

CHAPTER 4

THE PROBLEM OF CORPORATE CULTURE IN BC COMPANY

4.1 Questionnaire survey

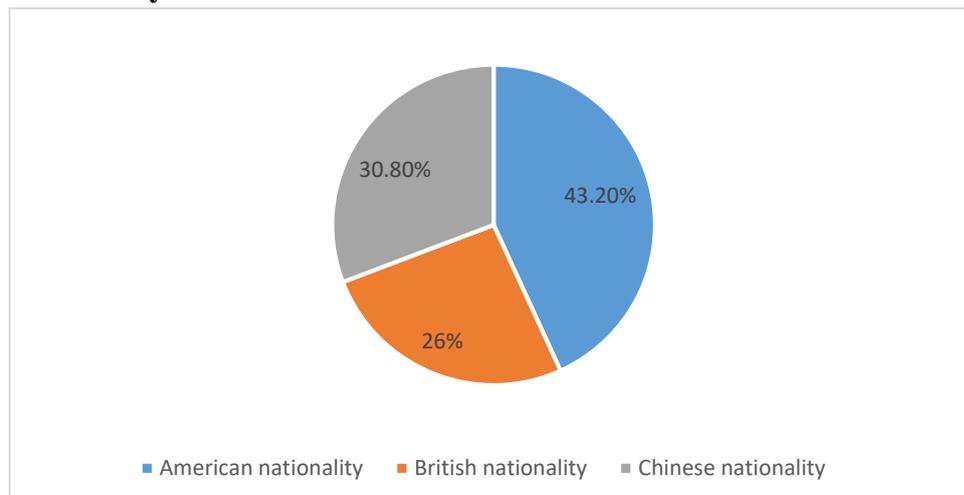
In order to understand the problems existing in the corporate culture of BC company, this paper conducts an inter-volume survey of internal employees of BC company, hoping to find out about the coordination of internal culture and whether there are cultural conflicts. There are 128 employees in BC company at present, and this survey is aimed at all its employees. A total of 124 questionnaires (4 employees left) were distributed, 120 valid volumes were collected, and thus the recovery rate of the questionnaire was 96.7%. As the sample size is not large, this paper uses the method of tabular statistics to analyze the results of the questionnaire survey.

4.1.1 Information about the investigated person

1. Nationality distribution

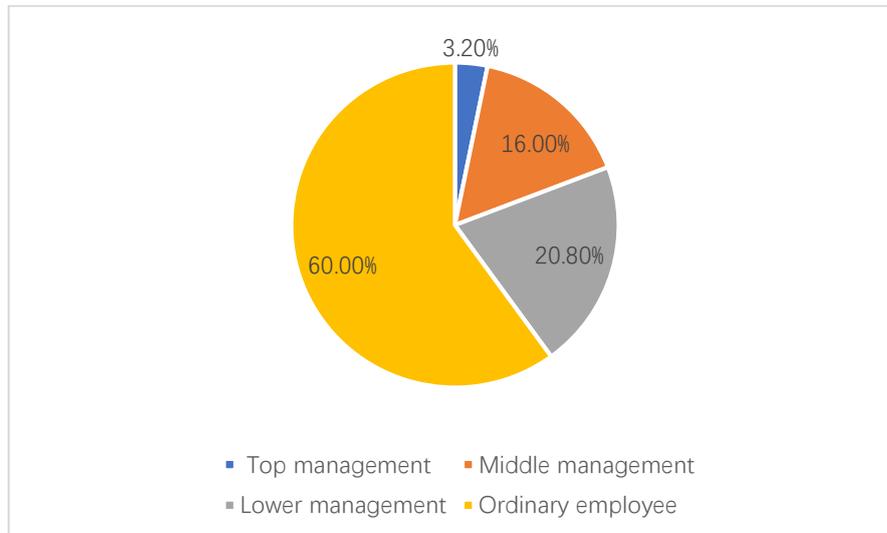
According to the distribution of nationality, we can see that the proportion of American employees in the company is the largest, followed by Chinese employees, while the proportion of employees from Britain is the smallest.

Figure 1 Nationality distribution.



