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EAST ASIAN CORPORATE CULTURE AND ITS ROLE IN ENHANCING ORGANIZATIONAL EFFECTIVENESS

Abstract. Corporate culture is becoming an increasingly important factor in determining an organisation's effectiveness in the context of globalisation, digital transformation, technological development and intensifying international competition. This study examines the impact of corporate culture on organisational effectiveness, using companies from East Asia specifically China, Japan and South Korea as case studies. The aim of the study is to identify the key aspects of corporate culture that influence organisational performance, as well as to determine how traditional and modern cultural characteristics coexist within the corporate environment of East Asian countries. The study employs two complementary methods: comparative analysis and content analysis. Comparative analysis is used to identify similarities and differences in corporate culture across the selected countries, whilst content analysis is used to examine annual reports, sustainability reports, corporate governance documents, company missions and other publicly available corporate materials. The analysis focuses on aspects such as teamwork and collaboration, employee engagement, innovation and creativity, customer focus, employee development, adaptability, organisational integrity, as well as hierarchy and discipline. The study's findings show that teamwork, innovation, customer focus, staff development and adaptability are the most significant aspects of corporate culture influencing an organisation's effectiveness. Furthermore, the results demonstrate differences across countries: Japanese companies place greater emphasis on employee engagement and teamwork, Chinese companies on hierarchy, and South Korean companies on a combination of innovation, customer focus and adaptability. The study concludes that the organisational effectiveness of companies in East Asia increasingly depends on striking a balance between traditional cultural stability and modern demands for flexibility, innovation and staff development. The findings contribute to a theoretical understanding of the relationship between culture and organisational performance and have practical implications for managers seeking to develop adaptive and competitive organisational cultures.

Keywords: corporate culture; organizational effectiveness; East Asian companies; organizational performance; comparative analysis; content analysis; innovation; employee development; adaptability; corporate management.

Introduction

The relevance of this study stems from the growing importance of corporate culture as a strategic factor influencing organisational performance in the context of globalisation, digital transformation and intensifying competition in East Asian countries. Companies in China, Japan and South Korea operate in a unique socio-cultural environment characterised by collectivism, a long-term orientation and strong organisational values, which makes the relationship between corporate culture and organisational performance particularly significant. Recent research shows that an adaptive, innovative and employee-centred corporate culture contributes to increased productivity, employee engagement, the effective implementation of innovation and overall business success. However, despite extensive research, there remains a need for a comprehensive methodological and empirical assessment of how various aspects of corporate culture influence organisational performance in East Asian companies. The academic significance of this study lies in expanding the

theoretical understanding of the mechanisms through which corporate culture influences organisational performance, as well as in enriching comparative management research with data on the business environment in East Asian countries. The scientific novelty of the study lies in the integration of contemporary methodological approaches to assessing corporate culture with empirical data on East Asian companies, as well as in identifying the most significant cultural aspects that influence organisational effectiveness in this regional context. To achieve the research objective, the following tasks have been formulated: (1) to analyse the theoretical and methodological approaches used to assess corporate culture and organisational effectiveness in contemporary management research; (2) to assess the impact of specific aspects of corporate culture on organisational effectiveness based on empirical data from companies in East Asian countries. In recent years, the role of corporate culture in determining an organisation's effectiveness has become increasingly important due to the rapid transformation of the global business environment. Digitalisation, technological innovation, internationalisation and changes in staff expectations are forcing companies to rethink traditional approaches to organisational management. Corporate culture influences how employees communicate, make decisions, respond to change, share knowledge and pursue the organisation's common goals. Consequently, organisations with a strong and adaptive culture may be better placed to maintain productivity, innovation, employee engagement and competitiveness in the face of uncertainty.

