Fault Tolerance and Respect: Corporate Culture that Can Improve Employees' Execution

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Abstract. In today's society, many companies are trying to improve the executive power of employees to create more value and profits, such as enacting some reward mechanisms and giving more training opportunities to staff, but most companies ignore a very important factor—corporate culture. This article aims to find a new type of corporate culture that can effectively improve the executive power of employees and adapt to the development of the times. By analyzing the corporate culture of Huawei and Baidu, we find that both Huawei's "wolf culture" which overly persecutes employees, and the Baidu's culture which relaxes too much freedom have certain limitations, and neither can effectively improve the executive power of employees. We use the process tracking method in a case study to track and know about IBM Corporation. IBM has changed from a culture of flattery and pursuit of perfection to a culture of appropriate error tolerance. After that, the execution of employees has been greatly improved. So we conclude that a corporate culture with fault tolerance can greatly improve the execution of employees. This article is dedicated to helping modern companies to improve employee execution by changing corporate culture to some extent.

Keywords: Corporate culture · employee execution · executive culture · IBM Corporation

1 Introduction

As we all know, corporation execution refers to the ability to achieve corporation goals efficiently and effectively, including formulating executable strategies, establishing an effective work plan system, building a reasonable organizational structure, establishing a talent guarantee system, controlling the execution process, and cultivating organizational excellence. There is no doubt that good execution is critical to a corporation. It can not only help the company make more profits, but also can increase the work efficiency of employees. Therefore, many companies try to find great ways to improve their executive power. For example, they encourage employees to communicate and collaborate with other employees; they enact some reward mechanisms to motivate employees or set some punishment policies to decrease the mistakes; they give more training opportunities to

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staff; they also strengthen infrastructure to create better working conditions for staffs and so on. Most companies strongly focus on "tangible" strategies. However, an important factor has been overlooked—corporate culture. Corporate culture is "a shared system of values (what is important for the corporation) and beliefs (how to work in the corporation) that interact with employees, organizational structure, etc., and a system of control that induces behavioral norms (the way the employees work)." [1] It is an important soft and "intangible power of a corporation, and the influence of culture on people is subtle and far-reaching. Thus, most of us always overlook it. Good corporate culture is so useful and important to a company. If the corporate culture of a company is good, there is no doubt that the employees will be more motivated and have a good mood to do every task. As a result. Their performance and execution will increase definitely. Many people might ask how different corporate cultures impact the execution of a company. What this article will talk about is the impact of different corporate cultures on employees' execution and introduce a new corporate culture that can improve execution and adapt to the development of the times.

2   Research Framework and Significance

First, we identified which companies' corporate cultures had a positive impact on their employees' execution. In the analysis and research of these corporate cultures, it is found that most corporate cultures have limitations. This article seeks to find a new corporate culture that has a positive impact on employee performance. Because of the typical corporate culture development process of IBM, we take it as the research object of this article. First of all, IBM takes excellence, high-quality customer service, and respect for individuals as its core values. Such values have also created a brilliant era for IBM. Employees are very active in their work and have high execution. Secondly, it will study why the same corporate culture leads to the decline of employees' executive ability. Because the times changed, this set of corporate culture no longer applied, which led to its employees from active to lazy and proud. At the same time, employee execution has declined. Finally, will explore the current corporate culture that can effectively motivate employees. Due to the change of leaders, a new cultural core was brought to the enterprise, which rekindled the vitality of employees and revitalized the enterprise. It now seems that IBM's corporate culture is capable of improving employee execution. Through this research, it is found that the executive ability of employees is not only related to the quality of employees themselves but also related to the cultural atmosphere of the enterprise. The research aims to find out what kind of corporate culture can improve or positively affect the executive ability of employees and why the same corporate culture has different effects on employees in different eras.

2.1   Huawei and BAIDu's Corporate Culture Have a Positive Impact on Employee Execution to a Certain Extent

Many companies have been extremely successful around the world. They not only created enormous economic benefits but also made lots of contributions to society. Most employees in those companies have strong executive power. Behind those companies' successes, the credit of the corporate culture is indispensable.

As we all know, Huawei's 'wolf culture' deeply influences every employee and motivates them to increase execution. The 'wolf culture' prevailed in the Huawei company since its inception. According to Erdbrink, Barnes, and Goeij, "Mr. Ren was an engineer in the People's Liberation Army for nearly a decade before starting Huawei, and military values—tenacity, dedication, drive—have long suffused the company." Mr. Ren—the CEO of Huawei, brought the 'wolf culture' that he received in the military into the company. In addition, Huawei has also set up some training courses for employees, such as morning runs and company culture courses. What's more interesting is that the company also encourages employees to create and perform skits, showing how they can still work hard to serve customers in difficult situations, to motivate employees to be not afraid of hardships and work hard for their tasks. After being influenced by this culture, employees are so motivated and energetic, who is like a wolf for searching "food". For example, they usually work overtime and stay up late for their KPI, and some of them even sleep in the company due to heavy work. Also, they are not afraid of hardships and difficulties, and they are even devoted their lives to work. "They worked to keep services running despite a terrorist attack in Mumbai and an earthquake in Algeria. They braved cold and sleeplessness to provide mobile coverage to climbers on Mount Everest". [2] There is no doubt that Huawei's 'wolf culture' has deeply influenced every employee, and has improved employees' executive power a lot.

