

Research on the Strategy of Corporate Restructuring and Corporate Culture Integration

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Abstract—In this paper, first, the enterprise culture enterprise restructuring is analyzed, emphasize the cultural integration of an enterprise; the necessity and important meaning of Then, through to our country enterprise restructuring goals and culture the particularity and the cultural integration task to analyze and judge the basic situation, points out the current our country enterprise restructuring with cultural integration common reasons for the failure of hysteresis; At last, according to our country enterprise restructuring enterprise cultural integration from the problems existing in the starting point of corporate restructuring, the cultural orientation, enterprise culture integration principle, guiding mode and strengthen the cultural integration aspects of the effectiveness of proposed countermeasures to solve them.

Index Terms—Corporate restructuring; Enterprise culture; Cultural integration

I. INTRODUCTION

Corporate restructuring is a magic weapon for enterprise strategic adjustment and transformation, which is also the main mode for the growth of modern enterprise. It is not only powerful means of the expansion of enterprise scale, improving production efficiency and optimizing the allocation of enterprise resources and it has a huge role in social economic growth and the adjustment of industrial structure. However, despite the restructuring goal is clear, and the effect is also predictable, but in actual operation, it is not easy to achieve a substantial restructuring of enterprises, especially the cultural integration. Therefore, this paper mainly discusses our country enterprise culture integration and reorganization of hysteresis and failure attribution problem and after the reorganization, how the enterprise to integrate culture, and put forward the corresponding countermeasures.

II. CHINA'S CORPORATE RESTRUCTURING, CORPORATE CULTURE INTEGRATION, HYSTERESIS AND FAILURE PROBLEMS ATTRIBUTION

A. Enterprise culture are easily overlooked and replace slowly

First of all, the role of corporate culture determines the characteristics of corporate culture is easy to be ignored. As the form of enterprise value has been deeply

embedded in the enterprise, which makes the cultural process has become automatic machinery, become a habit of behavior, and people do not feel the existence of corporate culture. Corporate culture, to a certain extent, performs potential, and its role is invisible and subtle, so that the restructuring is often difficult to consciously put forward the impact of corporate culture and role. But once there were the bad results, it had often been difficult to return and it is not easy to grasp^[2].

Second, the corporate culture and corporate restructuring behavior, the former is a slow variable, which is fast variables. Because the existence of culture may be longer than the existence of the organization, after the enterprise reorganization, the cultural inertia of the original enterprise will continue exist in the reorganization of enterprises, which make the corporate culture's retention effect determines the long-term characteristics of corporate culture integration. Corporate culture and corporate expansion behavior, changes in corporate structure between the time difference, that is, changes in corporate structure is completed, the corporate culture also need a hard run-in phase to complete the integration, which determines the beginning of corporate restructuring, and it usually face culture conflict, cultural loss and other troubles, which increased the difficulty for the reorganization of enterprises in the cultural integration^[1].

In addition, the indirect and deep-seated characteristics of corporate culture also determines its integration is not as easy as economic behavior. In the reorganization process, if the manager of the corporate culture is not deep or lack of capacity, it is easy to be ignore.

B Misunderstanding and operational misconduct

Business leaders are unconscious or vague about corporate culture and their integration. China's understanding of corporate culture and its importance mainly comes from the analysis of some successful examples of the United States and Japan, but in the process of analysis, we are more concerned about the successful results of these successful enterprises, and its observable characterization easy to learn, but it lacks of understanding of the profound connotation of corporate culture and the role of cultural integration, the process and the integration of corporate culture and the related management activities. Coupled with the late start of China's corporate restructuring, lack of experience, corporate culture is the integration of corporate culture in

the new form, and China's existing enterprise management in many ways also have the traditional planned economy traces. Therefore, as a management resource, corporate culture has not been fully explored and used, many business leaders also lack experience which uses corporate culture orienting corporate behavior. Corporate culture and a sense of integration are weak, and the attitude is not positive and not clear. In this case, it is extremely difficult to form a new culture of reorganizing the firm.

