

## DOCTORAL THESIS

### Communication and organizational culture: a case study of two state-owned enterprises in China

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Communication and Organizational Culture: A Case Study  
of Two State-Owned Enterprises in China

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Abstract

The operation of large and medium-sized state-owned enterprises (SOEs) in China has become a major concern for the Chinese government during the past 20 years of reform. As an attempt to understand the complexities of SOEs from a communication perspective, this study primarily employed interpretive method to explore the organizational culture of two state-owned enterprises in China. Data for qualitative analysis were gathered from interviews and newsletters. Coding schemes were developed from Bantz's framework of organizational communication culture method. Qualitative analysis revealed eight cultural dimensions that constitute the framework of the organizational culture of the two enterprises. Based on the data obtained from the qualitative analysis, a survey questionnaire was constructed as a supplementary device and administered to 250 employees in each factory. The survey functions, on the one hand, as triangulation across sources and methods to test the validity and distribution of the identified cultural dimensions, and on the other hand, as a tool to discover the relationships between cultural dimensions and other culturally concerned issues. Factor analysis grouped the eight dimensions into five factors. They are named as harmony, bureaucracy, inequality, security, and loyalty. Of the five factors, harmony, bureaucracy, and inequality emerged as significant predictors of job satisfaction. Six strategies were recommended for improving the two state-owned enterprises through communicating the corporate cultural values, namely, promoting harmony, reducing bureaucracy and inequality, and reconciling loyalty and security. This thesis concludes with suggestions for further development while acknowledging the limitations of the present study.

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