ISSN: 2688-8653

# Research on Strategies for Corporate Culture Construction in the Internet Environment

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## Abstract

**In modern corporate internal management, corporate culture plays an important role, combining corporate values, business characteristics, and employees' converging modes of thinking, eventually evolving into a shared belief system that is followed by all members of the corporation. This positive transformation, from forced indoctrination to voluntary acceptance, essentially represents a unidirectional information dissemination process. With the advent of the Internet era, the networking, platformization, and diversification of information brought by the Internet have significantly transformed corporate operations and management philosophies. It has also provided new opportunities and platforms for the dissemination and promotion of corporate culture, while presenting new challenges for its construction. Against this backdrop, corporate culture construction has gained a new connotation. Internal managers and related personnel must deeply understand the positive incentives and negative impacts of the Internet environment on team thinking patterns and develop appropriate measures based on practical circumstances to better promote long-term corporate development.**

## Keywords

**Internet Environment, Corporate Culture, Innovative Strategies.**

## 1. Management Characteristics of Corporate Operations in the Internet Era

### 1.1. Flattened Management

With the deepening of networking, the virtual and physical worlds have become closely intertwined, prompting profound changes in corporate organizational structures. Traditional bureaucratic organizations are increasingly unable to meet the development needs of the Internet era, leading to the emergence of flattened corporate organizations[1]. Compared to bureaucratic organizations, flattened organizations stand out for their efficient operations and rapid market responses, making it easier to integrate various market players into a "community of shared interests." In traditional bureaucratic organizations, employees directly obey corporate leaders, but in a networked environment, both employees and companies must serve the customer, designing products and providing services around customer needs. This significant change essentially turns the value of "customer first" into a reality, deeply influencing corporate operational models and employee work attitudes.

### 1.2. Platforms as the Driving Force

In traditional economics, corporate expansion primarily relies on increasing scale and scope. However, in the Internet era, platforms have become the new engine for corporate growth. The core advantage of platforms lies in constructing a framework for rapid and efficient resource allocation, facilitating win-win scenarios for multiple parties[2-3]. It creates a unique ecosystem that encourages multi-organization interaction and the collective pursuit of long-term corporate goals. Platformization not only accelerates corporate value realization by setting industry standards but also provides an efficient, convenient, integrated interface to reduce disorder and chaos, enhancing predictability. Moreover, platforms allow companies to repeatedly utilize various processes, technologies, and assets, reducing costs while enhancing adaptability to market environments.

### 1.3. Emphasis on Value Management

The development of the Internet has intensified the complexity of information sources and channels. The new generation of employees increasingly seeks personalized development in the networked environment, challenging traditional, standardized management models such as scientific management and target management. Consequently, more companies have recognized that traditional management models, which manage only the "body" but not the "mind," no longer meet the humanistic requirements of the Internet era. The essence of corporate management has transformed into managing individuals' knowledge and values. Only by effectively managing the personal values of employees and the collective values of the organization can overall organizational efficiency truly be enhanced. Excellent companies that sustain healthy development maintain relatively stable core values and ethical norms despite changes in business strategies according to market conditions. This ability to balance change with consistency in business philosophy and strategic thinking is the underlying reason for their success.

## 2. The Importance of Strengthening Corporate Culture Construction

### 2.1. Guiding Rapid Corporate Development

A strong corporate culture can positively guide corporate growth and promote high-quality development. Building corporate culture helps shape a proper development framework for the company. The future trajectory of the company's growth is influenced to some extent by this development framework. Accelerating corporate culture construction effectively improves corporate development patterns and leads the company in a positive direction[4-5]. Furthermore, adhering to a human-centered philosophy in culture building aims at comprehensive development, changing traditional work attitudes, focusing on employees' daily work conditions and living situations, and improving operational development levels by enhancing personal qualities.