Corporate culture integration work is surface, formal and short-term. Corporate culture integration work is the integration of corporate culture integration only stay in the material and cultural level, not deep into the system culture level, no mention the spiritual and cultural level. In the practice of corporate culture integration, many enterprises pay attention to the use of uniform signs, symbols, colors, clothing and other packaging, or are limited in cultural and recreational activities, and lack of rules and regulations to regulate and constrain corporate behavior and business employees, and lack of creating a kind of tolerance and friendship, unity and cultural atmosphere and corporate value goals. Corporate culture integration is superficial in the operation, which can not be well reflected in the enterprise development strategy and management work, so after the reorganization is difficult to really win the hearts of people. Formalization of corporate culture integration refers to the integration of enterprises in general focus on imitation, light creation, not only lack of personalized features, but also corporate employees, and thus affect its actual results. Some enterprises in the cultural drive make cultural integration and innovation and highlight their own cultural personality on the basis of the combination of the needs of the times and environmental changes not summarizing their own excellent cultural and management experience, but blindly follow the example, which can not be implemented in the staff action, and can not be combined with the enterprise management, its efficacy is very low. Short-term integration of enterprise culture refers to the lack of systematic integration of enterprise culture and long-term development plan, which do not pay attention to corporate culture integration and corporate goals in the connotation of the combination; no actual operating agencies and permanent propulsion agencies, neglecting around the production and operation of the internal and external environmental changes, and seeking a spirit of enterprise throughout the corporate culture integration at all levels and the construction of a reorganization after the operation of the overall corporate culture, all of which make the role of corporate culture is not significant^[3].

C The existence of institutional and social barriers

(1) The impact of government behavior. From the situation in China, corporate restructuring to some extent more perform for characteristics of the government promoting, rather than the market spontaneous choice. Corporate restructuring lack of internal, after the reorganization of enterprises, the emergence of a large number of redundant issues and debt problems, but also

to enterprises in the internal structure and external links on the existence of contradictions and problems, so that enterprises are difficult to turn their attention to corporate culture integration. And through the reorganization of government forces promote the integration of corporate culture in the process of adding a stakeholder, the enterprise must also coordinate all aspects of the matter through the government, which makes the internal resources of the elements in a substantial state of division, leading to internal cultural exchange and financing channels not smooth, thus increasing the difficulty of integration, it is difficult to achieve cultural integration and coordination.

(2) The bound of the traditional culture and the old system fall concept. The crisis in the enterprise reorganization is often due to the corporate culture of the concept, mode and way of lagging behind and outdated, resulting in a series of mistakes, thus violating the basic economic laws and the basic principles of enterprise management. With the development of enterprises, especially the gradual improvement of market economy system, enterprise restructuring has become an important content and way of enterprise reform, and has become a propeller for the establishment of modern enterprise system. However, because China's corporate restructuring is in the dual system coexistence, and rise the old and new system under the conditions, so it is inevitable on the one hand with the old system of legacy traces, on the other hand the new contradictions are constantly generated, which make the real dilemma of the corporate culture integration and development. The concept which traditional culture and the old system is under the backward makes corporate restructuring in the corporate culture integration and development of wearing a heavy tug.

(3) Drag of social barriers. At this stage, the social situation faced by our enterprises is grim and the task of restructuring and transformation is arduous and complicated. In particular, China's social security system is not perfect, the market mechanism is not perfect, enterprises still have production, social security, social welfare and social management and other multiple responsibilities. In recent years, with the enterprise system reform and corporate restructuring continue to occur, China's unemployment population continues to increase. Once the workers are unemployed, not only wages, living expenses are unlucky, and all the welfare become a bubble, which resulted in the incumbent on the unemployment problem of great panic and reorganization of the rare resentment. In this case, enterprises not only should consider the performance of the reorganization, but also avoid a large number of employees caused by social shocks, making the internal and external pressure, many entrepreneurs have a large number of business, it is difficult to pay attention to the beginning culture, rarely calm down thinking about corporate culture and other deep-seated problems, even if it has attracted attention, it is difficult to put the overall and fundamental strategic position on the grasp. This makes the cultivation of the overall corporate culture lost the role of the core business,

and is in a blind state of development, thus further deteriorate the conditions of the new culture^[4].

