Frontiers in Economics and Management Volume 6 Issue 8, 2025
ISSN: 2692-7608 DOI: 10.6981/FEM.202508_6(8).0008

The Empowerment of Corporate Culture to Organizations: A Case Study of Zongshen Industrial Group Co., Ltd.

Ziyi Zheng

School of Chongqing University of Technology, Chongqing, China

Abstract

Taking Zongshen Group as a case study, this paper constructs a model of corporate culture empowerment through literature research and field investigations. The study finds that: the integration of corporate values and management systems enables leadership authorization empowerment; the interaction between management systems and organizational climate promotes structural authorization empowerment; and the integration of corporate values and organizational climate facilitates employees' psychological empowerment. The coordinated matching of these three elements is crucial for the implementation of corporate culture, which jointly drives organizational development.

Keywords

Corporate Culture; Empowerment; Zongshen Group.

1. Introduction

Since the 1980s, corporate culture has emerged as a core issue in management studies. Scholars have emphasized that culture constitutes a critical competitive advantage for enterprises (Soupata, 2001) [1]. For instance, IBM has maintained its core philosophy unchanged to achieve long-term sustainability. In the 21st century, competition in corporate culture has transcended traditional dimensions such as production and marketing, becoming the spiritual cornerstone for shaping the "corporate personality." Studies have confirmed that corporate culture enhances business performance by integrating resources [2], and is deeply associated with employee motivation, satisfaction, and innovation capabilities [3][4][5]. However, existing research mostly focuses on direct impacts, with insufficient exploration of its mechanism of action. The core contradiction lies in the fact that only culture internalized by employees can influence their behaviors [6], while in reality, insufficient cultural identity severely restricts its effectiveness [7]. The former chairman of Zongshen Group proposed that "culture determines the success or failure of an enterprise," and its practice of fostering cultural beliefs among all employees provides a research sample. From the perspective of empowerment (a process that enables employees to gain a sense of competence), this paper adopts a case study method to explore how corporate culture takes root in employees and influences organizational development.

2. Research Methods

2.1. Case Selection

In terms of case selection, this paper takes Zongshen Group, which has significant innovative spirit and market influence, as the research object. Zongshen Group, headquartered in Chongqing, China, is a diversified large private enterprise. Since its establishment, it has made remarkable achievements in the fields of motorcycles, engines, new energy and aviation power. Its founder and chairman, Mr. Zuo Zongshen, with outstanding vision and firm determination, has led the enterprise to continuously make breakthroughs and innovations in domestic and

ISSN: 2692-7608 DOI: 10.6981/FEM.202508_6(8).0008

foreign markets. Today, Zongshen Group has become a leader in the industry, with products exported to many countries and regions around the world. The selection of Zongshen Group as the case study object is mainly based on the following reasons:(1)It has achieved both product innovation and remarkable corporate culture building, adhering to "Only the Best, Only the Truth, Only the New" and integrating employee growth with culture, which drives steady development amid fierce competition.(2)As a leading enterprise, it focuses on market demand, technological innovation, social responsibility, and sustainable development.(3)It fosters an open, inclusive, innovative atmosphere through equity incentives, diverse promotion channels, and sound training systems.(4)It closely integrates corporate culture with strategic planning, ensuring employees' high recognition and effective implementation, providing strong internal impetus.To sum up, Zongshen's unique culture and management offer rich materials for studying corporate culture's organizational empowerment, with high representativeness and reference value.

2.2. Data Collection and Processing

To enhance the accuracy of the research findings, this study adopted a multi-level and multi-source data collection approach, forming triangulation among the data. These materials were then analyzed and progressively refined through a three-level coding process. Specific data collection channels are presented in Table 1.

Table 1. Sources of Data

Data Type	Quantity (copies)	Purpose of Data Acquisition
1. Note materials	16	Understanding the basic situation of Zongshen Group and its subsidiaries (such as Humai Network), including development strategy, corporate culture, corporate governance model, etc.
Promotional materials on Zongshen Group's official website	10	
Materials from Zongshen executives' official accounts (Ranshu Liaozhai Night Reading)	6	
2. Internal documents	9	Deeply understanding the development history of Zongshen Group, the meaning of corporate culture, etc.
Enterprise rules and regulations	5	
Enterprise internal journals	4	
3. News reports	15	Understanding the performance of Zongshen's emphasis on corporate culture, and deeply comprehending: building a corporate culture moat, being broad and subtle.
Reports from China News Network	8	
Top ten news of Zongshen Group	7	
4. Expert speeches	1	Understanding executives' and employees' understanding of corporate culture.

ISSN: 2692-7608 DOI: 10.6981/FEM.202508_6(8).0008

2.3. Strategies for Ensuring Reliability and Validity

Like other empirical studies, case studies also need to test reliability and validity. This study controls and tests the research in accordance with the four evaluation criteria for case study quality proposed by Yin (2004) and Zheng Boxuan and Huang Minping (2012), namely reliability, construct validity, internal validity and external validity. The strategies for ensuring reliability and validity in this study are shown in the following table2.

