

**TRANSFORMING ORGANIZATIONAL CULTURE:  
A GUIDE TO BUILDING A THRIVING WORK  
ENVIRONMENT FROM LE TRAN FURNITURE**

**Le Thanh Thiet, Tran Vu Le, Tran Thi Bich Hao, Vu Thi Hong An,  
Nguyen Huu Long, Nguyen Ngoc Phuong Vy, Huynh Hoang Vu**



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A GUIDE TO BUILDING A THRIVING WORK ENVIRONMENT  
FROM LE TRAN FURNITURE**

*Editors*

Ooi Pit Tatt

Nguyen Duc Bao Long

Khoo Voon Ching

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Le Thanh Thiet, Tran Vu Le, Tran Thi Bich Hao, Vu Thi Hong An, Nguyen Huu Long,  
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## ABOUT THE AUTHORS

**Le Thanh Thiet** currently holds the position of Strategic Managing Director at Au My Trading Service and Investment Corporation (AEC) while also serving as a researcher at Nguyen Tat Thanh University in Ho Chi Minh City, Vietnam. Thiet holds a Doctor of Business Administration (DBA) degree in Human Resources and a Postdoctoral degree in Industry 4.0 from the renowned University of Oxford. With a deep commitment to research, Thiet has made notable contributions to the field by publishing and presenting numerous papers in international journals and conferences, with a primary focus on management and leadership topics.

**Tran Vu Le** is an entrepreneur and the founder of Le Tran Furniture Company Limited. Le holds a Doctor of Business Administration (DBA) degree and a Postdoctoral degree in Industry 4.0 from the renowned University of Oxford. With a strong dedication to research, Le has contributed extensively to the field by publishing and presenting numerous papers in international journals and conferences, particularly focusing on management and leadership topics. Additionally, Le serves as the chairman of the Quang Nam Southern Business Association (QNB).

**Tran Thi Bich Hao** holds a leadership position at Alpha Solutions Company in the field of Education and Training. She has obtained a Bachelor's degree in Law from the University of Economics and Law (UEL), which is a part of the Ho Chi Minh City Vietnam National University (VNU-HCM). Currently, Hao is pursuing an Master of Business Administration (MBA) degree at the University of Economics Ho Chi Minh City. With expertise in external relations, Hao has served as a consultant for numerous companies. She is also a source of inspiration for young individuals in both their personal and professional lives.

**Nguyen Huu Long** is responsible for leading commercial negotiations to achieve strategic goals and possesses a robust techno-commercial background in the renewable energy sector. He currently serves as the Regional Sales Manager at REE Corporation. Long obtained his Bachelor's Degree in Petrochemical Engineering from Danang University of Science and Technology, and he is currently pursuing an MBA at the University of Economics Ho Chi Minh City.

**Vu Thi Hong An** is presently employed in the marketing field at Vietnam's largest fintech company. She holds a Bachelor of International Business degree from the University of Economics Ho Chi Minh City and is currently pursuing an MBA at the same institution.

**Huynh Hoang Vu** has accumulated over 10 years of experience in customer service, quality control, and operations while working at Vietnam Airlines. Vu holds a degree in International Economics, majoring in International Economics, from Foreign Trade University.

**Nguyen Ngoc Phuong Vy** is employed at the Summit Education English Center while concurrently pursuing an MBA at the University of Economics Ho Chi Minh City. Additionally, Vy holds a Bachelor of Business Administration degree from the Ho Chi Minh City University of Engineering and Technology.



## PREFACE

In today's rapidly evolving business landscape, organizational culture plays a pivotal role in shaping the success and sustainability of companies. It influences employee engagement, productivity, innovation, and ultimately, the overall performance of the organization.

The purpose of this e-book is to provide valuable insights, practical strategies, and recommendations for transforming organizational culture. Whether you are a business leader, HR professional, or an individual interested in understanding and improving organizational culture, this e-book serves as a comprehensive guide to help you navigate this crucial aspect of organizational development.

Through extensive research, we have gathered valuable information on the assessment, evaluation, and practical implementation of organizational culture. We explored the importance of assessing the current culture, identifying areas for improvement, and developing a clear action plan to transform the culture effectively.

This e-book delves into various evaluation methods, including employee surveys, interviews, and the use of tools such as the Organizational Culture Assessment Instrument (OCAI). By understanding these evaluation techniques, you will gain the necessary insights to assess your organization's culture and identify opportunities for change.

Moreover, this e-book emphasizes the foundational elements that contribute to a positive organizational culture. We will discuss the significance of leadership, purpose, meaningful work, inclusion, empowerment, transparency, and the physical workspace in shaping a thriving work environment. By focusing on these key areas, organizations can foster a culture that promotes employee well-being, satisfaction, and long-term success.

Throughout the e-book, you will find practical recommendations based on real-world examples and insights from the Le Tran Furniture case study. These recommendations cover a range of aspects, including branding, organizational structure, e-commerce, social responsibility, environmental sustainability, and employee collaboration. By implementing these recommendations, you can drive positive cultural transformation and position your organization for sustained growth and competitiveness.

We believe that by understanding, evaluating, and actively shaping organizational culture, companies can unlock their full potential and create an environment where employees thrive, innovation flourishes, and organizational goals are achieved. This e-book aims to empower you with the knowledge and tools necessary to embark on this transformative journey.

We hope that this e-book serves as a valuable resource for individuals and organizations seeking to cultivate a positive and impactful organizational culture. Let us embark on this journey together and create thriving work environments that drive success and fulfillment for all.

Best regards,

**Dr. Le Thanh Thiet**

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Once again, we thank all those who have contributed to this project and have helped us in our pursuit of understanding and enhancing organizational culture's impact on performance.

## ORGANIZATION OF THE BOOK

The book is divided into five parts, each offering valuable insights and analysis. Here is a brief overview of each part:

### *Part 1: Introduction to Le Tran Furniture*

This section provides an introduction to Le Tran Furniture, setting the stage for discussions on the impact of organizational culture on its performance. It explores the current state of the organization and provides suggestions for shaping its future culture.

### *Part 2: The Method of Organizational Culture Assessment Instrument (OCAI)*

In this part, the authors review the Organizational Culture Assessment Instrument (OCAI) methodology. They examine how it was applied to assess the influence of organizational culture on the performance of Le Tran Furniture. The six aspects of organizational culture explored in this section include dominant characteristics, organizational leadership, employee management, organizational connections, strategic emphases, and success criteria.

### *Part 3: Assessment of Le Tran Furniture's Culture and Values*

This section delves into the assessment of Le Tran Furniture's culture and values. The authors draw upon the concept of organizational culture to support their arguments and address the issue of prescribed values within the organization.

### *Part 4: Discussion of Generic Outcomes for Organizational Culture Assessment*

Part 4 focuses on discussing generic outcomes resulting from the Organizational Culture Assessment. The authors argue that the current culture emphasizes people and propose a preferred culture that emphasizes competitive innovation, a robust regulatory process applicable to all employees, and a foundation of stable business professionalism. Additionally, they advocate for the use of the Organizational Culture Assessment Instrument (OCAI) as a transformative tool to improve and shape organizational culture.

### *Part 5: Building a Thriving Work Environment: Transforming Organizational Culture*

The final part concludes the book by highlighting the significance of organizational culture on performance. It emphasizes that organizations with a strong culture tend to outperform their competitors. The positive impact of corporate culture on employee performance is explored, underscoring its significance for the overall success of an organization.

By exploring these five parts, readers will gain valuable insights into the relationship between organizational culture and performance, and discover practical strategies for transforming and improving their own organizational cultures.

## INTRODUCTION TO LE TRAN FURNITURE

Le Tran Production – Trading & Services Company Limited (Le Tran Furniture) was established in 2001 with a vision to create exquisite pieces of fine art in the form of furniture. Over the years, the company has become synonymous with exceptional craftsmanship and a commitment to delivering high-quality products. Specializing in the creation of a diverse range of furniture items, including metal tables, chairs, cabinets, and beds, Le Tran Furniture has carved a niche for itself in the industry.



Exhibit 1. Logo of Le Tran Furniture (Letran Furniture, 2023)

But it does not stop there. Le Tran Furniture also boasts an impressive production capability in manufacturing plastic products. From plastic flooring to pots, plastic wood, and even imitation rattan rope made from plastic, the company's innovative approach extends beyond traditional materials. By ingeniously knitting the fake rattan into their table and chair designs, Le Tran Furniture adds a touch of elegance and uniqueness to their creations. Moreover, the company takes pride in producing pillows and seat cushions that provide both comfort and style.

What sets Le Tran Furniture apart in the market is its unwavering commitment to affordability without compromising on quality. This is made possible by the company's closed production process, which involves handling the majority of the components required to create their products. By internally manufacturing the imitation rattan plastic rope and closely monitoring every aspect of the production lines, Le Tran Furniture ensures that each piece meets the highest standards of quality and is delivered on time.

Not content with catering solely to the domestic market, Le Tran Furniture has expanded its horizons to embrace the global stage. The company has successfully ventured into the export market, supplying its exquisite furniture to renowned retail chains such as IKEA and

Walmart. With an impressive market reach covering countries across Europe and South America, Le Tran Furniture continues to strive for excellence. With a production capacity of over 300 containers per month, the company is well-equipped to meet the demands of its expanding clientele. Drawing on the expertise of its seasoned employees and a deep understanding of client preferences, Le Tran Furniture is committed to presenting the best models tailored to each market's unique requirements.



Exhibit 2. Products of Le Tran Furniture (Letran Furniture, 2023)

The state-of-the-art Le Tran Furniture factory is a testament to the company's dedication to quality and efficiency. With six well-defined production stages, including mechanical, paint (utilizing advanced coating technologies), powder coating, knitting (spanning over 10 workshops), mattress production, knitting rope production, and, packing and exporting goods, the company ensures a streamlined and robust manufacturing process. The factory premises covers an expansive area of over 200,000 square meters, providing ample space for the various production facilities. Additionally, the showroom, spanning 1,000 square meters, serves as a testament to the company's commitment to showcasing its exceptional craftsmanship.

Driven by a vision to be a leading corporation in the furniture industry, Le Tran Furniture is continuously striving for excellence. With advanced management systems and a focus on modern and professional production methods, the company is poised for success. However, Le Tran Furniture acknowledges that to enhance its performance and achieve its goals, it must prioritize its organizational culture. The company recognizes the need to align its cultural values and practices with the aspirations of its employees. By addressing these

crucial aspects, Le Tran Furniture aims to create a work environment that fosters growth, collaboration, and employee satisfaction.

Organizational culture serves as the DNA of an organization, influencing every aspect of its operations, employee behaviour, and overall performance. It shapes the values, beliefs, norms, and practices that define an organization's identity and guides the actions of its members. A healthy and vibrant culture fosters employee engagement, innovation, collaboration, and ultimately drives organizational success (Van & Long, 2022).

This e-book focuses on investigating the process of transforming organizational culture and its impact on creating a thriving work environment. This research is crucial in the context of modern businesses, as organizational culture plays a pivotal role in shaping the overall performance, employee engagement, and long-term success of an organization.

The significance of organizational culture in driving organizational outcomes has been widely acknowledged in both academic and business circles. A positive and strong culture can enhance employee morale, productivity, and innovation, leading to improved organizational performance and competitive advantage (Long et al., 2023). On the other hand, a toxic or dysfunctional culture can hinder collaboration, hinder employee motivation, and impede the organization's ability to adapt to changing market dynamics (Van et al., 2021).

Le Tran Furniture, a well-established and respected company in the furniture industry, serves as the central case study for this e-book. By focusing on Le Tran Furniture, the e-book aims to gain practical insights and actionable strategies that can be applied to other organizations seeking to transform their culture and create a thriving work environment.

The research study utilizes a comprehensive approach, integrating both qualitative and quantitative research methods. Qualitative methods such as interviews, observations, and document analysis are employed to understand the existing culture and values within Le Tran Furniture. The Organizational Culture Assessment Instrument (OCAI) is also utilized as a quantitative tool to assess and measure the cultural dimensions of the organization.

The findings of this research contribute to the existing body of knowledge on organizational culture and its impact on organizational performance. It provides practical guidance and strategies for organizations aiming to transform their culture and create a thriving work



environment. By examining the case of Le Tran Furniture, the research sheds light on the specific challenges, opportunities, and best practices involved in culture transformation.