III. THE COUNTERMEASURE OF CULTURAL INTEGRATION AFTER CHINA 'S ENTERPRISE REORGANIZATION

A To determine the cultural orientation of corporate restructuring

Enterprise cultural integration is a complex run-in process, it must consider the relevant cultural issues and orientation before the reorganization of enterprises, which will often determine the corporate culture after the reorganization of corporate connotation. The performance of the realization of cultural synergies is corporate restructuring deep-level driving force of corporate culture . Thus Corporate restructuring should not only consider corporate the business , technology, finance and other resources can achieve complementarity, but also consider its effectiveness and feasibility from the perspective of cultural synergy . The cultural synergy refers to the potential of an active corporate culture that has economies of scale due to the exportability of certain enterprises' negative cultures, improving the overall efficiency through the proliferation, infiltration and assimilation of negative cultures in the reorganization of activities .

The effect of corporate synergistic culture depends on combining action of the various factors. First, that is the common values and cultural orientation of the formation of external cohesion and external radiation effects, resulting in the overall function of culture, The internal and external recognition of corporate values make the cohesion ,radiation stronger and the synergies of foreign cultures stronger; The other is cultural differences. It is depend on all factors combining action of the synergies of corporate culture. Usually, the stronger of the culture firming, the smaller of the difference, the stronger of the synergistic effect, the more of the scale effect on reorganization. Therefore, it is bases and standards that choosing reorganization is depend on the size of the synergies of corporate culture. China's enterprises in the reorganization of enterprises should pay more attention to two aspects of cultural synergies to proceed the reorganization of in-depth comparative study in order to play the maximize role of cultural synergies select the results to.

First of all, it is necessary to analyze the cultural connotation of the reorganization subject and its composition and source. Such as the cultural basis of its composition; Whether there are clear values and a complete corporate culture system; The degree of internal cohesion of the value is recognized by the employee; Whether the values can be recognized by the community; The personal quality of management personnel and the importance of corporate culture construction; the image of the content in Corporate culture and so on.

Secondly, we should compare the culture before and after reorganization, study the cultural connotation and difference of the reorganization object, and analyze the possible conflicts and the possibility of synergies.

B to determine the principle of corporate culture integration orientation

(1) The unification of economic objectives and cultural objectives. Now the enterprise's living environment becomes turbulent due to the intensification of competition. In the turbulent environment, the economic goal of the enterprise may change due to the change of the environment. Therefore, in the construction of the corporate culture, the good corporate culture is the most able to adapt to the dynamic the culture of the economic environment. In the reorganization of enterprises, managers should be aware that the difficulty of reshaping the corporate culture lies in the inertia of the original corporate culture. When the economic goals have changed, the organizational structure has also changed, and the original corporate culture will be inefficient. At this time, some of the corporate culture will help enterprises to compete more effectively, while others have become obstacles to competition. Therefore, we should pay attention to changes in the dynamic environment, timely change the cultural goals, so that unify with the economic objectives^[5].

(2) Pay attention to human factors. Enterprises can learn from Maslow's proposed self-realization of the path to build talent incentive, growth and display platform. Enterprises can proceed from Maslow's theory of needs hierarchy, from the staff point of view to consider the restructuring of enterprises to reshape the corporate culture to consider the factors. There are several aspects to be done: strengthen communication and organization of publicity, communication make management and staff eliminate barriers to create a mutual trust in the atmosphere; according to the restructuring and reorganization of the needs of the staff to carry out the necessary training to meet the new process, the operation of new business needs new knowledge, new skills, and even communication and interpersonal skills training, and guide their values consistent with the ultimate goal of the enterprise; from the enterprise compensation standard design point of view, it should consider the work of staff attitude, job performance to design compensation standards. It should know that the incentive role of reward can guide staff attention to work attitude and work performance. In combination with these factors, we should focus on guiding our employees' personal goals and personal visions, while it is helpful to achieve their own goals, align them with their goals and visions.

(3) Pay attention to the spirit of the enterprise team. Reorganization of enterprises to build a highly efficient enterprise team, the first thing to consider is the team spirit, team spirit is conducive to cultivating members of the team's sense of belonging and one, is conducive to mutual cooperation between members and a total of one, is conducive to team members dedicated and all-round investment in team work. Therefore, we should pay attention to cultivate team spirit. The construction of team spirit is inseparable from the construction of team competitiveness. The main tasks include: clarifying the business objectives of enterprises, enhancing the influence of business leaders, focusing on the

construction of enterprise system, communication and coordination in the internal departments, leaders and employees, reasonable material incentives, full participation in management, better incentive mechanism, the development of human potential, harmonious interpersonal relationships and the overall concept, the overall consciousness and so on. From the strengthening of team competitiveness, train team spirit, and help hand for the reorganization of corporate culture.

