

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY

Public management and administration Department

QUALIFICATION WORK

Education Degree - Master

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

student of
073 «Management» (EP «Administrative Management»)

Tang Tingting

Supervisor

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Sumy - 2024

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
Department Public management and administration

Education degree «Master»
Field of Study 073 «Management» (EP «Administrative Management»)

Approved:

Head of
Department

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TASK

on qualification work for student

Tang Tingting

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

Supervisor Fihurna Mariia Yuriivna, assistant of the department of public management and administration

approved by the university from _____

2. Deadline for student completed project (work)

March, 08 2024

3. Background to the project (work):

educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2019-2021

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

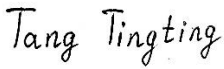
Learn the theoretical and methodological foundations of corporate organizational culture management under the development of market relations, analyze the advantages and disadvantages of Shenzhen Airlines' Organizational Culture Management, analyze the organizational Culture Management Model of Domestic and Foreign Aviation Enterprises, analyze the differences in Chinese and Western corporate culture, develop ways to promote the development of corporate organizational culture, ways to improve organizational culture at the enterprise.

5. Date of assignment:

December 22, 2022

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>December 2022</i>	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>December 2023</i>	done
3	Preparation and presentation of draft of the first chapter of the thesis	<i>January 2024</i>	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>February 2024</i>	done
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>February 2024</i>	done
6	Design options improve the research problem	<i>March 2024</i>	done
7	Completion of the project part of the thesis, design chapters	<i>March 2024</i>	done
8	Previous work and its defense review	<i>March 2024</i>	done
9	Checking the authenticity of the thesis	<i>March 2024</i>	done
10	Deadline for student completed the thesis	<i>March 2024</i>	done
11	Defense of the thesis	<i>March ,22 2024</i>	done

Student	 _____ (signature)	<i>Tang Tingting</i> _____ (signature)
Supervisor of science work	_____ (signature)	<i>Mariia Fihurna</i> _____ (signature)
Authentication performed	_____ (signature)	<i>Nadiia Baranik</i> _____ (signature)
Checking the authenticity conducted. Thesis allowed to defense	_____ (signature)	<i>Marharyta Lyshenko</i> _____ (signature)

ABSTRACT

Tang Tingting. Management of organizational culture of the enterprise in the conditions of development of market relations.

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2022 - Manuscript.

With the development and transformation of society, China's economy has achieved prosperity and development. In this era background and market development conditions, enterprises have also achieved progress and development to a certain extent, and organizational culture management has become increasingly important, which plays a crucial role in improving the quality and efficiency of enterprise management. Therefore, relevant management personnel of enterprises should attach importance to strengthening the construction of enterprise organizational culture, so that employees can work with a positive attitude and thinking. Organizational culture refers to the summation of group consciousness and behavioral norms that are formed in the long-term activities of an organization and generally recognized and followed by its members, as well as the rules, regulations, and material characteristics that embody the organization's group consciousness and behavioral norms. This article mainly starts with the theories and methods of enterprise organizational culture management, analyzes the current construction situation, and finally proposes effective construction and management strategies.

Maintaining an effective organizational culture within the corporate group is indeed a must to enhance organizational performance and shareholder return. A concept is proposed for a qualitative study aimed to explore prominent strategies that one corporate group deploys to establish an effective organizational culture to enhance performance. Denison organizational culture model is served as the theoretical underpinning for the study. “What strategies do senior managers deploy to establish an effective organizational culture to enhance performance” is identified as the research problem of the study in order to bridge the prevailing research gap. The research problem is answered through four research questions. The findings of this study would reveal a new model for business managers to enhance corporate performance by establishing an effective organizational culture

Key words: organizational culture; business management; cultural construction

АНОТАЦІЯ

ТАНГ ТАНГТІНГ. Управління організаційною культурою підприємства в умовах розвитку ринкових відносин.

Кваліфікаційна робота за спеціальністю 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2024 - Рукопис.

З розвитком і трансформацією суспільства економіка Китаю досягла процвітання і розвитку. У цю епоху фону і кон'юнктури розвитку ринку підприємства також певною мірою досягли прогресу, все більшого значення набуває управління організаційною культурою, яка відіграє вирішальну роль у підвищенні якості та ефективності управління підприємством. Тому відповідний управлінський персонал підприємств повинен надавати значення зміцненню організаційної культури підприємства, щоб співробітники могли працювати з позитивним настроєм і мисленням. Під організаційною культурою розуміється підсумовування групової свідомості і поведінкових норм, які формуються в довгостроковій діяльності організації і загальновизнаних і дотримуються її членами, а також правил, норм і матеріальних характеристик, які втілюють групове свідомість і поведінкові норми організації. Дана стаття в основному починається з теорій і методів управління організаційною культурою підприємства, аналізується поточна ситуація в будівництві і, нарешті, пропонуються ефективні стратегії побудови та управління.

Підтримка ефективної організаційної культури в корпоративній групі дійсно є обов'язковою умовою для підвищення ефективності організації та прибутку акціонерів. Нами пропонується концепція якісного дослідження, спрямованого на вивчення визначних стратегій, які одна корпоративна група використовує для створення ефективної організаційної культури для підвищення продуктивності. Теоретичною основою для дослідження є модель організаційної культури Денісона. «Які стратегії використовують керівники вищої ланки, щоб створити ефективну організаційну культуру для підвищення продуктивності» визначено як дослідницьку проблему дослідження, щоб подолати існуючий розрив у дослідженнях. Відповідь на проблему дослідження дається за допомогою чотирьох дослідницьких питань. Результати цього дослідження показали б нову модель для бізнес-менеджерів для підвищення корпоративної ефективності шляхом встановлення ефективної організаційної культури

Ключові слова: організаційна культура; управління бізнесом; будова корпоративної культури

INTRODUCTION

Relevance of the topic. Corporate culture is a key point in the core value system of a company, and accurate corporate positioning requires the reflection and expression of corporate culture, which is also the key to winning competitiveness. Corporate culture leads employees to serve the company, motivates employees to realize their self-worth, and affirms the achievements made by employees for the company.

Corporate culture refers to the values, spiritual level, and professional ethics of a company, which are reflected in the construction of its factory buildings and the marketization of its products. It uses corporate systems and a series of norms to constrain the behavior of employees, and uses incentive mechanisms to encourage employees to create value. Driven by corporate culture, enterprises have gained behavioral awareness in regulating their own behavior, establishing their own organizational structure, and improving management. Building a corporate culture can enhance the development level of the enterprise itself, build a well structured management system, and have no harm to the long-term development of the enterprise. At the same time, building corporate culture can further regulate market behavior for the macro environment, and demonstrate effectiveness in establishing a harmonious and stable market.

The purpose of this master's research is to conduct a comprehensive and systematic study and exploration of the organizational culture system of Shenzhen Airlines, in order to provide favorable references for promoting the development of corporate culture in state-owned aviation enterprises in China.

According to specific purposes, the important **objectives of this work are only:**

1. Analyzing and defining corporate organizational culture as the theoretical basis for improving corporate competitiveness

2. Analysis of different corporate organizational cultures: The category of a company affects its organizational culture.

3. Analysis of airline corporate culture system.

4. Advantages and disadvantages of corporate organizational culture.

5. Suggestions and improvements.

The object of this study is the formation and advantages and disadvantages of organizational culture in Shenzhen Airlines under a market economy, while providing improvement suggestions.

The theme of this study is to improve corporate organizational culture as a factor in enhancing corporate competitiveness.

The practical significance of the work is to use the advantages of corporate organizational culture in practice to encourage employees, improve their work enthusiasm, and have a better impact on company efficiency.

The research on information databases is a topic selected by scientific works and well-known foreign experts, consisting of financial statements and staff from management departments.

In the context of economic globalization and corporate system reform, this article, based on the study of relevant theoretical concepts of the human resources training system, combined with questionnaire surveys and interviews to understand the situation, analyzes the current situation, problems, and reasons of the enterprise human resources training system, and explores the specific implementation path and methods for solving the problems. At the beginning of the research, the author collected materials related to enterprise human resource training from various channels such as libraries, the internet, and paper databases, including domestic and foreign books, magazines, and papers. After the data collection was completed, we organized and summarized it, fully understanding the research methods of others in related areas.

List of published works:

1. Tang TingTing Ways to improve the management of the organizational culture of the enterprise. *The 27th International scientific and*

practical conference “Trends of young scientists regarding the development of science” (July 11 – 14, 2023) Edmonton, Canada. International Science Group. 2023. P. 87-91.

2. Tang Tingting. Management of organizational culture of the enterprise in the conditions of development of market relations. *Стратегічні пріоритети розвитку бухгалтерського обліку, аудиту та оподаткування в умовах глобалізації : матеріали II Міжнародної науковопрактичної конференції* (м. Суми, 16 листопада 2023 р.) / за ред. проф. Назаренка О.В. Суми: СНАУ, 2023.

The paper consists of an introduction, three chapters, and a list of references, including 65 publications, applications, and 4 tables. The entire text consists of 57 pages, including 65 pages of the main text.

SECTION 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF CORPORATE ORGANIZATIONAL CULTURE MANAGEMENT UNDER THE DEVELOPMENT OF MARKET RELATIONS

With the rapid development of the market economy and the acceleration of global economic integration, economic and cultural exchanges between enterprises are becoming increasingly frequent, and competition is becoming increasingly fierce. This chapter will conduct a theoretical analysis of corporate culture under the market economy situation, discussing how enterprises can effectively grasp the development trend of the enterprise economy in the new economic situation, placing enterprise management and corporate culture construction at the same height, so that the two can be combined and supplemented, and contribute to improving the economic efficiency of the enterprise and promoting its development and progress.

Market relations refer to the relationship between suppliers and customers as buyers and sellers. The improvement of market relations largely depends on the improvement of micro market relations, that is, internal marketing of enterprises is an important condition for the success of external marketing of enterprises. The essence of market relations is the principle of equivalent exchange, also known as the law of equivalent exchange. Market transaction contracts are essentially pre commitments of transactions, so trading according to the contract can be regarded as fulfilling behavior. In the specific context of China, the concept of market relations is generally associated or combined with the government.

The relationship between the government and the market is also the theme of the evolution of the market economy system. Throughout the history of the evolution and development of the market economy system in western capitalist countries, the economic theories of state interventionism and laissez faire alternately dominate. The classical economics school represented by Adam Smith advocates the allocation of resources through free market competition, and advocates that the government only

acts as a "night watchman". However, the outbreak of the Great Economic Crisis in the 1930s completely exposed the serious drawbacks of the laissez faire market. As a reflection on the completely free market, Keynesianism advocates for intervention in the economy through policies centered on total demand management. However, with the emergence of severe "stagflation" in the 1970s, neoliberal economics, which denied the role of government, emerged again. After the 2008 international financial crisis, reflection on neoliberalism has become a trend in economics. Therefore, in a certain sense, a history of market economy theory is a history of debates about the relationship between the government and the market.

The market is the most effective form of resource allocation. Economic development is to improve the efficiency of resource allocation, produce as many products as possible with as few resources as possible, and achieve the greatest possible benefits. Both theory and practice have proven that the market is the most efficient form of resource allocation. In addition, the market can also encourage innovation, survival of the fittest, help improve the quality and efficiency of economic development, and promote changes in the quality, efficiency, and motivation of economic development. At present, there are still many drawbacks that restrict the vitality of market players and hinder the full play of the market and the law of value. For example, the phenomenon of irregular market order and the widespread use of unfair means to seek economic benefits exists; The development of the production factor market is lagging behind, and the factors are idle and a large number of effective demand cannot be met; The market rules are not unified, and there is a large amount of departmental and local protectionism; Insufficient market competition hinders the survival of the fittest and structural adjustment.

The better utilization of the government's role fully reflects the superiority of the socialist system. The market plays a decisive role in resource allocation, not all of it. On the one hand, the role of market mechanisms is conditional, including legal systems, competition rules, macro environment, social security, etc. These conditions cannot be formed by relying on the role of the market itself. On the other hand, there is a problem of local failure and the drawbacks of blindness, spontaneity, and lag in

the market economy, which can easily lead to problems such as wealth differentiation and economic fluctuations. Transforming development concepts and transforming government functions is a key link to better play the role of the government. To properly handle the relationship between the government and the market, it is necessary to firmly grasp the two keys of transforming development concepts and transforming government functions. These two aspects are interrelated: failure to establish a new development concept will inevitably lead to government inaction and disorderly behavior; Without transforming government functions, the new development concept cannot be effectively implemented. Efforts should be made to build a rule of law and service-oriented government, further streamline administration and delegate power, significantly reduce the direct allocation of resources by the government, shift the focus of work to creating a fair competitive market environment, protecting the ecological environment, supporting innovation, etc., and enhance the driving force and vitality of economic development.

