

Research on the Influencing Factors of the Management Innovation of China's Manufacturing Enterprises based on Grounded Theory

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Abstract: *The promotion and application of manufacturing enterprise management innovation is related to the overall development of China, which has an important significance to improve the management of enterprises, improve the management mode of enterprises, and promote the implementation of China's innovation driven development strategy. In this paper, we take 20 typical manufacturing enterprises in China as the research sample, 6 influencing factors of manufacturing enterprises are analyzed based on grounded theory, include enterprise strategy management, team cooperation and innovation, management innovation, industry environment, technology innovation and enterprise culture innovation., and this paper puts forward suggestions on the development of China's manufacturing enterprises.*

Keywords: *Grounded Theory; Manufacturing Enterprise; Influencing Factors.*

1. INTRODUCTION

The promotion and application of the management innovation of manufacturing enterprises are basic works which are related to the overall significance of China's development. Since the reform and opening up, China's economic development has made remarkable achievements. However, the management of Chinese enterprises, especially manufacturing enterprises, is still a big gap between the advanced level of the world. The extensive mode of economic development is facing environmental problems, labor problems, especially in some backward areas of China with the development of traditional resources, enterprises lack of innovation, enterprise management mechanism and other issues highlighted. The management modernization level of the management of manufacturing enterprises has a decisive influence on the realization of China's transformation from a big manufacturing country to a manufacturing power. At present, the management of manufacturing enterprises in China is in the stage of transforming from traditional management mode to modern management mode. In this year, China vigorously promote innovation driven development strategy. And in this context, many enterprises in China successfully carry out the study and introduction of innovative methods of management: To establish a new TPS management Toyota Auto Body Co, use a HPS mode of FAW car with "full participation and improvement", take the "three management" greatly enhance the efficiency of the Daqing oil production plant. Management innovation has received increasing attention and application in industry.

Dong-Young Kim^[2] has analyzed a single factor on the role of enterprise management innovation, such as quality management, organizational culture and entrepreneurial essence, leads to the impact of enterprise management innovation methods, such as the impact of factors. Ali Uzun^[3] found that larger scale enterprises are more willing to carry out innovation activities through the investigation of the innovation activities of several manufacturing enterprises in Turkey,. Kotler Philip^[4] divided enterprise innovation into 5 aspects: concept of innovation, organizational innovation, technological innovation, management innovation and market innovation;

Su Jingqin^[5], Zhou Ye^[6], Guo Xiaoshun^[7] and others researched on the elements and the choice of the innovation of Chinese enterprises. Jingqin Su through 10 case studies, obtains the enterprise in the industry environment, the organization scale and the organizational culture different combination dimensions under the choice model of management innovation. However, what are the factors that influence the management innovation of Chinese enterprises? In this paper, we explored the influence factors of the management innovation of Chinese manufacturing enterprises, based on the

investigation of 20 typical Chinese manufacturing enterprises in China. This paper has great significance both for manufacturing enterprise to upgrade business goals and the implementation of China's innovation driven development strategy.

2. RESEARCH METHOD

Grounded theory is a qualitative research method, which is a kind of method for the induction of a phenomenon, and the core is the collection and analysis of the original data. The analysis of the original data includes three steps, which are open coding, relational coding and core coding. First, we should decompose and integrate the source material again and again and give the corresponding concept which is classified into several categories finally. The purpose of grounded theory is to describe the nature and meaning of the phenomenon from the theoretical level, so as to establish a theory suitable for the original data.[8] This research mainly uses the open coding in the method of grounded theory to study the influencing factors of the management innovation of China's manufacturing enterprises. Through the investigation of 20 Chinese typical manufacturing enterprises, we use the open coding to analysis the source material which is get from the enterprises, and summary several categories which is equate to the influencing factors of China's manufacturing enterprise management innovation.

