

**MINISTRY OF EDUCATION AND TRAINING MINISTRY OF LABOR –
INVARIABLES AND SOCIALITY
UNIVERSITY OF LABOR AND SOCIETY**

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**INFLUENCE OF CORPORATE CULTURE ON EMPLOYER
MOTIVATION AT COMMERCIAL BANKS IN HANOI CITY**

DOCTOR THESIS IN HUMAN RESOURCE MANAGEMENT

Ha Noi - 2023

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**IMPACT OF CORPORATE CULTURE WORKING
MOTIVATION OF EMPLOYEES AT BANKS TRADE IN
HANOI CITY**

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DOCTOR THESIS IN HUMAN RESOURCE MANAGEMENT

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HEADING

1. Reason for choosing the topic

Currently, the industrial revolution 4.0 in which digital transformation is taking place, but in order for a business or commercial bank to survive and develop, four main resources are required as follows: human resources, material resources, financial resources and trust resources (according to Barney (1991)). Among those four resources, human resources play a decisive role in the existence and development of commercial banks, because it manages and operates all the remaining resources. Information technology, including information technology, is experiencing outstanding development, especially in the field of artificial intelligence technology. Artificial intelligence is applied to all areas of life, including digital transformation in commercial banks. Artificial intelligence is a resource created by human intellectual labor. So, no matter how modern machines and technologies controlled by artificial intelligence are, there is always a need for humans to manufacture, operate and repair them. Commercial banks are the businesses that actively apply digital transformation today in our country, which leads to a huge change in human resources, which is a change in characteristics: quantity, quality and structure. structure. When digital transformation takes place, it requires commercial banks to maintain a reasonable number, improve the quality of human resources to be suitable for digital transformation, and arrange the human resource structure to suit the situation. new but still creates work motivation for workers. Therefore, stemming from the above reasons, the author chooses the main research direction of the thesis: "The influence of corporate culture on the working motivation of employees at commercial banks in the locality." Hanoi city" as the content of the study.

2. Research purposes and tasks

2.1. Research purposes

The purpose of the thesis is to study the influence of corporate culture on the working motivation of employees at commercial banks in Hanoi city, thereby proposing conclusions and opinions. recommendations to develop corporate culture in order to create motivation for employees to contribute to improving the efficiency of production and business activities in the coming time.

2.2. Research mission

- Overview of the research situation in the world and Vietnam, finding theoretical gaps and adding new influencing factors that can impact the research model of the thesis.

- Systematize the theoretical basis of culture, corporate culture, motivation, work motivation of employees, factors affecting the formation of corporate culture, impact of corporate culture career to the work motivation of workers.

- Collect information at commercial banks using interviews and questionnaires, then conduct processing and quantitative analysis by (running SPSS model) the entire research sample.

- The thesis provides conclusions and recommendations.

3. Research question

To achieve the final goal, as well as the specific objectives of the topic and bring practical significance to the issue of researching the influence of corporate culture on the working motivation of employees at banks. commerce in Hanoi city, the topic will need to answer the following key questions:

Question No. 1: What corporate cultural factors affect the work motivation of employees at commercial banks in Hanoi city?

Question No. 2: How does corporate culture impact the work motivation of employees at commercial banks in Hanoi city?

Question number 3: What recommendations should be made so that corporate culture truly motivates workers at commercial banks in Hanoi city?

4. Subject and scope of research

4.1. Research subjects

The main research object of the thesis is the influence of corporate culture on the work motivation of employees at commercial banks.

4.2. Research scope

- Research scope in terms of space: Commercial banks in Hanoi city

- Research scope in terms of time: from 2019 to 2023.

5. Scientific and practical significance of the thesis

5.1. Scientific significance of the thesis

- The thesis proves the appropriateness of applying the theoretical basis of enterprise development based on endogenous resources, the influence of corporate culture on the working motivation of employees at commercial banks. trade in Hanoi city.

- The thesis has inherited and developed new variables when building a research model in the real context of commercial banks in Hanoi city.

- From this research result, the thesis has shown the scientific basis in building and developing corporate culture.

5.2. Practical significance of the thesis

- The thesis shows the positive influence of corporate culture on employee motivation.

- Research and draw conclusions and recommendations as a database to help relevant departments such as senior management, human resources department...

- The research will be highly applicable to managers in implementing human resource management goals and production and business activities.

- The results of this research help the Central Bank in making decisions to support and orient the development of sustainable corporate culture of commercial banks.

- This research result has implications for policy makers.

6. Structure of the thesis

In addition to the introduction and conclusion, the thesis includes 5 chapters.

Chapter 1: Overview of research projects.

Chapter 2: The influence of corporate culture on employee motivation.

Chapter 3: Research methods.

Chapter 4: Research results.

Chapter 5: Conclusion and recommendations.

CHAPTER 1:

OVERVIEW OF RESEARCH WORKS

1.1. Overview of concepts about corporate culture

There are many different concepts and definitions of corporate culture. Some scholars give a general overview as follows: Deal and Kennedy (1988), Schneider (1988), Kotter & Heskett (1992), Joann Keyton (2011), Tran Hai Minh (2017), Tran Dinh Thai (2019), For Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank), corporate culture is the principles of cultural identity, ethics and responsibility and standards of behavior of employees in the enterprise. In this concept, Vietcombank has only introduced the basic principles of the enterprise and employees when working with customers, these are just spiritual factors that have

not been mentioned much. material elements of corporate culture. This concept also does not mention the influence of corporate culture on the working attitude of employees.

Commercial banks in Vietnam have not yet developed a clear concept of corporate culture, but only set out rules in the process of working. In the case of the Vietnam Bank for Industry and Trade (Vietinbank), corporate culture is the set of rules governing: mission, vision, business philosophy; rules of professional ethics; behavioral culture. Vietnam Technological and Commercial Joint Stock Bank (Techcombank) considers corporate culture to be: personality, value and trust built in all employees.

So, corporate culture, according to the author's conception, is as follows: is all the values that are built and developed, creating the unique identity of the business. Corporate culture affects the work motivation of employees.

1.2. Overview of research projects on corporate culture

Research works on corporate culture by domestic and foreign scholars have been published quite a lot in prestigious journals. Each different author, when researching organizations with different cultures, points out the elements that make up corporate culture with similar or dissimilar contents. Therefore, the author conducts an overview of the domestic and foreign research situation on the research issue to find appropriate research gaps as follows: Schein (1990), Denison (1990), Research by Recardo & Jolly (1997), when researching organizational culture and teams, the author pointed out that in businesses there exist 8 factors including: communication within the business; training and developing; rewards and recognition; effectiveness of decision making; take risks due to creativity and innovation; future directions and plans; working group; fairness and consistency in governance policies. Do Minh Cuong (2001), Robbins et al (2005), Cameron and Quinn (2006), Duong Thi Lieu (2009), Nguyen Hai Minh (2015), Do Tien Long (2015).

Because each study uses different approaches and research methods, the research model and theory that is built and perfected is based on research practice.

In the above studies, corporate culture has many manifestations and many levels, but it can be unified and measured by studies of different authors in different circumstances. According to the research of Recardo & Jolly (1997), and Robbins et al. (2005), the research model and the elements that make up corporate culture have many common characteristics such as: teamwork, creativity and innovation.

improve; future directions and plans. According to the research of Recardo & Jolly (1997) and when pointing out the elements that constitute corporate culture in the research of Denison (1990), the second layer from the outside in has uniformity such as: innovation, learning. training and capacity development or training and development; working group; consensus plus cooperation and integration is communication within the enterprise; Strategic orientation plus customer orientation, vision, and goals are the main directions for future plans. Or in the research model of Cameron and Quinn (2006), corporate culture is divided into 4 levels, including team culture; creative culture. Thus, team culture or teamwork culture, consensus and cooperation, communication in the organization; culture of creativity or risk taking by creating and improving or innovating. Thus, we can see that the factors that form corporate culture in the research model of Recardo & Jolly (1997) have many common characteristics with other studies.

