

Research on Organizational Culture Impact on Organizational Adaptability: Taking *DTC* as an Example

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Abstract

Organizational culture is a company's "soul", from the organization's deepest influence organizational behavior and choices. This paper as a typical east large SOEs for example, analysis of the corporate culture of Dongfang Turbine Co., Ltd. (hereafter, DTC, state owned enterprise) in the enterprise 50 years of development, how to affect the selection and adaptation, and draw some conclusions. Finally in this study surviving outlook provide an entry point for future research.

Key words: Organizational culture; Adaptability

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INTRODUCTION

Since the industrial revolution, the division of labor and social production promoted the birth and development of industrial organization, and with the further socio-economic move forward, increasing the complexity of the organization. At the same time, the organizational culture as a core element of an organization's internal and gradually grow and played a role in its hidden. 20 In the 1980s, Harvard University Graduate School of Education professor Terrence Deere and McKinsey & Company consultant Alan Kennedy through long-term business

management studies, published a "corporate culture—the customs and manners of business survival", a book, as discussed in the corporate culture classic. They noted that the outstanding and successful businesses have a strong corporate culture, that is, to abide by all the staff, but often is a natural convention rather than a written code of conduct; and there are a variety used to promote and strengthen these values rituals and customs, cultural strength, the development of enterprises consequences is entirely different. Since then, the corporate culture has become sociology and management is an important proposition, to get the organization's attention, at this stage had an impact on future generations of many well-known studies, such as Harvard University professor Tres. E. McKinsey Deere and the United States Company Allen. A. Kennedy co "Corporate culture—the spiritual pillar of the modern enterprise"; University of California at Los Angeles School of Management professor William Ouchi's book "Z theory—American businesses how to meet the Japanese challenge"; U.S. researcher Thomas McKinsey & Company. J. Peters and Robert. H. Waterman coauthored "the road to success—the experience of best managed companies in the United States"; Stanford University School of Business professor Richard Pascale and business Administration, Harvard University researcher Professor Anthony Athos coauthor "art of Japanese management", etc., to promote organizational organizational culture as an important factor in development and Everlasting obtained management sector and theorists unanimously approved.

Organizational adaptability biological concepts derived in the field of management. As the organization's social economic development stage change, the more and more scholars and practitioners recognize the organizational ability of enterprises to adapt to the importance of long-term survival and development, especially the decline of Ford Motor Company, so that more people are beginning to research to improve organizational adaptability issue.

From previous research point of view, can be divided into two main directions: First, organizational adaptability endogenous school, they believe that the organization is an organization owned by adaptive learning and the ability to change, emphasizing the organizational adaptability produced in systems within the organization structure (Chowdhury, 2004); domestic Yan Tan Yin, who believe that the system itself through the variability of the structural and behavioral patterns to make adjustments. Second, organizational adaptability exogenous school, they passed the strategic management perspective, that environmental decision strategy, organizational structure adaptation strategies, organizational adaptability to the environment with passive and dynamic adaptability, emphasizing the organizational learning capability.

Whether organizational adaptability endogenous school, or organizational adaptability exogenous school, will focus on the structural adaptation, mechanisms or processes and other “hardware” or “flesh”, even if the school is endogenous, the focus is also lies within the organization some “alternative capacity”. The organizational culture as an organization, “software” and “soul”, denying its ability to adapt to the organization have hidden, huge impact. This article will conduct a case study of DTC, hoping corporate culture through *DTC* vapor in improving organizational adaptability East role interpretation, how to get organizational culture affect the organization’s ability to adapt to conclusions, and further enrich organizational adaptability.

1. DTC CORPORATE CULTURE DEVELOPMENT STAGE CHARACTERISTICS

DTC, is a large state-owned enterprise (SOE) that engaged in research, design and manufacture of large heavy equipment for power stations. *DTC* was founded in 1966 and put into operation in 1974. From 1966 to 2012 half a century, *DTC* has gone from highly planned economy to market economy round the entire period from the beginning of the establishment in order to strengthen the socialist public economy and the protection of national strategic security as the goal, to a national three large power equipment manufacturing base in order to develop new markets and create new benefits, to ensure state-owned assets for the mission, *DTC* witnessed the history of Chinese economic development and change, and the change in the history, has maintained a corporate culture continuity and independence of corporate development. It should be said, the development history of *DTC* Republic economic model is a typical representative of the history of development.

From the beginning of the formation of *DTC* culture, because of the birth of the enterprise itself characterized (by the Harbin Turbine Co., Ltd. (hereafter, HTC)

Shanghai Turbine Co., Ltd (hereafter, STC) joint reconstruction), and has a strong inclusive and complex nature, which directly determines the *DTC* culture in the semi-a century later, is still able to maintain the vitality and support the development of enterprises. In the Eastern steam cultural portrayal of phased development, corporate history by reading data, combined with questionnaires and interviews, the *DTC* corporate culture is divided into four phases: 1966-1982, 1983-1992, 1993-2005, and 2006-present.

