



**Exploring the relationship between corporate culture and
employee creativity:**

A Case Study of China Solibase Engineering Co., Ltd.

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Abstract

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<p>This study takes China Solibase Engineering Co., Ltd. as a case to explore the relationship between corporate culture and employee creativity. Against the backdrop of intensified global competition, corporate culture and employee creativity have become key factors for companies to gain competitive advantages and achieve sustainable development. Although Chinese companies have made significant progress in building their corporate culture, there are still challenges such as inadequate implementation of cultural concepts and insufficient innovation. This study aims to provide targeted suggestions for companies to optimize cultural construction and stimulate employee creativity by analyzing the specific impact of various dimensions of corporate culture (such as corporate values, incentive mechanisms, fault tolerance mechanisms, and resource allocation mechanisms) on employee creativity.</p> <p>The study breaks down corporate culture into elements such as values, fault tolerance mechanisms, resource allocation mechanisms and reward mechanisms, and systematically explores the intrinsic connection between each element and employee creativity. Through questionnaires, collect employees' feedback on their perception of corporate culture and innovation needs, and identify key factors that promote or restrict creativity in current corporate culture practices, including the effectiveness of value implementation, the completeness of the innovation support system, and the effectiveness of the incentive mechanism.</p> <p>The study found that corporate employees have a high degree of identification with core values, but there is still room for improvement in the transparency of innovation reward mechanisms, resource acquisition efficiency and risk tolerance atmosphere. Based on this, the study proposes countermeasures such as refining innovation reward standards, establishing a fault-tolerant mechanism, optimizing resource coordination, and promoting the deep integration of values and career development. The goal is to create an organizational environment that "encourages exploration and tolerates failure" through cultural empowerment and institutional innovation, thereby stimulating employees' creative potential and enhancing corporate innovation competitiveness.</p>
Key words: Corporate culture, Employee creativity, Corporate values, Reward mechanism, Fault tolerance mechanism, Resource allocation mechanisms

Table of contents

1	Introduction	1
1.1	Key Concepts.....	2
1.2	Commissioning Company.....	2
1.3	Benefit.....	3
1.4	Research questions.....	4
2	Theoretical framework.....	6
2.1	Definition of Corporate Culture	6
2.2	Four core elements	6
2.3	The framework of the thesis	7
2.4	Corporate benefit from creativity.....	8
3	China Solibase Engineering Co., Ltd.	10
3.1	Company Profile.....	10
3.2	Current corporate culture.....	12
3.3	The relationship between corporate culture and employee creativity	13
4	Research methods	15
4.1	Theoretical Research	15
4.2	Data analysis methods	15
4.2.1	Quantitative Research	16
4.2.2	Qualitative Research.....	16
4.2.3	Create a questionnaire.....	17
4.3	Target group and data collection	17
5	Results	19
5.1	Quantitative Research.....	19
5.2	Qualitative Research.....	27
6	Conclusions.....	29
6.1	Summary of results	29
6.2	Reliability of the research	29
6.3	Development Proposals	30
6.4	Evaluation of own learning	31
6.5	Report of the use of artificial intelligence	31
	Sources	33
	Appendices.....	36
	Appendix 1. Cover letter for employees.....	36
	Appendix 2. Questionnaire Forms	38

1 Introduction

This study is a bachelor's thesis of Degree Program in International Business with the specialization in human Resources. This study uses Chinese company " China Solibase Engineering Co., Ltd." as a case study to explore how corporate culture promotes employee creativity. In today's globalized and increasingly competitive business environment, Corporate culture and employee creativity are gradually becoming key factors for companies to gain competitive advantage and achieve sustainable development (Amabile & Pratt 2016). corporate culture is increasingly receiving attention from Chinese companies, In recent years, China's corporate culture construction has made significant progress and has shown a positive development trend. Many companies have realized the important role of corporate culture in rallying employees, improving corporate image, and enhancing market competitiveness, so they have increased their investment in corporate culture construction. More and more companies have begun to enhance their unique values, missions, and visions, and strive to create a positive corporate atmosphere (360doc 2022).

However, it cannot be ignored that there are still some problems: The cultural concepts of some companies have not been effectively implemented, and they only remain at the slogan level and cannot be integrated into the daily operations of the company. Moreover, the corporate culture is not innovative enough. Some companies blindly follow the trend and lack their own characteristics, making it difficult for them to stand out in the fierce market competition (360doc 2022).

This study uses a questionnaire to collect extensive feedback from employees on their perceptions and feelings about corporate culture and their creativity. On this basis, it comprehensively analyzes various dimensions of corporate culture, including corporate values, management style, communication model, incentive mechanism, etc., to determine the specific impact of these factors on employee creativity.

This study aims to explore the mechanism of the impact of corporate culture on employee creativity and understand the problems and challenges faced by Chinese companies in this regard. Through the case study of " China Solibase Engineering Co., Ltd.", it is hoped that targeted improvement suggestions can be put forward for the company to help it improve its corporate culture, better stimulate employee creativity, and enhance the company's innovation ability and market competitiveness. At the same time, it is also hoped that it can provide valuable reference and reference for other Chinese companies in terms of cultural construction and stimulating employee creativity.

1.1 Key Concepts

To facilitate understanding of the issues discussed in this article, I have briefly explained the key concepts here.

Corporate culture: Also known as company culture, is a set of beliefs and behaviors that guide how a company's management interacts with its employees and handles external business dealings. Corporate culture can have a great impact on the fate of a company and its employees (Seismic 2025).

Employee creativity: It refers to the ability to respond to challenges and come up with innovative solutions within a specific environment. It goes beyond traditional thinking and can inspire and empower teams to explore new perspectives and stimulate innovative ideas. In essence, creativity lies in breaking the constraints of the status quo and constantly adapting to the dynamics and constant changes in the industry (Morgan 2024).

Corporate values: The definition is a clear articulation of the vision, mission and principles of the organization. In many ways, values and culture are synonymous. They are both about the higher purpose of the company (Firstup 2025).

Reward mechanism: Generally speaking, it is divided into material rewards and non-material rewards. Material rewards refer to the actual rewards such as financial compensation and working conditions that employees receive as part of their work. Non-material rewards are the satisfaction gained from being praised at work (APM examining team).

Fault tolerance mechanism: a system that allows reasonable failure and avoids excessive punishment (such as the company's mechanism or the attitude of the supervisor when an employee makes an innovation error). The purpose of this mechanism is to reduce the psychological risk of employees' innovation and enhance their willingness to "dare to try" (Michael 2024).

1.2 Commissioning Company

I will briefly introduce the commissioning company information in this chapter. Detailed information, company history and organizational structure will be presented in the third chapter.

As a case company in this study, China Solibase Engineering Co., Ltd. has unique research value. China Solibase Engineering Co., Ltd. is a key state-owned enterprise affiliated to the China Metallurgical Geology Bureau. The business covers various industries including geological exploration, mining development, mine construction, urban construction, housing construction, municipal facilities, road transportation, energy, water conservancy and hydropower, railway engineering, tunnel

engineering and geological disaster management. It has many high-level qualifications such as Class A comprehensive engineering survey and Class A architectural engineering design, and has passed ISO9000 series quality assurance system certification, ISO14000 environmental management system certification, etc. It has undertaken many national and local key projects, won more than 100 provincial and ministerial-level quality project awards, and has been awarded titles such as "Excellent Construction Enterprise" and "National User Satisfaction Construction Enterprise" many times. The company has always adhered to the principles of "technological progress" and "talent-driven enterprise development".

The company has always adhered to the strategy of "technological progress" and "talent-driven enterprise", and has a number of qualified personnel such as geotechnical engineers, registered architects, registered structural engineers and first-class constructors, as well as many national excellent project managers and professor-level senior engineers. In the course of development, China Solibase Engineering Co., Ltd. has continuously explored and innovated, and gradually formed the corporate spirit of "dedication, integrity, cooperation and innovation" and the corporate mission of "building quality projects and creating a better life".

The company was chosen as a case study because, on the one hand, the diversity and complexity of its industry can provide rich and effective data for research, which is helpful to study how participants perceive corporate culture and employee creativity and their relationship.

1.3 Benefit

In today's globalized and increasingly competitive business environment, corporate culture plays a crucial role in fostering innovation and creativity in a company. Google, for example, is known for its culture of innovation, encouraging employees to devote 20% of their time to pursuing projects they love, ultimately creating successful products such as Gmail and Google Maps (Sekar 2024).

Corporate culture is the sum of values, codes of conduct, corporate spirit and ethical norms formed in the long-term operation process of an enterprise and recognized and followed by all employees. It is like the soul of an enterprise, leading the enterprise to find the right direction in a complex and changing market environment and achieve sustainable development. Excellent corporate culture is not only an important window for enterprises to show themselves to the outside world, but also can enhance the social image and public trust of enterprises, and can also inspire employees' enthusiasm for work, enhance their sense of belonging and loyalty, and promote the realization of their personal values (Schein 2010).

