

Causes and Characteristics of Nanshan Corporate Culture Construction

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Abstract—Cultural construction occupies a considerable prominence in the development of Nanshan Group, and the large impact, high starting point and abundant outcome have laid a solid foundation for various career development of Nanshan Group. Therefore, an in-depth research and investigation of causes and characteristics of Nanshan corporate culture construction is not only contributive to the construction of contemporary Chinese private corporate culture, but also has a certain reference significance for building Chinese-characterized socialist culture under the new period.

Keywords—corporate culture construction; causes; goals; characteristics

I. INTRODUCTION

Ever since Yantai Nanshan Group was founded in 1978, it has firmly grasped corporate culture construction as the main line over the 37 years, vigorously implementing the strategy of cultural traction, cultivating corporate culture with unique characteristics and effectively stimulating enterprise vitality and staff creativity, and has developed into a large-scale village-enterprise integrated private joint-stock enterprise ranking top of the Top 500 Enterprises of China; it ranked 161st of the Top 500 in 2015. Through an in-depth research and investigation of causes and characteristics of Nanshan Group cultural construction, it will shed important enlightenment on our construction of contemporary Chinese private corporate culture.

II. CAUSES OF NANSHAN CORPORATE CULTURE CONSTRUCTION

A. Nanshan Corporate Culture Construction Is the Objective Requirements of Enterprise Development

Advanced corporate culture construction is the spiritual pillar and power source for sustainable development of enterprises, an important part of the enterprise's core competitiveness, also objective requirements of enterprise development. With proactive awareness and keen eyesight at early business, leadership at all levels in Nanshan Group has realized the importance of building corporate culture with Nanshan characteristics for their own development. Therefore, first, they start from the needs of enhancing enterprise competitiveness, developing plans with distinctive

characteristics of private corporate culture construction, forging corporate culture with its own characteristics bit by bit and strengthening cohesive force in enterprise. Second, always adhere to the centre of production and management in the process of corporate culture construction, integrating corporate culture construction with enterprise development strategy, penetrating in the overall process of enterprise operation and management and infiltrating in all activities of the enterprise, thus improving scientific management level of private enterprise. As a large-scale private enterprise and by virtue of the advanced cultural concept of "one step in place, step by step in place", Nanshan Group not only deepened customers' and users' awareness of enterprise products and promoted rapid development of the enterprise, but also brought immeasurable benefits for the enterprise.

B. Nanshan Corporate Culture Construction Is the Inevitable Requirement for Overall Development of Enterprise Staff.

Nanshan corporate culture construction aims at promoting mutual development of enterprise staff and enterprise, in other words, standardize staff behavior with both corporate culture and management system, enabling the enterprise to go toward the established goals. As a social organization, the goals of Nanshan Group comprise not only economic goals, but also cultural goals. Viewing form corporate culture, management is not only a tool and technique, more importantly, management aims to enhance and achieve human values, and promote the comprehensive development process of enterprise staff. Therefore, Nanshan Group establishes master consciousness of staff first. As the behavior subject of enterprise production activities, staff is the most basic and most active factor of productivity, the master and productivity of enterprise. In the future, enterprise competition ultimately falls on talent competition, the key to success lies in how much excellent staff the company has, mining and developing staff potential, creating tangible profits for the company with staff intelligence and potential. Second is to train good quality of staff, improving the scientific and cultural quality and healthy psychological quality of staff by increasing scientific and cultural education, funding and specialized technical trainings. Third is to develop a good honor incentive system, establishing a human resources management system taking "respect, development, incentives, constraints" as the four elements, setting examples, goals and directions for staff to learn and compare.

This article is the project approval of philosophical and social science program in Yantai city in 2014. Project No.: ytsk 2014-056
CLC: F270 Document Code: A

As a modern management mode, corporate culture construction should have higher requirements in order to achieve enterprise goals, motivate the inner pursuit of power of all staff while giving full respect to the dignity and rights of staff, and lead them towards normal and healthy development, thus achieving all-round development of enterprise staff.

C. Nanshan Corporate Culture Construction Is the Urgent Requirement of Increased Market Competition

Corporate culture construction is an embodiment of enterprise comprehensive strength, a reflection of level of enterprise civilization, also the source of transferring productivity from intellectual form into material form. Nanshan Group is facing new circumstances, new tasks, new opportunities and new challenges, to win in the fierce market competition, make the enterprise bigger and stronger, and achieve leapfrog development, the following three points shall be made. First, establish the concept of “manage enterprise with culture” and “flourish enterprise with culture”, strengthen institutional and cultural construction. Subordinate enterprises of Nanshan Group have developed complete and scientific rules and regulations for different positions of staff, as well as the necessary concise “staff code of conduct” to ensure the orderly operation of enterprise. Second, compact the essence of corporate culture, which mainly extracts the spiritual concept with enterprise characteristics created and formed in long-term production and management of enterprise, embody and implement this spiritual concept at all levels of business management systems, behavior, physical and corporate image building concretely. Third, build core competitiveness of enterprise, the core competitiveness of enterprise comes from continuous innovation, and innovation relies on the enhancement of management level, and management level epitomizes the meaning and essence of corporate culture. Since 2007, Nanshan Group has given full play to the leading role of backbone enterprise Nanshan Aluminum while comprehensively advancing corporate culture construction, which greatly enhanced the company's anti-risk capability, rapidly elevated the company's core competitiveness and overall strength, enabling Nanshan Aluminum to be one of the advanced enterprises in national aluminum industry.

