

**MINISTRY OF EDUCATION AND TRAINING  
UNIVERSITY OF ECONOMICS HO CHI MINH CITY**

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**LÊ THỊ LOAN**

**THE ORGANIZATIONAL DIAGNOSIS MODEL:  
THE CASE OF LOCAL GOVERNMENT ORGANIZATIONS IN  
HO CHI MINH CITY, VIETNAM**

**DOCTORAL DISSERTATION**

**Ho Chi Minh City, 2020**

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**SUPERVISOR**

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**Ho Chi Minh City, 2020**

**DECLARATION**

The work presented in this thesis, to the best of my knowledge and belief, original except as acknowledged in the text, I hereby declare that I have not submitted this material, either in full or in part, for a degree at this or any other institution.

**Signature**

**Lê Thị Loan**

## ACKNOWLEDGEMENTS

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**ABBREVIATIONS**

EFA	Exploratory Factoring Analysis
CFA	Confirmatory Factoring Analysis
SEM	Structural Equation Model
OD	Organizational Development
GO	Government Organization
LGO	Local Government Organization
ODM	Organizational Diagnosis Model
ODMs	Organizational Diagnosis Models
HCMC	Ho Chi Minh City
TQM	Total Quality Management
QFD	Quality Function Deloyment
PDCA	Plan-Do-Check-Action
CCMS	Customer Complaint Management System
SOE	State-Owned Enterprise
NSOE	Non State-Owned Enterprise
TPC	Technical Political Cultural
QWL	Quality of Worklife
NPM	New Pulic Management
USA	United State of America
UK	United of Kingdom

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**ABSTRACT**

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Organizational Diagnosis Model (ODM) is a rather new approach in developing countries, especially in the public sector and local government organizations (LGOs) of these countries such as Vietnam. Through the literature review, we recognized that most of the researches suggesting ODMs in business enterprises, little researches is mentioning ODM in the public sector and LGOs. So, we try to solve this matter.

By qualitative and quantitative research methods, we proposed an ODM framework that concluded 07 independent variables, such as Leadership, Relationship, Rewards, Attitude towards Change, Inspection & Supervision, Information Management and Communication, and Consensus which impact to Performance of LGOs (dependent variable).

The findings of this research obtained 02 contributions in theoretical and practical aspects: (i) propose an ODM in the case of LGOs; (ii) suggest Consensus component in ODM of LGOs in Vietnam, this is a new factor which has not mentioned in previous researches in ODM theory; (iii) propose the scale measurements of eight variables as mentioned above in case of LGOs.

**Keywords:** Organizational Diagnosis Model, Performance, Local Government Organizations, Consensus.

## CHAPTER I – INTRODUCTION

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### 1.1 ORGANIZATIONAL DIAGNOSIS MODEL

Organizational diagnosis is one of the steps to improve organizational performance. In order to change organizational behavior, the current status of organizations needs to be diagnosed. Organizational diagnosis means apart of organization development. Cummings & Cummings (2014) proposed diagnosis is an action that belongs to the fundamental dictum of organizational change. Organizational diagnosis theory has been popular in many countries since the 1950s up to now.

There are a lot of organizational diagnosis model (ODM) among academics and practitioners, such as Kurt Lewin's Force Field Analysis (1951), Leavitt's Diamond Model (1965), Open System Theory (1966), Likert's System Theory (1967), Weisbord's Six Box Model (1976), Nadler & Tushman's Congruence Model Framework (1977, 1995), Mc Kinsey Framework (Peter & Waterman, 1981-1982), Tichy's Technological Political Culture Framework (1983), High-Performance Programming Framework (1984), Individual and Group Behavior Diagnosing Framework – Porras & Anderson, Harrison (1987), Cause and Effect Model – Burke Litwin (1992), Falletta's Intelligence Model (2008), Semantic Network Model (2014), etc. According to Rosenbaum, More and Steane (2018) Organizational diagnosis theory emphasizes 2 categories, including (i) steps to diagnose and (ii) structural component. Almost all researches mentioned above from the literature review focused on the second category: **the structural component**. However, the case of enterprises has been studied in this researches.

(1) Weisbord (1976) identified the general characteristics of organization not type of organization, 6 variables as "6 boxes of organizational characteristics of organization, including (i) Purposes, (ii) Structure, (iii) Rewards, (iv) Helpful Mercharnisms, (v) Relationship, and (vi) Leadership interacting each other in an organization. This is the

original ODM to diagnose some characteristics of the organization in general, but specific characteristics of LGOs had not mentioned and how to affect organizational performance has not been proposed.

(2) Nadler – Tushman ‘s Congruence Model (1977) clarified the type of organization in his research and mentioned a transformation process much clearer compared to the research of Weisbord (1976) by depicting the transformational process from inputs (environment resources history) to outputs (organization group individual) affecting each other and following the transformation process including 4 variables: (i) informal organization, (ii) formal organization, (iii) individual, and (iv) task interacting among them.

(3) Preziosi (1980) supplied the questionnaire (35 items) that has developed from the Model Six Box of (Weisbord, 1976), and mentioned one additional factor: Attitude towards change. This is the grounded theory for mentioning apart of the questionnaire in this research, but adapting the case of LGOs modified for being more appropriate. This is considered as one aspect of research gap that needs to explore in this study because up to now a framework has not been developed to diagnose organizational performance and its activities in each factor: structure, purpose, leadership, rewards, relationship, even helpful mechanism and attitude towards change of employee who work for LGOs.

(4) The McKinsey’s 7S Framework (1981-1982) presented more details some aspects of organizational characteristics, including 7 elements : (i) Style, (ii) Staff, (iii) Systems, (iv) Strategy, (v) Structure, (vi) Skills, and (vii) Shared values (in the middle of framework, affecting to the six remain elements; besides, 4 soft elements contain: Style, Skill, Staff and Shared Values; and 3 hard elements contain: Systems, Strategy, and Structure. In the case of LGOs how to measure these factors scale measurement has not been set and mentioning a scale measurement of each factor is very complicated and



there has had no existence from a literature review and the result of scale measurement reliability and effectiveness could not be checked and tested.

(5) Tichy (1983) developed ODM of Weisbord's Six Box Model (1976) based on political cultural aspect, however, this ODM had not mentioned the scale to measure 6 factors: (i) Mission Strategy, (ii) Tasks, (iii) Prescribed Networks, (iv) Organizational Processes, (v) People, and (vi) Emergent Networks. These factors are the input - environment history resources, and they have strongly impacted, and the output is performance or the impacting of these factors to the human factor (impact on people).

(6) High-Performance Programming of Nelson and Burns (1984) is more complex than the Six Box Model of Weisbord (1976), 11 dimensions in management process are focused and specified in organization, as (i) Time frame, (ii) Focus, (iii) Planning, (iv) Change mode, (v) Management, (vi) Structure, (vii) Perspective, (viii) Motivation, (ix) Development, (x) Communication, (xi) and Leadership. This ODM emphasized the process of organizational diagnosis, but some dimensions are new components that needs to notice in real condition in comparison with previous researches (time frame, communication, perspective, development, planning, management, motivation), these dimensions are very necessary for diagnosing but how to measure, clarify, definite specific and clearly is extremely hard to do this. For example, the time frame for doing something can be measured in an organization, but not the time frame of an organization; or we think that development dimension which Nelson & Burns (1984) mentioned, but development is a basic goal of any organization, how to develop organization by and which methods, strategy, plans, etc that require to be analyzed very carefully, if not that lead to trouble to diagnose and improve performance and activities of an organization.

(7) Porras & Robertson, Harrison (1987) discussed the Individual and Group Behavior Diagnosis Model in more detailed than previous ODMs. This model not only measured

behaviors at individual, group, and organization level<sup>1</sup>, but also diagnosed inputs and outputs of all three levels. However, this one is extremely hard to measure in the case of government organizations when taking the survey in case of LGOs in Vietnam, that have some special and different characteristics in comparison with other countries (political regime, lawful system, cultural features, economy features, etc). This is the **first reason** that this study needs to deeply researched.

These are overviewing ODMs in previous researches in general. In the case of the public sector or government organization, we need to deeply research the ODM framework in this case study, and what are components that affect to LGOs performance.

In database ProQuest, we have also found 40.027 results (with abstract) by keyword “organizational diagnosis model”, continued keeping narrow finding limit in science articles (review) there have been 1.743 results, but when we have been searching with keyword “organizational diagnosis model” (ODM) and “local government” there have very little researches. Similarly, we continued searching on ESBCO, the results are 2.535; 867; and 6 results; but there is only one result of Olivier (2017) adjusted the model of Burke–Litwin (1992) to diagnose the performance of local government in South Africa. Continuing narrow finding limitation with public sector and LGOs, there are some main researches mentioned in case study of public sector and LGOs in UK, USA, Italia, China, Taiwan, Thailand, Malaysia, New Zealand, Rwanda, Australia,

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<sup>1</sup> First, at the individual level: the input – resource of model at each level can be measured by followes factors: (i) Individual Characteristics, (ii) Attitudes, (iii) Beliefs and (iv) Motivation; and the output factors of this level are individual performance and quality of work life. Second, at the group level : the input – resource of model at each level can be measured by followes elements: (i) Group composition, (ii) Structure, (iii) Technology, (iv) Behaviour, (v) Processes, (vi) and Culture; and the output of this level is group performance. Last, at the organization level, the input contains some factors: (i) Purpose, (ii) Processes, (iii) Structure, (iv) Technology, (v) Behavior and (vi) Culture

Netherlands, etc., but they all suggested some components of organization, but there is very little ODM for public sector or LGOs, such as:

(i) Leadership: researches of Wallis & Dollery (2005), Wu *et al.* (2010), Boonleang *et al.* (2010), Hamid *et al.* (2011), Muthukumaran (2014), Draghici *et al.* (2014), Karimi *et al.* (2014), Cowell *et al.* (2011 & 2016), Im *et al.* (2016);

(ii) Relationship: studies of Nguyen (2016), Hung & Chen (2009); Rewards: research of Goulet & Frank (2002), Steijn & Leisink (2006), Newman & Sheikh (2012) and Miao *et al.* (2013);

(iii) Culture: researches of (Curteanu & Constantin (2012), Miao *et al.* (2013) and Kokubun (2018);

(iv) Communication: researches of Sanders & Canel (2015), Simmons & Erskine (2016).

(v) Performance: researches of Taticchi *et al.* (2010), De Waal (2010), (Björk *et al.* 2014), Miao *et al.* (2013), Speklé & Verbeeten (2014), Balabonienė & Večerskienė (2015), Kling *et al.* (2016), Im *et al.* (2016), Du *et al.* (2018), and Kokubun (2018).

According to Zaffar *et al.* (2018), in each type of organization, their' members have differently responded to its environment, organizational diagnoses in different types of organizations have different results. For example, organizational diagnosis is carried out in health care centers and hospitals, in a study of Lin *et al.* (2009) utilized Cummings & Worley (2001) model of organizational diagnosis to explore the practices of organizational diagnosis of Health Promoting Hospitals in Taiwan. Filej, Skela-Savic, Vicic, and Hudorovic (2009) used Burke and Litwin model (1992) in a study of the head nurse's management system in health care and social welfare institutions. Hamid *et al.* (2011) have attempted to diagnose organization using Weisbord's Six Box Model (1976) from universities in Iran and the findings indicated that the average mean of leadership,

relationships, motivation, and reward are greater, however, the purpose, structure and helpful mechanisms bearing lower value than the average (Hamid *et al.*, 2011).

According to Nguyen (2016) in the research to find out the organizational characteristics and employees satisfaction in Vietnam, he compared SOE and NSOE and found a difference in both type of organizations for each of the organizational area/dimensions that differ based on working environment, procedures, and therefore, there will be differences in their organizational dimension diagnosis results as well. Baldwin (1987) proposed that the discrepancies of public and private sector organizations's characteristics are: (i) Purposes, (ii) Leadership, (iii) and Job security; They mean that the goals of public sector are more ambitious than those in private sector, and the leadership turnover of public sector is much more than private sector, and employees in public sector have bigger job security than those in private sector do.

Alford & Hughes (2008) also identified five particular discrepancies of the organizations in public and private sector: (i) Public sector decisions are coercive as citizens to comply with, and subject to sanctions relating to enforcement right of the government. Private sectors are more freedom to supply their service (to charge the customer with different prices, style of service, even refuse to deal with others); (ii) The public officer is responsible to the political leadership, parliaments, and the community, citizens and to various parts of the judicial system. Private sector management is responsible to its Board and shareholders; (iii) Outside agenda in the public sector are largely set by the political leadership, in contrast with the profit motivation of a private organization; (iv) There are difficulties in measuring output or efficiency in production of public sector, that relates to profit as is in the private sector; (v) Because of large size and diversity in the public sector make control or co-ordination difficult, that is completely not appeared in the private sector. And this is **the first gap** of research in this dissertation, the author wondered how to measure the output more precisely;

Some research mentioned above proposed the characteristics of public sector organizations in general and the usage of ODM in these cases. But in the case study of LGOs in Vietnam, because the discrepancy of political regime's characteristics to compare with other countries, the leading role of the Communist Party to central and local government organizations is very special, and that is legislated in Article 4, The Constitution of The Socialist Republic of Vietnam (2013). This is **the second gap** to research, whether ODMs for other countries, even in the case of China can be used for LGOs in Vietnam and the measurement of LGOs' performance is needed to identified in this case.

Thirdly, Performance is a construct measured chiefly in business enterprises, even in the agency of the public sector, but there is very little researches mentioned the scale measurement of performance in this research. LGOs have some of the similar characteristics of public sector organizations (they all serve the social benefits of citizen; they are under the authority of State in-law; their finance resource is guaranteed by the State budget, *etc.*), but in the main vision and purpose of two type organizations are quite different according the explanation of researches: Alford and Hughes (2008), Nguyen (2016), Miao *et al.* (2013), Im, Campbell, and Jeong (2016), Du *et al.* (2018), Kokubun (2018), *etc.* will be presented in the next sections. We can base on the scale measurement of Performance (Speklé and Verbeeten (2014); USA (research of Melkers and Willoughby (2005)), Italian and UK (research of Taticchi (2005), New Zealand (study of Breitbarth, Mitchell, and Lawson (2010)), South Africa of Olivier (2017), in Rwanda of Klingebiel *et al.* (2016), *etc.*), but these countries have a political regime completely differ with Vietnam context. So, this is **the third reason** we need to modified a scale measurement of Performance in the case of LGOs in Vietnam.

## **1.2 RESEARCH OBJECTIVES**

The goal of this research intends solving 2 subjects :

- (i) Identifying the research framework of ODM in the case of LGOs in HCMC, Vietnam;
- (ii) Developing the scale measurement of Consensus in LGOs – an aspect of culture - the new component which has not ever mentioned yet in any ODMs from reviewing ODMs theories.

## **1.3 RESEARCH QUESTIONS**

In this study, from the gaps of literature review in ODMs, we realized the necessity of ODM in GO to explore the current status of GO and its problems, mentioning the development interventions to improve GOs' performance or effectiveness. To solve these matters, this research must answer three questions:

- (i) What is the Organizational Diagnosis Model in the case study of local government organizations?
- (ii) What are components of this Organizational Diagnosis Model?
- (iii) How do these components affect performance in the case of local government organizations?

## **1.4 RESEARCH SCOPE**

In general, overviewing ODMs we can realize that there are two types of ODMs: ODMs which emphasize the structure components, and ODMs which emphasized the diagnosis process. And in this research we intend to propose an ODM in direction of emphasizing structure components because one of the common characteristics of local government organizations makes pressure to improve their effectiveness to serve the communities, citizens; it means that process to carry out public management activities always change to adapt practical conditions. The government uses power to compel those within its jurisdictions to do what it wants with citizens mostly willingly complying with the law

according to Alford and Hughes (2008). So in Vietnam, GOs have some similar characteristics with others as the above section. Based on previous researches and my research process, it seems a little specific research about diagnosing organization yet, especially in the case of the LGOs. In context of the Vietnamese economy after “DOIMOI”, the Vietnamese government has issued many laws to adapt with the mission and strategy toward “socialist-oriented market economy”, that requires LGOs in HCMC, Vietnam must be changed, what their characteristics are, what the relationship between their components and output, how to measure the GO’s performance as the gap which Hughes (2012) mentioned which concerned to the topic the author want to solve in the dissertation and based on the ODM in the enterprises that are modified to diagnose LGOs in the context of HCMC, Vietnam.

Vietnam and China have a similar political regime, so their LGOs have similar characteristics. There are some main researches we can base on for reference: Miao *et al.* (2013), Im, Campbell, and Jeong (2016), Du *et al.* (2018), Kokubun (2018). These researches mentioned above do not propose ODM for the public sector or LGOs, they just proposed some components of an organization such as Rewards, Leadership, Communication, Culture, and Performance. However, they have not mentioned a full ODM for LGOs. This is the **first gap** for this research to do study.

Moreover, through a literature review of ODMs, few researches on ODM mentioned in the case of LGOs in Vietnam, and according to Curteanu, Constantin, (2012) consensus is one variable of culture, which has not mentioned in any ODMs. That is the **second gap** motivating us to do research on this matter. Moreover, the scale measurement of each factor – each aspect of organizational characteristics (for examples Leadership, Relationship, Rewards, Attitude towards Change, and Performance) from previous ODM may be appropriate in other countries, but in the case of Vietnam which the culture

factor of political regime and LGOs in Vietnam are quite different, these factors need to be modified in this case of LGOs in Vietnam.

So, there are two gaps in the research in this dissertation. In Vietnam, government organizations have some similar characteristics in comparison with other countries as mentioned in the above section. HCMC is the first level center of Vietnam in the economy, politic, culture, and other fields; so characteristics of LGOs in HCMC, Vietnam generally represent characteristics for the system of municipal government organizations in Vietnam at all levels. This is the reason we carried out the survey in HCMC for this research. Based on previous researches and my research process, it seems a little specific research about diagnosing organizations yet, especially in the case of local government organizations in Vietnam. So, we intend to research this matter: **“The Organizational Diagnosis Model: The case study of local government organizations in Ho Chi Minh City, Vietnam”** for my dissertation.

## **1.5 RESEARCH METHODS**

This current study uses mixed methods that are carried out by not only the qualitative method but also a quantitative method based on a deductive approach (according to Newman (2000)).

At first, by the qualitative method, the author reviews literature involved in ODMs, and performance of LGOs. Based on the theory of organizational diagnosis and ODMs researches overtime as follow collected researches by Kasik (2011) and lots of previous researches in LGOS and deep interview with respondents who are leaders of LGOs in HCMC, Vietnam, we developed a theoretical framework for this study. The ODM framework in case of LGOs in HCM, Vietnam consists of 08 variables: 07 independent variables, such as: (1) Leadership, (2) Relationship, (3) Rewards, (4) Attitude towards Change, (5) Inspection and Supervision, (6) Information Management and Communication, and (7) Consensus; and one independent variables: Organizational



Performance in the case study of the LGOs in HCMC, Vietnam. And from the literature review, the theoretical framework we point out 7 hypotheses about the relationship between these constructs. Following the questionnaire of Presiozi (1980), Speklé and Verbeeten (2014), Im, Campbell, and Jeong (2016) scale measurements of the construct are modified to adopt in case of Vietnamese LGOs.

After that, by the quantitative method, chiefly by software package SPSS 22.0 and AMOS 22.0, we test against the research model and hypotheses through empirical data in preliminary research to find outfit scale measurement and main research with survey sample of 510 respondents who have been working for LGOs in HCMC from three government levels (ward, district and municipal). The main techniques for data analysis are reliability test by calculating Cronbach alpha of each construct, EFA, CFA and SEM technique to test hypotheses. Through the quantitative research (empirical survey) we modified the Consensus and Performance measurement scales of ODM specified in local government organizations, test hypotheses of path relationship between constructs of the theoretical model by EFA, CFA, and SEM. Besides, through the quantitative technique, we defined how many variables remained to have a significant effect on LGOs' performance; and which component has not a significant effect on the performance of GO. After that, by comparison of estimate indices of seven components to performance, we realized which amongst of these factors should receive the strongest consideration and weakness effect on LGO's performance; and how they related to practical conditions in LGOs.

## **1.6 RESEARCH CONTRIBUTIONS**

This research intends to gain 02 contributions in theoretical and practical aspects.

(1) In theoretical contributions, we propose an organizational diagnosis model in the case of local government organizations and suggest a Consensus variable in ODM of LGOs in Vietnam, which has not mentioned in previous researches in ODMs theory.

(2) Besides, we developed the scale measurement of Consensus in the ODM of LGOs in Vietnam and fulfilled the measurement scale of Leadership, Relationship, Rewards, Information Management and Communication, Consensus, Inspection and Supervision, Performance in case of LGOs of Vietnam.

## **1.7 STRUCTURE OF DISSERTATION**

The dissertation includes 5 chapters besides subordinate sections as required.

Chapter I - Introduction: includes 07 sections from 1.1 to 1.7: introduction of research background, research objectives, research questions, research scope, supplies a brief of methodology, research contribution and structure of dissertation.

Chapter II – Literature Review: contains 06 sections from 2.1 to 2.6: besides the introduction section (2.1), this chapter provides the background theory of Organizational Diagnosis, ODMs and clarifies the discriminant between them; points out definitions and characteristics of LGOs in Vietnam, Organizational Performance; performs theoretical model, study plan; and assumes 7 hypotheses about the relationship of 8 components of theoretical model to be tested in the later chapters.

Chapter III – Methods and Measurements: consists of 07 sections: similar to Chapter II besides the introduction (3.1), this chapter presents the research process included qualitative and quantitative researches; summarises hypotheses of the theoretical model and measurement scales and shows up the preliminary research results.

Chapter IV – Data Analysis and Research Results: includes 4 sections, from 4.1 to 4.4: presents sample survey's characteristics with empirical data of 510 cases respondents who have been working for LGOs in HCMC, Vietnam; the assessment results of measurement scales using EFA and CFA technique, based on SEM analysis to discover the path relationships of hypothesis tests; and discuss about these results (EFA, CFA, and SEM).

Chapter V – Conclusion: consists of 4 sections from 5.1 to 5.4: provides in general summary of research findings, contributions in theory and may offer a little effort to point out new measurement scales in OMDs and managerial implications for managers and leaders in the practical management of their organization. Besides specific contributions, this research surely has its limitations and broaden some further research directions to improve and enrich this matter.

## CHAPTER II – LITERATURE REVIEW

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### 2.1 INTRODUCTION

This chapter focuses on the literature review of the organizational diagnosis models (ODMs) over time. After the introduction section, the rest of this chapter includes five sections.

Section 2.2 introduces the grounded theory and the concept of organizational diagnosis, the role of its in management, and clarifies the organizational diagnosis and organizational analysis.

Section 2.3 presents the definition of government organizations and local government organizations (LGOs) in Vietnam in general, an overview of the context of LGOs in Ho Chi Minh City, Vietnam.

Section 2.4 mentions definition of organizational performance, distinct with organizational effectiveness and government organizational performance in generally and the local government organization in Vietnam.

Section 2.5 depicts the concept of ODM, reviews all the ODMs over time, and a summary of constituent components of research ODM.

Section 2.6 introduces the research model used in this dissertation; summary the factors in the research model and explains the definition each factor and expresses the relationship between local government performance and seven independent factors in the research model. Therefore, 7 hypotheses are constructed for testing in the next sections.

### 2.2 ORGANIZATIONAL DIAGNOSIS

The goal of organizational diagnosis is for improving and developing organizations; the scale measurement of organizational activities is performance. Cummings & Worley

(2014) and some other researches mentioned that organizational diagnosis means modifying the current status or problem of organizations by analysis on the whole aspects of any organization and giving the appropriate/corrective solution of increasing or improving organizational performance (solve its' shortcomings and support its strengths) and organizational development in the future. Expressing in another way, in the process of organizational diagnosis, we need to modify which components have impact on Performance, and the grounded theory of modifying the effect of some variables to one variable or other variables is The Contingency Theory.

### **2.2.1 The Contingency Theory**

According to Donaldson (2001), the Contingency theory is the grounded theory to analyze the structure, the characteristics of an organization both the internal aspect and its external environment; and contains the concept of a fit that affects performance, which, in turn, impels adaptive organizational change<sup>2</sup>; In another meaning, the contingency theory of organizations discusses, the relationship between some characteristics of the organization and effectiveness, and in previous studies effectiveness can include efficiency, profitability, employees satisfaction, etc. So, in this study, the subject matter is researching the relationship of some variables (for example Leadership, Relationship, Rewards Attitude towards Change, Information Management, and Communication, Inspection and Supervision, Consensus) and Performance of LGOs, so the core relationship of each factor to Performance is based on the contingency theory of organization. Donaldson (2001) and some researches agreed that organizations move toward fit to gain better performance<sup>3</sup>, it means that LGOs in this case study must

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<sup>2</sup> Donaldson L. (2001). Core Paradim and Theoretical Intergration. *The Contingency Theory of Organizations*. Thousand Oaks, Sage Publications, Inc. Ch.1 (pp.1-34)

<sup>3</sup> Donaldson L. (2001). Fit Concept and Analysis. *The Contingency Theory of Organizations*. Thousand Oaks, Sage Publications, Inc. Ch.7 (pp.181-214)

follow the contingency theory and fit to achieve better Performance. This is the **grounded theory** for forming the research model framework and hypotheses in the next sections.

### **2.2.2 – Organization Development and Organizational Diagnosis**

Planned change is often understood as Organization Development. Egan (2002) explored 27 definitions for Organization Development (between 1969 and 2003). In this section, the author only mentions some definitions that are closely related to the organizational diagnosis to clarify the relationship between organizational development and organizational diagnosis. Some following definitions are based on the researches of Williams (2005) and McLean (2005).

According to Beckhard (1969) who gave the first formal definition of organizational development, defined Organization Development as planned interventions through the organizational processes using behavioral-science knowledge to increase and improve organizational effectiveness. This is the first formal definition of organization change (planned). Expressed in another understanding way, Bennis (1969) mentioned three elements in organizational development, there are: (i) external environment of organization; (ii) response to change and adapt to external environment; and (iii) modified “planned interventions” and “behavioral-science knowledge” clearer than Beckhard (1969): *“Organizational development as a response to change, a complex educational strategy intended to change beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges and the dizzying rate of change itself”*. McLagan (1989) focuses on the internal relationship aspect in the organization to change and develop when defined organization development. Similar to the previous researches when mentioned the role of change in organizational development, however, French & Bell (1990) also mentioned organizational development as a process of solving its’ problem and renewal through

diagnosis and management, emphasized the role of organizational culture on formal work team, temporary team and inter-group culture with the support of a consultant and theory and technology of applied behavioral science, including Action Research.

Williams (2005), and Cummings & Worleys (1993) also mentioned process and behavioral science knowledge in organizational development in the previous researches, they mentioned the purpose of organizational development to achieve effectiveness, increase productivity, improve QWL (its' members), the quality of its products and services. Developing this concept, Cummings & Worley (2005) emphasized more clearly organization development as a system-wide application and transfer of behavioral science knowledge to planned development, improvement and reinforcement of strategies, structures, and processes that lead to organization effectiveness. Cummings & Cummings (2014) clarify more clearly about Change Management, Organization Development, and Diagnosis; Diagnosis is an action which belongs to fundamental dictum of Organization Development; both Organizational Development and Change Management have common features, they all emphasized changes in organizations (structure, process, and leadership) that aimed to improve organizations more effective; but Organizational Development underlines the human capacity changes as members of organization; and Change Management focus all changes in process of organization such as creating a new change vision, structure and technology and work practice of organizations.

From these above definitions, we can realize some core features of organization development:

- (i) The goal of organization development in improving organizational effectiveness;
- (ii) It is a data-based approach to understand and diagnose organizations;
- (iii) It involves action research as planned long-term development, interventions and improvements in the organization's processes, structures and requires working skills of

individuals, groups, and the whole organization.

Thus, there is a close relationship between organizational development and organizational diagnosis, and organizational diagnosis is not a tool of organizational development, it is and keeps as a very significant stage of organization development, and organizational effectiveness as the same goal of organizational diagnosis and organization development furthermore.

### ***2.2.2.1 The concept of Organizational Diagnosis***

Organizational Diagnosis is mentioned for a few decades, there are a lot of researches of this theory, such as Levinson (1972); Weisbord (1976); Preziosi (1980); Alderfer (1980); Paul (1996); Sarker (2000); Rafferty and Griffin (2001); Henri (2004); Janićijević (2010); Hamid *et al.* (2011); Muthukumaran (2014); Draghici *et al.* (2014), etc. A study of Harrison & Shirom (1999) diagnosis refers to investigations that draw on the concepts, models, and methods from the behavioral sciences to examine an organization's current context and help clients find out the ways to solve their problems or improve organizational effectiveness.

According to Harrison and Shirom (2012a, 2012b), Chen, Shie and Yu (2012), there are four approaches of Organizational Diagnosis: (i) "Sharp Image"; (ii) "Open System"; "Political", (iv) and "Customer Complaint". Each approach has two aspects advantages and disadvantages to diagnose the current state and give strategically planned interventions for improving the effectiveness of organizations.

(i) The first approach "Sharp Image Diagnosis": Harrison & Shirom (1999) proposed a four-step process to have an overall view of the organization and lead to a tight diagnosis of its' problems and challenges.

(ii) The Open System approach: views the organization as a system that gets inputs from its environment, processes those inputs and then produces outputs. However, based on research of Ashmos & Huber (1987), Jackson (1991), Senge (1990), Chen, Shie, and



Yu (2012) argued this approach has significant limitations because the principles of this approach is lack of useful information that leads to the application of superficial consideration in order to overlook significant specific operations of organization and ignores the important discrepancies in specific organizational situations.

(iii) The Political Approach: according to this approach, Bolman & Deal (1991), Hall & Morgan (1999) proposed an organization is considered as political competition in which negotiation and interchange carry out both internal and external related parties who are seeking their particular purposes and benefits. Bartunek (1993) said that this approach dwells on the internal relationship in the organization, the ability of conflict amongst the stakeholders and the impacts of stakeholders' activities on the budget and various forms of resource distribution. Based on the research of Savage et al (1991), Donaldson & Preston (1995), Chen *et al.* (2012) argued this approach lacks model with established procedures to evaluate carefully and consider the customers' opinions which concerned in the organizational activities.

(iv) The Customer complaint approach: This perspective mentioned that customer complaint as the driving force for analysis. Bosch & Enríquez (2005) developed a customer-oriented model of OD as a 'Customer Complaint Management System', for example, TQM, QFD, and PDCA which are very popular in OD, especially in the service field. However, according to Chen *et al.* (2012), although this approach emphasizes the value of customer complaints as driving force to improve organization effectiveness, but it only related to individual customer complaints basically, it does not notice and choose useful information of all customer complaints to create a comprehensive diagnosis strategy to improve organizational service system.

These approaches can generally perspectives of diagnosis, that is the basic ground opinion to modify the concept of organizational diagnosis and some relevant ODMs are noted in the following sections, and the ODM is chosen for the case of government

organizations in HCMC, Vietnam. In the research process, we can approach 10 definitions of organizational diagnosis; each definition mentioned one aspect of organizational diagnosis, a summary of them is presented in Table 2.1.

**Table 2.1 – Summary of Organizational Diagnosis definitions**

No.	Author	Main keys of definition	Evaluation and noted for thesis
1	Argyris (1970)	Process, valid and useful information of organizational system	Overview information of organizational system, but what is information is not mentioned clearly.
2	Alderfer (1980)	Process, based on behavioral science, collecting data of human experiences and feed back	<ul style="list-style-type: none"> <li>- Clarifies types of information: human experiences, system and behavior;</li> <li>- Established shared understandings of organization.</li> <li>- Do not mention interventions to organization.</li> </ul>
3	Stahl <i>et al.</i> (1997)	Identify “gap” between “what is and what ought to be”	Do not mention the full meaning of Organizational Diagnosis, “gap” and “what ought to be” to solve organizational shortcomings.
4	Harrison & Shirom (1994, 1999, 2012)	Compose three components: Process, Interpretation and Methods	Mention full aspects of Organizational Diagnosis included investigation of concepts, models and methods from behavioral sciences to check the context of organization, solve its problems and get effectiveness.

No.	Author	Main keys of definition	Evaluation and noted for thesis
5	Falletta (2005)	Assessing organization's current level of functions to design appropriate changes	Mentioned how and what to access to give interventions in organization.
6	Morrison (2007)	Specifying gaps between current results and expected performance, and how to get organization's purposes.	First mentioned performance (outputs) of organization in diagnosis.
7	Janićijević (2010)	Mentioned organizational analysis method	Emphasized organizational change as objective of organizational diagnosis.
8	Gavrea (2012)	Analyze the organizational structure, subsystems and its' internal and external procedures; give suitable interventions to develop organizational performance;	- Modified an exercise to determine the strengths and weaknesses of its' structural factors and procedures. - Emphasized both structural components and processes of organization.
9	Popovici (2013)	Intervention of organizational subsystems, procedures and behavior rules within an organization	First mentioned subsystems subsystems in organization, processes and rules in organization.
10	Cummings, & Worley (2014)	Process to check organization's present wellbeing, shortcomings and suggest and undertake a strategic solution/corrective measure to improve their performance	Fully all aspects of organizational diagnosis, included process to analysis the strengths and weaknesses; point out strategic solution, and improve measurements of performance

Source: By author's reviewing literature concerned Organizational Diagnosis definitions

In summary, almost definitions mentioned organizational diagnosis - OD is a process of collecting data, assessing its data and give interventions to improve and develop organizations. In another way, the organizational diagnosis means modifying the current status or problem of organizations by analysis on the whole aspects of any organization and giving the appropriate/corrective solution of increasing or improving organizational performance (solve its'shortcomings and support its strengths) and organizational development in the future. In this thesis, we based on the definition of Cummings, & Worley (2014) in the mentioned organizational diagnosis.

### ***2.2.2.2 Organizational diagnosis and organizational analysis***

Through Table 2.1 - Summary of Organizational Diagnosis, we can see a relation between Organizational diagnosis and analysis. According to Janićijević (2010), organizational diagnosis is understood as a concept related to organizational analysis, both methods (organizational diagnosis and organizational analysis) are focused on understanding the organizational content.

The key discrepancy of organizational analysis and organizational diagnosis is shown as their aims, it means that organizational analysis's goal is the exploration of all aspects of an organization, while organizational diagnosis's goal is an exploration of changing and improving organization. Wu, Dai, & Magnier (2010) and Karimi *et al.* (2014) both mentioned diagnosis in business enterprises. Wu, Dai, & Magnier (2010) emphasized organizational diagnosis is an analysis process concerned with collecting human experience, from that pointing out methods to promote organizational performance. Karimi et al (2014) argued organizational diagnosis means identifying organizational deficiencies and planning to resolve them through organizational changes and development.

**From those meaning, in this dissertation, we realize that:** organizational diagnosis means an exercise to analyze the organization, its structure, subsystems, and processes

in order to identify the strengths and weaknesses of its structural components and processes and use it as a base for developing plans to improve and/or maximize the dynamism and effectiveness of the organization.

### ***2.2.2.3 The role of organizational diagnosis***

In a study of Harrison and Shirom (1999): Cummings & Worley (1993), Howard (1994) said that organizational diagnosis relates to the systematic collection of data to determine the current state of an organization, allowing managers and consultants to enhance organizational effectiveness. Howard & Associates (1994) said that Burke Litwin had explained there are four ways in which organizational models are useful, included: (i) help whole levels of managers to improve their' knowledge of organizational behavior; (ii) classify the data of an organization; (iii) explain the data of an organization; and (iv) supply a short-hand and popular language in an organization. Gavrea (2012), organizational diagnosis emphasizes the risk of inaction threatens that provide managers the most appropriate respondents with a chaotic business environment. In summary, organizational diagnosis helps managers in identifying and solving the problems of organizations.

## **2.3 - GOVERNMENT ORGANIZATIONS**

### **2.3.1 Definition of Government Organizations**

Bengt Karlof & Fredrik Helin Lovingson and Edgar Schein (2005) has defined 4 categories of organization : (i) Coordination, (ii) Common Goal, (iii) Division of labor, (iv) Hierarchical Structure. Organizations are basically structured as follows: (i) the simple structure, (ii) the functional structure, (iii) the divisional structure, (iv) the matrix organization, (v) the virtual organization and network, (vi) intermediary structures, (vii) and the process.

The government can be classified into many types: democracy, republic, monarchy, aristocracy, and dictatorship. The government and public sector have similar

characteristics, but the core nature of the government and public sector are different. Peabody & Rourke (1965) wrote organizations of the public sector are equated as government agencies; Walsh (1978) proposed government corporations are usually set up with the aim of explicitly increasing the autonomy of management. Also in the research of Perry & Rainey (1988): organizational researchers have often designated public organizations owned by the government, such as governmental bureaus, schools, or manufacturing firms (*e.g.*, Chubb & Moe (1985); Hickson *et al.* (1986)). Phan (2012) proposed that the Government consists of components such as structure, functions, mechanisms, principles, institutions. Boyne *et al.* (2009), Immordino (2010) mentioned all types of organizations (concluded government organizations, public sector organizations, SOEs, *etc.*) must improve themselves effectiveness, and the government at all levels are faced with the pressure to perfect continuously their performance, effectiveness and responsiveness.

This is a mission that makes enforcement to GOs must be done to serve their communities, the level of this pressure in GOs even requires higher than various kinds of organizations.

### **2.3.2 The characteristics of public sector organizations and government organizations**

The characteristics of business enterprises are quite different in comparison with public sector organizations, and government organizations, especially local government organizations in Vietnam. Baldwin (1987) mentioned the public and private sector organizations are different in 3 features: goals, leadership, and job security, as following: (i) goals in the private sectors are less ambiguous than those in the public sector; (ii) the private sector also has less leadership turnover than the public sector does; (iii) employees in the private sector have smaller job security than those in the public sector do. Melkers & Willoughby (2005) emphasized the role of some components: leadership,

communication, information, reform requirements in local government organization's performance measurement than the impact of them in business enterprises.

In Vietnam, Nguyen (2016) examined the organizational characteristics (the total combination of Purpose, Structure, Leadership, Rewards, Helpful mechanisms, and Attitude towards Change) that are significantly different from all those seven components of private and public sector organizations in Vietnam.

In the context of the New Zealand government from 2007-2009, (Breitbarth, Mitchell, & Lawson (2010) mentioned (citizen demand, local authority objectives, and regulatory frameworks are three main enforcements that impish increasing and improving local government organizations' service performance. However, based on the New Public Management (NPM) approach, (Klingebiel *et al.* (2016) proposed the relationship between public administration and government operations which is related to government changes of structures and processes to improve public organizations' functions. On the other hand, public administration is considered a very significant means to obtain development purposes because it is the chief background to conform lawful systems, regulations, and decisions of government; and GOs must be executed and obeyed to operate their systems and manage society.

In generally, Vietnam and China have some common features in political conditions. In a research of the relationship between government integrity and corporate investment efficiency, Du, Li, Lin, & Wang (2018) proposed that GOs in China keeps a double role (this differs in comparison with other developed countries): participant and regulator (the study of Zou (2004)). These roles are similar to Vietnam's GOs. Both Vietnam and China reformed transformational market-oriented economies, so GOs in both countries must adapt to changes in environment transformation. According to Vietnam Prime Minister statements (2016), our nation must carry out government integrity for public services to citizens and entrepreneurs.

In contrast to China and Vietnam, GOs in other countries such as Australia, United State differ completely, they operate on their three-tiered government systems: federal, state and local levels; or government system in Netherland includes 3 different layers: central government, provinces, and municipalities (according to Speklé and Verbeeten (2014)); and Vietnam GOs consists of four levels: Central government level, Provincial level (some special municipalities such as Hanoi, HCMC), district level and ward level. However, the common functions of GOs are similar both in Vietnam, China and other developed countries (even they differ in political regimes). Government functions differ from private sector organizations, they all serve all public services for citizens, all kinds of organizations as public servant spiritual not aimed for-profit or private goals.

Speklé and Verbeeten (2014) viewed again the reform spirit of NPM in public sectors based on major changes management of competitive market and adapted to private sector management techniques (Groot and Budding, 2008; Hood, 1995; Pollitt, 2002; Walker et al., 2011). According to NPM Approach, Government is considering as a public business enterprise, it means that financial performance is pondering, evaluate; besides servants or public officers become suppliers' service or products and citizens keep the role of actually real clients in theory and practical conditions. This view is rather popular in developing countries. In formal speeches or epilogues of Vietnam Government Prime Minister in recent years, public sector organizations and GOs both approach this view, at least in theory aspect. It means that the public sector and GOs in Vietnam consider NPM Approach is objectives to carried out in supply administration services. However, in order to turn ideas, formal Government opinions into actual actions in the practical context suffer full of difficulties, obstacles even root originally from the internal government system. In the preliminary research stage, throughout the deep interview with some experts and top leaders who have been leading in Vietnam GOs, they said that formed socialist political consciousness GOs' characteristics in Vietnam completely different to other governments of other countries.



Overiewing researches presented in this section mostly based in other countries, such as USA (research of Melkers and Willoughby (2005)), Italian and UK (research of Taticchi (2005)), New Zealand (study of Breitbarth, Mitchell, and Lawson (2010)), South Africa of Olivier (2017), in Rwanda of Klingebiel *et al.* (2016) in which political regime completely differ with Vietnam context. That is one more reason we intend to research ODMs in the context of Vietnam. Therefore, each type of organization has various characteristics' discrepancies and following that difference in using organizational diagnosis models. Moreover, there is little focus on ODMs in the case study of LGOs in Vietnam. And this is the research problem statement that needs to be explained in the dissertation, or in another way, GOs surely have different characteristics with public sector organizations of seven components including (purposes, structure, leadership, relationships, rewards, helpful mechanisms, and attitude towards change). Based on this research and former researches, we find the government characteristics components structured by and the relationships amongst themselves, the relationship of these components and government organizations' performance.

### **2.3.3 Overview the context of local government organizations in Vietnam**

#### ***2.3.3.1 Government organizations in Vietnam***

In the research limitation of this thesis, GOs include all the organizations which represent Government authority in order to perform state management in terms of the legislative, executive and justice. So, this is the distinction of organizations in the public sector and government organizations in the research range of the dissertation.

