

# The Impact of Sharing Culture on Opportunistic Behavior and Effectiveness of Employee Management: A Case Study in Vietnam

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## Abstract

Sharing culture brings many benefits to enterprises, creating initiative and efficiency in the work performance of managers and employees. The study aims to test the correlation between Sharing culture, opportunistic behavior, and effectiveness of employee management in enterprises in Vietnam. There is the implementation of a quantitative research method, through analysis of linear structural model SEM, with survey data including 601 samples of employees at enterprises. Research results show that sharing culture has a direct and negative impact on opportunistic behavior, positively on the effectiveness of employee management in enterprises. In these correlations, the employee's Trust and Organization commitment act as mediators. At the same time, opportunistic behavior has also been shown to play a mediating role in the relationship between the impact of Sharing culture on the effectiveness of employee management. Based on those results, the study suggested several recommendations to improve the effectiveness of employee management. The findings of this study have shown the importance of sharing culture and its direct and indirect correlation with opportunistic behavior and the effectiveness of employee management. These are meaningful contributions in both theory and practice of the research, and they will be the important basis for further research.

**Keywords:** Sharing Culture, Trust, Organizational Commitment, Opportunistic Behavior, Employee Management

**JEL Classification Code:** M12, M14, M54

## 1. Introduction

Management includes several activities associated with managerial functions such as planning, organizing, leading, and controlling and has a decisive impact on the success or failure of any organization. House et al. (1999) argued that managers have influence, motivate their employees to work effectively, and contribute to the organization's success. In an enterprise, a manager is a person who organizes and implements administrative activities, plans, organizes,

directs, and supervises human and financial resources allocation. The effectiveness of employee management creates fundamental values for all enterprise's business activities, creates initiatives in work, and maintains long-term relationships between managers and employees. Many factors create the effectiveness of management activities, of which building and maintaining a culture of knowledge sharing in the enterprise will be an effective solution. Sharing knowledge will bring many benefits to businesses, but letting employees see the value and willingness to participate worries many companies and managers. To encourage employees to share knowledge and learn from each other in the workplace, managers must understand the motivation, nature of work, and the type of knowledge that employees want to share or learn.

Any company also wants its employees to be willing to share their experiences and knowledge. Segalla et al. (2006) found that sharing culture impacted the choice of different plans of enterprises. According to Goktan and Saatcioglu (2011), cultural values influenced the preference of varying compensation packages, such as variable versus fixed remuneration, individual performance-based or team

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performance-based compensation, and seniority or merit-based remuneration. People tend to like sharing knowledge when they are actively motivated, such as when they think that sharing knowledge is necessary or feel and enjoy talking to others about what they know. In contrast, people tend to hide their knowledge because their motivations are controlled by external influences, such as fear of being judged by others or losing their current positions in the workplace.

Many studies have shown the links between the sharing culture and the effectiveness of employee management in enterprises. Jarratt and Neill (2002) found that organizational culture underpins successful relationships and brings equality, satisfaction, and results in the relationship between business partners through the behavior of business representatives. In terms of behavior, Goddard (1997) shows that sharing culture affects budget-related behavior by affecting managers' trust and attitudes. Pheysey (1993) found that culture is related to many aspects of corporate management. Specifically, he had clarified the relationship between culture and other aspects such as change, control, organizational design, work design, motivation, decision making, group behavior, leadership, management, and organizational development. Aktas et al. (2010) suggested that the stability or change of the internal or external environment of an organization and the managers' values played a moderating role in this relationship. Zheng et al. (2010) also found that the impact of culture on its performance is fully regulated by knowledge management. Similarly, research by Pheysey (1993) showed that sharing culture has a relationship with change. Reiman et al. (2005) argued that culture is a useful management tool to predict outcomes results in organizational change. Ashkanasy et al. (2000) also supported Pheysey's (1993) view by finding that culture has an important impact on "hardware," such as strategy and structure.

Reality shows that Vietnamese businesses have achieved success in many different aspects over the years with the proper guidelines and orientations in management. The business activities are expanded, businesses are not only interested in dominating domestic markets but also have made many effective decisions in expanding and developing international markets. The products have been more preferred, and the company's position is enhanced. However, from a management perspective, this activity still has certain limitations and needs to be improved. In many cases, managers have not made reasonable decisions, have not taken full advantage of opportunities, and have solutions to actively deal with the risks that often exist in the market. In addition, many managers still have limitations about the sensitivity in managing their employees; they need to grasp and understand employees' insight needs and desires to provide timely incentives. In addition, the cohesion in

work has not been focused, leading to a large gap between managers and employees. The process of sharing knowledge in the enterprise has not been promoted. It is not an appropriate environment for the development of opportunism and individualism, which significantly influences employee management effectiveness and business operations.

Based on an overview of related works, the study proceeds to build a model and test the impact of sharing culture on opportunistic behavior and the effectiveness of employee management. In the context of businesses in Vietnam, the research results not only show that sharing culture has a direct and negative impact on opportunistic behavior, positive effect on the effectiveness of employee management in enterprises but also prove the mediating role of trust and organizational commitment factors in these impact relationships. In addition, opportunistic behavior has also been shown to play a mediating role in the impact of sharing culture on the effectiveness of employee management. These are meaningful contributions in both theory and practice, helping businesses gain a deeper insight into the Sharing culture and its impact on the effectiveness of employee management. From there, more effective solutions and policies can propose in the future.

