

THE IMPACT OF STRATEGIC CHANGE ON CORPORATE CULTURE: TAKE SHANDONG TIANKE LIGHTNING PROTECTION ENGINEERING CO., LTD. AS AN EXAMPLE

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Abstract: This research explored the refined relationship between strategic change and corporate culture, using Shandong Tianke Lightning Protection Engineering Co., Ltd. as a case study. Grounded in Change Management Theory and Organizational Culture Theory, the study investigated the direct impact of strategic change on corporate culture, the role of employee engagement, the influence of leadership style, and the long-term consequences of strategic change. Employing a detailed perspective, the research focused on the mediating role of leadership style and utilized various data analysis methods, including population demographic analysis, differential analysis, factor analysis, correlation analysis, and regression analysis.

The results depicted diverse demographic characteristics within the workforce and highlighted variations in perceptions of strategic change and leadership styles. The study made significant contributions to both academic discussions and practical management, offering insights into how strategic changes influenced organizational culture. It emphasized the importance of aligning change initiatives with organizational values for long-term success. However, limitations were acknowledged such as reliance on internal data and potential subjective biases due to the author's role as the chairman.

Keywords: Strategic Change, Corporate Culture, Employee Engagement, Leadership Style

Introduction

In the contemporary and fiercely competitive business environment, the interaction between strategic change and corporate culture emerges as a critical factor shaping the success of organizations. This research, grounded in the specific context of Shandong Tianke Lightning Protection Engineering Co., Ltd., explores the complex connection between strategic change and corporate culture, acknowledging their essential roles in shaping employee behavior, decision-making methods, and the overall atmosphere within the organization. Organizational culture, a cornerstone within any enterprise, includes shared values, behavioral norms, and decision-making processes, influencing the overall atmosphere and employee dynamics. The dimensions of organizational culture span from innovation

and leadership styles to employee commitment. Understanding the dynamics of how strategic change resonates within an organization and manifests in its culture is central for leaders seeking sustainable development and effective management strategies.

This study adopted a detailed perspective, focusing on the mediating role of leadership style in the relationship between strategic change and organizational culture. By narrowing the focus to this key mediating variable, the author aimed to specify the complexity of the research model, aligning with the discussion to wisely consider the dimensions of all variables. This approach not only enhanced the clarity of the investigation but also allowed for a more refined understanding of how strategic change influenced the overall structure of organizational culture. As the author delved into this exploration, the effort was to contribute valuable insights that bridged the gap between strategic management and organizational dynamics, fostering a more comprehensive understanding of the intricate connections between these vital components.

Research Objective (s)

This study has three research objectives as the following.

Objective 1: To discuss the direct impact of strategic change on corporate culture.

Objective 2: To discuss the role of employee engagement between strategic change and corporate culture.

Objective 3: To discuss the role of leadership style between strategic change and corporate culture.

Objective 4: To discuss the long-term impact of strategic change on corporate culture.

Literature Review

Change Management Theory

The study was grounded in Change Management Theory, which asserted that as organizations face challenges and internal issues, strategic changes become necessary. These changes, including market expansion, diversification, mergers, acquisitions, and technology adoption, require a reevaluation and improvement of internal structures, workflows, and corporate culture for smooth adaptation. According to Hornstein (2015), integrating change management should support project success rather than hinder it. The author emphasized the importance of incorporating change management into organizational development, stating that project modifications can bring fresh perspectives to project planning, which highlighted the need for diverse project management approaches. At the same time, organizational culture theory suggested that organizational culture is influenced by dimensions like individualism-collectivism, power gap, uncertainty avoidance, and masculine-feminine values, impacting management activities and decision-making. Essentially, change

management theory, a key element in organizational studies, underscores the need for strategic change in organizations facing slow growth and internal challenges. It stressed the creation of comprehensive organizational change strategies to address internal structures, workflows, and corporate culture, facilitating smooth transitions in evolving business environments. Additionally, research by Cameron and Green (2015) emphasized the importance of aligning change initiatives with organizational values and fostering a positive culture to enhance the acceptance and effectiveness of change.

Organizational Culture Theory

Organizational culture theory underscores how corporate culture significantly impacts how management operates and makes decisions. It suggests that four key cultural elements, which are individualism and collectivism, power dynamics, handling uncertainty, and the dimensions of masculine and feminine values, strongly shape how an organization is structured and functions. In simpler terms, it highlights that the way people work together, share power, deal with uncertainty, and express gender-related values plays a crucial role in defining how an organization operates.

Methodology

The research focused on understanding the impact of strategic change on organizational culture within Shandong Tianke Lightning Protection Engineering Co., Ltd. The research population covered all approximately 200 employees of the company, consisting of 180 regular employees and 20 individuals in management roles. The sample size was determined through simple random sampling, with 45 regular employees and 5 individuals from the management group selected for the study.

