

Adapt to Survival Adaptation of Yaoxian Cement Plant in Shaanxi Province, China

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ABSTRACT

The research focused on Yaoxian cement plant in Shaanxi Province, China. There were two objectives. First one was to investigate the factors that can be applied for Yaoxian cement plant to adapt their management practice to survive under adverse environment. Another one was to find the most influential factor that effects on Yaoxian cement plant to adapt their management practice to develop under adverse environment. The research question was what are the factors that could be introduced to Yaoxian cement plant to motivate them to adapt their management practice. Organizational changing as the theory, and six-box model as the framework was used in the study to support objectives and designed interview questions. The research methodology was qualitative methodology, and the research result based on the interview content. At least, MPPT that was method, people, place and time used in qualitative content analysis. Eventually, purposes, relationship and leadership could help Yaoxian cement plant to survive. Meanwhile, leadership could help Yaoxian cement plant to develop.

KEYWORDS: Yaoxian cement plant, adverse environment, environment changes, six-box model, change management, adaptation

INTRODUCTION

The Chinese Government increased the intensity of reforming State-owned enterprises in 2017. Meanwhile, the Government promoted industrial innovation, accelerate the development of new materials. Most importantly, all of the businesses and industries must pay attention to environmental protection(Caixia, 2017).China established an independent industrial system from 1953 to 1957. Shaanxi Province was chosen as

the construction site to develop heavy industry, and resulted in high levels of industrial pollution as an industrial development region (Haifei, 2017).

Yaoxian cement plant was built in 1956, Shaanxi Province established this plant in the key important industrial projects. Yaoxian cement plant produced five-million tons of cement a year, the cement production volume and quality was the best in Shaanxi Province (Jiangzhou, 2013). Yaoxian cement plant was one of the large

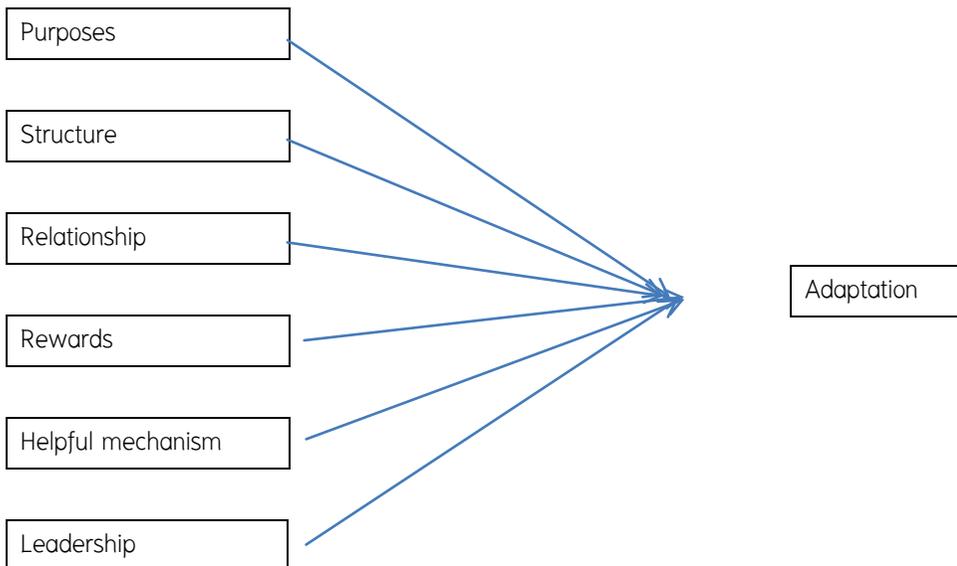
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enterprises in Shaanxi Province (Xiaoqiao, 2015), it created profits and taxes amounted to nearly 300 million Yuan during 27 years from 1956–1983, and contributed to the economy for Shaanxi Province (Jiangzhou, 2013).

