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ECONOMICS AND MANAGEMENT FACULTY**

Accounting and Taxation

QUALIFICATION WORK

Education Degree - Master

**on: Management of the organizational culture of the enterprise in the conditions
of development of market relations**

Completed:

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student of

073 «Management» (EP «Administrative Management»)

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SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
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Education degree «Master»
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TASK

on qualification work for student

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1. Theme of Qualification work: Management of the organizational culture of the enterprise in the conditions of development of market relations

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approved by the university from _____

2. Deadline for student completed project (work) September, 5 2024

3. Background to the project (work):

This text has analyzed current situation and question of Wuling Power Corporation culture at first, then pursue characteristic and enlightenment of the corporate culture actively, proposed the suggestion of enterprise's cultural construction on the aspect from operating finally.

4. Contents of settlement and explanatory notes (the list of issues to develop):

This research will outline the study's objectives and significance, review relevant literature, and describe the methodology used. The purpose of the master's work is to study the methods, models, and preventive measures for improving the management system of corporate culture issues in enterprise management. Through the cultural construction of Wuling Power Corporation enterprise, can strengthen the cohesive force in enterprise, mould the corporate image, improve the system of business management, improve staff's overall qualities, promote the key competitiveness of enterprises in an all-round way.

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CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	<i>June, 2023</i>	
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>September - December, 2023</i>	
3	Preparation and presentation of draft of the first chapter of the thesis	<i>January 2023</i>	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>March 2024</i>	
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>April 2024</i>	
6	Design options improve the research problem	<i>May 2024</i>	
7	Completion of the project part of the thesis, design chapters	<i>May 2024</i>	
8	Previous work and its defense review	<i>July 2024</i>	
9	Checking the authenticity of the thesis	<i>August, 2024</i>	
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11	Defense of the thesis	<i>September, 11-12 2024</i>	

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Анотація

Хе Факун. Управління організаційною культурою підприємства в умовах розвитку ринкових відносин – Дослідження побудови корпоративної культури корпорації "Вулінг Пауер Корпорейшн" в Китаї.

Кваліфікаційна робота зі спеціальності 073 «Менеджмент» ОП «Адміністративний менеджмент», СНАУ, Суми-2024 р. – Рукопис.

Встановлення відмінної корпоративної культури, що виражена у статутах та правилах поведінки, є найвищим рівнем стратегії відмінностей на ринку. Тому найвищий рівень конкуренції на ринку полягає в конкуренції людей, в конкуренції корпоративної культури. Кожна компанія в процесі розвитку формує свою унікальну корпоративну культуру. Тому корпоративна культура є невід’ємною частиною розвитку підприємства, що набуває все більшого значення, і потребує глибокого дослідження та вивчення.

Компанія Wu Ling Power в процесі розвитку сформулювала власну унікальну корпоративну культуру. Але з розвитком компанії стара корпоративна культура почала виявляти певні проблеми. У цій статті ми спочатку аналізуємо поточний стан і проблеми корпоративної культури компанії Wu Ling Power, потім вивчаємо особливості та висновки з корпоративної культури, і нарешті висуваємо рекомендації з корпоративної культури на рівні виробничої діяльності.

Метою будівництва корпоративної культури Wu Ling Power є поступове формування системи корпоративної культури, яка відповідає вимогам розвитку соціалістичної ринкової економіки, відображає стратегію розвитку компанії, відображає основні інтереси співробітників, має специфіку компанії. Ми прагнемо

побудувати систему корпоративної культури, що об'єднує спільні ідеали і настанови, людську культуру, що зворотного зв'язку, та сувору, ефективну творчу культуру. Цілі будівництва системи корпоративної культури здійснюються в духовному рівні, який включає в себе основні цінності корпоративної культури та різні ідеї; на рівні системи відображення в суспільстві, досвіду компанії та різних ідей; на рівні поведінки відповідно до таємниці, керівництва, творчих діячів та звичайних працівників; на матеріальному рівні, де акцентується на середовищі виробництва, життєвому середовищі, культурних інфраструктурних об'єктах та конкретних планах.

Результатом будівництва корпоративної культури Wu Ling Power є зміцнення її сприйнятливості, формування корпоративного образу, покращення управління компанією, підвищення загального рівня кваліфікації співробітників та створення конкурентоспроможності компанії. Однак будівництво корпоративної культури є складною системною справою, яка не може бути здійснена одразу, вона потребує тривалого будівництва. Для підприємства корпоративна культура не є повністю відмовою від історії, вона повинна поєднувати в собі попередні чудові культурні традиції, а також, в залежності від характеру часу та стратегії розвитку, виходити з нових ідей, щоб створити унікальну корпоративну культуру, яка відповідає розвитку підприємства.

Ключові слова: управління, корпоративна культура, культурне будівництво, багатокультурність.

Abstract

He Fakun. Management of organizational culture of the enterprise in the conditions of development of market relations —Study on the Corporation Culture Construction of Wuling Power Corporation in China.

Master thesis in specialty 073 «Management» OP «Administrative Management», Sumy National Agrarian University, Sumy, 2024. - Manuscript.

The outstanding corporate culture establishes and reflects as rules and regulations and behavioural norm, it is the difference strategy in the supreme meaning to establish outstanding corporate culture, just in this sense, the supreme level of the market competition is the people's competition, it is a competition of the corporate culture. Every enterprise will form one's own unique corporate culture in the course of its development. So enterprise's cultural construction, as the component with essential enterprise development that is paid attention to day by day, it is necessary to carry on the deep discussion and study.

Wuling Power Corporation has refined one's own unique corporate culture while enterprises develop. However, with the reform and development of the company, the original corporate culture highlights some practical problems progressively. This text has analyzed current situation and question of Wuling Power Corporation culture at first, then pursue characteristic and enlightenment of the corporate culture actively, proposed the suggestion of enterprise's cultural construction on the aspect from operating finally. It is to set up and meet the needs of economic development of socialist market progressively that I put forward five goals of the cultural construction of enterprise of insulting the company, accord with company's development strategy, reflect staff's

fundamental interests, the corporate culture system with characteristic of company, make great efforts, set up spiritual culture, human-oriented the intersection of person and copy to have common ideal culture, rigorous high-efficient innovative culture merge cultural system. Centre on this goal, in the spiritual level, have designed key values and various ideas of the corporate culture; In the system level, pay and merge the direction which has proposed the cultural construction of system of the current situation of the company and various ideas; In the behavioral level, have analyzed the construction main point of behavioral culture from enterprise, enterprise's leader, exemplary personage and ordinary staff four respects; In the material level, put emphasis on building the material and culture through paying attention to material phenomena such as enterprise's production environment, living environment, cultural facility,etc., and proposed the concrete scheme. Finally, propose certain solving problem measure and method for this enterprise. This applies enterprise's theory to practice, " propose the problem, analyze the problem and solve IV the problem " Intact logical thinking course.

Through the cultural construction of Wuling Power Corporation enterprise, can strengthen the cohesive force in enterprise, mould the corporate image, improve the system of business management, improve staff's overall qualities, promote the key competitiveness of enterprises in an all-round way. Point out, enterprise's cultural construction is a complicated system engineering, do not accomplish in one move at the same time, need long-term construction, enterprise's cultural construction, to an enterprise, it is not totaling repudiate to history, but should absorb the outstanding cultural tradition formed in the past, the characteristic, development strategy that and

also combine era, innovate from reference, could put out a set of characterized corporate cultures suitable for enterprise's development.

Key words: management; Corporate culture; Cultural construction; Plural culture

CONTENTS

INTRODUCTION	7
CHAPTER 1 THEORETICAL BASIS AND RESEARCH METHODS OF CORPORATE CULTURE.....	10
CHAPTER 2 THE CURRENT STATUS AND PROBLEMS OF THE CORPORATE CULTURE CONSTRUCTION OF WU LING ELECTRIC POWER COMPANY.....	22
2.1 The main financial and economic indicators of the enterprise (Analysis of financial position and corporate culture survey).....	22
2.2 Characteristics of corporate culture and construction results	32
2.3 Establish a corporate culture evaluation system	46
CHAPTER 3: WULING ELECTRIC POWER COMPANY CORPORATE CULTURE CONTENT DESIGN SUGGESTIONS	55
3.1 Compatibility of the review system and culture	55
3.2 Implementation of enterprise culture construction of Wuling Power Company	60
3.3 Safeguard measures for cultural construction of Wuling Electric Power Company	63
CONCLUSIONS	75
REFERENCES	78
APPENDIXES	

INTRODUCTION

Topic relevance. The outstanding corporate culture establishes and reflects as rules and regulations and behavioural norm, it is the difference strategy in the supreme meaning to establish outstanding corporate culture, just in this sense, the supreme level of the market competition is the people's competition, it is a competition of the corporate culture. Every enterprise will form one's own unique corporate culture in the course of its development. So enterprise's cultural construction, as the component with essential enterprise development that is paid attention to day by day, it is necessary to carry on the deep discussion and study.

Questions related to improving the management system of the enterprise were investigated by such scientists as Biggerstaff., Bogomolov., Iorgulescu., Mlkva., Twwna., Qianjin., Xia Ziqian., Tian Hui., Gao Weiguo., Li Wei., CAI Qi. and other, but despite the large number of publications on the topic, this issue needs more extensive research in a question of creating preventive measures for financial risks of a real estate company.

The purpose of the master's work is to study the methods, models, and preventive measures for improving the management system of corporate culture issues in enterprise management.

According to a particular purpose, the important objectives of this work are:

- to study the theoretical and scientific methodological foundations of corporate culture in enterprise management systems;

- to Analyze the corporate culture system of the enterprise;
- to Consider and determine methods to improve the corporate culture management system.

The object of the study is taking the corporate culture of Wuling Power Corporation as the research object.

The subject of the study is the current situation of Wuling Power Corporation's corporate culture.

Research methods. The following research methods were used in the work: observation, comparison, analysis and generalization of empirical data (to pose a problem and determine the extent of its research); methods of economic analysis (for analysis of elements of the institution's image and its comprehensive assessment); graphic method (to illustrate the dynamics of the investigated indicators, as well as the conclusions of the conducted research).

Comparative research method: this article focuses on the corporate culture construction of Wuling Power Company while comparing the experiences of domestic and foreign companies in cultural innovation and drawing on their strengths and weaknesses.

Literature analysis method: collected relevant guiding ideas, principles, and the company's existing cultural management systems for corporate culture construction. It analyzes the current corporate culture through the analysis of management systems and the role played by the company's development in the cultural construction process of Wuling Power Company.

(3) Interview survey method: The interview mainly focuses on middle and senior management personnel. In the investigation process, interviews with personnel from the company's corporate culture propaganda department are also conducted, and some grassroots employees are interviewed. By layering these three aspects, the reflection of Wuling Power Company's corporate culture in the entire enterprise is gradually revealed.

Elements of scientific novelty. The scientific novelty of this study lies in identifying and demonstrating the impact of implementing corporate culture management on improving the corporate management system.

The practical significance of the obtained results: It proposes directional suggestions for strengthening the management of corporate organizational culture and conducting research on corporate culture development within the context of evolving market relations

Approbation of the results. The scientific provisions of the main research results, conclusions and recommendations were reported and received a positive evaluation at the Scientific and practical conference of teachers, graduate students and students of the Sumy NAU (Sumy, May 14-16, 2024) and in V International Scientific and Practical Conference «Perspectives of Contemporary Science: Theory and Practice» (Lviv, June 24-26, 2024).

Structure and scope of work. The qualification work consists of an introduction, three sections, conclusions and proposals, a list of used sources from 50 titles, appendices. The main text is laid out on 90 pages of computer text, the work contains 24 tables, 13 figures, 1 appendices.

CHAPTER 1

THEORETICAL BASIS AND RESEARCH METHODS OF CORPORATE CULTURE

Since the concept of corporate culture was formally proposed in the late 1970s and early 1980s, scholars and the management circle at home and abroad have conducted in-depth research on corporate culture and defined it from multiple dimensions [1].

Among them, the main representative expositions are as follows:

William Ouchi	In his book "Z Theory of Organization", he pointed out that a company's culture is composed of its traditions and ethos, including the values that determine the mode of activities, opinions, and actions [2].
Tres Dill and Aaron Kennedy	In their co-authored book "Organizational Culture and Leadership", they pointed out that corporate culture is shaped by its values, myths, heroes, and symbols, which hold significant meaning for the employees of the company [3].
Li Hai, Guo Biheng, Li Bo	In "Inheritance and Innovation", it is stated that corporate culture is a set of values and beliefs shared by most employees, which can be embodied through various carriers such as the company's material objects, symbols, behaviors, systems, and so on [4].
Wang Chengrong and Zhou Jianbo	In "Corporate Culture Studies", it is stated that corporate culture is the sum total of overall values, beliefs, ethical norms, codes of conduct, business characteristics, management styles, traditions, and habits formed under a certain socio-cultural environment through the long-term advocacy of corporate leaders and the active recognition, practice, and creation of all employees [5].
Wang Chaoyi and Gao Hong	It is pointed out that corporate culture is a humanistic management theory that is formed over the long-term development of an enterprise, with the core of enterprise spirit and management philosophy, and is capable of fostering a sense of belonging, enthusiasm, and creativity among employees. It serves as the soul and spiritual pillar of the enterprise [6].

