



The Corporate Culture at PowerChina Vietnam Limited Company

Phan Khanh Linh¹, Bui Thi Quyen^{2*}

¹PowerChina Vietnam Limited Company, Vietnam

²VNU University of Economics and Business, Vietnam

E-mail: ¹⁾ khanhlinhphan7@gmail.com, ²⁾ buiquyen@vnu.edu.vn

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ABSTRACT

Corporate culture is considered a key factor that profoundly impacts an organization's operational efficiency, employee engagement, and the overall capacity for innovation across the enterprise. A positive corporate culture not only shapes how employees behave, interact, and solve problems, but also acts as the adhesive that binds individuals into a strong, unified team working toward common goals. This article adopts a qualitative research approach to analyze and evaluate the corporate culture at PowerChina Vietnam Co., Ltd., a foreign invested enterprise operating in the infrastructure and energy construction sector. Based on Edgar Schein's three tier model of organizational culture, the article highlights cultural manifestations at three levels: (1) observable artifacts (workspace design, rituals, dress codes, language of communication, and specific cultural symbols); (2) espoused and shared values (the company's mission, vision, business philosophy, and guiding behavioral principles); and (3) basic underlying assumptions, the deep seated (often unconscious beliefs shaped over the company's developmental history that influence how members think and act). The study also proposes several practical solutions to strengthen and further develop corporate culture in a positive direction, aligned with the context of international integration and the enterprise's future needs for sustainable development.

Keywords: Corporate Culture, Limited Company, PowerChina Vietnam

1. INTRODUCTION

Corporate culture, an intangible asset, determines a business's success or failure. It comprises the shared beliefs and attitudes of employees within an organization (Li et al., 2021; Likitapiwat et al., 2022; Chindasombatcharoen et al., 2023; Chatjuthamard et al., 2024; Ongsakul et al., 2024). This culture is shaped by a company's values, beliefs, and norms (Datta et al., 2024). A strong corporate culture correlates with favorable business outcomes; companies with robust cultures performed significantly better during the COVID-19 pandemic than those with weaker cultures (Li et al., 2021).

In Vietnam, businesses increasingly value corporate culture as a core element for attracting and retaining talent, fostering a positive work environment, and building a strong brand. Companies like Viettel, Vingroup, and FPT are pioneers in prioritizing corporate culture in Vietnam. Building a strong corporate culture not only creates a competitive advantage but also affirms Vietnamese cultural identity in the global economy. PowerChina Vietnam Limited Company, established in 2019 with a charter capital of 23 billion VND, employs over 100 people. PowerChina Vietnam specializes in power projects, infrastructure, and wastewater treatment, contributing to a cleaner environment for Vietnamese citizens. In an increasingly competitive landscape, understanding and improving PowerChina Vietnam's corporate culture can enhance its performance and maintain its competitive edge in Vietnam and internationally.

Building on this contextual discussion, the following section synthesizes key theoretical frameworks and prior studies on corporate culture, providing a conceptual foundation for the analysis conducted in this study. One of the most renowned studies on corporate culture was conducted by Edgar Schein (1985) who introduced

the concept of three levels of corporate culture: the artifacts, the espoused values, and the underlying assumptions. Schein's research indicated that corporate culture encompasses not only what is visible externally but also includes the deeply held values and beliefs within the organization. The three levels of corporate culture proposed by Edgar Schein provide an important theoretical framework for deeper understanding of the cultural layers within organizations. By identifying the interactions between artifacts, espoused values, and underlying assumptions, leaders and managers can effectively adjust and manage corporate culture. This knowledge helps businesses align culture with strategy, support change initiatives, appeal to and maintain a skilled workforce, and create a positive and effective working environment.

Hofstede (1980) is a prominent scholar who has made significant contributions in this field with his research on multidimensional cultural theory, which is seen as a multinational communication. Hofstede analyzed how national cultural values affect organizational behavior and management within companies. Through factor analysis, Hofstede's model describes the influence of social culture on society members. His initial theories outlined four dimensions of cultural values that needed to be analyzed: (i) power distance, (ii) uncertainty avoidance, (iii) individualism vs. collectivism, (iv) masculinity vs. femininity, which helped better understand cultural differences and their impacts on business management. An independent study in Hong Kong led Hofstede to develop a fifth dimension (v) long term and short term orientation to encompass concepts not previously discussed in the original model. In 2010, Hofstede introduced a sixth dimension to compare self gratification of personal needs versus self restraint of individuals.