III. GOALS OF NANSHAN CORPORATE CULTURE CONSTRUCTION

A. Basic Goals of Nanshan Corporate Culture Construction.

Adhere to be guided by science development view, unite and strive, overcome difficulties, innovate and progress, act actively, and make greater contributions to the contrary glory of Nanshan as well as local economic development. Insist on cultural cohesion of people, change management with culture, standardize behavior with culture and build brands with culture. Through joint efforts of leaders at all levels and the general staff, a complete Nanshan corporate culture construction system has been established, enabling Nanshan

corporate culture to be a corporate culture in line with scientific development, trend of the times, as well as the requirements of socialist market economy and modern enterprise system, as well as a corporate culture with industry characteristics and Nanshan Group characteristics, truly making it an excellent corporate culture winning common recognition and being implemented by vast number of staff, as well as promoting comprehensive, coordinated and sustainable development of enterprise.

- Building conceptual culture, standardizing management and highlighting the core values with distinctive characteristics;
- Building characteristics culture, focusing on shaping and nurturing an enterprise spirit with rich connotation;
- Building spiritual culture, oriented by people and establishing an image of a competent and efficient team;
- Building material culture, paying equal attention to both inside and outside, shaping an image of superior quality products;
- Building institutional culture, making goals motivation, shaping an image of strict and harmonious management;
- Building behavioral culture, penetrating education in culture and creating an image of clean and beautiful environment.

B. Development Ideas of Nanshan Corporate Culture Construction

For closely focusing on the development strategy of Nanshan Group, comprehensively promoting healthy development of corporate culture construction, deepening staff's recognition, belief and practice of the concept system taking “cultural education” as the main feature, comprehensively shaping a good corporate image, further enhancing Nanshan brand effect and providing impetus for achieving long-term strategic goals of Nanshan enterprise development, the following three points shall be made. First, focus on practice, building a corporate culture with distinctive characteristics of Nanshan Group; Second, standardize management, strengthening institutional and cultural construction; third, educate with culture, cultivating a high-quality staff team and learning team. Practicing the development road of “strategy-guided, value as core, staff-oriented, product-based and culture-centered” in the construction of Nanshan corporate culture.

1) *Around one center.* Take Nanshan Group's development strategy as the center, raising the overall scientific management level of enterprise, further improving economic efficiency and building Nanshan material culture; comprehensively strengthening corporate culture construction, opening Nanshan brand and Nanshan spirit to the world, and creating Nanshan spiritual culture with distinctive characteristics.

2) *Grasp the two combinations.* First, combine corporate culture construction with enterprise system innovation; second, combine institutional rigidity with human-based management to achieve the docking of system and cultural concept, and build a relatively complete corporate cultural construction system.

3) *Well make the three aspects.* “Establish, flourish and strengthen enterprise via culture”. The key is to integrate ideas and guide the core value orientation; reinforce learning and improve team-work ability; build brands and show a good image of Nanshan Group.

4) *Train awareness in four aspects.* Namely the awareness of “competition, hardworking, pioneering and innovation”, specifically the sense of competition and cooperation in exploiting market; striving sense of hardworking towards future; awareness of global exploitation and development; reform and innovation awareness advancing with the times.

5) *Forming five abilities.* Namely the strong cohesive force in enterprise; strong market competitiveness; strong leadership charisma; powerful staff creativity; lasting brand influence.

IV. CHARACTERISTICS OF NANSHAN CORPORATE CULTURE CONSTRUCTION

Nanshan corporate culture construction is a systematic project with continuous innovation, its characteristics can be summed up to the following aspects:

A. Inheritance

The difficulty of corporate culture construction lies in how to inherit and promote culture continuously, and deeply root culture in corporate management and administration, Nanshan Group proceed with three aspects: First, inherit the excellent Chinese traditional culture; second, inherit advanced cultural achievements of domestic and foreign enterprises; third, inherit the practice and research achievement of their own corporate culture. Finally enabling the cultural elements of every enterprise of Nanshan Group to be inherited and developed in any reform and construction phase. On July 5, 2015, Nanshan ancestral hall cum inauguration of the first sacrifice was held in Nanshan tourism area, “respect ancestors, abide by loyalty and filial piety, inherit the past and usher in the future, fulfill kindness, beauty and truth.” Nanshan ancestral hall has become a new carrier for inheriting excellent traditional culture, which is not only a grand event for various clansmen with different family names in Nanshan to inherit fine style of ancestors and filial piety culture, but also providing a new carrier for building Longkou with filial piety and morality and carrying forward the fine traditional culture. These traditional ancestral hall architectures and their cultural and historical heritage have become a new cultural landscape for tourists from various regions to experience the traditional culture in Nanshan tourism area.