**Sources: summarized by the author on the basis of literary sources*

From various definitions of corporate culture, one commonality can be identified:

the emphasis on being people-oriented, relying on people, and for the benefit of people. The approach to building corporate culture is to form a unified set of values through cultural dissemination. The goal is to regulate employee behavior, enhance cohesion, and promote the development of the enterprise. The author believes that corporate culture is the highest goals, core values, and codes of conduct that are cultivated and jointly observed by all employees of the enterprise during its long-term entrepreneurial and developmental process.

Corporate culture is a rich and distinct system. Scholars both at home and abroad have proposed many different views on the levels and structure of corporate culture, including four representative viewpoints: the "level theory", "concentric theory", "element theory", and "partial theory".

The level theory proposes that corporate culture can be classified into three levels [7]: the first level is the surface, which includes observable organizational structures and processes. The second level is expressed values, such as strategy, goals, quality awareness, and guiding philosophy. The third level is basic assumptions, which are unconscious beliefs, perceptions, thoughts, feelings, etc. and are the ultimate root of values and behaviors.

The concentric theory suggests that the structure of corporate culture is a series of concentric circles, consisting of three levels [8]. The material culture is the outermost layer, including the products, facilities, and other material objects created by employees. The institutional culture is the middle layer, which refers to the cultural norms that companies provide to employees in order to achieve their goals, and is an expression of ideological forms that are part of the combination of people and objects. The spiritual

culture is the innermost layer, involving the idea and cultural psychology, and is the deepest level of the concentric circles.

The element theory is represented by the American scholars Deal and Kennedy. They believe that corporate culture consists of five elements: environmental factors, values, exemplary figures, rituals and ceremonies, and cultural networks [9]. Among these five elements, the environment that the enterprise provides is the biggest influence on the formation of corporate culture, and it is a prerequisite for establishing corporate culture. Values are the core of corporate culture; it is expressed in specific corporate heroes, cultural rituals, and ultimately spreads through cultural networks within the organization.

The partial theory believes that corporate culture is a management theory and management method, which is formed as an organizational culture within economic organizations [10]. The mechanism concepts, behavioral concepts, norms, and codes of conduct contained within the ideological and material forms are all universally accepted by members of the organization. The "partial theory" divides corporate culture into three parts: the foundation, the main body, and the external part. These three parts are interrelated and not isolated from each other, as they are an organic whole. The absence of any part makes it incomplete.

Through reviewing various perspectives on the composition of corporate culture both domestically and internationally, combined with the practical situation of corporate culture construction in China, the author believes that corporate culture can be summarized into four elements: material culture, behavioral culture, institutional culture, and spiritual culture.

Material culture refers to the reflection of corporate culture at the material level, and is the surface culture. The composition of material culture includes the enterprise's products and services, production technology, factory appearance, corporate identity, advertising, and so on. Among these, the most important and crucial part is the enterprise's products and services, and all other aspects are formed around them.

Spiritual culture refers to the ideas, consciousness, and values that guide the behavior of production and management activities that have been formed by enterprises over the long term, and is the core of corporate culture.

Institutional culture is the concretization of spiritual culture. It includes various rules and regulations that are formulated under the guidance of various concepts in the enterprise, and these rules and regulations are designed to make spiritual culture and reality of the enterprise integrate.

The emergence of culture is a product of social development at a certain stage, and has existed in China since ancient times. Initially, "wen" and "hua" were compound words. "Wen" refers to refinement and "hua" to transformation, and it was only later that they were combined and used together. The original meaning of "culture" was to transform things through human refinement. During the Western Han Dynasty, Liu Xiang had the following expression in "Shuo Yuan: On Military Affairs": "To govern the world, sages first refine virtue and then use force. When force rises, it is because of defiance. If culture does not change, then punishment will follow." Here, culture refers to virtue and education[11].

Behavioral culture refers to the activity culture that is generated by staff in production, management, and learning and entertainment. It includes the overall

behavior, behavior of entrepreneurs, and behavior of employees of the enterprise. The corporate behavioral culture is the external vitality shown by the enterprise under the influence of its philosophy, values, spirituality, and so on, governed by the organizational system. The level and structure of corporate culture summary in table 1.2.

Table 1.2– The level and structure of corporate culture

the "level theory"	the first level is the surface, which includes observable organizational structures and processes [7].
	The second level is expressed values, such as strategy, goals, quality awareness, and guiding philosophy.
	The third level is basic assumptions, which are unconscious beliefs, perceptions, thoughts, feelings, etc. and are the ultimate root of values and behaviors.
The "concentric theory"	This viewpoint argues that the structure of corporate culture is a concentric circle consisting of three layers, from the outside to the inside [8].
The "element theory"	It is believed that corporate culture is composed of five elements, namely, corporate environment, values, exemplary figures, rituals and ceremonies, and cultural networks [9].
The "partial theory"	This view holds that corporate culture, as a management theory and method, is an organizational culture formed within organizations engaged in economic activities [10].
author	It is believed that corporate culture can be summarized into four elements: material culture, behavioral culture, institutional culture, and spiritual culture.

**Sources: summarized by the author on the basis of literary sources*

In the West, the word "culture" comes from Latin words such as "cultura" and "colo", which refer to cultivation, nurturing, and care[12]. In popular terms, it refers to

the transformation of wild animals and plants from nature through human labor, making them suitable for human needs. Later, it also included the cultivation of personal skills, character, morals, and spirituality, as well as the cultivation of interpersonal relationships.

In modern times, corporate culture has been endowed with a rich connotation. Nonetheless, we can still find that corporate culture embodies common characteristics[13].

(1) Periodicity. Any enterprise is established and developed in a certain era, therefore, the culture of any enterprise always reflects the spirit of that era.

(2) Universality and diversity. Where there are enterprises, there is corporate culture, which is an objective law that is independent of human will. During the process of corporate development and management, a set of management philosophies, management systems, and organizational structures are unconsciously formed, which is culture. Some enterprises may not be aware of this, but it does not mean that it does not exist. This kind of culture is different for each specific enterprise, even vastly different, because they are in different industries, producing different products, and serving different people, using different methods and strategies to unite their people.

(3) People-oriented. "Putting people first" is one of the essences of traditional Chinese thought. Cultivating a human-centered culture that emphasizes "valuing people, respecting people, trusting people, and developing people" is a precious cultural resource for enterprises. By putting people first, centering on customers, striving to serve society, assuming certain social responsibilities, treating employees equally, balancing the interests of stakeholders, advocating teamwork, and encouraging

innovation, the basic values of corporate culture construction are realized. Characteristics of corporate culture, the main keys is summary in following table 1.3.

Table 1.3 – Characteristics of corporate culture

Periodicity	Enterprises' cultures mirror the spirits of their founding eras.
Universality and diversity.	Corporate culture's existence is objective, evolving into unique systems & structures. It varies widely across industries, products, services, & personnel unification methods.
People-oriented	Rooted in tradition, fosters valuing, respecting, trusting, & developing individuals. Advocates customer-centricity, social service, responsibility, equity, stakeholder balance, teamwork, & innovation as core cultural values.

**Sources: summarized by the author on the basis of literary sources*

Guiding function: Since corporate culture reflects the common values and goals of employees, it has an intangible and powerful appeal to guide employees towards established goals and persistently strive to achieve corporate objectives[14]. The guiding function can also be called a cohesive function, because goal-oriented and value-oriented focus actually entails goal and value cohesion.

Motivating function: Corporate culture has the effect of arousing high emotions and inspiration in employees. Good corporate culture is always based on respecting, believing in and caring for people, maximizing the stimulation of employees' initiative and pioneering spirit, making employees feel a sense of belonging to the enterprise, fully experiencing the warmth of the enterprise, and thereby caring about the development of the enterprise and contributing their intelligence.

Radiation function: Corporate culture not only has a strong influence and disseminating effect internally, but also has a broadening effect on society. For example,

customers can understand our product culture through the use of our products, and our spiritual culture can be observed through communication with enterprise employees. In addition, excellent corporate culture can be disseminated and spread to the society through employees and media. The dissemination of excellent corporate culture is helpful in establishing the image of the enterprise in the public, and has a great impact on the development of social culture.

Restrictive function: Corporate culture has a restrictive and normative effect on the thoughts, psychology, and behavior of enterprise employees. The restraint of corporate culture is different from the hard restraint of the system. It is a soft restraint, relying more on "moral self-consciousness". Because the corporate cultural environment, group behavioral norms, and moral norms produced under corporate culture will create strong psychological pressure and motivation for conformity. This will enable individual behavior to be guided by self-restraint [15].

Corporate culture construction refers to the entire process of establishing and refining the corporate spirit, establishing a value system, regulating the behavioral culture, improving institutional culture, creating an image culture, and establishing an identification system. It integrates spiritual culture, behavioral culture, institutional culture, and material culture, and continuously promotes and disseminates the implementation of these systems [16].

Establishing a value system involves conducting research, assessment, and evaluation, and mining, summarizing, refining, and sublimating all values, including corporate mission, corporate purpose, core values, corporate spirit, and operating philosophy. It may also introduce advanced contemporary concepts to form a distinctive,

scientific, modern, systematic, and unified value system.

The basic functions of corporate culture are summarized in Table 1.4

Table 1.4 –The basic functions of corporate culture

Guiding function	Aligns employees with shared values & goals, guiding relentless pursuit of targets, fostering cohesion.
Motivating function	Boosts spirits & initiative, fosters belonging & warmth, encouraging employee contributions & advocacy.
Radiation function	Extends positive impact beyond organization, showcasing ethos via products, people, & media, enhancing public image & societal culture.
Restrictive function	Soft, moral-based regulation shapes employee thoughts, psychology, & behavior through cultural atmospheres, norms, & ethics, fostering self-discipline & conformity.

**Sources: summarized by the author on the basis of literary sources*

Establishing an image identification system uses comprehensive and multi-level surface images to reflect the deep-seated corporate value system. It involves planning, creation, design, and production of corporate name, logo, trademark brand, advertising packaging, employee appearance, corporate environment, internal publication of newspapers and magazines, combination of external media for publicity, and the construction of corporate cultural and sports facilities. This creates an identification system with distinctive personality, direction, and three-dimensional perception.

(1) Maslow's hierarchy of needs

Abraham Maslow, a famous American psychologist, put forward Maslow's hierarchy of needs in his book "A Theory of Human Motivation" in 1943. This theory, often vividly depicted as a pyramid with hierarchical levels, serves as an incentive

theory in organizational behavior and psychology. It categorizes human needs into five levels, which are arranged from low to high as follows: physiological needs, safety needs, belongingness and love needs, esteem needs, and self-actualization needs.

Physiological needs (physiological needs) are basic needs, encompassing necessities such as food, water, air, sleep, and sex. Among the five types of needs, they are the most vital and powerful.

Safety needs (safety needs), along with physiological needs, belong to the lower-level needs. Everyone desires stability, security, protection, order, and the avoidance of fear and anxiety.

Belongingness and love needs (belongingness and love need) refer to an individual's desire to establish emotional connections or relationships with others.

Esteem needs (Esteem needs) encompass the need for self-respect and the desire to be respected by others. The need for self-esteem enables us to believe in our own strengths and values, motivating us to be more capable and creative. A lack of self-esteem can lead to feelings of inferiority and a lack of confidence in problem-solving.

Self-actualization needs (self-actualization need) represent the drive to fulfill one's capabilities and potential, striving for continuous improvement. The ways in which individuals achieve self-actualization vary, but everyone has the opportunity to enhance their qualities and abilities to satisfy this need.

(2) Social identity theory

The Social Identity Theory, initially proposed and further refined by Henri Tajfel, John Turner, and others, posits that social identity comprises three fundamental

processes: categorization, identification, and comparison. Categorization refers to the process of assigning oneself to a particular social group; identification involves perceiving oneself as possessing the characteristic traits that are universal among members of that group; and comparison involves evaluating the perceived strengths, status, and reputation of one's identified group in relation to other groups. Through these three processes, individuals elevate their self-worth and self-esteem.

The Social Identity Theory holds that individuals experience emotions in response to the successes or failures of their ingroup, as their self-esteem is intimately tied to the performance of their group. Placing group identity at the center of its framework, the theory argues that individuals form a sense of identification with their group through social categorization, leading to ingroup favoritism and outgroup bias. By achieving or maintaining a positive social identity, individuals boost their self-esteem, which stems from favorable comparisons between their ingroup and relevant outgroups. This theory is groundbreaking in distinguishing between interpersonal and intergroup behaviors and categorizing identity into two levels of self-awareness: personal identity and social identity, at both the individual and group levels.

(3) Schein's organizational culture model

Edgar Schein is one of the most influential scholars in the field of organizational culture research. He categorizes organizational culture into three levels: artifacts, espoused values, and basic assumptions. This framework aims to address two broad categories of questions from both external and internal perspectives: how organizations survive, grow, and adapt in the "external environment" and how they achieve "internal integration, adaptation, and learning capabilities."

Artifacts: Artificial objects and creations represent the most evident layer of culture, serving as the primary level. This layer reflects the material and social contexts in which the culture is established. To understand culture, one must provide a semiotic interpretation of artifacts to unravel their cultural significance. Overall, this level of culture is observable.

