THE COMPARISON OF THE ORGANIZATIONAL CULTURE OF SICHUAN PROVINCE AND SHAANXI PROVINCE IN CHINA BASED ON THE DENISON ORGANIZATIONAL CULTURE MODEL

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AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTER'S DEGREE OF ARTS IN HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT INTERNATIONAL COLLEGE, RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHEP ACADEMIC YEAR 2021

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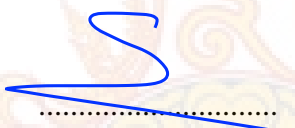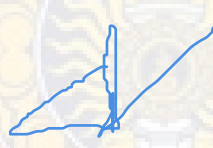|	
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Faculty of Human Resource Development and Management International College, Rajamangala University of Technology Krungthep approved this independent study as partial fulfillment of the requirement for the degree of Arts in Human Resource Development and Management
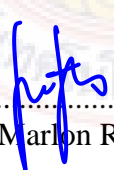
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ABSTRACT

This study uses the Denison Organizational Cultural Survey/Model (DOCS) to focus on several aspects of the culture of 10 organizations headquartered in Sichuan Province, China and 10 matching organizations headquartered in Shaanxi Province, China. DOCS is based on four organizational cultural characteristics: participation, consistency, adaptability and mission. The purpose of this study is to describe the comparison of the scores of the Denison Organizational Culture Survey between the two identities in China. We conducted a quantitative study. 350 participants from 10 organizations in Sichuan Province and 10 organizations in Shaanxi Province, China collected feedback data using the Denison Organization Culture Questionnaire. Data analysis results show that the organizational learning score of Sichuan Province is significantly higher than that of Shaanxi Province, and that Sichuan Province's scores in terms of goals, objectives and consistency are higher than Shaanxi Province. But this is not statistically significant. The enabling scores of Sichuan and Shaanxi are basically the same.

Keywords: corporate culture, diagnostic evaluation, Denison model, enterprise management.

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Mr. Lu Gao

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CHAPTER 1
INTRODUCTION

1.1 Overviews

Corporate culture is a combination of social culture and management in the process of industrial development. It is the western society's new understanding of the cultural concept of production organization and the concept of management and operation (Castillo, 2018). The prevalence and spread of COVID-19 in 2020 will bring severe challenges to many enterprises around the world (Spicer, 2020). In the face of the unprecedented changes in the world in a century, more and more enterprises begin to accelerate the pace of transformation and upgrading to adapt to the changing external environment, and even the products and services of many enterprises have begun to tend to be homogenized (Zeng et al., 2015). Therefore, how to gain the initiative in the fierce market competition is crucial to the efficient and sustainable development of enterprises. However this would require the enterprise ability to constantly improve the internal management, by strengthening the internal control to improve work efficiency and reduce product cost, the increase of global innovation, etc., so the enterprise culture is increasingly taken seriously, and even more and more enterprises began to firmly believe that a good enterprise culture can for the enterprise development and extension of endogenous type expansion into new kinetic energy. In essence, corporate culture is gradually formed along with the development of enterprises. As a management mode, it often requires enterprises to coordinate and adapt to their internal and external environment in the process of survival and development, so as to enable enterprises to develop in high quality (Hosseini, 2014). Accordingly corporate culture diagnosis is through the establishment of a comprehensive quantitative index system of factors such as comprehensive consideration the actual situation, the qualitative and quantitative analysis on the basis of the organic combination of the two, to further explore its cultural nature, fundamentally boost the sustainable development of the enterprise, help enterprise continuously optimize and improve the process of cultural construction (Kirin et al., 2019).

1.2 Problem Statement

1.2.1 The influence of corporate culture on management

With each market saturated day by day, the competition between enterprises has also entered the white-hot stage (Castillo, 2018). The importance of enterprise management is self-evident, but the deep development of enterprise management needs to rely on the management of enterprise culture, so the root cause is actually the competition between cultural ideas. Only by using excellent corporate culture to guide the management of enterprises, can we better promote the improvement of operating efficiency and realize the long-term development of enterprises (Kotrba et al., 2012).

Therefore, under the condition of market economy, the market competition is increasingly fierce, and the construction of corporate culture in line with the company's development strategy is very important to optimize the enterprise management mode. In modern enterprise management, corporate culture, as a kind of soft power, has been paid more and more attention by enterprises, and has become the source of power for the sustainable development of enterprises (Gregory et al., 2009).

In fact, in the process of practice, many entrepreneurs are beginning to realize that the importance of corporate culture, and set up a special department or organization corresponding personnel to responsible for the construction of enterprise culture system, and through continuous publicity and guidance, good operation prompted distinctive corporate culture system, so as to improve the international competitiveness of enterprises (Denison et al., 2004). It can be seen that corporate culture, as the core competitiveness of an enterprise, is also a "must-kill". At the same time, the unique and efficient corporate culture can often meet the needs of the actual development of enterprises, so as to improve the level of internal control and management of enterprises. Therefore, the enterprise to survival and development in the competition, and ultimately win the market, in addition to improve products, services and other hard power, should also focus on creating a culture of influential, with excellent corporate culture, establish proper staff's value system, prompting the enterprise organization can have more learning, creativity, At the same time, the actual managers of enterprises can also continue to use process optimization, strengthen internal control, establish a positive corporate image, enhance the sustainable competitiveness of enterprises, enhance organizational performance, and optimize the internal management process of enterprises. It can be seen that corporate culture, as a management mode, can have a positive impact on enterprise management (Hatch, 1993).

1.2.2 The impact of diagnostic assessment on the construction of corporate culture

Diagnostic evaluation mainly refers to the enterprise culture to enterprise scientific research work of the situation of the enterprise culture, through the enterprise specific surface phenomena, analyze intangible obstacles hindering the development of the enterprise, the value idea, management methods and management habits and cultural reasons, for enterprises to find out the weak links on the culture and put forward measures to strengthen the construction of enterprise culture, help enterprises to establish positive True values, improve the existing cultural situation, the implementation of "people-oriented" management mode, create a good cultural atmosphere, so as to improve the management level of the enterprise (Ouchi & Wilkins, 1985).

This is because the characteristics of corporate culture are complex and diverse, which cannot be specifically quantified at present, and the basic connotation of a corporate culture cannot fully reflect the whole situation of an enterprise. The diagnosis and evaluation of corporate culture is to separate and analyze the connotation of the current corporate culture, and set the corresponding standards and dimensions, so as to establish a comprehensive and quantitative index system, and use the organic combination of qualitative and quantitative methods to analyze and

measure the corporate culture(D. R. Denison, 1984). If the enterprise does not set up the relevant cultural evaluation system, then it is difficult for the enterprise to control its strategic development direction and control process, will weaken the competitiveness of the enterprise, is not conducive to sustainable development (Jo Hatch & Schultz, 1997).

In general, the common diagnostic tools of corporate culture mainly include Hofstede organizational culture measurement model, Denison corporate culture measurement model, Chatman and Orelli corporate culture measurement model and so on. In particular, the above several mainstream culture different diagnostic tools are: first, Hofstede dimension measurement model is less, organizational culture and focuses on the four dimensions to evaluate enterprise value orientation, is to build a model based on enterprise values survey in different countries, so this model is more suitable for multinational enterprise culture evaluation.

Figure 1.1 Internal management and communication of the company (by author)

Secondly, Denison's corporate culture measurement model is mainly evaluated from the dimensions of external adaptability, internal integration, stability and innovation (Denison & Mishra, 1995). It covers the evaluation of the internal and external environment of the enterprise, the enterprise level and the individual level, and is currently recognized as a relatively comprehensive and systematic corporate culture measurement model. Third, the corporate culture measurement model of Chatman and O 'Reilly focuses more on the evaluation of corporate culture preferences of corporate members. Fourthly, Sun (2009)   corporate culture measurement model is formed on the basis of Denison's corporate culture measurement model and adjusted appropriately according to China's national

conditions. It revises the seven sub-dimensions and puts forward corresponding assumptions, which is more in line with the actual development of Chinese enterprises. Fifth, Zheng Bo's corporate culture measurement model includes external and internal aspects, in which the external focuses on the adaptive value and the internal focuses on the integration value. From these two dimensions, the internal and external embodiment of values can be measured objectively. It can be seen that Denison's corporate culture measurement model, which is the most comprehensive and systematic one recognized in the industry, is one of the more recognized measurement tools at home and abroad. It can help diagnose corporate culture scientifically, and then improve the level of corporate culture construction (Gholamzadeh et al., 2014).

Therefore, in the fierce social competition, if enterprises want to achieve long-term and sustainable development, they often need to establish an appropriate corporate culture diagnosis and evaluation system, constantly optimize the internal management of enterprises, and enhance the global competitiveness of enterprises (Hosseini, 2014). The following considerations should be taken into account: First, they should take the initiative to understand the status quo of corporate culture. Understanding the current situation is fundamental to the management and decision-making of an enterprise. Diagnostic evaluation can be used to control the current situation of corporate culture and internal actual operation in a more detailed way. Because it can accurately predict its development direction and rules, it can also provide reference for production managers and build a corresponding interaction relationship with enterprises (Gholamzadeh et al., 2014). Second, actively build enterprise culture. Diagnostic evaluation can not only feedback the current situation, but also enable the enterprise management to find the relatively weak links in the construction process, so as to make targeted improvement and enhancement. At the same time, the control of enterprise culture construction dynamic, can achieve the precise positioning of enterprise development. In addition, according to the feedback results of the diagnostic system, the relationship between corporate culture and time is recorded and studied, and the exclusive development track is drawn, which can accurately locate the defects and deficiencies in the construction process, and then provide corresponding decision support for the dynamic adjustment of corporate strategy. The third is to strengthen the tools of enterprise culture construction. The ultimate goal of enterprise culture construction is to enable the continuous and uninterrupted steady and healthy development of enterprises (Kirin et al., 2019). However, the important role of corporate culture has been ignored by many entrepreneurs, who believe that corporate culture is a virtual substance that can not be seen or touched. That's why diagnostic evaluation is so important to business development. Through scientific evaluation criteria, it can guide the healthy and stable implementation of corporate culture construction, reflect the core value of corporate culture to the greatest extent, and enhance the global competitiveness (Jo Hatch & Schultz, 1997).