In summary, after reviewing the research, the author found that there are many research models on corporate culture by domestic and foreign scholars, but up to now there is no model that is complete and covers all. all aspects of research related to corporate culture (Jung et al. (2009). Corporate culture has been approached by scholars around the world in the direction of organizational culture such as Denison et al. (1995).), many scholars approach the cultural aspect such as Recardo & Jolly (1997); Robbins et al. (2005). Thus, cultural approaches are very diverse. However, through general research, the author finds that the Different businesses often pursue different organizational cultures. Depending on the type and aspect of corporate culture, it tends to be widely agreed upon and recognized by many people working there.

In his research, the author selects and inherits corporate culture that has previously been studied by many scholars in the direction of corporate culture aspects. The corporate culture scales in this study are inherited from previous studies around the world and combined with practical research in Vietnam. At the same time, based on the practical research basis of the thesis to build a model for this research, it inherits the common characteristics of the research and at the same time the author recognizes the research model of Recardo & Jolly (1997). Has the most common characteristics with the rest of the studies. Therefore, the author inherits this research model and discovers new factors based on the actual situation in our country, the fluctuations of production and business activities, and the actual situation at commercial banks in Hanoi city.

1.3. Research overview on employee motivation

The research topic of motivating workers has been studied by many scholars in the world and Vietnam, such as: Maslow (1943), B.F. Skinner (1957), Victor Vroom (1964), J. Stacy Adams (1963), F. Herzberg (1959), J. R. Hackman and G. R. Oldham (1976), In addition, Maehr & Braskamp (1986), Schou (1991) (cited in Bjorklund, (2001), argue that motivation Work should be measured through "job satisfaction" and "organizational commitment". However, the research results of Mathieu & Zajac (1990); Leong, Randoll & Cote (1994) (cited in Bjorklund, 2001) showed that "job satisfaction" and "commitment to the organization" are quite weakly correlated with work motivation variables. Therefore, in the study by Sjoberg and Lind (1994) (cited in Bjorklund, 2001) proposed another scale. Accordingly, work motivation is defined as the willingness to work (willingness to work), and is measured by 12 This measurement method is used to assess how willing employees are to the job. Willingness to work can be reflected in voluntary actions, or the importance of work to a person, eagerness to return to work after vacation... Sjoberg and Lind's scales commonly used by people working in the industrial and service sectors. In Bjorklund's research, (2001) the author also affirmed that this is a suitable scale to evaluate the work motivation of workers. dynamic. Therefore, the thesis research inherits and selects the scale when building the research model. Vu Thi Uyen (2008), Nguyen Thi Phuong Lan (2015), Nguyen Thuy Dung (2015), Nguyen Thi Phuong Dung (2016).

Domestic and foreign authors often focus mainly on meeting the needs of workers. Then in the study of Sjoberg and Lind (1994) (cited in Bjorklund, 2001), the author evaluated the work motivation of workers and measured it by 12 scales. This measurement method aims to assess how willing workers are to work. Willingness to work can be reflected in voluntary actions, or the importance of work to a person, eagerness to return to work after vacation... and then there are many studies acknowledge that this is an appropriate scale to evaluate workers' work motivation. Sjoberg and Lind's scales are commonly used by people working in the industrial and service sectors... In Bjorklund's (2001) study, the author also confirmed that this is a suitable scale to assess motivation. work force of workers. Through an overview of the research situation, the author finds that commercial banking is a field of financial services business. Therefore, it is possible to inherit and perfect the scale of Sjoberg and Lind when building a research model with characteristics at commercial banks in Hanoi city.

1.4. Overview of research on the relationship between corporate culture and employee motivation

Each author is different in countries with different cultures, they have researched and shown the influence of corporate culture on the motivation to work with the same content and influencing factors. dissimilarity. Therefore, the author conducts an overview of domestic and foreign research on the research problem to find the appropriate research gap as follows: William Ouchi (1981), Masaaki Imai (1986), Thomas J. Peters and Robert H. Waterman (1982), Wanda Roos (2005), Ooi and Arumungam (2006), Tran Thi Kim Dung & Nguyen Thi Mai (2007), Duong Thi Lieu (2009), Zain et al (2009), Truong Hoang Lam and Do Thi Thanh Vinh (2012), Vuong Ngoc Quan (2016), Arifin et al (2014), Bagyo (2013), Anitha (2014), Bui Thi Minh Thu (2018), Nguyen Nam Hai (2019) , Truong Dinh Thai (2019).

There are many domestic and foreign research projects such as Ooi and Arumungam (2006); Zain et al (2009) inherited 4 corporate culture factors of Recardo and Rolly (1997) which are: teamwork; corporate communication; rewards and recognition; training and developing. Some studies, when building research models with some aspects of corporate culture similar to the research of Recardo and Rolly (1997), such as Masaaki Imai (1986), attach importance to risk taking due to creativity. create and improve; Wanda Roos (2005), Wiscombe (2002) using reward and recognition factors; Arifin and colleagues (2014) research model has 7 variables including: communication in business, cooperation and participation of employees or teamwork. Anitha (2014), pointed out the impact of four factors: working environment; leadership style; working group; training and developing. Research on domestic authors partially or completely inherits the research model of Recardo and Rolly (1997) as well as that of Nguyen Nam Hai (2019); Truong Hoang Lam and Do Thi Thanh Vinh (2012), Vuong Ngoc Quan (2016). So with the research topic on the influence of corporate culture on the working motivation of workers at commercial banks in Hanoi city and based on the reality at businesses. The author finds that the corporate culture research model of Recardo and Rolly (1997) has been inherited by many authors or has many similarities in part or all of the factors. Therefore, the author repeats this research model and adds other corporate cultural factors that affect workers' work motivation to suit the socio-economic situation of Vietnam and the development corporate culture development in commercial banks.

Domestic research has mainly focused on researching and evaluating three relationships: corporate culture, work motivation or work performance and loyalty or commitment to work. . These studies have shown that sometimes corporate culture directly affects work motivation and loyalty, and sometimes affects employee engagement and work results. Author Truong Dinh Thai (2019) mentioned this relationship but researched at businesses in Ho Chi Minh City. Research types of businesses in the public, private and foreign sectors. The research shows the relationship in corporate governance but not the perspective of human resource management.

Researchers have used many different measurement scales, but through the review process and the actual situation at commercial banks, the author found that the scale of Sjoberg and Lind (1994) was later adopted by Bui Thi Minh Thu (2018).) inheritance is suitable for the type of business and reality at commercial banks.

1.5. Research gap of the topic

Firstly: In our country, according to the documents the author has read and updated, there has not been any research that addresses the topic of the influence of corporate culture on the working motivation of employees at banks. commercial goods in Hanoi city.

Second: After conducting an overview of the above research works, the author found that domestic research has mainly focused on researching and evaluating three relationships between corporate culture and work motivation. or job performance results and loyalty or commitment to work.

Third: There are many domestic and foreign research works such as Ooi and Arumungam (2006); Zain et al (2009) inherited the corporate culture factor of Recardo and Rolly (1997). Therefore, in his research, the author inherits the research model of Recardo & Rolly (1997) and Vuong Ngoc Quan (2016) with 8 corporate cultural factors to build a research model with the topic name being photos. The influence of corporate culture on the working motivation of employees is completely appropriate because it is both inherited and tested in a number of businesses in our country but is new because it does not overlap with previous research. research on the content and scope of the study. At the same time, the change of the 4.0 revolution (digital transformation) is taking place at commercial banks. Commercial banking is the area that is undergoing the most powerful digital transformation today in our country. Therefore, the author finds that the cultural

factor of digital transformation strongly affects the work motivation of workers. From there, the author adds a new variable that is digital transformation culture, which is a toxic variable and is the ninth factor affecting the working motivation of employees at commercial banks in Hanoi city.