On the other hand, the GOs in this dissertation belongs to political structure system in Vietnam. (Ch and Ngo, 2016) based on The Law of Organizing Local Government (2015) confirm administrative units include provinces and cities under central authority; districts, towns, cities under provinces and cities under centrally governed cities; communes, wards, townships, and special administrative-economic units. Also in Article

4 - The Law of Organizing Local Government (2015) stipulates that local government levels are organized in administrative units, including the People's Council and People's Committee.

Moreover, Vietnam political regime is stipulated as Article 4, and the political structure system includes three types of organizations which based 8, 9 and Article 10 - Constitution 2013 – The Socialist Republic of Vietnam. Thus, government organizations are mentions in this dissertation consists of 3 types : (i) The Communist Party's Organizations; (ii) Government Organizations; and (iii) Political – Social Organizations (include: Front Fatherland Committee; Women Union; HoChiMinh Communist Youth League; Labour Union; and Farmer Association). From the above explanation, the concept of government organizations is generally used for all kinds of organizations in this dissertation.

However, also mentioned in Article 4 – The Law of Organizing Local Government (2015) stipulates local government administrative units consist of the province, district, and ward. It means that local government organizations in this dissertation include (i) 3 types of organizations by functions: (i) The Communist Party's Organizations; (ii) Government Organizations; and (iii) Political – Social Organizations at three levels: (i) province, (ii) district and (iii) ward level.

In the context of Vietnam now has sixty-three provinces and cities, including two “special municipals”: (1) Hà Nội, (2) Hồ Chí Minh City, and three cities directly under the central government: (1) Hải Phòng, (2) Đà Nẵng, (3) Cần Thơ (rank – 1 cities). As mentioned above, government organizations in Vietnam contain 2 types: governed level and local government level. In this dissertation, we intend to mention local governments that are divided into provinces, districts, and ward (The Asia Foundation, 2013).

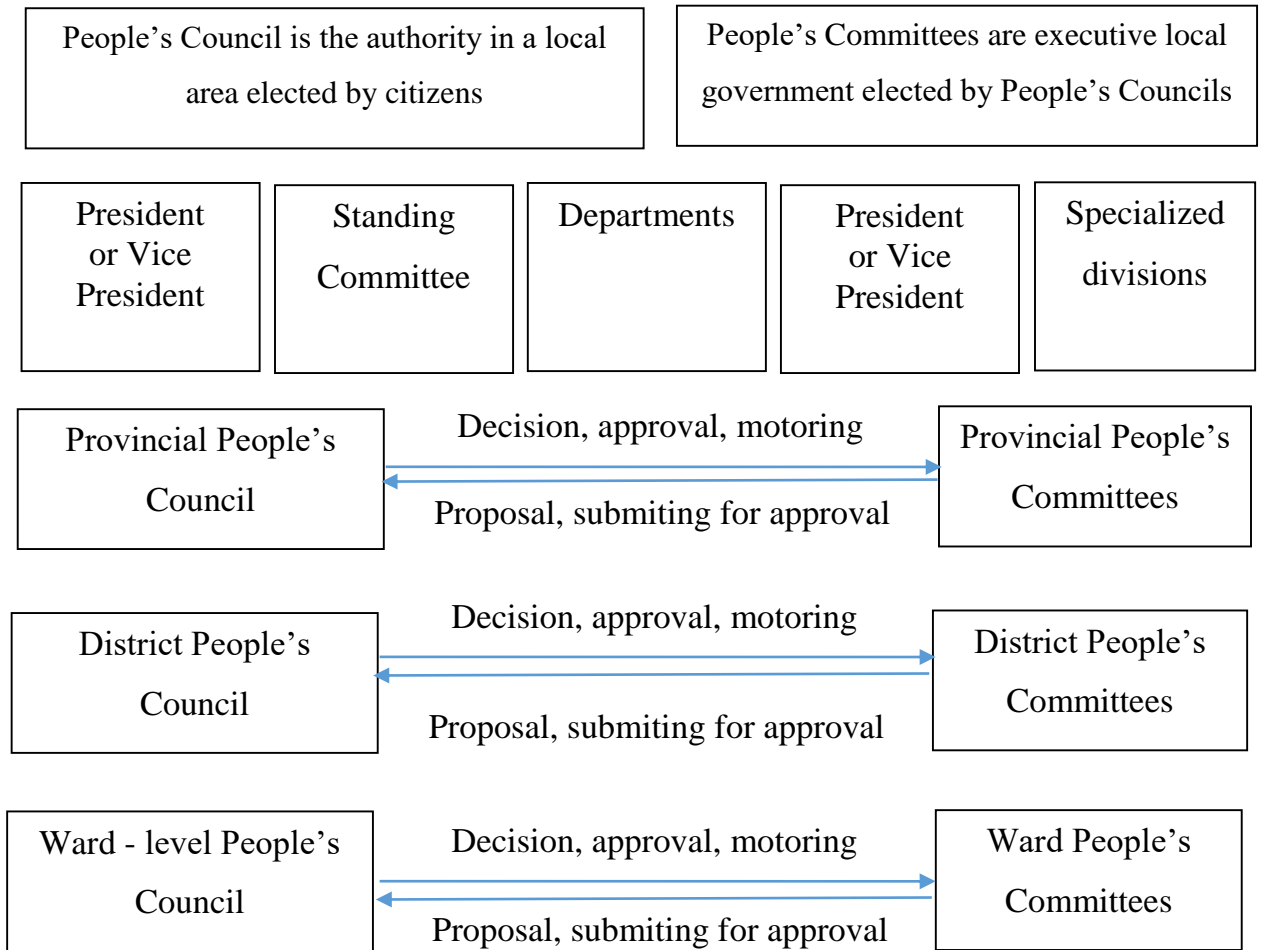
### ***2.3.3.2 Local government organizations in HCMC, Vietnam***

At first, HCMC is one of the special administrative units have stipulated in law, decree (Article 4 – Chapter I and Article 9 – Chapter II of Decree 42 of Govern). Similar to most in Vietnam, HCMC political system is structured according to the 2015 Law of Organizing Local Government (effective in 1st January 2016). From 1975s up to now, HCMC plays a very significant role in economic, social, management, etc, as followed the most important role of its government organizations. It seems as “the leading economic center”, differs from Ha Noi – the leading center of politic and culture. Many policies (from economic, politic, administrative, social, etc) have succeeded in HCMC first, then broaden to other provinces. As special municipal with the largest population (01/4/2019: 8.993.082 people)<sup>4</sup>, HCMC spans an area of 2.095 km<sup>2</sup>. According to data on 01<sup>st</sup> April 2019 : the population density 4.291 people/km<sup>2</sup> (highest in Vietnam), HCMC currently consists of 24 divisions, including 19 urban districts and 5 districts, with 322 communes and wards.

**- The role and functions of local government organizations:** Based on The 2003 Law on Organization of People’s Councils and People’s Committees (The Asia Foundation, 2013) and adjusted of the 2015 Law Organizing Local Government, the organizational structure of local government in Vietnam is described by Figure 2.1.

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<sup>4</sup> [http://www.pso.hochiminhcity.gov.vn/c/document\\_library/get\\_file?uuid=13b96a47-098a-4200-97f7-0621290bcf24&groupId=18](http://www.pso.hochiminhcity.gov.vn/c/document_library/get_file?uuid=13b96a47-098a-4200-97f7-0621290bcf24&groupId=18)



**Figure 2.1 - Organizational structure of local government according to the Law Organizing Local Government (2015).**

*Source: From (The Asia Foundation, 2013) mentioned the chart, on based the 2015 Law of Organizing Local Government, and the author adjusted and modelized this chart.*

Besides, we can realize clearer the various functions of the People's Committee under the Law on Organization of People's Councils and People's Committees (2003) and the Law Organizing Local Government (2015) which is summarized and shown on the following matrix in *Appendix 3* (The Asia Foundation, 2013; Bash, 2015).

**- Modify “special municipal” of Local Government Organizations in HCMC:** HCMC is a special municipal because of two main points:

(i) As follows by The 2015 Law Organizing Local Government: based on Chapter I, Article 3, Clause 3.3a.

(ii) The most important point that shows the special characteristics of HCMC municipal is the role and offers in the economy of HCMC to the national economy.

**Table 2.2 – Summary some main characteristics of special municipal HCMC**

Elements	Measurement	HCMC	Hà Nội	Đà Nẵng	Cần Thơ	The whole country
Population	<i>Millions</i>	8,42	7,72	1,08	1,38	91,9 [1]
GDP contribution rate	Fixed price	166.423,00	80.952,00	13.114,89	19.823,00	584.073,00
<i>proportion (%)</i>	%	28,49	13,86	2,25	3,39	100,00
<i>value</i>	Current price	512.721,00	283.767,00	39.021,72	59.158,00	2.535.008,00
	%	20,23	11,19	1,54	2,33	100
Proportion of enterprises	%	38,6	33,03	2,45	1,22	100
Population density	people/km <sup>2</sup>	3590	2036	740	863	265

Source: (The Asia Foundation, 2013) and cited data from <http://kehoachviet.com/thong-ke-dan-so-2015>. Up to 30 July 2019, Vietnam population is 97.503.823 persons<sup>5</sup>.

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<sup>5</sup> <https://danso.org/viet-nam/>

## **2.4 GOVERNMENT ORGANIZATIONAL PERFORMANCE**

### **2.4.1 Organizational Performance**

Bengt Karlof and Fredrik Helin Lovingsson (2005) mentioned there are three concepts at three levels to measure performance: (i) Cognition, (ii) Behavior, (iii) and Results (data or figure to measure in finance). Lewis (1999) views performance as an evaluative measure at the individual, group, or organizational level, can be described as the ability and motivation to demonstrate the achievement of desired organizational outputs; and at the organizational level, means organizational performance is shown that members are encouraged to view themselves as “the organization.” Lewis (1999) also proposed that at the organizational level, *performance depends on the size of the organization and the number of employees, and would be assessed by examining the organization as a whole or by evaluating the effectiveness of the primary workgroups or teams as it relates to the identified outcome goal of the organization.* Cohen (1991) the transference of learning from the individual to the organizational level is viewed as the key to improving organizational performance which results in increased organizational effectiveness.

In a study of Popovici (2006): Gregory and Platts (1995:80) proposed that performance measurement concerns with dwelling on efficiency and effectiveness and is defined by three ways : (i) a process of quantifying the efficiency and effectiveness of past actions; (ii) an indicator used to perform the degree of efficiency or/and effectiveness of an action; (iii) a set of indicators used to measure the efficiency and effectiveness of an action.

Lawanson (2007) proposed that Organizational performance is an aspect of organizational studies that explain why some organizations fare better than others. Awareness of the performances of organizations can influence the flow of human, material and other resources as these factors are usually drawn to the organizations with acknowledged better performances. Neely *et al.* (1995) proposed performance

measurement as the set of metrics used to quantify both efficiency and effectiveness of organization; Rose (1995) stated “performance measurement is the language of progress for the organization. Performance management includes activities that ensure that goals are consistently being met in an effective and efficient manner; focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many quantify other areas. On the other hand, Performance management is also a process by which organizations align their resources, systems, and employees to strategic objectives and priorities. How to measure local government performance is full of challenges this topic mentioned in a research of (Breitbarth, Mitchell, and Lawson, (2010) when they focused to suggest a framework to measure public service performance in local government of New Zealand, however in this study they just mentioned a framework or dimension to carry out the survey, evaluation process and reported applied to measure performance, but the specific scale measurement of local government’s performance was not proposed. So, in this dissertation, performance can be modified in narrow meaning, that is the performance of an organization and it is measured at cognition of members.

#### **- The role of Organizational Performance**

Gavrea (2012) mentioned Organization Performance has the most important role in the management and is the most index of organizational success. Kanji & Moura (2002) proposed many roles of performance measurement system: (i) check the organization’s progress in achieving its targets; (ii) identify and notify to individuals the important role of organizational success and areas need to be improved; (iii) and ensure the continuously development and improvement organizational effectiveness and performance.

Otley (2002), performance measurement systems in an organization have three different roles: (i) supply a means of financial management; (ii) supply overall financial results

and outlines organizational performance., (iii) Motivation and controlling are done throughout performance measurement. Robert Kaplan (2003) stated that each organization must create ways to measure performance to reflect its unique strategy. Brâncu et al., (2013) mentions that traditional instruments for measuring business performance were mostly financial, to measure return on investment, cash flow, and profit rates. However, in this new economic environment in which companies operate in the supply chain, there are three generations of performance measurements: (1) Balanced measurement systems, (2) Correlation flows and transformation, and (3) Linking financial aspects nonfinancial them.

From the studying process, we realize that there have not been any research mentions the measurement of Vietnamese government organizations, and this is the gap of research and has to be solved, which means we must perform a new measurement of performance in the case of Vietnamese local government organizations.

#### **2.4.2 Performance of public sector and government organizations**

According to Balabonienė and Večerskienė (2015), public sector organizations are operating in the conditions of changing environment, and the measurement of public sector organizational performance is quite problematic and very relevant issue (in studies of Raipa (2002) and Moxham (2008) proposed that full of difficulties to measure performance because public sector organizations (LGOs belong to the structure system organizations of) are oriented to the process and not to the results); and government organization's environment has the similar state. The objectives of the public sector in general, and specific in LGOs are providing the accessible and qualitative services in order to satisfy public and citizens' demands and using effectively and efficiently all available resources; this mission is quite different in comparison the maximum making profit of private sector and business enterprises.



In a study of Sumadilaga *et al.* (2017) there are some ways to evaluate organizational performance measurements: The best method, Atkinson (1999) mentioned Organizational Performance can be measured by iron triangle of cost, quality, and time. The traditional performance measurement often indicate financial performance measure, such as Return On Sales growth - ROI, Net Present Value – NPV, the payback period, etc. According to Huang, Lee, & Kao (2006), Key Performance Indicators (KPIs) are being used of Partmenter (2007) developed and many researchers proposed more factors Kerzner (2011) such as score, quality, reputation, etc; In the research of Modak, Pathak, & Kanti (2017), pointed out again a method to measure Organizational Performance – Balance Scorecard (BSC) (Kaplan & Norton, 1991) – is considered as a comprehensive and multi-dimensional method through four perspectives: (i) financial, (ii) customer, (iii) internal, (iv) and company learning and growth. From this view, Kaplan & Norton (2001, 2004) built BSC to develop an organizational performance system and link to business strategy.

Also rooting origin from the BSC method of Huang *et al.* (2006) measure information security performance management which provides the increasing value of sales growth and manage intangible assets. can provide increasing value from sales growth is not enough to describe and manage intangible assets. Each method to measure Organizational Performance has some advantages and disadvantages. (Kim, 2005) said that it is very hard to measure organizational performance in the public sector. It means that it is also full of difficulties to measure government organizational performance. Also in a research of performance measurement of public sector organizations (Speklé & Verbeeten, 2014) cited that the goals of public sector organizations are notoriously ambiguous and difficult to measure according to Burgess and Ratto (2003); Dixit (1997, 2002); Tirole (1994); Hyndman and Eden (2000). According to Brewer & Selden (2000) suggested that organizational performance measurement based on its members' perception. Koopmans *et al.* (2003) explained the self-evaluation method allows to

measure performance in some industries with very complex tasks that other measurement methods are hard to be done and difficulties to measure or collect data (related to private information security, data losing). So, as followed the methodology to measure performance, according to Brewer & Selden (2000) and Koopmans *et al.* (2003), this research can base on the self-evaluation performance or the cognition of leaders and managers to measure organizational performance in the case of LGOs.

Although we realized that there have a lot of researches on the performance scale measurement in public sector organizations and LGOs **in other countries**, but in Vietnam, these scale measurements of evaluating individual and organizational performance in GOs and LGOs have never used. Moreover, from the deep interview with experts who have been a long time working for Vietnam GOs at all three local government levels and focus group result pointed out that :

(i) It has been being extremely hard to measure organizational government performance, even in the case of evaluating individual performance. Brewer & Selden (2000) proposed organizational performance measurement based on its members' perceptions. In practical, a recent dimension of evaluating the individual government performances has been assigned more clearly than former (Lizasoain *et al.*, 2015), especially in HCMC: HCMC government organizations are officially being evaluated the effectiveness levels of public officers.

(ii) To evaluate the government organizational performance has never appeared any assigned documents or papers. The contents of government organizations' effectiveness are seldom mentioned in the Vietnam lawful documents<sup>6</sup>, and only mentioned in annual officially evaluation of The Communist Party Organizations, and the practical annual

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<sup>6</sup> Nghị định 56/2015/NĐ-CP ngày 09/6/2015 về đánh giá và phân loại cán bộ, công chức, viên chức : đánh giá người đứng đầu.

evaluating result of the Communist Party Organizations have fully and exactly expressed the performance of LGOs and other political organizations.

Although we try to find the scale measurement of Performance in case of public sector or GOs (Australia, United of Kingdom, Taiwan, China, Malaysia, Rwanda, New Zealand, America, South Africa, etc.) in a mass researches of Rogers and Wright (1998), Cummings *et al.* (2016), Jean-Francois (2004), Melkers and Willoughby (2005), De Waal (2010), Kenis (2010), Breitbarth *et al.* (2010), Salem & Yusof (2013), Björk, Szücs and Härenstam (2014), Kim (2015), Sanders and Canel (2015), Simmons and Erskine (2016), Klingebiel *et al.* (2016), Im *et al.* (2016), Du *et al.* (2017), Olivier (2017), Zaffar *et al.* (2018), but the results are not expected. Among the mentioned researches, there are two researches: Speklé and Verbeeten (2014) and Im *et al.* (2016) proposed scale measurements of Performance in the public sector (Neitherland and China) which had similar functions of LGOs in Vietnam. Speklé and Verbeeten (2014) also categorized Performance measurement systems have five dimensions:

- (i) *input measurements (financial aspect such as budget, expenditure),*
- (ii) *process measurements (efficiency, capacity use),*
- (iii) *output measurements (quantity of products/services, productivity, revenues),*
- (iv) *quality measurements (customer complaints or satisfaction)*
- (v) *effect measurement (realization of policy goals).*

Although Speklé and Verbeeten (2014) proposed more details items of each category's Performance measurement systems of Dutch public sectors, but applied this scale to Vietnam GOs is too difficult to measure (according to specialists who are respondents in the deep-interview results – *Appendix 2*).

According to the research of Im *et al.* (2016), the scale measurement of Performance factor in public sector organization in China is adapted in this thesis because the economic characteristics and political regime are similar to Vietnam conditions.

From the above explanations, this is also a research gap and this dissertation's duties must be solved in further chapters. In this thesis, we based on study of Brewer & Selden (2000), it means that organizational Performance of LGOs are measured by members or managers or leaders' perception and we modified the scale measurement of Performance in a study of Speklé and Verbeeten (2014) and Im *et al.* (2016) in the case of Vietnam LGOs in HCMC. And the Performance scale measurement of Speklé and Verbeeten (2014) consists of 7 items:

- (i) productivity,*
- (ii) quality or accuracy of worked produces,*
- (iii) number of innovations, process improvements or new ideas,*
- (iv) reputation of work excellence,*
- (v) attainment of production or service level goals,*
- (vi) efficienct of operations,*
- (v) morale of unit personnel.*

Besides, according to Im *et al.* (2016) the scale measurement of Performance in China public sector organization concluded 4 elements:

- (i) My organization makes an effort to reduce costs;*
- (ii) My organization has improved productivity over the past two years;*
- (iii) My organization produces excellent quality work overall;*
- (iv) My organization achieves a high-level of customer satisfaction.*

So, two-scale measurements<sup>7</sup> can be used and modified to adapt the case of LGOs in Vietnam for this research and presented in the next sections.

## **2.5 ORGANIZATIONAL DIAGNOSIS MODELS (ODMs)**

**2.5.1 The meaning of Organizational Diagnosis Model :** There are many researchers who have been reaching the concept of ODM (Lowman, 1993) proposed organizational diagnosis has two essential purposes: (i) evaluating organizational failures, (ii) evaluation of the wellness of an organization. Leavitt (1965, 1978) reached that the ODM deputizes the core of diagnosis technique because it leads the managers' operations in specific dimensions that included variables interacting with each other. Burke (1994), ODM is designed to help managers: (i) Categorize all kinds of data of organization; (ii) Understand about the state and problems of organizations; (iii) Explain all types of data systematically; (iv) Support changing strategies.

According to Waddell *et al.* (2007), ODM is a set of concepts and relationships in organization in order to perform systematically or explain the effectiveness of organization.

Falletta (2005), organizational diagnosis concludes diagnosing or evaluating the current status of the organization to design the changing interventions. Diagnosing is designed to perform, clarify the reason for matters or problems which organizations want to solve. On the other hand, the three most important elements in diagnosing activity are: (i) collect information, (ii) evaluate state position, (iii) design changing interventions.

Rosenbaun *et al.*(2018) categorizes ODMs into 2 groups: (i) Models which perform the steps in diagnosis, collect information, evaluate, and design interventions, for examples: Bullock & Batten (1985), Kotter (1996); (ii) Models which perform structure, factors in

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<sup>7</sup> Based on the researches of Speklé and Verbeeten (2014) and Im, Campbell, and Jeong (2016).

diagnosing, for example, The Six Box Model (Weisbord, 1976), Preziosi (1980) add one more factor – Attitude toward Change; and Burke–Litwin (1992).

According to Ann *et al.* (1994), although ODMs have some different factors and scale measurements the results of diagnosis are similar to each other. For example, Style factor in the 7S Model (study of Peter & Waterman (1982) has the meaning of style and leadership effectiveness); or System in 7S Model - Peter & Waterman (1982) emphasizes human resource and finance field which are controlled and used internal process to improve organizational performance; moreover, “System” factor in model of Burke and Litwin (1992) mainly mentions rewards system and supervision in organizations.

Based on a research of Olivier (2017): Lusthaus *et al.* (2002) proposed ODM is a framework of analyzing the strengths and weaknesses of an organization that is related to its’ performance. Harrison (2005) states ODMs and applied research methods to modify the current status of an organization and identify the way to enlarge its’ performance. Falletta (2005) implemented ODM helps the manager to understand clearly and rapidly what they observed and supplied a systematic collecting data method and classified the data in an organization. Immordino (2010) argued ODM is a structural way of collecting and appraising the whole data of various fields of organizations’ activities which is most closely related to organizational excellence. Cummings & Worley (2005) mentioned ODMs are conceptual frameworks that the practitioners exert to understand organizations. Olivier (2014) argued that ODMs direct as many factors of organizational functions as possible. However, Jones & Brazzel (2006) also proposed that there is no one model is the best to use in order to diagnosis.

In summary, according to Rosenbaun, More, Steane (2018) in the case of government organizations, the organizational diagnosis model in this research is categorized at second options – based on the review of original organizational diagnosis models that perform structures and factors in diagnosing.

### 2.5.2 Overview the Organizational Diagnosis Models

Over time there are many researches mentioned ODMs, reviewing researches of (Janićijević, 2010), (Kasik, 2011), (Falletta and Ed, 2005) these following ODMs are introduced:

1. Kurt Litwin's Force Field Analysis (1951)
2. Leavitt's Diamond Model (1965)
3. Likert System Analysis (1967)
4. Weisbord's Six-Box Model (1976)
5. The Congruence Model for Organization Analysis (Nadler & Tushman, 1977, 1995)
6. McKinsey 7S Framework (Peters & Waterman, 1981-1982)
7. Tichy's Technical Political Cultural (TPC) Framework (1983)
8. Nelson and Burns' High-Performance Programming (1984)
9. Individual and Group Behavior do(1987)
10. Burke-Litwin model of Organizational Performance and Change (1992)
11. Falletta's Organizational Intelligence Model (2008).
12. Semantic Network Analysis (Zarei et al, 2018)

(Summary in *Appendix 1*).

Gavrea (2012) reviewed and distinguished the ODMs which have some common and specific following features are:

(i) The most of ODMs represented dwell on Open System Approach, so the external environment as a separate component which impact to organization's activities in 5/9 models.

(ii) Almost models emphasized a number of variables that have a relationship of interdependence and most of the models are based on cause and effect relationship from The Burke-Litwin Model. However, Weisbord's Six Box Model (1976) and Bolman's Four Quadrants (1984) do not illustrate in an interdependent relationship.

(iii) The Leavitt's Model is the model that has the fewest variables (4 components) and the Burke-Litwin is the model that has the most variables (12 components). Most of ODMs commonly have approximately 5 or 6 variables. And the core variables of these models could be categorized into 2 types: general term (Force Field Analysis) and theoretical foundations (Congruence Model).

(iv) These models have some common variables, but these common variables have a different importance role in every model. The only Burke-Litwin Model (1992) amongst these models that have performed as a separate component.

However, in general, overviewing literature about ODMs, we can realize some different features of these models are:

(i) Falletta & Ed (2005) proposed that most ODMs are developed from The Open System Approach (1956) and the external environment is directly represented in models but this factor impacts other variables and makes change intervention in any of the variables in these models.

(ii) Samuels (1999), Jones & Brazzel (2006), Mele, Pels, & Polese (2010), Cornea (2012) and Brâncu et al., (2013) supposed most commonly models used as a basic foundation for OD in practical conditions (25% of business enterprises analyzed) proved from The Weisbord's Six Box Model (1976), following by The Mc Kinsey's 7S Model (19%), and the third range is Galbraith's STAR Model (1977) and Nadler & Tushman's Congruence Model (1977); and all these models are directly developed from The Open System Theory (1978).



From above explanation, we can realize: all models which are mentioned in section 2.3.2, page no.22 (*Appendix 1*) are developed from the Force Field Analysis (1951), especially Weisbord's Six Box Model (1976) is more popular and simpler than other models for diagnosing the gap of formal and informal system in an organization and fixing between the organization and environment (the difference between the existing organization and how organization operate to respond external requirements external demands). Besides, Weisbord defines external requirements or pressure as customers, government and unions (Falletta and Ed, 2005), which means that these elements are very suitable in the researching situation of this dissertation and the case study that we are studying.

Furthermore, to compare the discrepancy of Weisbord's Six Box Model (1978) between the models which are developed after Weisbord's Six Box Model (1978), as follows:

(1) The Nadler – Tushman's Congruence Model and Tichy's TPC Model are more comprehensive than the other models which are developed from The Open System approach (Katz & Kant (1978)) because it modified the specific inputs, throughputs, and outputs. These models are similar to Leavitt's Diamond Model;

(2) Falletta & Ed, (2005) proposed that the Nadler - Tushman Congruence Model also retains the formal and informal systems of the Weisbord's Six Box Model (1978). While Harrison & Shirom (1999) argued that managers can choose their models among a range of theoretical approaches and increase their ability to find routes to organizational improvement that fit the goals of the consultation and that match the client organization's distinctive features and operating context. From the explanation of Harrison & Shirom (1999), the author realizes that these models are not adapted for my study because of the two following reasons:

(i) The relationship of the Inputs of Model (Environment Resource History) and Organization Group Individual is not similar to this model (no interaction), just one-way

relationship. It means that human resources, technology, capital, information and other less tangible resources (the study of (Falletta and Ed (2005)) are indefinitely fixed in a long term, hard to change, and seem not much to be affected by the outputs (organization, group or individual).

(ii) Strategy is an input in Nadler – Tushman Congruence Model or Mission strategy in Tichy’s TPC Model, it is the only most important input to organization (study of Falletta and Ed (2005)), it is quite different with separate organizations; but in the case of government organization in Vietnam strategy is certain confirmed by the central government which is perform in law, rules, regulations, long term plans and all levels local government organization must have tasks, duties, responsibilities and plans to do that. Thus, this model is not used for my survey questionnaire.

(3) McKinsey 7S Framework (1981-1982) is considered a recognizable and easily remembered model in the private sector. This model has seven components beginning with the letter “S” included: Structure, Strategy, Systems, Staff, Style, Skills and Shared Valued in the center of the model. Through the deep interview and qualitative research stage, five of seven factors of this model (Structure, Strategy, Systems, Style, Shared Valued) are omitted because they are similar in Vietnamese government organizations (although they rely on their functions).

(4) The Individual and Group Behavior Diagnosing Model (1987) is a more comprehensive model for diagnosing organization. Besides the same factors to previous models (Purposes, Processes, Structure, Technology, Culture), this model emphasizes individual and group elements (Behavior, Motivation, Beliefs, Attitudes and special element Quality of Work Life) in three levels in the organization (individual, group and organization level). However, in the case of Vietnamese government organizations, these factors are very hard for the measurement or not performed clearly to identify.

(5) The Burke – Litwin Model (1992) and Falletta’s Organizational Intelligence Model (2008) are both developed from the previous models. Burke – Litwin Causal Model (1992) mentions clearly the causal and result relationship in organizations, and fulfills all factors of previous models (combined Weisbord’s Six Box Model and Harrison’s Model for Diagnosing Individual and Group and Behavior) in one more complex model with two new additional factors (Management Practices and Individual Needs and Values; and Organizational Performance is output and an independent factor of this model. And Falletta’s Organizational Intelligence Model (2008) also has two additional factors Adaptability in Structure and Employee Engagement, however with the same reason to Harrison’s Model for Diagnosing Individual and Group Behavior (1987), two models are too complex and all these factors are extremely difficult to measure or not performed clearly to define in the case study of Vietnamese government organizations.

(6) Harrison & Shirom (2012): A major weakness of the model is that it lacks a firm theoretical foundation. Weisbord (1976) did not provide clear guidelines for determining whether a gap exists, which gaps exercise greater influence over organizational effectiveness and ineffectiveness, and how consultants should cull and integrate data on gaps. The model is thus deceptively simple (Burke, 1994). To apply it, consultants need to analyze and synthesize findings on a complex array of different types of gaps.

(7) Salem and Yusof (2013) applied ODM (Comprehensive Model for Diagnosing Organizational System) for workers knowledge development in Malaysian biotechnology that is carried out at three levels: organization, group, and individual level. At the organizational level must evaluate general and task environment; At general environment included 5 main elements: strategy, structure, technology, human resource systems (employees’ criteria for selection, appraisal, and rewards), measurement systems, and intermedia output culture. These 5 components (at the organizational level) are similar to other ODMs to diagnose the current conditions or problems of

organization, but Salem & Yosof (2013) just explained ODM and its' factors in worker knowledge development of Malaysian biotechnology, do not mention how to measure these factors in diagnosing. In another way, there have no scale measurements of these factors in real condition.

(8) Zaffar *et al.* (2018): The elements of the Weisbord model are similar to those of Burke and Litwin (1992) and Nadler and Tushman Congruence model (1980). Weisbord's model (1976) being simple as compared to other diagnostic models makes it easier to both understand and implement it (Preziosi, 1980). This is why this model is most frequently used in practice (Jones & Brazzel, 2006). Also from Zaffar *et al.* (2018), The Weisbord model is utilized for the diagnosis of a variety of organizations, including university sector (Hamid *et al.*, 2011), Banking Sector (Kontic & Kontic, 2012; Kontic, 2012), Hotels Industry (Ahuja & Narula, 2012) and state-owned and non-state-owned enterprises (Nguyen, 2011), *etc.*

(9) Searching the database (ProQuest, Emeraldinsight, ScienceDirect, EBSCO, etc) with keywords ODMs and Consensus, we have not found the component "Consensus" mentioned in any previous ODMs from theory (only mentioned Culture variable and Consensus is one aspect of Culture variable), and especially in case of LGOs.

We can realize the factors of organizational diagnosis which have impacted to Performance in Table 2.3.

**Table 2.3- Summary components of mentioned Organizational Diagnosis Models**

No	Components	Kurt Litwin's Force Field Analysis, 1951	Leavitt's Diamond Model , 1965	Open System Theory, 1966	Likert's System Analysis (1967)	Nadler & Tushman's Congruence Model,1977, 1995)	Weisbord's Six Box Model, 1978	Robert Preziosi, 1980	McKinsey 7S (Peters & Waterman, 1981-	Tichy's Political Culture TPC (1983)	High-Performance Programming (Linda Nelson & Frank Burns, 1984)	Individual & Group Behavior Model (Porras & Robertson, 1987; Harrison, 1987)	Cause & Effect Model or Performance & Change Model (Burke & Litwin , 1992)	Falletta's Organization Intelligence Model, 2008	Semantic Network Analysis, Zarei, Chaghoeue, & Ghapanchi, 2014
1	Environment	x		x	x	x			x	x	x	x	x	x	x
2	Purpose, mission, goal	x			x	x	x	x	x	x	x	x	x		x
3	Strategy	x		x		x		x	x	x			x	x	x
4	Structure	x	x		x	x	x	x	x	x	x	x	x	x	
5	Technology		x			x			x	x		x		x	x
6	Systems	x		x	x	x	x	x	x		x	x	x	x	x
7	Tasks		x			x			x	x	x		x	x	
8	Motivation/Rewards				x	x	x	x			x	x	x	x	
9	Culture (values)	x				x			x	x		x	x	x	x
10	Atmosphere						x				x		x		
11	Communication	x		x	x				x				x	x	
12	Physical conditions, helpful merchanism						x		x			x	x		
13	Performance				x	x			x			x	x	x	
14	Networks									x					

No	Components	Kurt Litwin's Force Field Analysis, 1951	Leavitt's Diamond Model , 1965	Open System Theory, 1966	Likert's System Analysis (1967)	Nadler & Tushman's Congruence Model,1977, 1995)	Weisbord's Six Box Model, 1978	Robert Preziosi, 1980	McKinsey 7S (Peters & Waterman, 1981-1984)	Tichy's Political Culture TPC (1983)	High-Performance Programming (Linda Nelson & Frank Burns, 1984)	Individual & Group Behavior Model (Porras & Robertson, 1987; Harrison, 1987)	Cause & Effect Model or Performance & Change Model (Burke & Litwin , 1992)	Falletta's Organization Intelligence Model, 2008	Semantic Network Analysis, Zarei, Chaghooee, & Ghapanchi, 2014
15	Attitude towards Change							x				x	x		
16	Supervision				x							x	x		x
17	Resources			x						x					
18	Time Frame										x				
19	Focus										x				
20	Commitment											x			
21	Decision Making				x							x	x		
22	Development										x			x	x
23	Quality of Worklife											x			
24	Perspective										x				x
25	Leadership/ Leadership style				x		x	x	x		x		x	x	
26	People: capability, needs, characteristics, skill,		x		x	x		x	x	x			x	x	
27	Relationship or human relation, conflicts	x		x	x	x	x		x		x	x	x	x	

No	Components	Kurt Litwin's Force Field Analysis, 1951	Leavitt's Diamond Model , 1965	Open System Theory, 1966	Likert's System Analysis (1967)	Nadler & Tushman's Congruence Model,1977, 1995)	Weisbord's Six Box Model, 1978	Robert Preziosi, 1980	McKinsey 7S (Peters & Waterman, 1981-1984)	Tichy's Political Culture TPC (1983)	High-Performance Programming (Linda Nelson & Frank Burns, 1984)	Individual & Group Behavior Model (Porras & Robertson, 1987; Harrison, 1987)	Cause & Effect Model or Performance & Change Model (Burke & Litwin , 1992)	Falletta's Organization Intelligence Model, 2008	Semantic Network Analysis, Zarei, Chaghoei, & Ghapanchi, 2014
28	Business processes, procedures, or group processes	x							x	x					x
29	Management or Management Practices											x	x		
30	Communication or Information Management								x		x	x	x		x
31	Financial Result : Productivity, Profit, Sales								x						
32	Consensus	None of researches mentioned this variable.													

Source : (Janićijević, 2010),(Falletta, 2008) and the author's reviewing literature of OMDs in this dissertation.

We can realize the factors of organizational diagnosis which have impacted to Performance in Table 2.3. From Table 2.3, in general, we can see that there is one factor (Consensus – one aspect of Culture) which has never mentioned in any research of ODMs and there are some components which have impacted to an organizational performance that need to notice in diagnosing, as follow:

1. Strategy/Goal/Purpose of organization;
2. Leadership and leadership style;

3. System : Rule, Oligation, policy, working mechanism, planning, and control;
4. Working division, decentralization, cooperation in organzational structure;
5. Human resource competency or job skills;
6. Motivation factors : Rewards, salary, and mobilize;
7. Information and Working communication;
8. Recruitment and promotion policy;
9. Working environment and organizational culture;
10. Technology, working tools and equipment (include network);
11. Supervision
12. Attitude towards Change

According to Burke & Litwin (1992), we need to evaluate the affected values in the organizational diagnosis model to organizational performance. And the organizational performance scale measurement can be done as 2 options :

(i) Based on the input and output factors measurement in the relationship with the internal and external environment (a study of Latham & Locke (1991)). More detail instructions Burke & Litwin (1992): Organizational performance is the output of performance results, achievement and efforts, and these indices such as productivity, profit, customer satisfaction, and service quality. Clearly, the 1st option according to Burke & Litwin to measure and diagnosis extremely meticulous and in detail, this option is more pleasantly adapted to diagnosis separate certain organizations.

(ii) Based on different levels of organizational working completion according to a certain goal, assigned targets in compared with other organizations doing the same business. This measurement method is more popular than the 1st option because it performs the relationship with targets, goals or predefined variables (according to Lok and Crawford (2000)).



In this dissertation, this second option is adapted with this organizational diagnosis model, because government organizational performance measurement is using this way, it means that it based on different levels of organizational working completion according to certain goal, assigned targets are compared with others which have the same structure, level of local government, and missions.

## **2.6 RESEARCH MODEL AND HYPOTHESES**

From Table 2.3 through reviewing all factors which impact performance and through the qualitative research stage, we withdraw 12 components that can affect the performance of an organization. In the case study of LGOs in HCMC, Vietnam, some factors of organizational diagnosis model in the case of local government organizations and the reason accepted or eliminated are followings:

**- The component of Strategy – Goals – Purpose – Mission:** According to Burke & Litwin (1992) Goal, the strategy is which top leaders believe and declare of purpose, mission, and strategy of organizations, the employee's belief is the central goal of organizational activities. Based on Article 4 Chapter 1 of The Law of Organizing Local Government (2015) confirmed the whole leading role of the Vietnam Communist Party to all fields of economics, political, culture and social, etc of Vietnam, so in public sector and LGOs of Vietnam, the strategy is proposed by the Board of Vietnam Central Communist Party Organization each once per ten years, and the mission, purpose or goals of all kinds of organization in public sector and LGOs from the central level to the ward level must carry out in practice all articles mentioned in Resolutions of The Vietnam Communist Party Organization at each local level.

**So, strategy, mission, and purpose variables are eliminated** in this case study of LGOs in HCMC, Vietnam, because they are obeyed the direction of upper leaders and level organizations.

- **The component of Leadership and leadership style:** Leadership is a process that impacts to the others understand and agree with what needs to do, how to do in order to get effectiveness; and is a process which encourages private and group efforts to do the goal sharing. In another meaning, leadership is a process and defined influencing task objectives and strategies, commitment and compliance in task behavior to achieve certain objectives, influencing group maintenance and identification, and influencing the culture of an organization (Yukl, 1989, p.251, 253). Leadership includes leaders, leadership styles, although each type of organization requires a private kind of leadership style, we can not forsake the role of leadership in any organization. In many organizations, leadership always keeps the key role that decided on organizational development and success. Leaders are measured in some aspects, such as political awareness; professional; not only have the mind, work with heart but also have the vision; exemplary, have a wide relationship, create a network, linking, cooperation, encourage the lower grade employees who are outstanding talent and improvement.

So, **the Leadership variable can be accepted** to give in the research model framework to carry out the hypotheses of the impact to Performance through quantitative research at both the pilot test and the main empirical test.

- **The component of Structure, System, Rule, Obligation, Working mechanism, Planning and Control, working division:**

Burke & Litwin (1992) proposed that working division and cooperation in organizational structure perform the division the functions and human resources into different fields and different specific levels of responsibility, authority and working relationship.

In the case study of LGOs in HCMC Vietnam: According to Article 37, 38, 39, 40 and 41 Chapter III (LGOs at municipal level), Article 44, 45, 46, 47 and 48 Chapter III (LGOs at district level), Article 58, 49, 60, 61 and 62 Chapter III (LGOs at ward level) of The Law of Organizing Local Government (2015) confirmed the organizational

structure of LGOs at three levels (municipal, district and ward). They mean that LGOs in HCMC, Vietnam have the same organizational structure. So, the **Structure and all system variables can be removed** and not given to the research model framework because of these above explanations.

- **Human Resource Competency:** Competency is any behavior, motivation, awareness, knowledge, skill or personal characteristics that perform through behaviors : (i) They have the basic means to business; (ii) Strong affected to the success of certain departments, parts, or positions. In the practical conditions of LGOs in Vietnam now, the competency evaluation system in local government organizations are chiefly emphasized on official degrees or certificates, each type of LOGs in Vietnam have private Job Placement Schemes, less of Competency Measurement Framework (although LGOs leaders realize this gap and try to fill in).

However, it seems unable to measure the human resource competency in LGOs of Vietnam now, because: (i) Competency included knowledge, skill, and ability to perform in real working conditions; competency is not meant degree or certificate, the higher promotion in LGOs of Vietnam now are too much emphasized on the degree, less or even they do not have the specific scale measurement to evaluate the competency of human resource. (ii) Each type of political organization are required a private specific scale of competency (because the duty, goal, and nature of activities of The Communist Party Organizations, GOs and Social-Political Unions are different); (iii) Human resource of LGOs consists of employees and leaders, managers who work for LGOs, this is a giant business survey to measure, that requires a lot of people, enough time and money to do; (iii) in Vietnam LGOs conditions now, we are lack of official standard indices to evaluate the human resource competencies and organizational performance, and we have not yet done to evaluate organizational performance and individual performance comprehensive and fullfill. So, this factor is **eliminated** and not given to this research model framework, but this is a big gap for further research direction.

- **Motivation factors: Rewards, salary, and mobilize:** We know that in the practical conditions now of LGOs, the salary system is done in a consistent manner based on the Law and Government Regulations, in generally the salary of LGOs officers are low, not enough for spending cost living expenditure; and Rewards in official Law and Regulations are not much in quantity but in unofficially rewards are very complicated, difficulties to measure; they may include reputation, promotion opportunities, career development (the same in the enterprise units), but also bonus from saving expenditure in human resource, administrative cost, added income (only in local government organizations, HCMC), and educated additional fields domestic and oversea. So, the **Rewards is chosen to give in the research model framework** to understand how can they affect to Performance of LGOs.