Deeply understand the unity of effective markets and productive governments. To enable the market to play a decisive role in resource allocation and better leverage the government's role, the two are organically unified and mutually reinforcing, rather than being separated or mutually negated. The effectiveness of the market is an important purpose for the government to play its role, and it is also an important manifestation of the government's achievements. The promising government is an important guarantee for the effective market mechanism and the vitality of the micro main body, as well as an inevitable requirement for making up for market failure. Only by leveraging the advantages of both the government and the market can we ensure the sustained and healthy development of the economy.

Corporate culture, also known as organizational culture, is a unique cultural image of an organization composed of its values, beliefs, rituals, symbols, and ways of doing things. It is a fundamental belief and cognition established and formed by an enterprise to solve problems of survival and development, recognized as effective and shared by organizational members, and shared by them. Corporate culture embodies the core idea of an enterprise's operation and management, as well as the resulting

organizational behavior. Corporate culture depends on the enterprise, arises with the enterprise, and disappears with its demise. Even without summarizing or proposing external manifestations, corporate culture still exists.

Corporate culture "refers to the shared values and behavioral norms of enterprise members. To put it more simply, every employee understands how to do things that are beneficial to the company, and voluntarily does so, forming a habit over time; After a certain period of accumulation, habits have become natural and become a solid "concept" in people's minds. Once this "concept" is formed, it will react (constrain) everyone's behavior, gradually becoming the "norm" of everyone in the form of rules and regulations, moral fairness.

Some people also believe that corporate culture should be understood from the following aspects:

Corporate culture is the basic game rules formed by enterprises in the process of solving survival and development problems, so they always take "solving problems" as their purpose; Corporate culture is considered effective and shared by everyone, followed and consciously maintained together; Corporate culture is learned; Corporate culture is the key to maintaining the sustainable development of enterprises; Corporate culture reflects the key values of the enterprise.

Broadly speaking, culture is the sum of material wealth and spiritual wealth created in the practice of human social history; Narrowly speaking, culture is the ideology of society and the corresponding organizational structures and systems. And corporate culture is the result of the interaction of factors such as the will, characteristics, habits, and scientific and cultural level of all members within the enterprise. Its cultural nature is different from that of cultural, educational, scientific research, military and other organizations.

As an important way of modern enterprise management, corporate culture has gone through some stages of development, from being first proposed to developing, and now to becoming a necessary management method for enterprises. It is essential for all enterprises to strive for sustainable development and requires some time and energy to be invested in construction. The first stage is the initial stage, which is

basically from the 1950s to the 1970s. During this period, the understanding of corporate culture in enterprises was basically in a starting state, such as the Daqing spirit and Ansteel Constitution at that time. The second stage is the cognitive stage, which is basically the 1980s. In this period of enterprises, the understanding of corporate culture has gradually evolved from an initial state of cognition to a formal stage of cognition, which has also been recognized by many enterprises, such as Lenovo providing "mold in" training for new employees at that time. The third stage is the identification stage, which is basically the 1990s. During this period, enterprises gained a lot of recognition and understanding of corporate culture, and also found its role and value in corporate culture. Therefore, in the management of enterprises, it is particularly proposed to use corporate culture for management. At the same time, in this period of the market, there were also many corporate culture professional consulting companies that focused on corporate culture as consulting or consulting projects to help enterprises provide assistance in the construction of corporate culture. Therefore, there was a very rapid development process of corporate culture in this stage. The fourth stage is the application stage, which is basically the 21st century. During this period, enterprises had a general understanding and understanding of corporate culture, and there were also some in-depth practices in the construction of corporate culture. As a result, this stage of corporate culture has reached a new height, helping modern enterprises achieve corresponding core competitiveness in market operation and development, and maintain this competitiveness.

The emergence of corporate culture theory has its historical inevitability. Firstly, due to the development of productivity and the widespread application of new office tools such as the Internet, there have been some changes in the daily management rules of enterprises. The changes in labor tools require an update of ideological concepts; Secondly, the proportion of intellectual factors in labor has increased, and the number of mental workers has relatively increased. Correspondingly, enterprise managers can no longer view these high-quality employees as robots, but should give them emotional and rational respect; Thirdly,

with the development of productive forces and the rise of human needs, enterprises must adapt to this new situation and develop management methods that are suitable for modern people. This has the same practical basis as the proposal of "social people" in the management field; Fourthly, competition intensifies. In order for enterprises to win in competition, while improving labor efficiency, the production enthusiasm and creativity of employees are becoming increasingly important in labor. Enterprises must propose values that meet their needs, such as innovation, service, reputation, etc; The fifth is the expansion of enterprise scale and the emergence of multinational corporations, where thousands of people, even people of different nationalities and ethnicities, work in the same company and need to unify their thoughts, concepts, and behaviors.

There is a significant deviation between the internal essence of corporate culture and its external manifestations. Firstly, the external manifestation is usually manifested as a sentence or a few words, not the entire intrinsic content; Secondly, the actual loss in corporate culture will definitely not appear in external manifestations; Thirdly, the external manifestations are usually relatively stable and do not change frequently, while the essential content of corporate culture is constantly changing due to various factors.

Corporate culture plays a primary role in the interaction with employees. When a person is hired by a company and becomes a new employee of the company, corporate culture represents the result of the interaction between the majority of old employees. The interaction between a person and the whole naturally leads to the assimilation of new employees.

Corporate culture is the soul of a company and an inexhaustible driving force for its development. It contains a very rich content, and its core is the spirit and values of the enterprise. The values here do not generally refer to various cultural phenomena in enterprise management, but rather the values held by the enterprise or its employees in the production and operation of goods.

Corporate culture is a multi-level ecosystem composed of core layers, intermediate layers, and peripheral layers. It can be roughly divided into the concept

layer, institutional layer, behavioral layer, and material layer based on its content. All aspects of corporate culture are harmonious, unified, and mutually penetrating. In modern management, this is a cultural form that is actively shaped through a series of activities. When established, this culture becomes the norm for shaping the behavior and relationships of internal employees, and is a common value that everyone within the enterprise follows. It plays a significant role in maintaining the unity and cohesion of enterprise members. This new management theory has received widespread attention from modern enterprises.

Deere and Kennedy summarized the entire theoretical system of corporate culture into five elements, namely the corporate environment, values, heroes, cultural rituals, and cultural networks. The corporate environment refers to the nature of the enterprise, its business direction, external environment, its social image, and its connection with the outside world, which often determines the behavior of the enterprise. Values refer to the consistent understanding among members of an enterprise of whether an event or behavior is good or bad, good or bad, right or wrong, and whether it is worth imitating. Values are the core of corporate culture, and a unified set of values enables members of the enterprise to have a unified standard when judging their own behavior and use it to choose their own behavior. Heroes refer to the core figures of corporate culture or the personification of corporate culture. Their role is to serve as a living model, providing role models for other employees in the enterprise to emulate, and playing a crucial role in the formation and strengthening of corporate culture. Cultural ceremonies refer to various commendation, reward activities, gatherings, and cultural activities within an enterprise. They can dramatize and visualize certain events that occur within the enterprise, promote and reflect the values of the enterprise, and enable people to understand the connotation of corporate culture through these lively activities, making corporate culture "educational and enjoyable". Cultural network refers to informal channels for information transmission, mainly for disseminating cultural information. It is composed of a certain informal organization and group, as well as a

specific occasion, and the information it conveys often reflects the wishes and mentality of employees.

The corporate spirit refers to the spiritual style of a group of members formed by a company based on its specific nature, task, purpose, era requirements, and development direction, and carefully cultivated. The corporate spirit should be reflected through the conscious practical activities of all employees in the enterprise. Therefore, it is also the externalization of the employees' conceptual awareness and enterprising psychology in enterprises. The corporate spirit is the core of corporate culture and plays a dominant role in the entire corporate culture. The corporate spirit is based on values and driven by value goals, playing a decisive role in the business philosophy, management system, moral fashion, group consciousness, and corporate image of the enterprise. It can be said that the corporate spirit is the soul of a company. The corporate spirit is usually expressed in language that is both philosophical and concise, making it easy for employees to remember and motivate themselves at all times; It is also convenient for external publicity, easy to form impressions in people's minds, and thus form a distinctive corporate image in society.

Corporate culture has various functions. Corporate culture has a guiding function, which guides the leaders and employees of the enterprise in the following two aspects. The first is the guidance of business philosophy and values. Business philosophy determines the thinking mode and problem-solving rules of enterprise operation, which guide operators to make correct decisions and guide employees to engage in production and business activities using scientific methods. The common values of enterprises define their value orientation, enabling employees to form a consensus on their evaluation of things, with common value goals. Leaders and employees of enterprises act on the value goals they recognize. American scholars Thomas Peters and Robert Waterman, Jr., pointed out in the book "The Pursuit of Excellence" that "all the excellent companies we study are very clear about what they stand for, and have carefully established and formed the company's values. In fact, a company lacks clear values or values are incorrect, and we doubt whether it is likely to achieve operational success." The second is the guidance of corporate goals,

Enterprise goals represent the direction of enterprise development, and without the correct goals, it is equivalent to losing direction. A perfect corporate culture will start from reality and establish the development goals of the enterprise with a scientific attitude, which must be feasible and scientific. Enterprise employees are engaged in production and business activities under the guidance of this goal. Corporate culture has a restraining function, mainly achieved by improving management systems and ethical norms. One is the constraint of effective rules and regulations, and corporate system is one of the contents of corporate culture. The enterprise system is an internal regulation within the enterprise, which must be followed and enforced by the leaders and employees of the enterprise, thereby forming a binding force; The second is the constraint of moral norms, which constrain the behavior of enterprise leaders and employees from the perspective of ethical relationships. If people violate the requirements of moral norms, they will be criticized by public opinion and feel guilty psychologically. The corporate culture has a cohesive function. The corporate culture is people-oriented and respects the feelings of people, thus creating a harmonious atmosphere of solidarity, friendship and mutual trust in the enterprise, strengthening the sense of group, and forming a strong cohesive force and centripetal force among employees of the enterprise. Common values form common goals and ideals, and employees view the enterprise as a community with a shared future. They view their own work as an important component of achieving common goals, and the entire enterprise moves in step to form a unified whole. Corporate culture has an incentive function, and shared values make every employee feel the value of their existence and behavior. The realization of self-worth is a satisfaction of the highest spiritual needs of a person, and this satisfaction will inevitably form a strong incentive. In a people-oriented corporate culture atmosphere, leaders and employees, as well as employees and staff, care and support each other. Especially when leaders show concern for their employees, they will feel respected and naturally boost their spirits and work hard. In addition, the corporate spirit and image have a great inspiring effect on the employees of the enterprise, especially when the success of corporate culture construction has an impact on society, the employees of the enterprise will

have a strong sense of honor and pride, and they will double their efforts to maintain the honor and image of the enterprise with their own practical actions. Corporate culture has an adaptive function, and adaptation is about adjusting and adapting. Due to various reasons, there may inevitably be conflicts between various departments and employees in the enterprise, and resolving these conflicts requires self-regulation; There may be disharmony and incompatibility between enterprises and the environment, customers, enterprises, countries, and society, which also requires adjustment and adaptation. Corporate philosophy and ethical standards enable operators and ordinary employees to scientifically handle these contradictions and consciously restrain themselves. The perfect corporate image is the result of these adjustments. The adaptation function is actually a manifestation of the proactive role of enterprises. Corporate culture has a radiating function, and cultural power not only plays a role in enterprises, but also has an impact on society through various channels. There are many channels for cultural influence to radiate, mainly including communication media, public relations activities, etc.

Since 1970, different management research conclusions on the concept of "corporate culture" have given many different types of definitions, but there has been no consensus. From multiple perspectives, corporate culture refers to the values, spiritual level, and professional ethics of the enterprise, which are reflected in the construction of enterprise factories and the marketization of enterprise products. Enterprise systems and a series of norms are used to constrain the behavior of enterprise employees, and incentive mechanisms are used to encourage employees to create value. Driven by corporate culture, enterprises have gained behavioral knowledge in regulating their own behavior, establishing their own institutional settings, and improving management. Building a corporate culture can enhance the development level of the enterprise itself, build a well-established enterprise management system, and is beneficial to the long-term development of the enterprise without any harm. At the same time, building a corporate culture can further regulate market behavior for the macro environment, and achieve results in establishing a harmonious and stable market.