Building upon this foundation, Denison (1984) proposed the Denison Organizational Culture Survey (DOCS), which is a tool consisting of 60 items designed to provide a simple yet comprehensive analysis of corporate culture. The model focuses on the fundamental beliefs and values of the organization. These are the fundamental sources of activities and behaviors within the organization, embedded in every business operation. Cultural factors that influence the company's performance include: Mission, Consistency, Involvement, and Adaptability (each factor has three modes of expression), while employing a two dimensional comparison: Internal vs. External, Flexibility vs. Stability for assessment.

Similarly, Quinn (1999) developed the Competing Values Framework (CVF), which proposes four models of corporate culture based on two axes: flexibility vs. control and internal vs. external focus. This model is considered quite basic yet encapsulates most of the common characteristics of modern organizations, serving as a basis for numerous studies and practical applications, a useful tool for assessing and changing organizational culture. The CVF model divides corporate culture into four main types: Clan Culture, Adhocracy Culture, Market Culture, and Hierarchical Culture, each with its distinct characteristics and advantages. In a different approach, Lau & Idris (2001) highlighted four key factors of organizational culture, including: organizational communication, training and development, recognition and reward, and teamwork. These factors serve as metrics to assess employee commitment to the organization and have been validated and analyzed by various researchers, showing a significant impact on employee behavior and attitudes. This model has also been selected for research in various fields across many Asian countries.

Moving to more recent studies, Yip et al. (2020) examined the impact of honesty and organizational culture on ethical behavior among employees. They found that a corporate culture encouraging honesty and transparency reduces fraudulent behavior and enhances trust among members of the organization. Their research provides clear evidence that corporate culture affects not only performance but also ethical behavior and employee engagement. In a comprehensive study, Graham et al. (2022) explored the role of corporate culture through data analysis from 1,348 North American companies. The results indicated that more than half of executives believe that corporate culture is one of the top three factors influencing a company's value, and 92% believe that improving culture will enhance company value. However, only 16% consider their culture to be at the desired level. The study links corporate culture with ethical choices, innovation, and productivity.

Expanding on this research, Graham et al. (2022) measured five core cultural values of organizations, including creativity, integrity, quality, respect, and teamwork. This study is based on a large dataset with over 62,664 observations from 2001 to 2018, illustrating the complexity and significance of cultural values in business operations. The results indicate that creative culture in organizations encompasses a much broader scope than traditional metrics such as research and development costs and the number of patents. This means that creativity is not limited to research and invention but also manifests in how organizations encourage

creative thinking and improvements in all aspects. Taking a novel methodological approach, Donald Sull (2019) employed data analysis methods using sources like emails, Slack messages, and Glassdoor posts to present novel findings about corporate culture, challenging conventional insights. The study emphasizes the importance of cultural fit and identifies key factors that predict cultural effectiveness in modern organizations.

From a theoretical standpoint, Guiso et al. (2015) emphasized the role of corporate culture in shaping employee behavior and performance, arguing that it can be more effective than relying on contracts for management. They contend that corporate culture is not just a management tool but also has far reaching impacts on organizational success, going beyond traditional management theories based on agency costs. Along similar lines, Gorton et al. (2022) concentrated on analyzing corporate culture through various factors such as norms, values, knowledge, and customs. They argue that corporate culture is not merely a theoretical concept but has tangible effects on company operations, from decision making to daily management practices. This study particularly highlights the importance of examining individual cultural components to better understand the role of each factor in shaping organizational behavior.

In terms of cross-cultural implications, Sharirlou (2024) explored how the typical values and ways of doing things in American culture affect the training and growth of employees in other countries. Through qualitative interviews with HR professionals, the study identifies three pivotal training themes: Competency Development, On the job Training, and Innovation in Learning. These themes highlight a commitment to continuous skill enhancement, practical learning experiences, and progressive educational practices, aligning with American cultural values of individualism and innovation. The findings articulate how such cultural traits are translated into HR practices, emphasizing the interdependence between individual professional growth and broader organizational objectives. This research enriches the understanding of transnational cultural impacts on corporate training strategies, offering insights for global HR management and the successful navigation of cross cultural business landscapes.

