FACTORS AFFECTING EMPLOYEE PERFORMANCE– EVIDENCE FROM PETROVIETNAM ENGINEERING CONSULTANCY J.S.C

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ABSTRACT

Recently, most of organizations are fully aware of the importance of employee performance, increasing employee performance or to find out the ways through which high level of employee's performance can be achieved is becoming one of the decisive factors for any organization success. Management's mission is to get people together to accomplish corporate goals and objectives by using available resources efficiently and effectively. Manpower performance can be increased by putting efforts to factors that enhance the employees' motivational level, creativity, job satisfaction and comfort workplace environment, etc…

The research aimed to identify and measure the level of factors affecting the effectiveness of the job performance of the employees working at Petro Vietnam Engineering Consultancy J.S.C, through identifying the variables include leadership, organizational culture, working environment, motivation and training. This study is quantitative in nature and aimed to find out the relationship between above mentioned variables and employees' performance in oil and gas industry of Vietnam focusing Petro Vietnam Engineering Consultancy J.S.C (PVE) as a sample based on 650 employees.

The study will be analyzed by applying multiple regression analysis using SPSS software because there are 5 independent variables and their affects have to be seen on the performance of the employees which is the sole dependent variable. For this purpose data was collected from PVE with the research sample consisted of 650 employees working at PVE, where questionnaires designed by the researcher were used to analyze the factors affecting employee performance.

The purpose of this study is to investigate existing literature and theory in order to initially construct a conceptual framework of factors affecting job performance. The results of the study revealed in a specific case and researcher concluded that among 5 above-mentioned independent variables, there are 3 factors including leadership, motivation and training have direct effects toward employee performance at the case company – PVE.

Keywords: *leadership, motivation, training, employee performance, Vietnam*

1. MOTIVATION, AIM AND OBJECTIVES OF RESEARCH

It is important to understand that how the employee performance or employee's job behavior of assisting departments, management levels, and executive leaders impact the organizational goals in either a positive or negative way.

Employees' performance is affected by numerous factors at work place. This study will focus on the scenario of oil and gas industry to know about factors affecting the performance of employees. It will also highlight how variables affect the employees' performance either positive or negative. The aim and key objectives of this research are as follows:

I. To identify and analyze the factors that influence employees' performance within an organization, including:

- The relationship between leadership and employee's performance;
- The impact of organizational culture on employees' performance;
- The relationship between working environment and employees' performance;
- The relationship between motivation and employees' performance;
- The relationship between training and employees' performance

II. To identify, analyze and measure the level of employees' work performance in accordance with the influenced factors with the collection of data and information within an organization.

III. To establish valid conclusions and recommendations with the identification of impacts, both positive and negative factors on employees' work performance within an organization.

1.1 Brief introduction of case company – PVE

Petrovietnam Engineering Consultancy Joint Stock Company (PVE) was built and grown up in association with the general ongoing development of oil and gas industry. In 1998, PVE's predecessor was established, and began operation with gradual, consistent development, have developed subsidiaries for the foreseeable future. In 2005, the company became a Joint Stock Company and transferred its organizational structure to Mother – Subsidiary Model in 2011, operating in investment and engineering consultancy for oil and gas, civil and industrial projects.

1.2 PVE's Human Resources

From the first days of establishment in 1998, total manpower of PVE is approximately 50 and considerably increased to 650 up to now. Pursuant to education level, PVE's manpower is mostly Bachelor/ Engineering Degree (approximately 70%) and nearly 8% of manpower holds Post-graduate Degree (Master/ PhD.) as described in below chart:
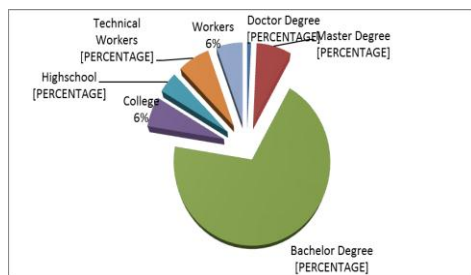

Figure 1 - PVE's manpower's education

PVE has owned young and high – educated personnel, being considered as its strengths for potential and sustainable development in the near future in case having suitable professional training and development plan for personnel complying with its development strategy. Otherwise, lacking of experienced superior to be in charge of important positions such as Project Manager, Engineering Manager, Top Managers…etc. is very challenging for its sustainable growth. Facing with these challenges, besides other solutions, PVE focuses on improving its current competitive ability by paying attention to improve its employee performance for better organization performance and productivity.

