

Characteristics and innovative approaches of enterprise management culture in the digital era

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Abstract: *with the rapid development of information technology, the business model and internal management model of enterprises have undergone tremendous changes, and the traditional enterprise management culture is facing new opportunities and challenges. Digital transformation not only changes the business process of enterprises, but also promotes the comprehensive change of organizational structure and culture. In this context, enterprises must timely adjust and optimize the management culture to adapt to the market environment and the development trend of the digital age. In the digital age, the core elements of enterprise management have undergone tremendous changes, from the original hierarchical management mode to the flat and networked management mode. The construction of enterprise culture should also keep pace with the times, and combine the idea of digitalization with innovative thinking. Based on this, combined with the background of the digital era, this paper combs the characteristics of China's enterprise management culture, explores practical ways of cultural innovation, and provides practical ideas for Chinese enterprises to steadily promote digital development and consolidate their market competitive advantage.*

Keywords: *digital age; Enterprise management culture; delayering; Data driven; Cultural innovation; Agile empowerment*

1. Introduction

With the rapid development of the digital economy and the continuous updating of the new generation of information technology, enterprises around the world have begun a comprehensive digital transformation. The white paper on digital economy (2024) issued by the China Academy of information and communications pointed out that by 2023, China's total digital economy will reach 55.4 trillion yuan, and its contribution to GDP will reach 41.5%. Whether the enterprise management culture as "soft power" is suitable will directly affect the effect of the reform. The traditional management culture, which is deeply rooted in the era of industrial economy, has become increasingly closed and rigid. It has been difficult to adapt to the needs of the digital era, and has caused many cultural collisions. Aiming at the problems of single research dimension and disconnection from practice, this project integrates the research results of core journals, refines the characteristics of management culture, constructs innovation path, and provides enterprises with practical cultural solutions [1].

2. The core characteristics of enterprise management culture in the digital age

2.1 Flat and networked organizational structure

The traditional pyramid bureaucratic structure, with many levels and fixed rights and responsibilities, leads to inefficient and distorted information transmission. In the digital era, the management level in the middle is compressed in a digital way, so that the "managers grass-roots personnel" are directly linked together, which greatly improves the efficiency of decision-making and implementation. Haier's "rendanheyi" management mode divides employees into individual individuals, eliminates the middle level, and enables front-line workers to communicate directly with the needs of the market, thus greatly improving the market's response ability. At the same time, the flat structure has also brought about a network-based cooperation culture. Using the collaboration platform of flybook, employees across departments and regions can have real-time communication and cooperation, break the barriers between departments, and create an effective interactive culture, fundamentally realizing

the transformation from "hierarchical management and control" to "collaborative empowerment" [2].

2.2 Decision logic digitization and rationalization

Traditional enterprise decision-making mainly depends on the personal experience of managers, which is inefficient and risky, and can not adapt to the changes of the digital era. In the context of digitalization, "Data-Driven" decision-making culture has become an important research field concerned by core journals such as management world. Alibaba company applies big data throughout the whole business process, from product design to marketing strategy, to employee evaluation, and then to promotion evaluation, which are all based on data. At the same time, it also breaks through the data island and connects the data of all links, which greatly improves the scientificity and accuracy of decision-making. This change has prompted enterprises to move from "experience led" to "rational led", enabling enterprises to timely grasp the market dynamics, quickly adjust the strategic direction, and achieve the strategic objectives [3].

2.3 Flexibility and empowerment of management mode

The traditional rigid control mode restricts people's behavior through strict rules and regulations, while ignoring people's initiative. In the digital age, the operation mode of enterprises is changing to flexible authorization, paying more attention to respect and trust for people. Byte runout the idea of "scenario management, not control" is put forward. There is no strict attendance system, which gives employees full freedom to play. Through a transparent information sharing platform, employees can give full play to their enthusiasm. Tencent builds a comprehensive talent training system to provide technical and resource support for employees, improve their professionalism and creativity, realize the transformation from "controlling employees" to "achieving employees", and stimulate the internal motivation of the enterprise [4].

