Research Article

THE ROLE OF CORPORATE CULTURE IN EMPLOYEE ENGAGEMENT AT PHARMACEUTICAL CORPORATIONS IN VIETNAM

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ABSTRACT

Purpose: This research examines the effect of organizational culture on employee engagement in the fast-growing pharmaceutical sector in Vietnam, where recruitment and retention of talented staff become an increasingly critical concern for strategic change. **Design/methodology/approach:** Semi-structured interviews were conducted with eight employees from large pharmaceutical companies in Hanoi, using convenience and snowball sampling for recruitment, and thematic analysis was used to identify cultural practices that promote or inhibit engagement. **Findings:** A positive work environment that ensures flexibility, ongoing discussion, mentoring and well-being, teams and cooperation is essential in keeping employees motivated, committed and efficient. But employees are not fully persuaded about its potential impact and find it hard to fully connect with their organizations based on cultural or structural barriers. Moreover, the real intent behind a focus on supportive corporate culture, should not be just to make employees happy, but is instead proven to contribute to long term business goals. **Originality:** This study provides insights on the employee-level perspectives on the culture-engagement link in Vietnam's emerging pharmaceutical industry, contributing to the largely Western-centric literature. Its insights provide practical guidance for local managers and establish a qualitative basis for broader future inquiries.

Keywords: Corporate Culture, Employee Engagement, Workplace Environment, Communication, Teamwork, Pharmaceutical Industry, Vietnam.

INTRODUCTION

The corporate culture concept has gained increasing attention in recent years, particularly in the pharmaceutical sector, where the nature of work necessitates maximum compliance with regulatory measures, innovation and employee engagement (Alfes *et al.,* 2013). Corporate culture includes the ideas, values, actions, and practices shared by individuals in an organization which serve as a foundation for its identity and affect the way employees interact inside the organization (Atadil& Green, 2021). This level of involvement is substantially affected by various factors like the style of leadership, communication, trust, and personal development opportunities offered within an organization (Anitha, 2014). Recent evidence from pharmaceutical firms also demonstrates that culture-rich practices such as onboarding that proactively transmit shared norms dramatically lift engagement levels (Murgoski, 2023). For pharmaceutical companies, it is very important to build a corporate culture that has an impact on employee engagement, since the constant pressure of innovation and complying with strict regulations often shape such culture, which directly creates an impact on the productivity of the employees, leading to dissatisfaction.

In Vietnam, the pharmaceutical industry is among the fastest growing fields with many investments from domestic and foreign companies. With the country endeavoring to upgrade its healthcare system, that has led to a greater desire for qualified workers at drug companies. But increasing competition has also made it ever more necessary to keep and engage employees. Research shows that a solid workplace culture is central to growing employees (Rohim & Budhiasa, 2019). New quantitative research with pharmacists working in Vietnamese public health institutions indicate that supportive working environment, promotion potential, and professional -development opportunities, all characteristics of a healthy corporate

culture, strongly predict employee engagement (Huong *et al.,* 2025). Not just that such a culture facilitates employee organizational citizenship of and advocacy behavior. Therefore, insight into the characteristics of corporate culture along with which aspects positively impact employee engagement can allow business managers to make more informed decisions with respect to the motivation and engagement of employees. Thus, this study *"The Role of Corporate Culture in Employee Engagement at Pharmaceutical Corporations in Viet Nam"* is conducted in order to have further understanding about the relationship between corporate culture and employee engagement in the context of pharmaceutical corporations in Viet Nam.

In recent years, Vietnam's pharmaceutical industry has experienced significant growth due to increased demand for healthcare, a rising population, and greater medication access (Angelinoe *et al.,* 2017). According to the Ministry of Planning and Investment Viet Nam (2024), Vietnam's pharmaceutical industry is developing rapidly and undergoing significant changes. The population's average income is increasing quickly, along with a growing demand and spending on healthcare. The industry's expansion has attracted domestic and international companies, making the competition fierce, particularly in major cities like Hanoi. Hanoi, as the capital and a central hub for pharmaceutical businesses, is home to numerous leading corporations, contributing to the fast-paced development of this sector.

Research by Angelino *et al.,* (2017) highlights that pharmaceutical companies in Hanoi understand the importance of fostering a culture that emphasizes teamwork, transparency, and professional development. This approach not only increases employee engagement but also helps reduce turnover rates—a critical concern in an industry where specialized skills are in high demand. In Hanoi's rapidly growing pharmaceutical sector, corporate culture plays a critical role in shaping employee engagement. Leading companies like Vimedimex Group and Ha Tay Pharmaceutical have built strong

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organizational identities that foster a sense of pride and belonging among employees. This has created a positive work environment that enhances motivation and engagement through shared goals and values.

