

# ***An Analysis of the Enterprise Culture of the China Railway Fourth Bureau***

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**Abstract:** China Railway Fourth Bureau Group Co., Ltd. (hereinafter referred to as China Railway Fourth Bureau) is a large-scale construction enterprise with comprehensive construction capabilities and a "benchmark" member unit of China Railway Co., Ltd., a Fortune 500 enterprise in the world. This paper briefly sorts out the road of corporate culture construction at China Railway Fourth Bureau Group and finds that the unique culture of China Railway Fourth Bureau is different from other enterprises based on existing literature and data. The general summary is divided into four levels: material layer, system layer, spiritual layer, and behaviour layer, and it analyses the reasons for its success, mainly reflected in strategy, humanism, behaviour, and diversity. In short, these are all key factors for a company's success. Firstly, it establishes enterprise plans and goals that run through the top and bottom. Secondly, it strengthens employee training to improve productivity. In addition, it identifies the core of the company's goals and comes straight to the point.

**Keywords:** Innovation, Corporate Culture, China Railway Fourth Bureau, Cultural Construction

## **1. Introduction**

The term corporate culture first appeared in 1970, and the research content includes enterprise management, cultural connotation, expression, formation factors, etc. In the 1980s, various types of monographs and books appeared one after another, and there was a more in-depth study of corporate culture. The concept of corporate culture comes from the boom in comparative management research between the United States and Japan triggered by the miracle of Japan's economic development. Corporate culture is a set of value systems and soft power developed by an enterprise, a meaning system shared by employees of an enterprise, and an important characteristic that distinguishes the enterprise from other enterprises. Corporate culture is the set of core values that most employees of the enterprise share, recognise, and follow. Subcultures reflect the problems, situations, or experiences that some employees face together, often in large organizations. The corporate culture we generally refer to refers to the main culture, and the formation of corporate character or personality is closely related to it. The research on China Railway Fourth Bureau is mainly based on field investigation, analysis and research of predecessor literature, collection of data, etc., which is very similar to this research and analysis of the corporate culture of China Railway Fourth Bureau. In the process of collecting data and analysis, the author found that most of the predecessors conducted research and analysis on field investigations, cooperative research, and other methods, but most of

them analysed and interpreted the theories of their predecessors [1][2] [3]. But a special feature of this paper is that the author has added thoughts and understanding to the common thoughts of the predecessors.

## **2. The Course of Development Behind the Success**

The Fourth Bureau of China Railway was born during the period of resisting US aggression and aiding Korea, and its predecessor was the Railway Engineering Corps of the Chinese Volunteers Army, established in November 1950 [2]. On the war-torn Korean battlefield, this steel team forged a steel transportation line that "could not be defeated and bombed continuously" with its flesh and blood and wrote a glorious chapter for winning the war. In 1953, the Railway Engineering Corps completed its mission in triumph [3]. After that, after more than 10 large-scale separations and combinations of the North-west Railway Engineering Bureau of the Ministry of Railways and the North China Railway Engineering Bureau, it was officially renamed the "Fourth Engineering Bureau of the Ministry of Railways" in 1966 [4]. In 1970, the Fourth Bureau of Railways moved to Wuhan and merged with the Fourth Design Institute of the Ministry of Railways to form the newly built "Fourth Railway Engineering Bureau of the Ministry of Communications" [5]. In 1984, the Fourth Engineering Bureau of the Ministry of Railways was renamed the "Fourth Engineering Company of the Ministry of Railways". In 1985, it was renamed the "Fourth Engineering Bureau of the Ministry of Railways" [6]. In June 2000, the Fourth Bureau of Railway was officially separated from the Ministry of Railways and restructured into "China Railway Fourth Bureau Group Co., Ltd.", which is under the jurisdiction of China Railway Engineering Group Co., Ltd. (China Railway Engineering Group Co., Ltd.), which is under the jurisdiction of the State-owned Assets Supervision and Administration Commission of the State Council.