Employee creativity refers to the ability of employees to generate new and valuable ideas and solutions at work, which plays a key role in the innovative development of enterprises. It helps

enterprises generate more innovative ideas and solutions, promotes the innovative development of enterprises; helps employees solve problems more efficiently, improves work quality and efficiency; brings more competitive advantages to enterprises, and enhances their competitiveness in the market (James 2025).

This study aims to investigate the close relationship between corporate culture and employee creativity. Taking China Solibase Engineering Co., Ltd. as a typical case, through the combination of empirical analysis and theory, it reveals how the various dimensions of corporate culture (such as values, innovation mechanisms, reward mechanisms, etc.) affect employee creativity, as well as the possible obstacles in this process. The study will sort out the theoretical relationship between corporate culture and employee creativity, and combined with employee questionnaires, analyze the promotion or restriction of current corporate culture practices on employees' innovative thinking and behavior, and then put forward targeted and practical suggestions for companies to optimize cultural construction and stimulate employee creativity. At the same time, it will also provide localized case references for theoretical research in the field of business human resources and fill some gaps in related research in the engineering construction industry.

1.4 Research questions

This paper is a research-based paper that empirically studies the relationship between the corporate culture and employee creativity of China Solibase Engineering Co., Ltd. The case study of China Solibase Engineering Co., Ltd. will provide detailed background information to explore study how participants perceive corporate culture and employee creativity and their relationship. at China Sollibeth Engineering Co., Ltd. Specifically, this paper will study corporate culture from three dimensions: values, company systems, and incentive mechanisms, which are key factors affecting creativity performance.

This study uses quantitative research to conduct an online questionnaire survey on employees of China Solibase Engineering Co., Ltd. Through questionnaire analysis, we can understand study how participants perceive corporate culture and employee creativity and their relationship. This study aims to understand the factors that support or inhibit creativity in corporate culture and put forward practical suggestions to help China Solibase Engineering Co., Ltd. improve the team's innovation capabilities.

The main question to be explored in this paper is: How do employees view the relationship between corporate culture and creativity?

The questionnaire that helped address the main research topics centered around three questions:

IQ1. How do employees perceive the company's core values?

IQ2. How do fault tolerance and resource allocation mechanisms impact employee creativity?

IQ3. To what extent can the company's reward mechanism encourage employee innovation?

An overlay matrix was created to clarify the process of gathering and analyzing data for a better understanding.

Table 1. Overlay Matrix (Author)

Investigative Question	Theoretical Framework	Research Methods	Result (Chapter)
IQ1. How do employees perceive the company's core values?	Company Values	Theoretical research, questionnaire	5, 6.1
IQ2. How do fault tolerance and resource allocation mechanisms impact employee creativity?	Company fault tolerance mechanism and resource allocation mechanism	Theoretical research, questionnaire	5, 6.1
IQ3. To what extent can the company's reward mechanism encourage employee innovation?	Company's reward mechanism	Theoretical research, questionnaire	5, 6.1

2 Theoretical framework

This chapter will clarify the key concepts of this article. First, I will define corporate culture and list the four core factors based on corporate culture. Second, I will introduce the academic theory used to construct the key concepts of this article - the Denison Organizational Culture Model. Then, I will draw a diagram to illustrate the process and key concepts of analyzing research data, which is inspired and designed based on the Denison Organizational Culture Model. Finally, I will explain how creativity benefits Corporate.

2.1 Definition of Corporate Culture

Corporate Culture: Corporate culture is the true driving force of a company. It encompasses corporate values, beliefs, and behaviors, shapes the way employees work, collaborate, and grow, and reflects the overall atmosphere of their daily work. It can be specifically explained as: collective behaviors, attitudes, and norms that define how employees interact with each other and how they move toward common goals. A strong corporate culture can promote collaboration, drive innovation, build trust, and thus improve the company's overall performance. Corporate culture also reflects the vision and strategic goals of managers and CEOs, so managers and CEOs play a key role in creating and maintaining corporate culture. Culture also has a very important impact on corporate competition (Seismic 2025).

A culture that values innovation and collaboration can better respond to market challenges, enhance team spirit, and stimulate creativity - all of which are key elements to maintaining competitiveness in a rapidly changing environment. Corporate culture also directly affects the external reputation of the organization and influences how customers and partners view the company. In short, it shapes the way the company operates on a daily basis and supports the achievement of strategic goals. (IMAGINA 2025)

2.2 Four core elements

1. Corporate values are at the core of any corporate culture. They define what is important to the organization and guide strategic decisions and daily actions. A company committed to creating a strong corporate culture must ensure that its values are clearly defined and shared by its employees. These values influence not only how employees interact with each other, but also with customers and partners. Clear values promote cultural cohesion and foster a sense of organizational identity even if the workforce is dispersed across the globe. Culture shaping requires embedding values into every HR practice—from recruiting and onboarding to training, compensation, and promotion. This value permeates all roles and activities (Hrbrain 2024).

2. Fault tolerance mechanism: a system that allows reasonable failure and avoids excessive punishment (such as the company's mechanism or the attitude of the supervisor when an employee makes an innovation error). The purpose of this mechanism is to reduce the psychological risk of employees' innovation and enhance their willingness to "dare to try" (Baidu B).
3. Resource allocation mechanism: a system that provides funding, equipment, manpower, etc. for innovation activities, which directly affects the feasibility of innovation (Baidu B).
4. Reward systems are essential to boost productivity, engagement and personal development in any setting. Whether in the workplace, educational institutions or personal life, the right reward system can effectively motivate employees and encourage positive behaviors. It can be divided into material and non-material incentives (such as bonuses, promotion opportunities, honorary titles) which are a kind of positive feedback for innovative behavior (Claire 2024).

2.3 The framework of the thesis

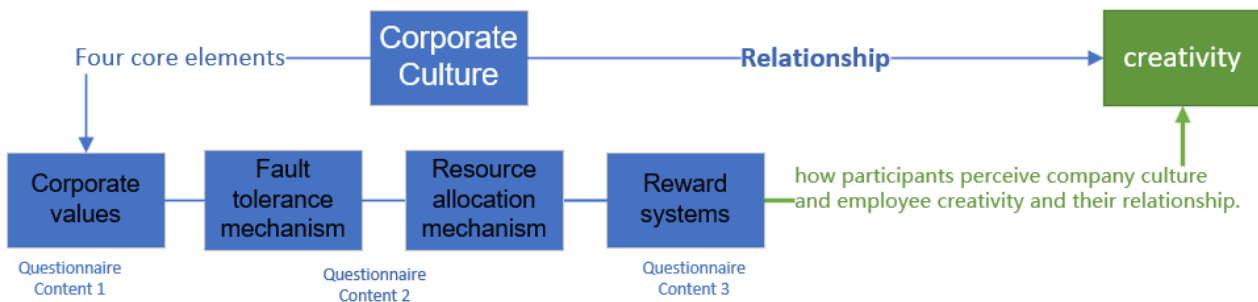


Figure 1. Thesis's Theoretical Framework (Author)

Figure 1 shows the theoretical framework of this study, which describes the key concepts and illustrates the various aspects that support and structure the research ideas in order to answer the research questions. The focus of this study is to analyze how participants perceive company culture and employee creativity and the relationship between them through questionnaires.

Corporate culture analysis is based on four core elements: corporate values, Fault tolerance mechanism, Resource allocation mechanism and reward mechanism. Specifically, these four aspects revolve around employee creativity, and the study analyzes how participants view company culture and employee creativity and their relationship. Therefore, the data required in the four aspects can be collected and analyzed based on the answers to the employee questionnaire. The goal is to understand how the employees of China Solibase Engineering Co., Ltd. view the relationship between corporate culture and employee creativity.

2.4 Corporate benefit from creativity

The easiest aspects of creativity to visualise are the products and solutions it generates. A creative solution can be a completely new invention, or the reuse of an existing practice (Guilford, 1950). In a highly competitive business environment, promoting creativity at work is critical as creativity is a core driver of innovation and increased productivity. Creativity is the ability of an individual or group of individuals to generate novel, valuable, and economically beneficial ideas or capabilities through a unique way of thinking in a given situation. We briefly mentioned earlier that creativity is a key factor in maintaining a competitive advantage and achieving sustainable growth for an organization. In an organization, creativity is not only reflected in practical results such as technological innovation and product development, but also in processes such as process optimization and management models. The core characteristics of creativity include originality, which can be understood as the uniqueness of ideas or results rather than simple imitation or repetition; Core characteristics also include practicality: the ability to be transformed into actual value, bring benefits to the enterprise or solve practical problems (Nick, J 2024)

Take construction companies as an example, the construction industry faces challenges such as diversified market demands and rapid technological updates, technological innovation is the core driving force for the development of construction companies. If companies want to gain a foothold in the fierce market competition, they need to rely on the creativity of their employees to continuously adjust their strategies and optimize their products and services. Creativity can help companies identify market opportunities in a timely manner and develop innovative solutions that meet customer needs, thereby gaining an advantage in the competition. For example, Google is known for its innovative culture, which encourages employees to devote 20% of their time to their passion projects, ultimately creating successful products such as Gmail and Google Maps (Sekar 2024).