Espoused Values: Cultural knowledge best reflects an individual's fundamental values. Values emphasize the "oughts" rather than the "is." Only when a value produces tangible effects and consistently functions can it gradually transform into beliefs and assumptions. When values are taken for granted by group members and enter an unconscious state, they guide members on how to approach related issues, becoming organizational norms and spiritual forces. Overall, this level of culture is conscious.

Basic Assumptions: Merely articulating the primary values embraced by an enterprise does not equate to a true understanding of its culture. A deeper understanding of various types of basic assumptions is necessary to delve into the deeper cultural layers, comprehend different values, and accurately anticipate future behaviors. Basic assumptions represent the taken-for-granted ways of addressing a problem, differing from values in their "unconscious" or "preconscious" nature. In an organization, a basic assumption takes shape when a predisposition or value is gradually accepted by members as an objective reality.

CHAPTER 2

THE CURRENT STATUS AND PROBLEMS OF THE CORPORATE CULTURE CONSTRUCTION OF WU LING ELECTRIC POWER COMPANY.

2.1 The main financial and economic indicators of the enterprise (Analysis of financial position and corporate culture survey)

Wuling Electric Power Company is a power generation enterprise subordinate to China Power Investment Corporation, and is a Sino-foreign joint venture established in accordance with the modern enterprise system. Its predecessor was Hunan Wuling Hydropower Development Co., Ltd., which was established in 1994. In 2004, it was renamed in accordance with the needs of development, and its headquarters is located in Changsha. The company has completed and put into operation 10 hydropower plants, including Wuqiangxi, Lingjintan, Hongjiang, Wanmipo, Sanbanxi, Guazhi, Jinweizhou, Majitang, Dongping, and Zhuxikou, as well as the Heimeifeng pumped storage power plant. It has also completed and managed the Qiandongnan Thermal Power Plant, and is currently building two projects, the Baishi Hydropower Plant and the Tuokou Hydropower Plant. The total installed capacity of completed and under-construction projects has exceeded 7 million kilowatts. At the same time, the company is actively promoting the Xiaomoshan Nuclear Power Plant, and has formed a good situation of coordinated development of various energy sources including hydropower, nuclear power, and pumped storage. The company's total assets are 35.6 billion yuan, and it has

accumulated more than 100 billion kWh of power generation. And the 2021-2023 financial statements of Wuling Power Company as following:

Overview of the 2021-2023 financial statements of Wuling Power Company

Items	2021	2022	2023
Total assets	457.41	542.39	563.21
Total liabilities	302.80	406.94	416.09
Total operating income	61.10	66.84	71.02
Net profit	10.61	15.28	13.28

**Sources: from the Internet and collated by the author*

Unit: 100 million yuan

Rating viewpoint: China Chengxin International Credit Rating Co., Ltd. (hereinafter referred to as "CCXI") maintains the main credit rating of Wuling Electric Power Company Limited (hereinafter referred to as "Wuling Electric Power" or "the company") at AAA, with a stable rating outlook. CCXI acknowledges that the company's overall credit strength is strongly supported by its continuously expanded installed capacity, continuously optimized power supply structure, continuously growing operating revenue, strong cash acquisition capabilities, and smooth financing channels. At the same time, CCXI notes that the company's profitability is sensitive to changes in natural conditions, the debt scale continues to grow, and the financial leverage remains at a relatively high level, which may have an impact on the company's operations and credit status.

With the successive completion of new energy projects under construction, the proportion of new energy installed capacity of the company continued to increase during the tracking period, and the power supply structure continued to be optimized.

By the end of March 2024, the company's controlled installed capacity had increased to 9.3401 million kilowatts, all of which were clean energy. The newly put into operation new energy units will release their production capacity in an orderly manner, and the company's total operating income will continue to rise. The company has a strong cash acquisition ability. In 2023, benefited from the increase in power generation of new energy units with relatively high electricity prices, the company's cash-earning ability increased year-on-year and remained at a relatively high level. But The company's profitability is sensitive to changes in natural conditions. The company's operations are dominated by hydropower, wind power, and photovoltaic power, which are greatly affected by regional water inflow, wind, and other natural conditions. In 2021, due to the low water inflow in the river basin, the utilization efficiency of hydropower units declined, which had a certain impact on the company's profitability. And the debt scale continues to grow, and the financial leverage remains at a high level. During the tracking period, with the advancement of project construction, the company's debt scale continued to grow, and the financial leverage remained at a high level.

Implementation and analysis of Wu Ling Electric Power Company's corporate culture investigation: A total of 200 questionnaires were distributed for this survey, and 186 valid questionnaires were submitted by employees, achieving a response rate of 93%. After collecting the questionnaires and compiling the statistical data, interviews were conducted to verify the accuracy of the questionnaire data and to gather further insights into the areas requiring deeper understanding as identified in the questionnaires. A total of 10 employees participated in these interviews, representing diverse levels, positions, ages, and years of service, which ensured that the interview results were more

persuasive and representative. During the interviews, the employees were encouraged to express their genuine views and opinions about the corporate culture of Wu Ling Electric Power Company, and their responses were compared with the questionnaire results to confirm the validity of the survey and enhance the credibility of the findings. Based on the data from the questionnaire survey results, the basic information of the survey respondents has been compiled and is presented in Table 2.2.

Table 2.2 –Basic information about employees who participate in the survey

variable	category	Number of people	proportion
sex	male	102	54.8%
	female	84	45.2%
age	Under 30 years old	78	41.9%
	30-40 years old	60	32.3%
	40-50 years old	42	22.6%
	Over 50 years old	6	3.2%
Educational background	College and below	44	23.6%
	Undergraduate	130	69.9%
	Postgraduate degree	12	6.5%
Company age	Less than 2 years	30	16.2%
	2-5 years	74	39.8%
	5-10 years	62	33.3%
	More than 10 years	20	10.7%
rank	Basic level	156	83.9%
	Middle management	24	12.9%
	Top management	6	3.2%

**Sources: From the author's investigation and analysis*

To test the reliability of the questionnaire data, this paper adopts the Cronbach's

alpha coefficient method to analyze the obtained scale data. A reliability coefficient value above 0.8 is considered as good reliability of the questionnaire, a value between 0.7 and 0.8 is considered as acceptable reliability, and if the coefficient value is below 0.6, it is necessary to consider redesigning the questionnaire. This paper uses SPSS analysis software to analyze the questionnaire scale data, and the analysis results are shown in Table 2.3.

Table 2.3– Reliability analysis

dimensionality	Question number	Total correlation of correction items (CITC)	Cronbach α coefficient
Dominant feature	5	0.538	0.861
	6	0.551	
Employee management	7	0.636	
	8	0.622	
Leadership style	9	0.563	
	10	0.577	
Enterprise cohesion	11	0.59	
	12	0.518	
Strategic objective	13	0.397	
	14	0.435	
Success criteria	15	0.468	
	16	0.537	

**Sources: From the author's investigation and analysis*

According to the above table, the Cronbach's alpha coefficient value of the scale data is higher than 0.8, indicating that the questionnaire has good reliability and can provide fundamental support for the investigation of the current status of corporate culture at Wu Ling Electric Power Company.

Validity analysis is used to examine the rationality of the design of quantitative data. In this study, SPSS analysis tools were first employed to conduct KMO and Bartlett's Test of Sphericity on the 15 questions of the questionnaire. KMO and Bartlett's Test of Sphericity are used to assess whether the data for factor analysis are suitable for factor analysis. When the KMO value is greater than 0.8, it indicates that the research data has excellent validity; if the KMO value is between 0.7 and 0.8, it indicates that the data has good validity; if the KMO value is between 0.6 and 0.7, it indicates average validity; if this value is less than 0.6, it indicates poor validity, which is not suitable for extracting information. After conducting the validity analysis on the data in this paper, the analysis results are shown in Table 2.4.

Table 2.4 –Validity analysis

KMO sampling suitability		0.821
Bartlett sphericity test	Approximate chi-square	1090.252
	Degree of freedom	236
	Significance	0.000

**Sources: From the author's investigation and analysis*

According to the above table, the P-value is 0, and the KMO value is 0.821, which is higher than 0.8, indicating that the questionnaire has high validity and can be used as a basis for further analysis.

After carefully studying the organizational culture evaluation scale, this paper designs the questionnaire items with reference to the scale's standards to investigate the current status and expectations of corporate culture, respectively. The questionnaire consists of 16 questions, including the basic information of the respondents and the

content of the current status and expectations of corporate culture (see Appendix A), allowing employees to objectively rate the current status and expectations of the enterprise's dominant characteristics, leadership style, employee management, corporate cohesion, strategic goals, and success criteria.

(1) Analysis of the results from the six dimensions of the current situation

After collecting and statistically analyzing the survey questionnaires, the averages and totals of the four options are matched with the corresponding corporate culture types they represent, allowing for an objective view of the current status of Wu Ling Electric Power Company 's corporate culture. The specific data are presented in Table 2.5.

Table 2.5 – A six-dimensional survey on the current situation of Wu Ling Electric Power Company 's corporate culture

items	Familial type	Flexible type	market-based	hierarchical
Dominant feature	15.3	11.5	45.6	27.6
Dominant feature	25.7	11.2	27.9	35.2
Leadership style	17.2	14.6	35.1	33.1
Enterprise cohesion	14.9	15.7	33.6	35.8
Strategic objective	14.2	16.8	47.5	21.5
Success criterion	15.5	17.6	41.7	25.2
Total points	97.8	87.4	233.4	174.4
Average score	16.3	14.57	38.9	29.07

**Sources: From the author's investigation and analysis*

From the above data, it can be seen that Wu Ling Electric Power Company 's corporate culture is primarily characterized by a market-oriented culture. In this type of

culture, performance is often the sole or primary criterion for evaluation, with a focus on the opinions and attitudes of the market and customers, which can easily overlook the feelings of internal employees. Additionally, it also indicates that Wu Ling Electric Power Company 's hierarchical culture accounts for a significant proportion. In this culture, power and control within the organization are concentrated in the hands of senior management, and decisions are typically made by top executives and communicated to subordinates through commands and instructions. This culture emphasizes execution and efficiency, values norms and discipline, and is oriented towards achieving organizational goals. Employees in this culture are often expected to comply with superior's instructions and remain loyal to the authority of the organization.

Therefore, it can be concluded that Wu Ling Electric Power Company primarily adheres to a market-oriented culture with a supplementary hierarchical culture. It emphasizes a competitive mindset and customer satisfaction, while also requiring subordinates to comply with superiors' orders and take action accordingly. This necessitates constant and close communication between the enterprise, the market, superiors, and subordinates.

(2) Analysis of the Desired Six-Dimension Results

By comparing the differences between Figures 2.5 and 2.6, it becomes evident that there is a significant discrepancy between the current corporate culture of Wu Ling Electric Power Company and the type that its employees desire. Currently, Wu Ling Electric Power Company 's corporate culture is primarily market-oriented with a hierarchical aspect, whereas its employees aspire for a culture that is predominantly familial with a secondary emphasis on the market.

By collating the survey data, we have summarized Wu Ling Electric Power Company employees' expectations for their corporate culture, as presented in Table 2.6.

Table 2.6 – Wu Ling Electric Power Company 's six-dimension survey of corporate culture expectations

items	Familial type	Flexible type	market-based	hierarchical
Dominant feature	42.3	16.1	30.3	11.3
Dominant feature	41.6	13.8	27.9	16.7
Leadership style	40.8	20.7	23.1	155.4
Enterprise cohesion	39.6	14.9	25.2	20.3
Strategic objective	40.3	16.5	25.9	17.3
Success criterion	39.4	20.8	25.3	14.5
Total points	253	92.8	158.7	95.5
Average score	42.17	15.47	26.45	15.91

**Sources: From the author's investigation and analysis*

This disparity underscores the dissatisfaction of Wu Ling Electric Power Company 's employees with the current corporate culture. Employees perceive that the company places excessive emphasis on market performance and sales data, while neglecting internal employee relationships, employee satisfaction, and team cohesion. Consequently, Wu Ling Electric Power Company should prioritize enhancing its concern and care for its employees. This includes encouraging seasoned employees to mentor and guide others, focusing on employee development, and helping employees achieve their personal goals. While continuing to strengthen the company's influence and service mindset, Wu Ling Electric Power Company should also pay greater attention to the needs of its internal employees and the development of its teams. By assisting employees and teams in achieving their objectives, Wu Ling Electric Power Company can foster a sense of identity and belonging among its workforce.

2.2 Characteristics of corporate culture and construction results

(1) Wuling culture is a practical culture with "pragmatic" as its soul

Wu Ling culture is an effective culture rooted in pragmatism, which means seeking truth from facts, being practical and not just focusing on theories or hierarchy, but prioritizing practicality. It stems from more than 20 years of experience in power construction, production, and management. Wu Ling culture absorbs the essence of the practical, self-improvement, and innovation from the Hunan and Xiang culture. It incorporates the five core values of People, Integrity, Harmony, Pragmatism, and Excellence from China Energy Investment Corporation (CEIC), which forms the soul of "pragmatism" and leads the self-construction and development of the company.

