps with retention but also increases long-term satisfaction and productivity. Rewards and recognition go beyond monetary bonuses and extend to recognizing innovation, celebrating

outstanding projects, and offering career development opportunities. These initiatives make employees feel valued, fostering a stronger emotional connection with the company. Non-monetary recognition, such as public acknowledgment of achievements or offering promotion opportunities, plays a vital role in motivating employees. Ultimately, this leads to lower turnover rates and higher employee loyalty.

The research results indicate that learning and development have a positive impact on employee retention, fully confirming the initial hypothesis. Training programs not only enhance employees' skills but also contribute to creating a motivated and committed work environment. As Robbins and Judge (2024) pointed out, addressing workplace weaknesses through learning and development activities strengthens employee engagement with the organization. This finding aligns with Nguyen & Duong (2020) that training and development have a positive relationship with young employee retention in Vietnamese organizations. Furthermore, Base Enterprise's investment in employee development reflects an investment in human capital, a factor emphasized by Noe et al. (2024) as essential for maintaining long-term employee commitment. Thus, the company's emphasis on learning and development serves as a solid foundation for retaining employees and fostering sustainable organizational growth.

Besides, the findings reaffirm the hypothesis that internal communication plays a significant role in improving employee retention at Base Enterprise. As Priya (2019) outlined, effective communication within an organization helps convey goals and strategies to employees, which in turn motivates them to enhance performance and loyalty. At Base Enterprise, clear and consistent internal communication ensures that each employee understands the company's objectives and how their role contributes to achieving them, thereby strengthening their connection to the organization. Robbins and Judge (2024) emphasized the importance of communication between supervisors and subordinates in boosting

motivation and commitment. This aligns with Base Vietnam's practices, where efficient communication channels promote a collaborative environment, fostering a culture of trust and engagement. By facilitating open communication, Base Vietnam creates a sense of inclusion and transparency, which directly impacts employee satisfaction and retention. However, the study also reveals that the impact is not yet optimal due to occasional delays and incomplete updates.

Ultimately, empowerment positively impacts employee retention at Base Enterprise, consistent with the findings of Sarwar & Khalid (2011), Fernandez & Moldogaziev (2015) and Kohli & Sharma (2022). However, the effect of empowerment at Base Enterprise is less pronounced compared to other factors. This could be due to many employees not fully understanding the benefits of participating in decision-making processes and not valuing the importance of empowerment in their daily work. This lack of awareness may reduce the effectiveness of empowerment programs, as employees might not actively engage or take full advantage of the opportunities that empowerment offers. Additionally, the implementation of empowerment at Base Enterprise may not be consistent or robust enough, resulting in employees not experiencing a significant difference. Therefore, while empowerment has positive potential, it does not have as strong an impact as other factors related to employee retention at Base Enterprise.

5. Recommendation and Conclusion

For recommendation, teamwork is the most influential factor in employee retention at Base Enterprise. While leaders recognize its importance and continuously promote it, there are still limitations in cross-departmental cooperation, as reflected by a factor loading of 0.665 for TW1. Leaders should set clear goals aligned with the company's overall interests and communicate these effectively to employees, ensuring everyone understands the importance of teamwork. Regular internal meetings and specific task assignments will prevent work overlap and foster better cooperation. To further strengthen

collaboration, a clear communication plan should be implemented, and cross-departmental projects should be encouraged. Regular team-building activities and training on communication and teamwork skills will enhance overall organizational efficiency and employee retention.

Besides, reward and recognition is the second most influential factor in employee retention at Base Enterprise, with factors RR1, RR2, and RR3 all having factor loadings above 0.7. Although the reward system plays a crucial role, there remains a lack of transparency in the evaluation process, which is largely based on subjective assessments from leadership. To address this, the company should develop a transparent and standardized system for evaluating employee productivity and work quality. Establishing clear performance criteria and evaluation scales will ensure fairness in rewards and bonuses. Additionally, salary, bonus, and benefits policies should be communicated transparently to all employees to enhance their sense of fairness and long-term commitment.