### 2.2. Promoting Internal and External Corporate Excellence

To stand out in fierce market competition, corporate culture plays a crucial role in generating positive energy within the company. On the one hand, developing corporate culture acts as a spiritual guide, enhancing internal cohesion. Under the influence of corporate culture, employees strictly comply with regulations, establish correct values, and fully commit to their work. On the other hand, an excellent corporate culture helps build a positive external image. From the public's perspective, whether a company is recognized by the public depends on various factors, which are all important components of corporate culture.

### 2.3. Quickly Building an Outstanding Workforce

Adhering to the human-centered philosophy in building corporate culture helps internal managers realize the importance of talent cultivation. Employee development should not be limited to improving professional skills but should also focus on understanding employees' thoughts and growth needs. After thorough preparation, detailed training plans should be formulated to target specific areas and fully leverage the role of talent. Moreover, corporate culture can help attract and retain talent, bringing fresh energy to the company, establishing a sound compensation system, and helping talent achieve personal value—all of which require the support of corporate culture.

## 3. Problems in Current Corporate Culture Construction

### 3.1. Lack of High Attention

In many companies, the lack of sufficient attention towards culture construction remains a significant concern. Firstly, there is a noticeable gap in implementation. Despite robust planning and strategic intentions, many companies fail to effectively actualize these plans. Efforts are often sporadic and short-lived, lacking a structured approach to sustain cultural initiatives over time. This results in the absence of a long-term mechanism for sustaining developments in corporate culture. Secondly, the human-centered approach is often neglected. During the planning phase, insufficient research into employee needs and preferences leads to poorly tailored cultural initiatives. This oversight weakens the research and practical application of planned activities, ultimately diminishing employees' sense of belonging and engagement. Thirdly, many companies oversimplify the process of culture construction. This simplification often manifests in uncreative approaches that fail to engage or inspire staff, severely limiting the potential impact and effectiveness of corporate culture efforts.

### 3.2. Lack of Employee Participation Interest

The essence of corporate culture lies in its acceptance and integration across all levels of the organization. It is the glue that binds the workforce, fostering a shared understanding that enhances the company's core competitiveness, guides high-quality development, and secures a competitive edge in tough market conditions. However, the construction of such a culture necessitates active and enthusiastic participation from all employees. Often, there is a disconnect between the cultural initiatives proposed by management and the actual interests and thoughts of the employees. When culture building is predominantly a top-down approach, it fails to resonate with the workforce, leading to low engagement and participation. This disconnect not only diminishes the relevance and impact of the initiatives but also stymies the potential benefits of a cohesive and vibrant corporate culture.

### 3.3. Prevalence of Formalism

Corporate culture construction demands significant investment not only in terms of human capital but also in material and financial resources. Nevertheless, some enterprises treat these efforts as merely perfunctory obligations, failing to allocate the necessary resources to genuinely enrich and empower their corporate culture. Whether it involves organizing team-building activities or rolling out employee welfare initiatives, such expenditures are not just budgetary commitments but are crucial investments in fostering a sense of belonging and responsibility among employees. This investment significantly boosts internal cohesion and employee morale. Moreover, the absence of dedicated personnel to steer cultural initiatives often leads to poorly executed programs that do not achieve their intended goals. The lack of specialization in managing culture-driven projects further exacerbates the issue, rendering many well-intended efforts superficial and ineffective.

## 4. Innovative Strategies for Corporate Culture Construction in the Internet Environment

### 4.1. Adhering to a Human-Centered Management Concept

In the mobile Internet environment, corporate culture construction must be based on the company's strategic development and closely align with the flattened, networked organizational characteristics, firmly putting customers at the center while deeply practicing

ISSN: 2688-8653

the human-centered philosophy. Through the collective efforts of all employees, the company should create a cultural atmosphere that fully motivates employees, thereby forming corporate values that are both in line with organizational characteristics and meet mainstream employee needs, ultimately creating a unique corporate culture. With its convenience, immediacy, and accuracy, mobile Internet also drives changes in corporate management. Employee creativity and enthusiasm are key driving forces for corporate survival and development in the mobile Internet era. Thus, management must abandon centralized control in favor of decentralized management to ensure organizational flexibility, while corporate culture maintains effective operations. Human-centeredness becomes a necessity. In the decision-making system, employees are an important component, and adhering to the human-centered principle means constantly addressing employee needs, enhancing communication channels, providing a platform for employees to showcase their talents, and increasing their sense of belonging.