The objectives of this research focus on exploring the relationship between corporate culture and employee engagement in Vietnamese pharmaceutical companies. First, it aims to examine the current corporate culture practices and their impact on employee engagement within these organizations. Second, the research seeks to analyze the specific role corporate culture plays in fostering employee engagement, highlighting its significance in building a motivated and committed workforce. Lastly, the study intends to develop actionable recommendations for Vietnamese pharmaceutical corporations to align their corporate culture with employee engagement strategies, ensuring long-term sustainability and growth. Additionally, it aims to provide insights for employees to select organizations that align with their values and professional aspirations. To accomplish the previously stated objectives, this research aims to respond to these following questions:

1/ What role does corporate culture play in enhancing employee engagement within Vietnamese pharmaceutical corporations?
2/ What specific practices can Vietnamese pharmaceutical companies adopt to cultivate a corporate culture that enhances employee engagement?

LITERATURE REVIEW

Corporate Culture

Culture is used in many different meanings, but the concept of culture can always be reduced to two main understandings namely narrow and broad. According to Spencer-Oatey and Franklin (2012), this totality influences how individuals interact with their natural environment and with other groups. Kotter & Heskett (2008) said that, culture represents a set of interdependent values and behaviors that are common in an organization and tend to be self-perpetuating, often over long periods. Edgar Schein, a renowned management theorist, proposed that corporate culture can be divided into three essential levels including artifacts, espoused beliefs and values, and underlying assumptions (Schein, 1985). Recent empirical work in diverse organisational settings confirms the continuing relevance of Schein's stratification, showing that these three layers function as a social-control mechanism that guides day-to-day behaviour (Lawal, Shaniyi, & Jatta, 2024). At the artifact level, corporate culture manifests in visible, tangible elements: workspace design, dress code and company rituals. They are visible but must be interpreted to appreciate their significance. Espoused beliefs and values are the values and norms that an organization professes publicly its mission statements or core values that may not always match how it actually behaves but represent the organization's stated goals. The bottom line is that the essence of corporate culture is about underlying assumptions, the unconscious, deeply embedded beliefs which drive behavior of employees without them awareness of it being the case; recent research validates that these three levels, including artifacts, espoused values, and underlying assumptions, continue to be a guideline for diagnosing culture (Chalmers, Marras, & Brannan, 2025). These fundamental assumptions are hard to change and constitute the core of an organization's culture.

In short, corporate culture is the totality of cultural values built up throughout the existence and development of a business, becoming values, concepts, customs, and traditions that are deeply rooted in the operations of that business and govern the emotions, thinking, and behavior of all members of the business to pursue and realize the goals of the business. Like culture in general, corporate culture has its specific characteristics. First of all, corporate culture is the product of people working together in a business and meets the need for sustainable values. It establishes a system of values that are shared, accepted, promoted, and behaved according to by everyone working in the business. Corporate culture also contributes to creating differences between businesses and is considered a tradition of each business (Kotter and Heskett, 2008).

Elements of Corporate Culture

The key elements of corporate culture emphasize the evolving dynamics of modern workplaces. According to recent research from the Jia *et al.,* (2022) and Gorton, Grennan, and Zentefis (2021), some of the most critical components are purpose, opportunity, success, appreciation, and well-being.

First and foremost, purpose is at the heart of a successful corporate culture. This is a new approach that moves beyond profit-making towards an emphasis on the organization's impact on people and the world (Cameron and Quinn, 2011). Opportunity Opportunity is another trait that is part and parcel of any positive corporate culture. According to new research on the topic by O.C. Tanner Institute (2024), opportunities to develop skills, do meaningful work, and make decisions empower employees and create a culture around engagement. The third concept is success, and a corporate culture that promotes success at all levels of the individual, the team and the organization itself promotes higher levels of performance. Celebrating success, whether arriving at the end of a big project, or smaller winds of the as you go along, is important (Gorton, Grennan, & Zentefis, 2021). One of those elements is appreciation - an essential component of corporate culture which is one of the main drivers of employee satisfaction and retention (Tellis *et al.,* 2009) This creates a positive feedback loop in which appreciation fosters a sense of value within the organization, resulting in higher commitment and performance (Jia *et al.,* 2014). And finally, wellbeing will be central to building a supportive and sustainable corporate culture. Recent research argues that emphasizing employee wellbeing (physical, mental, and emotional) leads to higher productivity, increased organizational resilience (Goetzel *et al.,* 2014).

Employee Engagement

Employee engagement is itself a key determinant of individual performance and organizational success. It describes how far employees are emotionally, psychologically, and spiritually attached to their jobs, co-workers, and company. First, employee engagement (Kahn, 1990), defined as the discretionary use of an employee's physical, emotional, and cognitive resources to his or her work role. An engaged employee has a greater attachment to their jobs and the work environment, improving their motivation, job satisfaction, and productivity (Latta, 2020). Highly engaged employees are more likely to go above and beyond, work well with other team members and support the goals of the organization, creating a cyclical positive that benefits the individual and the company (Setiawan, 2020).

Engaged employees are not just satisfied or committed but they do work. Employee engagement refers to a favourable condition in which employees display enthusiasm, strong commitment, and deep immersion in their work (Schaufeli & Salanova, 2011). This definition emphasises that one of the distinctive aspects of engagement is an employee's willingness and attention to their work, along with a high degree of responsibility and commitment to their job (Setiawan, 2020). Engaged employees do not merely (emotionally) connect and

feel attached to their work but are also willing to do more than is required (Anaza *et al.,* 2016). Hence, genuine engagement combines emotional, mental and physical investments into job performance, contributing to the organization in terms of productivity and morale significantly.