1.3 Research Questions

This research is based on Denison's organizational culture model, and through comparison, the specific differences in organizational culture between Sichuan Province and Shaanxi Province in China are determined. Provide suggestions and

guidance for companies to improve cultural exchanges and reduce cultural barriers that affect organizational performance and productivity.

RQ1. Compared with organizations in Shaanxi Province, is the average score of the Denison Organizational Culture Survey in Sichuan Province significantly higher in the cultural index of organizational learning?

RQ2. Compared with organizations in Shaanxi Province, is the average goals and objective culture index of the Denison Organizational Culture Survey in Sichuan significantly higher?

RQ3. Compared with organizations in Shaanxi Province, does the average agreement culture index of the Denison Organizational Culture Survey in Sichuan Province have a significantly higher agreement culture index?

RQ4. Compared with organizations in Shaanxi Province, is it significantly higher in the empowered culture index of the Denison Organizational Culture Survey in Sichuan Province?

1.4 Purpose of Research

The main purpose of this study:
1. According to the Denison Organizational Culture Model, the following indicators and organizational culture characteristics are used to determine the specific differences of organizational culture in Sichuan and Shaanxi Province, China: task (goal and objectives), consistency (consistency), adaptability (organizational learning) and participation (empowerment).
2. To study the characteristics and index differences of Denison's organizational culture model in Sichuan and Shaanxi.
3. Provide advice and guidance for companies to improve cultural communication and reduce cultural barriers that affect organizational performance and productivity.

1.5 Benefits of Research

Most of Denison's research has studied the relationship between organizational culture and performance to assess the degree of influence of culture on the bottom line of the organization. Performance indicators are an important variable to understand the cultural differences between Sichuan and Shaanxi. This study uses a cross-sectional sample of the entire Chinese mainland organization will help to further understand the variability of internal culture. It is very important to understand the cultural characteristics and indicators of DOCS in a country in order to understand various cultural norms. It is reasonable to prove that similar regional differences in organizational culture are found in other regions. Identifying these differences will help understand cultural differences.

CHAPTER 2
LITERATURE REVIEW

2.1 Concept Definition

2.1.1 Corporate culture

In the 20th century, the United States developed corporate culture as a fresh new idea of company management. In 1981, Japanese-American scholar Hosseini (2014) first proposed the concept of corporate culture in his *Theory Z: How American Enterprises Meet the Challenge from Japan*. In essence, for different schools of thought, they have different views on the concept and definition of corporate culture. The Chinese Academy of Social Sciences graduate textbook *Corporate Culture* documents different definitions. In fact, researchers around the world have different definitions of corporate culture. Because of the different research angles or levels, people's corresponding knowledge and understanding are also different.

In terms of the definition of corporate culture, Tsui et al. (2006) believed that the concept of corporate culture was generated in the process of ethnic group development, and various non-material achievements were accumulated in the process of communication and knowledge exchange between individuals and members of other ethnic groups or different ethnic groups. Only when members of the majority of ethnic groups recognize and believe in a certain culture can they be willing to take the initiative to inherit the culture, and the culture will have strong vitality and achieve sustainable development. Deshpande and Webster (1989) pointed out that William Ouchi's Theory Z, *The Road to Success, The Art of Management in Japan, and Corporate Culture* were regarded by the industry as the quartet of American corporate culture research in the 1980s, which set a precedent for the study of American corporate culture. Zeng et al. (2015) said that in the process of the construction of the enterprise in the industry development trend and the social and economic structure is in constant change, therefore, the traditional enterprise culture environment already cannot satisfy the needs of enterprise development, only constantly enrich the enterprise culture can build a good corporate culture, to meet the needs of enterprise development. Spicer (2020) pointed out that at present, in the development of industry, the majority of business management does not exist in a larger difference, this makes the cannot fully use internal resources in the industry, leading to a lower staff enthusiasm, only its share responsibilities, and appear the phenomenon is due to the enterprise did not strengthen the enterprise culture construction, However, in the process of enterprise construction, managers pay more attention to the efficiency of employees rather than the construction of corporate culture, resulting in the lack of corporate cultural environment. Hosseini (2014) points out that under the corporate cultural environment, managers and decision-makers will be influenced by the corporate cultural environment and will clarify their own development concept in the decision-making stage to make correct decisions. The enterprise culture environment can also guide the management personnel to formulate the management mechanism to a certain extent so that the management mechanism is in line with the development of

the enterprise. Gholamzadeh et al. (2014) believed that, compared with internal employees, in the corporate culture environment, the staff will be influenced by the ideas and take the initiative to follow the implementation of management work, thus improving the overall management level of the enterprise. At the same time, Kirin et al. (2019) pointed out that under the support of corporate cultural environment, enterprises will establish a certain supervision system for management work, supervision of management work, and then improve the scientific decision-making of enterprise development. In addition, Sanchez Castillo (2018) pointed out that in shaping the unique culture and character of enterprises, the special nature of capitalism will bring more direct influence. In terms of cultural transmission, the realization of self-value itself is the core point of capitalism. It is worth noting that Caraballo (2016) found that in recent years, with the expanding impact of globalization on the global economy, society, culture and other fields, the industry itself is also showing A trend of globalization. Among them, the construction of enterprise culture plays an important role. While Schein and Night (1993) conduct the thorough research to the level of enterprise culture, and pointed out that after many years of accumulation of research, most of domestic scholars habit from outside to inside the enterprise culture is divided into four levels, physical layer, behavior layer, system layer. There are also some scholars believe that cultural level has a material culture, behavior culture, system culture, spirit culture. Despite the different names, the content inside the hierarchy is similar to the kernel.

2.1.2 Corporate culture measurement

In the field of corporate culture measurement tools, OCAI, also known as the Organizational Culture Evaluation Scale, evaluates corporate culture from six dimensions, which is also a commonly used method in the world. Among them, Denison et al. (2004) made data analysis with the help of OCAI scale in the cultural diagnosis of Company A. However, constructed a theoretical model TMCT to describe the characteristics of corporate culture. By integrating the two dimensions of external adaptation and change and stability, the characteristics of corporate culture were divided into four types: participation, mission, adaptability and consistency. Each trait corresponds to three sub-dimensions, and one sub-dimension is evaluated through five questions. Zeng et al. (2015) made use of Quinn and Cameron's OCA workscale and the questionnaire designed by Likert's measurement scale. After analyzing the relevant defects, then offer constructive suggestions for improvement. At the same time, Hosseini (2014) used Denison model and other methods for testing and diagnosis in their papers. In addition, in order to highlight the unique attributes of Chinese corporate culture, Gholamzadeh et al. (2014) makes some choices and deforms the four dimensions and twelve indicators of Denison model to some extent. In this way, some problems will be alleviated or strengthened to a certain extent, which is not necessarily a good change. The existence of Denison's model has gone through a long period of empirical research with multiple regions and a large number of people, and its rationality is worthy of affirmation. The previous application of its 60 problems can better analyze all the deficiencies and loopholes of enterprises.

2.1.3 Corporate culture diagnosis

Academics hold different views on the concept of corporate culture diagnosis and evaluation, but there is no unified definition of what exactly is corporate culture diagnosis and evaluation. However, through the diagnosis and analysis of corporate culture, we can better understand the identification of employees to corporate culture in a certain period of time (Sanchez Castillo, 2018).

In the field of defining the concept of corporate culture diagnosis, the famous surveyor Stevens explained that measurement is a procedure that gives a number of characteristics to things according to rules. The measurement of corporate culture is the process of adding the characteristics of corporate culture to the "quantification", is the indispensable procedure of the quantitative research of corporate culture, and is the tool and basis of the diagnosis and evaluation of corporate culture. Gregory et al. (2009) in *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* mentioned in the diagnostic assessment of enterprise culture is to build a diagnostic evaluation model, for the diagnosis of enterprise culture and management ability to provide effective measurements, provide theoretical framework for understanding the enterprise culture, to change the organizational culture and individual behavior to provide strategies and methods in the system, and depth interpretation of the essence of enterprise culture, Improve the sustainable development of enterprises fundamentally. Kotrba et al. (2012) proposed that corporate culture diagnosis evaluation mainly consists of corporate culture diagnosis and corporate culture evaluation. In his opinion, the diagnosis of corporate culture is mainly carried out by external corporate culture experts and internal management personnel to conduct scientific investigation and research on corporate culture, and corporate culture evaluation is the detection, prediction and evaluation of the current situation or future development prospect of corporate culture. Denison et al. (2006) pointed out that employees' recognition of corporate culture should be measured from three dimensions, namely cognition, emotion and evaluation. The cognitive dimension refers to employees' understanding of the enterprise's development goals, development prospects and corporate culture. Emotional dimension refers to the depth of the employee's affection for the enterprise; Evaluation dimension refers to the positive evaluation of the company expressed by employees, which can fully reflect the actual situation of corporate cultural identity. Gholamzadeh et al. (2014) mainly studies the adaptability of new employees in an enterprise, and meanwhile analyzes the importance of cultural identity for an enterprise. He also points out that corporate cultural identity mainly includes three dimensions: cognition, behavior and emotion. Sun (2009) divided corporate cultural identity into three levels: cognition, emotion and evaluation of corporate culture.

