

The influence of organizational culture on Viettel Group's performance

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ABSTRACT

The overall objective of this scientific research project is to analyze and evaluate the influence of organizational culture on the performance of Viettel Group. Based on this, the research project will propose several management implications to improve cultural factors, contributing to enhanced performance of Viettel Group in the context of global competition and strong digital transformation. The quantitative analysis results using the structural equation modeling (SEM) demonstrated that all four organizational culture characteristics have a positive and statistically significant relationship with Viettel Group's performance. In particular, Participation was identified as the most impactful factor, showing that empowering and encouraging employee contributions is a key to improving performance at Viettel.

Keywords: Organizational Culture; Organizational Performance; Viettel Group; Employee Participation; Structural Equation Modeling (SEM); Digital Transformation; Organizational Effectiveness; Employee Empowerment; Global Competition; Management Implications.

1.0. Introduction

Viettel Group, with its enormous scale, diverse business sectors (telecommunications, IT, defense industry, international investment), and strategic role in national security and socio-economic development, is an ideal subject for exploring this relationship. Viettel's culture of "military discipline," "innovation," "breakthrough thinking," and "customer care" is considered a key factor in the Group's success. However, quantifying and deeply analyzing the impact of these cultural factors on the performance of a complex corporation like Viettel remains a gap that needs to be filled in scientific research in Vietnam.

Given these urgent needs, the author has chosen the topic: "The Influence of Organizational Culture on the Operations of Viettel Group" as the subject of this scientific research. This topic not only contributes to the theoretical foundation but also provides valuable practical implications for the leadership of Viettel Group in building and developing organizational culture to achieve strategic goals in the future.

2.0. Previous studies

Characteristics of Organizational Culture

According to Denison (2000), organizational culture includes the following four basic characteristics:

- **Involvement:** Reflects the building of employee capacity, ownership, and responsibility. This is achieved through the organization's focus on developing, instilling, and engaging the minds of employees. Involvement is manifested in decentralization, team-oriented work, and capacity building.
- **Consistency:** Defines the internal strength and cohesion of the organizational culture. Consistency is reflected in core values, consensus, cooperation, and integration.
- **Adaptability:** The organization has a foundational value system that enables it to recognize, interpret, and translate signals from the external environment into changes in internal business behaviors, which helps the business

enhance its survival, growth, and development. Adaptation is demonstrated through innovation, customer orientation, and organizational learning.

- **Mission:** Defines clear directions regarding the long-term goals and operational direction of the business. The mission allows the organization to shape current behaviors by estimating a desired future state. The mission is expressed in the vision, strategic direction, and goal system.

To achieve the overall goal, this research will focus on addressing the following specific objectives:

- Systematizing theoretical and practical issues regarding organizational culture and business performance, and providing an overview of related studies on the influence of organizational culture on business performance.
- Identifying and describing the current organizational culture characteristics of Viettel Group based on the Denison model, and evaluating the current state of the constituent cultural elements.
- Quantitatively analyzing the influence of organizational culture characteristics (Participation, Consistency, Adaptability, Mission) on Viettel Group's performance, including both financial and non-financial indicators.
- Proposing specific and practical management implications to help Viettel Group improve its organizational culture characteristics, thereby enhancing business performance and consolidating its leading position.

Through studying organizational culture research both domestically and internationally, the author has identified four valuable model studies on organizational culture: the models of Schein (1992), Hofstede et al. (1990), Cameron and Quinn (1999), and Denison (1990, 2000).

- **Schein's organizational culture model:** Uses a method of evaluating organizational culture with three distinct levels: tangible structures (artefacts and creation), espouse values, and basic underlying assumptions. By using this model, leaders can clearly and specifically identify the cultural elements of the enterprise and deeply analyze the relationships between tangible and intangible cultural values.
- **Hofstede's multidimensional cultural model:** This model comprises six different dimensions of practice, including: process-oriented and results-oriented; employee-oriented and job-oriented; localized and professional; open and closed systems; loose control and tight control; normative and pragmatic.
- **Cameron and Quinn's cultural research model:** Classifies organizational culture into four main types based on four different criteria: Collaborative culture (Clan culture), Creative culture (Adhocracy Culture), Control culture (Hierarchy Culture), and Competitive culture (Market Culture).
- **Denison's organizational culture model:** Measures organizational culture through four cultural characteristics: Mission, Adaptability, Consistency, and Participation. He argued that the cultural characteristics, management behaviors, and even the development strategy of an organization can all be seen as a core system of beliefs and perceptions within the organization.

