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Inclusive Organizational Culture as a Strategic Driver of Corporate Culture in Multinational Corporations in Vietnam: A Delphi - AHP Approach

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ABSTRACT

Corporate culture plays a crucial role in shaping employee behavior, enhancing organizational effectiveness, and sustaining competitive advantage, particularly in the context of multinational corporations operating in developing economies. This study aims to identify and evaluate the extent of influence of factors affecting corporate culture in multinational corporations in Vietnam. Four main factors are examined, including: Leadership, Inclusive Organizational Culture, Fair Treatment, and Organizational Mission. The study employs the Delphi method to develop and refine measurement scales through expert opinions, followed by the application of the analytic hierarchy process (AHP) to determine the relative importance of these factors. The Delphi results indicate a high level of consensus among the observed variables; meanwhile, one variable that did not meet the requirements was removed, and a new variable reflecting an open workspace that fosters inclusion was added to the Fair Treatment group. The AHP results reveal that Organizational Mission has the greatest influence on corporate culture, followed by Fair Treatment, Inclusive Organizational Culture, and Leadership. These findings contribute to clarifying the role of managerial factors in shaping corporate culture in multinational corporations in Vietnam, while also providing a reference basis for managers in developing appropriate and effective organizational environments.

Keywords: Corporate Culture, Delphi, Analytic Hierarchy Process, Multinational Corporations, Inclusive Organizational Culture, Vietnam
JEL Classifications: M100, M120, M140, M160

1. INTRODUCTION

Multinational corporations (MNCs) are increasingly playing a pivotal role in the process of global economic integration and socio-economic development in Vietnam. The strong presence of MNCs has driven a steady growth in foreign direct investment (FDI) inflows in recent years, with total registered FDI reaching approximately USD 38.42 billion in 2025, marking the highest level in the past 5 years, while disbursed FDI was estimated at USD 27.62 billion, increasing by nearly 9% compared to the previous year (Thanh, 2026). In addition, the FDI sector currently contributes more than 5.3 million jobs in Vietnam, becoming one of the key drivers of labor transformation and economic growth (Hoang, 2025). With strong financial resources, advanced technology, and modern management systems, MNCs play an important role in technology transfer and the promotion of cross-border economic development (Dunning and Lundan, 2008).

In this context, corporate culture becomes a foundational factor shaping values, beliefs, and behaviors within organizations. According to Schein (2004), corporate culture not only guides employee behavior but also fosters internal cohesion, enabling organizations to adapt to changes in the business environment. For multinational corporations operating in Vietnam, corporate culture also serves as a bridge to reconcile national cultural differences, minimize conflicts, and enhance coordination efficiency (Hofstede, 1980). A positive culture contributes to improving job satisfaction, organizational commitment, and employee performance (Tran, 2020). At the same time, a strong organizational culture supports the achievement of sustainable development goals through

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consensus and effective collaboration among members (Nguyen and Watanabe, 2017).

Although many studies have confirmed the strategic role of corporate culture, most have focused on analyzing the relationship between culture and organizational performance or employee commitment (Hartnell et al., 2011; Kotter and Heskett, 1992; Sarhan et al., 2020; Nguyễn, 2019; Cao, 2019), while relatively few studies have systematically synthesized and ranked the relative importance of factors influencing corporate culture in the context of multinational corporations in Vietnam. In particular, factors such as leadership, inclusive organizational culture, fair compensation policies, and organizational mission are often discussed separately in previous studies but have not been simultaneously evaluated within a hierarchical model to determine their strategic priority.

Additionally, most existing studies employ traditional quantitative methods, whereas combining expert opinions with multi-criteria analysis can provide a more comprehensive and practical perspective in the complex management context of MNCs. Therefore, the application of the Delphi method to achieve expert consensus and the analytic hierarchy process (AHP) to determine weights and the relative influence of factors represents an appropriate approach with high practical significance.

Based on the aforementioned research gap, this study aims to (i) identify the factors influencing corporate culture in multinational corporations in Vietnam; and (ii) evaluate and rank the importance of each factor through the integration of the Delphi method and AHP. The study not only contributes methodologically by integrating expert consensus with multi-criteria analysis but also provides practical managerial implications for leaders in building and developing sustainable corporate culture.

2. THEORETICAL BACGROUND

2.1. Theoretical Foundation

This study is grounded in three major theoretical perspectives, including the organizational culture perspective, Social Exchange Theory, and the resource-based view (RBV). These perspectives provide a conceptual foundation for understanding how internal organizational mechanisms shape corporate culture in multinational corporations.

First, this study draws on the organizational culture perspective, particularly the framework developed by Schein (1985). According to Schein, organizational culture consists of shared values, beliefs, and underlying assumptions that guide behavior within organizations. Importantly, culture is not formed in isolation but emerges from a set of internal organizational conditions, including managerial practices, institutional arrangements, and social interactions. This perspective suggests that corporate culture is a dynamic outcome shaped by multiple organizational mechanisms rather than a static attribute.

