

MINISTRY OF EDUCATION AND TRAINING

**LAC HONG UNIVERSITY**



DO VAN LY

**THE INFLUENCE OF HUMAN RESOURCE  
MANAGEMENT PRACTICES, ORGANIZATIONAL  
CULTURE AND KNOWLEDGE CAPITAL ON  
ORGANIZATIONAL PERFORMANCE: A STUDY ON  
ENTERPRISES IN NINH THUAN PROVINCE**

ABSTRACT OF DOCTORAL THESIS IN BUSINESS  
ADMINISTRATION

Industry: Business Administration

Industry code: 9340101

Dong Nai, 2025

The project was completed at: LAC HONG UNIVERSITY

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Critique 1: .....

Critique 2: .....

Critique 3: .....

The dissertation will be defended at the committee at the school level at:

....., .... time.... day.... month... year.....

The thesis can be found at the library:

- Library of Lac Hong University;
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## LIST OF ANNOUNCED WORKS

### International Conference Proceedings

1. Mai Thi Anh Tuyet, Vo Tan Phong, Do Van Ly\* (2024), *Impact Model Of Some Factors On Organizational Performance*, Published in Social Sciences and Humanities Research Association (SSHRA) Proceedings, pp. 446-454 (ISSN 2454-5899).
2. Vo Tan Phong, Mai Thi Anh Tuyet, Do Van Ly\* (2024), *Determinants Of The Organizational Performance Of Businesses In Ninh Thuan Province*, Published in Social Sciences and Humanities Research Association (SSHRA) Proceedings, pp. 455-467 (ISSN 2454-5899).

## **CHAPTER 1: INTRODUCTION TO THE RESEARCH TOPIC**

### **1.1. Reasons for choosing a topic**

#### **1.1.1. Theoretical context**

In the context of globalization and the Fourth Industrial Revolution taking place strongly, organizations and enterprises (enterprises) are required to constantly improve operational efficiency to maintain a competitive advantage. Studies in the field of management show that organizational performance is a multi-dimensional concept, influenced by many internal factors, among which the practice of human resource management (TTT), organizational culture (VHTC) and knowledge capital (VTT) are prominent. The International Center helps develop and maintain a quality workforce; VHTC creates a positive working environment, promotes cohesion; and VTT is the foundation for organizational creativity and innovation. Although there have been many international studies that address each of the above factors separately, the integration of ICT, VHTC and VTT in an overall model to assess their impact on the CCP is still limited, especially in the context of SMEs in developing countries. Moreover, organizational citizenship behavior (HVCT) – an intermediary factor capable of linking and transforming intrinsic resource factors into concrete operational outcomes – has not yet been fully exploited in current research models.

#### **1.1.2. Practical context**

In Vietnam, small and medium-sized enterprises (SMEs) account for a large proportion and play an important role in socio-economic development. However, the majority of SMEs, especially in provinces such as Ninh Thuan, still face many challenges in building modern human resource management strategies, developing appropriate cultural resources and effectively exploiting available knowledge resources. Lack of talent attraction and retention policies, inflexible work culture, and unsystematic knowledge management are prominent problems that reduce organizational productivity and operational efficiency.

Meanwhile, the practical demand from local enterprises to improve operational efficiency is increasingly urgent, especially in the context of increasingly fierce competition, fluctuations in the business environment and the digital transformation process is taking place strongly. This requires businesses to quickly improve organizational capacity through more integrated and effective strategies in terms of personnel, culture and knowledge. Therefore, the selection of the research topic "**The influence of human resource management practices, organizational culture and knowledge capital on organizational performance: Research on enterprises in Ninh Thuan province**" for the doctoral thesis in business administration at Lac Hong University.

## **1.2. Research objectives**

### **1.2.1. General objectives**

The thesis aims to analyze and evaluate the impact of factors on the performance of enterprises, propose some appropriate governance implications to optimize the operational efficiency of enterprises in Ninh Thuan province in particular and in Vietnam in general in the context of the changing modern business environment.

### **1.2.2. Specific objectives**

In order to achieve the general objectives, the thesis implements the following specific objectives:

(1) Determine the relationship between the practice of human resource management, organizational culture and knowledge capital to the performance of the enterprise as well as the role of organizational citizenship;

(2) Measure the impact of human resource management practices, organizational culture, and knowledge capital on the performance of enterprises;

(3) Propose some governance implications related to the practice of human resource management, organizational culture, and knowledge capital in order to improve the national management of enterprises in Ninh Thuan province.

## **1.3 Research Questions**

The thesis will answer the following research questions:

(1) What is the relationship between the practice of NNL management, organizational culture and knowledge capital to the performance of the enterprise?

(2) What is the impact of practical factors of human resource management, organizational culture, and knowledge capital on the performance of enterprises?

(3) What are the governance implications drawn from the research results to help improve the performance of enterprises in Ninh Thuan province in particular?

#### **1.4. Subjects and scope of research**

##### **1.4.1. Research subjects**

Human resource management practices, organizational culture, knowledge capital, and organizational performance.

##### **1.4.2. Scope of study**

- Content: In this study, "Organizational Performance" is understood under the term "Organizational Performance".

- Regarding space: Enterprises in Ninh Thuan province. This is a typical study, so the name of the research topic is understood as "The influence of human resource management practices, organizational culture and knowledge capital on organizational performance: A case study at enterprises in Ninh Thuan province".