CHAPTER 2: THEORETICAL BASIS OF CORPORATE CULTURE AND WORKER MOTIVATION

2.1. The theory of enterprise development is based on endogenous resources

According to Barney (1991), there are four resources that exist in an organization: human resources, material resources, financial resources and other resources. Human resources are considered an important resource to create competitive advantages for businesses. However, most organizations do not focus on human resource management as a component of competitive advantage. For a business to be successful in any environment they must create value for their customers. That value can be created by creating a new strategy, new technology or a new way of advertising, but to maintain this value and the competitive advantage it brings, organizations need to develop and maintain the engagement of the workforce as well as their knowledge and creativity (Afiouni, (2007)).

2.2. Some basic concepts

2.2.1. The concept of momentum

According to Lawler (1973), "motivation is the desire and willingness of each individual".

2.2.2. Work motivation concept

Work motivation with personal factors comes from within and it is motivated by internal and external factors from the employee's working environment. In this study, the author uses the concept of Stee & Porter (1983). This concept is used a lot in the study of Mitchell et al (1997); Wright (2004); Saleem et al (2010); Nguyen Thuy Dung (2015).

2.2.3. Cultural concept

In his research, the author inherits and develops the concept of culture as follows: is all values built and developed, it creates its own identity and governs people's activities in the society. that society.

2.2.4. Corporate culture concept

According to the author, the concept is as follows: is all the values that are built and developed to create the unique identity of the business. Corporate culture affects the work motivation of employees.

2.3. The impact of corporate culture on the motivation of employees

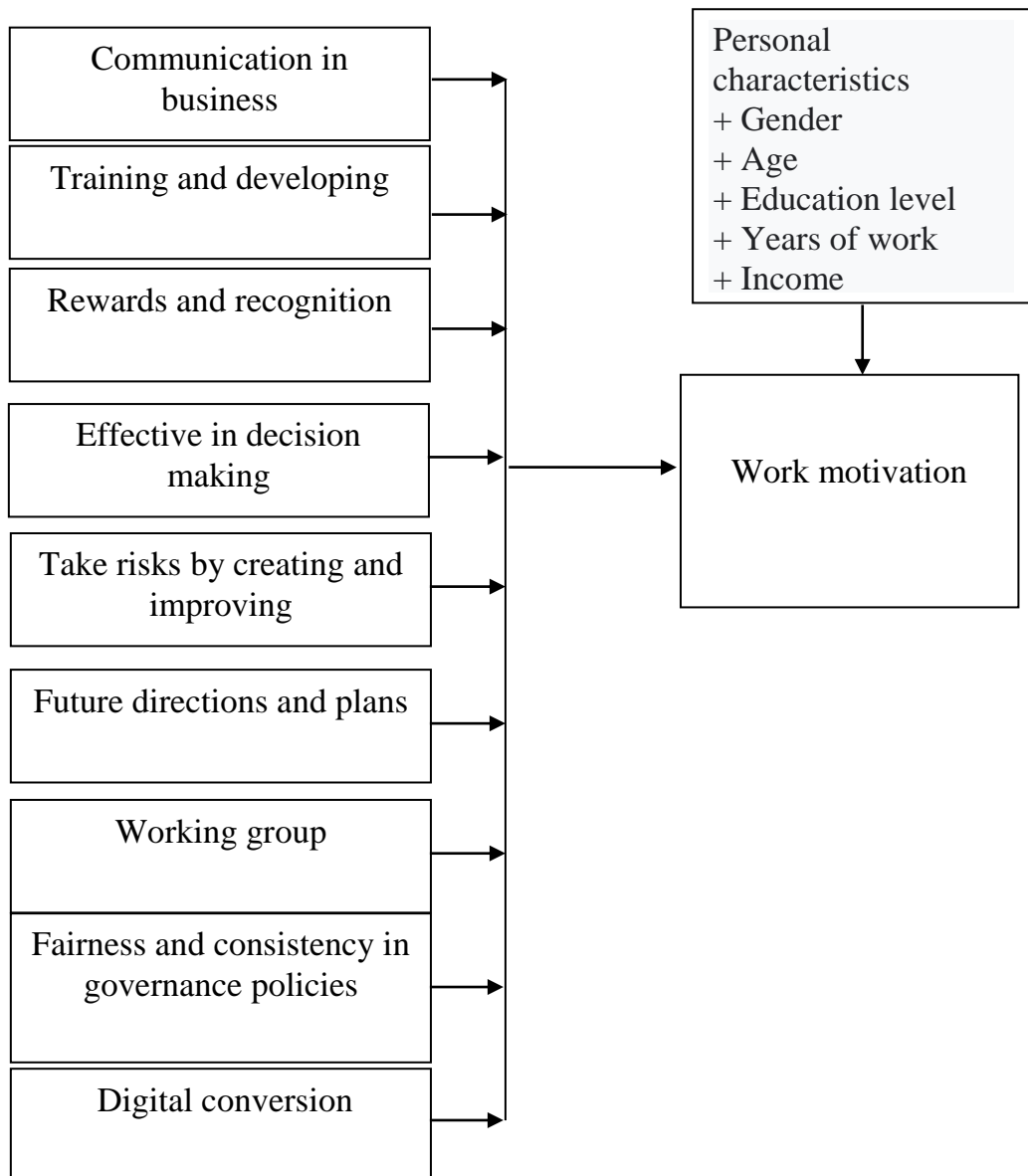
- The impact of communication in the enterprise on the work motivation of employees.
- The impact of training and development in the enterprise on the work motivation of employees.
- The impact of rewards and recognition on employee motivation.
- The impact of the effectiveness of decision making on the work motivation of employees.
- The impact of risk taking by creativity and innovation on employee motivation.
- The impact of orientation and future plans on the motivation of employees.
- Impact of teamwork on employee's work motivation.
- The impact of fairness and consistency in management policies on employee's work motivation.
- The impact of digital transformation on the work motivation of employees.

2.4. Research model of the thesis

2.4.1. Proposed research model

Based on the original theory of corporate culture by authors such as Robbins et al. (2005), According to authors Recardo and Jolly (1997), the theory of employee motivation in the study of Sjoberg and Lind (1994) (cited in Bjorklund, 2001) proposed and summarized results of previous research works plus the actual situation at commercial banks in Hanoi city, the author proposed a model Research as shown in Figure 2.1. The research model can be meaningful in the actual context in our country today.

Figure 2.1: Model for researching the influence of corporate culture on the work motivation of employees at commercial banks in Hanoi city



Source: Author's recommendation

2.4.2. Research hypotheses

Based on the research model and overview of the research situation, the author proposes some research hypotheses as follows:

H1: Communication in the enterprise positively affects the motivation of employees.

H2: The effectiveness of decision making positively affects the motivation of employees.

H3: Future orientation and plans positively affect the work motivation of employees.

H4: Teamwork has a positive effect on employee motivation.

H5: Fairness and consistency in governance policies positively affect employee motivation.

H6: Digital transformation has a positive effect on employee motivation.

H0: There is a difference in working motivation of employees with individual factors such as gender, age, education level, seniority, monthly income.

