
Corporate Culture Management Strategy Under the Background of the “Belt and Road Initiative”

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Abstract: With the introduction of the “Belt and Road” diplomatic strategy, the nation or country along the way is rich in ecology and diverse in language and customs. It is a traditional cross-cultural research town. Based on a series of literature collation methods, this paper puts forward the concept of comprehensive culture management (TCM), which maximizes the role and intensity of corporate culture and realizes more humanization. Describes four main aspects of integrated cultural management: strategy, organizational process management, communication management, and human resource management. On the basis of comprehensive cultural management, six cultural management strategies were proposed in the context of the “Belt and Road Initiative” initiative. Through six key strategies, we will contribute to better management of corporate culture in the context of the “Belt and Road Initiative” initiative.

Keywords: Comprehensive Cultural Management, Belt and Road Initiative, Transnational Culture

1. Introduction

With the introduction of the “Belt and Road” diplomatic strategy, political, economic and cultural resources are bound to lead to the “Silk Road Economic Belt” and the “21st Century Maritime Silk Road”. The ethnic groups or countries along the way are rich in ecology, diverse in language and customs, and a traditional town of cross-cultural research. The essence of modern enterprise competition is the competition of corporate culture. The leading position in capital, technology and market is unsustainable. Only excellent corporate culture is the source of core competitiveness of enterprises. Only through corporate culture can we truly establish imitation. Competitive advantage can enable Chinese enterprises to smoothly transform and upgrade. At present, Chinese enterprises are still at a very preliminary stage and level in terms of cultural construction. They are highlighted in the following: insufficient emphasis on corporate culture construction; in the construction of corporate culture concepts, the concept system is incomplete and the concept elements are incomplete. The concept of the concept is not specific, or there is no connotation

interpretation, the expression of the concept lacks personality, and the imitation plagiarism is serious. The more serious problem is that corporate culture construction has not been effectively integrated with business management, it is difficult to meet and support the needs of the strategy, and employees generally lack recognition of culture. It is precisely because of these universal problems that lead to China. Under the situation of internal and external difficulties, enterprises cannot shape their inherent core competitiveness and cannot complete transformation and upgrading. At present, China's total exports are the highest in the world, and many customers have already become globalized. There are also some companies listed in China overseas, and capital is also globalized to some extent. But in terms of talent, brand and operations, the globalization of Chinese companies is just getting started. Global companies face multiple markets, multiple legal systems, and multiple cultures, but the primary factor in testing a company's global leadership is how to deal with different cultures. Only by establishing a corporate culture that is synergistic with the development of globalization strategy can the goal of international development of the enterprise be realized efficiently. Only by establishing a corporate culture that is synergistic with the

development of globalization strategy can the goal of international development of the enterprise be realized efficiently. In the comprehensive cultural management, the concept of culture is closely linked with the overall management objectives. Therefore, comprehensive cultural management is an important strategic measure for Chinese enterprises to take the international development path and improve the quality of development. Based on this paper, the concept of comprehensive culture management (TCM) is proposed through literature review, which maximizes the role and intensity of corporate culture and implements more humanization. Describes the four major aspects of comprehensive cultural management: strategy, organizational process management, communication management, and human resource management. Based on comprehensive cultural management, six cultural management strategies are proposed in the context of the Belt and Road Initiative, namely, implementing localization strategies, constructing rapid reflection organizations, culturally based on cross-cultural backgrounds, and focusing on cultural communication and inclusive culture. Assessment, guiding employee thinking, as well as disseminating corporate image and externalizing cultural concepts. Through six major strategies, we will contribute to the better management of corporate culture in the context of the Belt and Road Initiative.

2. Literature Review

Corporate culture is a basic assumption shared by an enterprise in order to overcome external adaptation and internal integration. It is the sum of the values, business philosophy, spiritual outlook and behavioral norms formed by the enterprise in the long-term management process [1-3]. Based on the specific situation in China, many scholars [4, 5] further proposed their own definitions of corporate culture, making the connotation of corporate culture more precise and more in line with the Chinese corporate context. As Lu Meiyue summed up [6], corporate culture generally refers to the values and behavioral norms of the employees' common beliefs and the atmosphere presented by the organization as a whole. Although there are some differences in the corporate culture content which defined by different scholars, most of them believe that the core of corporate culture is the values [7, 8], and the core values are dominant in the corporate culture.