- **Working relationship:** is the concordance between the organizational purpose and structure in order to do what the responsibilities based on law and government obligations. The highest mission of local government organizations is serving the community, social according to the legislature, obligation, rule, and laws. Therefore, the relationship among their local government organizations and theirs' members keep a very important role to maintain and create a friendly working environment and are willing to help each other in their business and their daily lives. In the political system of Vietnam now, the relationship keeps a very important role in doing the business as following the statement of The Chairman of Vietnam – Nguyễn Phú Trọng directly and straightly mentioned the negative consequences of relationship in promoting official leaders and managers in political system organizations. So, this factor **is remained** to research model framwork.

- **Working environment and organizational culture:** (Burke & Litwin, 1992) culture is a collection of rule, value, standard, the obligation which instruct organizational behavior and are impacted by formed history, customs and habits and practical activities;

the working air and environment perform mentality status (impression, expect and feeling) of members in departments, organizations affected by organizational conditions. And Curteanu and Constantin (2012) proposed Consensus is an aspect of organizational culture model for diagnosis<sup>8</sup>. Consensus in the working business shows the belief, high consistency between leaders and employees in their awareness and perform the undertakings, functions, and responsibilities assigned in organizations. In the business units, leaders make decisions, directly command and control, celebrate and operate to do theirs' decisions. Their decisions are something the leaders expect must be done. In local government organizations, their mission is done based on the upper level's command (Central level), even in the case upper level's commands sometimes are not adapted to organizational private benefits. So, Consensus is **a new factor** which has not mentioned in previous, in the case of LGOs in Vietnam that is **chosen and adjusted** from the Culture factor, because of the cultural environment, the organizational working environment of LGOs in Vietnam.

- **Recruitment and promotion policy:** This factor is **eliminated**, because the recruitment and promotion policy is the same among the local government organizations based on law.

- **Active changing to adapt to the environment:** This factor is **remained**, because of the rapidly and strongly changing of economic, technology, natural and social environment together with lawful enhancements through resolution<sup>9</sup>, law, decree, circular<sup>10</sup>, that make local government organizations in Vietnam must be active changed.

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<sup>8</sup> (Curteanu and Constantin, 2012) proposed Organizational Culture Model consists of four types : (i) Co-operating, (ii) Innovating, (iii) Harmonizing and (iv) Organizing; each types is measured with 2 factor dimensions; and Consensus is one of dimension of Co-operating cultural type.

<sup>9</sup> Issued by Vietnam Communist Party Organizations.

<sup>10</sup> Law, decree, circular : issued by Vietnam Government and local government organizations at Municipal Local Government Organizations' level.

Organizations must create the encouraging change to satisfy the customers; quickly overcome, fix and repair the wrong and mistakes that not satisfy the customers and communities.

- **Technology, working tools, and equipment: this factor is removed** because the scientific and technology, tools and working facilities are the same and obeyed the lawful rules in the local government organizations of Vietnam.

- **The component of Supervision:** Local government organizations often receive a mass of guiding documentary from upper level government organizations every year (from Communist Party Organizations, upper-level professional organizations, etc), so the inspection & supervision keeps the significant role. Supervision is a factor of the diagnosis model (Likert, 1967); Supervision is the monitoring of the lower-level employee's performances according to the right process, discovering and processing the mistakes or invalid range immediately.

**So, this factor is remained** to design research model framework, because the performance of local government organizations surely rely on the effect of their controlling and supervision;

- **Working communication:** Working communication guarantees official information is updated, clearly according to horizontal and vertically, internal organizations and contact with external customers (Oshry, 1996). This is an additional factor because of the technological era, information boom, internet, and social network spreading; the collection, access, and management of information, access communication crisis become extremely important and complicated.

**So, this factor is remained** to design the research model framework. In summary, from reviewing the literature of ODMs and focus group we withdrew the characteristics of private sector organizations, public sector organizations, and local government organizations as following Table 2.4.

**Table 2.4 - Summary the characteristics discrepancies of business enterprises, public sector organizations and local government organizations**

Noted:

(-): Less emphasized;

(+): Emphasized;

(++): Strong emphasized;

(=): is identified by the upper-level management.

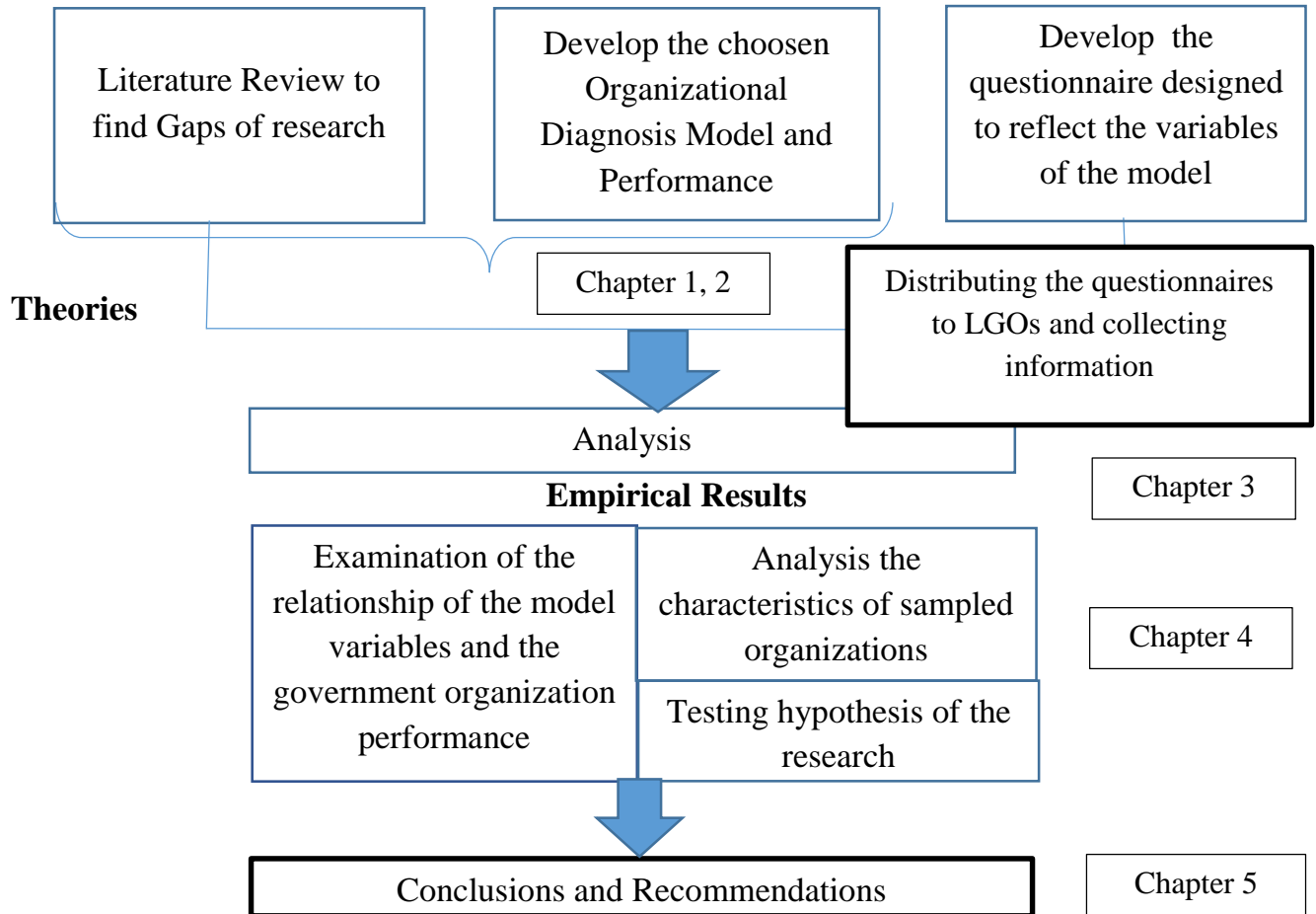
No.	Components withdrawn from review literature and deep interviewed	From literature review			The results of focus group discussion in Vietnam LGOs
		Business enterprises	Public sector Organizations	Government organizations	
1	Strategy/ Purpose/ Goal/Mission	+	=	=	=
2	Leadership and leadership style	++	+	+	+
3	System: rule, policy, working mechanism, planning and control	-	=	=	=
4	Working division, decentralization, cooperation in organization structure	+	=	=	=
5	Human resource competency or job skills	++	++	++	++
6	Motivation factors	+	-	+	+
7	Information and working communication	++	-	+	+
8	Recruitment and promotion policy	+	+	+	+

No.	Components withdrawn from review literature and deep interviewed	From literature review			The results of focus group discussion in LGOs No.
		Business enterprises	Public sector Organizations	Government organizations	
9	Working environment and organization culture	+	+	+	+
10	Technology, working tools and equipment (included network)	++	++	-	-
11	Supervision	++	++	++	++
12	Attitude towards Change	++	+	+	+
13	Consensus	-	-	+	++

Source: By author: The results of literature review and focus group.

From the former researches and what explanation have just listed above, and the result of qualitative research with focus group and deep interview with specialists of organizational diagnosis and the preliminary survey, the author mentions the research model as follows: Figure 2.2 – Study plan of this dissertation.

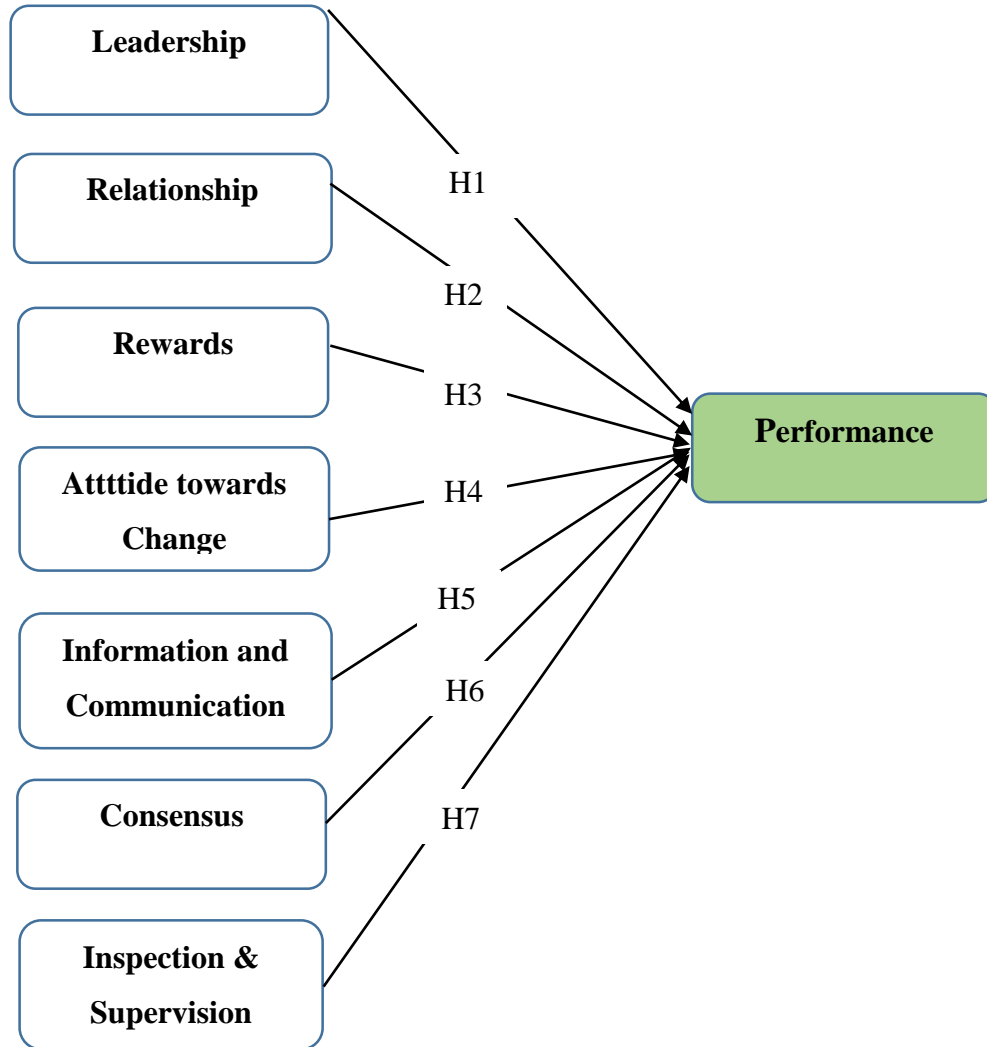




**Figure 2.2 – Study plan of this dissertation**

*Source: By author*

Also, from above explanation in 2.3.2 Overview the Organizational Diagnosis Models - Table 2.2 – Summary of factors in research model, and deep interview results with Director of Internal Department of HCMC, Vice Secretary Administrative of District 5, HCMC, Head Economic Division of District 5 and Chairman of Soft Aview Consultant Company, the research model with seven independent factors and one dependent – Organizational Performance is mentioned as follows in Figure 2.3 – Framework ODM of GOs in Vietnam:



**Figure 2.3 – Research Model**

*Source: By author*

From Figure 2.3, in this presentation, we try to point out the definition of each construct of above-mentioned ODM, the relationship of each construct and Performance of an organization in generally and specified in the public sector, from this explanations given the hypotheses of research, and the original and modified scale measurement of each construct.

Firstly, from previous researches Weisbord (1976), Presiozi (1980), Wu, Dai, & Magnier (2010), Hamid *et al.* (2011), Muthukumaran (2014), Draghici, Popescu, & Gogan

(2014), and Karimi *et al.* (2014) all proposed the effect of each factor (Leadership, Relationship, and Rewards) to Performance. So this is the grounded theory for mention three hypotheses H1, H2, H3 in the next sections.

### **2.6.1 Leadership and Performance**

Leadership keeps a very important role in any nation, organization, and extremely significant in the political system. It means that leadership plays a serious role in LGOs. In a research of Cowell, Downe and Morgan (2011 & 2016) mentioned an important role of ethical leadership in local government in England; and leadership is defined as a “*process of social influence whereby a leader steers members of a group towards a goal*” (Bryman (1992)) and leadership means two concepts: (i) identifying the moral principles and (ii) defining the contents and actions to gain the purpose of an organization.

In Thailand: The role of leadership of government organizations in Thailand is very important, the leaders directly manage work in the local administration, directly and indirectly, influence the efficiency achievements Boonleaing *et al.* (2010). The characteristics of leadership in Thailand are rather special as mentioned in a research of Boonleaing *et al.* (2010), leaders in LGOs in Thailand are powerful, focus in a small closed group and has an opaque management, other people cannot join in (The Department of Local Administration, 2006); they can learn from their political experiences, develop the administrative skills, create closed relationships to control management in order to obtain their private group purposes that they set up to respond the requirements of people who relied on principles of administrative decentralization (Set Khajon (2003)), need the individual cooperation and participation of member in their closed groups. In summary, the leadership style of Thailand, LGOs is centralized power.

**In UK:** Opposite to Asia countries, in UK the political system follows a strong leadership and minimalist local government (Wallis and Dollery (2005)), both central and local government are all based on NPM approach, they emphasized the importance of public administration with professional management and “freedom to manage”, focus performance appraisals with explicit standards, output control results rather than procedures (Barzelay (1992); Hood (1991, 1994); Peters (1996)).

**In Vietnam and China:** the local government keeps an important role in the economy. Im *et al.* (2016), the scale measurement of transformational leadership in public sector organization in China is mentioned; however, Im *et al.* (2016) proposed the scale measurement of transformational leadership (consists of 4 observed variables)<sup>11</sup>, this is only an aspect of leadership, and in case of LGOs in Vietnam this scale does not suggest all functions of local government at three levels (municipal, district and ward) as mentioned in Appendix 3 and is not adapt to political regime of Vietnam economy because of vision and strategies of LGOs are based on the political vision and the strategy of economic and social development issued by the Communist Party of Vietnam (rely on each stage of time, usually 5 years and 10 years), the leaders of LGOs in Vietnam do not permit to decide their organizations’ vision and future, but they have rights to give all methods (based on The Communist Party Resolutions and Laws of the State) to carry out the mission, strategies in practical conditions. So, the scale measurement of transformational leadership is not adapted in this research.

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<sup>11</sup> Im *et al.* (2016): Transformational leadership scale measurment: (i) My leader often talks about their vision for the future of the organization; (ii) My leader encourages his/her subordinates to adapt themselves to new circumstances affecting the atmosphere and environment of the organization; (iii) My leader has a high-level of expertise in public administration; (iv) My leader has the ability to lead change.

Clearly, from all researches, I can approach also proposed that leadership impact to Performance of an organization, so this is a grounded theory for mentioned hypotheses the relationship of Leadership and Performance of LGOs in Vietnam is :

*Hypothesis 1: Leadership has a positive impact on Performance in the case of government organizations in HCMC, Vietnam.*

### **2.6.2 Relationship and Performance:**

Relationship is an important factor of any organization, especially in LGOs of Vietnam this is more significant than the other countries. Nguyen (2011) proposed again the impact of Relationship and Performance in the public and private sector which Cohen and Gattiker (1994) suggested. Based on previous researches, Hung & Chen (2009) suggested six types and dimensions of organization-public relationships in China and HongKong<sup>12</sup>, however, these dimensions are external relationships of a nation, which are not suitable for the case of internal and external relationships of an organization, even the case of LGOs in Vietnam. So, from these explanations and in Table 2.3 and we mention hypothesis H2 and the scale measurement of Relationship is modified from the original scale of Preziosi (1980).

*Hypothesis 2: Relationship has a positive impact on Performance in the case of government organizations in HCMC, Vietnam.*

### **2.6.3 Rewards and Performance**

In a study of Miao *et al.* (2013) confirmed Rewards definition Bratton & Gold (1994), it is defined as financial and non-financial benefits to employees from their jobs in any organization; and Williamson, Burnett, and Bartol (2009) category rewards as extrinsic, social and intrinsic rewards. Also in the study of Miao *et al.* (2013), Goulet and Frank

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<sup>12</sup> (Hung & Chen, 2009) : (i) Exploitive relationships, (ii) Manipulative relationships, (iii) Symbiotic relationships, (iv) Contractual relationships, (v) Covenantal relationships, and (vi) Mutual communal relationships.

(2002); Steijn and Leisink (2006) confirmed Rewards (included three elements: extrinsic, social and intrinsic rewards) have a greater impact on organizational commitment in public sector than in private sector of the West countries. But in the market-orientation economy of China, Rewards factor differs impact on organizational commitment in public sector, also as Newman and Sheikh (2012) suggested extrinsic rewards impact greater on the organizational commitment of Chinese private sector employees than intrinsic or social rewards; and surely, Rewards impact to Performance of any organization. This is a grounded theory for the mentioned hypothesis the relationship of Rewards and Performance of LGOs in Vietnam.

*Hypothesis 3: Rewards has a positive impact on Performance in the case of LGOs in HCMC, Vietnam.*

#### **2.6.4 Attitude towards change and Performance**

Based on the original research of Preziosi (1980) this component is modified in the context of Vietnam LGOs. Because in the condition of the transitional economy such as Vietnam, our economy must be changed to adapt to the changes in the knowledge economy, technological revolution 4.0, digital era and e-government process. This is a grounded theory for the mentioned hypothesis the relationship of Attitude towards Change and Performance of LGOs in Vietnam.

*Hypothesis 4: Attitude towards Change has a positive impact on Performance in the case of LGOs in HCMC, Vietnam.*

#### **2.6.5 – Information Management & Communication and Performance**

Firstly, communication needs information. Information includes both electronic and physical information. Information also exists in many types such as data, paper documents, electronic documents, audio, social business, website, social network accounts, video, etc. Simmons & Erskine (2016) mentioned the characteristics of information nowadays, which is “big data” (a mass huge of information connected

throughout the internet, which improves governance and overcomes “irrationality and partisan interests”. That makes pressure GO must manage information in the right way. And information management is the ability of organizations to capture, manage, preserve, store and deliver the right information to the right people at the right time.

Mentioned the role of Information System in Developing Organizations, Maguire & Redman (2007) said that Information System requires more co-operation and communication across departments boundaries. Firstly, communication needs information. Information includes both electronic and physical information. Information also exists in many types such as data, paper documents, electronic documents, audio, social business, website, social network accounts, video, *etc.* Simmons & Erskine (2016) mentioned the characteristics of information nowadays, which is “big data” (a mass huge of information connected throughout the internet, which improves governance and overcomes “irrationality and partisan interests”. That makes pressure GO must manage information in the right way. And information management is the ability of organizations to capture, manage, preserve, store and deliver the right information to the right people at the right time, and information requirements for better decision-making and be supportive rather than dysfunctional for the organization; and if not the organization may end up with a technical success but an organizational failure.

It means that wrong information, leads to wrong decision-making, or any mistakes in the information process, communication in an organization can lead to organizational failure. Salleh, Jusoh, & Isa (2010) suggested Information System plays a major role in a Performance Management System in gathering, processing, relevant-performance, and disseminating performance-relevant. Ittner and Larcker (2003); Morgan and Strong (2003) mentioned Information is a kind of intangible capital and an asset; Information assets protected by information security management is a kind of intangible capital, whose values are not easy to assess Huang *et al.* (2006). In general, information keeps an important role in the organization and its performance.

**- The concept of Information and Communication:** Information is an asset of an organization. Information is needed to manage all kinds of organizations. It means that information management in organizations. Information management includes planning, organizing, structuring, processing, controlling, evaluation and reporting of information activities; all of which are needed with organizational roles or functions. Information management is closely related to and overlaps with, the management of data, systems, technology, processes and – where the availability of information is critical to organizational success – strategy. Information management is the responsibility of all members in an organization, from the top leaders to the front line employees. That is an aspect of communication in the organization both internal and external.

Ruth and Brewer (2004), and Marion (2003): Information is broadly considered as facts, data, knowledge from a sender to a receiver in order to increase the knowledge of the receiver. Information Management with the selected means of storing, retrieving, transferring, and disseminating information within an organization. And the management of information within product development will of necessary address a broad range of subjects.

Wright (2013) mentioned the concept: information culture which includes values, beliefs, codes of practice toward information management. And the role of information is confirmed in this research: The value and utility of information in achieving the operational and strategic goal are to recognize, where information forms the basis of organizational decision making and information technology is readily exploited as an enable for effective information systems (study of Curry and Moore (2003)).

In this research, we can reference some statements to measure the impact of information management in an organization, they are:



(i) Information should be the basis for informed decision-making at all levels of an organization;

(ii) Good quality information (accurate, current appropriate, accessible, timely) is critical to achieving the organization's aims and objectives;

(iii) I have access to all the information I require to work effectively;

(iv) I approach the Information Management Office for the information I require to work effectively.

From these definitions of information management, we can realize the same meaning and role of this concept is that all the data, knowledge, information used for all levels managers to process and help them to make the decision better and quicker, that is information management. And this factor is used for the research model of this dissertation. And the measurement of information management of Wright (2013) is used and developed for the survey questionnaire is performed through three deep interviews and quality research. What about communication in LGOs?

According to Simmons and Erskine (2016), GO often has a professional communicator and LGOs in the context of Vietnam have no exception. This is external information management, in the case study of LGOs in Vietnam this dissertation we emphasized the management information internal organizations. So, we modified information management measurement with two aspects (internal and external) organizations. Besides, a reputation that is formed in a different way from business enterprises is emphasized in the public sector and GOs according to Luomaaho (2007) in a study of Sanders and Canel (2015). So, this is one different point of communication in LGOs.

**- The relationship between Information Management & Communication and Performance:** Pérez-Méndez & Machado-Cabezas (2015) said that there is a positive relationship between the score managers give to their Information System and the firm's financial results. Raymond et al (1992), Heine et al (2003), Salleh et al (2010) mentioned

that Information System has a positive impact on organizational performance. Obviously, there is a relationship between Information and Firm Performance and this is also a premise for hypotheses of the organizational diagnosis model in the case study government organizations. But how is the impact of Information on Performance in government organizations can be explained in the following chapters? This is the grounded theory for mentioned hypothesis H5:

*Hypothesis 5: Information & Communication has a positive impact on Performance in the case of LGOs in HCMC, Vietnam.*

### **2.6.6 Inspection & Supervision and Performance**

- **The concept of Inspection and Supervision:** Prof (2013) suggested that Supervision is the activity of overseeing the subordinates at work to ensure that the work is performed as required and keeps an important aspect of the management process. In Merriam Webster mention Supervision is the action, process, or occupation of supervising; especially critical watching and directing<sup>13</sup>. In the research of Governance, Indian and Service (2012) also mentioned the important aspect of management process which is similar to the research of Muthukumaran (2014) and supervision is the activity of overseeing the subordinate at work to ensure that the work is performed as required, it is an important source of job satisfaction and it means that the dimensions of supervisory style that affects job satisfaction of the employees of the given organization. Mentioning supervision in government organizations, Guo *et al.* (2012) said that government supervision is based on laws, regulations and mandatory standards authorized to oversight the law enforcement; and keep an important role to monitor the quality of lawful enforcement of GOs toward the standard, scientific, effective and authoritative.

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<sup>13</sup> <https://www.merriam-webster.com/dictionary/supervision>

This concept is (supervision in government organizations, Guo *et al.* (2012) similar to the supervision used in this dissertation. According to Mc Auliffe *et al.* (2013), measurement of supervision method and adequacy of supervision is mentioned five methods of supervision through informal discussions with ministry and district/council level staff, as follows: (i) “Formal supervision process with regular pre-arranged supervision meetings”; (ii) “Supervision is available if I request it from my line manager”; (iii) “Supervision consisted of negative feedback when performance is poor”; (iv) “I never receive any supervision or feedback on my performance”; or (v) “other form of supervision”. In this dissertation, the meaning of inspection and supervision has the same content as Governance, Indian and Service (2012), because in any organization supervision is a function, a stage of management process in order to ensure the organizational performance. In Vietnamese government organizations, inspection is done when the managers, supervisors, or officials/organizations who are at higher management levels must/need/want to check the procedures, processes or the obey legal regulations of any lower-level organizations in order to process the wrong things or violations and recover or push the organizational performance. The result and final purpose of supervision and inspection are the same (to improve the organizational performance), but the process and method to perform supervision and inspection are different. The inspection process must found the big mistakes, gap or violations (in-law) of organization and must be processed, and point out the responsibility of the top leaders of organizations. And supervision needs to find the mistake, gap, and organizational leaders, supervisors need to solve these problems and improve organizational performance better. However, the measurement of Inspection and Supervision factor in this dissertation is mentioned from deep interview results with three specialists who work for the local government organizations in the system of District 5 and Ho Chi Minh City. The result of this factor measurement is a new theoretical offer about the factor which affects performance in the case of government organizations.

- **The relationship between Inspection & Supervision and Performance: more researches:** Guo *et al.* (2012) mentioned: Generalization of supervision management and performance evaluation includes two implications; (i) carry out performance evaluation to all the supervision organizations and supervision teams as well as supervision engineers according to different levels; (ii) take behavior, quality, outstanding achievement, equipment, and all the other factors into consideration aiming at every level. From the above explanations, we propose hypothesis the effect of Supervision and Performance H6:

*Hypothesis 6: Inspection and Supervision has a positive impact on organizational performance in the case of government organizations in HCMC, Vietnam.*

#### **2.6.7 Consensus and Performance**

- **The concept of Consensus:** Wooldridge & Floyd (1990) defined Consensus as the result of agreement amongst top leaders, understanding, and commitment to carry out, the combination of collective heart and mind of middle management in consorting and implement strategic priority - fundamental strategies in an organization. Carney (2002) also proposed strategic consensus is concerned with a commitment to developing strategies and congruence with the culture of an organization<sup>14</sup>. Parreiras *et al.* (2010) proposed a fuzzy set-based approach to make use of the three consensus schemes : (i) aggregation of individual evaluation, (ii) aggregation of individual preference per criterion, (ii) aggregation of individual results; or García *et al.* (2012) presented a consensus model for group decision making with interval fuzzy preference relations based on a consensus measure and a proximity measure, etc. Sun & Ma (2015) mentioned consensus is defined in traditional meaning as a full unanimous agreement of all the experts regarding all the possible alternatives; (Curteanu and Constantin (2012)

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<sup>14</sup> In the study of (Carney, 2007) modified the scale 20-item Strategic Consensus Scale to measure strategic consensus based on Porter's 1980 theory of competitive strategy (Porter 1996).

suggested Consensus is an aspect of organizational culture model for diagnosis<sup>15</sup>; and this is one of the basic explanations for mention Consensus to ODM of LGOs in Vietnam.

(Carney, 2007) proposed consensus and commitment have a stronger relationship than involvement and commitment. It means that there is difference between consensus and commitment in concept meaning. Corser (1998) mentioned commitment consists of a complicated awareness of loyalty involve in a strong belief with the organizational purposes and fit in organizational value system. Carney (2006b) expressed commitment in different way – as a loyalty member serving organization continuously. Randall et al (1991), Cohen (1993, 2000) mentioned each individual has a different way and level of commitment. Viewing employee commitment aspect, Porter *et al.* (1974), Mowday *et al.* (1978, 1979) defined commitment as psychological identification with the organizational purposes and strong belief of organization, sense of willingness all individual efforts to help an organization in order to obtain organizational objectives.

In researches of Steinhaus and Perry, (1996); Young *et al.* (1998); Goulet and Frank (2002; Gould-Williams (2004); Steijn and Leisink (2006); Dick (2011) have modified the influence of organizational commitment in the public sector of western countries (extrinsic and intrinsic rewards were equally predictive of the organizational commitment of public sector employees in the USA).

**Consensus and Commitment:** Carney (2007) emphasized the significance of top leaders and managers to **obtain strategic consensus** and the strong impact of organizational commitment to achieve strategic consensus. Organizational purposes and strategies, the environment and the strategic context in which the organization operates

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<sup>15</sup>(Curteanu and Constantin, 2012) proposed Organizational Culture Model consists of four types : (i) Co-operating, (ii) Innovating, (iii) Harmonizing and (iv) Organizing; each types is measured with 2 factor dimensions; and Consensus is one of dimension of Co-operating cultural type.

impact to strategic consensus, the agreement amongst all managers at all levels on the fundamental organizational priorities will enhance strategic goal achievement of the organization. Miao *et al.* (2013) proposed and Kokubun (2018) mentioned again the political loyalty - an aspect of Commitment in the Chinese public sector is more important to career progression than professional competence and training provision, especially amongst employees with a limited connection to the Communist Party. The political regime conditions and the methodology to manage the political system in Vietnam and China have similar points, so this is one of the characteristics of employees (leaders and managers who almost has closed connection with The Vietnam Communist Party) who work for LGOs in Vietnam and HCMC.

So, the concept of consensus using in this dissertation express totally in **practical and spiritual** aspects of employers, leaders and employees in organizations, there is no organizational status “Agreement on face, but satisfied in heart” which is very popular in any organization, especially in Vietnamese government organizations. In the other hand, through the deep interview with three respondents who work in the government system in Ho Chi Minh City, Vietnam and the author’s working process, all specialists said that this is a factor affecting to government organizational performance (*Appendix 2*). Thus, in this study, **the concept “Consensus” is defined as consensus amongst the members of the organization including the strategic leaders, middle managers and their employees from understanding the organizational strategic, the strong effort to serve the society, the citizens without any individual benefits and intention.** Besides, based on the researching process we can see that consensus approach of concept and measurement are rarely mentioned in studies, especially its’ involved organizational performance, it seemly impacts decision making at all levels (individual, group and organization). So, exploring the relationship between Consensus and Performance is one of research gap must be done in future chapters. Therefore, this is a rather different additional factor in the mentioned research model of diagnosing the organization.

From above explanations, we propose hypothesise the effect of Consensus to Performance H7:

*Hypothesis 7: Consensus has a positive impact on organizational performance in the case of government organizations in HCMC, Vietnam.*

**Summary :** This chapter concludes the literature view of organizational diagnosis, the contingency theory of organizational diagnosis, clarifies the concept of organizational development, organizational diagnosis and organizational analysis, the role of organizational diagnosis; mentions the definitions of government organizations and especially the characteristics of public sector organization and LGOs in comparison with private sector organizations; overviews the context of LGOs in HCM, Vietnam. This chapter also proposes the organization performance and government performance; reviews some definitions of ODM overtime, summary components of mentioned ODMs, explains, modifies and designs the research model framework which consists of seven independent components (Leadership, Relationship, Rewards, Attitude towards Change, Information Management & Communication, Inspection & Supervision) and one dependent variable – Performance in case of LGOs in Vietnam; from these explanations, we mention 07 model’s hypotheses must be tested in the next chapters.

## **CHAPTER III – METHODS AND MEASUREMENTS**

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### **3.1. INTRODUCTION**

This chapter depicts the methodology that will be used to test the theoretical framework and associated research hypotheses that were discussed in Chapter II; and describes the research sample, the operationalization of the variables, data collection procedures, and data analyses conducted to test study hypotheses.

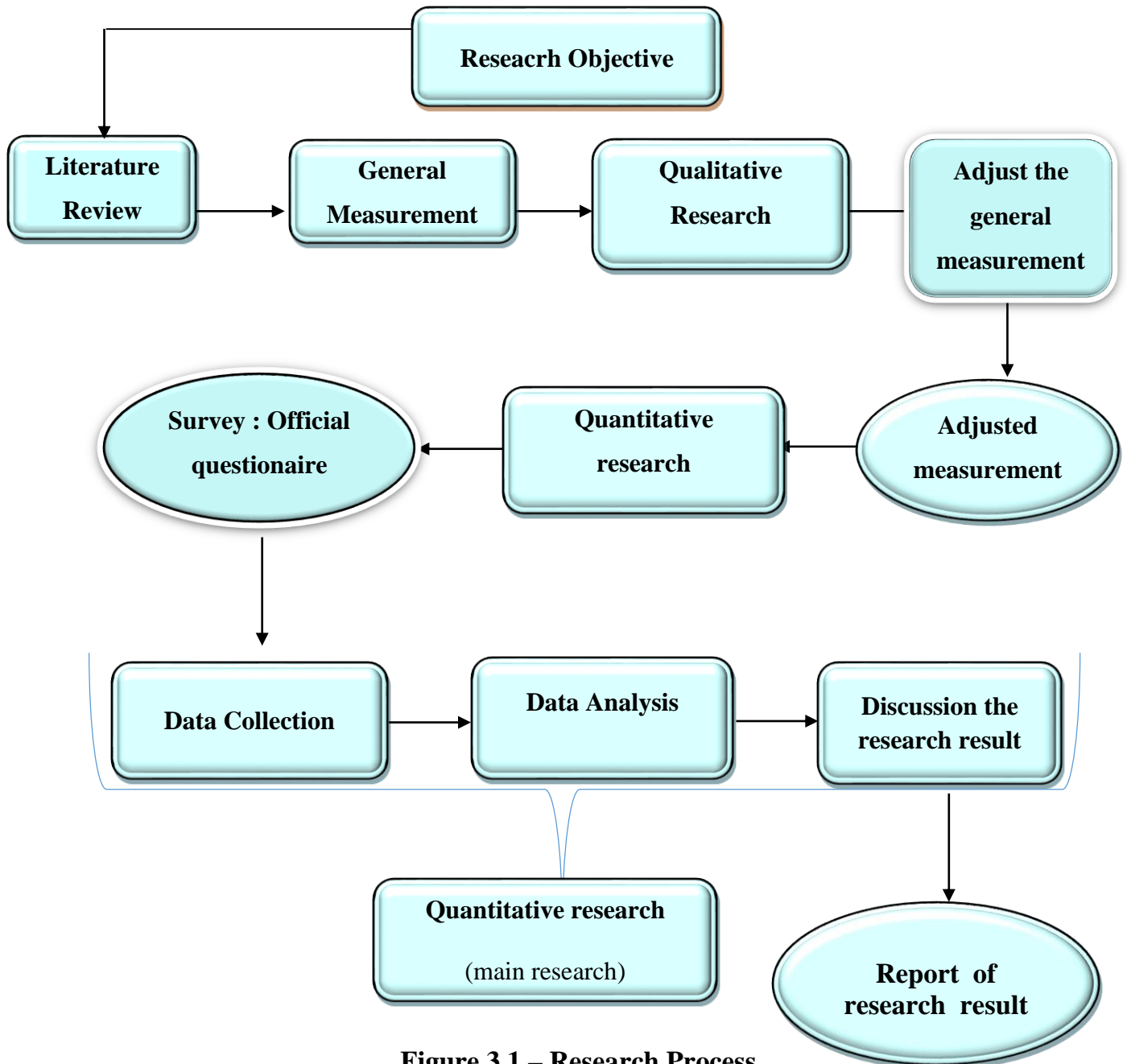
The previous chapter reviews the literature related to organizational diagnosis mentioned the research model in organizational diagnosis in the case of Vietnamese government organizations present the model and hypotheses of this study which are based on established theories and premises. This chapter modifies the data collection (in the government organizations HCMC, Vietnam), the research design, research process, and depicts the measurement of each component.

### **3.2. RESEARCH PROCESS**

From the above research objective, the author reviews literature related to the research area in order to find the research gaps and mention the general measurement of this research topic. Next, in the stage of qualitative research, by the deep interview and group discussion methods with the experts who have worked for Vietnamese local government organizations, we find 8 latent factors that can affect to government organizations' performance in HCMC, Vietnam; however, in the case of LGOs in HCMC, Vietnam, we find some elements which show the local government organizations' performance. It means that we have adjusted the first measurement of this research problem. After that, we have interviewed and collected a survey of 510 official managers who have been working for the LGOs in HCMC, Vietnam, and analyses data collection. Finally, we analyze the data collected by the quantitative method through the software SPSS 22.0 and



AMOS 22.0 to test the research model with all the above hypotheses and find the result of this research.



**Figure 3.1 – Research Process**

*Source: By author*

### 3.3. QUALITATIVE RESEARCH

From the literature review, through the research process and literature review, we realized there are a few studies that mention ODM in the case of government organizations in generally and especially in Vietnamese government organizations. So, (i) the first responsibility of this dissertation is identifying all potential components of model; (ii) Adjust the measurement of reasonable components (from original model) in the case of government organizations in Vietnam; (iii) Explore the new additional components or potential components (included measurements) that can impact to government organizational performance; and finally (iv) Modify the measurement of public sector performance in Netherland (Speklé and Verbeeten, 2014) and in China (Im, Campbell and Jeong, 2016) in case of local government organizational performance in Vietnam. With four above responsibilities and according to (Creswell *et al.*, 2007), (Perry, 1998), and (Kinmond, 2002) clearly, we need to perform qualitative research to solve these problems based on narrative research and case study approaches (Creswell *et al.*, 2007, p.240, 245).

By the grounded theory of organizational diagnosis, the author has researched the case study of government organizations in HCMC, Vietnam. In generally, after reviewing literature about organizational diagnosis and from above explanations in Chapter II, the author interviewed three participants who have been working in government organizations: (i) The Secretary and First Deputy Secretary of District 5, HCMC, Vietnam); (ii) The Vice-Chairman Provincial People's Committee of HCMC, Vietnam; (iii) The Director of Internal Department in HCMC) in order to test and explain the rationality of the Six Box Model in the case of LGOs in HCMC, Vietnam. After that, from the fourth to eighth respondents, we have not found any new idea from the deep interview results in comparison with the three deep interview results. (*Appendix 2 – The*

*qualitative research script*<sup>16</sup>. After analyzing the result of deep interviews with respondents, we found that :

+ **The rationality of ODM in the case study:** As mentioned the explanation of each factor can affect to performance through reviewing literature review and deep interview result, there are six components of ODM framework in case of LGOs in HCMC, Vietnam: (1) Leadership, (2) Rewards, (3) Relationships; (4) Attitude towards Change of any organization in globalization process nowadays when diagnosing the performance of organization; (5) Information Management & Communication, (6) Inspection & Supervision. Besides, we add one factor to the model - **Consensus** - which has never mentioned in ODMs previously.

+ **Measurement of constructs:**

In a research of Churchill (1999), Neuman (2000) proposed that “*conceptualization of a construct is the process of taking a construct and refining it by giving it a conceptual definition which is described in abstract, theoretical terms. This conceptual definition often refers the construct to other ideas or constructs. The constructs are based on the process of thinking carefully about their meaning and reading what others have said or defined*”. In Chapter II, we review literature all researches of OD and ODMs, overview the scale measurements of each construct in ODMs and found the suitable OMD and its construct to modify in case of GOs in HCMC, Vietnam. From this reviewing part, all factors of the mentioned constructs in the research model are accessed and defined the suitability of these components with a data survey and modified how fit to the context of the empirical setting. Besides, from research process we have never found the case study organizational diagnosis in government organizations, so we do many methods such as the techniques of brainstorming, interview, focus group to build up the measurement of these dependent factors (original factors and additional factors) and

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<sup>16</sup> The deep interview with the respondents, who are leaders in municipal, district and ward levels.

modify and explore the measurement of Performance in government organizations in HCMC, Vietnam (independent factor) which is presented in section 3.6, and Table 3.2 - Summary of scale measurements (page.no.: 66-70).

In summary, sections 3.3 have proposed all measurements of this model in the case study of government organizations. The next section below will perform all hypotheses of this model.

### **3.4 SUMMARIZE HYPOTHESES OF RESEARCH MODEL**

- (1) The analysis of the sampled organizations using the model's variables.
- (2) Testing 7 empirical assumptions about how government organizations measure performance in Table 3.1.
- (3) Examination of the relationship between the model variables and government organizational performance.

**Table 3.1 - Summary of hypotheses to be tested**

<b>H.</b>	<b>Statement of hypothesis</b>
1	Leadership has a positive impact on Performance in the case of LGOs in Vietnam
2	Relationship has a positive impact on Performance in the case of LGOs in Vietnam
3	Rewards has a positive impact on Performance in the case of LGOs in Vietnam
4	Attitude toward the Change has a positive impact on Performance in the case of LGOs in Vietnam
5	Inspection & Supervision has a positive impact on Performance in the case of LGOs in Vietnam
6	Information Management has a positive impact on Performance in the case of LGOs in Vietnam
7	Accord-Consensus has a positive impact on Performance in the case of LGOs in Vietnam

*Source: By author*

## **3.5 DATA COLLECTION PROCEDURES**

### **3.5.1 Questionnaire**

The questionnaire was designed in English which consists of two main parts (*Appendix 4*). Besides the short description of the survey, the main section of the questionnaire consists of 57 statements mentioned constructs measurement, and the last section of the questionnaire mentions general information of respondents (categorize types of government organization, level of government, gender and their job position).