Therefore, companies that encourage employees to unleash their creativity can provide employees with broad development space and growth opportunities and meet their self-realization needs. When employees' creativity is recognized and supported, and they achieve results at work, they will have a strong sense of achievement and belonging, which will improve job satisfaction and loyalty. High satisfaction and loyalty can reduce the loss of organizational talent and provide a guarantee for the stable development of the company; Secondly, brand image is an important factor in business competitiveness for enterprises to win the market. The innovative results brought by creativity (such as unique architectural design, advanced technology application of construction enterprises) can enhance the company's brand awareness and attract more customers and partners; Creativity can also improve economic benefits. Construction companies can reduce costs, improve

project quality and efficiency through innovative solutions, thereby increasing project profits. For example, adopting a new project plan may shorten the construction period, reduce labor and equipment rental costs, or increase the added value of the project and bring higher market quotations to the company (Indeed 2025).

3 China Solibase Engineering Co., Ltd.

3.1 Company Profile

China Solibase Engineering Co., Ltd. was established in May 2000 with a registered capital of Euro18,776,700.50. It is mainly engaged in construction project investigation, design and construction, environmental engineering, special engineering and other businesses. It currently has 258 employees. From 2000 to 2002, the company fully promoted the process of "enterpriseization". In 2003, with China Solibase Engineering Co., Ltd. as the parent company and the Design Institute, Jianan Company, Hubei Huaya, Beijing Jinye, Northwest Geotechnical and other subsidiaries, the first cross-regional and cross-bureau enterprise group of the China Metallurgical Geology Bureau was established, becoming a construction enterprise integrating survey and design, geotechnical construction, building installation, municipal roads and bridges, and opening the road of "groupization" development. It was renamed MCC Land Construction Engineering Group Co., Ltd. (referred to as MCC Land Group Corporation).

From 2003 to 2007, the company promoted "group" development in the process of exploration, and formed a development model with China Solibase Engineering Co., Ltd. as the core holding company, and Jianan Company and Design Consulting Company as holding companies. During this period, the company's geotechnical engineering field was further developed, and it successfully won bids for key national and Beijing projects such as the Beijing Olympic National Convention Center and Wanda Plaza.

From 2007 to 2011, the company entered the stage of exploring "internationalization" with the winning bid for the Congolese copper-cobalt smelter project in 2007. At the same time, in order to improve the company's development environment, the registered place was changed from Hebei to Beijing in 2007, and the office was moved to Beijing in 2008. Later, due to the outbreak of the international financial crisis, the suspension of the Congolese project had a profound impact on the company, and it made arduous explorations in promoting the coordinated development of the domestic and international markets.

In 2012, the company entered a new development stage of "promoting transformation and upgrading, and building engineering general contracting based on a complete industrial chain". With the guiding ideology of "solidifying the foundation, operating steadily, and being pragmatic and innovative", the company returned its market focus to the domestic market, invested in and controlled Beijing Fayan Company, and entered the field of special construction; established an environmental engineering division to develop environmental and geological disaster industries; established a Xinjiang branch to expand the western market; took the construction company and design as the

leader, integrated the resources of the industrial chain, and actively explored and tried to develop EPC and other engineering general contracting businesses.

The company has two management levels, with the headquarters' functional departments consisting of "two offices and seven departments", one subsidiary, four branches, and two business units. The company's organizational structure is as follows:

(China Solibase Engineering Co., Ltd.)

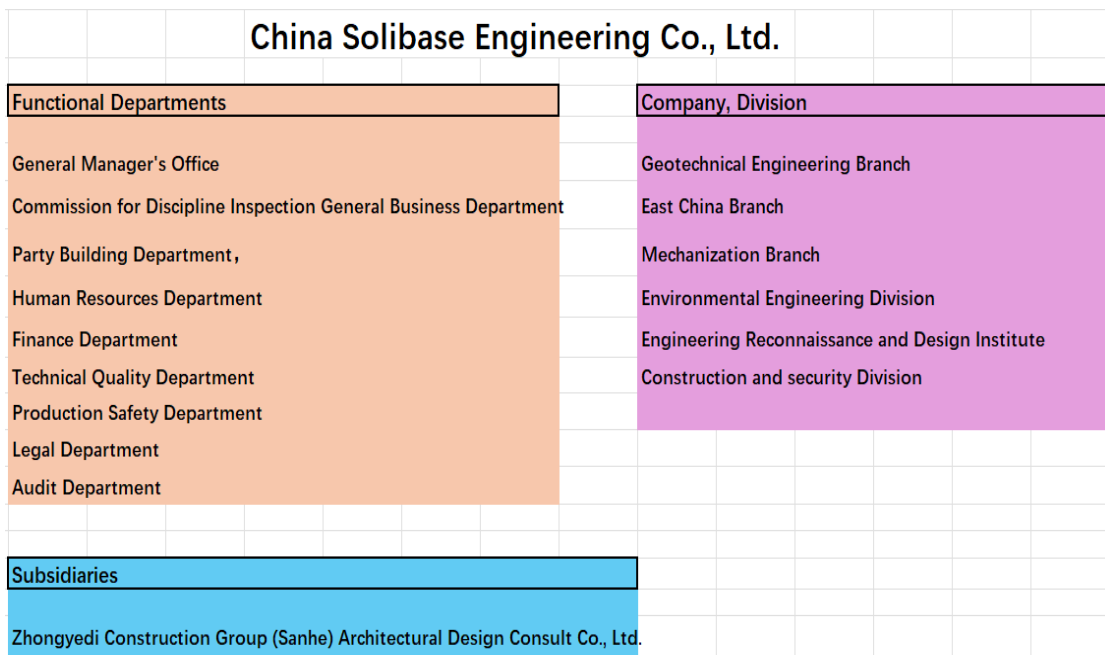


Figure 2. Company Organizational Structure (Author)

The construction engineering industry is highly competitive and requires continuous innovation to improve competitiveness, so employee creativity is crucial to the development of the company. The company was chosen as a case study because the diversity and complexity of its industry can provide rich and effective data for research, which is helpful to study how participants perceive corporate culture and employee creativity and their relationship. China Solibase Engineering Co., Ltd. has a unique corporate culture. The company not only emphasizes teamwork and innovation, but also pays attention to employee care. Its corporate culture has distinct characteristics, which is easy to analyze and convenient for studying its relationship with employee creativity. I have interned in this company and have a certain cooperative relationship with it. I can easily obtain relevant information about the company, including documents on corporate culture construction, employee feedback data, etc., which can provide data support for in-depth research.

3.2 Current corporate culture

Corporate mission: Build quality projects and create a better life. Fulfill the corporate social responsibility for industrial optimization and upgrading, promoting urban integration, ecological civilization construction and people's well-being. Dedicating more and better quality products to society is the goal that the company strives to pursue and the concrete embodiment of the company's mission.

Corporate Vision: to build a distinctive and first-class competitive comprehensive construction enterprise group. Based on market changes and needs, through resource integration and deepening reform, will build a comprehensive construction enterprise group that organically combines design and construction general contracting with professional contracting with obvious professional characteristics, scientific business model and first-class competitiveness.

Corporate values: Make progress together with the society, develop together with employees, achieve mutual benefit and win-win with customers, and make progress together with the society. Under the guidance of the scientific outlook on development, we will comply with the needs of the country and society, grasp the industry trends, and develop in sync with the society; Develop together with employees, adhere to the people-oriented principle, develop for the employees, benefit employees from the results of development, and realize the common development of the enterprise and individual employees; achieve mutual benefit and win-win results with customers, cooperate in a friendly manner with owners and customers, and share the results of development together.

The entrepreneurial spirit includes dedication, integrity, cooperation and innovation:

Dedication: Every employee of China Solibase Engineering Co., Ltd. must have a strong sense of professionalism and responsibility, which is reflected in: firmly establishing professional ideals; scientifically setting job goals; vigorously strengthening professional responsibilities; consciously abiding by professional disciplines; and constantly optimizing professional style.

