Research on the Promotion of Corporate Culture of Qingdao Rongchuang Technology Co., Ltd.

Wanming Zhang*

Rajamangala University of Technology Krungthep, Bangkok 10120, Thailand

***Corresponding author:** Wanming Zhang, zwm931589011@163.com

Abstract: Culture is the soul of an organization and the soft power of enterprise development and competition. The competition of contemporary enterprises is not only the competition of technology, knowledge and talents, but also the competition among enterprise cultures. An excellent corporate culture can not only create a good organizational atmosphere, attract and unite employees who conform to the beliefs of the organization, but also effectively motivate and restrain employees, promote the common growth of employees and the organization, and improve the performance of the organization. Qingdao Rongchuang Technology Co., Ltd. was founded in the early 20th century. After 20 years of development, it has formed a relatively systematic cultural concept system and accumulated certain experience in cultural construction. This paper comprehensively considers the company's growth history, management status and future development strategy, and refers to Danielson's organizational culture model and opposing values model. The company's corporate culture was systematically scanned and diagnosed by using the organizational culture evaluation tool OCAI and other related tools.

Keywords: Corporate culture; Internet enterprises; Measurement of the culture; OCAI

1. Introduction

Corporate culture is the decisive factor of the success or failure of an enterprise, and also the internal guarantee for an enterprise to improve its core competitiveness. An important part of Internet enterprises is knowledge-based talents. Therefore, enterprise culture is the key for Internet enterprises to cultivate learning organization, stimulate employees' creativity and improve their performance. Based on the theory of corporate culture, this paper takes Qingdao Rongchuang Technology Co., Ltd. as the research object and puts forward the measures to improve the corporate culture construction of the company through the analysis of the corporate culture construction of the company [1].

This paper investigates the degree of corporate culture identity of employees through questionnaire survey and interview, and concludes the necessity of promoting the corporate culture construction of Qingdao Rongchuang Technology Co., Ltd. Based on the results of questionnaire surveys and interviews, OCAI (organizational culture assessment tool) and other relevant tools are investigated. Through the scanning and diagnosis of corporate culture system, the present situation and future countermeasures of corporate culture construction of the company are discussed [2].

1.1. The statement of the research problem

This research aims to determine how corporate culture is promoted in Qingdao Rongchuang Technology Co., Ltd. Specifically, it addresses the following problems:

(1) Enterprises have insufficient understanding of corporate culture construction.
(2) Corporate culture construction is not innovative and informal.
(3) The ideology of seeking quick success and instant profits is prominent among enterprises, and the value of corporate culture is too low.

1.2. Research objectives
This paper aims to study the development of Qingdao Rongchuang Technology Co., Ltd.'s corporate culture, conduct in-depth research on the existing corporate culture of the company, analyze the specific presentation of the current corporate culture, and further explore its problems and deficiencies, and propose further optimization suggestions and measures for reference [3].

1.3 Scope of study
This survey takes Qingdao Rongchuang Technology Co., Ltd. as an example, which includes four departments: technology research and development department, marketing department, production department, and management department [4]. The job classifications include senior and middle managers, grassroots managers, and ordinary staff; They are divided based on ages below 30 years old, 31–40 years old, 41–50 years old and above 51 years old [5].

2. Literature review
In 1981, Richard T. Pascale and Antony G. Athos first proposed the "7S model" after six years of empirical research on 34 enterprises in Japan and the United States (**Table 1**)

Table 1. The "7S model"

Seven S	
Strategy	Enterprises can achieve their goals through rational allocation of various resources.
Structure	The characteristics of an organization.
Systems	Required reporting and routine procedures.
Staff	The important personnel classification within the enterprise.
Style	The behavioral characteristics that executives exhibit in achieving the highest goals of the organization.
Skills	The specific working abilities of an enterprise's personnel.
Superordinate goals	The best results the enterprise wants to achieve.

3. Research methods
3.1. Sampling methods
The characteristics of simple random sampling are as follows: the probability of each sample unit being selected is equal, each unit of the sample is completely independent, and there is no correlation and exclusion between them. Simple random sampling requires a limited number of samples. A total of 712 valid questionnaires were collected in this study [6]. The number of samples was less than or equal to 712 of the sample population. Simple random samples were taken one by one from the population. The probability of each individual in simple random sampling was 1/712.

3.2. Research variables
The independent variables are as follows: number of employees, position, age, and educational background of employees, corporate vision, corporate mission, and corporate values [7]. The dependent variable is the

corporate culture.

4. Data analysis
4.1. The reliability and validity analysis of the questionnaires
The evaluation system of questionnaire is reflected in the form of scales. A scientific and reasonable questionnaire design plays a decisive role in the availability and credibility of evaluation results. In this study, IBM SPSS V22 statistical software was used to test the reliability of the data obtained from the questionnaire [8]. Through the reliability test of the above questionnaire, Cronbach's A, and Cronbach's A based on the standardized item are both above 0.8, indicating that the questionnaire indicators and data can be used as the next research [9].