CHAPTER 3: RESEARCH METHODS

3.1. research process

The research process of the thesis is divided into three main steps:

- Preliminary research
- Case study
- Official research

3.2. Preliminary research

Step 1: Build a research model/measurement scale of the initial model (first time)

Step 2: Qualitative research (interviews with 16 experts and workers)

Step 3: Complete the model and scale (official questionnaire) (2nd time)

3.3. Case study

Step 1: Case study at Vietnam Joint Stock Commercial Bank for Foreign Trade

Step 2: Cronbach's Alpha, EFA, regression

Step 3: Complete the scale (official questionnaire) (3rd time)

3.4. Official research

Step 1: Quantitative research N = 366 subjects

Step 2: Cronbach's Alpha, EFA, regression

CHAPTER 4:

RESEARCH RESULTS

4.1. Current status of corporate culture at commercial banks in Hanoi city

4.1.1. Introduction to commercial banking

As of December 31, 2018, Vietnam's commercial banking system includes 31 joint stock commercial banks, 4 state-owned commercial banks; 5 commercial banks with 100% foreign capital, 1 commercial policy bank, 1 cooperative bank and other credit institutions. The current list of Vietnamese commercial banks is compiled in Appendix 1 of the thesis. According to a report by VPBS, in the Vietnam banking industry report 2018, as of December 31, 2017, Vietnam had the top 10 banks with a total equity of over 14 trillion VND.

4.1.2. Characteristics of corporate culture at commercial banks

- Tangible cultural characteristics of commercial banks
- Cultural characteristics of trust values are recognized at commercial banks
- Basic implicit cultural characteristics at commercial banks
- General assessment of corporate culture at commercial banks

4.2. Qualitative analysis of research results

4.2.1. Communication culture in business

In commercial banks, communication culture is always encouraged by management because the bank's business mainly provides financial-related services. Communication culture is regulated by commercial banks in the corporate culture handbook or when new employees are recruited during the new employee training process, communication skills are always trained very carefully. According to interviewed workers working at commercial banks, communication culture is always paid attention to and developed by leaders because it demonstrates the bank's professional service attitude. Communication culture is a very important factor to attract customers. Many opinions also say that thanks to a culture of communication, it is easier for workers to work because they can find help from everywhere, be it the industry, direct management or senior levels. Communication culture is very important for some positions such as receptionists, tellers and sales staff. These positions require good communication skills to attract customers, thereby increasing the competitiveness of commercial banks. Therefore, it can be affirmed that communication culture will increase the working motivation of workers at commercial banks, thereby increasing competitiveness and helping businesses develop.

4.2.2. Training and development culture

The interviewees all said that they received training from Commercial Bank to improve their professional skills. When training helps workers gain new knowledge, they continue to develop themselves, but at the same time, with increased knowledge and skills, the productivity of workers and the organization also increases. increase accordingly. Training forms are quite diverse such as: conferences, seminars, short-term and long-term classes held at banks or domestically and internationally... There are many classes in which workers are awarded degrees or certificates. Employees are also regularly trained in soft skills such as communication, time management, teamwork... Especially recently, commercial banks have been undergoing digital transformation and due to the Covid19 epidemic, banks have regularly opened Short-term training classes and courses on information technology skills and digital transformation. These things increase the working motivation of employees, thereby increasing the productivity of themselves and businesses, helping commercial banks increase competitiveness in new circumstances.

4.2.3. Reward and recognition culture

The culture of rewards and recognition was said by interviewed workers that when they or their team, group, department, etc. achieve high achievements during the work process, it is necessary, sometimes just a compliment from colleagues. career or management leadership also makes them happier and more motivated to work. Many workers also said that commercial banks' rewards are expressed in many different material ways such as: salary increases ahead of time, bonuses in cash or in kind; spirit such as: a compliment from a superior, a commendation in front of the team or department group, a certificate of merit from the manager, a symbol of the organization's dedication, especially a trip or picnic after each such event, the spirit enhanced work, thereby increasing the working motivation of workers. Some employees believe that the reward given by Commercial Bank is recognition from management for their own dedication to the development of the organization. Therefore, rewards and recognition are honoring employees, making them change their feelings toward work and the organization, thereby motivating employees to work.

4.2.4. Effective culture of decision making

Commercial banks are organizations operating in the financial and monetary sector, so they must pay close attention to the effective culture of decision

making. The effectiveness of decision making shows that management leaders are intelligent and wise people who always make appropriate decisions in difficult conditions. Effective decision-making culture comes from the production and business situation, economic conditions and realities that arise while working. Management leaders at Commercial Bank make appropriate decisions that will make employees feel secure in their work and feel that they have chosen a good manager who can learn and be a support for the future, thereby creating motivation. working force for workers.

4.2.5. A culture of risk-taking driven by creativity and innovation

Commercial banks always encourage the development of a culture of risk-taking due to creativity and innovation. Employees are given the right to decide on issues they manage or are assigned. The culture of risk-taking due to creativity and innovation is always welcomed at commercial banks. According to the interviewed workers, in order to survive and develop, commercial banks must always be creative and innovative, especially when digital transformation is taking place, workers must come up with plans to continuously improve their methods. , how to work. Workers who are not creative and innovative will not be able to work long at commercial banks due to high competition and large workload. There are many opinions that innovation at commercial banks has no limits, but at the same time, risks will appear. Creativity in the banking business often lies in business solutions and scientific and technological improvements to make transactions and work more convenient for customers, but security also needs to be enhanced. Creativity helps workers be dynamic and creative in the work process while making the work process go faster, thereby creating motivation for workers.

4.2.6. Cultural orientation and future plans

Through interviews with a number of employees, the results were as follows: "The future planning orientation is clearly stated by Commercial Bank in its development goals and strategies, employees are learned and regularly work for the philosophy of organization. Currently, due to fierce competition among commercial banks to increase labor productivity, the amount of work that employees have to deal with during the day is extremely large, leading to them not having much time to pay attention and plan. direction for the future. With great work pressure combined with the risk of economic crisis, digital transformation causes many workers to lose their jobs because of this reason, workers do not pay much attention to the culture of future planning. Because workers feel they can quit

their jobs because of too much work pressure or the economic crisis." Orientation culture and future plans are very much cared for and developed by commercial banks, but due to job characteristics, economic conditions and the working ability of employees, this factor does not have much impact on work motivation. of workers.

4.2.7. Team work culture

Characteristic of commercial banks' operations is that employees often work in groups, this is an important part of the organization. Most of the interviewed workers said that teamwork is a special feature of commercial banks because it helps people coordinate their work in a smooth, scientific and effective manner. Regular group work gives employees the opportunity to develop themselves and their careers. Teamwork increases labor productivity because all problems are solved collectively, thereby motivating workers.

4.2.8. Digital transformation culture

Through the process of interviewing workers at commercial banks, there is the following opinion: "Digital transformation makes workers have more diverse working skills, especially the skills to import and exploit digital resources. increase your own knowledge. Digital transformation also allows workers to communicate, study and work through the digital environment, which can solve many more problems than in the process without transformation." Therefore, digital transformation culture creates work motivation for workers at commercial banks. The interview results clearly show that digital transformation is a process without a beginning or end that takes place every day and every hour at commercial banks. Digital transformation culture makes workers more motivated to work because the organization is increasingly modern and labor productivity is high because work has been digitized.

4.2.9. Work motivation of employees

Employees working at commercial banks are people with professional qualifications and are always dynamic and creative in their work. Interviewees showed that they enjoy coming to work and work with a high sense of dedication. Employees say they like coming to work because the organization's group work environment creates a friendly and harmonious environment between workers, with no or very little distance between superiors and subordinates.

Workers at Commercial Bank like to come to work because they have colleagues who are good communicators. Come to the office to meet and learn about work and exchange personal work at an appropriate time.

Training and development culture makes employees enjoy working because they want to apply new knowledge to their work and find new ways of working after the training process.

An effective decision-making culture makes employees want to come to work to contribute more because the working environment at commercial banks is to give employees the ability to decide on related issues, so they expect to be Apply those decisions to real work.

Some workers think that Commercial Bank is fair in giving rewards to workers who work how they contribute and how much they contribute to receive appropriate rewards. Commercial Bank also recognizes employees' contributions through honor programs...so employees want to come to work to receive many rewards and recognition from the organization.