Factors that promote employee engagement

Employee engagement depends on various factors in the work environment and organizational culture. These factors not only influence employee attitudes and behaviors but also directly impact the performance of the business.

Effective leadership and management support play a vital role in fostering employee engagement within organizations. Leaders who prioritize supportiveness, transparency, and open communication create an environment where employees feel valued and heard. Research indicates that strong leadership practices are directly correlated with higher levels of employee engagement. Studies show that organizational leadership retains its positive relationship between leadership actions and overall workforce engagement. For instance, research conducted by Gallup (2021) shows that people at work are more likely to be engaged if they have faith in their leaders and know what their organizations aims at.

Apart from increasing morale, this connectivity between leadership and employee engagement has positive effects on the overall performance of an organization because employees who are engaged produce better output and shatter a short working time frame than those who are disengaged (Kavyashree *et al.,* 2023; Mani & Mishra, 2021).

Promotion of the growth of the employee is another aspect that has a direct impact on the manner in which they are engaged. According to the work done by Kavyashree, Deepak and Ranjan. (2023), the results found are that increased employee engagement in the organization had highly significant correlation between the perceived organizational investment in employee training and development. It is also mandatory that opportunities such as training programs, mentorship, and well-spelt out careers with the company and the employee's goals will foster on the job training as it leads to improved employee competence while at the same time increasing their loyalty to their organizations.

Various studies established that drive, acknowledgment and overall satisfaction is central to status and incentives of employees. Anyone who has doubted the power of recognition will agree that when recognition is done in a proper way, morale and productivity improves dramatically in organizations. Mani and Mishra (2021) explain that, reward system encourages the employees to feel valued through the acknowledgement, and this leads to commitment in completing their tasks, and for the organization. Valued employees are the ones that would put all their energy and optimism into the organization hence a positive organizational culture

Ensuring a work life balance is an effective way to engage the employees at the workplace. Employers who let their staff use personal time off, or provide flexible working arrangements, enable people to take control of their own daily lives and work. Shuck and Reio (2011) support this assertion arguing that quality work-life balance enhances the level of satisfaction in present roles. This satisfaction has an equivalent to lowered stress level, good mental health, and increased productivity and organizational commitment (Taneja *et al.,* 2015).

The use of communication is viewed as a tool towards achieving high employee engagement within organizations. Stakeholders such as employees can have trust on an organization through improved communication thus become part of the workplace. In other words, when employee is aware of the change and decisions made in organization, their loyalty and attachment to organization is enhanced. According to Kotter and Heskett (2008), clear communication is a must-do to increase commitment because it helps employees to know what is expected of them and vision as it helps them to know its place and role within the organization.

In other words, there are not only explicit incentives promoting the engagement of an employee, but it is influenced to a great extent by factors like spirit, environment and development possibilities in the framework of work. Creating a favorable corporate culture and providing the framework through which people can unfold to the maximum and be appreciated will go a long way in ensuring that employees are committed to the affairs of the organization.

The relationship between corporate culture and employee engagement

Corporate culture and employee engagement are closely related and influence each other. Corporate culture is a set of values, beliefs, and behaviors that characterize an organization and shape the way employees interact and perform their jobs. Meanwhile, employee engagement is the extent to which employees feel emotionally and spiritually connected to the organization. A positive corporate culture can create a favorable work environment that promotes employee engagement, thereby increasing their performance and loyalty to the company (Naidoo & Martins, 2014).

A strong corporate culture provides employees with a sense of purpose, direction, and motivation. When the core values and goals of the organization are communicated and aligned, employees have a role to play in achieving those shared goals. This creates strong engagement because employees feel that their work is meaningful and contributes to the growth of the organization (Ashley & Brijball, 2024).

Employee engagement also impacts corporate culture. When employees are highly engaged, actively participate in building and reinforcing the company's cultural values through their behavior, attitudes, and work ethic. An engaged workforce helps build a strong corporate culture where positive values are spread and maintained (Ashley & Brijball, 2024).

Research Gaps

While numerous studies have examined the impact of corporate culture on employee engagement globally, there are limited studies specific to the pharmaceutical sector in Vietnam. Most of the existing research in this context has focused on large-scale multinational corporations or other industries. For example, a study by Emmanuel and Uzoma (2021) reveals that corporate culture has a significant impact on employee engagement in the insurance firms in Nigeria. In addition, Jacob, Vilas, Robert and Raj (2021) shows that organizational culture has a high impact on the work performance, attitudes, and behaviors of employees in UAE even though each company has a different set of beliefs. The study of Harter, Schmidt, and Hayes (2012) and Bailey *et al.,* (2017) focus on Western contexts and large-scale industries. However, these studies are primarily centered on international corporations, where organizational cultures and regulations differ significantly from Vietnam.