2. Job distribution.

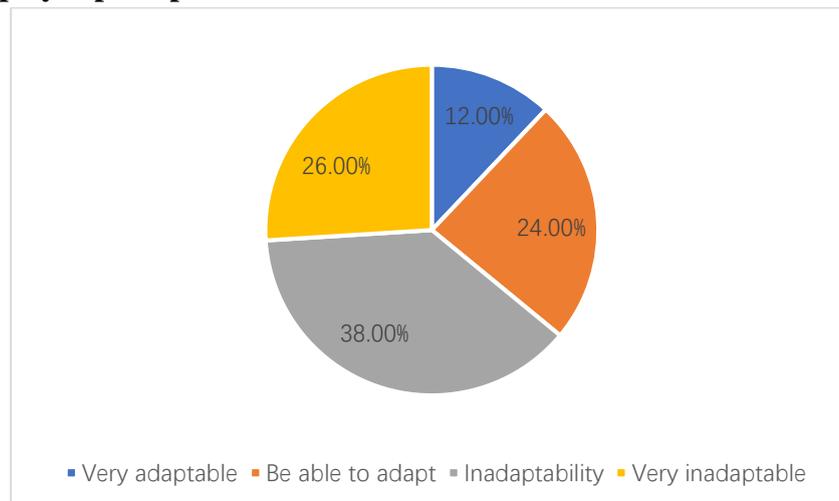
Figure 2 Job distribution.



4.1.2 Employees' perception of enterprise culture.

1. Do you feel comfortable with the company's existing corporate culture?

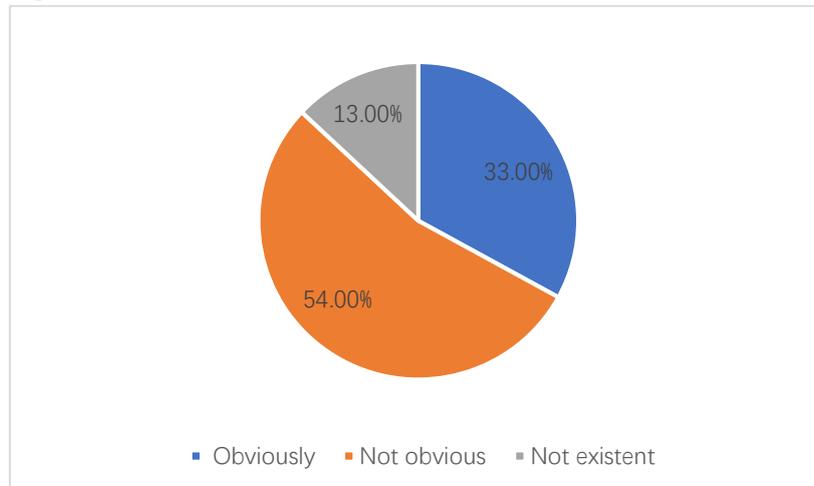
Figure 3 Employee perception.



From the investigation results, we can see that there are still quite a few employees who cannot adapt to the existing cultural environment, which indicates that there are great problems in the culture construction at BC company.

2. The obvious degree of cultural conflict.

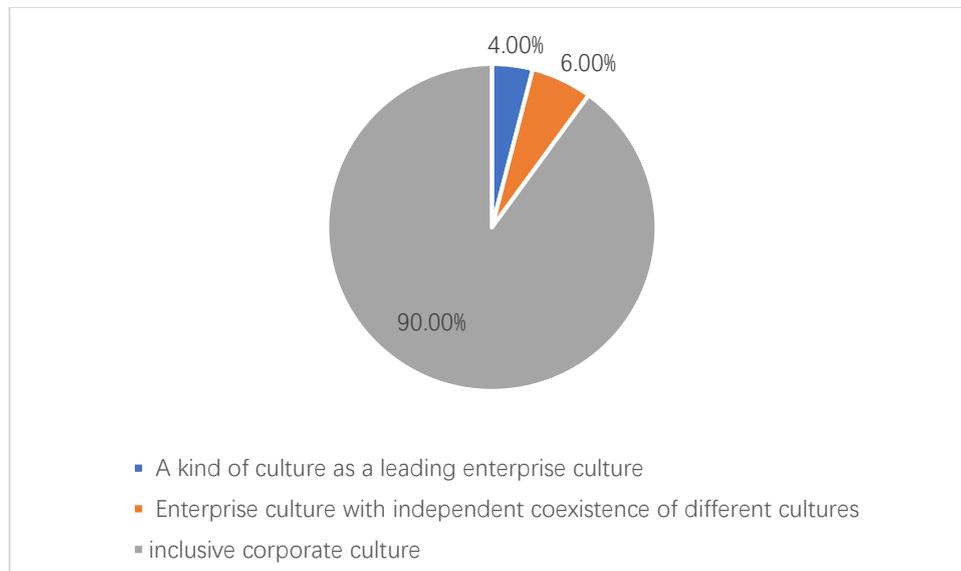
Figure 4 The degree of cultural conflict.