Another culture that is different from Huawei's 'wolf culture'—a simple and reliable culture, also boosts staffs' executive power. Baidu company pursues this culture. Baidu is "the leading Chinese search engine company. It has a similar range of products and services to Google, such as online maps, news, video, encyclopedia, anti-virus software, and Internet TV". [3] Employees of Baidu do not have a fixed time about when they should go to work or get off work. What they should do is just to complete all the tasks by the deadline. Undoubtedly, such a system can give employees a more flexible schedule and this culture also create a relaxed and happy condition for them. What's more, employees do not have uniform work clothes. They can choose the clothes that they like. And the relationship between manager and employees is really friendly. In other words, there is no strict division between superiors and inferiors. In conclusion, Baidu's culture is relaxed and friendly. This corporate culture can not only alleviate the work pressure on employees but also make them work happier. Therefore, employees' executive has greatly improved.

2.2 HUAWei's Corporate Culture and BAIDu's Corporate Culture Both Have Limitations

While these two company cultures have largely boosted executive power, they both have some limitations. For example, Huawei's "wolf culture" is "encouraged to bend certain company rules, as long as doing so enriched the company and not employees personally, according to Huawei workers interviewed by The New York Times". [2] At the same time, Ren Zhengfei also admitted that many employees do not pay attention to the company's guidelines because Huawei pays too much attention to the KPI of employees. As a result, some employees may break the guidelines to earn better KPI. To enhance employees' moral awareness and legal awareness, Huawei employees must study and sign the Code of Business Conduct every year. In addition, the wolf culture

encourages employees to work overtime. Many employees are exhausted every day and their body is getting worse and worse. Some employees even sacrificed their lives for their work. HiSilicon, a subsidiary of Huawei, confirmed that Wang Jin, head of the wireless chip development department of HiSilicon, passed away in the early morning of July 26, 2014, at the age of 42.

The limitation of Baidu's culture is that it does not encourage innovation and the CEO has the sole power. The employees only do their tasks in a relaxed environment. Nowadays, Baidu is far behind the other two companies—Alibaba and Tencent of "BAT". Many people have Alipay, Taobao, WeChat, and King of Glory on their mobile phones, but there are no Baidu apps on their mobile phones. These days, most companies that are good at innovation and give users a good experience can earn money. Alibaba Cloud Computing recommends products on the homepages of Tmall and Taobao according to the different preferences of different users, to encourage customers to buy products that they probably like. Tencent tries to innovate and launch new skins in Honor of Kings for customers to buy. Also, WeChat and QQ, these two convenient applications attract a large number of customers. However, Baidu has no innovative services, and even the most important service "accurate search", cannot provide very accurate information. The reason is that Baidu's culture is too relaxed, and many employees do not have the creativity and imagination to create better goods and services.

2.3 A New Corporate Culture that Has Fault Tolerance Can Improve Execution

To promote the executive power of companies, we think that a good corporate culture is relatively comfortable for employees. That is, based on a certain fault tolerance rate, employees are given tasks, and they should complete the tasks according to the standards within the deadline.

3 Analysis of the Reform of IBM Corporate Culture

International Business Machines Corporation, Head office is in Armonk, New York. It was founded by Thomas Watson in 1911 and is the world's largest information technology and business solutions company. Meanwhile, IBM employs more than 310,000 people worldwide and operates in more than 160 countries and regions. IBM is also a respected company. One of the reasons for being respected is that he has led many industrial revolutions over nearly a century, especially in the IT industry, setting standards and working hard to help customers succeed. In addition, the company is consistently ranked among the top 500 companies in the world. More importantly, it is respected because IBM has been adhering to the Watson philosophy for nearly a century.

From its inception until the 1980s, IBM was seen as a symbol of American technological prowess and a bastion of national competitiveness. But with the change of The Times, its business condition is not as good as before. Since then, with the change of leadership, IBM has returned to the top. On January 19, 1993, IBM announced a loss of $4.97 billion for the fiscal year 1992, the largest annual corporate loss in U.S. history at the time. Today, IBM is number 13 on the 2019 Forbes Global Digital Economy 100 list. One of the main reasons for the fluctuation of enterprise management is the core

of enterprise culture. Corporate culture affects the executive ability of employees and indirectly affects the operation of enterprises.