Followed by learning and development, this is an important factor in employee retention at Base Enterprise. While these activities have improved employees' competencies, some still feel they lack opportunities to participate, as indicated by the 0.650 factor loading of LD3. To address this, Base should implement a clear learning and development strategy that emphasizes training as a right and an opportunity for personal growth, rather than an obligation. The company should set clear training goals based on the needs of each department and communicate these opportunities clearly to employees, highlighting the benefits of participation. Additionally, collecting feedback after training sessions will help adjust the program for better effectiveness. Encouraging a culture of learning is essential, and leaders should promote knowledge sharing among employees. Providing access to online courses, training programs, and development resources will further empower staff to enhance their skills. The company should also offer incentives for employees who complete training or earn certifications, as well as career

development programs such as job shadowing and cross-functional training.

Besides, internal communication is a critical area needing attention at Base Enterprise. Despite its importance, there are notable gaps in how the company's vision, strategies, and policies are communicated to employees. To address the limitations in internal communication at Base Enterprise JSC, several measures should be implemented. First, ensure that all employees receive clear and comprehensive information about the company's vision, goals, and policies. Regular updates are essential; therefore, the company should hold frequent meetings, send newsletters, and utilize other communication tools to keep everyone informed of any changes. Offering training sessions will also help employees better understand company policies and enhance their skills. Additionally, using visual aids such as charts and infographics can simplify complex information and effectively convey the company's strategy. Encouraging feedback from employees will provide valuable insights into areas needing improvement and increase engagement. Lastly, managers should model adherence to company policies to foster a culture of compliance and understanding throughout the organization.

In terms of developing clarity of empowerment, the authors suggest that the company should foster an environment that promotes open, two-way communication between employees and leaders. Leaders need to actively listen to employees, provide them with the necessary information for decision-making, and grant them more decision-making authority before assigning additional tasks and responsibilities. Additionally, managers should work closely with employees to identify and address problems, assessing whether the issue is related to the system, workflow, or the employee's approach. Offering regular feedback on performance is crucial for improving productivity and skills. Finally, ensuring adequate recognition and rewards is essential for maintaining high efficiency and engagement. Positive reinforcement will help employees feel

valued and motivated, thereby improving their overall commitment to the company.

In conclusion, the research studies the impacts of corporate culture factors on employee retention at Base Enterprise Joint Stock Company. The authors use descriptive statistical analysis methods, Exploratory Factor Analysis (EFA), correlation analysis, and regression analysis. Based on the results collected from 246 employees at Base Enterprise, the study has achieved the following results: The research model offers 5 scales with 18 observed variables that are assumed to affect employee retention, including (1) Internal Communication, (2) Learning and development, (3) Rewards and Recognition, (4) Teamwork, (5) Empowerment. After conducting research, these 5 hypotheses are all accepted. The authors conduct multivariate regression analysis to evaluate the impacts of the independent variables on the dependent ones (employee retention) and obtain the following results: The aspect of "Teamwork" has the most positive and strong impacts on employee retention. On the other hand, the "Empowerment" aspect has a positive but less substantial effect on employee retention. The aspects "Internal Communication", "Learning and Development", "Rewards and Recognition" also have a positive effect on employee retention. The research results Board of Managers at Base Enterprise have a more specific view of the impacts of corporate culture on employee retention at the company, as well as providing suggestions to help promote employee retention by improving five corporate culture aspects. However, the limitation of study is only done within the case of Base Enterprise, thus it does not generalize as the representative of the whole industry or region in showing the relation between corporate culture and employee retention. The survey is conducted by non-random method and is convenient for data collection, so it has not been given the most accurate and general way of all the impacts of the factors of corporate culture on employee retention at Base Enterprise. Moreover, the survey is also affected by other time factors such as survey location, employee psychology at the time of survey, etc. Therefore,

in order to make the research results more representative, further studies should expand the scope on a larger sample size and be conducted not only on the organizational departments, but also on various enterprises as well as different regions nationwide.

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