Second, Social Exchange Theory, introduced by Blau (1964), explains how employee attitudes and behaviors are influenced by their perceptions of organizational treatment. The theory posits that individuals engage in reciprocal relationships, responding positively when they perceive support, fairness, and respect. In organizational contexts, such reciprocal exchanges contribute to the development of shared norms, trust, and cooperative behavior, which are essential elements of corporate culture.

Third, the resource-based view (RBV), proposed by Barney (1991), provides a strategic lens for understanding the role of organizational culture. RBV emphasizes that intangible resources, such as organizational culture, can serve as sources of sustained competitive advantage when they are valuable, rare, and difficult to imitate. In this sense, corporate culture is not only a social construct but also a strategic asset that supports organizational effectiveness and long-term performance.

2.2. Corporate Culture

Corporate culture is understood as a system of shared values, beliefs, and underlying assumptions within an organization that guides the perceptions and behaviors of its members. According to Pettigrew (1979), it is a system of shared meanings formed through social interaction; meanwhile, Hofstede (1980) views corporate culture as the "collective programming of the mind" that distinguishes organizations from one another. Schein (1985) emphasizes that corporate culture is a set of basic assumptions developed as organizations adapt to their external environment and achieve internal integration.

Overall, these perspectives agree that corporate culture not only shapes organizational identity but also functions as a mechanism for guiding and regulating behavior, thereby playing a decisive role in organizational effectiveness.

2.3. Leadership and Corporate Culture

Leadership is considered a core factor in shaping and sustaining corporate culture. According to Schein (2010), organizational culture reflects the values and assumptions established and reinforced by leaders through their decisions, behaviors, and reward systems. Thus, leadership not only manages operations but also shapes the shared value system of the organization.

Burns (1978) and Bass (1985) argue that leadership has the ability to inspire, articulate vision, and influence employees' beliefs, thereby contributing to the development of a positive culture and high levels of commitment. In the context of multinational corporations, this role becomes even more critical as leaders must reconcile cultural differences and ensure consistency in core values across the organization. Therefore, leadership is regarded as a foundational factor that directly influences the formation and development of corporate culture.

2.4. Inclusive Organizational Culture and Corporate Culture

Inclusive organizational culture refers to a work environment in which individuals are respected, valued, and provided with equal opportunities to participate in organizational processes regardless of differences in background, identity, or perspectives. Unlike diversity, which focuses on representation, inclusion emphasizes the extent to which employees feel a sense of belonging while

maintaining their uniqueness within the organization. In recent literature, inclusion has been conceptualized as a multidimensional construct that reflects how organizations enable participation, ensure equitable access to resources, and integrate diverse perspectives into decision-making processes (Penn, 2026).

From the perspective of organizational culture, inclusive practices contribute to shaping shared values, norms, and behavioral expectations within organizations. An inclusive environment promotes openness, mutual respect, and collaboration, which are essential elements of a strong corporate culture. As highlighted by McCarthy et al. (2023), organizations that foster inclusion are more likely to reduce interpersonal bias, strengthen employee relationships, and build cohesive work environments, particularly in contexts characterized by high diversity.

Moreover, inclusion has been linked to various positive organizational outcomes. Prior studies indicate that inclusive organizational cultures enhance employee engagement, creativity, and overall organizational effectiveness by leveraging diverse knowledge and perspectives (Penn, 2026). This suggests that inclusion not only improves individual experiences but also serves as a mechanism through which organizations can transform diversity into a source of competitive advantage.

In multinational corporations, where employees come from diverse cultural and institutional backgrounds, inclusive organizational culture plays an even more critical role. Without inclusive practices, diversity may lead to communication barriers, conflict, and fragmentation. However, when supported by inclusive systems and norms, diversity can foster innovation, knowledge sharing, and adaptive capacity. Therefore, inclusive organizational culture functions as a key integrative mechanism that aligns diverse individuals with shared organizational values.

Based on these arguments, inclusive organizational culture is not only a social or ethical consideration but also a strategic factor influencing the formation and development of corporate culture. By fostering a sense of belonging, encouraging participation, and promoting mutual respect, inclusion strengthens internal cohesion and supports the development of a unified organizational identity in multinational corporations.

2.5. Fair Treatment and Corporate Culture

Fair treatment is considered an important mechanism that contributes to reinforcing and sustaining cultural values within an organization. According to Adams (1965), particularly with respect to Equity Theory, employees evaluate fairness by comparing their inputs (contributions) and outcomes (rewards) with those of others. When fairness is perceived, they tend to maintain positive behaviors; conversely, perceptions of inequity may lead to decreased motivation, conflict, and reduced commitment. Therefore, compensation systems carry not only financial significance but also convey messages about the values and norms that the organization upholds.

From an organizational culture perspective, Schein (2010) argues that what an organization rewards and recognizes gradually becomes behavioral norms and reflects the underlying assumptions of its culture. Similarly, O'Reilly and Chatman (1996) emphasize that shared values within an organization can be reinforced through social control mechanisms, in which compensation policies and performance evaluation play a central role. When reward systems are designed to be transparent and fair, they help build a trustworthy work environment, encourage collaboration, and strengthen organizational identity. In the context of multinational corporations, where there is diversity in cultural backgrounds and career expectations, ensuring fairness in compensation becomes even more essential to maintain stability and the sustainable development of corporate culture.

