

# INFORMATION OF THE DOCTORAL THESIS

**Thesis title:** *The Impact of Corporate Culture on Employee Creativity in Vietnamese ICT Enterprises – A Case Study of FPT Corporation*

**Speciality:** Business Administration

**Code:** 9.34.01.01

**PhD Candidate:** Nguyen Thi Hue

**Scientific Supervisors:**

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| 1. Assoc. Prof. Do Minh Cuong PhD |
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2. Assoc. Prof. Nguyen Thi Minh An, PhD

**Training Institution:** Posts and Telecommunications Institute of Technology

## NEW FINDINGS OF THE THESIS

This thesis focuses on examining the relationship between corporate culture (CC) and employee creativity (EC) within Vietnamese information and communication technology (ICT) enterprises, using FPT Corporation as a case study. In the context of the Fourth Industrial Revolution and rapid digital transformation, understanding the influence of CC on EC plays a vital role in enhancing innovation capability and global competitiveness in ICT organizations. Based on a comprehensive review of domestic and international literature, the thesis synthesizes key classical models and adds ICT-specific cultural dimensions to develop a conceptual framework, which is then empirically validated through a large-scale survey. New contributions of the research are as follows:

1. The thesis proposes a tailored research model comprising 10 cultural factors influencing EC in Vietnamese ICT enterprises. The model integrates elements from Denison's DOCS framework (e.g., Vision, Core Values, Customer Focus), Recardo & Jolly's model (e.g., Leadership Behavior, Internal Communication, Rewards and Recognition), shared factors (e.g., Risk-Taking, Learning and Development), and two ICT-specific dimensions (Technology Application, Mass Movements and Organizational Culture). This contributes to theoretical development in the field of organizational creativity.
2. The thesis refines the measurement scale for EC, clearly defining evaluation criteria specific to the ICT context. Furthermore, it broadens the

research scope by constructing a conceptual framework to analyze the CC–EC relationship in Vietnam’s ICT sector.

3. Empirical results indicate that four cultural factors have the strongest influence on EC at FPT Corporation: Risk-Taking ( $\beta = 0.379$ ), Strategic Vision ( $\beta = 0.248$ ), Customer Orientation ( $\beta = 0.247$ ), and Leadership Behavior ( $\beta = 0.215$ ). These findings provide an evidence-based foundation for developing corporate culture strategies that drive innovation.
4. Based on empirical findings, the thesis offers concrete recommendations for ICT enterprises, highlighting the importance of fostering a risk-tolerant environment for creative initiatives, investing in R&D, nurturing creative leadership, enhancing internal communication, and implementing effective reward and recognition systems.
5. The thesis also provides policy suggestions for governmental and industry-level stakeholders, such as developing a national “risk acceptance” framework, building an ICT Vision Roadmap, promoting creative leadership, introducing R&D tax incentives, and establishing a national innovation ecosystem with strong private-sector involvement.

## **APPLICATIONS, PRACTICAL APPLICABILITY AND ISSUES FOR FURTHER RESEARCH**

The findings of the thesis offer a high level of practical applicability. The proposed model can serve as an effective tool to assess and enhance employee creativity in Vietnamese ICT enterprises. The validated cultural dimensions may serve as a foundation for building innovation-driven corporate culture, especially in the context of digital transformation. Policy implications derived from the study may also inform national strategies to promote innovation from within organizations.

However, the thesis also highlights several areas that warrant further research:

1. Expanding the research scope to include other ICT enterprises such as Viettel, VNPT, CMC, and Misa in order to validate the generalizability and

applicability of the model across diverse organizational settings. A broader sample would allow for greater insights into the variation of cultural influences among different types of ICT enterprises.

2. Conducting more in-depth analysis of the interaction effects among the cultural factors. Future models could include mediating variables—such as Leadership Behavior—to better explain the link between independent factors (e.g., Vision, Core Values) and the dependent factor (EC). Such complex relationships could be analyzed using Structural Equation Modeling (SEM).
3. Adding new explanatory variables to the model, such as the degree of internationalization—a growing trend among Vietnamese ICT firms. Despite its importance, this factor has not yet been incorporated into the current framework.
4. Building on the quantitative findings through experimental studies. For example, implementing a pilot cultural intervention (e.g., a Risk-Tolerance Policy and a structured Rewards & Recognition Program), then measuring EC before and after implementation to assess impact.

In conclusion, the results of this thesis can be immediately applied to strategic planning, internal training, innovation environment development, and policy-making to enhance EC in ICT organizations. To maximize the practical impact of the model, future research should continue interdisciplinary and experimental approaches to further validate and expand its applications.

**Confirmation of Scientific Supervisor**

**PhD Candidate**

Assoc. Prof. Nguyen Thi Minh An, PhD

Nguyen Thi Hue