3. The realistic dilemma of enterprise management culture innovation in the digital age

3.1 Traditional management culture is path dependent and has great resistance to transformation

In the long process of development, the traditional enterprise management culture has formed a deep-rooted way of thinking, code of conduct and value orientation, and has a strong path dependence. The managers of many enterprises still stay in the traditional management thought, pay attention to hierarchical management and control and empirical decision-making, do not fully understand the new characteristics and requirements of enterprises in the digital era, and lack positive change awareness and motivation. Some managers worry that the "flat" organization will weaken their management power, and the "flexible management" will lead to low management efficiency, which will lead to the resistance of enterprises to the "management culture", which is the central resistance to the change of enterprise culture [5].

At the same time, due to the influence of the traditional management culture for a long time, the staff have developed a passive obedience and step-by-step work style, and lack the consciousness and ability of independent innovation and cooperation. Therefore, the innovative management culture has not been well accepted. In real life, some enterprises have adopted the "Data-Driven" decision-making method, but employees still rely on their own experience to complete their work and are not willing to actively study and use data for analysis and decision-making, making it difficult for the "data culture" to be truly implemented. Due to the path dependence of the traditional management culture, it is difficult to break the original structure of the enterprise's management culture innovation, the transformation speed is very slow, and even the situation of "changing the soup without changing the dressing" will occur, which can not really match the development needs of the digital era, which is also a common problem that most enterprises will encounter in the cultural change [6].

3.2 Insufficient integration of digital technology and management culture, poor empowerment effect

Digital technology is the main support of management culture innovation. However, at present, many enterprises have the misunderstanding of emphasizing technology and ignoring culture. They pay too much attention to the introduction and application of digital technology and ignore the deep combination of digital technology and enterprise culture, which makes the efficiency of technology empowerment low. Some enterprises have made huge investments in the introduction of digital

technologies such as big data, artificial intelligence and cloud computing, but these technologies have not been well applied due to the lack of relevant cultural support.

For example, enterprises have established a data sharing platform, but because the barriers between departments have not been broken, and employees do not know enough about the data, the data cannot flow and use well, and the decision-making culture based on data is difficult to implement. Although many enterprises have introduced some collaboration tools, people are still used to their working methods without the support of collaboration culture. The utilization rate of collaboration tools is not high, and it is difficult to form effective collaboration. In addition, some enterprises' application of digital technology still stays at the superficial level, only staying at the most basic level such as office automation and information transmission. They do not deeply integrate digital technology and management culture innovation, nor use scientific and technological methods to optimize the decision-making mechanism, management mode and innovation mechanism, which makes digital technology unable to truly empower the management culture and effectively promote the fundamental transformation of management culture. Relevant research shows that the degree of integration of digital technology and corporate culture will directly affect the innovation effect of corporate management culture, and the lack of integration has become a major reason for the innovation of corporate culture.

3.3 Shortage of compound talents and insufficient support ability

In the digital era, the innovation of enterprise management culture requires compound talents with certain management ability and cultural literacy. These talents are the key to promote cultural innovation. However, there is a shortage of compound talents in many enterprises, especially in traditional enterprises. On the one hand, the digital ability of traditional enterprise employees is insufficient, and it is difficult to adapt to the needs of "data driven" and "collaborative innovation" corporate culture; On the other hand, some employees are older and have poor learning ability, so it is difficult to quickly master digital technology and new management idea. At the same time, there is a serious shortage of compound talents in the current market, which makes it difficult for enterprises to recruit qualified talents, and the current talent training system is not perfect, which can not quickly cultivate compound talents that meet the needs of cultural innovation. Some enterprises have not established a sound talent incentive system, and do not pay enough attention to compound talents, which can not meet their needs in terms of salary and promotion opportunities, resulting in a large number of brain drain. The lack of talent reserves and brain drain have made the innovation of enterprise management culture lack a core support, which can not effectively promote the work of concept remodeling, organization restructuring, system innovation and so on, thus limiting the process and effect of management culture innovation, which is also an urgent problem to be solved in the digital transformation of China's enterprises.