Scales for all items in the main part are seven-category rating scales (Churchill, 1999). All constructs are measured by standard items (i.e. no item's meaning was negated). Before the final questionnaire was carried out for survey, the questionnaire was translated into and designed in Vietnamese (included original components were translated into Vietnamese and additional components from deep interview's result). In preliminary research stage, the Vietnamese version of the questionnaire was pretested with three experts who have been a long time working for government organizations and focus group with 10 experts (*Appendix 2*), the goal of this pretest to explore which ideas or aspects had not captured or were irrelevant, and edited in Vietnamese in order to clarify the meaning clearly, purely and easily to understand.

### **3.5.2 Data collection procedure**

As mentioned earlier, this was a survey in local government organizations in HCMC, Vietnam. The author uses both techniques for collecting the answers of questionnaires: mail survey and face-to-face interviews (mainly, because people who work for government organizations in Vietnam - most of them are getting acquainted with using hard copy to read, write, answer or edit on).

The collected questionnaires were all checked for completeness. Consequently, all 116 questionnaires collected in Ho Chi Minh City were usable and without any missing values in this section. Those questionnaires were considered eligible for the data

analysis. Data input was carried out using SPSS and AMOS 22.0 software packages.

### 3.6. SUMMARY OF SCALES

From the literature review and the deep interview results and focus group results in *Appendix 2*, the scales used for measuring eight constructs in the research model framework are presented in Table 3.2. In this research, we still used and modified the scale measurements of organizational characteristics (Leadership, Relationship, Rewards, Attitude towards Change) of Preziosi (1980) based on the research of Nguyen (2016)<sup>17</sup>; the scale measurement of Inspection & Supervision based on the studies of Guo *et al.* (2012) and McAuliffe *et al.* (2013); the scale measurement of Inspection & Supervision based on the research of Wright (2013); the scale measurement of Inspection & Supervision based on the researches of Speklé and Verbeeten (2014) and Im *et al.* (2016); and develop the scale measurement of Consensus – a new construct added to the theory research model framework based on the study of Im *et al.* (2016).

**Table 3.2 - Summary of scales for eight constructs in theoretical model.**

Code	Constant and item	Researches used
LE	<b>Leadership</b>	
LE1	My immediate supervisor is supportive of my efforts	(Preziosi, 1980)
LE2	The leadership norms of this organization help its progress	(Preziosi, 1980)
LE3	This organization's leadership efforts result in the organization's fulfillment of its purposes	(Preziosi, 1980)
LE4	It is clear to me whenever my boss is attempting to guide my work efforts	(Preziosi, 1980)
LE5	I understand my boss's efforts to influence me and the other members of the work unit	(Preziosi, 1980)
LE6	Leaders of this organization have good capacity	Modified

<sup>17</sup> Nguyen (2016) based on the model of Weisbord (1976) and Preziosi (1980) Organizational Diagnosis Model to point out the relationship of Organizational Characteristics and Employee Overall Satisfaction of Stated-Owned and Non-Stated-Owned Enterprises in Vietnam.

<b>Code</b>	<b>Constant and item</b>	<b>Researches used</b>
LE7	Leaders of this organization have devoted to work	Modified
LE8	Leaders of this organizations treat well to employees in general	Modified
LE9	Leaders of this organization have a good working relationship with high level superiors	Modified
LE10	Leaders of this organization have a clear vision	Modified
<b>REL</b>	<b>Relationship</b>	
REL1	My relationship with my supervisor was a harmonious one	(Preziosi, 1980)
REL2	I can always talk with someone at work if I have a work-related problem	(Preziosi, 1980)
REL3	My relationship with members of my work group are friendly as well as professional	(Preziosi, 1980)
REL4	I have established the relationships that I need to do my job properly	(Preziosi, 1980)
REL5	There is no evidence of unresolved conflict in this organization	(Preziosi, 1980)
<b>REW</b>	<b>Rewards</b>	
REW1	My job offers the opportunity to develop my career and grow me up	(Preziosi, 1980)
REW2	The salary and benefits of this organization treat fair to each employee	(Preziosi, 1980)
REW3	There are many opportunities for promotion in this organization	(Preziosi, 1980)
REW4	The salary that I receive is commensurate with my performance	(Preziosi, 1980)
REW5	All tasks to be accomplished are associated with incentives	(Preziosi, 1980)
REW6	Personal promotion within the organization is based on their employees' capacity and personality	Modified
REW7	This organization has remuneration for high performance's staff in their work	Modified
REW8	This organization applies reward policy better than the others.	Modified
REW9	The contributions and efforts of the employees are recognized and recorded officially	Modified
REW10	The employees' incomes are commensurate with their work results	Modified
<b>CA</b>	<b>Change toward Attitude</b>	
CA1	This organization is not resistant to change	(Preziosi, 1980)

<b>Code</b>	<b>Constant and item</b>	<b>Researches used</b>
CA2	This organization introduces enough new policies and procedures	(Preziosi, 1980)
CA3	This organization favors change	(Preziosi, 1980)
CA4	Occasionally I like to change things about my job	(Preziosi, 1980)
CA5	This organization has the ability to change	(Preziosi, 1980)
<b>IS</b>	<b>Inspection and Supervision</b>	(Guo <i>et al.</i> , 2012) , (McAuliffe <i>et al.</i> , 2013)
IS1	The organization has a clear supervision and inspection system	Modified
IS2	The supervisors can easily check the lists and progress of the work of their subordinates	Modified
IS3	The business processes and operational regulations are done strictly in this organization.	Modified
IS4	The leaders of this organization often check the work quality of their subordinates	Modified
IS5	The work error is solved immediately	Modified
IS6	The organization has used professional methods to detect errors in the work	Modified
IS7	The supervision and inspection in this organization has improved the effectiveness of individual and organizational performances	Modified
<b>IM</b>	<b>Information and Communication</b>	(Wright, 2013)
IM1	The information in this organization is transferred clearly among organization	Modified
IM2	There is no information interference in this organization	Modified
IM3	The information is false in both directions from superiors to lower levels and vice versa	Modified
IM4	Information in organization is updated promptly	Modified



<b>Code</b>	<b>Constant and item</b>	<b>Researches used</b>
IM5	Information in organization is processed quickly	Modified
IM6	Official information is transferred and processed quickly	Modified
IM7	The leaders can get official and unofficial information concerned with the organization	Modified
<b>AC</b>	<b>Consensus</b>	(Im et al., 2016)
AC1	The members of this organization always trust each other	Developed
AC2	The members of this organization always support and help each other	Modified
AC3	There is no disgruntled phenomenon of employees with their leaders and the organization in general	(Im et al., 2016)
AC4	Employees in this organization do not speak ill each other	Modified
AC5	There is no conflict of interest and benefits in this organization	Developed
AC6	The commands of each level management are consistent	Developed
<b>PE</b>	<b>Performances</b>	(Speklé and Verbeeten, 2014), (Im et al., 2016)
PE 1	According to the agency's upper management this organization's evaluation this organization performance is good	Modified
PE 2	According to the competition group, this organization has high results	Modified
PE 3	The leaders of direct management level of the organization evaluate the performance of this organization as well	Modified
PE 4	The leaders of this organization satisfied with this organization's performances	(Speklé and Verbeeten, 2014)
PE 5	Overall employee satisfied when working for this organization	Modified
PE 6	The result of customer surveys showed that this organization's performances are good	(Im et al., 2016)
PE 7	There is no complaints and denunciations that are related to this organization's activities	Modified

Source: *By author*

### 3.7. PRELIMINARY RESEARCH RESULT

The preliminary research is done to check the measurement of 8 constructs, the survey had been done for 3 months (from October to December 2017) in government organizations in District 5, District 8 and Gò Vấp District chiefly (at both district and ward level) and some organizations at the municipal level in HCMC (*Appendix 6 – Describe of preliminary survey and result analysis*). Result of preliminary research with the reliability tests and the exploratory factor analysis (EFA), as follows:

**3.7.1 Reliability tests:** The results of reliability tests of 8 constructs are performed in Table 3.3. It mentions that Cronbach alpha of eight constructs  $> .60$  and Corrected item – Total correlation  $> .30$ , so all 8 constructs are suitable for the research model.

**Table 3.3 – Result of scale reliability tests in preliminary research**

Observation variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b>Leadership : Cronbach alpha = .935</b>				
LE1	53,94	55,883	,630	,936
LE2	53,59	57,287	,757	,928
LE3	53,59	57,601	,747	,929
LE4	53,84	55,680	,792	,926
LE5	53,59	58,471	,641	,933
LE6	53,74	54,054	,839	,923
LE7	53,63	55,070	,838	,924
LE8	53,66	55,895	,728	,929
LE9	53,74	57,915	,695	,931
LE10	53,80	54,369	,785	,926

<b>Observation variables</b>	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
<b>Relationship : Cronbach alpha = .888</b>				
RE1	22,77	9,971	,745	,861
RE2	23,09	9,130	,647	,890
RE3	22,97	9,138	,796	,847
RE4	22,74	9,828	,730	,863
RE5	22,84	9,929	,762	,857
<b>Rewards : Cronbach alpha = .925</b>				
RW1	48,48	56,600	,720	,917
RW2	48,79	56,235	,733	,917
RW3	48,91	57,374	,678	,920
RW4	49,37	57,209	,622	,923
RW5	48,73	55,780	,793	,913
RW6	48,58	56,229	,792	,914
RW7	48,93	56,100	,772	,914
RW8	49,24	59,524	,590	,924
RW9	48,67	56,831	,801	,913
RW10	49,24	57,663	,650	,921
<b>Change towards Attitude : Cronbach alpha = .903</b>				
CA1	22,48	13,156	,760	,882
CA2	22,49	12,409	,847	,862
CA3	22,41	12,384	,846	,862
CA4	22,51	14,287	,590	,916
CA5	22,52	13,104	,757	,882

<b>Observation variables</b>	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
<b>Information and Communication : Cronbach alpha = .933</b>				
IM1	32,28	30,640	,881	,913
IM2	32,79	31,452	,693	,933
IM3	32,59	34,556	,642	,935
IM4	32,34	31,338	,890	,913
IM5	32,46	31,050	,823	,919
IM6	32,40	31,354	,872	,914
IM7	32,31	33,259	,714	,929
<b>Inspection and Supervision : Cronbach alpha = .942</b>				
IS1	34,22	27,028	,801	,934
IS2	34,08	28,681	,778	,936
IS3	33,97	27,216	,834	,931
IS4	33,98	27,165	,852	,929
IS5	34,07	28,013	,827	,932
IS6	34,25	28,607	,743	,939
IS7	33,98	27,861	,828	,931
<b>Consensus : Cronbach alpha = .924</b>				
AC1	26,75	20,728	,770	,912
AC2	26,56	22,144	,774	,911
AC3	26,71	21,287	,788	,909
AC4	27,18	21,263	,782	,910
AC5	26,91	20,758	,787	,909
AC6	26,49	20,739	,789	,909

Observation variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b>Performance : Cronbach alpha = .913</b>				
PE1	33,83	25,587	,829	,891
PE2	33,99	24,722	,794	,893
PE3	33,91	24,775	,825	,890
PE4	34,13	24,774	,712	,903
PE5	34,14	26,050	,757	,898
PE6	33,98	26,661	,812	,896
PE7	34,31	24,633	,567	,927

Source: Author's calculation

**3.7.2 The exploratory factor analysis - EFA result :** In this stage, the application of EFA was carried out using SPSS 20.0 to each of eight constructs for item reduction, with principal components analysis, Eigenvalue  $\geq 1$  and the oblique rotation Varimax<sup>18</sup> (Sample size  $n = 116$ ). Moreover, some items with low factor loadings ( $< 0.50$ ) were removed according to O'Fallon, Cooley and Lohnes, (1973).

**Table 3.4 - Result of EFA in preliminary research (for each construct)**

Observation Variables/Items	Factor loading	Observation Variables/Items	Factor loading
<b>Leadership</b> : Eigenvalue = 6.404 % Variance Extracted = 64.039%		<b>Rewards</b> : Eigenvalue = 6.408 % Variance Extracted = 60.47%	
LE7	,879	RW9	,853

<sup>18</sup> Nguyễn Đình Thọ, Nguyễn Thị Mai Trang, *Nghiên cứu khoa học trong quản trị kinh doanh*, NXB Thống kê, 2009, trang 196.

<b>Observation Variables/Items</b>	<b>Factor loading</b>	<b>Observation Variables/Items</b>	<b>Factor loading</b>
LE6	,878	RW6	,847
LE10	,838	RW5	,843
LE4	,834	RW7	,827
LE2	,808	RW2	,793
LE3	,802	RW1	,784
LE8	,789	RW3	,741
LE9	,753	RW10	,711
LE5	,703	RW4	,687
LE1	,696	RW8	,662
<b>Relationship</b> : Eigenvalue = 3.512 % Variance Extracted = 70.23%		<b>Attitude towards Change</b> : Eigenvalue = 3.623; % Variance Extracted = 72.461%	
RE3	,881	CA2	,915
RE5	,862	CA3	,914
RE1	,841	CA1	,854
RE4	,836	CA5	,847
RE2	,765	CA4	,710
<b>Information and Communication</b> Eigenvalue = 5.055 ; % Variance Extracted = 72.212%		<b>Inspection and Supervision</b> : Eigenvalue = 5.209; % Variance Extracted = 74.416%	
IM4	,926	IS4	,897

<b>Observation Variables/Items</b>	<b>Factor loading</b>	<b>Observation Variables/Items</b>	<b>Factor loading</b>
IM1	,919	IS3	,882
IM6	,915	IS7	,877
IM5	,883	IS5	,877
IM7	,790	IS1	,857
IM2	,770	IS2	,836
IM3	,721	IS6	,809
<b>Consensus</b> : Eigenvalue = 4.356 % Variance Extracted = 72.594%		<b>Performance</b> : Eigenvalue = 4.844 % Variance Extracted = 69.199%	
AC6	,857	PE1	,889
AC5	,857	PE3	,889
AC3	,856	PE2	,873
AC4	,850	PE6	,869
AC1	,847	PE5	,829
AC2	,845	PE4	,789

*Source: Author's calculation*

### **Summary:**

This chapter depicts the research process, and through the qualitative research stage by the deep interview and focus group techniques, and explore the research model framework and the scales measurements of 8 constructs, in which 7 independent variables (Leadership, Relationship, Rewards, Attitude towards change, Inspection & Supervision, Information Management & Communication, Consensus) and one dependent variable - Performance from literature review and the result of deep interview

and focus group in Chapter II.

Besides, this chapter also expresses the data collections procedures and performs the preliminary research result with survey sample size of 116 respondents which points out the reliability test and EFA technique to proved measurement scales of 8 constructs (Leadership, Relationship, Rewards, Attitude towards Change, Inspection & Supervision, Information Management & Communication, Consensus, and Performance) are significant; in which Consensus is the additional component of theory model to be confirmed through preliminary test result.



## **CHAPTER IV – DATA ANALYSIS AND RESEARCH RESULTS**

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### **4.1. INTRODUCTION**

Chapter III depicts the research framework, the operationalization of eight constructs and measurements of scales in this research. This chapter presents the assessment and refinement of 8 measurement scales based on the data set of 510 cases. Through SPSS 22.0 and AMOS 22.0 software package, the results of Reliability Tests, CFA technique was taken to validate the measurement model, and the final section presents summary of test analysis results, such as the validity of scale measurement, the operationalization of Organizational Diagnosis Model framework in local government organizations, the test results of all hypotheses, in which confirmation the weakness factor and strongest factor effect Performance in LGOs.

### **4.2. SAMPLE CHARACTERISTICS**

As mentioned in the previous chapters, we do the survey through mainly direct respondents with people who work for local government organizations in HCMC from three levels (ward level, district level, and municipal level). After the testing process for usefulness, the sample is made up of 510 usable cases. The response rate is 25,5%. The following sections describe the main characteristics of the sample.

#### **4.2.1 General of local government organizations in HCMC**

According to The Law Organizing Local Government (2015), political system in HCMC contains four groups: (1) the Communist Party's organizations, (2) the People's Council Organizations, (3) the People's Committees Organizations, (4) the Social-Political Organizations at all of three levels: provincial, district and ward level. As follows :

+ The Communist Party's organizations: contain The HCMC Provincial Communist Party's Organization, 24 District Communist Party's Organizations, 322 Ward

Communist Party's Organizations. At the provincial and district level, the Communist Party Organization includes 5 separate organizations which are the duty of 5 management functions (Administration, Human Resource, Check and Supervision, Propaganda <sup>19</sup> and Mobilize <sup>20</sup>).

+ Government Organizations (GOs): include the People's Committee of Ho Chi Minh City, the People's Council of Ho Chi Minh City, 24 District People's Committee Organizations, 24 District People's Council Organizations, 322 Ward People's Committee Organizations, and 322 Ward People's Council Organizations. At the provincial, there are 31 separate departments (under the responsibility range of the People's Committee of Ho Chi Minh City)<sup>21</sup>, such as : Tax Department, Industrial and Commercial Department, Tourism Department, Cultural and Information Department, Internal Relation Department, External Relation Department, *etc.* At the district level, there are twelve divisions of committee <sup>22</sup>, such as : Economic Division, Planning and Investment Division, Home Affairs Division, Medical Division, *etc.*

+ Political Social Organizations: contain 5 group organizations: (1) Vietnam Fatherland Front <sup>23</sup>, (2) Women Union, (3) Labor Confederation <sup>24</sup>, (4) Veteran Association of Vietnam People Army <sup>25</sup> and (5) Ho Chi Minh Communist Youth League <sup>26</sup>. All five group organizations exist at the provincial, 24 districts, and 322 wards.

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<sup>19</sup> Propaganda : Tuyên giáo.

<sup>20</sup> Mobilize: Dân vận.

<sup>21</sup> <http://www.hochiminhcity.gov.vn/thongtinthanhpho/bomaychinhtri/Pages/so-ban-nganh.aspx>

<sup>22</sup> <http://www.phunhuan.hochiminhcity.gov.vn/Pages/co-quan-truc-thuoc-new.aspx>

<sup>23</sup> Fatherland Front : Mặt trận Tổ quốc Việt Nam.

<sup>24</sup> Labor Confederation : Liên đoàn Lao động.

<sup>25</sup> Veteran Association of Vietnam People Army : Hội Cựu chiến binh (Quân đội nhân dân Việt Nam).

<sup>26</sup> Ho Chi Minh Communist Youth League : Đoàn Thanh niên Cộng sản Hồ Chí Minh

#### **4.2.2 Overview positions of local government organizations in HCMC, Vietnam**

Each organization has one Chief and two or three Deputy positions up to each level (provincial, district or ward) and type of organization. For example, the People's Committee of Ho Chi Minh City has one Chairman/Chairwoman and four Deputy Chairman/Chairwoman Positions, but the District People's Committee has one Chairman/Chairwoman and three Deputy Chairman/Chairwoman Positions (as follows The Law Organizing Local Government, 2015), except for special areas (the number of deputy positions may increase one position for training leader in the future).

#### **4.2.3 Summary of survey's respondents**

To measure the scale and research model for all types of government organizations in HCMC as above mention is extremely hard to collect data and questionnaires. So, we try to investigate 2000 questionnaires to three-level government organizations, and the response rate is 25,5%, the details of survey samples as follows:

Respondents : We do the survey with respondents who are managers, because according to (Modak, Pathak and Kanti, 2017) and Fryer *et al.* (2009) note that when performance management systems are insensitive to specific local conditions and fail to incorporate stakeholders' views, they tend to lead to counterproductive work behavior among staff and managers; McAdam *et al.* (2011) show that local government operational managers considered performance management programs useful only if the operational constraints were taken into consideration in the system design.

**- Survey sample design:** Based on The Organizing Local Government (2015), and the practical structure systems of LGOs in HCMC, we intend to design the survey sample and the result of the survey sample as follows:

**Table 4.1 – The LGOs in HCMC and design survey sample**

No.	Name of LGOs	No. of LGOs in HCMC <sup>27</sup>		Design issued questionnaires		Feedback questionnaires		
		Quantity	Percentage (%)	No. of issued questionnaires	Percentage of issued questionnaires (%)	No. of issued questionnaires	Percentage of feedback questionnaires/No.LGOs (%)	Percentage of issued and feedback questionnaires (%)
1	LGOs in municipal level	65	5,21%	150	7,50%	59	90,77%	39,33%
2	LGOs in district level	538	43,14%	850	42,50%	297	55,20%	34,94%
3	LGOs in ward level	644	51,64%	1.000	50,00%	154	23,91%	15,40%
	<b>Total</b>	<b>1.247</b>	<b>100%</b>	<b>2.000</b>	<b>100%</b>	<b>510</b>	<b>40,90%</b>	<b>25,50%</b>

Source: By author

- **Descriptive of survey sample:** The number of survey sample: N = 510, the rule for coding data is performed in Appendix 3. To overlook the survey sample we can see in Table 4.2 – Summary of the sample's characteristics.

<sup>27</sup> Summarized from annual reports (2016, 2017) of HCMC Internal Department.

Table 4.2 – Summary of sample's characteristics

No.	Components	Frequencies	Percentage
<b>1</b>	<b>Gender</b>	<b>510</b>	<b>100,0%</b>
1.1	<i>Male</i>	271	53,1%
1.2	<i>Female</i>	239	46,9%
<b>2</b>	<b>Type of organizations</b>	<b>510</b>	<b>100,0%</b>
2.1	<i>Provincial</i>	59	11,6%
2.2	<i>District</i>	297	58,2%
2.3	<i>Ward</i>	154	30,2%
<b>3</b>	<b>Positions</b>	<b>510</b>	<b>100,0%</b>
	<b><u>Provincial</u></b>	<b><u>58</u></b>	<b><u>11,4%</u></b>
3.1	Chairman/Chairwoman People's Committee/Council	2	0,4%
3.2	Vice Chairman People's Committee/Council	5	1,0%
3.3	Head Department	9	1,8%
3.4	Deputy Department	5	1,0%
3.5	Head Devision of Department	15	2,9%
3.6	Deputy Division of Department	22	4,3%
	<b><u>District</u></b>	<b><u>258</u></b>	<b><u>50,6%</u></b>
3.7	Secretary of Communist Party's Organization	16	3,1%
3.8	First Deputy Secretary of Communist Party's Organization	5	1,0%
3.9	Chairman People's Committee/Council	17	3,3%
3.10	Vice Chairman People's Committee/Council	23	4,5%

No.	Components	Frequencies	Percentage
3.11	Head Division of Committee	66	12,9%
3.12	Deputy Division of Committee	131	25,7%
	<b><u>Ward</u></b>	<b><u>194</u></b>	<b><u>38,0%</u></b>
3.13	Secretary of Communist Party's Organization	35	6,9%
3.14	First Deputy Secretary of Communist Party's Organization	31	6,1%
3.15	Chairman People's Committee	43	8,4%
3.16	Vice Chairman People's Committee	48	9,4%
3.17	Chairman People's Committee	10	2,0%
3.18	Vice Chairman People's Committee	27	5,3%

Source: Author's calculation from descriptive analysis technique through SPSS 22.0.

**Description:** The sample consists of three types of organizations, 59 (or 11,6%) of provincial organizations, 297 (or 58,2%) of district organizations and 154 (30,2%) of ward organizations; the survey also consists of 510 respondents: 271 male leaders (53,1%) and 239 female leaders (46,9%); the positions of respondents include 18 positions at three level: (1) Provincial: 58 respondents (11,4%) who work for the provincial organizations, (2) District: 258 respondents (50,6%) who work for the district organizations and (3) Ward: 194 respondents (38%) who work for the ward organizations, all details as follow by Table 4.1.

### 4.3 ASSESSMENT OF MEASUREMENT SCALES

#### 4.3.1. Reliability test results

According to Zeller & Carmines (1980): Reliability is provided by Nunnally (1967:172), it concerns the extent to which measurements are repeatable by the same individual using different measures of the same attribute or by different persons using the same

measure of an attribute; and Lê (2005) : “*Reliability of a scale refers to how consistent or stable the ratings generated by the scale are likely to be (Parasuraman (1991))*”. And three main approaches for assessing reliability are: (i) test-retest, (ii) alternative-forms, and (iii) internal consistency methods”.

Within this dissertation, we use the third method - Cronbach Alpha – is the most commonly used for calculate the reliability of constructs, and Cronbach Alpha (1951)<sup>28</sup> will be high if the scale items are highly correlated (Hair et al., 1998).

Results of Cronbach Alpha measurement in this research through SPSS 22.0, as follows:

+ **Leadership:** Similar to the preliminary research stage, the scale of Leadership is measured by 10 observed variables (LE1 – LE10). Cronbach Alpha of this factor  $\alpha = .939 > .60$  and larger than Cronbach alpha in preliminary research stage ( $\alpha = .935 < .939$ ), so this scale is reliability. The Corrected Item Total Correlation of all observed variables is changed from .837 to .619,  $> .30$ . So, the scale of leadership is reliability.

**Table 4.3 – Reliability Statistic Test Result of Leadership Construct**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b><i>Leadership - LE</i></b>				
LE1	50,59	70,231	,619	,940
LE2	50,36	69,428	,761	,932
LE3	50,24	70,926	,783	,931
LE4	50,47	68,623	,740	,933
LE5	50,26	71,076	,719	,934
LE6	50,33	69,526	,837	,929

<sup>28</sup> Cronbach alpha (Cronbach, 1951): Nguyễn Đình Thọ, 2011 : *Phương pháp nghiên cứu khoa học trong kinh doanh*, Nhà xuất bản Lao động Xã hội, p.345.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LE7	50,23	69,940	,823	,929
LE8	50,29	70,568	,776	,931
LE9	50,32	70,689	,731	,933
LE10	50,40	69,518	,783	,931
<b><i>Cronbach's Alpha</i></b>		<b><i>0.902</i></b>		

Source: Author's calculation

+ **Relationship** : Similar to the preliminary research stage, the scale of Relationship is measured by 5 observed variables (RE1 – RE5). Cronbach Alpha of this factor  $\alpha = .911 > .60$  and larger than Cronbach alpha in preliminary research stage ( $\alpha = .888 < .911$ ), so this scale is reliability. The Corrected Item Total Correlation of all observed variables is changed from .836 to .676,  $> .30$ . So, the scale of relationship is reliability.

**Table 4.4 – Reliability Statistic Test Result of Relationship Construct**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b><i>Relationship - RE</i></b>				
RE1	22,71	12,806	,750	,896
RE2	22,79	12,178	,676	,917
RE3	22,53	12,167	,836	,878
RE4	22,66	12,790	,809	,885
RE5	22,67	12,495	,833	,880
<b><i>Cronbach's Alpha</i></b>		<b><i>0.911</i></b>		

Source: Author's calculation



+ **Rewards:** Compare with the preliminary research stage, 4 observed variables are omitted (RW7 – RW10). The scale of Rewards is measured by 6 observed variables (RW1 – RW6). Cronbach Alpha of this factor  $\alpha = .916 > .60$ , so this scale is reliability. The Corrected Item Total Correlation of all observed variables is changed from .799 to .715,  $> .30$ . So, the scale of rewards is reliability.

**Table 4.5 – Reliability Statistic Test Result of Rewards Construct**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b><i>Rewards - RW</i></b>				
RW1	26,70	15,960	,717	,909
RW2	26,57	16,301	,780	,899
RW3	26,48	15,763	,799	,896
RW4	26,56	16,660	,715	,908
RW5	26,46	15,781	,794	,897
RW6	26,38	16,636	,788	,899
<b><i>Cronbach's Alpha</i></b>		<b><i>0.916</i></b>		

*Source: Author's calculation*

+ **Attitude towards Change:** Similar to the preliminary research stage, the scale of Change toward Attitude is measured by 5 observed variables (CA1 – CA5). Cronbach Alpha of this factor  $\alpha = .894 > .60$ , so this scale is reliability. The Corrected Item Total Correlation of all observed variables is changed from .779 to .693  $> .30$ . So, the scale of Change toward Attitude is reliability.

**Table 4.6 – Reliability Statistic Test Result of Attitude s Change Construct**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<i>Attitude toward Change - CA</i>				
CA1	19,88	9,827	,755	,868
CA2	19,96	10,160	,693	,882
CA3	19,78	9,942	,699	,880
CA4	19,79	9,677	,778	,863
CA5	19,78	9,374	,779	,863
<b><i>Cronbach's Alpha</i></b>		<b><i>0.894</i></b>		

Source: Author's calculation

+ **Information Management and Communication:** Compare with the preliminary research stage, 3 observed variables are omitted (IM3, IM6 and IM7). The scale of Information Management is measured by 4 observed variables (IM1, IM2, IM4 and IM5). Cronbach Alpha of this factor  $\alpha = .906 > .60$  so this scale is reliability. The Corrected Item Total Correlation of all observed variables is changed from .821 to .757  $> .30$ . So, the scale of Information Management and Communication is reliability.

**Table 4.7 – Reliability Statistic Test Result of Information Management and Communication Construct**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<i>Information and Communication - IM</i>				
IM1	16,43	7,314	,792	,878
IM2	16,51	7,099	,757	,890

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IM4	16,57	7,000	,821	,867
IM5	16,70	6,835	,787	,880
<b><i>Cronbach's Alpha</i></b>		<b><i>0.906</i></b>		

*Source: Author's calculation*

+ **Inspection and Supervision:** Compare with the preliminary research stage, 2 observed variables are omitted (IS6 and IS7). The scale of Inspection and Supervision is measured by 5 observed variables (IS1, IS2, IS3, IS4 and IS5). Cronbach Alpha of this factor  $\alpha = .884 > .60$  so this scale is reliability. The Corrected Item Total Correlation of all observed variables is changed from .786 to .641  $> .30$ . So, the scale of Inspection and Supervision is reliability.

**Table 4.8 – Reliability Statistic Test Result of Inspection and Supervision Construct**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b><i>Inspection and Supervision - IS</i></b>				
IS1	22,85	16,840	,641	,878
IS2	22,70	16,052	,786	,845
IS3	22,79	16,487	,685	,868
IS4	22,74	16,152	,754	,852
IS5	22,82	16,382	,746	,854
<b><i>Cronbach's Alpha</i></b>		<b><i>0.884</i></b>		

*Source: Author's calculation*

+ **Consensus:** Compare with the preliminary research stage, the observed variable AC6 is omitted. The scale of Consensus is measured by 5 observed variables (AC1 – AC5). Cronbach Alpha of this factor  $\alpha = .905 > .60$ , so this scale is reliability. The Corrected Item Total Correlation of all observed variables is changed from .821 to .696  $> .30$ . So, the scale of Accord is reliability.

**Table 4.9 – Reliability Statistic Test Result of Consensus Construct**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b>Consensus - AC</b>				
AC1	22,15	12,951	,752	,885
AC2	22,11	12,188	,821	,870
AC3	22,04	12,478	,787	,878
AC4	22,42	12,972	,696	,897
AC5	22,19	12,651	,751	,886
<b>Cronbach's Alpha</b>		<b>0.905</b>		

Source: Author's calculation

+ **Performance:** Compare with the preliminary research stage, 3 observed variables (PE1, PE4 and PE7) are omitted. The scale of Performance is measured by 4 observed variables (PE2, PE3, PE5 and PE6). Cronbach Alpha of this factor  $\alpha = .94 > .60$  and larger than Cronbach alpha in preliminary research stage ( $\alpha = .913 < .94$ ), so this scale is reliability. The Corrected Item Total Correlation of all observed variables is changed from .895 to .821  $> .30$ . So, the scale of Performance is reliability.

**Table 4.10 – Reliability Statistic Test Result of Performance Construct**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b><i>Performance - PE</i></b>				
PE2	16,54	7,809	,830	,930
PE3	16,50	7,590	,821	,933
PE5	16,43	7,311	,884	,913
PE6	16,43	7,389	,895	,910
<b><i>Cronbach's Alpha</i></b>		<b><i>0.940</i></b>		

*Source: Author's calculation*

#### 4.3.2 Assesement of measurement scales using EFA

##### ***4.3.2.1 Introduction of EFA and CFA***

According to (Hurley *et al.*, 1997), there are two main approaches (EFA and CFA) commonly used to access and refine the measurement scales in terms of unidimensionality, reliability, and validity: “*EFA may be appropriate for scale development while CFA would be preferred where measurement models have a well-developed underlying theory for hypothesized patterns of loadings. A line of research would start out with studies utilizing EFA while later work would show what can be confirmed*”.

In this dissertation, we use both of EFA and CFA to assess and refine measurement scales in term of unidimensionality, reliability and validity because above explanations in chapter 2 and 3: (i) there are three scales of measurement we need to modify: Information and Communication (IM), Inspection and Supervision (IS), Consensus (AC); (ii) there are 5 scales of measurement we need to develop in the case of research: Leadership (LE),

Relationship (RE), Rewards (RW), Change toward Attitude (CA), and Performance (PE).

In the preliminary research stage, because of sample size is small according to (Conway & Huffcutt, 2003), EFA with Principal Component Factor Analysis was used to explore the latent dimensions represented in the original variables; in the official research stage, EFA with Eigenvalue  $> 1$ , Component Axis Factoring and Promax Rotation are carried out to each of 8 constructs; and according to (O'Fallon, Cooley and Lohnes, 1973), we used Reliability analysis (Cronbach Alpha) to assess and refine the measurement items (removed some items with low item-total correlation coefficients  $< 0.50$ ).

#### ***4.3.2.2 Exploratory Factoring Analysis (EFA) Results***

According to Table 4.2, following the procedure and criteria described above, the EFA results show that out of the total eight scales with Eigenvalue = 1.015  $> 1$  and TVE (Total Variance Extraction) = 67.439%. The variance explained by the extracted factor ranges from 38.947% to 73.138% and the factor loadings of each of 44 items (from 0.521 to 0.919) are higher than the threshold ( $> 0.50$ ). The result of Bartlett's Test of Sphericity and KMO measure indicated that the degree of intercorrelations among the items was suitable for EFA procedure (Chi-square = 18695,756,  $df = 946$  and Sig. = 0.0000, KMO = 0.949).

These factors include :

- |   |          |
|---|----------|
| (1) Leadership :                            | 10 items |
| (2) Relationship :                          | 5 items  |
| (3) Rewards :                               | 6 items  |
| (4) Change toward Attitude :                | 5 items  |
| (5) Information Management & Communication: | 4 items  |
| (6) Inspection and Supervision :            | 5 items  |

- (7) Consensus: 5 items  
 (8) Performance: 4 items

These results indicate that all of the eight scales listed above are at this preliminary stage, unidimensional. Besides, the following Factor Correlation Matrix all  $> 0.3$  so the scales of measurement are acceptable.

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,949
Approx. Chi-Square		18695,756
Bartlett's Test of Sphericity	Df	946
	Sig.	,000

**Table 4.11 – The total variance explained of 8 constructs**

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	17,137	38,947	38,947	16,829	38,247	38,247	12,277
2	3,853	8,756	47,703	3,515	7,989	46,236	7,449
3	2,961	6,729	54,432	2,620	5,955	52,192	10,831
4	2,347	5,335	59,767	2,021	4,594	56,786	10,803
5	1,766	4,014	63,780	1,440	3,273	60,059	7,324
6	1,671	3,798	67,579	1,353	3,075	63,134	8,956
7	1,431	3,252	70,831	1,143	2,597	65,731	10,040
8	1,015	2,307	73,138	,751	1,708	67,439	12,212

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadingsa
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
9	,755	1,715	74,853				
10	,656	1,491	76,344				
11	,588	1,336	77,680				
12	,555	1,262	78,942				
13	,524	1,191	80,133				
14	,499	1,135	81,268				
15	,475	1,080	82,348				
16	,454	1,033	83,381				
17	,448	1,018	84,399				
18	,436	,991	85,390				
19	,418	,950	86,340				
20	,407	,924	87,264				
21	,380	,863	88,127				
22	,360	,819	88,946				
23	,356	,808	89,754				
24	,329	,749	90,503				
25	,319	,725	91,227				
26	,301	,685	91,912				
27	,293	,665	92,577				
28	,277	,630	93,207				
29	,274	,623	93,829				



Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadingsa
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
30	,253	,575	94,405				
31	,251	,571	94,976				
32	,247	,561	95,536				
33	,231	,525	96,061				
34	,216	,491	96,552				
35	,211	,480	97,032				
36	,199	,453	97,485				
37	,194	,441	97,926				
38	,174	,396	98,322				
39	,163	,370	98,692				
40	,154	,350	99,042				
41	,141	,321	99,363				
42	,129	,293	99,655				
43	,124	,282	99,938				
44	,027	,062	100,000				

Source: Author's calculation

**Table 4.12 – Result of joint factor analysis for 8 scales measurement**

	Factor							
	1	2	3	4	5	6	7	8
LE6	,919							
LE7	,865							
LE8	,832							
LE10	,810							
LE9	,782							
LE4	,769							
LE3	,761							
LE2	,759							
LE5	,671							
LE1	,578							
RW6		,844						
RW5		,838						
RW2		,821						
RW3		,815						
RW4		,799						
RW1		,716						
RE3			,883					
RE5			,800					
RE4			,776					
RE2			,765					
RE1			,646					
AC2				,900				

	<b>Factor</b>							
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
AC3				,832				
AC5				,793				
AC1				,733				
AC4				,694				
CA4					,848			
CA5					,834			
CA1					,824			
CA3					,738			
CA2					,718			
IS2						,862		
IS4						,841		
IS5						,831		
IS3						,663		
IS1						,521		
IM5							,900	
IM4							,851	
IM1							,768	
IM2							,713	
PE6								,822
PE5								,797
PE2								,599
PE3								,582

*Source: Author's calculation*

**Table 4.13 – Factor Correlation Matrix**

<b>Factor</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
1	1,000	,353	,563	,541	,336	,449	,511	,611
2	,353	1,000	,300	,315	,451	,308	,338	,439
3	,563	,300	1,000	,552	,428	,507	,540	,627
4	,541	,315	,552	1,000	,347	,546	,597	,642
5	,336	,451	,428	,347	1,000	,328	,320	,477
6	,449	,308	,507	,546	,328	1,000	,525	,520
7	,511	,338	,540	,597	,320	,525	1,000	,615
8	,611	,439	,627	,642	,477	,520	,615	1,000

*Source: Author's calculation*

**- Conclusion of validity of scale :** According to the result of Cronbach alpha and EFA result (Table 4.12) in the main research stage, 13 observed variables are eliminated, included:

- (1) Rewards (RW): 04 observed variables : RW7, RW8, RW9 and RW10.
- (2) Accord (AC): 01 observed variable: AC6.
- (3) Information Management (IM): 3 observed variables: IM3, IM6 and IM7.
- (4) Inspection & Supervision (IS): 2 variables: IS6 and IS7.
- (5) Performance (PE): 3 observed variables: PE1, PE4, and PE7.

**- The scale of 8 constructs after adjusted as follow:**

**+ Leadership – LE : 10 observed variables**

Code            Observed variable

---

<b>LE1</b>	My immediate supervisor is supportive of my efforts
<b>LE2</b>	The leadership norms of this organization help its progress
<b>LE3</b>	This organization's leadership efforts result in the organization's fulfillment of its purposes
<b>LE4</b>	It is clear to me whenever my boss is attempting to guide my work efforts
<b>LE5</b>	I understand my boss's efforts to influence me and the other members of the work unit
<b>LE6</b>	Leaders of this organization have good capacity
<b>LE7</b>	Leaders of this organization have devoted to work
<b>LE8</b>	Leaders of this organizations treat well to employees in general
<b>LE9</b>	Leaders of this organization have a good working relationship with high level superiors
<b>LE10</b>	Leaders of this organization have a clear vision

**+ Relationship - RE: 5 observed variables**

Code            Observed variable

---

<b>REL1</b>	My relationship with my supervisor was a harmonious one
<b>REL2</b>	I can always talk with someone at work if I have a work-related problem
<b>REL3</b>	My relationship with members of my work group are friendly as well as professional
<b>REL4</b>	I have established the relationships that I need to do my job properly
<b>REL5</b>	There is no evidence of unresolved conflict in this organization

**+ Rewards - RW : 6 observed variables**

Code	Observed variable
<b>RW1</b>	My job offers the opportunity to develop my career and grow me up
<b>RW2</b>	The salary and benefits of this organization treat fair to each employee
<b>RW3</b>	There are many opportunities for promotion in this organization
<b>RW4</b>	The salary that I receive is commensurate with my performance
<b>RW5</b>	All tasks to be accomplished are associated with incentives
<b>RW6</b>	Personal promotion within the organization is based on their employees' capacity and personality

**+ Attitude towards Change – CA : 5 observed variables**

Code	Observed variable
<b>CA1</b>	This organization is not resistant to change
<b>CA2</b>	This organization introduces enough new policies and procedures
<b>CA3</b>	This organization favors change
<b>CA4</b>	Occasionally I like to change things about my job
<b>CA5</b>	This organizaton has the ability to change

**+ Information and Communication – IM : 4 observed variables**

Code	Observed variable
<b>IM1</b>	The information in this organization is transferred clearly among organization
<b>IM2</b>	There is no information interference in this organization
<b>IM4</b>	The information in this organization is transferred clearly among organization
<b>IM5</b>	There is no information interference in this organization

**+ Inspection and Supervision – IS : 5 observed variables**

Code	Observed variable
<b>IS1</b>	The organization has a clear supervision and inspection system
<b>IS2</b>	The supervisors can easily check the lists and progress of the work of their subordinates
<b>IS3</b>	The business processes and operational regulations are done strictly in this organization.
<b>IS4</b>	The leaders of this organization often check the work quality of their subordinates
<b>IS5</b>	The work error is solved immediately

+ **Consensus – AC** : 5 observed variables

Code	Observed variable
<b>AC1</b>	The members of this organization always trust each other
<b>AC2</b>	The members of this organization always support and help each other
<b>AC3</b>	There is no disgruntled phenomenon of employees with their leaders and the organization in general
<b>AC4</b>	Employees in this organization do not speak ill each other
<b>AC5</b>	There is no conflict of interest and benefits in this organization

+ **Performance – PE** : 4 observed variables

Code	Observed variable
<b>PE2</b>	According to the competition group, this organization has high results
<b>PE3</b>	The leaders of direct management level of the organization evaluate the performance of this organization as well
<b>PE5</b>	Overall employee satisfied when working for this organization
<b>PE6</b>	The result of customer surveys showed that this organization's performances are good

### 4.3.3 Assessment of measurement scales using Confirmatory Factoring Analysis (CFA)

#### 4.3.3.1 Introduction about CFA

CFA is used to test how well the measured variables represent the construct and provide



a confirmatory test of our measurement theory <sup>29</sup> (O'Fallon, Cooley and Lohnes, 1973). CFA is often used in data analysis to examine the expected causal connections between variables. In the other hand, we can use CFA technique to test hypotheses about particular factor structure (Albright, 2008). Besides, according to described explanation in Chapter 3 (the development of those components was based on a careful operationalization of constructs and a strong theory underlying their measurement model). Thus, from above explanations, in this research we use CFA test to analyze measurement scales.

