

## The Construction of Enterprise Culture in State-owned Enterprises——Taking Chinese State-owned Enterprises as an Example

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### Abstract

This paper states that Chinese leaders are "masters of organizational culture construction", have solved different problems at different stages, realized different missions, and completed different visions. This is the natural advantage of state-owned enterprise culture construction. This paper combines the cultural construction experience of some outstanding state-owned enterprises in Guangdong, and believes that the state-owned enterprise culture needs to be systematic. From the perspectives of national culture, traditional culture, regional culture, corporate history, high-level requirements and employee appeals, and focusing on the construction of culture, focusing on the innovation of methods and methods, we can also learn from the evolution and mode of action of Chinese traditional culture. In addition, the positive cultural construction of Guangdong state-owned enterprises is also a concrete manifestation of "cultural self-confidence".

### Keywords

State-Owned enterprises, corporate culture, rethinking, Guangdong culture.

### 1. Statement of Problem

At present, China has put forward the concepts of "Chinese Dream", "Socialist Core Values" and "Five Development Concepts" on the national cultural level, strengthening the recognition of national culture, establishing common values in the country, and condensing people's strength to realize the "Chinese dream" of the great rejuvenation of the Chinese nation. Although the origin of corporate culture comes from Japan, it is actually a concentrated expression of Chinese oriental wisdom and traditional culture. Chinese companies have gradually realized the importance of corporate culture in the past decade, but the Chinese people are familiar to the use of organizational culture. It is said that Konosuke Matsushita, the founder of Matsushita, Japan, once said to those who admire him: "Mao Zedong is the ancestor of organizational culture, and his fighters are hundreds of times better than my employees." Mr. Matsushita's evaluation is because Chairman Mao is using the organizational culture to tie the Communist Party and the army. It is precisely because of the clear organizational cultural value system and code of conduct that the Communist Party can lead the Chinese people to the victory of the new-democratic revolution. Up to today, the cultural construction of many famous enterprises at home and abroad are drawing on the ideas and models of Chairman Mao's cultural construction. For example, the "Huawei Basic Law" summed up by Ren Zhengfei, the founder of Huawei, and the measures he put into his culture are the culture of many military forces. Ren Zhengfei said on many occasions that "I have two people who admire", that is, revolutionary Mao Zedong and former CEO of IBM, Gerstner. He

said that he learned the business methods from both of them. Huawei also put forward the strategic thinking of "rural encircling the market", Huawei's organizational model, Huawei's "blue army" and other military ideas. Ma Yun, the founder of Alibaba, has repeatedly said that he spent a lot of time thinking about Mao Zedong's thoughts. In the Alibaba system, he also directly copied the military's "political commissar" system. More enterprises have directly referred to the "three major disciplines and eight attentions" as "three magic weapons, eight concepts" as a core part of corporate culture. The cultural construction ideas of these globally influential enterprises reflect the innate advantages of state-owned enterprise culture construction from another perspective.

At present, the culture of state-owned enterprises is affected by many factors, including traditional culture, national culture, and regional culture. It is also influenced by internal leadership and historical evolution, resulting in a relatively fragmented culture of corporate culture. The system is not systematic enough, not perfect enough. The cultural construction of many enterprises has the slogan of slogans, the problem of form, and the exploration of scientific and rational state-owned enterprise culture construction mode has become a top priority. Yu Xiaojing (2016) claims that while enterprises participate in global competition and continuously strengthen the country's hard power, corporate culture has become one of the important carriers of national soft power, and state-owned enterprises as a national culture, enhance the country's soft power, and realize the "Chinese dream" The main force should lead the construction of corporate culture and take corporate culture as the main focus.

## **2. The Characteristics of the Construction of Chinese State-owned Enterprise Culture**

The construction of corporate culture is first manifested in the establishment of an appropriate cultural concept system, which is the premise of corporate culture construction. The refinement of cultural values requires scientific methods, and the refinement of cultural concepts must be based on the history, current situation and future considerations of the enterprise. The concept of creativity has become a 'dispositif' directing young people to adjust themselves to an enterprise culture that puts emphasis on initiative, competition, individual responsibility and self-improvement (McRobbie 2016) For example, Sinopec clearly put forward the core concepts of the company's mission, vision, and core values. The mission of the company is to "fuel for a better life" and is full of positive energy. The mission of Guangdong Power Grid "actively undertake social responsibility and do its best to provide power supply" is a good expression of the industry characteristics and the social responsibility of state-owned enterprises. The core concept is that "all the families are lit, the Southern Power Grid is affectionate" is not only the core values, but also has a brand effect. Another example is the "Four Spirits", "Four Hearts" and "Four Ways of Harmony" of CCTV IV, and the "Three Colors Responsibility" of Haimen Power Plant. With distinctive features these cultural concepts are simple to remember. Culture has played a very good leading role. It is the culture supportive of innovation and understood as the social and cognitive environment of an enterprise, shared views about the reality, shared convictions and systems of values that are reflected in consistent employee behaviour (Jassawalla and Sashittal 2002, p. 43)

Learn from the excellent culture of benchmarking companies at home and abroad, and refine various cultural elements. Cultural factors vary widely from industry to industry, the manufacturing industry emphasizes scale, high technology emphasizes innovative thinking, service industry emphasizes human service, and financial industry emphasizes rigorous style. The role of corporate culture in the independent innovation of corporate culture is to play a role by influencing the values, thinking styles and behaviors of managers and employees. The improvement of the learning ability of all employees and the social tacit understanding

stimulate the exchange and integration of production resources. This has promoted technological innovation (Gao Chuangui, Xin Jie, 2018).