At present, Yaoxian cement plant responded the government’s current policy in 2017, so no longer produced large amounts of building cement. Enterprise closed the cement production lines and lost the biggest survival and competitive advantage (Chengzhao, 2013). Thus the whole enterprise and workers were unable to adapt to the new environment in the short term. Enterprise's income was more and more lower. The management was chaotic gradually, it caused the enterprise faced the survival crisis (Jiangzhou, 2013).

After the study, some enterprises could help the system and point out the way of management are similar to Yaoxian cement plant to avoid and or reduce suffering the same problems and difficulties. The efficiency and experiences of managers can be enhanced and enriched in business management. The management will cooperate more with employees so that the enterprise can help to survive better.

Six-box model included six factors that is purposes, structure, relationship, rewards, helpful mechanism and leadership. This model was the key framework supported objectives and designed interview questions. It was used for organizational diagnosis and organizational development (Titus, 2013).



Purposes was used to ensure the enterprises have a clear task or not. It included the mission, strategies and objectives. The companies must have the blueprint and milestones for 3–5 years, and the practical and feasible measurement indicators about a year (Zuxin, 2016).

Structure was about how to assign internal work. Specialization of the labor department in an organization was the key to improving organizational efficiency, the organization structure design of modern enterprise was always vertical design (Jinping, 2014).

The relationship of employees in Chinese State-owned enterprises faced difficulties (Guangqiong, 2014). Firstly, the current state-owned enterprises have many positions need to be merged or canceled, which means that some people will lose their jobs. (Xingqi, 2010). Secondly, the proportion was unbalanced of employee's structure, it lacked of communication between employees (Lihua, 2010). Finally, the position set new requirements, it lacked of communication between departments (Guangqiong, 2014).

Rewards was used to check employees whether need to do all tasks and related incentives. Rewards management was an important part of human resource management and also was an important assurance for stable development of enterprise (Khalizani, 2011). The

good rewards management helped employees and businesses to grow up together.

Helpful mechanism showed what was the system and process to support organization work. It cleared the restricted area and bottom line of enterprises, and coordinated resources that outside the enterprise's area. Helpful mechanism of enterprises provided the opportunity for employees to grow and promoted the understanding and recognition between enterprises and its partners (Qihang, 2010).

Leadership paid attention to the situation in other five boxes. Leadership influenced on members based on different levels of promise (Menghui, 2007). Transformational leadership for members was a kind of sense of confidence and was respected, it cleared goals and vision of the organization, enhanced members' ability (Wiwiek, 2016).

Six-box model helped Yaoxian cement plant diagnosed and developed based on the six factors, and then to investigate the factors that can be applied to adapt their management practice to survive and to find the most influential factor that effects to adapt to develop under adverse environment. The researcher also was according to the six factors designed interview questions. There were three questions of each factor. Researcher found original questions from other studies and designed adapted questions. All

of questions around the objectives and based on the six factors.

LITERATURE REVIEW

Environmental changes

The meaning of change was to look forward to new things and to break away from the old stuff, and survival was to change (Yuanchun, 2017). Many times people will imagine the difficulty in expanding, in fact, as long as change slightly that can find a solution. If the environment can not be changed, that people have to change to adapt to the environment. The change was not a compromise, but a wise choice (Jiabin, 2017). Change always full of variety. Hug change was able to adapt to the crisis. The area of change came, and the first thing to do once faced changes that was to forget something that was important in yesterday (Mayun, 2013).

With China's rapid economic development, the government promoted green industry and against high energy consumption and high pollution industries. As a stated-owned enterprise, Yaoxian cement plant followed the policies actively, so closed production line (Wenhe, 2016). The environmental changes forced Yaoxian cement plant changed themselves and found the influential factors faced survival crisis, and then obtained the new development.