IBM's three principles used to be a benchmark in the industry and created the brilliance of IBM enterprises with "respect for individuals, service first, and pursuit of perfection". Next, we will analyze it point by point. The first is to respect individuals. IBM's managers must respect any employee in the company. At the same time, they also hope that every employee will respect customers and treat competitors equally. The company's code of conduct stipulates that no IBM employee can slander or belittle competitors. Meanwhile, employees can enjoy benefits and lifelong positions. The second criterion is service first, which can also be called customer first. Every move of IBM is based on the needs of customers. Therefore, the "job description" made by IBM to employees specifically refers to providing the best service to customers and possible customers in the future. To make customers feel how important they are, no matter what problems they have, they must solve them within 24 h. If they can't solve them immediately, they will also give a satisfactory reply. If customers call for service, they will usually send someone to serve them within one hour. The third corporate culture is the pursuit of perfection. We should pursue the most ideal concept of everything, whether products or services should always be perfect. Of course, perfection can never be achieved, but the goal cannot be lowered, otherwise, the whole plan will be affected. [4] The company sets up some indexes to meet the work requirements and regularly sample and inspect the market to set up the quality of service. The above three points are the corporate culture formed in the absence of fierce competitive pressure and threat. With the passage of time and economic development, the gap between the concept and reality of corporate culture is becoming larger and larger, and employees deviate from their original intention when abiding by and implementing the three principles.

The first is to respect individuals. Employees get enough respect. Even if they do nothing, they can get benefits and corresponding remuneration. At the same time, they have the right to say "no", which is a cultural atmosphere that does not exist in many companies, which indirectly leads to the laziness of employees, thus reducing their executive ability. Service first should put customers, but gradually it has become "self first", from the bilateral relationship between the company and customers to the company's unilateral relationship. No matter whether customers consume or not, we will provide services. Finally, the pursuit of perfection is the main reason for the reduction of employees' executive power. The persistence of perfection in the later stage of the enterprise makes the management and employees unable to exert themselves. When they need to make decisions, they are unable to make decisions quickly and efficiently. In other words, IBM gives its employees very little fault-tolerant space, which leads to a series of problems such as low efficiency. In such a zero-error environment, employees can't complete one thing efficiently but will become slow.

It was not until 1993 that Gerstner took over the company that the company was able to regain its vitality. He mainly made the following changes. The first is performance-oriented evaluation. Gerstner changed IBM's old subsidy culture and established a performance-oriented corporate culture based on success and performance-based salary reform. In this culture, supervisors at all levels are real leaders and people who take the initiative. They lead and manage through principles rather than procedures. Employees

are willing to devote themselves to the pursuit of success. First-class products, everyone cares about quality and pursues excellence in everything. There is no hiding place for the golden mean [5].

The second is customer-oriented operation. Everything is customer-oriented and market-driven. IBM is a real service-oriented company. IBM's success criteria are customer satisfaction and shareholder value. Integrate all resources, undertake the task of providing information technology services to customers in all aspects, and provide customers with all-around service modes such as building systems, determining equipment, managing computers on the spot, and allowing computers to serve customers on behalf of customers' interests. The market determines all the behaviors of enterprises, acts in the way of the customer and provides real services for customers. Then there is the spirit of teamwork. The company encourages the team spirit of providing value to customers, pursues the concept of equality, encourages frank and straightforward communication, shares information globally, and pays attention to collectivism. The new IBM operates a team. Quick action style. IBM opposes bureaucracy, pursues speed and action, allows mistakes, emphasizes learning and innovation, dares to take risks, pursues growth, creates a learning organization, a hundred flowers bloom, a hundred schools of thought contend, and constantly updates itself. In the new IBM, successful people are people who do things quickly and effectively. Finally, the passion to win. All IBM people should realize that doing business is a competitive activity, either success or failure, and there is no other choice. In the new IBM, those who are passionate, resolute, and good at seizing opportunities will be promoted and rewarded.

4   Three Ways to Improve Execution

Many factors affect the executive ability of employees, such as the company's welfare working environment and so on. The important factor that can't be ignored is corporate culture. Different enterprises have different corporate cultures, and different corporate cultures also have different influences on the executive ability of employees. The executive ability of employees will directly affect the operating income and future development of enterprises. Through the study of several corporate cultures, most enterprises cannot allow employees to make mistakes, such as IBM's 'pursuit of perfection. The corporate culture that can improve the executive ability of employees must give employees the opportunity and courage to make mistakes. At the same time, a comfortable corporate culture will also improve the executive power ability of employees. For example, let employees have free space to play, whether it is to flexibly control their time or freely spread their imagination. The last point is to build a sense of corporate identity. Only when employees have a sense of identity and belonging to the enterprise can they actively devote their time and energy to jointly build the company.

