

## ОРГАНІЗАЦІЙНА КУЛЬТУРА

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**MANAGEMENT CULTURE IN CONTEMPORARY CHINA: CIVILIZATIONAL FOUNDATIONS, CREATIVE PRACTICES, AND TRANSFORMATIONAL CHALLENGES**

**Background.** *The article examines the management culture of contemporary China as a complex socio-cultural phenomenon shaped at the intersection of civilizational tradition and modern transformational processes. The relevance of the study is determined by China's growing role in the global economy and the need for a deeper understanding of the cultural foundations of its managerial practices. The aim of this article is to delineate the civilizational foundations of Chinese management culture, analyze the specific features of creative practices within its structure, and identify key transformational challenges.*

**Methods.** *The methodological framework of the study is based on civilizational, cultural, and systems approaches, as well as methods of theoretical generalization and comparative analysis.*

**Results.** *The study demonstrates that Chinese management culture is grounded in Confucian ethics, collectivist values, and hierarchical principles, which ensure its integrity and stability. It is revealed that creativity in the Chinese context has a collective, context-dependent, and managed character, combining innovation with social harmony and strategic orientation. Creativity is thus interpreted as a form of civilizational transformation of tradition rather than its rejection. The study also shows that contemporary Chinese management culture operates under systemic challenges related to globalization, digitalization, and the need to integrate traditional and modern management models. In response, a hybrid model of management is emerging, combining elements of different cultural and organizational systems.*

**Conclusions.** *The study contributes to a deeper understanding of the cultural embeddedness of management and expands theoretical perspectives on innovation in different civilizational contexts. The practical significance of the research lies in its applicability to cross-cultural and creative management, as well as to educational practices.*

**Keywords:** *cross-cultural management, civilizational approach, Confucian ethics, cultural regulators, organizational behavior, innovation, global transformations.*

**Background**

In the contemporary context of globalization, digitalization, and the intensification of intercultural interactions, the issue of management culture has acquired particular relevance at both theoretical and practical levels. This is especially true of China, which over recent decades has demonstrated a unique model combining economic modernization with deeply rooted civilizational traditions. In this context, management culture emerges not merely as a set of managerial practices, but as a complex cultural system reflecting historically formed values, norms, and patterns of social organization (Rowley, & Oh, 2023). For this reason, the analysis of Chinese management culture requires going beyond purely economic or organizational approaches and calls for the incorporation of cultural and civilizational perspectives.

Recent studies indicate a growing interest in examining the specific features of management in China within the context of global business and cross-cultural interaction. Considerable attention has been paid to the influence of Confucian tradition, collectivist values, and hierarchical structures on managerial decision-making and organizational behavior (Petersen, & Goodall, 2025). At the same time, contemporary academic literature increasingly raises the issue of the transformation of these traditions under the influence of innovation-driven development, digital technologies, and global competition (Liu, & Song, 2024). This suggests that Chinese management culture is not static, but is undergoing dynamic evolution while simultaneously preserving its civilizational identity.

Particular interest in this context is attached to the phenomenon of creativity, which has traditionally been associated with Western models of management but is increasingly being integrated into Chinese managerial practice. Contemporary studies emphasise that creativity in

China takes on specific forms, combining innovation with social harmony, collective responsibility, and strategic control (Nisbett, 2003). In this sense, the Chinese model of creativity does not contradict traditional cultural foundations, but rather transforms them in accordance with new socio-economic conditions. This opens up new opportunities for rethinking the relationship between tradition and innovation within the framework of management culture.