2. LITERATURE REVIEW

The concept of human resources management and the theoretical of employee performance will be first reviewed. Secondly, the researcher will mention some factors affecting employee performance through some academic journals.

2.1 The Concept of Human Resource Management

Employees are resources in organizations, and as such they need to be trained and developed properly in order to achieve an organization's goals and expectations (Brewster, 2007). The initial development of the HRM concept is based on the effective utilization of people, and to treat them as resources leading to the realization of business strategies and organizational objectives (Zhu, Warner & Rowley, 2007). HRM contributes to create high performance work systems by linking various employees in different departments in the same organization (Brewster, 2007). Organizations use the effectual HRM system to increase their competitiveness by investing in employee development (Sutiyono, 2007).

HRM can be defined as "The process of analyzing and managing an organization's human resource needs to ensure satisfaction of its strategic objectives" (Hellriegel, Jackson, Slocum and Staude, 2008) and "The policies and practices involved in carrying out the 'people' or human resources aspects of a management position, including recruitment, screening, training and appraising" (Dessler, 2008).

HRM is a pattern of planned HR development and activities which affect the behavior of individuals with the intention of enabling organizations to achieve their goals (Wood, Holman & Stride, 2006). All HR activities are dependent upon the manager's efforts to formulate and implement the organization strategy (Wei & Lau, 2005). HRM refers to the policies, practices, and systems in organizations for recruiting and developing their employees, as well as influencing their behavior, attitudes, and performance to achieve the organizations' goals (Stone, 2008). HRM competency contains an organizations' ability to recruit, train and develop, maintain and utilize prospect-oriented employees with their capacities in a way that they comply with their organizations' goals (Zaugg & Thom, 2003).

2.2 The Concept of Employee Performance

Performance is associated with quantity of output, quality of output, timeliness of output,

presence/ attendance on the job, efficiency of the work completed [and] effectiveness of work completed" (Mathis & Jackson 2009).

Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment.

Aguinis (2009) described that "the definition of performance does not include the results of an employee's behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work". Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as "declarative knowledge", "procedural knowledge" and "motivation" (McCloy et al., 1994). HR practices have positive impact on performance of individuals.

Carlson et al. (2006) proposed five human resource management practices that affect performance which are setting competitive compensation level, training and development, performance appraisal, recruitment package, and maintaining morale. Tessema and Soeters (2006) have carried out study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure and pension or social security in relation with the perceived performance of employees. Therefore, it is concluded that these HR practices have positive and significant associations with the perceived performance of employees.

2.3 Factors Affecting Employee Performance

According to some researchers and practitioners, there are certain factors individually and collectively effect on the performance of employees in a positive or negative way, including:

2.3.1 Leadership

Leadership is a process whereby an individual influences a group of individuals to achieve common goals (Northouse, 2007). Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers (Dubrin,

2004). The leadership style within an organization has a bearing on encouraging or inhibiting employee's performance (Armstrong & Murlis 2004; Cronje et al 2001).

2.3.2 Coaching

Coaching has become an important technique to improve performance (Champathes, 2006). It is not a one way communication and proves to be a two way communications where coaches identify what can be improved and how it can be improved. Further coaching addresses the belief and behaviors that hinder performance (Toit, 2007). It can be further seen that coaching is all about helping someone else to improve performance (Starr, 2004).