Integrity: Be honest and trustworthy, and honor your promises. Being honest means being highly responsible to the owners and customers, strictly and consciously fulfilling the contract, and taking the sincere performance and honoring of the contract as the necessary criteria for business management. Integrate the awareness of honesty and contract-keeping into the entire process of production and operation, and build each project into a high-quality project, a reputable project, and a brand project.

Cooperation: Talk about win-win externally and collaboration internally. Talk about cooperation, that is, to make friends widely and be good at making friends. In making friends, the interests of the enterprise should be given priority, and win-win cooperation should be the starting point, so as to obtain valuable human resources for the enterprise and broaden the path of enterprise development. Talk about cooperation, that is, to be good at communicating with stakeholders and establish a mutually trusted partnership through effective forms. In the company, the working relationship between superiors and subordinates and peers should be properly handled, and the overall situation should be strengthened to form a joint force for doing things and starting businesses.

Innovation: Adhere to keeping pace with the times, reform and innovate, constantly update concepts, and achieve institutional innovation, management innovation, and technological innovation.

(Solibase 2019)..

3.3 The relationship between corporate culture and employee creativity

The core values of the corporate culture of China Solibase Engineering Co., Ltd. "innovation and pioneering" are fully reflected in the research and development and application of mud regeneration and recycling systems. In project practice, employees actively responded to the company's advocacy of innovation, combined with the actual needs of the project, and creatively introduced a new type of environmentally friendly technology product - the mud regeneration and recycling system. The system realizes multiple functions such as solid phase control, rapid slurry making, mud reserve, mud regeneration, etc. It not only effectively saves production costs in hole forming and continuous wall construction, but also achieves the environmental protection goal of zero emission of construction waste, making contributions to the green environmental protection cause of the capital Beijing. This achievement was born out of the employees' exploration and practice of green construction solutions under the inspiration of the company's innovative culture, breaking through the limitations of traditional construction technology. The company encourages innovation and provides an environment for employees to dare to try new technologies and new ideas, so that employees can give full play to their creativity, combine environmental protection concepts with construction technology, and promote the innovative development of projects at the technical level (Solibase 2022).

The cultural values of China Solibase Engineering Co., Ltd. and "cooperation and dedication" promote the creativity of employees in project management. In the construction of large-scale equipment management and safety monitoring systems, employees proposed an innovative solution of "signal positioning" to achieve remote information collection at all times based on the company's requirements for efficient management and safety responsibilities. By focusing on large and

important equipment and positioning systems, using signals to track the working area of the equipment, and using sensors to automatically monitor the operating status, the visual security system camera covers the construction area, and managers can query the on-site situation in real time through mobile phones. In addition, the establishment of a safety management platform can record and count on-site risks, timely analyze risk trends and take targeted prevention measures, greatly improving the level of automation of project safety management. This series of management innovation initiatives are the result of employees' continuous exploration of management needs and creative integration of technical resources in team collaboration based on a high sense of responsibility for their work. The company's culture of cooperation and dedication encourages employees to cooperate with each other, explore together, and integrate advanced technologies into management processes, reflecting the connection between corporate culture and employee management innovation and creativity (Solibase 2022).

From the perspective of the mission and vision of corporate culture, the mission of "building quality projects and creating a better life" and the vision of becoming a first-class comprehensive construction company provide direction for employees to unleash their creativity. Employees' innovations in technology and management are all centered around the company's mission and vision, promoting better development of the company with high-quality engineering results and efficient management models. At the core value level, the value of "innovation" drives employees to seek breakthroughs in technology and management; the value of "cooperation" promotes employees to communicate and collaborate with each other and integrate multiple resources during the innovation process; the value of "dedication" enables employees to devote themselves to innovation work with a rigorous and responsible attitude to ensure the practicality and reliability of innovative results.

4 Research methods

This chapter introduces the research methods and reasons for the study to the readers, and further explains the methods of collecting and analyzing data. The research methods selected for this thesis are theoretical research, quantitative research and qualitative research. More specifically, theoretical research provides the basic framework of the paper, the basic knowledge of corporate culture and employee creativity. Quantitative and qualitative research are auxiliary tools to collect real feedback on how the case company employees view or feel the connection between corporate culture and creativity.

4.1 Theoretical Research

Desk research, also known as secondary research or supplementary research, involves collecting information and data from existing sources such as books, journals, articles, websites, reports and other published materials. Specific research questions are explored, analyzed, and answered to gain understanding and knowledge of the research object without directly conducting primary data collection activities such as field surveys, experiments, or observations. (Kiely 2025). The first part of the thesis covers the overall concepts of corporate culture, employee creativity, four core factors, and the introduction of the case company. Therefore, in order to fully understand the basics of this study, it is necessary to learn relevant theoretical concepts. The secondary data used in this study comes from reliable articles, the official website of the case company, news reports of the case company, and research reports conducted by educational institutions. The Haaga-Helia library system and advanced academic research tools also supported the data collection and analysis process of this study. Theoretical research plays a vital role in providing comprehensive basic information and background knowledge for subsequent research work.

4.2 Data analysis methods

This study adopts a mixed research method that combines qualitative and quantitative methods, aiming to comprehensively and deeply explore the connection between corporate culture and employee creativity. Quantitative research uses closed-ended questions in standardized questionnaires and statistical analysis to obtain quantitative data on the relationship between various dimensions of corporate culture and employee creativity. It can objectively verify the correlation and impact of the two and ensure the universality and reliability of the research results.

Qualitative research uses open-ended questions to collect employees' subjective feelings and real experiences of corporate culture. It can explore the deep logic behind the data, provide supplementary explanations for quantitative analysis, and enhance research conclusions.

4.2.1 Quantitative Research

Quantitative research is a research paradigm that uses structured data collection tools (such as questionnaires, scales) and statistical analysis methods to conduct quantitative analysis of research objects. Its core is to obtain statistical data through standardized measurement methods to verify preset hypotheses and reveal the causal relationship or correlation between variables (Pritha 2020 a).

In this study, quantitative research designed a questionnaire containing a Likert 5-level and some basic information multiple choice question scale to investigate the employees of China Solibase Engineering Co., Ltd. This study used descriptive statistical analysis methods for quantitative data, which was achieved through the following steps: First, for the closed-ended questions with a score of 1-5 in the questionnaire, the frequency of each option (i.e., the number of samples that selected the option) and the percentage (the proportion of the frequency of each option to the total sample size) were calculated to systematically present the distribution characteristics of the data in different dimensions. For example, if the frequency of selecting 4 points in the 5-point rating of a question "Support for Innovation Culture" is 28, accounting for 46.7%, it directly reflects that this option is a high-frequency choice of employees. Secondly, by calculating the mean (arithmetic mean of all scores) to summarize the central trend of the data, for example, the mean of this question is 3.8 points, which can concisely present the overall perception level of employees on "Support for Innovation Culture" (Adam 2024).

4.2.2 Qualitative Research

Qualitative research emphasizes the use of unstructured or semi-structured data collection methods (such as in-depth interviews, observations, and case studies) to gain an in-depth understanding of the subjective experience, meaning construction, and behavioral context of the research subjects. This method aims to explore the underlying logic and socio-cultural factors behind the phenomenon (Pritha 2020 b). In addition to the closed questions in the questionnaire, two open questions were provided. Unlike closed questions, open questions encourage respondents to share detailed insights, personal experiences, and specific suggestions in their own words. Follow-up questions were asked around "How to improve and develop suggestions". Therefore, the participants' views can be more clearly described and understood.

This study uses thematic analysis for qualitative data. I will analyze each response, extract key concepts and assign temporary labels. For example, "increase incentives and rewards" can be labeled as "incentives and rewards". In this way, each response can be broken down in detail. After the labels are completed, the commonalities of the content of each label are compared in depth.

For example, when analyzing similar labels, it is found that they all revolve around the optimization direction of the company's reward system, from which the core theme of "imperfect reward mechanism" can be summarized (Jack 2019).

4.2.3 Create a questionnaire

Let me briefly introduce the process of making the questionnaire: At first, I created a draft using Webropol at the teacher's suggestion, and then I had a meeting with a teacher about the questionnaire. Together we checked the questionnaire and improved it until it was ready for use. focusing on measuring the following dimensions:

Questionnaire content 1 focuses on employees' perception of the company's core values; Questionnaire content 2 focuses on the impact of fault tolerance mechanisms and resource allocation mechanisms on employee creativity; Questionnaire content 3 asks to what extent the company's reward mechanism can encourage employee innovation. After completing the theoretical research and collecting quantitative data through questionnaires, the data analysis work was officially launched. The questionnaire data was collected through the feelings and opinions of employees for targeted analysis to verify whether these theoretical assumptions are valid in the actual situation of China Solibase Engineering Co., Ltd. and further explain which factors affect employee creativity; which systems are obstacles to employee creativity, in order to promote the optimization of corporate culture and the improvement of employee creativity.