- Regarding time: Secondary data used in the thesis were collected in the period from 2016 to 2022; Primary data were collected in April and May 2023.

#### **1.5. Research methods**

##### **1.5.1. Qualitative research methods**

Qualitative research, the author conducted a group discussion with 11 experts who are business managers in Ninh Thuan province to explore and adjust the components of the theoretical model. On the basis of inheritance from previous studies, the scale of research concepts is calibrated in terms of semantics, structure, and relevance to the local context. Expert methods are used to ensure scientificity, practicality and discover additional potential factors that have not been identified in international studies.

### **1.5.2. Quantitative research methods**

Quantitative research, the author implements two steps: preliminary research and formal research. A preliminary study was conducted with 60 business managers to evaluate the reliability, convergence and differentiation of the scales through SmartPLS 4.0 software. Based on the calibration results, the official questionnaire was developed and surveyed 400 managers at enterprises in Ninh Thuan. The data were processed by the fractional least squared method (PLS-SEM) to test the theoretical model, research hypotheses and the mediating role of HVCT. The use of a combination of qualitative and quantitative helps improve the reliability and applicability of the model in the practice of local enterprises.

### **1.6. Layout of the thesis**

The structure of the thesis consists of 5 chapters as follows:

Chapter 1: Introduction to the research topic.

Chapter 2: Theoretical basis and research model.

Chapter 3: Research methods.

Chapter 4: Research results and discussions.

Chapter 5: Conclusions and implications of governance.

## **CHAPTER 2: THEORETICAL BASIS AND RESEARCH MODEL**

### **2.1. Some research concepts**

#### **2.1.1. Human resource management practices**

Asset Management is an activity system that helps organizations attract, develop and maintain NNL to achieve strategic goals. The State Budget includes recruitment, training, remuneration, and long-term human resource development policies. The management plays an important role in improving productivity, work quality and employee satisfaction. An effective management system helps businesses attract, retain and develop talents, create a cohesive and creative working environment. Asset management components need to be designed in line with strategic objectives and adapt operations to change the business environment.

#### **2.1.2. Organizational culture**

VHTC is a collection of values, beliefs, attitudes, and behaviors shared within an organization, influencing the way we work and internal relationships. VHTC forms work from history, tradition, leadership and working environment, playing an important role in the effective operation of the organization. It does not affect only internal relations but also works to stakeholders such as customers, partners, and the community. Therefore, building and maintaining VHTC in line with long-term strategies and goals is a decisive factor for sustainable development and maintaining competitive advantages.

#### **2.1.3. Knowledge capital**

VTT is an important factor in creating a sustainable competitive advantage for the organization. VTT includes both tangible knowledge (such as documents, processes) and intangible knowledge (such as skills, experience, and creativity of employees). VTT is not only the intellectual property of the organization but also a factor that helps improve processes, develop new products and services, improve operational efficiency and innovation.

#### **2.1.4. Achievements of the enterprise**

Currently, there are many definitions and systems for measuring TQHD (Franco-Santos et al., 2007). QHD is a system that helps enterprises develop

plans, measure and control the results of sales, marketing, information technology, business decision-making and other activities of enterprises in order to achieve goals and create value for people with related interests or TQHD is a tool for enterprises to supervise transactions included in contracts (Maisel, 2001). It is the basis for translating business strategy content into implementation conditions (Kaplan and Norton, 1993). Neely et al. (1995) argue that the QHD is a set of criteria to quantify the efficiency and effectiveness of all aspects of operations in an enterprise. According to Otley (1999), the QHD is information intended to provide managers with the task of maintaining and developing standards of behavior in the operation of the enterprise.

### **2.1.5. Acts of citizens organizing**

HVCT is studied from many different angles. Smith et al. (1983) identified HVCT as having three main characteristics: collaborative, helpful, and goodwill. Organ (1988) defines HVCT as individual, voluntary, behaviors that are not recognized in the formal reward system but contribute to improving the efficiency of the organization. Organ et al. (2006) summarize four common points of HVCT: it is impossible to evaluate directly through daily work, contributes to improving the efficiency of the organization, comes from the voluntariness of the individual, and can be expressed differently from person to person. Worku and Debela (2024) also assert that these voluntary behaviors are not recognized in the organization's formal salary system. In terms of classification, Williams and Anderson (1991) divide HVCT into two groups: individual-oriented citizen behavior (OBI) and organization-oriented citizen behavior (OBO). In particular, OBI is the act of directly helping an individual in the organization but indirectly bringing benefits to the organization, while OBO includes activities that violate regulations, participate in organizational development and improve the organization's image. Podsakoff et al. (2000) add that OBI can provide support among members of the organization in a spirit of complete voluntariness.

## **2.2. Related theories**

Resource-Based View; Dynamic capability theory (DCT); Social Exchange Theory (SET).