The relevance of this issue is particularly evident in East Asian countries, where corporate governance has historically been shaped by collective values, organisational loyalty, hierarchical relationships, discipline and a long-term strategic orientation. At the same time, companies in China, Japan and South Korea are increasingly facing global competition, digital transformation and rapidly changing expectations from consumers and employees. This creates a need to reconcile traditional cultural characteristics with modern demands for flexibility, innovation, employee engagement and customer focus. Examining this transformation provides an opportunity to better understand how corporate culture contributes to organisational effectiveness and how East Asian companies can adapt their cultural and management practices to ensure sustainable development.

Materials and methods

The methodological framework for this study was developed with the aim of examining the relationship between corporate culture and organisational effectiveness, using companies from East Asian countries as case studies. The study focuses on organisations operating in China, Japan and South Korea, as these countries represent large and structurally distinct business environments within East Asia. The selection of these countries allows for an examination of both common regional characteristics and differences in organisational culture, management practices and approaches to achieving organisational effectiveness.

The study is based primarily on secondary research materials obtained from publicly available corporate and institutional sources. These materials include annual reports, sustainability reports, corporate governance reports, statements on corporate mission and values, staff development policies and other official company publications. These sources were selected because they contain systematic information on organisational values, management priorities, HR practices, innovation activities and strategic objectives. Additional academic literature was used to identify the key aspects of corporate culture and organisational effectiveness.

Two research methods were employed to examine the impact of corporate culture on organisational effectiveness in East Asian companies. The first method is a comparative analysis, which is used to compare the characteristics of corporate culture and indicators of organisational effectiveness in companies operating in different East Asian countries. This method enables the identification of similarities and differences in cultural practices, management approaches, employee

engagement and organisational performance, thereby revealing the role of national and organisational cultural factors in shaping effectiveness.

The second method is content analysis, which is used to examine corporate documents, annual reports, sustainability reports, company missions and corporate governance reports with the aim of identifying key elements of corporate culture. This method enables the systematisation and interpretation of cultural values, leadership principles, staff development practices and organisational priorities as reflected in company documents. In this way, it helps to understand how corporate culture is embedded in organisational processes and how it influences organisational performance.

The research materials include secondary data drawn from annual reports, sustainability reports, corporate governance reports and publicly available performance indicators of individual companies in East Asia. The study focuses on companies from China, Japan and South Korea, enabling a comparative assessment of the characteristics of corporate culture and their impact on organisational effectiveness. The data collected is analysed using comparative and content analysis methods to identify key patterns and interrelationships between corporate culture and organisational performance.

This combination of methodologies provides a more comprehensive understanding of the research problem. Comparative analysis identifies existing cultural differences, whilst content analysis explains which cultural values companies prioritise and how these values are reflected in organisational practice. Taken together, these methods enable us to move beyond a purely theoretical discussion of corporate culture and empirically substantiate its role in ensuring the effectiveness of East Asian companies.

Discussion

Recent research confirms that corporate culture remains one of the key factors determining an organisation's effectiveness. Bogale and Debela (Bogale & Debela, 2024) conducted a systematic review of 52 studies and found that aspects such as innovation, teamwork, employee engagement and results orientation have a significant impact on an organisation's performance. The authors also emphasised the need for further empirical research in various regional contexts, particularly in emerging economies.

Nakshbandi (Nakshbandi, 2024:3640) examined the relationship between a learning-oriented organisational culture and organisational effectiveness. Using survey data and structural equation modelling, the study showed that a learning-oriented culture has a positive impact on organisational effectiveness, with employee engagement acting as an important mediating factor.

Tran and Jaakson (Tran & Jaakson, 2022:870) focused on organisational culture in East Asia and proposed a cultural measurement scale adapted specifically for countries in this region. Their study showed that a focus on harmony and status are distinctive cultural characteristics that influence organisational behaviour and performance in the region.

Chen, Zhang and their colleagues (Chen et al., 2022) examined the influence of organisational culture on employee performance in companies on both sides of the Taiwan Strait. The study showed that clan-based, adhocratic and hierarchical cultures have a positive impact on individual and organisational performance, whilst national culture moderates this effect.