In Vietnam, research on corporate culture and its impact on employee engagement within corporations is still emerging; however, most Vietnamese studies on corporate culture have focused on general business sectors. For instance, Huhtala, *et al.,* (2015) investigated corporate culture in the IT sector, concluding that organizational culture and organizational commitment are positively and significantly related to employee innovation. In addition, Gyensare *et al.,* (2019) studied the factors that influence employee engagement and concluded that a company's working environment is an aspect that many employees find significant, particularly in certain industries. Studies like those by Kwon and Kim (2020) and Choy and Kamoche (2021) focus on specific sectors such as travel or healthcare, but the pharmaceutical industry remains underexplored in their analyses.

Another significant gap lies in the methods used in previous research. Many studies, including those conducted internationally, employ quantitative methods to measure the effect of corporate culture. Abduraimi, Mustafi, and Islami (2023) utilized surveys to assess the impact of organizational culture on engagement, focusing on public education staff. Similarly, Lee, Idris, and Delfabbro (2017) employed survey-based instruments to measure the effects of hierarchical culture on work engagement, highlighting leadership as a moderating variable. Taipale *et al.,* (2011) used survey data from multiple sectors to identify autonomy as a critical predictor of engagement, while Te Brake *et al.,* (2007) examined engagement and burnout among dental practitioners using standardized questionnaires. There is a lack of qualitative, in-depth studies that explore how corporate culture is perceived by employees themselves within the pharmaceutical sector in Vietnam.

Theoretical Model
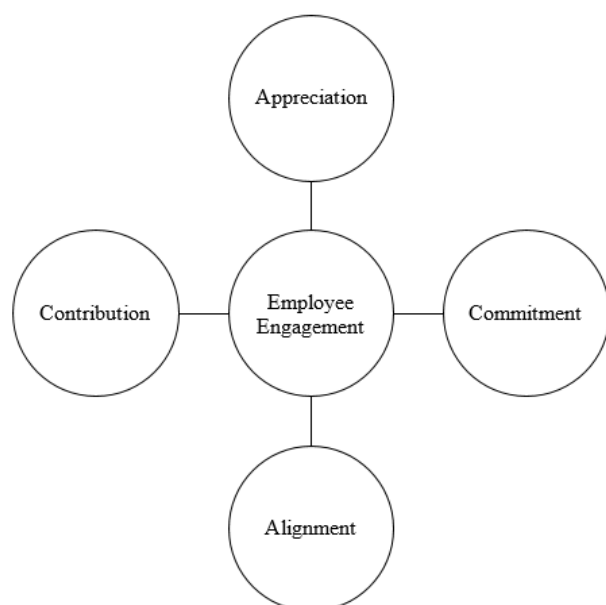
Figure 1. Employee Engagement
(Source: Deirdre, 2011)

The image presents a model for "Employee Engagement," consisting of four interconnected elements which are Appreciation, Commitment, Alignment, and Contribution. This framework is especially important when speaking of Vietnam as Vietnam is characterized by a highly developed culture of togetherness and collectivism affects Working environment. All of them can be regarded as reflecting certain facets of the general idea of engagement and as components of employee engagement.

Firstly, appreciation is one of the most powerful and effective strategies that can support positive work relations and contribute, on the background of the Vietnamese culture of collectivism and social harmony. As Long observed in his publication of 2015, establishment of a positive organizational environment necessary for employees to find appreciation contributes majorly to increased engagement and commitment at the workplace.

The next aspect is commitment that means employees performing beyond expectations and have identification with organizational goals highlighting the desire to perform meaningful roles. Organizational commitment represents an affective bond with the organization and constitutes an important factor for interest in one's work and retention at the company. Shuck and Reio (2011) note that engaged employees are more likely to stay with their employers and is a consideration that the organizations in Vietnam should consider since many organizations there are struggling with high turnover. As a result, creation of loyalty culture can be regarded

Alignment is known as where one participates in identifying the values and objectives of an organization. The employees are motivated when their principles are in harmony with those of the company, which makes him or her to feel like he or she belongs. According to Kotter and Heskett (2008), and as noted earlier, clear communication and differentiation of the organization's vision enable employees to appreciate the intended goals; hence, improving their performance.

Contribution means how engaged an employee is in the corporate mission by use of their product. One wonders to observe that this can actually make employee feel more engaged to do their work as they can observe that it results of their effort which helps the company to succeed. Through his/her study, Kavyashree *et al.,* (2023) has noted that where they make their contributions are considered valuable, they will work much harder and be more committed to the organization. This sense of Within the context of this theoretical model, corporate culture is the central determinant of these four factors (Shuck *et al.,* 2021, Jia *et al.,* 2020). In addition to increasing productivity, making employee engagement measurable, and producing satisfied employees, a strong corporate culture attends to employee gratitude, employee commitment, organizational goal compatibility, and organizational contribution (Ahn and Hee, 2019; Sendawula *et al.,* 2018). For example, an appreciation-based culture might focus on recognizing employees' efforts in product development or ensuring compliance, which increases their commitment to the company (Ahn and Hee, 2019).

METHODS

Participants

Eight employees in Hanoi-based pharmaceutical companies constituted the target population. A convenience-sampling frame augmented by snowball referrals was selected because it fits studies that must balance depth of insight with access and time constraints (Fraenkel *et al.,* 2012; Mercado, 2006). Company permission was first secured, and staff were approached through internal e-mail lists, intranet notices, department meetings and peer referrals, consistent with best practice for convenience sampling in organisational settings (David, 2005).