Wu Ling Electric Power Company carries out corporate culture construction according to the basic framework of "Culture as idea, culture as norms, and culture as customs". "Idea" refers to the system of corporate values, which provides guidance and leadership. "Norms" refer to the system, standards, processes, and behavioral norms that embody these values, which serve as the scale and requirements. "Customs" refer to the collective thinking, behavior habits, or team atmosphere shared by all employees, which is the inherent force within the group and plays a significant role in motivating and restraining group members. Wu Ling culture embodies "pragmatism" in every aspect of idea, norms, and customs. It integrates value orientation, behavioral norms, and management practices in various fields, effectively guiding through practical ideas, effectively constraining through practical norms, and effectively influencing through a practical atmosphere, ultimately promoting the company and its employees to move

forward steadfastly with a focus on development, human resources, and cultural value.

Guided by the spirit of pragmatism, Wu Ling Electric Power Company, after completing the development of large-scale hydropower resources in Hunan, made timely adjustments to its development strategy based on the analysis of the macro environment. Faced with multiple favorable policies from the Hunan Provincial and Loudi Municipal Governments, the company made the resolute decision to withdraw from the development of the Xinhua thermal power project, which had been underway for 5 years, thus successfully avoiding the downturn in the thermal power industry. Supported by the pragmatic atmosphere, Wu Qiangxi Power Plant has designated August 30th as "Safety Reflection Day" since a mishap occurred on that day shortly after its establishment in 1995. For the past 17 years, the power plant has remained committed to reflection and maintaining vigilance, thereby achieving the highest safety record among all large-scale hydroelectric plants in China. During the grid commissioning of the Hei Migong pumped storage unit, Wu Ling employees' pragmatism earned them the respect and understanding of French experts. They broke conventions, changed the fixed work schedule, and willingly worked overtime during off-peak hours as required, saving the company more than 6 million yuan in costs.

(2) Wuling culture is a management culture characterized by "strictness"

Wu Ling culture regards "strictness" as the essential feature and inevitable requirement of management. "Strictness" refers to adhering to the rule of law in enterprise management, emphasizing strict management, implementing responsibility, and effective execution. Through strict regulations, strict requirements, and strict discipline, a "strict" backbone has been formed, which determines the effectiveness of

Wu Ling culture construction and enterprise management of Wu Ling Electric Power Company. Over the years, Wu Ling Electric Power Company has revised hundreds of management systems and dozens of assessment standards, and implemented them without compromise. "Violation leads to dismissal"; the company adjusts cadres who fail to meet job management requirements, strictly assesses employees who fail to complete work tasks, and strictly holds accountable those who make mistakes and cause accidents; timely rewards are given to those who make outstanding contributions to promote enterprise development.

The "strictness" of Wu Ling culture is not just words, but it is embedded in day-to-day management. Some may think throwing away a piece of paper is trivial, but a Wu Ling Electric Power Company employee was punished with a week of cleaning duty because the company believes that destroying environmental hygiene is a minor issue, but violating regulations is a significant issue, and any violation must be punished. On a scorching hot day, taking off a safety helmet during a work break seems like a common thing, but a Wu Ling Electric Power Company employee was dismissed for half a month for doing so because, in the company's view, only a strong response can curb habitual violations and strengthen safety foundations. Most people believe that having poor handwriting is a personal issue and is not a big deal, but Wu Qiangxi Power Plant realized that sloppy signatures on the safety double-ticket could endanger safety. Therefore, the company enforced a rule that handwriting on the double-ticket must be in Fangsong font, and any violators would be dealt with for non-standard work. As a result, practicing calligraphy became popular among operators, and there were no longer any poorly written signatures on the double-ticket. Wu Ling Electric Power Company

regularly carries out comparisons of "excellent events" and "bad events," using the internal website "criticism and praise" column and annual work meetings for public notification to strictly reward and punish employees.

Through "strictness," while establishing good work management order in the enterprise, it promotes the growth of cadres and staff and enhances business management level, fully reflecting the essential requirements of people-oriented and "strict-love combination."

(3)Wuling culture is an innovative culture driven by "transcension”

The development path of Wuling Electric Power Company for over 20 years is a continuous journey of self-transcendence and innovation, driven by the innovative genes of Wuling culture. Wuling Electric Power Company starts from a revolutionary concept of transforming the mindset of all employees, leading to continuous innovation in philosophy, system, mechanism, and management. The company organizes officials and employees to visit coal mines and experience underground life to cultivate the concept of hard work and struggle, promote "gratitude and appreciation", and implement military training for all employees to cultivate discipline and execution concepts, promote style construction. The company also establishes its own development school, conducts expansion training in stages and batches to cultivate concepts of teamwork and strive for progress, and organizes a "liberation of thought" big discussion to promote conceptual transformation. Standing at the forefront of reform, Wuqiangxi hydropower station implements "new factory, new operation" and "production area enters the mountain, living area enters the city", creating an efficient and streamlined hydropower construction and management approach, shedding the

burden of social responsibilities, liberating productivity, and greatly improving production and operation efficiency. With the "three changes" breaking the "three iron" barriers, personnel can enter and exit freely, positions can be promoted or demoted, and incomes can be high or low, forming an effective incentive mechanism. The company explores and promotes a "workshop-style" power plant management mode and an "integrated management of front and back offices, combining construction and management" engineering management mode, promoting safe and efficient production and operation management. It takes the lead in implementing "unmanned and few-staffed" remote control management in hydropower in Hunan province, improving the efficiency of hydropower construction and operation management.

Practice has proven that the relocation of the living quarters of hydropower plants into the city not only reduces the burden of enterprises but also solves a series of problems such as difficulties for employees' families in education, medical care, and employment, creating conditions for the implementation of reforms and the increase of efficiency through downsizing. In 1995, Hunan Daily reported on the front page, affirming this reform and innovation measure. Afterward, Wuling Electric Power Company relocated the living quarters from Changde City to the provincial capital Changsha, raising the living standards of its employees even higher. Wuling Electric Power Company carefully reflects on the various shortcomings of the old state-owned enterprises, and advocates the loud slogan of "not one person can be redundant". When Wuchangxi power plant was officially established, it was manned by 450 people, less than one-third of the traditional model. Subsequently, the company continuously benchmarked against advanced foreign power generation enterprises, implemented

"unmanned and few-staffed" and "one person with multiple positions, one position with multiple responsibilities", and promoted "centralized operation, layered management" and basin remote control according to the characteristics of basin hydropower development, forming a power plant management mode of "one building (production comprehensive building), two departments (safety production department, comprehensive management department), three plant leaders (plant manager, deputy plant manager, chief engineer), and four mid-level cadres (department director, deputy director)", and currently, Wuqiangxi power plant has fewer than 100 employees, and other affiliated power plants range from 40 to 80 employees depending on the installed capacity, making streamlined and efficient management a prominent advantage of Wuling Electric Power Company.

Wuling Power Company takes promoting the synchronized development of employees and the company as the starting point and the foothold of corporate culture construction. It insists on putting the growth of employees in the first place and promotes the management and reform development of the company by promoting the growth of the employee team. Based on the understanding of cultivating a positive atmosphere and nurturing the environment, it pays attention to establishing a proper moral atmosphere, creating a conducive environment for the growth and progress of cadres and employees, and promoting their entrepreneurial spirit. The company constantly improves incentive mechanisms such as labor personnel, salary distribution, and performance evaluation. It implements monthly work reporting and annual democratic assessment and performance evaluation systems for middle-level cadres, and monthly performance evaluation and interview systems for employees. The assessment

results are linked to individual salaries, bonuses, awards, promotions, and demotions. It follows a personnel mechanism of "not using favoritism" and "not suffering any losses". It establishes a fair competition and performance-oriented employment orientation. It firmly opposes gossip, dishonesty, and internal conflict, preventing infighting. It breaks through the vicious cycle of "inbreeding" and promotes fair and effective management. Through continuous and unremitting efforts, Wuling Power Company has formed a clean and positive internal environment, enhanced the cohesion of the company, and promoted the emergence of a group of outstanding talents in entrepreneurship, which has effectively supported and guaranteed the company's reform and development.

In Wuling Power Company, the safety concept of "any accident can be avoided" is not just a lofty slogan, but is implemented in daily safety management. During the initial construction of Dongping Power Station, there were many violations such as workers not wearing safety helmets, not wearing insulated shoes, and even not using safety belts for working at heights. The comrades in the project department explained safety principles to them, but they neither liked to listen nor understood it. Fines were not effective, and fines were also difficult for low-income workers. Therefore, the project department specially edited a popular and easy-to-understand "Safety Knowledge Manual" and distributed one to each worker. The workers said, "We have worked on many projects, but this is the first time we have received such a 'Safety Knowledge Manual'. It is well written, easy to remember, and very educational." During the construction of Dongping Power Plant, which lasted for 4 years, there was not a single accident resulting in a serious injury or above, highlighting Wuling culture's sincere understanding, care, and sincere help to workers who are considered "safety

vulnerable groups", and implemented the care for life and attention to safety. After being integrated into the large Wuling family, power plants such as Jinweizhou and Majitang, which have many long-term employees, quickly grew a batch of backbone employees who are efficient, proactive, and capable. In just a few years, more than 10 people have been promoted to middle-level leadership positions in Wuling Power Company. In the fair and just competitive environment of Wuling Power Company, as long as one works hard, there will be rewards, and as long as one puts in effort, there will be gains. Everyone can find their own coordinates in life. Because Wuling culture emphasizes, "No matter where you come from, if you come to Wuling, your last name will be 'Wu'!" The characteristics of corporate culture has summary in the Table2.7.

Table 2.7. – The characteristics of corporate culture

(1) Wuling culture is an effective culture with "pragmatism" as its soul
(2) Wuling culture is a management culture characterized by "strictness"
(3) Wuling culture is an innovative culture driven by "transcendence"
(4) Wuling culture is a harmonious culture with "humanism" as the core

**Sources: From the author's investigation and analysis*

The Wuling Power Corporation has developed a series of cultural concepts during its reform and development, but the construction of corporate culture has not yet formed a system. There is no outline for corporate culture construction and no systematic strategy for corporate culture construction. Additionally, there has been no comprehensive research or diagnosis of the problems in corporate culture construction, nor the establishment of an assessment system to effectively improve corporate culture construction.

Innovation and customer satisfaction are the core values of the decision makers of the Wuling Power Corporation, which are the key to the company's success. At the same time, "respect for employees and equality for all" is also a value concept that the Wuling Power Corporation has always advocated. The consulting firm Hays Group in Philadelphia conducted a survey for Fortune magazine on the most admired companies, including ABB (Asea Brown Boveri), American Airlines, Merck & Co., Dow Chemical, Intel Corporation, Morgan Stanley, Southwest Airlines, 3M Company, Toyota Motor Corporation, and United Parcel Service. The results showed that outstanding corporate culture should be people-oriented, customer-centered, and dedicated to serving society, while treating employees equally, balancing the interests of stakeholders, advocating teamwork, and encouraging innovation.

The core values of Wuling Power Company are advanced, excellent, and not outdated. However, corporate culture is not just empty slogans or formal language, it must be reflected in the company's management system, business practices, and employee behavior.

According to corporate culture assessment expert Mr. Pfaff, there is a significant difference between the culture of high-performing companies and general companies. The most admired excellent companies prioritize collaboration, customer-centricity, fair treatment of employees, initiative, and innovation. In general companies, the priority is to minimize risks, respect hierarchical leadership, assist superiors, and implement budgets. At present, the corporate culture construction of Wuling Power Company is still in the early stage.

Wuling Power Company is currently facing development bottlenecks and is

experiencing certain difficulties in integrating and re-building corporate culture due to cultural differences in regional development and mergers and acquisitions. Corporate culture construction needs to be re-evaluated and matched from the perspective of strategic development.

From the perspective of Wuling Power Company's business operation mode, the majority of its employees live and work in remote mountainous areas due to the influence of hydraulic power generation and basin development. This leads to a single lifestyle and can cause a series of confusion both emotionally and psychologically. Furthermore, as the living base of Wuling Power Company is located in the city, many employees and their families are in a situation of "living in two separate places", and some experience a phenomenon of "living in three separate places", which is widespread and even causes some family instability and marital conflicts.

Therefore, the corporate culture construction of Wuling Power Company needs to be incorporated into the overall strategic planning of the company, ensuring the cultural fit with the strategy, human resources management, and employee assistance systems. The improvement of employee satisfaction and humanistic management should also be strengthened, such as the establishment of an EAP system, to retain employees through cultural and environmental factors.

Whether employees can work effectively, whether they will develop a sense of responsibility, loyalty, and enthusiasm towards the organization and its goals, and whether they can derive a sense of satisfaction from their work, largely depends on the organization's motivation of its employees. "Motivation is the core of management," and salary incentives are a widely used and effective way of motivation for companies.