Finally, I will put the detailed questionnaire in Appendix 2. For the convenience of readers, I will translate the Chinese in the questionnaire into English.

4.3 Target group and data collection

This study takes employees of China Solibase Engineering Co., Ltd. as the core target population, covering different levels, departments and job types in the company headquarters and major project departments. This questionnaire is not limited by years of work, gender, or job level, and is generally distributed. However, considering the research resources and time constraints, it is expected to receive 30 responses. Convenience sampling is used, and the person in charge assists in selecting employees willing to participate in the survey at each level to increase the questionnaire response rate. Although the sample size is relatively limited, it can meet the needs of exploratory research and further enhance the reliability of the conclusions.

In the early stage of the research, I contacted the labor union office of China Solibase Engineering Co., Ltd. and obtained their support and assistance through two cover letters (one to the person in charge and one to the employees in Appendix 1.) to explain the purpose, process and value of the

research to the company. After obtaining the consent of the enterprises, the questionnaire was conducted, which used a combination of closed-ended and open-ended questions to ensure that both quantitative and qualitative data could be obtained. Closed-ended questions (e.g., multiple choice questions and 5-point Likert scales) can provide measurable insight into participant perspectives. The data from open-ended questions are expressed in text form, which can provide more in-depth and detailed employee suggestions and ideas. To ensure accuracy, the questions in the questionnaire were asked in both Chinese and English, and the participants' Chinese responses were translated into English. The questionnaire was open for one week, during which I sent email reminders to increase the response rate. I used Webropol, a popular survey tool designed for academic purposes, to conduct the questionnaire. It systematically records, analyzes, and categorizes the collected data. These data will become a valuable resource for achieving research goals and answering the core questions of the study. All data will be used only for academic research and will not involve personal privacy or commercial information. No specific individual or departmental data will be disclosed. According to Haaga-Helia regulations, all data will be deleted after the research is completed.

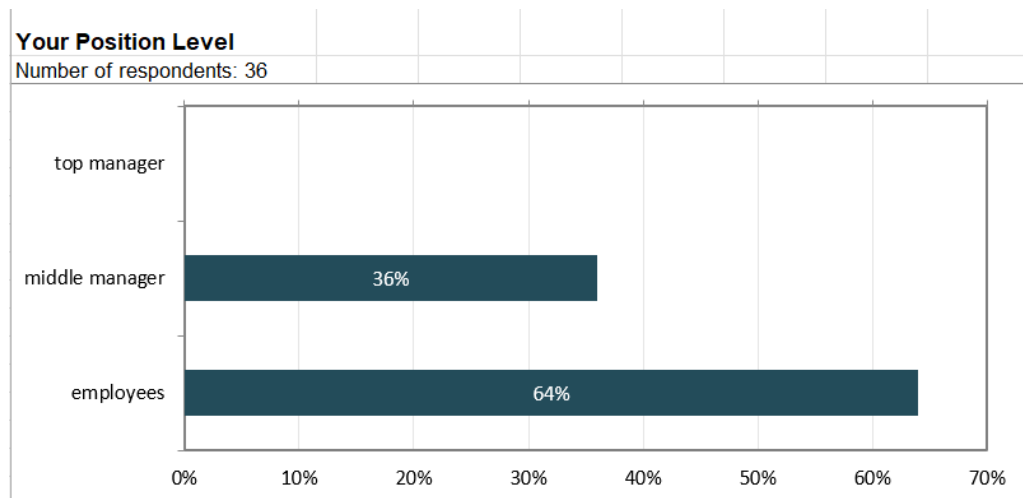
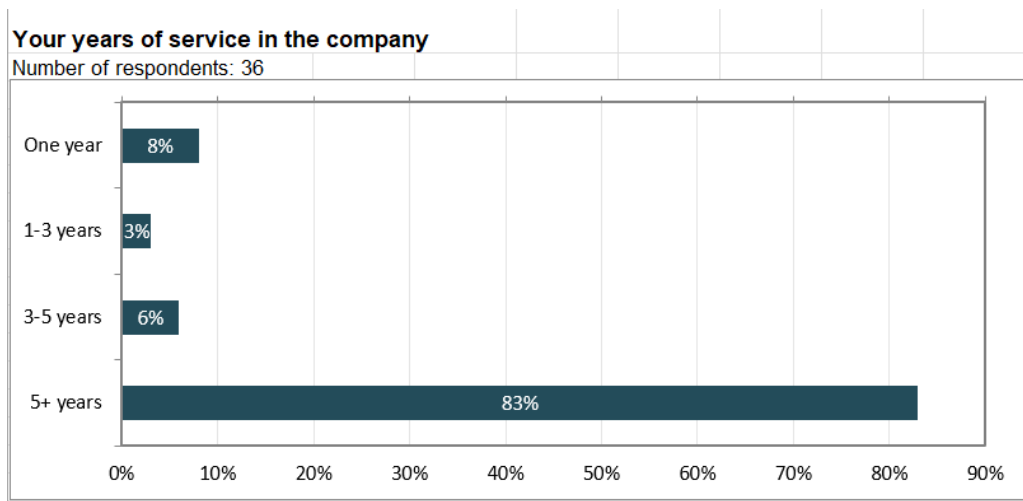
5 Results

This chapter will present and discuss the results of the survey. The survey had 19 questions, including both open-ended and closed-ended questions. The survey lasted for one week and received 36 responses. All responses were from staff members of China Solibase Engineering Co., Ltd. The specific questionnaire content will be presented in the appendix.

5.1 Quantitative Research

This section analyzes the data for each question from 1 to 17 in the questionnaire, and presents the data distribution characteristics through descriptive statistics (such as percentage, mean, etc.), uses charts to intuitively display the proportion of each option, and conducts correlation analysis to extract valuable conclusions and provide a quantitative basis for subsequent decision-making.

Table 2. Description of years of service and position level (survey)



According to the bar chart, more than half of the participants have been working for the company for more than 5 years, accounting for the largest proportion of 83%, which shows that the company's employees are highly stable and most respondents have been working for the company for a long time. The company may have performed well in terms of employee retention; Of those, who responded the questionnaire: employees account for 64%, middle managers account for 36%; The proportion of respondents is similar to that of company structures, the company's personnel structure is pyramid-shaped, with a large number of grassroots employees and a certain proportion of middle managers. The management structure may be more traditional and there may be greater room for talent promotion.

Table 3. You understand the company's stated core values (Survey)

You understand the company's stated core values								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N			4	8	24	36	4.6	32
Percent	.0%	.0%	11.1%	22.2%	66.7%	100.0%	4.6	88.9%

From the results, the largest number of people were "Strongly Agree", reaching 24 people accounting for 66.7%, which means that more than half of the respondents strongly agreed that they understand company's values. The Mean is 4.6, which is at a high level, indicating that respondents are generally positive about understanding the company's core values. The percentage of respondents who chose Agree and Strongly Agree amounted to 88.9%, which is a high proportion, further indicating that the vast majority of respondents can easily understand the company's declared core values.

Table 4. The company's values are fully reflected in daily work (Survey)

The company's values are fully reflected in daily work (such as decision-making, communication, and collaboration).								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N			6	10	20	36	4.4	30
Percent	.0%	.0%	16.7%	27.8%	55.6%	100.0%	4.4	83.4%

Table 4 show that respondents feelings about the extent to which the company's values are reflected in their daily work (decision-making, communication, and collaboration). 10 people chose "Agree," accounting for 27.8%; and 20 people chose "Strongly Agree," accounting for 55.6%. The two together account for 83.4%, which means that more than 80% of respondents can feel the reflection of the company's values in their daily work. The mean of 4.4 also means that the overall feeling among respondents is that the company's values are reflected in their daily work. However,

16.7% of respondents still hold a neutral attitude. The company can continue to strengthen the manifestation of values in daily work.

Table 5. The company encourages employees to express different opinions or ideas within the framework of values (Survey)

The company encourages employees to express different opinions or ideas within the framework of values.								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N		2	2	12	20	36	4.4	32
Percent	.0%	5.6%	5.6%	33.3%	55.6%	100.0%	4.4	88.9%

Table 5 show that whether the company encourages employees to express different opinions or ideas within the framework of values. 12 people chose "Agree", accounting for 33.3%; the largest number of people chose "Strongly Agree", reaching 20 people accounting for 55.6%. The two together account for 88.9%, which means that most of the respondents agreed that they were encouraged to express different opinions or ideas within the value framework. The mean is 4.4, which is a relatively high value, indicating that respondents generally perceive the company to be positive in encouraging the expression of different opinions or ideas. However, there are still 5.6% of respondents with a "Disagree" attitude and 5.6% with a "Neutral" attitude, which indicates that a small number of respondents do not agree that they are encouraged. The company can further optimize the communication mechanism and cultural atmosphere to continuously enhance employees' positive feelings in this regard.