Ultimately, the goal of this e-book is to empower organizations to proactively shape their culture, fostering an environment where employees thrive, innovation flourishes, and sustainable success is achieved. By understanding the intricacies of culture transformation through the case study of Le Tran Furniture, this research aims to provide valuable insights and actionable recommendations for organizations across various industries.

In the pursuit of understanding the current organizational culture and identifying opportunities for improvement within Le Tran Furniture, the authors pose several key questions. These questions include exploring the nature of the organizational culture at Le Tran Furniture Company, assessing its impact on the company's overall performance, and seeking recommendations to propel the company forward.

By embarking on this journey of self-reflection and exploration, Le Tran Furniture is committed to nurturing a culture that empowers its employees, drives innovation, and ultimately leads to sustained growth and success in the furniture industry.

## THE METHOD OF ORGANIZATIONAL CULTURE ASSESSMENT INSTRUMENT (OCAI)

### 1. What is Organizational Culture?

Organizational culture can be described as the “soul” of a company, representing the collective essence of its people, thoughts, and character. It encompasses the shared values, beliefs, norms, attitudes, and behaviours that shape the way individuals interact with one another and perceive their surroundings within an organization (Tuan et al., 2023).

At its core, organizational culture is the driving force that sets the tone for how work is conducted, decisions are made, and relationships are formed. It is the invisible thread that weaves individuals, systems, and practices together to create a cohesive and unified entity (Thiet et al., 2019).

A strong organizational culture serves as a magnet, attracting and retaining top talent who resonate with the values and principles upheld by the organization. It goes beyond superficial aspects such as office design or dress code; it encompasses the deeper aspects that influence the mindset and behaviour of individuals (Le et al., 2022).

Developing a robust organizational culture is not a task to be taken lightly. It requires significant time, effort, and commitment from both leaders and employees to establish a culture that truly reflects the organization’s core values and aligns with its strategic goals. This process involves defining and nurturing a set of shared beliefs, norms, and assumptions that guide the behaviour and decisions of individuals throughout the organization (Long et al., 2018).

When an organization’s culture is strong and well-defined, it becomes a powerful asset that shapes its reputation and market position. A vibrant culture acts as a beacon, attracting like-minded individuals who are aligned with the organization’s mission and vision. It fosters a sense of belonging, purpose, and engagement among employees, leading to higher job satisfaction and productivity (Long, Duong, et al., 2022).

The impact of organizational culture goes beyond individual satisfaction; it directly influences the overall performance and success of the organization. A positive culture creates an environment where employees feel empowered, motivated, and supported in their work.

It encourages collaboration, innovation, and a shared commitment to achieving organizational objectives (Long, Ooi, et al., 2022).

Organizational culture also plays a crucial role in the effective implementation of business strategies. When the culture and strategy are aligned, they reinforce one another, creating a harmonious framework for decision-making and action. A strong culture ensures that employees understand and embrace the strategic direction of the organization, enabling them to make decisions that are in line with the organization's long-term goals (Long, Lan, et al., 2017).

To nurture a thriving organizational culture, it is essential to foster open communication, create measurement mechanisms that align with cultural values, adhere to legal and ethical standards, embrace technological advancements, and address the challenges and opportunities posed by the global landscape (Anh et al., 2022).

Organizational culture is the collective identity of an organization, encompassing its values, beliefs, norms, and behaviours. It shapes how people interact, make decisions, and contribute to the overall success of the organization. Building and maintaining a strong and positive culture requires ongoing commitment and effort, but the rewards are immense in terms of attracting talent, driving performance, and ensuring long-term success (Trang et al., 2022).

## **2. Organizational Culture Assessment Instrument (OCAI)**

Kim S. Cameron, a prominent researcher in the field of organizational culture, has made significant contributions to understanding and assessing organizational culture. In his book "Diagnosing and Changing Organizational Culture" (2011), Cameron delves into the complexities of organizational culture and provides valuable insights into how it can be diagnosed and transformed.

One of Cameron's notable contributions is the Organizational Culture Assessment Instrument (Cameron, 2016), which is a valid research technique for evaluating corporate culture. Developed in collaboration with Robert Quinn at the University of Michigan, this assessment tool enables researchers to analyze various dimensions of organizational culture and assess their impact on organizational effectiveness.

Another influential work by Kim Cameron is the Competing Values Culture Assessment, first introduced in 1983. This assessment instrument has been widely used in both research and practice to assess and compare different organizational cultures based on four key dimensions: Clan, Adhocracy, Hierarchy, and Market (Cameron, 2016).

The Competing Values Culture Assessment provides organizations with valuable insights into their cultural strengths and weaknesses. By understanding the prevailing cultural dynamics, organizations can identify areas for improvement and align their culture with their strategic goals. It empowers leaders and change agents to develop targeted interventions for culture change.

Diagnosing and understanding organizational culture is a complex process that involves examining the values, norms, assumptions, symbols, rituals, and artifacts that shape the collective mindset and behaviour within the organization. It requires a combination of qualitative and quantitative research methods, including surveys, interviews, observations, and document analysis.

Once the culture has been assessed, organizations can initiate culture change initiatives based on the insights and recommendations derived from the assessment. Culture change involves aligning the organization's vision, mission, and values with the desired cultural attributes. It requires fostering open communication, empowering employees, promoting collaboration, and recognizing and rewarding behaviours that align with the desired culture.

Changing organizational culture is a gradual and intricate process that necessitates the commitment and involvement of all stakeholders. It involves creating a supportive environment that encourages learning, adaptation, and continuous improvement. Overcoming resistance and addressing barriers to change are critical aspects of successful culture change initiatives.

Ultimately, a strong and positive organizational culture can provide a competitive advantage to an organization. It influences employee attitudes, behaviours, job satisfaction, and overall performance. By understanding and actively managing organizational culture, companies can create a work environment that fosters innovation, collaboration, and success.

Organizational culture is a complex construct that significantly shapes the behaviour and performance of individuals within an organization. The Organizational Culture Assessment

Instrument and the Competing Values Culture Assessment, developed by Kim S. Cameron and Robert Quinn, offer valuable tools for evaluating and understanding organizational culture. By leveraging these assessments, organizations can gain insights into their culture, drive culture change initiatives, and create a work environment that aligns with their strategic goals.

### ***2.1. Competitive Value Framework***

The Competitive Value Framework is a highly regarded and extensively utilized framework in the business world. It serves as the underlying basis for the Organizational Culture Assessment Instrument (OCAI) (OCAI online, 2023). The framework explores organizational culture across six dimensions and assigns a score of up to 100 points to reflect the cultural attributes of a company.

At the core of the Competitive Value Framework are four “Competing Values” that capture distinct types of organizational values. These values represent four different organizational cultures each embodying conflicting priorities and characteristics. By understanding and assessing these cultural dimensions, organizations can gain insights into their prevailing culture and make informed decisions regarding cultural change and alignment.

The six dimensions studied within the Competitive Value Framework delve into various aspects of organizational culture. They include the internal/external dimension, which explores the extent to which an organization focuses on its internal operations and resources versus external market dynamics. Additionally, the framework examines the stability/flexibility dimension, which evaluates the degree of emphasis placed on stability and control versus adaptability and innovation.

The Competitive Value Framework provides a comprehensive and multi-dimensional perspective on organizational culture. By using this framework, companies can identify the strengths and weaknesses of their existing culture and make informed decisions to enhance performance and achieve their strategic objectives. It serves as a valuable tool for organizations seeking to understand and align their culture with their business goals.

The Competitive Value Framework is a powerful tool used to assess and understand organizational culture. It offers a structured approach to examining cultural dimensions and provides insights into the conflicting values that shape different types of organizational

cultures. By utilizing this framework, companies can make strategic decisions to drive cultural change and improve organizational performance.

## ***2.2. Internal and External Dimension***

The Internal and External Dimension of organizational focus plays a crucial role in the growth and success of an organization. Depending on its circumstances and environment, an organization may choose to direct its attention internally or externally.

When an organization looks inward, it focuses on activities such as collaboration, integration, coordination, and internal development. By directing its efforts internally, an organization aims to strengthen its internal capabilities, streamline processes, and enhance its internal resources. This internal focus allows the organization to nurture its existing strengths, improve efficiency, and cultivate a cohesive organizational culture.

On the other hand, an external focus involves directing attention towards the outside world, including market trends, emerging technologies, competitor analysis, and customer preferences. Organizations with an external focus prioritize staying attuned to external factors that influence their industry and market. This outward-looking approach enables organizations to adapt to changing market dynamics, identify opportunities for growth, and effectively meet customer demands.

Both internal and external focus are essential for long-term success. Striking the right balance between these two dimensions is crucial, as the organizational context and environment both influence the emphasis placed on each. In a dynamic and turbulent market, organizations are more likely to prioritize an external focus to stay competitive, seize market opportunities, and respond to industry disruptions. Conversely, in a stable and predictable environment, organizations may shift their attention inward to consolidate their internal operations and optimize efficiency.

Recognizing the importance of the internal and external dimension allows organizations to align their focus with their strategic goals and the demands of their operating environment. It enables them to adapt to changing circumstances, leverage their strengths, and seize opportunities for growth. Organizations that strike a balance between internal and external focus are better equipped to navigate challenges, sustain performance, and achieve long-term success.

The Internal and External Dimension represents the organizational focus on internal development and external market dynamics, respectively. Organizations must strike a balance between these dimensions to thrive in a dynamic business environment. By aligning their focus with the prevailing circumstances, organizations can enhance their capabilities, seize market opportunities, and achieve sustained success.

### ***2.3. Stability and Flexibility Dimension***

The Stability and Flexibility Dimension is a crucial aspect of organizational culture that reflects the balance between stability and adaptability within an organization. This dimension explores the extent to which an organization prioritizes stability and control or embraces flexibility and agility.

Organizations that emphasize stability demonstrate a strong preference for structure, predictability, planning, and adherence to established procedures. They value stability and control, seeking to establish clear hierarchies, defined roles, and standardized processes. These organizations prioritize consistency, reliability, and efficiency in their operations, relying on established systems and routines to achieve their goals.

In contrast, organizations that emphasize flexibility recognize the unpredictable nature of the business environment and the need to respond quickly to changing circumstances. They value adaptability, innovation, and the ability to navigate uncertainty. These organizations prioritize empowering their employees, encouraging creativity, and fostering a culture that embraces change. They are open to experimentation, agile in decision-making, and willing to challenge existing norms to seize new opportunities.

Flexible organizations understand that the business landscape is dynamic and that market conditions can rapidly evolve. They focus more on empowering their people, encouraging collaboration, and fostering a culture of continuous learning and improvement. These organizations are quick to adapt their strategies, processes, and structures in response to emerging trends or unexpected challenges.

Finding the right balance between stability and flexibility is essential for organizational success. While stability provides structure and a sense of order, flexibility allows organizations to respond to market shifts, customer demands, and disruptive forces. Organizations that can strike a balance between these two dimensions can achieve stability

in their core operations while remaining agile enough to adapt and thrive in a rapidly changing business environment.

The Stability and Flexibility Dimension in organizational culture represents the extent to which an organization emphasizes stability and control versus flexibility and adaptability. Striking the right balance between these two dimensions is crucial for organizations to navigate uncertainty, seize opportunities, and achieve long-term success. By fostering a culture that combines stability with the ability to adapt, organizations can effectively respond to market dynamics, drive innovation, and maintain a competitive edge.

## 2.4. *Types of Organizational Culture*

Exhibit 3 provides a comprehensive overview of the four distinct types of organizational cultures: Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture. These cultures encompass various values, behaviours, and priorities that shape the dynamics within an organization.