2.6. Organizational Mission and Corporate Culture

Organizational mission plays a strategic guiding role and serves as the foundation for shaping a shared value system within a company. According to Drucker (1974), mission answers the fundamental question, "What is the purpose of the business?," thereby defining long-term goals and guiding actions for the entire organization. When the mission is clearly established and consistently communicated, it becomes a reference point that helps members understand the meaning of their work and align their behavior with the overall direction.

From an organizational culture perspective, Denison (1990) argues that the consistency between mission, values, and management practices is a key factor contributing to organizational effectiveness. In Denison's cultural model, "mission" is considered one of the core dimensions, reflecting the extent to which an organization possesses a clear vision, strategic direction, and objectives. The alignment between mission and culture helps strengthen organizational identity, enhance employee commitment, and reduce ambiguity in decision-making processes.

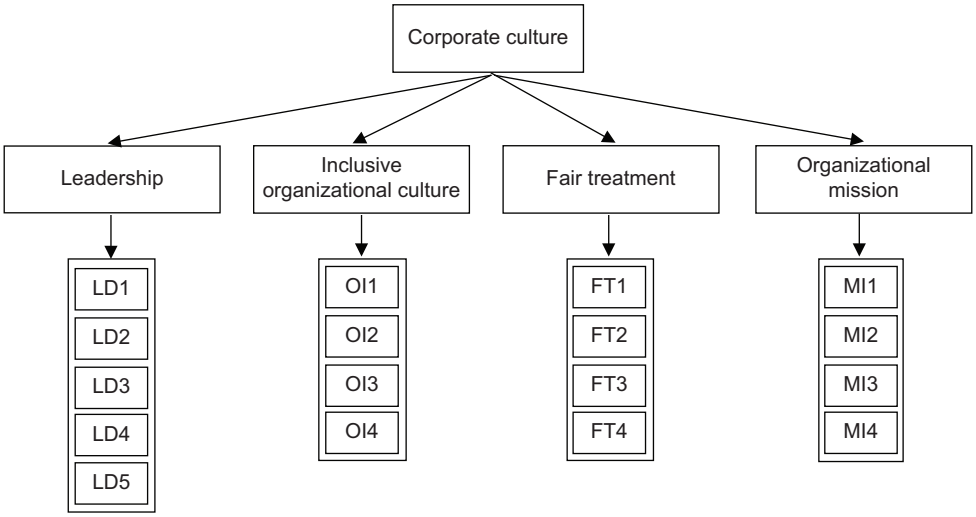
For multinational corporations, ensuring the alignment between global mission and local context is particularly important. A clear yet flexible mission enables organizations to maintain core values while adapting to the local cultural environment. Therefore, the alignment between mission and the internal value system is regarded as a critical factor influencing the formation and sustainable development of corporate culture.

2.7. Conceptual Framework

Based on the theoretical foundations and literature review presented in the previous sections, this study proposes a conceptual framework to examine the key factors influencing corporate culture in multinational corporations (Figure 1). Drawing on the organizational culture perspective of Schein (1985), corporate culture is understood as a dynamic system shaped by internal organizational mechanisms and practices. In addition, Social Exchange Theory (Blau, 1964) and the Resource-Based View (Barney, 1991) provide further support for understanding how organizational conditions and interactions contribute to the development of shared values and norms.

Building on these theoretical perspectives, four key factors are identified as critical drivers of corporate culture, including leadership, inclusive organizational culture, fair treatment,

Figure 1: Conceptual framework of the study



and organizational mission. These factors represent different dimensions of organizational influence, encompassing managerial practices, social interactions, and strategic orientation. Rather than examining these relationships through causal inference methods, this study adopts a multi-criteria decision-making approach to evaluate their relative importance.

Accordingly, this research develops a hierarchical conceptual framework in which corporate culture is positioned as the overall goal, while the four identified factors serve as the main criteria influencing this goal. Each criterion is further operationalized through a set of sub-criteria derived from the literature and refined through the Delphi method. This hierarchical structure provides the foundation for applying the analytic hierarchy process (AHP) to prioritize the relative importance of factors and sub-factors.

Unlike traditional empirical models that rely on regression or structural equation modeling to test causal relationships, the proposed framework focuses on structuring and prioritizing decision criteria. The combination of Delphi and AHP enables the integration of expert judgment with a systematic evaluation process, thereby enhancing the reliability and validity of the results. The Delphi method is used to identify and validate relevant factors, while AHP is employed to quantify their relative importance through pairwise comparisons.

3. METHODOLOGY

3.1. Research Design

This study is designed using a sequential exploratory mixed-methods approach, combining the Delphi method and the analytic hierarchy process (AHP) to identify and quantify the influence of factors on corporate culture in multinational corporations (MNCs) in Vietnam. This approach is appropriate in a research context that requires both ensuring content validity through expert consensus and determining the priority levels of factors in a systematic and quantitative manner. The Delphi method is widely used in management research to achieve expert consensus on complex issues (Linstone and Turoff, 1975), while AHP is an effective multi-criteria decision-making tool that helps determine priority weights based on pairwise comparisons (Saaty, 1980).