## 2.3 Summary of related studies

Table 2.1. Summary of factors affecting the performance of enterprises

Stt	Element	References
1	Knowledge capital	Edvinsson and Malone (1997), Stewart (1997), Bontis et al. (1999), Chen et al. (2006), Bhatti et al. (2010); Bontis (1998, 2001); Marr et al. (2003); Xu and Liu (2020), Cindiayarsi et al (2022); Andreeva et al (2021), Huang and Huang (2020)
2	Human Resource Management Practices	Pfeffer (1998), Singh (2004), Tran Kim Dung et al (2010), Gupta and Singh (2022); Huselid (1995); Gowen et al. (2003); Connolly and Ging (2007); Zoogah (2016); Kerdpitak and Jermstittiparsert (2020); Masri and Jaaron (2017); Melo et al (2023); Alqudah and Carballo-Penela (2022)
3	Practices of green human resource management)	Malik et al. (2020); Nisar et al. (2021); Amjad et al (2021); Pham and Associates (2019)
4	Organizational Culture	Denison (1990), Kotter and Heskett (1992), Appiah-Adu and Singh (1999), Zakari (2013); Denison and Mishra (1995); Siehl and Martin (1990); Peters and Waterman (1982), Hofstede et al. (1990); Post et al. (1998), Appiah-Adu and Singh (1999); Spicer (2020)
5	Organized Citizen Behavior (HVCT)	Organ et al. (2006), Podsakoff et al. (2008), Smith et al. (1983), Erkutlu (2011), Mohanty and Rath (2012); Robinson and Morrison (1995); Kim (2014); Khan et al. (2020); Asgari et al. (2020); Pham and Associates (2019)
6	Working Environment	Mohanty and Rath (2012), Erkutlu (2011)
7	Management System	Rahimic and Car (2004), Singh (2004), Pathak et al (2005)
8	Innovation and creativity	Zhao et al (2018), Torgaloz et al (2023); Teece et al (1997), Wang and Ahmed (2007), Alrowwad and Abualoush (2020), Obeidat et al (2021), Tjahjadi et al (2024)
9	Employee Commitment	Appiah-Adu and Singh (1999), Tran Kim Dung and Nguyen Thi Mai Trang (2007)
10	Moral values	Herndon et al. (2001), Tran Kim Dung et al. (2010)

Stt	Element	References
11	Organizational Leadership	Schein (2010), Erkutlu (2011); Kim (2014), Khan et al. (2020), Asgari et al. (2020), Alrowwad and Abualoush (2020)
12	Job Appraisal System	Pfeffer (1998), Mahmood et al (2014), Gupta and Singh (2022)
13	Reward and remuneration system	Tran Kim Dung et al (2010), Singh (2004), Gupta and Singh (2022)
14	Strategic Orientation	Post and associates (1998), Kotter and Heskett (1992), Dennison and Neale (2019)
15	Dynamic Capability	Teece et al. (1997), Eisenhardt and Martin (2000), Zollo and Winter (2002); Eisenhardt and Martin (2000), Teece et al. (1997); Su and Associates (2021)
16	Corporate Social Responsibility (CSR)	Singh and Misra (2021), Lu and Associates (2020)
17	Knowledge Sharing/ Knowledge Management	Muhammed and Zaim (2020), Singh and associates (2021), Quintero-Quintero and Blanco-Ariza (2021)
18	Financial management and accounting	Hossain (2024), Atkinson (2007), Neely et al (1995)

*(Source: Author's Summary, 2024)*

## 2.4. Proposed research model

From a summary of related studies and research hypotheses, the authors model the relationship between the factors and the research hypothesis as shown in Figure 2.1. In particular, in this study, the authors will also evaluate the impact of demographic characteristics (gender, age, education level, seniority, position, etc.) on the relationship between HVCT and the National Guard, that is, the role of these demographic characteristics in regulating that relationship will be considered.

Table 2.2. Research hypotheses in this study

<b>Research hypothesis</b>		<b>Mark Expectations</b>
H1	Knowledge capital has the same impact on the organization's performance.	+
H2	The practice of environmental management has the same impact on the organization's operational performance.	+
H3	The organizational culture of the enterprise has the same impact on the performance of the organization.	+
H4	Organizational citizenship has the same impact on the organization's operational performance.	+
H5	VTT has the same impact on organized citizen behavior.	+
H6	Human resource management practices have the same impact on organizational citizenship behavior.	+
H7	The organizational culture of enterprises has the same impact on organizational citizen behavior.	+
H8	The practice of attracting human resources has the same impact on the practice of human resource management.	+
H9	The practice of training and human resource development has the same impact on the practice of human resource management.	+
H10	The practice of maintaining human resources has the same impact on the practice of human resource management.	+
H11	Empowerment has the same impact on organizational culture.	+
H12	Capacity development has the same impact on organizational culture.	+
H13	Learning organizations have the same impact on organizational culture.	+
H14	Core values have the same impact on organizational culture.	+
H15	The organization's vision impacts VHTC in the same direction.	+
H16	Human capital has the same impact on the VTT of enterprises.	+

Research hypothesis		Mark Expectations
H17	Relational capital has the same impact on the knowledge capital of enterprises.	+
H18	Organizational capital has the same impact on the knowledge capital of enterprises.	+

(Source: Author's Proposal, 2023)