Building on the foundation of traditional Chinese culture. The background of corporate culture emerged from the accumulation of China's 5000 year long cultural history. Although the development of foreign enterprises, especially those from developed countries such as the United States, has great reference value for the development of Chinese enterprises, the deep-rooted traditional Chinese culture can not only affect consumer consumption concepts, but also guide the construction of modern Chinese corporate culture.

Chinese traditional culture can promote the development of corporate culture. China is a society that emphasizes collectivism. Members have low mutual trust, and are eager to compete and participate in corporate strategic decisions. It is easier to obey leaders, and it is easy to form strong feelings after a period of time. In the case of weak concept of employee groups, the Chinese traditional thought that emphasizes collectivism can promote the development of enterprises. Starting from the concept of harmony in traditional Chinese culture, it reflects the relationship between people. The essence of corporate culture is the guidance for employees to get along with each other, as well as the standardization of employees' attitudes towards customers, and also the guidance for enterprises to get along with each other. The pursuit of win-win results among enterprises is based on collaboration, and without harmony, it is impossible to achieve win-win cooperation. These all require enterprises to strengthen their competitive awareness, consolidate their employees' service awareness, and reflect human care under scientific management standards.

Establish a modern corporate culture incentive mechanism. The incentive mechanism of modern corporate culture includes analyzing the current situation of the enterprise, positioning the goals of the enterprise, and promoting employees' awareness of enterprise service through inherent forms such as assessment and system development. The establishment of incentive mechanisms can not only stimulate employees' infinite creativity, but also help enterprises strengthen cohesion. Emphasize the role of employees and improve management systems. Identify employees' needs, identify their inner pursuits, and integrate corporate pursuits into personal pursuits. Improve the internal restraint system, strengthen guidance, and

establish a model. Clearly inform employees of competitive pressure, transform corporate pressure into personal pressure, and enable personal value to be realized in the realization of corporate value. At the same time, provide employees with necessary material support for daily life, enrich their spiritual activities, and achieve corporate value in a good environment. In modern society, enterprises are not simply a source of material needs for employees, and employees' abilities cannot be measured solely in material forms such as bonuses. The incentive mechanism of a company is necessary in corporate culture to create a sense of belonging among employees, create cohesion, and achieve creativity and stimulate their potential.

Innovate modern corporate culture. The innovation of modern corporate culture is an inevitable requirement for the development of market economy. Under market conditions, corporate culture needs to constantly innovate in order to meet the requirements of enterprise development and improvement. The innovation of enterprise culture should pay more attention to the role of enterprise leaders. The enterprise management mode is usually from top to bottom, and enterprise managers play a role in promoting the transformation and innovation of enterprises. At the same time, from the perspective of traditional Chinese thought, enterprise managers are models of collectivism, and also need to lead employees, so as to guide the development of enterprises. Employees are the wealth of an enterprise, and the combination of innovation in corporate culture and human resource management is considered from the actual situation of the enterprise. Only human innovation can drive enterprise innovation, and human thinking innovation is inexhaustible. A reasonable human resource mechanism can not only unleash human creativity but also create vitality for the enterprise. Corporate culture is the core of a company, and the core competitiveness of corporate culture is innovation. Innovation requires a solid foundation, and the continuous learning power of enterprises is the source of innovation.

The innovation of corporate culture accelerates the pace of enterprise innovation, which cannot be separated from employees. Under the adjustment of ideological concepts and organizational structure, innovating the enterprise

management system is essential for the enterprise to strive for progress and continuous development. The construction of modern corporate culture cannot be achieved overnight, and comprehensive analysis and problem-solving are necessary conditions for its construction. Building a corporate culture not only develops the enterprise itself, but also has a significant impact on social relations and market economy. Corporate culture is a constantly evolving system that requires continuous innovation from modern entrepreneurs.

Since entering the new century, the pace of global economic integration has been accelerating, and competition in domestic and foreign markets is very fierce, making the development of enterprises difficult. How to maintain the survival of enterprises and promote their continuous development in the new market economy situation has become a top priority for various enterprises. And excellent corporate culture is an important condition for forming a company's core competitiveness. On the basis of strengthening enterprise management, establish an excellent corporate culture and promote the comprehensive victory of the enterprise's business strategy.

Since the Third Plenary Session of the 17th Central Committee of the Communist Party of China, China's economic model has gradually shifted from traditional state-owned planned economy to a model with public ownership as the main body and the integration of various economic entities, resulting in earth shaking changes overall. This requires that the operation and management of enterprises should also change with the changes in the system; Furthermore, with my accession to the World Trade Organization and the comprehensive promotion of global economic integration, Chinese enterprises are facing opportunities and competition that coexist. Going abroad has a wider development space. Based in China, looking globally, utilizing various production factors such as the world market, capital, labor force, and technology to fully develop themselves; At the same time, the competitive pressure brought to Chinese enterprises by the landing of international giants in China can be imagined. This requires Chinese enterprises to catch up and continuously innovate and improve their production and operation management based on fully utilizing international advanced experience. The modern market economy

emphasizes the perfect integration of corporate culture and business management, which requires enterprise leaders to integrate the unique corporate value system and business management concepts formed in the early stages of enterprise entrepreneurship, in order to cultivate and educate new enterprise members, and in this process, integrate the behavior and value identification of all enterprise employees into a unified code of conduct and value system, Thus, a unique cultural management model has been formed for our company, which uses the power of culture to promote the sustainable and healthy development of the enterprise. With the increasing legalization and scale of China's socio-economic development, enterprise management in China has gradually shifted from institutionalization to knowledge-based and modular management, and has begun to focus on the role and impact of cultural construction on enterprise management.

1. Guiding role: Correctly guiding the goals of employees to the established business management goals of the enterprise, and promoting the perfect completion of the enterprise's business management goals. Excellent corporate culture can first guide the overall behavioral standards and values of the enterprise; Secondly, it can guide the ideological concepts of individual members. After forming its own unique corporate culture, an enterprise will establish its own set of values and behavioral standards. When there is a deviation in the behavior and values of individual individuals within the enterprise, the corporate culture will exert its role to correctly guide the entire system established by the enterprise, ensuring that individual members maintain a high degree of consistency with the direction of the enterprise.

2. Constraint function: In addition to rigid management rules such as enterprise management systems, corporate culture, as a soft management force, can form necessary constraints on all employees in the process of enterprise operation and management. After the formation of corporate culture, enterprises will have their own standards of behavior, values, and moral norms, which make all employees of the enterprise subject to behavioral constraints and moral norms in addition to complying with enterprise management regulations. Once there is a violation, it will inevitably be punished in behavior and condemned in public opinion. This constrains all

employees of the enterprise to diligently implement various disciplines and strictly control product quality.

3. Cohesion function: after the formation of the corporate culture, a strong centripetal force will be formed, which will unite the whole staff around the enterprise, make them feel the warmth and harmony of the enterprise, give full play to their enthusiasm, initiative and creativity, give play to the spirit of ownership, and actively contribute to the development of the enterprise. Integrate employee characteristics, ideological characteristics, and enterprise technological innovation organically to enhance the comprehensive strength of the enterprise.

4. Promotion: In order to make the enterprise develop in a higher direction, it is necessary to shape the team consciousness through the construction of enterprise culture, form centripetal force, adhere to the principle of people first, fully care for and care for the growth and progress of employees, stimulate their enthusiasm and creativity, and promote all employees to give full play to their potential and move forward towards the development goals of the enterprise; At the same time, the formation of corporate culture will inevitably have a negative impact on enterprise management and have a huge and positive impact on enterprise construction.

The cultural construction of an enterprise can not be covered by a simple slogan or slogan. Its formation is the essence of the unique management culture of an enterprise. Nowadays, many companies have their own corporate culture, which can be summarized as an eight character slogan similar to "innovation, unity, and hard work". However, in the actual production and operation process, it is found that employees go the other way, and their behavior and values are far from the beautiful slogan. After comprehensive analysis of the reasons for its formation, we find that these so-called corporate cultures have not risen to the overall operation of the enterprise, It only stays above the words of individual corporate leaders, and these corporate cultures have not been fully recognized by all employees. When the behavior rules of all employees are vastly different from those of the enterprise, it is not difficult to understand why enterprise management is so difficult. At this time, it is necessary to optimize the enterprise management mode to guide and infiltrate the

corporate culture into the ideological concepts of the enterprise employees, so as to keep it consistent with the development goals of the enterprise. In the process of forming corporate culture, it is necessary to fully connect with the communication mechanism of the enterprise, so that the two can be combined with each other. Only by enabling the leadership and employees of the enterprise to achieve mutual understanding and consistency, can employees form a true sense of corporate identity.

The business management system and rules and regulations of enterprises are rigid, while the corporate culture is soft. Culture influences management, and management reacts on culture, complementing and promoting each other. Enterprises should not only focus on business management, but also pay attention to cultural construction and development, forming a unique corporate culture that gives employees a sense of belonging, mission, and achievement, serving the comprehensive promotion of enterprise development and contributing to the completion of the company's century long plan.

SECTION 2

ENTERPRISE ORGANIZATIONAL CULTURE MANAGEMENT - TAKING SHENZHEN AIRLINES AS AN EXAMPLE

2.1 Characteristics of the enterprise Shenzhen Airlines Co., Ltd.

Chinese-style corporate organizational culture management has unique characteristics, and these characteristics can be rooted in the cultural and psychological characteristics of the Chinese people. The Chinese people's emphasis on "family" and "face" are fundamental features of Chinese cultural psychology, and these concepts are also reflected in corporate organizational culture management.

The concept of "home": Chinese people have a strong sense of recognizing their ancestors and a strong concept of "home". This concept makes Chinese people always have their homeland in their hearts no matter where they go. They feel even more emotional when they see the word "home". Kindness creates psychological belonging. In enterprises, this concept may manifest itself as a lack of public awareness, employees' indifference to public affairs, and even the belief that "public" is something everyone can take. In addition, it is easy to form small circles. When the equal ethical relationships based on family are extended, it is easy to form various small circles and small groups.

The concept of "face": The Chinese people's emphasis on "face" is also an important feature of their cultural psychology. This concept may be manifested in enterprises as excessive attention to personal image and corporate image, and may even affect the efficiency of decision-making and management. .

Management philosophy: Chinese-style management is more of a management philosophy and a management culture. It emphasizes harmony, balance and integrity rather than pure efficiency and effectiveness. This management philosophy is reflected in corporate organizational culture management by paying attention to

employees' emotions and needs, as well as attaching importance to corporate culture construction.

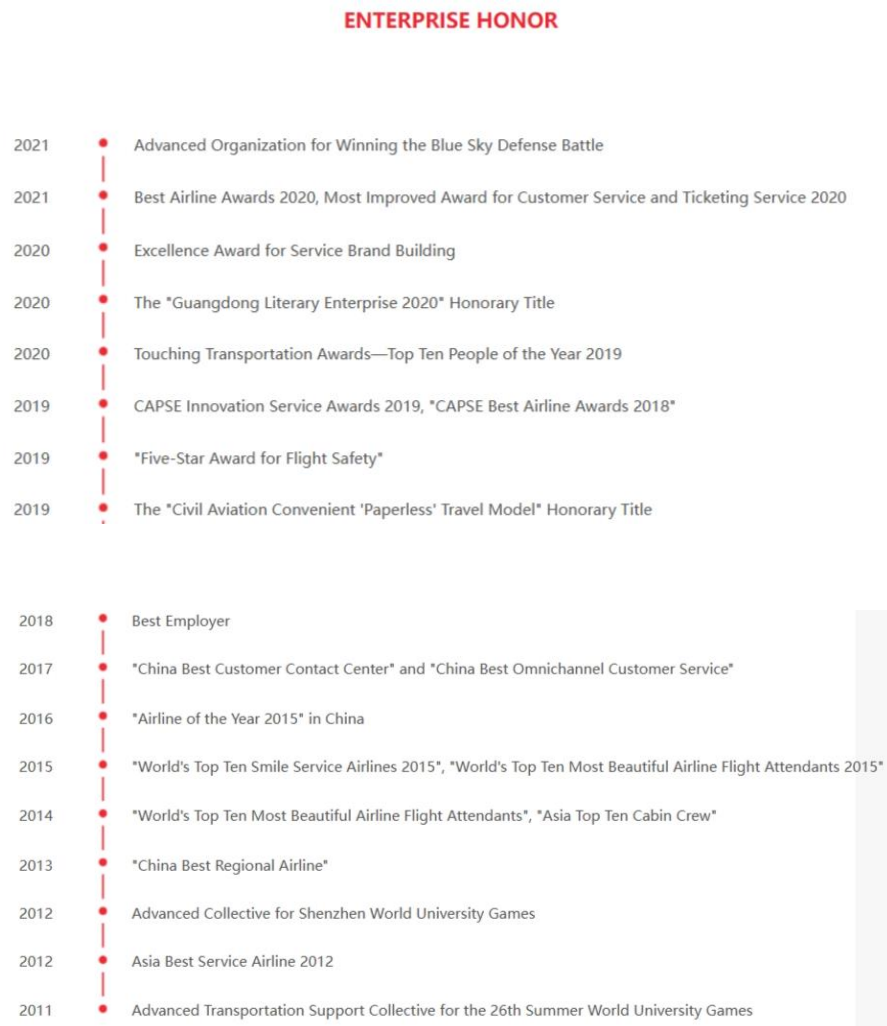


Figure 2.1 – Enterprise honor

Corporate culture construction: Chinese companies pay attention to corporate culture construction and believe that corporate culture is the soul of the company and the internal driving force for corporate development. The construction of corporate culture includes not only the construction of facilities at the material level, but also the shaping of culture at the spiritual level, such as corporate values, corporate spirit, etc.

