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An Empirical Study on Paths of Creating Harmonious Corporate Culture

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Abstract:

Creating harmonious corporate culture has been a new issue in present day society. Many scholars studied paths of creating harmonious corporate culture but nobody used quantitative methods. This study collected 205 valid questionnaires and held 12 study meetings to find the paths of creating harmonious corporate culture. Authors identified 62 analysis units and 27 small categories and 4 categories. All paths were assigned to 4 categories as spiritual culture, institutional culture, behavioral culture and material culture. This paper discussed paths of creating harmonious corporate culture in order to seek out which paths were perceived and received by most people. The results of this paper are useful to entrepreneurs who want to build harmonious corporate culture.

Abstract:

Das Schaffen von harmonischen Unternehmenskulturen ist in der Öffentlichkeit ein neues Thema geworden. Viele Gelehrte eruierten Wege hierfür, aber niemand setzte quantitative Methoden ein. Die vorliegende Studie sammelte 205 Fragebögen und hielt 12 Meetings ab, um Wege der Entwicklung einer harmonischen Unternehmenskultur zu finden. Die Autoren identifizierten 62 Analyse-Einheiten, 27 Unterkategorien und 4 Hauptkategorien. Alle Wege wurden den 4 Hauptkategorien Spirituelle Kultur, Institutionale Kultur, Verhaltenskultur und Materielle Kultur zugeordnet. Diese Arbeit diskutiert Wege der Entwicklung harmonischer Unternehmenskulturen, um heraus zu finden, welche Wege von den meisten Menschen wahrgenommen und angenommen wurden. Die Ergebnisse dieser Arbeit können für Unternehmer nützlich sein, die eine harmonische Unternehmenskultur aufbauen wollen.

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1. THEORETICAL BACKGROUND AND QUESTION

China attaches more importance to harmony than before. The Fourth Plenary Session of the 16th Central Committee of the Communist Party of China puts forward building socialist harmonious societies, and the sixth plenary session of the 16th central committee of the communist party of China points out that creating harmonious culture is an important task for building socialist harmonious society. Government calls upon all people to build a harmonious society and create a harmonious atmosphere.

Chinese philosophy has a history of several thousand years. Its origins are often traced back to *the Book of Changs*, which introduced some of the most fundamental terms of Chinese philosophy. Its first flowering is generally considered to have been in about the 6th century BC, but it draws on an oral tradition that goes back to Neolithic times. *The Tao Te Ching* of Lao Tzu and *the Analects* of Confucius both appeared around the 6th century BC, around the time of early Buddhist philosophy. Harmony was a central concept in Chinese ancient philosophy. Confucian, Taoist, Buddhist and Legalist that are the major Chinese traditions all prize "harmony" as an ultimate value, but they disagree on how to achieve it. Confucians in particular emphasize the single-character term for "harmony", which appears in all of Confucianism's "*Four Books and Five Classics*". The most forceful articulation of identification of personal and communal harmony comes from *the Doctrine of the Mean*, which defines harmony as a state of equilibrium where pleasure, anger, sorrow and joy are moderated and restrained, claiming "all things in the universe to attain the way". The Chinese schools of philosophy, except during the Qin Dynasty, can be both critical and tolerant of one another. Despite the debates and competition, they generally have cooperated and shared ideas, which they would usually incorporate with their own.

During the Industrial and Modern Ages, Chinese philosophy began to integrate the concepts of Western philosophy. Chinese philosophy attempted to incorporate democracy, republicanism and industrialism. Mao Zedong added Marxism, Stalinism and other communist thoughts. The government of the People's Republic of China initiates Socialism with Chinese Characteristics. The theoretical bases of harmonious socialist society are

Marxism-Leninism, Mao Zedong Thoughts, Deng Xiaoping Theory, and the important thought of "Three Represents" (That is, the CPC must always represent the development trend of China's advanced productive forces, the orientation of China's advanced culture, and the fundamental interests of the overwhelming majority of the people in China.). Six main characteristics of a harmonious society are democracy and the rule of law, fairness and justice, integrity and fraternity, vitality, stability and order, and harmony between man and nature. The principles observed in building a harmonious socialist society are as the following: people oriented; development in a scientific way; in-depth reform and opening up; democracy and the rule of law; properly handling the relationships between reform, development and stability; and the participation of the whole society under the leadership of the party.