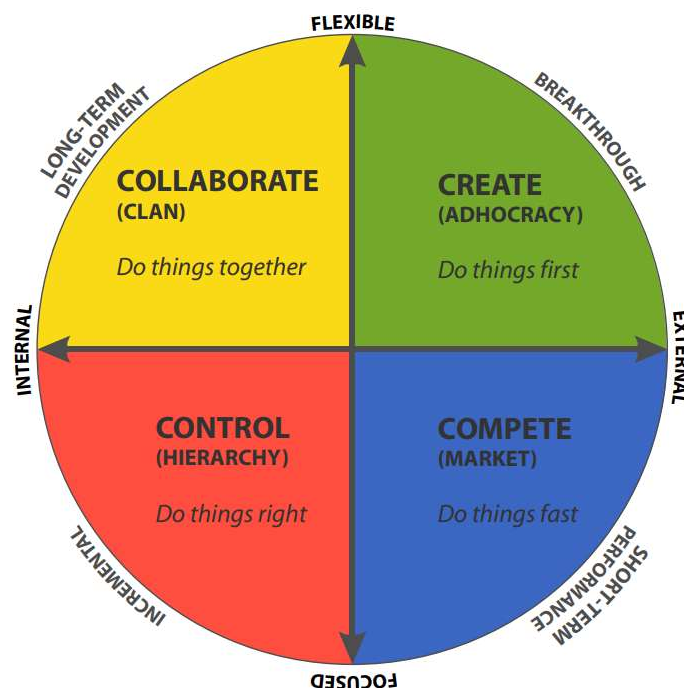


Exhibit 3. The Competing Values Framework (Kim S. Cameron & Robert E. Quinn, 2011)

*Clan Culture:* Within a clan culture, the workplace is characterized by a harmonious and familial atmosphere. Employees genuinely get along with one another, treating each other like an extended family. Leaders in this culture assume the role of mentors and guides,



fostering a sense of togetherness and unity. Loyalty, tradition, and strong group participation are the pillars that hold the organization together. In a clan culture, long-term human resource development takes precedence, aiming to nurture and support employees. Success in this culture is defined by the ability to meet customer requirements while demonstrating empathy and compassion. Cooperation, involvement, and consensus-building are highly valued, creating an environment of collective action, teamwork, and shared responsibility. Clan culture is commonly observed in sectors such as healthcare, education, government organizations, and nonprofits, where fostering a supportive and collaborative environment is crucial.

*Adhocracy Culture:* Adhocracy culture thrives on creativity, innovation, and a willingness to take risks. It is an environment where employees are encouraged to explore uncharted territories and embrace experimentation. Leaders within an adhocracy culture are seen as risk-takers and innovators, inspiring their teams to think outside the box. The long-term goal of an adhocracy culture is to develop and produce new resources, constantly challenging the status quo and pushing the boundaries of what is possible. Importance is given to individual initiative and freedom, enabling employees to exercise autonomy and make decisions that propel the organization forward. Success in this culture is marked by the ability to generate novel ideas, implement innovative solutions, and adapt to changing circumstances. Industries such as technology startups, engineering firms, and communication companies often exhibit adhocracy culture, where creativity, future orientation, and the willingness to embrace change are highly valued.

*Market Culture:* A market culture is characterized by a focus on results and competition. The work environment is fast-paced, goal-oriented, and driven by the pursuit of success. Leaders within a market culture are typically drivers and producers, instilling a sense of urgency and high expectations among employees. The organization's cohesiveness stems from a shared commitment to achieving excellence and surpassing competitors. Meeting targets, outperforming rivals, and dominating the market are long-term objectives in a market culture. The culture places significant emphasis on customer satisfaction, as well as on strategies that enable the organization to gain a competitive edge. Speed, efficiency, and decisiveness are valued attributes in this culture, where making quick decisions, delivering results, and solving problems promptly are essential. Industries such as consulting, accounting, sales,

marketing, services, and manufacturing often embody a market culture, where pricing competition and market leadership play a pivotal role.

*Hierarchy Culture:* Hierarchy culture is characterized by a structured and orderly work environment. Processes, rules, and formal procedures govern operations within the organization. Leaders in a hierarchy culture take pride in their ability to coordinate and organize effectively. The primary objective of a hierarchy culture is to ensure the organization's continued operation through adherence to established protocols. The group's cohesion is maintained through formal rules and policies that guide employees' actions. Stability, consistency, and reliability are long-term goals within a hierarchy culture. Success is achieved by meticulous planning, precise execution, and cost efficiency. Attention to detail, careful decision-making, and thorough analysis are valued qualities in this culture. Roles such as organizers and administrators hold significance, contributing to the smooth functioning of the organization. Hierarchy culture is prevalent in industries such as healthcare, energy, military, government, banking, insurance, and transportation, where adherence to regulations, attention to procedure, and operational efficiency are paramount.

The Organizational Culture Assessment Instrument (OCAI) provides a comprehensive tool for evaluating organizational culture across six key categories: Distinguishing Traits, Organizational Leadership, Employee Management, Networks within the Organization, Strategic Emphasis, and Success Criteria. By utilizing this assessment, organizations can gain insights into their current culture and identify the desired culture for the future. Respondents evaluate the organization's culture through a series of questions, providing scores for each category. These scores are then used to calculate average scores for each type of culture (Clan, Adhocracy, Market, Hierarchy). Additionally, the OCAI enables organizations to compare cultures across different departments, roles, and divisions, offering a deeper understanding of the dominant culture within the organization and highlighting areas for potential cultural transformation.

By analyzing the results of the OCAI survey, organizations can determine their current cultural profile and gain insights into the gaps between the present and desired culture. This assessment facilitates a clear understanding of the direction in which the organization should progress, the challenges that employees currently face, and the potential benefits of cultural change. Furthermore, comparing cultural profiles among different departments and divisions within the organization sheds light on the existing power dynamics and the potential

influence of the future culture. The OCAI survey serves as a valuable tool for organizations seeking to initiate and navigate the process of cultural transformation, allowing them to harness the strengths of their current culture while aligning it with their vision for the future.

## ***2.5. Organizational Culture is Vital for Modern Business Success***

In the context of modern businesses, organizational culture plays a pivotal role in shaping the overall performance, employee engagement, and long-term success of an organization:

*Performance Enhancement:* A strong organizational culture fosters a positive work environment that encourages high performance. When employees feel a sense of belonging, shared values, and a supportive culture, they are more motivated to excel in their roles. A culture that promotes accountability, teamwork, and continuous improvement can drive individual and collective performance to new heights.

*Employee Engagement:* Organizational culture significantly influences employee engagement levels. A positive culture that values employee well-being, growth opportunities, and work-life balance fosters higher levels of engagement. Engaged employees are more committed, enthusiastic, and willing to go the extra mile to contribute to the organization's success. They are also more likely to stay with the company, reducing turnover and retaining top talent (Trang et al., 2019).

*Talent Attraction and Retention:* A thriving organizational culture acts as a magnet for top talent. In today's competitive job market, candidates actively seek out organizations with a strong culture that align with their values. A positive and inclusive culture enhances an organization's employer brand, making it an attractive choice for prospective employees. Moreover, a healthy culture promotes employee satisfaction and loyalty, reducing turnover and the associated costs of recruitment and training (Hung et al., 2017).

*Innovation and Adaptability:* Organizational culture plays a crucial role in fostering innovation and adaptability. A culture that encourages experimentation, risk-taking, and learning from failure can drive innovation and creativity within the organization. It also enables the organization to adapt to changing market conditions and seize new opportunities in a dynamic business environment (Ai et al., 2018).

*Customer Satisfaction and Loyalty:* The culture of an organization directly impacts customer satisfaction and loyalty. When employees are engaged, empowered, and aligned with the organization's values, they deliver exceptional customer experiences. A customer-centric culture that values service excellence and continuous improvement can differentiate the organization from its competitors, leading to customer loyalty and positive brand reputation (Le et al., 2022).

*Long-Term Success and Sustainability:* Organizational culture sets the foundation for long-term success and sustainability. A strong culture provides a shared vision, guiding principles, and a sense of purpose that aligns employees toward common goals. It establishes a framework for decision-making, ethics, and organizational values, ensuring consistency and integrity in business practices. A thriving culture enables the organization to navigate challenges, foster resilience, and achieve sustainable growth in the long run (Long, Ooi, et al., 2022).

In the context of modern businesses, organizational culture is a critical factor that influences overall performance, employee engagement, and long-term success. By nurturing a positive and supportive culture, organizations can create an environment where employees thrive, innovation flourishes, and the organization achieves sustainable success in a rapidly evolving business landscape.

## ***2.6. Organizational Culture Affect Performance***

Organizations with strong organizational cultures have a distinct advantage over their competitors. The positive impact of a strong culture is reflected in several key areas, including employee satisfaction, productivity, and retention rates. Research has consistently shown that employees within organizations with strong cultures are more content, motivated, and less likely to seek opportunities elsewhere. This heightened level of employee engagement directly translates into improved organizational performance and a competitive edge in the marketplace (Long et al., 2017).

One significant factor that contributes to the success of organizations with strong cultures is their ability to navigate uncertainty. Research by Mashal Ahmed and Saima Shafiq (2014) highlights the relationship between uncertainty avoidance and organizational performance. Organizations that exhibit a high level of uncertainty avoidance tend to perform better in

terms of productivity, efficiency, and financial outcomes. This is because a strong organizational culture provides a sense of stability, clarity, and direction for employees, enabling them to effectively cope with ambiguity and navigate through challenging situations (Ahmed & Shafiq, 2014).

On the other hand, organizations that lack a robust organizational culture and fail to prioritize cultural sensitivity may experience negative consequences on their performance. Weak cultures often result in disengaged employees, decreased productivity, and a higher turnover rate. The lack of a shared set of values, norms, and behaviours can lead to confusion, conflicts, and a fragmented workforce. Such organizations struggle to foster a sense of identity and purpose, hindering their ability to attract and retain top talent.

Furthermore, the impact of a weak organizational culture extends beyond the internal dynamics of the organization. Shareholder return, a critical indicator of organizational success, is also affected by the strength of the organizational culture. Research conducted by Tedla (2016) emphasizes the link between a weak culture, cultural insensitivity, and lower shareholder return. When employees do not feel a sense of belonging or alignment with the organizational values, it can negatively impact their performance, innovation, and customer satisfaction, ultimately leading to reduced financial returns for shareholders (Tedla, 2016).

In light of the research above, organizations are increasingly recognizing the importance of a strong organizational culture. Cultivating and nurturing a strong culture not only enhances employee satisfaction and productivity but also contributes to overall organizational performance and shareholder value. By fostering a culture that promotes clear values, effective communication, collaboration, and adaptability, organizations can create an environment where employees thrive, embrace uncertainty, and contribute to sustainable success.

Organizations with strong cultures have a distinct advantage over their competitors. The positive impact of a strong culture is reflected in various aspects such as employee satisfaction, productivity, and retention rates. Additionally, a strong culture enables organizations to navigate uncertainty effectively. On the other hand, organizations with weak cultures face numerous challenges, including disengaged employees and decreased shareholder return. Recognizing the significance of a strong organizational culture, forward-thinking organizations are actively investing in fostering and maintaining cultures that

promote employee well-being, performance, and overall organizational success (Long, Duong, et al., 2022).

### 1. Strategic Long-term Vision

At Le Tran Furniture, the board of directors and staff share a common operational slogan: “Bringing Le Tran to Le Tran Furniture.” This slogan reflects the collective commitment to establishing a long-term strategic vision and unwavering dedication to achieving development objectives and goals. The company recognizes the importance of setting a clear direction for the future and aligning its efforts accordingly.

Le Tran Furniture has positioned itself as a market leader in the furniture industry through a combination of innovative management practices, cutting-edge manufacturing techniques, and the establishment of a strong brand identity as “Vietnamese Furniture - International.” This strategic positioning has propelled the company to the forefront of the industry, gaining recognition and trust from both domestic and international customers.

While a long-term plan may seem ambitious or theoretical for some organizations, Le Tran Furniture ensures that its strategic objectives are practical and grounded in the present circumstances. The company takes into account various factors, including its available resources, the industry's development potential, and the local and global economic landscape. This comprehensive approach enables Le Tran Furniture to create a strategic vision that is attainable and responsive to the dynamic nature of the business environment.

To achieve its long-term goals, Le Tran Furniture embraces an innovative management system that encourages creativity, efficiency, and adaptability. By continuously seeking new manufacturing techniques and staying abreast of industry trends, the company remains at the forefront of innovation, delivering high-quality products that meet the evolving needs and preferences of its customers.

Furthermore, Le Tran Furniture recognizes the importance of local and foreign economic conditions in shaping its strategic direction. The company remains attuned to market dynamics, consumer demands, and emerging opportunities, allowing it to seize favorable economic conditions and navigate challenges effectively. This forward-thinking approach enables Le Tran Furniture to make informed decisions and adjust its strategies as needed, ensuring long-term sustainability and growth.