Table 6. The company actively spreads its corporate values (Survey)

The company actively spreads its corporate values (e.g. through training or activities)								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N		3	5	8	20	36	4.3	28
Percent	.0%	8.3%	13.9%	22.2%	55.6%	100.0%	4.3	77.8%

Table 6 mainly explores employees' feelings towards the company's measures to communicate corporate values. Mean is 4.3, which is high, with a total of 77.8% choosing "Agree" and "Strongly Agree", implying that more than 70% of the employees believe that the company actively communicates its corporate values. Therefore, the company has gained the recognition of the majority of its respondents in terms of actively spreading its corporate values, and the overall effectiveness of its work has been recognized. However, 8.3% of respondents are disagree and 13.9% are neutral.

This shows that there is still room for improvement in the company's efforts to communicate its values.

Table 7. The company's values can effectively support the employees' personal career development goals (Survey)

The company's values can effectively support the employees' personal career development goals.								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N	1	3	5	9	18	36	4.1	27
Percent	2.8%	8.3%	13.9%	25.0%	50.0%	100.0%	4.1	75.1%

Table 7 show that the degree of support for the realization of employees' personal career development goals by company values. The mean is 4.1, which is in a relatively positive range. There are 9 people chose "Agree" accounting for 25.0%; 18 people chose "Strongly Agree" accounting for 50.0%, and the total accounts for 75.0%, indicating that most respondents believe that company values can effectively support personal career development goals, further reflecting the respondents' positive evaluation of this matter. Therefore, the company's values have been recognized by most respondents in supporting the realization of their personal career development goals. However, 8.3% of respondents chose disagree, 2.8% of respondents chose strongly disagree, and 13.9% of respondents have a neutral attitude, which means that the company can enhance the guiding and promoting role of values in career development and improve the overall satisfaction of employees.

Table 8. In your current job, you are encouraged to come up with new ideas and approaches more frequently (Survey)

In your current job, you are encouraged to come up with new ideas and approaches more frequently								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N	1		10	8	17	36	4.1	25
Percent	2.8%	.0%	27.8%	22.2%	47.2%	100.0%	4.1	69.5%

Table 8 show that the frequency with which employees feel they are encouraged to come up with new ideas and new methods in their current jobs. The mean is 4.1, which is a relatively positive value, this shows that most respondents agreed that they were encouraged to innovate. The two groups of people who chose "agree" and "strongly agree" accounted for 69.4%, indicating that more than 60% of respondents feel that they are frequently encouraged to come up with new ideas and new methods at work. However, 2.8% of respondents still feel disagree, and 27.8% of

respondents have a neutral attitude. So, the company may be able to further optimize its innovation incentives.

Table 9. When you propose an innovative but risky work plan, The usual attitude of superiors is (Survey)

When you propose an innovative but risky work plan, The usual attitude of superiors is:								
Number of respondents: 36								
	Very unsupportive	unsupportive	Neutral	supportive	Very supportive	Total	Mean	CES
N			8	13	15	36	4.2	28
Percent	.0%	.0%	22.2%	36.1%	41.7%	100.0%	4.2	77.8%

Table 9 show that the general attitude of superiors when employees propose innovative but risky work plans. The mean is 4.2, which is at a high level. This number shows that overall, respondents feel that their superiors have a positive attitude towards innovative risk solutions. 13 people chose "supportive" accounting for 36.1%; 15 people chose "Very supportive" accounting for 41.7%. The two together account for 77.8%, which fully shows that the vast majority of employees believe that their superiors support innovative risk solutions and are willing to give them room to try.

Table 10. The company provides resources for employee creativity (Survey)

The company provides resources for employee creativity (e.g. training, tools, information sharing)								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N	2	1	4	9	20	36	4.2	29
Percent	5.6%	2.8%	11.1%	25.0%	55.6%	100.0%	4.2	80.6%

Table 10 show that the creativity resources (such as training, tools, information sharing, etc.) provided by the company to its employees. The mean is 4.2, which is a relatively high value. The average level reflects that most respondents recognize the creativity resources provided by the company. 9 people chose "Agree" accounting for 25.0%; 20 people chose "Strongly Agree" accounting for 55.6%. The total proportion is 80.6%, It shows that most respondents agree that the company provides employees with creative resources. However, 2.8% of respondents chose disagree, 5.6% of respondents chose strongly disagree. And 11.1% of respondents have a neutral attitude. This also shows that the company still has room for improvement in its resource supply mechanism.

Table 11. When collaborating across departments, team members can actively contribute innovative ideas (Survey)

When collaborating across departments, team members can actively contribute innovative ideas.

Number of respondents: 36

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N	3	1	5	10	17	36	4.0	27
Percent	8.3%	2.8%	13.9%	27.8%	47.2%	100.0%	4.0	75.1%

Table 11 show that the situation of team members contributing innovative ideas during cross-departmental collaboration. The mean is 4.0, indicating that from the overall average level, respondents tend to be positive in their evaluation of the contribution of innovative ideas in cross-departmental collaboration. Ten people (27.8%) said “Agree” and 17 people (47.2%) said “Strongly Agree”. The combined percentage is 75.0%, indicating that most employees in the sample believe that team members are able to contribute innovative ideas when collaborating across departments. However, 2.8% of respondents chose disagree, 8.3% of respondents chose strongly disagree, and 13.9% chose neutral. This also indicates that the company can further optimize the cross-departmental collaboration process and strengthen team communication training to enhance the team's creativity in cross-departmental collaboration.

Table 12. In the past year, how many innovative suggestions have you made regarding workflow optimization or business expansion (Survey)

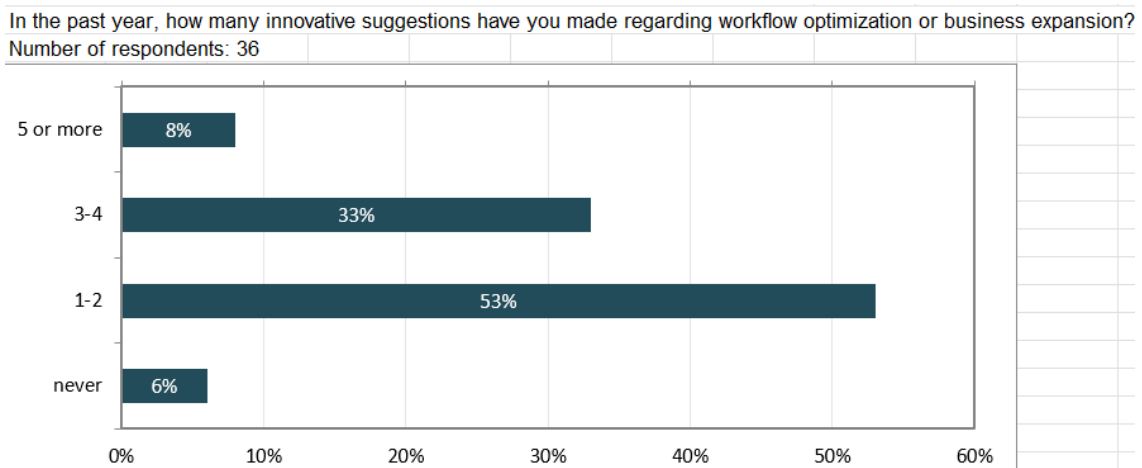


Table 12 show that the number of employees who made innovative suggestions for workflow optimization or business development in the past year. Respondents who chose “5 or more” accounted for 8%, indicating that this group of respondents showed a high degree of motivation and participation in innovation. Respondents who chose "3 - 4" accounted for 33%, indicating that these respondents have a strong sense of innovation. Respondents who chose "1 - 2" accounted for the highest proportion, at 53%, indicating that most respondents have a sense of innovation, but may be limited by other factors and the number of suggestions is relatively limited. 6% of

respondents chose “never”, and these respondents may lack the motivation to innovate. From the overall data, most of the respondents have put forward innovative suggestions for work process optimization or business expansion in the past year, reflecting that the company's respondents as a whole have a certain degree of willingness and ability to innovate. However, there is still a lack of innovation in some of the respondents. The company can stimulate the innovation consciousness of this part of the staff through training, incentives, etc., to tap their innovation potential.