A Company is a basic social unit and typical organization. For achieving all social harmonious goals, companies need to become harmonious at first. Harmonious culture is an important content of a harmonious company and is an important way to become a harmonious company. Many companies work hard to build harmonious corporate culture and some companies declare that they hold harmonious corporate culture. But some people are suspicious of these companies' working and saying. What is harmonious corporate culture?

Chinese traditional culture is the basis of harmonious corporate culture. Era need is the direction of harmonious corporate culture. "Harmonious Corporate Culture" is a new identification and is different from any existent conceptions. What is harmonious corporate culture? Many people (Liangbo Cheng & Chengjing Lin, 2007; Wujin Wang, 2007; Xiangkui Geng, 2007; Tiesheng Wang, 2007; Dan Zhou, 2007; Shuli Jiang, 2006; Yanni Qu,2006) attempted to define it by qualitative method and only Lianke (2008) defined it based on quantitative research. Lianke (2008) designed an open-ended questionnaire with only one question that is "Please use ten words or ten sentences to describe harmonious corporate culture". After studying 291 valid questionnaires, she found 15 dimensions of harmonious

corporate culture and defined them.

Table1　Dimension of Harmonious Corporate Culture

Dimension
1. people oriented
2. steady development
3. scientific administration
4. vitality
5. stability and order
6. fraternity and concord
7. unity and cooperation
8. fairness and impartiality
9. democratic participation
10. managing in good faith
11. pursuing excellence
12. social responsibility
13. energy conservation and environmental protection
14. incorporating things of diverse nature
15. common development and win-win situation

Harmonious corporate culture can be explained more clearly and detailed by these dimensions. Lianke (2008) defined harmonious corporate culture as the corporate culture which adhere to people-oriented principle, consider harmony as a core concept, manage enterprises in good faith and by scientific methods, work to achieve harmony among enterprises, society and nature, and eventually make enterprises develop harmoniously and healthily.

Many Chinese companies are making great efforts to construct harmonious corporate

culture because it accords with Chinese traditional culture, it answers for social need, and it can help companies to develop harmoniously and healthily. Harmonious corporate culture has special and new meanings in China, thereby many Chinese actively seek ways to build it recently.

Some scholars advised companies to build harmonious corporate culture by human resource management. Liangbo Cheng and Chengjing Lin (2007) thought that some works of human resource management can become ways to build harmonious corporate culture, such as emphasizing the value of human resource, equating managers with subordinates, striking a balance between company's benefit and individual's benefit, and building a system to encourage employees' positivity and creativity. Li Sun (2006) believed that the value of harmonious corporate culture promote human resource development, such as advocating "people oriented", creating harmonious internal and external environment, influencing human resource development by harmonious regulations, and building psychological contract between company and employee.

Some scholars studied the ways of building harmonious corporate culture from the view of balancing relations. Yajuan Zeng (2006) considered that material culture, behavioral culture, institutional culture and spiritual culture consolidate to form harmonious corporate culture. Hong Wu (2007) suggested that creating harmonious corporate culture must deal with five relationships: material and spirit, reality and ideality, experience and innovation, culture and system, efficiency and justice. Dan Zhou (2007) believed that balancing relations on benefits, settling conflict of benefits, and managing every part and factor of company in harmonious situation are important works to create harmonious corporate culture.

