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AN EXAMINATION ON ORGANIZATIONAL CULTURE OF CHINESE WORKING
ADULTS IN LIGHT OF TASK AND RELATIONSHIP ORIENTATIONS

Master Thesis

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I have written this Master Thesis independently. Any ideas or data taken from other authors or other sources have been fully referenced.

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Abstract

This article is intended to discuss organizational culture of Chinese working adult in light of task and relationship orientation. With the ever-changing international situation today, Chinese organizations and enterprises are also adapting to changes in the economic situation. As a developing country, the development of corporate culture in China is still relatively behind that of developed countries. Understanding the organizational culture can help managers and employees better adapt to the current environment and deal with various problems calmly. This article attempts to explore the organizational culture in terms of task and relationship orientations of Chinese companies. The Organizational Culture Questionnaire of Chinese working adults about task-relationship orientation is collected through the questionnaire research, and the task-relationship orientation and negative are determined by the method of orientation analysis. The influence of attitudes on Chinese respondents.

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1. Introduction

Nowadays, the situation is rapidly changing, and the external environment of companies is unpredictable. Chinese companies are also actively participating in the new wave of globalization. For example, the sudden COVID-19 pandemic outbreak has put many companies in trouble. In today's uncertain environment, organizations need to have cohesion, centripetal force, and innovative ability to overcome crises and achieve sustainable development. At present, China's economy is in a critical period of continuous conversion of economic transformation and upgrading. It faces multiple risks and severe challenges, as well as tremendous growth potential and development opportunities. As the economic and financial environment undergoes profound changes, enterprises will also face unprecedented challenges. Meanwhile, with globalization and the deepening of free trade between regions, different countries have formed closer ties economically and culturally. The competition between enterprises can also be reflected in the differences in organizational culture.

Even though the economics and trading activities are limited with specific geographical and cultural boundaries, it is a trend that international cooperation will (Karma & Vadi, 2016). The organizational structure and business strategies focus on localization for enterprises, adapting the local culture to its long-term development. Whereas in business, superiors are supposed to form a comprehensive understanding for its local employees; therefore, the managerial level must make a distinctive practical decision that suits a particular cultural context. The construction of organizational culture is developing, changing, dynamic and long-term process. With the change of the external environment and the adjustment of the internal strategy, the internal elements of corporate culture will change and interact with each other (Boonstra, 2004). The organizational culture must also be a dynamic and long-term process. It is known that the traditional Confucian thought and the spirit of the Chinese socialist background are strongly reflected in the organizational culture of China. One of the influences of such national culture on corporate activities is the problem of the organizational culture of state-owned enterprises, which are equal but inefficient (Hu, 2007).

According to contemporary literature(Han & Zhang, 2003; Tang & Yuan, 2012; Li & Li, 2006; Tang & Yuan, 2012; Tang et al., 2009; Huang & Chen, 2007) , the research conducting qualitative research about organizational culture in Chinese corporations considering task and relationship orientations is necessary. Task and relationship orientation are playing essential

roles in terms of organizational culture (Tsai, 2011). China's economic development is in a transitional period, and the business environment is also more complicated. Therefore, existing scholars explore Chinese organizational culture from the Chinese context. For example, Tsui et al. (2006) divide the organizational culture of Chinese companies into the highly comprehensive culture, market-oriented culture, comprehensive general culture, and hierarchical culture from the perspective of the nature of the enterprise; Researchers start from the characteristics of Chinese culture to study the influence process of organizational culture. Rousseau has stated that cultural research methods often depend on the researcher's training, cognitive models, and preferences; comprehensive interviews, observations, joint inquiry methods, and cultural variables can all be used for research purposes (Cooke & Rousseau, 1988).

This research attempts to discover the organizational culture and negative attitudes among Chinese respondents Chinese working adult respondents based on the Organizational Culture Questionnaire (Vadi et al., 2002). According to Tran's (2019) quantitative research on Vietnamese organizational culture, the negative attitudes displays dark sides that the economic growth and development brought from the companies: employees' are facing pressure from achieving corporations goals and feeling anxious and ashamed to talk about their work because it might be "losing face". The negative attitude is a new dimension for comprehending the influence of organizational culture. The fact that the "face culture" is deep-rooted in many Asian countries, applying its implications to China and other Asian regions that share similar cultural and economic backgrounds can finally share practically appliable opinions and suggestions that support the enterprise managerial level's decision-making process. Hence, the research aims to fill in the gap in this area by analysing the interviews, which offer leaders in enterprises with multicultural background more up-to-date advice and adaptations in various business environments.

The first section of this study contains the literature review, methodology, and data explanations. The second session continues with the empirical part, including empirical results and analysis. Eventually, it follows by conclusions and direction for future research.

2. Theoretical Background and Methodology

2.1. Organizational Culture

The term "culture" can be identified with broad definitions as the context varies, and it generally reflects the behaviours, beliefs, values, daily livings, and expectations of people. After

evolving over a long journey during history and surpassing generations, these norms have developed within the social group, forming how people live and who they are mainly (Begum & Mujtaba, 2016). Culture can be classified into six dimensions according to Hofstede's model: power distance, uncertainty avoidance, individualism and collectivism, masculinity and femininity, long and short-term orientation, and indulgence and restraint. (Hofstede, 2011). This model later became a paradigm for studying culture in research works, which is also frequently used in comparing and analyzing organizational culture referring to national cultures of certain countries. Ed Schein(2017), Professor Emeritus of the Massachusetts Institute of Technology (MIT) Sloan School of Management, pointed out that *culture content* is the context we live in those shapes our values orientations. For example, biases and assumptions, political leanings, and family environments. Culture can be categorized primarily into the macro culture, including nations, occupations, and large organizations, then secondarily into micro or subcultures.

Organizational culture represents a system embedded with the organization's shared meaning, distinguishing the organization from the others (Langton et al., 2016). As though the manifestations of culture are not visible (Feldman & O'Neill, 2014), an organization's culture can still be detected from the surface-facial level (Schein, 2017), for instances, material symbols, organizational languages, narratives and stories, and practices. The term organizational culture entered the American academic community in 1979 in Pettigrew's *Organizational Culture Study*. It was not until 1982 that "culture" became a concept in business publications (Han, 2003). Henry Mintzberg (Mintzberg, 1979) defines culture as the organization's soul, formed by its members' beliefs, values, and culture. He uses the metaphor to compare these elements as skeleton, flesh, and blood for human beings because the culture arises external control and contributes significantly to the design of the organizational structure. Due to enterprises' different development history and enterprises, different enterprises will have different corporate cultures, different from other enterprises.