Organizational Change

The theme of enterprise organizational was changed to develop along structural change, cultural change and process change (Yuanting, 2017). The process of organizational change was divided into two stages, implementing and understanding. Some staffs resisted the change even if they know their enterprise needs change, so all enterprises must encourage staffs took some new actions if they wanted successful result of change (Robert, 2017).

Normally there were three main reasons of organizational change, the change of the operational environment of enterprise, the change of internal conditions and the requirements of enterprise growth (Caoping, 2015). It was good for Yaoxian cement plant found the factors to survive and summarized the most influential factor to develop from current environment, new requirements of internal and ongoing changes of enterprise.

Adaptation

The adaptation referred to the phenomenon that the thing and environmental performance suitable (Zhaoting, 2017). Adaptation was the corresponding adjustment, and led to reduced risk or achieve benefits. The risk treatment developed and implemented by an organization in responded risk management it

usually involved strategic planning and the allocation of new resources (Zhifeng, 2017).

In the framework of the study, six factors around adaptation finally. It means the final important result for the solution of objectives. Yaoxian cement plant whether adapted their management practice to survive and develop under adverse environment, it all reflected and presented in adaptation.

RESEARCH METHODOLOGY

The targets of the study were ten managers who separately worked at the six important departments that included the office of plant leaders, personnel office, technology center, sales office, industrial tourism development office, the union, the party branch and the party committee work department.

The interview questions based on six factors that is purposes, structure, relationship, rewards, helpful mechanism and leadership. The office of plant leaders provided the most new and effective information about each factor specially leadership, because this department has the power of first-making absolutely. Personnel office

in charged of the whole human resources, they understood all operation of Yaoxian cement plant it was mainly about structure and rewards system. Technology center and sales office were the key departments performed and expanded the new products of enterprise. Industrial tourism development office was a new department of Yaoxian cement plant, it mainly for new projects. Thus these three departments provided the primary information of current purposes. The union always dispute resolution and conflict among employees and departments and enterprise, so they completely cleared the relationship of Yaoxian cement plant. The party branch and the party committee work department were the key departments communicated and executed the government's policies. Yaoxian cement plant was a state-owned enterprise, so most of decisions based on the government's policies. That was to say, these two departments keep the first-hand situations of mechanism.

In order to solve the objectives effectively, the researcher chose the 10 managers from these six departments finished interviews.

Table 1: The position list of interviewers **Position**

1. Secretary of the party committee in Yaoxian cement plant
2. Assistant to director of Yaoxian cement plant
3. Personnel office manager
4. The deputy manager of personnel office

5. The director-general of industrial tourism development office
6. The manager of the union
7. The manager of the technology center
8. Deputy Secretary of the party branch of Yaoxian cement plant
9. Party committee deputy minister of Yaoxian cement plant
10. The vice-president of the union

Interview process

The researcher obtained via the name lists at Yaoxian cement plant in China of 10 managers (Zhenhai, 2016),and then contacted them. Determined the specific number of people who could accept interview, and made the appointment times and locations, and interviewed on time. The researcher interviewed the managers in WeChat who refused accepted interview face to face.

The researcher interviewed Secretary of the party committee of Yaoxian cement plant face to face, did the video recorded the interview content. The location was the office of this manager. The interview site was quiet and without the presence of a third person. Meanwhile, interviewed other nine managers in WeChat by voice chat and text chat, and also without the presence of a third person. The length of interview time was less than forty minutes.

Tool

Content Validity as the research tool used in the study, and the Expert Judgment Method as

the main way. There were several steps of the tool and method.

1. the researcher found the professional experts, and the appropriate scope of interview questions was determined;

2. the experts evaluated degree of understand about the questions; marked the part of the questions that can be used; analyzed the problems of the questions; pointed and summarized the importance of each question;

3. the researcher adjusted the interview questions to understand the extent;

4. The researcher found and fixed problems in interview questions and sorted out the available parts;

5. The researcher summarized the necessity and importance of each of the interview questions;

6. The researcher enhanced the professionalism of the interview questions; modified and obtained the best interview questions.