2.3.3 Empowerment

Duvall (1999) defines success as achievement, accomplishment and attainment which is consequence of empowerment as follows: (1) Individual success in form of employee's role performance, (2) Organizational success which is achieved as members of the organization accomplish collective organizational goals and objectives, and (3) As organizational members share a mutually beneficial and satisfying work experience meeting both social and personal growth needs. Further, empowerment had significant positive correlations with both performance and satisfaction (Bartram and Casimir, 2007). And specifically empowerment was more strongly correlated with the in-role performance of followers than with satisfaction with the leader.

2.3.4 Participation

In Chen and Tjosvold research 2006, they revealed that participation management is about involving employees in the decision making process where the employees feel that they have the opportunity to discuss problems and can influence organizational decisions. The overall impact of participation is increased employee job performance and low turn-over. In addition, organizations can act to increase or decrease the levels of these mediator variables within their personals and potentially strengthen the positive performance effects of employee participation (Lam et al, 2002).

Employee will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere subordinates and therefore will avoid engaging into counterproductive behaviors hence improved performance through timely achievement of organizational goals and objectives (Carrel, Kuzmits & Elbert, 1989).

2.3.5 Organizational Culture

Organizational Culture is common values and behaviors of the people that considered as a tool leads to the successful achievement of organization goals (Schein, 1990). Organizational culture is the mindset of people that distinguishes them from each other, within the organization of outside the organization. This includes values, beliefs, and behaviors of the employee's difference from the other organization (Hofstede, 1991).

Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increase the overall performance of the organization (Deal and Kennedy, 1982). According to the Stewart (2010), norms and values of organizational culture highly effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. The most important characteristic is shared value.

A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies (Daft, 1984). Shared value of employees is one of the basic components of organizational culture (Smit and Cronje, 1992; Hellriegel et al, 1998). Schein (1994) clarifies that value which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, is a reflection of causal culture assumptions. Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared (Peters and Waterman, 1982). Similarly, it is widely argued that shared and strongly held values enable management to predict employee reactions to certain strategic options and by reducing these values, the consequences maybe undesirable (Ogbonna, 1993).

2.4 Working Environment

The influence degree of working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found for those individuals whose work environment accompanied the creative requirements of jobs. Enhancing the creative performance of employees has been recommended as dire for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization (Janssen, O. and NW. Van Yperen, 2004).

Working environment can be divided into two components namely physical and behavioral components. The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Haynes (2008), the physical environment with the productivity of its occupants falls into two main categories office layout (open-plan verses cellular offices) and office comfort (matching the office environment to the work processes), and the behavioral environment represents the two main components namely interaction and distraction.

2.5 Motivation

Motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time (Jobber, 1994). Therefore, management must know what exactly stimulates their staff so resources are not misallocated and dissatisfaction develops among employees (Jobber, 1994). As Green (2000) has described motivation to be proactive in the sense of; in dealing with employees who are high performers, motivation is essential, otherwise their performance will decline or they will simply leave the job. While dealing with low performers, motivation is a prerequisite; otherwise these employees will drag results down, lower productivity and certainly would not leave the organization, as they will have nowhere else to go.

A motivated workforce is essential because the complete participation of employees will certainly drive the profitability of the organization (Carlsen, 2003), Darmon (1974) believe motivation is the educating of employees to channel their efforts towards organizational activities and thus increasing the performance of the said boundary spanning roles. According to Denton (1991), a motivated workforce will lead to greater understanding, acceptance, commitment to implementation, understanding of objectives and decision making between management and employees. There are 6 most important elements of motivation: rewards, pay, profit sharing, promotion, recognition, job enrichment.

2.6 Training

The developing process of employees' skill in order to improve the performance is called training (Swanson, 1999). Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. According to Wright & Geroy (2001) notes that employee competencies change through effective training programs. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah 2010; Harrison 2000; Guest 1997).