Organizational culture is primarily affected by its national and national cultural background. It reflects the national culture at the enterprise level, and its core layer belongs to the national culture. That is to say, the basic assumption of organizational culture not only includes part of the content of the national culture but also part of the content is that the company continues to strengthen in the process of business development and is shared and recognized by employees, which is taken for granted (Tang et al., 2009). Scholars (Chunhua & Jun 2019)

believed that the primary purpose of organizational culture was to explain the decline of Japanese enterprises and American enterprises in the 1980s because Japanese enterprises' organizational culture played an essential role in Japanese enterprises. This view has triggered a revolution in the organizational management department. The academic community has raised the soft elements of organizational culture to the same level as the rigid elements, such as the management system. (Chunhua & Jun 2019). So far, there are tremendous amounts of organizational culture research literature. These studies have developed many organizational culture concepts, theories, and diverse research methods. Barley et al. (Barley et al., 1988) disclosed the popularization of organizational culture research. Many management consultants and applied researchers have seen that using rational strategies for management makes a minimal contribution to managers and practitioners' performance and productivity. They suggest that management pay more attention to ideals, norms, and values; Conversely, management is vital for enhancing organizational effectiveness. Meanwhile, Krell (Krell, 1991) provides a further comprehensive explanation of the emergence of organizational culture, which can be interpreted and identified as a reflection of three types of crisis:

(1) *Competition crisis*: Organizations seeks for new tools to explore their competitive advantages against business rivals.
(2) *Theoretical crisis*: Traditional organizations only focus on organizational frameworks, type of jobs, task designs, and motivation schemes, the theory of which is oversimplified. Hence, like business development, organizations look for more complex models, combining ideology studies, symbolism, and anthropology theories into the frameworks (Han & Zhang, 2003).
(3) *Social crisis*: It accounts for the rise of postmodernism and consumerism in society. In the context of consumerism, society has transited from a productive society to a consumer society. It is affecting the ideology and social orientations in deep.

Organizational culture interprets the common perception and values of the employees in the organization. Hence, it is expected that these individuals from different ethics culture background and different hierarchical levels that form the organization's culture share similar propositions to a certain extent (Hatch, 1993).

2.2. Chinese Culture and Organizational Culture in China

2.2.1. Foundation of Chinese Culture and its Context

China is a country with a high population density, which necessitates unavoidable social evolution – it refers to the phenomenon in which the same industry competes for limited resources by exerting greater effort, resulting in a decrease in individual "profit effort ratio." It's

akin to "effort inflation.". Philip C. C. Huang (1991) first adopted the concept of "involution" to study Chinese economic development and social changes. Undeveloped growth, or "involution," he coined the method of achieving total output growth by investing a large amount of labor on limited land, i.e., the method of diminishing marginal benefits. Nowadays, "involution" has been through a semantic shift; it refers to vicious internal competition and is widely used to convey a shared sense of defeat when the purpose of the competition is to eliminate in the zero-sum game(M. Zhou, 2020). A corporation, for example, first instituted an eight-hour workday, but several employees offered to work extra for free, which was well appreciated. People who arrived on time and left on time began to be concerned about their job being incomplete, and they offered to work overtime at this time. Gradually, over time became the norm, and the enterprises are used, taking it for granted, to squeeze employees' surplus value. This raises broad concerns about Chinese organizational culture in all the society.

Generally, China's cultural values are "group-oriented" collectivism, and the ideological tradition of blood-related sect family-cantered theory is that nationals emphasize human orientation, mutual responsibility, and obligations between humans, and "$dàwǒ^1$" (Huang & Chen, 2007). This phrase emphasizes the development of the concept and creates in-group collectivism, emphasizing the group members within, trusting each other based on mutual benefit. The primary human mode reveals a kind of expressive ties, personal safety, attribution, etc. This group-oriented and relationship-based standard also shape the values of Chinese working adults by generations. Hwang's *Guanxi and organization behaviours in Chinese society* (2012) indicated that business organizations manifest characteristics of relationship orientation when they have a Chinese background after studying several MSE business operating in Taiwan. The operation of such an organization is strongly influenced by Confucianism ideology and is little involvement from state power. Although there is a long-standing link between employers and employees, workers' free-market working conditions are not guaranteed by labor regulations. (Hu, 2007).

The relationship in Chinese society is deeply rooted in the traditional Chinese culture, which is dominated by "Confucian" culture and is based on the farming society (relative to the

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[1] The greater/spiritual/true self. Translation from Sanskrit language word "*Pormatman*" and "*Mahatman*". It is originated from the Buddhism terminology "*nitya-sukha-atma-subha*", which can be translated as "*The four virtues of Nirvana: eternity, bliss, true self and purity*".

nomadic and commercial community) (Bao & Zhao, 2008). The characteristics of Chinese Confucianism culture, first, pay attention to the concept of patrilineal hierarchy, using blood as the link between the patrilineal legal system is one of the foundations of traditional Chinese culture, so Chinese culture is essentially a kind of patrilineal relations formed in focus on "relationship orientation" and "identity orientation" of the ethical type Culture (Zhang & Chen, 2013). Because Chinese society attaches great importance to the construction of relationships and classifies relationships according to closeness. People also determine behaviour patterns based on the closeness of the relationship. This tradition leads to the hierarchy, "parent authority", the "specialism" tendency and "dependence on personality" between individuals, followed by "the oneness of the kings and teachers", the king is the highest representative of political power, the saint is the most increased generation of moral authority, the two in one, is one of ethics and politics (J. Zhou et al., 2019)

Recently, scholars in management areas appear to show more interest in the Chinese term "guanxi(关系)" in their academic works. This terminology is not translated into literal English; instead, it is adopted in the word's original pronunciation (Chen & Chen, 2004). Generally, "guanxi" can be translated into the combination of "connection" and "relationship"; however, it does not convey the context and cultural implication behind the word. Because "guanxi" is one of the foundations of Confucian culture, it profoundly impacts the way individuals get along with society in the social framework under Confucianism culture as the mainstream. Under the Chinese context, "guanxi" can reference understanding human relationships, social networks, and conceptual indications from different aspects. Hence, it gains attention and popularity in social science studies. (C. C. Chen et al., 2013):

(1) *Family and non-family guanxi.* This type of *guanxi* is extended from the concept of five cardinal relations (*wu lun*) of fundamental Confucianism principles.[2]
(2) *Affective and instrumental guanxi.* Blau is one of the earliest scholars capturing guanxi's characteristics (Blau, 1986). In Blau's theory, family guanxi is usually more expressive and attractive because they are motivated by expressing and maintaining attraction and commitment. In contrast, non-family guanxi is instrumental because benefits and rewards motivate them.
(3) *Personal/informal and impersonal/contractual guanxi.* This classification is used to differentiate between business and working partnerships. Formal, organizational, and

professional ties should be distinguished from family, social, and friendship interactions. (C. C. Chen et al., 2013).

(4) Mixed guanxi. According to Hwang's theory (Hwang, 2012), guanxi is established by trust in the Chinese system of relationship, referring to various kinds of trust: Kinship trust, emergent trust, customary trust, professional trust, and institutional trust.