Table 2. Strategies for Ensuring Reliability and Validity

Test	Strategy	Stage of Strategy Use	Specific Practices
Reliability	Adopting case study draft	Research design	Discuss the research plan and reach a consensus
	Case study database	Data collection	Establish data and databases and classify them
Construct Validity	Multiple sources of evidence	Data collection	On-site participation in observation, interviews, secondary data
	Sorting out research data, forming teaching cases, and sending them to evidence providers for verification and inspection	Data collection	Verify and validate the published news "The Chinese Dragon Persistent in the 'Zongshen Dream'" to ensure the correctness of the understanding of the case enterprise's corporate culture and performance management methods
	Constructing evidence chain	Data collection	Obtaining original materials - extracting relevant constructs - initially constructing theories - collecting more materials to further verify and revise theories - forming theories
Internal Validity	Establishment of explanations	Data analysis	State a possible proposition, then test whether the proposition is consistent with the data
	Analyzing opposing competitive explanations	Data analysis	Find opposing explanations, re-examine and revise the initial explanation
External Validity	Guiding case study with theory	Research design	Review relevant theories to realize the dialogue between existing theories and this case study
	Forming propositions and models	Data analysis	Combining data analysis and relevant theories to form propositions and models to be verified, providing a basis for verification from other cases

2.4. Data Analysis

This study mainly deconstructs Zongshen's corporate culture through open coding and axial coding to identify the main content items contained in the corporate culture. In the open coding stage, after continuous comparative analysis of data and concepts, a total of 121 valid coded information items were obtained. In the axial coding stage, 16 concept items related to corporate culture were mainly abstracted from the open coding. Through further coding analysis, these items were classified into 8 node levels, and finally 3 corporate culture elements

ISSN: 2692-7608 DOI: 10.6981/FEM.202508_6(8).0008

of Zongshen Group were identified, namely corporate values, management systems and organizational atmosphere.

3. Case Analysis

Corporate culture's three elements-values, management systems, and organizational atmosphere-interact to enable leadership, structural, and psychological empowerment. Enterprises share information, resources, and decision-making power to create opportunities, motivating employees through fostering responsibility, choice, and competence, reducing uncertainties and boosting achievement.

(1) Zongshen merges values and systems for leadership empowerment. Values, as a shared internal language, sustain organizational structures and norms. Systems, when enforcing values, internalize them in employees. Systems' mandates push leaders to delegate power while retaining responsibility, let subordinates participate in discussions, and follow rules preventing overstepping but allowing information flow-driving leadership empowerment.

(2) Its co-built systems and atmosphere enable structural empowerment. Atmosphere, a shared environmental perception, guides behavior and complements systems. Decentralization lets employees participate in decision-making, enhancing communication and clarity on roles, fostering a supportive atmosphere. Access to resources and power facilitates structural empowerment.

(3) Values shape atmosphere for psychological empowerment. Zongshen's values, via attraction-selection-attrition, create homogeneous teams and distinct atmospheres. Per social information processing, atmosphere reinforces values. This influences attitudes and motivations, aligning with psychological empowerment mechanisms by boosting perceived ability, value, autonomy, and influence.

(4) These elements form a positive cycle: values become achievable ideals, systems turn into shared norms, and atmosphere becomes a collective pursuit-making culture a growth driver. Sustaining this requires employees' faith in values, trust in evolving systems, and commitment to preserving atmosphere, countering cultural mutations.

4. Conclusion

Corporate culture is a multi-dimensional system covering values, management systems, and organizational atmosphere. All elements need to be coordinated and matched to maximize their effectiveness and promote organizational development. This study explores its empowerment mechanism and constructs a model:

The combination of corporate values and management systems is the key to empowering the leadership. Systems must implement values to gain employees' recognition; the positive interaction between management systems and organizational atmosphere is crucial for structural empowerment. The atmosphere supports the implementation of systems, and systems ensure the continuity of the atmosphere; the in-depth integration of values and organizational atmosphere is key to employees' psychological empowerment, which can stimulate employees' enthusiasm and creativity.

The synergy of values, systems, and atmosphere is crucial for organizational empowerment. This study has limitations, as it does not involve corporate cultural elements such as innovation and attitudes towards reform, which can be further explored in future research.

References

[1] L. Soupata: Managing Culture for Competitive Advantage at United Parcel Service, Journal of Organizational Excellence, Vol. 20 (2001) No.3, p.19-26.

ISSN: 2692-7608 DOI: 10.6981/FEM.202508_6(8).0008

[2] Yan Fang, Jin Zhaohuai, Zhang Xiangwu: An Analysis of the Impact of Information Environment and Corporate Culture on Corporate Performance in the Network Information Age, Information Science, Vol. 31 (2013) No.8, p.37-41.

[3] Yang Junru, Fei Mingsheng: An Empirical Study on the Construction of Corporate Culture Dimensions and Their Impact on Employee Satisfaction, Collected Essays on Finance and Economics, Vol. 4 (2011), p.99-104.

[4] Peng Hongxia, Da Qingli: An Empirical Study on the Impact of Corporate Culture, Organizational Learning and Innovation Management on Organizational Innovation Capability, Chinese Journal of Management, Vol. 5 (2008) No.1, p.144-149.

[5] Gu Jibao, Li Yan: A Study on the Incentive Function of Corporate Culture and Its Impact on Employee Job Satisfaction, Chinese Journal of Management, Vol. 6 (2009) No.9, p.1274-1278.

[6] C.A. O'Reilly, J. Chatman, & J. Caldwell: People and Organizational Culture: A Profile Comparison Approach to Assessing Person-organization Fit, Academy of Management Journal, Vol. 3 (1991) No.4, p.487-516.

[7] Qi Shanhong, Zhang Dangzhu, Xing Baoxue: A Study on the Connotation and Formation Mechanism of "Tao-oriented" Corporate Culture, Chinese Journal of Management, Vol. 10 (2013) No.4, p.488-493.