## **2. Literature Review and Hypotheses**

### **2.1. Literature Review**

Culture is the total material and spiritual values that humankind has created in history. Schein (2004) synthesized various elements used to describe culture, including repetitive behaviors in communication, group norms, shared values, formal philosophies, rules of behavior, atmosphere, skills passed on, shared meanings, basic metaphors or unifying symbols, and orthodox rituals or festivals. Sharing culture is a high community action; sharing culture helps employees and managers understand each other better, knowledge, and experience transmitted to more people, beneficial for both sharers and recipients. Asif (2011) argued that sharing culture is studied based on epistemology, concerned with developing social systems over time. According to Asif (2011), culture is defined as a common, long-term perception of important psychological aspects of the work environment. Wu (2009) argued that sharing cultures are personal choices crystallized within a group of people over time. Accordingly, sharing culture is viewed as a developmental process in which the organization's people learn from repeated choices.

Employee behavior in enterprises includes both positive and negative behavior. In which, opportunistic behavior considered a type of negative behavior, is a form of behavior that seeks personal benefits by fraud (Williamson, 1975), breaking commitments, violating obligations and

responsibilities required to perform (Morgan & Hunt, 1994). According to Tran et al. (2021), opportunistic behavior is considered a form of the negative behavior of employees in the organization, governed and determined by the employees' awareness, attitude, and capacity. The opportunistic behavior related to individualism for personal benefits affects the collective interests and should be limited in business and management activities. As members of the organization, people are governed and affected by organizational factors such as culture, leadership, power, organizational structure, and groups in which employees take part as group members (Tran et al., 2021).

Human resource management is one of the most important jobs needed in every field, not just business. Effective human resource management will improve the productivity and quality of employees while affirming and promoting the role of managers. Human resource management is the management, exploitation, and use of labor and personnel of an enterprise reasonably and effectively. The function of human resource management relates to tasks such as attracting, recruiting, training, calculating salary, evaluating, rewarding employees, etc. Human resource management is also associated with the inspection and adjustment to meet the needs and use, support, protect, and develop employees' potential in the most effective way. Piero et al. (2005) measured the effectiveness of management activities through 4 indicators, including- Employee's assessment of management effectiveness; Job satisfaction; Self-assessment of individual results; Desire to change jobs. The performance management process of employees includes four main functions: planning, organizing, leading, and controlling. The effectiveness of employee management consists of the following indicators: Job satisfaction (Piero et al., 2005); Commitment to the organization (Piero et al., 2005; Thun, 2009; Reave, 2005); Psychological health and mental well-being (Reave, 2005; Thun, 2019).

Besides the main factors that are sharing culture, opportunistic behavior, and effectiveness of employee management, the study also mentions the mediating factors in the model, including trust and Organization commitment.

Trust is an employee's willingness to share his thoughts and perceptions with colleagues in the company. Maryer et al. (1995) argued that trust is the belief of an object with another object. Trust entails enthusiasm, a spirit of inquisitiveness. It gives energy, makes people strong and attractive. From an organizational perspective, trust is known as the degree to which a member places his trust in the enterprise (Zaheer & Harris, 2006). Trustworthiness influences brand loyalty and brand trust can mediate the influence of social media marketing on brand loyalty (Puspaningrum, 2020). Trust can be expressed at the

cognitive level, the intention level, and the behavioral level. Trust allows managers and employees to connect by thinking, rethinking, and action capacity. Employees need to trust in their managers, in the decisions they make, and have confidence that the organization is guided in the right direction and goals. Trust is difficult to measure and does not offer an absolute return on investment, and managers may be tempted to focus on such an intangible product. Therefore, before we learn how to build employee trust with the enterprises, we need to consider why trust is important and what happens when trust is lacking.

Organizational commitment is a factor that creates the connection between employees and the organization (Meyer et al., 1993). Organizational commitment has a positive relationship with organizational achievements such as job performance (Yousef, 2000), organizational citizenship behavior (Utami et al. 2021), employee satisfaction (Chughtai & Zafar, 2006; Meyer et al., 2002; Yousef, 2000), and organizational revenue (Angle & Perry, 1981; Meyer et al., 2002; Powell and Meyer, 2004). According to Meyer and Allen (1991), Affective commitment, continuance, and normative commitment should be considered as three components, not three types of commitment. Affective commitment refers to employees' feelings and attachments to the organization, the feeling of being part of the organization. Continuance commitment is the process of realizing the costs and benefits associated with leaving an organization. Employees with high continuance commitment stay with the organization because they need to be so. Finally, normative commitment refers to a sense of responsibility to remain in the organization.