Organizational structure: The organizational structure of Chinese companies is usually complex, emphasizing hierarchical management and authority. This

organizational structure may be manifested in corporate organizational culture management as respect for traditional authority and compliance with hierarchy.

To sum up, Chinese-style corporate organizational culture management is a management method based on the cultural and psychological characteristics of the Chinese people. It emphasizes harmony, balance and integrity, the construction of corporate culture, attention to employees' emotions and needs, and attention to employees' emotions and needs. Respect for traditional authority and hierarchy.

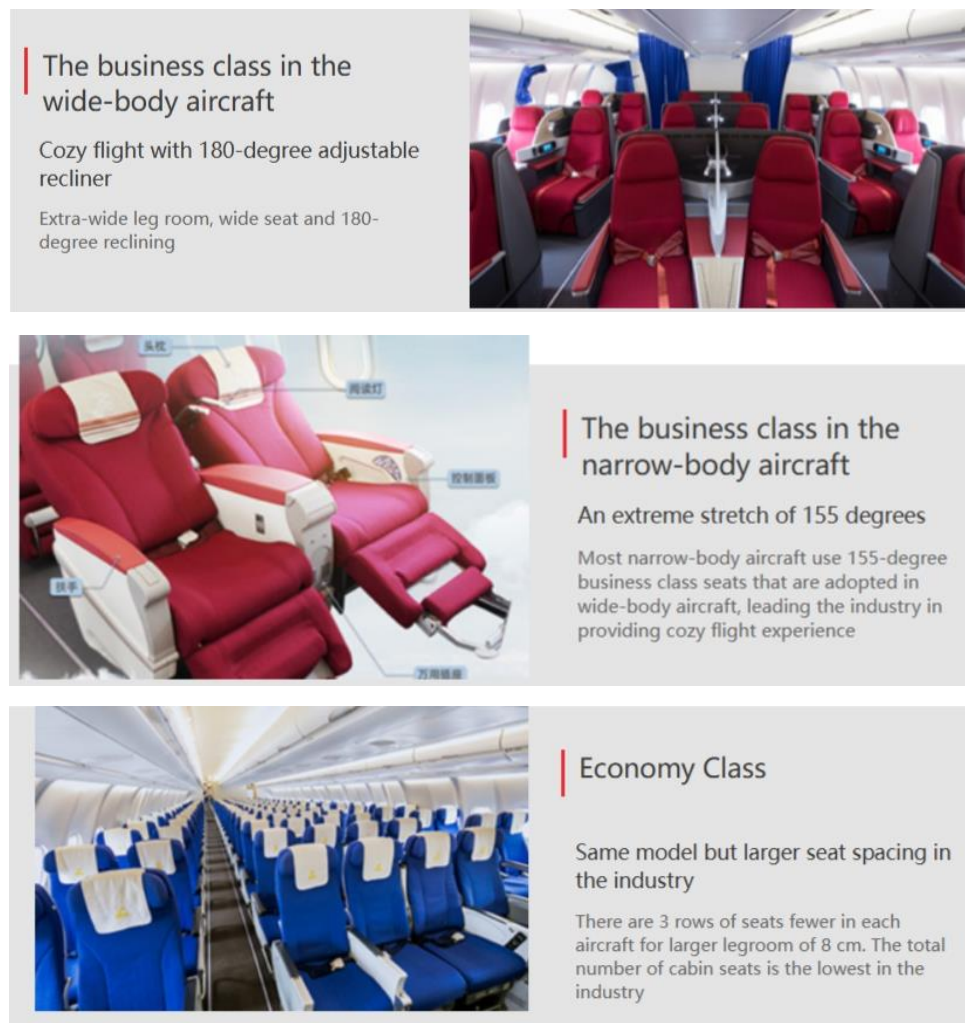


Figure 2.2 – Classes of aircraft

China has many airlines, among which the three major aviation state-owned enterprises are Air China, China Eastern Airlines and China Southern Airlines. Air China was established in 1988 and is headquartered in Beijing. It is one of China's largest international airlines and one of China's state-owned airlines. It provides

domestic and international flight services, with a modern fleet and an advanced operating network. Founded in 1988 and headquartered in Shanghai, China Eastern Airlines is one of China's largest airlines, providing domestic and international flight services, focusing on Asia and Oceania, with an advanced fleet and an extensive route network. Founded in 1995 and headquartered in Guangzhou, China Southern Airlines is one of China's largest airlines and a core member of China Southern Airlines Group. It provides domestic and international flight services, with a modern fleet and a complete route network. Shenzhen Airlines is a subsidiary of Air China. It was established in 1992 and is headquartered in Shenzhen. The company has a modern fleet and a comprehensive flight network, providing flights covering major cities in China and some international routes. Shenzhen Airlines is known for its safe, efficient and comfortable flight experience. It is constantly committed to improving service levels and fleet modernization, and is one of the important players in China's aviation industry.

1. Introduction to Shenzhen Airlines. Shenzhen Airlines Co., Ltd. (hereinafter referred to as Shenzhen Airlines) is headquartered in Shenzhen. Established in 1992. Since its development, it has become the fifth largest airline in China. At present, Shenzhen Airlines has 8 branches, 7 bases, 71 domestic and overseas sales departments and commercial institutions, a fleet of more than 200 aircraft, and its routes basically cover domestic provincial capitals and key cities, Hong Kong, Macao and Taiwan, the United Kingdom, Japan, South Korea and Southeast Asia. nation. It transports nearly 40 million passengers annually.

2. Introduction to Shenzhen Airlines' organizational culture. Shenzhen Airlines adheres to the safety concept of "getting things done every time" and has maintained an excellent safety record for a long time. Since its establishment, it has continued to fly more than 7 million hours safely. In 2019, it won the "Five-Star Flight Safety Award" from China Civil Aviation. Shenzhen Airlines has excellent, skilled, professional and efficient flight, maintenance, maintenance and dispatch teams to provide passengers with safe and comfortable flight services; Shenzhen Airlines relies on a complete operation management system to continue to improve

operational efficiency; Shenzhen Airlines has a complete training system and strong aircraft maintenance capabilities, providing a solid guarantee for safe flight.

Shenzhen Airlines adheres to the service concept of "natural and considerate at all times" to create excellent service quality. The exclusive cabin environment that leads the industry in space and comfort brings passengers a stable, quiet and elegant flight experience; the "first, priority and leading" Shenzhen Airlines express line creates a fast travel method that has become the first choice for business people; covering Beijing Zunpeng Pavilion in 9 locations, including Shenzhen and Shenzhen, provides passengers with a distinguished and exclusive comfortable experience with unified high standards; specially developed and carefully prepared Shenzhen Airlines beef noodles and "Spicy Peng" chili sauce and other tongue-cutting delicacies have conquered guests from all over the world. Taste buds; the child-friendly services built around the safe and comfortable travel of teenagers have won widespread trust from parents; the Shenzhen Airlines girl cabin crew provides passengers with meticulous and considerate in-flight services, warming the itineraries of thousands of passengers.

3. The development history of Shenzhen Airlines and its organizational culture. In 2012, Shenzhen Airlines joined the Star Alliance, opening a fast track for the development of Shenzhen Airlines' international routes. Currently, passengers can choose to take more than 21,000 flights of Shenzhen Airlines and alliance members, with seamless connections to more than 190 countries and regions and more than 1,300 destinations.

Since its establishment 30 years ago, Shenzhen Airlines has made unremitting efforts to ensure aviation safety and improve service quality. It has won the title of "China's 500 Most Valuable Brands", the Shenzhen Mayor's Quality Award, the "China's Most Influential Brand" in the aviation industry, and Asia's Most Valuable Brand. Best service airline, CAPSE "Best Airline of the Year", national transportation industry civilized demonstration window, "World's Most Beautiful Stewardess" and other honors.

Class	Quantity Limit	Weight Limit for Single Piece	Size Limit
Business class	2 pieces	5kg	The length, width and height of each carry-on baggage shall not exceed 55 cm (22 inches), 40 cm (16 inches) and 20 cm (8 inches) respectively
Comfortable Economy Class Economy Class	1piece	5kg	

Piece Concept: Fee collection for ordinary checked baggage in excess		RMB	USD
Not exceeding the limits on the number of pieces	Exceeding the limits on weight or dimensions	490	75
	Exceeding the limits on both weight and dimensions	700	110
Exceeding the limits on the number of pieces	1st piece in excess	700	110
	2nd piece in excess	1000	155
	3rd piece in excess	1500	230
	4th piece in excess	2200	340
	5th piece in excess	3100	480
	6th piece in excess	4500	690

Figure 2.3 – Technical characteristics of aircraft classes

Shenzhen Airlines has always consciously fulfilled its social responsibilities and steadily created tax revenue and jobs for the country through its own sustainable development. It has actively participated in social welfare and completed many disaster relief flight missions. It has also supported national rural areas through targeted assistance, construction of Hope Primary Schools, and targeted education. Revitalize the cause; comprehensively promote "green flight" and win the "war to defend the blue sky"; establish a volunteer team of Shenzhen Airlines and send volunteer teams to various places to assist in the fight against the new crown epidemic. Shenzhen Airlines has successively won honors such as the "Worker Pioneer" of the All-China Federation of Trade Unions for earthquake relief and home reconstruction, the Advanced Unit of the Civil Aviation Administration for Winning the Blue Sky Defense War, and the Shenzhen Collective (Enterprise) for Outstanding Contributions to Poverty Alleviation, and has contributed to the country and society.

In the future, Shenzhen Airlines will seize the strategic opportunity of the Guangdong-Hong Kong-Macao Greater Bay Area and Shenzhen to build a pioneer demonstration zone of socialism with Chinese characteristics, take "adding wings to a better life" as its corporate mission, and "safety first, customer first, pursuit of excellence, and value" With the core values of "Creator Oriented", we maintain flight safety, expand fleet size, expand international routes, optimize service products, innovate service features, and strive to become the most popular and outstanding airline.

2.2 Advantages and Disadvantages of Shenzhen Airlines' Organizational Culture Management

There are many advantages of corporate culture, such as increasing employee job satisfaction and cohesion, improving corporate identity and competitiveness, reducing employee turnover and recruitment costs, providing employees with clear codes of conduct and values, and promoting employees' personal Growth and development, etc., these advantages make the enterprise develop more steadily. However, corporate culture also has some shortcomings, such as: corporate culture is difficult to quantify and evaluate, which may lead to situations that are inconsistent with the actual situation; corporate culture may cause employees to blindly pursue so-called cultural symbols and ignore more important work goals; in some cases, Under such circumstances, corporate culture may also fall into formalism and rigidity.

1. Advantages of Shenzhen Airlines' organizational culture management.
Guidance function: As the common values of all employees, corporate culture has strong charisma and can guide employees to work hard to achieve goals in the long term.

Restraining employees: Corporate culture, as a kind of internal regulations, establishes the correct direction for the enterprise, plays a "soft constraint" role in behavior that is not conducive to the long-term development of the enterprise,

improves employees' consciousness and self-discipline, and enhances their sense of responsibility and mission.