In the culture of orientation and future planning, many workers do not feel much interest in this issue due to work pressure, so they do not have much time to pay attention to it.

Employees at commercial banks say that they like to come to work because the agency always encourages them to create and improve, and if the improvement is not appropriate, the commercial bank will consider learning from experience to make better improvements next time.

Some workers say that they like to come to work because commercial banks care about training and developing them. Commercial Bank creates conditions for employees to develop themselves.

Digital transformation culture makes interviewees want to come to work more because workers have more knowledge and challenges in solving work in a digital environment.

4.3. Quantitative research results

4.3.1. Sample characteristics

In the process of quantitative research, the author issued 420 questionnaires and collected 406 votes and processed and put into operation the model of 366 votes.

- Structure by gender: Since these are commercial banks, it is reasonable to have a higher number of women than men.

- Age structure: Young workers from under 25 to 35 account for a high proportion, which is completely suitable for the banking sector because young

people are dynamic and able to withstand high pressure at work and have resilience in business. work progress.

- Structure by education level: Highly qualified workers are mainly from university or higher.

4.3.2. Descriptive statistics of variables in the research model

4.3.2.1. Descriptive statistics of the independent variable

4.3.2.1.1. Communication in business

Low average values of observed variables GITI1, GITI2, GITI3, GITI4: 4.02, 4.01, 4.04 and 4.03, respectively. This implies that commercial banks in Hanoi city need to encourage and promote the characteristics of communication culture.

4.3.2.1.2. Training and developing

The mean value of the lowest observed variables is 3.98 and the highest 4.13. This suggests that leaders of commercial banks in Hanoi city need to further promote the cultural factor of training and development.

4.3.2.1.3. Rewards and recognition

The results of statistical analysis describing the observed variables of the reward and recognition scales show that employees are very interested in this variable, which is reflected in the lowest average value of the observed variables of 4.00 and highest 4.15. This suggests that commercial bank leaders in Hanoi city need to pay a lot of attention to the scale of rewards and recognition.

4.3.2.1.4. Effectiveness of decision making

We see that effective culture in decision making at commercial banks in Hanoi city through analysis has the lowest value of 4.02, the highest value of 4.06. This suggests that commercial banks in Hanoi city need to strengthen an effective culture in decision making for employees so that they can develop their own abilities, thereby creating motivation for development for commercial banks.

4.3.2.1.5. Accept risks through innovation

Employees rated the culture of risk taking because of creativity and improvement at the above level, there was no opinion and very close to agree, the lowest was 4.11 and the highest was 4.27. This suggests that commercial banks in Hanoi need to encourage and promote more features of the risk-taking culture because of creativity and innovation.

4.3.2.1.6. Orientation on future plans

The lowest value is 4.19, the highest is 4.21. This suggests that workers at commercial banks in Hanoi city choose the option of agreeing or more, so it is

necessary to further propagate and disseminate the characteristics of a future-planning-oriented culture. to employees so that they agree with the organization's plan, thereby helping commercial banks develop.

4.3.2.1.7. Working group

The mean value of the lowest observed variables is 4.15 and the highest is 4.28. This indicates that the majority of employees at commercial banks choose to agree or more. Therefore, this result suggests that commercial bank leaders in Hanoi city need to further promote the cultural factor of teamwork.

4.3.2.1.8. Fairness and consistency in governance policies

The lowest value is 4.19, the highest is 4.23. This suggests that the majority of workers at commercial banks in Hanoi city choose the option of agreeing and strongly agree with the fairness and consistency in the organization's management policies.

4.3.2.1.9. Digital conversion

The lowest value is 4.20, the highest is 4.25. This suggests that the majority of workers at commercial banks in Hanoi city choose the option of agreeing and strongly agree with the fairness and consistency in the organization's management policies.

4.3.2.2. Descriptive statistics of the dependent variable of employee's work motivation

The results of statistical analysis describing the observed variables, belonging to the work motivation scale of employees at commercial banks in Hanoi city, correspond to the lowest value of 3.97, the highest value of 4.05. for motivation scales. This suggests that commercial banks in Hanoi city need to increase working motivation for workers so that they can develop their own abilities, thereby helping commercial banks develop.

4.3.3. Test the reliability of measurement scales

The reliability of the scale is tested through two tools, coefficients Cronbach's alpha and EFA factor analysis. Cronbach's alpha coefficient was used first to eliminate inappropriate variables. According to Hoang Trong & Chu Nguyen Mong Ngoc (2008), many researchers agree that, when Cronbach's alpha is from 0.8 to nearly 1, the measurement scale is good, from 0.7 to nearly 0.8 is usable. . Some researchers also suggest that a Cronbach's alpha of 0.6 or higher can be used in cases where the concept being measured is new or new to the respondent, in the research context (Nunnally, 1978 ;Peterson, 1994;Slater, 1995). For this study, to

ensure the reliability of the scale, only factors with Cronbach's alpha greater than 0.6 will be considered reliable and retained.

After analyzing Cronbach's alpha reliability, eliminating variables that do not ensure reliability, moving on to the next step which is factor analysis. The coefficient extraction method used is the factor extraction method with Varimax rotation and a stopping point when extracting factors with eigenvalue (representing the portion of variation explained by each factor) greater than 1.

4.3.3.1. Test Cronbach's Alpha coefficient of the independent variable

From the data collected, the study ran the SPSS model and the results obtained when analyzing the Cronbach's Alpha coefficient were from 7.13 to 8.49. There are two variables: effectiveness of decision making, fairness and consistency in management policies that can be used because the Cronbach's Alpha coefficient is 7.79; 7.89 can be used and retained for further research. For the remaining 7 variables, 6 variables have Cronbach's Alpha coefficient of 8 or higher, this scale is very good for the research model. The reward and recognition scale has a first Cronbach's Alpha coefficient of 7.13 that can be used, but one variable PTCN4 must be removed because it does not ensure reliability due to the Corrected Item-Total Correlation coefficient being less than 0.3.

The study conducted a second analysis with 3 variables and had Cronbach's Alpha coefficient of 8.29 with a coefficient greater than 8, then the reward and recognition variables achieved high reliability in the research of the topic. So, through Cronbach's Alpha coefficient analysis, the scale of independent variables of company culture is measured by 35 observed variables for nine cultural factors. The number of observed variables and Cronbach's Alpha coefficient of the factors measuring company culture, after removing a nonconforming variable are described in.

Conclusion: test the scale of corporate culture factors by analyzing Cronbach's Alpha coefficients in the range of 0.789 to 0.849, achieving an allowable reliability of 0.60. So the scale is eligible for research use.

4.3.3.2. Test the Cronbach's Alpha coefficient of the dependent variable

The Cronbach's Alpha coefficient of the work motivation scale of employees with commercial banks is quite high at 0.897; The total correlation coefficients of the observed variables in this scale range from 0.646 to 0.735, based on this result, showing that the observed variables are highly reliable. On the other hand, this scale

has a Cronbach's Alpha coefficient greater than 0.8, so this measurement scale is very good.

4.3.4. Exploratory factor analysis (EFA)

There are 9 factors extracted based on the criterion eigenvalue $1.157 > 1$, so these 9 factors best summarize the information of 33 observed variables included in EFA. The total variance extracted by these factors is $67.971\% > 50\%$, thus, the 9 extracted factors explain 67.971% of the data variation of the 33 observed variables participating in EFA.

Factor Loading coefficients of the observed variables in the rotation matrix are all greater than 0.5, so these observed variables all contribute significantly to the model.

Work motivation scale of employees: To ensure eligibility to conduct factor analysis. We test the KMO coefficient and Bartlett's Test. The value of KMO in this case is $0.920 > 0.5$ and has statistical significance (Sig = 0.00) showing that these 7 variables are correlated with each other, completely consistent with factor analysis. Conclusion: The above results show that 7 observed variables in the conceptual scale of organizational commitment in the whole are correlated with each other and factor analysis (EFA) is appropriate.

