

## THESIS INFORMATION PAGE

Doctoral thesis title:

**THE IMPACT OF MULTICULTURAL ENVIRONMENT ON WORK  
PERFORMANCE OF EMPLOYEES IN MULTINATIONAL COMPANIES: A  
CASE STUDY IN HO CHI MINH CITY**

Major: Business Administration      Major code: 9340101

Ph.D. Student's name: Tran Quoc Dat      Ph.D. student's code: 229030002

Academic instructors: First instructor: Assoc. Prof. Dr. Vo Khac Thuong

Second instructor: Assoc. Prof. Dr. Nguyen Xuan Minh

The University: Tay Do University

### 1. THESIS ABSTRACT

The dissertation aims to explore the relationship between multicultural environments, work environments, and control variables affecting the work performance of employees in multinational companies in Ho Chi Minh City. In addition, the dissertation also tests the moderating role of cohesion and creativity in the relationship between multicultural environments, work environments, and work performance. To achieve this objective, the study employs both qualitative and quantitative research methods.

The official research results from 500 employees working in multinational companies in Ho Chi Minh City reveal that multicultural environments positively relate to employees' work performance; culturally heterogeneous groups can enhance outcomes primarily due to their potential for learning and creativity. Furthermore, examining the impact of each factor in the work environment shows that work organization and job contents, health and safety, and interpersonal relations and leadership positively affect employees' work performance, while environment design negatively impacts work performance. The overall factor analysis also finds that physical and psychosocial environments positively influence employees' work performance. Additionally, collaboration and creativity are considered moderating variables that play an important role in increasing employees' work performance. In addition, through multigroup analysis, it shows that there are differences between gender groups and educational level groups in the impact of factors on work performance. However, the variables of gender, age, and educational level did not serve as

Q

control variables because the direct relationships of gender, age, and educational level with work performance are not statistically significant.

Based on the research results, the dissertation proposes some theoretical contributions and suggests some managerial implications to help multinational companies in Ho Chi Minh City increase work efficiency and engage in behaviors aimed at achieving company effectiveness.

## **2. THE THESIS NEW FINDINGS**

In the past, within the context of Vietnam, there have been numerous studies aimed at evaluating the quality of the work environment in organizations, as well as studying the impact of the work environment on factors such as work motivation and job satisfaction. However, there has been almost no research on the impact of the multicultural work environment on employee performance, which is considered one of the most important dependent variables. This study is one of the new research initiatives conducted to analyze this correlation in Vietnam, specifically focusing on employees in multinational companies in Ho Chi Minh City.

Furthermore, globally, research has also not focused much on the impact of the work environment, which is now confirmed to be a crucial factor in the context of globalization. Additionally, this study classifies the factors of the work environment into smaller components, including the physical environment and the psychosocial environment, in order to develop a research model with first-order and second-order variables of the work environment. This method evaluates the impact of each group of factors as well as the overall impact of all factors, providing a deeper insight into the relationship between the work environment, multicultural work environment, and employee performance.

Notably, in the current context, no quantitative studies have been found that examine the impact of the multicultural work environment on employee performance. Therefore, the author has focused on analyzing this relationship using a quantitative approach, which is the "novel" contribution of this research.

## **3. THE APPLICATIONS IN PRACTICAL MATTERS AND FUTURE RESEARCH AGENDA**

Based on the current practices and the theories discussed, this thesis has addressed important research questions while linking with theories on the work environment,

multicultural work environment, creativity, and engagement in multinational companies (MNCs). The objective of the thesis is to identify the work environment factors that impact work performance, explore the impact of the multicultural work environment on work performance, as well as the correlation between engagement and creativity with the work environment and work performance. Based on the analysis results, management implications are proposed to enhance work performance for both employees and MNCs, helping to improve work performance and operational quality.

The research results have demonstrated that the factors within the work environment, including the physical work environment, health and safety, and organizational environment, have a direct positive impact on employee performance. This aligns with theories like Herzberg's and Maslow's, where the work environment and factors such as recognition and working conditions play a key role in enhancing employee motivation and job satisfaction. Specifically, according to Geert Hofstede's theory, understanding cultural factors helps improve communication and collaboration within MNCs, thereby enhancing work performance and reducing conflict.

However, the study also shows that the multicultural work environment, while having a direct positive impact on work performance, also includes factors like the social environment, which have a negative impact on work performance. This reflects the challenges that multicultural organizations face, as highlighted by Hofstede and Bennett, where a lack of understanding and respect for different cultural values can lead to conflicts and affect work motivation.

Additionally, the research results show that engagement and creativity play an important mediating role in adjusting the impact of work environment factors on work performance. This reflects the perspective of McGregor's X and Y theory, where autonomy and intrinsic motivation (creativity and engagement) can create a positive work environment and boost work performance. Specifically, engagement moderates the impact of factors such as the work and organizational environment, while creativity moderates the impact of the physical and organizational environment, thereby enhancing work performance in MNCs.

Although age, gender, and education level do not directly impact the control variables in the Structural Equation Modeling model, there are differences in the relationships



between factors depending on the values of gender and education level. This suggests that personal characteristics can still indirectly affect work performance and environmental factors within the organization.

In conclusion, based on the analysis of correlations in the proposed model, this thesis has answered the research questions and objectives. The findings show the correlation between the multicultural environment, work environment factors (physical and psychosocial), and creativity and engagement, which have direct and indirect impacts on employee performance in MNCs in Ho Chi Minh City. These findings not only provide valuable insights into the factors affecting work performance but also open up important management implications for improving the work environment and operational efficiency in multicultural organizations.

*Can Tho city, September 9<sup>th</sup>, 2025*

#### **ACADEMIC INSTRUCTOR**

**The first academic instructor**

**The second academic instructor**

**PhD student**

**Assoc. Prof. Dr.**

**Vo Khac Thuong**

**Assoc. Prof. Dr.**

**Nguyen Xuan Minh**

**Tran Quoc Dat**

#### **CONFIRMATION OF SPECIALIZED FACULTY**

**Đào Duy Huân**