

# **The Impact of Cultural Differences on the New Development Philosophy: A Comparative Study of Chinese and Western Management Models**

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**Abstract:** In the context of rapid globalization, cultural differences are increasingly becoming a crucial factor influencing corporate management models and operational effectiveness. Different management cultures presuppose different paths and prospects for management development. The distinct characteristics of Chinese and Western management cultures manifest their respective strengths and weaknesses in the management process. This complementarity and compatibility between these strengths and weaknesses leads to a trend of Sino-Western management culture integration. Conducting comparative research on Chinese and Western management cultures with an open mind will undoubtedly provide numerous insights for the development of management in both China and the West, which is of significant value for management theory research and practical development. This paper takes Chinese and Western management models as the research object, and deeply explores how cultural differences affect the implementation of the New Development Philosophy and corporate management effectiveness. The existence of cultural differences not only affects the management methods of enterprises but also poses challenges to the effective promotion of the New Development Philosophy. Therefore, enterprises should fully consider cultural adaptability when formulating development strategies in order to achieve sustainable development and value enhancement.

**Keywords:** Cultural Differences; New Development Philosophy; Chinese and Western Management Models; China and the West; Management Culture

## **1. Introduction**

In today's era of deepening economic globalization, international cultural exchange and interaction are increasingly frequent, and companies from all countries face the significant challenge of cultural adaptability in international competition. Culture not only shapes a nation's history, beliefs, values, and social structure, but also profoundly influences its management philosophies and practices. Especially in the context of Sino-Western cultural integration, the differences between Chinese and Western management models provide rich research material for the operation and development of multinational corporations.

The introduction of the new development philosophy provides guidance for enterprises seeking sustainable development in an uncertain global environment. This philosophy emphasizes innovative, coordinated, green, open, and shared development, aiming to address numerous challenges in economic and social development. However, under different cultural backgrounds, there are significant differences in how enterprises understand and implement the new development philosophy. Against this backdrop, an in-depth exploration of how cultural differences influence Chinese and Western management models can reveal the opportunities and challenges that enterprises face in the process of globalization.

First, in terms of leadership style, the fundamental differences between Chinese and Western cultures determine the roles and responsibilities of managers. Western countries generally emphasize individual value, equal communication, and democratic decision-making, while China places greater emphasis on collective interests, hierarchical relationships, and a harmonious atmosphere. Second, cultural differences are also reflected in communication styles and decision-making

processes. Western companies tend to favor direct and transparent information exchange, while China emphasizes indirect and implicit expression. This difference can lead to distortion of information during the decision-making process, affecting management efficiency. Furthermore, the design of team building and incentive mechanisms is also constrained by cultural background. Western companies typically incentivize based on individual performance, while Chinese companies place greater emphasis on overall team performance. This paper aims to explore how cultural differences affect the practical application of the new development philosophy through a comparative study of Chinese and Western management models, with the goal of exploring a path towards the integration of Chinese and Western management cultures.

## **2. Exploring Chinese and Western Management Cultures**

Throughout history, two important cultures that have led world cultural development at different times are Chinese culture and European and American culture, also known as Western culture. Both cultural systems have a long history. Chinese culture has three thousand years of written records, during which the flame has been passed down without a complete break. Western culture, originating from the ancient Greek cultural system, also has nearly three thousand years. In leading culture, the two cultures highlight their respective advantages. Chinese culture has been at the forefront of world culture for nearly two thousand years, contributing many achievements to human culture. Western culture has also been leading the world development trend in recent centuries, contributing rich content to the world cultural system in various aspects such as politics and economics. Therefore, it is necessary to conduct a fundamental analysis of the differences between Chinese and Western management cultures from the origins of their development.