Most of managers give training to their employees for three main purposes (Belcourt, Wright and Saks, 2000), which are (1) to increase productivity or the performance of employees; (2) to achieve organizational goals; and (3) to invest in employees to succeed in the unpredictable and turbulent business environment. There are 3 most important types of training: training needs assessment (TNA), training contents and delivery approaches, on the job training (OJT).

3. RESEARCH FRAMEWORK

Based on the critical review of the literature, it is clear that employee performance can be influenced by several factors, including leadership style, organizational culture, workplace environment, training, motivation, remuneration, etc…

The researcher is self-motivated and self-initiated to complete this research project in relation to academic, organizational and personal perspective. Following to reliable sources of gaining information through books, journals, articles, government records or previous research on the same topics, the researcher developed a Research Framework for analysis of the five factors significantly affecting the employee performance as described below:
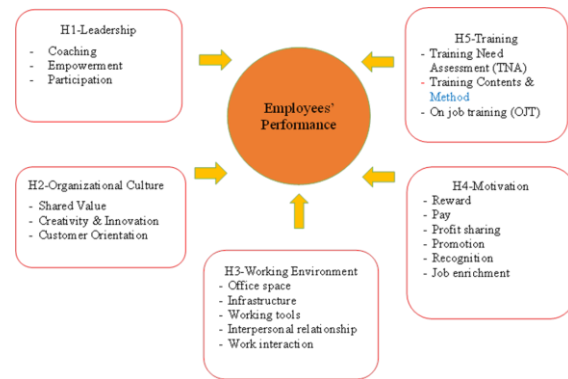

Figure 1. - Research Framework

3.1 Hypothesis

The hypothesis assumes that employee performance is affected by and dependent on multiple factors including leadership, organizational culture, working environment, motivation and training. This study aims to figure out the effect of above-mentioned variables on the performance of employee in addition to evaluate the level and sphere of influence that they contribute toward heightened or poor performance of employees within an organization.

3.1.1 Relationships between Leadership and Employee's Performance.

H1: There is a positive relationship between leadership and employees' performance.

This study is about the leadership attitude that affects employee performance. If the leaders coach, empower or enhance the employees' participation to the job, the employees are willing to work energetically. The performance of the employees is raised positively if the control and attitude of leaders are interactive and promoting, then the employees work in a betterment of the organization. If the manager is unbiased towards employees, these organizations progress more than others. It is necessary that manager is unbiased and treats every employee without discrimination.

3.1.2 The effect of Organizational Culture on Employee's Performance

H2: There is a positive relationship between the organizational culture and employees' performance.

According to this study, the organizational culture has influences on upgrading the employees' performance. If the environment is pleasant and comfortable to work, the employees are encouraged and motivated to

work effectively and efficiently. The good and competitive organization culture enhances the performance of the work force. The organizational culture that the employees can feel "like home" will support them to work dedicatedly. The members of the organizations are encouraged to work effectively if the organizational culture encourages to work effectively, is strong and motivating. Organizational culture is a reflection of employees' performance. It is directly proportional to the employees' performance.

3.1.3 Relationships between Working Environment and Employee's Performance

H3: There is a positive relationship between the working environment and employees' performance.

The working environment (including physical and behavioral components), depending on the administrative, management, individuals and interaction patterns between them philosophy, is a set of characteristics that distinguish the organization from others and the characteristics of the organization's internal environment results from the interaction outcome of goals, regulations, rules, procedures and policies that are applied in the organization and well known by the employees in the organization, moreover directly and indirectly affects the individuals behavior and performance at work eventually leads to achieve the goals of the organization.

3.1.4 The effect of Motivation on Employee's Performance

H4: There is a positive relationship between motivation and employees' performance

It is very important to motivate employees for increasing their performance. In an organization where employees are valued for their knowledge, qualification and skills, the best employee motivation efforts focus on what employees deem to be important. Employee motivation become a crucial factor to increase employees' longevity, productivity, better moral, better performance and create better organization performance. Pay, rewards, profit sharing, promotion, recognition, job enrichment, decisional participation, authority, health insurance etc… All these factors can motivate employees' and increase their performance.