Cho, Choi and Zhang (Cho et al., 2022:110) conducted a comparative study of Chinese and South Korean organisations and found that organisational culture and social capital collectively influence organisational performance. Their study showed that Confucian values and relationship-oriented management practices remain important factors in organisational performance in East Asian companies.

Setiawan and Sopiah (Setiawan & Sopiah, 2025) analysed recent research on organisational culture, leadership and organisational performance. Their findings suggest that an adaptive corporate culture, combined with effective leadership practices, significantly contributes to increased productivity, innovation and the long-term success of an organisation.

This literature review provides a contemporary theoretical framework for the present study: it identifies the key aspects of corporate culture, explains the mechanisms through which culture influences organisational performance, and highlights the distinctive features of organisations in East Asian countries. Furthermore, the review highlights existing gaps in research relating to the comparative analysis of empirical data on companies from East Asian countries, thereby justifying the need for further research.

Recent research has also increasingly examined how corporate culture is linked to an organisation's performance through specific organisational mechanisms. Bogale and Debela (2024), drawing on a systematic review of 52 studies, emphasised that organisational culture influences workplace dynamics and organisational effectiveness through aspects such as innovation, teamwork, engagement and results orientation. Their review also identified limitations in the existing literature, in particular the need for broader contextual and comparative studies. This observation is directly relevant to the present study, as the East Asian context remains under-represented in comparative empirical research.

Recent empirical studies demonstrate once again that organisational culture should be considered in conjunction with the specific characteristics of the business environment in Asia. Tran, Jackson and Wadi (2023) developed a cultural measurement scale for Vietnam based on a mixed-methods study involving interviews, expert assessment and an employee survey. Their study revealed that task orientation, harmony orientation and status orientation are important aspects of organisational culture, with harmony and status orientation representing distinctive characteristics of the East Asian context. These findings demonstrate that traditional models of organisational culture may not fully reflect the cultural characteristics of Asian organisations and, consequently, confirm the need to apply context-dependent approaches to the assessment of corporate culture.

At the same time, recent research has begun to shift from a general assessment of organisational culture to a direct measurement of its relationship with a firm's performance. Likitapivat, Tripongkaruna and Starita (Likitapivat et al., 2025), for example, investigated corporate culture and company performance in Thailand using a machine learning-based approach to measuring corporate culture. According to their findings, the most significant cultural values are teamwork, respect, innovation, quality and integrity. The study revealed a positive correlation between corporate culture and company performance. This research is particularly relevant to the present study, as it confirms the importance of teamwork and innovation, whilst also demonstrating the potential value of analysing corporate culture based on text data at the company level.

In another recent study conducted by Tran, Tay and Duc (Tran et al., 2025), organisational culture was examined as a factor preceding collaboration within the supply chain and its link to competitive advantages. The study showed that corporate culture can indirectly influence an organisation's performance by fostering cooperation and coordination amongst its members. This approach broadens the understanding of organisational effectiveness beyond the assessment of employees' internal performance and suggests that culture may also influence an organisation's ability to develop external cooperation and competitive advantages.

Overall, the studies reviewed demonstrate that contemporary scholars are increasingly viewing corporate culture as a multifaceted and context-dependent factor in organisational effectiveness. However, a number of gaps remain in this field. Firstly, many studies focus on individual countries or organisations rather than on a comparative assessment of the major economies of East Asia (Wang et al., 2025). Secondly, existing studies often rely either on employee surveys or on general cultural frameworks, whilst relatively little attention is paid to the systematic analysis of corporate documents as evidence of organisational culture. Thirdly, there remains a need to integrate traditional East Asian cultural characteristics such as unity, status orientation, hierarchy and collective responsibility with contemporary aspects such as innovation, adaptability, customer orientation and staff development.

Therefore, this study addresses these gaps by combining comparative analysis and content analysis to examine corporate culture in companies in China, Japan and South Korea. This approach allows for consideration of both the regional specificities of organisational culture and the changing cultural priorities of modern companies. Thus, the literature review provides a theoretical and methodological framework for examining how traditional and new cultural aspects coexist and contribute to enhancing organisational effectiveness in East Asian companies.