### **2.1 Analysis of Chinese and Western Cultural Backgrounds**

Management culture, as a subsystem of the organic whole of culture, requires an analysis and comparison of its social and cultural background to better understand its characteristics and values. Chinese and Western cultural systems share cultural commonalities,

but also possess significant differences. Mr. Qian Mu pointed out that the difference between agricultural and commercial cultures is the fundamental distinction between Chinese and Western cultures, from which all other differences develop. An important source of Western culture is ancient Greek culture. The philosophy and aesthetics produced by ancient Greek commercial society focused on nature as the center of its research, forming a cultural system aimed at understanding, grasping, and conquering nature. Chinese culture, on the other hand, is rooted in agricultural society. The culture nurtured by agricultural production has formed a lifestyle of relying on nature, naturally integrating itself with nature, pursuing a state of harmony between humanity and nature, and emphasizing a philosophy of life originating from heaven and earth and perpetuating endlessly. The Chinese nation first and foremost focuses on life, and because it focuses on life, it demands self-cultivation and virtuous conduct, and benefits the people by providing for their needs. Thus, it is evident that Chinese and Western cultures diverged at their origins and have formed distinct cultural systems through historical accumulation. The failure of modern science and technology to originate in China is not because China did not need science and technology, but because the historical development of Chinese culture was not oriented towards it. However, we must recognize that Chinese culture is a culture with a strong learning ability. Today, it not only absorbs modern Western science, but also absorbs excellent elements of other cultures without affecting the development of its original system, focusing more on the inner world of people and interpersonal relationships. In an era of highly abundant material civilization, Chinese culture plays a significant role in addressing the confusion people face regarding the spiritual world.

### **2.2 Differences between Chinese and Western Cultures**

#### **(1) Static Culture vs. Dynamic Culture**

From the perspective of dialectical materialism, stillness and movement belong to the philosophical category of both opposition and unity. Due to differences in geographical environment and mode of production, differences have also arisen in cultural inclinations. Chinese culture places more

emphasis on a quiet culture of self-cultivation, while Western culture is more inclined towards a dynamic culture of proactively striving and daring to take risks. The mainstream cultural foundation of Chinese culture, Confucianism and Taoism, both advocate a kind of self-cultivation, achieving a static balance between people and the external world. The traditional Chinese culture and the Chinese people's preference for tranquility are evident everywhere. People often say "being attached to one's homeland," "plain living to show high ideals, tranquility to reach far," "observing everything quietly to find self-satisfaction," and "using stillness to control movement," all of which reflect the Chinese traditional culture's emphasis on stillness.

Western culture, on the other hand, is the opposite of Chinese culture, leaning towards dynamism. The famous ancient Greek philosopher Heraclitus proposed the view that "everything flows, everything changes." Through constant thinking, he believed that the absolute nature of the movement and change of things did not negate the relative stability of things, and acknowledged that there are also temporary states of stability and stillness in the process of change. The scientist Copernicus, through a large number of observation experiments and scientific calculations, proposed the "heliocentric theory," which refuted the idea that humans are the sole masters of the universe and that the Earth is the center of the universe. Although his research still had significant historical limitations, it was epoch-making in promoting the development of human scientific knowledge and self-awareness. His theory holds that the Earth is only one of many planets orbiting the Sun in a fixed orbit. The philosopher Hegel further explained the dialectical relationship between movement and stillness. Although he started from an idealist viewpoint, he laid the foundation for dialectical thinking of stillness and movement for materialism. Later, Marx used a materialistic dialectical viewpoint to conclude that: movement is unconditional, absolute, and eternal; stillness is conditional, relative, and temporary, and stillness is a special state of movement.

## (2) Image Thinking vs. Logical Thinking

Image thinking refers to the mental process of analyzing, synthesizing, processing, and transforming memory representations in one's mind to form new representations. It is a special

form of thinking, namely, common imagination. Logical thinking is the cognitive activity of using concepts to make judgments and inferences. This kind of thinking needs to follow logical rules, so it is also called logical reasoning. These two types of thinking are the most important in a person's thinking system, and they are closely related, influencing, permeating, and blending with each other. In the process of problem-solving in human culture, it is often necessary to comprehensively use various types of thinking, considering from multiple angles and dimensions.