It can be said that although corporate culture may not be the most direct factor for a company's development, it is the most lasting determinant. The role of corporate culture is like water, which can carry or capsize a boat. It can make a company prosper for a long time; on the other hand, it can hinder a company's sustainable development and become a shackle for the company's development and strategic implementation. Only by improving the construction of corporate culture, establishing a good psychological contract with employees, translating the company's values into consistent behavioral patterns, truly implanting corporate culture into employees' hearts, and fully tapping into the enthusiasm of employees can Wuling Power Company maintain its long-term competitive advantage. The limitation of enterprise culture construction of Wuling Electric Power Company has summary in Table 2.8

Table 2.8 – The limitation of enterprise culture construction of Wuling Electric Power Company

1. Corporate culture has not formed a system
2. Corporate culture can not adapt to the requirements of strategic development
3. There is a lack of incentive in the culture of Wuling Power

**Sources: From the author's investigation and analysis*

Currently, Wuling Power Company is actively implementing an expansion strategy. Along with the elongation of the front line and the rapid expansion of production capacity, a series of management issues have arisen: organizational structure problems, human resources problems, international talent problems, and issues related to the "fleet" and the "locomotive". The root of these management problems is that the company has grown in size, but its management has not kept pace accordingly. The

underlying cultural reason is that there is a lack of unity between strategy and culture. An expansion strategy should be supported by an open and strong corporate culture. The leadership of Wuling Power Company has an international perspective and strategic vision, but in terms of the overall corporate culture, the company still lacks openness.

Wuling Power Company has a diverse culture: Wuling Power Company's corporate culture and the culture it absorbed through restructuring; subculture phenomenon (where some units do not embrace the corporate culture); ethnocentrism, where some departments prioritize their own interests over the company's; significant differences in attitudes towards corporate culture among different levels and individuals. At the same time, the corporate culture of Wuling Power Company is a combination of contradictions and unity: innovation and conservatism, progressiveness and prudence, pragmatism and development, etc.

The mainstream culture of Wuling Power Company has played a fundamental role in its past development and has been the driving force behind its rapid growth. The mainstream culture of Wuling Power Company needs to oversee the diverse cultures within the company, forming a complementary and mutually supportive environment that enables the company to achieve a significant breakthrough in its development.

At present, there is an issue with the corporate culture of Wuling Power Company: although new management and cultural concepts are proposed, the effective implementation of these ideas is not satisfactory, and there is a lack of understanding among employees of the intentions of their leaders, resulting in a need to improve the proactive implementation of the corporate culture. In management, human thought is the most difficult aspect to control. Corporate culture needs to address the problems of

thought management and thought unity. Due to cognitive and conceptual issues, there is insufficient understanding of corporate culture, resulting in passive execution of the culture. Culture should function covertly, but passive execution cannot fully realize the function of culture. Passive execution by executives results in mechanical cultural propaganda, where culture is promoted purely for its own sake, leading to a loss of vitality of culture when combined with production and operation. Passive execution by employees manifests as a lack of motivation in production and operation activities.

Due to the fact that the company has a state-owned enterprise identity, some employees believe that since the unit still belongs to a state-owned enterprise, the superior unit is a protective umbrella. If the unit's performance is not good, there is support from the umbrella. Additionally, some employees enter the company through relations and do not have a strong understanding of career crisis. They believe that if they have not done their job well, anyone can be dismissed, so they relieve themselves of the pressure in their thoughts. They tend to do the minimum required, lack enthusiasm for work, and have low work efficiency. They clearly separate their personal interests from the company's interests and believe that it is natural for one to receive compensation based on their effort. Leaders are also not crisis-conscious and are satisfied with minor improvements. These phenomenon not only hinder the company's development but also stifle employees' creativity and sense of responsibility. Therefore, it is imperative to establish a corporate culture and strengthen employees' crisis awareness. Currently, the innovation activities of Wuling Power Company mainly focus on the most basic aspects of enterprise survival such as "technical transformation", "equipment maintenance", and "reducing consumption". As for high-tech innovation

such as design optimization, it requires strong technical strength. However, due to the shortage of technical innovation talents in the company, weak innovation awareness, and short-term economic losses encountered when facing technical risks, business risks, and financial risks brought about by technological innovation, the company chooses to be conservative in its approach. Over time, the company's path to technological innovation has become increasingly narrow and risk-averse, leading to a lack of innovative content in the company's culture.

Wuling Power Company's salary incentive mechanism has undergone several adjustments, shifting from some traditional old practices such as "eating from a common pot" and egalitarianism to rewarding employees based on their job performance. This change has indeed achieved certain results. For example, in some old factories, technical personnel and maintenance personnel used to receive the same average salary regardless of their workload or job performance, resulting in a lack of enthusiasm and even an unwillingness to take responsibility for their work. For instance, with maintenance workers, when a piece of equipment needed repair, those with high levels of consciousness might work overtime to fix the issue, while those with lower consciousness levels might make excuses and delay the work. However, after implementing monthly work performance evaluations based on each person's monthly workload and performance, their performance is assessed accordingly. This greatly mobilizes their enthusiasm and improves their service attitudes, which has had very positive results.

Nonetheless, there are still shortcomings in other aspects of the salary mechanism, such as the construction of the three groups of management and technical talents, and

the establishment of separate salary incentive mechanisms. Adopting a "one-size-fits-all" policy is not advisable because different types of talent have major differences in their requirements for management ability, professional skills, job contributions, work responsibilities, and employee handling abilities. If a single position-skill-based salary incentive system is employed, it will be ineffective in motivating employees. A relatively static compensation mechanism cannot better motivate employees' work enthusiasm, nor can it distinguish between those who work more or less, or those who do a better or worse job, which cannot effectively stimulate the construction of a talent team over time. The culture of Wuling Electric Power Company's problems has shown in Table 2.9.

Table 2.9 –The culture of Wuling Electric Power Company' s problems

1. The contradiction between strategic expansion and relatively conservative culture
2 The issue of cultural unity and multiculturalism
3 The contradiction between cultural implementation and passive execution
4 Weak awareness of crisis
5. Weak innovation awareness
The salary incentive mechanism still needs further improvement.

**Sources: From the author's investigation and analysis*

2.3 Establish a corporate culture evaluation system

Evaluation Purpose: To examine the effectiveness of corporate culture construction, encourage managers at all levels to identify problems that have not received sufficient

attention, urge them to carry out serious corporate culture construction, and conduct improvement activities for the cultural weak points of their own units. It also aims at summarizing experiences and providing objective basis for further implementation or adjustment of corporate culture construction ideas.

Evaluation Scope: The enterprise culture construction leadership committee implements corporate culture evaluation of various departments and secondary units, and the organizational work of the evaluation is undertaken by the Planning Department of Wuling Electric Power Company. Each secondary unit implements corporate culture evaluation of subordinate departments under the guidance of the company's Planning Department.

Evaluation Methods and Content : The evaluation of corporate culture at Wuling Power Company should be approached from two aspects: the process of cultural construction and the effects of cultural construction.

Process evaluation: The evaluation of the process of cultural construction involves various aspects such as the dissemination of ideals, cultural training, carrier construction, dissemination channels, and system improvement. This task is led by the Planning Department, which organizes members to check and evaluate the specific work of various departments and sub-units. The focus is on the completion of various tasks during the construction process. This process evaluation can draw on the company's performance management approach and be closely integrated with various assessments conducted by Wuling Power Company.

Effect evaluation: The evaluation of the results of cultural construction is an assessment of the actual level of corporate culture. The emphasis is on whether a sound

corporate culture has truly been formed, whether knowledge, trust, and action have been achieved, whether it has promoted the improvement of management efficiency and the quality of employees, and whether it has enhanced the cohesion and centripetal force of the enterprise. The evaluation will use a questionnaire, and evaluators will be asked to complete the "Departmental Culture Construction Evaluation Questionnaire." This questionnaire divides the evaluation indicators into three parts: awareness, identification, and behavioral and cultural matching, reflecting knowledge, trust, and action in culture implementation, with each part accounting for 20%, 40%, and 40% of the weight in the evaluation indicators, respectively. The indicators for the evaluation of corporate culture are shown in Figure 2.10.

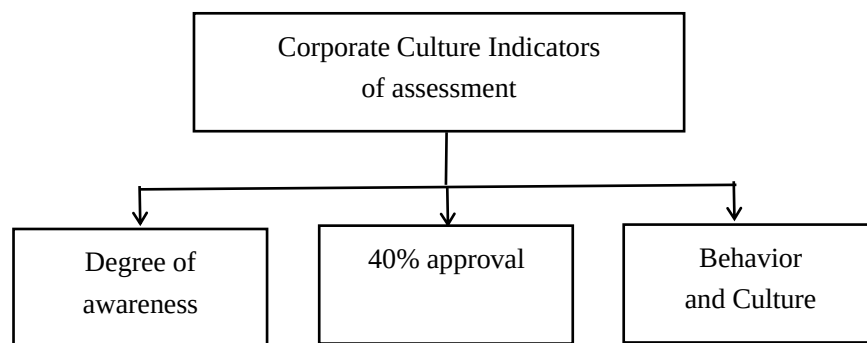


Figure 2.10 the indicators for the evaluation of corporate culture

Each evaluation indicator corresponds to a specific dimension and weight. The company can adjust the weights based on actual circumstances. The specific indicator dimensions can be found in Table 2.11. Each dimension corresponds to relevant questions that reflect different themes.

Evaluation cycle: The process evaluation is synchronized with the company's

performance management cycle. As for the effectiveness evaluation, due to its significant workload, it can be conducted once every two years or once a year depending on the situation.

Evaluation personnel: The process evaluation personnel follow the specific methods of the company's performance management. Therefore, this evaluation plan mainly considers the composition of evaluators for the effectiveness evaluation.

Table 2.11–Corresponding table of corporate culture evaluation index dimensions

Enterprise culture evaluation index (100% weight)	Indicators of	Dimension of dimension	Weight of weight
	Degree of awareness	Cognition of ideas	20%
	Degree of recognition	Identification of ideas	40%
	Behavioral and culture fit	Sense of crisis	5%
		Sense of responsibility	5%
		Sense of enterprise	5%
		Sense of integrity	5%
		Awareness of openness	5%
		Sense of innovation	5%
		Awareness of efficiency	5%
		Sense of pragmatism	5%

**Sources: From the author's investigation and analysis*

The department evaluation personnel consist of four parts: superiors, other departments, secondary units, and department employees. This includes the deputy general manager in charge, four departments closely related to the department's business, and the secondary unit. The evaluators are the main responsible person, and a certain number of employees are randomly selected based on the number of department employees.

The evaluation personnel of each secondary unit consist of four parts: superiors,

functional departments, peers, and employees of the unit. This includes the deputy general manager in charge, four randomly selected functional departments and peers. The evaluators are the main responsible person and a certain number of employees, which can be determined based on the number of employees in the unit.

The scores given by the four parts of personnel evaluation have corresponding weights, which can be adjusted by the company according to the actual situation. The recommended distribution of weights for each part of personnel is listed in Table 2.12.

Table 2.12 – Weight distribution table of corporate culture assessment

Object of assessment	The evaluator	Weight of weight
Department	In charge of deputy general manager	40%
	Other department heads	10%
	Head of secondary unit	30%
	Department employee	20%
Secondary unit	In charge of deputy general manager	40%
	Head of functional of department	30%
	Person in charge of other secondary units	10%
	Employee of the unit	20%

**Sources: From the author's investigation and analysis*

Calculation of Evaluation Indicators: The calculation of evaluation indicators for the effectiveness evaluation is based on a five-point scale. Each question is assigned a score from one to five, with "strongly agree" being assigned five points, "agree" being assigned four points, "neutral" being assigned three points, "disagree" being assigned two points, and "strongly disagree" being assigned one point. The calculation is done in four steps.

Step 1: Calculate the score for each question. As an example, let's assume that 30 employees participated in the evaluation. If 27 employees chose "strongly agree", 10

employees chose "agree", and 10 employees chose "neutral" for the first question, then the score for the first question would be: $\text{Score} = (10 \times 5 + 10 \times 4 + 10 \times 3) / 30 = 4$

Step 2: Calculate the scores for awareness, alignment, and behavior and culture match. Using awareness as an example, let's assume the score for the first question is 5, the score for the second question is 4, and the score for the third question is 3. The awareness score would be: $\text{Score} = (5 + 4 + 3) / 3 = 4$

Step 3: Calculate the total scores for awareness, alignment, and match based on the weights assigned to each category for the participants in the evaluation. Awareness score = Score for department leaders x weight + score for other departments x weight + score for second-tier units x weight + score for employees x weight

Step 4: Calculate the overall evaluation score = awareness score x 20% + alignment score x 40% + behavior and culture match score x 40%. Let's assume the awareness score is 4, the alignment score is 3, and the behavior and culture match score is 4. Then, the overall cultural evaluation score would be: $\text{Score} = 4 \times 20\% + 3 \times 40\% + 4 \times 40\% = 3.6$

Evaluation Analysis: Based on the above data, the organizational department should combine the department's daily work situation with the overall objectives of cultural development in Five Ling Power Company. Through quantitative data analysis, an evaluation report on enterprise culture should be formed.

Data analysis can be conducted from two perspectives: Overall score analysis: Compare the department's score with other departments horizontally and compare it with past years' scores. Identify gaps and deficiencies.

Layered analysis: Based on the overall analysis, analyze the scores for each

dimension and even each question to identify key problem areas.

Evaluation Requirements: Establish an evaluation record for enterprise culture evaluation to document the evaluation process. Coordinate with regular performance evaluations to encourage continuous improvement of cultural development issues in various departments and second-tier units.