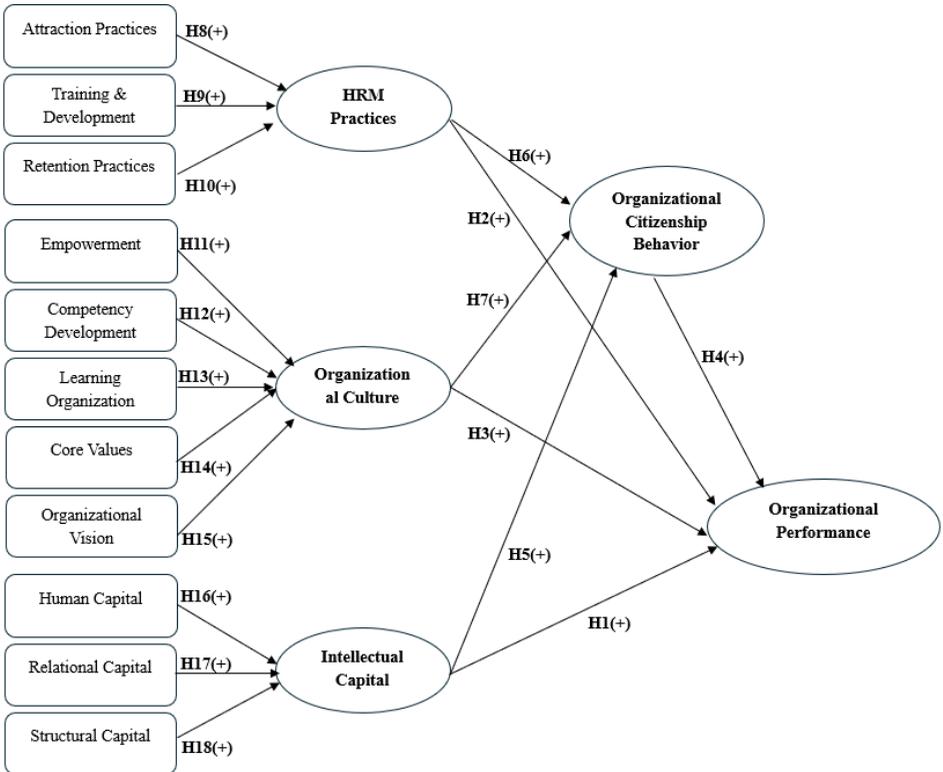


Figure 2.1: Author's proposed research model

(Source: Author's Proposal, 2023)

## CHAPTER 3: RESEARCH DESIGN

### 3.1 Methodology

The methodology of this study combines both qualitative and quantitative research with the goal of building a theoretical model and testing hypotheses. The study begins with the collection of qualitative data through expert interviews and group discussions to identify important factors and build appropriate scales. After that, the research uses quantitative methods through surveys of enterprises in Ninh Thuan, analyzes the data with SmartPLS software to check the reliability and validity of the model. This method helps ensure accuracy and objectivity in verifying research hypotheses.

### 3.2 Research process

To achieve the research objective of the dissertation, qualitative research and quantitative research are used. The research process is carried out in the following steps:

Step 1: Identify the research problem.

Step 2: Determine the research objectives.

Step 3: Briefly review relevant documents and build a proposed research model.

Step 4: Build a draft scale.

Step 5: Qualitative research.

Step 6: Develop a preliminary scale and Small Group Survey.

Step 7: Quantitative research.

Step 8: Discuss the research results.

Step 9: Administrative implications.

### 3.3. Results of qualitative research

#### 3.3.1. Scale of organizational performance

Table 3.1. Organizational Performance Scale

Stt	Encryption	Proposed Observation Variable	Source
1	TQHD1	The profit margin on revenue of enterprises in recent years has increased.	Lu and Associates (2015)
2	TQHD2	Sales of enterprises still remain at a high level in the industry.	
3	TQHD3	The market share of enterprises remains at a high level in the industry.	

Stt	Encryption	Proposed Observation Variable	Source
4	TQHD4	The competitive position of enterprises in the industry is very favorable.	
5	TQHD5	The sales growth rate of enterprises remains at a high level in the industry.	
6	TQHD6	In general, the performance of the enterprise is very good.	

(Source: Author's summary results)

### 3.3.2. Scale of Organizational Citizen Behavior

Table 3.2. Organizational Citizenship Behavior Scale

Stt	Encryption	Proposed Observation Variable	Source
1	HVCT1	NV actively supports managers in their abilities.	Pond et al (1997)
2	HVCT2	Employees actively make innovative suggestions to improve work efficiency.	
3	HVCT3	Staff actively assist with guidance for newbies although it is not required.	
4	HVCT4	Staff actively help those who are absent.	
5	HVCT5	Employees often work above the norm even though it is not mandatory.	

(Source: Author's summary results)

### 3.3.3. Organizational Culture Scale

Table 3.3. Organizational Culture Scale

Stt	Encryption	Proposed Observation Variable	Source
<i>Empowerment (VHTQ)</i>			
1	VHTQ1	Decisions are often made based on the best source of information.	Dennison and Neale (2019)
2	VHTQ2	Information is widely shared so that people can get it when needed.	
3	VHTQ3	Everyone believes that they have a positive influence.	
4	VHTQ4	Business planning is a continuous process and involves everyone involved.	
<i>Capacity Development (PTNL)</i>			
5	PTNL1	Employees are authorized to take control of their work.	
6	PTNL2	The capacity of employees is constantly improving.	