The research process is implemented in three main stages. First, the initial questionnaire is developed based on a literature review of foundational studies on corporate culture and its influencing factors, such as leadership (Schein, 2010), inclusive culture (Shore et al., 2011), fair treatment (Colquitt, 2001), and organizational mission (Denison, 1990). The development of measurement scales based on theoretical foundations and previous empirical studies ensures the content validity of the measurement instrument (Hair et al., 2019). Subsequently, the questionnaire content is contextually adjusted to fit the operational environment of multinational corporations in Vietnam, ensuring contextual relevance without altering the underlying constructs being measured.

Before official implementation, the questionnaire was validated by three independent experts to enhance the reliability and representativeness of the observed variables, in line with the recommendation of Hsu and Sandford (2007) on the use of experts in the pre-Delphi stage. The three experts included: (1) a senior lecturer in human resource management with over 15 years of research experience in organizational culture; (2) a Human Resources Director of an FDI enterprise with more than 12 years of management experience in Vietnam; and (3) an organizational development consultant who has implemented corporate culture development projects. The feedback was synthesized to adjust the questionnaire structure, eliminate redundant items, and improve the clarity of the survey.

The empirical study was conducted in Hanoi from March 2026 to May 2026, comprising three consecutive survey rounds. Round 1 and Round 2 applied the Delphi method to achieve consensus on the relevance and importance of the research factors, involving 38 and 26 respondents respectively. The use of multiple survey rounds aligns with the core principle of the Delphi method in minimizing individual bias and converging collective opinions (Linstone and Turoff, 1975). After identifying the official set of criteria from the Delphi process, Round 3 was conducted using the AHP method with 11 respondents to perform pairwise comparisons

among factors and calculate priority weights, while also testing consistency through the Consistency Ratio as proposed by Saaty (1980). This three-round research design ensures a logical linkage between the scale development and validation stage and the quantification stage of factor influence, thereby enhancing the reliability and methodological rigor of the study.

3.2. Delphi Method

The Delphi method was applied to obtain expert consensus on the factors influencing corporate culture in multinational corporations in Vietnam. The Delphi technique, originally introduced by Dalkey and Helmer, is a systematic approach for collecting expert opinions through multiple rounds of surveys to achieve consensus on a specific issue (Dalkey and Helmer, 1963). Later, the modified Delphi method was developed to employ structured questionnaires, enabling researchers to focus participants on predefined issues while reducing the time required for data collection (Murry and Hammons, 1995).

In this study, the modified Delphi approach was adopted. The initial questionnaire was constructed based on the literature review and existing validated scales. Specifically, Leadership (LD1-LD5) items were adapted from Zeffane (1995) and Nijhof et al. (1998); Inclusive Organizational Culture (OI1-OI4) from Sabharwal (2014); Fair Compensation (FT1-FT4) from Tepeci and Bartlett (2002) and Sarros et al. (2005); Mission (MI1-MI4) from Denison (1990); and Corporate Culture (OC1-OC4) from Trịnh (2018). All measurement items were slightly modified to ensure their relevance to the context of multinational corporations operating in Vietnam.

Two Delphi rounds were conducted in Hanoi between March and April 2026. Experts were asked to evaluate the importance of each item using a five-point Likert scale ranging from 1 (not important) to 5 (very important). Following previous Delphi studies, the results were analyzed using the mean value and the content validity ratio (CVR) to determine whether each item should be retained or eliminated (Lawshe, 1975).

The mean value of each item was calculated as:

$$\bar{x} = \frac{\sum_{i=1}^{n} x_i}{n} \quad (1)$$

Where x_i represents the score given by expert i, and n is the total number of experts.

To assess the degree of expert agreement, the content validity ratio (CVR) was calculated as follows:

$$CVR = \frac{n_e - \frac{N}{2}}{\frac{N}{2}} \quad (2)$$

Where:

- n_e = number of experts rating the item as essential
- N = total number of experts participating in the survey.

According to Lawshe (1975), each sample size corresponds to a minimum CVR threshold to determine whether an item should be retained. Items with a mean value lower than 3.5 or CVR below the threshold value were removed from the scale.

After the first Delphi round, the questionnaire was revised based on the statistical results and qualitative feedback from experts. Items that did not meet the criteria were removed or modified, while additional suggestions from experts were considered. The revised questionnaire was then distributed to the same participants in the second Delphi round to further refine the measurement items. The items that satisfied both the mean and CVR thresholds in the second round were retained as the final criteria and used as inputs for the subsequent analytic hierarchy process (AHP) analysis.

3.3. AHP Method

The analytic hierarchy process (AHP) was applied to determine the relative importance of the identified factors influencing organizational culture. AHP is a multi-criteria decision-making method that allows complex problems to be structured hierarchically and enables the calculation of priority weights through pairwise comparisons (Saaty, 1980). This method has been widely applied in management and organizational studies to evaluate the relative significance of multiple criteria.

First, a hierarchical model was constructed consisting of three levels: The overall research objective (organizational culture), the main influencing factors (leadership, inclusive organizational culture, fair compensation, and organizational mission), and the observed measurement items under each factor. Based on this structure, a pairwise comparison matrix was developed in which experts compared the relative importance of each factor using Saaty's nine-point scale, ranging from 1 (equal importance) to 9 (extreme importance) (Saaty, 1980).