The results of the enterprise culture evaluation should be included in the evaluation of department and second-tier unit leaders and carry a certain weight in the annual performance evaluation, closely linked to the rewards, punishments, and promotions of management personnel.

The purpose of reviewing enterprise management systems is to ensure the effective construction of corporate culture, achieve scientific management, improve efficiency and effectiveness, and ensure that the systems fully reflect the core concepts of the enterprise culture. Therefore, in the process of matching enterprise management systems with culture, as well as in the revision and redesign of enterprise management systems, it is hoped that the company will adhere to the following principles for the Table2.13:

Table 2.13. – Review of the fit between system and culture

1) Systems should fully convey enterprise concepts.
2) Systems should be based on actual needs of the enterprise.
3) Design and revision of systems should have priorities.
4) Systems should consider overall coordination.
5) Systems should balance rigor and flexibility.
6) Systems should be clear, concise, and practical.

**Sources: From the author's investigation and analysis*

1) Systems should fully convey enterprise concepts. Enterprise concepts are the core and soul of corporate culture, and are the fundamental guiding principles and highest principles for formulating, reviewing and revising enterprise systems. Enterprise systems that are contrary to enterprise concepts not only do not help achieve corporate objectives, but are also bound to meet with strong opposition from employees during execution.

2) Systems should be based on actual needs of the enterprise. The establishment of enterprise systems is primarily for the needs of management work, and practical enterprise systems have value. Based on the environment in which the enterprise operates, they should comply with actual enterprise needs and continuously innovate in order to develop more rational and effective systems to manage the enterprise.

3) Design and revision of systems should have priorities. Prioritize the review, revision, and design of the most widely applicable and important systems for enterprise production and operation. Use these systems as a framework for reviewing, revising, and designing other minor systems.

4) Systems should consider overall coordination. The design, review, and revision of enterprise systems must adhere to the principle of mutual consideration and overall coordination, requiring uniqueness, consistency, forward-lookingness, and closure.

5) Systems should balance rigor and flexibility. The rigidity of systems is the basis for maintaining their seriousness and effectiveness. If the rigidity is lost, the system loses its value. Therefore, systems should strive for strictness to ensure sufficient rigidity. This is an important manifestation of the scientific management. However, the production and operation of enterprises are influenced by various internal and external

factors. To ensure the effectiveness of the system in the constantly changing internal and external factors, the system should have a certain degree of flexibility, which is a manifestation of the vitality of the system.

6) Systems should be clear, concise, and practical. Enterprise management systems are not mere decorations, but an important guarantee for the normal, efficient, and orderly operation of the enterprise. To fully play a normative and restrictive role in the organization and employees of the enterprise, the system clauses should be as clear, concise, and practical as possible.

CHAPTER 3

WULING ELECTRIC POWER COMPANY CORPORATE CULTURE CONTENT DESIGN SUGGESTIONS

3.1 Compatibility of the review system and culture

In the process of constructing corporate culture, it is crucial for corporate culture to be implemented effectively and manifest in tangible management behaviors and activities. The transformation of core cultural beliefs into actual organizational practices relies on the implementation of systems. Therefore, to ensure the effective implementation of corporate culture, it is necessary to conduct a compatibility audit between company management systems and corporate culture. In this article, we first discuss the relationship between systems and culture, followed by the principles and technical process of conducting an audit on system-culture compatibility. Finally, recommendations are provided for aligning the performance evaluation system of Wuling Electric Power Company with its corporate culture.

Principles of System Review: The purpose of a corporate management system audit is to ensure the effective construction of corporate culture, promote scientific enterprise management, improve efficiency and effectiveness, and fully embody the core beliefs of corporate culture within the company system. Therefore, during the process of auditing the compatibility of the company's management system with its culture, and in the redesign or improvement of its management system, the following

principles should be followed: The system must fully convey the company's ideology. The company ideology is the core and soul of corporate culture, and is the fundamental guiding principle and highest principle for the development, review, and revision of company systems. Systems that conflict with the company ideology not only hinder the achievement of corporate goals but are also likely to be met with strong opposition from employees during implementation.

The system should be based on the company's actual needs. The establishment of company systems is primarily for the needs of management work, and practical company systems have inherent value. In accordance with environmental conditions and the actual needs of the company, systems should be continuously innovated and improved to better manage the company.

Designing and revising systems should prioritize matters. The most widespread and essential systems that are involved in the company's production and operational activities should be reviewed, revised, and designed first. Then, use those systems as a framework before reviewing, revising, and designing other minor systems.

The system should be mutually coordinated and harmonious. When designing, reviewing, and revising corporate systems, mutual coordination and overall harmony principles should be adhered to, with a focus on consistency, continuity, forward-thinking and closure.

The system should balance firmness and flexibility. The rigidity of a system is the foundation for maintaining its seriousness and effectiveness. When a system loses its rigidity, it loses its value. Therefore, systems should strive to be strict, provide sufficient rigidity, and be an important embodiment of scientific management. However, various

internal and external factors will interfere with corporate production and operations. Therefore, the system must have a certain degree of flexibility and maintain appropriate flexibility in order to maintain effectiveness.

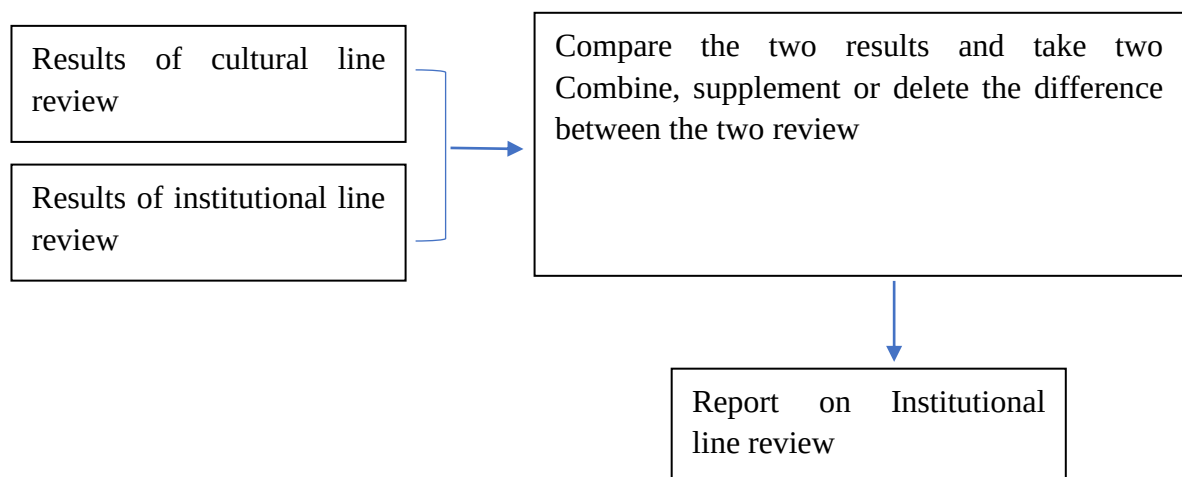
Technical Process - Cultural Route

1. Based on the core ideology, list cultural elements.
2. Interpret the cultural outline and understand its connotations.
3. Confirm relevant cultural elements based on the functionality of the system.
4. Determine the implementation requirements of the relevant cultural elements based on the functionality of the system.
5. Review the existing systems to confirm whether the relevant culture has been reflected and determine its compatibility.
6. Provide improvement suggestions based on the functionality of the system to ensure that the system fully reflects the corporate cultural connotations.

Technical process 2 -- institutional route

1. List the system clauses.
2. Review the overall cultural direction reflected in the system.
3. Analyze the cultural direction reflected in each system clause.
4. Analyze the cultural connotations and orientation that each system clause should reflect.
5. Conduct a comparative analysis based on the results of the cultural route to confirm the compatibility of the clauses with the corporate culture.
6. Provide suggestions for system modifications based on corporate culture requirements, which should be practical, feasible, and reflect the cultural orientation.

Technical process 3 -- Comprehensive comparison



**Sources: From the author's investigation and analysis*

System clarity, simplicity, and practicality. Corporate management systems are not decorative, but rather an important guarantee for normal, efficient, and orderly operations. To fully enforce and regulate the organization and employees, the system should have a clear, concise, and practical structure.

Technical Process - Cultural Route: During the review of the cultural compatibility of the company's management system, each department should adhere to the technical methods of "system" and "culture" concurrently. Among these methods, the cultural route comes first.

The reason why a comprehensive comparative analysis is necessary is that no matter which route is taken, it is impossible to comprehensively identify the areas where the existing system does not match the culture advocated by the company. Only by combining the two and conducting a comparative analysis, can this issue be more effectively resolved.

Suggestions on matching assessment system and culture of Wuling Power Company

Recommendation for review 1: "For inadequate execution of company decisions, work procrastination, deception, and low employee satisfaction, after conducting research and confirming the assessment, a penalty of 500 yuan per occurrence will be imposed." This clause reflects the core value of the company's interests above all else, and embodies the principles of accountability, alignment of responsibilities and rights, and interdependence. However, it is too vague, lacks feasibility, and is not easily operational.

Improvement suggestion: Based on the corporate culture outline and incorporating

a sense of responsibility, it is recommended to modify the system clause as follows: "For inadequate execution of company decisions, work procrastination, deception, and low employee satisfaction, based on the corresponding assessment criteria, a penalty of 500 yuan per occurrence will be imposed." For example, if the employee satisfaction rate is below 80%, the Human Resources Manager will incur a deduction of 500 yuan (there should be corresponding provisions for satisfaction evaluation).

Recommendation for review 2: "Performance evaluation and commendation linkage: Based on the annual performance evaluation ranking, the company will reward the top 5% of middle-level managers by increasing their annual salary base in the following year, with specific personnel and amounts to be determined by the General Manager's Office meeting. The ranking of middle-level managers (including deputy middle-level positions) within the top 15% will serve as an important basis for the selection of outstanding managers in the company." This clause reflects the value of giving reasonable rewards to contributors and emphasizes the allocation oriented towards abilities and performance. However, there are contradictions in certain phrases with the ability-oriented and performance-oriented principles. Improvement suggestion: Based on the cultural outline of "adhering to the allocation-oriented and performance-oriented approach", it is suggested to modify the system clause as follows: "Performance evaluation and commendation linkage: Based on the annual performance evaluation ranking, the company will reward the top 5% of middle-level managers by increasing their annual salary base in the following year, with specific amounts to be determined by the General Manager's Office meeting. The ranking of middle-level managers (including deputy middle-level positions) within the top 15% will serve as an

important basis for the selection of outstanding managers in the company."

3.2 Implementation of enterprise culture construction of Wuling Power Company

In order to make the construction of corporate culture truly implemented and implemented, it is necessary to continuously explore and establish a comprehensive innovation system that includes concept innovation, business innovation, management innovation, and institutional innovation in the new situation. The implementation of the corporate culture construction plan of Wuling Electric Power Company can be divided into five stages: the preparation stage of corporate culture, the diagnosis stage, the proposal stage, the implementation stage, and the improvement and consolidation stage.

Stage 1: Preparation stage of corporate culture. Firstly, establish a consensus on corporate culture creation and set up a corporate culture construction team, generally led by the top leader of the company. It is also appropriate to hire external experts as consultants for corporate culture construction, and a corporate culture construction commissioner is designated to be responsible for specific organization and coordination work. Personnel from various departments are selected as team members, with clear division of responsibilities. After the team is in place, the corporate culture construction plan is formulated, and activities such as corporate culture research, implementation mobilization conference, etc. are organized.

Stage 2: Diagnosis stage of corporate culture. The corporate culture team combines the industry the company is in, the target audience served, the employee status, the development process, the operational characteristics and conditions, as well as the

adaptability of the existing "cultural concepts". They conduct a current situation survey of corporate culture by conducting interviews and distributing questionnaires to employees at different levels. Analyze the advantages and disadvantages of corporate culture construction. The survey mainly covers spiritual culture, behavioral and institutional culture, material and image culture, and the corporate culture environment. The survey research should adhere to objective facts and avoid subjective imagination. It should be comprehensive and not biased. It should be timely and not delayed. It should be planned and not limitless.

Stage 3: Proposal stage of corporate culture. After diagnosing the corporate culture, formulate the goals and principles of corporate culture construction, and determine the basic ideas for corporate culture construction. Then, enter the stage of refining corporate values, including developing a meaningful corporate mission and strategic objectives, extracting the basic values, corporate spirit, and basic concepts of operation, management, service, etc. This stage is a key stage in corporate culture construction. The determination of values is not the personal views of the members of the corporate culture team, nor is it an elaborately decorated value with fancy language. It should comprehensively consider the company's long development history and its development strategy, and adopt advanced scientific values. After the preliminary determination of values, it should be repeatedly discussed by gathering representatives of employees until it is recognized by the majority of employees before it can be ultimately determined. This way, it will be easier to form cohesion and cohesion in future implementation. After the refinement of values is completed, the cultural leadership team should draft a corporate culture manual, including concept identification system, behavior

identification system, and image identification system, to prepare for future promotion and strengthening.