## **3. The Uniqueness of the Corporate Culture**

The most attractive part of China Railway Fourth Bureau lies in culture. Innovative corporate culture is the golden key to opening the treasure of China Railway Fourth Bureau. It comes from the dream of the founder of the enterprise "Let the world have no difficult business". The formation and development of the corporate culture of China Railway Fourth Bureau mainly goes through the evolution of three stages: "West Lake Sword" "Dugu Jiu Sword" and then "Six Veins Divine Sword", which has retained the connotation from the beginning of entrepreneurship until now. and you will get the last year with the difference, and you will give some interesting things to anyone." We undertook the construction task of 19.6 kilometres of the Jixin Expressway, of which 13.2 kilometres were in the Jiyuan section. Daling Bridge, located between the No. 1 beam-making yard of the project and the Shanyuan tunnel, is the focus, difficulty, and blocking point. After the completion of the T beam erection, it will become the lifeline of the project construction. Mechanical vehicles can pass through the bridge deck, there is no need to detour between the two villages of Lujiao and Tomb, greatly reducing the impact of construction and production on villagers, and the phenomenon of traffic jams will no longer exist in the future.

### **3.1. Focusing on Cultural Strategy**

The sustainability of corporate culture construction is inseparable from the long-term goals and plans of cultural development and construction and from letting all employees understand cultural goals and plans as soon as possible. Only the corporate culture recognised by all employees can play its due role in guiding cohesion and motivation. The corporate culture construction of China Railway Fourth Bureau attaches great importance to the influence on the team, and China Railway Fourth Bureau has injected passion and vitality into the team from the beginning, and he believes that lasting

passion is the most profitable. In the process of corporate culture construction, China Railway Fourth Bureau does not take an unusual path; he believes that enterprise operation and development must be good at innovation in order to win, for example. On August 19, Fang Ting Yong, a member of the party group and deputy director of the department, went to the China Railway Fourth Bureau Group to investigate the scientific and technological innovation work and attended the fourth scientific and technological innovation conference of the group. Fang Ting yong pointed out that China Railway Fourth Bureau Group is a benchmark enterprise of China Railway Co., Ltd., holding 4 special qualifications for general construction contracting and 5 industry grade A qualifications, and is the first "four special and five first" construction enterprise in Anhui Province. In recent years, China Railway Fourth Bureau Group has focused on optimizing the scientific and technological innovation system, continuously improving the scientific and technological innovation mechanism, strengthening the construction of talent teams and R&D platforms, increasing investment in scientific and technological research and development, and improving the independent innovation ability of enterprises, setting an example for the scientific and technological innovation of enterprises in the construction industry in the province. For example, the Dao intelligent radar detection system developed by the Management and Technology Research Institute of China Railway Fourth Bureau (Anhui Digital Intelligence Construction Research Institute Co., Ltd.) can intelligently analyse raw data in real time, mine radar spatiotemporal characteristics in multiple modes, analyse tunnel engineering elements with multi-task fusion, automatically identify tunnel engineering defects, and subvert the traditional data interpretation method with an accuracy of 99.5% and a detection rate of 100%, rapid improvement in efficiency, to ensure the quality of the whole life cycle of tunnel engineering, safety, and controllability. The system is the first set of tunnel intelligent radar equipment in the international industry with independent intellectual property rights, which solves the troubled problem [7]. From 1999 to 2000, its strategy was clear: to do business worldwide, the starting point was positioning. The China Railway Fourth Bureau also textualizes the corporate vision, mission, and values, actively carries out the strategic construction of corporate culture, and constantly clarifies work ideas, clarifies development directions, and stimulates work enthusiasm.