2.1.4 Beliefs & Assumptions

The key to Denison organizational culture survey is the underlying beliefs and assumptions about the organization and its employees, customers, markets, and industry, as well as the company's underlying value proposition, which creates the tightly knit logic that binds the organization together (Denison, 1984). Values and codes of conduct relate to these basic assumptions (Denison et al., 2004).

2.1.5 Mission

The mission of a high performing organization is defined as telling employees why they do what they do and how the work they do every day contributes to that cause (Denison & Mishra, 1995). Mission is divided into three parts. One is goals and objectives, it mainly refers to the decomposition of the enterprise vision into specific development goals, which is the short-term and concrete of the long-term blueprint, and which are short-term and specific Goals to help employees see how their daily activities relate to the strategy and vision (Fey & Denison, 2011). The second part is the vision, it mainly refers to the blueprint for the long-term development of the enterprise, which covers the core values and provides a clear direction for the development of the enterprise, and which refers to the ultimate reason, purpose, or goal a person is in the business, or what the company is ultimately trying to achieve. The third section, strategic Direction and intent, it mainly refers to a clear strategic positioning of the enterprise, according to its positioning to determine the work direction and objectives of each employee, and which refers to a multi-year strategy that contains high priorities established to achieve the vision (Arogyaswamy & Byles, 1987).

2.1.6 Adaptability

Adaptability refers to the ability of high-performing organizations to perceive and respond to the environment and customers, and to reorganize and re-institutionalize behaviors and processes so that they can adapt (Denison & Mishra, 1995). The first part is Creating Change, mainly refers to the enterprise to constantly innovate to adapt to the changing market, to meet the challenges brought by the internal and external, and mainly means that high performance organizations welcome new ideas, are willing to try new ways of doing things, and consider Creating Change as an important part of the way they do business (Denison et al., 2006). The second part is customer-centric, mainly refers to the enterprise in the production and operation process to pay close attention to customer demand, but also need to explore its potential, and employees recognizing the need to serve internal and external customers and constantly looking for new and improved ways to meet customer expectations. The third part is organizational learning, it mainly refers to the way that enterprises carry out skills training to improve employees' skills and innovation ability. whose core meaning is to encourage thoughtful risk-taking. Organizational learning means that knowledge is gained from both success and failure. The first response to a legitimate mistake is not, or who is to blame, but what can be learned (Ravasi & Schultz, 2006).

2.1.7 Consistency

Consistency is a central source of integration, coordination, and control, and helps organizations develop a system to create internal governance systems based on consensus support (Denison, 1984). Consistency consists of three aspects. The first is Core Values. It mainly refers to the employees' understanding and recognition of the enterprise's values and development goals. A high performing organization has a clear set of Core Values that help employees and leaders make consistent decisions and act in a consistent way (Denison & Mishra, 1995). The second part is Agreement. It mainly means that employees should keep consistent with the overall values of the

enterprise in terms of value orientation and work direction. Through dialogue, people can put multiple points of view on the table. When they encounter thorny issues and problems, people can reach an Agreement (Denison & Mishra, 1995). The third part is coordination and integration, it mainly refers to the coordination and cooperation between the enterprise departments and employees to make efforts towards the common development goals. where employees understand how the work they do affects others and how the work of others affects them. They ensure coordination and integration of work for the entire organization (Denison et al., 2006).

2.1.8 Involvement

The definition of Involvement is that a highly involved organization creates a sense of ownership and responsibility (Denison, 1984). Out of this sense of ownership comes a greater commitment to the organization and increased autonomy. Involvement includes three aspects. The first is empowerment, it mainly refers to the delegation of power by the enterprise to employees to enhance their sense of ownership and improve work efficiency, and which means that leaders identify areas in which employees can make decisions and have input, or areas beyond their responsibilities, which promotes informed empowerment (Denison & Mishra, 1995). The second part is Team Orientation, it mainly refers to the enterprise attaches great importance to the ability of teamwork, to enhance the sense of teamwork and collective sense of honor. It refers to the enterprise attaches great importance to the ability of teamwork, to enhance the sense of teamwork and collective sense of honor. which encourages Team cooperation so as to capture ideas and staff support each other to achieve work goals (Prajogo & McDermott, 2011). The third competency development mainly means that the work skills and behavior qualities of the employees need to be improved and promoted according to the development needs of the enterprise. It practice involves training, coaching, and exposing employees to new roles and responsibilities in a variety of ways (Denison et al., 2004).

2.2 Research Background of Corporate Culture Diagnosis and Optimization

The research of corporate culture has become a hot spot of management science, organizational behavior science and industrial organizational psychology in the 1980s and 1990s. The 1980s and 1990s are therefore also known as the era of corporate culture of management. This period to form the enterprise culture of study theory, has established the basic structure of enterprise culture, development, implementation and efficiently to the progress of the enterprise culture research provides standards and framework for the further development of pattern, provides the reference to the development of the national culture since then, many countries of the enterprise culture research is likely to be replicated and expanded the work, Completed the basic framework of modern enterprise culture system (Chang & Lin, 2015). As one of the key parts of modern enterprise management, corporate culture can play the role of target orientation, standardized behavior, cohesion, encouragement and innovation internally, and can play the role of establishing and publicizing a good social image of the enterprise externally (Chang & Lin, 2007). Therefore, enterprise culture and scientific management system play an equally important role in promoting the

realization of enterprise strategy, gathering people's minds and mobilizing the enthusiasm of the employees. How to construct excellent corporate culture has become an important issue for scholars and managers to think about and practice (Aktaş et al., 2011). However, in recent years, with the changes in the internal and external environment of enterprises, combined with the changes brought by the strategic adjustment and organizational structure adjustment during the transition period, more and more corporate culture construction still has many problems. How to optimize and upgrade the existing corporate culture to make it more perfect and more mature plays an important role in improving the core competitiveness of the enterprise, improving the management level, fully mobilizing the enthusiasm of the employees and the sense of ownership, and promoting the effective improvement of individual and organizational performance (Zeng et al., 2015).

Of course, with the development of China's socialist market economy stepping into a new stage, scholars' research on enterprise management is also deepening, and the research on enterprise culture is also expanding (Spicer, 2020). After a lot of research and practice proved that the way to enhance the competitiveness of enterprises has changed from product, service, price and other differentiated competition to the improvement of internal management. In enterprise management, more and more enterprises attach importance to corporate culture as soft power, and regard it as the source of power for sustainable development of enterprises (Deshpande & Webster, 1989). With the development of global economic integration, the market competition of all walks of life is more and more fierce. Combined with the impact and lasting impact of COVID-19 in 2020, it has caused a major impact on the Chinese economy and the global economy, and many industries and enterprises are facing huge challenges (Spicer, 2020). In this special period, it is very important for the healthy development of an enterprise to pay attention to the construction of corporate culture and the subtle influence of corporate culture on employees, and to take strengthening the construction and promotion of corporate culture as the focus of work, make unremitting efforts to guide employees with corporate culture and improve corporate influence and competitiveness. , of course, as the scholars concerned about the sustainability of enterprise culture, many entrepreneurs are beginning to realize that the importance of corporate culture, and set up a special department or personnel to be responsible for the construction of enterprise culture system, and through continuous publicity, promoting the distinctive characteristics of the enterprise culture system to work, so as to improve the competitive of enterprise (Kirin et al., 2019). Through many studies, it is found that although the construction of corporate culture has become the core work of many enterprises, many enterprises have many problems in the construction of corporate culture, resulting in the construction of corporate culture can not be truly implemented, so its role is difficult to be consistent with the expectations of enterprises. How to break the current viewpoints, habits and systems and other factors, find out the enterprise culture that matches the current and future development of the enterprise, and make good use of the driving force of the enterprise culture, which is the key issue that many enterprise management personnel need to consider (Schein & Night, 1993).

With the rapid development of economy, China's home appliance industry has undergone substantial changes, which are mainly reflected in the changes from expanding business volume to pursuing operating benefits, from "one point type" to

"multi-point type" and "chain type" business mode, and from "extensive type" to "specialized" business mode (Linstead & Grafton-Small, 1992). In the face of fierce competition, home appliance companies, if they want to grow bigger and stronger, must start from the internal culture, the construction of corporate culture, so as to adapt to the market development direction and needs. In addition, in recent years, Chinese enterprises have set off several rounds of corporate culture construction upsurge. However, due to the lack of in-depth analysis of the real environment of enterprises and the lack of measurement and diagnosis of the existing corporate culture, corporate culture construction often lacks the basis for analysis, and finally the effect of corporate culture construction is not satisfactory. Therefore, Scientific development of corporate culture diagnosis and evaluation can enhance the level of corporate culture construction, and then strengthen the ability of enterprise management (Sheridan, 1992).

2.3 Previous Studies on The Influence of Corporate Culture on Management

In the 1970s and 1980s, with the rapid development of research in the field of business management in the West, the research on theory and management practice in China was also vigorously promoted (Caraballo, 2016). Whether in the field of management practice or the field of theoretical research and practice, we gradually carry out the theoretical research and practice activities of corporate culture, trying to explore the corporate culture adapted to China's original culture and its own characteristics and development strategy, and finally realize the transformation process of flexible management from scientific management to cultural management. During this period, many cultural benchmarks of outstanding enterprises emerged in domestic enterprises, such as Haier culture, Huawei culture and Lenovo culture (Tsui et al., 2006).