Measures

Data were generated through semi-structured interviews, which blend a common question set with flexible probes ideal for

capturing nuanced, context-specific accounts while still permitting cross-case comparison (Creswell, 2014; Saunders *et al.,* 2019). All sessions were audio-recorded, transcribed verbatim and themed to enable systematic, inductive theme development.

Interview Protocol

The interview protocol was structured into three primary sections, each with a specific function. The questions were intended to elicit answers to the research question, "What role does corporate culture play in enhancing employee engagement within Vietnamese pharmaceutical corporations? What specific practices can Vietnamese pharmaceutical companies adopt to cultivate a corporate culture that enhances employee engagement?" The interviews for this study were conducted over a month, with each session lasting approximately an hour to two hours. To ensure flexibility and accommodate the demanding schedules of employees, and department staff within pharmaceutical companies in Hanoi, interviews were conducted both in person and through online platforms. This approach allowed for a high participation rate and facilitated in-depth discussions about the role of corporate culture in fostering employee engagement within the pharmaceutical industry. All interviews were recorded and later transcribed to capture detailed insights.

RESULTS

From the thematic analysis, various factors in organizational cultures are identified as factors either facilitating or hindering engagement of participants form pharmaceutical companies, which are presented with the main themes and sub-themes below.

Recognition and Motivation

All eight interviewees agreed that praise, both formal and informal praise, fuels pride and extra effort. P1 and P2 both described any approval from supervisors or peers as an "excellent stimulus," while P7 added that a simple "thank-you" from a boss or client not only lifts confidence but also prompts knowledge-sharing with colleagues. P6 highlighted that public acknowledgment in team meetings motivates both the recipient and the wider group and P5 said such public praise "affirms my efforts." P4 emphasized the private, internal validation that recognition provides. Collectively, the participants view regular, meaningful praise as essential to sustaining motivation and organisational commitment.

Modes of Recognition

Every participant reported KPI-linked rewards, bonuses or titles such as "Outstanding Employee." P1–P3 described monthly performance meetings and P6 and P8 noted year-end award ceremonies. Department-specific metrics vary, particularly P4's software team is recognised for product delivery, whereas P5's sales unit focuses on customer outcomes. P7 valued sales-linked bonuses; P8 mentioned gift and points systems. Public award sessions at company events were common to nearly all accounts.

Communication Openness

P1–P3 praised Vimedimex's transparency, saying it clarifies goals and encourages idea exchange. P7 echoed this for the FPT Long Châu sales team, citing confidence born of mutual support. P4 and P5 stressed two-way dialogue including active listening, non-verbal cues, and receptiveness to new ideas as key to engagement. Conversely, P2 complained that poor inter-departmental communication forces accountants to "re-check from the beginning," wasting time and energy.

Two-Way Feedback

All participants see feedback as a shared duty of leaders and staff. P8 called for faster responses to employee suggestions, such as regular idea-sharing meetings, to make staff "feel their opinions are valued."

Workplace Flexibility

P1 criticised rigid marketing-approval chains that slow urgent work, urging simpler processes and greater autonomy. P4 advocated remote-work options for IT roles dealing with after-hours issues. In general, participants want flexible hours and streamlined procedures to improve responsiveness and work–life balance.

Organisational Support

P2 and P8 said enthusiastic peer support eased their onboarding. P1 and P6 credited initial training and team meetings with boosting cultural fit and confidence. Managerial backing (P3, P8) helped them overcome early hurdles. Mental-health concerns surfaced when P5 cited intense sales pressure and P7 pointed to long hours without clear rest policies, urging flexible schedules and team-building to reduce stress.

Organisational Learning

Proactive learning, including observing colleagues, asking questions was critical for P4, P5 and others. Formal training (P6) and ongoing mentoring (P1) reinforced confidence and skills. Across firms (Vimedimex, FPT Long Châu, Hoa Linh, Davinci, Traphaco), successful integration rests on self-directed learning, collegial ties, structured training, and managerial support, fostering long-term commitment.

In sum, the participants confirmed that consistent recognition, transparent two-way communication, flexible work structures, robust support systems, and active learning environments collectively drive engagement and motivation in Hanoi's pharmaceutical companies.

Positive cultural climate fuels motivation

At two companies in the survey, the culture is described as open, friendly and development oriented. P1 credited cross-department cooperation for "successful marketing campaigns," while P3 added that the non-restrictive atmosphere "makes communication easy." Training support, such as certification funding for accountants (P2) and soft-skills programmes (P6) signals that the firms invest in people, which P7 said sustains daily enthusiasm. The common thread is that employees feel their ideas are heard and their growth valued.

Recognition and shared rituals strengthen engagement

Public celebration of team results at monthly or year-end events creates pride and "healthy competition" (P2). Both financial incentives (bonuses mentioned by P7) and non-financial perks (trips, parties mentioned byP8) were cited as energisers. Experience-sharing sessions where staff present solutions and receive positive feedback (P1, P6) further boost confidence and creativity. Participants agreed that a mix of public praise, tangible rewards and mutual support keeps motivation high.