*The aim of this article is to identify the civilizational foundations of management culture in contemporary China, to analyze the features of the formation and functioning of creative practices within it, and to determine key transformational challenges in the context of globalization. To achieve this aim, the following objectives are set: to analyze theoretical approaches to the study of management culture; to identify the main civilizational factors shaping it in China; to examine the specific nature of creativity as a component of management culture; and to outline the principal directions of its transformation under contemporary conditions.*

*Literature review.* Contemporary research on management culture is largely developed within the cross-cultural approach, which considers management as a culturally conditioned process determined by systems of values, norms, and behavioral patterns (Schwartz, 2012; Trompenaars, & Hampden-Turner, 2012; Hall, 1976). Concepts of cultural dimensions have become particularly influential, as they enable the explanation of differences in organizational behavior and management styles across countries (Earley, & Ang, 2003; House et al., 2004). At the same time, existing studies emphasise the importance of cognitive and normative cultural structures in shaping managerial practices (Leung, & Morris, 2015). Processes of modernization are accompanied by transformations in cultural values, while their historical

continuity is simultaneously preserved (Inglehart, & Baker, 2000; Ralston et al., 1997).

The civilizational approach to the analysis of management focuses on deep differences between cultural-historical types of societies (Huntington, 1996; Eisenstadt, 2003). Within this framework, management practices are viewed as derivatives of broader systems of worldview and social institutions (Arnason, 2003). It is noted that different civilizations generate distinct models of interaction between authority, society, and the individual, which directly affects the nature of management.

The institutional approach conceptualises management as a system of formal and informal rules regulating social interaction (North, 1990; Scott, 2014; Williamson, 1985). At the same time, research on social networks and informal ties demonstrates that economic behavior is largely embedded in social contexts (Granovetter, 1985; Powell, 1990). The role of structural relationships in shaping organizational behavior is also emphasised in theories of social capital (Burt, 1992). Institutional isomorphism explains the similarity of organizational forms across different environments (DiMaggio, & Powell, 1983).

A distinct strand of research is associated with economic transformation and the development of global business, which leads to changes in management models (Naughton, 2018; Lin, 2012). In this context, the role of institutions in ensuring economic development is emphasised (Acemoglu, & Robinson, 2012). Studies of global business highlight the necessity of adapting management practices to diverse cultural environments (Peng, 2022; Rugman, & Verbeke, 2004).

A substantial body of research is devoted to innovation and creativity as key drivers of organizational development (Florida, 2002; Amabile, 1996; Csikszentmihalyi, 1996). Theories of organizational learning emphasise the importance of balancing the exploration of new knowledge with the exploitation of existing resources (March, 1991; Argyris, & Schön, 1978). At the same time, knowledge management concepts focus on the role of organizations in creating, disseminating, and utilising knowledge (Nonaka, & Takeuchi, 1995; Davenport, & Prusak, 1998).

Thus, contemporary academic literature demonstrates a diversity of approaches to the analysis of management culture, reflecting its complex and multidimensional nature. At the same time, existing studies leave room for integrating cultural, institutional, and innovation-based approaches within a unified theoretical framework.

Despite the considerable body of research, a number of unresolved issues remain in contemporary academic literature. In particular, the civilizational mechanisms underlying the formation of China's management culture remain insufficiently explored, as does the specific nature of integrating creative practices into traditional managerial structures. Most studies focus either on individual cultural aspects or on applied management issues, leaving their systemic interconnections insufficiently addressed (Meyer et al., 2023). In this regard, there is a need for a comprehensive theoretical analysis that combines civilizational, cultural, and managerial approaches. This article proposes an integrative approach to analyzing management culture in China, emphasising the civilizational embedding of creativity within traditional structures. It demonstrates that creativity develops not in opposition to tradition, but through its transformation under contemporary conditions.

#### Methods

The methodological framework of the study is based on civilizational, cultural, and systems approaches, which make it possible to consider management culture as an integral

socio-cultural phenomenon. The study employs methods of theoretical generalization, comparative analysis, interpretation of academic sources, and elements of interdisciplinary analysis. This methodology ensures a comprehensive examination of the interaction between traditional and modern elements of China's management culture and allows for the reconstruction of the logic of its transformation under conditions of global change.

