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Abstract Abstract

The aim of the study is to explore the contents of the corporate culture of UNI-President Enterprises, understand the relationship between the organizational change and the corporate culture through the process of the organizational change, and realize the role of strategic human resource management (SHRM) in the process of changing corporate culture.

The method of the study is qualitative research. To begin with, eight participants are chose by the purposive sampling. Then, the data is gathered by the depth interview, observation, and important documents. Finally, the data is inductively analyzed by open coding of the grounded theory.

The following are the three conclusions of the study:

1.The contents of the corporate culture of UNI-President Enterprises. According to Edger H. Schein ’s three levels of culture, the contents of the corporate culture of UNI-President Enterprises are described as follows. First, at the artifacts-level, the typical corporate culture of UNI-President Enterprises consists of the simple architecture, warm office atmosphere, friendly interaction, common slogans, the admirable hero, the prevailing anecdotes, etc. Secondly, at the value-level, UNI-President holds the values of honesty, justice, cooperation, and tend to change gradually. Meanwhile, without the big enterprise’s snobbish attitude, it is concerned about employees’ rights and interests, and handle affairs both fairly and reasonably. Furthermore, based on the doctrine of the mean, it enhances the traditional ethics and represents the spirit of Confucianism. Thirdly, at the assumption-level, it believes that human shall live with our environment harmoniously, that social support can motivate employees to advance in their career, and that a harmonious family can accomplish everything.

2.The culture change process of UNI-President Enterprises. Being analyzed with the framework of culture change, the culture change process of UNI-President Enterprises is presented as a serious of sequentially four stages as follows. In the first stage of the process, the perception of a crisis, resulting from internal and external environmental shocks especially the policies about WTO, arouses the crisis consciousness of UNI-President Enterprises. The second stage is the wavering of old paradigm. The crisis starts to relax the traditional corporate culture from the aspects of mentality, managerial directions and corporate visions. The third stage is the leadership’s new thoughts. With a serious of policies and programs, the top-level conveys new thoughts－authorization, effectiveness and benefit, innovation, and professional－to replace the old paradigm. In the fourth stage, with the transmission of new thoughts comes a period of confrontation between the new and the old cultures. Therefore, the new culture does not supplant the old one, and UNI-President Enterprises does not succeed in its transformation yet.

3.The role of the SHRM in UNI-President Enterprises. The results lead to that the SHRM does good to the culture change of UNI-President Enterprises. In the culture change process, the human resource workers in UNI-President Enterprises play three roles: the strategic human resource manager, the corporate infrastructure manager, and the transformation and change manager.

The contribution of the study to academia are described as follows. First, it supplements the deficiency in early research with a deep and exploratory qualitative case study on the corporate culture. Secondly, it expands the research of the corporate culture more completely while combining recent models of culture change and adding the view on the dynamic nature of the corporate culture change and adding the view on the dynamic nature of the corporate culture. Finally, it provides the following researchers with the basis on the quantitative empirical research.

The contribution of the study to enterprises are depicted as follows. To begin with, it represents truly the picture of the corporate culture of UNI-President Enterprises. Next, it motivates domestic enterprises to respect and improve the culture change. Finally, it indicates the importance of SHRM －the combination of human resource management and top-level strategies－and SHRM's direct help to the culture change process of UNI-President Enterprises.

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