At present, the international academic community has conducted a lot of research and analysis on corporate culture diagnostic tools, Scholars generally agree highly with Denison's model, and a large number of empirical tests show that the reliability and validity of its scale are very high, so the Denison model is the most widely used organizational culture measurement model in the world (Hosseini, 2014). The Denison model is practical, with samples from several large organizations around the world, as well as independent databases. The Denison model has been revised for many times since it was proposed, and has undergone many empirical tests in the United States, Japan and other countries (Zeng et al., 2015). Many experts have pointed out that the reliability and validity of its scale are very good. Multiple data verification shows that Denison model can intuitively measure the relationship between organizational performance, organizational management and organizational culture from the perspective of quality and quantity, which is mainly reflected in the following three levels: First, quantitative. Denison model is a quantitative analysis, which can measure the current situation of the enterprise from the quantitative data to understand the specific cultural situation of the company department. Compared with the subjective qualitative analysis, quantitative research is more intuitive, concise and accurate. Second, empirical. On the basis of the model, Denison has conducted a large

number of empirical studies worldwide (Denison & Spreitzer, 1991). A survey of 764 senior managers in the United States proves that the four characteristics in the organizational culture model do exist and are significantly correlated with some key performance indicators in the enterprise. Third, applicability. Denison model can be widely applied to a variety of enterprises, including teams and individuals. By using this model, a company's corporate culture can be compared with its better or worse, so as to find out its shortcomings and advantages (Kirin et al., 2019). It can also measure and diagnose the current culture of the enterprise to propose plans for improvement and optimization countermeasures. In addition, the Denison model can also point out the differences between departments and corporate culture factors related to performance, so as to build a reasonable development plan. In addition, the balance between an organization's internal and external concerns, flexibility and stability, engagement and mission, and adaptability and consistency can all be demonstrated by Denison's model (Caraballo, 2016). Especially in the judgment of enterprise reform, the focus of enterprise energy can be better highlighted, which is very important for Chinese enterprises that quickly adapt to the market, carry out shareholding reform and implement enterprise merger, and can play a huge role in the process of enterprise upgrading and transformation. Denison model is not only helpful for enterprise decision-making, but also for enterprise upgrading and transformation. In the process of enterprise upgrading and transformation, Denison model is used to evaluate organizational culture, which will better help enterprises upgrade and transformation. Therefore, this model can be used to measure enterprise culture by referring to previous practices (Denison et al., 2006).

Table 2.1 Summary of Previous Study

NO.	Topic	Authors	Objective
1	The Dynamics of Organizational Culture	Mary Jo Hatch (1993)	Organizational Culture；Artifacts; Values;Assumptions
2	Organizational Culture and Its Themes	Shili Sun (2008)	Culture; Organizational culture; Cultural. themes
3	Relations between organizational culture, identity and image	Mary Jo Hatch & Majken Schultz (1997)	concept of identity; concept of image; organizational culture; culture;identity.
4	The effect of organizational culture on communication and information	Browab & Kenstmey (1994)	organizational culture; information studies; Communication
5	Organizational culture and effectiveness: A study of values, attitudes, and	Brian T. Gregory et al., (2009)	Organizational culture; Employee Attitudes;

			Organizational Effectiveness.
6	Organizational Culture and Marketing: Defining the Research Agenda	Rohit Deshpande & Frederick E (1989)	Organizational Culture; Marketing; Research Agenda.
7	Organizational Culture in China: An Analysis of Culture Dimensions and Culture Types	Anne S. Tsui et al., (2006)	Chinese context; organizational culture; organizational culture configuration; organizational culture type.
8	Organizational Culture and COVID-19	André Spicer (2020)	COVID-19; crisis management; organizational culture; resistance.

2.4 The Denison Organization Culture theory

One of the most effective and practical models to measure corporate culture is the Denison Organizational Culture theory created by Daniel Denison, a famous professor at the International School of Practice (IMD) in Lausanne, Switzerland (Denison, 1984). In the early 1950s, Professor Denison established the model on the basis of a 15-year study of more than 40,000 employees in more than 1,000 companies. This model is also considered as the mainstream diagnostic tool of corporate culture, which is used to effectively describe the characteristics of corporate culture (Denison et al., 2006). At present, Denison Model can be introduced into individuals, groups and enterprises. It can not only measure the corporate culture, but also describe the status quo of departments and enterprises, and it is also of great help to improve the performance of enterprises. In addition, Denison's model can also point out the differences between departments and the corporate culture factors related to performance, thus constructing a reasonable development plan (Deshpande & Webster, 1989). In the measurement of corporate culture, Denison often evaluates it from the dimensions of external adaptability, internal integration, stability and innovation, covering the internal and external environment of the enterprise, as well as the assessment at the enterprise level and the individual level. It is currently recognized as a relatively comprehensive and systematic corporate culture measurement model. In this paper, by means of the theoretical model, according to the actual situation of the appropriate correction after use (Fey & Denison, 2011).

Table 2.2 overview of the reviewed sources

Authors	Country	Purpose	Summary points
Fey & Denison (2003)	RUS	This paper examines the link between organizational culture and effectiveness for foreign-owned firms operating in Russia.	The authors argue that Russia's effectiveness relies more on adaptability and flexibility than the United States. Companies in Russia approach the workforce with a unique perspective on time and a distinct set of subcultures that often undermine attempts at coordination and integration.
ŠTREIMIKIENĖ & MIKALAUSKIENĖ (2012)	LT	The paper deals with national culture and organizational culture assessment methods and applies the Denison Organization Culture Survey to measure organizational culture in Lithuanian SME in Kaunas region.	The analysis showed that power distance was positively correlated with engagement and negatively correlated with traits such as consistency, adaptability, and sense of purpose. Individualism and collectivism were negatively correlated with all organizational characteristics except participation. Masculinity and femininity were positively correlated with engagement, but negatively correlated with other traits.
Wahyuningsih et al., (2019)	INA	This paper mainly studies the implementation of organizational culture in enhancing the competitiveness of enterprises	The findings found that international hotel chains have the ability to use internal consistency as a strategy to increase competitiveness through employee empowerment programs, team orientation, skills development, and alignment of work values. The findings illustrate the importance of internal and external dimension alignment for international business competitiveness.
Pathiranage (2019)	LKA	The purpose of this article is to demonstrate conceptualizing,	Research shows that lack of cultural integration among member firms is the main reason for the failure of conglomerates.

		measuring, and examining various aspects of organizational culture's impact on business performance.	More research can be done in this area to understand the nature and ability of culture to manipulate organizational performance. Managers and leaders are advised to develop a strong organizational culture to improve the overall performance of employees and the organization.

2.5 Research Hypothesis Development

2.5.1 Organizational learning culture
The significant growth of the Chinese economy is due to its manufacturing organization rather than innovative products. Jung et al. (2016) write that Chinese organizations tend to have low radical innovation capabilities, and this weakness has a negative impact on their competitive advantages. Fey and Denison (2011) argue that too dense networks include homogeneous thinking, which hinders the "information diversity" required to trigger the learning required for radical innovation. This kind of network hinders the speed of knowledge transfer and the resulting innovations that are characteristic of fast-growing high-tech companies in the West. Hosseini (2014) writes that Chinese manufacturing companies use exploratory learning, or instructional learning that uses existing knowledge and has very few types. Most employees in a manufacturing organization work on the assembly line, where they build part of the product without the need for diversification and abstract learning. Relatively speaking, the economic development of Sichuan Province is ahead of Shaanxi Province. At the same time, Sichuan Province has more science and technology industries and high-end manufacturing industries. Shaanxi Province lacks related industries based on innovation. Therefore, it can be assumed that:

H1 The organizational learning culture index of the Denison Organizational Culture Index of Sichuan Province will be significantly higher than that of Shaanxi Province.

2.5.2 Goals and Objectives
Some current texts on organizational management use "objectives" and "objectives" alternately; However, everyone recognizes that there is a hierarchy in which more general goals are supported by more specific goals and objectives. The key is the degree of specificity. In this paper, these two terms are defined in a more practical and specific sense. Goals are ideals, major achievements, goals or events to be achieved. Managers plan, formulate strategies and guide the activities of the organization (Denison et al., 2006).

Dennison's research shows that high-performance organizations score very high

on the cultural characteristics of the "mission" and the cultural index of goals and objectives (Denison & Mishra, 1995). His research explains that the mission of a high-performance organization is clear so that employees understand the relationship between the organization's vision and their work goals. In addition, Denison reported that the characteristics of mission culture are related to the organization's revenue growth and market share (Kotrba et al., 2012). Companies measure performance on a short-term basis, and release a profit and loss statement every quarter. This motivates organizations and employees to strive to achieve immediate results in the workplace to achieve quarterly goals (Denison, 1984).

In short, individualism, long-term orientation, performance orientation and communication methods have different effects on the goals and objectives of the organization. Because of these factors, it is assumed：

H2 The Goals and Objectives culture index of Denison Organizational Culture in Sichuan Province will be significantly higher than that of Shaanxi Province.

2.5.3 Agreement

The aggregation model or the entire organization shows relatively high or low system consistency, just as each pair of components has a higher or lower consistency. The basic assumption of the model is based on this completely consistent state, and other conditions are the same (Cooke & Rousseau, 1988). In the case of, the greater the overall degree of consistency or matching between the various components, the more effective the organizational effectiveness is defined as the actual organizational output of individuals, groups, and organizations. The organizational level is similar to the expected output specified by the strategy (Sernler, 1997).