Let $A = (a_{ij})$ denote the pairwise comparison matrix where a_{ij} represents the relative importance of criterion i over criterion j. The matrix satisfies the reciprocal condition:

$$a_{ij} = \frac{1}{a_{ij}}, a_{ij} = 1 \quad (3)$$

The priority weights were obtained by normalizing the matrix and calculating the principal eigenvector:

$$Aw = \lambda_{max}\, w \quad (4)$$

Where w represents the priority vector and λ_{max} is the maximum eigenvalue of the matrix.

To ensure the reliability of expert judgments, the consistency ratio (CR) was calculated. The consistency index (CI) is defined as:

$$CI = \frac{\lambda_{max} - n}{n-1} \quad (5)$$

Where n is the number of criteria. The consistency ratio is then calculated as:

$$CR = \frac{CI}{RI} \quad (6)$$

Where RI represents the random index corresponding to the matrix size (Saaty, 1980). According to Saaty, a consistency ratio CR < 0.10 indicates an acceptable level of consistency among expert judgments.

The final step in the AHP process involves synthesizing the priority weights obtained from the previous stages to determine the overall importance of each factor. After calculating the local weights and verifying the consistency of the pairwise comparison matrices, the weights are aggregated across different hierarchical levels to derive global priorities.

The global weight of each factor is calculated by multiplying the local weight of the sub-criterion by the weight of its corresponding criterion. The overall score can be expressed as:

$$S_i = \sum_{j=1}^{n} w_j \times p_{ij} \quad (7)$$

Where S_i represents the overall priority score of factor i, w_j denotes the weight of criterion j, and p_{ij} represents the priority of factor i with respect to criterion j. The resulting global weights allow the factors to be ranked according to their relative influence on corporate culture in multinational corporations.

The AHP survey was conducted as the third round of the expert consultation process. Experts were asked to perform pairwise comparisons between the validated factors obtained from the Delphi stage. The aggregated judgments were then used to compute the priority weights, allowing the study to determine the relative importance of each factor influencing organizational culture in multinational corporations operating in Vietnam.

4. RESULTS

4.1. Delphi Round 1

The results of the first Delphi round indicate that most observed variables achieved a relatively high level of consensus among experts. The majority of variables have mean values >3.5 and positive CVR coefficients, suggesting that experts consider these variables appropriate for measuring the factors influencing corporate culture in multinational corporations in Vietnam (Table 1).

For the leadership factor, four observed variables LD1-LD4 were retained, with mean values ranging from 3.82 to 4.00 and CVR coefficients from 0.47 to 0.53. Among these, LD1 and LD3 both reached a mean value of 4.00, reflecting a relatively high level of agreement among experts regarding the role of leadership in shaping organizational culture. However, the variable LD5 ("Leaders have experience working with individuals from diverse backgrounds") only achieved a mean value of 3.53 and a CVR of 0.16, which is below the acceptable threshold and was therefore removed. Respondents indicated that having experience working with employees from different countries is less important than the ability to recognize and understand cultural differences, as well as the ability to provide direction to harmonize and exploit the strengths of such cultural diversity within an organization—often referred to as possessing a high level of cultural intelligence.

For the inclusive organizational culture factor, all four observed variables OI1-OI4 met the acceptance criteria, with mean values ranging from 3.79 to 4.24 and CVR coefficients from 0.42 to 0.74, indicating a relatively high level of consensus among experts regarding the manifestations of inclusiveness in organizations. Among these, OI4 ("The company organizes international visits to promote cultural exchange") achieved the highest mean value (Mean = 4.24, CVR = 0.74), reflecting strong agreement among experts on the role of exchange activities in fostering mutual understanding and cultural integration among employees from different cultural backgrounds. These results suggest that direct interaction and real-world cross-country experiences are considered one of the most effective ways to enhance cohesion and reduce cultural barriers in multinational corporations.

For the fair treatment factor, three observed variables FT1-FT3 were positively evaluated by experts, with mean values ranging from 3.82 to 3.95 and CVR coefficients from 0.42 to 0.53, indicating a relatively high level of consensus regarding the role of fairness in human resource management. Among these, FT1 ("The company has transparent and fair compensation policies") achieved the highest mean value (Mean = 3.95, CVR = 0.53), reflecting expert agreement that transparency and fairness in compensation are core elements in maintaining employee satisfaction and trust in the organization. Variables FT2 and FT3, related to fairness in task allocation and performance evaluation, also met the acceptance threshold, suggesting that fairness should be ensured comprehensively throughout the entire work process. In addition, during the evaluation process, several experts proposed adding a new observed variable to reflect the importance of an inclusive space as part of fair treatment in fostering the engagement of employees from diverse cultural backgrounds. Accordingly, the variable FT4: "The company provides an open workspace that promotes idea exchange among employees" was proposed and will be included for evaluation in the second Delphi round.