Attracting talents: Excellent corporate culture is attractive to high-end talents, can attract them to have a strong sense of belonging, and promote the company to attract and retain talents.

Incentive function: Corporate cultural atmosphere and value orientation can stimulate employees' enthusiasm and creativity, allowing them to work harder in an environment where respect and value are reflected.

Brand function: Corporate culture not only has a positive impact on internal employees, but can also be disseminated through external channels, enhance the company's image among the public, and have a positive impact on social and cultural development.

These advantages make corporate culture an important factor in promoting the success of airlines. Especially under the current economic environment and competitive pressure, the role of corporate culture has become more prominent.

2. Disadvantages of Shenzhen Airlines' organizational culture management. Although corporate culture has many advantages, there are also some shortcomings that may have a certain negative impact on the development of the enterprise.

Corporate culture is an abstract concept that is difficult to quantify and evaluate through specific data. This leads to the fact that enterprises often lack clear goals and evaluation standards in the process of cultural construction, which easily makes cultural construction blind and random, thus affecting the effectiveness and effectiveness of cultural construction.

In the process of cultural construction, some companies tend to overemphasize the role of cultural symbols, such as slogans, cultural walls, etc., while ignoring more important work goals and business development. In this case, employees may blindly pursue so-called cultural symbols and ignore the essence and value of work, thereby affecting the company's production efficiency and operating benefits.

In some enterprises, corporate culture often easily falls into formalism and rigidity, becoming a formal propaganda tool while ignoring the inherent meaning and

value of cultural construction. In this case, corporate culture often loses its vitality and vitality, cannot truly play its due role, and may even become a stumbling block to corporate development.

Corporate culture is a dynamic process that requires constant adjustment and improvement. Due to changes in the external environment and different stages of corporate development, corporate culture may need to be adjusted and changed at any time to adapt to new situations and needs. This is a challenge for enterprises, requiring business leaders to have keen insight and decision-making skills to continuously lead the development direction of corporate culture.

3. Dialectically understand the advantages and disadvantages of Shenzhen Airlines' organizational culture management

Corporate culture has many advantages and certain disadvantages. For enterprises, it is necessary to give full play to the advantages of corporate culture and at the same time pay attention to avoid its possible negative effects. Enterprises should actively promote the construction and development of corporate culture based on their own circumstances and development stages, constantly improve and improve corporate culture management mechanisms, and provide strong support for the sustainable development of enterprises.

Corporate culture can inspire employees' sense of mission. No matter what kind of enterprise it is, it has its responsibilities and missions. The sense of corporate mission is the goal and direction of all employees' work, and is the source of motivation for the company's continuous development or advancement. Corporate culture can condense employees' sense of belonging. The role of corporate culture is to allow a group of people from different places to pursue the same dream together through the refinement and dissemination of corporate values. Corporate culture can enhance employees' sense of responsibility. Enterprises should publicize the importance of employees' sense of responsibility through a large number of materials and documents. Managers should instill a sense of responsibility, crisis awareness and team awareness in all employees, so that everyone can clearly understand that the enterprise is a common enterprise for all employees.

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2.3 Organizational Culture Management Model of Domestic and Foreign Aviation Enterprises

At the beginning of the reform and opening up, Comrade Deng Xiaoping proposed that "civil aviation must be entrepreneurial", which opened the curtain of civil aviation reform. Especially with the deepening of civil aviation reform at the beginning of this century and the introduction of complete and mature Western civil aviation regulations and management systems, civil aviation safety management has transformed from the initial exploration management and experience management to rules management, system management, and manual culture. Civil aviation is a worldwide industry, and similar and connected regulations facilitate the flow and review of aircraft, processes, systems and personnel. The regulations of European EASA and FAA are also similar, as are the aviation regulations of other countries such as Canada, Brazil, Australia, etc. It can be said that aviation regulations are similar in many countries around the world.

1. Civil aviation is a high-tech intensive industry. There are a series of management subsystems in the airline's management system, and the mechanical organizational management structure is the main structure. According to the management tradition of our country's airlines, the management structure setting is slightly complicated, and it is mainly a mechanical management structure, and a matrix structure exists in parallel. The matrix structure ensures the advantages of both functional departmentalization and product departmentalization (operation), avoids their disadvantages, and efficiently and centrally mobilizes all mobilizable resources to provide guarantee for operation. Although there were dual or even multiple command chains, there was no chaos during flight operations. This was due to the fact that the concept of safe operations always runs through every aspect of management behavior.

2. Focus on organizational cultural differences and embrace globalization. It can be seen from the attribution theory that evidence-based management must contact the masses to obtain a large amount of objective and reliable information, must integrate theory with practice, and must always self-examine to keep a clear mind, which coincides with the "three major styles" of our party. Attribution theory is useful in safety management, daily management, teaching management and other aspects, and is an important tool theory for evidence-based management.

With the deepening of my country's reform and opening up, social culture reflects the global characteristics of multicultural exchange and integration. More and more airlines are introducing heavy-duty aircraft to open international and intercontinental routes. At the same time, a large number of foreign pilots have entered domestic airlines. In some companies, foreign captains have exceeded 30% of the total number of captains. The flight crew workforce is also increasingly culturally diverse. The internationalization of flight personnel has become a new issue facing flight team management.

In an interdependent culture, the purpose of social life is not to advance oneself or make independent choices, but to coordinate and support the group in which one lives. This is the social and cultural difference between collectivism and

individualism, and it is also the most significant difference between Eastern and Western cultures.

The dimension theory of organizational cross-cultural evaluation is not only used for national cultural differences, but can also be used to evaluate national and regional cultural differences in organizational culture. Cultural differences are not purely geographical differences, but have similar differences in different regions and organizations. Even within a culture, common differences in self-views can develop. The theory of organizational cross-cultural evaluation dimensions is a very important evidence-based basis for organizational structure design. It is also an important reference value for enterprises' international transformation, multi-cultural integration, effective communication, and enhancing employees' organizational identity.

The corporate culture of aviation companies embodies core values such as safety, service, teamwork, innovation and cross-cultural communication. Safety is the top priority and airlines are always committed to ensuring that every flight is completed safely and smoothly. This is their bottom line. At the same time, service first is the purpose of airlines. They focus on providing passengers with comfortable, convenient and personalized experience, which is reflected in everything from ground service to in-flight service. Teamwork is a key feature of the aviation industry, and cabin crew, ground staff, and management teams must work closely together to ensure flight safety and customer satisfaction. The spirit of innovation is the driving force for the continuous progress of aviation companies. They encourage employees to come up with new ideas and methods to improve efficiency, reduce costs, and enhance competitiveness. In addition, cross-cultural communication is also an important part of airline culture. Respecting and understanding the differences between different cultures helps provide better services and promote international cooperation. Together, these values form the unique corporate culture of aviation companies and are a key factor in their long-term success.

1.Safety culture

The aviation industry is a high-risk industry. There is no doubt that safety is important to all walks of life, but it is especially important to the aviation industry. Since mankind's first airplane took to the blue sky to realize the dream of soaring in the sky, safety issues have always been with us, never far away, and have always been the eternal theme of the development of the aviation industry.

Throughout the history of aviation at home and abroad, there are numerous cases where serious flight accidents have caused airlines to teeter on the verge of life and death. Coupled with the recession in the aviation industry caused by the epidemic in the past two years, safety issues should become a top priority. Therefore, it is urgent to improve the aviation safety culture system, ensure the safety of all personnel in all areas, and let "soft" power generate "hard" combat power.

First, understanding of civil aviation safety culture. What is safety? Regarding the concept of safety, many people have a fixed mindset and believe that it is safe if no accident occurs. This understanding is biased. Security should be a process that controls security risks within an acceptable range. Only when the entire process is safe can the safety of the results be guaranteed. What is safety culture? The fourth edition of ICAO's Safety Management Manual defines safety culture as "how people behave in relation to safety and risk when no one is supervising them." Therefore, safety culture construction should integrate safety concepts and value systems into the full dimensions of aviation flight safety, aviation ground safety, and air defense safety to promote safety controllability throughout the entire process to ensure the realization of safety goals. Second, firmly establish the concept of sustainable security. All aviation practitioners should agree with ICAO's scientific definition of safety, which is: "Safety is a state in which, through a continuous process of hazard identification and risk management, the risk of personal injury or property damage is reduced to and maintained within a reasonable level. Acceptable level or below." Safety is relative, not absolute. Simply equating safety with zero accidents is not a scientific way of thinking. Safety is controllable. Accidents can be prevented through people's subjective efforts, mastering the rules, strengthening management, using high-tech and equipment, learning lessons from accidents and incidents, and

enhancing risk prevention and control capabilities. In the evaluation of accidents and people's subjective efforts, we must seek truth from facts and objectively identify and handle them. The absence of accidents does not mean that there are no problems, and if there is an accident, we cannot completely deny the work, and we cannot simply use "accidents to determine the outcome." In the event of an accident, the specific situation must be analyzed in detail. It depends on whether the nature of the accident is caused by force majeure or illegal operation, whether it is caused by external factors such as machinery and weather, or by internal factors such as employees and enterprises. It also depends on What is the accident rate and whether the occurrence of accidents is within the acceptable range of the aviation industry. This kind of understanding of safety is comprehensive, dialectical, profound and instructive.

2. Service culture. Aviation service etiquette is actually a code of conduct, which refers to the code of conduct that flight attendants should abide by when serving on the aircraft. It specifically refers to all service aspects of flight attendants in the cabin service, from welcoming passengers to board the aircraft in the cabin to communicating with passengers. There is a complete set of codes of conduct for flight attendants, from communication, to serving meals and drinks during the flight, to providing special services to special passengers.

Society is an organically connected whole, and no organization can exist in isolation. A distinctive feature of social integrity is the mutual service between the "cells" of social organizations. Compared with other industries, service relationships pay more attention to the public and place greater emphasis on service personnel pooling all resources and strength of the organization to do everything possible to adapt to and meet the needs of the public. The process of image shaping and image management by service subjects through the media to win the understanding, trust, cooperation and support of the public can be regarded as the process of providing high-quality services to the public. In this sense, etiquette is service.

In different subject areas, public has different meanings. In aviation services, the public is a group of people who have a certain interest relationship with the airline or the airport. The public here is the target of aviation service personnel's work and

the basis for the existence and development of social organizations. The public concept here is to carry out aviation service activities based on the public's opinions, attitudes, needs and values.

CHAPTER 3

PROMOTING THE DEVELOPMENT OF CORPORATE ORGANIZATIONAL CULTURE UNDER MARKET DEVELOPMENT CONDITIONS

3.1 Differences in Chinese and Western corporate cultures

Under the conditions of market economy, good corporate management and improvement of corporate economic benefits are inseparable from excellent corporate culture. In the management practice of enterprises, corporate culture plays an increasingly significant role in corporate management. In the process of enterprises implementing management innovation, incorporating corporate culture construction into corporate management has increasingly become a trend in modern corporate management.

Building a corporate culture with Chinese characteristics is not only in line with the development trend of world management science, but also an urgent need for my country to establish a modern enterprise system. It is also an urgent need to improve the overall quality and economic benefits of enterprises and participate in market competition. Corporate culture is the soul of an enterprise and the magic weapon for its success. The core content of modern corporate culture is to absorb the essence of traditional culture and apply advanced management ideas to provide enterprises with a clear outlook on development, competition, and interests. Modern corporate culture plays an extremely important role in promoting corporate production and operation activities, building spiritual civilization, and improving corporate quality and management levels. Successful enterprises must breed excellent corporate culture. Therefore, excellent corporate culture is the magic weapon for enterprises to win.

With the continuous deepening of my country's reform and opening up and the improvement of the socialist market economic system, especially after my country's

accession to the WTO, market competition has become more intense, and people are paying more and more attention to the important role that corporate culture plays in corporate management. The 16th National Congress of the Communist Party of China established the important thought of "Three Represents" as the party's guiding ideology and incorporated it into the new "Party Constitution" as its soul, further pointing out the direction for us to strengthen the construction of corporate culture. Therefore, it has not only become a top priority to give full play to the function of corporate culture, effectively create an excellent corporate culture, improve the overall competitiveness of the enterprise, and meet the severe challenges after global economic integration and entry into the WTO, it has also become a top priority for enterprises to develop. The first priority is to keep pace with the times and innovate to become stronger.