China's top-down organizational culture means that it is easier to reach consensus or agreement on difficult issues, because employees do not want to create conflicts or differences in order to maintain harmony in interpersonal relationships. China is one of the oldest uninterrupted cultures, with a history dating back more than 2,200 years. Chinese people attach great importance to harmony or amenity (Porter et al., 2011). It was not until MAO Zedong's Communist party took over that China's culture was threatened with radical change. However, several authors have pointed out that communism failed to have a significant impact on Chinese culture. The fact that guanxi is still dominant in China proves that the historical values and practices of Chinese culture still exist today (Porter et al., 2011).

According to Aktaş et al. (2011), a strong organizational culture is measured by the consistency of employees' values to the company. Because the Chinese have a clear understanding of their own culture. So the hypothesis:

H3 The agreement culture index of Denison Organizational Culture in Sichuan Province will be significantly higher than that of Shaanxi Province.

2.5.4 Empowerment

According to Macey and Schneider (2008), employee engagement is desirable, has organizational purpose, and "implies engagement, commitment, passion, enthusiasm, focused effort, and energy". Participation, therefore, has an attitudinal and behavioral component. Fey and Denison (2011) also shows that employee

empowerment is related to employee engagement. Thus, in organizations that value empowerment, leadership will attract employees by clearly communicating the information needed to do the job and promoting autonomy and independence. Superiors in these organizations are more like coaches than dictators (Gholamzadeh et al., 2014). Finally, empowerment is an important cultural trait in the United States, meaning that employees expect to work autonomously and feel engaged in the workplace. In contrast, Chinese employees are expected to do exactly what their superiors require and have little autonomy (Hosseini, 2014). Shaanxi province is located in the hinterland of China and its economic development is not very good. Sichuan Province is in the top 5 of China's economic development. Therefore, for these reasons, people would theoretically infer that:

H4 The Empowerment culture index of Denison Organizational Culture in Sichuan Province will be significantly higher than that of Shaanxi Province.
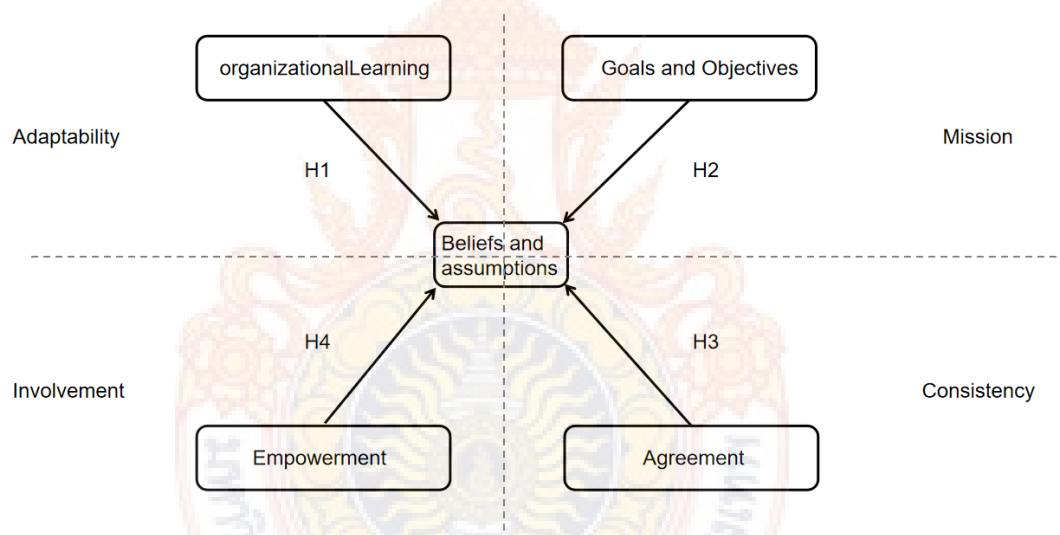
2.6 Conceptual Framework

Figure 2.1 The Conceptual Framework of this research (by author)

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Research Method

Use self-filled questionnaires to collect data from organizations in Sichuan and Shaanxi provinces, China. The Likert five-point scale questionnaire is designed to collect relevant data. This study introduced a pilot study to check whether the composition of the questionnaire is correct, in order to explore and verify the above research questions. Thirty-one organization employees participated in the preliminary investigation. The researchers checked the internal consistency of the survey and corrected redundancy issues to make the survey as reliable as possible. The survey was conducted in January 2021. In order to perform statistical analysis on the collected data, we use SPSS. Use SPSS analysis software to test the reliability and demographic information of the measurement items. And carry out confirmatory factor analysis (CFA) to the research framework.

3.2 Research Design

The purpose of this study was to investigate the relationship between perceived elasticity, product sustainability, perceived product novelty, product attitude and purchase intention among young Chinese consumers when purchasing products with traditional cultural style. A survey was conducted to collect data to investigate the relationships among perceived elasticity, product sustainability, perceived product novelty, product attitudes, and product purchase intentions, as well as the relationships among young Chinese consumers' purchase of products with traditional cultural styles. Participants completed a questionnaire. Respondents' responses were completely anonymous, according to the survey, but other demographic information included in the questionnaire included age and gender. The privacy of the interviewees is protected. All respondents were voluntary and agreed to use the data set to answer. There are many types of research, which are applicable to exploratory research, descriptive research and contingency research. In this study, however, the appropriate type of research was based on descriptive research, that is, describing answers to address the research question. The significance of descriptive research is to focus on the characteristics of the individual and the characteristics of the entire sample, which can support useful information for problem solving. Well, this type of study is best suited to collecting data and describing relationships between measured variables. In addition, the survey technique was used to collect raw data from more than 400 young people through questionnaires. Including their attitudes to the design of products with traditional culture and several related factors that may be affected. In addition, the research also adopted the survey technology, that is, through face-to-face questionnaires to collect the original data of 350 employees. It includes four related dimensions based on the Denison organizational culture model.

3.3 Population and Sample Selection

3.3.1 Population
The data used in this study was obtained through employee surveys of 10 organizations in Sichuan Province and 10 organizations in Shaanxi Province.

3.3.2 Sample size
Denison originally collected the data while working on a global consulting project from 2000-2010. Denison's original dataset is cross-sectional in nature and contains 23 Chinese organizations and 651 U.S. organizations. So, to ensure that the data from these organizations was as similar as possible, Dennison matched each of the 23 Chinese organizations with 23 U.S. organizations. The matching protocol was designed using four variables known to affect global culture. Employee DOCS participants in this study ranged from 9 to 4,058, as shown in Table 3.1.

Table 3.1 Matched Organization Demographics for China and the U.S.

Country	Type of data	Number of Participants
China	Mean	314.39
	Min	9
	Max	4058
	N	23
U.S.	Mean	295.52
	Min	9
	Max	3433
	N	23
Total	Mean	304.96
	Min	9
	Max	4058
	N	46

Based on Denison's previous research design comparing organizational cultures in China and the United States, the number of participants used by the authors is as follows:

Table 3.2 Matching Organization Demographics in Sichuan and Shaanxi Provinces

Province	Type of data	Number of Participants
Sichuan	Mean	18.3
	Min	9
	Max	33
	N	10

Shaanxi	Mean	16.7
	Min	9
	Max	29
	N	10
Total	Mean	17.5
	Min	9
	Max	33
	N	20
	n	350

Note: N= Number of organizations, n= Number of total participants.

Employee DOCS participants in this study ranged from 9 to 33, as shown in Table 3.2. Based on the purpose of this research is to compare the differences in DOSC values between 10 companies in Sichuan Province and 10 companies in Shaanxi Province, so the sample unit is each company.

3.4 Design of Questionnaire and scale

This study uses a questionnaire survey, which is a collection of data created by relevant literature reviews. The questionnaire can be divided into three parts;

Part 1: Closed-ended questions about the demographic characteristics of participants：

1. What industry is your company?
☐ Manufacturing
☐ PST Services
☐ HS Assistance Telecomm
☐ Telecomm
☐ Others (please specify..........................)
2．What is your gender?
☐ Male
☐ Female
3. How old are you？
☐ 25 – 34
☐ 35 – 44
☐ 45 – 54
☐ 55 – 65
☐ 65 & over
4. Where is your company located?
☐ Sichuan Province
☐ Shaanxi Province
5. What is your education？
☐ Senior high school and below
☐ Undergraduate
☐ Masters

☐ PhD

Part 2: 14 closed-ended answer questions about 5 factors that influence purchase intention, including:

Table 3.3 Number of questionnaires for 6 factors that affect purchase intention

Organizational Learning	5 Questions
Goals and Objectives	5 Questions
Agreement	5 Questions
Empowerment	5 Questions

Source: Constructed by author

This part is measured on an interval scale by using a Five-point Likert Scale to measure the level of agreement.

Table 3.4 Five-point Likert Scale

Strongly Disagree	1 points
Disagree	2 points
Neutral	3 points
Agree	4 points
Strongly Agree	5 points

Source: Vagias, Wade M. (2006). "Likert-type scale response anchors. Clemson International Institute for Tourism & Research Development, Department of Parks, Recreation and Tourism Management. Clemson University.

The following questions are the further meaning of each question mentioned in the questionnaire.