The following section describes the basic principles of statistical identification which are used in this dissertation. According to (Hair et al., 2006), some usual statistical indices are used, such as: (i) Average variance extracted (AVE); (ii) Construct Reliability (CR) or Composite Reliability; (iii) Construct validity; (iv) Convergent validity; (v) Discriminant validity. And the rule for testing: (i) Factor loadings: a good rule is that standardized loading estimates should be 0.5 or higher, and ideally 0.7 or higher; (ii) AVE of 0.5 or higher is a good rule of thumb suggesting adequate convergence; (iii) CR 0.7 or higher suggests good reliability, and reliability between 0.6 and 0.7 may be acceptable, provided that other indicators of a model's construct validity are good. Moreover, we can use (vi) Modification Index (MI): amount the overall model  $\chi^2$  value would be reduced by freeing any single particular path that is not currently estimated; and a Structural Model (SEM) after CFA to validate the measurement of model; we also used Chi-square ( $\chi^2$ ) to test how well the model matches the observed data<sup>30</sup>. Some indices can be used to examine, such as: (i) The Root Mean Square Error of

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<sup>29</sup> Multivariate Data Analysis, Joseph F.Hair Jr., William C.Black, Barry J.Babin, Rplph E.Anderson, 7<sup>th</sup> Edition, Pearson New Intetnational Edition, *Chapter: Confirmatory Factor Analysis, pages. 600 and 603.*

<sup>30</sup> (Hair et al, 1998): the Chi-square test is sensitive to sample size: (i) the sample size is large enough (> 200) and a significant chi-square ( $p < 0.05$ ) is likely to be found for any specific model; (ii) the sample size is small (<100), acceptable fit can be obtained;

Approximation – RMSEA (Steiger and Lind, 1980); (ii) Tucker-Lewis index – TLI (Tucker & Lewis); (iii) Comparative fit index – CFI. Conclusions, all researchers expect the thresholds of these indexes :

- If TLI, GFI and CFI indicator are between 0 (non fit) and 1 (completely fit); and over than 0.9 shows that the model is good fit to observed data.

- If RMSEA  $\leq$  0.08 and  $X^2/df$  (chi-square/df) = (CMIN/df)  $<$  3 (Kline, 2010) show that model fit to observed data.

**Table 4.14 – Summarize of model fit index.**

Measure	Terrible	Acceptable	Excellent
CMIN/DF	$> 5$	$> 3$	$> 1$
CFI	$< 0.90$	$< 0.95$	$> 0.95$
SRMR	$> 0.10$	$> 0.08$	$< 0.08$
RMSEA	$> 0.08$	$> 0.06$	$< 0.06$
Pclose	$< 0.01$	$< 0.05$	$> 0.05$

Source : Hu and Bentler (1999, "Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria Versus New Alternatives") recommend combinations of measures. Personally, I prefer a combination of CFI  $>$  0.95 and SRMR  $<$  0.08. To further solidify evidence, add the RMSEA  $<$  0.06.

#### 4.3.3.2 Confirmatory Factoring Analysis - CFA results

- **Measurement scale of each construct** : are presented in Appendix 7 – Result of main research. Through AMOS 20.0, the CFA results of 8 construct, as follow:

+ **Model fit** : The result of CFA of 8 items measure indicate that the fit obtained for the model was acceptable: CMIN/Df = 1.748 (between 1 and 3); CFI = 0.97  $>$  0.95; RMSEA = 0.038  $<$  0.06; and PClose = 1  $>$  0.05 . They mean that all indices exceeded the threshold level, or the respecified model fit the data well.

**Table 4.15 – Summarize of theoretical model fit indices**

<b>Measure</b>	<b>Estimate</b>	<b>Threshold</b>	<b>Interpretation</b>
CMIN	1041.524	--	--
DF	596	--	--
CMIN/DF	1.748	Between 1 and 3	Excellent
CFI	0.97	>0.95	Excellent
RMSEA	0.038	<0.06	Excellent
Pclose	1	>0.05	Excellent

*Source: Author's calculation*

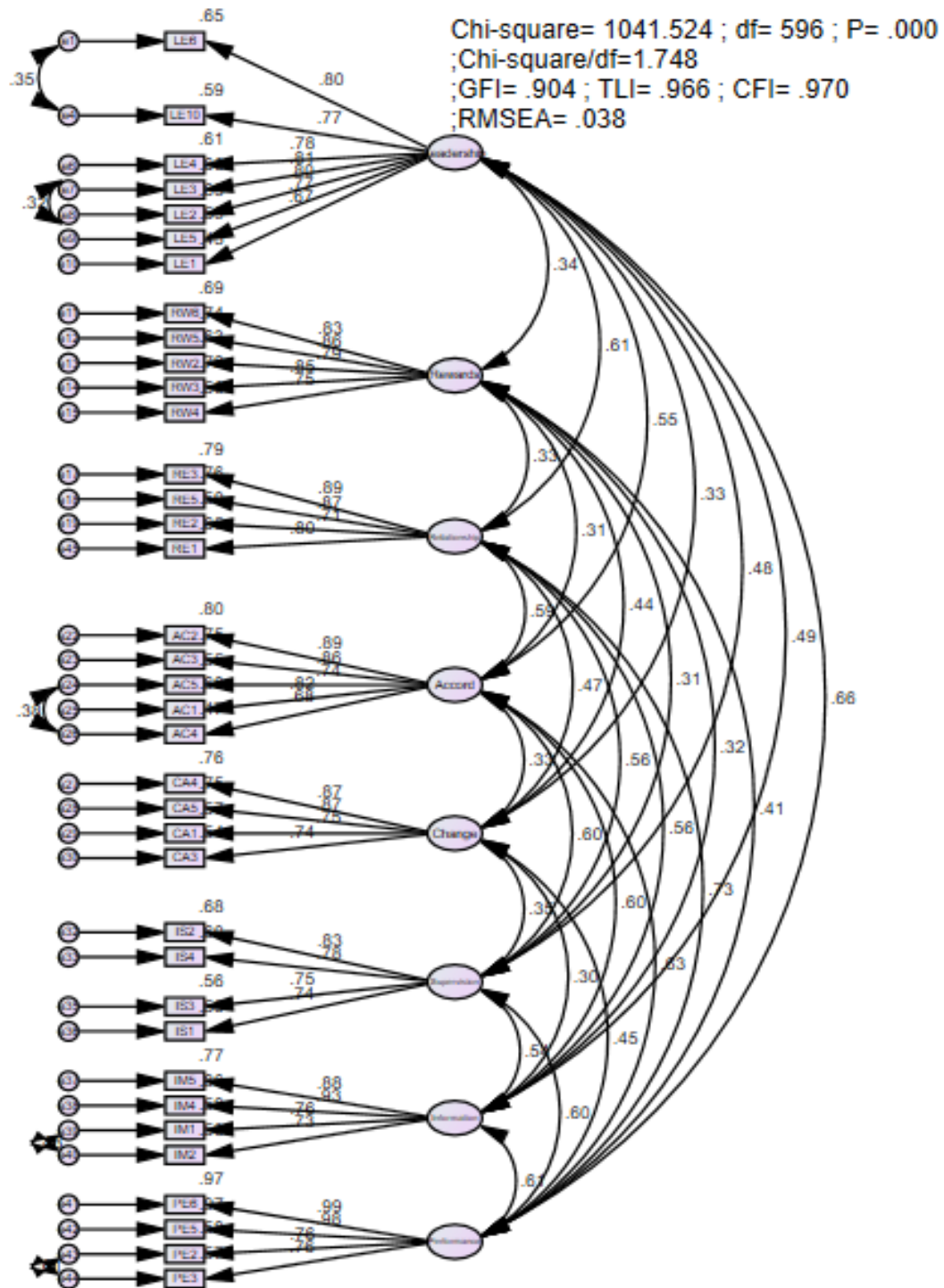


Figure 4.1 – Diagram CFA result of research model

Source: By author

- **Construct Validity : Composite Reliability and Variance extracted** : Table 4.16 - CFA Result : CR of 8 constructs all  $> 0.7$  (min : 0.856) and AVE of 8 constructs all  $> 0.5$  (min : 0.612); so all constructs are required level of reliability in CR and AVE.

- Convergent Validity : Table 4.16 shows that CR of 8 constructs (standardized) are  $> 0.7$  (CR min = 0.856), that provided other indicators of a model's construct validity are good (O'Fallon, Cooley and Lohnes, 1973) <sup>31</sup>.
- Discriminant Validity : Table 4.16 shows that MSV  $<$  AVE of each construct, that provided all constructs are discriminant validity.

**Table 4.16 – Summary of convergent validity and discriminant validity**

Components	CR	AVE	MSV	MaxR(H)	IM	LE	RW	RE	AC	CA	IS	PE
<b>Communcation-IM</b>	0.897	0.687	0.377	0.924	<b>0.829</b>							
<b>Leadership - LE</b>	0.912	0.597	0.432	0.958	0.491	<b>0.773</b>						
<b>Rewards - RW</b>	0.909	0.668	0.192	0.971	0.315	0.343	<b>0.817</b>					
<b>Relationship - RE</b>	0.891	0.673	0.529	0.977	0.565	0.608	0.333	<b>0.821</b>				
<b>Consensus - AC</b>	0.901	0.648	0.401	0.982	0.602	0.551	0.314	0.586	<b>0.805</b>			
<b>Change - CA</b>	0.883	0.655	0.225	0.984	0.299	0.333	0.438	0.474	0.328	<b>0.809</b>		
<b>Supervision - IS</b>	0.856	0.598	0.366	0.986	0.544	0.475	0.314	0.561	0.605	0.348	<b>0.773</b>	
<b>Performance - PE</b>	0.931	0.774	0.529	0.993	0.614	0.657	0.406	0.727	0.633	0.446	0.598	<b>0.880</b>

*Source: Author's calculation*

<sup>31</sup> Confirmatory Factor Analysis - Rules of Thumb 4 : Designing a Study to provide empirical results, page no. 618

Overall, CFA results are described in table 4.17, as below:

**Table 4.17 – Summary CFA results**

Construct	Code	No of indicators		Reliability		Validity
		Origin	Parcel	Cronbach	Composite	
Leadership	LE	10	7	.939	.912	Satisfied
Relationship	RE	5	4	.911	.891	Satisfied
Rewards	RW	10	5	.916	.909	Satisfied
Attitude towards change	CA	5	4	.894	.883	Satisfied
Information and Communication	IM	7	4	.906	.897	Satisfied
Inspection and Supervision	IS	7	4	.884	.856	Satisfied
Consensus	AC	6	5	.905	.901	Satisfied
Performance	PE	7	4	.940	.931	Satisfied

*Source: Author's calculation*

**4.3.4 SEM Result:** A structural model, which is defined as “conceptual representation of the relationships between constructs” (Hair *et al.*, 2006, p.845). The summary SEM results are presented in Table 4.18 and hypotheses test is presented in Table 4.19, as follows:

**Explanation:** According to 4.17: To clarify the result of model fit based on the summary of table 4.17 as followed: The result of CFA of 8 items measured indicate that the fit obtained for the model was acceptable: CMIN/Df = 1.748 (between 1 and 3); RMSEA = 0.038 < 0.06; and PClose = 1.000 > 0.05. They mean that all indices exceeded the threshold level, or the respecified model fit the data well.

**Table 4.18 – Summary of SEM model fit result**

Measure	Estimate	Threshold	Interpretation
CMIN	1041.524	--	--
DF	596	--	--
CMIN/DF	1.748	Between 1 and 3	Excellent
CFI	0.97	>0.95	Excellent
RMSEA	0.038	<0.06	Excellent
PClose	1	>0.05	Excellent

*Source: The result of AMOS 20.0 from experiment data.*

Based on Table 4.18 that implied: seven factors (1) Leadership, (2) Rewards, (3) Relationship, (4) Accord, (5) Change toward Attitude, (6) Inspection and Supervision, and (7) Information Management have impacted to Performance (Dependent factor).

**Table 4.19 – SEM Result**

	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
Performance <--- Leadership	.246	.045	5.472	***	
Performance <--- Rewards	.100	.045	2.230	.026	
Performance <--- Relationship	.342	.050	6.837	***	
Performance <--- Consensus	.126	.045	2.784	.005	
Performance <--- Change	.080	.043	1.833	.067	
Performance <--- Supervision	.113	.042	2.688	.007	
Performance <--- Information	.155	.043	3.634	***	

*Source : Analysis result from experiment data through AMOS 20.0 : \*\*\*:  $p \leq 0.001$ ; \*\*:  $p \leq 0.01$ ; \* :  $p \leq 0.05$*



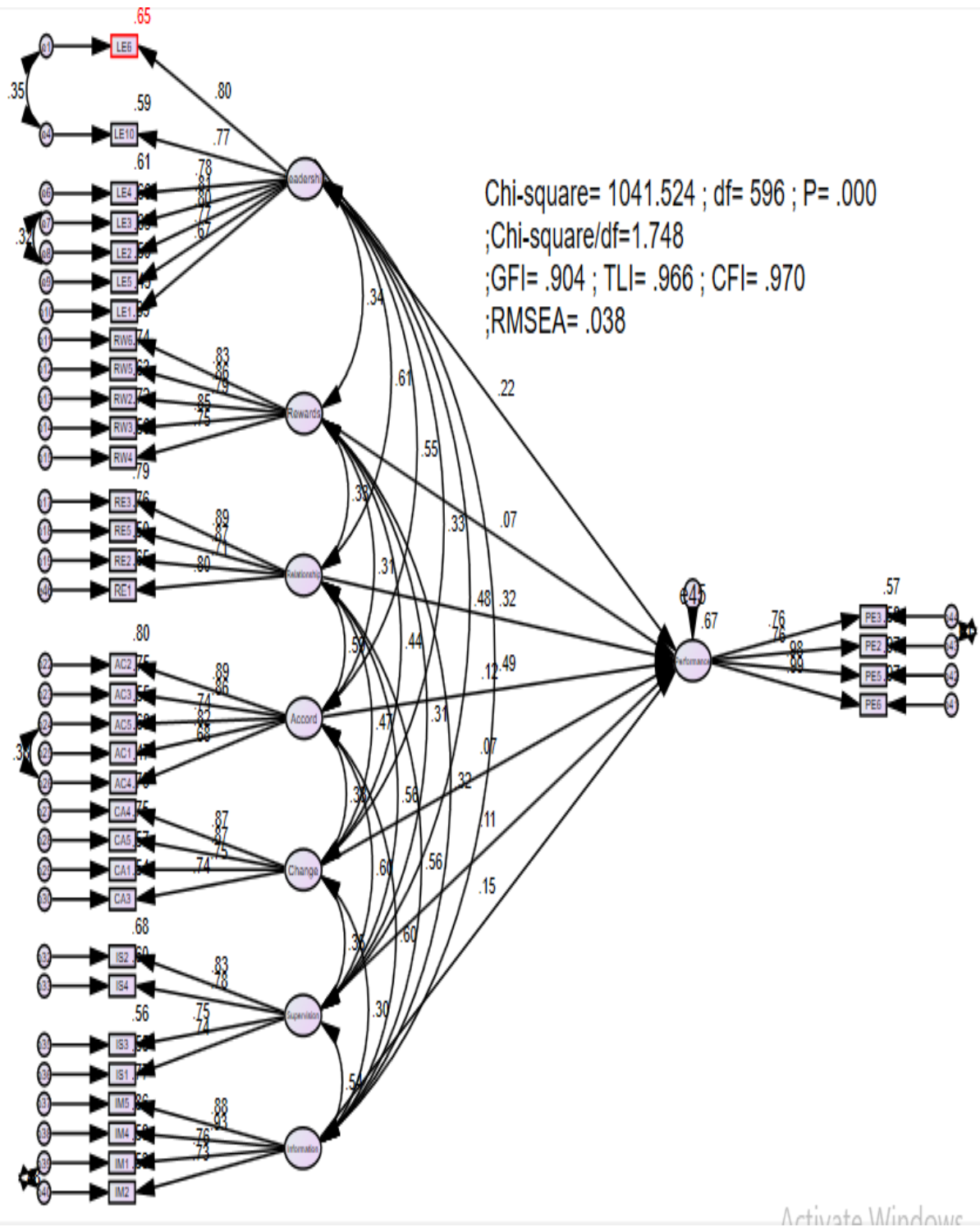


Figure 4.2 – Diagram SEM result of research model

Source: By author

- **Test of hypotheses** : In this section, the standardized regression coefficients obtained from the modified model are used to test the hypotheses mentioned in Chapter 2 and Chapter 3. The following details below:

+ **Hypothesis 1 : Leadership has a positive impact on organizational performance in the case of government organizations in Vietnam.**

From Table 4.19 mentioned that the standardized coefficient of the path from Leadership to Performance is significant greater than zero (Estimate = .246; S.E = .045 > 0.00; C.R = 5.472;  $p < .001$ ). It means that hypothesis H1 is supported or Leadership affected in one way to Performance. Comparison estimation in the group of independent factors indicates that the **Leadership is the second affected factor impacted on Performance** with Estimate = .246.

+ **Hypothesis 2: Relationship has a positive impact on organizational performance in the case of government organizations in Vietnam.**

From Table 4.19 mentioned that the standardized coefficient of the path from Relationship to Performance is significant greater than zero (Estimate = .342; S.E = .050 > 0.00; C.R = 6.837;  $p < .001$ ). It means that hypothesis H2 is supported or Relationship affected in one way to Performance, and **Relationship is the most impacting factor on Performance** with Estimate = .342 is the highest index.

+ **Hypothesis 3: Rewards has a positive impact on organizational performance in the case of government organizations in Vietnam.**

From Table 4.19 mentioned that the standardized coefficient of the path from Rewards to Performance is significant greater than zero (Estimate = .100; S.E = .045 > 0.00; C.R = 2.230;  $p = .026 < 0.05$ ). It means that hypothesis H3 is supported or Rewards affected in one way to Performance.

**+ Hypothesis 4 : Attitude towards Change has a positive impact on organizational performance in the case of government organizations in Vietnam.**

From Table 4.19 mentioned that the standardized coefficient of the path from Attitude towards Change to Performance is significant greater than zero (Estimate = .080; S.E = .043 > 0.00; C.R = 1.833;  $p = .0067 > 0.05$ ). It means that hypothesis H4 is **not supported** or Change toward Attitude don't affect to Performance at the validity 95%.

**+ Hypothesis 5: Inspection & Supervision has a positive impact on organizational performance in the case of government organizations in Vietnam.**

From Table 4.19 mentioned that the standardized coefficient of the path from Inspection & Supervision to Performance is significant greater than zero (Estimate = .113; S.E = .042 > 0.00; C.R = 2.688;  $p = .007 < 0.05$ ). It means that hypothesis H5 is supported or Inspection and Supervision don't affect to Performance.

**+ Hypothesis 6: Information Management and Communication has a positive impact on organizational performance in the case of government organizations in Vietnam.**

From Table 4.19 mentioned that the standardized coefficient of the path from Information Management and Communication to Performance is significant greater than zero (Estimate = .155; S.E = .043 > 0.00; C.R = 3.634;  $p = *** < 0.001$ ). It means that hypothesis H6 is supported or Information Management and Communication affected in one way to Performance. Comparison estimation in the group of independent factors indicates that the **Information Management and Communication is the third affected factor** impacted to Performance with Estimate = .155.

**+ Hypothesis 7: Consensus has a positive impact on organizational performance in the case of government organizations in Vietnam.**

From Table 4.20 mentioned that the standardized coefficient of the path from Consensus

to Performance is significant greater than zero (Estimate = .126; S.E = .045 > 0.00; C.R = 2.784;  $p = 0.05 \leq 0.005$ ). It means that hypothesis H7 is supported or Accord affected in one way to Performance.

**Table 4.20 - Summary of hypothesis test statistics**

<b>Path relationship</b>	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Hypothesis Test</b>
Performance <--- Leadership	.246	.045	5.472	***	Supported
Performance <--- Rewards	.100	.045	2.230	.026	Supported
Performance <--- Relationship	.342	.050	6.837	***	Supported
Performance <--- Consensus	.126	.045	2.784	.005	Supported
<i>Performance &lt;--- Change</i>	<i>.080</i>	<i>.043</i>	<i>1.833</i>	<i>.067</i>	<i>Not supported (95%)</i>
Performance <--- Supervision	.113	.042	2.688	.007	Supported
Performance <--- Information	.155	.043	3.634	***	Supported

*Source: Author's calculation*

Thus, this section expresses the result of analysis reliability tests; the confirmatory factor analysis (CFA) which was undertaken to validate the measurement model; SEM result through empirical data; and explains 05 (five) independent factors contained : (1) Leadership, (2) Relationship, (3) Rewards, (4) Consensus, (5) Information Management and Communication, (6) Inspection and Supervision have impacted one way to dependent factor – Performance, or in another way that all 6 hypotheses H1, H2, H3, H5, H6, and H7 are supported; moreover Relationship is the most factor which impacted to

Performance of public organizations in the case of HCMC, Vietnam (Estimate is highest = 0.342,  $p < 0.001$ ). Besides, the only one hypothesis H4 is not supported, or another way (1) Attitude toward Change has not impacted one way to Performance in the case of local government organizations (with  $p = 0.067 > 0.005$ ) at 95% validity, but this component can affect to Performance of LGOs at 90% validity.

#### **4.4 DISCUSSION THE ANALYSIS RESULT**

The analysis result which is presented in above sections are discussed around three main ideas :

(i) The selected model: comparison between the model in theory and practice, the factors are remained and omitted and more details of each factor scale measurement (Details in *Appendix 5*).

(ii) The result of test hypotheses: means that the explanatory impact of seven independent factors (1) Leadership, (2) Relationship, (3) Rewards, (4) Consensus, (5) Inspection and Supervision, (6) Information Management and Communication have impacted one way to dependent factor – Performance in practically the case of LGOs in HCMC, Vietnam; the only one factor the Change toward Attitude can affect to Performance of government organizations in HCMC, Vietnam (at the validity 90%).

##### **4.4.1 Discussion about the research model and more details of each factor measurement scale**

###### **+ The research model and its components**

Based on reviewing ODMs, we realized there are twelve constructs that can impact Performance in the case of LGOs in generally. After qualitative research, through the deep interviews and focus group results with the experts, four group factors (Goal – Mission – Purposes - Strategy, Structure - System, Helpful mechanism – Technology - Working tools and equipment included networks, Human resource competency or job

skills – Recruitment and promotion policy) are omitted because of the legislated in-laws and obligations in LGOs of HCMC, Vietnam. Through empirical data, analysis results implied that the research model mentioned in Chapter II is supported. The components of the research model are:

- Dependent factor: Performance of LGOs in Vietnam (modified scale measurement from qualitative research);
- Independent components: included 07 components: (1) Leadership, (2) Rewards, (3) Relationships (some elements from original model and some additional from the deep interview result); additional four components (4) Attitude towards Change (additional from (Preziosi, 1980)); (5) Consensus, (6) Inspection and Supervision, and (7) Information Management and Communication (modified scale measurements and added from qualitative research);

Thus, basically, the research model mentioned in Chapter II is tested through empirical data has proved the significance of its and the research model included 8 components are mentioned above statements.

+ More details of each factor scale measurements: are presented in Appendix 5 – Measurement scales in English and Vietnamese, (before and after test results) and coding data.

#### **4.4.2 Discussion about test hypothesis results**

In section 4.3 clarifies that all the hypotheses H1, H2, H3, H5, H6, and H7 are supported, as following ranks :

- (1) Relationship is the most strength factor which impacted to Performance of government organizations in the case of HCMC, Vietnam (with estimate index is highest = .342,  $p < 0.001$ );
- (2) Leadership is the second strength factor which impacted to Performance of

government organizations in the case of HCMC, Vietnam (with estimate = .246,  $p < 0.001$ );

(3) Information Management is the third strength factor which impacted to Performance of government organizations in the case of HCMC, Vietnam (with estimate = .155,  $p < 0.001$ );

(4) Consensus is the fourth strength factor which impacted to Performance of government organizations in the case of HCMC, Vietnam (with estimate = .126,  $p = 0.05 \leq 0.05$ );

(5) Inspection and Supervision is the fifth strength factor which impacted to Performance of government organizations in the case of HCMC, Vietnam (with estimate = .113,  $p = 0.007 < 0.05$ );

(6) Rewards is the weakest factor which impacted to Performance of government organizations in the case of HCMC, Vietnam (with estimate = .100,  $p = 0.026 < 0.05$ );

Besides, the factor Attitude towards Change has not impacted to Performance of government organizations in the case of HCMC, Vietnam (with estimate = .080,  $p = 0.067 > 0.05$ ) at the validity 95%, but in the case of validity 90% this factor can affect to Performance of LGOs in HCMC, Vietnam;

**Table 4.21 – Impact ranks of each component to Performance**

<b>Path relationship</b>	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Hypothesis Test</b>	<b>Rank of impact</b>
Performance <-- Relationship	,342	,048	7,832	***	Supported	1
Performance <-- Leadership	,246	,038	4,394	***	Supported	2

<b>Path relationship</b>	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Hypothesis Test</b>	<b>Rank of impact</b>
Performance <-- Information	,155	,043	3,584	***	Supported	3
Performance <-- Consensus	,138	,045	3,081	,002	Supported	4
Performance <-- Supervision	,102	,039	2,634	,008	Supported	5
Performance <-- Rewards	,100	,045	2,448	,014	Supported	6

*Source : Author's calculation*

**Up to Table 4.21 we realize that :** In the case of government organizations, Relationship factor has strongest affected component to Performance and the Rewards factor is the weakest component impacted to Performance and the rank of impacted factors as mentioned above are reasonable in practical the case of government organizations of HCMC, Vietnam.

We discussed this result to three top Leaders of HCMC : (1) Mr. Trần Vĩnh Tuyền - The Vice-Chairman People's Committee of HCMC, (2) Mr. Trương Văn Lắm - The Director of Internal Relation Department of HCMC, and (3) Dr. Trần Thị Anh Vũ – The Vice Secretary of Communist Party Organization in District 5, they all agree with the analysis result when comprising in practical their businesses. Based on the report <sup>32</sup> of The Communist Party Organization of HCMC, section III.2 - Limitation and Causes (the author of research scan, quote and translate from report of Cao, 2017), implied that:

<sup>32</sup> Scan and cited : Báo cáo số 182-BC/TU ngày 12/7/2017 của Thành ủy Thành phố Hồ Chí Minh về Kết quả 10 năm thực hiện Chương trình hành động số 35-Ctr/TU của Thành ủy về thực hiện Nghị quyết số 17-NQ/TW Hội nghị lần thứ năm Ban chấp hành Trung ương Khóa X về đẩy mạnh cải cách hành chính, nâng cao hiệu lực, hiệu quả quản lý của bộ máy Nhà nước trên địa bàn Thành phố Hồ Chí Minh (*Phần III.2 trang 19-21*) (Cao, 2017).



*(1) Some government organizations have a lack of initiative in researching and exploring the overrated methods to promote the effectiveness of them. Some of the government organizations still have not right awareness of the significant role of administrative reforms business in management, economic development; have not fulfilled the responsibility in improving administrative reforms business yet, especially according to specific industries or fields; lack of clear assignment in doing administrative reforms business*<sup>33</sup>.

=> That mentioned the internal relation organization and Attitude towards Change of people who have worked for government organizations in HCMC, Vietnam, which are similar to **Relationship** components impressed in the research model and their impacts on Performance of government organizations in HCMC. However, in practical activities of government organizations Attitude towards Change just only show in the documentary of government organizations or spiritual of leaders, they don't transfer to awareness, attitudes, and activities of official government employees, this research result is similar to the practical situation in the case of government organizations in HCMC, Vietnam. And this is the weakness of the administrative government system in Vietnam now that needs to be adjusted and improved to adapt and develop in the globalize condition now.

*(2) Some leaders of local organizations have not still had full awareness about the position and important role of administrative reforms business; the self internal check and supervision have not done regularly that negatively affected to the benefits of citizens, entrepreneurship and other organizations*<sup>34</sup>.

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<sup>33</sup> Scan, quoted and translated from the Report mentioned in footnote 25, page no.19 (Cao, 2017).

<sup>34</sup> Scan, quoted and translated from the Report mentioned in footnote 25, page no.20 (Cao, 2017).

=> That mentioned the Leadership and Inspection & Supervision component in the research model and their impact on Performance of government organizations in HCMC which clarified in analysis result of SEM.

*(3) The authority and decentralization from the municipal government level to the district government level are not suitable for nowadays conditions. So that, the amount and pressure of business to district government level have exceeded and increased but the work environment, facility conditions, responsibilities, rights, time to solve and coordinated relationship are not guaranteed to do <sup>35</sup>.*

=> That mentioned the internal-external **Relationship** component in the research model and its impact on Performance of government organizations in HCMC which modified in the analysis result of SEM.

*(4) Some local organizations have not already put the first role of top leaders' responsibilities yet <sup>36</sup>.*

=> That mentioned the role of leaders – similar to **Leadership** component in the research model and its impact on Performance of government organizations in HCMC which clarified in the above sections.

*(5) The attitude of public officials have not really served citizens, and have not yet chosen the citizens'satisfaction means the scale measurement to evaluate the organizational effectiveness <sup>37</sup>.*

=> That mentioned the external relation organization and attitude of people who have been working for government organizations in HCMC, Vietnam, which are similar to

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<sup>35</sup> Scan, quoted and translated from the Report mentioned in footnote 25, page no.20 (Cao, 2017)

<sup>36</sup> Scan, quoted and translated from the Report mentioned in footnote 25, page no.20 (Cao, 2017).

<sup>37</sup> Scan, quoted and translated from the Report mentioned in footnote 25, page no.21 (Cao, 2017).

**Relationship** component expressed in the research model and their impacts on Performance of government organizations in HCMC.

**Summary :**

This chapter expresses the main research result with the survey sample of 510 respondents. Through the EFA and CFA technique, the scale measurement of 8 constructs is reliability, from the primary scales with 57 observed variables to the final scale measurements with 37 observed variables (after EFA test result 13 observable are removed after CFA more 7 observed variables are continuing removed). Besides, the SEM result proved that all 7 components Leadership, Relationship, Rewards, Attitude towards Change, Inspection & Supervision, Information Management & Communication, and Consensus affect to Performance in the case of LGOs in HCMC, Vietnam ; and  $R^2 = 67\%$ . However, with the survey sample  $N = 510$  respondents in this thesis, the Attitude towards Change only affects to Performance of LGOs in HCMC, Vietnam at 90% validity. Consensus – a new factor which has never mentioned in previous ODMs, in this case study to Performance with the estimated index = 0.126 and  $P = 0.05$  is required. The interesting test results are mentioned in this chapter, Rewards is the weakest factor impact on Performance and Relationship is the strongest factor impact on Performance in the case of LGOs in HCMC, Vietnam. All main research test results are suitable and reasonable in comparison with the real practical condition of LGOs in HCMC, Vietnam showed the value meaning in the science of Human Resource Management and solving the practical problems will be presented in the final chapter.

## CHAPTER V - CONCLUSION

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### 5.1 INTRODUCTION

In this final chapter, there are five sections: introduction, a summary of research findings, research contributions (in theory and methodology), research implications, limitation and directions for further researches.

### 5.2 SUMMARY OF RESEARCH FINDINGS

Based on research objectives is exploring and measuring the scale of each component of organizational diagnosis model in the case of government organizations through empirical data, the current research has three main findings, following as :

- (1) Firstly, through qualitative research by brainstorming in focus group and the deep interviews with the experts we explored the research model framework ODM in the case study of LGOs in Vietnam which consist of 8 constructs Leadership, Relationship, Rewards, Attitude towards Change, Inspection & Supervision, Information Management & Communication, and especially Consensus (an aspect of Culture - a new factor that has never mentioned in previous ODMs overtime) and Performance.
- (2) The preliminary research in case of LGOs (chiefly in District 5 and some organizations at municipal government level in HCMC, Vietnam) with sample size  $n = 116$ . The result of reliability tests by Cronbach Alpha of eight constructs mentioned above are  $> 0.60$  and Corrected item – Total correlation  $> 0.30$ , therefore all constructs scale measurement is reliability. The result of Exploring Factor Analysis – EFA were carried out of 8 constructs for item reduction with principal components analysis are satisfied.
- (3) The main research is done with sample size  $N = 510$  in the case of three local government level organizations in HCMC, Vietnam. Cronbach Alpha of 8 constructs in

official research is reliability. The results of Exploring Factor Analysis – EFA were carried out of 8 constructs for item reduction with principal components analysis are satisfied, with 13 observed variables (Rewards: 04 observed variables: RW7, RW8, RW9, RW10; Consensus: 01 observed variable: AC6; Information Management and Communication: 03 observed variables: IM3, IM6, and IM7; Inspection and Supervision: 02 observed variables: IS6, IS7; an Performance: 03 observed variables: PE1, PE4, PE7) are omitted after EFA.

The model framework (after EFA) has 44 variables with 8 components. The confirmatory factoring analysis (CFA) was taken to indicate the validation of measurement model, the scale measurements are reliability (unidimensionality, convergent validity, discriminant validity), Construct Reliability (CR) and Average Variance Extracted (AVE) of scale measurements are supported, Structural Equation Modelling (SEM) result test presented that research model is fit to empirical data and all hypotheses tests are supported. Finally, the framework only has **37 variables with 8 constructs**, 7 variables continued to be omitted (Leadership: LE7, LE8, LE9; Relationship: RE4; Rewards: RW1; Attitude towards Change: CA2; Inspection and Supervision: IS5; Performance: PE7). The quantitative test results are presented the effect level of each factor (7 constructs) to Performance of LGOs in HCMC, Vietnam is reasonable in comparison with the practical conditions of Vietnam now.

### **5.3 CONTRIBUTIONS AND IMPLICATIONS**

In this section, the contributions and implications of the research findings are presented about the research gaps which are mentioned in Chapter 1 (Section 1.2 and 1.3).

#### **5.3.1. Theoretical contributions**

This research synthesizes and reviews the theory of ODMs systematically over time from other countries over the world, emphasized in China in comparison with Vietnam. In the review literature section, we identified one new component - Consensus impact on

Performance of organizations that have not mentioned yet in previous researches, especially in the case of LGOs in Vietnam. Besides, the research also mentions Attitude towards Change component has no significant effect on Performance in the case of government organization at 95% validity, this matter is completely different in the private sector and enterprises in previous researches. The literature review of this dissertation can help researchers quickly approach when research OMDs theory.

### **5.3.2 New measurement scales' contributions**

According to the tested results in Chapter IV, in the case of LGOs in Vietnam, the final Performance scale (4 observed variables) is measured by 7 constructs : (1) Leadership – LE: 7 observed variables, (2) Relationship – RE: 4 observed variables, (3) Rewards – RW: 5 observed variables, (4) Attitude toward Change – CA: 4 observed variables, (5) Information Management and Communication – IM: 04 observed variables, (6) Inspection & Supervision – IS: 4 observed variables, (7) Consensus – AC: 05 observed variables. The confirmatory factor analysis (CFA) modified all scale measurements are satisfied and reliability (unidimensionality, convergent validity, discriminant validity), Construct Reliability (CR) and Average Variance Extracted (AVE)). Besides, one new developed scale measurement - Consensus through the qualitative research stage is significant by the CFA technique.

### **5.3.3 Managerial implications**

- **In theory:** this research can enrich more scale measurements of components for the organizational diagnosis model and measure the performance of organizations. Moreover, this study developed one new scale measurement of Consensus to evaluate the Performance of LGOs. That can help researchers in Vietnam has a system of scale measurements in organizational diagnosis.

- **In practical:** The results of this dissertation can help managers in generally modify the significant role of each component mentioned in this study's impact on the Performance

of organizations. In specific field, it can help leaders in government organizations (the case study in HCMC, Vietnam) has fulfilled awareness about the role of 7 constructs (Leadership, Relationship, Rewards, Consensus, Information Management, and Communication, Inspection & Supervision, Attitude towards Change) to Performance of LGOs at all three-level (ward, district, and municipal). However, in this thesis, the component Attitude towards Change only affected to Performance of LGOs at all three levels at 90% validity. From that help them the best ways to solve the conflict, problem or even enforce new management methods, promote and improve the performance of organizations.

Nowadays, in changing rapidly condition of technology, flat world, open system economy, the Vietnam government organizations must fight against the lack of knowledge, competencies of human resource who has been working for government must quickly adapt to market environment changing in order to serve citizens, entrepreneurship better as strong statement of the top leaders of Government. To do these good vision and mission, the managers, leaders and public officials must identify the exact model to diagnose organizational performance, accurate evaluation of personal and group performance in government organizations; it means that all findings of the dissertation can help them the background to do that. And this is throughout the purpose of this study and the author hopes to offer some little effort to restrict the limitation of public organizations and some conditions to improve the service quality of government organizations.

#### **5.4 LIMITATIONS AND FURTHER RESEARCH DIRECTIONS**

Within certain results based on intrinsic awareness, the current research has some limitations and further research tendencies, as follow:

**Firstly**, there is a lot of researches ODMs in theory; in this specific research, ODMs mentioned withdrew from Table 2.3 and 2.4 for designing theory framework model, qualitative research stage to find out and adjust in the case of LGOs. Despite the explanation in Chapter II about the reason for choosing this model, maybe there are different research opinions about the discriminant of ODMs and this is one of further research directions. It means that we can choose a different model to research, for example, Harrison's Model for Diagnosing Individual and Group Behavior (1987) or Burke-Litwin Model of Organizational Performance and Change (1992), *etc.* But now in the case of restricted time and ability two models are too complicated to prove and test in qualitative and quantitative research stages. Moreover, there are a lot of factor of HRM can affect to Performance of LGOs, but in this dissertation, we have not mentioned fully and do not have conditions (time, data for research) to do, this is a limitation of this thesis and mentions a further research direction in future.

**The second limitation**, this specific research only explores and tests the scale measurements of 07 constructs (Leadership, Relationship, Rewards, Change toward Attitude, Consensus, Information & Communication, Inspection & Supervision) to Performance in LGOs of HCMC, Vietnam. The test results may be changed up to the type of organizations and the range and region of survey data.

**The third limitation** is related to the research design with survey data. Some scale measurement of the original model of the questionnaire design is translated into Vietnamese may be hard to understand to respondents, at least in the ward government level organizations (because people who worked there might have a lack of knowledge, competencies, and experience in management field). Besides, the time for answering the questionnaire may involve a certain time lag and affect respondents' attitudes and quality of questionnaire feedback.



**In conclusion,** from stated research objectives mentioned in Chapter I, this specific research gains some contributions in academic learning and practical situations, as follow:

- (i) review theory of Organizational Diagnosis Models over time;
- (ii) indicated an Organizational Diagnosis Models for the case of local government organizations in Vietnam, which include 8 components: Leadership, Relationship, Rewards, Attitude towards Change, Inspections and Supervision, Information Management and Communication, Consensus and Performance;
- (iii) developed one new scale measurement (Consensus – an aspect of Culture) and modified 07 scale measurements (Leadership, Relationship, Rewards, Attitude towards Change, Inspections & Supervision, Information Management and Communication) that affect to Performance (modified) of local government organizations in Vietnam, and design a framework for managers and leaders to evaluate or measure their organizations' performance. /.

**LIST OF PUBLICATIONS**

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## APPENDICES

### APPENDIX 1

#### SUMMARY OF REVIEWED ORGANIZATIONAL DIAGNOSIS MODELS

Model	Variables	Variables Interdependency	External Environment	Major Premises
<b>Force Field Analysis (1951)</b>	Driving forces, restraining forces	Driving and restraining forces occur simultaneously	Either force may be due to environmental drives or restraints	Disequilibrium occurs during change; equilibrium is re-established
<b>Leavitt's Model (1965)</b>	Task, structure, technological & human variables	The four variables are interdependent (a change in one affects the others)	Not represented in the model	Change in the variables is undertaken to affect the task variable (products & services)
<b>Likert System Analysis (1967)</b>	Motivation, communication, interaction, decision-making, goal setting, control, performance	The levels of variables are measured independently on a survey	Not directly represented in the model	Four different types of management systems are identified based on the seven variables: participative, consultative, benevolent-authoritative, & exploitative-authoritative
<b>Weisbord's Six – Box Model (1976)</b>	Purposes, structure, relationships, leadership, rewards, & helpful mechanisms	The interconnections between the boxes, or variables, are not explicit	The environment has an influence through org. inputs and outputs; the fit between the org. and environment is considered also. - External environment is also not represented as a "box" in model.	The larger the gap between the formal and informal systems within each variable, the less effective the org.
<b>Congruence Model for Organizational Analysis (1977)</b>	Inputs: environment, resources, history, strategy; throughputs: task, individual, formal org. arrangements, informal org.; outputs: individual, group, and system	Organizations are dynamic; interactions occur at the individual, group, and systems levels across the internal (throughput) variables	The external environment provides feedback related to the inputs and outputs	Assumes: open systems theory, formal and informal systems, the fit or congruence between the internal variables

<b>Model</b>	<b>Variables</b>	<b>Variables Interdependency</b>	<b>External Environment</b>	<b>Major Premises</b>
<b>McKinsey 7S Framework (1981-1982)</b>	Style, Staff, Systems, Strategy, Structure, Skills, & Shared Values	Variables are interdependent; the illustration is termed the managerial molecule	Not directly represented in the model, although other non-crucial variables exist	Variables must all change to become congruent as a system
<b>Tichy's TPC Framework (1983)</b>	Inputs: environment-history, resources; throughputs: mission/strategy, tasks, prescribed networks, people, org. processes, emergent networks; outputs: performance, impact on people	All variables are interrelated, although some relationships are stronger and some are weaker (reciprocal)	The environment is included through org. inputs and outputs and the feedback loop	All variables are analyzed from a technical, political, a cultural perspective (the strategic rope metaphor)
<b>Nelson and Burn's High Performing Programming (1984)</b>	Time frame, focus, planning, change mode, management, structure, perspective, motivation, development, communication, leadership	The levels of variables are measured independently on a survey	Not directly represented in the model	Four different levels of org. performance are identified based on the eleven variables: high-performing, proactive, responsive, reactive; these are associated with empowering, purposing, coaching, and enforcing leadership behaviors respectively
<b>Diagnosing Individual and Group Behavior (1987)</b>	Inputs: resources, human resources; throughputs at the org., group, and individual levels (lengthy titles); outputs: group performance, individual performance, QWL outcomes	Main lines of influence and feedback loops; all relationships are directional with the exception of one reciprocal relationship between two variables	Minimal boundaries between the organization and external environment	Assumes: open systems theory; emphasis on three levels of performance, including organizational performance and QWL outcomes
<b>Burke – Litwin Model (1992)</b>	Individual performance and organizational performance; Mission and strategy,	Not only organizational performance but also individual performance are measured by many dependent variables.	This model defines the important variables and the important interactions between	Based on Open System Theory

Model	Variables	Variables Interdependency	External Environment	Major Premises
<b>Falletta's Organizational Intelligence Model (2008)</b>	leadership, Organizational culture, structure, management practices, systems (policies and procerdures), work unit climate, task and individual skills, motivation, individual needs and values.	<p><b>Transformational variables</b> contains: external environment, missions and strategy, leadership, culture and performance.</p> <p><b>Transactional variables</b> contains: structure, management practices, systems (policies and procedures), work group climate, skills or job match, motivation, individual needs and values, and performance.</p>	variables to consider during planned change interventions.	Based on Open System Theory
		Organizational capability and excution, includes: Struture and Adaptability; Information and Technology; Direct Manager; Measure and Rewards; Growth and Development.		