For the organizational mission factor, all four variables MI1-MI4 met the acceptance criteria, with mean values ranging from 3.79 to 4.24 and CVR coefficients from 0.47 to 0.68. Among these, MI1 achieved a mean value of 4.24, indicating that experts generally agree that clearly articulated and effectively communicated organizational mission is critically important in helping employees recognize the alignment between their personal career goals and the organization's direction, thereby fostering stronger long-term commitment to the organization.

For the corporate culture factor, all four observed variables OC1-OC4 met the acceptance criteria, with mean values ranging from 3.87 to 4.03 and CVR coefficients from 0.42 to 0.63. This indicates a high level of consensus among experts regarding the representativeness of these observed variables in measuring

Table 1: The results of Delphi

Factor	Observed measurement items		Round 1			Round 2		
			Average	CVR	Result	Average	CVR	Result
Leadership	LD1	Leaders consider cultural diversity as a strength of the company.	4.00	0.53	Accepted	4.12	0.69	Accepted
	LD2	Leaders serve as role models in demonstrating respect for cultural differences among individuals in the company.	3.92	0.47	Accepted	3.96	0.46	Accepted
	LD3	Leaders act as a bridge in clearly communicating the mission and messages from the parent company to employees.	4.00	0.47	Accepted	4.08	0.77	Accepted
	LD4	Leaders provide direction through policies and practices that ensure cultural respect and harmony within the organization.	3.82	0.47	Accepted	4.04	0.69	Accepted
	LD5	Leaders have experience working with employees from diverse cultural backgrounds.	3.53	0.16	Rejected	-	-	-
Inclusive organizational culture	OI1	Company policies enable employees to maintain their cultural practices (e.g., prayer practices, holiday arrangements, work schedules).	3.89	0.42	Accepted	4.00	0.54	Accepted
	OI2	Respect and cultural inclusiveness are effectively embedded across all company processes, from recruitment and training to operations.	3.89	0.58	Accepted	4.00	0.69	Accepted
	OI3	There is a dedicated HR function responsible for managing and leveraging cultural diversity within the organization.	3.79	0.47	Accepted	3.92	0.54	Accepted
	OI4	The company organizes international visits to promote cultural exchange.	4.24	0.74	Accepted	3.88	0.54	Accepted
Fair treatment	FT1	The company has transparent and fair compensation policies.	3.95	0.53	Accepted	4.04	0.62	Accepted
	FT2	Work is allocated fairly among employees in the company.	3.89	0.42	Accepted	3.96	0.54	Accepted
	FT3	Employees are regularly evaluated in a fair manner.	3.82	0.47	Accepted	3.88	0.54	Accepted
	FT4	Employees are provided with a fair and open working environment that promotes inclusiveness (inclusive space).	-	-	-	4.12	0.77	Accepted
Organizational mission	MI1	The company has a clear mission that is effectively communicated to employees.	4.24	0.68	Accepted	4.04	0.54	Accepted
	MI2	The company's mission aligns with the development orientation of the host country.	3.95	0.47	Accepted	3.85	0.46	Accepted
	MI3	The company's mission inspires enthusiasm and motivation among employees.	3.89	0.53	Accepted	3.96	0.69	Accepted
	MI4	The company's mission is translated into clear operational strategies that help employees understand the direction of work and development.	3.79	0.53	Accepted	3.92	0.54	Accepted
Corporate culture	OC1	I am aware of the company's distinctive working style compared to other organizations.	3.95	0.63	Accepted	4.08	0.62	Accepted
	OC2	A spirit of unity and teamwork is fostered and promoted within the organization.	3.95	0.53	Accepted	4.08	0.69	Accepted
	OC3	Behavioral norms within the organization are clearly expressed.	4.03	0.58	Accepted	4.15	0.85	Accepted
	OC4	The system of business philosophy, vision, mission, and core values is widely communicated throughout the organization.	3.87	0.42	Accepted	4.15	0.69	Accepted

Source: Results of data processing from the research project

organizational culture within enterprises. Among them, OC3 ("Behavioral norms within the organization are clearly expressed") achieved the highest mean value (Mean = 4.03, CVR = 0.58), reflecting the general perception that behavioral norms and ways of interaction are the most visible and direct manifestations of organizational culture.

Based on the results of the first Delphi round, the measurement scale was adjusted by removing variable LD5 and adding variable FT4. The revised set of observed variables was then used in the second Delphi round to re-evaluate the level of expert consensus before proceeding to the next stage of analysis.

4.2. Delphi Round 2

The results of the second Delphi round indicate that the level of expert consensus was further reinforced. For the leadership factor, the four variables LD1-LD4 continued to achieve high mean values, ranging from 3.96 to 4.12, with CVR coefficients from 0.46 to 0.77, indicating sustained agreement among experts on the important role of leadership in shaping and maintaining organizational culture in multinational corporations in Vietnam.