Table 3.5 Summary of source for questionnaire items

Empowerment	Most employees are highly involved in their work.
	Decisions are usually made at the level where the best information is available.
	Information is widely shared so that everyone can get the information he or she needs when it's needed
	Everyone believes that he or she can have a positive impact
	Business planning is ongoing and involves everyone in the process to some degree.
Agreement	When disagreements occur. we work hard to achieve " win-win " solutions.
	There is a " strong " culture.
	It is easy to reach consensus, even on difficult issues
	We often have trouble reaching agreement on key issues. (Reversed Scale)
	There is a clear agreement about the right way and the wrong way to do things
Goals and Objectives	There is widespread agreement about goals.
	Leaders set goals that are ambitious, but realistic.
	The leadership has " gone on record " about the objectives we are trying to meet.
	We continuously track our progress against our stated goals.
	People understand what needs to be done for us to succeed in the long run.
Organizational Learning	We view failure as an opportunity for learning and improvement.
	Innovation and risk taking are encouraged and rewarded.
	Lots of things " fall between the cracks " (Reversed Scale).
	Learning is an important objective in our day-to-day work.
	We make certain that the " right hand knows what the left hand is doing.

Source: Denison, D., Janovics, J., & Young, J. (2006). Diagnosing Organizational Cultures : Validating a Model and Method. *Measurement*, *304*(January), 1–36.

3.5 Suggestions of the Three Experts on The Questionnaire

The three experts believe that the research on organizational culture is conducive to improving the company's internal management. The comparative research on cross regional organizational culture is conducive to analyzing and judging the differences of organizational culture in different regions and providing guidance for organizational management and investment behavior. The questionnaire uses Denison's organizational culture survey / model (DOCS), which is a classic model in the field of organizational culture research. Its questionnaire questions are suitable for this research goal and further research. One of the experts suggested that when using the Dennison organizational culture survey / model (DOCS) questionnaire, it is necessary to ensure that the number of survey participants meets the requirements.

In the process of implementing IOC, experts must evaluate and score each item with a score of 1, 0, -1. If the expert scores 1 for the project, it means that the project can measure its goals and has effective content. If experts rate the project as 0, then its intended use can be measured. If an expert evaluates an item as -1, the item has not yet measured its purpose. After the three experts have completed the evaluation of all items, the score of each item is substituted into the formula and calculated according to the objective suitability index of the item (Litwin, 1995). In summary, this project explains the indicators and calculation parts of the project-target consistency scoring table. There are a total of 20 items with 4 structures, the highest score is equal to 1, and the lowest quantile is 0.67, which are reserved. Therefore, the content validity of a total of 20 items in this study is sufficient. The results are shown in Appendix 1.

3.6 Collection of Data

In order to achieve the research objectives, the authors of this study used a self-administered survey method to obtain the original data, and all participating organizations were selected by the authors using a convenience sampling method. The questionnaires were distributed by mail. The author mailed 50 questionnaires to each company, and finally recovered 368 questionnaires, including 350 valid questionnaires, with an effective rate of 95.1%.

3.7 Research Methodology

3.7.1 The DOCS reliability and validity

Denison Consulting, LLC is a research-based organization and has taken steps through a rigorous academic testing process to ensure that DOCS is effective and reliable for use in national and global organizations. D. Denison et al. (2006) Using a large sample of 35,474 individuals from 160 different organizations to statistically

compare the organizational cultures of China and the United States 61 this model was validated. As described below, the researchers examined responses to internal consistency, confirmatory factor analysis, model fitting, first-order factor models, homogeneity tests, in-group consistency, and validity related to standards (Denison et al., 2006).

3.7.2 Internal consistency

Internal consistency. Internal consistency is usually measured by the correlation between different items on the same test (or the same subscale of a larger test) (Hatch, 1993). The Cronbach coefficient alpha for the 12 indices was between 0.70 and 0.85, indicating an acceptable level of internal consistency for all indices. More than two-thirds of the 60 items in the survey had item-total correlations of more than 0.50, indicating a moderate to strong relationship between these items. Correlations between indices range from 0.45 to 0.74 (mean r = 0.59), indicating a moderate to strong relationship between various aspects of culture (Denison et al., 2006).

3.7.3 Confirmatory factor analysis

Confirmatory factor analysis. Denison and Mishra (1995) completed confirmatory factor analysis (CFA), in which each of the 20projects carried out factor loading on its own factors. Next, 20 cultural survey items were used as observation variables, 4 indicators as first-order factors and four characteristics as second-order factors for second-order CFA (Denison et al., 2006). The results of this analysis are first described according to the mode of correlation between factor load and features, and then described according to the fitting index of the model (Denison et al., 2006). Factor loads typically range from 0.60 to 0.75, indicating considerable shared differences between projects designed to measure the same basic concepts. These 4 values range from 0.70 seconds to 0.90 seconds, indicating that the variance explained by the first-order factors overlaps and the relationship between the second-order factors is close (Denison et al., 2006).

3.8 Data Analysis

T test was conducted using SPSS 26.0. Matching sample T-test was used for all four hypotheses. The paired T-test determined whether there was a significant difference in mean Denison organizational culture survey scores between Sichuan and Shaanxi provinces.

CHAPTER 4
DATA ANALYSIS

4.1 Descriptive Statistics

For descriptive purposes, Table 5 shows the Denison industry demographics for the Sichuan Province and Shaanxi Province Denison organizational culture survey organization samples. Represents a wide variety of industries. Notably, manufacturing accounted for nearly 15% of the sample, professional science and Technology services for nearly 15%, and Telecomm assistance for 15%.

Table 4.1 Sichuan Province and Shaanxi Province organize industry distribution.

	Quantity	Percent
Professional Scientific and Technical Services	3	15
Manufacturing	3	15
Telecomm	3	15
Catering	2	10
Petro-Chemical Financial	2	10
Financial Services	2	10
Construction	1	5
Information	1	5
Utilities	1	5
Other	2	10
Total	20	100

Source: Constructed by author

The DOCS cultural characteristics and indicators shown in Table 6 show descriptive statistics for assumptions 1 through 4. Sichuan province scored higher than Shaanxi province on average in four aspects of DOCS cultural characteristics and index: agreement, goals and objectives, organizational learning and empowerment.

Table 4.2 Descriptive statistics of hypotheses (1-4)

	Organizational Learning	Goals and Objectives	Agreement	Empowerment
Sichuan Province(n=10)				
Mean	3.46	3.52	3.36	3.37
Standard Deviation	0.27	0.29	0.30	0.23
Shaanxi Province(n=10)				
Mean	3.24	3.48	3.32	3.34

Standard Deviation	0.26	0.25	0.32	0.25
Total(n=20)				
Mean	3.33	3.51	3.34	3.33
Standard Deviation	0.29	0.27	0.30	0.26

Source: Constructed by author

The demographic characteristics of the respondents are shown in Table 7. Most of the respondents were men. More than half of the sample had a bachelor's degree, while the rest of the participants had a graduate degree or less.

Table 4.3 Interviewee Demographics

Variable	Quantity	Percent
Gender		
Male	245	70
Female	105	30
Age		
25 – 34	105	30
35 – 44	105	30
45 – 54	84	24
55 – 64	35	10
65 & over	21	6
Education		
Senior high school and below	105	30
Undergraduate	140	40
Masters	84	24
PhD	21	6

Notes: N=350

Source: Constructed by author

4.2 Results of Hypothesis Testing

The paired-sample t-test is used to evaluate the difference between Shaanxi Province and Sichuan Province in hypotheses 1 to 4. The results of the paired-sample t-test only show statistically significant differences in hypothesis I, but in the opposite direction to the hypothesis. In H1, Sichuan Province scores significantly higher than Shaanxi Province. In addition, H4 is not statistically significant, but interestingly, the average scores are almost the same. Finally, assume that H2 and H3 are not statistically significant, but the average score of Sichuan Province is higher than the average score of the United States. Assumption H2 The result of the average score is contrary to the assumption reported below.

Table 4.4 Hypothesis result: Paired sample T test

	Province	Index	Mean	SD	*t*-score	*p*(2-tailed)
H1	Sichuan	OL	3.46	0.27	2.95	0.01*
	Shaanxi	OL	3.24	0.26		
H2	Sichuan	GO	3.52	0.29	0.06	0.99
	Shaanxi	GO	3.48	0.25		
H3	Sichuan	AG	3.36	0.30	0.58	0.56
	Shaanxi	AG	3.32	0.32		
H4	Sichuan	ET	3.37	0.23	0.02	0.98
	Shaanxi	ET	3.37	0.25		

Notes: *p* = Probability value statistic, OL = Organizational Learning, GO = Goals and Objectives, AG = Agreement, ET = Empowerment; N=350; * p < 0.05; ** p < 0.01; *** p < 0.001.

Source: Constructed by author

H1: It is predicted that the average Denison organizational culture survey score in Sichuan province is significantly higher on the cultural index of organizational learning than the average DOCS score in Shaanxi Province. The result is the same as the hypothesis. The average score of Sichuan Province (M = 3.46, SD =0.27) was higher than that of Shaanxi Province (M = 3.24, SD =0.26). *t* (22) = 2.95, *p* =0.01. The fact that Sichuan scored significantly higher than Shaanxi means that employees in Sichuan believe that their organization values organizational learning. Adaptability, innovation, and relevance as an organization are all influenced by organizational learning. Focusing on organizational learning can improve performance and ultimately growth, thereby increasing the success and overall profitability of a company.