Table 13. The company's reward mechanism is directly linked to employees' innovative achievements (Survey)

The company's reward mechanism (such as bonuses, promotions) is directly linked to employees' innovative achievements.									
Number of respondents: 35									
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES	
N	1	5	6	8	15	35	3.9	23	
Percent	2.9%	14.3%	17.1%	22.9%	42.9%	100.0%	3.9	65.8%	

Table 13 show that the extent to which company incentives (e.g., bonuses, promotions) are associated with employees' innovative achievements. 35 people responded to this question, compared to the total number of people, one person is missing from participation, and critically the respondents may not respond because he/she feels that the topic is sensitive, or he/she does not agree with the viewpoint of this question. Mean is 3.9, which is in the relatively positive range, reflecting, on average, respondents' recognition of the association between incentives and innovation outcomes. The combined percentage of respondents who chose “Agree” and “Strongly Agree” is 65.8%, indicating that most respondents believe that the company's reward mechanism is more directly related to the innovation achievements. However, compared to other questions, the percentage of people who disagreed was quite high: 14.3% of respondents chose disagree, 2.9% of respondents chose strongly disagree and 17.1% were neutral. This shows that there is still room for improvement in the company's ability to clarify the criteria for rewarding innovative achievements.

Table 14. The company's criteria for evaluating innovation awards are clear and transparent (Survey)

The company's criteria for evaluating innovation awards are clear and transparent.									
Number of respondents: 35									
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES	
N	3	3	3	9	17	35	4.0	26	
Percent	8.6%	8.6%	8.6%	25.7%	48.6%	100.0%	4.0	74.3%	

Table 14 show that understanding employees' perceptions of the clarity and transparency of the company's criteria for evaluating innovation rewards. 35 people responded to this question, compared to the total number of people, one person is missing from participation, and critically the employee may not respond because he/she feels that the topic is sensitive, or it can be seen from the side that the employee is not satisfied with the reward mechanism. The mean is 4.0, which is a relatively positive value, indicating that from the overall average level, most respondents believe that the company's innovation reward evaluation criteria are clear and transparent. However, 8.6% of respondents chose disagree, 8.6% of respondents chose strongly disagree, and 8.6% were neutral, which means that some respondents disagree with the clear and transparency of the evaluation criteria. The company can review the rating criteria for any lack of clarity in presentation or communication.

Table 15. The company's rewards for innovative achievements can motivate employees to actively innovate (Survey)

The company's rewards for innovative achievements can motivate employees to actively innovate								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N	2	2	3	12	17	36	4.1	29
Percent	5.6%	5.6%	8.3%	33.3%	47.2%	100.0%	4.1	80.6%

Table 15 show that the rewards for innovations can motivate employees to innovate positively. The mean value is 4.1, which is at a relatively high level, and the combined percentage of those who chose "Agree" and "Strongly Agree" was 80.5%, Indicates that the majority of respondents agree that company rewards for innovations incentivize innovation. However, 5.6% of respondents chose disagree, 5.6% of respondents chose strongly disagree, and 8.3% of respondents chose neutral. The company can review and evaluate whether there is any room for optimizing the strength and method of incentives, and continue to improve the innovation incentive system.

Table 16. Non-material rewards play a significant role in stimulating creativity (Survey)

Non-material rewards (such as recognition and promotion opportunities) play a significant role in stimulating creativity.								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N	1	4	6	8	17	36	4.0	25
Percent	2.8%	11.1%	16.7%	22.2%	47.2%	100.0%	4.0	69.5%

Table 16 show that the role of non-material rewards (such as recognition and promotion opportunities) in stimulating creativity. The mean is 4, and the overall evaluation is positive. Respondents who chose "Agree" and "Strongly Agree" accounted for 69.4%, indicating that most respondents believed that non-material rewards have a positive effect on stimulating creativity. However, 11.1% of respondents chose disagree, 2.8% of respondents chose strongly disagree, and 16.7% of respondents chose neutral. The company can further optimize the non-material reward mechanism and clarify the standards and implementation methods of non-material rewards.

Table 17. The current reward mechanism can motivate me to proactively propose innovative work ideas (Survey)

The current reward mechanism can motivate me to proactively propose innovative work ideas.								
Number of respondents: 36								
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	CES
N	3	2	8	9	14	36	3.8	23
Percent	8.3%	5.6%	22.2%	25.0%	38.9%	100.0%	3.8	63.9%

Table 17 show that whether the company's current reward mechanism can motivate employees to proactively propose innovative work ideas. The mean is 3.8, and the overall evaluation is positive but there is still room for improvement. Respondents who chose "Agree" and "Strongly Agree" accounted for 63.9%, indicating that most respondents believed that the current reward mechanism could motivate them to proactively propose innovative work ideas. However, 5.6% of respondents chose disagree, 8.3% of respondents chose strongly disagree, and 22.2% of respondents chose neutral.

5.2 Qualitative Research

This part conducts data analysis on the last two open-ended questions in the questionnaire, extracts core themes, key viewpoints and frequently appearing contents from the numerous responses, and explains them in detail in combination with the specific response texts, in order to explore the potential needs and potential problems behind the employees' views, and provide stronger support for the research conclusions.

Open question 1 was analyzed around the question *"In what aspects do you think the company system needs to be improved to enhance employee creativity?"* This question received 27 responses, and the following core themes and key points were extracted:

More than half of the responses mentioned issues related to The reward mechanism (18 times in frequency). Respondents explicitly proposed "increasing incentives and rewards", "implementing

the reward mechanism”, “the company's innovation reward mechanism needs to be improved”. Some respondents suggested “setting up special bonuses for innovation and giving rewards to employees with outstanding innovative achievements (e.g., increased paid vacations and performance awards).” Some respondents also suggested that “performance bonuses should be paid immediately”. Simplify the system and process (frequency of occurrence: 12 times) Some replies pointed out that “reducing formalistic meetings and inspections consumes too much energy”, “simplifying the work approval process and reports”, “the system should be streamlined for better management and implementation”. Resource support (frequency of occurrence: 9 times). Some of the employee responses mentioned “establishing a culture conflict mediation method to help employees of different thinking types to realize cognitive synergy” and “creating a cultural atmosphere that encourages innovation, and providing employees with sufficient resources and active support needed for innovation”.

Open question 2 was analyzed around the question *“What specific suggestions do you have for the reward mechanism and communication mechanism?”* This question received 26 responses in total, and the following core themes and key points were extracted:

Most responses still focus on the Reward mechanism. Employees suggested that “the reward mechanism for employees should be increased and realized in a timely manner”, “the reward mechanism should be fair, just and open” and “the reward mechanism should be refined”. Some respondents also proposed “shifting from rewarding results to empowering processes, and upgrading from information exchange to cognitive co-creation”

Some of the responses focus on the Communication mechanism. Suggestions include “the communication and coordination mechanism between departments still needs to be strengthened” “build a communication platform: establish online and offline communication platforms, such as creative exchange symposiums, exchange of suggestions and ideas” “clear communication objectives, diversified communication channels, regular training and education” “Strengthen communication between departments and leaders”. There were also a few responses pointing to fault-tolerance mechanisms, with suggestions such as “providing more encouragement and a platform for growth” and “tolerating the failures of employees in the process of innovation”.

6 Conclusions

6.1 Summary of results

This chapter discusses the findings from the entire research process. Through the screening and analysis of survey data, a comprehensive assessment of the relationship between corporate culture and employee creativity was conducted to address the research question.

Data shows there is a promote relationships between corporate culture and employee creativity. Respondents from China Solibase Engineering Co., Ltd. generally expressed a high level of identification with the company's corporate culture. Most respondents have a clear understanding of the company's values and believe that the values are reflected in their daily work. However, some respondents have reservations about "values supporting career development", reflecting that there are still some problems in the practice of values. Most respondents agree that management is supportive of innovation risk, but some respondents still indicated that they would like to be tolerant of failures that occur during the innovation process, indicating that employees still have concerns about the results of innovation failures. The majority of respondents agree that companies provide resources for employees to be creative. However, it was also suggested: the hope for enhanced information sharing, such as exchange meetings, allowing employees to freely exchange ideas, it is show that employees need to communicate innovative ideas. Regarding the Reward mechanism, most respondents recognized that the Reward mechanism can stimulate creativity, but many respondents expressed the hope to improve the reward mechanism and further implement. From the results, I also found that the role of corporate culture in promoting employee creativity is subject to the implementation and execution of the system, Imperfections in the implementation of the system (such as insufficient openness and transparency in reward standards) will inhibit the promotion effect. Therefore, the company needs to optimize the system in the future, and the most important thing is to implement the system, so as to more fully unleash the creative potential of employees and enhance the overall innovation competitiveness of the company.

6.2 Reliability of the research

This chapter demonstrates the reliability of the research results from the perspective of reliability testing, sample selection and data collection, combined with a case study of China Solibase Engineering Co., Ltd.