Table 2. Statistics' reliability

Cronbach's	Cronbach's A based on standardized items
0.800	0.815

4.2. Analysis of questionnaire data results
Table 3. Company scale score

Cultural characteristics	Dimensions of	Number	Score	Cultural characteristics	Dimensions of	Number	Score
Participatory	Authorization	1	4.19	Consistency	Core values	16	4.12
		2	4.13			17	3.99
		3	3.81			18	4.21
		4	4.02			19	4.10
		5	4.12			20	4.28
	Team orientation	6	3.88		Cooperate with	21	4.20
		7	4.23			22	4.18
		8	3.79			23	4.07
		9	4.40			24	3.51
		10	4.06			25	3.91
	Ability to develop	11	3.77		Coordination	26	3.89
		12	4.00			27	3.41
		13	4.09			28	3.55
		14	4.13			29	3.60
		15	3.09			30	4.02

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Cultural characteristics	Dimensions of	Number	Score	Cultural characteristics	Dimensions of	Number	Score
Adaptive	Creating change	31	3.58	Mission	Strategic direction and intention	46	4.11
		32	3.75			47	3.25
		33	4.01			48	4.19
		34	3.17			49	4.25
		35	3.93			50	3.85
		36	3.82			51	4.13
		37	3.51			52	4.13
	The customer is supreme	38	3.43		The target	53	4.32
		39	3.78			54	4.00
		40	3.63			55	4.02
		41	3.81			56	4.17
		42	4.10			57	4.16
		43	4.60		Vision	58	4.36
		44	4.44			58	4.32
		45	3.91			60	4.13

According to the preliminary analysis, the cultural characteristic with the highest score is "mission," which indicates that the company has lofty aspirations and clear goals, while the the adaptive characteristic scored the lowest, which indicates that the company faces great difficulties in adapting to changes in the external environment, and its development will be severely challenged in the face of the everchanging external environment [10].

4.3. Analysis of interview results

(1) Employees do not have a deep understanding of corporate culture and the core values and concepts of the enterprise. Many employees are clueless about the core values of the company [11].

(2) Low recognition of corporate culture among employees. The enthusiasm of staff to take initiative is low. Some employees think corporate culture is a matter of leadership and has little to do with day-to-day work, hence not needing attention [12].

(3) "Two-faced corporate culture and system." Many slogans in the construction of corporate culture is just all talk, contradicting themselves with the existing management system and various systems. Many of the things advocated by corporate culture are not reflected in the actual institutional system.[12]

(4) Corporate-culture-building activities are often mere formalities, and the actual effect, especially the improvement of corporate performance, is limited. The company has so far failed to demonstrate the role of corporate culture in improving performance, and there is no team spirit within the company [13].

(5) There is lack of emphasis on construction of corporate culture, and lack of organization, personnel, and capital support, so as to achieve actual results. Although corporate culture is often mentioned by the main leaders, but not enough is done in all aspects of the implementation of support [14].

(6) There is still lack of understanding of corporate culture among the employees. In the process of research, it is found that many employees have the wrong views that corporate culture is useless, corporate culture depends on leadership, corporate culture being equal to politics and ideologies, corporate culture being just a label, corporate culture being equal to cultural and recreational activities, corporate culture being difficult to achieve, and so on.[15]

5. Summary

5.1 Conclusion

Through the analysis of literature, interviews and questionnaires, prominent problems of the company's corporate culture construction were found to be as follows: the construction of corporate culture was not systematic resulting in it becoming a mere formality, the staff culture were low, and the cultural support for the strategy was obviously inadequate [16]. After several rounds of discussion and analysis, it was made clear to the company that the main task of the enterprise culture is to promote the enterprise excellent culture gene, rich cultural connotation and sublimation, and lastly to promote corporate culture, mainly through the following measures:

Firstly, the foundation of the company's corporate culture management needs to be consolidated [17]. Along with the company's management present situation and the problems in the cultural construction, this paper argues that the foundation of the enterprise culture management is the cultural influence under the background of the new era. The company's core value concept system needs to be reshaped, and the construction of institutional culture, behavior culture, material culture, need to be strengthened through new cultural elements and the connotation of the concept inspired and condensed employee, so as to rebuild corporate image and boost team morale [18].

Second, the construction of the company's corporate culture construction guarantee mechanism [19]. Enterprise culture construction guarantee mechanism is the effect of enterprise culture construction and the determinants of success or failure. Based on the current situation of culture management of the company, in terms of organization, planning, security system, and evaluation mechanism, the company should ensure systematic planning of the enterprise culture construction, ensure orderly overall layout with the introduction of assessment and evaluation mechanism, monitor the effect of corporate culture construction, analyze the advantages and disadvantages of management, promote the corporate culture construction work step by step for continuous improvement [20].

5.2 Future prospects

Management is a systematic project, and corporate culture management is an important part of the management system. However, due to the short study time of corporate culture theory and the relative insufficiency of enterprise management practice, there are certain limitations in the understanding and cognition of corporate culture construction. Therefore, this paper is unable explain the relationship and interaction between corporate culture management and other management modules systematically. However, through this short period of investigation and diagnosis of the company, it was found that the understanding of the industry of the employees is relatively superficial, and there is even some deviation. There is still a lot of room for improvement in the corporate culture improvement plan formulated on this basis, which also points out the direction of future management research.

Disclosure statement

The author declares no conflict of interest.

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