Results

The findings of the study show that corporate culture has a significant impact on organisational performance, although the nature and intensity of this impact vary across different East Asian countries. A comparative analysis of companies from China, Japan and South Korea revealed both common cultural characteristics and differences specific to each country. In particular, teamwork, employee commitment, discipline, adaptability and innovation were identified as the most frequently highlighted cultural characteristics. These findings are consistent with the results of recent studies showing that organisational culture is closely linked to an organisation's performance in the East Asian business environment. For example, a comparative study of Chinese and Korean organisations showed that organisational culture and social capital influence organisational performance, whilst national and institutional differences determine the strength of these relationships (Lee, 2024:775).

The first stage of the research focused on a comparative assessment of corporate culture across the three selected East Asian economies. The comparison considered teamwork, employee commitment, innovation, hierarchy, adaptability, and customer orientation. These dimensions were selected because they represent important components of organizational culture and are directly related to internal coordination, employee behavior, innovation capacity, and organizational performance. The results of the comparative assessment are presented in Table 1.

Table 1. Comparative characteristics of corporate culture in selected East Asian companies

Corporate culture dimension	China	Japan	South Korea	Analytical interpretation
Teamwork and cooperation	High	Very high	Very high	Strong collective orientation is common across the region
Employee commitment	High	Very high	High	Particularly associated with long-term employment and organizational loyalty
Innovation orientation	High	High	Very high	More pronounced in technology-intensive and internationally oriented firms
Hierarchical orientation	Very high	High	High	Remains an important mechanism of coordination and managerial control
Adaptability	High	Moderate–High	High	Increasingly important under digital transformation and market uncertainty
Customer orientation	High	High	Very high	Strongly associated with service quality and market performance
Organizational effectiveness	High	Very high	Very high	Higher effectiveness is associated with a combination of cultural consistency and adaptability

The comparative results indicate that the strongest common feature of East Asian corporate culture is the combination of collective orientation and organizational discipline. However, the three countries demonstrate different cultural emphases. Chinese companies tend to demonstrate stronger hierarchical and authority-oriented characteristics, whereas Japanese companies place greater emphasis on long-term commitment, teamwork, and organizational consistency (Wang, 2022). South

Korean companies demonstrate a comparatively strong combination of hierarchy, teamwork, innovation, and customer orientation. These differences suggest that corporate culture should not be treated as a universal organizational variable independent of national context.

The comparative findings suggest that the most prominent common feature of East Asian corporate culture is a combination of collectivism and organisational discipline. However, these three countries exhibit distinct cultural characteristics. Chinese companies generally exhibit more rigid hierarchical and power-oriented characteristics, whilst Japanese companies place greater emphasis on long-term commitments, teamwork and organisational consistency. South Korean companies demonstrate a comparatively strong blend of hierarchy, teamwork, innovation and customer focus (Silvonon, 2023). These differences suggest that corporate culture should not be viewed as a universal organisational variable, independent of the national context.

The second method – content analysis – was used to examine annual reports, corporate governance reports, sustainability reports, company missions and other publicly available corporate materials. The analysis revealed recurring cultural themes and identified which values were most firmly embedded in the companies’ official organisational discourse. Content analysis showed that the dominant cultural themes are teamwork, innovation and customer focus. This finding is particularly significant, as these aspects link internal organisational processes to external indicators of organisational performance. Teamwork facilitates coordination and knowledge sharing; innovation promotes adaptation and enhances competitiveness; and customer focus increases sensitivity to market changes. Similar results were obtained in a recent empirical study of South Korean companies: Kim, Kim and Baek (Kim & Baek, 2024), having analysed 81,067 employee reviews from 58 companies on the KOSPI 200 index, found that an innovation-oriented culture, and a customer- and market-oriented culture, correlate positively with the Tobin ratio, whilst a customer-oriented culture also demonstrates a significant positive correlation with return on assets. The analysis focused on the frequency with which specific cultural dimensions were mentioned and the organizational practices associated with them. The results of the content analysis are presented in Table 2.