In terms of the design of the research instrument, this study used a Likert 5-point scale to design the questionnaire, which covered the core dimensions of corporate culture (values, fault tolerance and resource allocation, and reward mechanisms) and questions related to employee creativity. To

ensure the clarity, a teacher helped me check the questionnaire before starting the formal survey, reviewing the logic of the questions, language expression, and the fit of the research framework, resulting in a final questionnaire structure that contained 17 closed-ended questions (for the quantitative study) and 2 open-ended questions (for the qualitative study). The study promised the directors and employees of the case companies through an accompanying letter that the questionnaire would not collect identifiable information such as name, department, etc., and that the data would only be used for academic research and deleted after the completion of the study (in compliance with Haaga-Helia regulations). The questionnaire was created through the Webropol platform and was open for 1 week, with an email reminder sent halfway through to improve response rates, and 36 valid questionnaires were eventually collected. The sample covers different working ages (83% over 5 years), position levels (64% of grassroots employees, 36% of middle managers). But there were limitations: the sample size was small (36) and concentrated on a single firm, and the research methodology relied only on questionnaire data. Even so, the results of the study can shed light on the relationship between corporate culture and employee creativity for the case companies and provide management recommendations with practical value.

6.3 Development Proposals

Based on the empirical analysis of the relationship between corporate culture and employee creativity in China Solibase Engineering Co., Ltd., the following recommendations are proposed to address the core issues identified in the study.

Optimize the reward mechanism: clarify standards and strengthen incentives.

In light of the suggestions of the respondents, the company need to clarify the evaluation criteria for innovative achievements and divide the rewards (material rewards or non-material rewards) corresponding to different levels of achievements. The evaluation process will be publicly displayed to employees through internal announcements, meetings, etc. to ensure the fairness and transparency of the reward mechanism. Company can establish an "innovation points system", Convert employees' innovation suggestions and contributions to innovation projects into points, Employees can use these points to redeem training resources, promotion priority or paid vacation opportunities, etc., to stimulate their enthusiasm for innovation.

Improve the fault tolerance mechanism: reduce the psychological risks of innovation

Respondents suggested "to be tolerant of employees' failures in the innovation process". Company can clarify what constitutes a "reasonable failure" to avoid excessive penalties. Allow employees to review and summarize after their innovation fails, rather than directly hold them accountable. In

addition, management should avoid directly denying employees' innovative proposals, but instead provide specific improvement suggestions or resource support.

Optimizing resource allocation: Accurately supporting innovation needs

It is recommended that company set up an innovation resource sharing platform to publicly disclose innovation cases, industry cutting-edge information, professional training courses and other resources on the platform. Set up an "Innovation Q&A" interactive section to provide employees with a convenient channel for cross-departmental communication, and further stimulate innovation by breaking down information barriers.

Simplifying processes and promoting collaboration

In response to the feedback from respondents that "there are too many formalistic meetings and the approval process is cumbersome", Company can reduce unnecessary meetings, simplify approval processes, clarify approval time limits at each level, and improve the efficiency of innovation work through process reengineering.

6.4 Evaluation of own learning

Initially, during my research I met some difficulties, such as lack of experience in creating questionnaires. I gradually accomplished these challenges through discussions with my thesis advisors. Through this study, I learned how to conduct academic research using quantitative and qualitative research and how to create and design questionnaires. I also mastered the process of administering questionnaires and improved my data analysis skills as well. My time management skills were also improved during the research process. I plan my weekly assignments through meetings with my thesis advisors, so I stay on track with my writing.

With the completion of this thesis, my journey to a bachelor's degree is coming to an end. I deeply value the challenges I've faced along the way because it has made me better. This journey begins in the dead of winter and ends in the height of summer. I will have more confidence and courage to face the new chapter of my life, and I will keep my passion and courage forever.

6.5 Report of the use of artificial intelligence

I use Copilot to provide some ideas. For example, when I was writing the "Reliability of the research" section, I had no idea, so I asked it which aspects I should describe the reliability of the thesis. It does provide me with useful advice, but the downside is that the ideas it provides are too complex, and the logic is not clear enough. And I also found that when Copilot provides some opinions, it will use some untrue or even wrong cases. I also use Grammarly to correct words and

grammar. With it, I can clearly see the spelling errors and correct them in time, and it can give me suggestions to make my sentences better, for example, its suggestions can make my long and difficult sentences more concise and fluent.

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Appendices

Appendix 1. Cover letter for employees

Sincere invitation China Solibase Engineering Co., Ltd.to participate in the corporate culture survey

To the employees of China Solibase Engineering Co., Ltd.:

Thank you for taking the time to read this letter. I am a Chinese student studying a Bachelor of International Business with a specialization in Human Resources at Haaga-Helia University of Applied Sciences in Finland. I am currently writing my graduation thesis titled " The Impact of Corporate Culture on Employee Creativity: A Case Study of China Solibase Engineering Co., Ltd." Based on my interest for your company's innovative practices and corporate culture building in the industry, I sincerely hope to use your company as a research case, I would conduct a questionnaire study to explore this phenomenon.

Your daily work experience and ideas are the key to unlocking the relationship between corporate culture and creativity. Your feelings about corporate culture values, reward mechanisms, and access to innovative resources will directly help me discover the company's advantages and improvement directions in stimulating employee potential. Your insights will not only provide valuable data for my research but may also be transformed into specific suggestions for optimizing the work environment!

The research will be conducted through an anonymous online questionnaire centered on three factors: corporate values, creativity, and incentives. The questionnaire is expected to take 10-15 minutes. All data will be kept strictly confidential and used only for academic research. The results will be presented as an overall analysis and will never reveal personal or departmental information. Please feel free to share your true thoughts. According to Haaga-Helia's regulations, all data will be deleted after the research is completed.

Your suggestions may become an important basis for optimizing team collaboration and enhancing innovation support. After the research is completed, we will provide the company with an anonymous analysis report, and you can learn about the research

findings and improvement suggestions through the company's channels. Click on the link: <https://link.webpolsurveys.com/S/E72D53E2CD6FF867>, Then click "Chinese Simplified" to enter the questionnaire. The questionnaire is open for one week, from April 23rd to 30th. Your every feedback is crucial! If you have any questions, please feel free to contact me at bgv047@myy.haaga-helia.fi.

Thank you for taking the time to participate in the survey! Your voice is an important force in promoting the innovative development of the company and the industry!

I wish you good work and unlimited creativity!

Best wishes,

Ge Yan

Appendix 2. Questionnaire Forms

Questionnaire about corporate culture

本问卷旨在通过收集您对公司价值观、创新和奖励支持机制方面的真实感受，分析企业文化与员工创造力之间的内在联系。问卷采用匿名形式，数据仅用于学术研究，我们将严格保护您的个人信息安全。

This questionnaire aims to analyze the intrinsic connection between corporate culture and employee creativity by collecting your true feelings about the company's values, innovation and reward support mechanisms. The questionnaire is anonymous and the data will only be used for academic research. We will strictly protect the security of your personal information.

1. 您在公司的任职年限； Your years of service in the company

- 一年以下
- 1-3年
- 3-5年
- 5年以上

2. 您的职位层级； Your Position Level

- 高层管理者
- 中层管理者
- 基层员工

3. 您了解公司声明的核心价值观。

You understand the company's stated core values

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

4. 公司价值观在日常工作中 (如决策, 沟通, 协作)得到充分体现。

The company's values are fully reflected in daily work (such as decision-making, communication, and collaboration).

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

5. 公司鼓励员工在价值观框架内提出不同意见或想法。

The company encourages employees to express different opinions or ideas within the framework of values.

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

6. 公司积极传播企业价值观 (例如开展培训或活动等方式)

The company actively spreads its corporate values (e.g. through training or activities)

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

7. 公司价值观能有效支持员工个人职业发展目标的实现。

The company's values can effectively support the employees' personal career development goals.

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

8. 在目前工作岗位上, 您被鼓励提出新想法, 新方法的频率较高

In your current job, you are encouraged to come up with new ideas and approaches more frequently

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

14. 公司对创新奖励的评定标准明确并且公开透明。

The company's criteria for evaluating innovation awards are clear and transparent.

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

15. 公司对创新成果的奖励度能够激励员工积极创新。

The company's rewards for innovative achievements can motivate employees to actively

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

16. 非物质奖励（如表彰，晋升机会）对激发创造力有显著作用。

Non-material rewards (such as recognition and promotion opportunities) play a significant role in stimulating creativity.

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

17. 当前的奖励机制能激励我主动提出创新性工作思路。

The current reward mechanism can motivate me to proactively propose innovative work ideas.

	1	2	3	4	5	
非常不同意	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	非常同意

18. 您认为公司制度在哪些方面需要改进以提升员工创造力？

In what aspects do you think the company's system needs to be improved to enhance employee creativity?

19. 对奖励机制和沟通机制您有哪些具体建议？

What specific suggestions do you have for reward mechanisms and communication?