Culture is evolving toward collaboration and innovation

Employees noted deliberate shifts. At one company, the "Green Cooperation" programme introduced regular knowledge-sharing meetings that P7 felt made sales targets easier to hit. Another company's "Creation Days" and digital focus reflect a vision of continuous innovation (P1). One company's move to Agile project management fosters cross-functional speed-to-market (P6). There is another company which now runs soft-skills workshops to match its mission of mutual growth (P7). Across firms, transparency, accountability and inter-department trust are rising, though some rigid processes and performance pressure remain.

Employee suggestions for the next step

P1 called for more creative workshops and informal team building to deepen interdepartmental bonds. Flexibility—remote options and looser hours would lift both creativity and work-life balance, especially for marketing (P1) and IT roles (P4). P2 urged a friendlier, less rigid management style; P5 proposed formal mentoring to speed newcomer integration. P8 recommended modern communication tools and more frequent cross-team meetings to cut misunderstandings. Collectively, participants seek a culture that combines autonomy, open feedback loops and mental-health support to sustain long-term engagement.

DISCUSSION

The study has given a valuable understanding of how culture-shaped engagement in pharmaceutical organizations in Hanoi. The study has as well revealed factors like flexibility, communication, mentorship, well-being, and team collaboration as some of the factors that have the potential of encouraging higher level of engagement given the nature of the experiences and the opinions of employees. In order, the results imply that organizations, which facilitate these elements within the corporate culture, are more likely to have loyal, committed, and productive workers. Corporate culture is constantly evolving at Vietnamese pharmaceutical companies align with their respective visions and missions.

Recognition and Motivation

In general, it can be seen that the pharmaceutical companies in Vietnam understand well the necessity to appraise and do it efficiently, its own employees. As it will be further discussed, monetary and non-monetary rewards have significant impact on motivation. This is in step with research including Turner's (2020) work which posits that corporate culture is crucial in keeping the employees; involved and effective, especially through appreciation of individuals or the teams they are part of. Reward structures in terms of public appreciation or through pro-motive career management greatly improve the overall utensils of employments, this aligns with the works of Harter, Schmidt and Hayes (2020) where they found out that employee satisfaction and engagement impacts business result.
According to the studies of corporate culture, it is concluded that through the utilization of different types and levels of recognition methods, and the quantification of certain indicators for recognition, promotion of ideas, cooperation, respect in recognition and combining financial and non-financial incentives not only enhance work motivation but also advance corporate employee participation and longevity. This helps in developing a suitable workplace culture through developing a culture of recognition and encouraging employees to make their productive contribution towards the growth of the firm. As revealed by Baqir *et al.,* (2020), organizational culture, supporting workforce contentment and driving employee involvement

require manager support. The ultimate level of staff interest hence has to be obtained from personal interaction and ordinary talking so as to determine what interest [them] and what sort of recognition would therefore be most useful. In fact, Hultman (2016) have proposed using such notion as developing an optimisation culture that may go a long way in explaining the improvement in workforce productivity and profitability elicited by engaged workers. All participants agreed that increasing employee engagement could be achieved via employee appreciation. Depending on the leader, the intended result, or the demands and motivation of the workforce, recognition—which promotes job satisfaction—is used in many ways (Baqir *et al.,* 2020).

Corporate Culture and Colleague Relationship

The study also highlights the importance of corporate culture in supporting motivation and collaboration. A culture that promotes creativity, openness, and teamwork significantly enhances employee enthusiasm and effectiveness. This reflects broader trends in organizational studies that stress the importance of a positive and inclusive corporate culture. Such environments, which encourage innovation and provide support for professional development, are more likely to lead to high levels of engagement and job satisfaction. The relationship between employees and their managers and peers also plays a critical role in fostering motivation. The findings support the idea that supportive leadership and strong interpersonal relationships within the workplace can enhance communication, collaboration, and overall job satisfaction.

According to other research, midlevel managers are essential in actively promoting channels of communication and using digital techniques to guarantee efficient feedback with their widely dispersed teams (Einwiller *et al.,* 2021). This is supported by the findings of this research showing that fulfilling this goal by communicating with both managers and employees can help influence the level of engagement among employees. To exchange the same information, they suggested scheduling quarterly meetings with supervisors and subordinates and weekly meetings with directors. In order to satisfy Alderfer's (1969) development demands, such as customised communication, managers should understand how to recognise areas to foster beneficial connections, as supported by the conceptual framework and literature. Leaders and mid-level managers should carefully assess which communication tactics work best for their company in order to improve change management and well-informed decision-making.

Engagement and Common Goals

Moreover, the study states that identification of organizational goals and the goals of the employees should complement one another. If employees are of the opinion that organizational objectives match up with their individual desires, they are more inclined to perform. In line with the study, personal goals that fit the organizational goals and objectives as also identified by the study have been supported by Bakker *et al.,* (2014) in arguing that work engagement improves job performance and organizational results. If the employees appreciate how their personal inputs can help in realization of broader organizational objectives, they become more motivated. Employee engagement also correlates with business outcomes according to Christian *et al.,* (2011) asserting a significant correlation between engagement and job performance cross organizational industry.