Le Tran Furniture's commitment to a strategic long-term vision is not merely a lofty aspiration but a practical approach rooted in the company's current situation, available resources, industry potential, and economic context. Through innovative management practices, cutting-edge manufacturing techniques, and a strong brand identity, the company has established itself as a market leader. By remaining adaptable and responsive to changing market dynamics, Le Tran Furniture is poised for continued success and growth in the furniture industry.

## **2. Respect for Nature**

Respecting and preserving nature is a fundamental value at Le Tran Furniture. The company recognizes the importance of environmental sustainability and takes proactive measures to prioritize the well-being of the planet. One of the key initiatives undertaken by Le Tran Furniture is the research, development, and manufacturing of recycled plastic items, aimed at conserving resources and reducing the amount of plastic waste that ends up in the environment.

Among the company's notable product lines, the faux rattan woven table and chair goods have garnered significant attention and popularity among consumers. These products feature robust PE (Polyethylen) rattan plastic strands that are meticulously bonded together using 100% PE material. By offering a sustainable alternative to natural wood and rattan, Le Tran Furniture contributes to the preservation of precious natural resources. The durability and sophisticated construction of these products not only fulfill customers' needs but also serve as a testament to the company's commitment to environmental conservation.

Through the production of recycled plastic items and the promotion of eco-friendly alternatives, Le Tran Furniture actively reduces its ecological footprint. By utilizing recycled materials, the company minimizes the consumption of new resources and helps prevent plastic waste from polluting landfills and ecosystems. This commitment to sustainable practices not only benefits the environment but also resonates with environmentally conscious consumers who prioritize eco-friendly choices.

Furthermore, Le Tran Furniture continuously strives to raise awareness about environmental issues and inspire positive change within its industry and beyond. The company actively engages in educational campaigns and promotes responsible consumption to encourage



individuals and businesses to make more environmentally conscious choices. By fostering a culture of environmental responsibility, Le Tran Furniture aims to inspire others to follow suit and contribute to a greener and more sustainable future.

Le Tran Furniture's respect for nature extends beyond words and is deeply ingrained in its actions and product offerings. Through the development of recycled plastic items and the production of eco-friendly alternatives, the company demonstrates its commitment to conserving resources and reducing plastic waste. By prioritizing sustainable practices, Le Tran Furniture sets an example for the industry and encourages consumers to make environmentally responsible choices. As a result, the company not only fulfills customer needs but also contributes to the preservation of our planet for future generations.

### **3. Focusing on People**

At Le Tran Furniture, the company firmly believes that its employees are not just workers but valuable resources. Recognizing the significance of human capital in the establishment and growth of the business, the board of directors prioritizes the well-being and development of its employees. Creating a positive work environment and taking care of the lives of the employees are core responsibilities at Le Tran Furniture.

The company places a strong emphasis on employee welfare, going beyond just providing competitive wages and bonuses. Le Tran Furniture understands that a positive work-life balance and a supportive atmosphere contribute to the overall happiness and productivity of its employees. To achieve this, the company organizes extracurricular activities, corporate lunches, and various initiatives to foster a sense of camaraderie and well-being among its workforce. By encouraging a healthy work-life integration, Le Tran Furniture ensures that its employees have peace of mind and feel valued as individuals.

Furthermore, Le Tran Furniture recognizes the importance of continuous learning and development. The company invests in training programs and provides opportunities for personal and professional growth to enhance the skills and capabilities of its employees. By nurturing a culture of learning and improvement, Le Tran Furniture not only enhances the overall competency of its workforce but also instills a sense of empowerment and motivation among its employees.

In addition to the tangible benefits and policies, Le Tran Furniture maintains an open and transparent communication channel between the management and the employees. This allows for a mutual exchange of ideas, feedback, and concerns, ensuring that the voices of the employees are heard and their contributions are valued. By fostering a culture of trust and respect, Le Tran Furniture creates a supportive environment where employees feel comfortable expressing their opinions and are encouraged to actively participate in the growth and development of the company.

By focusing on people and their well-being, Le Tran Furniture cultivates a strong sense of loyalty and commitment among its employees. The company recognizes that its success is intricately linked to the dedication and hard work of its workforce. Therefore, by prioritizing employee welfare and fostering a positive work environment, Le Tran Furniture not only attracts and retains top talent but also ensures a motivated and engaged workforce that is essential for the company's long-term success.

Le Tran Furniture values its employees as precious resources and places great importance on their well-being. By providing a positive work environment, organizing extracurricular activities, and prioritizing employee welfare, the company fosters a culture where employees feel valued, motivated, and supported. Through continuous learning and development opportunities, open communication, and a focus on work-life balance, Le Tran Furniture creates a nurturing environment that promotes employee satisfaction and productivity. By investing in its people, Le Tran Furniture ensures a dedicated and loyal workforce that contributes to the company's overall success.

#### **4. Trading First Before Manufacturing**

Le Tran Furniture had its origins as a trading firm, engaged in the buying and selling of products as intermediaries between manufacturers and end consumers. The primary objective of its commercial operations was to generate profits by facilitating transactions between producers and users, which could be businesses, agencies, or individual consumers. Through this trading process, Le Tran Furniture not only generated revenue from sales but also accumulated valuable customer information that provided insights into market trends, customer preferences, and distribution channels.

Having amassed a comprehensive ‘customer information file’, Le Tran Furniture recognized the immense value in understanding the needs and desires of its clients, as well as the dynamics of the market and distribution channels. This knowledge became a catalyst for the company’s strategic decision to transform itself into a direct manufacturing entity. By transitioning from a trading firm to a direct manufacturing company, Le Tran Furniture aimed to expand its operations and meet the diverse requirements of both local and international customers in the realm of interior items.

This transformation allowed Le Tran Furniture to broaden its scope and assume control over the entire manufacturing process. By producing its own range of interior items, the company gained greater autonomy and flexibility in meeting customer demands. This shift in strategy enabled Le Tran Furniture to enhance its competitiveness and strengthen its position in the market. By eliminating the dependency on external manufacturers, the company could ensure better quality control, timely delivery, and customization options tailored to the specific preferences of its clientele.

Furthermore, as a direct manufacturing company, Le Tran Furniture could leverage its accumulated customer knowledge to design and create products that aligned closely with market trends and customer expectations. By directly responding to customer needs and preferences, the company could forge stronger customer relationships and establish a reputation for delivering innovative and high-quality interior items.

In addition to serving its existing customer base, becoming a direct manufacturing company enabled Le Tran Furniture to explore new markets and expand its customer reach. By offering a diverse range of interior items, the company could cater to different customer segments and geographical regions, thereby tapping into new revenue streams and fostering international growth.

Ultimately, the decision to transition from a trading firm to a direct manufacturing company was driven by the vision of Le Tran Furniture’s leadership to unlock its full potential and capture the advantages associated with vertical integration. By assuming control over the manufacturing process and leveraging its customer insights, the company positioned itself for long-term success in the competitive furniture industry.

Le Tran Furniture's evolution from a trading firm to a direct manufacturing company was motivated by the desire to capitalize on its commercial operations, accumulate customer information, and leverage its market knowledge. By embracing direct manufacturing, the company could expand its product offerings, strengthen customer relationships, and explore new markets. This strategic transition has positioned Le Tran Furniture as a prominent player in the industry, capable of meeting the diverse needs of both local and international customers with its wide range of interior items.

## **5. Innovation and Creation**

Every CEO or business owner understands that creating a perfect work environment is a persistent challenge. The Board of Directors of Le Tran Furniture is well aware of this fact and has learned valuable lessons from its accumulated experiences in the industry. Recognizing the importance of surviving and outperforming competitors both locally and internationally, Le Tran Furniture continually strives to foster a culture of creativity, improvement, and innovation.

The Board understands that staying ahead in the furniture market requires a proactive approach. Le Tran Furniture remains committed to exploring new designs, adopting effective export methods, and staying updated with the latest trends in the industry. By constantly seeking improvement, the company ensures that its product offerings are always fresh, appealing, and aligned with customer preferences.

Meeting the needs of customers is at the core of Le Tran Furniture's business philosophy. The company understands that customer satisfaction is key to its success and goes above and beyond to fully fulfill customer requirements. Each order and every penny is seen as an opportunity to exceed customer expectations and build long-lasting relationships.

Furthermore, Le Tran Furniture recognizes the importance of establishing fruitful partnerships. The company values its collaboration with partners and understands that maintaining a strong relationship requires delivering quality products at competitive prices. By prioritizing the needs of partners and consistently providing excellent value, Le Tran Furniture nurtures mutually beneficial partnerships that contribute to its growth and success.

The Board of Directors of Le Tran Furniture approaches every aspect of the business with a strategic mindset. They understand that success lies not only in seizing opportunities but also

in creating them. By remaining vigilant and attentive to opportunities in the market, the company positions itself to capitalize on emerging trends, changing consumer demands, and new business prospects.

The Board of Directors at Le Tran Furniture recognizes that creating a perfect work environment is an ongoing endeavor. They have embraced the challenges and uncertainties of the industry, using their accumulated experiences to drive continuous improvement. By fostering a culture of creativity, meeting customer needs, establishing fruitful partnerships, and staying attuned to market opportunities, Le Tran Furniture is well-positioned to thrive in a competitive landscape, both domestically and internationally.

## **6. Intelligence, Consciousness and Listening**

Dr. Le, the president of Le Tran Furniture, leads by example when it comes to fostering a culture of innovation and continuous improvement in the creation and management of the business model. He recognizes the value of fresh suggestions and actively seeks input from employees at all levels of the organization. By listening to their opinions and incorporating their feedback, Mr. Le and the leadership team strive to create an ideal workplace and a thriving business culture.

Le Tran Furniture operates factories located outside of Ho Chi Minh City, where the majority of its workforce is employed. Recognizing the unique challenges faced by these employees, the company is committed to addressing issues related to mobility, the working environment, and the provision of amenities such as the canteen. The leadership team takes proactive measures to support and care for the well-being of its workers in these factory locations.

Dr. Le understands that a positive work environment and employee satisfaction are essential for driving productivity and overall success. By actively addressing concerns and making necessary adjustments, he aims to create a workplace where employees feel valued, supported, and motivated to perform their best. This includes ensuring that facilities and amenities in the factories are conducive to a comfortable and safe working environment.

Moreover, Dr. Le recognizes the importance of environmental sustainability in the furniture manufacturing industry. Le Tran Furniture is dedicated to minimizing its ecological footprint and promoting sustainable practices. This commitment extends to the factories, where efforts are made to implement eco-friendly initiatives and reduce the impact on the environment.

By prioritizing the well-being of employees, addressing workplace challenges, and embracing sustainable practices, Dr. Le and the leadership team at Le Tran Furniture demonstrate their dedication to creating a positive work culture and a responsible business model. Their commitment to innovation, employee engagement, and environmental stewardship sets a strong foundation for the company's continued growth and success.

## **7. Creating Brand for the Organization**

Le Tran Furniture recognizes the immense value and potential of creating a strong and distinct brand for its organization. With a focus on delivering wholesale, bulk, and high-quality goods, the company has successfully established itself as a reliable provider to prominent clients in Europe and America. However, Le Tran is determined to expand its reach and tap into new markets, particularly in Asia and Australia, where its presence is still relatively unknown.

To achieve this, Le Tran Furniture has embarked on an ambitious branding journey that encompasses various strategic initiatives. The company understands that building a reputable brand requires more than just offering quality products; it involves crafting a compelling brand identity that resonates with its target customers and differentiates it from competitors.

One of the key aspects of Le Tran's branding strategy is to highlight its commitment to innovation and continuous improvement. Led by Dr. Le, the firm's president, the company places great emphasis on listening to suggestions and ideas from employees at all levels. This inclusive approach not only fosters a positive work culture but also drives process innovation and development. By encouraging and implementing fresh ideas, Le Tran Furniture ensures that it stays ahead of the curve in terms of product design, manufacturing techniques, and customer satisfaction.