2.1. Corporate Culture and Strategic Management

Strategic management is a process that includes strategy formulation, implementation, control, outcome evaluation, and strategic adjustment. The relationship between corporate culture and corporate strategic management is mainly reflected in four aspects, Enterprise strategic management is based on corporate culture. Corporate culture is an effective means for corporate strategic management. Corporate strategic management and corporate culture have mutual Promote and blend with each other [9]. (A strong culture that is consistent with strategic requirements can drive the implementation of the strategy and achieve positive results.

Choosing and nurturing future leaders of the business needs to ensure compatibility with organizational culture. Corporate mergers and acquisitions should design a new culture based on complementary advantages in order to accelerate integration and create more value over time. When a company faces a volatile and uncertain market environment, its strategic actions must be agile [10]. In order to ensure the feasibility of the company's strategic goals in the world, enterprises should accelerate the pace of corporate culture construction, and regard corporate culture as the basis for judging strategic feasibility, so that enterprises have the spiritual support they can rely on. If an enterprise wants to grow and develop, it must have a reasonable positioning of the company's strategy, and build a corporate culture that is conducive to the development of the enterprise, which will have a far-reaching impact on the positioning of the enterprise strategy [11]. "Goals drive strategy, strategy-driven culture", corporate culture is the foundation of corporate strategy, and corporate culture is an important path for successful corporate strategy. Corporate culture and corporate strategy must be able to coordinate and complement each other, which is also the core condition for the successful implementation of the strategy [12].

2.2. Corporate Culture and Human Resource Management

The management of modern human resources is the basis for the operation of enterprises by coordinating the relationship between people and things in the labor organization and the relationship with the people, tapping the potential of people, improving work efficiency, and realizing the goals, methods, tools and techniques of organizational goals. Corporate culture and human resource management are mutually promoting and mutually reinforcing relationships. Corporate culture is a value concept and code of conduct that enterprises have created and esteemed. It plays a guiding and radiating role in human resource management, and it runs through all aspects of human resource management [13]. Thyohiro Kon and Stewart R. Clegg pointed out three factors that influence corporate culture change, changes in top management, changes in corporate strategy, organizational systems, and changes in the human resources system. And claimed that it's important to guide employees to share value through internal and external compensation mechanisms [14]. According to a study by Deal and Kennedy (1982), organizational values influence employee performance, and organizational values are the decisive factor in shaping employee engagement or slackness, seriousness or friendliness, gregarious or loneliness [15]. Further demonstrate the differences in behavior between different employee traits in different corporate cultures. Lee and Tinsley (1998) conducted a tentative discussion on the psychological contract of Hong Kong employees, pointing out that Hong Kong employees emphasize the relationship dimension and team dimension in psychological contract compared with Western employees [16]. Combine the values of the company with the standards of employment. The requirements of corporate culture should be integrated into the assessment and evaluation of employees. Most companies

focus on performance indicators when evaluating employees. The solution of the talent problem in human resource management should be combined with the communication mechanism of the enterprise. Only when the understanding of the upper and lower levels is reached can the identity of the employees be truly formed [17].

2.3. Corporate Culture and Organizational Process Management

The enterprise management system is a kind of regulation management method formed by the enterprise through the formulation of unified management rules. Its scope covers all aspects of personnel, production, operation, etc. It belongs to a category of more rigidly constrained employee behavior, only the enterprise management system. The perfection of the mechanism can correctly guide the occurrence of corporate management behavior. Corporate culture actually includes the enterprise management system. The enterprise management system is a form of corporate culture, and it can also reflect the style of enterprise development [18]. For enterprises, system and culture are just two aspects of a company's problem. In the corporate culture, there is a corporate system. Similarly, corporate culture is also reflected in the corporate system. Institutional management and corporate culture construction are both indispensable. Corporate culture is the basis for the formation and innovation of management systems. It promotes the formation of management systems; while the rules of system management require corporate culture at all times. The two promote and interact with each other, and the two are inseparable. Establishing a corporate culture-oriented management system can not only reflect the mutual integration of the two, but also promote the long-term development of the company's health. The paper analyzes the system and culture construction in enterprise management, and believes that to ensure the smooth progress of corporate culture accumulation, enterprises must carry out corresponding institutional arrangements, and these systems are also an important component of corporate culture [19]. The management system of the enterprise reflects the spiritual connotation of the corporate culture to a certain extent [20]. The enterprise system is to play a role similar to the law for employees, to act through the rules and regulations formulated by the employees, to make the order of the enterprise efficient and standardized, and to ensure the stable operation and management. For enterprises, the system is the foundation and the culture is highly [21].