1.1 Cultural Start-up Period (1966-1982)

DTC was build in Hanwang, a remote and poor town with a great response to the national “three line”, from “a rope arduous pioneering” and rely on hand shoulder to a desolate land and built a beautiful “Ten *DTC*”. In order to build and develop China’s turbine business, *DTC* staff always carry forward the “dare to fight a hard battle”, “dare to face tough” spirit, “gave youth offer children and grandchildren, and offered the descendants offer lifelong”. *DTC* in the building of enterprise culture to encourage employees to pay attention to spiritual goal of self-realization. In the interview, *DTC* first director Ding said: “Now, the Third Line Construction is no longer in demand. DEC did not have any favorable conditions of time and terrain. We can only rely on interpersonal harmony and our own hard work to survive.” Enterprise businesses can use a variety of carriers to build “and” culture, to the masses of workers to pursue goals of self-realization has opened broad prospects. Start-up of the “people” oriented corporate culture, hard work, dedication and hard work, democracy and become a major cultural characteristics of this stage.

1.2 Cultural Development Period (1983-1992)

“In 1983, when I speak four words, ‘Zhengshun man, Li Zhi reform and innovation, the only flag is wins’, which is the most primitive *DTC* spiritual expression” (Kuanjin Chen, interviews, 2011). 1986, Dongfang Steam Turbine Works After collecting the opinions of all employees and repeated discussions in the organization, and ultimately that “democracy and, dedication and hard work, innovation and development, the only flag is wins” as the core content of the Dongfang Steam Turbine Works corporate culture. Dongfang Steam Turbine Works Corporate culture is a set of workers, the culmination of thought, after years of practice, and gradually developed molding and become full consensus. Determined to reform and innovation as the most important cultural characteristics of this period.

1.3 Corporate Culture Maturity (1993-2005)

Following the development of environment, *DTC* haved a big discussion on organizational culture, and ultimately presented the rich features of the times “realistic and develop innovative” as the core content of the new spirit of *DTC* culture, presented the first

“green power for the benefit of mankind” business purposes and “well-doing, well man” code of conduct. Enriched the “integrity first, win-win cooperation” business philosophy, “one step ahead, I have excellent” technology concept “continuous improvement, build quality,” the quality of ideas, “people-oriented, efficiency first” management philosophy, “Enterprise tree people prospering enterprise” concept of talent, and business strategy, employee conduct made plans to form a corporate philosophy, behavior and image recognition system, *DTC* culture into maturity. Actually, in this stage pioneering spirit is a major cultural characteristics.

1.4 Corporate Culture Change Period (2006-Present)

In Wenchuan earthquake, *DTC* corporate culture had to be fully reflected in the face of disaster. February 2009, the Chinese government the spirit of the new era of *DTC* summarized as “sacrifice, courage to win, perseverance, hard work, innovation, scaling the heights” is the Chinese national spirit reflected in the earthquake relief and sublimation, the spirit of the *DTC* is *DTC* vapor in 43 years of hard work, reform and development, disaster relief, recovery and reconstruction in the ancient *DTC* to gather together the wisdom and hard work, self-improvement, dedication fighting spirit crystals.

2. *DTC* ENTERPRISE CULTURE ADAPTABILITY

It should be said, the *DTC* has many typical characteristics of steam culture, on the one hand, the *DTC* itself is made from all corners of aided by the establishment, beginning with the formation of cultural complexity, inclusiveness and openness characteristics; another, due to a long period of Hanwang town, the external environment is relatively closed, internal promotion mechanism and source of the unity of staff, maintaining a culture of independence and identity, *DTC* cultural factors in these two areas, the formation of both extraversion and cohesive characteristics. In the subsequent development, with the enterprises to survive and develop, *DTC* cultural characteristics and the gradual introduction of pioneering and enterprising spirit, and promote long-term development of the *DTC*.

2.1 Corporate Culture Change to Promote Organizational

The beginning of construction, *DTC* enterprise culture of “people” as the core. In such a corporate culture, the factory opened a primary, secondary, technical schools, trade unions, universities, hospitals, farms and other welfare agencies, to solve the worries of workers to form a “from infancy to the grave” and “enterprise-run social” model, the factory not only is manufacturing the body itself, but also a small social body.

The 1980s, *DTC* established cultural ideas of reform and innovation, determined to reform the corporate culture of radiation to *DTC* reforms. For example, the proposed “do peddler, eating cereals” business principles, institutional mechanisms aimed at breaking the shackles plan, take the road of market economy, competition in the market with their peers. Enterprises in accordance with product features and specialization Drag upgraded to branch, will be upgraded to the functions of the functions of the department division, expanding grassroots autonomy, decentralization and hierarchical management to achieve a unity of powers and responsibilities, the initial establishment of the enterprise the basic management structure and management mechanisms.