Different typologies of guanxi provide an overview of universal accepted value under Chinese traditional culture regarding Confucianism. Chinese guanxi precisely categorizes relationships between different interest entities, and it has become crucial guidance in business relationships in organizations (Wei et al., 2020).

2.2.2. The Development of Chinese Organizational Culture

It is generally agreed in academic that China had not started to form its own unique organizational culture until the "Reform and Opening Up" era (1978). As China adopted the market economy, corporates and organizations began to realize the importance of organizational culture. With the further deepening of "reform and opening up", introducing foreign capital and foreign advanced technology and management, organizational culture has been introduced into Chinese enterprises as a management model. Even though after 40 years of development, the Chinese organizational culture is not as close to the mature level compared to developing countries, such as the U.S. and Japan. Chinese companies emphasize group harmony and emphasize groupism. However, in the process of organization management, the idea of "guanxi" and "rule of man" is deep-rooted, and it is easy to overlook the rule system and management ordinances to be observed.

Li (Li & Li, 2006) pointed out that The Confucian conceptual culture eventually represents the Chinese agrarian and feudal societies' spiritual civilization. The negative components of Confucian ideology are becoming more exposed and less adaptable to modernization as the globe becomes more industrialized and economic globalization is promoted. If Confucian culture emphasizes human beings too much, it will inevitably affect the improvement of people's workability and work efficiency. It guides people interested in relationships and focuses on relationships that will not contribute to actual work effectiveness. Mainly by having a good relationship with your boss, you can get benefits that are not available to those who do professional work. Interpersonal costs are high when working in China.

Meanwhile, Zhao (Zhao, 2004) made a summary of several misunderstandings in the process of constructing Chinese organizational culture:

a. Paying too much attention to the form of organizational culture and neglecting the connotation of organizational culture.
b. The organizational culture is equated with the corporate spirit, and the organizational culture is therefore separated from the organization management.
c. Treating organizational culture as the direct application of traditional culture in organization management.
d. Ignoring the innovation and personalization of corporate culture.

Consequently, China's organizational system is not perfect; power is often superior to the company, and it tends to hold long-term decision-making. The performance appraisal of Chinese organization often fails because the organizations emphasize group cooperation, which leads to unclear personal responsibility (Zhao, 2004). The salary and promotion of employees often refer to the length of service, education level, etc.

2.3. Organizational Culture in Asian Countries

2.3.1. Japan

After WWII, Japan quickly rose to become the second-largest economic power in the world in only 20 or 30 years, and generated many world-renowned companies: Panasonic, Sony, Honda, Toyota, etc., became the hometown of creating economic miracles. In today's business competition in the world, Japanese companies are the biggest competitors of most companies. It is widely recognized that Japanese organizational culture has exerted a significant influence on Japan's economic development.

According to Sedgwick(2007), Japanese organizational culture is originated and influenced by its traditional culture. First, the island territory, lack of resources, and frequent natural disasters have created the Japanese nation's sense of crisis. This psychological awareness has been deeply accumulated in their subconsciousness and has become a kind of national psychology. Japanese enterprises, without exception, have inherited this national culture of seeking opportunities, being adept at acquiring and absorbing sophisticated knowledge from other countries, and exploiting the benefits for my own benefit, making them unstoppable. Secondly, based on the traditional consciousness of existential crisis, the Japanese are particularly pragmatic. They tend to use facts, phenomena, experience, and empirical thinking. Modern Japanese have long-term economic planning and respect economic laws. They are pragmatic, truth-seeking, and use hard work and wisdom to achieve their goals to create miracles.

Tang et al. (2000) concluded that the combination of Confucianism and Japan's national religion, "Shinto," is the foundation for the continuation and development of Japanese organizational culture The Japanese accepted Confucian culture's hierarchical conceptions, loyalty and filial piety, and patriarchal conceptions, and merged Confucianism with Shinto, transforming "benevolence," "loyalty," and "harmony" into Japanese religious culture's traits. The words "loyalty," "harmony," and "sincerity" come to mind. The old national principles of fealty to the emperor and patriotism to the country have been changed into loyalty to enterprises that are relevant to individual survival by modern Japanese. Each employee considers the company to be his home. "Harmony" is the most representative religious thought in Japan. The way of thinking of the managers of most Japanese companies often considers problems from the standpoint of others, forming a "harmony is precious" and others-centred management—the way. "Honesty" refers to honesty and social responsibility. From a historical background, in the 18th century, they put forward the idea that "the seller, the buyer, and the society" are all good; that is, the business must benefit the country and society at the same time.

2.3.2. Vietnam

Before August Revolution in 1945, Vietnam used to be an agricultural country with underdeveloped industries and has been under colonial rule for 80 years. The "August General Uprising" movement has encouraged many Vietnamese businesses to establish more extensive business operations, and it has also improved the national spirit of Vietnam (Quang, 2012). It can be said that improving the national spirit is the main content of the organizational culture.

After the success of the August Revolution, Vietnam abolished the privileges enjoyed by colonists in economic life. It established national sovereignty over various natural resources, public enterprises, and economic activities such as finance, currency issuance, and foreign trade. Meanwhile, the democracy policy has been established in Vietnam. The first is from the restriction and reduction to the abolition of feudal landlord occupation. The second is the formation and development of the economic components of the state-owned economy and cooperative society (Le, 2015).

Recently, Vietnam has been a critical chain of globalization economics development. The formation and development of Vietnam's organizational culture have a straightforward relationship with the country's historical background, cultural origins, and social system. Confucianism stresses Vietnamese culture's hierarchical principles, such as patriarchy, family,

societal duty, and hierarchy. Through the social order and educational system, Confucian cultural principles pervade the Vietnamese people. (Tran, 2020b). Vietnamese people values group interest in terms of decision-making level and have a tendency of uncertainty avoidance when they are expressing their own opinions surrounding people. Because human relationships are so important in society, the qualities of faith, honesty, and empathy are emphasized, resulting in a lucrative and beneficial societal adjustment. (Tran, 2020a).

2.4.Task and Relationship-Orientation

Task orientation and relationship orientation have been examined in various regions by different researchers, for example Germany, Japan, Philippine, the U.S, and Vietnam (Nguyen et al., 2013; Mujtaba & Balboa, 2009; Tran, 2019). The contrast between task and relationship orientations is one facet of organizational culture (Trompenaars & Hampden-Turner, 2004). In task-oriented culture, the essential implies of accomplishing objectives is to oversee assignments and time skilfully. Individual decision-making is frequently the duty of a single person, based on their status, track record, level of specialty, and other factors. Issues are accepted and even encouraged to be discussed and debated in the presence of people from diverse levels, even foreigners in some situations (Baek-Kyoo (Brian) Joo & McLean, 2020). In a relationship-oriented culture, a gather of individuals is an imperative portion of one's character, and the objective is accomplished through the relationship. The group to which a person belongs is an important part of that person's identity throughout this system, and goals are achieved through relationships (Ruzgar, 2018). Decisions are usually made from the top down or when a broad consensus has been obtained. The focus is not on one or two expert opinions in any instance.