In Vietnam, research on organizational culture and its impact on business performance has received considerable attention. These studies can be categorized into three main areas:

- o Truong Thi Huong Xuan (2015): Research on the impact of organizational culture on the performance of businesses in Thua Thien Hue province.
- o Le Thi Dung (2015): Proposing solutions for developing corporate culture to improve business performance at Viettel Trading & Import-Export Company.
- o Do Thi Thanh Huyen (2018): Research on the impact of organizational culture on the performance of small and medium-sized enterprises in Vietnam.
- o Le Thi Tu Anh (2018): Research on the influence of corporate culture on employee commitment to the organization in travel businesses in Hanoi.
- o Tran Dinh Thai (2017): Examining the impact of corporate culture on employee work motivation.
- o Nguyen Lan Anh (2020): This doctoral thesis studies the impact of corporate culture on employee commitment in Vietnamese businesses.

3.0. Methodology

The research subject of this thesis is the relationship between organizational culture and business performance, focusing on the influence of organizational culture characteristics on business performance, with Viettel Group as the main subject of study.

After a thorough survey and analysis of representative research on organizational culture and its impact on business performance, both internationally and in Vietnam, a clear and significant research gap has been identified. This gap not only points to areas not fully explored in theory but also emphasizes the urgent need for empirical evidence in the specific context of Viettel Group – a unique research subject.

- Gaps in the international and regional research context: Limitations of traditional theoretical models when applied to the context of emerging and developing economies like Vietnam. Lack of in-depth comparative studies on the corporate culture models of a Vietnamese technology group with a comparable group in another region.
- Gaps in the research context in Vietnam: There is a lack of in-depth studies on large, diversified corporations, particularly regarding the use of complex multivariate statistical models (e.g., structural equation modeling - SEM) to examine the intricate relationships between corporate culture, mediators, and performance outcomes.

The data for this study was collected through an online survey of 400 middle managers and employees with at least one year of experience at Viettel Group. Below is a detailed descriptive statistic of the research sample, providing an overview of the survey subjects' characteristics.

Analysis: The survey sample accurately reflects the characteristics of management personnel and experienced employees in the technology and telecommunications industry at a large corporation like Viettel. The majority are male (80%), primarily aged 30-40 (40.4%), highly educated (95.8% hold a university degree or higher), and possess significant work experience (47.8% have 10-20 years of experience). This ensures that assessments of culture and performance are strategic and in-depth.

4.0. Findings

Exploratory Factor Analysis (EFA)

Table 1. Results of KMO and Bartlett's test

Criteria	Value
KMO	0,924
Bartlett's Test (Chi-square)	4.126,531
df	820
Sig.	0,000

(Source: Author's data processing results)

Assessment:

The KMO value is very high and the Bartlett test is statistically significant (Sig. < 0.05), indicating that the research data is entirely suitable for conducting exploratory factor analysis. This is an important basis for confirming the suitability of the dataset in exploring the structure of latent factors.

Table 2. Results of EFA analysis of the scales

Factor	No of var	Interval
Sự tham gia	15	0,621 – 0,842
Tính nhất quán	15	0,603 – 0,831
Khả năng thích ứng	15	0,587 – 0,819
Sức mệnh	15	0,648 – 0,861
Kết quả hoạt động DN	8	0,602 – 0,836

Total extracted variance: 68.47%

(Source: Author's data processing results)

Assessment:

The EFA results show that all observed variables have factor loading coefficients greater than 0.5 and are correctly grouped according to the proposed theoretical factors. There is no serious cross-loading, and the total extracted variance is high, reflecting the good explanatory power of the factors on the research data. Thus, the scales meet the structural requirements and can be further tested in the CFA step.

Confirmatory Factor Analysis (CFA)

Table 3. Indicators for evaluating the goodness of fit of the measurement model

	Value	Acceptance threshold
χ^2/df	2,187	< 3
GFI	0,918	> 0,9
CFI	0,946	> 0,9
TLI	0,939	> 0,9
RMSEA	0,052	< 0,08

(Source: Author's data processing results)

Assessment:

The indicators assessing the suitability of the measurement model all meet and exceed the recommended thresholds. This shows that the measurement model fits the research data very well. In addition, the standardized loading coefficients of the observed variables are large and statistically significant, thereby confirming the convergent validity of the scales. At the same time, the research concepts are clearly distinguished from each other, ensuring discriminant validity as required by the methodology.

The overall results of the validation show that all scales in the study meet the requirements for reliability, convergent validity, and discriminant validity. The measurement model, built on the Denison organizational culture model and the business performance scale, shows a very good fit with the research data.

