

# Research on Innovation Path of Enterprise Management Mode based on Enterprise Culture

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**Abstract:** With the rapid development of social economy, enterprises are facing increasing challenges and pressures, and competition among enterprises is becoming increasingly fierce. At this time, the company needs to do a good job in management innovation, make appropriate innovations in its own development methods and internal management systems, so as to strengthen its own competitive strength. However, in the actual innovation process, there are still some problems and improvements in the management innovation of enterprises. Among them, the influence of corporate culture in daily management activities and management model innovation cannot be ignored, and it has gradually become the key point of the innovation transformation and development of the corporate management system. Based on this, the article analyzes the relationship between corporate culture innovation and corporate management innovation from the perspective of corporate culture innovation, and finds out what can be improved to promote the modern development of Chinese enterprises.

## 1. Introduction

Under the current background, the competition among enterprises is not only reflected in the production level, but also more obvious in the cultural level, and the cultural advantage of enterprises has gradually become an important source of competitive advantage of enterprises. This characteristic provides sufficient enterprise competitiveness and market adaptability for enterprises in the current market environment and the tide of enterprise reform, which is the basic condition for enterprise leaders to formulate sustainable development strategies for enterprises, and it is also the spiritual food to ensure that employees charge for the enterprise. For this reason, the construction of enterprise culture has been paid more and more attention by enterprises, and it is regarded as an important content of enterprise development. Under the background of increasingly fierce market competition, if enterprises can integrate the construction of Enterprise culture into management innovation, they can take the leading advantage in the competition and promote the all-round development of enterprises. Therefore, enterprises must build an Enterprise culture conducive to their own development, and constantly improve their competitiveness and popularity in the industry, so as to adapt to the requirements of market competition in the new era and effectively promote the development of enterprises.

At present, China attaches great importance to the related issues of enterprise culture and enterprise management, so it has also conducted in-depth research. Scholars in China have used a series of research methods to study the relationship between enterprise culture and enterprise management, existing problems and corresponding countermeasures from different angles.

From the perspective of the role of enterprise culture in enterprise management, enterprise culture plays an important role in enhancing work efficiency, improving work quality and promoting enterprise management development [1]; In addition, enterprise culture can help establish a good enterprise image, enhance enterprise cohesion, guide enterprise development, and optimize human resources [2].

From the perspective of enterprise culture innovation to enterprise management innovation, Jiang Hui (2018) pointed out that enterprise culture innovation can improve enterprise innovation ability, promote concept innovation and human resource management innovation [3]; Song Liping (2019) believes that cultural innovation can optimize the enterprise management mode, enhance the core competitiveness of enterprises, and improve the innovation ability of enterprises [4].

Sun Jianing (2019), starting from the necessary conditions of enterprise management innovation, pointed out that there are some problems in enterprise management innovation, such as backward management concept, employee conflict and lagging enterprise culture [5]. In response to such problems, Chen Jiao (2019) believes that enterprise strategy should be integrated with enterprise culture, not only following the "people-oriented" management concept, but also fully promoting the spirit of enterprise culture and making full use of policy dividends [6]; Xu Jiabin (2015) believes that enterprises should strengthen the shaping of enterprise culture of learning and innovation, establish the core concept of people-oriented, improve the management level of enterprise culture, and strengthen the construction of enterprise thinking innovation [7].

From the perspective of enterprise culture, this paper analyzes the problems existing in the innovation of enterprise management mode in China at present, explores the many causes of the problems, and gives relevant countermeasures combined with specific cases, thus providing more possible paths for the innovation of enterprise management mode at present.

## **2. The Theoretical Basis of Enterprise Culture Management**

### **2.1 The Concept of Enterprise Culture**

Corporate culture is a code of conduct formed independently in the long-term survival and development of enterprises, which summarizes the tendency, morality, values and so on of enterprises. Enterprise culture can be recognized by enterprise personnel, become the value idea or thought that enterprise personnel follow together, and then restrain the behavior of enterprise personnel. Generally speaking, corporate culture can reflect the main characteristics of an enterprise's operation and management, and affect how an enterprise conducts management activity.