For inclusive organizational culture, variables OI1-OI4 continued to receive positive evaluations, with mean values ranging from 3.88 to 4.00 and CVR coefficients from 0.54 to 0.69. Among

Table 2: Ranking of factors driving corporate culture

Factors	Weights	Ranking
Leadership	0.112	4
Inclusive organizational culture	0.240	3
Fair treatment	0.292	2
Organizational mission	0.356	1

Table 3: Weights and ranking of criteria driving corporate culture

Factor	Local weight	CR	Sub-factor	Local weight	Global weight	Ranking
Leadership	0.112	0.059	LD1	0.415	0.046	12
			LD2	0.197	0.022	14
			LD3	0.194	0.022	15
			LD4	0.193	0.022	16
Inclusive organizational culture	0.240	0.056	OI1	0.157	0.038	13
			OI2	0.308	0.074	5
			OI3	0.299	0.072	6
			OI4	0.235	0.057	10
Fair treatment	0.292	0.055	FT1	0.326	0.095	2
			FT2	0.285	0.083	3
			FT3	0.222	0.065	8
			FT4	0.167	0.049	11
Organizational mission	0.356	0.084	MI1	0.415	0.148	1
			MI2	0.167	0.059	9
			MI3	0.234	0.083	4
			MI4	0.184	0.065	7

these, OI1 and OI2 both recorded Mean = 4.00, while OI2 had the highest CVR (0.69), indicating a high level of consensus on the integration of respect and cultural inclusiveness across all organizational processes.

For the fair treatment factor, variables FT1-FT3 maintained stable evaluations, with mean values ranging from 3.88 to 4.12 and CVR coefficients from 0.54 to 0.77. Notably, the newly added variable FT4 (Mean = 4.12; CVR = 0.77), introduced after the first Delphi round, also received strong consensus from experts, reflecting the importance of creating a fair, open, and inclusive working environment.

For the organizational mission factor, variables MI1-MI4 continued to meet the acceptance criteria, with mean values ranging from 3.85 to 4.04 and CVR coefficients from 0.46 to 0.69. Among these, MI1 maintained a relatively high level of agreement (Mean = 4.04), emphasizing experts' view that organizations should focus on clearly articulating their vision and ensuring effective communication throughout the entire organization.

For corporate culture, variables OC1-OC4 all achieved high mean values ranging from 4.08 to 4.15 and CVR coefficients from 0.62 to 0.85, indicating a very high level of consensus. In particular, OC3 (CVR = 0.85) and OC3, OC4 (Mean = 4.15) stood out, suggesting that experts place strong emphasis on the clarity of behavioral norms and the dissemination of core values within organizations.

Overall, the results of the second Delphi round confirm that the revised set of observed variables has achieved the required level of expert consensus. Therefore, the final measurement scale was accepted and used as the basis for the subsequent AHP analysis to determine the relative importance of factors influencing corporate culture in multinational corporations in Vietnam.

4.3. Analytic Hierarchy Process

The analytic hierarchy process (AHP) method was employed to determine the relative importance of factors influencing corporate culture. The results indicate that all pairwise comparison matrices achieved acceptable consistency levels, with the consistency ratio (CR) of all factor groups being <0.1, thereby ensuring the reliability of expert judgments.

At the factor level, organizational mission has the highest weight (0.356), ranking first, indicating that experts place strong emphasis on the role of clearly defining organizational goals, direction, and purpose in shaping corporate culture (Table 2). This is followed by fair treatment with a weight of 0.292 (ranked second), reflecting the importance of transparent and equitable human resource policies in building employee trust and engagement. Inclusive organizational culture ranks third with a weight of 0.240, suggesting that a work environment that respects diversity and encourages employee participation also plays a significant role in shaping corporate culture. Meanwhile, leadership has the lowest weight (0.112), indicating that, in the research context, experts tend to place greater emphasis on systemic factors rather than individual leadership factors.

At the observed variable level, the results show that MI1 has the highest global weight (0.148), ranking first, reflecting the prominent importance of clearly communicating the organization's mission and direction to employees (Table 3). The next most influential variables include FT1 (0.095, ranked 2nd) and FT2 (0.083, ranked 3rd), indicating experts' strong emphasis on transparency and fairness in the compensation system. Additionally, MI3 (0.083, ranked 4th) and OI2 (0.074, ranked 5th) also have significant weights, suggesting that motivating employees and ensuring cultural inclusiveness in organizational processes play important roles in maintaining and developing corporate culture.

The remaining variables have lower weights but still meet acceptable levels, including OI3 (0.072, ranked 6th), MI4 (0.065, ranked 7th), FT3 (0.065, ranked 8th), MI2 (0.059, ranked 9th), OI4 (0.057, ranked 10th), FT4 (0.049, ranked 11th), and variables in the leadership group such as LD1 (0.046, ranked 12th), LD2 (0.022, ranked 14th), LD3 (0.022, ranked 15th), and LD4 (0.022, ranked 16th). These results indicate that factors related to organizational mission and compensation policies tend to be rated more highly than other factors in influencing corporate culture.

The AHP results highlight that organizational mission and fair treatment are the two most influential factors affecting corporate culture in multinational corporations in Vietnam. This underscores the critical role of clear strategic direction and transparent human resource management systems in building and sustaining a strong and sustainable corporate culture.

5. DISCUSSION

The research results indicate that four factors influence corporate culture in multinational corporations in Vietnam, including

organizational mission, fair treatment, inclusive organizational culture, and leadership. The AHP results show that organizational mission has the highest weight, followed by fair treatment, inclusive organizational culture, and finally leadership. This suggests that in the context of multinational enterprises, strategic and systemic factors tend to exert stronger influence than individual factors such as leadership style. This finding is consistent with Denison (1990), who emphasizes the role of systemic elements in shaping organizational effectiveness and functioning.