In conclusion, the results of the present study corroborate the existing literature regarding promotion recognition, perception of

organizational culture, as well as the extent of staff-management relations in influencing the engagement of employees. The integration and coherence of these factors and the precise clashes and syncs of individual and company objectives work together to establish an organizational environment that encourages long-term participation and sustainable growth. This study also shows that more efforts are needed on management development, including the organizational culture, to solve problems such as work stress, work pressure, and over centralized organizational structure as suggested by Sonnentag *et al.,* (2010) and others.

IMPLICATIONS

Practical implications for pharmaceutical corporations

Based on the findings above, a number of recommendations are provided to ensure better engagement of employees in Vietnamese pharmaceutical companies, focusing on flexibility, communication, development, and mental health.

Increase work flexibility

Higher work flexibility is gradually turning into a crucial requirement for boosting employee incentives since it identifies the needs of its employees for an acceptable work-life balance, alongside with upgrading their levels of job satisfaction and organizational commitment. The Job Demands-Resources Model (Bakker & Demerouti, 2007) is a theoretical model that allows explaining why work flexibility is so salubrious to employee engagement. Based on JD-R model, job demands are those aspects of job that can cause burnout and subsequent withdrawal if they are not accompanied by adequate job resources. Indeed, there is apparent in the responses of various employees in companies such as Vimedimex that need more work flexibility. For instance, the employees appreciated options for telecommuting and flexibility, and changing shift schedules for child-care and gaining education.

By responding to these demands, organizations can build a more loyal, satisfied, and engaged workforce, particularly among younger employees who are more likely to leave an organization that does not offer the flexibility they desire. The desire for flexibility is not just about convenience but also about increasing productivity—employees who feel that they can manage their time in a way that aligns with their personal life tend to experience less stress, higher job satisfaction, and greater motivation to perform.

One of the most effective ways to open a more extensive flexibility in work is to allow people to work from home or in other places apart from the workplace. New technologies, including the COVID-19 pandemic, have shown that it is possible for workers to do their jobs remotely many of these job share, two employees split one full-time role 40 hours a week, 20 hours each. This option allows for a number of benefits such as the ability to allow employees who may not be in a position to uphold full time positions because of family issues, studies or any other unfixed matters. Another aspect in which interaction can be provided is through having a flexibility physical workplace environment. Some ways that can enhance comfort in workplace are permits employees to select locations where they prefer to work in the office spaces are; Hot Desking which in office environments hot desking (employees are free to sit wherever they find comfortable or effective). Furthermore, pharmaceutical companies can provide employees with even greater access to choice regarding collaborative space by coding areas as quiet zones or collaboration areas, or even areas outside, so that employees are able to effectively choose areas according to task type: if the work is individual or group oriented.

Improve internal and communication feedback systems

Also, strengthening the ways of the internal communication and feedback is needed in order to create the effective cooperation in the company. The other theoretical framework that we shall rely on is the Communication Accommodation Theory advanced by Giles and Ogay, (2007) where organizational communication entails fine-tuning communication strategy in a bid to enhance understanding. Traphaco (P8) employees called for the effective means of communication such as the use of latest communication infrastructure within the firm and cross functional meetings between departments. This feedback is supported by literature on communication in organizations and it on study which reveal that poor communication leads to disengagement of workers and reduced performance (Clampitt, 2013). Regular feedback loops, such as surveys or team meetings, help to align organizational goals with employee expectations, fostering a sense of inclusion and mutual respect.

The first step in improving communication is to invest in tools that streamline and enhance the communication process. Digital platforms such as Slack, Microsoft Teams, and Zoom can be used to facilitate everything from real-time messaging and virtual meetings to file sharing and collaborative project management. These tools not only allow for seamless communication but also create a record of conversations and decisions, ensuring that employees can revisit key discussions and updates. This can significantly reduce misunderstandings and help keep everyone on the same page.

Regular feedback meetings are one of the key aspects that would facilitate improvement of communication in an organization. The above-mentioned loops can be in the form of questionnaires or short queries – more frequent than regular temperature checks where employees are invited to express their opinions about different aspects of organizational work environment, such as management, culture or processes. Among these its distinctive feature is that through surveys, the employees have an opportunity of offering their experience regarding the situation anonymously, and offer their opinion on what can be done to enhance the situation as was seen with the management. In weekly or even in monthly meetings, departments are able to deliberate on current projects, protecting concerns and Ideas. These meeting do not only bring forth information but are also venues where employees give feedbacks or simply ask questions freely. Including these factors as structure, cross-departmental representatives, and perception of meetings as collaborative may enhance healthy team relations and diminish problems with communication.

Ensure organizational support

The organizational culture also enhances by helping it develop a culture that encourages the staff to speak out without feeling pressured or discriminated. Some of the ideas which the employees of different companies put forward included creativity workshop, soft skill workshop, team building. Not only do these activities support employees in the acquisition of specific competencies but also casual and other appearances increase employee presence, and thus even support the building of cross-functional linkages which are fundamental to building a strong team culture within an organization. The Social Exchange Theory as advocated by Blau (1964) posits that there is a direct

correlation between the extent to which the workers acknowledge support from the organization and the kind of commitment the organization will receive. From the staff feedback at Participant 4, the necessity of putting into practice activities associated with team building can break stress at workplace and overcome feeling of loneliness associated with employment. The fact in support of this is further buttressed by scholars who have equally established that firms that engage in organizational culture that encourages teamwork exhibit high levels of cooperation and innovative practices (Edmondson 1999).