The questions design table was as follows

Table 2: The interview questions design

Previous Study Questions	Adapted Questions
Purposes	
1. How did you analyze the development prospects when this enterprise was founded?(Jinping, 2014) According to the company's development process planning development prospects.	Do you think what is the mission and vision of the enterprise now?
2. What are the main business scope? (Rahimi, 2011) According to the company's development process planning development prospects.	Do you think what are the current strategic goals of the enterprise? If the enterprise want to achieve the strategic goals, do you think what is the most effective way?
3. How about the scale of the enterprise? (Zuxin, 2016) According to the company's development process planning development prospects.	Do you think who is the current main customer of enterprise? What is the customer value?
Structure	
1. Enterprise how to set up the organizational structure of the warehouse and transportation? (Jinping, 2014) According to the company's development process planning development prospects.	Do you think whether the division and responsibilities are clear of enterprise? Whether there are some fuzzy boundaries? If so, do you think what these are?
2. What are the shortcomings of current financial institution? (Siadat, 2011) Investigate the main value elements of corporate profits, showing the actual state of business.	Do you think what are the abilities and development plans that the key department lacks of?
3. How many employees support organizational change? (Faiza, 2015) According to the company's development process planning development prospects.	From business and personnel, do you think what is the main type of staff that enterprise recruit currently?

Previous Study Questions	Adapted Questions
Relationship	
1. Is sector coordination between the work done by the individual, or must go through your respective leaders? (Zuoqi, 2017) Investigate how mid-level managers implement management.	Managers focus on employees' ideas more or employees focus on managers' ideas more? Why?
2. What is the true degree of information obtained by various departments? (Hoveida, 2011) According to the company's development process planning development prospects.	Which department is always communicate with the customer department? After obtained customer information, this department whether convey it to each department?
3. Is the company's rules and regulations sound? (Rahimi, 2011) Investigate how mid-level managers implement management.	Do you think employees depend on the organizational culture more or process systems? Which one that you depend on more?
Rewards	
1. How company employees' salaries are made of? (Qihang, 2011) Investigate the main value elements of corporate profits, showing the actual state of business.	Do you think what is the power to promote every employees to work hard?
2. Do you think about what level of salary is reasonable? (Khalizani, 2011) Investigate how mid-level managers implement management.	What are the material reward and spiritual rewards for employees?
3. How to conduct a company's payroll check? (Zuxin, 2016) Investigate the main value elements of corporate profits, showing the actual state of business.	What behaviors and results can be rewarded?

Previous Study Questions	Adapted Questions
Helpful Mechanisms	
1. What is the company's biggest weakness? (Zuoqi, 2017) Investigate the main value elements of corporate profits, showing the actual state of business.	Do you think what resources that enterprise have? And what resources that enterprise lacks of?
2. Where are the market opportunities of the company? (Hoveida, 2011) Analyze the top managers' level from their view of enterprise.	Do you think the enterprise have the ability to coordinate some resources or not that outside the controlled area ?
3. How do you like the current working environment and working conditions? (Rahimi, 2011) Investigate how mid-level managers implement management.	What are the growth opportunities and resources that enterprise provided to employees? And do you think what growth opportunities and resources that employees need?
Leadership	
1. Please describe the working experience of enterprise's leaders. (Wiwiek, 2016) Analyze the top managers' level from their view of enterprise.	What the ways often be used that the leaders to indicate the direction for employees? Which way that employees most like?
2. Please describe the education background of enterprise's leaders. (Chenyun, 2013) Analyze the top managers' level from their view of enterprise.	Education degree whether as the standard to choose talent of leaders? Do you think what should be the standard to choose talent?
3. Is the internal talent selection mechanism sound? (Nasrabadi, 2011) Investigate how mid-level managers implement management.	Do you think leaders are good at manage more or coordinate resources? In general, what ways that leaders used to expand the influence power of enterprise?