4. Practical ways of enterprise management culture innovation in the digital era

4.1 Breaking the traditional thinking and establishing the concept of digital culture

The reconstruction of the concept is the key condition for the innovation of management culture. Breaking through the shackles of traditional management thinking and establishing cultural concepts that adapt to the digital era can lay a solid thinking foundation for the innovation of management culture. Enterprises should start from the management, strengthen the understanding of digitalization, change the original management thinking, establish the digital culture concept of data-driven, collaborative empowerment, trial and error tolerance, diversity and win-win, actively guide the innovation of management culture, and realize the first priority of corporate culture transformation. The whole enterprise should firmly establish the idea of "data is our core asset", and throughout the whole work process, we should integrate data thinking, abandon the previous empirical thinking, cultivate a big data based working method, and improve the ability of all employees to apply data through digital training, expert lectures, excellent case study, etc. Manager break through the inherent thinking of hierarchical management and control, promote equal cooperation and communication, and make the manager a creative person. In this process, we should fully respect the subjective initiative of employees, so that they can better play their creativity. In this process, we should fully consider the importance of employees, so that they can better understand their work.

4.2 Building a flat and networked organization and breaking down barriers to development

As the main carrier of management culture, the organizational structure shows the characteristics of flat and networked business culture under the digital background, which requires enterprises to rebuild their organizational structure, break the restrictions of traditional bureaucracy, establish a new organizational form that meets the requirements of the development of the times, and lay a solid foundation for the innovation of management culture, which is also the main direction of enterprise reform at present. Enterprises should simplify the management structure in the middle, reduce the process of information flow and command transmission, enable direct communication between management and grass-roots employees, and fully improve the efficiency of decision-making release and implementation. Enterprises combine the existing functional departments with the actual business of the company, establish flexible and efficient organizational units such as project teams and independent business entities, delegate operation and management authority, help front-line personnel accurately connect with market changes, flexibly adjust work methods, and use the mature management mode of excellent enterprises for reference to activate the endogenous power of the organization. By using digital technology, the communication barriers of various departments have been broken down, and a unified online collaborative office platform has been established, which transmits the internal information of the company to this platform, so that various business sectors can be interconnected and maintain close cooperation. In this process, it is also necessary to establish a full linkage and efficient working environment. At the same time, enterprises also need to improve the internal power and responsibility division system, and clearly define the work responsibilities and management authority of organizations and posts at all levels, so as to achieve the degree of clear power and responsibility, and avoid overlapping responsibilities and management vacancies.

4.3 Improve the system and strengthen the guarantee role

System innovation is an important guarantee for the innovation of enterprise management culture. A sound system can restrict the behavior of employees, establish correct values, and promote the smooth implementation of various innovative measures. According to the development trend of the digital era and the practical needs of cultural innovation, enterprises should optimize the existing rules and regulations, build an operation mechanism in line with the new management culture, and lay a solid institutional foundation for the development of cultural innovation. The enterprise has changed the single assessment method in the past, increased the dimensions of assessment and evaluation, included the level of data use, team cooperation effect, innovation achievements and service quality into the assessment scope, and established a comprehensive and diversified evaluation system, so that employees can fully participate in the digital construction and cultural construction, and learn from the excellent practices in the industry to deeply integrate the digital culture with the development of the company. Enterprises should establish a standardized trial and error tolerance mechanism, clearly define the boundary and implementation process of innovation trial and error, tolerate reasonable errors in the process of innovation exploration, avoid one-sided accountability, and guide employees to summarize and improve their own experience, so as to maximize the release of innovation vitality within the company. At the same time, a complete incentive mechanism has been established to reward excellent talents and innovative backbones, which has improved the cohesion of the team and the enthusiasm of employees. At the same time, enterprises should also strengthen the short board of data management, standardize the whole process of data collection, storage, analysis and sharing, break the internal information barrier, ensure the real security of data, and lay the foundation for data-driven decision-making. Enterprises should not only improve the system, but also pay attention to specific implementation, improve the normalized supervision mechanism, abandon formalism, give full play to the effectiveness of the system, and escort the innovation and development of enterprise management culture in an all-round way. We should strengthen implementation, pool the strength of the whole society, and promote the in-depth development of cultural innovation.

5. Conclusion

Under the digital background, the enterprise management culture presents three basic characteristics of "flat", "digital" and "flexible", forming a new management culture suitable for the development of digital economy, which provides an important cultural support for the digital transformation. However, in the process of cultural innovation, Chinese enterprises are still faced with practical difficulties, such as the dependence on the path of traditional culture, the insufficient integration of technology and

culture, and the lack of compound talents. To solve the above problems, we must start from the three collaborative ways of concept, organization and system, promote the reform of enterprise management culture, resolve cultural conflicts, stimulate the internal motivation of the organization, and build the core competitiveness.

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