Table 2. Results of content analysis of corporate culture dimensions

Cultural dimension	Frequency of occurrence	Relative importance	Main organizational manifestation
Teamwork and collaboration	84	Very high	Team-based work, cooperation, collective responsibility
Innovation and creativity	76	High	Digitalization, R&D, new products and processes
Customer orientation	71	High	Service quality, customer satisfaction, market responsiveness
Employee development	64	High	Training, career development, knowledge sharing
Organizational integrity	61	Moderate–High	Ethics, transparency, corporate governance
Adaptability	58	Moderate–High	Response to technological and market changes
Hierarchy and discipline	53	Moderate	Formal procedures, managerial control and accountability

Note: frequency values represent the number of coded references identified in the analyzed corporate materials and are used for comparative analytical purposes.

The results presented in Table 2 indicate that teamwork and collaboration represent the most prominent cultural dimension, with 84 coded references. This finding demonstrates that collective cooperation remains a central element of corporate culture among East Asian companies. The high

frequency of references to teamwork reflects the importance of collective responsibility, internal coordination, and cooperation between employees and organizational units. These characteristics may contribute to organizational effectiveness by facilitating communication, knowledge exchange, and coordinated decision-making.

The results also highlight an important distinction between cultural presence and cultural effectiveness. Corporate values may be frequently mentioned in corporate documents, but this does not necessarily lead to improved organisational effectiveness. Thus, the effectiveness of corporate culture depends not only on the presence of certain values, but also on their integration into management practices, employee behaviour, innovation processes and strategic decision-making. This interpretation is consistent with recent research demonstrating that different organisational culture profiles have varying effects on a firm's performance. O'Reilly, Cao and Sull (O'Reilly et al., 2024:183), using data on 309 firms over a five-year period, identified cultural archetypes focused on productivity, people and the customer, and demonstrated that these cultural configurations are associated with firm performance in different ways.

Another analytical finding is that adaptability and innovation become particularly important when organisations operate in a dynamic environment. The results show that companies combining strong internal cohesion with adaptability to external conditions are better able to maintain organisational effectiveness. This is consistent with the findings of recent studies demonstrating that organisational culture can influence performance through mechanisms such as employee engagement, knowledge sharing and organisational learning.

A combined interpretation of the results of the comparative and content analyses allows for a more detailed assessment of the relationship between specific cultural aspects and organisational effectiveness. Whilst the former analysis revealed differences in the cultural characteristics of China, Japan and South Korea, the content analysis showed which cultural values are most frequently emphasised by companies. The next analytical step, therefore, was to compare the identified cultural aspects in terms of their expected contribution to organisational effectiveness. This approach makes it possible to distinguish between cultural characteristics that primarily support internal stability and those that directly contribute to organisational adaptability, innovation and market competitiveness.

The results show that teamwork and collaboration have the broadest organisational impact. This area simultaneously promotes internal coordination, knowledge sharing, employee commitment and collective problem-solving. Innovation and adaptability demonstrate a closer link to an organisation's ability to respond to technological and market changes, whilst customer orientation is more closely linked to external competitiveness and responsiveness. Staff development is an important supporting mechanism, as it enhances the human potential required for innovation and organisational adaptability.

To summarise the results obtained using the two research methods, the cultural aspects identified were grouped according to their primary contribution to organisational effectiveness. The results of this synthesis are presented in Table 3.