Stage 4: Implementation of Corporate Culture. After the corporate culture handbook is established, it enters the stage of promotion, feedback, cultivation, and reinforcement. The core values of the company are concretely implemented and demonstrated through behavior norms, institutional development, and external image. In the process of implementing corporate culture, it is important to strictly regulate and establish systems, implement directly and concretely, address conflicts and contradictions that may arise during implementation, and leverage employees' enthusiasm, proactivity, and creativity. At the same time, it is necessary to promptly gather information, ensure smooth communication channels, measure, inspect, evaluate, and estimate implementation performance and outcomes, prevent information errors, adjust deviations from goals, avoid negative effects of culture, and expand the positive effects of culture, enabling the development of corporate culture in the correct, healthy, and stable direction.

Stage 5: Consolidation and Improvement of Corporate Culture. After promoting corporate culture, it is important to focus on evaluating the effectiveness of corporate culture construction, analyzing whether the original objectives of corporate culture have been achieved, improving deficiencies, and promoting achievements. However, with the development of corporate culture management practices and changes in internal and external environments, corporate culture needs to be continuously consolidated, improved, and developed. The creators of corporate culture should also constantly absorb the essence of external corporate cultures, eliminate elements in the existing

corporate culture that are not conducive to long-term development, refine and elevate the current corporate culture, thereby promoting the continuous development of corporate culture. Implementation of enterprise culture construction of Wuling Power Company, the summary has shown in the Table 3.4

Table 3.4 – Implementation of enterprise culture construction of Wuling Power Company

Stage 1: Preparation stage of corporate culture.
Stage 2: Diagnosis stage of corporate culture.
Stage 3: Proposal stage of corporate culture.
Stage 4: Implementation of Corporate Culture.
Stage 5: Consolidation and Improvement of Corporate Culture.

**Sources: From the author's investigation and analysis*

3.3 Safeguard measures for cultural construction of Wuling Electric Power Company

Corporate culture construction is a comprehensive system engineering that requires the cooperation and joint efforts of all levels of the enterprise. Wuling Electric Power Company has established a cultural construction working mechanism with company leaders taking the lead, the party and government working together, cultural departments organizing, unit departments cooperating, and all employees actively participating. The construction of corporate culture is deployed, inspected, and evaluated together with production and operation, reform and development. The refinement of ideas, the formulation of norms, and the establishment of atmosphere are

in line with the company's reality and objective laws, the fundamental interests of human beings and the practical needs of employees, and the needs of the company's long-term development.

The company's leadership attaches great importance to the construction of corporate culture, and the company's Party committee is responsible for studying and guiding the construction of corporate culture, recommending typical cases, and promoting experience. The company's annual general manager's work report deploys and arranges the construction of corporate culture together with production and operation. The cultural construction is included in the annual target responsibility book of various units. Regular cultural thematic meetings are held every year to develop the "Outline of Enterprise Culture Construction" and the "Enterprise Culture System," effectively promoting the construction of corporate culture.

The implementation of corporate culture must first be led by senior personnel. Most of the subsidiaries of Wuling Electric Power Company are located in remote mountainous areas, where there are inconveniences in employees' work and life. Employees need to travel long distances to get to work, especially in the Sanbanxi Hydroelectric Power Station and Guazhi Hydroelectric Power Station in Guizhou and the Wanmipo Hydroelectric Power Station in Baojing County, Xiangxi, Hunan. It takes them 8 hours to travel from their homes to the work site, and the road is mostly mountainous. Wuling Electric Power Company is a company on wheels, and traffic safety is extremely important. As the company develops, its geographical scope has gradually expanded to provinces such as Sichuan and Xinjiang. Therefore, the company adheres to the principle of "being close to the center to promote development, being

close to the grassroots to do practical things, being close to the masses to promote harmony," fully investigates and understands the needs of the grassroots, helps them solve practical problems, and does a good job of stabilizing the workforce. It establishes a system of analyzing the ideological dynamics and stabilizing work reports of employees, adheres to the system of leadership cadres conducting research and visiting, and the system of reception day, establishes contact points for leadership cadres, and insists on conducting research at the grassroots every month. Through collective study at the leadership meeting, the company solves practical problems and difficulties at the grassroots level, improves the information feedback channel, firmly establishes the people's viewpoint, timely grasps and understands the ideological status of employees, combines the solution of ideological problems with the solution of practical problems, fulfills corporate social responsibility, and promotes the construction of a harmonious enterprise.

From Maslow's hierarchy of needs, employees have a need to fulfill their self-worth. Especially in highly advanced and automated power generation enterprises, whether technical or managerial personnel, they all need to take on responsibilities in their respective fields and hope to develop through career development channels such as technical and administrative channels. They hope to gain recognition from the company through their own growth and achievements while creating value for society and profit for the company. To achieve this, it is important to trust each employee, empower them with decision-making authority, involve them in various work tasks, enrich their daily work, and improve their sense of responsibility. Employees will then feel valued, respected, trusted, and supported by the company, and have a greater sense of ownership,

confidence, and responsibility.

Mark Borg, the US market manager for desktop computers at Hewlett-Packard, says, "For us, authorization means that managers don't have to make every decision, but can allow front-line employees to make the right decisions, with managers playing a supporting and guidance role." Through "employee satisfaction surveys," more employees hope that their leaders can authorize them and help them grow more quickly. However, there are still some managers who are not good at delegating, leading to their own busy work and involvement in daily affairs. Therefore, Wuling Power Corporation should express its position of "empowerment" to all employees in its corporate culture, boldly entrusting important tasks to them, and helping them achieve a sense of accomplishment in their work by applauding their achievements.

Authorization is the process of nurturing and motivating employees, and should not be avoided because of fear of mistakes. Just like a football player cannot score if they stand still to avoid fouls, adequate opportunities should be given to employees to mature and make fewer mistakes. Managers should have the courage to take risks and responsibility. If subordinates fail, the manager should take the responsibility instead of passing blame. The failures and shortcomings of subordinates reflect the manager's own failures and shortcomings. Conversely, the success and progress of subordinates reflect the manager's abilities to lead and manage.

As a manager, employees should be included in decision-making, especially those that affect them, and their opinions and creativity should be sought. Managers should use respectful and tolerant language to express strict work requirements. When employees encounter difficulties, managers should encourage them not to give up while

helping them find ways to solve the problems. Managers should also be a constant source of support.

Nobody is perfect, and mistakes are bound to happen. When mistakes do happen, managers should analyze the cause and work with their subordinates to prevent recurrent. Managers should also reflect on their own performance and identify areas of improvement. Criticizing and blaming employees can cause them to lose faith and their willingness to take responsibility or grow. Repeatedly authorizing due to distrust or doubt can significantly undermine the motivation of employees and cause cases of no responsibility being assigned or held accountable. Managers should maintain a small file for each employee, which includes events and traits that reflect their personality and character. This can help managers to better understand and evaluate their employees, preventing them from judging or denying a person based on a single incident. In the process of authorization, clear rewards and punishments need to be established. Those who persistently succeed must be rewarded, and those who break the rules or ignore them must be punished. Employees who treat their tasks recklessly should not be tolerated, or the manager may lose respect, and the team may lose combat effectiveness.

Wuling Power Corporation has always emphasized the strengthening of training for various levels of management, especially when company leaders personally teach classes for middle-level cadres. Every year, outstanding cadres are selected to participate in various special training programs and visit excellent enterprises to learn advanced management methods. Currently, Wuling Power Corporation also faces the issue of individual grassroots managers not being proficient in carrying out ideological and political work and lacking leadership skills. This has resulted in some

dissatisfaction among grassroots employees towards their managers, and actions from the managers must be addressed.

The company has been exploring professional skills and behavioral art training for middle-level cadres, aiming to cultivate and guide managers to establish scientific management concepts and methods through professional lectures, team training, behavior simulations, and more. Trust from employees towards their leaders is built upon the competence of company or team leaders. Leaders with high credibility can eliminate distrust within the organization through strong personal influence, establishing an environment based on trust. As Thomas Kaney, Vice President of Smith-Kline Becham, described, "To achieve profound change in a large company, leaders at all levels need to gain trust and be trustworthy. The key to our success lies in top-level leaders pointing out a clear direction and believing that our employees can achieve it. In line with this, leaders must also act in a convincing manner. People will only obey the commands of leaders who have credibility and are worthy of their trust."

Therefore, trust is key in ensuring employees follow the clear direction set by leaders. As Bennis and Nanus stated, "It is the emotional factor that brings employees and leaders together." Building trust is a proper leadership approach that cannot be delegated or purchased; it must be earned through individual efforts. Trust is a fundamental factor within the entire organization and serves as the lubricant for its smooth operation.

Employees at Wu Ling Power Company are very aware of how fairly and justly top-level leaders and executives handle day-to-day affairs. The company has been strengthening its risk prevention and control system and has established some basic

standards. However, creating a complete risk prevention and control system is a long and difficult process. When domestic donation events occur, the top leaders of Wu Ling Power Company always generously donate, fully integrating into society and moving employees. These experiences will subconsciously influence employees' behavior towards outsiders and colleagues. Since trust is mainly based on behavior rather than words, the top leaders of Wu Ling Power Company must continue to lead by example, while also educating and managing all levels of management. By improving the institutional system, implementing strict binding mechanisms, and establishing a rigorous risk prevention and control mechanism, rules and regulations must be used to govern people and events, and business management must be comprehensively normed and regulated in all aspects. Safeguard measures for cultural construction of Wuling Electric Power Company, the summary is show in Table 3.5

Table 3.5– Safeguard measures for cultural construction of Wuling Electric Power Company

1. Improve leaders' ability to guide corporate culture
2. Pay attention to emotional communication with subordinate members
3. Reflect the company's core values
4. Human resources departments actively cooperate with cultural construction

**Sources: From the author's investigation and analysis*

The values of Wu Ling Power Company are gradually being reinforced through continuous promotion, guidance, and communication. At this time, employees who actively respond to these values are gradually emerging. They are the "leading figures" in cultural construction and grow and develop with the company as resolute executors

of the company's culture. Their excellent behavior should be timely recognized and strengthened by the company so that this behavior can continue to be reproduced, and thereby develop habits that turn the values guiding this behavior into those held by the wider employee base. In other words, the company should publicly and sincerely commend them in a timely manner, such as through face-to-face or email commendation.

In cultural construction, there are usually three types of employees: those who enthusiastically support the company's culture, those who conform to the company's culture, and those who deliberately resist the company's culture. The company should spend 99% of its time on employees who identify with the company's culture—these are the drivers of construction and innovation. As for the bottom third who may be resistant, they need to take responsibility as soon as possible, and the company should express its serious attitude towards cultural construction publicly.

Wu Ling Power Company insists on carrying out a variety of cultural practice activities to promote the company's concepts being deeply rooted in people's hearts, guiding and directing work practices. First, it publishes "Wu Ling Cultural Stories" and "Wu Ling Cultural Series" to comprehensively promote value concepts. Second, it integrates internal media, creates cultural platforms such as "Wu Ling Newspaper" and "Wu Ling Electric Power," and opens a "Learning and Discussion" column on the company's website to organize employees to engage in ideological and cultural discussions, promote conceptual transformation, and achieve unified understanding. Third, it selects typical examples to set an active example for employees to practice the company's value concepts. It conducts "Wu Ling Advanced Deeds" selection, annual

selection of "Outstanding Employees," organizes advanced deeds report teams for touring speeches, and promotes core values, promoting the establishment and dissemination of basic concepts. Fourth, it regularly carries out criticism and self-criticism within the company to oppose "Three Little," promote righteousness, and create a good atmosphere. Fifth, it comprehensively publicizes and promotes group company's enterprise culture concepts and enterprise image identity systems to enhance employee identification, increase social awareness, and promote the integration of Wu Ling culture and group company's enterprise culture.

The company's culture begins with recruitment, and Wu Ling Power Company needs to recruit employees at every level who identify with the company's culture, not just those who are outstanding. Before recruitment begins, Wu Ling Power Company has already outlined the overall image of the personnel to be recruited. During the recruitment process, people's personality traits and values are analyzed, and compared with interview requirements and standards, those who do not meet the standards are excluded from the company, and people who have a high level of identification with the company's culture are chosen. Applicants are informed about the company's strength, as well as the special work pressure and strict requirements that they will face.

When employees experience significant organizational changes, they go through a period of adjustment both emotionally and professionally. People need time to adjust to the impact of cultural construction, to accept losses, and to understand what has not changed, and what is changing. Wu Ling Power Company has launched an "employee counseling" program to focus on the employees' situation during the construction process. Together with employees, they search for the sources of current stress and

listen to employee feedback in a timely manner to prove that the company is genuinely focused on helping them. Meanwhile, creating a good atmosphere encourages employees to encourage and collaborate with each other in the cultural construction process.

The success stories of many excellent companies have taught us that helping each employee understand the company's prospects is crucial. Once employees understand and identify with the company's goals, they will like the company and regard the company's goals as their own career. At the same time, the company needs to help each person understand the current external challenges or competitors, creating a sense of shared destiny with the company.