Practical implications for employees

The practical implications of the study are outlined below and are based on the findings of this research by providing practical implications for employees The following are the major strategies and recommendations that may greatly improve the level of engagement and motivation of the employees at work. One of the discussed practical applications is the encouragement of belief-supporting work environment. Workers are most effective in organizations where top management gives broad guidance, delegates responsibility, and actively encourages feedback. People should try and find organizations that support collaboration as well as those that encourage teamwork in solving organizational issues and also support openness- where there is free flow of information. Consequently, organizations should also go on offering executive courses, and other forms of learning with the view of enhancing good leadership throughout the organization.

There is another factor that refers to the integration of individual and career objectives and organizational mission and values. It is important the employee aim to become employed in an organization whereby the work they do as an individual is linked to the large picture of the organization. The purpose of this research is to know how organizational culture affects employee work motivation more specifically, the Employees' perception of whether their work is valued and contributes to organizational success consistently create satisfaction. This alignment also enable the employees to take better decisions with regard to their career progression and their development as organizational assets. In this regard, there ought to be ways through which the organizations can keep reminding and making sure that everyone in the establishment understands the line of business of the organization and how it relates to the strategic objectives of the firm.

Findings about work stress and job demands are also have practical implication. Although people should be motivated to do their best they can at work, organizations have to understand that people can easily get tired or even burn out while working and this should be prevented. Employees should apply and lobby for organizations that support work-life balance; flexible working hours, mental Health and reasonable workloads. Moreover, there are some activities directed at health support including taking naps, using the opportunity to participate in corporate fitness activities, organizing working hours not to forget about personal time.

LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

Limitations

There are several limitations to this study that have to be discussed. This research focuses on the comparison of the

approaches to understanding the organizational culture and the link with the evaluation of employee engagement. First, convenience sampling reduces the extent to which the results can be generalized. Since the participants were chosen based on their availability then the sample in the study does not capture the entire population of employees in the pharmaceutical companies in Hanoi. Second, the study employed semi-structured interviews, which depends on the interviewee's impressions and the researcher's bias. On the strengths, this qualitative method effectively opens up opportunities for exploring the employee's views, however, it can as well predispose bias or inconsistency among the answers offered. Last but not the least; the study was conducted only pharmaceutical companies of Hanoi, the results might not generalize to companies in different industries or located in other parts of the country.

Suggestions for further studies

Future studies can be carried out with different population samples which comprises of different populations of individuals in different industries or regions. By recruiting more variety of participants, the results would be more likely to capture other aspects of majority worker population as they assimilate in different organizational contexts as well as those who are in other cultural backgrounds in different workplaces. This would help in the enhancement of the body of knowledge pertaining to the links between organizational culture and engagement of workers in the diverse settings.

Besides, the use of both qualitative and quantitative methods of data collection could provide a more enhanced appreciation of the research question, which focuses on the relationship between the organizational culture as well as the measures of the employees' engagement. The quantitative approach or a method like questionnaires and frequency distributions are useful for defining trends and relationships, as opposed to giving more descriptive accounts of employee's attitudes and ideas, which can be attached using qualitative methods like interviews, focus groups, or case studies. With both, the researchers would be able to capture the complexity of how engagement influences the culture within organizations. For example, quantitative data tell us more about averages, trends, and the level of confidence such results have, against qualitative data, which reveal the basis and individual perceptions behind those averages and trends. This convergence coexistence could help develop a much confident and comprehensive understanding of the given area of focus.

Moreover, it would also be useful for investigators to extend the investigation of variables like work flexibility, more frequent and continuous communication, and employee happiness to the future positive impacts on both engagement and organizational performance. There is abundance of papers reporting acute or short-term changes; however, the question of long-term effects of these factors is critical for their assessment. Studying these variables over a long period may reveal more specifics about dynamics of work practice changes and about the ways in which organizational culture impacts on the longer-term stewardship of workforce. Such research would also facilitate analysis of impact of variables on other variables, or such things as long-term value of helping to build a fun organizational culture.

Furthermore, more studies could be done concerning the leadership and or communication within the organization by looking at how it may influence levels of engagement. Although organizational culture can be considered as an extensive category, the present research shows that leadership

communication and training of strategies have been found critical in engaging the members of an organization successfully. In light of this, a systematic glance at the correlation between type of leadership and kind of communication as well as the practices of engagement of various employees would be very vital in establishing how organizations can enhance their workforce.

Last but not the least, it is also needed to note that there is a need for more future studies being focused on the relationship between diversity and inclusion of the workforce and its impact on creating a healthy culture and increasing the engagement level. With modern companies' workforces constantly globalizing, it could be helpful to know how employees brought up in different cultures and having different attitudes and experiences approach work. Research could examine how organizations may increase the organizational citizenship and psychological investments of diverse employees.

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