Culture can be defined as the set of key values, beliefs, understandings, and norms shared by members of an organization (Ralph, Mary & Roy, 1983; Linda, 1983). Culture is a pattern of shared values and assumptions about how things are done within the organization (Richard, 2000). Corporate culture can be analyzed at four level: spiritual

culture, institutional culture, behavioral culture and material culture. Many people discussed the way to build harmonious corporate culture after 2006. It is difficult to classify abundant views, but most views have close relationships with four levels of culture. Some viewpoints relate to spiritual culture, for example, people oriented must be emphasized (Xiaojing Wen, 2007); concept of scientific development leads creating harmonious corporate culture (Sujie Liu, 2006); seeking common ground while retaining independence, incorporating diverse elements and a victory for many sides are advocated as essential values (Shuli Jiang, 2006); consensus and share are core of creating harmonious corporate culture Wujin (Wang, 2007); corporation should be concerned about employees and their families (Renbo Chen, 2007). Some viewpoints relate to institutional culture, for example, building system is key work among building harmonious corporate culture entirely (Shangkun Li, 2007); building honesty management system to establish harmonious corporate culture based on honesty (Yunling Xi, 2007); Yueying Yan (2006) analyzed how to build a harmonious corporate culture to match modern enterprise system. Some viewpoints relate to behavioral culture, for example, strengthening ceremony can promote harmonious corporate culture (yanchun Xiao, 2001); enriching cultural life of employees is the premise of creating harmonious corporate culture (Xiaoqin Chen & Weixin Zhao, 2007); activities with distinct theme should rich in content and succinct in style (Guona Du, 2007). Some viewpoints relate to material culture, for example, company should make carrier and platform for harmonious corporate culture (Lin Guo, 2007); harmonious corporate culture is conveyed by stories (Peibo Ge, Ximing Dong & Jing Liu, 2006); Wei Wang (2007) focused on how to express harmonious corporate culture in language.

There are a lot of literatures discussed how to build harmonious corporate culture, but the majority of literatures studied this question only on theories. Theoretical verification and empirical study all are important method to study harmonious corporate culture, but we found empirical study is very weak in this field. Certainly, some writers sought the way of building harmonious corporate culture based on their own experience (Tiemin Wang, 2000) or actual corporate cases (Xinjun Wang, Zhiyong Lv & Zhongyang Ci, 2006, Mayer, 2008).

How to build harmonious corporate culture is a realistic question. Case study is a good method to study it. To our great surprise, nobody study harmonious corporate culture by questionnaire of survey research. So we wanted to study this question as following by questionnaire.

Question 1: How do corporations build harmonious corporate culture?

Chinese corporations pay excruciating attention to harmonious corporate culture, which call for scholars studying it. This paper will study the paths of building harmonious corporate culture by questionnaire. Firstly, this study will fill the scientific gap on method. Secondly, this research can collect information about harmonious corporate culture from corporations. Thirdly, this paper can provide some suggestions for corporations.

2. METHODS

2.1. Sample

The empirical analysis was carried out in Jiangsu and Shanghai. Jiangsu's economic and social development has always been taking the lead in China. Shanghai is China's chief industrial and commercial centre and one of its leading centres of higher education and scientific research. They are both located in the centre of China's east coast. We can know what modern Chinese are thinking and hoping by studying employees in Jiangsu and Shanghai.

Questionnaires couldn't be counted because we used a paper version as well as a computer version. From January 2007 to January 2008, authors sent questionnaires to employees who worked in Jiangsu and Shanghai. 362 questionnaires were returned and 205 questionnaires were valid, representing a response rate of 90.24%.

Table 2 summarizes the key statistics for the sample used in the study.

Table 2   Characteristics of the Sample

Gender	n	%	Position	n	%
Male	147	71.71	Managerial employee	78	38.05
Female	57	27.80	Nonmanagerial employee	91	44.39
Empty	1	0.49	Empty	36	17.56
Age	n	%	Education	n	%
18-25	24	11.71	Over master degree	2	0.98
25-40	94	45.85	Bachelor degree	52	25.37
40-55	54	26.34	Associate degree	54	26.34
Over 55	12	5.85	Under high school graduation	67	32.68
Empty	21	10.24	Empty	30	14.63

2.2. Measures

The authors designed an open-ended questionnaire based on the purpose of this study. This scale only used one question to collect information for answering question 1 of this paper. This question is "Which policies or practices in your company are useful for building harmonious corporate culture? Please list three policies or practices." At first, we explained what harmonious corporate culture is. Every company has distinctive culture, only some companies express strong harmonious corporate culture. We knew that every responder didn't work in harmonious corporate culture but every responder could feel some harmonious culture of his corporation. Almost every corporation's culture includes many values, such as safe, achievement, cooperation, competition, flexibility, steady, innovation, and harmony. Some corporate culture are strong harmonious, some corporate culture are

weak harmonious, others' harmonious culture between them. We didn't care about how harmonious responders' corporate cultures were, but we focused on how responders perceived the paths of creating harmonious corporate culture in their corporations.