## 4.2. Strengthening the Implementation of Cultural Management Systems

Corporate culture construction must ultimately be implemented through systems, forming a standardized management framework. Such management systems provide clear guidelines and references for employee behavior, effectively avoiding the randomness in culture construction. Systems are a solid backing for implementing corporate culture, standardizing employee behavior, stimulating employee potential, and guiding them in the right direction. It is important that when formulating or encountering conflicts or gaps in systems, the spirit of corporate cultural values should guide decision-making to ensure effective culture implementation. When a company's strategic goals change significantly, corporate regulations must adapt accordingly. Different types of employees under the networked economy should be treated differently: repetitive tasks can have fixed personnel assessments, while innovative tasks should adopt flexible incentive systems[7-8]. Internal staff should have clear roles, while external roles should be flexible with appropriate empowerment, breaking outdated management practices and encouraging employee participation.

For example, Haier Group, based on the characteristics of the network era, has established a "win-win between individuals and units" model that turns employees into entrepreneurs, implements flattened management, and platform operations. This model creates a community of interests involving employees, suppliers, and users, achieving seamless connections between the company and customers, transforming external constraints of corporate culture into internal motivation for employees (see Figure 1).

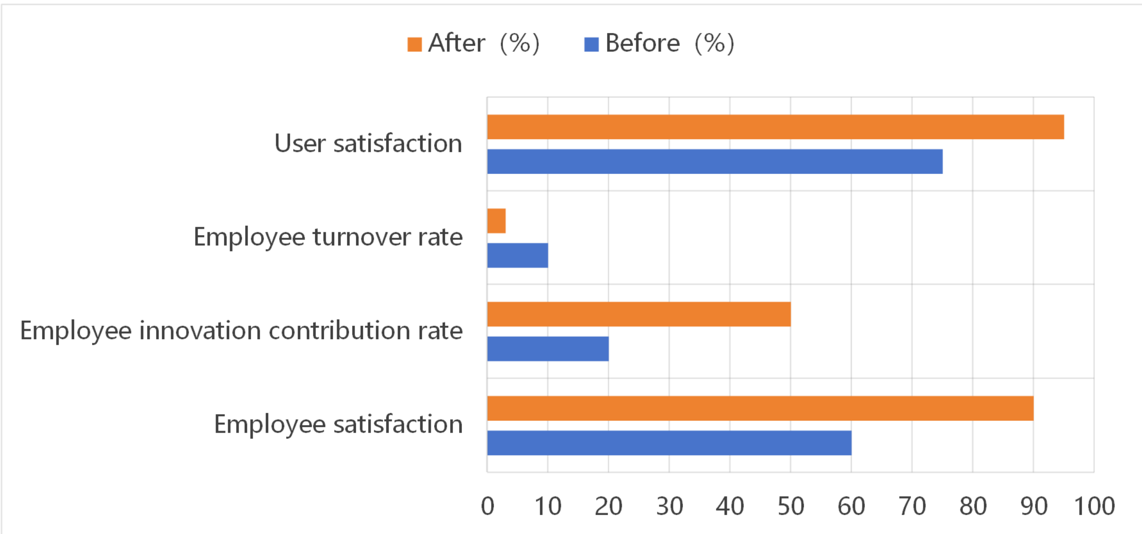


**Figure 1.** Comparison Before and After the Implementation of the "Win-Win between Individuals and Units"

ISSN: 2688-8653

## 4.3. Leveraging the Potential Value of Excellent Culture

In the Internet era, corporate management displays concepts distinct from those of traditional enterprises. Traditional enterprises often emphasize rigid management, focusing on strict implementation of rules. However, in the Internet era, corporate management emphasizes using flexible methods such as concept leadership, value orientation, strategic planning, and information sharing to construct a culture-centered management mechanism. Under such a mechanism, every employee, guided by a recognized management philosophy and values, consciously strives for corporate ideals and clearly understands the standards and approaches needed to achieve them. The effectiveness of an Internet-era corporate organization primarily comes from its self-control, self-adjustment, and self-growth, which are rooted in its established values and business philosophy. For modern enterprises, such culture is a valuable intangible asset that positively guides employees' future development, requiring them to conduct tasks in an orderly manner as per organizational goals, achieving maximum efficiency.

## 4.4. Innovatively Constructing the Material Aspect of Corporate Culture

The material aspect of corporate culture, as an external manifestation of corporate philosophy, forms the cornerstone of corporate culture and is the primary basis for the public's perception and evaluation of corporate culture. It includes four core systems: visual identity, physical environment, product alignment, and cultural communication. Companies must define their construction plans and principles, utilizing professional teams for implementation and cultural managers for quality supervision. This can be explored from several aspects, as outlined in Table 1.