The results of the rotation matrix show that there is 1 factor extracted from the observed variables included in the EFA analysis. The extracted variance is explained as 61,877% at the eigenvalue of 4,331 > 1 .

The loading coefficients of the observed variables are all greater than 0.5, so these observed variables all contribute significantly to the model.

4.3.5. Model testing

4.3.5.1. Matrix of correlation coefficients between variables

From the analysis results, the Pearson correlation coefficients between the research variables were shown.

- Communication in business has a strong correlation: ($r = 0.487, p < 0.01$);
- Training and development are closely correlated: ($r = 0.530; p < 0.01$);
- Rewards and recognition are closely correlated: ($r = 0.523; p < 0.01$);
- The effectiveness of decision making is closely correlated: ($r = 0.531; p < 0.01$);
- Risk taking due to creativity and innovation is closely correlated: ($r = 0.524; p < 0.01$);
- Future orientation and plans are closely correlated: ($r = 0.396; p < 0.01$);

- Teamwork has a strong correlation: ($r = 0.314$; $p < 0.01$);
- Fairness and consistency in management policies are closely correlated: ($r = 0.289$, $p < 0.001$);
- Digital conversion has a strong correlation: ($r = 0.455$; $p < 0.01$);

The above research results show that the dependent variable has a correlation with all 9 independent variables of the research model.

4.3.5.2. Multiple Linear Regression

Linear regression analysis, according to the results we have; Sig. F Change equal to 0.00 and adjusted R2 equal to 0.697 show that the regression model is suitable to use to test the theoretical model. At the same time, it explains 69.7% of the difference in the dependent variable - employee motivation. The VIF coefficients of the independent variables are all less than 10, so no multicollinearity occurs. (1) business communication ($\beta = 0.183$; $p < 0.05$); (2) training and development ($\beta = 0.266$; $p < 0.05$); (3) rewards and recognition ($\beta = 0.190$; $p < 0.05$); (4) effectiveness of decision making ($\beta = 0.189$; $p < 0.05$); (5) taking risks due to creativity and innovation ($\beta = 0.257$; $p < 0.05$); (6) teamwork ($\beta = 0.083$; $p < 0.05$); (7) consistent fairness in administrative policies ($\beta = 0.097$; $p < 0.05$); (8) digital conversion ($\beta = 0.160$; $p < 0.05$); (9) Future orientation and plans have ($\beta = 0.036$; $p = 0.306 > 0.05$) variables because they are not meaningful to the model, so there are only eight corporate cultural factors that positively affect motivation. Working capacity of employees at commercial banks in Hanoi city.

Based on the theoretical basis and results of Pearson correlation coefficient analysis above, we will include all independent variables in the adjusted regression model using the inclusion method at the same time (Enter). The results give us the following linear regression equation:

$$Y = 0.183X_1 + 0.266X_2 + 0.190X_3 + 0.189X_4 + 0.257X_5 + 0.083X_7 + 0.097X_8 + 0.160X_9$$

In there:

Y: Work motivation of employees.

X1: Communication in the enterprise.

X2: Training and development.

X3: Reward and recognition.

X4: Effectiveness of decision making.

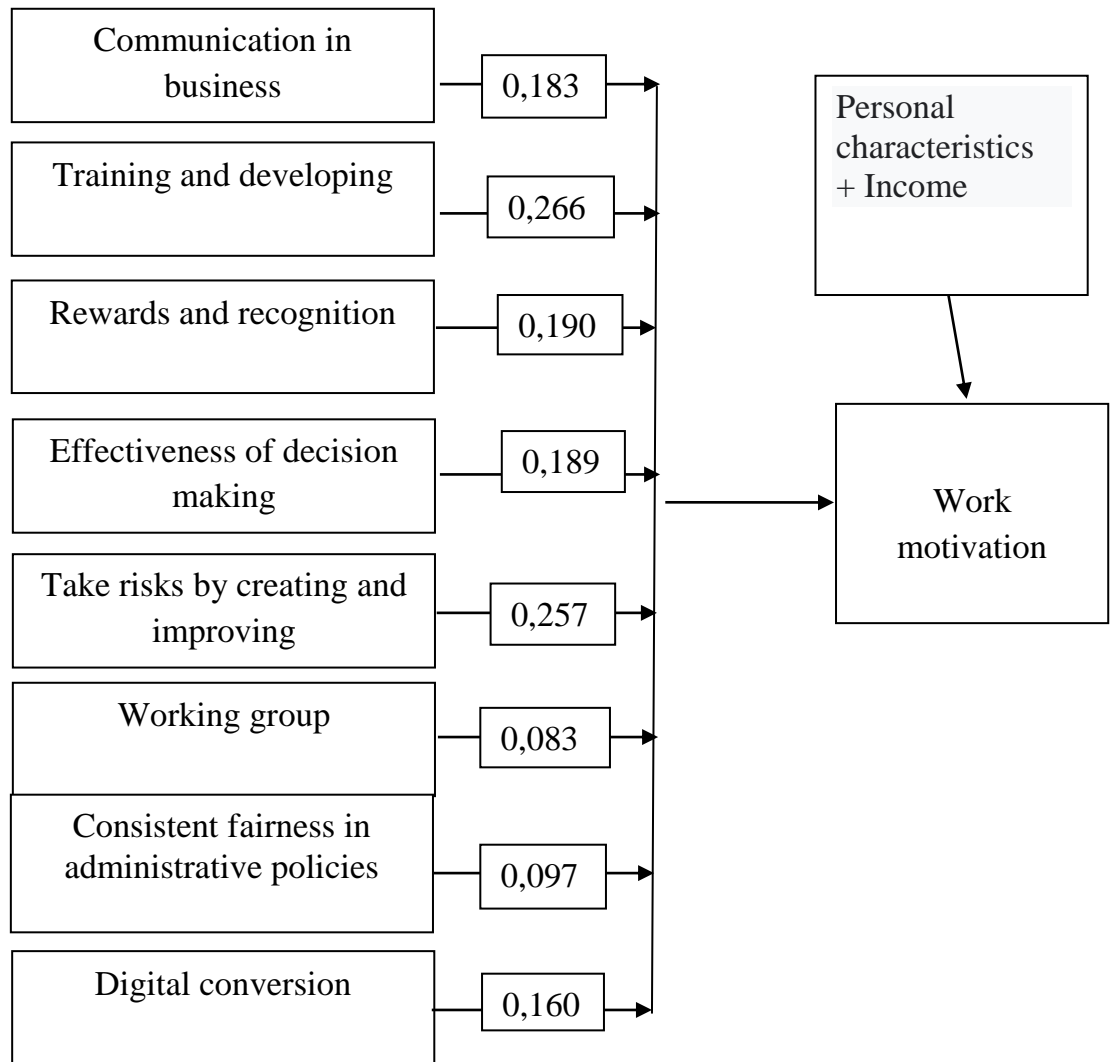
X5: Accept risks due to creativity and innovation.

X7: Teamwork.

X8: Consistent fairness in administrative policies.

X9: Digital conversion.

Figure 4.2: The research model of the influence of corporate culture on the work motivation of employees is adjusted



Source: Author's recommendation

4.3.5.3. Analyze the impact of corporate culture on employee motivation

The analysis results have regression coefficient $\beta = 0.266$, the statistical significance level is $\text{sig} = 0.000$, so this hypothesis is accepted.

The analysis results have regression coefficient $\beta = 0.190$, the statistical significance level is $\text{sig} = 0.000$, so this hypothesis is accepted.

The analysis results have regression coefficient $\beta = 0.257$, the statistical significance level is $\text{sig} = 0.000$, so this hypothesis is accepted.