Stt	Encryption	Proposed Observation Variable	Source
7	PTNL3	Enterprises continuously invest in employee skill development.	
8	PTNL4	The capacity of employees is considered an important resource in the competitive advantage of enterprises.	
<b>Core Values (GTCL)</b>			
9	GTCL1	Leaders do exactly what they promised.	
10	GTCL2	Businesses have a clear and consistent value system to guide all actions.	
11	GTCL3	Employees must be responsible if they ignore the core values of the enterprise.	
12	GTCL4	Enterprises have an ethical standard that guides behavior for employees to know right from wrong.	
<b>Learning Institutions</b>			
13	TCHT1	Businesses see failure as an opportunity to learn and improve.	
14	TCHT2	Businesses encourage creativity and risk acceptance.	
15	TCHT3	Learning is an important goal in daily work.	
16	TCHT4	The superior knows very well what the subordinate does.	
<b>Vision (VHTN)</b>			
17	VHTN1	The employees have the same vision of the organization's future image.	
18	VHTN2	Leaders have a long-term vision.	
19	VHTN3	The vision has created excitement and motivation for NV.	
20	VHTN4	Businesses meet short-term needs without affecting long-term strategies.	

(Source: Author's summary results)

### 3.3.4. Human Resource Management Practice Scale

Table 3.4. Environmental Protection Practice Scale

Stt	Encryption	Proposed Observation Variable	Source
<b>Attraction (TTTH)</b>			
1	TTTH1	The work is reasonably divided.	Tran Kim

Stt	Encryption	Proposed Observation Variable	Source
2	TTTH2	The job is fully reflected in the job description.	Dung et al (2010)
3	TTTH3	The recruitment is widely and publicly announced.	
4	TTTH4	The recruitment process ensures science.	
5	TTTH5	Selection criteria are in line with job standards.	
<b><i>Training and Development (TTDP)</i></b>			
6	TTDP1	The training programs are tailored to the requirements of employees.	Tran Kim Dung et al (2010)
7	TTDP2	Employees are clearly oriented to career development.	
8	TTDP3	Students are provided with favorable conditions for career development.	
9	TTDP4	Employees have many opportunities for advancement.	
10	TTDP5	Investors are allowed to contribute opinions to the decisions of enterprises.	More according to expert advice
11	TTDP6	Employees can make decisions related to their work.	
<b><i>Maintenance</i></b>			
12	TTDT1	Employees understand the system of evaluation standards.	Tran Kim Dung et al (2010)
13	TTDT2	The evaluation system stimulates employees to improve their work capacity.	
14	TTDT3	The evaluation results are fair and accurate.	
15	TTDT4	The salary and bonus regime stimulates the efforts of employees.	
16	TTDT5	The salary and bonus level is commensurate with the employee's working results.	

(Source: Author's summary results)

### 3.3.5. Knowledge Capital Scale

Table 3.5. Knowledge Capital Scale

Stt	Encryption	Proposed Observation Variable	Source
<b><i>Human Capital (VCN)</i></b>			
1	VCN1	Enterprises allocate sufficient resources for employee training.	Martín-de Castro
2	VCN2	The staff is fully experienced and suitable to perform	

Stt	Encryption	Proposed Observation Variable	Source
		the task satisfactorily.	and Delgado- Verde (2012)
3	VCN3	Employees develop new ideas and knowledge.	
<b>Relationship Capital (VQH)</b>			
4	VQH1	Businesses get a lot of valuable information about market needs and trends from customers' portfolios.	
5	VQH2	NV works with customers to develop solutions.	
6	VQH3	Employees work together with suppliers to develop solutions.	
7	VQH4	Employees work together with strategic partners to develop solutions.	
8	VQH5	The reputation of the enterprise for product quality is among the best in the industry.	
<b>Organizational Capital (VTC)</b>			
9	VTC1	Businesses encourage creativity, innovation and/or the development of new ideas.	
10	VTC2	Enterprises have a system of values, beliefs and common goals towards the development of new ideas and innovation.	
11	VTC3	Businesses encourage experimentation and innovation as ways to improve the process.	
12	VTC4	Managers share similar beliefs about managing the future of businesses.	
13	VTC5	Most of the knowledge of enterprises is related to the processes, systems and structures contained in databases and intranets.	

(Source: Author's summary results)

### 3.4. Quantitative research

#### 3.4.1. Preliminary quantitative research

This phase is conducted to preliminarily investigate a small sample in order to evaluate the quality of the observed variables in terms of semantic clarity as well as to evaluate the reliability and value of the scale before conducting the official study.

**3.4.1. Formal quantitative research:** (i) Evaluation of low-level measurement models; (ii) Evaluation of high-level measurement models; (iii) Evaluate the structural model.

## CHAPTER 4. RESEARCH RESULTS AND DISCUSSION

### 4.1. General introduction of enterprises in Ninh Thuan province

Ninh Thuan province owns a strategic geographical location when it is located at the intersection of three important traffic axes including the North-South railway, National Highway 1A and National Highway 27, and is only 50 km from Cam Ranh International Airport. This location creates favorable conditions for trade activities and attracts investment from neighboring localities. Over the years, the provincial government has made many efforts to improve the investment environment, through policies to support businesses, regular dialogue with the business community and promote infrastructure development. As of June 2023, the province has 4,919 operating enterprises, of which more than 97% are SMEs, mainly concentrated in Phan Rang - Thap Cham city and Ninh Hai and Ninh Phuoc districts. SMEs play a leading role in creating jobs and promoting local economic growth, but still faces many challenges such as lack of capital, limited technology and management capacity. To overcome these shortcomings, Ninh Thuan province has implemented programs to support digital transformation, encourage the development of OCOP products and build local brands.