While the majority of the company's workforce operates in factories outside of Ho Chi Minh City, Le Tran remains dedicated to addressing the unique challenges faced by its employees. The leadership team recognizes the importance of providing a conducive work environment and takes proactive measures to support mobility, enhance the working conditions, and ensure the well-being of its employees. From improving transportation facilities to upgrading the canteen and promoting a sustainable and eco-friendly workplace, Le Tran

Furniture strives to create an ideal work environment that fosters creativity, productivity, and employee satisfaction.

However, Le Tran Furniture realizes that to expand its customer base and establish itself as a recognized brand, it needs to overcome the hurdle of limited awareness in certain regions. Although the company's products are highly regarded in Europe and America, the Asian and Australian markets are yet to fully experience the quality and affordability offered by Le Tran. This is partly because the company's exported goods are often sold under different brand names in supermarkets.

To address this challenge, Le Tran Furniture is actively working on brand-building initiatives that will enable it to connect directly with customers in Asia, Australia, and beyond. The company is investing in strategic marketing efforts to raise awareness about its brand and product offerings. This includes targeted advertising campaigns, participation in trade shows and industry events, and leveraging digital platforms to reach a wider audience. By effectively communicating the unique value proposition of its products, Le Tran aims to build trust, credibility, and brand loyalty among potential customers.

Furthermore, Le Tran Furniture is exploring various distribution channels to expand its market presence. In addition to maintaining strong relationships with existing retail partners, the company is actively seeking new collaborations and exploring e-commerce platforms to make its products easily accessible to customers worldwide. This multi-channel approach allows Le Tran to tap into diverse customer segments and cater to their specific needs and preferences.

By creating a powerful and recognizable brand, Le Tran Furniture aims to unlock new opportunities and capture the attention of customers who have yet to discover its offerings. Through consistent branding efforts, the company strives to convey its core values of quality, innovation, and customer satisfaction. Le Tran envisions becoming a trusted and sought-after brand in the global furniture industry, renowned for its commitment to excellence and its ability to deliver exceptional products that enhance the lives of customers worldwide.

## **8. Good Employee Welfare**

Le Tran Furniture is dedicated to creating a positive working environment and prioritizes the well-being of its employees, including their income, benefits, and rewards. However, the

current situation reveals that employees do not genuinely feel satisfied and happy with the working environment. To address this issue and enhance labor productivity, prompt improvements are necessary. The following proposals and solutions have been identified:

- Implementation of an efficient welding fume treatment system in the Mechanical Workshop.
- Installation of an enclosed Paint Booth equipped with automatic spray guns and an automatic paint powder collection system. It is recommended to initially implement Paint Booth 1 and then consider the implementation of Paint Booth 2.
- Adoption of the 5S methodology in the Nhi Xuan and Hai Son Production Workshops, accompanied by budget allocation and rewards/punishments related to 5S practices.
- Obtaining the Environmental Certification for the Company by 2023.

By implementing these specific improvements to the working environment, Le Tran Furniture aims to ensure the satisfaction and happiness of its employees, ultimately fostering enhanced labor productivity and creating a more fulfilling workplace.

Le Tran Furniture places great importance on the welfare and development of its employees, recognizing them as invaluable assets. With a workforce exceeding 1000 individuals, the company is committed to providing career opportunities and fostering a positive work environment.

To achieve this, Le Tran Furniture has established a dedicated human resources team responsible for nurturing and managing the company's workforce. This team ensures that employees receive the necessary support, resources, and growth opportunities. By investing in human resource capabilities, Le Tran Furniture aims to build a strong and capable team that drives the company's success.

In line with its commitment to employee welfare, Le Tran Furniture has implemented a competitive wage policy. The company strives to offer wages that are twice as high as those provided by other businesses in Vietnam. This demonstrates the company's dedication to valuing employees and providing fair compensation for their hard work and contributions. By offering competitive wages, Le Tran Furniture aims to attract and retain top talent, cultivating a motivated and dedicated workforce.



The company's slogan, "Business is to Find People," reflects its belief in the importance of human resources and their integral role in the company's success. Le Tran Furniture recognizes that long-term growth and sustainability are closely tied to the skills, dedication, and satisfaction of its employees. As part of its long-term plan for the next five years, the company is committed to further enhancing its human resources strategies, ensuring that employees receive the support, opportunities, and benefits they deserve.

In addition to competitive wages, Le Tran Furniture focuses on providing a range of employee benefits and welfare programs. The company understands that employee well-being extends beyond financial compensation and aims to create a supportive work environment. This includes initiatives such as comprehensive healthcare coverage, flexible work arrangements, professional development opportunities, and extracurricular activities that promote work-life balance and employee engagement.

By prioritizing employee welfare and investing in their growth and development, Le Tran Furniture aims to foster a culture where employees feel valued, motivated, and empowered. The company understands that satisfied and fulfilled employees are more likely to contribute their best efforts and remain committed to the company's long-term success.

Overall, Le Tran Furniture's commitment to employee welfare goes beyond providing competitive wages. It encompasses a comprehensive approach that includes investing in human resources, offering attractive benefits and programs, and fostering a positive work environment. By prioritizing the well-being and development of its employees, Le Tran Furniture not only demonstrates appreciation for their contributions but also establishes a solid foundation for long-term growth and success.

## **9. Low Employee Turnover Rate**

The current turnover rate of 8% within the manufacturing company is considered acceptable. However, it is important to reassess the issue of employee turnover on an annual basis, taking into account different departments and hierarchical levels, as the company experiences seasonal fluctuations in production.

To address this, specific proposals and solutions are suggested. The turnover rate should vary across different roles within the company. For general laborers, maintaining a turnover rate of 10-20% is recommended, while skilled laborers (such as welders, painters, machine

operators, and repair personnel) should have a turnover rate of 3-5%. Staff members, department heads, and directors should have even lower turnover rates, ranging from 1% to below 0.5%, respectively.

Additionally, the company should develop a staffing plan that aligns with revenue or capacity, adjusting accordingly to meet the demands of low and high production seasons. Indirect labor forces, such as support staff, should experience minimal changes and adjustments based on the number of working days per week. However, the direct labor force should be more flexible. Skilled laborers can have relatively stable employment with slight adjustments through different tasks, while general laborers should have variable employment based on revenue. It is recommended to retain only 30-50% of the general labor force during low production seasons and recruit additional seasonal workers through labor service companies during high production seasons.

By implementing these proposals and solutions, the company aims to maintain a low employee turnover rate, ensuring stability and productivity in different seasons while effectively managing workforce requirements.

Le Tran Furniture takes pride in maintaining a low staff turnover rate, currently standing at an impressive 8%. However, there have been some observations regarding the Nhi Xuan plant in Hoc Mon, where a higher number of employees have chosen to leave their employment.

Further investigation revealed that one of the primary reasons for employee attrition is the lack of clarity regarding promotion routes within the organization. Employees at the Nhi Xuan plant expressed a desire for clearer career progression paths, where they can envision growth and advancement opportunities. Recognizing the importance of providing transparent career development plans, Le Tran Furniture is actively working to address this concern and implement measures to provide employees with a clearer understanding of their promotion routes.

Another factor contributing to the turnover rate at the Nhi Xuan plant is the issue of team responsibility at work. Employees have expressed a desire for better-defined roles and responsibilities within their teams, as well as improved communication and coordination among team members. Le Tran Furniture acknowledges the importance of effective

teamwork and is taking steps to enhance team dynamics, clarify roles, and foster a collaborative work environment.

On a positive note, it has been observed that the workers and employees at the Hai Son factory exhibit higher levels of satisfaction and sociability. The work environment at the Hai Son factory is characterized by a positive and cohesive atmosphere, where employees feel happier and more engaged. This can be attributed to various factors such as effective team communication, supportive management, and a strong sense of camaraderie among colleagues.

Le Tran Furniture values the feedback and experiences of its employees and is committed to continuously improving the work environment across all locations. Efforts are being made to address the concerns raised by employees at the Nhi Xuan plant, including implementing clearer promotion routes, enhancing team dynamics, and fostering a more supportive and engaging work culture.

By actively listening to employees' feedback and taking necessary actions, Le Tran Furniture aims to create a work environment where all employees feel valued, motivated, and empowered. The company recognizes that a satisfied and cohesive workforce is instrumental in driving productivity, fostering innovation, and achieving long-term success. Through ongoing initiatives and a commitment to addressing employee concerns, Le Tran Furniture strives to create a positive and fulfilling work experience for all its employees.

## **10. Excellent Customer Service, High Customer Satisfaction**

Le Tran Furniture places a strong emphasis on delivering excellent customer service and ensuring high levels of customer satisfaction. These core values have propelled the company to a leadership position in the Vietnamese manufacturing sector. Furthermore, Le Tran Furniture has achieved notable recognition, ranking fifth in the plastics sector and seventh in the furniture sector.

The company's commitment to providing exceptional service is reflected in its interactions with customers. Le Tran Furniture strives to go above and beyond to meet and exceed customer expectations. By understanding the unique needs and preferences of each client, the company tailors its products and services to deliver personalized solutions.

To achieve high customer satisfaction, Le Tran Furniture focuses on several key aspects. First and foremost, the company ensures the production of high-quality goods that meet stringent standards and specifications. By employing advanced manufacturing techniques and rigorous quality control measures, Le Tran Furniture guarantees that its products consistently meet or surpass customer requirements.

Additionally, Le Tran Furniture values effective communication and maintains open channels of dialogue with its customers. The company actively seeks feedback, listens to customer concerns, and promptly addresses any issues or inquiries. This proactive approach enables Le Tran Furniture to build strong and enduring relationships with its clientele.

Furthermore, Le Tran Furniture recognizes the importance of timeliness and reliability in customer service. Orders are processed efficiently, and delivery schedules are meticulously adhered to, ensuring that customers receive their products in a timely manner. By prioritizing punctuality and maintaining transparent communication throughout the order fulfillment process, Le Tran Furniture instills confidence and trust in its customers.

The company's dedication to customer satisfaction has garnered positive reviews and recommendations, contributing to its success and industry rankings. Le Tran Furniture takes pride in its ability to consistently meet customer needs, exceed expectations, and build long-term partnerships with clients.

Moving forward, Le Tran Furniture remains committed to continuously improving its customer service efforts. By staying updated on market trends, investing in research and development, and embracing innovative technologies, the company aims to enhance its offerings and maintain its position as a leader in the manufacturing industry.

Ultimately, Le Tran Furniture's unwavering focus on excellent customer service and its dedication to ensuring high levels of customer satisfaction are central to its success and serve as a driving force behind its continued growth and recognition in the industry.

## **11. Efficient Operation Contributes to the Values of the Organization**

Efficient operation is a key factor that contributes to the overall values and success of Le Tran Furniture. The company's ability to effectively manage its operations and optimize

various aspects of its business plays a significant role in its performance and competitiveness within the industry.

One indicator of the company's efficient operation is its higher gross profit margin compared to its competitors. This indicates that Le Tran Furniture is effectively controlling its costs and generating a higher profit from its operations. By carefully analyzing the cost structure and identifying areas where costs can be minimized, the company is able to maintain a competitive edge and ensure sustainable profitability.

Another aspect that showcases the efficient operation of Le Tran Furniture is its effective management of inventory. As a manufacturing company, inventory management is crucial to ensure smooth production processes and avoid unnecessary holding costs. By implementing efficient inventory control systems and closely monitoring stock levels, Le Tran Furniture maintains a stable solvency and avoids any disruptions in its supply chain.

Furthermore, Le Tran Furniture promotes a culture of creative emulation across all departments. This encourages employees to actively participate in improving production lines, enhancing product quality, and increasing productivity. By fostering a work environment that values innovation and encourages employees to contribute their ideas and expertise, Le Tran Furniture is able to continuously improve its operations and deliver high-quality products to its customers.

The focus on efficient operation not only benefits the company's financial performance but also has a positive impact on the employees. As the company becomes more streamlined and productive, it can generate higher revenues, which in turn allows for increased employee compensation and improved workplace satisfaction. By recognizing and rewarding employees' contributions to operational efficiency, Le Tran Furniture fosters a sense of pride and loyalty among its workforce, leading to higher employee retention rates and a more engaged and motivated team.

Le Tran Furniture's commitment to efficient operation is reflected in its higher gross profit margin, effective inventory management, and the promotion of creative emulation throughout the organization. These factors not only contribute to the company's financial stability and competitive advantage but also create a positive work environment where employees can thrive. By continuously improving operational processes and leveraging

innovative approaches, Le Tran Furniture remains dedicated to delivering value to its customers while driving sustainable growth and success.