#### Results

The results of the study are presented through a consistent analysis of theoretical approaches, civilizational foundations, and contemporary transformations of management culture in China. Particular attention is paid to the integration of cultural, institutional, and innovation-based perspectives, which makes it possible to reveal the systemic nature of this phenomenon.

*Theoretical foundations for the study of management culture in China.* In contemporary academic thought, the concept of management culture is understood as a multidimensional phenomenon that integrates institutional, value-based, and behavioral aspects of management. It is shaped by historical, social, and cultural factors and determines the specific features of organizational behavior, leadership styles, and managerial decision-making (Schein, 2017; Dorfman et al., 2012). In this context, management culture appears not only as an internal characteristic of organizations, but also as a reflection of the broader socio-cultural environment within which they operate. Such an approach makes it possible to consider management as a culturally conditioned process with its own historical logic of development.

One of the key directions in the study of management culture is the cross-cultural approach, which emphasises differences in values, norms, and behavioral patterns across cultures. Within this framework, concepts of cultural dimensions – such as individualism – collectivism, power distance, and uncertainty avoidance – play a significant role in explaining the specificity of managerial practices in different countries (Hofstede, 2011; Minkov, 2018). In this context, China is traditionally characterised by a high level of collectivism, a significant power distance, and a long-term orientation. These features shape patterns of organizational interaction in which priority is given to harmony, hierarchy, and group interests.

At the same time, contemporary studies point to the limitations of universalist models in explaining complex cultural systems such as that of China. In this regard, the civilizational approach is gaining increasing importance, as it considers management culture to be the product of long-term historical development rooted in specific cultural traditions and worldviews (Tu, 2018; Bell, 2015). In the case of China, a key role is played by the Confucian tradition, which shapes conceptions of moral leadership, social responsibility, and harmonious social relations. This tradition defines the normative foundations of management, where efficiency is combined with ethical considerations and social stability.

The cultural approach complements the civilizational perspective by focusing on the symbolic and normative dimensions of management. In this context, management culture is understood as a system of cultural regulators, including values, norms, traditions, and practices that ensure the coordination of social behavior (Hall, 1976). In Chinese culture, such regulators include not only formal institutions but also informal mechanisms, in particular the concept of *guanxi* (informal networks of social relationships), which plays a crucial role in decision-making processes and the organization of interactions. This indicates that management

in China is largely grounded in culturally embedded forms of social interaction.

The phenomenon of creativity also requires particular attention, as it is increasingly considered in contemporary research to be a key factor in the innovative development of organizations. In the Western tradition, creativity is typically associated with individual initiative, freedom of thought, and the breaking of established norms. By contrast, in Eastern cultures, particularly in China, creativity tends to be more collective and context-dependent, combining innovation with adherence to social harmony and hierarchical structures (Nisbett, 2003). This leads to the formation of a specific model of creativity that does not reject traditional cultural values, but integrates them into the process of innovation.

Thus, contemporary theoretical approaches to the study of management culture in China point to the necessity of their integration. The cross-cultural approach makes it possible to identify differences between cultures, the civilizational approach reveals their historical embeddedness, and the cultural approach helps to understand the internal mechanisms of cultural systems. The combination of these approaches provides a methodological foundation for a comprehensive analysis of China's management culture, particularly in the context of the interaction between tradition and creativity. Such an integrative perspective makes it possible to move from the description of individual phenomena to their systematic interpretation.

*Civilizational foundations of management culture in China.* The management culture of contemporary China is shaped within a long-standing civilizational tradition that determines not only the value orientations of social behavior, but also the modes of organising authority, interaction, and decision-making. Unlike many Western models, where management is primarily viewed as an instrument for achieving efficiency, in the Chinese context it possesses a deeply culturally conditioned character and is associated with the maintenance of social harmony and order (Tu, 2018). This specificity necessitates the analysis of China's management culture through the lens of the civilizational approach, which makes it possible to identify its historical and worldview foundations.