Turning to the Vietnamese context, Diep (2021) focused on analyzing and evaluating corporate culture at APEC Group, a major investment company in Vietnam. This study explores the main cultural factors within the enterprise, including core values, sustainable development strategies, and how APEC Group builds and maintains a positive work environment and fosters employee engagement. The author also provides detailed analyses of the role of leadership in promoting corporate culture, human resource management policies, and the influence of corporate culture on APEC Group's business effectiveness. The research offers recommendations for improving corporate culture at the company, which contributes to the organization's sustainable development.

Similarly, Mai (2020) focused on researching the impact of corporate culture on the success of businesses in Vietnam. Utilizing direct survey methods to collect data from 266 enterprises and analyzing it through linear regression, the study clarified the relationship between corporate culture and the operational efficiency of businesses in key areas such as finance, production, retail, and services. Factors of corporate culture, such as teamwork spirit, respect and responsibility towards customers, as well as respect and appreciation for employees, were identified as the most important factors influencing the success of a business. The study also indicated that small and medium sized enterprises need to pay special attention to developing corporate culture to enhance their competitiveness and achieve sustainable development.

In a broader analysis, Duy (2017) analyzed the role and importance of corporate culture in the context of Vietnam's economic development. The study explained that corporate culture not only shapes the identity of an organization but also directly affects operational efficiency and employee engagement. It analyzed the current state of corporate culture in Vietnam, pointing out the strengths and weaknesses in how businesses build and maintain cultural values, covering aspects such as leadership, work organization, relationships between various levels, and the overall working environment. In addition to assessing the current state, the research explored factors influencing corporate culture, such as the role of leadership, the influence of the external business environment, and relevant regulations. Based on these findings, the author proposed solutions for improvement, including raising awareness among leaders about the role of culture, establishing transparent management processes, and encouraging active employee participation in building and developing corporate culture.

Finally, Thuy (2017) used the CHMA assessment tool to analyze the state of corporate culture at NTP company. To do this, the author conducted a survey on 200 people. In the questionnaire, the corporate culture

model was divided into four main categories: family culture, innovative culture, hierarchical culture, and market culture. The questions focused on evaluating six key characteristics of culture, including: prominent characteristics, leadership organization, employee management, organizational cohesion, strategic emphasis, and criteria for success. The primary logic of the CHMA tool lies in a set of 24 questions aimed at measuring the current organizational culture and future aspirations. The survey results reveal which type of corporate culture model the company currently leans towards and what its future aspirations are. Based on the obtained results, the author proposed measures to develop the company's culture according to the desired future model.

Despite the extensive body of literature on corporate culture, several important gaps remain. Existing studies largely rely on large-sample quantitative methods and secondary data, which, while informative at the macro level, provide limited insight into how corporate culture is manifested and experienced within specific organizations. Moreover, although classical frameworks such as Schein's three level model, Hofstede's cultural dimensions, and the Competing Values Framework are widely cited, empirical studies that comprehensively integrate visible artifacts, espoused values, and underlying assumptions within a single organizational context are still scarce, particularly in emerging economies. In the Vietnamese context, prior research has predominantly focused on domestic enterprises, with limited attention to foreign invested companies and insufficient examination of how global corporate culture is localized and adapted to local cultural conditions.

This gap is especially evident in the energy and infrastructure sector, where empirical research on corporate culture remains underdeveloped despite its strategic importance for sustainable development. Addressing these gaps, this study provides an in depth firm level analysis of corporate culture at PowerChina Vietnam Limited Company by applying Schein's three level framework in an integrated manner, combining qualitative analysis with primary survey data. The study contributes novel insights into the interaction between multinational corporate culture and local employee perceptions in Vietnam, while also extending corporate culture research to the renewable energy and infrastructure industry and offering practical recommendations to strengthen organizational culture in foreign invested enterprises.