### **3.2. Building the Human Nature of Culture**

The human nature of culture is not only reflected in the fact that cultural construction should attach great importance to a series of tasks to guide human nature, seek truth, seek beauty, be truthful, and give play to the positive role of cultural construction in guiding or transforming human nature correctly. It is also necessary to closely rely on the wisdom and strength of various people in the enterprise to strengthen and promote the in-depth and continuous development of cultural construction. In this regard, the fourth bureau of China Railway has done a lot of work. For example, give employees a career growth route, tailor career planning, and debug to their best state to get personal growth. The "Centennial Series" activities include two-week cultural training for new employees, crisis education on May 10 every year, and the company anniversary on September 10 every year. All fully reflect the human nature of the company's cultural construction, so as to convey the company's culture well and form distinctive characteristics.

### **3.3. Highlighting the Behavioral Nature of Culture**

Culture needs to be preserved and disseminated by carriers or media, and it also needs to be manifested by human behavior. This kind of behaviour is also multifaceted; the cultural consciousness and cultural self-confidence of employees are manifestations, and the company's norms of employee behaviour are also reflected in employee havior. On the one hand, employees are self-awakening, self-reflection, and self-creation of themselves and the company's culture, and it is

difficult to form in the short term. Once formed, the cultural confidence generated will play an extremely positive role in the development and growth of the enterprise. The core characteristic of China Railway No. 4 Bureau employees is that they are highly conscious of their cultural heritage and self-assured, and they recognize and approve of the company's positive corporate culture. The China Railway Fourth Bureau guides corporate culture to the specific behaviour of employees through system charters, management decision-making, model pacesetters, publicity channels, ceremonies, and outward-bound training. So that cultural content such as corporate philosophy, goals, values, and sense of responsibility is implemented and effective in the form of employee behaviour, and the behaviour of cultural construction is very obvious.

### **3.4. The Diversity of Living Cultures**

The China Railway Fourth Bureau pays attention to telling stories in text, pictures, audio-visual, and other forms to objectively display the company's history and recreate yesterday's passionate years. On the basis of "Six Veins Excalibur" as the core, the subsidiary enriches it, combined with the logo colour of the China Railway Four Bureau, one by one, and puts forward the cultural model of Ali Orange. These are the four bureaux of China Railway, from the initial 18 entrepreneurs in Hangzhou, China, to 20 offices on three continents with 2. It is also the cultural building role of China Railway 4th Bureau in striving to create a family for employees to work closely together in a positive, flexible, and result-oriented environment, which has made China Railway 4th Bureau what it is today.

## **4. The Enlightenment Brought by the Corporate Culture**

### **4.1. Strategy is as important as team**

Clear and clear strategic goals are the key factors for an excellent team to maintain competitiveness, and an excellent team is an important guarantee for the realisation of corporate strategic goals. It is worth noting that the success of the China Railway Fourth Bureau also depends on these two factors. Among the many necessary conditions for the success of the China Railway Fourth Bureau, team building is particularly important. The four "O's" of the key figures in its team: CEO China Railway 4th Bureau, CFO Cai Chongxin, Wu Jiong, and CPO Guan Mingsheng, are all a few people with distinct personality characteristics in their respective areas of expertise [9]. Through their experience, the paper can understand that they have all practical experience, from starting from scratch to gradually growing and succeeding, and their execution ability is perfectly reflected in it. Direction and goals became a hot topic of discussion, while trivial execution was neglected. In achieving a strategic goal, a strong executor is an indispensable puzzle piece of a team, and only the complete strength of the puzzle can be revealed. In its own strategic goals, China Railway 4th Bureau wins execution ability, and the implementation rules of China Railway 4th Bureau start from the actions of employees, subdivide each value into five behaviour guidelines, and then break it down into 30 sub-bars and score the corresponding points separately. Whether it is a product service or an employee training plan, it is detailed to the point that it can be seen, known, implemented, given feedback, and assessed. Each enterprise will have different difficulties and bottlenecks at different stages of development, but in the face of such a situation, there is nothing to do; most of them appear to be very passive. The successful case of China Railway Fourth tells us that in the process of corporate culture construction, strategy and team must be grasped at the same time.