Table 3. Contribution of corporate culture dimensions to organizational effectiveness

Corporate culture dimension	Main mechanism of influence	Expected contribution to organizational effectiveness	Overall assessment
Teamwork and collaboration	Coordination, knowledge sharing, collective problem-solving	Improves internal efficiency and employee cooperation	Very high
Innovation and creativity	New products, technologies, and processes	Strengthens competitiveness and growth potential	Very high
Customer orientation	Market responsiveness and service improvement	Supports customer satisfaction and market performance	High

Employee development	Skills, learning, and knowledge accumulation	Strengthens human capital and adaptive capacity	High
Adaptability	Organizational response to external changes	Increases flexibility and resilience	High
Organizational integrity	Trust, ethical behavior, and accountability	Supports stability and stakeholder confidence	Moderate–High
Hierarchy and discipline	Control, coordination, and clear responsibilities	Supports stability but may limit flexibility when excessive	Moderate

The analysis presented in Table 3 shows that teamwork and the implementation of innovations make the greatest contribution to organisational effectiveness. This result is particularly noteworthy, as these two aspects represent different organisational mechanisms. Teamwork primarily promotes internal integration, whilst the implementation of innovation promotes external adaptation and increased competitiveness. Their simultaneous importance suggests that organisational effectiveness requires both internal cohesion and the ability to generate and implement change.

The results also show that hierarchy and discipline have a more complex relationship with organisational effectiveness. These characteristics ensure a clear division of responsibilities, coordination and organisational control, which may be particularly valuable for large corporations in East Asia (Lazarus, 2025:1095). However, excessive hierarchical control can restrict employees' autonomy, slow down decision-making and hinder the development of innovative initiatives. Thus, the research findings suggest that hierarchy should not be completely abolished, but rather balanced with employee participation, adaptability and the implementation of innovation.

Another important finding concerns the relationship between staff development and organisational adaptability. Companies that place particular emphasis on training, knowledge sharing and professional development enhance their ability to respond to technological and market changes. Thus, staff development is not merely a human resources practice, but also a strategic cultural mechanism that underpins long-term organisational effectiveness.

The findings are generally consistent with recent empirical studies conducted in Asian companies. For example, Likitapivat, Tripongkaruna and Starita (2025), having analysed all Thai companies listed on the stock exchange over the period from 2000 to 2021 using text-based methods to assess corporate culture, found a positive correlation between corporate culture and corporate performance. The study identified key cultural values such as teamwork, respect, innovation, quality and integrity, with teamwork demonstrating the most pronounced effect. According to our findings, teamwork and innovation are also among the most important aspects of corporate culture; we have expanded the scope of our study to include China, Japan and South Korea.

These findings are also supported by the results of a study by Wang et al. (2025), who conducted a meta-analysis of 49 company-level studies and 32 individual-level studies and found that an adhocratic culture is most closely associated with organisational performance, whilst a hierarchical culture is least closely associated. These findings are consistent with our conclusion that innovation and adaptability are particularly important for organisational performance, whilst hierarchy and discipline have a more limited effect if they are not balanced by flexibility.

A further comparative example can be found in recent research carried out in South Korea. Kim, Kim and Baek (2024) examined the corporate organisational culture and financial performance of 58 companies from the KOSPI 200 index using text analysis and panel data covering the period from 2014 to 2022. Their study establishes a direct link between textual indicators of corporate culture and financial performance, demonstrating the usefulness of corporate documents as a source for measuring organisational culture. This supports the methodological choice of the present study to use content analysis of corporate documents rather than relying solely on survey-based indicators.

Overall, a three-stage interpretation of the results shows that corporate culture influences organisational performance through several complementary mechanisms. Teamwork and staff

development primarily strengthen the organisation's internal capabilities; innovation and adaptability enhance the organisation's ability to respond to external changes; and customer focus links internal capabilities to market performance. Thus, the findings support a comprehensive understanding of corporate culture, whereby an organisation's performance depends on the interaction between cultural aspects oriented towards stability and those oriented towards change.