## 2.2. Hypotheses

### 2.2.1. Sharing Culture and Opportunistic Behavior of Employees

In his research, Riege (2005) mentioned several personal factors that hinder knowledge sharing, such as lack of awareness, the difference in position, hierarchy, experience power, lack of interaction experience, lack of social connection. Personal, social, cultural, and behavioral factors influence knowledge sharing (Hosseini et al., 2013). Trustworthy behavior of managers plays an essential role in creating employees' trust through social exchange processes, thus reducing the opportunistic behavior of employees (Whitener et al., 1998). In the enterprise apparatus, promoting sharing culture in line with creating a friendly and open working environment, increasing exchanges and cooperation among members, thereby creating proactively, concrete relationship and minimize negative behaviors of employees. In the context of Vietnamese enterprises, to study

the relationship between sharing culture and opportunistic behavior of employees, the study puts the hypothesis:

**H1:** *Sharing culture has a negative impact on the opportunistic behavior of employees in enterprises in Vietnam.*

### 2.2.2. Sharing Culture and Effective Employee Management

Wilderom et al. (2012) have shown that organizations with more empowerment, extroversion, cross-departmental collaboration, human resource-oriented, and improvement-oriented in their cultures will have their cultures affect their fair results have a positive relationship with the effectiveness of management in the organization. Podug et al. (2017) suggested that the knowledge-sharing process positively impacts the organization's innovative ability. Grant (1996) demonstrated that knowledge sharing has a significant contribution to organizational performance. According to Darroch and MacNaughton (2002), increasing organizational knowledge sharing leads to creativity and innovation to develop new work methods and procedures, change traditional methods and practices, and promote the organization to grow and do better. To research this issue, the authors hypothesized:

**H2:** *Sharing culture has a positive impact on the effectiveness of employee management in enterprises in Vietnam.*

### 2.2.3. Opportunity Behavior and Effectiveness of Employee Management

Managers' behaviors and characteristics such as charisma and fairness can motivate employees to cooperate and improve management performance (Cremer & Knippenberg, 2002). The opportunistic behavior of employees always brings potential risks, which can negatively affect the proactive way of employees' works, thereby limiting the effectiveness of management. In enterprises, a formal controlling system is an organizational tool that can be used to cut or reduce potential conflicts and opportunistic behaviors, facilitate cooperation, and enable employees to focus on problem-solving efforts by providing clear job descriptions, standardized work rules, and performance reviews, and rewards (Simons, 1991). In order to test the impact of opportunistic behavior on the effectiveness of employee management in Enterprises in Vietnam, the hypothesis is proposed

**H3:** *Opportunistic behavior has a negative impact on the effectiveness of employee management in Enterprises in Vietnam.*

### 2.2.4. Sharing Culture and Employee Trust

According to Davenport and Prusak (1998), if individuals are unsure about their competence and the outcome of the knowledge they intend to share, they may not convey it; hence trust is the heart of knowledge sharing. Increased trust leads to an increased level of knowledge sharing (Anderson & Narus, 1990; Ardichvili, 2003). Agreed to that view, Engstrom (2003) also believed that job satisfaction and confidence in employees' career prospects would affect knowledge sharing. According to Wheatley (2000), many employees will share their knowledge voluntarily if they perceive sharing as important to their work and at the same time feel encouraged to share. So, the hypothesis is built:

**H4:** *Culture of sharing has a positive effect on employees' trust in Enterprises in Vietnam.*

### 2.2.5. Employee Trust and Opportunistic Behaviors

Employee trust plays an essential role in management; Morgan and Hunt (1994) have shown a negative relationship between opportunistic behavior and employees' trust in the organization. Developing an organizational culture based on mutual trust is one way to promote knowledge sharing and shape effective management practices (Wang et al., 2009). Employees' trust in the organization, once strengthened, will create a work atmosphere with high motivation and performance as well as reduce negative thoughts, fraudulent behaviors, and individual acts that are not in the organization's interests. To research this issue and to test the impact relationship of employees' trust on opportunistic behavior in Enterprises in Vietnam, the hypothesis is built:

**H5:** *Trust has a negative effect on employees' opportunistic behavior in Enterprises in Vietnam.*

### 2.2.6. Trust and Effectiveness of Employee Management

Bakiev (2013) argued that the high-performance work system through the relationship between trust, organizational cohesion, and organizational performance perception positively influences the organization's business performance. Guinot et al. (2014) argued that trust among the participants is a factor that positively impacts the business performance of organizations. The effectiveness of employee management is always affected by many factors, in which trust is considered an essential factor. Therefore, creating trust among employees will be an effective solution to help managers maintain the motivation and creativity of employees. At the same time, it also has an essential effect on creating and developing sustainable relationships between

employees and managers. Therefore, the hypothesis raised in the research:

**H6:** *Trust has a positive impact on the effectiveness of employee management in Enterprises in Vietnam.*

### 2.2.7. Sharing Culture and Organization Commitment of Employees

The quality of working relationships promotes trust and commitment of employees and thus develops their creativity and knowledge sharing (Thomson & Heron, 2006). The greater the shared knowledge among employees, the greater employees' commitment to the organization (Cabrera & Cabrera, 2002). Building and maintaining a sharing culture will have a long-term effect in creating a friendly and sociable working atmosphere and promoting high cohesion between employees and the organization, which has a significant impact on the organization's development. To research the relationship between Sharing culture and employee Organization commitment, the authors hypothesize:

**H7:** *The culture of sharing positively affects the organizational commitment of employees in Enterprises in Vietnam.*

### 2.2.8. Organization Commitment and Opportunistic Behavior of Employees

Organizational commitment creates strength based on the close and strong relationship of the individual and his participation in the organization and is a factor that establishes the connection between employees and the organization (Meyer et al., 1993). Si and Li (2012) argued that organizational commitment as an aspect that reflects management performance is mediated in the relationship between human resource management practices and employee behavior. Therefore, the hypothesis formulated in the research:

**H8:** *Organization commitment has a negative impact on the opportunistic behavior of employees in Enterprises in Vietnam.*

### 2.2.9. Organization Commitment and Effective Employee Management

Organization commitment represents a spiritual relationship between the employees and the organization that reduces their employees' "leave-job" possibilities. Organizational commitment has a positive relationship to work motivation, work performance, and job satisfaction

(Mathieu and Zajac, 1990). Building employee engagement with the organization is effective in encouraging employees to participate in organizational activities, supporting managers to have more perspectives to enhance effectiveness in decisions, especially in the field of human resource development for the organization, creating a healthy business environment as well as promoting the development of businesses to achieve sustainable development. In the context of Enterprises in Vietnam, to point out the relationship between organizational commitment and employee management performance shown, the research hypothesized:

**H9:** *Organization commitment positively affects the effectiveness of employee management in Enterprises in Vietnam.*

### 2.2.10. Employee's Trust and Organization Commitment

Organizational commitment is one of the potential outcomes of building trust in employees (Bussing, 2002). Trust and commitment are dynamic processes created through symbiotic interactions between members of the organization, and over time, this interaction influences employees' organizational commitment. (Zeffane et al., 2011), while promoting support and cooperation (Lewicka, 2015). Agreed with these arguments, the research of Costa (2003); Tan and Lim (2009) also suggested that trust positively impacts employees' organizational commitment. And in the context of enterprises in Vietnam, the hypothesis is built (Figure 1):

**H10:** *Trust has a positive effect on employees' organizational commitment in enterprises in Vietnam.*

## 3. Research Methods

### 3.1. Research Scale

Based on theoretical overview and research works, the article proposes a research model with the independent variable that includes (Table 1): Sharing culture (SC), the intermediate variable including Trust (TR); Organizational commitment (CO) includes Affective commitment (AC), Continuance commitment (CC) and Normative commitment (NC); Opportunistic behavior (OPB), the target variable is the effectiveness of employee management (EM). The scale used in the study is a 5 levels Likert scale (Strongly agree; Agree; Neutral; Disagree; Strongly disagree). Indicators for measuring variables are applied with adjustment in accordance with the characteristics of the research sample from previous studies.