Source: (Falletta and Ed, 2005) and author's review of organizational diagnosis models.

APPENDIX 2 – QUALITATIVE RESEARCH SCRIPT

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**A – Qualitative research script and some details of the focus group.**

**2.1 – General information of qualitative research**

- Execution time: In April and May 2015, August 2016. The time for each discussion section is around one hour or more.
- Main participants: including 8 leaders and managers who are working for LGOs in HCMC, Vietnam at all three levels (ward, district and municipal). Because they are too busy and the working time is too tight so it is hard difficult to manage a focus group. Almost deep interviews face to face with each leaders and they do not permit to publish their name in deep interview result and focus group (except for one person who was former leader at district level, now she is retired).
- **Place for implemenatation:** Most of interviews are conducted in the respondents' office on working day, three of nine respondents's interview and one focus group were done on Saturday and Sunday in caf eteria in HCMC, Vietnam.

**2.2 – List of respondents for deep interviews**

<b>Job positions</b>	<b>Government levels</b>
1 – Vice Chairman of People Committee of HCMC	Municipal level
2 – Director of HCMC Internal Department	Municipal level
3 – Vice Chairman of The People Council of HCMC	Municipal level
4 – Vice Director of HCMC Industry and Trade Department	Municipal level
5 – Director of HCMC Finance Department	Municipal level
6 – Vice Secretary of Dist.5 Communist Party Organization	District Level
7 – Head of District 5 Economic Division	District Level
8 – Secreatary of District 8 Communist Party Organzation	District Level
9 – Secretary of The Communist Party of Ward 12 District 5	Ward level
& Chairman of The People Committee of Ward 12 District 5	Ward level
10 – Chairman of AVIEW SOFT Company	Business enterprise

## **2.3 – Qualitative Research Questions:**

### **2.3.1 - Introduction:**

Hello, we are supervisor and Ph.D. student from the University of Economics Ho Chi Minh City – UEH : *Introduce shortly about the Supervisor and PhD.student: the whole name, career, class, the main purpose of survey.*

We are appreciated you to take your valuable time with us to discuss the research topic: **“Organizational Diagnosis Model – The case study of local government organizations in HCMC, Vietnam”**. We hope to receive your valuable offer and active participation from your working experience and your working process. Please note that there are no good or bad/right or wrong opinions. All your honest comments will contribute to the research. Now, I’m very honor to introduce each respondent to each other and we can begin our discussion.

### **2.3.2 - Main research questions for discussion :**

#### **- Introduce the concept of ODM:**

There are many researches mentioned this concept, for examples: **(1)** Burke (1994), ODM is designed to help managers : (i) Categorize all kinds of data of organization; (ii) Understand about the state and problems of organizations; (iii) Explain all types of data systematically; (iv) Support changing strategies. **(2)** Waddell, Cummings, Worley (2007), ODM is a set of concepts and relationships in an organization in order to perform systematically or explain the effectiveness of an organization. You can see that, ODM goal to evaluate and improve organizational performance.

#### **- Research dimensions questions:**

So, according to you, **Which component need to be used to evaluate Performance in LGOs of HCMC, Vietnam?** (*Attached a list of 12 components from literature review*), including:

1. Strategy/Goal/Purpose of organization;
2. Leadership and leadership style;
3. System : Rule, Oligation, policy, working mechanism, planning, and control;
4. Working division, decentralization, cooperation in organzational structure;
5. Human resource competency or job skills;

6. Motivation factors : Rewards, salary, and mobilize;
7. Information and Working communication;
8. Recruitment and promotion policy;
9. Working environment and organizational culture;
10. Technology, working tools and equipment (include network);
11. Supervision
12. Attitude towards Change

**- Dispense the lists of components to respondents.**

**- Respondents choose variables that affect to Performance in the list:** the result showed that all respondents agreed with the list component mentioned above.

### **2.3.3 - Discussion the choosing result:**

**- Research dimensions questions:** So, according to you, **What are characteristics of local government organizations? How are they different in comparison with business enterprises?** (*Mentioned the components of Leadership, Relationship, Rewards, Attitude towards Change, Communication, Supervision, and Consensus*)

**- Research dimensions questions and answer:**

+ How do the Leadership affect to Performance in case of LGOs in HCMC, Vietnam? And how to measure this factor in this case study?

⇒ *Answer*

+ How do the Relationship affect to Performance in case of LGOs in HCMC, Vietnam? And how to measure this factor in this case study?

⇒ *Answer*

+ How do the Rewards affect to Performance in case of LGOs in HCMC, Vietnam? And how to measure this factor in this case study?

⇒ *Answer*

+ How do the Attitude towards Change affect to Performance in case of LGOs in HCMC, Vietnam? And how to measure this factor in this case study?

⇒ *Answer*

+ How do the Information Management and Communication affect to Performance in case of LGOs in HCMC, Vietnam? And how to measure this factor in this case study?

⇒ *Answer*

+ How do the Inspection & Supervision affect to Performance in case of LGOs in HCMC, Vietnam? And how to measure this factor in this case study?

⇒ *Answer*

- **Introduction of Consensus:** As you know, Vietnam and China political system has some similar characteristics in political regime.

+ Sun & Ma (2015): Consensus is defined in traditional meaning as a full unanimous agreement of all the experts regarding all the possible alternatives;

+ Curteanu and Constantin (2012): Consensus is an aspect of organizational culture model for diagnosis.

+ Miao *et al.* (2013) and Kokubun (2018) mentioned the “political loyalty” in the Chinese public sector is more important to career progression than professional competence and training provision, especially amongst employees with a limited connection to the Communist Party.

=> So, research dimensions question: **What do you think about Consensus in LGOs in Vietnam?**

=> **Answer:** The respondents gave example of some LGOs which they have worked in. And all respondents agreed with the statement of Ho Chi Minh Chairman in union<sup>99</sup> and confirmed the Consensus is related close to “political loyalty” in China and Vietnam because of the similar political regime characteristic.

- **Research dimensions questions: How do to measure the Consensus in LGO in Vietnam?**

⇒ *Answer*

- **Introduction of Performance in LGOs:**

+ Balabonienė and Večerskienė (2015): public sector organizations are operating in the conditions of changing the environment, and the measurement of public sector organizational performance is the quite problematic and very relevant issue;

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<sup>99</sup> “Đoàn kết đoàn kết đại đoàn kết,  
Thành công, thành công, đại thành công”



+ Raipa (2002) and Moxham (2008) proposed that full of difficulties to measure performance because public sector organizations (LGOs belong to the structure system organizations of) are oriented to the process and not to the results).

- **Research dimensions questions and answer:** How to measure local government organization's performance in Vietnam?

⇒ *Answer*

**2.3.4 - Conclusion:** The result of the focus group concluded 3 main ideas:

- Confirmed the necessary to propose a ODM framework to diagnose in case study of LGOs in Vietnam.

- Confirmed 7 components that affect to Performance in LGOs in Vietnam, including: Leadership, Relationship, Rewards, Attitude towards Change, Inspection & Supervision, Information Management & Communication, and Consensus.

- Mentioned the scale measurements of these 7 components. => **We proposed the ODM framework in this case study of LGOs in Vietnam.**

**B – A full deep interview with one expert** (under the permission with this expert):**DI1**

– **Phó Bí thư Thường trực Quận ủy Quận 5.**

*Thời gian : 28/5/2015 : 9h40 đến 10h45.*

*Tại : Quán café Trung Nguyên – Nguyễn Văn Cừ Quận 1.*

*Quy ước : A – Người phỏng vấn thực hiện đề tài; B – Người được phỏng vấn – Chuyên gia.*

*Mở đầu,*

*Trước tiên rất cảm ơn Chị đã nhận lời trao đổi cùng em về thực tế hoạt động hành chính của các cơ quan nhà nước trong quận 5.*

*A : Theo chị đặc điểm riêng có cơ quan hành chính nhà nước so với doanh nghiệp là gì vậy Chị?*

*B : Đặc điểm doanh nghiệp là kinh doanh sản xuất tìm kiếm lợi nhuận. Còn cơ quan hành chính nhà nước hướng tới cái gì, mục đích là gì? tất cả cơ quan hành chính nhà nước đều là cơ quan thực hiện chủ trương chính sách, xây dựng quản lý xã hội; cơ quan hành chính nhà nước khác doanh nghiệp, được thiết kế, được cơ cấu theo hiến pháp và pháp luật, được tổ chức một cách quy củ, có hệ thống từ trung ương đến địa phương. Cái đó có phải là cái khác biệt, riêng biệt*

nhất, và cho dù ở địa phương này hay địa phương khác thì tổ chức đều theo khuôn mẫu như vậy, ở Bắc cũng vậy, Trung cũng vậy, hệ thống tổ chức được kết cấu giống nhau theo Hiến pháp và pháp luật.

A – *Vậy theo chị, mục đích hoạt động cơ quan hành chính khác gì so tổ chức khác ?*

B – Mục đích hoạt động khác chứ, bây giờ định hướng phát triển đất nước này và xã hội này như thế nào thì cơ quan hành chính hoạt động hướng đến mục đích đó, giữ ổn định an ninh trật tự, an toàn xã hội, tổ chức các hoạt động phục vụ cho nhu cầu người dân, phát triển công đồng, nó chăm lo cho phúc lợi công cộng. Ví dụ doanh nghiệp nó lo đầu tư sản xuất kinh doanh, tìm kiếm lợi nhuận, để phát triển doanh nghiệp đó, còn các cơ quan hành chính nhà nước này phải làm mọi thứ để phục vụ cho phúc lợi, cho đời sống người dân. Cho nên, có những cái doanh nghiệp không làm, bởi vì không có lợi nhuận, nhưng cơ quan nhà nước phải làm. Có những cái không có lợi ích kinh tế rõ rệt, nhưng nó phục vụ cho công cộng, cho phúc lợi người dân, doanh nghiệp nó đâu có làm nên Nhà nước phải làm.

A – *Vậy thì theo chị là cái gì sẽ quy định mục đích hoạt động của cơ quan hành chính nhà nước?*

B – Cái gì sẽ quy định mục đích hoạt động? mục đích của việc hình thành nhà nước quy định, thể chế, cái thể chế chính trị quy định mục đích của Nhà nước.

A – *Trong khi doanh nghiệp mục đích hoạt động thường là HDQT đưa ra mục tiêu, định hướng, thì ở đây thể chế chính trị và định hướng phát triển đất nước*

B - Đúng rồi, thể chế chính trị quy định rất rõ ràng ở chỗ, thể chế chính trị NHẪM MỤC ĐÍCH phục vụ cho lợi ích, tầng lớp, giai cấp nào, thí dụ mình nói nhà nước mình, thể chế chính trị nhà nước mình là nhà nước XHCN, đúng không, mục đích của nhà nước XHCN này là vì dân, do dân, vì dân, đúng không, như vậy định hướng phát triển của xã hội hướng tới làm sao cho người dân ngày càng tốt hơn, thì kết cấu nhà nước này, hệ thống chính trị này kết cấu theo định hướng đó. Cho nên chúng ta thấy từ trung ương đến địa phương, hay là ở các địa phương khác nhau, thì nó đều có kết cấu giống nhau như vậy, hệ thống chính trị VN hiện nay gồm có Đảng, có chính quyền, MTTQ và các đoàn thể chính trị xã hội, đúng không, trong đó vai trò lãnh đạo của Đảng lãnh đạo hệ thống chính trị, nhà nước gồm quốc hội, HĐND các cấp, cơ quan quản lý hành chính nhà nước các cấp, ở TW có Chính phủ, cơ quan tư pháp; ở địa phương có UBND các cấp, Tổ chức chính trị xã hội gồm có MTTQ, Hội liên hiệp phụ nữ, Đoàn TN, LĐLĐ, HCCB,

..., tất cả các cơ quan đơn vị trong hệ thống chính trị này nhằm hướng tới mục tiêu quản lý điều hành, tổ chức các hoạt động để xây dựng đất nước này theo định hướng phục vụ lợi ích của người dân.

*A – Hiện nay, em thấy hệ thống chính trị của mình như chị nói nó giống nhau về hệ thống tổ chức giữa các địa phương, nhưng thực sự giữa các địa phương cũng khác nhau chứ, ví dụ TP.HCM khác Hải Phòng, Quảng Ninh, Tiền Giang .... , theo chị để thực hiện mục tiêu này phải có nét riêng gì đó trong hệ thống chính trị đó chứ?*

**B – Khác về cách thức tổ chức hoạt động, nhưng nó .giống về cơ cấu tổ chức.** Bây giờ Hải Phòng, cũng như TP.HCM hay Tiền Giang nó cũng sẽ có Đảng bộ lãnh đạo, nó cũng cơ quan Đảng lãnh đạo, TP.HCM có Thành ủy, Hải Phòng, Tiền Giang có Tỉnh ủy, có HĐND, HĐND của các địa phương là tổ chức, cơ quan quyền lực, đưa ra quyết sách, chủ trương, trên cơ sở đó chính quyền cụ thể hóa và điều hành hoạt động. Tp. HCM, Hải Phòng hay Tiền Giang cũng có HĐND. TP HCM, Hải Phòng hay Tiền Giang cũng có Ủy ban nhân dân, cũng có các sở ban ngành giống nhau, giống nhau về mặt Tổ chức, cũng có MTTQ và các ban ngành giống nhau. Nhưng nó khác ở chỗ cách thức tổ chức, cách thức điều hành.

Ví dụ: TP HCM tập trung cho các hoạt động sao để xây dựng một thành phố văn minh, hiện đại. Cái lợi thế của một đô thị hiện đại và áp lực của một đô thị lớn là áp lực về mặt dân số, về mặt hạ tầng và các mặt đi theo nó, kể cả áp lực của một địa phương là phải gánh vác cả nước, thành ra Tp. HCM trong lãnh đạo của Đảng bộ, HĐND, của UBND là phải có những chủ trương, cũng như những giải pháp cụ thể, có thể là cao hơn nhiều so với các tỉnh khác.

Ví dụ: Tiền Giang, là một địa phương, kinh tế của nó phần lớn là nông nghiệp.

Thì nó phải có những chủ trương, quyết sách làm sao phát triển nông nghiệp của nó. Điện khí hóa nông thôn, là công nghiệp hóa nông nghiệp, để nó phát triển kinh tế của nó, đáp ứng được yêu cầu nhiệm vụ. Cho nên về mặt nhiệm vụ, cơ cấu tổ chức là nó giống nhau, nhưng khác nhau là cách thức tổ chức, hoạt động, điều hành để thực hiện nhiệm vụ cụ thể của từng địa phương.

Ví dụ: Hải Phòng cũng sẽ khác TP HCM. Bởi Hải Phòng là một thành phố biển, và cái thế mạnh của Hải Phòng là cảng biển. Thì như vậy nhiệm vụ chính trị của Hải Phòng có thể là khác TP HCM một chút.

Như vậy cái khác là gì? Ở mỗi địa phương, nhiệm vụ chính trị sẽ khác với nhau một chút phù hợp với đặc điểm, tình hình của từng địa phương.

*A - Nhưng mà ví dụ như lúc này chị cũng có nói là về cái hệ thống, tổ chức là như nhau (là cái cơ cấu tổ chức).*

*Ví dụ: TP HCM thì cũng có ... Ví dụ cơ quan hành chính là UBND các cấp, UBND Thành phố, UBND Quận, UBND Phường. Nhưng mà trong TP HCM thì theo em biết là 24 quận huyện thì có mấy huyện, mà huyện thì lại có HĐND, trong khi Phường thì Quận không có HĐND vậy thì cái cơ quan, cơ cấu tổ chức có khác nhau.*

B - Nói thế thì phải nói cụ thể nó như vậy. TP HCM thực tế, cụ thể đang thực hiện thí điểm cái chủ trương là không có tổ chức HĐND ở cấp quận, huyện và phần lớn các phường, xã. Cái này là mình đang thực hiện thí điểm. Cho nên nó khác các địa phương khác trên phạm vi cả nước. Tức là trong 5 năm qua triển khai thực hiện thí điểm tổ chức HĐND, mỗi một địa phương, mỗi một tỉnh, người ta chọn một huyện thôi. Nhưng riêng TP HCM xin chủ trương với Trung Ương là không thực hiện tổ chức HĐND ở cấp quận, còn trong cả nước thực hiện cái thí điểm không tổ chức HĐND ở một vài xã, thị trấn thôi, riêng TP HCM thì xin không tổ chức HĐND ở tất cả các phường, giữ lại một số đơn vị xã, một vài đơn vị xã, thị trấn là còn tổ chức HĐND thôi, chứ cái này mình đang thực hiện thí điểm. Tuy nhiên cái này cũng mở ngoặc nói thêm thì thực hiện thí điểm như vậy nhưng mà cái khả năng để mà tiếp tục thực hiện thí điểm này cũng như là phổ biến đại trà cho cả nước thì chắc là khó thực hiện vì chủ trương mới đây thì yêu cầu là tổ chức cơ quan hành chính nhà nước theo đúng cái hiến pháp và như vậy có nghĩa là sẽ phải cấp chính quyền nào cũng phải có HĐND, cho nên cái khả năng mà TP HCM thực hiện không có tổ chức HĐND nhiều cấp quận huyện như hiện nay thì chắc là sẽ phải xem lại. Hay là nói cái dự định của TP HCM là ông đang có cái đề án, là cũng làm, cũng có dài hơi nhiều năm rồi, à nhưng mà vừa rồi chủ trương của Trung Ương thì cũng chưa được có cái sự đồng thuận lắm đó là cái chủ trương xây dựng cái chính quyền đô thị, xây dựng chính quyền đô thị thì phương án của TP HCM có nghĩa là chính quyền hai cấp: cấp thành phố và cấp phường xã và chỉ hình thành cái chính quyền cấp quận là cấp trung gian một số trung tâm, tức là theo một số khu vực.

*A - Theo ủy ban hành chính.*

B - Đúng rồi! Tức là cái đề án này trình ra Trung Ương thì cũng chưa được có cái đồng thuận lắm, cho nên TP HCM cũng chưa có thể thực hiện được, thì ý muốn nói chỗ này nó cũng có cái khó. Vì sao? Vì là TP HCM cũng chưa được sự đồng thuận cao bởi vì nếu đồng ý cho TP HCM hình thành chính quyền đô thị thì phải sửa luật, sửa Hiến Pháp. Bởi vì khi nói trên đó thì TP HCM và các địa phương khác đều theo một cái cơ cấu tổ chức như nhau, Hiến pháp quy định chung cho nên hiện nay mình cũng chưa có luật riêng cho Thủ đô hay chưa có luật riêng cho TP HCM. Luật của mình luật chung, mà khi luật chung như vậy thì có những cái muốn làm thì ví dụ như TP HCM muốn xây dựng chính quyền đô thị là một bước đột phá nhưng để làm cái đột phá đó thì phải có một lộ trình làm riêng, một cái luật hay một cái chính sách gì đó, một cái chủ trương gì đó riêng biệt cho TP HCM chứ nếu không thì không làm được.

*A - Nhưng mà theo em thấy Hà Nội đang xây dựng cái luật thủ đô, vậy thì cái luật thủ đô đó có những cái nét riêng như là cái thí điểm chính quyền đô thị ở TP HCM không.*

B – Luật thủ đô mình chưa biết nhưng mà mình nghĩ rằng là thí dụ TP HCM hay Hà Nội một lúc nào đó cũng phải cho nó một cái luật bởi vì trong cái sự phát triển hiện nay TP HCM nó cũng giống như là đang mặc một cái áo chật so với mình. Bởi vì luật làm chung cho cả nước mà làm chung cho cả nước như vậy thì nó sẽ có những vùng phát triển nhanh, mạnh nhưng nó cũng có những vùng rất là lạc hậu, mà bây giờ đó là TP HCM mà nó theo cái chung đó đó thì nó sẽ chậm cái sự phát triển của TP HCM bởi vì so TP HCM với một số tỉnh khác, ví dụ như tỉnh mà ở miền núi, ở trung du, ở Tây Nguyên này các cái thì phải áp dụng những cái chung như vậy thì rất khó cho cái sự phát triển của TP HCM mặc dù Trung Ương là cũng đã có trước đây hai năm có cái Nghị quyết 20, rồi mới đây mới có Nghị quyết 16 của Bộ chính trị. Cái này nói phạm vi nó hơi nội bộ một chút xíu là trong đó cũng có quy định một số cái chủ trương riêng cho TP HCM rồi định hướng phát triển TP Hồ Chí Minh là một trung tâm kinh tế, một trung tâm văn hóa, trung tâm tài chính lớn của cả nước. Tuy nhiên khi mà thực hiện cái chủ trương đó thì nó cũng bị vướng víu một số luật, khi triển khai thực hiện thì cũng bị vướng víu cho nên là cũng khó chứ không phải dễ. Mình nghĩ trong tương lai thì cũng phải có luật riêng cho thủ đô, hoặc là một cái chính sách, một cái đặc thù cho TP HCM và đặc biệt là cho TP HCM phát triển theo chính quyền đô thị mà như đề án TP HCM thực hiện.

*A – Cái này còn nhiều vấn đề để phải bàn về mặt tổ chức ha chi.*

B – Cái này đang nói mang tính chất nội bộ, nghiên cứu khoa học thì là nghiên cứu khoa học, có những cái mình nói nó phổ biến rộng trong nhân dân, trong xã hội hay trên báo chí thì nó đề cập ở mức độ thôi chứ không nói hết.

*A – Vậy theo chị thì trong bất cứ tổ chức nào thì tất nhiên phải có người cái lãnh đạo rồi. Nhưng mà bên cạnh đó thì cũng có những cái gọi là thủ lĩnh của những nhóm không chính thức, vậy thì theo chị thì trong cơ quan hành chính có phải bao giờ thì cái người lãnh đạo cũng là cái người giữ được cái sự cân bằng trong tổ chức đó không.*

B- Cũng có thể có mà cũng có thể không với điều kiện là cái người lãnh đạo đó như thế nào. Người lãnh đạo thì trong cơ quan hành chính thì lãnh đạo là sao? Là người đứng đầu, giờ đang hỏi là người đứng đầu, chứ còn lãnh đạo trong cơ quan hành chính đó là gọi chung lãnh đạo là người đứng đầu, là cấp phó của người đứng đầu là lãnh đạo, mà người ta còn gọi cái từ là gọi chung là cán bộ chủ chốt hoặc là những vị đứng đầu của tổ chức Đảng, đứng đầu của các tổ chức đoàn thể thì cũng được gọi là người lãnh đạo. Ở đây cũng là muốn nói lãnh đạo là người đứng đầu của đơn vị. Phải không?

*A – Dạ, đúng rồi!*

B – Thì người đứng đầu của đơn vị đó có quy tụ được lực lượng hay không còn do người đó nữa. Mà nếu là nói là cái vai trò thủ lĩnh thì phải là người quy tụ được lực lượng chứ. Đúng không? Có thể trong cơ quan hành chính, cái người đứng đầu đó có tâm, có tầm thì là anh được cái sự kính trọng, nể phục của nhân viên. Là như vậy thì anh sẽ dễ dàng quy tụ được lực lượng, mặc khác thì cũng có những trường hợp những người đứng đầu anh được giao nhiệm vụ là người đứng đầu đó nhưng mà cái khả năng quy tụ của anh không có, hoặc là do cái năng lực hạn chế hoặc là do cái cách giao tiếp ứng xử của anh cũng hạn chế, hoặc là cũng có thể là do cách sống cho nên mặc dù anh là người đứng đầu về mặt hành chính anh ra lệnh người ta phải nghe nhưng chưa chắc người ta phục. Thì trong cơ quan hành chính người ta cũng có cái vậy. Cũng có thể anh là người đứng đầu đó mà cũng chưa chắc anh là thủ lĩnh. Ở đây cũng có là thể là, nói này nó có lạc đề không?

*A – Không! Đây cũng là cái người đứng đầu là người giữ cái vai trò cái người quản lý điều hành tất cả các hoạt động của một cái tổ chức.*

B – Thì đó mình cũng phải hiểu cái người đứng đầu cũng là người mà quán xuyên, điều hành, rồi là trung tâm của đoàn kết, trung tâm của các hoạt động của đơn vị. Tuy nhiên là do một số thực tế ở chỗ là cũng có thể người giữ vị trí đứng đầu đó là nó chưa có thực sự tương xứng lắm với cái yêu cầu nhiệm vụ.

*A – Thực tế nó hiện nay nhiều.*

B – Nhiều không, mà cái này cũng hơi khó nói. Nhưng mà mình cũng thấy ở đâu cái dạng đó. Cái này nó cũng là một cái là phải suy nghĩ, bởi vì mọi thứ đều quy về công tác cán bộ. Thường thì mình nói là bố trí cán bộ là phải có tâm, có tâm nhưng đôi khi nó không phải vậy. Nó cũng phải có những cái lý do gì đó, vì một khía cạnh gì đó mà có những người không thực sự là tương xứng lắm lại giữ cái vị trí đó. Vậy đó.

*A – Ví dụ như trong doanh nghiệp đi, giám đốc, chủ tịch hội đồng quản trị nó có những cái tiêu chuẩn rất là rõ ràng nhưng em có cảm giác là như cơ quan hành chính cái tiêu chuẩn cán bộ của mình nó không được cụ thể lắm.*

B – Nó có tiêu chuẩn hết, quy định có tiêu chuẩn hết chứ phải không có. Nhưng tuy nhiên là trong cái công tác cán bộ của cơ quan hành chính nó cũng còn nhiều cái khó, bởi vì nó cũng có nói nội bộ một chút xíu quy trình làm công tác cán bộ của mình nó cũng hơi phức tạp, hơi rối rắm. Mà cũng có khi nó nghiên về cảm tính nhiều, cho nên có cũng mới có chuyện là nhiều khi chính bản thân của thủ tướng cũng không thể nào cách chức của ông chủ tịch ủy ban tỉnh. Cái cơ cấu, cái cách thức của mình. Có lần cái ông thủ tướng của mình nói cán bộ làm không được việc thì cũng không cách chức được. Bây giờ ông thủ tướng mà cách chức được được bộ trưởng hay không cũng chưa chắc ah. Ngay cả trong cơ quan hành chính nhà nước hiện nay, cái ông thủ trưởng đơn vị mà muốn cách chức ông phó của đơn vị có đôi khi là cũng không được ah. Do những cái quy định về quản lý cán bộ.

*A – Nhưng mà em nghĩ có phải là những là do cái cơ cấu tổ chức của mình nó không rõ ràng.*

B – Không phải cơ cấu tổ chức không có rõ ràng, nó cũng rõ ràng, nhưng mà do cái quy định trong cái quy trình bổ nhiệm, bố trí rồi xử lý đối với cái cán bộ.

*A – Nhưng mà quy định cũng là do mình đặt ra mà*

B – Quy định do mình đặt ra nhưng mà quy định từ Trung Ương xuống.

*A – Bên cạnh đó là em cũng thấy một cái chuyện, ví dụ như là trong cơ quan hành chính, lãnh đạo đó gọi là phong cách lãnh đạo, nó có hai trường hợp là phong cách gọi là dân chủ với phong cách độc đoán nhưng mà hình như trong cơ quan hành chính em thấy có phong cách độc đoán nữa mới được, nó dùng từ nói riêng một tý có nghĩa là nói là phải làm, cái người đó có thể quyết được mọi vấn đề trong cơ quan. Ví dụ như chị nói Thủ tướng không cách được Bộ trưởng do không làm được việc do vướng cái quy định. Nhưng mà với cái cách của mình mà đánh giá cán bộ như bây giờ thì có phải là do cái cách đánh giá nó làm cho cái người thủ trưởng, cái người đứng đầu đó, hay là cái người lãnh đạo họ không có mạnh dạn trong cái việc mà xử lý nhân viên.*

*B – Bây giờ nói vậy nè. Thứ nhất là cái quy định về bố trí, bổ nhiệm, xử lý cán bộ của mình đó là nó lại mang tính tập thể nhiều hơn, quy trình bổ nhiệm cán bộ cũng vậy, nó phải qua từng khâu, từng khâu, phải có bao nhiêu ý kiến đồng tình thì mới được, kể cả lấy ý kiến ở nơi cư trú, lấy ý kiến ở nơi công tác. Mà chưa chắc gì những chỗ đó người ta biết, người ta hiểu cán bộ mình như thế nào. Rồi lấy ý kiến của đoàn thể, rồi là ý kiến của các cơ quan tổ chức, ý kiến của tập thể cấp ủy, nhiều ý kiến lắm, để bổ nhiệm được cán bộ. Hay là bây giờ muốn xem xét xử lý kỷ luật một cán bộ cũng phải làm nhiều cái quy trình, cũng phải tập thể để kiểm điểm, biểu quyết rồi phải là trình lên cấp trên, rồi còn phải Ban chấp hành các đoàn thể, rồi cấp ủy phải có ý kiến thế này, thế này. Cho nên nhiều khi mình thấy cái lỗi nó rành rành ra đó nhưng mà xử nó không có được. Bởi vậy phê thì phê vậy nhưng mà khi nó biểu quyết thì nó biểu quyết với nhau là không kỷ luật, không xử lý thì bây giờ cấp trên muốn xử nó thì xử cũng không được. Ví dụ vậy! Giờ thấy cái lỗi nó vậy đó, ha. Chỉ đạo phê bình, kiểm điểm ở đơn vị của nó nhưng đơn vị nó phê bình xong bỏ phiếu này nọ các cái đề nghị không kỷ luật với đa số phiếu thì hiện nay mình nói chung là cái này mình thấy nó có những cái cảm tính. Bởi vì anh em nó cũng có những cái nể nang, xuê xoa, chưa nói tới cái khía cạnh là thôi tha cho em lần này để lần sau tôi có bị thì anh cũng tha cho tôi. Ví dụ vậy. Hay là mình nói tới cái khía cạnh nữa là gì? Có nghĩa là mình cũng có quy định hiện nay là mỗi một năm như vậy là lấy phiếu tín nhiệm đối với lãnh đạo, những người đứng đầu, mà ai bỏ phiếu cho người lãnh đạo, đứng đầu, cho cấp dưới, bỏ phiếu, đúng không? Nhưng mà bỏ phiếu cho thủ trưởng có tín nhiệm thủ trưởng hay không? Nếu mà bây giờ tôi xử anh mạnh tay quá, cuối năm bỏ phiếu anh không bỏ cho tôi thì sao?*



A – Ý em muốn hỏi là ý đó đó.

B – Cho nên cái điều này nó dẫn đến cái gì? Có nghĩa là có những cái thấy nó sai ra đó đó mà không xử được, không dám xử bởi vì cũng ngại, ngại mất lòng ngại mất tiếng, ngại một lúc nào đó mình bị nó bỏ phiếu, nó không bỏ cho mình thì sao. Thành ra bây giờ trong cái cơ quan hành chính của mình nó có những cái nhiều khi không có quyết liệt lắm những cái công việc của mình đó, có khi nó cũng bị chậm lại, nó không chạy do là mình không quyết liệt. Muốn la rầy nó, muốn nhắc nhở nó, muốn kỷ luật nó thì sợ mai mốt nó bỏ phiếu cho mình nó không chọn, nó gạch tên mình thì sao. Do cái cách của mình thôi.

A – Chính cái điều mà chị nói nó làm dẫn đến tình trạng , dĩ hòa di quý là từ cái đánh giá, chất lượng công việc nó cũng không có rõ ràng. Thành ra cái hiệu quả chung của hoạt động tổ chức có phải vì vậy nó càng ngày càng giảm đi.

B – Mà bây giờ hiệu quả chung ngày càng không hẳn vậy. Để mình nhìn bình diện của xã hội thì nó vẫn phát triển, đất nước vẫn ngày càng phát triển, đi lên chứ đâu phải đi xuống đâu. Chứ mình nói bình diện chung ngày càng giảm xuống thì không đúng, nhưng mình nói một cái điều là trong cái hệ thống cơ quan nhà nước của mình đó thì nó còn nhiều cái mặt tồn tại, hạn chế. Mà nếu như mình quyết liệt, mình khắc phục thì nó vẫn rất là nhiều và cái hiệu quả của cái quản lý xã hội cũng như là cái sự phát triển chung của đất nước, của xã hội sẽ tốt hơn nhiều, lẽ ra mình sẽ đạt được sẽ tốt hơn nhiều nhưng mà mức độ mình đạt được đó so với khả năng của mình, so với cái triển vọng của mình vẫn chưa có tương xứng bởi vì do những cái hạn chế, do những cái trì trệ, những cái yếu kém trong quản lý hành chính của mình, chứ còn nói cái xã hội ngày càng đi xuống thì nó không đúng. Đúng không? Kinh tế thì nó vẫn phát triển tốt mà, mặc dù có khủng hoảng, có suy thoái các cái thì nhìn chung đối với Việt Nam thì nó vẫn tốt. Nói TP HCM nó vẫn phát triển chứ, nhìn chung lại 40 năm đi, giờ mình nhìn ra, mình thấy là hạ tầng cũng có thay đổi, cũng có tốt, đời sống người dân cũng có nâng lên, xã hội thì cũng có những cái tốt hơn. Ví dụ cái mức sống của người dân bây giờ cao, chứ mình nói ngày càng đi xuống thì nó không đúng. Nhưng mà mình nói lẽ ra đất nước có thể phát triển nhiều hơn cái đó, xã hội có thể phát triển tốt hơn, tốt hơn nhiều nữa kìa nhưng nó chỉ dừng lại ở mức đó là do mình còn có những cái khiếm khuyết đó.

A – Đó là ở góc độ xã hội, nhưng mà nhìn ở cái góc độ em đang hỏi chị đó, có nghĩa là cái hiệu quả hoạt động của cái chính của tổ chức hành chính đó với cái cơ chế quản lý như cái chị nói là tập thể lãnh đạo đó là thì nó, nó có phải chăng là nó làm cho kiềm hãm người ta không phát huy hết được những cái năng lực.

B – Thì nó cũng đúng. Thì đúng là lẽ ra nếu như mình làm mà nó chặt chẽ, nó đúng với cái nguyên tắc, đúng với quy định thì cái hiệu lực, hiệu quả quản lý của nhà nước sẽ cao hơn. Bởi chủ trương rất là đúng, chủ trương là cái nhà nước này là nhà nước của dân, do dân, vì dân. Chủ trương đúng chứ đâu có sai. Nhưng mà khi thực hiện thì từng nơi, từng lúc, chỗ này, chỗ kia thì nó không phản ánh đúng với.

Ví dụ giờ nói là nhà nước của dân, do dân, vì dân thì mọi nguyện vọng, bức xúc của người dân đều phải được giải quyết tới nơi tới chốn. Nhưng mà nơi này, nơi kia mình vẫn thấy người dân còn phiền hà, người ta đi năm lần, mười lượt vẫn chưa giải quyết. Tại sao, tại do các khâu, do cán bộ yếu kém, do cán bộ quan liêu, do cán bộ thế này thế nọ nhưng mà tại sao cán bộ đó vẫn còn tiếp tục làm việc, tại sao cán bộ đó không bị xử lý, tại vì do những cơ chế, những cái trong cái xử lý cán bộ, do cái cơ chế trong cái bổ nhiệm, cái quản lý đối với cán bộ. Nó là vậy. thì nếu đáng lẽ ra thì mình sẽ làm được tốt hơn, nhưng mà do cái cơ chế nó vậy nên mình... Tại sao có một hai vấn đề mà để người dân người ta đi tới đi lui? người ta nói quá nhiều lần mà chuyện đó mình thấy nó đâu có khó đâu nhưng tại sao nó không thể giải quyết được. Ví dụ như giờ cái người lãnh đạo cao nhất người ta nói cái chuyện này là phải giải quyết nha, ta giao cho phòng này, giao cho phòng kia giải quyết nha nhưng mà rồi phòng này, phòng kia nó cứ chậm thì người đứng đầu này có kỷ luật, buộc thôi việc cái trưởng phòng đó hay không cũng là vấn đề khác.

A – Có nghĩa là nhiều khi chính cái người đứng đầu đó cũng bị trôi tay.

B – Nó cũng bị trôi tay trôi chân do cái cơ chế.

A – Lúc này chị có nói đó là cái cơ cấu tổ chức của mình đó là hệ thống chính trị mình là gồm Đảng, và cơ quan hành chính, chính quyền, rồi các tổ chức chính trị xã hội là ở bốn cấp: trung ương, tỉnh – thành phố, quận – huyện và phường – xã. Vậy bây giờ ví dụ ở một cấp đi, đó là cấp quận – huyện như chị đang công tác vậy thì như lãnh đạo thì chị nói gồm có cấp trưởng và cấp phó của quận vậy thì nếu mà phát hiện là người đứng đầu của quận thì người đó là ai.

B - Hỏi nhiều quá vậy? Hỏi này nói hỏi ít thôi mà. Hỏi 15 – 20 phút thôi mà giờ hỏi nhiều quá vậy? Hỏi sâu quá có những cái đâu có dễ nói đâu. Có những cái nói không tiện ah nha. Cái này nghiên cứu làm nghiên cứu chứ đem lên báo chí thì nói lung tung không có được nghe.

*A – Dạ, chị yên tâm, em sẽ bảo mật thông tin.*

B – Cái cơ cấu tổ chức chính trị nó rất là rõ ràng. Đảng lãnh đạo, nhà nước quản lý, cho nên ở đâu cũng vậy, địa phương nào cũng vậy. Là mình nói người đứng đầu của một cái cơ quan hành chính là thủ trưởng cơ quan hay là người đứng đầu cơ quan hành chính địa phương là chủ tịch chứ gì? Đúng không? Nhưng chủ tịch ủy ban nhân dân địa phương về cái nhiệm vụ, cái vai trò là người đứng đầu cơ quan hành chính chịu trách nhiệm chính của cơ quan hành chính. Tuy nhiên, cái người đứng đầu này về mặt Đảng là cấp phó, thường là phó bí thư và phần lớn trong các công việc thì đều phải có sự lãnh đạo, thống nhất của thường vụ cấp ủy.

*A – Có nghĩa là lãnh đạo tập thể, vậy ai là người đứng đầu của cái tập thể đó?*

B - Thường vụ đứng đầu là bí thư.

*A – Vậy ví dụ như Phó Bí thư, Chủ tịch của cơ quan hành chính đó mà bị sai phạm thì Bí thư của cấp ủy đó có quyền xử lý không?*

B – Không!

*A – Tại sao vậy chị?*

B – Mà là cấp ủy chứ là Bí thư cũng không có quyền xử lý cá nhân. Ví dụ như bây giờ cái ông chủ tịch, phó bí thư đó mà có sai phạm thì cấp ủy ở đó có trách nhiệm là kiểm điểm và xử lý chứ còn đích thân bí thư xử lý thì không được. Trước khi cấp ủy của cấp quận đó xử lý thì lại là còn có tổ chức Đảng của đơn vị đó nữa.

*A – Vậy giả sử như cái ông mà Phó Bí thư – Chủ tịch đó mà sai phạm thì ai là người chịu trách nhiệm xử lý kỷ luật nhân vật đó.*

B – Tập thể.

B – Nhưng mà hỏi cái này sâu quá! Hỏi lại đi sâu với tổ chức Đảng của người ta nữa là không nên.

*A – Không phải, em thắc mắc rằng ví dụ như ông chủ tịch quận mà sai phạm thì như vậy là như chị nói ban thường vụ của quận ủy sẽ có trách nhiệm xử lý, vậy thì cái vai trò của cái luật tổ*

*chức HĐND thì cái ông chủ tịch ủy ban nhân dân thành phố có ra quyết định xử lý cái ông này không?*

B – Không! Ông chủ tịch UBND thành phố trước khi ra quyết định xử lý kỷ luật đó cũng phải có ý kiến của thường vụ cấp ủy và tập thể thường vụ cấp ủy này. Mà thật sự ra thường vụ cấp ủy không cũng không đủ mà phải đem ra ban chấp hành, tức là tập thể cấp ủy, ban chấp hành đó phải bỏ phiếu có đồng ý kỷ luật cái ông này hay không. Và cái đó gửi lên trên thành phố, báo cáo cho thành ủy và thành ủy chuyển cho ban cán sự Đảng của thành phố. Thì ban cán sự Đảng của thành phố đó nó mới cho cái ý kiến đồng ý hay không đồng ý thì cuối cùng ông chủ tịch đó mới ra quyết định.

B – Nói chung cái này lằng nhằng lắm, đừng có đi sâu với cái này nữa!