3. RESULTS

Various policies and practices were collected from questionnaires because of open questions. There has been so many ways to build harmonious corporate culture, but some are homologous. Study group held 12 meetings to discuss these ways. Finally, study group classed these ways as four levels: spiritual culture, institutional culture, behavioral culture and material culture. Every cultural levels include several ways, spiritual culture include 4 ways, institutional culture include 8 ways, behavioral culture include 8 ways, and material culture include 7 ways. Table 3 showed the result of classification.

Table 3　Ways of Creating Harmonious Corporate Culture

Category (frequency)	Small Category (frequency)	Analysis Unit (frequency)
Spiritual Culture (96)	1. Establishing scientific corporate concept (11)	Respect (2)
		Gratitude to society (5)
		Caring about employees and their welfare (4)
	2. Cultivating harmonious core value (66)	Positive attitude toward life (6)
		Excellent and unique values (5)
		Kindness oriented (2)
		People oriented (14)
		Commitment and loyalty (10)
		Teamwork and cooperation (28)
		Overall perspective (1)
	3. Emphasizing lofty business ethics (3)	Protecting environment (2)
		Complying with law (1)
	4. Pursuing excellent business philosophy (16)	Focusing on quality (3)
		Pursuing innovation and improving service (10)
		Focusing on performance and taking

		goal as orientation (3)
Institutional Culture (131)	1. Making strategic plan (3)	Strategic objectives on running the business (3)
	2. Establishing complete organizational structure (18)	Setting up associations (12)
		Improving formal organizational structure (6)
	3.Constructing high-performance leadership system (9)	Adopting pragmatic leadership style (6)
		Adopting amiable leadership style (2)
		Constructing institution of democratic leadership (1)
	4. Establishing scientific management system (53)	Establishing scientific human resource management institution (45)
		Establishing scientific production management institution (6)
		Establishing exception management institution (2)
	5. Establishing corporate culture institution (4)	Corporate culture competition institution (1)
		Corporate culture week institution (1)
		Corporate culture propaganda institution (2)
	6. Carrying out democratic management (28)	Authorization and exerting employees' creativity (1)
		Encouraging employees to participate in management (10)
		Establishing publicity institution and approach (14)
		Carrying out democratic evaluation (2)
		Representative employees' meeting (1)
	7. Management personalization (9)	Implementing people oriented (9)
	8. Standardizational management (7)	Improving process and clearing job responsibility (7)
Behavioral Culture (260)	1. Enriching employees' leisure activities in spare time (85)	Travel (29)
		Entertainment (56)
	2. Carrying out activities to promote corporate culture (32)	Culture week (20)
		Celebration (1)
		Creating and publicizing corporate culture (11)

	3. Promoting corporation's behavior (36)	Protecting environment (3)
		Making return for society (33)
	4. Promoting employee's behavior (20)	Affection and cooperation between employees (2)
		Cultivating employees' civil qualities (8)
		Improving employees' skills (10)
	5. Promoting leader's behavior (66)	Improving leader's management capability (43)
		Setting a good example by leader's own action (4)
		Caring and helping subordinates (19)
	6. Popularizing model's behaviors (2)	Following the model (2)
	7. Extensive communication (15)	Communication among employees (6)
		Communication between leaders and subordinates (1)
		Communication among departments (6)
		Communication between corporations and environment (2)
	8. Creating harmonious interpersonal relationships (4)	Interpersonal harmony (4)
Material Culture（60）	1. Promoting to enhance corporate publicity (3)	Making corporate video, billboard and advertisement (3)
	2. Designing visual identity to enhance corporate image and reputation (3)	Unifying employees' dress, business card, office building, and so on (3)
	3. Ensuring safety environment and creating good development platform (19)	Ensuring employees' health and security (18)
		Providing safeguard for technologies and equipments (1)
	4. Ensuring the quality of life and offering generous benefits (26)	Providing salaries and insurances for employees (12)
		Providing generous benefits for employees (14)
	5. Creating a good working environment for employees to work in pleasure (7)	A good working environment (7)
	6. Providing high quality products and services to win	Providing excellent products and services based on overall situation (1)