A key role in the formation of Chinese management culture is played by the Confucian tradition, which for centuries has defined the moral and normative foundations of social organization. At the core of Confucian ethics are the principles of hierarchy, harmony, reciprocal obligations, and moral self-cultivation, all of which directly influence managerial practices (Yao, 2019). In this context, management is understood not merely as a function of authority, but as a form of moral service, implying the responsibility of leaders for the well-being of subordinates and the stability of social order. Consequently, the effectiveness of management in Chinese culture is closely linked to the ethical qualities of the leader, rather than solely to professional competence.

An important element of the civilizational foundations of management is the collectivist orientation of Chinese society, which prioritises group interests over individual ones. This orientation contributes to the formation of management models based on cooperation, interdependence, and the coordination of actions (Hofstede, 2011). Within these models, the maintenance of social harmony acquires particular significance, as it is regarded as a key condition for organizational stability and effectiveness. This, in turn, leads to the avoidance of open conflict and a preference for indirect forms of communication that help preserve a balance of interests.

No less significant is the hierarchical character of social organization, manifested in a high level of power distance and clearly structured relationships. In Chinese culture, hierarchy not only regulates the distribution of power but also performs the function of ordering social interactions, ensuring predictability and stability (Li, 2021). In this context, subordination is not perceived as a restriction of freedom, but as a necessary condition for the harmonious functioning of the system. Such an approach gives rise to a specific model of management in which authority is combined with responsibility, and control with care.

Cultural regulators play a system-forming role in the functioning of China's management culture, ensuring the coordination of social behavior at both formal and informal levels. These regulators include traditions, norms, rituals, and informal social practices that define acceptable forms of interaction and decision-making (Hall, 1976). A special place among them is occupied by the system of *guanxi*, which reflects the networked nature of social relationships and serves as an important mechanism for organising managerial processes. Through *guanxi*, the principles of trust, reciprocity, and long-term relationships are realised, often carrying greater weight than formal rules.

At the same time, the contemporary management culture of China is not merely a reproduction of traditional models, but is formed under conditions of active interaction with global processes. Economic reforms, integration into the global economy, and the development of digital technologies contribute to the transformation of managerial practices without undermining their civilizational foundations (Petersen, & Goodall, 2025). As a result, a hybrid model of management emerges, combining traditional cultural principles with modern managerial tools. This creates the preconditions for the emergence of new forms of management culture, particularly those associated with the development of creative practices.

Thus, the civilizational foundations of China's management culture determine its underlying logic and specificity of functioning. They shape value orientations, structural principles, and cultural mechanisms of management that ensure the system's resilience and adaptability under conditions of change. It is within this civilizational matrix that new elements are integrated, including creativity, which acquires particular significance in the contemporary development of Chinese society. This provides the basis for further analysis of the specific features of creative practices within the structure of China's management culture.

*Creativity in Chinese management culture.* In contemporary academic discourse, creativity is regarded as one of the key drivers of the innovative development of organizations and societies. At the same time, its content and forms of manifestation vary significantly depending on the cultural context. In the Western tradition, creativity is primarily associated with individual freedom, autonomy of thought, and the capacity for radical innovation. By contrast, within Chinese management culture, it acquires a specific meaning, combining innovativeness with adherence to social harmony, collective responsibility, and strategic rationality (Nisbett, 2003). This difference necessitates a reconsideration of universalist conceptions of creativity within a cultural perspective.

One of the key characteristics of creativity in the Chinese context is its collective nature. Unlike individualistic models, where creativity is seen as the result of personal self-expression, in China it is often formed through group interaction and the collective search for solutions (Ogbeibu et al., 2024; Sun, He, & Wen, 2023). This is linked to the dominance of

collectivist values, which orient individuals towards aligning their actions with group goals. Under such conditions, creativity is not opposed to social norms, but integrated into them, taking the form of coordinated innovation.