Wu Ling Power Company's employees urgently need a clear, inspiring strategic goal and a future forecast so that employees at all levels can understand and relate their work to the company's mission. Moreover, as the goals are passed down from senior management to lower-level organizations, they should become increasingly specific. Regular, quantitative feedback is required for front-line employees, even if it is just a simple bar chart reflecting the department's performance last month. When these things are done well, expectations are easier to maintain consistently, and trust is easier to form within the organization.

Wu Ling Power Company has announced a concise vision to all employees, focusing on four main goals: growth, excellent operations, leadership development, and customer-centricity. When employees develop their personal business commitment plans (PBC) in the early part of the year, at least one performance goal should align with these four primary company goals.

Wu Ling Power Company has opened sections such as "announcements," "criticism and praise," "meeting minutes," "learning and discussion," etc., on the company's website, publicizing important information, significant personnel decisions, praising and encouraging advanced employees, and critiquing problematic performances, providing employees with correct guidance. The company adheres to activities such as "Liberate Thinking and Hold Discussion," "Democratic Life Meetings," and "Employee Homes," etc., to strengthen publicity and research. At the same time, the Human Resources Department and the Enterprise Culture Promotion Department have done a lot of work to help employees understand the significance of these activities. They have received a positive response, and employees have provided their suggestions and feedback. The Human Resources Department and the Enterprise Culture Promotion Department classify and organize everyone's feedback regularly, publicizing the good suggestions that the company will soon adopt, so that everyone knows the company values their suggestions and feedback and is willing to receive their opinions.

We will maintain the direction of cultural development. Employee job satisfaction is a focus and key of modern enterprise psychological contract management. To ensure that the cultural construction of Wu Ling Power Company is implemented according to the established plan and to avoid deviations in actual implementation, the human resources department should regularly conduct investigations and analysis on the 6 sub-factors of employee satisfaction: moderate challenge in work, fair compensation, supportive work environment, harmonious interpersonal relationships, personality matching with work, and level of work management. The investigation should identify

problems that exist in the implementation process and correct them promptly. In addition to the various communication channels mentioned above, there are three specific channels set up for cultural construction:

Employee Coordination Meeting: Held once a month, the company's senior management and employee representatives discuss issues of mutual concern in cultural construction in an open and frank manner, even addressing sharp issues that must be answered or promised by senior managers of various units immediately.

Communication between superiors and subordinates within departments: Conducted once a week, supervisors are required to be patient and induce employees to open up, and speak freely about issues and suggestions in cultural development. Department heads should keep communication records and summaries, and provide feedback to the human resources department. **Questionnaire survey:** Regularly conduct questionnaire surveys, set up a chairman of the labor union to timely collect employee opinions, and provide answers. The construction of corporate culture and the deepening of values is a long and gradual process. Human resources departments actively cooperate with cultural construction, I has summary in the Table3 .6.

Table 3.6 – Human resources departments actively cooperate with cultural construction

1. Establish leading figures
2. Define the position of organizational members in cultural construction
3. Integrating the company's values with its employment standards
4. Help employees adapt to cultural construction
5 We will maintain the direction of cultural development

**Sources: From the author's investigation and analysis*

CONCLUSIONS

Competition among companies is increasingly shifting towards competition between corporate cultures. The values and spirits cultivated in corporate culture are the driving force and catalyst for corporate development. Having an excellent and distinctive corporate culture is crucial in enhancing core competitiveness, achieving sustainable development, and winning in the competition. Therefore, corporate culture construction, as an essential part of corporate development that is increasingly valued, needs in-depth exploration and research. Due to the uniqueness of the industry, there exists a certain gap in the construction of corporate culture in the power industry. With the intensification of competition in the international and domestic power markets, power generation companies are increasingly focusing on corporate culture construction in order to enhance their core competitiveness.

Wuling Power Company has experienced rapid development in its enterprise, and has formed its own unique corporate culture during this process. However, with the reform and development of the company, some practical problems have gradually emerged in the existing corporate culture. This article takes the construction of corporate culture in Wuling Power Company as its background and conducts an investigation on the current status of corporate culture. It points out the problems in the corporate culture construction of Wuling Power Company, and provides a theoretical and practical approach to the construction of corporate culture, as well as specific implementation plans. In the process of researching this paper, the author deeply realizes that Wuling Power Company needs to continuously adapt to the company's development and strategic adjustment, continuously innovate and develop, and form a

systematic and standardized corporate culture system. This system should transform advanced value concepts into the same behavioral patterns for all employees of the company. Wuling Power Company must, through the construction of corporate culture, truly implement the core value of "people-oriented," establish incentive mechanisms, help employees solve practical problems and difficulties, create a sense of belonging to the company among employees, fully mobilize their enthusiasm, and maximize their potential. This will allow employees and the company to grow together.

As a practical case demonstrating the application of corporate culture theory, this article has the following values:

(1) it provides a structural framework for the establishment of corporate culture. This is reflected in two aspects: firstly, from the theoretical introduction and basic analysis of the design plan to the overall thinking and planning for the implementation of corporate culture construction, it offers a theoretical structural framework for corporate culture construction. Secondly, from the spiritual, institutional, behavioral, and material aspects of corporate culture, it designs construction plans and implementation plans, providing a practical structural framework for corporate culture construction. This framework provides reference and guidance for the cultural construction of enterprises.

(2) This article divides the cultural construction of Wu Ling Power Company into five stages, providing a reference for the company's cultural construction.

(3) This article also proposes potential obstacles and solutions in the process of corporate culture construction, presenting foresighted suggestions to ensure the smooth progress of cultural construction and avoid wrong paths.

In summary, corporate culture construction is a long-term and complex system project. It requires a gradual process and is not achieved overnight. For an enterprise, cultural construction is not a wholesale negation of its history but is an absorbance of excellent cultural traditions while also innovating with the times and developing strategies. It aims to derive a unique corporate culture suitable for enterprise development.

After conducting research on how to construct the cultural development of Wu Ling Power Company in the new era, I have gained valuable research results. Facing the challenges of economic globalization and the knowledge economy, if the 1980s were a transition from a planned economy system to a market economy system, currently, it is a transition from an unregulated and relatively closed market economy to a standardized globalization market economy. In my opinion, there are still many issues to consider and solve, such as the relationship between corporate culture and competitiveness, the core values' continuity with the enterprise's sustainable development, the relationship between corporate culture and cohesion, and constructing a learning-oriented organization and corporate culture development. Corporate culture construction is a challenging project that depends on the close cooperation of the academic, corporate, and political communities, further deepening of reform and opening up, improvement of social values, and social style. It also relies on the participation of the entire enterprise and mutual interaction. Although there are many difficulties, I believe that through hard work, we can explore effective ways to promote corporate culture construction. This is the direction that I will continue to study and seek in the future.

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APPENDIXES

Appendix

Wuling Power Company 's corporate culture questionnaire

This is a survey questionnaire about the corporate culture of Wuling Power Company, which measures six dimensions of Wuling Power Company 's corporate culture. Each measurement dimension has four options corresponding to different types of corporate culture. Please rate each of the four options for the question separately, with the total score of the four options needing to be 100. Please score based on your feelings and understanding of the actual situation of Wuling Power Company 's corporate culture, and fill in the "Current Status" column with your score. At the same time, please assume that the company has achieved significant accomplishments in the next 3-5 years. Based on your expectations for Wuling Power Company 's corporate culture in 3-5 years, please rate the options and fill in your expected score in the "Expectation" column. There is no right or wrong choice in this questionnaire, so please rate the options based on the actual situation.

This survey is anonymous, so please read carefully and rate conscientiously.

1. Gender

·Male ·Female

2. Length of Service

·Less than 2 years ·2-5 years
·5-10 years ·More than 10 years

3. Age

·Under 30 years old ·30-40 years old

·40-50 years old

·Over 50 years old

4.Position Level

·Entry-level Employee

·Middle Management

·Senior Management

5. What do you think is the dominant characteristic of the company now?

A. The company's internal management is humanized, full of care and warmth, like a big family where everyone coexists equally and harmoniously, helps each other at work, and shares work experiences and skills. Score: _____

B. The company has a strong sense of innovation, and colleagues around are full of ideas, dare to think and try, and are brave enough to bear the consequences. Score: _____

C. The company focuses on employee performance, and most of the evaluations and recognitions are based on performance, so people around work very hard and hope to achieve more. Score: _____

D. The company's management style is very open and strict, and employees voluntarily abide by the company's rules and regulations. Most of the daily work follows a set routine and is not prone to errors. Score: _____

6. In 3-5 years, when the company achieves significant accomplishments and becomes highly competitive in the industry, what dominant characteristic do you expect the company to have?

A. The company's internal management is humanized, full of care and warmth, like a big family where everyone coexists equally and harmoniously, helps each other at

work, and shares work experiences and skills. Score: _____

B. The company has a strong sense of innovation, and colleagues around are full of ideas, dare to think and try, and are brave enough to bear the consequences. Score: _____

C. The company focuses on employee performance, and most of the evaluations and recognitions are based on performance, so people around work very hard and hope to achieve more. Score: _____

D. The company's management style is very open and strict, and employees voluntarily abide by the company's rules and regulations. Most of the daily work follows a set routine and is not prone to errors. Score: _____

7. How do you rate the current leadership of the company?

A. The company's senior management can lead employees' growth and cultivate and train managers. Score: _____

B. The company's leadership values cultivating employees' sense of innovation and encourages them to be bold in innovation and daring to explore. Score: _____

C. The company's leadership style is decisive and result-oriented, with a strong sense of purpose. Score: _____

D. The company's leadership style is organized, disciplined, and efficient. Score: _____

8. What do you expect the future leadership of the company to be like?

A. The company's senior management can lead employees' growth and cultivate and train managers. Score: _____

B. The company's leadership values cultivating employees' sense of innovation and

encourages them to be bold in innovation and daring to explore. Score: _____

C. The company's leadership style is decisive and result-oriented, with a strong sense of purpose. Score: _____

D. The company's leadership style is organized, disciplined, and efficient. Score: _____

9. How do you think the company manages its employees currently?

A. The company values teamwork and encourages employees to actively participate in work. Score: _____

B. The company advocates individualism, risk-taking, innovation, freedom, and uniqueness. Score: _____

C. The company emphasizes competition, high standards, and performance-oriented internal management. Score: _____

D. The company prioritizes employees' personal interests, fostering a harmonious and stable relationship among employees. Score: _____

10. What do you expect the company's future employee management to be like?

A. The company values teamwork and encourages employees to actively participate in work. Score: _____

B. The company advocates individualism, risk-taking, innovation, freedom, and uniqueness. Score: _____

C. The company emphasizes competition, high standards, and performance-oriented internal management. Score: _____

D. The company prioritizes employees' personal interests, fostering a harmonious and stable relationship among employees. Score: _____

11. How do you think the company's current cohesion is?

A. The company unites its employees through loyalty and trust, and everyone is willing to take initiative and responsibility. Score: _____

B. Employees are united by the concept of innovation and development to avoid being left behind by the times. Score: _____

C. Employees are connected through the accomplishment of goals and success, working together to achieve common objectives. Score: _____

D. Employees work according to the company's rules and regulations, and are connected through work collaboration to ensure the company's normal operation. Score: _____

12. What do you expect the company's future cohesion to be like?

A. The company unites its employees through loyalty and trust, and everyone is willing to take initiative and responsibility. Score: _____

B. Employees are united by the concept of innovation and development to avoid being left behind by the times. Score: _____

C. Employees are connected through the accomplishment of goals and success, working together to achieve common objectives. Score: _____

D. Employees work according to the company's rules and regulations, and are connected through work collaboration to ensure the company's normal operation. Score: _____

13. What do you think is the company's current strategic focus?

A. The company values talent development, mutual trust, honesty, and enthusiasm for work. Score: _____

B. The company focuses on seeking new resources and embracing challenges, daring to try new things and opportunities. Score: _____

C. The company pursues competition and achievements, aiming to expand its market share and become a market leader. Score: _____

D. The company advocates sustainability and stability, emphasizing efficiency and normal operation. Score: _____

14. What do you expect the company's future strategic focus to be?

A. The company values talent development, mutual trust, honesty, and enthusiasm for work. Score: _____

B. The company focuses on seeking new resources and embracing challenges, daring to try new things and opportunities. Score: _____

C. The company pursues competition and achievements, aiming to expand its market share and become a market leader. Score: _____

D. The company advocates sustainability and stability, emphasizing efficiency and normal operation. Score: _____

15. What do you think is the company's current standard of success?

A. The company's success lies in cultivating high-end talent, fostering seamless teamwork, encouraging employee commitment, and caring for employees. Score: _____

B. The company's success is creating high-quality, original, and innovative products, becoming a leader in new product development. Score: _____

C. The company's success is defeating market competitors and becoming the market leader. Score: _____

D. The company's success is ensuring efficiency, stable production, and good planning, reducing costs and increasing benefits. Score: _____

16. What do you think will be the company's standard of success in the future?

A. The company's future success lies in cultivating high-end talent, fostering seamless teamwork, encouraging employee commitment, and caring for employees.

Score: _____

B. The company's future success is creating high-quality, original, and innovative products, becoming a pioneer in new product development. Score: _____

C. The company's future success is defeating market competitors and becoming the market leader. Score: _____

D. The company's future success is ensuring efficiency, stable production, and good planning, reducing costs and increasing benefits. Score: _____