Tran's (2019) findings regarding pilot study on measuring organizational culture show that, In East Asian countries such as China, Japan, and Vietnam, collectivism was crucial. Individuals in these countries are more likely to follow the group's goal rather than their own (Chen & Francesco, 2000). Because China and Vietnam share the similar culture background of Confucianism, relationship orientation is more common in the workplace. Where there is relationship orientation, there is "guanxi" and "face" norm deeply rooted in. Chen et al. (2013) concludes that "guanxi" represents the state of being related between two or more entities, which includes broad range concepts (e.g., concrete & abstract, human & non-human etc.). Zheng believes that the core culture is a common hypothesis about why people exist in a society, and it touches on the most deeply rooted and unquestionable things in society (Zheng, 2010). The

primary hypothesis that establishes one social function is that human beings guarantee good survival in society, that is, to effectively handle human-nature and human-human relationships. Therefore, choosing whether to perform a task or relationship orientation is closely tied to cultural norms and traditions.

2.5. Negative Attitude

In previous studies, organizational culture seemed to affect attitudes towards the organization, and organizational culture differences can lead to conflicts and distrust among employees within the enterprises (Savović, 2017). The tendency to evaluate things with approval or disapproval bias is usually reflected in the performance of cognition, emotion and behaviour (Eagly & Chaiken, 1995). The composition of the organization is dependent on the members of the organization. The members' work values impact the organization's performance, the work attitude of the members, and the interaction between groups within each organization (Colquitt et al., 2015). The culture of the organization is reflected in the work values of the members of the organization. In the construction of organizational culture, employees' cognition and approval of organizational culture are essential because it directly affects the behaviour of employees and ultimately relates to the business situation of the enterprise (Abdul Rashid et al., 2004).

Langton et al. (2016) think that work attitude is the attitude associated with work, which refers to the positive and negative evaluation of the work environment held by employees. Collective and self-efficacy mediate the relationship between change leadership and the labour-related attitudes of followers. As a result, employees with high-performance beliefs may react to more innovative and changing leadership (Walumbwa et al., 2005). Employees' working attitudes will also affect their persona behaviours, and they are also a prerequisite for understanding organization, so they are of important position (Ivancevich & Konopaske, 2014). In organization management, to fully mobilize the enthusiasm of production and work of managers, attitude is a crucial factor. Because a person's attitude is directly related to his enthusiasm, if a person holds an attitude of contempt, aversion or even aversion to his work, his enthusiasm for work will not be high. Suppose a person under management holds an attitude of dissatisfaction, aversion, or dislike to the manager. In that case, the measures taken by the manager to stimulate one's enthusiasm will not be effective(Huang & Chen, 2007).

Tran's (2019) study of Vietnamese organizational culture shows that the Vietnamese concept of face explains the positive correlation between negative attitudes and relationship orientation because "face culture" in Confucius' legacy ideals can be seen as opposed to a "dignity culture". Vietnamese workers' negative attitude at work and the notion of face is an inherent aspect of Vietnamese organizational culture. As Chinese culture shared similar tradition with Vietnamese culture, this could be a guideline when looking into the negative attitude affects Chinese employees.

According to Karma and Vadi (2016), organizational task orientation reflects an employee's attitude towards organizational goals and includes an employee's employer attitude. On the other hand, organizational relationship orientation emphasizes warm and harmonious interpersonal relationships. Task and relationship orientations can help measure O.C. Therefore, this research investigates how Chinese working adults perceive their organizational cultures as task orientation or relationship orientation. The research questions are below:

RQ1. Does task orientation influence the Chinese employees?
RQ2. Does relationship orientation influence the Chinese employees?
RQ3. Does negative attitude influence the Chinese employees?

2.6. Methodology and Data Collection

The research methodology is based on qualitative research methods; a questionnaire of "Organizational culture in Chinese corporation" is selected to collect general information from respondents regarding the task and relationship-oriented styles. It is used to collect respondents' data and information regarding working adults' task and relationship-oriented styles. The questionnaire is constructed with six open questions referring to positive and negative events in their workplace and connections with the organization after working time. Aside from six open questions, it also collects the respondents' characteristics, including their age, region, education level, title in the workplace, years of working, type of organization, and gender. The first two questions focus on task orientation in the Organizational Culture Questionnaire, and the third and fourth one is about relationship orientation. The fifth question is about negative attitudes, and the sixth question is added as a supplementary note (see Appendix 1). The topics that are related to the O.C. includes:

1) Understanding the organizational tasks that cover 12 items. Task orientation questions ask the respondents to describe both positive and negative activity towards the organizational goal and how they feel.
2) Understanding the interpersonal relationship between members of the organization. Relationship orientation questions ask the respondents to describe their positive and negative relationships in the workplace and how they feel about it.
3) Understand the negative attitude that occurs in the workplace. Respondents are asked to describe incidents that contribute to the negative attitude towards the workplace, how they feel about it, and some suggestions.

2.5.1. Research Targets

The questionnaire used in this article is anonymous, the information is completely confidential, and the respondent fills it out voluntarily. The target sample should be Chinese who are above 18 years old and currently being employed. The survey will be conducted as an online interview considering interviewees' convenience. The author adds an attachment in the questionnaires about informed agreements, clarification of conducting research, and specific guideline for surveys. Questionnaire surveys, informed consent, and guidelines for conducting surveys were described. The questionnaire could be completed if the respondents instructed carefully. For online research, the data was exported to a database in Excel for further analysis. The interview and questionnaires materials should be prepared in English and Chinese due to the expression and correctness of information delivery.

The data were collected from November 2020 to December 2020, which last for 1 month. The respondents selected in the survey involve employees and managers of various industries in Guangdong, Guangxi, Beijing, Shanghai, Fujian, Jiangxi, Jiangsu, Henan and other provinces and regions. Organization types mainly cover Internet companies, banking, finance, healthcare, education, marketing, sales, and other industries, involving private private-owned companies, state-owned companies, and freelancers. The Chinese respondents were willing to help to distribute the survey to their close colleagues and friends within their social contacts. The author received 139 questionnaires by contacting the company's employees to issue online questionnaires, excluding 25 invalid questionnaires with incomplete and fixed answers, 114 valid questionnaires, and the effective questionnaire recovery rate was 82.01%.