A – Cảm ơn chị. Mà cái này rõ ràng là xử lý một cán bộ không hề đơn giản.

B – Cho nên ông thủ tướng là ông bảo đâu cách chức được ông chủ tịch ủy ban tỉnh đâu.

...

A – Chị cho em hỏi là cái chính sách khen thưởng của cơ quan hành chính của mình như thế nào hả chị?

B – Chính sách khen thưởng thì cũng có quy định hết trơn ah. Nó có quy định, nó có luật thi đua khen thưởng đó, về giờ luật ra coi.

A – Chị có thể nói là những điểm mới ví dụ như nó có quy định những nội dung cụ thể.

B – Khen thưởng thì cũng có những khen thưởng cụ thể. Trong chính quyền cũng có khen thưởng, trong tổ chức đoàn thể cũng có khen thưởng, ngành nào nó cũng có khen thưởng của nó. Ví dụ bây giờ mình nói trong nhà nước thì nó căn cứ vô luật thi đua khen thưởng mới nè. Luật thi đua khen thưởng mới thì cũng có những danh hiệu, những mức khen thưởng rõ ràng rồi thế nào thì được tặng giấy khen, thế nào thì được tặng bằng khen, chiến sĩ thi đua cấp cơ sở, bao nhiêu lần thì được chiến sĩ thi đua cấp thành phố, bằng khen của thành phố thì như thế nào, bao nhiêu lần bằng khen của thành phố thì được cái bằng khen của thủ tướng, bao nhiêu năm như vậy thì được huân chương, đã có quy định hết rồi. Ở mỗi một cơ quan hành chính nhà nước thì người ta có quy định là có cái hội đồng thi đua.

Ví dụ: Hội đồng thi đua khen thưởng của quận thì nó sẽ cơ cấu các thành phần gồm có là UBND, chủ tịch UBND của quận là chủ tịch hội đồng thi đua khen thưởng, cơ quan tham mưu của hội

đồng thi đua khen thưởng là phòng nội vụ. Rồi các cơ quan có tham gia hội đồng này thì gồm có một số các cơ quan Đảng, rồi một số cơ quan đoàn thể, một số phòng – ban chuyên môn thì như vậy là có trách nhiệm là nó xem xét các đề xuất khen thưởng của các đơn vị đưa lên khen ở mức nào, mức nào thì như vậy hội đồng này có trách nhiệm đánh giá xem xét rồi nó biểu quyết rồi đồng ý hay không đồng ý cái hình thức khen thưởng, ai được khen ở cấp nào, ai được khen ở mức nào thì hội đồng có ý kiến.

*A – Dạ! Như chị nói như vậy biểu quyết ở đây đó là cũng là theo cái tập thể, theo nguyên tắc tập thể. Đa số thắng ...*

B – Nó dựa trên cái cơ sở gì? Nó dựa trên cơ sở ở đơn vị đó, ở các cơ sở đó nó xét khen thưởng như thế nào thì nó cũng phải có tập thể ở dưới đồng thuận.

Ví dụ: Tổ chức Đảng ở dưới, chính quyền, đoàn thể ở dưới có đề xuất, khen người này hay không? Tỷ lệ phiếu biểu quyết bao nhiêu? Đưa lên.

*A – Theo chị đánh giá là hiện nay cái hiệu quả của công tác khen thưởng nó có thật sự là kích thích cái người lao động, nhân viên phát huy được cái năng lực sở trường hay chưa?*

B – Theo mức độ nào đó thì cũng có, nó cũng làm cho người ta phấn khởi, người ta sẽ nỗ lực, hiện nay theo cái quy định mới thì cái mức thưởng, hồi xưa thì cái khen với cái thưởng, hai cái nhiều khi nó cũng không có tương xứng với nhau. Thì bây giờ cái mức thưởng thì nó cũng tương đối, cho nên là cái phần khen mà khi được khen có nghĩa là được thưởng thì người ta sẽ phấn khởi nhất là những người mà có thu nhập thấp. Mỗi lần được khen như vậy thì người ta cũng có thêm cái khoản thu nhập thì người ta cũng phấn khởi. Thành ra mức độ nào đó thì mình thấy là cũng đáp ứng được cái sự khích lệ tinh thần để cho người ta là hăng hái, người ta làm việc. Tuy nhiên là cũng có khi khen nó đại trà quá, nó giống như là dễ dãi quá, cái gì cũng khen, các giấy khen nó nhiều quá thì tác dụng của nó không cao, nó khiến cho người ta đạt được cái khen thưởng đó nó đơn giản quá, dễ quá, người ta cũng không coi trọng nó. Mà theo mình thấy hiện nay cái khen thưởng nó cũng nên thắt chặt lại, cần thiết lắm thì mới khen, còn chứ không hờ chút thì khen, hờ chút thì khen, nay là mình nói thật là nó giống như bội thực giấy khen, ngành nào cũng khen. Ngày xưa mà để đạt được cái chiến sĩ thi đua cấp cơ sở đâu phải đơn giản đâu, làm trải trải lắm chứ. Giờ Quận 5 mình ngồi lại thì thấy biết bao nhiêu người chiến sĩ thi đua,

hay là ngày xưa nói để kiểm được cái bằng khen của ủy ban nhân dân thành phố đâu phải đơn giản nhưng bây giờ thì mình thấy nó cũng có vẻ dễ dãi quá.

*A – Lúc nãy chị cũng có nói là trong tất cả các cơ quan hành chính đều có khen, vậy thì liệu có sự trùng nhau không? Ví dụ cấp quận của chị thì Đảng cũng khen.*

B – Cái đó là có trùng đó! Bây giờ có một người, người ta giữ nhiều chức danh Ví dụ như có một người, người ta làm bí thư chi bộ khu phố, vừa là trưởng ban điều hành khu phố rồi kiêm luôn cái chuyện chủ tịch phụ nữ của khu phố thì như vậy về mặt Đảng sẽ khen người này, về mặt chính quyền cũng sẽ khen, về mặt phụ nữ cũng sẽ khen người này, chưa nói người này cũng sẽ giữ nhiệm vụ khuyến học, mặt trận nè, thì có khi một năm một người có thể nhận 5 – 7 cái giấy khen thì nó cũng trùng, hay ví dụ trong một cơ quan cái nhân viên đó vừa là chủ tịch công đoàn, vừa là trưởng một bộ phận, vừa là đảng viên thì như vậy có thể là Đảng cũng khen, chính quyền cũng khen, công đoàn cũng khen, mà khen quá nhiều lúc nội dung khen cũng gần nhau, na ná nhau.

*A – Vậy theo chị thì có quy định là một loại hình khen cao nhất hay không?*

B – Quy định bây giờ nó cũng khó, tại vì là mỗi một ngành nó đều muốn khẳng định mình, bây giờ nhà nước nó cũng đâu quy định cho đoàn thể, mỗi đoàn thể đều cũng có cái khen của nó, thành ra bây giờ mình gom hết mấy cái đó lại làm một thì nó cũng rất là khó.

*A – Vậy em hỏi chị ai có thẩm quyền để ký cái giấy khen đó. Thì giấy khen của ngành nào thì ngành đó ký. Vậy có trường hợp của Đoàn thể mà chính quyền ký khen không?*

B – Đoàn thể sao chính quyền ký được, chính quyền làm sao ký được của đoàn thể, mà thực ra bây giờ nè, trong cái cơ cấu hệ thống chính trị đó nha. UBND các cấp với mặt trận, các đoàn thể là phối hợp với không phải UBND các cấp là cấp trên của các đoàn thể.

*A – Nhưng mà theo như em biết thì thôi tổ chức Đảng là rõ rồi nhưng mà đối với các đoàn thể, chính trị xã hội, giả sử ở cấp phường muốn khen tổ dân phố, khu phố, mặt trận tổ quốc phường đâu có ký được giấy khen đâu, mà phải là thông qua Ủy ban nhân dân Phường.*

B – À, cái đó là lại khác, có nghĩa là vậy, tức là theo cái quy định về khen thưởng của mặt trận tổ quốc, các đoàn thể thì hình như cái cấp phường, xã không phải là cấp được ký giấy khen, từ cấp quận – huyện trở lên mới có giấy khen nhưng mà bây giờ trong hoạt động mặt trận tổ quốc, các đoàn thể ở cơ sở thì nó cũng quy tụ lực lượng nhiều quá, nó cũng muốn động viên, khích lệ

đối với lại nòng cốt là với lại các người dân. Thực tế ở địa bàn dân cư mà bây giờ bản thân nó không có giấy khen thì nó phải nhờ UBND khen giúp, cái đó thì cũng được, chẳng qua là một cái sự phối hợp với nhau thôi. Hay kể cả quận cũng vậy thôi, ở quận hiện nay thì là nếu theo quy định của luật thi đua khen thưởng đó thì cấp nào khen, cấp đó thưởng, cho nên mặt trận và các đoàn thể đó cũng hay tranh thủ giấy khen của UBND Quận bởi vì nếu nó ký giấy khen, nó phải chịu trách nhiệm tiền khen thưởng mà kinh phí hoạt động của nó thì lại hạn chế, cho nên nó phải tranh thủ giấy khen của UBND Quận. Để làm chi, để lấy ngân sách, lấy kinh phí khen thưởng từ ngân sách, chẳng qua cái đó gọi là tranh thủ thôi. Cho nên nhiều khi mình thấy nó là chòng chéo, cái đó cũng là cái cần phải xem lại, điều chỉnh đó. Bởi vì thực sự ra cái anh UBND không phải là cấp trên của anh mặt trận đoàn thể, anh là cơ chế phối hợp mà bây giờ anh khen là giống như anh khen thay cho người ta vậy đó.

...

*A – Cái khen thưởng hình như mình chỉ đang nói tới khen thưởng chính thức thôi còn cái khen thưởng ý em hỏi ở đây là trong mỗi cái tổ chức của mình thì chị đánh giá nó như thế nào? Có nghĩa là chị nói là theo luật, theo quy định, còn bây giờ cái thưởng trong nội bộ là ví dụ một cái cơ quan nào đó mà giờ muốn khen thưởng động viên nhân viên thì chị đánh giá là cái tình hình thực tế cái khen thưởng đó ở trong mỗi cơ quan như thế nào?*

B – ..... Mỗi một đơn vị mỗi khác, mình bây giờ là mình quản lý chung cả quận rồi.

...

B – .... Thủ trưởng đơn vị phải có quy chế và cái người lãnh đạo đơn vị cũng phải nghĩ cái chuyện làm sao để quy tụ được lực lượng, làm sao phải khích lệ được tinh thần, làm sao để tạo được cái không khí thi đua phấn khởi trong cơ quan, đơn vị. Vậy em có đặt ra quy định về khen thưởng không ngoài cái quy định chung

*A – Ý chị nói là tùy thuộc vào vai trò của người đứng đầu.*

B – Còn do người đứng đầu nữa. Nếu em làm thủ trưởng đơn vị mà em không bận tâm gì chuyện khích lệ tinh thần của nhân viên, em cứ thôi theo cái chung vậy, em là thủ trưởng tồi. Em làm thủ trưởng, em học quản trị rồi, em không nghĩ ra cái chuyện là làm sao để khơi gợi được cái sự nỗ lực của người ta, tạo cái sự phấn khởi, khích lệ tinh thần người ta làm việc bằng những cái cơ chế của mình, ngoài những quy định chung, cứ chăm chăm cái quy định chung, thôi người

ta không quy định cái khoản này, thôi mình không tính tới, thôi để khỏi mắc công suy nghĩ, khỏi mắc công mình phải chi phí cho nó những cái khoản vậy, thôi mình đừng làm thủ trưởng, em làm vậy em làm thủ trưởng tôi. Còn em làm sao để em có những khoản này, khoản kia, em phải nghĩ ra chuyện này, chuyện khác, để em khích lệ tinh thần của người ta, tạo được sự phấn khởi của người ta bằng tinh thần, bằng vật chất, vậy mới làm thủ trưởng chứ!.

*A – Nghe Chị nói như vậy, em nghĩ chị là một thủ trưởng rất là tốt và ai đó rất là may mắn làm nhân viên của chị.*

B – LOL!

*A – Chị đưa ra một cái câu rất là hay, em nghĩ là làm thủ trưởng mà không biết khích lệ tinh thần nhân viên, không quy tụ được lực lượng là thủ trưởng tôi, em rất là tâm đắc ý đó, câu nói đó của chị gần như là một thước đo để đánh giá, theo em nghĩ vậy.*

B – Tùy thôi, có những người ta suy nghĩ theo kiểu khác, cá nhân mình mình nghĩ vậy. Và mình làm đầu cũng vậy, làm qua nhiều cấp, làm từ một cái thủ trưởng của một phòng thôi, trưởng của một đơn vị, thôi bây giờ mình là cái người là lãnh đạo của cả quận, mình nghĩ vậy. Mà nếu nói một cách nào đó thì biết về quản trị có phải vậy không?

*A – Vậy em còn một cái thắc mắc nữa về cái chế độ báo cáo ở trong tổ chức cơ quan hành chính của mình có rõ ràng không chị?*

B – Có! Cái đó quy định rõ hết trơn à! Trong cơ quan hành chính quy định chế độ báo cáo, đặc biệt là đối với nhà nước, đối với chính quyền, mà các đoàn thể bây giờ nó cũng nặng báo cáo lắm. Không chỉ chính quyền, nhà nước không, giờ mình nói thật, nhiều khi mình cũng cảm thấy là mình bị bội thực báo cáo lắm.

*A – Ý chị nói báo cáo bằng văn bản đó hả?*

B – Báo cáo văn bản, báo cáo qua nhiều cái kênh, nói chung cái chế độ báo cáo nó hết sức là chặt chẽ và thậm chí nó còn là quá nhiều nữa cả.

*A – Vậy cái vấn đề thông tin trong cơ quan.*

B – Báo cáo nhiều chưa chắc có thông tin. Đây mới là vấn đề!

*A – Theo chị là tại sao?*

B – Tại vì nhiều khi người ta nặng cái báo cáo thành tích, tôi làm thường trực, tôi xử lý mỗi ngày biết bao nhiêu văn bản của hàng trăm cái đơn vị gửi lên, rất là nhiều báo cáo mà tôi giờ ra



là có những cái nó giống giống, thì văn bản nhiều, báo cáo nhiều nhưng chưa chắc có thông tin nhiều, có khi tôi không cần những báo cáo đó nhưng tôi cần thông tin, tôi qua các kênh tiếp xúc, qua những cái...

*A – Tiếp xúc là sao chị?*

B – Qua các mối quan hệ, hoặc là cái cách của mình thôi, để làm sao mà tôi cần có thông tin đó, tôi có thể chỉ đạo cho cấp dưới tôi báo cáo. Chỉ đạo cho văn phòng báo cáo, chỉ đạo cho cơ sở báo cáo nhưng một mặt khác tôi có thể kiểm chứng bằng cách khác, tôi có thể tôi lấy thông tin từ cái khác chứ tôi đâu có ngồi đó tôi chờ báo cáo.

*A – Chị kiểm chứng bằng cách nào ?*

...

*A – Chị minh họa, ví dụ thử thôi. Lỡ cấp dưới mình báo cáo sai thì làm sao chị biết.*

B – Bởi chính vì vậy mình mới phải có cách của mình để mình kiểm chứng chứ. Mỗi một người có một kỹ năng, làm quản trị là mình phải có kỹ năng, làm quản trị mà lý thuyết không thì không có được đâu. Phải có kinh nghiệm thực tiễn, mà chưa chắc gì là những người dạy người ta học quản trị mà ra làm quản trị giỏi đâu nha. Người ta không phải học chuyên sâu về quản trị, người ta có kinh nghiệm và trong quá trình người ta làm người tích lũy cho mình được cái kỹ năng mà có thể là không có sách vở nào mà nói được hết.

*A – Lúc này trong cái trả lời của chị, chị cũng có nói là có nghĩa là cái chế độ chị kiểm chứng thông tin, chị có thể nhờ các mối quan hệ, thì mối quan hệ ở đây có nghĩa là, mối quan hệ của cá nhân chị hay là mối quan hệ mang tính chính thức về mặt tổ chức.*

B – Cả hai. Còn mình làm quản trị thì nói một câu thế này nè, làm cái người lãnh đạo, quản trị nhất là lãnh đạo ở đơn vị lớn, mà không có ai gọi là người tín cẩn của mình, ruột của mình đó thì như vậy mình không có thành công, chưa thực sự là biết quản trị, mình làm sao để có thể là trong mọi tình huống mình có thể nắm được thông tin.

Ví dụ: Tôi làm thường trực của cấp ủy Quận, có nghĩa là tôi chỉ sau Bí thư thôi, tôi có thể nhận được tất cả các báo cáo từ các đơn vị khác, và tôi chính là người xử lý những cái đó, những những cái báo cáo chính thống của các đơn vị khác, nó sẽ không cung cấp được đủ bằng một mối quan hệ riêng của tôi. Ví dụ như là tôi ở chợ tôi có tiểu thương thông báo cho tôi tình hình

ở chợ, ngoài cái báo cáo của Ban Quản lý chợ nhưng tại sao người ta báo cáo cho tôi mà không phải báo cáo chính thức, thì đó mới là cách của mình chứ.

*A – Theo chị, bản thân mỗi người lãnh đạo có một cái hệ thống chân rết.*

B – Cái đó tùy, tùy cái cách của người lãnh đạo, tùy anh đối nhân xử thế như thế nào mà người ta chia sẻ thông tin với anh. Thực ra là người ta không phải là đặc tình, làm mật vụ gì cho anh nhưng cái đó vì rằng người ta chia sẻ thông tin với anh, người ta tâm sự với anh. Anh làm sao để người ta tâm sự được với anh chứ không phải làm mật vụ, làm tình báo riêng cho anh cũng không có, người ta nghĩ ra làm chuyện đó thì không có đâu nghĩ ra tới chuyện đó thì nó phức tạp lắm thậm chí nó cũng không đạt được cái gì hết, chính những cái thông tin người ta chia sẻ với anh mang tính chất tâm sự đó mới là những thông tin anh có thể sử dụng được. Mà cái đó là còn do cái cách đối nhân xử thế của mình, cái nghệ thuật lãnh đạo mà sách vở có thể không viết ra đâu. Đúng không?

*A - Rất cảm ơn Chị đã dành thời gian cho em ạ. Những ý kiến của Chị giúp em sáng tỏ nhiều vấn đề trong thực tế và cả việc nghiên cứu nữa. Một lần nữa em rất cảm ơn Chị nhé! Em sẽ gửi lại biên bản để Chị xem có cần yêu cầu nào khác nữa không.*

*B – Cảm ơn.*

Ghi chú : Đã đưa lại Biên bản cho người được phỏng vấn xem lại vào 02 tuần sau và đã thống nhất ý kiến.

**C – Results of deep interviews and focus group:** Presented in Chapter II page no.57-58.

### APPENDIX 3 – LOCAL GOVERNMENT FUNCTIONS in VIETNAM

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**Matrix of major functions of People’s Councils at various levels as stipulated by law <sup>100</sup>.**

Functions	The Law on Organization of People’s Councils and People’s Committees (2003)			The Law Organizing Local Government <sup>101</sup> (2015)
	Provincial People’s Committee under the central government	District People’s Committee	Ward People’s Committees	Differences and new points at all levels of local government <sup>102</sup>
Socio – economic development	Build master plans ( <i>Clause 82.1</i> )	Build annual development plan ( <i>Clause 97.1</i> )	Build annual development plan ( <i>Clause 111.1</i> )	Similar
Budget balance	Build local budget balance and allocation blueprint ( <i>Clause 82.3</i> )	As at the provincial level ( <i>Clause 97.2</i> )	As at the provincial level ( <i>Clause 111.2</i> )	Similar

<sup>100</sup> Law means : The Law on Organization of People’s Councils and People’s Committees (2003) and the Law Organizing Local Government (2015, effective from 1<sup>st</sup> January 2016)

<sup>101</sup> The Law Organizing Local Government 2015: approval in 19 June 2015 at the 9th session of the National Assembly XIII at the rate of 85.22 % votes. This law specifies the provisions of the 2013 Constitution ; includes 8 chapters and 143 articles , chapters and 3 rose 2 things compared to the Law on Organization of People's Councils and People's Committees in 2003 .

<sup>102</sup> The results which the writer based on the comparison between The Law on Organization of People’s Councils and People’s Committees (2003) and Law Organizing Local Government (2015, effective from 1<sup>st</sup> January 2016).

Functions	The Law on Organization of People's Councils and People's Committees (2003)			The Law Organizing Local Government <sup>101</sup> (2015)
	Provincial People's Committee under the central government	District People's Committee	Ward People's Committees	Differences and new points at all levels of local government <sup>102</sup>
Agriculture, forestry and fishery sector	Direct and supervise the realization of provincial projects and plans ( <i>Clause 83.1</i> )	Building promotional programs for development, policies of allocation, leasing and revoking of land for individuals and households, and adoption of land projects by the People's Committee at commune level ( <i>Article 98</i> ).	Guide to realize and motivate development and construction of small irrigation projects, management of water resources ( <i>Clause 112.1, 2, and 3</i> ).	<p>- Stipulated additional clause <b>administrative units</b>: (<i>Article 2, 3</i>): The city under the city directly under the Central Government and administrative divisions - special economic . (<i>It is prescribed to concretize Article 110 Constitution 2013</i>).</p> <p>- Distinguish between local authorities in rural areas and in urban areas , in line with economic characteristics, geography, population, infrastructure and management requirements at each site : (<i>Article 4, Chapter III</i>).</p>
Industry sector	Build projects and plans of development, and administer projects and plans of development ( <i>Article 84</i> )	Work with the People's Committee at provincial level to build projects, plans of traditional-trade village development ( <i>Article 99</i> )	Guide how to venture and develop traditional – trade village ( <i>Clause 112.4</i> )	
Transportation sector	Direct and supervise the realization of transport projects, public-work management, vehicle safety ( <i>Article 85</i> )	Oversee use of transport projects and infrastructure in the area ( <i>Clause 100.2</i> )	Build and maintain communal roads, mobilize people to contribute to construction of roads, bridges, culverts in communes ( <i>Clause 113.1, 2 and 4</i> ).	<p>Additional provisions on jurisdiction naming or renaming of administrative units and resolving land disputes involving administrative boundaries between administrative units :</p> <p>- The <b>National Assembly</b> decided to establish , dissolve, merge, divide and adjust the boundaries of provincial administrative units; Naming, renaming the provincial level administrative units ; resolve disputes concerning the boundaries</p>

Functions	The Law on Organization of People's Councils and People's Committees (2003)			The Law Organizing Local Government <sup>101</sup> (2015)
	Provincial People's Committee under the central government	District People's Committee	Ward People's Committees	Differences and new points at all levels of local government <sup>102</sup>
Construction, management and development of urban areas	Set up, submit for approval of construction projects in areas, management of architectural construction and licensing ( <i>Clause 86.1</i> )	Set up, submit for approval of town and village in districts, management of construction and construction permits ( <i>Clause 100.1, 3</i> )	Management of construction and building permits for private houses in rural areas ( <i>Clause 113.2</i> )	of administrative units at provincial level . - The <b>National Assembly Standing Committee</b> decided to establish, dissolve , merge, divide and adjust the boundaries of the administrative units of <b>districts and communes</b> ; name , rename the district-level administrative units , commune;
Trade, services and tourism sector	Build up projects, plans for business development: grant and revoke business license, sanitation safety ( <i>Article 87</i> )	Build up and develop service network, supervise sanitation safety ( <i>Clause 101</i> )	Nil	
Education and training sector	State management of schools in the area, supervision of teachers standards, regulations, qualifications ( <i>Article 88</i> )	Build up programs for development, develop and supervise realization in the area ( <i>Article 102</i> )	Mobilize children to attend class 1 at the right age, adult literacy and continuing education, nursery management ( <i>Clause 114.1, 2</i> )	
Information and culture sector	State management of the sector, trade exhibitions; maintain and restoration historical vestiges ( <i>Article 89</i> )	Management of public works in areas, maintenance and promotion of vestiges and landscape ( <i>Clause 102.3</i> )	Nil	

Functions	The Law on Organization of People's Councils and People's Committees (2003)			The Law Organizing Local Government <sup>101</sup> (2015)
	Provincial People's Committee under the central government	District People's Committee	Ward People's Committees	Differences and new points at all levels of local government <sup>102</sup>
Health care sector	Management of provincial public health facilities; granting work permit to private healthcare facilities (Article 90)	Management of healthcare centers, clinics, disease prevention (Clause 102.4)	Implementing grassroots healthcare programs (Clause 114.3)	
Science, technology, natural resources,	Direct and inspect adopted missions and plans (Article 91)	Implement measures to apply science and technology to production (Clause 103.1)	Nil	
Defense and security	To ensure security, reinforce people's security forces, direct to fight and prevent crimes, management of household and residence administration (Article 92)	Organize mass movement, build up defensive zones in districts, manage forces of reserve troops; organize check-up registration for military service candidates, finalize listing of recruited troops (Article 104)	Propagandize, develop national defense education; recruit troops on military service duties, manage reserve troops, management of household and permanent and temporary residence administration (Article 115)	

Source: The result which the author compare between The Law on Organization of People's Councils and People's Committees (2003) and the Law Organizing Local Government (2015, effective from 1<sup>st</sup> January 2016 ) and Ch & Ngo, (2016).

## APPENDIX 4 – QUESTIONNAIRE IN VIETNAMESE

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Vui lòng đánh dấu vào ô thích hợp và điền đầy đủ thông tin vào những ô bên dưới (cuối bản câu hỏi). Bản câu hỏi được thiết kế thể hiện mức độ đồng ý giảm dần, theo đó :

STT	Các phát biểu	Hoàn toàn đồng ý	Đồng ý	Hơi đồng ý	Trung lập	Hơi phản đối	Không đồng ý	Hoàn toàn không đồng ý
<b>1</b>	<b>Lãnh đạo (*)</b>	<b>LEADERSHIP - LE</b>						
LE1	Người giám sát trực tiếp hỗ trợ cho những nỗ lực của tôi	1	2	3	4	5	6	7
LE2	Những quy tắc lãnh đạo trong tổ chức này giúp cho tổ chức phát triển	1	2	3	4	5	6	7
LE3	Những nỗ lực của lãnh đạo tổ chức này giúp hoàn thành những mục tiêu của tổ chức	1	2	3	4	5	6	7
LE4	Tôi hiểu rõ rằng sếp của tôi luôn cố gắng để hướng dẫn những nỗ lực trong công việc của tôi	1	2	3	4	5	6	7
LE5	Tôi hiểu rõ những nỗ lực của sếp tác động đến tôi và các thành viên khác trong các phòng ban	1	2	3	4	5	6	7
LE6	Lãnh đạo của tổ chức này có năng lực tốt	1	2	3	4	5	6	7
LE7	Lãnh đạo của tổ chức này có tâm huyết với công việc	1	2	3	4	5	6	7
LE8	Lãnh đạo của tổ chức này nhìn chung đối xử tốt với nhân viên	1	2	3	4	5	6	7
LE9	Lãnh đạo của tổ chức này có mối quan hệ tốt trong công việc với cấp trên	1	2	3	4	5	6	7
LE10	Lãnh đạo của tổ chức này có tầm nhìn rõ ràng cho tổ chức	1	2	3	4	5	6	7

STT	Các phát biểu	Hoàn toàn đồng ý	Đồng ý	Hơi đồng ý	Trung lập	Hơi phản đối	Không đồng ý	Hoàn toàn không đồng ý
2	<b>Mối quan hệ (*)</b>	<b>RELATIONSHIP - RE</b>						
RE1	Mối quan hệ của tôi với người giám sát trực tiếp là một mối quan hệ hòa thuận	1	2	3	4	5	6	7
RE2	Tôi có thể luôn nói với ai đó trong công việc nếu tôi có một vấn đề liên quan đến công việc	1	2	3	4	5	6	7
RE3	Mối quan hệ của tôi với các thành viên trong nhóm rất thân thiện và chuyên nghiệp	1	2	3	4	5	6	7
RE4	Tôi đã thiết lập mối quan hệ cần thiết để thực hiện công việc hiệu quả	1	2	3	4	5	6	7
RE5	Các xung đột trong tổ chức này đều có thể giải quyết	1	2	3	4	5	6	7
3	<b>Khen thưởng (*)</b>	<b>REWARDS - RW</b>						
RW1	Công việc của tôi đem đến cơ hội cho tôi trưởng thành	1	2	3	4	5	6	7
RW2	Việc trả lương và phúc lợi là công bằng với mỗi nhân viên trong tổ chức	1	2	3	4	5	6	7
RW3	Có nhiều cơ hội thăng tiến trong tổ chức này	1	2	3	4	5	6	7
RW4	Tiền lương tôi nhận được tương xứng với kết quả công việc tôi thực hiện	1	2	3	4	5	6	7
RW5	Tất cả nhiệm vụ cần hoàn thành đều được khuyến khích	1	2	3	4	5	6	7
RW6	Việc thăng tiến cá nhân trong tổ chức dựa trên năng lực và phẩm chất	1	2	3	4	5	6	7



STT	Các phát biểu	Hoàn toàn đồng ý	Đồng ý	Hơi đồng ý	Trung lập	Hơi phản đối	Không đồng ý	Hoàn toàn không đồng ý
RW7	Tổ chức này có chế độ đãi ngộ nhân viên có thành tích tốt trong công tác	1	2	3	4	5	6	7
RW8	Tổ chức này áp dụng chính sách khen thưởng tốt hơn tổ chức khác	1	2	3	4	5	6	7
RW9	Sự đóng góp và nỗ lực của nhân viên đều được ghi nhận, công nhận của tổ chức	1	2	3	4	5	6	7
RW10	Thu nhập của nhân viên tương xứng với kết quả công việc của họ	1	2	3	4	5	6	7
<b>4</b>	<b>Thái độ với sự thay đổi</b>	<b>ATTITUDE towards CHANGE - CA</b>						
CA1	Tổ chức này sẵn sàng để thay đổi để tốt hơn	1	2	3	4	5	6	7
CA2	Tổ chức này có cách thức tiến hành công việc linh hoạt theo quy trình thủ tục mới	1	2	3	4	5	6	7
CA3	Tổ chức này khuyến khích những cố gắng tạo ra sự thay đổi, cải tiến	1	2	3	4	5	6	7
CA4	Thỉnh thoảng nhân viên có cơ hội đưa ra các cải tiến nhằm hoàn thiện các hoạt động của công ty	1	2	3	4	5	6	7
CA5	Tổ chức này có khả năng để thay đổi tốt hơn	1	2	3	4	5	6	7
<b>5</b>	<b>Quản trị thông tin</b>	<b>INFORMATION MANAGEMENT &amp; COMMUNICATION - IM</b>						
IM1	Thông tin trong tổ chức được thông suốt từ cấp trên xuống cấp dưới	1	2	3	4	5	6	7
IM2	Không có hiện tượng nhiễu thông tin trong tổ chức	1	2	3	4	5	6	7
IM3	Thông tin bị sai lệch theo cả hai chiều từ cấp trên xuống cấp dưới và ngược lại	1	2	3	4	5	6	7

STT	Các phát biểu							
		Hoàn toàn đồng ý	Đồng ý	Hơi đồng ý	Trung lập	Hơi phản đối	Không đồng ý	Hoàn toàn không đồng ý
IM4	Thông tin trong tổ chức được cập nhật kịp thời	1	2	3	4	5	6	7
IM5	Thông tin trong tổ chức được xử lý nhanh chóng	1	2	3	4	5	6	7
IM6	Thông tin chính thức của tổ chức được chuyển tải và xử lý nhanh chóng	1	2	3	4	5	6	7
IM7	Người lãnh đạo nắm được cả những thông tin chính thức và không chính thức liên quan đến tổ chức	1	2	3	4	5	6	7
<b>6</b>	<b>Kiểm tra và giám sát (*)</b>	<b>INSPECTION AND SUPERVISION - IS</b>						
IS1	Tổ chức này có hệ thống kiểm tra, giám sát rõ ràng	1	2	3	4	5	6	7
IS2	Cấp trên có thể dễ dàng kiểm tra công việc và tiến độ thực hiện công việc của cấp dưới	1	2	3	4	5	6	7
IS3	Tổ chức này thực hiện nghiêm các quy trình nghiệp vụ, và quy chế hoạt động	1	2	3	4	5	6	7
IS4	Lãnh đạo tổ chức này thường xuyên kiểm tra chất lượng, hiệu quả công việc cấp dưới	1	2	3	4	5	6	7
IS5	Các sai lệch trong công việc được xử lý kịp thời	1	2	3	4	5	6	7
IS6	Tổ chức này có sử dụng biện pháp nghiệp vụ để phát hiện các sai phạm trong công việc	1	2	3	4	5	6	7
IS7	Việc kiểm tra trong tổ chức này đã nâng cao hiệu quả của cá nhân và tổ chức	1	2	3	4	5	6	7
<b>7</b>	<b>Đồng lòng</b>	<b>CONSENSUS - AC</b>						
AC1	Các thành viên trong tổ chức luôn tin tưởng lẫn nhau	1	2	3	4	5	6	7

STT	Các phát biểu	Hoàn toàn đồng ý	Đồng ý	Hơi đồng ý	Trung lập	Hơi phản đối	Không đồng ý	Hoàn toàn không đồng ý
AC2	Các thành viên trong tổ chức luôn hỗ trợ và giúp đỡ nhau	1	2	3	4	5	6	7
AC3	Nhìn chung không có hiện tượng nhân viên bất mãn với lãnh đạo và tổ chức	1	2	3	4	5	6	7
AC4	Nhân viên trong tổ chức không nói xấu lẫn nhau	1	2	3	4	5	6	7
AC5	Không có xung đột lợi ích trong tổ chức này	1	2	3	4	5	6	7
AC6	Chỉ đạo của cấp trên luôn nhất quán từ trên xuống dưới	1	2	3	4	5	6	7
<b>8</b>	<b>Kết quả hoạt động</b>	<b>PERFORMANCE</b>						
PE1	Theo đánh giá của cơ quan quản lý cấp trên tổ chức này có kết quả hoạt động tốt	1	2	3	4	5	6	7
PE2	Theo đánh giá của cụm thi đua tổ chức này có kết quả cao	1	2	3	4	5	6	7
PE3	Cấp trên quản lý trực tiếp đánh giá kết quả hoạt động của tổ chức này là tốt	1	2	3	4	5	6	7
PE4	Lãnh đạo của tổ chức này hài lòng về kết quả hoạt động của tổ chức	1	2	3	4	5	6	7
PE5	Nhìn chung nhân viên hài lòng khi làm việc trong tổ chức này	1	2	3	4	5	6	7
PE6	Kết quả khảo sát ý kiến khách hàng cho rằng tổ chức được đánh giá tốt	1	2	3	4	5	6	7
PE7	Không có khiếu nại tố cáo liên quan hoạt động của tổ chức	1	2	3	4	5	6	7

Vui lòng đánh dấu vào ô thích hợp :

10	Giới tính :	Nam	<input type="checkbox"/>	Nữ	<input type="checkbox"/>
11	Đơn vị công tác : Cấp Thành phố/Quận huyện/Phường xã	TP	<input type="checkbox"/>	Q- H	<input type="checkbox"/>
12	Chức vụ : theo chức danh cao nhất đang đảm nhiệm	Trưởng	<input type="checkbox"/>	P- X	<input type="checkbox"/>
12.1	- Cấp Thành phố :				
a	<i>Giám đốc/Phó Giám đốc sở ngành</i>		<input type="checkbox"/>		<input type="checkbox"/>
b	<i>Trưởng phó các phòng ban trực thuộc Sở</i>		<input type="checkbox"/>		<input type="checkbox"/>
12.2	- Cấp Quận huyện :				
a	<i>Phòng ban chính quyền</i>		<input type="checkbox"/>		<input type="checkbox"/>
b	<i>Ban Đảng</i>		<input type="checkbox"/>		<input type="checkbox"/>
c	<i>Thường trực Quận/Huyện ủy</i>		<input type="checkbox"/>		<input type="checkbox"/>
d	<i>Thường trực Ủy ban nhân dân Quận/Huyện</i>		<input type="checkbox"/>		<input type="checkbox"/>
12.3	- Cấp phường xã :				
a	<i>Bí thư hoặc Phó Bí thư Thường trực Đảng ủy</i>		<input type="checkbox"/>		<input type="checkbox"/>
b	<i>Chủ tịch hoặc Phó Chủ tịch Ủy ban nhân dân Phường</i>		<input type="checkbox"/>		<input type="checkbox"/>
c	<i>Chủ tịch hoặc Phó Chủ tịch Hội đồng nhân dân Phường</i>		<input type="checkbox"/>		<input type="checkbox"/>

Trân trọng cảm ơn!