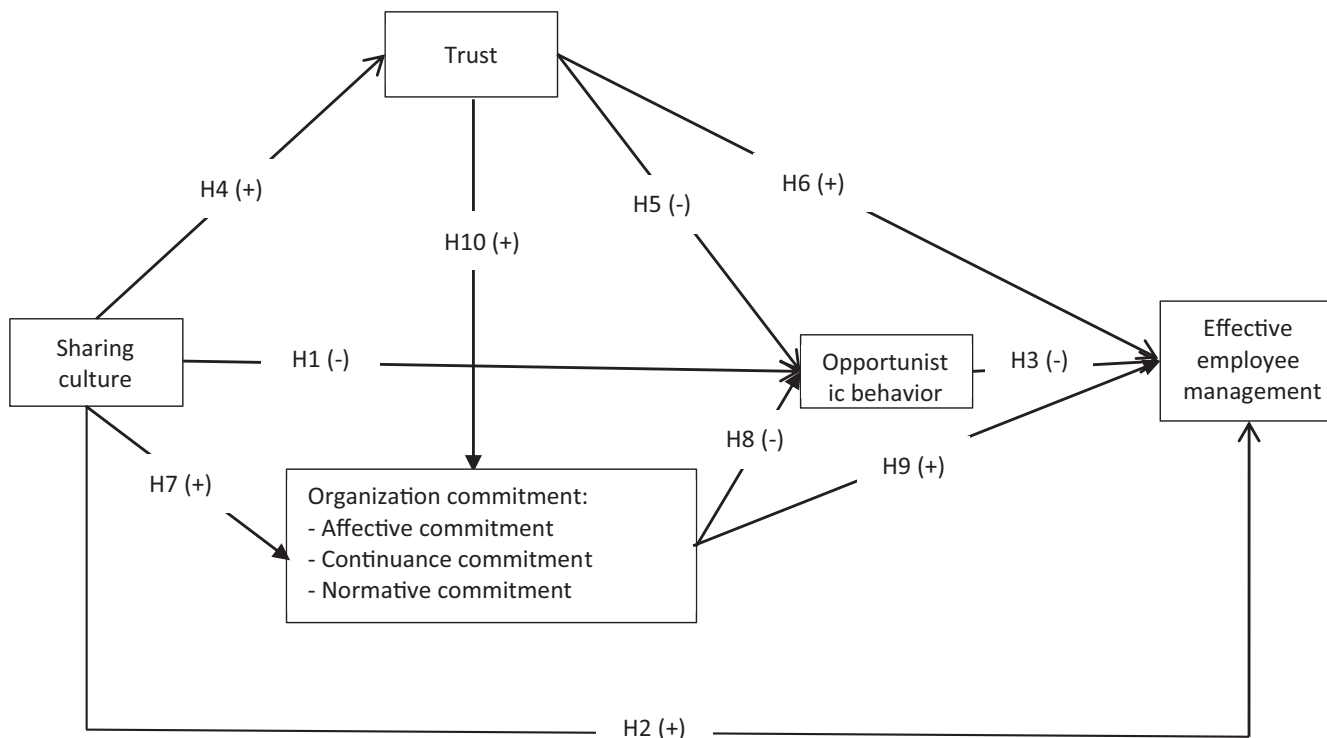


Figure 1: Proposed Research Model

Table 1: Origin of the Scale of Variables

No	Variables	Abbreviation	Number of Observations	Origin of the Scale
1	Sharing culture	SC	6	Schein (2004)
2	Trust	TR	6	Morgan and Hunt (1994)
3	Affective commitment	AC	6	Meyer and Allen (1991)
4	Continuance commitment	CC	6	Meyer and Allen (1991)
5	Normative commitment	NC	6	Meyer and Allen (1991)
6	Opportunistic behavior	OPB	5	Katsikeas et al. (2009)
7	Effectiveness of employee management	EM	6	Judge et al. (2002)

### 3.2. Research Sample

The research sample was selected by the non-probability sampling method, which is convenience sampling. Data were collected through relatively stratified sampling in Vietnam provinces and localities. The surveyed unit in the research was identified as employees of the enterprises. The sample size in the survey was 601 samples. The data collection process is conducted in two ways: hand out directly and online. The number of online collections is 412 survey sheets, the number of usable

sheets is 376. Directly, the number of sheets issued is 400, the number of sheets collected is 287, the number of usable sheets is 225. Therefore, the total number of valid sheets used for analysis is 601. Based on the reference of the expected sample size mentioned in Hair et al. (1998) research, the minimum sample size is 5 times the total observed variables. With the number of observed variables in the research being 41, the size of 601 samples meets the analysis requirements. The period to conduct and complete data collection completion is from April 2021 to September 2021.

### 3.3. Data Processing

Research using quantitative methods. After collecting and cleaning, the data is processed by SPSS and AMOS programs. First, evaluate the reliability of the scale with the required Cronbach’s Alpha value  $> 0.7$ . Next, research on exploratory factor analysis (EFA) to determine “Convergent validity” and “Discriminant validity of the scale” and with the requirement of Factor loading  $> 0.5$ ; Eigenvalue of the factors  $\geq 1$ ; KMO coefficient  $\geq 0.5$  and  $\leq 1$ ; Sig. value  $< 0.05$ , and the percentage of Average Variance Extracted  $> 50\%$ . After that, AMOS software is used to evaluate the suitability of the research model through the CFA test and finally test the research hypotheses by analyzing the SEM linear structure model with the requirements  $\chi^2/df < 3$  (Kettinger et al., 1995); GFI, TLI, CFI  $> 0.8$ ; RMSEA  $< 0.08$  (Taylor et al., 1993).

## 4. Results and Discussion

### 4.1. Testing the Reliability of the Scale

The analysis results of Cronbach’s Alpha test show the reliability of the scale used in the analysis when the Cronbach’s Alpha coefficients of all variables are  $> 0.7$  (Table 2). However, the TR1 indicator has a coefficient Cronbach’s Alpha if Item Delete is 0.948, which is larger than the Cronbach’s Alpha coefficient of the TR variable

(0.925), the NC6 indicator has coefficient Cronbach’s Alpha if Item Delete is 0.902, which is larger than the coefficient Cronbach’s Alpha of the NC variable (0.900). Therefore, to increase the scale’s relevance, the study removed the indicators TR1 and NC6.

### 4.2. EFA

After testing the scale’s reliability, the study conducted an exploratory factor analysis (EFA) for both the independent, intermediate and dependent variables (Table 3). With the group of independent variables and intermediate variables, the results show that the data meets the analysis requirements, in which the factor loading is  $> 0.5$ , showing the appropriate correlation between the observed variables (indicators) and selection factors in the model; Eigenvalue of factors  $\geq 1$ ; KMO coefficient  $\geq 0.5$  and  $\leq 1$ ; Sig. Value  $< 0.05$ , while the percentage of Average Variance Extracted  $> 50\%$  and satisfying two conditions are “Convergent validity” (observed variables converge on the same factor) and “Discriminant validity” (observed variables belonging to this factor are distinguished from other factors).