3.1.5 Relationships between Training and Employees' Performance

H5: There is a positive relationship between training and employees' performance

There is a strong relationship between training and employee performance. As the means of training is giving new or current employees the skills they need to perform at their various jobs (Dessler, 2008) or to help them acquire competencies for the job completion, in correlations of employees' performance, training will increase employees' ability to perform on the job in a better way. In addition, training is supposed to be a non-financial motivator to reward employees for their good performance.

4. RESEARCH METHODOLOGY

In this thesis, the researcher will use quantitative method to analyze and study the factors affecting employee performance. This is "a type of research that explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics)" (Creswell, 1994). For the purpose of this study, employee performance is supposed to be a dependent variable and other factors affecting employee performance are independent ones.

4.1 Instrument of Data Collection

For this study's objective, the researchers choose Questionnaire to collect data – one of the most common data collection instruments. Questionnaires are doubtless one of the primary sources of obtaining data in any research endeavor. However, the critical point is that when designing a questionnaire, the researcher should ensure that it is "valid, reliable and unambiguous" (Richards & Schmidt, 2002).

The researcher use a series of questions designed to find out required information, which is filled in by all participants in the sample and can be gathered either by written questionnaire or online survey in which the respondents can answer the questionnaire online. The researcher can utilize a high-structured questionnaire to improve the validity of the data through controlling the respondents' answers under research objectives. As Vietnamese culture, people often hesitate to express their point of view, assessment, feelings or recommendations straightforward, the questionnaires will be anonymous or all of the respondents' names and information would be kept confidential. Thus, the respondents may feel free to give their information or ideas honestly and the reliability of the data collected is increased. In addition, using this instrument is to help the researcher to summarize, using supportive tool as data analysis software to work out the research and make a report

favorably.

For the research approach, to collect relevant data from the right people or respondents within the case study organization, the researcher issues 650 questionnaires for the total employees (respondents) of the case company because of particular research area. Data collection will be done by taking into account within the case studied organization – PVE so that maximum results can be obtained. A population of 650 employees is targeted sector. For survey, closed ended questionnaire will be designed to collect data. Questionnaire will be constructed by formulating closed ended so that there is maximum margin to know about the effect of leadership, organizational culture, working environment, motivation, and training on the performance of employees the case company – PVE.

4.2 Questionnaire Design

The questions are designed to be clear and easy to understand. The questionnaires include items to measure the different variables of the research model to study the impact of leadership, organizational culture, working environment, motivation and training on employee performance. The respondents are expected to provide necessary information according to the designed questionnaire consisted of the followings matters:

I. Leadership (including 3 sub-items)
II. Organizational culture (including 3 sub-items)
III. Working environment (including 5 sub-items)
IV. Motivation (including 6 sub-items)
V. Training (including 3 sub-items)
VI. Performance (including 3 sub-items)

The questionnaire is included a total of 23 questions and was designed on Likert Scale type from 1 to 5 such as strongly disagree, disagree, neutral, agree, and strongly agree. Respondents answer the given questions by marking the correct and suitable choice. The questionnaire is in bilingual (English and Vietnamese) for the best comprehension and interpretation. Furthermore, respondents need to supplement other related information including gender, age group, level of education and job position.

4.3 About the Sample

The population for this study comprised employees in the case company area in Ho Chi Minh City. With total manpower of PVE as the population are approximately 650. Accordingly, there are 650 questionnaires are delivered in paper and online survey method to the respondents and the researcher received 280 answers, no questionnaire is unsatisfactory. A total 280 responses were collected is acceptable and consistent with the previous research of requesting the minimum sample size for the questionnaire of 23 questions is 23*5 = 115 samples.