Eventually, 41 convenient samples are chosen to be processed with the qualitative research software Nvivo 12. The answers from respondents will be coded with several labels under three significant segments, which are mentioned above – task orientation, relationship

orientation, and negative attitudes. Among the 41 sample respondents, 31 (76%) are female, and 10 (24%) are male. The age ranges from 18-25 years old contains 20 persons (49%), following by the age group from 25-35 is 18 (44%), and 3 (7%) persons are above 35 years old. The organization type of the respondents varies, whereas 24 (58.5%) respondents are working in private-owned enterprises, 13 (31.7%) respondents are employees of state-owned enterprises, and only 4 (9.8%) are working as a freelancer. In the sample respondents, there are 26 (63.4%) of them have gained a bachelor's degree, and 12 (29.3%) with a college degree, following by the least, 3 (7.3%) respondents are master graduated. In terms of regions, 23 (56.1%) respondents are in the south of China, following by 11 (26.8%) respondents are from the middle of China, and 7 (17.1%) respondents are from the north of China. The working years of the respondents show that most of the sample, with 33 (80.5%) respondents have working experience no more than 5 years, 3 (7.3%) respondents have been working for more than 5 years to 10 years, and 5 (12.2%) of them have an experience above 10 years.
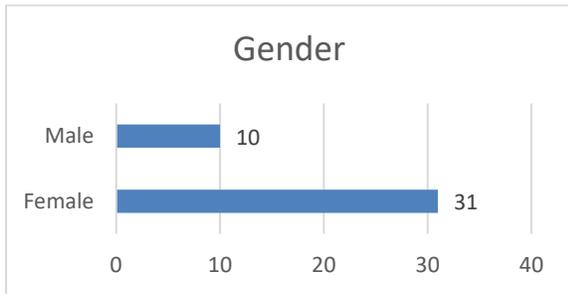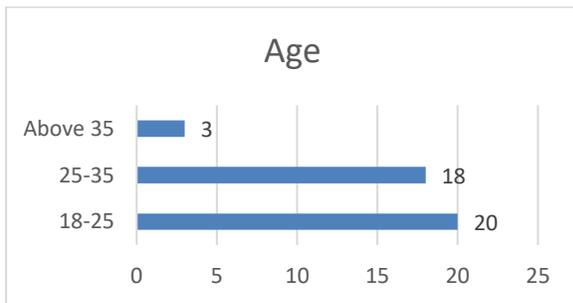
Figure 1 Gender

Figure 2 Age

Figure 3 Organization Type

Organization Type

Type	Value
Freelancer	4
State-owned	13
Private-owned	24

Figure 4 Education

Education

Level	Value
Master's Degree	3
Bachelor's Degree	26
College Degree	12

Figure 5 Location

Location

Region	Value
Middle of China	11
North of China	7
South of China	23
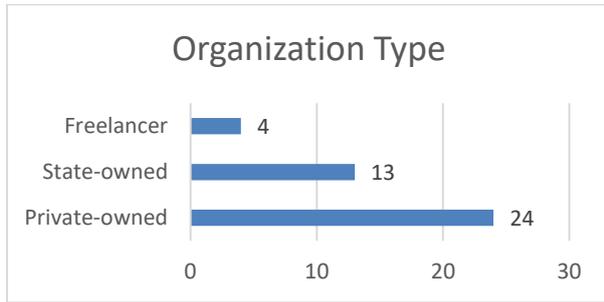
Figure 6 Years of Working

Years of Working

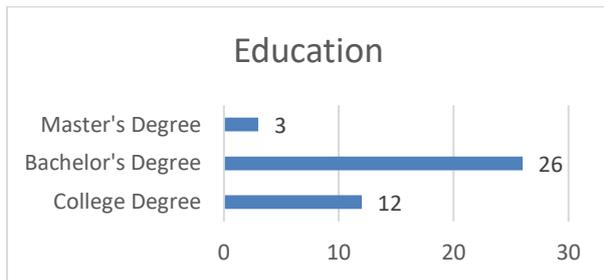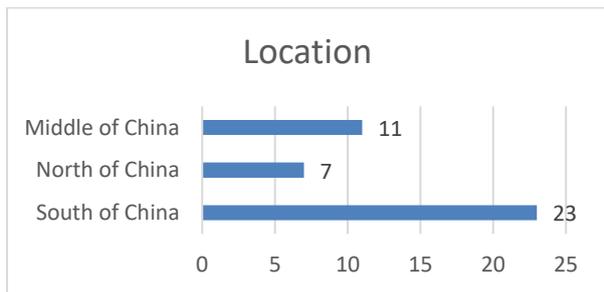| Years	Value
above 10 years	5
5-10 years	3
0-5 years	33

The coding will conclude keywords and critical sentences that reflect certain emotional tendencies related to the factors. The orientation will be disclosed by measuring the frequency of the factors showing up and coming into relations. The results will hopefully contribute to the research aims and answer research questions.

3. Data Analysis

For the qualitative data, the next step is to identify subcategories for the primary category. The coding will contain two opposite attitudes towards task orientation and relationship orientation, followed by a third category, negative attitudes. The items in the O.C. questionnaires concerned three factors that refer to positive and negative events in respondents' workplace and connections with the organization after working time. The O.C. questionnaires collect 2 open questions on the task orientation aspect, 2 open questions in the relationship orientation aspect, 1 open question related to negative attitudes. From respondents' replies, the contents were subtracted by NVivo 12. By filtering keywords, it is possible to grasp respondents' attitudes on the positive and negative aspects of the workplace.

The primary step is to form a coding that includes three nodes corresponding to the three main topics of the research. Task orientation includes 12 sub-nodes of both positive and negatives aspects, and the relationship orientation includes 5 sub-nodes of both positive and negative aspects. At the same time, negative attitudes has 5 aspects (see in Table 1, 2, 3). From respondents' OCQ, the author must identify and select keywords and key sentences that will fit the nodes. For instances, a respondent answered in the first question that "*My colleagues will do their best every time, and prepare for the people who will shift the next day. This makes me feel that the person is severe and responsible*". This is task orientation related, and it is an excellent example of activity towards organizational goal. Therefore, the task is to identify which task orientation it is, and it is related to working attitude with positive feedback. Therefore, the sentence will be coded as "good working attitudes". Each sample can be coded after careful reading and judgment. After the coding in NVivo 12 and the screening of watchwords and sentences, the substance of Table 1 is organized and sent out from NVivo 12.

3.1. Results

Task Orientation

The keywords of the respondents selected from the respondent regarding task orientation can be summarized as follows: First, the feedback on policy and procedure in task orientation is relatively concentrated, of which there are 16 positive feedbacks and 13 negative feedbacks; good policy and procedure are closely related to teamwork and activities. One of the most common keywords is "team". The word "team" information includes event, activities, team building, party, training, etc., reflecting the interviewee's attitude towards policy and procedure. The more satisfactory aspects mostly come from group activities organized by companies and organizations. Weak policy and procedure are usually linked to

"overtime". Excessive working hours and salary levels that do not match labour pay all point to the interview. The negative feelings about policy and procedure experienced by workers, reasonable working hours, and salary are all issues that employees in the organization are very concerned about: workers' core rights.