Content analyzing

The content analyzed based on MPPT that is method, people, place and time. Method was qualitative method, it mainly used six-box

model analyzed the answers of respondents for different types of questions based on six factors. People pointed the ten managers. The researcher analyzed the credible degree of interview contents

according to their departments and positions. Place pointed the interview locations. According to the situations of quiet and confidential analyzed the interview place was whether reliable. Time was the numbers that researcher confirmed the answers with respondents. the researcher confirmed the answer three times analyzed the authenticity and availability of answers.

RESULT

The result presented these ten managers thought purposes, relationship and leadership can be applied for Yaoxian cement plant to adapt to their management practice to survive under adverse environment. Purposes was the most influential factor that effects on Yaoxian cement plant to adapt their management practice to develop under adverse environment.

The researcher found ten managers all cleared the purposes of Yaoxian cement plant. About the mission, Yaoxian cement plant no longer produced building materials cement massively and wanted to research the new cement craft products. Meanwhile, developed finance and industrial tourism projects. The vision was intangible contribution and tangible success. Yaoxian cement plant actively responded government's policy to develop green environmental protection industry, it was intangible contribution. The enterprise hoped the new

products can obtain a nice reputation and considerable sales, and then got the supports and funds from government for industrial tourism projects. It was tangible success. The current strategic goals were “one body” and “two wings”. one body referred use the brand advantage to make capital operation and get the profits from stock. Two wings included develop enterprise to be the modern new materials enterprise and modern service enterprise. The main customers included several types. Firstly, cement enterprises. The brand of Yaoxian cement was too famous, so a lot of enterprises always bought the right to use the brand and the way to sale and produce. Secondly, the staffs and their relative person. These people can help Yaoxian cement plant promote the industrial tourism projects. Finally, tourism enterprises. These enterprises can cooperate to Yaoxian cement plant to develop the industrial tourism projects.

The whole relationship of enterprise followed the interests and developments. Yaoxian cement plant was transiting from an old state-owned enterprise to a modern enterprise. People already did not care too much about interpersonal relationship because of the problems of enterprise it included capital difficulties and work pressure. Both managers and employees, the degree was same that they focused on each other. Meanwhile, the key departments did not convey the

customer information to each other departments unless received the command. It was in order to protect the trade secret and the safety of colleagues. Most of employees depended on organizational culture, it was the characteristics of state-owned enterprise. Organizational was the spirits power, commonly the soft power can let person obey forwardly. The relationship refreshed and improved follow the new enterprise culture that mainly about the nice work style and political ideas.

Leaders often took the meeting and verbal arrangement indicated the direction. In order to innovate the work style, leaders added work conversation, brochure, work regulation, We Chat group and network information platform. About choose talent, leaders never made education degree as the standard. Most leaders paid attention to the comprehensive ability especially the work experience, because Yaoxian cement plant was facing the realistic problems and challenges. It needed more effective actives. At the same time, leaders also cared the faith to enterprise. It decided the long-term development. If staffs had no enough faith, the enterprise will be end fast especially suffered difficulties. At least, the team spirit was also important. It decided the relationship and group cooperation among departments and employees. Meanwhile, most of people thought leaders of Yaoxian cement plant were good at manage. Firstly, as a state-owned

enterprise, Yaoxian cement plant still followed the steps of government at long-term. Leaders learned a lot of management ways and styles from government, so the management experience was enhanced. Secondly, most of leaders worked many years in Yaoxian cement plant, they contributed the whole youth to this enterprise, so they knew how to manage it better than anyone. Finally, most of leaders were not only had the ability did the current work, actually they served as managers of many different departments. It stated these leaders already accumulated the rich management experience managed different types of employees and situations. About the way to expand the influence power of enterprise, leaders were keeping pace with time according to different parts of needs. Such as advertisement for Yaoxian cement brand, internet promotion for enterprise culture, media promotion for enterprise image, newspaper for business opportunities, festival activities, product exhibition and ceremony for partner cooperation and the exclusive interview of leaders.