## DISCUSSION OF GENERIC OUTCOMES FOR ORGANIZATIONAL CULTURE ASSESSMENT

In this study, in-depth interviews were utilized to investigate and identify the dominant culture within the organization. The aim was to uncover the prevailing culture and gain insights into the future preferred culture. By conducting these interviews, researchers sought to delve into the organization's values, beliefs, and practices, and understand how they shape the overall work environment. This approach allowed for a comprehensive exploration of the organization's cultural dynamics, providing valuable information for determining the future direction of the organizational culture.

### 1. Demographic Profile

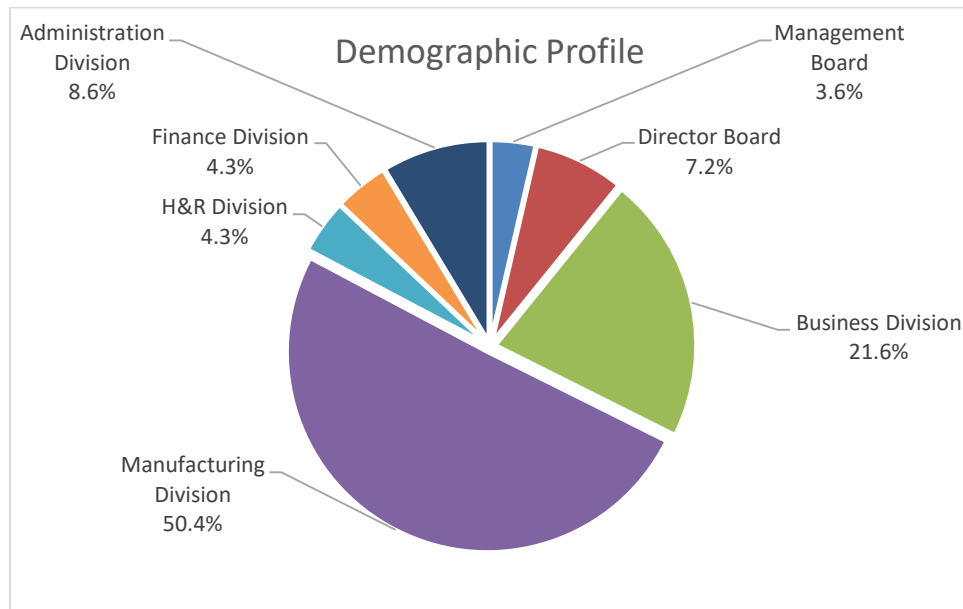


Exhibit 4. Demographic Profile

Exhibit 4 presents a demographic profile of the positions held within Le Tran Furniture, including the percentage and frequency of each position among a sample size of 139 individuals.

**Management Board:** This position accounts for 3.6% of the sample size, with 5 individuals holding this position. The management board is responsible for making strategic decisions and providing overall direction for the company.

Director Board: The director board represents 1.4% of the sample size, with 10 individuals serving in this capacity. The director board works closely with the management board to implement strategies and ensure effective governance.

Business Division: This division comprises 2.2% of the sample size, with 30 individuals working in various roles related to the company's commercial operations, such as sales, marketing, and customer relations.

Manufacturing Division: The manufacturing division is the largest in terms of both percentage and frequency, accounting for 50.4% of the sample size with 70 individuals. This division focuses on the production process and ensures efficient manufacturing and product quality.

H&R (Human Resources) Division: Representing 4.3% of the sample size, this division consists of 6 individuals responsible for managing human resources within the company, including recruitment, training, and employee relations.

Finance Division: The finance division comprises 4.3% of the sample size, with 6 individuals handling financial planning, budgeting, and managing the company's financial resources.

Administration Division: This division represents 8.6% of the sample size, with 12 individuals responsible for administrative tasks such as office management, logistics, and support functions.

The demographic profile offers a snapshot of the distribution of positions within Le Tran Furniture, highlighting the composition of various divisions and boards. This information provides insights into the organizational structure and the roles that contribute to the company's operations and success.

## **2. Dominant Characteristics**

To investigate the dominant characteristics, interviews were conducted with questions according to the four trends as per the appendix. (A) Le Tran is a company with a family-friendly working environment; (B) Le Tran is a company with a dynamic working environment, employees are willing to take risks; (C) Le Tran is a result-oriented company



with an emphasis on achievement; (D) Le Tran is a company with a strictly structured and process-controlled working environment.

The results obtained are as follows:

1. Dominant Characteristics		
Aver.	Now	Preferred
A	59	66
B	59	61
C	69	72
D	63	60
TOTAL	249	258

Graphical layout			
	Score	Now	Preferred
A	Internal focus	42.87	44.41
	Clan	58.58	65.66
	Flexibility & discretion	41.43	44.59
B	Adhocracy	58.58	60.66
	External focus	44.68	46.47
C	Market	68.58	71.70
	Stability & control	46.37	46.27
D	Hierarchy	62.83	60.19

Exhibit 5. Dominant Characteristics Results

Exhibit 5 presents the findings of the study regarding the organization's cultural assessment. The results indicate the current scores and the projected preferred scores for each cultural dimension.

(A) The current score for clan culture is 58.58 points, and it is expected to increase to the preferred score of 65.66. The internal focus currently stands at 42.87 points and is projected to increase to the preferred score of 44.41.

(B) Adhocracy culture is currently at 58.58 points and is expected to increase to 60.66 points, the preferred score. Flexibility and discretion are currently rated at 41.43 points and are projected to increase to the preferred score of 44.59.

(C) Market culture currently scores 68.58 points and is expected to increase to 71.70 points, the preferred score. The external focus is currently rated at 44.68 points and is projected to increase to the preferred score of 46.47.

(D) Hierarchy culture has a current score of 62.83 points, which is expected to decrease to the preferred score of 60.19. Stability and control currently stand at 46.37 points and are projected to decrease to the preferred score of 46.27.

Exhibit 6 highlights that the organization's dominant characteristics, both currently and in the future, are primarily focused on market-oriented external focus. However, it is worth noting that respondents also exhibit a significant preference for an internal focus in the future, despite the slight inclination towards the market. These findings shed light on the organization's cultural dynamics and provide insights into the dominant cultural orientations and future cultural aspirations.

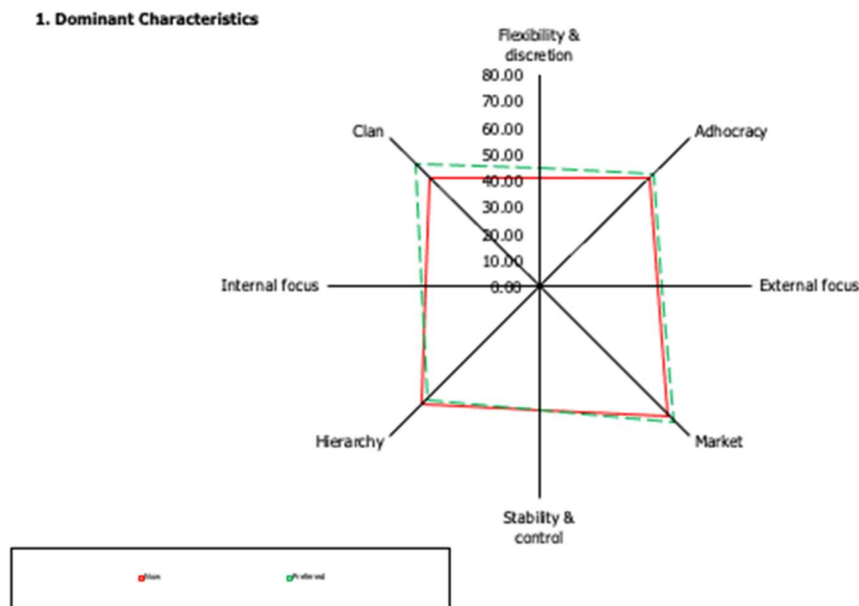


Exhibit 6. Dominant Characteristics Graph

### 3. Organizational Leadership

To investigate organizational leadership, interviews were conducted with questions according to the four trends as per the appendix. (A) Le Tran's board of directors is often considered as a guide; (B) Le Tran's management is often considered a pioneer in innovation and taking risks; (C) Le Tran's board of directors is often seen as a result - focused person, focusing only on goals; (D) Le Tran's board of directors is often considered an organized, process-oriented executive.

The results obtained are as follows:

2. Organizational Leadership			Graphical layout		
Aver.	Now	Preferred	Score	Now	Preferred
A	54	66	Internal focus	37.40	42.98
B	50	54	A <i>Clan</i>	54.25	65.85
C	62	67	Flexibility & discretion	36.97	41.86
D	52	56	B <i>Adhocracy</i>	50.47	53.77
TOTAL	218	243	External focus	39.26	42.05
			C <i>Market</i>	61.70	66.51
			Stability & control	39.74	43.18
			D <i>Hierarchy</i>	51.60	56.44

Exhibit 7. Organizational Leadership Results

Exhibit 7 presents the results of the cultural assessment, indicating the current scores and the projected preferred scores for each cultural dimension.

(A) The current score for clan culture is 54.25 points, and it is expected to increase to the preferred score of 65.85. The internal focus currently stands at 37.40 points and is projected to increase to the preferred score of 42.98.

(B) Adhocracy culture is currently at 50.47 points and is expected to increase to 53.77 points, the preferred score. Flexibility and discretion are currently rated at 36.97 points and are projected to increase to the preferred score of 41.86.

(C) Market culture currently scores 61.70 points and is expected to increase to 66.51 points, the preferred score. The external focus is currently rated at 39.26 points and is projected to increase to the preferred score of 42.05.

(D) Hierarchy culture has a current score of 51.60 points, which is expected to increase to the preferred score of 56.44. Stability and control currently stand at 39.74 points and are projected to increase to the preferred score of 43.18.

Exhibit 8 highlights that based on the current leadership of the organization, there is a strong emphasis on market-oriented external factors and a focus on stability and control. These aspects align with the desires and preferences of the employees at Le Tran Furniture. The findings provide valuable insights into the current and desired cultural orientations of the organization and inform potential areas of focus for future development.



Exhibit 8. Organizational Leadership Graph

#### 4. Employee Management

To investigate employee management, interviews were conducted with the following questions according to the four trends as per the appendix. (A) The typical management style in Le Tran Furniture is teamwork. (B) The typical management style in Le Tran Furniture is to promote individual creativity. (C) The typical management style in Le Tran Furniture is to strive for success. (D) The typical management style in Le Tran Furniture is to ensure stability and comfort.

The results obtained are as follows:

<b>3. Management of Employees</b>			<b>Graphical layout</b>		
<b>Aver.</b>	<b>Now</b>	<b>Preferred</b>	<b>Score</b>	<b>Now</b>	<b>Preferred</b>
<b>A</b>	56	60	<b>Clan</b>	40.15	42.63
<b>B</b>	52	56	<b>Adhocracy</b>	56.23	60.28
<b>C</b>	63	75	<b>Market</b>	38.34	41.14
<b>D</b>	57	60	<b>Hierarchy</b>	52.36	56.23
<b>TOTAL</b>	<b>229</b>	<b>252</b>		40.50	45.40
				63.21	74.81
				42.53	47.21
				57.36	60.28

Exhibit 9. Management of Employees Results

Exhibit 9 illustrates the assessment results for the cultural dimensions, indicating both the current scores and the projected preferred scores:

(A) Clan culture currently stands at 56.23 points, and it is expected to increase to the preferred score of 60.28. The current internal focus is rated at 40.15 points, with an expected increase to the preferred score of 42.63.

(B) Adhocracy culture currently scores 52.36 points and is projected to increase to 56.23 points, the preferred score. Flexibility and discretion are currently rated at 38.34 points and are expected to increase to the preferred score of 41.14.

(C) Market culture is currently rated at 63.21 points, and it is projected to increase significantly to the preferred score of 74.81. The current external focus stands at 40.50 points and is expected to increase to the preferred score of 45.40.

(D) Hierarchy culture has a current score of 57.36 points and is slightly preferred to increase to 60.28 points. Stability and control currently stand at 42.53 points and are expected to increase to the preferred score of 47.21.