Thinking under Chinese culture tends to favor image thinking. Image thinking is a kind of perceptual knowledge but higher than perceptual knowledge. It can fully grasp relevant characteristics such as imagery, generalization, and creativity. It grasps the essential attributes of things through highly associative image thinking models. Image thinking in Chinese culture provides a way of knowing things outside of logical thinking, that is, grasping the main contradictions through image transformation to directly reach the essence of things and be able to grasp the overall trend of things. This way of thinking grasps the essence of things through the retention, holism, dialecticism, wholeness, and intuitiveness of images. In Chinese culture, the way of thinking of comparing and taking images has been used since the early days. Understanding similar unfamiliar things through familiar affairs to comprehend and grasp analogous affairs. There is also rationality in the understanding of people. Treating acquaintances of acquaintances according to the degree of trust and understanding of acquaintances, thereby forming a familiar society.

Logical thinking is the main way of thinking in the West. Broadly speaking, logical thinking includes all cognitive forms of human beings, that is, the commonly referred to as perceptual knowledge forms—sensation, perception, representation—and rational knowledge forms—concepts, judgments, reasoning, etc. Narrowly understood, it is rational thinking. Western culture believes that logic is a method and tool for obtaining truly reliable knowledge, and people must master this method or tool to conduct scientific and philosophical research. Aristotle proposed the paradigm of formal logic more than two thousand years ago, namely the law of identity, the law of non-contradiction, and the law of excluded middle. He studied logical

forms such as concepts, judgments, and reasoning, and pioneered the doctrine of figures and rules of syllogistic reasoning. He divided logical argumentation into two aspects: deriving the general from the particular and deriving the particular from the general. Although he focused on deductive reasoning, he also proposed inductive reasoning. He believed that deduction and induction are inseparable. The former derives the particular from the general, and the latter derives the general from the particular. He emphasized that logic not only requires the correctness of the form of argumentation but also the authenticity of the content of argumentation.

(3) Holistic Concept vs. Individualistic Concept  
Chinese traditional culture has always attached great importance to the value of people, giving great attention and affirmation to real life. However, the concern for people is actually a concern in the form of the masses and groups, that is, putting group interests first. The result of image and intuitive thinking as the dominant position in thought is the concept of holistic orientation. The characteristic of intuitive thinking is to instantly see the whole clearly. From the perspective of human history, it is precisely the cultural awareness of emphasizing the whole, valuing the relationship between people, thinking holistically, and putting the collective first that has enabled the spiritual strength of the Chinese nation to be passed down from generation to generation, promote sentiments of prioritizing the overall situation and caring about others, and enable the overall cultural bloodline of the Chinese nation to develop and extend for five thousand years.

In stark contrast to the Chinese cultural characteristic of prioritizing the whole, Western culture promotes individualism. This characteristic initially appeared in ancient Greece, further developed during the Renaissance, and has become a typical cultural characteristic of free competition in modern Western society. Western culture emphasizes equality and democracy, so under logical thinking and reasoning, it naturally moves towards emphasizing individual value. In particular, scientific thinking advocates decomposing things to study the relationship between various parts. It believes that the whole is a simple accumulation of parts, and the individual becomes the primary factor to consider. Philosophical concepts of

individualism and liberalism, which have a wide impact in Western culture. This concept regards the individual as the logical and value origin of society, which is reflected in the concept of rights-based in civil law. The rights-based approach gives rise to the Western concepts of human rights and democracy, from which Western law has developed.

### **3. A Comparison of Chinese and Western Management Models**

In today's globalized world, the diversity of management models is increasingly apparent, and the differences between Chinese and Western management models have become a focal point of widespread attention in both academia and practice. Management models not only reflect a country's or region's economic structure and stage of development but are also deeply influenced by its cultural background. Comparing Chinese and Western management models helps us to better understand how cultural differences shape different business philosophies and practices.

#### **3.1 Characteristics of Western Management Models**

Western management models, particularly those exemplified by the United States, emphasize individualism, innovation, and efficiency. This model, in its development during the late 19th and early 20th centuries, was influenced by scientific management and the human relations school of thought. Frederick Taylor, the founder of scientific management, advocated for improving production efficiency through standardized processes, and this pursuit of efficiency has largely shaped the core principles of Western management.

In Western management models, decision-making is typically top-down, results-oriented, and emphasizes performance evaluation. Corporate performance appraisal systems are often based on specific, quantifiable metrics, emphasizing individual contributions. In this culture, failure is viewed as individual responsibility, and most companies encourage employees to take risks to achieve their goals. In such an environment, leaders often play a role focused on goals and results, driving the company's development.