The influence of regional culture is one of the considerations of corporate culture. A company is established in a certain area, and employees are mostly from this area. Therefore, the cultural characteristics of the company are largely the epitome of the human and commercial characteristics of the area. For example, on the basis of inheriting the parent culture of the group, Guangzhou Petrochemical has formed a subculture system that incorporates Lingnan culture. Its safety and environmental protection concept: Responsible to the people, let the Pearl River rest assured, expresses the lofty mission, and is concerned with the feelings of the Pearl River in Guangdong, which makes the subculture of Guangzhou Petrochemical more vital in the fertile soil of Lingnan.

In addition, the corporate culture concept system can also draw on the ideas of traditional culture. The core of Confucianism is: benevolence, righteousness, courtesy, wisdom, faith, forgiveness, loyalty, filial piety, and blasphemy; Buddhism believes that "the origin is empty," the main idea of Buddhism encourages people to do good, not evil, endurance, abstinence, and life. Equality. Taoism began with Laozi, and the essence of his thought lies in his ecological ethical spirit of advocating Tao, nature, and harmony between human and nature. There are still something of Traditional culture worth to learn in modern society, reflecting cultural taste and bringing positive energy to corporate culture. For example, the Institute of Electrical Appliances draws on the traditional "national study" thinking and gives a deeper meaning to the cultural concept. It puts forward the cultural concept system with "and real culture" as the core. The interpretation of the core values "harmony" and "real" is the same as that of the Chinese culture.

### **3. The Characteristics of Chinese State-Owned Enterprise Culture**

The landing of state-owned enterprise culture is a systematic project, which requires clear planning and implementation plans. It can be divided into the stage of creation, the stage of deepening and the stage of normalization, and continuously deepen, solidify and internalize the culture. In the end, corporate culture has become the way of business management and the basic "management language."

On the cultural ground, these companies have infiltrated the cultural concept into the institutional system. Let the culture influence the behavior of employees through the system, thus achieving the purpose of promoting the internal management of the enterprise. For example, Guangdong Agricultural Reclamation has always adhered to the principle of "democracy, standardization, openness, competition, and merit-based" in the selection and appointment of cadres, and adhered to the standard of "combining both ability and political integrity and morality first", implementing talents. Focusing on the cultural core of the "one-minute spirit", the Guangzhou Aviation Administration has built a standardized fleet culture system, integrated into the ship production guarantee mechanism, and even refined specific work measures and objectives, such as "big data" refined management, "log-style". "Construction ledger, "problem report", etc. Restrict and motivate the behavior of each employee through the system. In the same way, under the guidance of the concept of "doing things without corruption", Zhongneng Guangdong Institute has established a four-dimensional defense against corruption through the establishment of morality, internal control (system), high-pressure (supervision) and emotional integrity. alert.

Focus on establishing advanced models and carrying forward "heroes" in the cultural landing. For example, "Corporate Culture Star", the activities of Guangzhou Petrochemical. Through these excellent employees in different positions, telling one touching story and heroic deeds, spreading the positive energy of petrochemicals, affecting every staff of Guangzhou

Petrochemical. Another example is the "face-to-face the role model" of the Guangdong Power Grid, "the story of the role model" and "the selection of the most beautiful station directors", Guangdong Telecom's "leadership spirit", etc. These activities are to promote the company's cultural awareness through the typical deeds of the company's outstanding performance or advanced management experience.

Establish a systematic cultural communication program in the cultural landscape. Through continuous reinforcement, by influencing thoughts with what you see. Through training, seminars, bulletin boards, networks, print media, corporate culture exhibition halls, etc., employees at all levels can fully understand the optimized corporate culture and achieve recognition after consensus. For example, the provincial tobacco has formulated the "5-year plan for system culture construction in the province", and organized a series of publicity activities such as the song competition of enterprises, the lecture hall of cultural stories, the lectures of Yueyan style, and the selection of "moving Cantonese smoke" characters to promote the use and promotion of cultural propaganda. With the "walking, passing, and talking" activities as an important carrier, Guangdong Power Grid has established a team of lecturers for cultural publicity, combining cultural activities with party activities, and carrying out some cultural activities such as moral lectures. Public welfare activities, environmental protection activities, etc. On the basis of learning historical safety lessons, COSCO Shipping published books such as "Safety Experience Sharing", "Labor Safety Case", "Ship Data Collection" and "Analysis of Typical Cases of Water Traffic Accidents", and adopted "family wishes for safety" condolences. Creative, warm and interactive activities evoke employees' understanding and resonance of safety and are widely praised.

In the work of the cultural work, we should pay attention to the actual situation of the company and employees, and reflect the characteristics of the company. For example, Guangdong Petroleum is the largest oil sales company in Sinopec. The number of employees is scattered and the nature of shift work, the opportunities for employees to communicate and communicate with each other are relatively small. With the theme of "warm, safe, forge ahead, and harmony", Guangdong Petroleum has built a series of family cultures, combining the characteristics of enterprises with the needs of development, and has done a series of work related to the immediate needs of employees. By implementing employee care, we will promote employee growth, listen to employees' voices, create a friendly atmosphere, and enhance employees' sense of belonging and cohesiveness.

As long as they are on the cultural platform, these enterprises will infiltrate the cultural concept into the institutional system, pay attention to establish advanced models, promote "hero characters" in the cultural landing, and establish a systematic cultural propaganda communication plan in the cultural landing. In the work of landing, we should pay attention to the actual situation of enterprises and employees, embody the characteristics of the enterprise, and certainly build the system of state-owned enterprise culture to be more perfect.

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