Another important feature is the contextual nature of creativity, which implies its dependence on specific social and organizational conditions. In Chinese management culture, innovative decisions are often made with consideration of hierarchical structures and the strategic objectives of the organization, which limits spontaneity but at the same time ensures coherence and practical effectiveness (Liu, & Song, 2024). In this sense, creativity functions not as a disruption of order, but as a tool for its improvement. This approach gives rise to a model of so-called "managed creativity", in which innovation develops within defined institutional and cultural frameworks.

Of particular importance is the relationship between creativity and Confucian ethics, which is traditionally oriented towards harmony, stability, and gradual development. At first glance, these principles may appear to contradict the idea of innovation; however, in the contemporary Chinese context, they form the basis for a specific model of creativity that combines tradition and innovation (Yuan, Chia, & Gosling, 2023). In such a model, creativity does not destroy existing structures, but transforms them, enabling adaptation to new conditions without the loss of cultural integrity. This makes it possible to interpret creativity as a form of civilizational evolution rather than a deviation from tradition.

At the level of organizational practice, these features are reflected in the activities of leading Chinese companies, which combine innovativeness with a high level of internal coordination and strategic control. For example, firms in the technology sector actively implement innovative approaches to product development and business models, while maintaining hierarchical management structures and an orientation towards collective goals (Hertenstein, & Alon, 2022). In such organizations, creativity is stimulated not through full employee autonomy, but through the creation of conditions for their involvement in a collective process of generating ideas aligned with strategic priorities.

Equally important is the influence of state policy on the development of creativity in China. The government actively supports innovation by creating a favourable environment for the development of technology, education, and entrepreneurship. At the same time, this support is combined with a high level of regulation that defines the directions and boundaries of innovative development (Keane, 2012). As a result, a specific model of interaction between the state and business emerges, in which creativity functions as a strategic resource oriented towards the achievement of national objectives.

Thus, creativity in Chinese management culture appears as a complex and multidimensional phenomenon that combines innovation with cultural embeddedness and institutional constraints. It possesses a collective, contextual, and managed character, which distinguishes it from classical Western models. At the same time, it is precisely this specificity that ensures its effectiveness under contemporary conditions, enabling the integration of new ideas within a stable socio-cultural system. This provides the basis for further analysis of the transformational challenges faced by China's management culture in a globalised world.

*Transformational challenges of China's management culture.* The contemporary management culture of China is being shaped under conditions of intensive transformation

driven by globalization processes, technological change, and increasing international competition. Under these conditions, traditional civilizational foundations of management interact with new socio-economic realities, generating both opportunities for development and a range of systemic challenges (Liu, & Song, 2024). This necessitates analyzing China's management culture as a dynamic system undergoing continuous adaptation.

One of the key challenges is the tension between traditional values and the demands of the globalised environment. On the one hand, Confucian ethics, collectivism, and hierarchical structures ensure stability and predictability in managerial processes. On the other hand, the global economy requires flexibility, speed in decision-making, and the capacity for innovation, which do not always align with traditional models (Petersen, & Goodall, 2025). As a result, organizations are compelled to balance the preservation of cultural identity with the need to adapt to external changes.

Another important challenge is the contradiction between hierarchical management structures and the need to foster creativity. Hierarchy ensures effective coordination and control, yet it may constrain employee initiative and autonomy, which are essential for innovative activity (Li, Yuan, & Jiang, 2024). In this context, Chinese organizations are required to develop new forms of combining centralised management with decentralised elements that enable the stimulation of creative potential without undermining systemic integrity. This search is often realised in the form of hybrid management models that integrate vertical hierarchy with horizontal network ties.

A further significant challenge concerns the alignment of control and innovation. State policy in China plays a crucial role in stimulating innovation-driven development, while simultaneously maintaining a high level of regulation and strategic direction (Meyer et al., 2023). This produces a dual effect: on the one hand, it enables the concentration of resources and coordination of efforts; on the other hand, it imposes constraints on spontaneous creativity and experimentation. Under such conditions, creativity assumes the character of a managed process subordinated to national and corporate objectives.