According to the investigation results, 33% of employees think there is obvious cultural conflict within the enterprise, 54% of employees think it exists but it is not obvious and 13% of employees think it does not exist.

3. The root causes of cultural conflict (multiple choice).

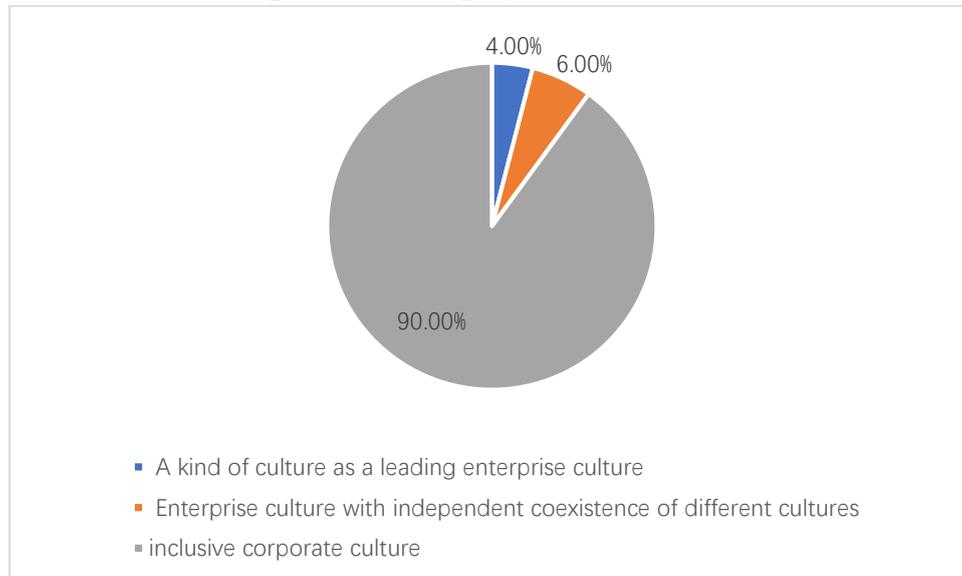
Figure 5 The root of cultural conflict.



The results of the survey show that the above three reasons are the root causes of cultural conflicts, but the degree of influence is different. It can be seen that the most important cause of cultural conflicts is when values are not the same.

4. The cultural atmosphere that employees like.

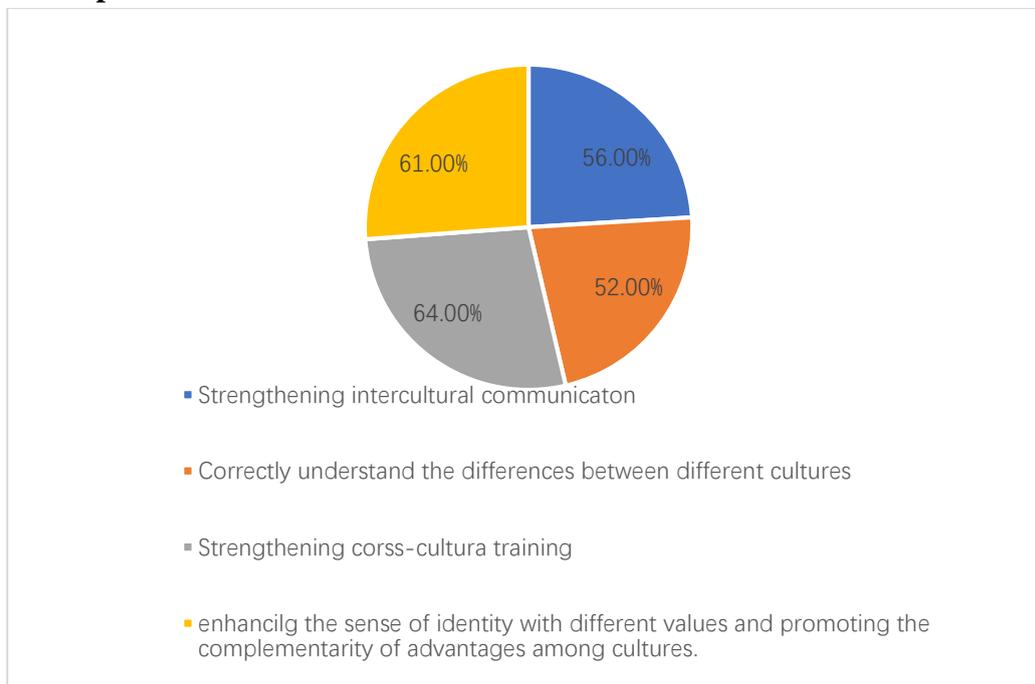
Figure 6 The cultural atmosphere that employees like.