First, organizational mission is identified as the most influential factor affecting corporate culture. The variables MI1, MI2, MI3, and MI4 reflect the clarity of mission, vision, and strategic direction, and were all highly rated by experts during the Delphi process. This result aligns with Denison (1990), who argues that mission guides behavior and creates consistency within organizations, as well as with Schein (2004), who highlights the role of shared assumptions about goals in shaping corporate culture. In the context of Vietnam, where the workforce varies in experience and levels of international integration, a clear mission helps reduce ambiguity, provide common direction, and strengthen cohesion among employees within the organization.

Second, fair treatment is the second most influential factor in the model. The variables FT1, FT2, and FT3 reflect important aspects of fairness in organizations, such as performance evaluation, task allocation, and transparency in compensation policies. Notably, variable FT4, which refers to ensuring a fair and open working environment (inclusive space), indicates that experts approach the concept of compensation in a broader sense, not limited to material aspects but also encompassing work experience and organizational environment. This finding is consistent with Adams's (1963) Equity Theory, which suggests that perceptions of fairness directly affect employee attitudes, as well as with the study by Colquitt et al. (2001), which emphasizes the role of multiple dimensions of fairness within organizations. Moreover, according to Cropanzano and Mitchell (2005), when employees perceive fairness, they are more likely to respond with stronger commitment and positive behaviors toward the organization. In the context of Vietnam, where employees are increasingly concerned with the work environment in addition to income, expanding the concept of compensation to include an "inclusive workspace" is a noteworthy point.

Third, inclusive organizational culture is also identified as an important factor in the model. The variables OI1, OI2, OI3, and OI4 reflect policies and practices aimed at respecting differences and promoting employee participation within the organization. This finding is consistent with Mor Barak (2015), who argues that an inclusive culture enhances employee engagement and organizational effectiveness, as well as with Shore et al. (2011), who emphasize that an inclusive work environment must simultaneously ensure a sense of belonging while respecting individual differences. However, the fact that this factor has a lower weight than organizational mission and fair treatment suggests that inclusiveness may be more effective when embedded within a clear and fair organizational system. In the context of Vietnam, inclusiveness not only relates to differences in nationality but also encompasses regional, generational, and work-style differences, thereby increasingly becoming a practical requirement for enterprises.

Finally, leadership is the factor with the lowest weight in the AHP results, although it is still confirmed to have an influence on organizational culture. This finding somewhat differs from the perspective according to Schein (2004), which emphasizes the central role of leadership in shaping and sustaining corporate culture. However, in the context of multinational corporations, where processes and management standards are often standardized, organizational culture may be more strongly influenced by systemic factors such as mission and policies rather than individual leaders. Nevertheless, leadership continues to play an important role in communicating and reinforcing cultural values through managerial behaviors and directions within the organization.

6. CONCLUSION

This study aims to identify and evaluate the extent of influence of factors on corporate culture in multinational corporations in Vietnam through the integration of the Delphi and AHP methods. The results from two Delphi rounds indicate a high level of expert consensus on four main groups of factors, including: Leadership, Inclusive Organizational Culture, Fair Treatment, and Organizational Mission. Several observed variables were refined and supplemented to better reflect practical realities, including the addition of the inclusive workspace factor within the fair treatment group.

The AHP analysis results show that the influence of factors is ranked in descending order as follows: Organizational mission, fair treatment, inclusive organizational culture, and leadership. These findings indicate that strategic and systemic factors play a more prominent role in shaping corporate culture in multinational corporations in Vietnam.

The research findings provide several important implications for multinational corporations operating in Vietnam. First, organizations should emphasize the role of leadership in shaping and sustaining organizational culture, particularly through clearly demonstrating core values and leading by example in managerial behavior. Second, building an inclusive work environment that respects diversity is a key factor in helping multinational organizations maintain employee engagement across different cultural backgrounds. In addition, a transparent and fair compensation system, along with performance-based reward policies, can enhance employee motivation and reinforce positive cultural values within the organization. Finally, organizations need to clearly communicate their mission and strategic objectives, enabling employees to understand their roles within the overall development direction of the company.

Although the study applied the Delphi method combined with AHP to enhance the objectivity of expert evaluations, several limitations remain. First, the study was primarily conducted in

Hanoi; therefore, the findings may not fully represent the context of all multinational corporations operating in Vietnam. Moreover, the AHP method relies on subjective expert judgments in pairwise comparisons, so the results may be influenced to some extent by individual perceptions.

Future studies may expand the scope of investigation to other geographic regions in Vietnam, or conduct comparisons between multinational corporations and domestic enterprises to clarify differences in the factors shaping corporate culture. In addition, subsequent research could combine quantitative methods with large-scale employee surveys to empirically test the influence of the factors identified in this study. The application of advanced analytical techniques such as SEM or multilevel modeling may also provide deeper insights into the relationships between leadership, organizational policies, and the formation of corporate culture in the current context of globalization.

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