As described in Table 1, we can see that most of the employees from the survey are young and mostly in two groups from 18 to 35 and 36 to 55. Within the sample, the largest proportion is from 18 to 35 years old, with 171 participants = 61.1%; followed by from 36 to 55 years old, with 100 participants = 35.7%; over 55 year old with 9 participants = 3.2%; no participant is under 18 years old.

Table 1. - Frequency results on Demographics of participants

		Frequency	Percent
Gender	Male	213	76.1
	Female	67	23.9
	Total	280	100.0

		Frequency	Percent
Age	From 18 to 35	171	61.1
	From 36 to 55	100	35.7
	Over 55	9	3.2
	Total	280	100.0

		Frequency	Percent
Edu	College/ University	215	76.8
	Higher Education	65	23.2
	Total	280	100.0

		Frequency	Percent
Position	Division/ Department Manager/ Deputy Manager	20	7.1
	Team Leader/ Deputy Team Leader	25	8.9
	Senior Engineer/ Senior Executive	40	14.3
	Engineer/ Executive	195	69.6

	Frequency	Percent
Total	280	100.0

Considering the Education, 215 participants (76.8%) are college/ university levels and 65 participants (23.2%) are higher education level, indicating that the job specification in this company requires at least college/ university levels or higher education.

5. KEY SUMMARY OF THE RESEARCH FINDINGS

With the test results above, there are 3 Hypothesis including H1, H4 and H5 are supported in accordance with the theory presented Literature Review. The Hypothesis H2 and H3 are not supported or CUL and ENV are not positively related to EP.

The Hypothesis H2 is not supported means the relationship between Organizational Culture and Employee Performance is inconsiderable at PVE. In the researcher's observation, this matter is possibly originated from the real situation at PVE – case company, due to the fact that PVE has just built and popularized the Corporate Culture among the whole organization in 3 recent years, their employees have not been aware of the company culture sufficiently and vice versa, PVE's top executives have not adequately launched the Corporate Culture and shared corporate values, goals and objectives among its employees for their best consciousness and performance.

The Hypothesis H3 is not supported; indicating working environment (including office space/ infrastructure, working tools, co-workers relationship and department working interaction) is unremarkably related with PVE employee performance. The researcher recognizes some arguments founded on facts of the case company to explain these results. Established in 1998, PVE has been developing its operation for over 15 years, the company was equipped professional office space/ infrastructure and sufficient working tools to be qualified with facility requirements of international projects. In addition, as a project-driven organization, most of the projects are executed in project team area under a very strict working rules and procedures which are approved by top executives and clients. The organization set up a complete working procedure system among disciplines to control and ensure the departments' cooperation efficiency. Hence, PVE employee performance is probably affected by other factors more strongly than working environment.

Table 2 – Summary of Hypotheses test results

Hypothesis	Test result
H1 LEA is positively related to EP	Supported
H2 CUL is positively related to EP	Not Supported
H3 ENV is positively related to EP	Not Supported
H4 MOV is positively related to EP	Supported
H5 TRA is positively related to EP	Supported

6. CONCLUSIONS

Employee performance is supposed to be one of the most important factor affecting the overall organization performance and the success of the organization in the competitive market nowadays. The main purpose of this thesis is to analyze the factors affecting employee performance at PVE as the case company. Through the data analysis mentioned in the above chapters, the researcher figured out the general conclusions:

Firstly, there are three different main factors affecting employee performance at the case company – PVE including: Leadership, Motivation and Training. The study proved that leadership style affects employee performance. Through leaders' coach, empowerment or increasing the employees' participation, the employees definitely perform in a better way. Motivating employees for increasing their performance is one of the most important factor. Especially the case company – PVE, an organization where employees are much valued for their high-education, knowledge, qualification, skills and experience, the best employee can perform is the best they are motivated. Through this study, the researcher emphasize the strong relationship between training and employee performance. Repeating the case company which is operating in engineering consultancy in oil and gas industry, training is a successful technique for better employees' performance. Practically, training for employee to approach new technology and improve their competencies to be qualified for high-technical and international projects become a very important determinant for enhancing the company's competitive advantage in the market and its sustainable development.