(4) Pay attention to the principle of combining the internal and external environment. On the one hand, it is necessary to strengthen the internal control of enterprises, the development of staff behavior rules, rewards and punishments system, so that enterprises become a combination of human and institutionalized strong cultural organizations, so that employees have recognition of corporate values, so as to form a cohesion to enhance the enterprise competitiveness. Enterprises can not only be limited to high salaries to retain talent, but also pay attention to corporate culture in the heart level of the staff incentives. On the other hand, to shape a competitive corporate culture, it can not ignore the openness of the system, the organization should keep abreast of the changes in the external environment, develop strategies based on changes in the environment do a good job on the basis of internal resources analysis to develop dynamic the competitive strategy of the environment will change with the changes of the environment. Therefore, the managers of enterprises in the process of considering the corporate culture should be based on the external environment of enterprises, internal resource conditions and the human resources of enterprises and the objectives of the enterprise and in-depth analysis can promote business growth factors.

C strengthen the corporate leaders of the cultural integration of awareness and ability

The key point of the integration and remodeling of corporate culture is whether there is a group of managers who can reshape the integrated culture. Business leaders in the enterprise is both managers, but also the ideological leader of the staff, its cultural integration awareness and ability to improve the formation of new corporate culture is a promoter. The significance of strengthening the awareness and ability of corporate leaders' cultural integration is that they can achieve cultural communication in the deep and superficial aspects of culture, as a bridge of cultural links and integration, accelerate the process of integration from top to bottom, and through further play their own model effect, so that all employees are conscious of the cultural constraints across them to consolidate the new corporate culture in the fundamental position of the staff. In China's current corporate restructuring, it is imperative to cultivate and strengthen the corporate leaders of the cultural integration of consciousness and ability, and corporate culture integration should be the reorganization of entrepreneurs in the business management of the primary task.

In the sense of cultural integration, corporate

leadership to break the past only focus on the phenomenon of hard management, seriously accept and learn corporate culture and other soft thinking and technology, break through the old thinking habits and cultural constraints, and form modern corporate culture awareness. Not only profoundly understand the connotation and role of corporate culture, but should form the following understanding of the integration of corporate culture: corporate culture integration is rich, multi-level, multi-channel complex projects, not just engage in several cultural activities can be done ; Corporate culture integration is not an isolated, short-term or one-time work, can not rely solely on the ideological and political departments or related functional departments, but all the leaders of enterprises should actively promote, support and practice the relationship between the enterprise development of the major practical issues. Senior management leaders should fully understand the role of corporate culture integration, to stand high, see far, to overcome the quick success, anxious thinking, the corporate culture as an important part of enterprise development strategy, strengthen the risk awareness. Recognizing that corporate culture integration is a risk and can not be taken for granted. To this end, it is necessary to establish a party and government leaders in charge of corporate culture integration leading group to be responsible for the whole process of corporate culture plastic surgery. This will not only work together to form a concerted effort, but also from the organizational mechanism to strengthen the business leaders of the cultural integration of the sense of urgency, responsibility and hard to integrate the corporate culture in the end of the determination.

As the corporate culture integration is "software" management, it is difficult to use a more unified standards and norms of the way, in the operation it must pay attention to the art. Therefore, to ensure the effective implementation of corporate culture and implementation, business leaders should not only be conscious, but also must have the ability to have a higher quality. This requires business leaders to improve their organizational capacity, leadership decision-making ability and cultural judgment ability, and strive to learn, actively explore , master the law of cultural integration , methods to learn more domestic and foreign enterprises to reorganize the cultural integration of successful experience ; And pay attention to the reality of the enterprise, in the integration of corporate culture goals, patterns, content, initiatives and other aspects of the corresponding decision-making, by their own influence, by knowledge expertise, management skills and leadership and corporate culture integration reform to find out the problems and decisive decision-making, the use of appropriate intervention techniques guide the evolution of a favorable occurrence; the leader must also have a "perseverance in the end" of confidence and confidence in the development of the enterprise, determination, and must have this persistence and patience. Corporate culture is possible to complete its integration tasks and objectives, and only in this way strengthen the confidence of employees within the

enterprise reform, and promote the ultimate success of corporate culture integration.