A distinct group of challenges arises from the transformation of social relations as a result of digitalization and the development of new technologies. The digital environment alters forms of communication, decision-making, and work organization, affecting traditional mechanisms of management, particularly those based on personal ties and trust (*guanxi*) (Pauluzzo, 2022; Tang, & Bonnet, 2024). In this context, a gradual integration of traditional network structures with digital platforms is taking place, transforming the nature of social interaction. This, in turn, necessitates a reconsideration of the role of cultural regulators within a new technological context.

Another important challenge is the growing influence of global management standards, which do not always fully align with national cultural specificities. Chinese companies operating in international markets are required to adapt their managerial practices to the demands of the global business environment while preserving their cultural distinctiveness (Meyer et al., 2023). This gives rise to the phenomenon of a "dual managerial logic", whereby organizations simultaneously operate within different cultural systems. Such a situation requires a high level of cross-cultural competence and the ability to adapt flexibly.

Thus, the transformational challenges of China's management culture are systemic in nature and encompass multiple levels of its functioning – from value orientations to organizational practices. They reflect the complex interaction between tradition and modernity, stability and change, control and creativity. Under these conditions, China's management culture demonstrates a high degree of adaptability, enabling it not only to preserve its identity but also to transform actively in response to the challenges of a globalised world. It is precisely this capacity to reconcile opposing tendencies that defines its specificity and competitive advantages.

#### Discussion and conclusions

The findings of this study contribute to a rethinking of management culture in China by conceptualising creativity as an inherently embedded element of its civilizational foundations. Unlike approaches that interpret innovation as a departure from tradition, this study demonstrates that creative practices evolve through the transformation of traditional cultural frameworks. This allows for a deeper understanding of the relationship between cultural continuity and organizational change.

In addition, the article offers an integrative analytical perspective that combines civilizational, cultural, and managerial approaches. This makes it possible to reveal the systemic nature of management culture and to explain its transformation in the context of globalization and technological change.

This study demonstrates that the development of management culture cannot be adequately explained within the limits of purely instrumental or universalist approaches. In the case of China, management culture appears as a culturally embedded phenomenon shaped by long-term civilizational processes, which determine both its stability and its capacity for transformation.

The results also confirm that existing theoretical approaches – cross-cultural, institutional, and innovation-based – provide important but partial explanations of management culture. Their integration within a civilizational framework makes it possible to overcome this fragmentation and to interpret management culture as a holistic system of cultural regulation. This perspective allows for a deeper understanding of how traditional values and modern managerial practices interact in contemporary China.

Particular attention should be paid to the role of creativity, which in the Chinese context does not function as a disruptive force but rather as a mechanism of adaptive transformation. This challenges dominant Western interpretations of creativity as primarily individualistic and norm-breaking, and instead highlights its collective, contextual, and managed character. Such an interpretation expands the theoretical understanding of innovation and emphasises its cultural embeddedness.

At the same time, the study has certain limitations. It is primarily theoretical in nature and is based on the interpretation of existing academic sources, which opens up prospects for further empirical research. In particular, future studies may focus on analyzing specific organizational practices and mechanisms for implementing creativity in different sectors of the Chinese economy.

The study has established that the management culture of contemporary China constitutes a complex socio-cultural system formed at the intersection of civilizational tradition and ongoing global transformations. Its specificity lies in its deep embeddedness in Confucian ethics, collectivist values, and hierarchical principles of organising social relations, which shape managerial practices and interaction models. At the same time, this culture is not static, but demonstrates

a high capacity for adaptation and development under contemporary conditions.

It has been demonstrated that the civilizational foundations of China's management culture perform a system-forming function, ensuring the integrity and stability of managerial processes. They establish normative and value-based frameworks within which new managerial practices are integrated, particularly those associated with innovation and creativity. It is precisely this civilizational matrix that determines the logic of the transformation of management culture, enabling it to combine traditional and modern elements.