### 4.2. Sample description statistics

Table 4.1. Statistics on the number of enterprises selected for the survey

Stt	Districts	Number of enterprises	Density (%)	Number of selected enterprises
1	Charity	157	3,19	21
2	Ninh Hai	783	15,92	103
3	Ninh Phuoc	515	10,47	68
4	Ninh Son	318	6,46	42
5	Thuan Bac	171	3,48	23
6	Thuan Nam	342	6,95	45
7	Phan Rang- Thap Cham	2.633	53,53	348
	<b>Sum</b>	<b>4.919</b>	<b>100,00</b>	<b>650</b>

(Source: Author's Proposal, 2023)

### 4.3. Evaluation of measurement models

#### 4.2.1. Evaluation of low-level measurement models

##### 4.2.1.1. Quality assessment of observed variables

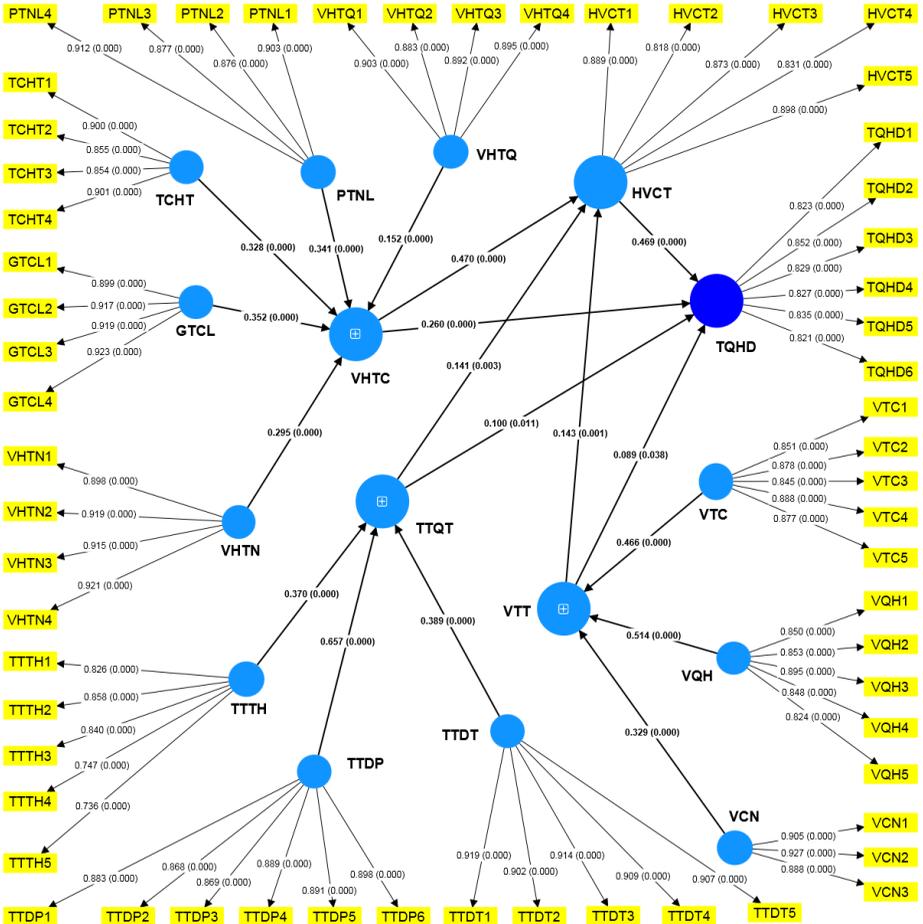


Figure 4.1. External Load Factor, Path, and Cronbach's Alpha of the LOC Model  
(Source: Author's data processing results, 2023)

##### 4.3.1.2. Scale reliability and convergence assessment

Table 4.2. Results of convergence value analysis of the model

Stt	Scale	Cronbach's alpha	Aggregate Reliability (CR)	Average Variance (AVE)
1	GTCL- Core Values	0,935	0,953	0,836

Stt	Scale	Cronbach's alpha	Aggregate Reliability (CR)	Average Variance (AVE)
2	HVCT - Behavior of Organized Citizens	0,914	0,936	0,744
3	PTNL - Capacity Development	0,915	0,940	0,796
4	TGT- Learning Organization	0,901	0,931	0,770
5	TQHD- Achievements of enterprises	0,911	0,931	0,691
6	TTDP - Practice of training and development of NNL	0,943	0,955	0,780
7	TTDT - Practice of maintaining NNL	0,948	0,960	0,829
8	TTTH- Practice of attracting NNL	0,862	0,900	0,645
9	VCN- Human Capital	0,892	0,933	0,822
10	VHTN- Vision	0,934	0,953	0,834
11	VHTQ - Empowerment	0,916	0,940	0,798
12	VQH- Relational capital	0,907	0,931	0,730
13	VTC- Organizational capital	0,918	0,939	0,753

(Source: Author's data processing results, 2023)

#### 4.3.1.3. Discrimination Assessment

The largest HTMT index is 0.790 less than 0.85. Therefore, we can conclude that research concepts, although correlated, are still distinguished from other research concepts, and there is no phenomenon of overlapping concepts.