D Choose the appropriate mode of operation for corporate culture integration

Because of the reorganization of enterprises, the reorganization of different enterprises, the state of corporate culture and the different cultural characteristics, the model of corporate culture integration can not be completely consistent. Choosing the appropriate enterprise culture integration model is of vital importance to the success of cultural integration .

Culture note and integration model. Cultural note refers to the strong culture of the dominant enterprises into the weak enterprises, transformation of the backward culture of backwardness with advanced strong cultural, this cultural integration model is suitable for "strong and weak" corporate restructuring. Such as Qingdao Haier eat "shock fish" model, Haier Group mergers and losses of enterprises, the first is not sent to the marketing staff, but the corporate culture of the staff, including "the user is always right" service concept, "technician is Eternal theme "of the technician concept," everyone is the talent "concept of talent and so on. Due to the injection of advanced culture of Haier, the workers and peasants of the merged enterprises were soaring, and most of the merged enterprises could lose profit in one or two years^[6].

The model of culture promote the integration. After the reorganization of enterprises, it must be the advantages of corporate culture into the weak enterprises, but this does not mean that the original corporate culture of vulnerable enterprises is useless, and the advantages of enterprise culture is perfect. On the contrary, the culture of the disadvantaged enterprises often contains some positive factors, some may still be the lack of and the need of corporate culture. Therefore, the reorganization of enterprises should not only pay attention to the culture of the advantages of enterprises, but also attach importance to the culture of disadvantaged enterprises to absorb and integration. To absorb and integrate the disadvantaged enterprises in the excellent cultural factors, which is conducive to the formation of new cultural cooperation. Because in the specific reorganization of the parties, the strength of the strengths and weaknesses of corporate culture is always relatively speaking, excellent people have their shortcomings, the weak has its strengths. For example, the entrepreneurial spirit of the new business, innovation is often strong, and the fine tradition of old enterprises, normative consciousness is often more prominent. If you can take the length of each family, integration in one, more able to produce a new cultural force together, issued a surprising multiplier effect, is bound to reflect a higher level and stronger vitality, and forms strong corporate centripetal force, cohesion.

Cultural integration and integration model. Cultural integration is the combination of several well-matched corporate culture and form a new culture. Although it can also find a number of traces of the original culture in the new culture, but this new culture has been different from any previous culture. Such as the Shanghai Bell in the

cooperation and communication between the two sides formed the "unity, forge ahead, for everyone" Bell culture, not only has the original culture of both sides of the shadow, but also gives a new cultural connotation.

E Implementation of corporate culture system integration project

Enterprise culture integration means that the overall innovation and remodeling of corporate culture, which is the timeless process of a culture from deconstruction to reconstruction, which service for the enterprise. It is not the product of administrative orders, nor as in the past the Cultural Revolution to achieve as a form of movement, and it must be in the senior leadership of the support and promotion, in accordance with its inherent laws and characteristics seize the system integration project of the real, planned, implementation, in order to achieve good results.

(1) For cultural assessment. Corporate culture as an intangible asset, familiar for tangible assets, is also valuable. Effective development and use of rich cultural assets, can promote the reorganization of enterprises as soon as possible get into the virtuous circle of the track. Cultural integration must assess the original corporate culture to clarify the future of cultural change and integration of the general idea. It can set up a cultural assessment team, in-depth study and judge the current cultural status of the two companies, the original cultural characteristics, strength or role. By forming a clear understanding of the original corporate culture, ensure the effective integration of cultural work carried out.

(2) Establish the ideal model for the development of corporate culture. On the basis of a comprehensive assessment of corporate culture, base on the actual situation of corporate culture, and be good at the future of corporate culture model for scientific design. According to the strategic requirements of enterprises, re-link a number of different cultural quality to form an ideal cultural model through the way of appropriate merger, spin-off, enhance and weaken . Enterprises should boldly break through the traditional cultural potential, learn from different enterprises excellent corporate culture, the essence of management, innovation those who do not adapt to the practice of enterprise development, and re-design a new corporate culture strategy.