### **2.2 The Concept of Enterprise Management**

Starting from its own mission, in order to achieve its own goals, an enterprise integrates all kinds of resources that it can have in its daily operations and makes use of them, thus bringing economic and non-economic benefits to the enterprise, which is called enterprise management. Starting from the concept of management, enterprise management is the functional activities such as planning, organizing, leading, supervising and controlling for its own production and operation. Its long-term task is to formulate correct and achievable strategic objectives, while its short-term task is to formulate short-term plans of all levels and departments according to the strategy, so as to create favorable conditions for realizing long-term strategic objectives. Enterprise management runs through every link of enterprise production and operation, affecting employees' working attitude and quality, and determining the survival and development of enterprises.

### **2.3 The Concept of Enterprise Culture Management**

Enterprise culture management is to create a culture atmosphere suitable for the survival and development of enterprises by cultivating common values, so that the goals and concepts of all members can be consistent with those of enterprises, and self-restraint can be carried out according to the cultivated enterprise culture standards, so as to finally achieve the enterprise goals.

### **2.4 Organizational Culture Theory**

Edgar H. Schein is known as the father of corporate culture theory. He thinks that corporate culture includes system culture, values culture and action culture. Institutional culture means all kinds of social relations formed by enterprises in the process of material production, including the rules and regulations, salary system, economic system and management system of enterprises, which are the

reflection of institutional culture; The value culture is the subconscious and silent values, moral principles, beliefs, thoughts, etc. that exist together among all employees in the organization; Behavioral culture is the result of various behaviors within an enterprise and the corresponding cultural phenomenon. It is the dynamic expression of enterprise management style and the reflection of enterprise spirit and enterprise values. It mainly includes the collective behavior of enterprises, the behavior of leaders and the behavior of employees. Schein believes that the internal culture of an organization can determine what values the organization establishes and the organizational behaviors that are affected by such values, and leaders can predict the operation of enterprises and find important problems through corporate culture. Before the establishment of corporate culture, leaders must consider whether the actual situation of the enterprise can be applied to this corporate culture.

### **3. The Role of Enterprise Culture Innovation in Management Innovation**

#### **3.1 Optimize the Enterprise Management Mode**

The innovation of enterprise culture can obviously optimize the management mode of enterprises and accelerate the development of enterprises. From the concept of management, management behavior runs through all enterprise activities, and the way and effect of daily business activities reflect the management style and management level of enterprises. In essence, the innovation of enterprise culture means that an enterprise absorbs and accepts external excellent and advanced cultures, and converts these cultures into a part of its own culture through its own management activities. The innovation of enterprise culture can influence the employees and the operation of enterprise system through the management of enterprises, thus effectively improving the scientific level of enterprise activities. In the process of enterprise development, through continuous innovation of enterprise culture, enterprises can recognize the changes of market environment more clearly, and can face the challenges of external environment smoothly and make appropriate and correct responses. Whether it is an external risk or an internal problem, enterprises can solve the problems existing in their own development by innovating the internal culture of the company, optimize and change the enterprise management mode, set relevant rules and regulations from the actual situation, and upgrade the management mode. For example, if an enterprise is aware of the problem of insufficient informatization, it can optimize its informatization management level by introducing excellent informatization management systems of other enterprises, and learn from the experience and unique insights of informatization management of other enterprises, so as to promote the enterprise management mode to better adapt to its own development, which can not only save costs, but also improve profits.