Conclusion

The study concludes that corporate culture is an important strategic factor influencing the performance of organisations in East Asian countries. Comparative and content analysis show that teamwork, employee engagement, innovation, customer focus and adaptability are the most important cultural aspects associated with the effective functioning of an organisation. At the same time, the research findings indicate that traditional features of East Asian management, such as hierarchy, discipline and collective responsibility, remain relevant but are increasingly combined with innovative and flexible management practices. This suggests that organisational effectiveness is not achieved through any single cultural model, but rather through an optimal balance between organisational stability, employee engagement, innovation and adaptability.

The theoretical significance of this study lies in broadening our understanding of the relationship between corporate culture and organisational performance by taking into account the specific institutional and cultural characteristics of the business environment in East Asian countries. This study contributes to the existing academic literature by demonstrating that the influence of corporate culture should be considered within the context of both the organisational and national environments. The findings also serve as a basis for further comparative studies of companies from East Asia and the West, as well as for the development of more context-dependent approaches to measuring corporate culture and organisational performance.

The practical significance of the study lies in its potential application by managers and HR professionals when developing organisational policies aimed at improving a company's performance. The cultural aspects identified can be used to develop staff development programmes, strengthen teamwork, encourage innovation, and enhance the organisation's customer focus and adaptability. For companies in East Asian countries, the findings of this study could form the basis for developing management models that retain the benefits of collective responsibility and organisational discipline, whilst reducing excessive rigidity and encouraging employee initiative.

In the future, the findings of this study could form the basis for developing more comprehensive models to assess the impact of corporate culture on organisational effectiveness. Further research could focus on expanding the geographical scope by including other Asian countries, using larger samples of companies, and incorporating quantitative indicators such as productivity, profitability, employee engagement, innovation activity and market value. Longitudinal studies would also help to determine whether changes in corporate culture lead to a sustained improvement in organisational performance over time. Thus, this study lays the theoretical foundation and provides practical principles for understanding how corporate culture can become a long-term source of competitiveness and sustainable development for an organisation.

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ШЫҒЫС АЗИЯ ЕЛДЕРІНІҢ КОРПОРАТИВТІК МӘДЕНИЕТІ ЖӘНЕ ОНЫҢ ҰЙЫМДЫҚ ТИІМДІЛІКТІ АРТТЫРУДАҒЫ РӨЛІ

Аңдатпа. Корпоративтік мәдениет жаһандану, цифрлық трансформация, технологиялық даму және күшейіп келе жатқан халықаралық бәсекелестік жағдайында ұйымның тиімділігін анықтауда барған сайын маңызды факторға айналууда. Бұл зерттеу корпоративтік мәдениеттің ұйымдық тиімділікке әсерін Шығыс Азия елдері атап айтқанда Қытай, Жапония және Оңтүстік Корея компанияларын мысалға ала отырып зерттейді. Зерттеудің мақсаты – корпоративтік

мәдениеттің ұйымдық өнімділікке әсер ететін негізгі аспектілерін анықтау және Шығыс Азия елдеріндегі корпоративтік ортада дәстүрлі мен заманауи мәдени сипаттамалардың қалай қатар өмір сүретінін анықтау. Зерттеуде екі өзара толықтыратын әдіс қолданылады: салыстырмалы талдау және мазмұндық талдау. Салыстырмалы талдау таңдалған елдердегі корпоративтік мәдениеттің ұқсастықтары мен айырмашылықтарын анықтауға қолданылады, ал мазмұндық талдау жылдық есептерді, тұрақтылық есептерін, корпоративтік басқару құжаттарын, компания миссияларын және басқа да ашық қолжетімді корпоративтік материалдарды зерттеуге арналған. Талдау командалық жұмыс пен ынтымақтастық, қызметкерлердің белсенділігі, инновация мен шығармашылық, тұтынушыға бағдарлану, қызметкерлерді дамыту, бейімделгіштік, ұйымдық тұтастық, сондай-ақ иерархия мен тәртіп сияқты аспектілерге бағытталған. Зерттеу нәтижелері ұйымның тиімділігіне әсер ететін корпоративтік мәдениеттің ең маңызды аспектілері ретінде командалық жұмыс, инновация, тұтынушыға бағдарлану, қызметкерлерді дамыту және бейімделгіштік екенін көрсетеді. Сонымен қатар, нәтижелер елдер арасындағы айырмашылықтарды көрсетеді: жапон компаниялары қызметкерлердің белсенділігі мен командалық жұмысқа, қытай компаниялары иерархияға, ал оңтүстік корейлік компаниялары инновация, тұтынушыға бағдарлану және икемділік үйлесіміне көбірек мән береді. Зерттеу қорытындылайды, Шығыс Азия елдеріндегі компаниялардың ұйымдық тиімділігі дәстүрлі мәдени тұрақтылық пен икемділікке, инновацияға және кадрларды дамытуға қойылатын заманауи талаптар арасындағы тепе-теңдікті сақтауға барған сайын тәуелді болып келеді. Зерттеу нәтижелері мәдениет пен ұйымдық өнімділік арасындағы байланысты теориялық тұрғыдан түсінуге үлес қосады және бейімделгіш әрі бәсекеге қабілетті ұйымдық мәдениетті дамытқысы келетін менеджерлер үшін практикалық маңызы бар.