Under the conditions of market economy, good corporate management and improvement of corporate economic benefits are inseparable from excellent corporate culture. In the management practice of enterprises, corporate culture plays an active and active leading role in improving the economic benefits of enterprises and promoting social progress. Under the conditions of the market economy, control through corporate culture education means to enable employees to accept common values in the subtle corporate culture. This is the only way to strengthen and improve corporate management under the conditions of the market economy. It is also the only way for enterprises to deepen reform, accelerate development, and The urgent need to improve service is key to business success.

As long as employees have absolute recognition and trust in the corporate culture, they will actively participate in the innovation of the enterprise. And maximize their enthusiasm and innovation to make the greatest contribution to the innovation and development of the enterprise. Corporate culture is the foundation and forerunner of business management innovation: business management needs to be embodied through certain management concepts and management methods, and the business management concept of an enterprise needs to be consistent with the corporate

culture. It can be seen that corporate culture and business management concepts also has a strong correlation.



Figure 3.1 – Elements of organizational culture

Source: own research

The main purpose of managing the enterprise is to make the members of the enterprise form a unified value concept, and everyone will work together to create a harmonious enterprise production environment and create higher economic benefits for the enterprise. The formation of this common value is based on a good corporate culture innovation as an important premise. Enterprises need to use the power of culture to condense the spiritual power of employees, so as to improve the cohesion and competitiveness of the enterprise.

1. Differences in Chinese and Western corporate cultures under market economy conditions.

Western enterprises pay more attention to the integration of human resource management and enterprise development strategies than our country's state-owned enterprises. Western companies pay more attention to integrating the recruitment, training and use of employees with corporate development strategies. The existing personnel management of Chinese enterprises still largely follows the personnel management model under the planned economy system. This kind of management is out of touch with the development strategy of the enterprise.

Western companies pay more attention to the development of human resources and the cultivation of employee quality than Chinese companies. In our country, the training work of state-owned enterprises is usually separated from the personnel department, and each business department generally holds short-term training courses respectively. This kind of training is limited to on-the-job training and often focuses on the current situation.

The human resources departments of Western companies pay more attention to creating a good working environment for employees and building the corporate culture needed for corporate development than our Chinese human resources departments. The personnel management department of Western companies has the function of communicating between employees and the company. However, the personnel management departments of Chinese enterprises are not responsible for creating and promoting the formation and development of corporate culture, or rarely interfere. Western companies pay more attention than Chinese companies to constantly improving the incentive mechanism for motivating employees and retaining talents. Staff in the human resources department of Western companies have more comprehensive work capabilities than staff in the human resources department of Chinese companies.

2. The shaping of my country's corporate culture

On the basis of understanding the differences between Chinese and Western corporate cultures, we must rationally treat and absorb their excellent corporate cultures in the process of corporate development, and then integrate them with my country's existing corporate culture to form a corporate culture with Chinese

characteristics. In the process of development, enterprises must focus on innovation, adhere to the spirit of originality, form independent and original products, and create famous brand enterprise effects, so as to occupy the commanding heights of international market competition.

Comparing the differences between China and the West, we can see that Western companies focus on long-term benefits. They focus on the quality training of employees, connect with the human resources department, and formulate life and career plans for employees so that they can develop better in the company. However, Chinese companies focus on employee experience, skimp on long-term training for employees, and focus on short-term benefits. Employees cannot form an understanding of their own corporate culture.

To build a harmonious society in our country, we must pay more attention to corporate culture and serve the development of the economy. We must focus on cultivating middle and senior personnel engaged in research and development and corporate management in this industry, and provide them with competitive opportunities and good welfare benefits. Strengthen the plasticity development space of enterprise employees and create a relaxed and coordinated working environment for employees, so that enterprise employees can devote their deep technical reserves and rich business knowledge to the work of the enterprise, so that the development of the enterprise can be achieved Comprehensive improvement.

Whether enterprises compete in the international or domestic markets, they are all competitions for talents. Talents are the basis for the survival of enterprises, and talents are the most important strategic resources of enterprises. "Ask the canal to see if it is clear, and there will be a source of living water." If an enterprise wants to retain and attract talents, it must establish an effective incentive mechanism. Only in this way can an enterprise maintain its vitality and be full of youthful enthusiasm.

The development of an enterprise depends on its institutional culture. The institutional culture of an enterprise is mainly the management system, personnel and cadre system and distribution system. The healthy development of institutional culture can create the greatest economic benefits for an enterprise. Formulating a

harmonious system in the enterprise's production and management activities can protect the rights of employees and stimulate their enthusiasm. Institutional culture is the measure and means for enterprise development goals. It can become a model of employee behavior standards, enable employees to carry out their activities reasonably, and is also a coercive means to safeguard the common interests of employees. An excellent institutional culture must be the embodiment of humane, scientific and practical management methods.

As the division of labor in society becomes more and more detailed, the requirements for people's abilities are becoming higher and higher and more comprehensive. In the management of enterprises, the demand for comprehensive talents is getting higher and higher, so more and more employees are trained to cultivate more comprehensive talents for enterprises.

The competition among enterprises in the 21st century is fundamentally a cultural competition. Having an excellent and unique corporate culture is fertile ground for a company to grow and remain invincible. General Secretary Hu Jintao once pointed out in his speech: "Only by continuously developing and prospering socialist culture can we continue to meet the people's growing spiritual and cultural needs and provide strong spiritual motivation and intellectual support for the development of productive forces." Therefore, our country's enterprises To survive and develop in the international and domestic economic environment, we must get rid of the narrow sense of isolation and localism, actively participate in the diversification process of global corporate culture, and stand at the height of the times during development and give full play to corporate culture. charm and meet new economic challenges. I firmly believe that the business format and environment of an enterprise may change one day, but the corporate culture can always be brilliant and illuminate the future of the enterprise.

3.2 Ways to promote the development of corporate organizational culture

Strengthen learning and education. Through business skills training, worldview, methodology and other education, we can enhance employees' sense of cultural identity and scientific and cultural literacy, and enhance personal accomplishment, thereby improving work efficiency and quality. long-term plan. Combined with the actual situation and characteristics of the enterprise, formulate scientific, advanced and contemporary long-term plans and phased plans, and improve the software and hardware environment to meet the needs of cultural construction. Innovation carrier. By organizing cultural activities, outings for study tours, and establishing corporate newspapers and websites, we enrich the expressions of corporate culture and activity carriers, attract employees to actively participate, enhance mutual understanding, and enhance team cohesion. Establish a complete organizational structure for corporate culture construction. Establish a corporate culture construction leading group and working group to formulate plans and implementation plans for the promotion and implementation of corporate culture concepts to ensure the implementation of corporate culture concepts. Give full play to the role of enterprise leaders and the party and labor unions. Enterprise leaders take the lead in practicing corporate cultural concepts, giving full play to the respective advantages of the party, labor and leagues, and jointly promote the promotion and implementation of corporate cultural concepts. Transform corporate culture concepts into systems. By formulating corporate management systems, policies and procedures, corporate cultural concepts are transformed into employees' daily behavioral norms, forming a standardized and humanized restraint mechanism. Establish corporate image. Through product features, market management strategies or personnel styles, we can establish a good public image of the company, attract excellent human resources and capital investment, and enhance the company's market competitiveness. Through the above approaches, companies can effectively promote the development of organizational culture and enhance their core competitiveness and market influence.

1. The government attaches importance to and encourages enterprises to develop organizational culture

With the gradual improvement of my country's socialist market economic system and the gradual establishment of the modern enterprise system, the dominant position of enterprises in market competition has gradually become more prominent. Driven by this trend, enterprises that can best embody the essential characteristics of an enterprise's operation and management Cultural construction is becoming increasingly popular. If an enterprise wants to develop, it is particularly important to grasp corporate culture. To strengthen the construction of corporate culture, we must first have a deep understanding of the connotation of corporate culture. Corporate culture is a unique group consciousness and value concept and its external form that is cultivated, integrated and condensed in the long-term production and operation of the enterprise, and plays a role in promoting the sustainable and stable development of the enterprise. It includes corporate spirit, values, corporate image, business philosophy, corporate goals, ethics, rules and regulations, corporate style, etc. Corporate culture is the soul of an enterprise. It unites employees by promoting unified corporate values to them. These values influence employees' lifestyles, behaviors and value beliefs, prompting them to actively create value for the enterprise. In recent years, we have actively explored the construction of corporate culture around the development of enterprises and achieved certain results.

1. Create a corporate cultural atmosphere and enhance the cohesion of the company. Since our company is a newly established unit, employees come from all over the world, and their ideologies and personal qualities are not consistent. How to unify our thinking, create a united and harmonious family, and use everyone's intelligence? Talent, this is a new problem before us. In response to reality, we started by improving the political quality of the workforce. First, we carefully organized employees to study Deng Xiaoping Theory and the important thinking of the "Three Represents", improve their understanding of the party's line and principles and reform and opening up policies, and consciously maintain ideological alignment with the Party Central Committee. consistent. Secondly, strengthen employee training, conduct planned and targeted education on modern corporate concepts and corporate culture, and strive to adapt to the requirements of market economic development. At

the same time, we attach great importance to improving the ideological awareness of corporate managers. Since the establishment of the company, we have focused on strengthening the political and business quality of the company's leadership as the center of corporate culture construction. Leading cadres are required to emphasize unity, establish integrity, create a corporate cultural atmosphere, influence and drive employees through their words, deeds and actions, maximize employees' enthusiasm for the company and their jobs, and enhance cohesion.

2. Establish the concept of "people-oriented" and implement corporate culture. In the process of creating corporate culture, we always adhere to the concept of "people-oriented", respect the innovative spirit of employees, and care about the welfare of employees. Company leaders regularly communicate with employees to understand their lives, work, and studies. Employees must visit them when they are sick, and the company presents a situation of unity, harmony, hard work, and positivity. In addition, in order to meet the cultural needs of employees, we have established employee football, basketball, table tennis and other sports groups, and arranged morning exercise time from 8 am to 8:30 every day. Friendly matches are often organized in spare time, which not only allows everyone to exercise It also enhances team spirit and cohesion, stimulates and improves employees' professionalism and moral sentiments, creates a harmonious environment, and achieves a high degree of integration of the company's "people-oriented" and employees' "enterprise as home".

3. Focus on work tasks, cultivate the enterprise spirit, and promote the realization of goals. To mobilize the enthusiasm, initiative and creativity of employees, and to enhance the cohesion of the enterprise, it is necessary to cultivate an enterprise spirit that not only adapts to the requirements of the times but also suits the characteristics of the enterprise, so that It has become the group consciousness and group spirit of all employees of the enterprise and a powerful driving force for the development of the enterprise. Our company is mainly responsible for the preliminary approval of the sewage treatment project in the main urban area of Zhangjiakou City, project construction management and post-production operation

management. The construction of urban sewage treatment projects has been the wish of the Zhangjiakou Municipal Party Committee and Zhangjiakou Municipal Government for many years. Under the circumstances of short time and heavy tasks, no spirit can be used to complete this cause that benefits the country and the people. According to the characteristics of our company's new enterprise and new personnel, we pay attention to cultivating and forming our own corporate spirit of "unity, dedication, innovation, and enterprising" in all work within the company, and formulate a code of conduct for employees to create a relationship between employees and The atmosphere of good communication between the company and employees advocates the overall concept and safeguards the overall interests, gradually forming a common vision and correct outlook on life and values within the company, and the company is full of vitality and vitality. Practice has proved that corporate culture, as the latest management theory and management method today, is conducive to improving the quality of employees and enhancing cohesion; it is conducive to shaping a good corporate image and expanding the company's visibility; it is conducive to establishing the best operating mechanism and realizing the sustainability of the company. develop.

2. Enterprises promote the development of organizational culture in various ways

The cultural construction of the group has always adhered to some good business concepts and fine traditions before the restructuring. The general party branch of the group insists on participating but not interfering, leading politically but not dominating. It actively carries out activities to strive for excellence among party members and plays the core role of politics. Support the trade unions and the Communist Youth League to improve their institutions, actively propose rational suggestions in operations to the board of directors (chairman), and promote the healthy development of the enterprise. The group's trade union has always regarded caring about the lives of employees, safeguarding their legitimate rights and interests, and promoting the stable development of the enterprise as its main responsibilities, such as: establishing a network of employees in need, reporting recommendations to

higher-level labor unions, so that employees in need feel the care and love of the company; for many years, it has insisted on employees and their Whether there are weddings, funerals, illnesses or hospitalizations in the family, group leaders and labor unions are present in person. The condolence and visitation system enables employees to share and share with the company when they are difficult and happy; especially for many years, retired employees and in-service employees have been insisting on A system for employees to share benefits. Every Spring Festival and Mid-Autumn Festival, the company will provide certain benefits to employees, and always insist on paying the same benefits to retired employees as to current employees. In special circumstances, if there is difficulty in mobility, group leaders and labor unions will send benefits to their homes, so that those who have made great contributions to the company can The veteran employees who have contributed truly feel the warmth of "the tea never cools after leaving", which invisibly increases the centripetal force and cohesion of the company.