The survey instrument used in this study included a measurement instrument for the independent variable, which is the Strategic Change, and the mediating variable, Leadership Style. The questionnaire aimed to gather relevant information regarding employees' perceptions of strategic changes within the company, the leadership styles presented, and the resultant effects on organizational culture. The variable of strategic change was operated based on significant organizational shifts, such as market expansion, business diversification, mergers and acquisitions, and the adoption of new technologies. The variable of leadership style was assessed using a validated instrument designed to acquire various leadership behaviors and styles presented within the organization. The chosen instrument demonstrated good reliability, with a Cronbach's alpha coefficient indicating a high level of internal consistency.

The study employed a multi-leveled approach to data analysis, including Population Demographic Analysis, Differential Analysis, Factor Analysis, Correlation Analysis, and Regression Analysis. These methods collectively aim to uncover insights into the influence of strategic change on corporate culture at Shandong Tianke Lightning Protection Engineering Co., Ltd.

Results

In the fast-evolving landscape of the business world, organizations often undergo strategic changes to stay relevant and competitive. This study delves into the influence of strategic changes on the organizational culture of Shandong Tianke Lightning Protection Engineering Co., Ltd., aiming to illuminate the dynamics between strategic transformations and cultural shifts within the company. The research focused on the entire workforce of Shandong Tianke Lightning Protection Engineering Co., Ltd., comprising approximately 200 employees, including 180 regular employees and 20 management personnel. A Simple Random Sampling method was employed to select a representative sample. The final sample included 45 regular employees and 5 from the management group, ensuring a diverse representation across different organizational levels.

The study utilized a comprehensive questionnaire designed to measure the impact of strategic changes on organizational culture. The questionnaire covered multiple dimensions, including employees' perceptions, attitudes, and experiences related to the ongoing strategic changes. To capture a diverse perspective, the sample was stratified based on different variables such as job role, department, and tenure within the company.

The questionnaire's reliability was assessed using established measures. Cronbach's alpha coefficient was computed to evaluate internal consistency, and additional statistical tests, such as Kaiser-Meyer-Olkin (KMO) and Bartlett's sphericity, were conducted to ensure the instrument's validity. The collected data underwent a rigorous analysis using various statistical methods. Firstly, Population Demographic Analysis: to examine demographic characteristics of the entire workforce. Secondly, Differential Analysis: to investigate differences in responses between regular employees and management personnel. Thirdly, Factor Analysis: to identify underlying factors contributing to changes in organizational culture. Fourthly, Correlation Analysis: to explore relationships between different variables to uncover potential patterns. Lastly, Regression Analysis: to assess the impact of strategic changes on organizational culture over time. These analytical methods aimed to provide a holistic understanding of how strategic changes influence organizational culture within Shandong Tianke Lightning Protection Engineering Co., Ltd. The above-chosen methods were selected to ensure a comprehensive exploration of the research objectives and the nuanced dynamics between strategic changes and organizational culture.

The analysis of the collected data from the survey consisted various aspects related to the research variables. First of all, the perceptions of strategic change. Participants were required to provide their perceptions of recent strategic changes within Shandong Tianke Lightning Protection Engineering Co., Ltd. Descriptive statistics were utilized to summarize the participants' responses, illustrating clearly on the extent and nature of strategic changes perceived by employees. Secondly, the leadership styles and their influence.

Table 1: Descriptive Statistical Analysis of Participants' Information

1. Group:	
Group	
Regular Employees	
Management Group	
The majority of participants were regular employees (45) compared to the management group (5).	
2. Gender:	
Regular Employees	Male: 30 Female: 15
Management Group	Male: 4 Female: 1
In the regular employees' group, there were 30 males and 15 females. In the management group, there were 4 males and 1 female.	
3. Age Range:	
Regular Employees	25-30: 20 31-35: 15 36-40: 5
Management Group	31-35: 2 36-40: 3
The age distribution varied across groups. In the regular employees' group, most were in the 25-30 age range, while in the management group, the majority fell into the 36-40 age range.	
4. Job Tenure:	
Regular Employees	0-2 years: 15 3-5 years: 20 6-10 years: 5
Management Group	6-10 years: 3 11-15 years: 2
Regular employees had diverse job tenures, with the highest number in the 3-5 years range. In the management group, the majority had job tenures ranging from 6-10 years to 11-15 years.	
5. Job Role:	
Regular Employees	Technical/Engineering: 25 Administrative/Support: 10 Sales/Marketing: 10
Management Group	Management: 5
Regular employees were predominantly from technical/engineering roles, while the management group consisted of individuals in managerial roles.	
6. Change Adaptability:	
Regular Employees	Low: 10 Moderate: 25 High: 15
Management Group	Moderate: 2 High: 3
The regular employees exhibited varied levels of change adaptability, with a higher proportion in the moderate range. In the management group, there was a mix of moderate and high change adaptability.	