Кілт сөздер: корпоративтік мәдениет; ұйымдық тиімділік; Шығыс Азия компаниялары; ұйымдық өнімділік; салыстырмалы талдау; мазмұндық талдау; инновация; кадрларды дамыту; бейімделгіштік; корпоративтік басқару

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КОРПОРАТИВНАЯ КУЛЬТУРА СТРАН ВОСТОЧНОЙ АЗИИ И ЕЁ РОЛЬ В ПОВЫШЕНИИ ОРГАНИЗАЦИОННОЙ ЭФФЕКТИВНОСТИ

Аннотация. Корпоративная культура становится все более важным фактором, определяющим эффективность организации в условиях глобализации, цифровой трансформации, технологического развития и усиления международной конкуренции. В данном исследовании рассматривается влияние корпоративной культуры на эффективность организации на примере компаний из Восточной Азии, в частности из Китая, Японии и Южной Кореи. Цель исследования выявить ключевые аспекты корпоративной культуры, которые влияют на эффективность организации, а также определить, как традиционные и современные культурные особенности сочетаются в корпоративной среде стран Восточной Азии. В исследовании используются два взаимодополняющих метода: сравнительный анализ и контент-анализ. Сравнительный анализ применяется для выявления сходств и различий в корпоративной культуре в выбранных странах, а контент-анализ для изучения годовых отчетов, отчетов об устойчивом развитии, документов по корпоративному управлению, миссий компаний и других общедоступных корпоративных материалов. Анализ сосредоточен на таких аспектах, как командная работа и сотрудничество, вовлеченность сотрудников,

инновационность и креативность, клиентоориентированность, развитие сотрудников, адаптивность, организационная целостность, а также иерархия и дисциплина. Результаты исследования показывают, что командная работа, инновационность, клиентоориентированность, развитие сотрудников и адаптивность являются наиболее значимыми аспектами корпоративной культуры, влияющими на эффективность организации. Кроме того, результаты демонстрируют различия в зависимости от страны: японские компании делают больший упор на вовлеченность сотрудников и командную работу, китайские на иерархию, а южнокорейские на сочетание инновационности, клиентоориентированности и адаптивности. В исследовании делается вывод о том, что организационная эффективность компаний в Восточной Азии все больше зависит от баланса между традиционной культурной стабильностью и современными требованиями к гибкости, инновациям и развитию сотрудников. Полученные результаты способствуют теоретическому осмыслению взаимосвязи между культурой и эффективностью работы и имеют практическое значение для руководителей, стремящихся развивать адаптивные и конкурентоспособные организационные культуры.

Ключевые слова: корпоративная культура; организационная эффективность; компании Восточной Азии; результативность организации; сравнительный анализ; контент-анализ; инновации; развитие сотрудников; адаптивность; корпоративное управление.

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