	more customers (1)	
	7. Developing steadily and operating efficiently (1)	Good benefit and quick development (1)

Many answers were collected. Authors analyzed these answers and found some answers' meanings were equal. After 12 meetings, all answers were classified as 62 analysis units. Some units belonged to the same group because they were related to the same way of building corporate culture. For example, "protecting environment" and "complying with law" were part of creating culture by "emphasizing lofty business ethics", so we classified "protecting environment" and "complying with law" as analysis units under one small category that was "emphasizing lofty business ethics". Then we got 27 paths, one path included from one to seven analysis units. Every path could belong to one cultural level which was spiritual culture, institutional culture, behavioral culture or material culture. All analysis paths were ranked by frequency to find on which paths were focused. Table 4 showed top five paths which were cared.

Table 4　Top five Paths of Harmonious Corporate Culture

Path	Frequency
Enriching employees' leisure activities in spare time	85
Cultivating harmonious core value	66
Promoting leader's behavior	66
Establishing scientific management system	53
Promoting corporation's behavior	36

Table 4 lists five paths whose frequencies were highest. In the top 5 paths, 3 paths belong to behavioral culture, 1 path belongs to institutional culture, 1 path belongs to spiritual culture, and no path belongs to material culture.

4. DISCUSSION

Only 205 questionnaires were valid. Every questionnaire was desired to list 3 policies or practices of creating harmonious corporate culture, but many questionnaires only listed 1 or 2. 547 policies or practices were valid from all answers. Same policies or practices were assigned to one analysis unit and similar analysis units were assigned to one small category as a path. Study group discussed these analysis units and small categories by 12 meetings. Finally, 62 analysis units and 27 paths were defined. Because every path relates on a culture level, they are each assigned to a particular culture level. Traditional culture levels are classified as spiritual culture, institutional culture, behavioral culture and material culture. Study group also put 27 paths into these four culture level.

This study found 62 defined analysis units. Some analysis units were mentioned by many people, such as entertainment, establishing scientific human resource management institution, and improving leader's management capability. Some analysis units were noted by one person, such as good benefit and quick development, providing excellent products and services based on overall situation, and providing safeguard for technologies and equipments. 12 analysis units were mentioned by one person, but we retained these units because of their values. These analysis units point out important ways or particular ways which were useful to enrich ideals of building harmonious corporate culture. From 56 to 1 frequency, analysis units of this study were universal and abundant. The results of analysis units showed some ways were important, such as entertainment, establishing scientific human resource management institution, improving leader's management capability, making return for society, travel, and teamwork and cooperation. Meanwhile, the results of analysis units also implied some particular and useful ways, overall perspective, complying with law, constructing institution of democratic leadership, corporate culture competition institution, corporate culture week institution, authorization and exerting employees' creativity, representative employees' meeting, celebration, communication between leaders and subordinates, providing safeguard for technologies and equipments, providing

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excellent products and services based on overall situation, and good benefit and quick development. Corporations should choose universal ways and particular ways to create harmonious corporate culture. Universal ways are important because many people perceived and recognized them. Particular ways maybe are useful at a particular situation because some people thought that they were useful to their own corporations.

Analysis units provided many ways for building harmonious corporate culture, but these were too many ways. Using analysis units study was difficult in finding useful information. Some analysis units were closely related, for example, close relationship between setting up associations and improving formal organizational structure could be found, one focused on informal organizational structure and the other focused on formal organizational structure, so both belonged to a small category as establishing complete organizational structure. We put closely correlative analysis units into one small category. Finally, 62 analysis units placed in 27 small categories which were called paths by study group. Small categories clearly showed major paths for building harmonious corporate culture. Table 4 listed five paths whose frequencies were highest.