The research hypotheses after quantitative analysis yield the following results:

H1: Corporate communication positively affects employee motivation. The analysis results have a regression coefficient $\beta = 0.183$ and a statistical significance level of $\text{sig} = 0.000$.

H2: The effectiveness of decision making positively affects the work motivation of employees. The analysis results have regression coefficient $\beta = 0.189$, the statistical significance level is $\text{sig} = 0.000$, so this hypothesis is accepted.

H3: Future orientation and plans positively affect employees' work motivation. The analysis results have regression coefficient $\beta = 0.036$, the statistical significance level is $\text{sig} = 0.306 > 0.005$, so this hypothesis is not accepted. Therefore, remove the variables of orientation and future plans from the research model.

H4: Teamwork has a positive effect on employee motivation. The analysis results have regression coefficient $\beta = 0.083$, the statistical significance level is $\text{sig} = 0.000$, so this hypothesis is accepted.

H5: Fairness and consistency in governance policies positively affect employee motivation. Analytical results have regression coefficient $\beta = 0.097$ statistical significance level is $\text{sig} = 0.000$, so this hypothesis is accepted.

H6: Digital transformation at commercial banks in Hanoi city positively affects the working motivation of employees. The analysis results have regression coefficient $\beta = 0.160$, the statistical significance level is $\text{sig} = 0.000$, so this hypothesis is accepted.

4.3.6. ANOVA, T-test analysis

- There is no difference in labor motivation between members of different genders at commercial banks in Hanoi city.

- There is no difference in labor motivation among members of different ages at commercial banks in Hanoi city.

- There is no difference in labor motivation between members with different education at commercial banks in Hanoi city.

- There is no difference in labor motivation between members with different seniority at commercial banks in Hanoi city.

- Income variable analysis: Welch's Sig test in Table 4.25 is equal to $0.002 < 0.05$, so there is a difference in motivation between workers with different incomes. The average statistics table and the graph show that the motivation to work is higher among members with different incomes at commercial banks in Hanoi city.

H0: There is a difference in employee work motivation with personal factors and monthly income.

4.4. Discussing research results

The research results of the thesis show that the research hypothesis H1 has been supported, that is, the corporate culture factor is communication in the enterprise that has a positive impact on the work motivation of employees. the data has $\text{sig} = 0.000 < 0.05$ and regression coefficient $\beta = 0.183 > 0$. This shows that the corporate culture factor, which is communication in the enterprise, the more attention is paid to the employees, the more motivated they are to work. higher job.

The results of the quantitative analysis are that the corporate cultural factor of training and development positively affects the working motivation of employees at commercial banks in Hanoi city. The analysis results have $\text{sig} = 0.000 < 0.05$, regression coefficient $\beta = 0.266$. This shows that the more attention is paid to corporate culture factors such as training and development, the more motivated employees are to work.

The quantitative research results of the thesis show that corporate cultural factors, rewards and recognition, positively affect the work motivation of employees at commercial banks in Hanoi city. . The analysis results have $\text{sig} = 0.000 < 0.05$ and regression coefficient $\beta = 0.190$. This shows that the corporate culture factor of rewards and recognition has a positive influence on the work motivation of employees at commercial banks in Hanoi city.

Quantitative analysis in chapter 4 of the thesis has shown that research hypothesis H2 is supported in that the corporate cultural factor is the effectiveness of decision making that positively affects the work motivation of employees. operating at commercial banks in Hanoi city. The analysis results have $\text{sig} = 0.000 < 0.05$, regression coefficient $\beta = 0.189$. Decisions made by managers must be appropriate and timely to improve the working efficiency of the organization and employees. At the same time, when an organization makes a decision, if during its operation it finds any incompatibility, it needs to be adjusted immediately to make the organization's operations run more smoothly. When leaders make highly effective management decisions, it proves the capacity and talent of the manager, from which workers feel love and admiration for the leader's talent. This is a motivating factor. jobs for workers.

From the quantitative analysis results, we can see that the corporate cultural factor of accepting risks due to creativity and innovation positively affects the work

motivation of employees at commercial banks above. Hanoi city area. Analytical results have $\text{sig} = 0.000 < 0.05$ regression coefficient $\beta = 0.257$. This shows us that the corporate cultural factor is risk-taking due to creativity and innovation, which motivates workers at banks in Hanoi city.

According to the results of the quantitative analysis, we can see the hypothesis H3 in which the corporate culture factor is the orientation and future plans that positively affect the working motivation of employees at banks in the city. Hanoi street. Analytical results have $\beta = 0.036$; $\text{Sig} = 0.306 > 0.05$. This shows that the factor of corporate culture which is the orientation of future plans has a negative effect on the research hypothesis, so the type of hypothesis H3. This research result is also supported by a number of scholars who have studied before and have been shown in the process of research review and research hypothesis building.

Quantitative analysis of the research results shows us that hypothesis H4 is that the corporate cultural factor of teamwork positively affects the work motivation of employees at commercial banks in the city. Hanoi. The analysis results have $\text{sig} = 0.000 < 0.05$, regression coefficient $\beta = 0.083$. So it can be affirmed that the corporate cultural factor is teamwork to motivate employees.

When conducting research, the thesis uses quantitative research methods with the hypothesis H5: Corporate culture factors are fairness and consistency in management policies that positively affect employees' work motivation. workers at commercial banks in Hanoi city. The quantitative analysis results show that $\text{sig} = 0.000 < 0.05$, regression coefficient $\beta = 0.097$. Thus, it can be affirmed that the corporate culture factor is fairness and consistency in management policies that motivate workers at commercial banks in Hanoi city.

Research hypothesis H6 is that digital transformation positively affects the work motivation of workers at commercial banks in Hanoi city. The analysis results have $\text{sig} = 0.000 < 0.05$, regression coefficient $\beta = 0.160$. Thus, it can be confirmed through quantitative analysis results that the corporate cultural factor of digital transformation has a positive influence on the work motivation of employees.

The research hypothesis H0 is that there is a difference in the work motivation of employees with personal factors such as education level, monthly income, gender, age, and seniority. Through qualitative analysis, we find that only the income factor has a significant impact on workers' work motivation.

CHAPTER 5:

CONCLUSIONS AND RECOMMENDATIONS

5.1. Research results

- Commercial banks in Hanoi city need to prioritize the corporate culture factor, which is training and development in the enterprise because this is the factor that has the strongest influence on the working motivation of employees.

- Accepting risks due to creativity and innovation has the second positive influence on the working motivation of employees at commercial banks in Hanoi city.

- Rewards and recognition because this is the third most influential factor on employee motivation.

- Effectiveness in decision making has the fourth positive influence on the working motivation of employees at commercial banks in Hanoi city.

- Corporate communication positively affects the working motivation of employees at commercial banks in Hanoi city.

- Digital transformation positively affects the working motivation of employees at commercial banks in Hanoi city.

- The culture of fairness and consistency in governance policies has the seventh strongest impact on employee motivation.

- Teamwork culture has the eighth strongest impact out of eight factors. The findings of the topic emphasize that leaders need to put corporate culture on an irreplaceable intangible asset that must always be maintained, developed and transformed according to the development of the organization. In order to create, maintain and improve the work motivation of employees so that they are always at the highest possible level.

5.2. Recommendations

5.2.1. Recommendations for commercial banks

To motivate workers at commercial banks with corporate culture factors, managers need to pay attention to the following issues:

First: Management leaders at commercial banks need to recognize corporate culture as a catalyst and tool to motivate employees. Management needs to pay attention to manifestations of cultural values beyond normal cultural values. This has been recognized by many researchers. This is an important factor, if management knows how to apply it well, it will motivate employees.