2. RESEARCH METHODS

The main data source for this study is secondary data, collected from books, newspapers, magazines, projects, theses, and websites related to the research topic. In addition, the study also gathers materials from textbooks related to corporate culture authored by both international and domestic authors, as well as internal reports and documents from the company. The study also collected survey responses by directly contacting and reaching out via phone and email to the leadership and employees of PowerChina Vietnam Limited Company for primary data. The surveyed subjects include company leaders, department heads, and employees. The author distributed questionnaires to the surveyed subjects via email and conducted face to face interviews, with a total of 102 questionnaires distributed and 97 returned (achieving a response rate of 95.1%). The research indicators are determined based on the main content of organizational culture following Edgar H. Schein's organizational culture framework: (1) Artifacts, (2) Espoused values of the enterprise, and (3) Basic underlying assumptions within the enterprise.

3. RESULTS AND DISCUSSION

3.1. Research Results

3.1.1. Artifacts

Regarding the company logo, PowerChina Vietnam uses the logo of its parent company, PowerChina, which features a simple and geometric style, a sophisticated structure, and high recognition on an international level. The strong lines, combined with a scientific and elegant design reflect the solid and safe product attributes as well as the stable, reliable, and high quality services of PowerChina. The overall shape of the logo resembles a diamond, which, in Chinese culture, signifies cooperation, unity, and mutual development, working together to create a victorious future for the enterprise.

The white image in the middle of the emblem resembles a lightning bolt, which not only represents the industry characteristics of PowerChina but also signifies speed and efficiency, vitality and energy, while symbolizing the strength and pioneering development philosophy of the enterprise. It also resembles a strong flowing river, reflecting the integration of design, construction, and operation at PowerChina, showcasing its mission to build green energy, establish a green industry, and promote circular and sustainable development. Furthermore, it emphasizes the importance of communication and harmonious cooperation among employees, and strong international connections, embodying PowerChina's vision of "striving to become a world leading enterprise". Figure 1 illustrates the official logo of PowerChina Vietnam:



Figure 1. Logo of PowerChina Vietnam

Source: Administrative Department

The slogan of PowerChina Vietnam is "*PowerChina, Power the World.*" The term "*PowerChina*" signifies the group's strength, capability, and established position within the global construction and energy industries. Meanwhile, "*Power the World*" reflects PowerChina's commitment to delivering sustainable energy and infrastructure solutions not only within China but also across international markets worldwide.

The official uniform consists of light blue shirts, typically embroidered with the PowerChina logo on the chest, paired with a blue vest and matching trousers or long skirts. The attire is complemented by a blue-and-red tie featuring the company logo. This uniform symbolizes neatness, professionalism, and elegance in formal settings, including meetings and consultations with partners and customers. Moreover, the standardized attire fosters a sense of homogeneity and cohesion among employees, reflecting solidarity and a shared corporate identity within the organization. The office of PowerChina is designed to promote professionalism, dynamism, creativity, and cooperation among employees. Main colors: Brown and white are used as the main colors, creating a professional and elegant feel.

Publications of PowerChina Vietnam include company profile documents, promotional materials for key projects, and commemorative publications marking major corporate milestones. These publications serve as strategic communication tools to promote the company's products and services and to expand its reach to a broader customer base.

Customer-oriented events are regularly organized or attended by PowerChina Vietnam, particularly in the fields of urban infrastructure development and renewable energy. These activities include seminars and forums on solar and wind power across various regions of the country, as well as broader events related to the construction industry. Such engagements strengthen relationships with stakeholders and enhance the company's visibility and reputation.

Social activities constitute an important aspect of PowerChina Vietnam's corporate culture. The company actively participates in and organizes initiatives aimed at supporting community and social development. These efforts include educational and training programs designed to improve the knowledge and skills of children, youth, and community members, such as scholarship provision, school construction, distribution of educational materials, and the organization of vocational training courses.