#### **3.2 Enhance Core Competitiveness**

For enterprises themselves, enterprise culture is a part of comprehensive strength, which affects the competitiveness of enterprises in the market. By optimizing the management mode of enterprises, the innovation of enterprise culture enables enterprises to expand and develop continuously through better management, thus enhancing their core competitiveness. Externally, enterprise culture represents an enterprise's own image. Through cultural innovation, enterprises absorb new content, optimize management mode and update system content. Enterprises will be accepted and recognized by more external market players, and their external image will be improved, thus enhancing their core competitiveness. In addition, when the external image of the enterprise is improved, it will attract more innovative talents to join. Any organization is made up of people, and talents are an important part of an enterprise's competitiveness. Through the innovation of enterprise culture, the level of enterprise's human resources will be continuously improved. If enterprises can continuously absorb and accept energetic talents, then this can become the most obvious advantage for enterprises to compete with external companies, thus enhancing the competitiveness of enterprises. Therefore, Enterprise culture innovation can enhance core competitiveness.

### **3.3 Promote the Innovation of Enterprise Management Concept**

Enterprise culture is one of the many factors that determine the concept of enterprise management. The innovation of enterprise culture is a continuous process, which will promote the concept of enterprise management to update and keep pace with the times. If the management concept stops and the next generation is managed by the way of managing the previous generation, it will lead to the backward management of the enterprise itself, resulting in poor management, chaotic management, reduced business performance and even threatening the survival and development of the enterprise. Therefore, managers must pay enough attention to cultural innovation and have a correct understanding and grasp of the content of cultural innovation, so as to find a new management concept suitable for the current development situation through cultural innovation.

Enterprise culture, as a concentration of enterprise values, can bring about the change of employees' and leaders' ideas, improve their own cognitive level and promote the development of enterprises if it can be continuously innovated in the process of enterprise development.

### **3.4 Improve the Innovation Ability of Enterprises**

Under the background of the rapid development of economy and culture, it is possible for enterprises to win a place in the fierce market competition, enhance the overall strength of enterprises and obtain long-term stable economic benefits. Through the innovation of enterprise culture, cultivating employees' innovative consciousness and exerting their innovative ability can improve the overall innovative ability of enterprises and promote the healthy and stable development of enterprises. Moreover, it can bring new ideas and new ideas, and gain more knowledge. Enterprises will have a deeper understanding of themselves, industries and markets, thus contributing to the promotion of innovation ability of enterprises.

Enterprise culture is an abstract concept. Although it is a part of an enterprise, there is no entity that can be directly observed and felt, which determines that enterprise culture must be perceived by means of a specific form, which is various rules and regulations of the enterprise. After cultural innovation, the internal system of an enterprise may change, which in turn stimulates the innovative consciousness of employees and urges them to join in the innovation of the enterprise urgently and exert their innovative ability. Enterprise innovation can't be completed by one person, and the innovation of employees may bring faster and better processes and technologies to the enterprise, and provide a more effective way to complete the daily work of the enterprise, thus improving the management level of the enterprise. That is to say, through the continuous innovation of enterprise culture, enterprises can truly keep pace with the times and ultimately improve the innovation level of the whole enterprise.

## **4. Analysis on the Problems and Causes of the Innovation of Chinese Enterprise Management Mode at the Present Stage**

### **4.1 Existing Problems**

(1) The management concept is backward. Management idea is the management theory and thought that managers rely on when conducting management activities and commanding subordinates, and it is the basis of carrying out management work. When people are thinking about doing something and how to do it, they will be influenced by their inherent ideas, thus affecting their possible behaviors. At present, there are many factors that hinder enterprise management innovation, such as not paying enough attention to innovation and backward management concepts. If these problems are not effectively solved, enterprise management innovation cannot be carried out, let alone carried out smoothly. If entrepreneurs don't pay enough attention to management innovation, and don't think about making management keep pace with the times, enterprise management innovation can only take a form and can't play its due role in the survival and development of enterprises.