Another prominent feature of Western management models is the high degree of emphasis on innovation. From Silicon Valley



tech startups to multinational corporations' R&D departments, innovation is seen as a key competitive advantage. Companies adopt flexible layouts and encourage cross-departmental collaboration to generate more new ideas and products. While this leads to greater uncertainty, it also creates numerous opportunities for innovation. Furthermore, Western corporate organizational structures are typically more flat, with fewer layers. This structure promotes communication between senior management and grassroots employees and enhances employee engagement. Managers' roles are not just decision-makers but also team facilitators and supporters. This approach promotes the effectiveness of informed decision-making and enhances team cohesion.

### **3.2 Characteristics of Chinese Management Models**

Compared to the West, Chinese management models are more characterized by collectivism. Chinese culture is deeply influenced by Confucianism, emphasizing "harmony" and "relationships," which is reflected in corporate management as "relationships are king." In China, corporate decisions and resource allocation are often interdependent with internal and external interpersonal relationships, especially when it comes to major decisions, where leaders consider maintaining various relationships to reduce risk. This relationship-oriented management model makes establishing trust relationships extremely important in the Chinese business environment. Chinese management models often exhibit a strong hierarchical nature, particularly in state-owned enterprises. Decision-making power is primarily concentrated at the top, and managers often rely on traditional superior-subordinate relationships when implementing decisions. In such a structure, subordinates generally offer fewer proactive opinions, relying more on the instructions of their superiors. This characteristic may lead to slow decision-making in rapidly changing market environments, but it can maintain relative stability in complex interpersonal relationships.

In contrast to Western individualism, Chinese society tends to emphasize collective interests. In corporate incentive mechanisms, the overall performance of the team is often more important than individual ability. Therefore, companies

often focus on team success rather than just individual contributions when conducting performance appraisals. This model is highly advantageous in shaping corporate culture and mobilizing employees on a large scale, especially when facing crises, where team cohesion can quickly gather resources to meet challenges.

Although Chinese companies have made significant progress in pursuing innovation in recent years, the traditional management model still dominates in many state-owned enterprises and large private enterprises overall. In the process of promoting innovation, some Chinese companies are introducing Western management concepts to stimulate employee creativity, attempting to balance flexibility and innovation while maintaining the advantages of traditional management.

### **3.3 Comparative Analysis of Chinese and Western Management Models**

Through the above analysis of Chinese and Western management models, we can see that there are significant differences between the two in terms of decision-making processes, employee motivation, innovation capabilities, and communication styles. First, in the decision-making process, Western management models are more flat and democratic, encouraging employee participation and feedback. This approach enables rapid response to market changes, enhancing the flexibility and effectiveness of decision-making. In contrast, the hierarchical structure of Chinese management models somewhat limits the free flow of information, and the decision-making process is relatively centralized and slow, but it demonstrates its advantages in maintaining long-term relationships and corporate stability. Secondly, in terms of employee motivation mechanisms, Western companies typically use diverse incentive methods to drive individual performance, including bonuses, promotion opportunities, and the right to make independent decisions. In Chinese companies, collective success is often seen as more important, and companies place more emphasis on team contributions when evaluating employees. This often helps create a good working atmosphere but may be insufficient in motivating individual innovation.

Furthermore, the difference in innovation capabilities is also evident. Western companies'

innovation culture encourages risk-taking and experimentation, and they often regard failure as part of the learning process. In China, although corporate innovation investment has increased significantly, the cultural aversion to failure often leads companies to act cautiously in innovation. This cultural background may affect the company's assessment and management of risks, limiting the generation of truly transformative innovations.

Finally, the difference in communication styles is also an important component of Chinese and Western management models. Western companies tend to prefer direct communication, pursuing efficiency and transparency, while Chinese companies pay more attention to indirect communication and non-verbal expressions, emphasizing "face" and interpersonal harmony. This difference in communication styles affects the efficiency of teamwork and information sharing.

### **3.4 Impact on the New Development Philosophy**

The differences between Chinese and Western management models profoundly affect the practical application of the New Development Philosophy. The New Development Philosophy proposed in China emphasizes innovative, coordinated, green, open, and shared development thinking. In the implementation of this philosophy, how to effectively integrate different Chinese and Western management models will be the key to promoting sustained and healthy economic development.