On the other hand, there are many feedbacks on manager abilities, including 4 positive feedbacks and 18 negative feedbacks. Good manager abilities primarily reflect the ability of the internal organization to solve problems and provide help and advice to employees. The most criticized weak manager abilities situation is more complicated. Interviewees believe that the unreasonable assignment of job responsibilities, the boss shirking responsibility to subordinates, making things difficult and accusing employees, and squeezing employees' working hours reflect the negative effects of manager abilities. Influences.

In addition, employee ability is also an object that needs to be focused on task orientation. Among them, there are 16 positive feedbacks and 2 negative feedback. In good employee ability, colleagues help each other complete a goal together and learn new technologies and skills are the main points reflected by interviewees, and bad employee ability is more related to personal feelings. In addition, in the salary and reward policy, all 12 responses are related to negative experiences, and the keywords are still "overtime", "low salary and benefit", and "unclear responsibilities", and other words.

Furthermore, communication has the same positive and negative feedback; good communication is usually embodied in teamwork, mutual help among colleagues, and friendly exchanges in private time, while bad communication is embodied in unpleasant communication and intrigue. Meanwhile, working attitudes also account for half of the positive and negative feedback. Good working attitudes include being actively responsible for completing tasks and happily cooperating with colleagues. Bad working attitudes are closely related to colleagues' failure to abide by the rules and regulations of the organization or negligence of duty. In addition, although not highly discussed but still valued aspects are training and recruitments. It focuses more on employee training and guidance; vision and objective are performance and activity-related; facilities link to supplies in the workplace; working pressure are dailies that cause inconvenience and harm workplace harmony.

Relationship Orientation

From relationship orientation part, we can know the views and opinions of the respondent. From the keywords summarized, we can understand that communication is one of the most frequently discussed directions in relationship orientation. A total of 27

interviewees mentioned relevant content in their answers. Good communication accounted for 15 items, ineffective communication accounted for 17 items; in terms of positive, dining together with colleagues in private time and sharing snacks improved communication. The use of meals to close interpersonal relationships is the only way to cultivate good relationships. On the other hand, weak communication originates from the various directions of conflicts, shirking responsibility, disagreements, and conflicts of interest in the workplace, and "overtime" has also been mentioned many times.

In addition, policy and procedure is also the high-frequency touch of the relationship orientation. Interviewees reported more on good policy and procedure-there are 14 items, and the negatively related answers are eight items; positive answers are also more emphasized. It is the word "team". Teamwork, team building, holiday benefits, and other activities have a positive meaning; simultaneously, "overtime" is a word that appears many times in the weak policy and procedure, as are employee benefits and work assignments Worthy of attention.

Furthermore, the feedback on working attitudes is more focused on the negative. There are 17 discussions about weak working attitudes. The respondents' dissatisfaction with colleagues is due primarily to the quarrels and dissatisfaction with colleagues. Colleagues being late for work, shirking responsibilities, and bullying and isolating others directly lead to negative experiences; good working attitudes reflect the scene of mutual help among colleagues. The main issue of the two opposites is the distribution of "responsibility".

As for manager abilities, the keywords all point to weak managerial skills. Common problems are related to the way supervisors treat employees and work, such as squeezing employees and asking them to work overtime, excessively harsh employees, and unfair workplace treatment (interpersonal relationship matters). However, vision and objective have not been widely discussed.

Negative Attitudes

Respondents describe negative attitudes experience in the workplace that could affect a person's life-work balance. From the data, 21 items about working attitudes have been identified, which are crucial factors: conflicts between employees, involving shirking responsibility, workplace bullying, unhappy project cooperation, and opportunistic issues. Because negative attitude in working attitudes will create difficulties for goals accomplishment and create obstacles to the construction of interpersonal relationships among colleagues and the negative impact on employees' working efficiency, it can also damage employees' mental health.

Entries related to vision and objective occupy 15 items. In a word, "overtime" and "underpaid salary" are the key to the problem. Interviewees believe that the company has excessive overtime and underpaid salary to varying degrees, and the rules and regulations within the organization have not been implemented. Simply put, employees hope that the workload and salary can be in a suitable configuration. That is, the pay and the gain should be proportional instead of being squeezed by the organization. The negative attitude will discourage employees' work enthusiasm to a certain extent and negatively affect the organization's credibility and reputation.

As for the negative experience in policy and procedure, the seven essential pieces of information more or less reflect the default phenomenon of mandatory overtime within the organization, the little reward and punishment mechanism for employees. In addition, the 7 answers to the negative experience brought about by managerial abilities also mentioned the supervisor's compulsory overtime work, suppressing employees who disagree with him, and the supervisor's lack of responsibility. Only two of the few mentions are negative attitudes in communication. However, communication is barely reflected in negative attitudes.

3.2. Comparisons

After removing the similar content in 3 tables, the author obtained a comparison table with differences among task orientation, relationship orientation, and negative attitude regarding 5 aspects – working attitude, communication, managerial abilities, vision and objective, and policy and procedure. By comparing these five aspects, we can explore the content of the three issues. The differences are selected as unique contents that only apply under task-relationship orientation and negative attitude in the comparison aspects.

It can be seen from Table 4 that the unique point of view of task orientation in ***working attitude*** is whether the employee's work can be completed and whether it conforms to the procedures. In contrast, the difference between relationship orientation and the other two lies in whether colleagues can get along with each other harmoniously and help each other. Negative attitudes reflects the conflicts and disputes caused by negative behaviour and negative work attitude in the workplace. As for ***communication***, the respondents in task orientation focus on whether communication can contribute to completing work and personal career. Chinese employees also resent being "monitored" and "reported" by others; As for relationship orientation, sharing snacks and dinners among employees is conducive to promoting communication, which is also a unique phenomenon. At the same time, the phenomenon of collusion between small groups also exists. However, workplace involvement

is due to the unsmooth work task and the disharmony of interpersonal relationship. In the feedback on **managerial abilities**, the respondent believes that when it comes to task orientation, the supervisor's work execution and the direction of leading employees play a role, regardless of whether it is strong or not. This is its uniqueness; the relationship orientation will be even better. We value the harmony between leaders and employees; negative attitudes highlight the negative emotions that destructive leadership behaviours bring to employees.

Meanwhile, from the perspective of **vision and objective**, task-relationship orientation does not have unique feedback, but negative attitudes bring many negative attitudes. The respondents put forward many suggestions for organizations and companies. It shows that many ills in the current working environment have yet to be resolved, and it also reflects the common seen "volunteer overtime" phenomenon in enterprises in China. Finally, the **policy and procedure**. From the perspective of task orientation, the respondents are more concerned about whether these regulations in the organization have a substantial and positive significance in promoting work goals. In terms of relationship orientation, the respondents consider whether some of the organization's policies and regulations mobilize employees' enthusiasm for work. Negative attitudes reflect employees' dissatisfaction with high-intensity work and low benefits, and those unreasonable organizational policies are described as "inhumane".