(3) Import and implement a new culture. New culture into the enterprise often is accompanied by a larger change initiatives, but also the most prone to intense conflict. In the process of the introduction of new culture, the implementation of new culture and implantation will face a lot of resistance. These resistance can be reflected in individual, organizational, cultural and social aspects. Among them, organizational barriers and social barriers are often open and direct, easier to deal with, managers will soon be able to perceive and formulate corresponding countermeasures. And individual barriers and cultural barriers are potential, or even difficult to pondering, need to pay more time and effort. The process of cultural introduction should be fully aware of these open and potential resistance, according to the corporate culture of the integration model, take a different approach

to import. For example, the use of injection culture integration model should be used "from the inside out, top-down" approach, that is, starting from the concept, and then change the corporate system, corporate image, staff style, and finally form a new unified corporate culture^[7].

(4) The new culture supervision and control. Corporate culture integration is a long process, it is impossible to promote, and the establishment of new culture also need to continue to strengthen. The new culture should be deeply rooted, and the main problem lies in the maintenance, adjustment and control of the cultural transformation and integration of the results will be further consolidated and deepened

The implementation of the new culture monitoring, we need to do the following work: determine the progress and extent of the implementation of new culture, judge the promotion of new culture from the focus of the implementation of cultural integration and the elements of the cultural elements, through the goal and the status quo, it can be the speed of cultural integration to achieve the desired goal of information; focus on the enterprise's ideological dynamics, through seminars, research and other methods to understand the real state of thinking of enterprises, because the new members of the enterprise dynamics to a large extent reflect the degree of integration of the old and new culture, and even indicate some new developments in the enterprise, such as the upgrading of cultural conflict, the new culture on the target deviation and other tendencies; continue to adjust the corporate culture change and integration strategy, according to the results of judgments and observations in a timely manner to adjust the follow-up corporate culture Integration steps; for the discovery of the problem, take timely and effective measures to constantly remove the obstacles in cultural integration, repeat corrective behavior deviation until the staff can consciously follow the new culture.

F Make full use of and play the role of management for cultural integration

As the corporate culture itself is mainly for the business philosophy, value system and behavioral norms, rather than a management function. It must be with the various management functions of the enterprise integration, in the form of ideas and ideas to guide all aspects of business production and management activities, and not free from the enterprise management functions and the isolation of the operation. Planning, leadership, coordination, control, innovation and other management functions is the necessary activities to integrate resources, and from the perspective of corporate culture management, culture is the management function to integrate one of the main resources. Therefore, the integration of corporate culture must also be coordinated with the culture-based, with the concept of integration as the focus, through appropriate personnel and organizational behavior management initiatives to achieve. As the process of corporate restructuring complex and changeable, it determines that the integration of its cultural management activities should

form a three-dimensional intertwined network system, and comprehensive play a useful role. In order to achieve more effective management, China's enterprises should also pay attention to grasp the following points in the enterprise restructuring of the corporate culture of the management of the practice.

(1) To carry out extensive, deep and effective communication. Good communication can not only make information exchange quickly, but also can find contradictions in time to eliminate the conflict which is a medicine to overcome the instability. Strengthen communication, strengthen the mutual recognition between enterprises and employees, cultivate the sense of belonging of employees, enhance staff loyalty, which is the enterprise and staff to "deep integration" is a very important part. The new corporate culture to be recognized by all staff must be achieved through communication and communication. In the integration of corporate culture, you can appoint a person in charge of communication is responsible for the smooth promotion of cultural integration process. First, through the high-level, especially the key business communication, for the cultural integration to reach a consensus; the second is through the leadership and business staff communication, cultural integration and work plan information passed to the staff to create a sense of fairness and open atmosphere, contact feelings, to eliminate their reorganization and integration of the psychological and pessimistic mood, access to their spiritual and action support. To this end, enterprises should establish a communication mechanism of good communication, communication methods can be diversified, such as the regular and irregularly with the staff in-depth talks, the purpose is to reach a consensus for the smooth development of enterprises lay the ideological foundation, only fully effective, positive and frank communication, in order to eliminate the doubts between each other and the sense of pressure, reduce friction, improve the sense of identity, and ultimately make the new corporate culture in the reorganization of enterprises to grow up.