With the dependent variable as the effectiveness of employee management, the EFA analysis also shows that the remaining data are reliable for analysis with Eigenvalue of factors  $\geq 1$ ; KMO coefficient  $\geq 0.5$  and  $\leq 1$ ; Sig. value  $< 0.05$ ; percentage of Average Variance Extracted  $> 50\%$

**Table 2:** Evaluation of the Reliability of the Scale Through Cronbach’s Alpha Coefficients

No	Variables	Abbreviations	Cronbach’s Alpha Coefficient
1	Sharing culture	SC	0.922
2	Trust	TR	0.948
3	Affective commitment	AC	0.883
4	Continuance commitment	CC	0.828
5	Normative commitment	NC	0.902
6	Opportunistic behavior	OPB	0.960
7	The effectiveness of employee management	EM	0.936

**Table 3:** EFA Factor Analysis Results

Analysis EFA	Coefficient KMO	P-value	Average Variance Extracted	Factor Loading	Conclusion
Independent variable and intermediate variable	0.914	0.000	68.452	All $> 0.5$	Ensure analysis requirements
Dependent variable	0.892	0.000	77.955	All $> 0.5$	Ensure analysis requirements

and satisfying two conditions, “Convergent validity” and “Discriminant validity” (Table 4).

### 4.3. CFA

The results show the fit of the measurement model. Chi-square index = 2037.416;  $df = 681$ ; Chi-square/ $df = 2.992$  ( $< 3$ );  $P = 0.000$ ; GFI = 0.852 ( $> 0.8$ ); TLI = 0.916 ( $> 0.8$ ); CFI = 0.923 ( $> 0.8$ ); RMSEA = 0.058 ( $< 0.08$ ).

### 4.4. SEM Analysis

Analyzing the SEM model for the research model, we found that the general indexes/ composite indexes were satisfactory. Specifically, Chi-square = 2048,224;  $df = 689$ ; Chi-square/ $df = 2.973$  ( $< 3$ );  $P = 0.000$ ; GFI = 0.851 ( $> 0.8$ ); TLI = 0.917 ( $> 0.8$ ); CFI = 0.922 ( $> 0.8$ ); RMSEA = 0.057 ( $< 0.08$ ).

Estimation results of the relationships in the model show that the research model is suitable; all hypotheses with significance with  $P$ -value  $< 0.05$  are accepted (Figure 2 and Table 5).

Specifically, hypotheses H1 and H2, with regression coefficients are  $-0.285$  ( $< 0$ ) and  $0.242$  ( $> 0$ ), respectively, are accepted. In terms of direct relationships, sharing culture has a negative impact on opportunistic behavior and a positive effect on the effectiveness of employee management in enterprises in Vietnam. These results correspond to the studies of (Riege, 2005; Whitener et al., 1998; Wilderom et al., 2012; Podug et al., 2017; Grant, 1996; Darroch & MacNaughton, 2002).

Hypothesis H3 tests the relationship of opportunistic behavior on the effectiveness of employee management. With a regression coefficient of  $-0.205$ , the hypothesis is accepted, which means that opportunistic behavior has a negative impact on the effectiveness of employee management in enterprises in Vietnam. This result is consistent with the studies of (Cremer & Knippenberg, 2002; Simons, 1991) etc.

Hypothesis H4, H5 and H6 are also accepted with  $P$ -value  $< 0.05$  and regression coefficients are 0.388,  $-0.325$ , 0.176 respectively. This shows that sharing culture has a positive impact on employee trust. Trust has a negative impact on opportunistic behavior and positively affects the effectiveness of employee management in enterprises in Vietnam. In other words, trust is proven to mediate the impact of Sharing culture between opportunistic behavior and effectiveness of employee management in the enterprise. These conclusions are consistent with studies of (Davenport & Prusak, 1998; Anderson & Narus, 1990; Ardichvili, 2003; Wheatley, 2000; Wang et al, 2009; Bakiev, 2013; Guinot et al., 2014).

Similarly, the research results also accept the hypotheses H7, H8, H9 with the significance level in the test  $P$ -value

$< 0.05$ , and the regression coefficients are 0.336,  $-0.186$ , 0.508, respectively. That means, sharing culture has a positive impact on employees’ organizational commitment and thereby has a negative impact on opportunistic behavior and a positive impact on the effectiveness of employee management in enterprises in Vietnam. Thus, organization commitment has also been proved to a mediating role in the impact relationships between sharing culture, opportunistic behavior, and effectiveness of employee management in the enterprise. These conclusions are consistent with studies of Thomson & Heron (2006); Cabrera & Cabrera (2002); Meyer et al. (1993); Si and Li (2012); Mathieu and Zajac (1990), etc.

In addition, with a  $P$ -value  $< 0.05$  and the regression coefficient positive (0.106), the research results also accept hypothesis H10, concluding that trust has a positive impact on organization commitment employees in Vietnam enterprises. This is similar to the results of research of (Bussing, 2002; Zeffane et al., 2011; Costa, 2003; Tan & Lim, 2009).