3. RESEARCH IMPLEMENTATION

This paper chooses 20 typical manufacturing enterprises in different regions of China as the research samples, collects and sorts out the original information about the management innovation of these enterprises. Including: ① Interviews with company's related personnel; ② Information related to enterprise on the internet (enterprise website, search engines, enterprise related news reports, etc.) ③The related papers about the enterprise in kinds of Dissertation Database ④ Enterprise internal information (such as summary reports).

4. DATA ANALYSIS

Take YF company as an example (hide the real name according to the requirements of enterprises).

Firstly the original data is obtained by the four methods(Interview record, background information etc.) are collected, sorted into 26 details. The individual case of this YF enterprise has identified the following 6 categories for the enterprise management innovation methods: corporate strategy management, team innovation and organizational culture, management method innovation, industry environment, product technology innovation, enterprise culture innovation.

Tbale1. *Open decoding of YF company's management innovation*

details	concept	category
A1: Under the overall planning of the company to develop their own strategic plan, there is a total strategic positioning, under the strategy driven, more than a dozen branch companies to develop their own business class plan	Strategic positioning	Corporate strategy management
A2: Company planning ideas closely follow the national "Five Year Plan" planning ideas, there will be a node division in five years, planning with time "change" is also changing	Strategic planning	
A3: Director think strategic department should be vigilant, to reduce the difference of disruptive innovation, mechanism innovation, but to maintain and innovate in the existing strategic model..	Strategic innovation	
A4: Company's "12th Five-Year" ideas is divided into four parts: management ability to improve, system development, quality cost improvement, market scale expansion	Planning ideas	
A5: The core idea of the company during the "12th	Strategic target	

Five-Year" is the supply of spare parts to support the headquarters, and the "13th Five-Year" target will no longer supply headquarters and will enter the market.		
A6: The director thinks the system thought is very important, the management of the company should be modularized, each module should be optimized independently	System thought	
A7: The company set up various associations in the period of "12th Five-Year", horizontal cooperation and integration, strengthen the exchange	Team communication	Team innovation and organizational culture
A8: Director says the team's spirit of innovation is very important	Creative spirit	
A9: The company will spend tens of millions every year in various professional training: management training, technical training, innovation training, etc.	Human resources	
A10: The company introduced FOS quality management system in 12th Five-Year: management standardization has brought a greater breakthrough in management.	Management method innovation	Management method innovation
A11: The company's management system (incentive system, pay system) will be new changes in every year.	System innovation	
A12: Companies to set up a variety of Colleges - "Leadership Institute" (for reserve cadres, potential shares launched), the "quality of the college" and so on	Learning and growth	
A13: The director believes that "13th Five-Year" plan the supply of components is no longer confined to the headquarters, will enter the market, has the competition will make progress	Market competition	Industry environment
A14: Director believes that policy guidance is particularly important, directly lead the planning direction of enterprises - the company has a special research policy	Government policy guidance	
A15: Companies and domestic universities, research centers, research institutions and other institutions have cooperation	Combination of production and research	
A16: The company has a joint venture with the United States, Taiwan and Germany.	International co-operation	
A17: The company's R & D investment ratio is related to the product	Product differentiation	Product technology innovation
A18: The company's core products are interior and exterior, the proportion of nearly 80%	Core product	
A19: The company has a technology center as the company's R & D institutions	Technological innovation	
A20: The company's mechanization of investment makes the labor cost reduction, automation technology to strengthen, intelligent	Technical input	
A21: The company spirit of enterprise is: study, innovation, struggle, self-improvement	Enterprise spirit	Enterprise culture innovation
A22: Director believes that in Chinese enterprises, "improve" culture is more important, continuous improvement, rather than subversive innovation	Innovation culture	
A23: Companies to cultivate "responsibility" culture	Responsible culture	
A24: Director believes that the introduction of a management system and adhere to the implementation is very important, rather than the introduction of a number of management system led to the management of chaos	Adhere to carry out	

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In order to different enterprise comparative analysis more directly, this paper selects 6 typical enterprises in 20 enterprises as the research sample, 6 manufacturing enterprises referred to were YF, GJ, CS, MN, YJ, EJ.