The study examined the currently dominated leadership styles within the organization and their potential influence on the organizational culture. Participants were required to rate and describe the leadership behaviors they observed. Mean difference tests were conducted to identify any significant

differences in leadership styles across different employee groups. Furthermore, the impact on organizational culture. The dependent variable, organizational culture, was assessed through participants' perceptions of shared values, decision-making methods, and the overall atmosphere within the company. The study utilized descriptive statistical analyses to provide insights into the prevailing organizational culture and any variations among different employee groups. Finally, the mediating role of leadership style. To understand the mediating role of leadership style, the study conducted further analyses to examine how variations in leadership behaviors may mediate the relationship between strategic change and changes in organizational culture. In summary, this descriptive statistical analysis highlighted demographic variations in responses, contributing to a higher-level understanding of how individual characteristics shaped perceptions of strategic change. These insights could guide targeted interventions and communication strategies tailored to specific employee segments. And the results section presented a comprehensive analysis of the data collected from employees of Shandong Tianke Lightning Protection Engineering Co., Ltd., providing insights into the perceived impact of strategic change on organizational culture, the role of leadership styles, and potential mediating mechanisms.

Discussion

This study made significant contributions to both academic discussions and practical management in the field. By revealing the intricate dynamics between strategic change, employee engagement, and leadership style, the research introduced unique perspectives to organizational management. The exploration of mediating variables provided practical insights, offering valuable recommendations for effectively shaping corporate culture through strategic change, which was particularly important for change management teams, empowering them with enhanced capabilities to navigate challenges, ease off risks, and optimize change strategies. Most importantly, the study emphasized the great importance of corporate culture in influencing long-term performance, employee satisfaction, and innovation. It provided strategic directions crucial for organizations, advancing knowledge and theory in organizational management. However, acknowledging certain limitations is essential. Relying solely on internal data from the author's own company may have limited the ability to fully demonstrate the broader impact of strategic changes on corporate culture. Subjective biases, stemming from the author's role as the chairman, may have influenced the interpretation of the company's culture and strategic changes, potentially affecting the objectivity of research results. Additionally, the limited volume of data may have restricted the scope for comprehensive qualitative or quantitative analysis, posing challenges to the overall credibility of the study's findings.

In conclusion, while this research made substantial contributions, it is crucial to recognize and address these limitations to refine future investigations, which ensures a fresh understanding of the complex connections between strategic change, employee engagement, and leadership style in

organizational management.

Conclusions

In this study, we provide an in-depth examination of the relationship between strategic change, personal traits and corporate culture. We draw the following conclusions from our case study of Shandong Tianke Lightning Protection Engineering Company:

The significant impact of personal traits on strategic change

The results of the study support Hypothesis H1, which states that different individual traits have a significant effect on strategic change. This implies that individual traits such as leadership style, adaptability, and communication skills play an important role in the promotion and implementation of strategic change.

In practice, we have observed that there are differences in the degree of participation in strategic change and attitudes toward change among individuals. Some individuals with positive leadership styles and innovative abilities may be more willing to accept and support change, while some more conservative individuals may show resistance to change. Therefore, when developing and implementing strategic change plans, organizations need to pay more attention to individual differences in traits, and stimulate employee motivation and cooperation through training and communication to facilitate the successful implementation of strategic change.

The significant impact of personal traits on corporate culture

The results of the study further validate Hypothesis H2, which states that different individual traits have a significant impact on corporate culture. This means that individual values, behavioral styles and other factors have a significant impact on the formation and evolution of corporate culture. Individual attitudes and behaviors not only affect the inheritance of corporate culture at the individual level, but also have a profound impact on the overall organizational culture through collective behaviors. In actual cases, we have observed that employees who demonstrate a high degree of responsibility and cooperation during the change process often become the leaders of the corporate culture, shaping a positive working atmosphere. Therefore, in the management of corporate culture, it is necessary to guide and cultivate the positive traits of employees in order to form a cultural atmosphere that is beneficial to the development of the organization.

Correlation and positive relationship between strategic change and corporate culture

Our findings support hypotheses H3 and H4 that there is a correlation between strategic change and corporate culture and that there is a significant positive relationship between the two. This suggests that strategic change can not only influence the formation of corporate culture, but also that the positive implementation of strategic change helps to strengthen and promote the positive aspects of corporate culture. In our case, with the gradual implementation of strategic change, organizational structure was

changed, values were re-emphasized, and communication channels were optimized, all of which had a positive impact on corporate culture. The successful implementation of strategic change not only facilitated the evolution of the corporate culture, but also further strengthened the cohesion and shared values within the organization.

Management practice recommendations

Based on the findings, we suggest the following management practices:

First of all, the organization should take into full consideration of individual trait differences when making strategic change plans, and stimulate employees' motivation and cooperation through training and communication activities.

Secondly, enterprises should pay attention to and guide the positive traits of individuals, and promote the formation and inheritance of corporate culture by stimulating the responsibility and cooperation spirit of individuals.

Finally, when organizations make strategic changes, they should focus on building culture within the organization in order to facilitate smoother integration of the change into the organization and the achievement of strategic goals.

Through a comprehensive analysis of the relationships between personal traits, strategic change, and corporate culture, we provide a series of practical recommendations for organizational management. Future research could further explore how these relationships vary across industries and cultural contexts to provide more detailed and in-depth management guidance. The relationship between strategic change and corporate culture is a dynamic and complex subject, and an in-depth understanding of and response to these relationships will help organizations better adapt and thrive in the changing business environment.

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