2.4. Corporate Culture and Communication Management

Goldhaber believes that, organizational communication is a process of creating and exchanging information to cope with environmental uncertainty by a network of interdependent relationships [22]. Pace and others believe that organizational communication can be defined as the diffusion and interpretation of information between communication units that are part of a particular organization [23]. Stowha defines organizational communication as: "collective, interactive

process of generating and interpreting information." Organizational communication is the exchange of information between members of the organization. The members of the organization here may appear as positions or as individuals; It can be representative of the organization, or it can not be representative of the organization: it can be the same organization or a different organization. Li Wenyong summed up the content of corporate culture communication. He believed that corporate culture communication is symbolic symbolization of the meaning of the cultural material, spirit and behavior of the enterprise, and systematic coding of the meaning symbol chain. The purpose is embedded in the meaning symbol, adopts various forms of communication, and is transmitted to the employees of the enterprise. Then the employee decodes according to the corresponding rules to gain an understanding of the corporate culture, and forms a meaningful sharing mechanism within the enterprise, thereby changing oneself. The thoughts and behaviors to adapt to the requirements of the enterprise [24]. Li Li believes that corporate culture communication refers to an activity in which enterprises or individuals communicate the cultural information of the organization in a planned, purposeful or inward direction through various media [25]. In practice, according to the different scope of communication, corporate culture communication can be divided into internal communication and external communication. Corporate culture communication refers to strengthening and deepening communication and communication among all employees of the enterprise through various means and methods, forming a consensus on the material culture, system and behavior, corporate spirit and values of the enterprise to reduce or even eliminate internal enterprises. Conflicts and differences make it easy to showcase corporate image with integration and integration. The purpose of external communication of corporate culture is to enable relevant individuals, groups, institutions, etc. to better understand the enterprise, and to carry out comprehensive, objective and accurate external exhibition activities to enhance the visibility of the enterprise, shape and disseminate the corporate image. In the case of increasingly fierce competition, this kind of communication is of great significance to the survival and development of enterprises. In Lili and Wang Guangyong's thesis, we can see that modern enterprises attach importance to corporate culture communication. The carrier of communication is not only the dissemination of enterprise products, but also the dissemination of corporate culture by means of communication carriers, giving full play to the soft power of corporate culture and enhancing The comprehensive strength of the enterprise, of course, as the encoding and decoding of the propagation process, the communicator is at the top of the coding as the initiator of the communication, and the audience as the end of the communication, decoding the received information, the existence of the propagation distance will affect the decoding of the propagation and The dissemination effect has a research value on how to spread the post corporate culture.

In summary, build the research concept model of this paper

(as shown in Figure 1)



Figure 1. Comprehensive cultural management model.

3. Comprehensive Cultural Management Content

Corporate culture and corporate strategy are like a coin, one side is strategy; one side is culture, mutual support, difficult to separate, and the logical starting point of strategy is mission and vision. The logical starting point of culture is also mission and vision, and the same root. On the one hand, strategy is direction, goal, and culture must match strategy. But on the other hand, the strategy is set by people. The value orientation of people determines the choice and method of strategy formulation. For example, a company that grows up in a conservative culture can never make a strategic plan with adventurous spirit. In a sense, what kind of strategy will be generated by what kind of culture, especially at the leadership level. Corporate culture is also like the relationship between human spirit and behavior. Spirit determines people's behavior and supports people's behavior, and behavior will affect people's spirit. For a company, the key to long-term success is whether the company consistently guides all work with core values. Nowadays, more and more companies regard the matching of core values as an important criterion for talent selection, and take core values as an important measure for employees. Therefore, the assessment of employees, especially the assessment of middle and senior managers, should fully consider the assessment of corporate culture. In the complete performance management operation, we should focus on "values". The carrier of corporate culture is the various systems of business management. At present, many enterprises try to use human resource management as a breakthrough, transforming the concept of cultural system into a series of specific human resource management systems and regulations, forming a unified, clear, Scientific operational norms address conflicts and contradictions in cultural concepts and behaviors in human resource work. There is a relationship between culture and system. There is a system in culture. The system also reflects culture. The system without culture and the culture without system are unimaginable. The system of cultural formation, that is, the concept of culture is the basis for the formation of the system, and the system must reflect the requirements of culture. A good system is an intangible system. If the culture is transformed into the potential ability and behavior requirements of the employees, the realization of the cultural system from the virtual to the

real, the system and the regulations become virtual. Comprehensive cultural management should also establish a systematic cultural communication system, which can include, but is not limited to, media communication, training communication, ritual communication, activity communication, animal communication, cultural movement, and theme year activities.