4.1   Improve Efficiency and Ensure the Quality of Tasks

First of all, a corporate culture with a certain fault tolerance rate can make employees feel comfortable and motivated. There is no doubt that it can greatly improve the work enthusiasm and efficiency of employees. Therefore, the executive power of staff will

greatly improve and the quality of task completion will be better. Based on a certain fault tolerance rate, assigning tasks to employees and requiring them to complete tasks according to standards within the time limit is a good way to increase the execution. In this way, employees can allocate their time more flexibly and do tasks according to their rhythm and plan, which can greatly improve the efficiency of work. The fault-tolerant company culture reflects the company's respect for employees without being too presumptuous: employees have the right to freely arrange working hours and the sequence of work tasks, but they must complete tasks before deadlines; the policy allows employees to make mistakes, but too many mistakes and too large mistakes are not allowed. IBM practices and applies this culture well. IBM conducts performance appraisals based on respect for employees. Its corporate culture improves employees' motivation and execution by building a performance-oriented corporate culture. In recent years, driven by such a company culture, IBM ranked 13th on the global digital economy 100 lists in 2019.

4.2 Improve Employee Creativity and Imagination

Secondly, if a corporate culture allows employees to make mistakes, it can greatly improve employees' creativity and imagination, thereby injecting fresh energy into the company, which can overcome more difficult challenges and adapt to the development of the times. As we all know, innovation is important productivity of enterprises. According to García-Lopera, F., Santos-Jaén, J. M., Palacios-Manzano, M., & Ruiz-Palomo, D., "As technological innovation is a key factor in business performance". [6] If the company does not allow employees to make mistakes, employees will only do what the previous people have done, and will not try new things. On the contrary, if a company allows employees to make mistakes, employees will have more confidence to explore new things and invent more good products and services. According to Patrick, 'greater confidence leads one to take risks and experiment'. [7] Therefore, a corporate culture with a certain fault tolerance rate is more conducive to motivating employees to innovate, experiment, and create. Dare to innovate and create is also a powerful performance to improve execution. Because I have a chance to make mistakes and try again. For example, IBM's employees and teams dare to practice and create new things, They have developed many excellent software products and server products.

4.3 Corporate Identity

If an enterprise wants to increase employees' sense of corporate identity, it should do the following three things. Firstly, let employees see the prospect of career development. Secondly, relaxed, rigorous, and comfortable working atmosphere. Finally, indispensable corporate welfare. The sense of enterprise identity refers to the degree of employees' trust, approval, and willingness to fight for various goals of the enterprise. [8] Corporate identity is of great value to improve executive performance. As a member of the enterprise, to improve the approval and trust of the enterprise is to improve the recognition of their value. In this way, employees don't have to listen to their boss but listen to their inner voice and guidance. Most employees can achieve higher work efficiency as long as they can achieve a unity of values. One of the most important things Welch did to

revolutionize GE was his conviction that there was a lot of power inside of you, and all the company had to do was tap into it. Therefore, an enterprise without cultural and spiritual identity, even if it can make money, is doomed to be a money-making machine that will not survive for a long time, because it is a desert of the soul, and people cannot find the necessary nutrition for life in the desert for a long time. And from our point of view. Business should not be a spiritual wasteland [9].

5   Conclusion

Through the study of major companies and the in-depth analysis of IBM's corporate culture, it can be found that if an enterprise wants to improve the executive ability of employees, it not only needs employees to improve their quality but also needs the help of the enterprise. It is necessary not only to motivate employees through salary and benefits to improve their executive ability but also to exert a subtle influence on employees through corporate culture. In the research, it is not difficult to find that the corporate culture of a successful company is very respectful of its employees. But many enterprises cannot find their balance in the pursuit of perfection. This often creates an invisible pressure field, which causes employees to be afraid of making mistakes, thus leading to the reduction of their executive ability. Therefore, if a corporate culture wants to improve the executive ability of employees, it needs a certain fault tolerance rate and gives employees the opportunity and courage to make mistakes. This can not only make employees feel the humanistic care of the company but also improve employees' decision-making speed, productivity, and efficiency. Moreover, the formulation of the final assessment objectives can not only check the completion of employees but also understand the work quality of employees. The second point is to give employees room for imagination and increase their creativity. When employees have rich imagination and creativity, they will be full of power to realize their imagination. The third point is to increase employees' corporate identity. When employees' values are unified with those of the enterprise, higher work efficiency can be achieved. Therefore, to improve the executive ability of employees is not to force employees to achieve their goals perfectly, but to create a fault-tolerant culture. Let employees in a comfortable enterprise with systems and rules, give full play to their talents, create value for the company and improve their value at the same time [10].

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