2.2 Strong Corporate Cultures to Help Companies Tide Over Their Difficulties

One of the important features of *DTC* corporate culture is that it has a strong cohesiveness power. *DTC* culture is the company’s mainstream values all staff selection, has been generally recognized by employees, the enterprise’s survival and development are the common aspiration of all employees. In support of this kind of cultural philosophy, *DTC* in the “5.12” earthquake disaster, although *DTC* being destroyed ten major threat, *DTC* managers and staff are always on the front lines, risking aftershocks continue danger, rescue the injured employees. In the reconstruction process, workers living in tents, in 2008 to give up weekend break, put into rehabilitation and reconstruction work. The second week after the earthquake, *DTC* staff in harsh conditions resumed production, in just two years, the *DTC* relocation fully put into operation a new base, creating a world-famous *DTC* speed.

2.3 Corporate Culture to Promote *DTC* Power Simultaneously Pattern

As *DTC* built by HTC and STC reconstruction made in South *DTC* culture is the culture shock and integration with each other to form, it also gives the *DTC* cultural openness of the important features of this openness is further reflected in the *DTC* products. Early stage in the domestic advocates 200MW, 300MW *DTC* turbine production has already begun development, and thus opens the domestic market. After the turbine products from the developed to the new D06 D42, 600MW steam turbine started cooperation design and manufacturing. Enterprise has developed a number of non-market-related products. “At that time we did it, now appears to be from a number of township enterprises are unwilling to dry, like an airplane hangar door, auto transport tanks, folding chairs, when we have the material advantages, the steel distribution do choppers, steam turbine in a certain extent, started selling knives, which are more advanced concepts” (KuanJin Chen, interviews, 2011).

Based on the turbine products, *DTC* cooperated with GE, ALSTOM, SIEMENS, ABB, TOSHIBA, Mitsubishi and other internationally renowned electrical equipment

companies, in order to “migrant workers” and “student” attitude to the international advanced technology electrical equipment giant learning and management, and gradually mastered the nuclear power, gas turbine, wind power and other key technologies, successfully entered the nuclear power, gas turbine and other emerging electricity market. December 1999 made the first 1000MW nuclear power station turbines shipped, in 2005 successfully produced four 270MW gas turbine, in April 2005 made the first batch of 7×1.5 MW wind turbine orders, marking the DTC achieved by the traditional energy sources to clean energy, new energy transformation, the formation of multi-enterprise development pattern simultaneously.

2.4 Aggressive Corporate Culture to Promote DTC Among the Big Three Domestic Market

DTC culture conceived in relatively closed its external environment, so in the early formation of culture, change engraved survival and development of the mark. In the planned economy era, the country's positioning in the small DTC turbine production, but DTC using its own assets in the domestic initiative to develop 300MW steam turbine products, and thus became a hit in the market. In a market economy stage, DTC is actively lead the market demand for the introduction of a variety of efficient cleaning products, is committed to 1200MW coal-fired steam turbine, 50MW gas turbine, 3MW wind turbine, CAP1400 third-generation nuclear power units and other new product research, efforts develop more independent intellectual property rights, the domestic market share of over 30%, becoming the domestic power equipment manufacturing market three giants.

CONCLUSIONS

In this paper, organizational culture on organizational adaptability impact study for the title, combined with the case of DTC, DTC from different stages elaborate analysis of organizational culture, and organizational culture on organizational adaptability study of the effects, the following conclusions: first, organizational culture and organizational ability to adapt to the strength of weak positive correlation. The stronger organizational culture, organizational members of the cultural identity are high, highly organized solidarity and cohesion. Once an organization has to make adjustments as needed, members of the organization can quickly unify their thinking and goals; facilitate the organization to make adaptive behavior. Organizational culture is weak, members of the organization's identity are not enough, when the organization needs to be adjusted, the organization will become a member of resistance to change, even from the organization of the phenomenon. The second, more open and inclusive organizational culture organization is able to maintain the state of adaptability. Open and inclusive organizational culture within the organization exists to

allow a variety of ideological, organizational members are different views and perspectives of organizational growth and development of nutrients from the internal drive organizational optimization and time to make adjustments to enable the organization to maintain a strong adaptability. Third, extraversion, competitive organizational culture can enhance the adaptability to the external environment. Extraversion, competitive organizational culture enables organizations to be more sensitive to the external environment, the formation of a development of consciousness expansion, thus promoting organizations to develop aggressive competitive strategy, and thus the organization to adjust and change. Fourth, changes in the external environment will be by acting on the organizational culture, thus promoting the adaptability of enterprises to make adjustments. Exogenous changes in the organizational environment necessary requirement to make a corresponding adjustment to the organizational culture, thus promoting the adaptability of enterprises to make changes in endogenous.

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