Tbale2. Multiple case studies of China manufacturing enterprise management innovation open decoding

company	concept
YF	strategic positioning, strategic planning, strategic innovation, planning ideas, strategic objectives, system thinking, team communication, the spirit of innovation, human resources, lean management, system innovation, learning and growth, market competition, government policy, combination, international cooperation, product innovation, product differentiation, core products, technology innovation technology, investment, entrepreneurship, innovation culture, a culture of responsibility, adhere to the
GJ	business planning and management, encourage innovation, management innovation, idea innovation, innovation practice, leadership ability, innovation spirit and innovation of human resource management, technology innovation, technology innovation, technology investment, core product, enterprise culture and philosophy, core products, efficiency first, competition, combination of production and research, government policy safety and Security
CS	strategic management, long-term strategy and short-term strategy, team communication, spirit of enterprise innovation, management innovation, method innovation, human resources, technological innovation, product innovation, core products, cultural innovation, competitive strategy, independent research and development, government policy, technical standards
MN	strategic planning and goal, system thinking, teamwork, innovation, leadership, management innovation, human resources, technology and process innovation, core products, product strategy, corporate culture inheritance and innovation, policy support, competition, competition strategy, production, R & D investment, advertising strategy, policy support, quality management corporate responsibility
YJ	strategic positioning, team management innovation, management innovation, innovation practice, entrepreneurial spirit, the spirit of innovation, human resources, technological innovation, technological innovation, technology investment, core products, cultural innovation, business philosophy, core products, policy guidance, peer competition, combination of production and research, policy orientation
EJ	business strategy innovation, management innovation, concept innovation, innovation promotion methods, the spirit of innovation, human resource management, technology and product innovation, product innovation, corporate culture, core competition concept, brand advertising strategy, government policy guidance

5. CONCLUSION AND SUGGESTION

Based on the analysis of the open type decoding of the root theory of the 20 enterprises in china, finally identified as 6 influencing factors, respectively: enterprise strategic management, teamwork and innovation, management innovation, industry environment, technology innovation and enterprise culture innovation.

Strategic management is the most important part of the enterprise, strategic positioning, short and long term planning is directly related to enterprise development direction in the future. Team innovation is the guarantee of management innovation, team spirit of innovation is the spiritual motive force for the development of manufacturing enterprises. Industry environment is not included in the industry competition, but also contains the government policy, international cooperation and so on, it is the outside motive for the manufacturing enterprise to promote the management innovation. Technological innovation is the foundation of manufacturing enterprise management innovation, not only should we make technological breakthroughs in product development, but also in the production process and process management innovation, achieve the management of technological innovation. Enterprise culture innovation is the soul of enterprise management innovation, manufacturing enterprises should have their own unique culture, and should always pay attention to cultural activities and innovation, and encourage employees to create greater value. Management method innovation and manufacturing enterprises to implement the core of management innovation, enterprises must explore

the management model suitable for their own, fusion system innovation, continuous learning and growth. These 6 factors are the basis of promoting the management innovation of manufacturing enterprises, all kinds of manufacturing enterprises in China should be combined with their own characteristics, understand and grasp the influencing factors of management innovation deeply, and promote the management innovation. On the basis of promoting the development of enterprises, promote the implementation of China's innovation driven development strategy.

Tbale3.China's Influence Factors of China's Manufacturing Enterprises

Influence Factors	Concept description
Enterprise strategy management	strategic positioning, strategic planning and thinking, long-term planning and short-term planning
Teamwork and innovation	team communication, team work, team management innovation, innovative spirit
Management method innovation	management approach, institutional innovation, learning and growth
Industry environment	industry competition, government policy, international cooperation, industry university research
Technological innovation	product innovation, process innovation, technological innovation
Enterprise culture innovation	enterprise's unique culture, enterprise spirit, business philosophy

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