Thus, the research results not only show that sharing culture has a direct and negative impact on opportunistic behavior and a positive impact on the effectiveness of employee management in enterprises in Vietnam but also prove that mediating role of trust and organizational commitment factors in these relationships. In addition, opportunistic behavior has also played a mediating role in the impact of sharing culture on the effectiveness of employee management. These are both meaningfully theoretical and practical contributions that the research resulted in and will be the basis for further study.

### 4.5. Descriptive Statistical Analysis

In addition to the test results mentioned above, to substantiate the conclusions, the research conducts descriptive statistical analysis of the data to determine the mean values of the variables, thereby making more accurate statements about the factors in the model.

The results in Table 7 show that, with a mean value of 3.7917, the effectiveness of employee management in enterprises in Vietnam is evaluated as the factor with the highest average value among all the factors in the model. This shows that there are quite high rationality and efficiency in management and administration activities in the enterprises. Furthermore, it can be seen that with the right policies, paying more attention to customers, enterprises have been creating more voices, increasing relationships with customers and suppliers. And it was then creating initiative in the management and business activities of the enterprise. However, to ensure sustainable and in-depth development, enterprises still need to have more effective policies. Moreover, solutions must be more thorough in solving the shortcomings and limitations of the enterprise.



**Table 4:** Rotation Matrix in EFA Analysis for Independent and Intermediate Variables

Indicator	Component					
	1	2	3	4	5	6
SC3	0.847					
SC6	0.827					
SC1	0.819					
SC2	0.795					
SC4	0.787					
SC5	0.704					
TR4		0.892				
TR5		0.884				
TR3		0.864				
TR6		0.863				
TR2		0.840				
AC5			0.770			
AC1			0.767			
AC3			0.758			
AC4			0.731			
AC2			0.725			
AC6			0.689			
NC5				0.833		
NC2				0.797		
NC3				0.789		
NC4				0.777		
NC1				0.718		
CC2					0.745	
CC4					0.737	
CC3					0.729	
CC1					0.705	
CC6					0.646	
CC5					0.635	
OPB2						0.805
OPB3						0.804
OPB4						0.741
OPB5						0.629
OPB1						0.617

Besides, with the mean value of 2,1601, the opportunistic behavioral factor is evaluated at the lowest level of all the variables in the model. As a negative factor, this is considered a reasonable result, demonstrating the correctness in

solutions to limit individualism and self-seeking benefits behavior in the organization. However, with the meaning of reflecting the negative side of management and business activities, this index is still considered to be relatively high,