4. Six Strategies for Cultural Management

4.1. Implement a "Localization" Strategy

The "Belt and Road Initiative" provides important development opportunities for Chinese enterprises to "go global". However, due to the large differences in historical and cultural backgrounds along the "Belt and Road Initiative" countries, trade cooperation between countries along the line will inevitably face cultural differences. Due to the huge differences in ethnic, religious beliefs, customs, and legal, political, and economic environments in different countries, seeking cultural coexistence and integration in different regional environments is a problem that enterprises must face in going out in the context of the "Belt and Road Initiative". "Intercultural" management has become inevitable. In addition, China's foreign cultural exchanges often give people the impression of rigidity, ideology and old-fashioned. Without taking into account the different characteristics of different regions of the audience, it is customary to spread Chinese culture in a propaganda manner. The form of propaganda usually reflects domestic routines and lacks innovative ways of cross-cultural communication. The communication mode is mainly based on "one-way input" [26]. The "globalization" strategy implemented in the parent company and the "localization" strategy in the subsidiaries are the basic principles for cross-cultural management. The significance of implementing the "localization" strategy is to respect and understand the local cultural characteristics, and prepare the company for local expansion and future corporate culture. For example, in the concept of employing people, foreign affiliates employ local employees who do not conflict with the company's basic values, because these employees are more familiar with local customs, market dynamics and various government regulations. The competition between enterprises is essentially the competition of talents, only relying on local human resources can enable Chinese enterprises that "go global" to have sustainable development potential.

4.2. Build a Rapidly Reflecting Organization

Whether a company establishes a molecular company abroad or expands its business chain abroad, the spatial extension of its organization and business will bring new difficulties to its cultural management. For example, it is not flexible enough for foreign markets to respond to changes in foreign markets or political situations, or cannot be quickly reflected in the face of unexpected situations. The

construction of the “Belt and Road Initiative” needs to pay attention to the factors of cross-cultural communication. This will not only provide excellent public opinion support for related infrastructure construction, but also help promote the construction of the the “Belt and Road Initiative” community of destiny. Cross-cultural communication of the “Belt and Road Initiative” requires innovative thinking, better exerting the communication potential of “going out” enterprises and businessmen, and strengthening interpersonal communication and organizational communication while strengthening mass communication [27]. Therefore, in the context of the the “Belt and Road Initiative”, companies need a mobile, flexible and efficient corporate culture, and build a rapid response organization to improve the ability to respond quickly. To better build a global enterprise, on the one hand, set up a special cross-cultural management organization within the company, and set it under the highest decision-making body to give full authorization; On the other hand, flexible management and remote control are organically coordinated, adopt different strategies and control methods for different markets, and carry out targeted organizational design and division of powers and responsibilities. For departments with high requirements on response speed, they should be fully authorized and promoted. Localized R&D, localized talent, localized procurement, localized market and global R&D, global talent, global sourcing, and flexible coordination of global markets.

4.3. Culturally Based on a Cross-cultural Background

Compared with the period when enterprises only operate in one country, the cross-cultural background puts forward higher requirements for corporate culture. On the one hand, the geographical scope of cultural coverage needs to be covered, which makes the landing policy need to maintain a high level of communication efficiency and information fidelity; On the other hand, the ways and methods of cultural development need to be changed. Some cultural activities that were originally effective in one country may fail in another country or region. Cross-cultural development of enterprises needs to fully consider the different cultural backgrounds of employees, promote multi-form and multi-level communication among employees, and effectively carry out cross-cultural training and some cultural exchange activities, thus integrating language, habits, customs, concepts and other aspects. The difference creates an efficient internal working environment [28]. Taking cross-cultural training as an example, cross-cultural training is an effective way to conduct effective cross-cultural management. Through training, on the one hand, comprehensively and systematically teach the values, ethics, customs, legal systems, etc. of foreign cultures, and improve employees' culture of foreign countries. Cognition and cultural sensitivity, guiding employees to understand and respect cultural differences, reducing cultural conflicts and improving the ability to resolve cultural conflicts; on the other hand, using cross-cultural training to develop and develop employees' ability to observe and face-to-face, to make employees true Understand and learn from foreign

cultures in a corporate environment.