Table 1. The Tangible Cultural Factors of The Company

No.	Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The company's logo is recognizable	0%	0%	1%	92%	7%
2	The company's logo has a unique imprint	0%	0%	3%	85%	12%
3	The company's slogan is meaningful	0%	0%	5%	78%	17%
4	The interior architecture reflects the spirit of the company	0%	3%	71%	23%	3%
5	The employees' uniforms are elegant and polite	0%	0%	11%	73%	16%
6	The employees' uniforms are easy to recognize	0%	0%	14%	71%	15%
7	The company's publications are prominent and highly communicative	0%	0%	42%	46%	12%
8	The company's charity activities bring significant value to the community	0%	0%	61%	26%	13%
9	Team bonding activities outside of work are organized regularly	0%	0%	65%	20%	15%
10	The company's traditional activities are valued and organized appropriately	0%	0%	46%	29%	25%

Source: Survey Results

The results of the survey on the artifacts of the enterprise are detailed as follows. The survey results indicate that employees generally hold positive perceptions of the tangible cultural elements of PowerChina Vietnam. A very high proportion of respondents agree or strongly agree that the company's logo is prominent and easily recognizable (99%) and possesses a unique imprint (97%), suggesting that it has strong identification value and represents an important component of the corporate brand culture. Similarly, most employees (95%) perceive the company's slogan as meaningful, which facilitates effective brand communication and message retention.

Regarding the working environment, 71% of respondents rate the interior architecture as only moderately reflecting the company's spirit, implying that the physical workspace does not yet fully convey the intended cultural identity. Concerning appearance and professionalism, 71% and 73% of employees, respectively, agree or strongly agree that the uniforms are elegant, polite, and easily identifiable, contributing to internal cohesion and creating a positive impression on partners and customers. In contrast, perceptions of corporate publications are more mixed, as only 46% of respondents evaluate them positively, while 42% consider them insufficiently prominent or attractive.

Employees' assessments of social and community-related activities also remain moderate: 61% express a neutral view regarding the value of the company's charitable activities for the community, indicating that these initiatives may lack diversity or effectiveness. Similarly, 65% of respondents hold a neutral opinion about the regularity and effectiveness of team-bonding activities outside of work, suggesting limited impact on strengthening interpersonal connections. Finally, while 54% of employees agree or strongly agree that traditional activities and rituals are appropriately valued and organized, a substantial proportion (46%) feel that these activities are not emphasized sufficiently.

In summary, the data shows that employees generally agree with most of the listed corporate culture factors such as the logo, slogan, uniforms, publications, and so on. However, there are still areas that need improvement, such as the need for more diverse and meaningful social activities, increased attention to after hours activities, a greater emphasis on reflecting the company's spirit in the architectural layout, and more reasonable organization and attention to traditional activities.

3.1.2. Espoused Values

- a) Vision: To build a world class enterprise and create an outstanding global brand.
- b) Mission: To promote sustainable “clean energy and green living” through the development of infrastructure projects in energy and water, contributing to environmental protection and improving the quality of life in the community.
- c) Core Values: Responsibility, innovation, integrity and mutual benefit. These core values of PowerChina not only guide the actions and decisions of the company but also establish a solid foundation for future sustainable development. Responsibility, innovation, integrity, and mutual benefit are pursued in every project and daily business activities. Consistency and commitment to these values create a strong and united corporate culture within the company.
- d) Business Strategy: With the desire to become one of the largest infrastructure and electrical construction companies in Vietnam, PowerChina Vietnam has developed a business strategy that aligns with the current context and evolves at each stage to bring tangible efficiency to the company.
- e) Company Regulations: The company has issued a clear and comprehensive set of working rules and codes of conduct within the company. These regulations are widely disseminated to all staff and employees within the company. As shown in Table 2, respondents express varying levels of agreement with the enterprise’s espoused values

Table 2. Declared And Published Values of The Company

No.	Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The company's code of conduct is detailed and user friendly.	0%	0%	35%	55%	10%
2	The company's regulations and policies are clear and transparent.	0%	0%	32%	55%	13%
3	The quality of products/services is always a top priority.	0%	0%	21%	45%	34%
4	The company's core values are deeply ingrained in all employees.	0%	2%	19%	54%	25%
5	Core values are applied consistently throughout the company's activities.	0%	0%	22%	66%	12%
6	The company's vision is in line with the overall context.	0%	0%	12%	74%	14%
7	The history of the company's formation and development serves as the foundation for developing the corporate culture.	0%	0%	13%	57%	30%
8	The business strategy aligns with the company's development direction.	0%	0%	7%	83%	10%
9	Investment in the development of high quality human resources is encouraged.	0%	29%	35%	19%	17%
10	The company's development goals are widely communicated to all employees.	0%	22%	39%	21%	18%