Therefore, it can be concluded that the measurement model in the study fully meets the necessary requirements and is suitable for further structural equation modeling (SEM) analysis to test the research hypotheses and clarify the relationships between the variables in the research model.

Results of testing relationships in the SEM model

Table 4. Results of estimating relationships in the SEM model

Relation	standardized (β)	S.E	C.R	P-value	Conclude
Participation $\rightarrow$ Business Outcomes	0,214	0,048	4,458	0,000	Accept
Consistency $\rightarrow$ Business Performance Results	0,182	0,045	4,044	0,000	Accept
Adaptability $\rightarrow$ Business Performance Results	0,276	0,052	5,308	0,000	Accept
Mission $\rightarrow$ Business Performance Results	0,241	0,050	4,820	0,000	Accept

(Source: Author's data processing results)

Analysis and Evaluation of SEM Results

The results of the linear structural model analysis show that all components of organizational culture according to the Denison model have a positive and statistically significant impact on business performance. The path coefficients are all positive and have p-values less than 0.05, thus confirming that the research hypotheses are accepted.

Among the organizational culture factors, adaptability has the strongest impact on business performance ($\beta = 0.276$). This result reflects the particularly important role of adaptability in the context of a rapidly changing business environment, especially in the field of information technology. Businesses with high adaptability will react more flexibly to changes in the market, customer needs, and technological advancements, thereby improving business performance.

The mission factor also showed a positive and relatively strong impact on business performance ($\beta = 0.241$). This indicates that establishing a clear vision, mission, and strategic direction plays a crucial role in guiding the behavior of organizational members, creating unity in action, and improving the effectiveness of achieving business goals. In addition, employee participation significantly influences business performance ($\beta = 0.214$). When employees are

empowered, involved in the decision-making process, and feel a sense of belonging within the organization, they tend to work more actively, thereby contributing to the overall improvement of the business.

The consistency factor also showed a positive impact on performance ($\beta = 0.182$). Although its impact is lower compared to other factors, consistency in values, norms, and management practices helps organizations maintain stability, reduce internal conflict, and improve coordination between departments.

5.0. Conclusion

This scientific research thesis is expected to make significant contributions both theoretically and practically:

5.1. Theoretically

- **Systematization and development of theories:** The thesis synthesizes, analyzes, and evaluates theories and research results on organizational culture and models studying the influence of organizational culture on business performance from domestic and international works. Therefore, the research results make significant contributions to the systematization and development of theories on organizational culture and its influence on performance, especially in the context of a large technology and telecommunications corporation.
- **Quantitative Verification in the Vietnamese Context:** This study proposes research hypotheses, builds a theoretical model, and successfully quantitatively verifies the influence of organizational culture on the performance of Viettel Group. This research confirms previous findings on the important role of organizational culture and business performance based on reliable statistical analysis of data from surveys and data analysis at a leading Vietnamese corporation.
- **Clarifying the Cultural Characteristics of Viettel Group:** This study also investigates and clarifies the cultural characteristics of Viettel Group, not only at the overall level but also by analyzing the cultural differences between different units, departments, or business areas within the Group. This is a significant contribution to clarifying the organizational culture of one of the largest corporations in Vietnam.

Moreover, the use of the Denison model helped to clarify the current state of organizational culture at Viettel Group. Although Viettel achieved high scores in characteristics such as Participation and Mission, reflecting a people-oriented and strategically oriented work environment, there are still limitations that need improvement. Specifically, the characteristics of Consistency and Adaptability were rated lower, indicating the need to strengthen internal consensus, improve responsiveness to the market, and promote innovation.

Last but not least, the quantitative analysis results using the structural equation modeling (SEM) demonstrated that all four organizational culture characteristics have a positive and statistically significant relationship with Viettel Group's performance. In particular, Participation was identified as the most impactful factor, showing that empowering and encouraging employee contributions is a key to improving performance at Viettel. This result not only confirms the validity of the theory but also provides valuable empirical evidence in the Vietnamese context.

Fourth, based on the findings from the analysis, the study proposed a system of solutions and specific management implications. These solutions focus on leveraging strengths and overcoming weaknesses in the organizational

culture of Viettel Group. Recommendations were also made to the Government and relevant ministries and agencies to create a favorable macro environment for the development of corporate culture in the information technology industry.

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The author declares no competing interests.

Consent for publication

The author declares that he consented to the publication of this study.

Authors' contributions

Author's independent contribution.

Ethical Approval

Not applicable for this study.

Institutional Review Board Statement

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Informed Consent

Not applicable for this study.

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