First path is enriching employees' leisure activities in spare time. Employees have more needs than in the past and care for quality of work and life. Everybody knows how to arrange his spare time, but he hopes that company organizes some activities when he feels a sense of belonging in his company. Company's activities in spare time enrich employees' life and promote company's cohesion. Many people thought that a harmonious company has characters of people oriented and vitality and fraternity and concord which could be strengthened by company's activities in spare time. Entertainment and travel are important activities of companies. Entertainment is a good way to build corporate culture because it can strengthen core values of company and it is organized around certain topics and employees enjoy it. Travel helps employees to relax minds and bodies outside work place and enhances communication between employees. Employees perceive and recognize harmonious culture in spare time more easily than in work time. Maybe this is the reason that enriching employees' leisure activities in spare time was ranked above other paths.

Second path is cultivating harmonious core value. Core value is the most important for culture. Certain values determine certain culture, so cultivating harmonious core value is primary work for building harmonious corporate culture. Many research studies have been carried out on harmony in new era, but explanations were varied. People oriented is the most widely recognized value of harmonious corporate culture in China today. People oriented in China has three sources: Marx's study of humanity; "People first" descending from Chinese history and new anthropocentric (Lu Wanglin, 2006). The Chinese like speaking "people oriented" relating to Chinese traditional culture. The genesis of people oriented is traceable to the Western Zhou Dynasty and people oriented became the core thought of Confucianism which influenced the Chinese deeply. Many archaism were concerned with people oriented, such as "The people are the most important element in a state; next are the goods of land and grain; least is the ruler himself."(min wei gui, she ji ci zhi, jun wei qing) Many scholars considered people oriented is the core and basis of harmonious corporate culture (Cheng Liangbo & Jing Lincheng, 2007; Geng Xiangkui, 2007). This study found that people oriented is one of the most important core values of harmonious corporate culture. On the top of that, entrepreneurs should advocate teamwork and cooperation, commitment and loyalty, positive attitude towards life, excellent and unique values, kindness oriented, and overall perspective when they cultivate harmonious core value.

Third path is promoting leader's behavior. Leaders, especially top managers are responsible for companies' fortunes. Leaders plan companies' strategies and command employees to reach them. This study found three ways were major to promote leader's behavior. Firstly, improving leader's management capability, management capability determines managerial philosophy and managerial performance. Secondly, caring and helping subordinates, fraternity and concord are important attributes of harmonious corporate culture, leaders should care for their subordinates work and life balance and help subordinates grow quickly and overcome difficulties. Thirdly, setting a good example by

leader's own action, subordinates believe leaders' behavior are right and follow suit. Leaders are key individuals and role models for building harmonious corporate culture. When leaders keep harmony in mind and take care of their subordinates, employees feel concord in their company. Leaders express harmony by their behavior and set a good example which influences on employees' behavior. Leaders' management capabilities determine the orientation and process of building harmonious corporate culture.

Fourth path is establishing scientific management system. Harmonious corporate culture based on scientific management system is beneficial to company's performance and development. But culture can't substitute a management system in operating company. Scientific management system is a foundation and path for building harmonious corporate culture. Many people believed establishing scientific human resource management institution was an important path. Human resource management policies directly influence and are influenced by corporate culture (R. Bruce et al., 2002). In this perspective the development of the Human Resource Management in a company is essential, too. Challenges for future Human resource managers can be seen as economic value adding through Human resources, competency management (e.g. promoting leaders behavior), tools management, and change management (Mayer, 2003). Human resource decisions are important because, when firms hire personnel that meld with their company culture, these actions enhance shared social knowledge and increase consistency between employee and firm goals (Wilkins & Ouchi, 1983). An organizational culture that encourages employee involvement complements a firm's efforts in promoting human resource practices of two-way communication with employees and various employee participation programs (Dessler, 1994). Human resource systems may be a means to promulgating an ethical culture in that ethics pervade selection and staffing, performance appraisal, compensation, and retention decisions (M. Ronald et al., 2001). Establishing scientific production management is useful too when production process is an important part of the company. Establishing exception management institution is another way to make management system more scientific because of considering the exception situation which

is a challenge to management system. Scientific management system guarantees company to run smoothly and makes everything in balance. Harmony emphasizes smooth and balance.