Exhibit 10 indicates a desire for change, with a focus on market-oriented strategies and external factors to enhance efficiency within the company. It suggests the proposal to hire external experts for consultation and establish processes to effectively manage employees. This reflects the organization's aspiration to improve and adapt to market dynamics, leveraging external expertise to drive success and operational excellence.



Exhibit 10. Management of Employees Graph

## 5. Organization Engagement (Glue)

To investigate the organization's engagement, interviews were conducted with questions according to the four trends as per the appendix. (A) The glue that holds Le Tran's company together is loyalty and mutual trust. (B) The glue that binds Le Tran's internal company is the consensus on innovation and development. (C) The glue that binds Le Tran's internal company is the consensus in accomplishing goals and achieving success. (D) The glue that holds Le Tran's internal company together is to agree to abide by the company's rules and policies.

4. Organization Glue			Graphical layout		
Aver.	Now	Preferred	Score	Now	Preferred
A	57	61	Internal focus	40.29	43.23
B	51	55	A <i>Clan</i>	57.45	61.42
C	60	71	Flexibility & discretion	38.37	41.03
D	57	61	B <i>Adhocracy</i>	51.42	55.00
TOTAL	226	249	External focus	39.21	43.94
			C <i>Market</i>	60.19	71.42
			Stability & control	41.22	46.46
			D <i>Hierarchy</i>	56.51	60.85

Exhibit 11. Organization Glue Results

Exhibit 11 presents the assessment results for the cultural dimensions, indicating the current scores and the projected preferred scores:

(A) Clan culture currently stands at 57.45 points, and it is expected to increase to the preferred score of 61.42. The current internal focus is rated at 40.29 points, with an expected increase to the preferred score of 43.23.

(B) Adhocracy culture currently scores 51.42 points and is projected to increase to 55.00, the preferred score. Flexibility and discretion are currently rated at 38.37 points and are expected to increase to the preferred score of 41.03.

(C) Market culture is currently rated at 60.19 points and is projected to increase significantly to the preferred score of 71.42. The current external focus stands at 39.21 points and is expected to increase to the preferred score of 43.94.

(D) Hierarchy culture has a current score of 56.51 points and is expected to decrease slightly to the preferred score of 60.85. Stability and control currently stand at 41.22 points and are projected to increase to the preferred score of 46.24.

Exhibit 12 reveals a strong inclination among employees to foster connections and collaborate based on a shared objective of achieving the company's success. It suggests a desire for a cohesive and goal-oriented culture that promotes teamwork and cooperation across different levels and departments within the organization.

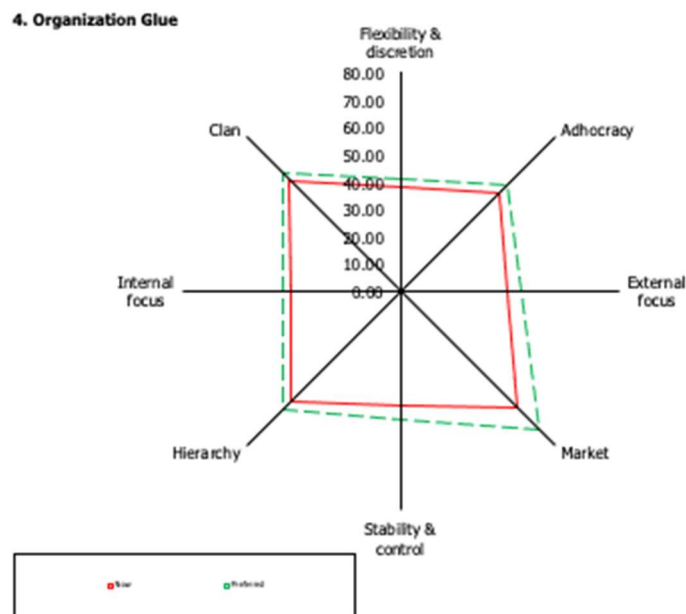


Exhibit 12. Organization Glue Graph

## 6. Strategic Emphases

To investigate the strategic emphases, interviews were conducted with questions according to the four trends as per the appendix. (A) Le Tran Furniture emphasizes the development of internal human resources. (B) Le Tran Furniture emphasizes finding resources to innovate and creating challenges to find new opportunities. (C) Le Tran Furniture emphasizes competition and achievement. (D) Le Tran Furniture emphasizes stability and long-term development.

5. Strategic Emphases			Graphical layout		
Aver.	Now	Preferred	Score	Now	Preferred
A	61	61	Internal focus	35.37	37.70
B	54	53	A <i>Clan</i>	60.66	61.32
C	44	44	Flexibility & discretion	40.42	40.06
D	43	47	B <i>Adhocracy</i>	54.06	52.64
TOTAL	202	205	External focus	34.41	33.84
			C <i>Market</i>	44.25	43.87
			Stability & control	30.67	32.14
			D <i>Hierarchy</i>	42.55	47.17

Exhibit 13. Strategic Emphases Results

Exhibit 13 illustrates the evaluation of cultural dimensions, indicating the current scores and the projected preferred scores:

(A) Clan culture currently stands at 60.66 points, and it is expected to increase to the preferred score of 61.32. The current internal focus is rated at 35.37 points, with an expected increase to the preferred score of 37.70.

(B) Adhocracy culture currently scores 54.06 points and is projected to decrease to 52.64, the preferred score. Flexibility and discretion are currently rated at 40.42 points and are expected to decrease to the preferred score of 40.06.

(C) Market culture is currently rated at 44.25 points and is projected to decrease slightly to the preferred score of 43.87. The current external focus stands at 34.41 points and is expected to decrease to the preferred score of 33.84.

(D) Hierarchy culture has a current score of 42.55 points and is expected to increase to the preferred score of 47.17. Stability and control currently stand at 30.67 points and are projected to increase to the preferred score of 32.14.

Exhibit 14 reveals a future desire at the management level to maintain strategic emphases and core values that prioritize the development of internal human resources. It indicates a focus on fostering a clan culture with increased internal focus, promoting teamwork and collaboration within the organization. Additionally, there is a drive to enhance hierarchical structures and stability while ensuring flexibility and discretion within the adhocracy culture. The organization aims to strike a balance between internal development and external market orientation.



### 5. Strategic Emphases

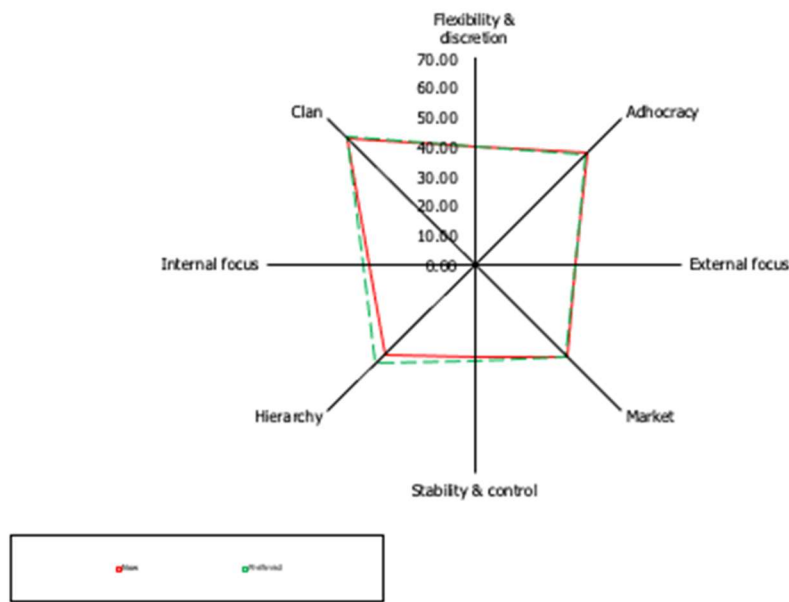


Exhibit 14. Strategic Emphases Graph

### 7. Criteria of Success

To investigate the success criteria, conduct interviews with questions according to Appendix four trends. (A) Le Tran Furniture determines success based on human resource development, teamwork, and employee commitment. (B) Le Tran Furniture defines success based on whether the company has unique or new products. (C) Le Tran Furniture defines success based on getting ahead of the competition and leading the market. (D) Le Tran Furniture defines success based on efficient operation, which means smooth plans and low operating costs.

6. Criteria of Success			Graphical layout		
Aver.	Now	Preferred	Score	Now	Preferred
A	62	62	Internal focus	35.22	34.23
B	53	54	A <b>Clan</b>	62.26	61.98
C	71	72	Flexibility & discretion	40.69	40.83
D	42	40	B <b>Adhocracy</b>	53.49	54.06
TOTAL	228	228	External focus	43.10	43.61
			C <b>Market</b>	70.85	71.79
			Stability & control	37.02	36.16
			D <b>Hierarchy</b>	41.51	39.72

Exhibit 15. Criteria of Success Results

Exhibit 15 displays the assessment of cultural dimensions, indicating the current scores and the projected preferred scores:

(A) The current clan culture stands at 62.26 points, and it is expected to maintain the same preferred score of 61.98. The current internal focus is rated at 35.22 points, with an expected increase to the preferred score of 34.23.

(B) Adhocracy culture is currently scored at 53.49 points, and it is expected to increase to the preferred score of 54.06. Flexibility and discretion are currently rated at 40.69 points, and it is preferred to maintain them at the same level of 40.83.

(C) The current market culture is at 70.85 points, and it is expected to increase to the preferred score of 71.79. The current external focus stands at 43.10 points, and it is preferred to maintain it at the same level of 43.61.

(D) Hierarchy culture has a current score of 41.51 points, and it is expected to decrease to the preferred score of 39.72. Stability and control currently stand at 37.02 points, and it is expected to decrease to the preferred score of 36.16.

Exhibit 16 indicates that the diagram of the current and expected criteria in the future largely overlap, demonstrating that the team has been working closely together for a significant period and is entirely satisfied with the criteria and cultural values outlined by the leader of Le Tran Furniture from the very beginning. This alignment signifies a harmonious and contented organizational culture where employees are aligned with the established values and goals of the company.

#### 6. Criteria of Success

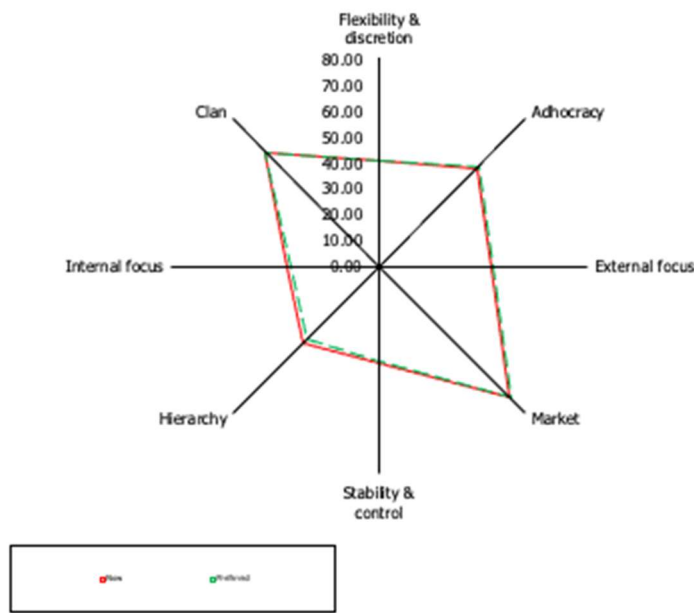


Exhibit 16. Criteria of Success Graph

#### 8. Recommendations about the Favorite Culture

The overview of the culture assessment, presented in Exhibit 17, includes the average scores for various dimensions of the organizational culture, encompassing (1) Dominant Characteristics, (2) Organizational Leadership, (3) Management of Employees, (4) Organization Glue, (5) Strategic Emphases, and (6) Criteria of Success, both in the current state (Now) and the preferred state (Preferred). Aspect A, which pertains to Dominant Characteristics, has an average score of 58 in the current state and a preferred score of 65. Aspect B, representing Organizational Leadership, scores 49 presently, while the preferred score is 59. For Aspect C, which focuses on Management of Employees, the current score is 64, and the preferred score is 67. Lastly, Aspect D, related to Organization Glue, has a current score of 52, and the preferred score remains 52.