Table 1 Comparison in differences

	Task orientation	Relationship orientation	Negative attitude
Working attitude	Good: Being proud of finishing a large project Negotiating with colleagues in different departments and understands each other's duties. Bad: Some colleagues are not proactive and hypocritical, and they will deliberately flatter the superiors.	Good: Actively participate in the organization's affairs. Treating people sincerely with no maliciousness. Help others solving problems. Mentoring new employees. Bad: Avenge for private conflicts. Bullying and isolating people.	The negative atmosphere from colleagues. Pressure from the work makes people tired. Sleeping in the office. Some employees are arrogant, lazy, and cynical. Terrible cooperation with people. Working passively because of workload problems.
Communi...	Good communication: Discussion and brainstorm; Learn to communicate with other departments' colleagues Team building can enhance communication;	Good communication: Colleagues are amiable and do not account for the gains and losses at work. Gourmet sharing between colleagues. Organizing dinner for colleagues	Frustration in work. Making mistakes at work because of bad relationships. Not responding to requirements. Problems cannot be solved.

c a t i o n	Weak communication: Colleagues expressed dissatisfaction with promotion; The colleagues report people with no good reasons and set up for others.	in private. Weak communication: Awkwardness caused by disagreements about work. The employees form small groups secretly to exclude others and complain to the supervisor.	
M a n a g e r i a l a b i l i t i e s	Good: Down-to-earth decision-making; Giving good suggestions; Help front-line colleagues quickly solve the problem. Improving employees' skill; Seriously and actively deal with problems; Supervisor with strong leadership skills; Bad: Apply unnecessary formalism; Interfering too much with other people's responsibilities. Irregular working hour; Lack of innovation and development strategies. Supervisors do not allow different opinions and disagreements; The boss cannot fulfil his promise; Unreasonable KPIs and workload;	Good: None Bad: Arguing. Making noise at work. Misunderstood by supervisors. Not listening to employee's needs and demands.	The supervisor suppresses the capable people but favours the people who praise themselves. The useless meeting of building the castle in the sky is a waste of time. Under-paid employees are not able to work hard.
V i s i o n a n d o b j e c t i v e	Good: Support/volunteer poor areas. Bad: Unfair performance checking system.	Good: none Bad: The team-building can give employees more sense of belonging.	(Company should) Care for the life-work balance of employees. (Company should) Increase welfare and bonus for employees and training opportunities. Salary should be paid on time. Supervisors need to cherish hardworking employees. Supervisors should arrange the indicators according to the actual situation instead of arranging the workload on imagination. The company can be more humane, and the rules and regulations must be followed. The working environment can be better. Too much overwork with little bonus. Top management put too much pressure on the employees.
P o l i	Good: Celebrating event; Morning meeting; Vacation	Good: Assisting new interns. Employee's holiday benefits are insured. Getting promotion and recognized	Employees are treated inhumanely and have bad welfare. Inappropriate adjustment in the organization causes projects to

c y a n d p r o c e d u r e	Bad: Dull and meaningless meeting; Embarrassing activities; Hastily announce event time; Interpersonal relations; Lack of responsibility in work Large workload; Quarrels in work; Under-paid salary; Unreasonable reward and punishment system; The wrong task assigned.	by the boss. Bad: Giving employees useless stuff as "gifts". Inspection instruments. Internal criticism meetings. Robbed of credit by others.	be wasted. Inconsiderate structure reforms. Lack of humanist thinking. Organization should not take employees' hard work for granted.

Source: Organized by the authors based on 41 interviews.

4. Discussion

Regarding "*RQ1. Does task orientation influence the Chinese employees?"* It can be confirmed that task orientation does have a particular influence on Chinese employees. First of all, in policy and procedure, the team activities specified by the organization have a positive impact on employees' work enthusiasm, while the negative impact mainly comes from overtime. Furthermore, the respondents mentioned much information about weak manager abilities in the task orientation questions, reflecting the negative impact of the supervisor's leadership ability on employees.

In contrast, many respondents agree that good employee ability positively impacts goals accomplishment, which is an important option conducive to task execution. In addition, the salary and reward policy have a significant impact on employees' completion of work tasks. "overtime" and "underpaid" are the most noticed words in the bad salary and reward policy, and they are also essential factors that have a negative impact on work completion. Good communication and good working attitudes will positively affect accomplishing work goals, but they are not very prominent.

Regarding "*RQ2. Does relationship orientation influence the Chinese employees?"*, we can see how interpersonal relationship affects the Chinese employees' workplace experience. First, communication plays an essential role in constructing relationships between colleagues in the organization, whether it has a positive or negative impact; from the positive side, personal time interaction positively impacts employees. Relatively, workplace conflict will lead to bad communication; the positive and negative effects of communication on Chinese employees are relatively balanced, but it is the most common influencing factor. Policy and procedure are also aspects that interviewees often emphasize. In good policy and

procedure, teamwork and team building also positively affect a good interpersonal relationship, but a weak policy and procedure like "overtime" is also not good for employees.

On the other hand, the respondents have a similar understanding of working attitudes. Most of the weak working attitude's stem from the lack of responsibility, which makes unpleasant experiences between colleagues, and it is one of the most negative factors in the generation. More extreme is that manager abilities usually manifest as weak managerial skills. The relationship between supervisor and subordinates is unhappy, primarily manifested in the supervisor's negligence and oppression of employees and its unfair treatment.

Regarding "*RQ3. Does negative attitude influence the Chinese employees?*", we can see that negative attitudes mostly come from working attitudes among employees, contributing to influences on Chinese employees. Negative attitude in working attitudes is considered to be the factor that brings negative attitudes to the workplace. Another prominent negative attitude that negatively impacts employees is vision and objective, and unreasonable workload and low salary exacerbate the negative impact on employees. Policy and procedure and managerial abilities negative attitude also relate to overtime within the organization, negatively impacting employees.

The study has identified how task orientation, relationship orientation, and negative attitudes influence Chinese employees. On the one hand, teamwork has a very positive sign in achieving work goals from task orientation. However, overtime is not conducive to realizing organizational goals, and it is widely discussing. Even though Chinese culture emphasizes superior-subordinate relations and collectivism, employees will not accept the organization's supervisors' suppression of authority. On the other hand, In the interpersonal relationship within the organization, Chinese employees pay special attention to the positive effects of communication. Good communication means a good "guanxi". Colleagues can achieve mutual assistance and mutual benefit by building this layer of "guanxi". For instance, when interpersonal conflicts occur, even if some employees choose to forgive, the actual entanglements and conflicts, or contradictions and incoordination of interests, may cause employees to be hostile to the organization through late arrivals and early leavings, passive sabotage, etc.