(2) Employees are in conflict with management innovation. There are two main types of employees' resistance to management innovation. First, they are self-inertia. Employees have adapted to the previous work system because of their long-term work. Management innovation means that change means that the work system may change. Employees are unwilling to spend time and energy to adapt to the new system, so there will be some resistance to innovation when enterprises carry out management innovation. Second, self-interest, which is most common. Change and innovation mean the change of the original organizational structure, and the workflow of the post may be redesigned. Therefore, the interests of employees may be affected, for example, the same work intensity reduces the salary, or the number of jobs in which they work increases and the gold content of work decreases, or the importance of work decreases and their status decreases, or the work content of employee's changes, etc., so employees are in conflict with management innovation. Third, employees don't understand the specific situation. For example, in Dalian Huahan Rubber & Plastic Machinery Co., Ltd., the enterprise-related decision-making is often limited to the top managers, and the enterprise innovation to the employee level is simply to perform a certain task. The employees can't understand the intention and significance of innovation, and even feel that they are not respected, resulting in rebellious emotions, thus contradicting management innovation.

(3) Blindly carry out enterprise management innovation. Pursue interests blindly. After observing the management methods and development process of many small and medium-sized enterprises in recent years, it is found that many enterprises do not have a correct understanding of cultural innovation, and think that enterprise cultural innovation is a change of management culture, so long as others' successful cultural innovation can be copied, and blindly changed without considering whether the enterprise's own situation is suitable or not. This phenomenon leads to many problems in enterprise management. For example, enterprise managers only pay attention to short-term interests and self-interests, are eager for success, and imitate other enterprises to implement "wolf culture" to let employees work overtime to complete extra tasks. However, requiring employees to work hard but not giving them due rewards has created the phenomenon of "wanting horses to run and not eating grass", and finally losing employees' trust and loyalty to the enterprise.

## 4.2 Cause Analysis

(1) The institutional culture of enterprises is not perfect enough. The institutional culture of an enterprise includes rules and regulations, salary system, etc. When there are problems and loopholes in the rules and regulations of an enterprise, employees will feel confused about what they should and cannot do, thus affecting the normal operation of the enterprise. However, employees' resistance to management innovation for fear of damage to their own interests is a manifestation of insufficient construction of enterprise salary system. It is precisely because there is no system that can guarantee employees' interests that they resist and make management innovation work stop.

(2) There is no value culture suitable for oneself. The enterprise's values determine the enterprise's goals and efforts. If an enterprise wants to succeed in the field, it must have its own unique values culture to support it. If the values established by an enterprise are separated from its own situation and do not build values suitable for itself, it will also be fatal to the survival and development of the enterprise. As mentioned above, many companies blindly admire the "wolf culture" and eventually fail. In the process of management innovation, if there is no enterprise value that dares to challenge and accept, management innovation cannot be carried out smoothly.

(3) Enterprises ignore the role of behavioral culture. Behavioral culture mainly includes the behavior of enterprise leaders and collective behavior. Leaders' behavior is one of the important factors that affect employees' behavior, but many enterprise leaders do not pay attention to the influence of their own behavior on employees. "In Chinese enterprises in reality, the entrepreneurs themselves are the ones who don't follow the rules [8]." Imagine, if the rules formulated by business leaders don't follow themselves, how can employees agree.

Positive enterprise behavior culture can create a harmonious working atmosphere, enhance team cohesion and team members' spirit of cooperation, bring economic benefits to enterprises, and promote the development and innovation of enterprises. On the contrary, if an enterprise is full of

lazy and bad behavior culture, it will lead to unpleasant working atmosphere, uncoordinated team, decreased happiness and identity of employees, and accelerate the brain drain of enterprises, thus restricting the better and faster development of enterprises.

(4) Lack of good communication. Barnard, a management scientist, believes that a successful organization must have three elements: clear goals, willingness to cooperate and good communication. Managers and employees have different identities, different education and different knowledge levels, which makes employees unable to think like managers. Therefore, information communication before management innovation is necessary, and the smooth progress of management innovation is also based on effective communication of information. However, many enterprises do not communicate with employees before carrying out management innovation. This information asymmetry will cause anxiety and even conflict among employees.