H2: It is predicted that compared with the average score of the Denison Organizational Culture Survey of Shaanxi Province, the average score of the Denison Organizational Culture Survey of Sichuan Province will significantly increase in the target and target culture index. The result is consistent with the assumed direction; however, there is no statistical difference between the goal and the average score of the goal. The score of Sichuan Province (M = 3.52, SD = .29) is higher than that of Shaanxi Province (M = 3.48, SD = 0.25). T (22) =0.06, p =0.99 in Goals and Objectives. The results showed that Sichuan and Shaanxi provinces scored almost the same in terms of goals and target indices. These results may mean that Sichuan and Shaanxi provinces have been equally successful in aligning employee interests with the organization's short - and long-term vision, goals and strategies. The results showed that Sichuan and Shaanxi provinces scored almost the same in terms of goals

and target indices. These results may mean that Sichuan and Shaanxi provinces have been equally successful in aligning employee interests with the organization's short - and long-term vision, goals and strategies. The nearly identical goals and goal index Denison organizational culture survey scores in Sichuan and Shaanxi provinces are consistent with the results of Dennison's cross-cultural survey, that is, Denison organizational culture survey is a common model for assessing any national or regional culture; The overall lack of Denison organizational culture survey differences in this study provides evidence to support that cross-cultural organizational goals and objectives are more similar than we previously thought.

H3: It is predicted that the average Denison Organizational Culture Survey score in Sichuan province will be significantly higher in the Agreement Culture index compared to the average Denison Organizational Culture Survey score in Shaanxi Province. There was no statistical difference between the mean scores of Agreement, among which Sichuan province (M = 3.36, SD =0.30) scored higher than Shaanxi Province (M = 3.32, SD =.32). T (22) =0.58 and P =0.56. It was predicted that the Sichuan Province DOCS average score would be significantly higher in the cultural index of consistency, as organizations in Sichuan province have shown that they value relationship harmony, leading to higher consistency. As assumed, the average consistency score of organizations in Sichuan province was higher than that in Shaanxi Province. However, the difference was not statistically significant. Obviously, all organizations have difficult issues, problems or conflicts that need to be resolved amicably.

H4: It is predicted that Shaanxi province will have a significantly higher average DOCS score for cultural trait empowerment compared to the average DOCS score for Sichuan Province. There is no statistical difference in the average score of empowerment, in fact the average score of China and the United States is the same; China (M = 3.41, SD = 0.23) and the United States (M = 3.41, SD = 0.25); T (22) = 0.02, p =.98. The results of the study show that Sichuan and Shaanxi have almost the same scores in terms of empowerment, which is contrary to the assumption that Sichuan organizations score higher on the index. Almost the same results may indicate that although individual employee empowerment is not common in Sichuan Province, Chinese organizations emphasize collective empowerment through "relationships", allowing lower-level employees to express concerns about giving them higher status members and make them Able to gain power. In turn, these senior members ensure that concerned or lower-level employees are heard and considered. Obviously, both Sichuan and Shaanxi provinces value empowerment, but this is slightly different in the organizational culture of each province.

t-score=2.95
p=0.01*

organizationalLearning

Goals and Objectives

t-score=0.06
p=0.99

Adaptability

Mission

Sichuan: 3.46
Shaanxi: 3.24

Sichuan: 3.52
Shaanxi: 3.48

Beliefs and
assumptions

Sichuan: 3.36
Shaanxi: 3.32

Sichuan: 3.37
Shaanxi: 3.37

Involvement

Consistency

Empowerment
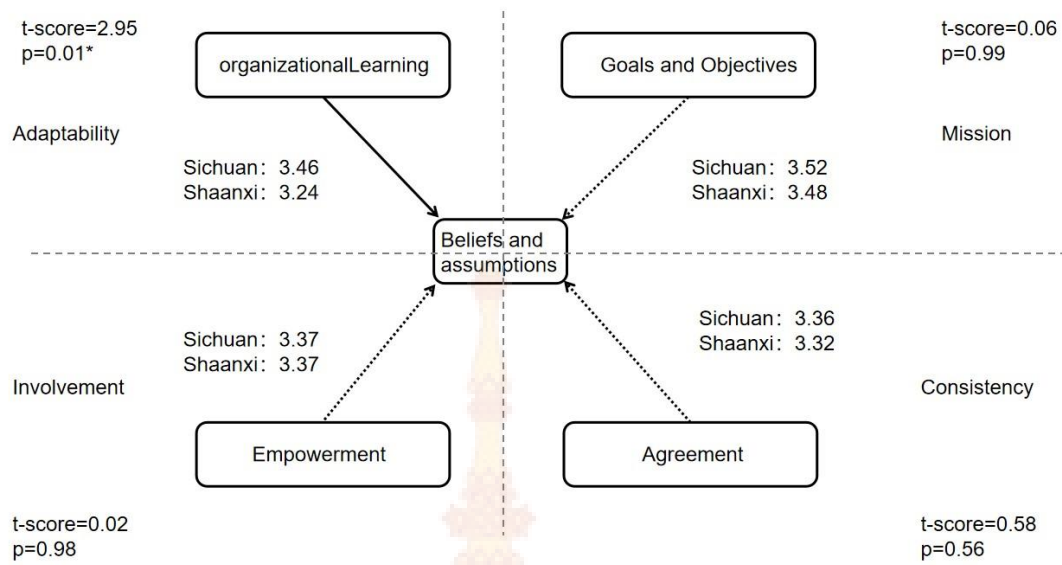
Agreement

t-score=0.02
p=0.98

t-score=0.58
p=0.56

Figure 4.1 Comparison of the mean scores of the two provinces (by author)

Notes: N=350; * p < 0.05; ** p < 0.01; *** p < 0.001.

CHAPTER 5
CONCLUSION AND DISCUSSION

5.1 Conclusions

In conclusion, the results of this study confirm previous studies that found little significant difference in Denison organizational culture survey scores across regions within the same culture (Denison et al., 2006).

RQ1 is that compared with organizations in Shaanxi Province, is the average score of the Denison Organizational Culture Survey in Sichuan Province significantly higher in the cultural index of organizational learning, and the author found that Sichuan Province is significantly higher in the cultural index of organizational learning than Shaanxi Province.

RQ2 is that compared with organizations in Shaanxi Province, is the average goals and objectives culture index of the Denison Organizational Culture Survey in Sichuan significantly higher, and the author found that the goals and objective culture index of Sichuan Province is not significantly higher than that of Shaanxi Province.

RQ3 is that compared with organizations in Shaanxi Province, is the average agreement culture index of the Denison Organizational Culture Survey in Sichuan significantly higher, and the author found that the empowerment culture index of Sichuan Province is not significantly higher than that of Shaanxi Province.

RQ4 is that compared with organizations in Shaanxi Province, is the average empowerment culture index of the Denison Organizational Culture Survey in Sichuan significantly higher, and the author found that the empowerment culture index of Sichuan Province is not significantly higher than that of Shaanxi Province.

The hypothesis of this study is based on cultural differences between Sichuan and Shaanxi provinces. However, in general, the results I found did not support the hypothesis: I found no statistical difference as expected, and for one indicator (organizational learning), I found a statistical difference contrary to the hypothesis. As a result, this study shows that despite the different performance of Denison organizational culture survey cultural characteristics and indicators in Sichuan and Shaanxi provinces, the goals achieved by organizations are roughly the same as those measured by Denison organizational culture survey. Organizations in Sichuan and Shaanxi provinces seem to have achieved roughly the same level of empowerment but probably through different cultural means. The results showed that the average scores in Sichuan and Shaanxi provinces were almost the same.

The preliminary conclusions of this study can be summarized as follows. The development of organizational culture is to solve organizational problems (Schein, 2010). Different behavioral and cultural mechanisms are used to solve these problems, but the problems themselves are essentially the same. If the study's results are convincing, Denison organizational culture survey appears to measure an organization's success in addressing these issues, not the way it does it. According to Dennison et al. (2012), to be a high performing organization, all members of the organization must be consistent in the four cultural characteristics and twelve indicators of Denison organizational culture survey. however, only measures an organization's ability to achieve its goals, not the behavioral and cultural mechanisms

that help it achieve those goals. While cultural differences may tell us something about how people deal with and solve problems within an organization, and how the organization gets its score for specific Denison organizational culture survey features or indexes, these cultural differences don't seem to result in different overall Denison organizational culture survey scores.

Respondents generally agreed that Denison organizational culture survey is an important tool for analyzing organizational culture and performance in any national culture. Looking at the organization's consistency or misalignment around four Denison organizational culture survey cultural characteristics and twelve cultural indicators, as well as analyzing high and low scores, can begin to discuss the organization's culture and then provide a roadmap for change (Denison et al., 2004). Discussions with the organization's employees will lead to a deeper understanding of cultural functions and impacts at all levels.

5.2 Results and Discussion

The main purpose of this study was to identify specific differences between organizational cultures in Sichuan and Shaanxi provinces in China based on the DOCS model. The focus of this study is to use this model to test whether organizational culture differences will occur between China and the United States. Previous studies have shown that the national and organizational cultures of the United States and China are markedly different (House et al., 2004; Minkov & Hofstede, 2010; Shi & Wang, 2011A). Therefore, this study aims to compare DOCS characteristics and indices of two identity organizations in China to better understand regional cultural differences. This chapter discusses the main findings and links them to past research and theory. Several possible effects and their applications in future research are discussed. First, I discuss the hypothetical results. In each of the following sections, I will continue to discuss the quantitative results of the research, followed by a discussion of the qualitative interviews and what the results mean. Overall, while not all hypotheses are confirmed, what respondents told me in the discussion is consistent with previous research on organizational culture in Sichuan and Shaanxi provinces in China (Denison et al., 2012; Hofstede et al., 2010; Hofstede, 1980).