Fifth path is promoting corporation's behavior. Harmonious corporate culture tries to create harmonious relationships between employees, companies, customers, society and nature with company. To be successful, a business must determine what customers and society want or expect in terms of social responsibility. Every company should be responsible for his social responsibility if it wants achieve harmony with its surrounding. Making return for society provides benefit for customers, employees, disabled, displaced persons, refugees, dropouts and so on. Society directly perceives company's responsible behaviors in a short time and company easily has harmonious relationships with environment. Protecting environment is good to nature which influences people's life present and future. Society directly perceives company's responsible behaviors in a long time but society has been concerned about this issue. Today, some companies declared bankruptcy and closed because of environmental protection. Harmony not only exists in company but also exists in environment.

Culture levels were ranked in frequency, they are behavioral culture, institutional culture, spiritual culture, and material culture.

Daniel (1996) believed that culture refers to the deep structure of organizations, which is rooted in the values, beliefs, and assumptions held by organizational members and interaction reproduces a symbolic world that gives culture both a great stability and a certain precarious and fragile nature rooted in the dependence of the system on individual cognition and action. Culture is rooted in personnel's minds, but culture always is perceived by personnel's behaviors. Building corporate culture from behavioral culture is quick and direct, this is the reason why so many people found creating harmonious corporate culture paths in behavioral culture level. Behavioral culture paths included enriching employees' leisure activities in spare time, carrying out activities to promote corporate culture,

promoting corporation's behavior, promoting employee's behavior, promoting leader's behavior, popularizing model's behaviors, extensive communication, and creating harmonious interpersonal relationships. Every behavior in all respects is important to build and express harmonious corporate culture, for example, achieving harmonious relationship with environment by protecting environment, achieving harmonious relationship with society by making return for society, achieving harmonious relationships in company by extensive communication and promoting personnel's behaviors, consolidating multiple cultural forms by rites and ceremonials (Harrison & Janice, 1984), and so on. There are many creating harmonious corporate culture paths in behavioral culture level.

Paths of institutional culture, spiritual culture, and material culture are important too. Why harmony is conveyed by corporation and personnel's behaviors? Institution ensures behaviors in harmonious way, and spirit leads behaviors in harmonious way, and material is a basis and expresses results of behaviors in harmonious way. Material culture always is seen as cultural begin and end, but frequency of material culture is ordered at the end. Organizational culture is closely related to organizational aspects, such as size, age and ownership of the firms, uncertainty and unpredictability of the environment, organizational support for training and unionization (Ali, Sangho & Ignace, 2000). George (1991) found corporate culture is strongly influenced by the characteristics of the industry in which the company operates and identifies three classes of industry variables that have the potential for creating industry-driven cultural elements: competitive environment, customer requirements, and societal expectations. Specific cultural values were associated with levels of industry technology and growth (Jennifer & Karen, 1994). Many scholars found corporate culture is restrained by many factors and most of these factors are related to material culture. Material culture is important, but corporation change material culture more difficultly than change others culture levels. So many people easily thought paths of creating harmonious corporate culture from other levels. The results of this study didn't show which culture level is more important but suggested which culture level is more easy and effective way to build harmonious corporate culture.