According to above content, the researcher concluded purposes, relationship and leadership of Yaoxian cement plant, and found the study. At present, the purposes was new completely of Yaoxian cement plant. The enterprise gave up the original advantage that was building cement production, and contacted

new product, new enterprise type and new projects. It was absolutely favorable for Yaoxian cement plant to adapt their management practice to survive under adverse environment. Yaoxian cement plant could not to adapt because the environmental changes resulted in them lost the competitiveness and suffered the survival crisis. Once established the new clear and feasible purposes, they got off to a good start. It was the vital first step. The relationship refreshed and improved based on the new organizational culture, it showed Yaoxian cement plant was transiting from an old state-owned enterprise to a modern enterprise. It was an important part of adaptation, changed the enterprise itself both in order to adapt internal management and external environment.

The leadership retained the original political characteristics and also enhanced comprehensive abilities. It was the reason why leadership was the most influential factor that effects on Yaoxian cement plant to adapt their management practice to develop under adverse environment. Development was long and continuous. The too new things was unstable, it was adjusted at any time based on needs. The purposes was followed the new needs and directions of Yaoxian cement plant, its influence was non directional. Relationship was also depended on the current organizational culture

and work styles. There was only leadership, it retained consistent management dynamics together with the government. Under any situation, followed policies was the first choice to adapt the environment changes for a state-owned enterprise. At the same time, the strong foundation of leadership was conducive to the stabilization of the people and overall situation. It was the important premise to develop. In this premise, leaders improved and expanded work styles and comprehensive abilities keep pace with time, was bring out the crucial point.

DISCUSSION

There were several reasons why purposes was one of factor can be applied for Yaoxian cement plant to adapt to their management practice to survive under adverse environment, and more was the most influential factor that effects on Yaoxian cement plant to adapt their management practice to develop. Yaoxian cement plant was in a period of transition, the enterprise changed the development completely. The mission and vision were clear and unified, it mainly depended on the current requirement of Yaoxian cement plant and followed the policy. The goals were primarily aim at transform and develop the new industries. The purposes were about clarity and consistency, employees understood and agreed with its object

can be passed to customer’s brand mission and values (Javier, 2016).

On relationship, the current whole relationship followed the interests. Under the difficulties and interests of enterprise, people did not care too much interpersonal relationship, and the work efficiency was more important. It showed Yaoxian cement plant transited from an old state-owned enterprise to a modern enterprise. Meanwhile, the current organizational culture is strong in Yaoxian cement plant. Relationship of enterprises was in order to draw the best work flow among internal members, consumers and partners (Guangqiong, 2014).

On leadership, it always followed the government and influenced by government deeply. Just because of it, leaders and most of managers were good at management. It based on their rich work experiences learned from the government. At the same time, along with the policy update, leaders of Yaoxian cement plant were still enhancing their comprehensive abilities. Leadership was closely observed all situations of other five factors ensured effective actions and changes when the problems happened (Wojciech, 2017). Leaders need to resolve issues in a timely manner, and not a single thought (Menghui, 2007).

CONCLUSIONS

In introduction, it presented the current economy policies and environment in China and Shaanxi Province for Yaoxian cement plant. Then provided the complete situations and problems of Yaoxian cement plant, and showed the framework and factors supported the objectives for the study. Literature review included environmental changes, organizational changes and adaptation. It mainly aimed at the solution of objectives from the premise condition, process and approaches, result and efficiency. Methodology was about the targets, interview process, tool and content analyzing, it included the reasons, details and pattern. Result presented the helpful parts for objectives, and explained the ways to found. At least, discussion showed the reasons about the research result. In included the ideas of researcher of evidences from other studies.

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