#### 4.2.3. Evaluation of higher-order measurement models

**a) Reflective scales:** (i) The external load coefficients of the observed variables in the scales are all greater than 0.818; (ii) Cronbach's Alpha and CR coefficients are both greater than 0.8 and all AVEs are greater than 0.6; (iii) The model achieves the distinguishing value; The largest HTMT index is 0.790 less than 0.85.

**b) Structural scales:** (i) the p-value of the external load coefficients of the first-order variables is  $< 0.01\%$ ; (ii) The external load factor of any observed variable in the parent factor is greater than the entire crossload factor of that observed variable with other factors in the model; (iii) Indicators of potential

factors such as the International Strategy, VHTC and VTT all have a VIF coefficient less than 5; (iv) The outer weights are statistically significant.

#### 4.4. Structural model evaluation

##### 4.4.1. Evaluation of the differentiation of variables

Table 4.3. Cross-loading factor for discrimination evaluation

	HVCT	TQHD	International Center	VHTC	Mountain bike
GTCL	0,473	0,508	0,420	0,758	0,404
HVCT1	0,889	0,620	0,429	0,523	0,407
HVCT2	0,818	0,595	0,406	0,555	0,415
HVCT3	0,873	0,602	0,417	0,573	0,396
HVCT4	0,832	0,645	0,403	0,510	0,398
HVCT5	0,898	0,646	0,407	0,561	0,432
PTNL	0,473	0,495	0,401	0,747	0,378
TCHT	0,515	0,456	0,401	0,748	0,400
TQHD1	0,592	0,823	0,394	0,533	0,439
TQHD2	0,600	0,852	0,446	0,570	0,402
TQHD3	0,608	0,829	0,459	0,549	0,424
TQHD4	0,602	0,827	0,348	0,501	0,428
TQHD5	0,613	0,835	0,433	0,595	0,420
TQHD6	0,583	0,822	0,396	0,563	0,398
TTDP	0,346	0,402	0,769	0,439	0,250
TTDT	0,229	0,277	0,520	0,273	0,271
TTTH	0,394	0,341	0,752	0,452	0,283
VCN	0,405	0,425	0,291	0,402	0,848
VHTN	0,350	0,453	0,388	0,622	0,375
VHTQ	0,203	0,208	0,325	0,317	0,276
VQH	0,357	0,393	0,306	0,490	0,766
VTC	0,315	0,324	0,283	0,387	0,653

(Source: Author's data processing results, 2023)

##### 4.4.2. Evaluating the alignment between variables in a structural model

Table 4.4. Results of the colinear analysis of the structure model

	BRIGHT
HVCT → TQHD	1,780
TTQT → HVCT	1,506

TTQT → TQHD	1,549
VHTC → HVCT	1,851
VHTC → TQHD	2,211
HVCT → mountain biking	1,450
TQHD → ATV	1,500

(Source: Author's data processing results, 2023)

#### 4.4.3. Assessing the impact of independent variables

*a) Evaluation of the adjusted R2 determination coefficient:* The R2 index is in the range of [0.438; 0.605]. Therefore, the level of explanation of the model is considered good.

*b) Assessment of the scale of impact between the two variables:* The results of the assessment of the relationship between the two variables of the f2 index are in the range of [0.011; 0.306].

*c) Direct effect evaluation:* The original weighting is meaningful to the average weighting of bootstrapping because all weights are within the 95% confidence range.

#### *d) Mediating effect assessment*

Table 4.5. Indirect impact of relationships

Relationship	Indirect impact	p value
TTQT → HVCT → TQHD	0,073	0,002
MTB → HVCT → TQHD	0,078	0,000
VHTC → HVCT → TQHD	0,208	0,000

(Source: Author's data processing results, 2023)

### 4.5. Multigroup analysis of qualitative variables

#### 4.5.1. For the variable "Type of enterprise"

The results showed that there was a difference (due to the fact that the p-value of the 2 tails was less than 0.05) in the relationship between the impact of VTT on the national budget of the group of 1-member limited liability companies was higher (0.297) than that of the group of 2-member limited liability companies or more.

#### 4.5.2. For the variable "Age of the enterprise"

The results showed that the difference (due to the p-value of 2 tails was less than 0.05) in the relationship between the impact of VTT on HVCT of the group of enterprises aged 5-10 years was lower (-0.258) than that of the group of enterprises aged 10-15 years.

### **4.5.3. For the variable "Scale of the enterprise"**

The results showed that there was a difference (because the p-value of the 2 tails was less than 0.05) in the relationship between the impact of VHTC and TQHD of the group of micro enterprises was higher than that of the group of small enterprises (0.570) and the group of medium enterprises (0.376).

## **4.6. Discussion of research results**

### **4.6.1. Comparison with previous studies**

The results of the study confirm and supplement the conclusions from the previous study. The National Guard has a positive impact on the National Guard and HVCT, improving work efficiency and employee engagement. VHTC promotes a positive working environment and strengthens collaboration, while VTT is a strategic factor that helps improve the process.

### **4.6.2. Comparison with practice**

*a) Discussion according to the characteristics of the type of enterprise:* The research results show the differences in the application of state management, VHTC and VTT between types of enterprises.

*b) Discussion according to the age characteristics of the enterprise:* The research results show that the age of the enterprise affects the application of the State Budget, VHTC and VTT, as well as the National Assembly. Long-term enterprises often have a stable management system, clear financial management and effective management of financial resources thanks to experience.