By carefully studying and exploring China Railway's fourth bureau, it's clear that strategic goals need to be changed at different stages of an organization's growth. Every company employee must carry out strategic goals and achieve them through the team. Strategic goals are the concrete embodiment of corporate values and corporate culture; if there is no excellent team, it is impossible

to have good execution, and enterprises without execution cannot achieve the strategic goals of enterprise development, let alone form a unique corporate culture.

#### **4.2. Systems and actions must not be abandoned**

Learning from the experience of the China Railway Fourth Bureau, the construction of corporate culture is not only a slogan and form, but also a system and a system integrated into the behaviour of employees. It is not only the wall-mounted and decorated system, but also the culture is implanted in the form of a system in enterprise management, and its implementation is guaranteed by performance appraisal. The abstract culture is transformed into a behavioural norm that employees can easily understand and accept, ensuring the implementation of culture. The system is constantly tested and improved in practice, and it is meaningless to leave the system that is better in the implementation of action. The system and action complement each other and cannot be discarded. In the implementation of the system, especially at the employee level, it is particularly important to think about how to improve the enthusiasm of employees. Recognition of its culture is also one of the important factors for employees to work in the company for a long time, so let employees participate in the sharing of culture to stimulate everyone's autonomy.

#### **4.3. Internal strength and external force complement each other**

As the business grows and changes, new employees will come on board. The original culture will be affected in some way, and it may even start to look a little out-of-date. This is because of changes in technology, new ideas, or even foreign cultures mixing with the company's own. This means that businesses need to use both internal and external cultural forces to make sure the culture fits their needs. Although the founder of China Railway Fourth Bureau, China Railway Fourth Bureau, is unambiguously "completely westernized": Cai Chongxin, the assistant of the China Railway Fourth Bureau and chief operating officer, is a bachelor of law from Yale University; CTO Wu Jiong, inventor of the Yahoo search engine [10]; But not every business needs this in every period. Each enterprise must establish its own internal cultural dynamic mechanism, create cultural boutiques, enhance the enterprise's adaptability to the external competitive environment, and have the ability to adapt to rapid changes in the market. In the process of corporate culture construction, without considering the characteristics of the company's own development, blind Handan toddlers will be counterproductive. Just like there can only be one China Railway Fourth Bureau in the world, in order to improve the popularity of the enterprise, China Railway Fourth Bureau used Jin Yong's "West Lake Sword" to hold a large-scale publicity event, and the combination of Chinese and Western cultural classics improved the status of China Railway Fourth Bureau in the "rivers and lakes". In order to promote corporate values, the China Railway Fourth Bureau uses martial arts novels to summarise corporate culture from "Dugu Nine Swords" to "Six Veins Divine Sword", which takes 3-6 months to pass in multinational companies, and it takes two months in the China Railway Fourth Bureau. The culture of the East and the operation of the West are perfectly presented in the fourth bureau of the China Railway. Of course, in order to ensure the sustainable development of enterprises, benchmark enterprises in the same industry can become learning examples, but their cultural essence cannot be copied casually.

### **5. Conclusion**

In short, these points are crucial factors for the success of the company. Firstly, formulate corporate plans and goals that run through the top and bottom. Next, enhance employee training to improve productivity. Lastly, but not least, determine the core of the company's goals and get straight to the point. Different industries have different key success factors. There are differences in production



conditions, production processes, and markets. The factors that determine whether the enterprise effectively obtains the advantage are also different, such as the raw material resources of the petrochemical industry, the scale of the electronics industry, the production and manufacturing capacity, the sales network and analysis system of daily necessities, the design ability of large-scale electromechanical equipment, and the automotive industry, which are all key factors for the success of the enterprise. The current research is mostly based on analyses and conclusions drawn from existing literature and data. In the future, the author will conduct offline research and further search for more information to demonstrate the development of corporate culture and employee development issues.

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