It has been substantiated that creativity in Chinese management culture possesses a specific character and cannot be interpreted solely within the framework of Western concepts. It appears as a collective, context-dependent, and managed process that is integrated into the system of cultural regulators rather than opposed to it. In this case, creativity functions not as a disruption of tradition, but as a form of its civilizational transformation, ensuring the adaptation of management culture to new conditions. This approach enables a broader theoretical understanding of the nature of innovation across different cultural contexts.

The study has also revealed that contemporary Chinese management culture operates under conditions of systemic transformational challenges associated with globalization, digitalization, and the growing influence of international management standards. The principal challenges include the tension between traditional values and the demands of innovation-driven development, the contradiction between hierarchical structures and the need for creativity, and the need to balance control with flexibility. In response to these challenges, a hybrid model of management is emerging that combines elements of different cultural and organizational systems.

The practical significance of the study lies in the potential application of its findings in the fields of cross-cultural and creative management, particularly for developing effective strategies of interaction with Chinese partners and for adapting managerial practices within international environments. The results may also be utilised in educational contexts, especially in teaching disciplines related to intercultural communication, management culture, and innovation development.

Prospects for further research are associated with a deeper analysis of the empirical aspects of the functioning of China's management culture, particularly through the study of specific organizational practices and mechanisms for implementing creativity across different sectors of the economy. It is also relevant to examine comparative models of management culture across different civilizational contexts, which would contribute to a broader understanding of global trends in management development. Particular attention should be given to the study of the impact of digital technologies on the transformation of cultural regulators of management.

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## УПРАВЛІНСЬКА КУЛЬТУРА СУЧАСНОГО КИТАЮ: ЦИВІЛІЗАЦІЙНІ ОСНОВИ, КРЕАТИВНІ ПРАКТИКИ ТА ТРАНСФОРМАЦІЙНІ ВИКЛИКИ

**Вступ.** У статті досліджено управлінську культуру сучасного Китаю як складне соціокультурне явище, що формується на перетині цивілізаційної традиції та сучасних трансформаційних процесів. Актуальність дослідження зумовлена зростанням ролі Китаю у глобальній економіці та необхідністю глибшого розуміння культурних основ його управлінських практик. Метою цієї статті є виявлення цивілізаційних засад управлінської культури Китаю, аналіз специфічних рис креативних практик у її структурі та визначення ключових трансформаційних викликів.

**Методи.** Методологічну основу дослідження становлять цивілізаційний, культурологічний і системний підходи, а також методи теоретичного узагальнення та порівняльного аналізу.

**Результати.** У дослідженні показано, що управлінська культура Китаю ґрунтується на конфуціанській етиці, колективістських цінностях та ієрархічних принципах, які забезпечують її цілісність і стабільність. Виявлено, що креативність у китайському контексті має колективний, контекстуально зумовлений і керований характер, поєднуючи інноваційність із соціальною гармонією та стратегічною орієнтацією. Креативність інтерпретується як форма цивілізаційної трансформації традиції, а не її заперечення. Також встановлено, що сучасна управлінська культура Китаю функціонує в умовах системних викликів, пов'язаних із глобалізацією, цифровізацією та необхідністю інтеграції традиційних і сучасних моделей управління. У відповідь формується гібридна модель управління, яка поєднує елементи різних культурних і організаційних систем.

**В и с н о в к и .** Дослідження сприяє глибокому розумінню культурної вбудованості управління та розширює теоретичні уявлення про інновації в різних цивілізаційних контекстах. Практична значущість роботи полягає у можливості застосування її результатів у сфері крос-культурного та креативного управління, а також в освітній практиці.

**К л ю ч о в і   с л о в а :** крос-культурний менеджмент, цивілізаційний підхід, конфуціанська етика, культурні регулятори, організаційна поведінка, інновації, глобалізаційні трансформації.

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