## **5. Countermeasures for the Innovation of Enterprise Management Mode based on Enterprise Culture**

(1) Improve the relevant systems of enterprises. First of all, we should solve all kinds of loopholes and conflicts in the management system of enterprise rules and regulations, prevent one thing from being confused by multiple systems at the same time, and achieve the state that one thing is managed by only one system, so that employees can sort out what they should do, what they can't do and how to do it.

Secondly, ensure the promotion system is reasonable. Many employees are worried that the promotion system may change after the management innovation, and their previous efforts for promotion may be wasted. In order to eliminate this concern, employees whose abilities have been improved and confirmed by strict performance review should be allowed to hold higher positions, and their abilities should be linked with their positions, so as to encourage employees to work hard in the established direction. In addition, when the enterprise goal is similar or even consistent with the employee's personal goal, the employee's sense of identity with the job will be enhanced, and he will work harder to accomplish his own duties, so as to realize his self-worth.

Finally, improve the salary system to ensure the interests of employees. In most cases, enterprise management innovation is not an activity that can benefit everyone, so employees whose interests are damaged will resist management innovation. In this regard, enterprises can separate some benefits from the employees who have gained benefits to compensate the employees whose interests have been damaged, or increase benefits for the employees whose interests have been damaged, such as raising year-end awards and increasing holidays, etc. Let all employees not worry that they will become the "victims" of enterprise management innovation, let them think that the enterprise system is fair, reduce employees' resistance to innovation and worry about their own interests, and promote the smooth progress of management innovation.

(2) Establish the values of innovation. The times are progressing, things are changing every day, and they will fall behind when they are standing still. Only by keeping pace with the times and constantly innovating can enterprises not be abandoned by the times. Since ancient times, enterprise innovation is not a task that can be completed by one person, and it is not feasible to plan all the details only by top managers. The person who knows a job best is the employee who works in this position. Therefore, an enterprise should establish the value of innovation internally, so that employees can truly understand the necessity and importance of innovation and agree with enterprise innovation from the heart, so that they can participate in enterprise innovation work independently, fully tap the innovation ability of employees, encourage employees to express their own ideas and provide various choices for management innovation.

Google Inc was founded in 1998. Up to now, it is only 22 years old, but it is one of the best super enterprises in the world, which cannot be separated from the atmosphere of encouraging employees to innovate in the company. At Google, although there are no written rules, engineers know that they must spend one fifth of their time thinking about enough novel ideas, even if they have nothing to do with work. Google started with scientific research, and its core is R&D, therefore, the company has

a enterprise culture that encourages innovation, while other requirements are relatively small. For example, employees don't have to set an alarm clock in the morning, they can walk leisurely on the way to work. In addition, the company fully trusts employees, who can decide when to work and how long to work according to their own situation. The company also encourages employees to use their working hours to do personal things, even if it has nothing to do with their own work. In fact, it is the existence of this system that has brought many great things to Google, such as using Google Maps to help rescuers search and rescue in the earthquake, or helping survivors find relatives and so on. Therefore, the innovation ability of employees cannot be ignored, and the innovation of enterprises needs employees.

(3) Pay attention to the influence of behavioral culture. Business leaders should pay more attention to their behavior. For example, the relationship between managers and employees is not only the relationship between superiors and subordinates, so as to get rid of some complicated systems in the past and change the working role of managers, so as to form an equal, democratic and harmonious enterprise atmosphere in the enterprise. In the management innovation, management should not be too rigid, not negotiable, or too gentle, which makes everyone disagree. It should be both rigid and soft, so that managers can really guide and help employees grow and establish emotional ties with employees. If employees make mistakes, they can praise the previous achievements before criticizing the mistakes. By respecting and caring for employees while adhering to the company's management principles, they can improve the relationship between employees and managers, enhance the participation awareness of all employees and the cohesion of the whole enterprise, and then promote the stable development of the enterprise. At the same time, we should pay attention to cultivating the collective behavior of employees. We can deepen the connection between employees by carrying out a variety of group building activities, we can also make employees realize that they are a collective from the consciousness and behavior through group activities and group assignments in daily work, and build their collective spirit, sense of honor and sense of belonging. This can enhance the coordination of collective work and make enterprise management innovation smoother.