Source: Survey Results

The table 2 evaluates employees' agreement levels with various elements related to the company's published values. Through the evaluation process, the result shows that the company's published values have received diverse feedback from participating employees. The survey results reveal that employees generally hold favorable perceptions of the enterprise’s espoused values, though certain aspects still require further improvement. Regarding formal governance mechanisms, 65% of respondents agree or strongly agree that the company’s code of conduct is detailed and user friendly, while 35% express a neutral view, indicating the need for greater clarity and usability. Similarly, 68% of employees agree or strongly agree that the company’s regulations and policies are clear and transparent, whereas 32% assess them as neutral, suggesting room for further clarification.

With respect to strategic priorities, a substantial majority of respondents (79%) agree or strongly agree that product and service quality is always treated as a top priority, while 21% remain neutral. Concerning value internalization, 79% of employees report that the company's core values are deeply ingrained, although 19% evaluate this aspect as neutral and 2% indicate that the core values have not yet been fully absorbed. In terms of consistency, 78% agree or strongly agree that core values are applied uniformly across company activities, while 22% hold a neutral opinion.

Employees also express strong alignment with the company's strategic orientation, as 88% agree or strongly agree that the corporate vision is appropriate to the overall context, and 87% acknowledge the role of the company's formation and development history as a foundation for corporate culture, with the remaining 13% expressing neutrality. Furthermore, a very high proportion of respondents (93%) agree or strongly agree that the business strategy aligns well with the company's development direction. In contrast, perceptions regarding human resource development and internal communication are less positive: only 36% agree or strongly agree that investment in high quality human resources is encouraged, compared with 29% who disagree and 35% who remain neutral. Similarly, just 39% agree or strongly agree that the company's development goals are widely communicated to all employees, while 39% assess this aspect as neutral and 22% disagree.

3.1.3. Common Values and Concepts

In addition to tangible factors such as architecture, logos, uniforms, and publicly stated values as analyzed above, the corporate culture of PowerChina Vietnam is also profoundly reflected through the common values and concepts shared by all employees and ingrained in their daily work processes. These values form the mental foundation that guides the thinking and behavior of members within the organization.

PowerChina Vietnam always values the respect and bonds among employees, creating a cohesive and supportive work environment where employees are motivated to commit long term to the company. This is demonstrated through internal activities such as organizing social events and implementing policies that encourage team spirit. These activities not only help employees understand each other better but also promote a collaborative work spirit. The respect and connection among members have become the foundation for the company to maintain a harmonious and sustainable working environment.

PowerChina Vietnam is distinguished by a serious and diligent work attitude, which has become a guiding principle in the company culture. Employees are consistently oriented to perform their tasks with high concentration and a strong sense of responsibility. The company's projects, especially in the infrastructure sector, are always completed on time and with high quality, reflecting the dedicated work spirit of its personnel. This attitude not only helps the company achieve notable accomplishments but also builds trust with partners and clients.

Transparency and fairness are the primary values pursued by PowerChina Vietnam in all its activities. The company openly communicates important policies and decisions while ensuring that all members have equal access to information. As a result, employees trust the organization and are willing to commit to the company, fostering a culture of transparency and reliability. Table 3 reports employees' assessments of the enterprise's common values and shared beliefs.

Table 3. Common Values and Beliefs of The Company

No.	Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Employees respect each other	0%	0%	9%	61%	30%
2	The company is always open and transparent in all activities	0%	0%	22%	66%	12%
3	Employees want to work and stay long term with the company	0%	0%	3%	55%	42%
4	Employees are always encouraged and rewarded in a timely manner	0%	0%	1%	26%	73%
5	The atmosphere in the organization is always enthusiastic	0%	0%	2%	37%	61%

No.	Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6	The company is characterized by a culture of "seriousness and diligence" in work	0%	0%	1%	80%	19%
7	Leaders and management create trust and admiration among employees	0%	0%	2%	89%	9%
8	Leaders always take responsibility and commit to the company's development	0%	0%	2%	75%	23%
9	The company always adheres to a culture focused on quality and work efficiency	0%	0%	5%	41%	54%
10	The spirit of learning and self development is always emphasized in the company's activities	0%	0%	23%	41%	36%