5.3 Limitations

As with any study, this study has multiple limitations. First, as discussed in Chapter iii methodology, the use of statistical methods is, as always, constrained by a number of technical conditions and limitations. In particular, although the samples used in this study are well matched and of appropriate size, a larger sample increases confidence in the results obtained. Second, the Denison data do not include any performance data for the organizations in the sample. The performance data can help determine the relative importance of the various DOCS scores to the overall performance of the organization and rule out possible alternative explanations for the statistical results obtained here. In addition, it should be emphasized that the data collected for this study was collected

From organizations that operated from 2004 to 2010, before and after the 2008 economic crisis. Given that organizations around the world were severely affected by the crisis and were forced to change their business practices in the aftermath (Naughton, 2014), these results should be taken with caution in the context of China's current situation in general. China, the world's two largest economies, is once again experiencing rapid change. China's growth appears to be in the process of economic growth (Zeng & Fang, 2014). Therefore, it is important to consider the rapid changes in today's global economy when studying organizational culture.

In this study, the comparison of respondents may be one-sided. In future research, to control for cultural bias, an equal number of respondents should be drawn from each culture being compared to balance innate ethnic bias. When designing studies, it is important for researchers and consultants to understand how their biases affect cultural understanding and conclusions. At the same time, due to the adjacent geographical location of Sichuan province and Shaanxi Province in China, the cultural differences are not particularly obvious, which will lead to the convergence of the survey results.

5.4 Research Contributions

Regardless of whether the organizations in Sichuan or Shaanxi have established vision and quantification goals, they continue to strengthen internal consensus. The corporate vision represents the long-term strategic plan of the enterprise, which can provide certain direction and guidance for the development of the enterprise, and promote the healthy and sustainable development of the enterprise. Plan, and strictly evaluate according to certain departmental and personal performance goals, and improve personal and departmental performance by improving organizational performance, so as to realize the company's strategic planning and vision, and then achieve leapfrog development. Continuously improve the internal learning mechanism and strengthen innovation incentives. Learning and innovation are the endogenous driving force of enterprise development, which can help enterprises to flexibly respond to the external environment. Therefore, Company should establish an internal and external learning mechanism suitable for the company according to the actual situation of the company, and build the company into a learning enterprise and a growth enterprise. At the same time, the establishment of an external learning mechanism must fully consider the common growth of the company and employees. Companies can learn and grow by joining industry associations, strengthening communication with industry and industry experts, and actively understanding and contacting industry new technologies. In addition, it is necessary to understand the development status and trends of the industry, scientific research institutes and other channels through the media, and adjust corporate strategies or goals in a timely manner. In addition, employees should be provided with more opportunities for overseas exchanges and learning, so that the company's core employees can keep pace with the times, master advanced technologies and concepts, improve the company's overall quality, and rationally refine the assessment plan based on the characteristics of the corporate culture. Serving the improvement of corporate performance. Therefore, a detailed performance appraisal plan should be formulated according to the actual situation of the company.

5.5 Actual Contributions

This study compares the data of Denison organizational culture survey Organizational culture survey in Sichuan province and Shaanxi Province, China, and analyzes the Organizational Learning, Goals and Objectives of organizations in these two different regions. Agreement and Empowerment, and analyzes the reasons for this situation from the perspective of regional culture. This study provides guidance for the organizations of the two provinces, especially in the process of organizational construction and organizational culture construction, how to learn from each other to strengthen the organizational culture construction of their own organizations, and provides suggestions and references.

5.6 Future research

Future research should use Denison organizational culture survey scores or other surveys to examine their relationship to organizational performance. Most of Denison's research has examined the relationship between organizational culture and performance in order to assess the extent to which culture affects the bottom line of an organization. Performance indicators are important variables to understand the cultural differences between Sichuan and Shaanxi provinces in China. In examining the cross-cultural implications of this model, future researchers may focus on studying cultural differences between distant regions within a country. Future studies utilizing cross-section samples of organizations across mainland China will help to understand internal cultural variability before further cross-cultural studies are carried out. Many respondents said it was important to understand the cultural characteristics and indicators of an organization's DOCS within a country in order to understand various cultural norms. For example, in Shaanxi Province, organizational culture is influenced by the region in which organizations do business. It is reasonable to expect to find similar regional differences in organizational culture in other countries. Identifying these differences will help to understand cultural differences.

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APPENDICES

Index of Item-Objective Congruence (IOC) Rating Form for Composting

Please tick "√" in the blank space below and answer the following questions. "1" means that the subject may be able to deal with the corresponding hypothesis and its goals, "0" means that the subject may not be able to clearly distinguish the theory and its goals, and "-1" means that the subject may not conform to the paradigm and its goals. In addition, leaving further comments is the greatest support for the research.

Example-Attitude: the student's attitude towards virtual reality technology

Item	+1	0	-1	Comment
Most employees are highly involved in their work.	√			

No.	Subject	+1	0	-1	Comment
1	Most employees are highly involved in their work.				
2	Decisions are usually made at the level where the best information is available.				
3	Information is widely shared so that everyone can get the information he or she needs when it's needed				
4	Everyone believes that he or she can have a positive impact				
5	Business planning is ongoing and involves everyone in the process to some degree.				
6	When disagreements occur. we work hard to achieve " win-win " solutions.				
7	There is a " strong " culture.				
8	It is easy to reach consensus, even on difficult issues				
9	We often have trouble reaching agreement on key issues. (Reversed Scale)				
10	There is a clear agreement about the right way and the wrong way to do things				
11	There is widespread agreement about goals.				
12	People understand what needs to be done for us to succeed in the long run.				
13	We view failure as an opportunity for learning and improvement.				
14	Innovation and risk taking are encouraged and rewarded.				
15	Lots of things " fall between the cracks " (Reversed Scale).				
16	Learning is an important objective in our day-to-day work.				
17	We make certain that the " right hand knows what the left hand is doing.				
18	People understand what needs to be done for us to succeed				

Construct No	Item NO	in the long run.					
	19	We view failure as an opportunity for learning and improvement.					
	20	Innovation and risk taking are encouraged and rewarded.					

Result of Index of Item-Objective Congruence (IOC) Rating

Construct No	Item NO	Rating from experts			$\sum R$	IOC $= \dfrac{\sum R}{N}$	Result
		1st Expert	2nd Expert	3rd Expert			
1	1	1	1	1	3	1	Pass
	2	1	1	1	3	1	Pass
	3	1	0	1	2	0.67	Pass
	4	1	0	1	2	0.67	Pass
	5	1	1	1	3	1	Pass
2	6	1	1	1	3	1	Pass
	7	1	0	1	2	0.67	Pass
	8	0	1	1	2	0.67	Pass
	9	1	1	1	3	1	Pass
	10	1	1	1	3	1	Pass
3	11	1	1	1	3	1	Pass
	12	1	1	1	3	1	Pass
	13	1	1	1	3	1	Pass
	14	1	1	1	3	1	Pass
	15	1	1	1	3	1	Pass
4	16	1	1	1	3	1	Pass
	17	1	1	1	3	1	Pass
	18	1	1	1	3	1	Pass
	19	1	1	1	3	1	Pass
	20	0	1	1	2	1	Pass

Hello! I am a student at Rajamangala University of Technology Krungthep. Now I need to finish my graduation thesis to study the corporate culture of your company. Now we need to do a basic questionnaire about the current situation of your company's corporate culture. Thank you very much for your support and cooperation （We will keep the information you fill in confidential, and don't worry about affecting your normal work!)

1. What industry is your company?
☐ Manufacturing
☐ PST Services
☐ HS Assistance Telecomm
☐ Telecomm
☐ Others (please specify...........................)
2．What is your gender?
☐ Male
☐ Female
3. How old are you？
☐ 25 – 34
☐ 35 – 44
☐ 45 – 54
☐ 55 – 65
☐ 65 & over
4. Where is your company located?
☐ Sichuan Province
☐ Shaanxi Province
5. What is your education？
☐ Senior high school and below
☐ Undergraduate
☐ Masters
☐ PhD

Please choose according to the actual situation of your company.
Please write a'√' in the box to show your viewpoint with the following statements.
1= Strongly disagree,2= disagree,3= Indeterminacy,4= agree,5= Greatly agree.

No.	Subject	1	2	3	4	5
1	Most employees are highly involved in their work.					
2	Decisions are usually made at the level where the best information is available.					
3	Information is widely shared so that everyone can get the information he or she needs when it's needed					
4	Everyone believes that he or she can have a positive impact					
5	Business planning is ongoing and involves everyone in the					

	process to some degree.					
6	When disagreements occur. we work hard to achieve " win-win " solutions.					
7	There is a " strong " culture.					
8	It is easy to reach consensus, even on difficult issues					
9	We often have trouble reaching agreement on key issues. (Reversed Scale)					
10	There is a clear agreement about the right way and the wrong way to do things					
11	There is widespread agreement about goals.					
12	People understand what needs to be done for us to succeed in the long run.					
13	We view failure as an opportunity for learning and improvement.					
14	Innovation and risk taking are encouraged and rewarded.					
15	Lots of things " fall between the cracks " (Reversed Scale).					
16	Learning is an important objective in our day-to-day work.					
17	We make certain that the " right hand knows what the left hand is doing.					
18	People understand what needs to be done for us to succeed in the long run.					
19	We view failure as an opportunity for learning and improvement.					
20	Innovation and risk taking are encouraged and rewarded.					

BIOGRAPHY

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