4.1. Implications

This study had four major implications to creating harmonious corporate culture. Firstly, this is the first study of creating harmonious corporate culture by quantitative methods. Many scholars tried to find effective to build harmonious corporate culture, but nobody used quantitative methods. This paper is an important supplement in this field. Secondly, this study collected many ways for building harmonious corporate culture from questionnaires which represented people's intuitive and direct opinions. There were defined 62 analysis units which showed many concrete ways to build harmonious corporate culture. Many people perceived universal ways which were useful for most companies and few people pointed out particular ways which were effective in specific situation. Thirdly, this paper analyzed 27 major paths of creating harmonious corporate culture and discussed top 5 of them. These paths had practical contribution to lead entrepreneurs to build harmonious corporate culture. Entrepreneurs can know which paths can be used to create harmonious corporate culture and which paths are received and effective. Fourthly, 27 paths fell into 4 categories as spiritual culture, institutional culture, behavioral culture, and material culture. Entrepreneurs can choose paths easily when every path's attribute and cultural level are clearly. Over all, this study studied paths of creating harmonious corporate culture by quantitative method which will lead and enlighten entrepreneurs to build their harmonious corporate culture.

4.2. Limitations

There were three limitations of this paper. Firstly, harmonious culture has a special meaning for China, all study under Chinese context, so the results can't be used to other countries' companies directly. Today, Chinese identify harmony with socialist harmonious society that was put forward by the Fourth Plenary Session of the 16th Central Committee of the Communist Party of China. Harmony in modern society has many new meanings, such as people oriented, steady development, scientific administration, vitality, stability and order, fraternity and concord, unity and cooperation, fairness and impartiality, democratic

participation, managing in good faith, pursuing excellence, social responsibility, energy conservation and environmental protection, incorporating things of diverse nature, and common development and win-win situation. Information of this study only was collected from Chinese and the results of this study only will be use for Chinese companies. Secondly, this study didn't think about company's stage of development. Schein (1985) suggested that the process for changing culture may differ depending on the organization's stage of development and indicated that cultures may change in different ways, he linked the change process to the organization's stage of development, not directly to culture itself. This study only focused on which paths were effective to building harmonious corporate culture, but companies' stage of development didn't be considered. In fact, companies' stage of development influence on choosing paths. Thirdly, this study didn't think about company's original corporate culture. Deal and Kennedy (1982) suggested that managers use generic change processes and strategies regardless of the type of organizational culture. In fact, original corporate culture influence on the change of culture. Alan and W. Gibb (1988) suggested that different cultures may change through different processes. Harmonious corporate culture is a goal for many corporations, but every corporation has its original corporate culture. Original corporate cultures are different, so the paths of changing to harmonious corporate culture are different too.

4.3. Directions for Future Research

Creating harmonious corporate culture is a new issue. Many new questions will be found and resolved in the future. This study explored paths of creating harmonious corporate culture by quantitative method and found some valuable results. Facing social needs, this study did a little in the field. We'll do more work for creating harmonious corporate culture. There are several orientations of our future research. Firstly, paths of creating harmonious corporate culture will be studied under different corporations' stage of development. Secondly, we will study how entrepreneurs change their original corporate culture to harmonious corporate culture. Thirdly, we will find the relationships among paths of creating harmonious corporate culture and study how to match them for using. We believe that all

exploration will benefit society. Fourthly, we will compare the results elaborated in this study with results researched in other countries, mainly in Europe (e.g. Germany, Czech Republic and Poland).

5. CONCLUSION

Most Chinese corporations should create harmonious corporate culture under Chinese context. Entrepreneurship is almost by definition as expression of meritocracy. Entrepreneurs have responsibility to build harmonious corporate culture to adapt to social needs in modern China. This study analyzed opinions from 205 responders, so entrepreneurs can know which ways are important in minds. Entrepreneurial spirit is the soul of corporate culture. A successful entrepreneur should understand thoughts of internal environment and needs of external environment then he forms his own thoughts and influences his employees.

This paper found 27 paths of creating harmonious corporate culture and put them into four culture level- spiritual culture, institutional culture, behavioral culture and material culture. The results help entrepreneurs noticing the most effective ways and choosing appropriate ways from different culture levels to build harmonious corporate culture.

We found many ways of creating harmonious corporate culture, some were perceived by most people, but some were referred by few people. Entrepreneurs may create harmonious corporate culture more quickly and more effectively if they use the ways pointed out by most people. But entrepreneurs may found innovative ways if they notice the ways were pointed out by few people.

This paper didn't show the best way of creating harmonious corporate culture for Chinese entrepreneurs, but they can find appropriate ways based on the results.

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