Source: Survey Results

The data table evaluates the level of employee agreement regarding factors related to the general concepts of the company. The analysis results are as follows: The survey results demonstrate a very strong consensus among employees regarding the shared values and underlying assumptions that characterize the corporate culture of PowerChina Vietnam. A large majority of respondents (91%) agree or strongly agree that employees consistently respect one another, reflecting a professional working environment grounded in mutual respect. Transparency and openness are also perceived positively, with 78% of employees agreeing or strongly agreeing that the company operates in an open and transparent manner, while 22% remain neutral, indicating a generally high level of trust in organizational processes and management.

Employees' organizational commitment is particularly notable, as 97% express a desire to work and remain with the company in the long term. Recognition and motivation appear to be highly effective, with 99% of respondents reporting that they are encouraged and rewarded in a timely manner. In addition, 98% of employees describe the organizational atmosphere as enthusiastic, which supports effective and productive work. The company is further characterized by a strong culture of seriousness and diligence, with 99% of respondents agreeing or strongly agreeing that this work ethic is deeply embedded in daily operations.

Leadership is evaluated very positively, as 98% of employees report trust in and admiration for leaders and managers, and an equal proportion (98%) believe that leadership consistently demonstrates responsibility and commitment to the company's development. Furthermore, a strong emphasis on quality and work efficiency is widely acknowledged, with 95% of respondents agreeing or strongly agreeing that these principles guide organizational practices. Finally, while the spirit of learning and self-development is perceived favorably by most employees (77%), a notable proportion (23%) remain neutral, suggesting potential opportunities to further strengthen learning-oriented initiatives within the company.

3.2. Discussion

3.2.1. Some Solutions to Improve Corporate Culture at PowerChina Vietnam

The development direction of PowerChina Vietnam is shaped based on the core elements of the parent company PowerChina and the context of the energy and infrastructure market in Vietnam. To achieve long term goals and maintain a position in the renewable energy industry, the company has identified a clear path that aligns with global trends and the development requirements of the Vietnamese market, which are: (i) Focusing on infrastructure and renewable energy sectors, (ii) Expanding cooperation and attracting domestic and foreign investors: The company's development direction is not limited to partnering with Vietnamese companies but also aims to broaden cooperation with international firms. (iii) Sustainable development and social responsibility. Enhancing corporate culture not only increases employee satisfaction but also contributes to enhancing the company's reputation in the eyes of partners and customers. For PowerChina Vietnam, the proposed solutions will focus on creating a professional, friendly, and cohesive work environment while integrating international culture with the local culture to suit the company's specific situation.

3.2.2. Strengthen internal communication activities

Internal communication plays an important role in ensuring that all members of the company understand and adhere to the values, mission, vision, and objectives of the business. To enhance the effectiveness of this activity, PowerChina Vietnam needs to establish an effective, accessible, and highly interactive internal communication system. In a recently established company like PowerChina Vietnam, a lack of connection between departments is quite common, which can lead to unnecessary misunderstandings and reduced collaboration spirit. Therefore, establishing effective communication channels is essential. Communication tools such as internal bulletin boards, emails, and meetings, both in person and online, should be deployed evenly and regularly. Additionally, organizing regular meetings, workshops, and forums to discuss common issues of the company will also help create transparency and promote a sense of responsibility internally.

3.2.3. Strengthen employee after hours activities

Organizing extracurricular activities for employees is an effective strategy to foster solidarity and strengthen interpersonal bonds within the company. These activities not only provide a much needed break from daily work pressures, allowing employees to relax and recharge, but also create valuable opportunities for team members to interact, communicate, and better understand one another beyond their usual professional roles. By participating in shared experiences, employees from different departments regardless of their specific functions can build meaningful connections, promote interdepartmental collaboration, and cultivate a culture of mutual support. This plays a crucial role in developing a cohesive, inclusive, and dynamic workplace environment where everyone feels engaged and aligned with the organization's collective goals. Moreover, such initiatives significantly boost employee morale, enhance job satisfaction, and contribute to higher productivity levels. They also help reduce staff turnover by fostering a sense of belonging and commitment among team members. In the long run, these activities become an essential part of maintaining a motivated, stable, and high performing workforce.