Secondly, based on the results analyzed in Chapter IV, the three factors (leadership, motivation and training) have mutual interactions. They not only affect the employee performance themselves but also affect each other indirectly. For example, training is also supposed to be a non-financial motivator to reward employee for their good performance. Leaders' coach and empowerment help to motivate their subordinates for better performance. Being trained on the job by direct supervisors helps employee to perform better and participate more in their works.

7. RECOMMENDATIONS

According to the above findings of three main factors affecting employee performance at specific case company – PVE, improving employees' performance through improving factors affecting their performance should be considered and the company's management levels should consider the following recommendations:

First, owning a qualified and high-educated workforce is supposed to be the competitive advantage of PVE, therefore, the organization should encourage them to perform better for a better organization performance by leadership style. In the meantime of this research, in accordance with the above test results, leadership style has a positive relationship with employee performance through coaching, empowerment and employee participation. PVE leaders should become one of the critical factors to motivate their followers to perform beyond expectations by influencing them to pursue higher and convincing followers to replace their self-interest with organizational interests. Among the sub-items of Leadership, as indicated in Chapter IV, the company should maintain to empower employee and let them participate or engage more in their work for their highest performance through bellowed recommendations:

I. Strong commitment from top executives to have a creative leadership style by training its leaders from each level to use power effectively, especially influence others by empowering their subordinates to give them authority to complete their work as effective as possible. When a leader builds a confident, motivated, enthusiastic team working together to meet the vision of the organization, he/ she build a better team and greatly enhance chance to success.

II. Building empowerment through developing a clear mission complying with the company strategy (sharing information, educate employee at all levels, foster creativity and risk taking…) to encourage the employee for their best performance in all situations and complying with the company's goals and objectives by their authorized power.

III. Creating empowerment environment within the company through:
- Get employees involved in selecting their work assignments and the method fir accomplishing tasks.
- Create the environment of cooperation, information sharing, discussion, and shared ownership of goals.
- Encourage employees to take initiative, make decision, and use their knowledge.
- When problem arise, find out what employees think and let them help to design the solutions.
- Stay out of the way; give employees the freedom to put the ideas and solutions into practice.
- Maintain high moral and confidence by recognizing successes and encouraging high performance.

IV. PVE should build up A Leadership Competency Development Model which requires the core competency of each management level according to the company strategic goals, focusing on coaching, empowerment and employee engagement. This model can be developed to the leadership assessment criteria to identify potential leaders who are most suitable for the leadership style of the organization, while at the same time assess the current leaders and training for leadership improvement as well as identifying the Gap in Leadership competency. This is a progressive process to prepare for the transition from current leaders to the next generation of leaders and ensure that a new generation of leaders will be formed and be able to lead the company for better employee performance. After evaluation of leadership capability of the current leaders and identify the potential ones, PVE should develop training programs pursuant to training needs based on the above mentioned model, including on job training, job rotation, coaching and mentoring by

Top executives who know best about the new leadership style directions and changes… in which, people are empowered and encouraged to proactively take risks, and challenge the norm, always be motivated and be innovative.

V. PVE should concentrate on maintaining and improving employee participation by employee work engagement, get them involved in some important activities of the company. Through employee participation, PVE's management levels should set the employee the goals to accomplish, give them the authority to make decisions, solve problems and get involved in designing and implementing organizational change.

Beside that, it's necessary for the company to improve and much pay attention to the management level's coach to make the employee feel more encourage for their better performance by the following solutions:

I. PVE should train its leader relating to coach skill including working skill, professional knowledge, encouragement, recognition of potential strengths of employees to make them work better.

II. PVE's top management should consider coaching is one of the most important skills of a leader and suppose it to be one of the assessment criteria for the leaders for their improvement or promotion.

III. Creating a culture of coaching within the organization where employees recognize that they are coached in every daily activities by anyone, especially their direct supervisors.