Second: Senior leaders need to build the organization's cultural environment to have a truly strong culture by paying attention to building the following elements: designing jobs that are suitable for employees, encourage employees to communicate, study to improve their qualifications, reward employees

for creativity and innovation in work, assign labor to work in groups, and decentralize authority for employees to They make their own decisions and are responsible for their decisions, and are drastic in directing and implementing commercial banks' digital transformation.

Third: Need to pay attention to remuneration policies for employees. This is an issue that needs to be brought to the forefront and is also the most important issue if the organization wants to have a strong culture. The remuneration policy should be higher or equal to other commercial banks and there must be a roadmap to increase income so that employees want to stay long-term with the organization. In fact, salary is the main factor that motivates employees to work, but now it has become an obvious factor, so this factor is no longer decisive. Many workers today want, in addition to salary income, a developed working environment where there is attention to communication, teamwork, solidarity, fairness and consistency in management policies.

Fourth: Managers have a very important role in forming and developing organizational culture, so commercial banks need to focus on building their organization's culture in addition to: goals, strategies, philosophy... then Need to pay attention to activities: training, development, digital transformation, creativity and innovation, management decision making,... need to serve all the goals that management leaders at commercial banks have mentioned. go out. In addition, managers of commercial banks need to pay attention to the following activities:

- Develop a culture of training and development
- Develop a culture of risk taking driven by creativity and innovation
- Develop a culture of rewards and recognition
- Develop an effective culture in decision making
- Develop communication culture in businesses
- Promote digital transformation culture
- Develop team work culture

5.2.2. Recommendations for state banks

- State banks need to train and develop high-quality management teams at commercial banks. Because the management team will be the executor of the state to make the country's financial activities smooth and develop. The management team is also the person who directly advises and supervises the decisions of the state bank, so they need to have high qualifications in management.

- State banks need to have regulations and policies to promote the development of corporate culture, considering corporate culture as a valuable asset of the organization and the entire banking sector

- The State Bank needs to consider policy mechanisms for commercial banks to develop production and business activities.

Currently, due to the epidemic and economic crisis leading to low growth rates, banks are having difficulty in production and business activities, so state banks need appropriate policy mechanisms to create a business environment and help commercial banks develop.

The State Bank needs to come up with solutions to stabilize the macroeconomy and create favorable conditions for organizations and people to develop their economy. This is a decisive factor in the success of commercial banks.

- State banks need to have policy mechanisms to train or attract highly qualified human resources, especially information technology, to serve the digital transformation process at commercial banks.

- In addition, the state bank needs to have policy measures to encourage commercial banks to transform digitally to improve the quality of business activities, thereby enhancing the competitiveness of businesses

5.3. Management Implications

Firstly: When conducting research on the current status of corporate culture at commercial banks in Hanoi city, the author found that corporate culture forms, exists and develops with all production and business activities of the organization.

Second: Research on the influence of corporate culture on the work motivation of workers at commercial banks in Hanoi city shows that corporate culture has a strong impact on the work motivation of workers. The research results are presented in chapter 4.

Third: Research results show us that corporate culture at commercial banks in Hanoi city is all material and spiritual values, intangible assets, and genetic code that regulates the existence organization's current and future development.

Fourth: Researching the levels of corporate culture at commercial banks in Hanoi city helps us clearly see that corporate culture is a valuable asset besides quality management, marketing management, and brand management. , creative management... then corporate culture management is needed.

Fifth: Through studying corporate culture at commercial banks in Hanoi city, the study wants to emphasize the role of corporate culture in the development strategy of commercial banks.

Sixth: Research results from the perspective of corporate governance and From the point of view of the leader of the organization, corporate culture is a method and tool of management Organizational management - basic corporate governance.

Seventh: Researching the approach to corporate culture at commercial banks in Hanoi city from the perspective of governance and management, the way to implement it also needs a specific system and process.

Eighth: According to research results, corporate culture improves work motivation for employees, based on this result, the thesis gives managerial implications on the issue of

These topics are as follows: communication in banking, training and development, rewards and recognition, effective decision making, taking risks due to innovation, teamwork, fairness and consistency in government. management books, digital transformation. It is necessary to consider commercial banks in Hanoi city as a large family, each member must be responsible for acting for the survival and development of the business. There, the interests of commercial banks in Hanoi city and employees are one.

5.4. Limitations and directions for further research

5.4.1. Research content limitations

The author's research model on the influence of corporate culture on the work motivation of employees at commercial banks in Hanoi city is based on the model of Recardo and Jolly (1997) and has The development and addition of digital transformation factors create 9 elements that make up corporate culture. The author researched the current situation in chapter 4 and found 8 factors including: communication in businesses , training and development, rewards and recognition, effectiveness in decision making, taking risks due to creativity and innovation, teamwork, fairness and consistency in management policies, digital conversion. However, this comes from research at commercial banks in Hanoi city and the author does not have the conditions to further test other corporate cultural factors such as national culture, family culture...

5.4.2. Limitations on the scope of the study

The research of the thesis only focuses on the scope of commercial banks in Hanoi city. The research scope has not been extended to other types of banks nor has the research scope been extended to all banks in Vietnam. Therefore, the new research results are only highly representative but not all of the types of banks in our country today.

5.4.3. Hạn chế về mẫu nghiên cứu và phương pháp thu thập dữ liệu

To ensure scientific and objectiveness and acceptable error rate for social science research. The thesis conducts a survey by the snow-ball method with 362 answer sheets collected and processed. Although such a sample size is suitable for the study, compared with the number of employees working in commercial banks, the sample size is still small, leading to the error within the allowable range but still high. Therefore, to reduce the error rate in the research, the thesis needs to increase the survey sample so that the results after analyzing the situation will be more accurate. Therefore, when the research results are based on the sample, the generalizability to the population will be limited.

5.4.4. Further research directions

Within the scope of the thesis's research, certain limitations cannot be avoided. The author can suggest some future research directions as follows:

- The influence of organizational culture on the working style of civil servants, public employees and employees.
- The influence of corporate culture on the communication style and behavior of employees.
- Apply research models on the influence of corporate culture on employee motivation to other industries or use other research models for evaluation.

CONCLUDE

Developing corporate culture to motivate employees at commercial banks in Hanoi is a concern of many managers at banks. Therefore, this issue has been interested and researched by many scholars and many models and theoretical frameworks have been proposed to demonstrate the relationship between corporate culture and employee motivation. The thesis research after running the data of the research model has proven that the purpose of the research is completely appropriate. The purpose of the thesis is to research the influence of corporate culture on the work motivation of employees at commercial banks in Hanoi city, thereby proposing

solutions and recommendations. to develop corporate culture to create working motivation for employees, contributing to improving the efficiency of production and business activities in the future. At the same time, when conducting thesis research, qualitative and quantitative methods are used. The research results are qualitative and quantitative, so they are highly scientific and practical. Research methods have shown eight corporate cultural factors that affect the work motivation of employees at banks in Hanoi city: corporate communication, training and development, rewards and recognition, effectiveness of decision making, risk taking due to creativity and innovation, teamwork, fairness and consistency in management policies, digital transformation. Based on previous research results on the influence of corporate culture on the work motivation of employees, the author has summarized and then with the results of practical analysis the thesis has answered the cultural question. Enterprises affect the work motivation of workers. Specifically, the thesis clearly shows the positive relationship between corporate culture and employee motivation. Each different element of corporate culture has a different impact on the work motivation of employees at commercial banks in Hanoi city. The new findings in the thesis have made both theoretical and practical contributions. Theoretically, the thesis has systematized the theoretical basis of corporate culture, work motivation and the positive relationship between corporate culture and employee motivation. In terms of practice, research has clearly shown the positive impact of corporate culture on employee motivation, which is the basis for recommendations for management levels to increase work motivation not only through salaries and bonuses. but also build and promote the role of corporate culture. In addition, the thesis also points out further research directions from which researchers can learn more deeply about the relationship between corporate culture and employee motivation.