Intercultural training should first focus on language training. Language and culture learning can greatly reduce the barriers brought by language and help employees better understand foreign cultures and modes of thinking. Secondly, various cultural exchange activities can be carried out in a targeted manner, consciously conducting cross-cultural training and education, and learning about cross-cultural sensitivity and adaptability; Let trainees understand the values, behavioral habits, ethical standards, etc. of other countries' cultures, improve their ability to master other cultural knowledge, encourage employees to understand and respect other cultures, reduce cultural conflicts, and improve their ability to resolve cultural conflicts.

4.4. Pay Attention to the Cultivation of Cultural Communication and Inclusive Culture

There are only differences in culture. There is no distinction between “good”, “bad” and “right” “wrong”. Each culture has its own advantages and disadvantages. In the context of the “Belt and Road Initiative”, Chinese companies must “go global”, and there will be differences in values, behaviors, and work attitudes among employees from different countries and regions. Therefore, reducing cultural conflicts requires active dissemination of Chinese culture and The parent company culture, while fostering an inclusive culture in the enterprise. China's traditional culture emphasizes “inclusiveness” and has a very strong inclusiveness, which provides a good foundation for enterprises to build an inclusive corporate culture. When establishing a corporate culture, it is necessary to correctly understand the differences between different cultures. It is necessary to effectively integrate the corporate culture of the parent company with the local culture of the foreign branch, and promote different cultures to understand, adapt and integrate each other through various channels. Based on the parent company culture and local culture, a new type of corporate culture is constructed, and this new culture is used as the management foundation of foreign branches. This new culture should not only retain the characteristics of the parent company's corporate culture, but also adapt to the local cultural environment. It is an organic combination of the two cultures.

4.5. Strengthen Cultural Assessment and Guide Employee Thinking

Combining corporate culture with assessment, through the design of the value assessment system and the corporate culture credit system, the corporate culture becomes a factor that actually affects the employees' interests, thus subtly affecting the employees' thinking and behavior.

By incorporating the value assessment system into performance appraisal, first of all, refining the assessment elements of core values, such as: innovation, responsibility, collaboration, integrity, etc.; Then, the core values are transformed into performance appraisal indicators, and the index system is quantified and designed. Then the appraisal

results are applied to training management, personnel promotion, and salary.

For example, through the "cultural points" management to establish a corporate culture evaluation system, so that employees can give back in the cultural implementation and activities, promote employees to spontaneously spread the culture and shape behavior. Finally, the corporate culture is fully integrated into and guided by the daily management activities of the company, thus achieving the purpose of promoting the internal management of the enterprise.

4.6. Spread Corporate Image and Externalize Cultural Concepts

In addition to internal employees, the company's external stakeholders are also an important audience for corporate culture. Through the Corporate Identity System (CIS system), the company establishes the corporate brand image in the society, and promotes the company's cultural concept to stakeholders to gain multi-party trust and cooperation. The CIS system consists of three aspects, MI (Mind Identity), BI (Behavior Identity), and VI (visual Identity). MI is the core of CIS, which lays a theoretical foundation and code of conduct for the whole system, and directly publicizes the corporate culture and management philosophy, so that external stakeholders have the most direct understanding of the company's culture. BI directly reflects the personality and particularity of the corporate philosophy, including external public relations, promotional activities, product launches, and funding of social cultural activities. VI is to express the unique spirit of the company's individuality through the brand identity design and the design of the Corporate Culture Handbook.

5. Conclusion

In short, comprehensive cultural management is an inevitable requirement for Chinese enterprises to go out under the background of "Belt and Road" and an inevitable trend in the development of corporate culture management. Nationalized enterprises are required to be people-centered and based on full participation. The purpose is to achieve a global strategic vision management model by enhancing employee cohesion and management efficiency. Comprehensive cultural management leads all aspects and stages of international corporate strategy and management, such as strategic management, organizational process management, human resource management, technology R&D management, and production service management. It is the whole process management of the enterprise; from the high level to the grassroots level. From strategy to detail, from idea to behavior, it is a truly human-centered management, and it also reflects the humanistic management of big data, information intelligence and the Internet age.

In the past 40 years of reform and opening up, the development environment of Chinese enterprises has undergone profound changes. The globalization of enterprises

requires not only the support of time, capital and technology, but also the support of talents and culture. Under the background of "One Belt, One Road", enterprises can only achieve a corporate culture that is synergistic with the development of globalization strategy, and the goal of international development of enterprises can be realized efficiently. In the comprehensive cultural management, the concept of culture is closely linked with the overall management objectives. Therefore, comprehensive cultural management is an important strategic measure for Chinese enterprises to take the international development path and improve the quality of development.

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