The results show that an “inclusive” culture is the most popular among employees. In this kind of international enterprise, cultures can only coexist harmoniously by seeking common ground while reserving differences.

5. Preparation of “inclusive” corporate culture construction.

Figure 7 Preparation for cultural construction.



4.2 The problems existing in the corporate culture construction of BC corporation

4.2.1 Diversification of values

The diversity of corporate cultural values determines the diversity of employee values and belief systems, and their needs and expectations are naturally different. Thus, while increasing the difficulty of enterprise management, it hinders the formation of common cultural values of enterprises. In retrospect, even if a new corporate culture is formed, the thinking and behavior of enterprise employees will still be influenced by their old values and belief systems. In other words, when an enterprise establishes a new corporate culture, it does not simply erase the original cultural differences, but builds a new shared culture model based on the original culture that transcends the existing individual culture of its employees. This determines that employees are bound to influence and interfere with each other in their daily contact, and thus deviate from each other in understanding the newly established sharing culture. The corporate culture and national culture of the United States, China and Britain are very different. There are great differences in corporate culture and values in different countries. The diversity of values is the root of cultural conflict.

4.2.2 The lack of appropriate cultural integration patterns

So-called "enterprise culture integration" means that every aspect of the enterprise, including the rules and regulations, management philosophy, workforce, management method, the value idea and so on, to carry out a full range of mutual penetration and integration, establish common values and goals, to improve staff enthusiasm and promote enterprise development. Multinational enterprises in our country are faced with China's traditional culture, the lack of an appropriate cultural integration mode, ideas and thoughts with diversified trends, and are unable to build both Oriental and Western culture for the integration of corporate culture. " pluralistic integration process, namely the cultural diversity in a multinational company internal mutual survival and the development process, but not a simple collection of cultural diversity, but rather through selection, digestion and integration to achieve new adaptation, and form a new kind of diversity and integrity unification process of multinational culture model", the cooperation the two sides failed to find their respective cultural similarities, as a basis for the development of cultural integration, the lack of cultural integration mode to operate in the true sense. Many multinational corporations are too theoretical in their cultural construction but lack practical operability in cultural integration. The construction of an enterprise culture should not only pay attention to the content of the company, but also should not give up the intangible content, such as constantly strengthening the external visualization of the enterprise, perfecting the enterprise's appearance and publicity reports. But refining intangible factors is obviously not adapted to the local actual situation in our country, so in the actual operation it is impossible to continue the process, which leads to much of the content of enterprise culture construction inevitably becoming a mere formality. Chinese and Western cultural differences are huge, managers in multinational corporations in China enterprise culture construction, sometimes too confident, even there is a strong national superiority, the parent company enterprise culture content copy to come over, cause "and" phenomenon, such as required under the Chinese employees in public comment to the practice of a staff. This kind of practice in Western enterprises may happen often, but our staff, due to the constraints of traditional culture,

are not able to do this, so by stiffly using the parent company enterprise culture content, the environment in our country is lacking of actual operational obviously

4.2.3 Cultural dominance is obvious

The United States has always pursued hegemonism, and so has a corporate culture. In the context of cultural integration in various countries, the American enterprise culture in BC company is obviously in the presence of two other cultures. From senior management to middle management, there are a large number of American employees, who use their own thinking to ask employees how to work and even guide their development. Compared with the hegemony of American corporate culture, the corporate culture in Britain and China is particularly humble, so the culture is becoming more and more obvious. BC company based in China, which wants localized development, is bound to adapt to the market culture of China, US companies asking the posture is not only unfavorable to the BC local development of the company, can also cause members to the cultural conflict between different countries.

This paper argues that the BC company culture construction problems exist because the various sorts of culture are not “inclusive”, some cultures are strong, some are weak and some cultures are not equal and thus cannot coexist, so there will be conflicts. National enterprise cultures with national characteristics have advantages and disadvantages, so should complement each other, forming a fusion of enterprise culture, so as to improve the management efficiency of enterprises, to resolve internal conflict, build good enterprise atmosphere and turn the many cultural elements to the advantage of the enterprise.