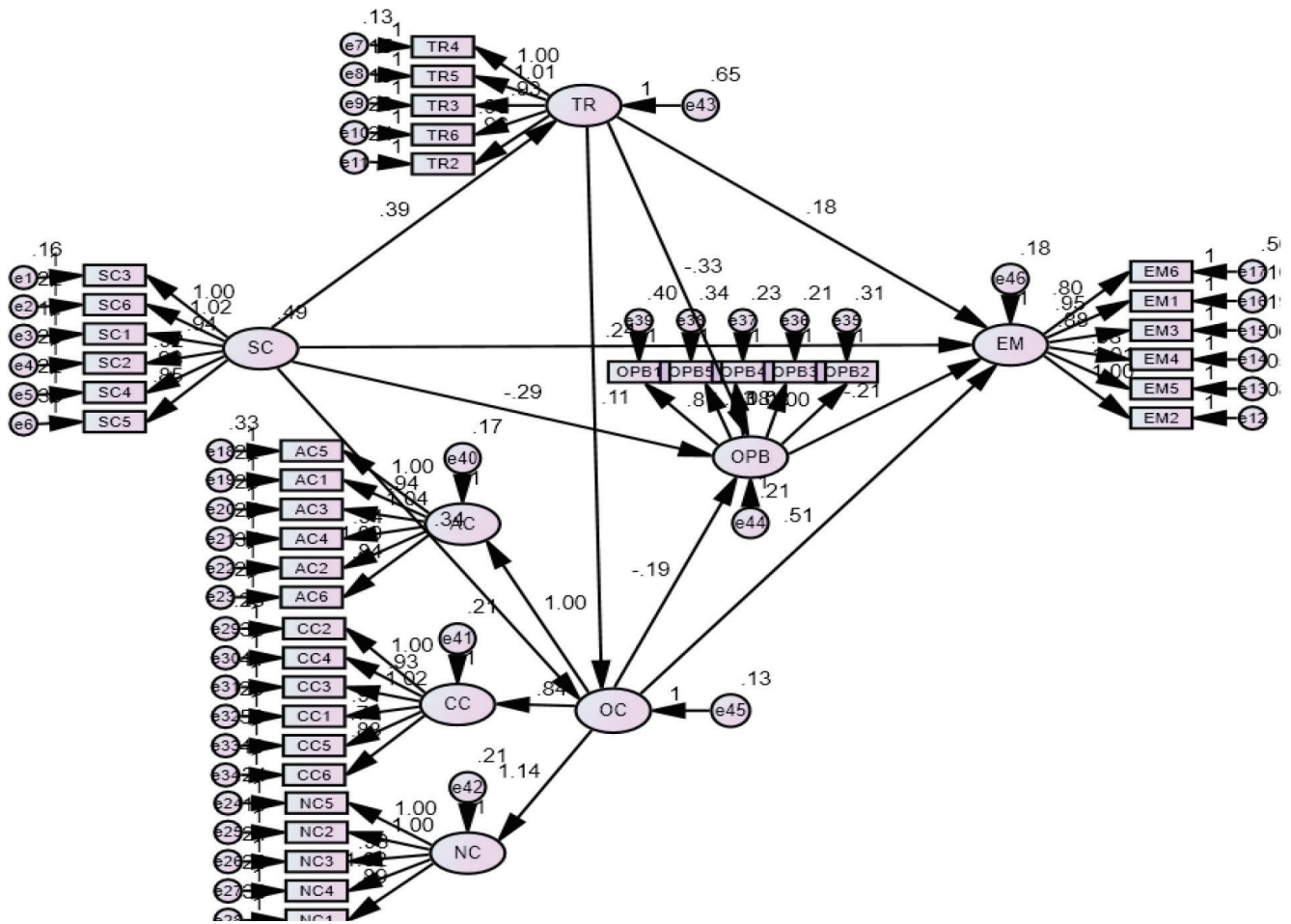


Figure 2: SEM Model Analysis

Table 5: SEM Analysis Results for Relationships in the Model

Hypothesis	Relationship	Weight	S.E.	C.R.	P	Conclusion
H1	OPB ← SC	-0.285	0.045	-6.386	0.000	Accepted
H2	EM ← SC	0.242	0.041	5.834	0.000	Accepted
H3	EM ← OPB	-0.205	0.049	-4.225	0.000	Accepted
H4	TR ← SC	0.388	0.052	7.513	0.000	Accepted
H5	OPB ← TR	-0.325	0.031	-10.418	0.000	Accepted
H6	EM ← TR	0.176	0.030	5.818	0.000	Accepted
H7	OC ← SC	0.336	0.037	9.165	0.000	Accepted
H8	OPB ← OC	-0.186	0.077	-2.419	0.016	Accepted
H9	EM ← OC	0.508	0.077	6.624	0.000	Accepted
H10	OC ← TR	0.106	0.025	4.163	0.000	Accepted

**Table 6:** The Results of Statistical Analysis Describing the Variables

Variables	N	Min	Max	Mean	Std. Deviation
SC	601	1.00	5.00	3.6204	0.69311
TR	601	1.00	5.00	3.5837	0.85631
OC	601	1.58	4.83	3.6650	0.51736
AC	601	1.33	5.00	3.7793	0.63354
CC	601	1.17	5.00	3.7219	0.59943
NC	601	1.00	5.00	3.4938	0.71655
OPB	601	1.00	5.00	2.1601	0.65869
EM	601	1.00	5.00	3.7917	0.65872

and more effective solutions are needed to reduce this value in the near future, to create a healthy working environment and an open working culture in the enterprise.

## 5. Conclusion and Recommendations

Based on an overview of related research, the article builds a model. It tests the impact relationship between sharing culture and opportunistic behavior, the effectiveness of employee management in enterprises in Vietnam. Research results have shown that sharing culture has a direct and negative impact on opportunistic behavior, positive impact on the effectiveness of employee management in enterprises, proving the mediating role of factors as trust and organization commitment in these relationships. At the same time, opportunistic behavior also plays an intermediary role in the impact of sharing culture on the effectiveness of employee management. On the basis of these research results, the authors suggest several recommendations to limit opportunistic behavior and improve the effectiveness of employee management activities in enterprises in Vietnam:

*First*, with the sharing culture, enterprises need to encourage and promote the openly and frankly sharing of information in the enterprise among employees, colleagues, and administrators. Managers should also regularly take care, share difficulties in work and life with employees, and work with employees to find optimal solutions to improve efficiency in their work. Ensure openness in management decisions, regularly exchange information between leaders and employees, and create a positive, motivating atmosphere in the workplace, thereby promoting initiative and efficiency in the work of both managers and employees.

*Second*, with employees' trust, managers need to build positive relationships in the enterprises, create close cooperation among members, care, and share more about all difficulties in work and life with their employees. In order to improve the effectiveness of employee management

activities, managers also need to have consistency in all their decisions. Managers need to create a good symbol and good example, respect all their commitments with their employees and together with their employees, create a sustainable connection at work, create synergy and long-term success orientations for the organization.

*Third*, with organizational commitment, enterprises need to pay attention to and meet employees' material and spiritual needs. Enterprises should focus on developing individual skills, properly recognizing employees' achievements, listening to their feedbacks to have timely encouragement and incentive policies. Enterprises need solutions to strengthen the support and smooth coordination among individuals and departments in the organization.

*Fourth*, with opportunistic behavior, enterprises need to research to have strict management policies for all their activities. It is necessary to combine encouraging and motivating measures and appropriate deterrent measures for individualistic and self-seeking behaviors in enterprises. The encourage as well as sanction solutions need to be implemented quickly and ensure fairness and reasonableness so that employees can see the care, support, and appreciation of their work from the managers as well as improve awareness of undesirable behaviors, creating an open, progressive and effective work culture.

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