Second, motivation is one of the most important factors affecting employee performance at the case company. As described in descriptive statistics above, most of aspects of motivation at PVE including rewards, recognition, promotion, job enrichment, pay, profit sharing have a good impact on employee performance and have been executed well at PVE in the meantime of this research. Most of employee answered "agree" with what the case company works out for them in motivating employee and encourage them to work better. For further actions, to improve employee performance at PVE, in the researcher's observation, PVE should remain the present kinds of motivation and take further actions relating to employee motivation to adapt to the organization changes and suitable for the employees' demands time by time, the researcher have some recommendations hereinafter:

I. PVE should have some survey in employee satisfaction periodically to make the decisions of what kinds of motivation should be used and make sure that solutions satisfy individual needs.

II. PVE should motivate its employees through rewards by rewarding for whom improve him/ herself to qualify for the job requirements, who are complying with the company's directions and make them as a visible model for others. Using both formal and informal rewards-recognition, praise and special assignments that must be managed to ensure they consistently support the desired new behaviors. In addition, the company should build the trust within the organization to believe that the effort will lead to a reward.

III. PVE should build up and upgrade the reward system (including financial and non-financial reward) to be equitable and achievable, totally according to the rules of that "Rewards must be linked to performance".

IV. As operating in engineering consultancy in oil and gas industry, developing of workforce to assume a complete scope of work is very important for the case company. PVE should motivate its employee through job design, including job enlargement by putting more variety into a job, job rotation by moving employees among specialized jobs, fit people to jobs and jobs to people,…

V. Pay or profit sharing is supposed to be financial factors of motivation. In the researcher's observation, this kind of motivation is important at the case company but not enough to keep the employees at the best, for the employees tend to focus on the rewards and not the work itself or only work well enough to get the rewards. PVE should combine this kind of motivation with the others such as promotion, recognition,… to ensure the effectiveness of motivation on employee performance.

Third, as an engineering consultancy enterprise in oil and gas industry, required job competencies for employees are specific and training becomes one of the vital factors to

enhance the employees' capability to perform better. Training factor which is including training need analysis, training contents and methods, on the job training as mentioned above is the strongest factor that impacts on employee performance at the case company. This proved the real facts of the case company that most of PVE's workforces are developed and qualified by internal training in case there are currently no official advanced training organization specializing in engineering in oil and gas industry in Vietnam. In order to ensure the employees' performance at the case company, based on the above results analysis, the researcher has some suggestions as follows:

I. PVE should compose the official procedures of training need analysis to figure out the training demands of employees that comply with the company's strategic goals and objectives to have the "Right Train".

II. PVE should create Competency Development Model for its workforce and use it as a reliable measurement for the employees' capability assessment as a part of training need analysis.

III. PVE should build up Individual Development Plan for its employees and clear Career Path along with career orientation for effective training.

IV. Training Contents and Method should be determined by professional experts, technical advisors or department head of the company to maximize the effectiveness of training.

V. Diversify on job training method including web-based training, project simulation, lesson learned, seminars, presentations, on-site training, job rotation, foreign expert training, internal training between employees of inter-disciplines,…

VI. PVE should consider to build up a systematic training program is being laid out to train the young engineer including on the job training, one on one mentoring program and monthly discussion topics on various technical field in which engineers must take turn to present the key calculation to the whole group of seniors.

In addition, the researcher recognized several limitations of the current study that is suggested for future research. Regarding organizational culture factor, the researcher recommends to re-analyze this factor to evaluate its affect to employee performance at PVE after a suitable period of building and

popularizing the Corporate Culture among the whole organization. Considering working environment, the researcher request for further research to determine the factor of behavioral environment specifically ("the behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual" (Haynes, 2008)). The future study is necessary to analyze the affect of this factor to employee performance at PVE. As the case company's characteristics of high-intelligence workforce and professional physical environment of an engineering company in oil and gas industry, behavioral environment should be considered.

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