We always insist on carrying out distinctive activities on major national festivals. Practice has proved that through the development of these activities, our corporate culture construction is informal and always integrated into the management process, forming a visible and tangible effect. , corporate cultural characteristics that unite people's hearts.

When the company's funds are very tight, the group's labor union insists on frequent communication and frequent reporting, winning the support of the superior labor union and the group chairman. After the company is restructured, it is difficult to carry out corporate culture construction, especially capital investment. Our group's labor union actively communicates with the chairman. The stable development of the company cannot be achieved without the support of the majority of shareholders and employees. With the support of the group's board of directors and administration , provided a venue for the establishment of an employee home, but funds were still lacking. We actively reported the situation to the higher-level trade union, and won the support and funding of the higher-level trade union, which provided us with a certain amount of funds and books.

3. To develop corporate organizational culture, we need to pay attention to the power of innovation.

The Sixth Plenary Session of the Seventeenth Central Committee of the Communist Party of China reviewed and adopted the "Decision of the Central Committee of the Communist Party of China on Several Issues Concerning Deepening the Reform of the Cultural System and Promoting the Development and Prosperity of Socialist Culture", emphasizing the need to adhere to the development path of socialism with Chinese characteristics and strive to build a powerful socialist country, this is a major strategic decision.

Culture is the blood of a nation and the spiritual home of the people. In today's world, the status and role of culture in the competition of comprehensive national strength has become more prominent. Culture has increasingly become an important source of national cohesion and creativity, and an important support for economic and social development. Enriching spiritual and cultural life has become an increasingly important aspect of our country. the fervent wishes of the people. At such a moment, as a plan to move towards a socialist cultural power, it is completely in line with the needs of the development of the situation and the aspirations of the people. Chinese enterprises also need to pay more attention to the construction of corporate culture. This is also the need to strengthen the cohesion and creativity of enterprises, improve their labor productivity, and enhance their soft power in market competition. After a long period of rapid development, Chinese enterprises are now facing a critical moment of upgrading and transformation. Pure expansion and low labor costs are no longer sustainable. The international economic situation, exchange rate changes, rising wage costs, and resource and environmental constraints have also presented more and more challenges. If an enterprise wants to survive and develop, it must look inward and make great efforts to improve the scientific quality, cultural quality, and ideological quality of all employees. Only then can it overcome various difficulties, implement upgrading, change the development mode, and win new and sustained victories. After entering the moderately prosperous stage, employees' cultural needs not only rise simultaneously with their material needs, but also occupy

an increasingly important position. Simply raising wages and benefits has lost enough appeal and cohesion. In order to improve employee loyalty, enable employees to maintain a positive and innovative attitude, and have sufficient ability to adapt to the use of new technologies and new marketing methods, efforts must also be made to create a suitable cultural atmosphere for the enterprise.

The socialist core value system is the soul of rejuvenating the country and the essence of advanced socialist culture. The construction of corporate culture must also take the core values of the enterprise as the soul and form a common value pursuit, common standards of right and wrong, and standards of integration in the enterprise. The core values of an enterprise must be guided by the socialist core value system and refined based on the actual situation of the enterprise. Generally speaking, the content that may be involved includes the spirit of innovation, the spirit of diligence and enterprising, the spirit of frugality, the spirit of unity and cooperation, the spirit of learning, the spirit of integrity, and the spirit of responsibility. The spirit of responsibility includes responsibility for the national team and the nation, responsibility for society, responsibility for the environment, responsibility for investors, responsibility for customers, responsibility for collaborators, responsibility for up and down processes, and responsibility for employees. When different companies refine their own core values, they must focus on their own situations, highlight key points, and make choices, and may need to undergo continuous adjustments before they can become stable. In the new historical period, the cultural requirements of employees are becoming increasingly diverse. The construction of corporate culture must also broaden its horizons and strive to be vivid and colorful. Only in an active cultural environment can it be conducive to the growth of the workforce.

The main body of corporate culture construction is all employees of the enterprise. Employees themselves are the creators of culture, not just the ones who support it. The corporate cultural function relies on the employees themselves to build it. It is necessary to pay attention to employee club activities, various cooperation and exchanges, and cultural interactions with the society. Enterprises are

places where the working class gathers, and the construction of corporate culture will definitely have a huge impact on the culture of the entire society. The ranks of the working class have now expanded dramatically and are continuing to expand. Tens of millions of new people enter the company every year. Hundreds of millions of migrant workers are transforming from farmers to citizens to workers in enterprises. This growth process will determine China's destiny. Doing a good job in building corporate culture and helping the new generation of employees grow up healthily, even if the company itself needs it, is also the company's contribution to society and the country. In the new historical period, I believe that more companies will reach a new level in their cultural construction based on the past.

In modern enterprise management, corporate culture is also one of the important contents. As the common belief of corporate employees, corporate culture plays an immeasurable role in cultivating corporate cohesion and centripetal force. Therefore, in the process of corporate management, cultural innovation can fully integrate The enthusiasm and work enthusiasm of the company's employees are mobilized to make their own contributions to the development and progress of the company. Corporate culture innovation can promote innovation in corporate management. First of all, corporate culture contains moral guidance for employees. Corporate culture guides and restricts employee behavior in a humane and flexible way, thereby promoting the formation of corporate ethos. Traditional enterprise management uses rigid indicators and system regulations to regulate the behavior of employees, while the innovation of corporate culture uses flexible guidance and norms to coordinate the management of the enterprise, and can achieve better results; secondly, the innovation of corporate culture, Ultimately, it is the need for internal development of the enterprise, which is required by the ever-increasing demands of consumers and the market. Therefore, the innovation of corporate culture plays an important role in promoting the innovation of an enterprise's internal management model.

In modern society, the business scope and scale of many enterprises in our country are rapidly expanding. Cooperation between enterprises has become an

important part of enterprise management. The cooperation model of enterprises has also changed with the needs of enterprises, the development process of enterprises and the characteristics of the times. is changing, so corporate culture innovation can promote the emergence of new situations in corporate cooperation. First of all, the innovation of corporate culture can make corporate managers understand the importance of win-win cooperation. In today's information age, it has become very difficult or even impossible for enterprises to develop independently without relying on any other force. Win-win cooperation has become an inevitable choice for development between people, employees and employees, teams and teams, enterprises and enterprises, and even countries. In the cooperation between enterprises and other enterprises and the innovation of cooperation models, the innovation of corporate culture plays an important role in promoting the innovation of corporate culture. Secondly, the innovation of corporate culture can also shorten the distance between enterprises, reduce the obstacles to communication and cooperation between enterprises, and then become a solid foundation for the consolidation of cooperation. It is an important link for cooperation between enterprises and plays a very important role in creating cooperation between enterprises.

In the era of economic integration, whether an enterprise is competitive is the most concerned issue for enterprise managers. Therefore, how to improve the competitiveness of enterprises is one of the core goals of many enterprise management. Improving the innovativeness of corporate culture will help improve the competitiveness of corporate management. First of all, the people-oriented concept is an important principle that must be adhered to in corporate cultural innovation, and the "people-oriented" principle has important implications for corporate management concepts. Paying attention to people-oriented and applying it in actual enterprise management can improve the sense of belonging and loyalty of enterprise employees, and ultimately form a strong core cohesion, thus improving the management competitiveness of the enterprise; secondly, one of the important contents in enterprise management is corporate culture , so the innovation of

corporate culture is in a certain sense the innovation of corporate management. The improvement of corporate culture innovation is, to a certain extent, the improvement of corporate management innovation capabilities.

3.3 Ways to improve organizational culture at the enterprise

With the continuous upgrading of China's market economy, enterprises not only face greater challenges in terms of opportunities, but also should pay attention to breakthroughs in internal management models for their own business development needs. For state-owned enterprises, in order to achieve good development in a fierce market environment, the construction of corporate culture is one of its most fundamental core. The ability and role of corporate culture construction can not only enhance the core cohesion of the enterprise, but also create a good working environment for employees. Only by continuously in-depth research on corporate culture construction can state-owned enterprises better improve their management capabilities and new directions for future development.

Whether you're a start-up building a brand new company—or your current company just hasn't invested in its culture yet—sometimes you need to start from scratch. Here are 10 steps you can take to establish a positive work environment from the ground up.

1. Establish a strong code of ethics

The comfort and safety of your employees should be a top priority—and your employees will feel better about working for your company if you have an ethical workplace culture.

Establish a zero-tolerance policy regarding all unethical, illegal, or discriminatory behavior experienced in the workplace. And then promote that policy through training and consistent internal communications.

2. Institute inclusive hiring processes

When you hire employees with diverse backgrounds, your decision-making is only improved by the range of ideologies, experiences, and points of view in the room.

A recent study found diverse teams make better decisions than non-diverse teams 87 percent of the time. So, your hiring pool should consist of candidates from a diverse range of backgrounds and experiences.

3. Optimize onboarding strategies

Start investing in your employees the second they are hired on. This ultimately reduces employee turnover. One study from Glassdoor found that a quality onboarding program can improve employee retention by 82 percent.

Fill your new hire's schedule for their first two weeks with applicable meetings, on-the-job training, and relevant paperwork. Have your HR department check-in with new hires regularly to ensure they are content in their roles and their needs are met.

And don't underestimate the impact of workplace relationships. Assign someone to act as your new hire's "onboarding buddy"—someone who can show them around the building, answer questions, and be a friend.

Check out our tips for how you can create an elevated onboarding experience.

4. Establish clear lines of communication

Every employee needs to understand the structure of their team and the larger organization. This creates a clear line of communication your team can follow when they have questions.

Employees should also know the appropriate way to communicate with their managers and peers. For example, if they need a deliverable from a coworker, should they send an email or an instant message?

5. Check in with your staff

Managers should hold regular one-to-one meetings with their teammates. This is a time for leaders and employees to connect, discuss opportunities and struggles, and address current and upcoming work. Employees should be encouraged to voice their candid opinions and concerns so their managers can address them.

“We have one-to-ones monthly because the work we do is quite stressful. I find that if we don’t have them regularly, we have more problems. Sometimes, when it has been three months, morale in the team goes down. One-to-ones help address issues as we go along, not wait 12 months to fix.

6. Create comfortable working situations

Make sure employees have everything they need to complete their tasks in a timely and comfortable fashion. This may include:

- Approved safety gear
- Break areas and water
- Communication devices
- Computer monitors & a mouse and keyboard (Bonus: Keyboard wrist rests)
- Comfortable desk chairs
- Access to offices and buildings

You don’t have to do a lot to give employees a comfortable working experience. A recent study found the majority of workers see environmental factors, like air quality and comfortable lighting, to be more important than fitness facilities or healthy food options.

7. Promote workshops and continuing education opportunities

Employees want to keep learning and developing. Giving them access to the funds and time to attend workshops and continuing education programs is one way to support their goals.

Skill building helps employees feel less stagnant in their careers while also improving their marketability if they choose to apply for another job. Meanwhile, employers benefit from these courses as they can develop a highly-skilled workforce.

8. Compensate your employees fairly

Pay your employees what they deserve. Offering fair wages can incentivize them to work harder because they feel valued at your company.

Also, consider offering bonuses and prizes when employees do a job well—this shows your appreciation for their commitment and that you value their contributions.

9. Encourage time-off

Even if you offer competitive time-off benefits, your employees might be afraid to use them. Make it clear that time-off is meant to be used and that they should try and use as much as they can in a given time period.

10. Appreciate and recognize employees regularly

Research shows that when employees are recognized and appreciated for their great work and efforts, it builds corporate culture in many key areas:

- Employee engagement – Simply recognizing great work elevates engagement by as much as 50%. Recognition is an easy, low-cost, proven way to build employee engagement.
- Employee retention – The mark of a great corporate culture is the ability to keep top talent. 53% of employees said they would stay at their jobs longer if their employers showed them more appreciation.
- Attract talent – Another sign of a great organizational culture is attracting top talent. “Appreciation for my work” was the number one attribute that job seekers across the globe said was most important in their new job.
- Motivating employees – When asked “what is the most important thing your manager or company does (or could do) to cause you to produce great work”, the number one response (37%) was “recognize me.” And when you recognize employees, they are 33% more likely to be proactively innovating and generate 2x as many ideas per month.