The total average score for all dimensions in the current state is 223, and in the preferred state, it increases to 242. This comprehensive assessment provides a valuable snapshot of the organization's current cultural dynamics and the desired culture for the future. By identifying the gaps between the current and preferred scores across the various dimensions, the organization can develop targeted strategies and interventions to bridge these gaps and cultivate a thriving work environment aligned with its long-term vision and objectives.

Overview of Culture Assesment					
Aver.	Now	Preferred	Graphical layout		
A	58	65	Score	Now	Preferred
B	49	59	Flexibility & discretion	37.47	43.64
C	64	67	<b>B Adhocracy</b>	48.51	58.79
D	52	52	External focus	39.05	44.14
<b>TOTAL</b>	<b>223</b>	<b>242</b>	<b>C Market</b>	64.09	66.53
			Stability & control	40.42	41.23
			<b>D Hierarchy</b>	51.59	51.89
			Internal focus	38.73	40.79
			<b>A Clan</b>	58.38	64.94

Exhibit 17. Overview of Culture Assesment

The dominant culture of the organization suggests the future favorite culture is determined as follows:

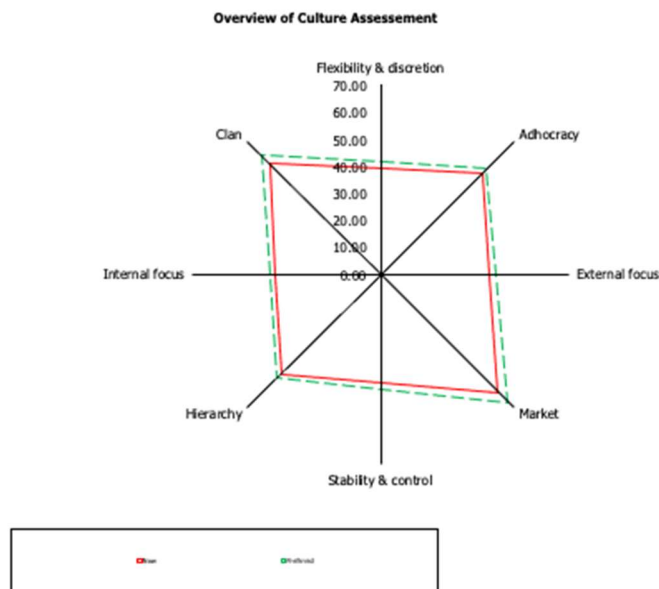


Exhibit 18. Recommendation about the Favorite Culture of Le Tran Furniture

The graphical layout provides a comprehensive view of the culture assessment, shedding light on various dimensions of organizational culture. These dimensions include (1) Flexibility & Discretion, (2) Adhocracy, (3) External Focus, (4) Market, (5) Stability & Control, (6) Hierarchy, and (7) Internal Focus. Each dimension's "Now" column displays the current state scores, while the corresponding "Preferred" column showcases the desired or preferred state scores.

In the current state, we observe that Flexibility & Discretion has a score of 37.47, indicating room for improvement. However, the preferred score of 43.64 suggests a clear aspiration for a more flexible and discretionary work environment that empowers employees. Similarly, the Adhocracy dimension reveals a current score of 48.51, but the organization aims to increase it significantly to 58.79 in the preferred state. This demonstrates the desire for a more innovative and dynamic organizational structure that fosters creativity and risk-taking.

External Focus, which currently scores 39.05, is targeted to improve to 44.14 in the preferred state. This indicates the organization's commitment to enhancing its focus on customers, market trends, and external opportunities to drive growth and competitiveness. The Market dimension, with a current score of 64.09, is already strong but aims for a slight increase to 66.53 in the preferred state, showcasing the organization's ambition to maintain a customer-centric approach and market orientation.

Stability & Control, with a current score of 40.42, is expected to experience a modest rise to 41.23 in the preferred state. This reflects the organization's intention to strike a balance between stability and adaptability, ensuring effective control while remaining responsive to change. Hierarchy, scoring 51.59 in the current state, is projected to remain relatively stable at 51.89 in the preferred state, indicating a conscious decision to maintain the current hierarchical structure.

Lastly, the Internal Focus dimension currently scores 38.73, and the organization aims to elevate it to 40.79 in the preferred state. This emphasizes the importance of nurturing a cohesive and internally aligned workforce that shares common values and goals.

By closely analyzing these scores, the organization can identify gaps between the current and preferred cultural states. Armed with this knowledge, targeted strategies and interventions can be developed to bridge these gaps and create a thriving work environment aligned with the organization's long-term vision and objectives. Organizational leaders can leverage these insights to foster a positive culture that maximizes employee engagement, propels overall performance, and secures sustainable success in today's dynamic business landscape.

## **9. Discussions**

Here are the discussions of the current research:

*Comparison of Current and Preferred Culture:* The research reveals a significant disparity between the current culture and the preferred culture across various dimensions. This discussion could explore the reasons behind this gap and analyze the implications for the organization's future direction and strategic alignment.

*Impact of Adhocracy Culture:* The study highlights a strong desire to promote adhocracy within the organization. This discussion could delve into the potential benefits and challenges associated with fostering an innovative and entrepreneurial culture, exploring how it can drive organizational agility, creativity, and competitive advantage.

*Enhancing External Focus:* The research indicates a desire to strengthen the organization's external focus. This discussion could explore strategies to cultivate a customer-centric approach, improve market intelligence, and enhance the organization's ability to adapt to dynamic external environments.

*Balancing Stability and Flexibility:* To achieve operational efficiency and responsiveness to change, organizations must strike a balance between stability and adaptability. Several proposals can be considered in this regard. Firstly, the company's market distribution currently consists of 60% in Europe, 30% in the United States, and 10% in other markets. Gradually increasing the proportion of the US market annually is recommended. Secondly, diversifying the product range beyond wicker furniture to include ceiling furniture and furniture mix can cater to changing market demands and expand the customer base. Lastly, there is a shift anticipated from large quantity orders with lower profit margins to small to medium quantity orders with higher profit margins, aligning with the trend of reducing inventory levels. By implementing these proposals, the organization can achieve a balance between stability and adaptability, effectively responding to customer needs and optimizing profit margins for long-term success in a competitive business environment.

*Nurturing Clan Culture:* The study highlights a strong preference for a clan culture characterized by teamwork, collaboration, and a family-like environment. This discussion could explore the benefits of a supportive and cohesive organizational culture, including increased employee engagement, retention, and organizational commitment.

*Aligning Culture with Organizational Strategy:* The findings of the research provide insights into aligning the organization's culture with its strategic objectives. This discussion could

explore how the desired cultural shifts can support the organization's goals, enhance its competitive advantage, and foster a positive work environment that attracts and retains top talent.

These discussion topics can serve as starting points for further exploration and analysis, allowing for a deeper understanding of the research findings and their implications for organizational culture and strategy.

## BUILDING A THRIVING WORK ENVIRONMENT: TRANSFORMING ORGANIZATIONAL CULTURE

The e-book concludes that an organization's culture, if left unattended, can become a negative force that hampers employee engagement and performance. However, with the right change management strategy, it is possible to transform and improve the organizational culture.

### 1. Practical Implications

*Assessment of Organizational Culture:* Assessing the organization's culture is crucial for identifying areas that require improvement and preserving positive cultural aspects. The assessment results provide valuable insights for planning the strategy, setting specific goals, and creating an action plan to transform the culture.

*Evaluation of Organizational Culture:* Various methods can be used to evaluate organizational culture, such as individual or group interviews and employee surveys. The OCAI organizational culture assessment tool mentioned earlier can also be employed.

*Building a Foundation for Positive Organizational Culture:* After completing the culture assessment, it is important to focus on specific areas. Successful companies prioritize elements that promote employee happiness and productivity. Key areas to consider include having the right leaders, clarifying the company's purpose, providing meaningful work, fostering inclusion and authenticity, empowering teams, ensuring transparent information flow, and creating a creative and collaborative workspace.

### 2. Recommendations

Based on the analysis and extensive interviews conducted with 139 workers at Le Tran Furniture, the following recommendations are provided for managing the firm's operations in the future:

*Develop the Organizational Brand:* Consider building the company's brand to increase market reach and visibility. This involves addressing brand exclusivity, investing in marketing efforts, and expanding product brands to target European and American markets.



*Equitize the Company:* Transform the family-run business into a joint-stock company to attract additional capital and expand the board of directors. This step can help share management duties and contribute to the formation of a deep corporate culture.

*Embrace e-commerce:* Establish an e-commerce presence on platforms such as Shopee, Lazada, and Amazon to directly connect with customers and reduce costs associated with distributors. Exploring the e-commerce market can boost sales, offer incentives, and provide transparent information to customers.

*Social Responsibility and Vocational Training:* Continue the meaningful practice of providing vocational training to prisoners and hiring them after their release. Adhere to social responsibility standards such as SA8000, ensuring fair working conditions, no discrimination, reasonable working hours, and employee rights.

*Environmentally Friendly Practices:* Improve products by considering environmental factors and consumer preferences for eco-friendly options. Implement policies and strategies that demonstrate corporate responsibility towards the environment.

*Foster Departmental Collaboration:* Plan activities to bridge the gap between departments and promote employee solidarity. Team-building events, regular coffee and lunch sessions between employees and management, and initiatives to enhance understanding and remove barriers contribute to positive work relationships and improved performance.

### **3. Conclusions**

This research has provided valuable insights into the assessment and evaluation of organizational culture at Le Tran Furniture. The findings highlight the importance of actively managing and transforming the organizational culture to enhance employee engagement, performance, and overall success. By implementing the recommended strategies, Le Tran Furniture can create a positive and sustainable culture that aligns with its goals and values.

The practical implications discussed in the research emphasize the significance of assessing the current culture, identifying areas for improvement, and developing a clear action plan. Through methods such as employee surveys, interviews, and the OCAI assessment tool, organizations can gain a comprehensive understanding of their culture and make informed decisions for change.

Building a foundation for a positive organizational culture involves focusing on key areas such as leadership, purpose, meaningful work, inclusion, empowerment, transparency, and a conducive physical workspace. By prioritizing these elements, Le Tran Furniture can foster a culture that promotes employee happiness, productivity, and innovation.

The research also provides specific recommendations for Le Tran Furniture to consider. These include developing the organizational brand, equitizing the company, embracing e-commerce platforms, upholding social responsibility standards, adopting environmentally friendly practices, and fostering departmental collaboration. Implementing these recommendations can contribute to the company's growth, competitiveness, and overall success.

In conclusion, the research underscores the significance of organizational culture in driving employee performance and organizational outcomes. By proactively managing and shaping the culture, Le Tran Furniture can create a positive and thriving work environment that supports its vision, mission, and long-term objectives. Through effective change management and a commitment to continuous improvement, the company can cultivate a culture that attracts and retains top talent, fosters innovation, and positions itself for sustainable success in the furniture industry.

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## APPENDIX

Organizational Culture Assessment Instrument (OCAI)			
		Company or organizational unit [Name]	
Employee group			
		E.g. senior managers	
		E.g. project managers	
		[Description]	
		[Description]	
		[Description]	
<b>1. Dominant Characteristics</b>		<b>Now</b>	<b>Preferred</b>
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B	The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C	The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.		
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
<b>Total (100)</b>		<b>0</b>	<b>0</b>
<b>2. Organizational Leadership</b>		<b>Now</b>	<b>Preferred</b>
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.		
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
<b>Total (100)</b>		<b>0</b>	<b>0</b>
<b>3. Management of Employees</b>		<b>Now</b>	<b>Preferred</b>
A	The management style in the organization is characterized by teamwork, consensus, and participation.		
B	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.		
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
<b>Total (100)</b>		<b>0</b>	<b>0</b>
<b>4. Organization Glue</b>		<b>Now</b>	<b>Preferred</b>
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment.		
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.		
<b>Total (100)</b>		<b>0</b>	<b>0</b>
<b>5. Strategic Emphases</b>		<b>Now</b>	<b>Preferred</b>
A	The organization emphasizes human development. High trust, openness, and participation persist.		
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D	The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.		
<b>Total (100)</b>		<b>0</b>	<b>0</b>
<b>6. Criteria of Success</b>		<b>Now</b>	<b>Preferred</b>
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		
<b>Total (100)</b>		<b>0</b>	<b>0</b>

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