*c) Discussion according to the characteristics of the size of the enterprise:* The research results show that the size of the enterprise has a great impact on the application of the State Budget, VHTC and VTT, as well as the impact on the National Budget.

### **4.6.3. Discuss research results with business managers**

The results of the study were discussed with the managers to check the practicality and suitability. Managers agree that the State Administration, VHTC and VTT play an important role in the work of improving the national management of enterprises.

## **CHAPTER 5: CONCLUSIONS AND IMPLICATIONS OF GOVERNANCE**

### **5.1 Conclusion**

The study identifies the relationship between the research on the management of enterprises, the environment, the environment, and the environment. The results show that these factors all have a positive impact on the environment, with the environment playing an important mediating role, helping to connect management factors and improve work efficiency. The study also shows differences in the impact of these factors depending on the type, age and size of enterprises, with large, long-term enterprises applying more effective strategies. This result emphasizes the importance of building a management strategy in accordance with the characteristics of each enterprise to achieve optimal efficiency and sustainable development.

### **5.2 Administrative implications**

**5.2.1 Regarding the relationship between VTT and the organization's performance:** The results of the study confirm that VTT has a positive impact on the organization's national defense. Enterprises that exploit and manage knowledge effectively often achieve outstanding results in terms of energy, quality and innovation. VTT, which includes tangible and intangible knowledge, helps improve processes, develop new products/services, and improve competitiveness. Therefore, the development of a knowledge management strategy is an important factor to improve operational success and maintain sustainable development.

**5.2.2 Regarding the relationship between the organization's management practices and the organization's management:** The study shows that the research methodology of environmental management directly affects the organization's national management. Effective management strategies such as recruitment, training, evaluation and remuneration help improve productivity, enhance employee engagement and improve HVCT, thereby improving work efficiency and creating a positive working environment. Applying appropriate environmental management policies is an important factor to help enterprises maintain competitiveness and achieve strategic goals.

**5.2.3 Regarding the relationship between VHTC and the organization's performance:** The study confirms that VHTC has a strong impact on the National Guard. A strong organizational culture promotes internal cohesion, creates a creative working environment, improves the productivity and satisfaction of employees and customers, and helps the organization achieve higher efficiency. VHTC also plays an important role in building employee loyalty, encouraging innovation and ensuring sustainable development.

**5.2.4 The relationship between human resource management practices and HVCT:** The study shows that the research method of environmental protection directly affects HVCT. Effective CSR strategies, such as recruitment, training, and reasonable compensation, help employees take supportive, collaborative, and contributing actions beyond the job requirements. This creates a positive working environment, strengthens cohesion and responsibility, and contributes to improving operational efficiency and sustainable development of the organization.

**5.2.5 Relationship between Knowledge Capital and Organizational Citizenship:** Research shows that VTT positively affects HVCT. When the organization creates an environment for sharing and developing knowledge, employees feel more responsible for contributing ideas and supporting colleagues. VTT helps improve skills and knowledge, provide HVCT such as collaboration, information sharing and process improvement, thereby enhancing work efficiency, strengthening cohesion and improving the competitiveness of the organization.

**5.2.6 Relationship between Organizational Culture and Organizational Citizenship:** Research shows that VHTC strongly affects HVCT. VHTC is positive with values such as cooperation, respect and excitement, encouraging employees to be able to take actions to support, share and contribute outside of their main duties. When VHTC creates a friendly and creative work environment, employees will feel more responsible, improve cohesion and work efficiency, and contribute to the sustainable success of the organization.

**5.2.7 Impact of Organizational Citizenship Behavior on the Organization's National Guard:** Research shows that HVCT has a positive effect on the National Guard. When employees collaborate, support colleagues, and share

information, it creates a positive work environment, enhances teamwork, and improves work efficiency. HVCT helps the organization run more smoothly, provides creativity and innovation, improves productivity and quality, and improves employee relationships, strengthens engagement and loyalty, and contributes to the sustainability of the organization.

**5.2.8 Implications related to the characteristics of the enterprise:** (i) Implication of governance according to the type of enterprise; (ii) Implications of governance according to the age of the enterprise; (iii) Implications of governance according to the size of the enterprise.

### **5.3. Thesis contribution**

**5.3.1 Academic contributions:** (i) Develop a theoretical framework on the role of organizational factors in the performance of enterprises; (ii) The intermediary role of organizational citizen behavior; (iii) Establish the strategic position of organizational culture as "dynamic capacity"; (iv) Affirming the role of the organizational development stage.

**5.3.2 Practical contribution:** (i) Basis for developing human resource management strategies and organizational culture; (ii) Supporting businesses to promote organized civic behavior; (iii) Developing a strategy to integrate human resource management practices and organizational culture; (iv) Orientations for enterprise development according to each characteristic; (v) Supporting local authorities in improving business capacity.

### **5.4 Limitations of the study and further research directions**

**5.4.1 Limitations of the study:** (i) Regarding geographical scope: The study only focuses on enterprises in Ninh Thuan province; (ii) The observed variables in the survey questionnaire have not shown that they are directly related to the context of enterprises in Ninh Thuan; (iii) The detailed status of the research issues has not been analyzed.

**5.4.2 Further research directions:** (i) Expanding the geographical scope; (ii) Strengthen qualitative research to explore new factors; (iii) Study the impact of external environmental variables; (iv) Study the role of other control variables; (v) Developing multicultural studies.