(4) Strengthen the communication between enterprises and employees. After understanding how bad the lack of communication will have on the management innovation of enterprises, it is necessary to establish an enterprise culture that is good at communication, eliminate the barriers of information transmission between individuals and organizations, and make employees have a deeper understanding of enterprise management innovation, understand the necessity and importance of management innovation, and reduce the conflict with innovation, so that enterprise management innovation can proceed smoothly.

Make appropriate adjustments to the organizational structure. Although the traditional flat structure transmits information quickly, it can't make every employee fully understand the manager's intention because of its large management scope, while the conical organization structure is not only slow in information transmission, but also prone to distortion because of its layer-by-layer transmission characteristics. Therefore, we must choose the appropriate enterprise structure according to the enterprise's own situation.

Build various communication channels. For example, a special communication platform can be built between senior managers and employees, and employees can directly ask the top managers about the most common doubts among employees, and then the top managers can reply. In this way, the doubts of employees can be solved, and secondly, the connection between employees and enterprises can be deepened, the sense of belonging of employees can be enhanced, and the trust of employees in enterprises can be cultivated.

Cultivate the communication consciousness of senior managers. In the final analysis, enterprise management innovation is carried out according to the instructions of the top management. If the top management is unwilling to communicate, even the best communication channels will not help. Therefore, before making a decision, the boss should properly communicate with the department staff, provide the information they want, prevent the staff from feeling uneasy and fully respect their ideas. In this way, employees' trust and loyalty to the company are not comparable to those of traditional companies.

(5) Pay attention to the psychological activities of employees. People are the foundation of an organization, and the innovation of enterprise management must be completed by people. After observing some cases of domestic and foreign enterprises, we can find that no matter what nature or scale an organization is, as long as it tries to make changes, there will be some voices of opposition, and so will enterprise management innovation. Due to the influence of the above-mentioned self-inertia and self-interest, it is quite normal for employees to have resistance in the process of innovation. At this time, management innovation should be people-oriented, and the enterprise should be built into an organization that depends on people as well as for people, and people-oriented innovation should be taken as the core to eliminate employees' worries and worries. Therefore, enterprises should make certain investment in human resources. In modern society, employees don't only pay attention to salary when they work in enterprises, but also hope to improve their ability and knowledge through this job. Therefore, enterprises should pay attention to the cultivation of internal talents, formulate training and planning courses for them, and make potential employees become high-level compound talents, so as to gain the loyalty of employees and lay a foundation for the future development of enterprises.

## **6. Conclusion**

This paper analyzes the present situation of management innovation in state-owned enterprises in China, studies the relationship between enterprise culture and enterprise management, lists some problems existing in the process of management innovation in Chinese enterprises, and points out the causes of these problems. In addition, through the data research of some enterprises, the exchange of internal personnel and personal views, the corresponding suggestions are put forward. The conclusions of this paper are as follows:

(1) Cultural innovation contributes to enterprise management innovation. It can optimize the enterprise management mode, enhance the core competitiveness, promote the concept innovation, enhance the innovation ability and promote the innovation of human resource management.

(2) Enterprises should start with three levels of culture to build their own enterprise culture. Perfecting system culture, establishing appropriate value culture and paying attention to behavior culture.

(3) Enterprise management innovation must pay attention to the factors of employees. From this article, we can see that the staff's resistance for various reasons is a great obstacle to the management innovation. Therefore, we should take the staff as a starting point, guide and help the staff, and enhance their collective sense and trust in the enterprise, so that the management innovation can be carried out in an orderly manner.

This paper combines theory with practice, discusses the existing problems in the management innovation of enterprises, and puts forward corresponding countermeasures according to personal views, in order to promote the modernization of enterprises.

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