By analyzing Chinese and Western management models, we can find that when introducing the New Development Philosophy, Chinese companies can learn from the innovation and efficiency orientation of Western companies to create a more open and flexible corporate culture, while retaining the advantages of collectivism, to achieve the effect of team synergy. In the face of fierce market competition, companies need to find the management method that best suits their own development characteristics and truly realize the localization and innovation of the management model.

## **4. The Impact of Cultural Differences on Management Models**

In today's era of accelerated globalization, cultural differences are increasingly becoming a significant factor influencing management

models. Culture is not merely a reflection of a country or region's history and traditions; it is a comprehensive representation of its social structure, values, behavioral patterns, and communication styles. Understanding the impact of cultural differences on management models helps companies achieve more effective management and decision-making in diverse environments, thereby gaining an advantage in the fiercely competitive market. This chapter will systematically explore the impact of cultural differences on management models, focusing on how culture shapes management practices in areas such as leadership styles, communication methods, decision-making processes, team building, and incentive mechanisms.

### **4.1 Cultural Differences and Leadership Styles**

Leadership style is a core element of any management model, directly affecting an organization's decision-making efficiency and team cohesion. The role, behavior, and influence of leaders vary significantly across different cultural backgrounds. In Western countries, particularly the United States, leaders are typically seen as facilitators and motivators of the team. They emphasize individual contributions and encourage subordinates to offer opinions and suggestions. In this cultural context, leaders often communicate with employees in an open and transparent manner, striving to create an egalitarian work environment. For example, many American companies regularly hold employee town halls to solicit suggestions from front-line employees, giving them a voice to enhance their sense of participation and belonging.

In contrast, Chinese cultural background emphasizes harmony and respect in hierarchical relationships. Confucianism profoundly influences management approaches in Chinese companies, where leaders are expected to play a "big brother" role, maintaining team stability and harmony. In many Chinese companies, decision-making power is concentrated at the top, and front-line employees typically have less involvement in the decision-making process, which can lead to information silos and a lack of flexibility in decision-making. Furthermore, Chinese leadership styles often emphasize authority, where the leader's decisions are considered unquestionable. This may cause front-line employees to remain silent when

facing problems instead of offering constructive feedback. This cultural difference has a profound impact on corporate management, potentially leading to advantages in flexibility and innovation for Western companies, while Chinese companies excel in teamwork and stability.

#### **4.2 Cultural Differences and Communication Styles**

Communication style is another important aspect of corporate management, and cultural background has a profound and broad influence on it. Western management models typically emphasize direct, open, and transparent communication. American corporate culture often promotes clarity and directness in speech, encouraging frank exchanges between employees. The advantage of this communication style is that it can effectively reduce misunderstandings and improve the efficiency of information transfer. For example, in the workplace, employees are encouraged to communicate directly with their superiors, quickly provide feedback on problems, and actively express opinions. This open communication environment can promote innovation and flexible responsiveness, enabling companies to adapt quickly to market changes.

In contrast, Chinese communication styles are generally more indirect, emphasizing etiquette and "face." In Chinese companies, communication often needs to go through multiple levels and complex interpersonal relationships, and employees tend to use implicit expressions to avoid direct conflict and confrontation. In such a cultural atmosphere, direct feedback is often seen as impolite, which can lead to delays in problem-solving. For example, when reporting problems to leaders, employees often consider the leader's feelings and try to conceal the severity of the problem, or even choose to remain silent in the face of major decisions. This communication characteristic can, in some cases, lead to information distortion, making it impossible for decision-makers to grasp the true situation in a timely manner, thereby affecting the company's responsiveness and market competitiveness.

#### **4.3 Cultural Differences and the Decision-Making Process**

The decision-making process is a crucial part of corporate management, and cultural differences

are particularly evident in this process. In Western companies, decision-making often adopts a more democratic and participatory model, emphasizing collective wisdom and data-driven approaches. To promote the integration of diverse perspectives, many Western companies actively solicit opinions from employees at different levels and conduct team discussions during the decision-making process. In this process, transparent information sharing and diverse viewpoints can greatly improve the scientific validity and effectiveness of decisions. For example, many companies encourage team members to engage in free exchange and discussion through workshops, brainstorming sessions, and other methods to jointly find the best solutions to problems.