3.2.4. Emphasize celebrations and traditional rituals of the company

Maintaining and organizing important anniversaries of the company, such as the company's establishment anniversary, not only helps the company preserve its traditions but also affirms the growth and development of PowerChina Vietnam. It is also an occasion for the company to acknowledge employees' contributions and enhance their pride in the organization. Anniversaries and traditional rituals not only celebrate achievements but also allow employees to reflect on the core values that the company aims for. On the company's anniversary, employees can participate in team building activities, with venues chosen at famous tourist locations in Vietnam, near the company's projects, so that employees can have a chance to relax and learn about these projects, enhancing employees' trust and affection for the company. During the Lunar New Year, which is the most important holiday for both Vietnamese and Chinese people, the company could organize activities such as year end parties, employee recognition/reward ceremonies and extended Lunar New Year holidays. On International Labor Day (May 1), the company could organize events celebrating labor rights and contributions. Organizing these events helps create a sense of connection and loyalty among employees towards the company, especially during times when the company achieves significant milestones. Moreover, these events also provide an opportunity for the company to show its concern for employees while creating a cohesive and positive atmosphere throughout the business.

3.2.5. Establish a code of conduct for internal and external stakeholders

Developing a detailed code of conduct and clear work regulations not only helps maintain discipline in the company but also ensures that all employees understand and follow the established behavioral norms both in their work and in communications with external partners. The code of conduct and work regulations serve as a foundation for maintaining professionalism and consistency in employee behavior. This code should include standards regarding work attitude, communication inside and outside the company, personal and collective responsibilities, as well as specific regulations on working hours, problem solving processes, and confidentiality regulations. For companies like PowerChina Vietnam, professionalism is reflected not only in products and services but also in how individuals behave and work; therefore, this code plays a crucial role in maintaining the company's reputation and operational effectiveness. The code of conduct is an indispensable part of ensuring that all employees have a common framework of behavior in their work and

communication with customers. PowerChina Vietnam needs to develop a detailed code of conduct as a basis for assessing and adjusting employee behaviors, thereby enhancing professionalism during the work process.

3.2.6. Employee training and development

Training and employee development are fundamental pillars that enable PowerChina Vietnam to sustain its competitive edge and continuously improve the quality of its human capital. To achieve long term growth and adaptability in a dynamic business environment, the company must prioritize the regular organization of comprehensive training programs. These initiatives should be designed to support not only the enhancement of employees' technical expertise and professional competencies, such as engineering techniques, project management methodologies, and the adoption of cutting edge technologies but also their growth in essential soft skills. These include effective communication, collaborative teamwork, leadership capabilities, critical thinking, and problem solving. By fostering a well rounded skill set among its workforce, PowerChina Vietnam can ensure higher performance, greater innovation, and a stronger organizational culture aligned with its strategic goals.

4. CONCLUSIONS

Based on a thorough analysis of the current state of corporate culture at PowerChina Vietnam, this study proposes a set of targeted and practical solutions aimed at strengthening and enriching the company's cultural foundation. These proposed measures include improving internal communication channels to ensure transparency and alignment across departments, organizing a variety of extracurricular and team building activities to foster stronger interpersonal relationships among employees, and placing greater emphasis on celebrating company milestones, such as holidays and anniversaries, to reinforce a shared sense of identity and pride. Additionally, the study recommends the establishment of a clear and professional code of conduct to guide employee behavior and uphold organizational standards, as well as the continuous development of employee training programs to align personal growth with the company's long term vision.

These initiatives not only respond to existing internal challenges but are also forward looking, designed to meet the evolving needs of PowerChina Vietnam as it continues to expand its presence in the energy and infrastructure sectors. The research findings underscore the critical importance of building a strong, dynamic, and adaptable corporate culture, one that serves as both a cohesive force among employees and a strategic tool for enhancing business performance. A well established corporate culture contributes significantly to the company's reputation, strengthens its relationships with stakeholders, and supports the achievement of long term development objectives. Ultimately, the sustainable success of PowerChina Vietnam will be deeply rooted in its ability to preserve, cultivate, and promote these core cultural values across all levels of the organization.

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