(2) Effectively build the employee's psychological contract. The psychological contract is a hidden contract between the employee and the enterprise. It includes the fit relationship between the individual goal of the employee and the goal and commitment of the enterprise and the emotional relationship, between the employee and the enterprise. It is difficult to cover with the text, but contains written and non-written, language and non-language staff and the interaction between the various aspects of the enterprise. This is an important role for the relational repositioning of the relationship between the business and the employee, especially for the subtle relationship between the person and the official contract. Due to the variability and uncertainty of the integration process, the fear and worry caused by the employees' minds and the fear that the enterprises after the reorganization do not fulfill their original welfare benefits often cause the crisis of trust. Especially communication is not sufficient, this sense of the vested

interests of the crisis and the future prospects of the psychological stability of the original structure of the basis of a relatively large impact, and enhance its trend toward the unstable state of change, and weaken the attractiveness of the enterprise.

(3) By the role of informal organizations. Corporate culture in the formal organization of the existence of communication is often through the rules and regulations, code of conduct, organizational discipline to achieve. On the one hand the formal organization ensure the existence and dissemination of corporate culture, and make it more vivid and internal mandatory; on the other hand, the formal organization is often lack of flexibility and flexibility, and sometimes even suppress, which makes corporate culture Integration in the formal organization of the implementation of certain restrictions^[8].

While the informal organization has a cultural balance function, so that it has a group of over-maintenance of the current way of life and have the tendency to take a rigid attitude in the face of change. But it also has the function of maintaining the values and lifestyles of the community, providing social satisfaction, communicating the system, and conducting social control. In addition, it also has the ability to reduce the workload of managers, help to complete the task, help to encourage cooperation to fill the manager's ability to form a kind of employee satisfaction with the stable operation of the cooperative groups to provide effective communication channels and other special role. Then it can be seen that the cultural integration after the reorganization of the enterprise should not only be carried out in the formal organization, but also in the informal organization, rather than the formal organization's attitude towards cultural integration and the realization of cultural integration, for the formal organization of cultural integration crucial role. Therefore, we should attach importance to the role of informal organizations in the integration of corporate culture and make full use of it.

(4) To "people" -based, people to transform and remodeling. People are the carrier of culture, corporate culture, a major obstacle to the integration of human mental state and cultural environment fall. In the enterprise restructuring, the enterprise employees are often very psychological balance, worry about the future and anxiety, and often reflect the negative behavior of corporate restructuring. Therefore, the success of corporate culture integration, not only have the attention and determination of leaders, but also rely on changes in staff thinking. Because the corporate culture is lively, and only let each employee are recognized, and in their body to be reflected in order to become an organic unified system, it is possible to achieve cultural integration. Therefore, the integration of corporate culture and reconstruction of the key lies in the remodeling and management of people.

To transform and reshape the corporate culture "people" basis, we must implement the people-oriented management, all management activities should be around

the mobilization of the enthusiasm, initiative, creativity and improve the quality of people to start. In the specific operation should pay attention to: First, we must pay attention to create a corporate culture of the integration of democratic and equal atmosphere. First of all, authorize employees to participate in and encourage employees to participate in the discussion of cultural integration, give full play to the individual care and trust, and encourage them to discover and spontaneously put forward the corporate culture should improve the place, which is an effective means to mobilize enthusiasm. Second, we should pay attention to dealing with the issue of fair and impartial, non-discriminatory, combined with human development and business development of the fate of the community building, and enhance the sense of responsibility and sense of belonging. Second, we must carry out systematic corporate culture training. Strengthen the staff of different corporate culture, different corporate culture and the response to the environment and the ability to understand and understand the new culture. In particular, let the staff at all levels understand the differences between the original corporate culture and the new corporate culture, and see the advantages of the new corporate culture, so that every employee has become independent thinking and proactive people.

In addition, the remodeling of human beings must also be carried out at the same time as the reconstruction of the system. The system has a strong guiding and restraining effect. Through the development of certain reward and punishment system and publicity and education, the system is transformed into the conscious cultural standard of the staff. The process is the unification of ideas and the concept of integration of, but also the organic integration of corporate culture and achieve the process of reconstruction.

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