B. Integration

Corporate culture construction fuses with other cultural construction and is in harmonious development with enterprise environment, making mutual advancement. Nanshan Group pays attention to integrating multiple elements in corporate culture innovation, forming cultural patterns via inter-combination of different cultures, achieving cultural innovation and structural innovation. “All rivers run into sea, wide heart embraces all.” Embracing represents quantity, integrating is the essence and harmony is the result, harmony can only be achieved with quantity and integration. First, integrating production and management activities into corporate culture construction, actively fulfilling social responsibility and achieving coordinated development between enterprise and society. Second, integrating staff culture into corporate culture construction, paying efforts to build a cultural platform for staff, propagandize exemplary deeds of staff via “a journal, a book, a blog, a network” and “four-element” programme construction, spread the concept of corporate culture, exchange management technical experience and cultural knowledge. Third, rebuilding the content and structure of private corporate culture construction, re-integrating the basic elements of corporate philosophy, corporate values, entrepreneurship, business ethics, etc. Since 2000, Nanshan Group has accumulatively invested RMB 2.2 billion to build the magnificent and profound Chinese Religion Cultural Park, Chinese History Cultural Park, Nanshan Ecological Culture Park and other education bases.

C. Innovativeness

Corporate culture construction requires continuous innovation, there would be no vigor and vitality in corporate culture construction without innovation, and innovation is also a strong internal force to promote sustainable development of enterprises and enhance enterprise development. Nanshan Group vigorously implements cultural construction innovation, firmly establishes the scientific concept of development, creating an innovative atmosphere of cultural construction with reformatory spirit and innovative ideas at the height of enterprise development strategy. First, inspire staff to accept new cultural ideas, absorb new cultural knowledge and grasp new cultural methods using “exploration and innovation”, accumulating new energy for cultural construction innovation. Second, enhance urgency sense of corporate culture innovation using “innovation and advancement”, taking idea innovation as guidance, management innovation as protection and technical innovation as core, constantly tapping innovation points in corporate culture construction, promoting continuously improvement of enterprise development capacity with innovative achievements. Third, establish an incentive mechanism for cultural construction innovation with “innovation management”, actively carry out activities of corporate culture construction innovation management, enabling the majority of staff’s enthusiasm and initiative of innovation to continuously improve and innovative achievements continue to emerge. With the deepening of reform and opening up as well as growing of market economy, cultural innovation, institutional innovation,

management innovation, technological innovation, product innovation and idea innovation have become the main theme of Nanshan corporate culture construction.

D. Security

The cultural construction of security is essential for enterprise development, social stability and harmony. First, Nanshan Group recognizes the importance of safe cultural construction from the height of building a socialist harmonious society. Social harmony is mainly guaranteed by the harmony and civilization level of enterprise harmony, family harmony and interpersonal harmony. Second, develop forceful measures. First, implement the responsibility system, specifically by designating small responsibility units and signing responsibility forms, so as to break down responsibility by layers, implement security tasks and transfer security pressure by layers. Second, start from details. Materialize and refine security work, implement in enterprise production and management as well as the post of each staff. Third, emphasis on security culture and highlight the effectiveness. The starting and ending points of security work shall be placed on prevention of accidents, grab from every procedure, every post and every node, not letting slip a tiny bit.

E. Long-term Nature

Corporate culture is the sum of common sense, values, professional ethics, codes of conduct and guidelines as well as rules and regulations formed in long-term production and management process of enterprise and are jointly recognized by all staff. The purpose of cultural construction is to ensure an enterprise endures popularity, healthy development and remain invincible. Nanshan corporate culture has relative independence and stability in the process of formation and development, which penetrate into all aspects of daily life of Nanshan enterprise staff, like biological genes attaching to folk customs, corporate customs and family customs, becoming the source of cultural psychology awareness and values of contemporary Nanshan people, as well as standards and scales of thinking and behavioral pattern of Nanshan enterprise staff. "It takes ten years to grow trees but a hundred years to rear people". A three-year enterprise relies on products, five-year enterprise relies on leadership and a hundred-year enterprise relies on advancing corporate culture. Therefore, on the one hand, Nanshan Group carries out in-depth cultivation of corporate culture, taking corporate economic responsibility, social responsibility and national responsibility as an important part of corporate culture construction; on the other hand, it is keenly aware of the long-term nature and arduousness of corporate culture construction, it is impossible to accomplish the whole task at one stroke, instead long-term persistence and hard work are required.

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