Additionally, the supervisor-subordinates relationship, which is reflected by managerial skill, is discussed by task and relationship orientation. It plays an intermediary role within the two orientations in China's organization. Finally, negative attitudes come from bad working attitudes in the workplace, which negatively impacts Chinese employees.

Regarding the understanding of interpersonal relationships in enterprises, Hofstede (2011) proposed to use "power distance" to illustrate the ability of people under the hierarchical system of each country to control the behaviours of others. At work, the relationship between the superior and the subordinate in Chinese organization is clear, and the power distance is considerable. However, the relationship between the same level colleagues is often close, usually forming a fixed small group. In terms of understanding the nature of their activities, Chinese companies often think that work is a means of life, and they often hope that their work is stable.

According to Confucianism's focus on humanistic thinking, Chinese organizational culture encourages worker self-management, stresses worker acquiescence, and must always pay attention to maintain a generally acceptable interpersonal interaction with their administrators and coworkers Chinese culture. Since ancient times, heavy agriculture and light business characteristics have also been manifested in the organization: bosses oppress employees to work overtime, have a weak time efficiency concept, and rely on interpersonal relationships to solve problems. There is a strong sense of collectivism and social responsibility within the organization. At the same time, the notion of patriarchy emphasized by Chinese culture can also be glimpsed from the interviewee's answers. For example, organizational management is more inclined to "rule by man" and ignore some rules and regulations.

5. Conclusion and Limitation

Through the analysis results of this article, we know that the influence of task and relationship orientation and negative attitudes on Chinese employees in organizational culture are different. Task orientation focuses more on the content of tasks, so the policy and procedure are the objects that Chinese employees pay attention to. Simply put, the impact of task orientation on Chinese employees is reflected in two aspects: policy and procedure and managerial abilities. The negative impacts are caused mainly by unreasonable organizational rules and regulations (such as mandatory overtime) and leadership negligence. The result is hindering the achievement of work goals and inefficiency.

Relationship orientation is more closely related to work attitudes and communication; simultaneously. In the context of Chinese human relations and society, interpersonal relationships are also essential to work. Both work attitudes and communication construct the working atmosphere of the office. Good working attitudes bring about a harmonious relationship between colleagues and promote mutual help between work. The influence of

communication is neutral, and poor communication between colleagues often creates an office culture. Some employees will spread rumours behind their backs, crowd out, bully colleagues, and form workplace bullying.

Negative attitudes are mainly derived from working attitudes and vision, and objective. Among the interviewees, the answers to negative attitudes all put forward a vision for the future, hoping that their company can eliminate various shortcomings. Similar views all dislike mandatory unpaid overtime Unreasonable workload.

People's functions usually make them accustomed to working according to their cultural accomplishment and socialization. We have reason to believe that Chinese people's social interaction is carried out in a high-context culture. Therefore, he attaches great importance to his relationship with friends, colleagues, and superiors. In addition, due to the international competition between the company and companies worldwide, the company's business is expected to develop rapidly.

Even though the study has discussed the influence of task and relationship orientation on Chinese employees, there is still much room for discussion. First, this study only uses qualitative research methods, and the results are greatly affected by the limitations of samples and environment, and the number of samples is limited and random. For example, it can be seen from the demographic figure that the gender ratio within the sample has a significant deviation. In contrast, the sample age distribution is relatively young, and the interviewees have relatively short working years, so the conclusion may not be universally representative. Suppose there is a possibility of in-depth study in the future. In that case, the sample size should be expanded as much as possible to ensure the reliability and fairness of the data. Second, because the data is difficult to process with statistical methods, it is impossible to provide quantitative information. Time is given, a measurable OCQ should be supplemented as a supplementary scale for supporting the qualitative research data. Thirdly, Suppose the future direction of learning is necessary. It is expected to include more variables and other supportive research methods into the O.C. research, grasping the essence of the problem through the plain phenomenon described by the interviewees. In that case, it should be more specific to study the understanding and feedback of different groups of organizational culture and adopt a multi-level cross-analysis method to prove the impact of task and relationship orientation on Chinese employees.

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APPENDIX 1

Organizational Culture Questionnaire

Respondent	**1. Describe a specific incident that you have experienced in your organization that you believe was a good example of activity towards the organizational goal** **- What occurred?** **- How did it make you feel?**
	2. Describe a specific incident that you have experienced in your organization that you believe was a bad example of activity towards the organizational goal. **- What occurred?** **- How did it make you feel?** **- Do you have any suggestions?**
	3. Describe a specific incident that you have experienced in your organization that you believe was a good example of interpersonal relationships between members of the organization. **- What occurred?** **- How did it make you feel?**
	4. Describe a specific incident that you have experienced in your organization that you believe was a bad example of interpersonal relationships between members of the organization. **- What occurred?** **- How did it make you feel?** **- Do you have any suggest**
	5. Describe a specific incident that you have experienced in your organization that you believe was an example of a negative attitude towards the workplace. **- What occurred?** **- How did it make you feel?** **- Do you have any suggestions?**
	6.If there is something additional you would like to say about your organization, please do not hesitate to do that. This way, you help the results of this survey to become more realistic.
Personal Information	**1.Age:** **2.Where were you born?** ☐ **North of China** ☐ **South of China** ☐ **Middle of China** **3.Education:** **4.Position/Title:** **5.Time you have worked for the corporation:** **6.The type of your corporation:** ☐ **State-owned enterprise** ☐ **Private-owned enterprise** ☐ **Family-owned enterprise** ☐ **Freelancer** **7. Gender:**

Resümee

HIINA TÖÖTANUD TÄISKASVANUTE ORGANISATSIOONIKULTUURI UURIMINE ÜLESANDE VALGUSES JA SUHTES

Yilan Huang

Selle artikli eesmärk on arutada Hiina töötavate täiskasvanute organisatsioonikultuuri ülesande ja suhetele orienteeritud valguses. Tänapäeval pidevalt muutuva rahvusvahelise olukorra tõttu kohanevad Hiina organisatsioonid ja ettevõtted ka majandusolukorra muutustega. Arenguriigina on ettevõttekultuuri areng Hiinas endiselt arenenud riikide omast suhteliselt maha jäänud. Organisatsioonikultuuri mõistmine võib aidata juhtidel ja töötajatel paremini kohaneda praeguse keskkonnaga ning erinevate probleemidega rahulikult toime tulla. Selles artiklis püütakse uurida organisatsioonikultuuri Hiina ettevõtete ülesannete ja suhete suunitluste osas. Hiina töötavate täiskasvanute organisatsioonikultuuri küsimustik ülesande-suhte orientatsiooni kohta kogutakse küsimustikuuuringute kaudu ning ülesande-suhte orientatsioon ja negatiivne määratakse orientatsioonianalüüsi meetodil. Suhtumise mõju Hiina vastajatele.

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31/05/2021