**APPENDIX 5 - MEASUREMENT SCALES IN ENGLISH, VIETNAMESE  
(BEFORE AND AFTER TEST RESULTS) AND CODING DATA**

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**3.1 Measurement scales in English and Vietnamese**

STT	Statements	Các phát biểu	Test Result
<b>LE</b>	<b>Leadership</b>	<b>Lãnh đạo (*)</b>	
LE1	My immediate supervisor is supportive of my efforts	Người giám sát trực tiếp hỗ trợ cho những nỗ lực của tôi	Remained
LE2	The leadership norms of this organization help its progress	Những quy tắc lãnh đạo trong tổ chức này giúp cho tổ chức phát triển	Remained
LE3	This organization's leadership efforts result in the organization's fulfillment of its purposes	Những nỗ lực của lãnh đạo tổ chức này giúp hoàn thành những mục tiêu của tổ chức	Remained
LE4	It is clear to me whenever my boss is attempting to guide my work efforts	Tôi hiểu rõ rằng sếp của tôi luôn cố gắng để hướng dẫn những nỗ lực trong công việc của tôi	Remained
LE5	I understand my boss's efforts to influence me and the other members of the work unit	Tôi hiểu rõ những nỗ lực của sếp tác động đến tôi và các thành viên khác trong các phòng ban	Remained
LE6	Leaders of this organization have good capacity	Lãnh đạo của tổ chức này có năng lực tốt	Remained
LE7	Leaders of this organization have devoted to work	Lãnh đạo của tổ chức này có tâm huyết với công việc	Removed
LE8	Leaders of this organizations treat well to employees in general	Lãnh đạo của tổ chức này nhìn chung đối xử tốt với nhân viên	Removed
LE9	Leaders of this organization have a good working relationship with high level superiors	Lãnh đạo của tổ chức này có mối quan hệ tốt trong công việc với cấp trên	Removed
LE10	Leaders of this organization have a clear vision	Lãnh đạo của tổ chức này có tầm nhìn rõ ràng cho tổ chức	Removed

STT	Statements	Các phát biểu	Test Result
<b>RE</b>	<b>Relationship</b>	<b>Mối quan hệ (*)</b>	<b>Test Result</b>
RE1	My relationship with my supervisor was a harmonious one	Mối quan hệ của tôi với người giám sát trực tiếp là một mối quan hệ hòa thuận	Remained
RE2	I can always talk with someone at work if I have a work-related problem	Tôi có thể luôn nói với ai đó trong công việc nếu tôi có một vấn đề liên quan đến công việc	Remained
RE3	My relationship with members of my work group are friendly as well as professional	Mối quan hệ của tôi với các thành viên trong nhóm rất thân thiện và chuyên nghiệp	Remained
RE4	I have established the relationships that I need to do my job properly	Tôi đã thiết lập mối quan hệ cần thiết để thực hiện công việc hiệu quả	Removed
RE5	There is no evidence of unresolved conflict in this organization	Các xung đột trong tổ chức này đều có thể giải quyết	Remained
<b>RW</b>	<b>Rewards</b>	<b>Khen thưởng (*)</b>	
RW1	My job offers the opportunity to develop my career and grow me up	Công việc của tôi đem đến cơ hội cho tôi trưởng thành	Removed
RW2	The salary and benefits of this organization treat fair to each employee	Việc trả lương và phúc lợi là công bằng với mỗi nhân viên trong tổ chức	Remained
RW3	There are many opportunities for promotion in this organization	Có nhiều cơ hội thăng tiến trong tổ chức này	Remained
RW4	The salary that I receive is commensurate with my performance	Tiền lương tôi nhận được tương xứng với kết quả công việc tôi thực hiện	Remained
RW5	All tasks to be accomplished are associated with incentives	Tất cả nhiệm vụ cần hoàn thành đều được khuyến khích	Remained
RW6	Personal promotion within the organization is based on their employees' capacity and personality	Việc thăng tiến cá nhân trong tổ chức dựa trên năng lực và phẩm chất	Remained

<b>STT</b>	<b>Statements</b>	<b>Các phát biểu</b>	<b>Test Result</b>
RW7	This organization has remuneration for high performance's staff in their work	Tổ chức này có chế độ đãi ngộ nhân viên có thành tích tốt trong công tác	Removed
RW8	This organization applies reward policy better than the others.	Tổ chức này áp dụng chính sách khen thưởng tốt hơn tổ chức khác	Removed
RW9	The contributions and efforts of the employees are recognized and recorded officially	Sự đóng góp và nỗ lực của nhân viên đều được ghi nhận, công nhận của tổ chức	Removed
RW10	The employees' incomes are commensurate with their work results	Thu nhập của nhân viên tương xứng với kết quả công việc của họ	Removed
<b>CA</b>	<b>Attitude towards Change</b>	<b>Thái độ với sự thay đổi</b>	
CA1	This organization is not resistant to change	Tổ chức này sẵn sàng để thay đổi để tốt hơn	Remained
CA2	This organization introduces enough new policies and procedures	Tổ chức này có cách thức tiến hành công việc linh hoạt theo quy trình thủ tục mới	Removed
CA3	This organization favors change	Tổ chức này khuyến khích những cố gắng tạo ra sự thay đổi, cải tiến	Remained
CA4	Occasionally I like to change things about my job	Thỉnh thoảng nhân viên có cơ hội đưa ra các cải tiến nhằm hoàn thiện các hoạt động của công ty	Remained
CA5	This organization has the ability to change	Tổ chức này có khả năng để thay đổi tốt hơn	Remained
<b>IM</b>	<b>Information Management</b>	<b>Quản trị thông tin</b>	
IM1	The information in this organization is transferred clearly among organization	Thông tin trong tổ chức được thông suốt từ cấp trên xuống cấp dưới	Remained
IM2	There is no information interference in this organization	Không có hiện tượng nhiễu thông tin trong tổ chức	Remained

STT	Statements	Các phát biểu	Test Result
IM3	The information is false in both directions from superiors to lower levels and vice versa	Thông tin bị sai lệch theo cả hai chiều từ cấp trên xuống cấp dưới và ngược lại	Removed
IM4	Information in organization is updated promptly	Thông tin trong tổ chức được cập nhật kịp thời	Remained
IM5	Information in organization is processed quickly	Thông tin trong tổ chức được xử lý nhanh chóng	Remained
IM6	Official information is transferred and processed quickly	Thông tin chính thức của tổ chức được chuyển tải và xử lý nhanh chóng	Removed
IM7	The leaders can get official and unofficial information concerned with the organization	Người lãnh đạo nắm được cả những thông tin chính thức và không chính thức liên quan đến tổ chức	Removed
<b>IS</b>	<b>Inspection and Supervision</b>	<b>Kiểm tra và giám sát (*)</b>	
IS1	The organization has a clear supervision and inspection system	Tổ chức này có hệ thống kiểm tra, giám sát rõ ràng	Remained
IS2	The supervisors can easily check the lists and progress of the work of their subordinates	Cấp trên có thể dễ dàng kiểm tra công việc và tiến độ thực hiện công việc của cấp dưới	Remained
IS3	The business processes and operational regulations are done strictly in this organization.	Tổ chức này thực hiện nghiêm các quy trình nghiệp vụ, và quy chế hoạt động	Remained
IS4	The leaders of this organization often check the work quality of their subordinates	Lãnh đạo tổ chức này thường xuyên kiểm tra chất lượng, hiệu quả công việc cấp dưới	Remained
IS5	The work error is solved immediately	Các sai lệch trong công việc được xử lý kịp thời	Removed
IS6	The organization has used professional methods to detect errors in the work	Tổ chức này có sử dụng biện pháp nghiệp vụ để phát hiện các sai phạm trong công việc	Removed



<b>STT</b>	<b>Statements</b>	<b>Các phát biểu</b>	<b>Test Result</b>
IS7	The supervision and inspection in this organization has improved the effectiveness of individual and organizational performances	Việc kiểm tra trong tổ chức này đã nâng cao hiệu quả của cá nhân và tổ chức	Removed
<b>AC</b>	<b>Consensus (*)</b>	<b>Đồng lòng</b>	
AC1	The members of this organization always trust each other	Các thành viên trong tổ chức luôn tin tưởng lẫn nhau	Remained
AC2	The members of this organization always support and help each other	Các thành viên trong tổ chức luôn hỗ trợ và giúp đỡ nhau	Remained
AC3	There is no disgruntled phenomenon of employees with their leaders and the organization in general	Nhìn chung không có hiện tượng nhân viên bất mãn với lãnh đạo và tổ chức	Remained
AC4	Employees in this organization do not speak ill each other	Nhân viên trong tổ chức không nói xấu lẫn nhau	Remained
AC5	There is no conflict of interest and benefits in this organization	Không có xung đột lợi ích trong tổ chức này	Remained
AC6	The commands of each level management are consistent	Chỉ đạo của cấp trên luôn nhất quán từ trên xuống dưới	Removed
<b>PE</b>	<b>Performances</b>	<b>Kết quả hoạt động</b>	
1	According to the agency's upper management this organization's evaluation this organization performance is good	Theo đánh giá của cơ quan quản lý cấp trên tổ chức này có kết quả hoạt động tốt	Removed
2	According to the competition group, this organization has high results	Theo đánh giá của cụm thi đua tổ chức này có kết quả cao	Remained
3	The leaders of direct management level of the organization evaluate the performance of this organization as well	Cấp trên quản lý trực tiếp đánh giá kết quả hoạt động của tổ chức này là tốt	Remained

STT	Statements	Các phát biểu	Test Result
4	The leaders of this organization satisfied with this organization's performances	Lãnh đạo của tổ chức này hài lòng về kết quả hoạt động của tổ chức	Removed
5	Overall employee satisfied when working for this organization	Nhìn chung nhân viên hài lòng khi làm việc trong tổ chức này	Remained
6	The result of customer surveys showed that this organization's performances are good	Kết quả khảo sát ý kiến khách hàng cho rằng tổ chức được đánh giá tốt	Remained
7	There is no complaints and denunciations that are related to this organization's activities	Không có khiếu nại tố cáo liên quan hoạt động của tổ chức	Removed

### 3.2 Coding data for indentification variables

1	Giới tính :	Nam	1	Nữ	2		
2	Đơn vị công tác : Cấp Thành phố/Quận huyện/Phường xã	TP	1	Q-H	2	P-X	3
3	Chức vụ : theo chức danh cao nhất đang đảm nhiệm	Trưởng		Phó			
3.1	- Cấp Thành phố :						
a	<i>Thường trực Thành ủy - HĐND - UBND</i>		1		2		
b	<i>Giám đốc/Phó Giám đốc Sở ban ngành</i>		3		4		
c	<i>Trưởng/Phó các phòng ban trực thuộc Sở, ban ngành</i>		5		6		
3.2	- Cấp Quận huyện :						
a	<i>Thường trực Quận/Huyện ủy</i>		7		8		
b	<i>Thường trực HĐND - Ủy ban nhân dân Quận/Huyện</i>		9		10		
c	<i>Trưởng/Phó các phòng chuyên môn</i>		11		12		
3.3	- Cấp phường xã :						
a	<i>Bí thư hoặc Phó Bí thư Thường trực Đảng ủy</i>		13		14		
b	<i>Chủ tịch hoặc Phó Chủ tịch Ủy ban nhân dân Phường</i>		15		16		
	<i>Chủ tịch hoặc Phó Chủ tịch Hội đồng nhân dân Phường</i>		17		18		

**APPENDIX 6**  
**PRELIMINARY RESEARCH RESULTS**

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**1 – Describe survey sample**

**1.1 - Gender**

**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	58	50,0	50,0	50,0
Valid 2	58	50,0	50,0	100,0
Total	116	100,0	100,0	

**1.2 Level of government organization**

**Organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	6	5,2	5,2	5,2
Valid 2	65	56,0	56,0	61,2
3	45	38,8	38,8	100,0
Total	116	100,0	100,0	

### 1.3 Position

#### Position

Positions	Frequency	Percent	Valid Percent	Cumulative Percent
2	1	,9	,9	,9
3	1	,9	,9	1,7
4	1	,9	,9	2,6
5	1	,9	,9	3,4
6	3	2,6	2,6	6,0
7	2	1,7	1,7	7,8
8	2	1,7	1,7	9,5
9	1	,9	,9	10,3
10	3	2,6	2,6	12,9
Valid 11	19	16,4	16,4	29,3
12	37	31,9	31,9	61,2
13	12	10,3	10,3	71,6
14	9	7,8	7,8	79,3
15	7	6,0	6,0	85,3
16	10	8,6	8,6	94,0
17	1	,9	,9	94,8
18	6	5,2	5,2	100,0
Total	116	100,0	100,0	

**2 – Cronbach Alpha of each factor:** is presented in Chapter III.

### **3 – Exploratory Factoring Analysis – EFA**

#### **Principal components and Rotation :**

#### **3.1 – Leadership**

##### **KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,913
	Approx. Chi-Square	904,375
Bartlett's Test of Sphericity	df	45
	Sig.	,000

##### **Total Variance Explained**

<b>Component</b>	<b>Initial Eigenvalues</b>			<b>Extraction Sums of Squared Loadings</b>		
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>
1	6,404	64,039	64,039	6,404	64,039	64,039
2	,952	9,519	73,558			
3	,662	6,624	80,182			
4	,521	5,212	85,394			
5	,429	4,292	89,686			
6	,276	2,760	92,445			
7	,234	2,344	94,789			
8	,203	2,030	96,820			
9	,193	1,934	98,754			
10	,125	1,246	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
LE7	,879
LE6	,878
LE10	,838
LE4	,834
LE2	,808
LE3	,802
LE8	,789
LE9	,753
LE5	,703
LE1	,696

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**3.2 – Relationship :**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,822
	Approx. Chi-Square	341,594
Bartlett's Test of Sphericity	df	10
	Sig.	,000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,512	70,230	70,230	3,512	70,230	70,230
2	,573	11,461	81,692			
3	,443	8,870	90,562			
4	,279	5,587	96,149			
5	,193	3,851	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
RE3	,881
RE5	,862
RE1	,841
RE4	,836
RE2	,765

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



### 3.3 – Rewards

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,896
	Approx. Chi-Square	766,660
Bartlett's Test of Sphericity	df	45
	Sig.	,000

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6,048	60,476	60,476	6,048	60,476	60,476
2	,914	9,141	69,617			
3	,713	7,127	76,744			
4	,534	5,337	82,081			
5	,451	4,507	86,588			
6	,405	4,046	90,634			
7	,331	3,313	93,947			
8	,250	2,495	96,442			
9	,198	1,978	98,420			
10	,158	1,580	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
RW9	,853
RW6	,847
RW5	,843
RW7	,827
RW2	,793
RW1	,784
RW3	,741
RW10	,711
RW4	,687
RW8	,662

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**3.4 – Attitude towards Change****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,808
	Approx. Chi-Square	425,421
Bartlett's Test of Sphericity	df	10
	Sig.	,000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,623	72,461	72,461	3,623	72,461	72,461
2	,598	11,957	84,417			
3	,386	7,716	92,133			
4	,303	6,070	98,203			
5	,090	1,797	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
CA2	,915
CA3	,914
CA1	,854
CA5	,847
CA4	,710

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

### 3.5 – Information Management and Communication

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,907
	Approx. Chi-Square	694,104
Bartlett's Test of Sphericity	df	21
	Sig.	,000

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,055	72,212	72,212	5,055	72,212	72,212
2	,575	8,220	80,431			
3	,523	7,477	87,908			
4	,385	5,494	93,402			
5	,193	2,762	96,164			
6	,149	2,127	98,290			
7	,120	1,710	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
IM4	,926
IM1	,919
IM6	,915
IM5	,883
IM7	,790
IM2	,770
IM3	,721

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**3.6 – Inspection and Supervision****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,914
	Approx. Chi-Square	676,495
Bartlett's Test of Sphericity	df	21
	Sig.	,000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,209	74,416	74,416	5,209	74,416	74,416
2	,502	7,177	81,594			
3	,387	5,534	87,128			
4	,290	4,146	91,274			
5	,254	3,627	94,901			
6	,195	2,781	97,682			
7	,162	2,318	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
IS4	,897
IS3	,882
IS7	,877
IS5	,877
IS1	,857
IS2	,836
IS6	,809

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**3.7 – Accord and Consensus**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,841
	Approx. Chi-Square	551,216
Bartlett's Test of Sphericity	df	15
	Sig.	,000

**Total Variance Explained**

<b>Component</b>	<b>Initial Eigenvalues</b>			<b>Extraction Sums of Squared Loadings</b>		
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>
1	4,356	72,594	72,594	4,356	72,594	72,594
2	,641	10,682	83,276			
3	,443	7,381	90,657			
4	,234	3,896	94,552			
5	,200	3,326	97,878			
6	,127	2,122	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
AC6	,857
AC5	,857
AC3	,856
AC4	,850
AC1	,847
AC2	,845

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**3.8 – Performance****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,852
	Approx. Chi-Square	657,190
Bartlett's Test of Sphericity	df	21
	Sig.	,000



**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,844	69,199	69,199	4,844	69,199	69,199
2	,697	9,964	79,162			
3	,567	8,102	87,265			
4	,408	5,828	93,093			
5	,228	3,264	96,357			
6	,151	2,159	98,516			
7	,104	1,484	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
PE1	,889
PE3	,889
PE2	,873
PE6	,869
PE5	,829
PE4	,789
PE7	,659

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

**APPENDIX 7**  
**RESULTS OF MAIN RESEARCH**

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**1 – Cronbach Alpha** : are presented in Table 4.3 – 4.10 in Chapter IV.

**1.1 – Leadership**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.939	10

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LE1	50.59	70.231	.619	.940
LE2	50.36	69.428	.761	.932
LE3	50.24	70.926	.783	.931
LE4	50.47	68.623	.740	.933
LE5	50.26	71.076	.719	.934
LE6	50.33	69.526	.837	.929
LE7	50.23	69.940	.823	.929
LE8	50.29	70.568	.776	.931
LE9	50.32	70.689	.731	.933
LE10	50.40	69.518	.783	.931

## 1.2 – Relationship

### Reliability Statistics

Cronbach's Alpha	N of Items
,911	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RE1	22,71	12,806	,750	,896
RE2	22,79	12,178	,676	,917
RE3	22,53	12,167	,836	,878
RE4	22,66	12,790	,809	,885
RE5	22,67	12,495	,833	,880

## 1.3 – Rewards

### Reliability Statistics

Cronbach's Alpha	N of Items
,697	10

**Item-Total Statistics**

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
RW1	37,80	22,279	,647	,621
RW2	37,67	22,851	,677	,623
RW3	37,58	22,296	,691	,616
RW4	37,66	23,353	,605	,634
RW5	37,56	22,565	,656	,622
RW6	37,48	23,099	,698	,623
RW7	40,40	26,825	,105	,724
RW8	40,73	29,494	-,105	,763
RW9	39,89	27,162	,086	,726
RW10	39,60	28,139	,026	,731

→ Omitted variables: RW 7, 8, 9 và RW10 because of Corrected Item – Total Correlation <0.3  
 The component RW consists of observed variables: RW1, RW2, RW3, RW3, RW4, RW5 và RW 6.

Cronbach Alpha (after adjusted) is counted :

**Reliability Statistics**

Cronbach's Alpha	N of Items
,916	6

**Item-Total Statistics**

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
RW1	26,70	15,960	,717	,909
RW2	26,57	16,301	,780	,899
RW3	26,48	15,763	,799	,896
RW4	26,56	16,660	,715	,908
RW5	26,46	15,781	,794	,897
RW6	26,38	16,636	,788	,899

**1.4 – Attitude towards Change****Reliability Statistics**

<b>Cronbach's Alpha</b>	<b>N of Items</b>
,894	5

**Item-Total Statistics**

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
CA1	19,88	9,827	,755	,868
CA2	19,96	10,160	,693	,882
CA3	19,78	9,942	,699	,880
CA4	19,79	9,677	,778	,863
CA5	19,78	9,374	,779	,863

## 1.5 – Information Management and Communication

### Reliability Statistics

Cronbach's Alpha	N of Items
,498	7

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IM1	24,67	13,737	,586	,342
IM2	24,75	13,609	,543	,347
IM3	27,24	15,968	-,028	,628
IM4	24,81	13,663	,562	,344
IM5	24,94	13,272	,570	,331
IM6	27,82	16,811	,029	,547
IM7	27,63	16,885	-,033	,594

→ Omitted variables : IM3, IM6 và IM7 because of Corrected Item – Total Correlation <0.3

Reliability Test : Cronbach Alpha after adjusted:

### Reliability Statistics

Cronbach's Alpha	N of Items
,906	4

**Item-Total Statistics**

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
IM1	16,43	7,314	,792	,878
IM2	16,51	7,099	,757	,890
IM4	16,57	7,000	,821	,867
IM5	16,70	6,835	,787	,880

**1.6 – Inspection and Supervision****Reliability Statistics**

<b>Cronbach's Alpha</b>	<b>N of Items</b>
,694	7

**Item-Total Statistics**

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
IS1	28,30	21,374	,561	,619
IS2	28,16	20,777	,665	,594
IS3	28,24	20,776	,624	,602
IS4	28,19	20,621	,666	,593
IS5	28,27	21,156	,627	,605
IS6	31,20	26,396	,040	,765
IS7	31,20	27,413	-,024	,780

→ IM6 and IM7 are omitted because of Corrected Item – Total Correlation < 0.3. IS component consists of IS1, IS2, IS3, IS4 và IS5.

Cronbach Alpha after adjusted :

### Reliability Statistics

Cronbach's Alpha	N of Items
,884	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IS1	22,85	16,840	,641	,878
IS2	22,70	16,052	,786	,845
IS3	22,79	16,487	,685	,868
IS4	22,74	16,152	,754	,852
IS5	22,82	16,382	,746	,854

### 1.7 –Concensus

### Reliability Statistics

Cronbach's Alpha	N of Items
,781	6



**Item-Total Statistics**

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
AC1	24,78	14,885	,687	,713
AC2	24,74	14,110	,750	,694
AC3	24,67	14,323	,731	,700
AC4	25,05	14,665	,670	,715
AC5	24,82	14,582	,685	,711
AC6	27,73	19,302	-,017	,905

→ AC6 is omitted because of Corrected Item – Total Correlation < 0.3.

AC component consists of AC1, AC2, AC3, AC4, AC5;

Cronbach alpha after adjusted :

**Reliability Statistics**

Cronbach's Alpha	N of Items
,905	5

**Item-Total Statistics**

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
AC1	22,15	12,951	,752	,885
AC2	22,11	12,188	,821	,870
AC3	22,04	12,478	,787	,878
AC4	22,42	12,972	,696	,897
AC5	22,19	12,651	,751	,886

## 1.8 – Performance

### Reliability Statistics

Cronbach's Alpha	N of Items
,619	7

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PE1	28,63	23,449	,042	,685
PE2	25,96	20,140	,628	,516
PE3	25,92	20,164	,582	,522
PE4	28,56	21,681	,149	,654
PE5	25,85	19,749	,632	,509
PE6	25,84	19,816	,644	,508
PE7	27,55	19,356	,199	,660

→ PE1, PE4, PE7 are omitted because of Corrected Item – Total Correlation < 0.3.

PE component consists of PE2, PE3, PE5, và PE6;

Hệ số tin cậy Cronbach alpha after adjusted:

### Reliability Statistics

Cronbach's Alpha	N of Items
,940	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PE2	16,54	7,809	,830	,930
PE3	16,50	7,590	,821	,933
PE5	16,43	7,311	,884	,913
PE6	16,43	7,389	,895	,910

**2 – EFA****2.1 – Rotation : Varimax and Principal axis factoring****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Approx. Chi-Square		18695.756
Bartlett's Test of Sphericity	df	946
	Sig.	.000

**Total Variance Explained**

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.137	38.947	38.947	16.829	38.247	38.247	7.126	16.196	16.196
2	3.853	8.756	47.703	3.515	7.989	46.236	4.245	9.647	25.843
3	2.961	6.729	54.432	2.620	5.955	52.192	3.668	8.336	34.179

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
4	2.347	5.335	59.767	2.021	4.594	56.786	3.558	8.085	42.264
5	1.766	4.014	63.780	1.440	3.273	60.059	3.429	7.794	50.059
6	1.671	3.798	67.579	1.353	3.075	63.134	3.420	7.773	57.832
7	1.431	3.252	70.831	1.143	2.597	65.731	2.915	6.626	64.457
8	1.015	2.307	73.138	.751	1.708	67.439	1.312	2.981	67.439
9	.755	1.715	74.853						
10	.656	1.491	76.344						
11	.588	1.336	77.680						
12	.555	1.262	78.942						
13	.524	1.191	80.133						
14	.499	1.135	81.268						
15	.475	1.080	82.348						
16	.454	1.033	83.381						
17	.448	1.018	84.399						
18	.436	.991	85.390						
19	.418	.950	86.340						
20	.407	.924	87.264						
21	.380	.863	88.127						
22	.360	.819	88.946						
23	.356	.808	89.754						
24	.329	.749	90.503						
25	.319	.725	91.227						
26	.301	.685	91.912						

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
27	.293	.665	92.577						
28	.277	.630	93.207						
29	.274	.623	93.829						
30	.253	.575	94.405						
31	.251	.571	94.976						
32	.247	.561	95.536						
33	.231	.525	96.061						
34	.216	.491	96.552						
35	.211	.480	97.032						
36	.199	.453	97.485						
37	.194	.441	97.926						
38	.174	.396	98.322						
39	.163	.370	98.692						
40	.154	.350	99.042						
41	.141	.321	99.363						
42	.129	.293	99.655						
43	.124	.282	99.938						
44	.027	.062	100.000						

Extraction Method: Principal Axis Factoring.

**Rotated Factor Matrix<sup>a</sup>**

	Factor							
	1	2	3	4	5	6	7	8
LE6	.827							
LE7	.794							
LE10	.754							
LE8	.753							
LE3	.739							
LE2	.729							
LE4	.717							
LE9	.713							
LE5	.662							
LE1	.584							
RW5		.797						
RW6		.796						
RW3		.790						
RW2		.785						
RW4		.735						
RW1		.709						
RE3			.771					
RE5			.735					
RE4			.711					
RE2			.644					
RE1	.318		.617					
AC2				.765				
AC3				.719				
AC5				.688				

	Factor							
	1	2	3	4	5	6	7	8
AC1				.662				
AC4				.622				
CA5					.786			
CA4					.784			
CA1					.763			
CA3					.690			
CA2					.688			
IS2						.779		
IS4						.757		
IS5						.754		
IS3						.632		
IS1						.537		
IM5							.758	
IM4							.742	
IM1							.686	
IM2							.644	
PE6	.379		.376					.563
PE5	.391		.368					.547
PE2	.405			.305			.303	.431
PE3	.390			.343				.421

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

**Factor Transformation Matrix**

Factor	1	2	3	4	5	6	7	8
1	.559	.305	.374	.364	.281	.336	.313	.181
2	-.356	.758	-.113	-.166	.488	-.093	-.111	-.003
3	-.726	-.213	.202	.333	.107	.419	.290	.067
4	-.042	.483	-.358	.191	-.705	.222	.229	-.044
5	.145	-.108	-.359	-.229	.180	.775	-.346	-.180
6	.085	-.172	-.684	.558	.346	-.222	.121	-.016
7	.054	-.106	-.222	-.561	.142	.019	.775	.000
8	.029	.041	.180	.117	.051	-.059	.131	-.963

Extraction Method: Principal Axis Factoring

Rotation Method: Varimax with Kaiser Normalization.

**2.2 – Rotation : Promax and Principal axis factoring****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Approx. Chi-Square		18695.756
Bartlett's Test of Sphericity	df	946
	Sig.	,000

**Communalities**

	Initial	Extraction
LE1	.478	.436
LE2	.687	.628
LE3	.697	.658
LE4	.586	.587
LE5	.576	.550



	Initial	Extraction
LE6	.789	.777
LE7	.781	.756
LE8	.719	.692
LE9	.636	.596
LE10	.692	.675
RE1	.655	.640
RE2	.528	.526
RE3	.748	.798
RE4	.753	.741
RE5	.776	.793
RW1	.590	.603
RW2	.652	.677
RW3	.681	.712
RW4	.577	.592
RW5	.674	.711
RW6	.651	.693
AC1	.654	.640
AC2	.732	.777
AC3	.713	.734
AC4	.586	.561
AC5	.643	.638
IM1	.715	.706
IM2	.675	.645
IM4	.768	.778
IM5	.737	.751
IS1	.524	.493

	Initial	Extraction
IS2	.669	.740
IS4	.629	.674
IS5	.674	.686
CA1	.621	.662
CA2	.582	.600
CA3	.547	.589
CA4	.673	.703
CA5	.692	.718
IS3	.544	.543
PE2	.780	.733
PE3	.773	.721
PE5	.947	.866
PE6	.948	.875

Extraction Method: Principal Axis Factoring

### Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	17.137	38.947	38.947	16.829	38.247	38.247	12.277
2	3.853	8.756	47.703	3.515	7.989	46.236	7.449
3	2.961	6.729	54.432	2.620	5.955	52.192	10.831
4	2.347	5.335	59.767	2.021	4.594	56.786	10.803
5	1.766	4.014	63.780	1.440	3.273	60.059	7.324

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
6	1.671	3.798	67.579	1.353	3.075	63.134	8.956
7	1.431	3.252	70.831	1.143	2.597	65.731	10.040
8	1.015	2.307	73.138	.751	1.708	67.439	12.212
9	.755	1.715	74.853				
10	.656	1.491	76.344				
11	.588	1.336	77.680				
12	.555	1.262	78.942				
13	.524	1.191	80.133				
14	.499	1.135	81.268				
15	.475	1.080	82.348				
16	.454	1.033	83.381				
17	.448	1.018	84.399				
18	.436	.991	85.390				
19	.418	.950	86.340				
20	.407	.924	87.264				
21	.380	.863	88.127				
22	.360	.819	88.946				
23	.356	.808	89.754				
24	.329	.749	90.503				
25	.319	.725	91.227				
26	.301	.685	91.912				
27	.293	.665	92.577				
28	.277	.630	93.207				

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
29	.274	.623	93.829				
30	.253	.575	94.405				
31	.251	.571	94.976				
32	.247	.561	95.536				
33	.231	.525	96.061				
34	.216	.491	96.552				
35	.211	.480	97.032				
36	.199	.453	97.485				
37	.194	.441	97.926				
38	.174	.396	98.322				
39	.163	.370	98.692				
40	.154	.350	99.042				
41	.141	.321	99.363				
42	.129	.293	99.655				
43	.124	.282	99.938				
44	.027	.062	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

**Pattern Matrix<sup>a</sup>**

	Factor							
	1	2	3	4	5	6	7	8
LE6	.919							
LE7	.865							
LE8	.832							
LE10	.810							
LE9	.782							
LE4	.769							
LE3	.761							
LE2	.759							
LE5	.671							
LE1	.578							
RW6		.844						
RW5		.838						
RW2		.821						
RW3		.815						
RW4		.799						
RW1		.716						
RE3			.883					
RE5			.800					
RE4			.776					
RE2			.765					
RE1			.646					
AC2				.900				
AC3				.832				
AC5				.793				

	Factor							
	1	2	3	4	5	6	7	8
AC1				.733				
AC4				.694				
CA4					.848			
CA5					.834			
CA1					.824			
CA3					.738			
CA2					.718			
IS2						.862		
IS4						.841		
IS5						.831		
IS3						.663		
IS1						.521		
IM5							.900	
IM4							.851	
IM1							.768	
IM2							.713	
PE6								.822
PE5								.797
PE2								.599
PE3								.582

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 7 iterations

**Factor Correlation Matrix**

Factor	1	2	3	4	5	6	7	8
1	1.000	.353	.563	.541	.336	.449	.511	.611
2	.353	1.000	.300	.315	.451	.308	.338	.439
3	.563	.300	1.000	.552	.428	.507	.540	.627
4	.541	.315	.552	1.000	.347	.546	.597	.642
5	.336	.451	.428	.347	1.000	.328	.320	.477
6	.449	.308	.507	.546	.328	1.000	.525	.520
7	.511	.338	.540	.597	.320	.525	1.000	.615
8	.611	.439	.627	.642	.477	.520	.615	1.000

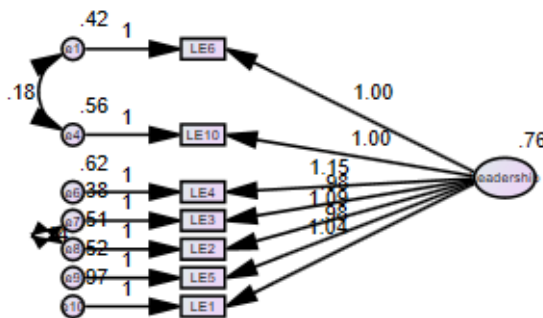
Extraction Method: Principal Axis Factoring

Rotation Method: Promax with Kaiser Normalization.

**3 – Confirmatory Factoring Analysis - CFA**

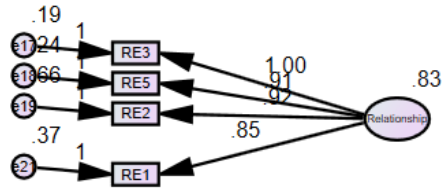
**3.1 – Measurement scale of each construct**

+ Leadership



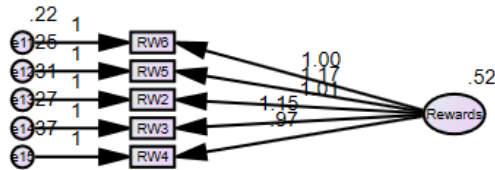
Chi-square= 23.539 ; df= 12 ; P= .023  
 ; Chi-square/df=1.962  
 ; GFI= .987 ; TLI= .991 ; CFI= .995  
 ; RMSEA= .043

+ Relationship



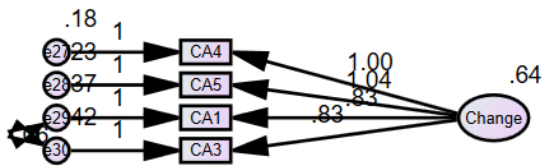
Chi-square= 2.275 ; df= 2 ; P= .321  
 ;Chi-square/df=1.137  
 ;GFI= .998 ; TLI= .999 ; CFI= 1.000  
 ;RMSEA= .016

+ Rewards



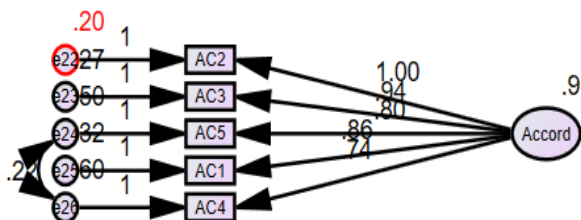
Chi-square= 9.725 ; df= 5 ; P= .083  
 ;Chi-square/df=1.945  
 ;GFI= .992 ; TLI= .994 ; CFI= .997  
 ;RMSEA= .043

+ Attitude towards change



Chi-square= .897 ; df= 1 ; P= .344  
 ;Chi-square/df=.897  
 ;GFI= .999 ; TLI= 1.001 ; CFI= 1.000  
 ;RMSEA= .000

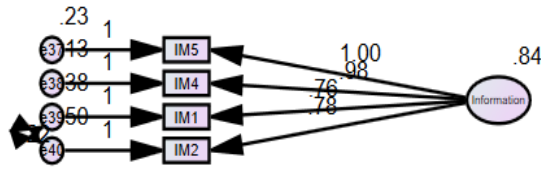
+ Accord and Consensus



Chi-square= 2.582 ; df= 4 ; P= .630  
 ;Chi-square/df=.645  
 ;GFI= .998 ; TLI= 1.002 ; CFI= 1.000  
 ;RMSEA= .000

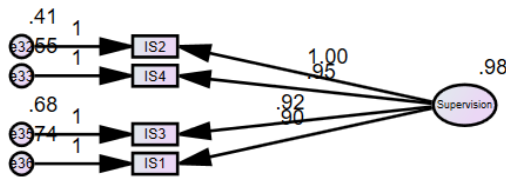


+ Information and Communication



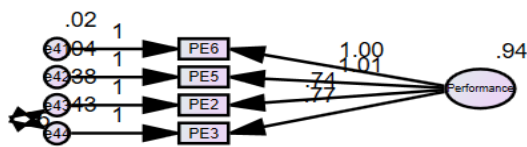
Chi-square= .402 ; df= 1 ; P= .526  
 ;Chi-square/df=.402  
 ;GFI= 1.000 ; TLI= 1.002 ; CFI= 1.000  
 ;RMSEA= .000

+ Supervision



Chi-square= .824 ; df= 2 ; P= .662  
 ;Chi-square/df=.412  
 ;GFI= .999 ; TLI= 1.004 ; CFI= 1.000  
 ;RMSEA= .000

+ Performance



Chi-square= .973 ; df= 1 ; P= .324  
 ;Chi-square/df=.973  
 ;GFI= .999 ; TLI= 1.000 ; CFI= 1.000  
 ;RMSEA= .000

**3.2 – Model Fit and Composite Reliability and Variance extracted :**

After CFA test for each construct, we carried out the CFA for the model and the result as following:

**Model Fit Summary**

Measure	Estimate	Threshold	Interpretation
CMIN	1041.524	--	--
DF	596	--	--
CMIN/DF	1.748	Between 1 and 3	Excellent
CFI	0.97	>0.95	Excellent
RMSEA	0.038	<0.06	Excellent
PClose	1	>0.05	Excellent

**Cutoff Criteria\***

Measure	Terrible	Acceptable	Excellent
CMIN/DF	> 5	> 3	> 1
CFI	<0.90	<0.95	>0.95
RMSEA	>0.08	>0.06	<0.06
PClose	<0.01	<0.05	>0.05

*\*Note: Hu and Bentler (1999, "Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria Versus New Alternatives") recommend combinations of measures. Personally, I prefer a combination of CFI>0.95 and SRMR<0.08. To further solidify evidence, add the RMSEA<0.06.*

**CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	107	1041.524	596	.000	1.748
Saturated model	703	.000	0		
Independence model	37	15308.830	666	.000	22.986

**Baseline Comparisons**

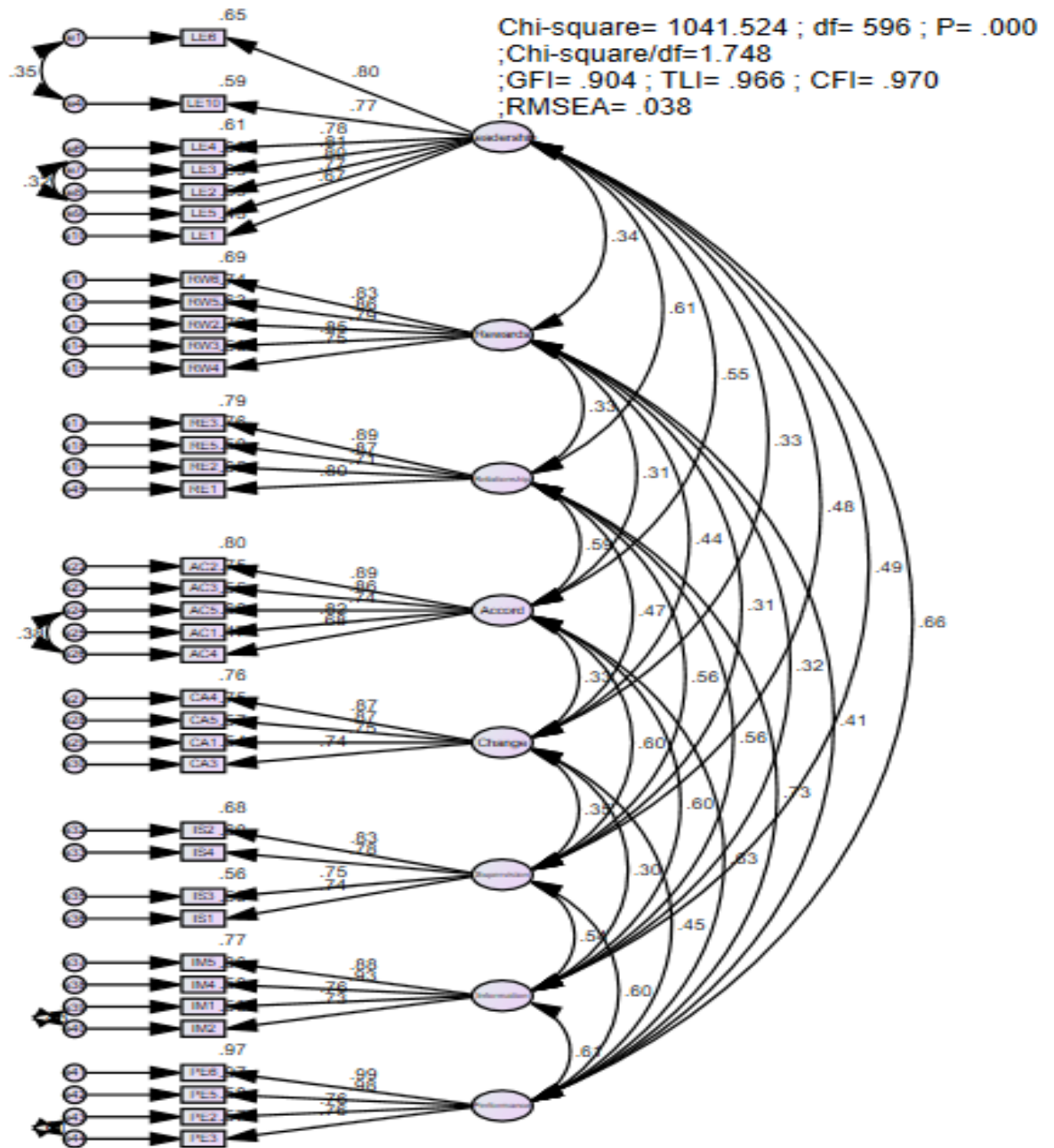
Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.932	.924	.970	.966	.970
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.038	.034	.042	1.000
Independence model	.208	.205	.211	.000

**RMR, GFI**

Model	RMR	GFI	AGFI	PGFI
Default model	.052	.904	.887	.766
Saturated model	.000	1.000		
Independence model	.421	.152	.105	.144



### 3.2 - Convergent validity and Discriminant validity

	CR	AVE	MSV	MaxR(H)	IM	LE	RW	RE	AC	CA	IS	PE
<b>Information - IM</b>	0.897	0.687	0.377	0.924	<b>0.829</b>							
<b>Leadership - LE</b>	0.912	0.597	0.432	0.958	0.491	<b>0.773</b>						
<b>Rewards - RW</b>	0.909	0.668	0.192	0.971	0.315	0.343	<b>0.817</b>					
<b>Relationship - RE</b>	0.891	0.673	0.529	0.977	0.565	0.608	0.333	<b>0.821</b>				
<b>Accord - AC</b>	0.901	0.648	0.401	0.982	0.602	0.551	0.314	0.586	<b>0.805</b>			
<b>Change - CA</b>	0.883	0.655	0.225	0.984	0.299	0.333	0.438	0.474	0.328	<b>0.809</b>		
<b>Supervision - IS</b>	0.856	0.598	0.366	0.986	0.544	0.475	0.314	0.561	0.605	0.348	<b>0.773</b>	
<b>Performance - PE</b>	0.931	0.774	0.529	0.993	0.614	0.657	0.406	0.727	0.633	0.446	0.598	<b>0.880</b>

### 3.3 – Hypotheses :

SEM

*Regression Weights: (Group number 1 - Default model) : p value < 0.05*

	Estimate	S.E.	C.R.	P	Label
Performance <--- Leadership	.246	.045	5.472	***	
Performance <--- Rewards	.100	.045	2.230	.026	
Performance <--- Relationship	.342	.050	6.837	***	
Performance <--- Accord	.126	.045	2.784	.005	
Performance <--- Change	.080	.043	1.833	.067	
Performance <--- Supervision	.113	.042	2.688	.007	
Performance <--- Information	.155	.043	3.634	***	
LE6 <--- Leadership	1.000				
LE10 <--- Leadership	1.009	.043	23.529	***	
LE4 <--- Leadership	1.138	.059	19.239	***	
LE3 <--- Leadership	.974	.049	20.060	***	
LE2 <--- Leadership	1.079	.055	19.523	***	
LE5 <--- Leadership	.985	.052	18.904	***	
LE1 <--- Leadership	1.029	.064	15.998	***	
RW6 <--- Rewards	1.000				
RW5 <--- Rewards	1.169	.050	23.335	***	
RW2 <--- Rewards	1.010	.049	20.728	***	
RW3 <--- Rewards	1.153	.050	22.948	***	
RW4 <--- Rewards	.968	.050	19.262	***	
RE3 <--- Relationship	1.000				
RE5 <--- Relationship	.935	.035	26.567	***	
RE2 <--- Relationship	.924	.049	18.766	***	
AC2 <--- Accord	1.000				

			Estimate	S.E.	C.R.	P	Label
AC3	<---	Accord	.955	.036	26.504	***	
AC5	<---	Accord	.826	.041	20.359	***	
AC1	<---	Accord	.873	.036	24.354	***	
AC4	<---	Accord	.765	.043	17.976	***	
CA4	<---	Change	1.000				
CA5	<---	Change	1.056	.044	24.013	***	
CA1	<---	Change	.861	.044	19.779	***	
CA3	<---	Change	.868	.045	19.153	***	
IS2	<---	Supervision	1.000				
IS4	<---	Supervision	.956	.051	18.687	***	
IS3	<---	Supervision	.947	.053	17.885	***	
IS1	<---	Supervision	.939	.053	17.652	***	
IM5	<---	Information	1.000				
IM4	<---	Information	.991	.035	28.425	***	
IM1	<---	Information	.782	.037	21.122	***	
IM2	<---	Information	.808	.041	19.636	***	
PE6	<---	Performance	1.000				
PE5	<---	Performance	1.021	.013	78.363	***	
PE2	<---	Performance	.752	.029	25.943	***	
PE3	<---	Performance	.784	.031	25.367	***	
RE1	<---	Relationship	.886	.038	23.079	***	

**Estimates: Test hypotheses.**

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Performance <--- Leadership	,169
Performance <--- Rewards	,082
Performance <--- Relationship	,345
Performance <--- Accord	,133
Performance <--- Change	,085
Performance <--- Supervision	,105
Performance <--- Information	,145
LE6 <--- Leadership	,892
LE7 <--- Leadership	,884
LE8 <--- Leadership	,838
LE10 <--- Leadership	,820
LE9 <--- Leadership	,765
LE4 <--- Leadership	,743
LE3 <--- Leadership	,764
LE2 <--- Leadership	,738
LE5 <--- Leadership	,731
LE1 <--- Leadership	,609
RW6 <--- Rewards	,832
RW5 <--- Rewards	,845
RW2 <--- Rewards	,808
RW3 <--- Rewards	,848
RW4 <--- Rewards	,748
RW1 <--- Rewards	,755
RE3 <--- Relationship	,875
RE5 <--- Relationship	,898



		Estimate
RE4	<--- Relationship	,879
RE2	<--- Relationship	,691
RE1	<--- Relationship	,789
AC2	<--- Accord	,892
AC3	<--- Accord	,864
AC5	<--- Accord	,741
AC1	<--- Accord	,823
AC4	<--- Accord	,684
CA4	<--- Change	,848
CA5	<--- Change	,852
CA1	<--- Change	,788
CA3	<--- Change	,746
CA2	<--- Change	,729
IS2	<--- Supervision	,845
IS4	<--- Supervision	,810
IS5	<--- Supervision	,824
IS3	<--- Supervision	,731
IS1	<--- Supervision	,694
IM5	<--- Information	,880
IM4	<--- Information	,926
IM1	<--- Information	,766
IM2	<--- Information	,731
PE6	<--- Performance	,986
PE5	<--- Performance	,983
PE2	<--- Performance	,765
PE3	<--- Performance	,757