In comparison, decision-making methods in Chinese companies are usually more centralized, with power highly concentrated in the hands of senior managers. When making decisions, leaders often rely on their own experience and intuition, and give less consideration to the opinions of front-line employees. This top-down decision-making model to some extent affects the company's responsiveness, which may lack sufficient agility in a dynamic market environment. At the same time, due to the multi-layered and complex nature of decision-making, if middle and front-line employees do not communicate sufficiently before decisions are made, it may lead to information delays and decision-making errors. In addition, the emphasis on "harmony" in Chinese culture often leads employees to choose to listen to and not express dissent when facing senior leaders. This cultural atmosphere may lead to the accumulation of problems and errors in decision-making.

#### **4.4 Cultural Differences and Team Building**

The effectiveness of team building directly affects a company's operational efficiency, and cultural differences profoundly influence the formation and management of teams. In Western corporate culture, team building typically emphasizes individual characteristics and contributions, encouraging diversity and inclusion. Team members are viewed as independent contributors to achieving common goals, rather than blindly following leadership instructions. To stimulate team creativity, Western companies often adopt flexible work arrangements and create a relaxed working

atmosphere to promote the collision of innovative ideas. For example, many technology companies use open-plan office designs to encourage team members to share ideas at any time.

In the Chinese management model, team building focuses more on collective harmony and stability. Traditional corporate culture often emphasizes the importance of relationships, and mutual trust and understanding among team members are considered the foundation of a successful team. Managers often take more cohesive measures in team building to enhance everyone's sense of belonging and loyalty. In this cultural context, team-building methods often include organizing collective activities and strengthening emotional connections between teams. However, this relationship-driven team culture, while promoting team cooperation, may stifle individual voices and independent thinking, leading to a decrease in team efficiency.

#### **4.5 Cultural Differences and Incentive Mechanisms**

Incentive mechanisms are important measures used in corporate management to motivate employees, and cultural differences have a significant impact on the design and implementation of incentive mechanisms. In the West, companies generally adopt incentive mechanisms based primarily on individual performance reward systems, emphasizing quantifiable indicators and goal achievement. Employee compensation, promotions, and rewards are typically closely related to their individual performance, and this incentive approach can effectively stimulate employees' competitive awareness and initiative. Especially in sales positions, individual performance is usually directly linked to bonuses, prompting employees to work hard to expand sales and improve performance. This cultural atmosphere encourages employees to actively participate and demonstrate individual abilities, which helps companies achieve efficient operation and rapid growth.

In China, incentive mechanisms often emphasize team and collective performance. In many Chinese companies, employee compensation and promotions are typically closely related to the overall performance of the team. Managers motivate employees by boosting team morale and creating a good working atmosphere. For example, many state-owned enterprises adopt a

performance bonus system, where all members receive a bonus after the team's overall performance meets the standard. This collective incentive model enhances team cohesion and responsibility to a certain extent, but it may also lead to some employees lacking motivation in individual performance, especially when employees lack a sense of pressure at work, reducing the initiative of individual effort.

#### **5. Conclusion**

In summary, the impact of cultural differences on management models is multidimensional and complex. Differences in leadership styles, communication methods, decision-making processes, team building, and incentive mechanisms all demonstrate the importance of culture in international corporate management. The flexibility, openness, and innovation of Western management models often allow for rapid adaptation to market changes, while Chinese management models leverage their deep-rooted relationship culture and collectivism to maintain harmony and stability within teams. In the context of globalization, companies in various countries need to pay more attention to cultural diversity, aiming to find management models that suit their own characteristics to promote sustainable development in industry competition. By deeply understanding the characteristics of management models in different cultural backgrounds, companies can more effectively integrate the advantages of different cultures and achieve an organic combination of localization and internationalization of management methods. This not only improves management effectiveness but also promotes the success of companies in the increasingly fierce international competition. Therefore, managers should fully consider the impact of cultural differences on management models when formulating and implementing corporate development strategies to make more effective decisions and management practices.

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