1. Cultivate employee behavioral qualities and strengthen the transmission of state-owned enterprise spirit.

For state-owned enterprises, their own operations, construction, and development should not only meet practical needs, but also actively face the challenges and difficulties they face. To enhance the core competitiveness of state-owned enterprises, on the one hand, it is necessary to strengthen their own response capabilities, and on the other hand, it is necessary to start from the internal management level of state-owned enterprises, build and establish a positive spirit of state-owned enterprises, in order to motivate employees to strengthen their

comprehensive ability learning, and improve the efficiency of internal management through the influence of cultural environment.

In order for state-owned enterprises to survive in a fiercely competitive environment, they not only need to comply with their own needs and establish corresponding corporate culture for their own development, but also should expand cultural construction from multiple perspectives, dimensions, and perspectives, such as material culture, institutional culture, and traditional culture. Through cultural integration from multiple perspectives, they can enhance the spiritual expansion of corporate culture and continuously meet the varying degrees of practical needs of corporate spirit, employee literacy, and future development.

2. Strengthen the cohesion of state-owned enterprises and improve employee bad behavior habits.

Firstly, corporate culture is not only a compass for promoting the spirit of state-owned enterprises, but also a "tight curse" that constrains their own behavior. For employees of state-owned enterprises, corporate culture itself has established normative standards for enhancing self-management ability and autonomy. In terms of values and ideological concepts, corporate culture can correct and improve various negative behaviors of employees in their work through guidance.

Secondly, corporate cohesion is one of the main manifestations of corporate culture. Continuously strengthening and improving the construction of corporate culture can not only cultivate employees with higher core values of patriotism, love for the party, and love for the enterprise, but also implant the most basic moral standards and ideological qualities from the depths of their hearts, in order to strengthen the popularization and application of corporate values, and help employees better resonate with state-owned enterprises in their actual work, Strengthen the cohesion and competitiveness of state-owned enterprises.

3. Build a common growth environment and enhance the core competitiveness of state-owned enterprises.

Core competitiveness has always been the foundation for the survival of enterprises and the main prerequisite for their future development. In the process of

state-owned enterprise management, corporate culture construction is a necessary "soft system" to strengthen core competitiveness. It not only enhances the cultural and ideological atmosphere of the enterprise, but also plays a helpful role in continuously improving internal management systems. Corporate culture is not only a company's ideology, but also a growth environment formed together with employees. Only through joint efforts and growth can we truly achieve effective enhancement of the core of the company

Heart competitiveness and cohesion. It is worth noting that in the process of cultural construction in state-owned enterprises, it is not only necessary to actively shape internal core cohesion, but also to cultivate employees' scientific concepts and continuous learning thinking methods, in order to strengthen the subjective consciousness of mutual growth between enterprises and employees, and form the necessary conditions for truly creating core competitiveness.

4. Actively encourage the personalized development of corporate culture and enhance grassroots participation.

Firstly, state-owned enterprises should enhance their innovation awareness in the process of integrating cultural construction with internal management, and actively and effectively expand according to their own positioning, in order to stimulate the personalized development of culture and make flexible changes between the current situation and development.

Secondly, the construction of corporate culture should not only meet practical needs, but also boldly innovate and actively listen to the opinions and suggestions of grassroots employees during the reform process, in order to form a cultural construction direction that is in line with the characteristics of the enterprise. Enterprise management should not be limited to the internal cycle, but should actively collect the opinions of grassroots employees on corporate culture, combine specific opinions with actual needs, and provide relevant training in the process of promoting corporate culture to enhance employee resonance.

Finally, the construction of corporate culture should form a cultural cycle between departments, ensuring that each department can find its own suitable cultural

connotations and thinking consciousness within the overall corporate culture. Through joint efforts, we can establish goals and combine the healthy culture and personalized development of the enterprise to enhance employees' sense of identification with the enterprise and fundamentally increase the participation of grassroots employees.

5. Optimize management systems and strengthen the transformation of the material environment.

On the one hand, state-owned enterprise management should not only be superficial, but also combine its own development goals and market actual needs, and enhance the cultural connotation of the enterprise by formulating corresponding construction, training, and shaping plans. On the other hand, state-owned enterprises should pay attention to the characteristics of brand effect, service awareness, moral standards, and institutional reform in the process of in-depth exploration of corporate culture. Through specific measures, they should actively reform the democratization and rationalization of corporate culture and regulations.

To constrain employee thinking, it is necessary to first strengthen their sense of identification with corporate culture and effectively regulate employee behavior in conjunction with management systems. By taking a series of positive measures to improve material conditions and material returns in response to the current problems faced by the enterprise, employees can understand the importance that the enterprise places on employees, and thus better promote and implement corporate culture.

6. Actively improve the assessment system of the enterprise and strengthen the promotion of cultural activities.

In terms of cultural construction in state-owned enterprises, we should actively learn from the advanced experiences of other large state-owned enterprises and effectively integrate them based on our own enterprise characteristics. Optimize the assessment system from the perspective of the enterprise, further enhance the promotion of corporate culture, and accelerate the implementation progress. It is worth noting that the optimization of the assessment system should follow the actual situation of the enterprise and gradually upgrade according to the execution rate of

cultural training. Specific assessment items should listen to the opinions of grassroots employees, and extract essence from the actual work, so as to strengthen the linkage and integration between employees and the culture itself.

Due to the different service collaboration modes of each position, targeted cultural activity construction is needed. By conducting inspections and reflections among various departments of the enterprise, a detailed plan is established, and regular research and evaluation are conducted on grassroots positions to improve the progress of cultural construction. After the improvement of the assessment system, it is graded according to the weight of departments and rotated periodically to comprehensively evaluate the overall and fair evaluation of scores. Based on this, the core elements of corporate culture are implemented, and scientific and reasonable methods and methods are applied to promote and expand cultural construction, strengthening the popularization and application of corporate culture.

7. Establish reasonable communication channels and break down the consciousness barriers between managers and employees.

In the actual management work of state-owned enterprises, it is necessary to establish reasonable and effective communication channels between managers and grassroots employees, timely collect and listen to the needs of grassroots employees, and strengthen the effective integration of grassroots employee needs and corporate culture. In the process of transforming the cultural construction of enterprise units, we should permeate the core values of the enterprise, guide managers and employees to break through rigid ideologies, and truly achieve unrestricted communication and mutual awareness.

In terms of communication mode selection, managers should have face-to-face communication with employees, grasp their inner thoughts and thinking dynamics in real time, and listen to the opinions and suggestions of grassroots employees with a positive attitude. For reasonable requirements that can be met, managers should actively respond and make rational allocations to enhance mutual trust between managers and employees. After communicating with grassroots employees, managers should archive and categorize communication issues, engage in centralized

discussions, promptly resolve similar issues, and communicate with employees at any time to understand the root causes of changes in their work status, providing effective suggestions for improving the company's management system. Corporate culture is the proof of the relationship between managers and grassroots employees, and it is also the most favorable evidence to demonstrate the level of enterprise management and cultural construction. Therefore, for corporate culture, it is not only necessary to innovate and diversify communication channels, but also to focus on cultivating good relationships between managers and employees, so as to better create core competitiveness for the development of the enterprise.

8. Establish a "people-oriented" management philosophy.

"Putting people first" is not only the core consciousness of corporate culture, but also the management philosophy of a company. The effective integration of corporate culture and internal management requires strengthening the affinity and cohesion of management, and promoting corporate culture through healthy interaction between employees and enterprises. This is also one of the main management methods currently used by state-owned enterprises.

With the continuous promotion of the deepening reform of state-owned enterprises, the "people-oriented" management concept should pay more attention to the cohesion performance of enterprise culture on employees, and reflect on culture from the perspective of employees, in order to strengthen the connection between actual needs and spiritual needs. Through effective resource integration, enterprise culture can be improved. This can not only solve the urgent needs of current management, but also strengthen employees' trust, belonging, and dependence on state-owned enterprises. The management philosophy of "people-oriented" should cultivate advanced talent models with the support of corporate culture, shape positive energy culture through the power of models, and guide grassroots employees to better understand corporate culture. In the process of deepening corporate culture, the ideological and political departments of enterprises should actively cooperate and carry out in-depth construction based on the theme of cultural construction,

strengthening the organic combination of ideological and political education in state-owned enterprises and corporate culture.

9. Actively utilize new media platforms to create online corporate culture promotion media.

Compared to traditional corporate culture promotion, new media platforms are more real-time and interesting, which can better enhance the expansion of corporate culture. Through the integration of new media and cultural construction, further enhance employees' understanding of corporate culture and management systems. The promotion of state-owned enterprise culture construction should focus on efficiency and fun, and try to abandon traditional and stereotyped propaganda methods. Choosing to spread content in the form of stories can improve the dissemination and conversion rate of content, and help employees better absorb corporate cultural literacy.

In addition to traditional forms of text dissemination, corporate culture can also be promoted through short videos. For example, shooting interesting situational dramas and promotional videos can enhance the richness of corporate culture content, enhance the freshness of content through diverse forms, meet the common growth needs of corporate culture and employees, truly achieve the drive of corporate culture and the guidance of political ideology, and enhance the unified ideological process of grassroots employees.

10. Flexibly adjust corporate culture and let socialist core values lead corporate values.

For enterprises, in the process of cultural construction, they should observe the current stage in real time and adjust the direction of corporate culture based on industry status and the latest market feedback, in order to create the driving force of corporate culture for enterprise development.

The core goal of an enterprise is to seize the economic center and achieve its value, while the enterprise pays more attention to the infiltration of consciousness. Therefore, it needs to be flexibly applied, guided by the current socialist core values, to lead the enterprise's values, ensure that the development plan of the enterprise

meets the requirements of sustainable development of the times, and also pay attention to the effective integration of ideology and market economy, and to improve the work path The organic combination of work methods promotes the healthy development of corporate culture, truly achieving mutual promotion and common growth between corporate culture and corporate development.

CONCLUSIONS

The culture of a company is gradually and consciously formed by the company in the long-term operation and production process. It is also the purpose, concept and moral code that the company's employees need to abide by. The culture of an enterprise can promote the progress and development of the enterprise in the development process of the enterprise. The corporate culture of advanced enterprises has now become an important source in the production and operation process of the enterprise, and can play a key role in the formation of a strong combat effectiveness of the enterprise. Therefore, corporate culture can be said to be one of the most valuable assets owned by a company. In addition, during the operation of the enterprise, advanced corporate culture can play a better coordination role between employees and the enterprise, society and the enterprise, and promote the unity of employees' thinking, the enhancement of corporate cohesion, and the development of the enterprise. Looking at the relatively successful large-scale enterprises in China, they all have their own unique corporate culture innovations. For example, Haier Group has very smooth and friendly communication between employees and between employees and leadership. This can also enable employees to regard the development direction of the company as their work goal, and then contribute to the development of the company. Contributing to the development of the enterprise the greatest help it can provide will undoubtedly greatly enhance the centripetal force and cohesion of the enterprise.

Corporate culture has powerful power. It is an intangible and potential productivity, an intangible asset and wealth of the enterprise; excellent corporate culture can greatly promote the long-term development of the enterprise. An enterprise without culture is an organism without a soul, and it will be difficult to survive in the fierce market competition for a long time. Therefore, we must attach great importance to the construction of our own corporate culture, strive to create an excellent corporate culture that suits us and give full play to its role, in order to develop steadily and continuously, and remain invincible forever.

Excellent corporate culture is the inexhaustible life energy of the enterprise. It can put all employees in a good psychological atmosphere and pleasant interpersonal environment, thereby gaining recognition of self-worth, satisfying the needs of socialization and respect, and stimulating themselves. desire to be fulfilled. Excellent corporate culture can also greatly enhance the cohesion of corporate employees, provide a solid spiritual foundation for the company, give people common goals, ideals and ambitions, enable all employees to think in one place, work hard in one place, and become a company with great characteristics. A management team with consensus and empathy. This allows employees to give full play to their talents and innovate continuously, thereby promoting the company's continuous progress.

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глобалізації : матеріали II Міжнародної науковопрактичної конференції (м. Суми, 16 листопада 2023 р.) / за ред. проф. Назаренка О.В. Суми: СНАУ, 2023.

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