**Table 1.** Content of Innovatively Constructing the Material Aspect of Corporate Culture

| Content | Specific content |
|---|---|
| Thorough planning and step-by-step implementation | Building the material layer of corporate culture based on the principles of coordinated planning, inheriting innovation, and gradual progression. |
| | Implementing with high standards and strict requirements, in a layered, specialized, and phased manner. |
| Enhancing the cultural environment experience | Designing attractive cultural environments, including office spaces and exhibition areas. |
| | Organizing celebratory rituals and cultural and sports activities to attract employee participation. |
| | Strengthening the cultural experience by educating through entertainment and creating a lively and participative corporate culture atmosphere. |
| Perfecting corporate cultural carriers. | Extending the material layer of corporate culture to all links of the enterprise's supply chain and value chain. |
| | Engaging shareholders, customers, suppliers, and the public in the development of corporate culture. |
| | Improving corporate cultural systems and shaping a positive corporate image through bidirectional cultural communication. |

First, comprehensive planning with phased implementation—construction of the material aspect of corporate culture must follow the principles of overall planning, heritage and innovation, and gradual progress, with high standards and stringent requirements. The process

ISSN: 2688-8653

should be carried out in layers, by specialization, and in phases to display the corporate brand image and demonstrate the unique corporate culture[9]. Second, enhance the cultural environment experience—create an attractive cultural environment through ceremonies and recreational activities to encourage employee participation, making cultural experiences educational and entertaining, thereby fostering a vibrant and participatory corporate culture atmosphere. Third, improve corporate cultural carriers—continuously expand the material aspect of traditional corporate culture construction to all aspects of the corporate supply chain and value chain, actively involving shareholders, customers, suppliers, and the public in corporate cultural initiatives, and improving cultural systems through two-way communication to shape a positive corporate image[10].

## 5. Conclusion

In the Internet environment, the platformization, ubiquity, and diversification of information significantly impact corporate management philosophies and methods, while also posing new challenges for corporate culture construction and management. Employees' sense of hierarchical distinction diminishes, democratic awareness strengthens, and the pursuit of an egalitarian and mutually beneficial culture becomes an irreversible trend. Corporate culture has transformed from unidirectional dissemination to interactive communication. Thus, in this environment, corporate internal managers and related personnel must deeply recognize the role of Internet technology in culture construction, adopt scientific measures to fully utilize its advantages, adhere to a human-centered corporate culture philosophy, establish systems for culture implementation, strengthen enforcement, and encourage employee participation to drive corporate progress in a positive direction.

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