

Furthermore, China emphasizes the modernization of sports management through technological innovations such as data analysis, digital platforms, and smart facilities. these advancements improve training programs, enhance athlete performance, and streamline event management. overall, effective management in physical education and sports is vital for China's strategy to become a global sports powerhouse, improve public health, and foster national pride. Management in the field of physical education and sports in China combines government regulation, cultural traditions and innovation. the system is focused on mass participation, training of professional personnel and achieving international sports results. however, further optimization of programs and increased funding are required to solve current challenges. The management system in China's physical education and sports sphere is evolving dynamically, driven by technological innovation, economic reforms, and strategic national goals. Its continued development promises to solidify China's position as a major global sports power, contributing to social well-being, international prestige.

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IMPACT OF ORGANIZATIONAL CULTURE ON SOCIAL BEHAVIOR OF EMPLOYEES IN CHINA

Organizational culture, defined by shared values, norms, and practices, plays a key role in shaping employees' social behavior. In China, where traditional Confucian principles are intertwined with modern management approaches, this influence takes on unique features. This paper examines how elements of organizational culture—hierarchy, collectivism, guanxi (social ties) – influence employee communication, cooperation, and adaptation in the context of globalization [1].

Organizational culture plays a pivotal role in shaping the social behavior of employees within Chinese companies. As a fundamental aspect of an organization, culture encompasses shared values, beliefs, norms, and practices that influence how employees interact, communicate, and collaborate. In the Chinese context, where Confucian values such as harmony, respect for hierarchy, collectivism, and loyalty are deeply ingrained, organizational culture often reflects and reinforces these societal principles.

Chinese organizational culture tends to emphasize collectivism over individualism, fostering a sense of unity and shared purpose among employ-

ees. This collective mindset encourages behaviors that prioritize group harmony, cooperation, and consensus-building. Employees tend to avoid conflict and confrontation to maintain harmony, which is aligned with traditional Chinese social values. Respect for authority and hierarchical structures further influence social interactions, with subordinates showing deference to superiors and adhering to formal communication channels [2].

Moreover, the concept of “guanxi” (personal relationships and networks) plays a significant role in the social behavior of employees. Cultivating strong interpersonal relationships within the organization can facilitate trust, cooperation, and support, thereby positively impacting teamwork and organizational loyalty. A culture that values loyalty and long-term relationships encourages employees to demonstrate behaviors that reinforce trustworthiness, dedication, and respect.

However, the impact of organizational culture on social behavior is not uniformly positive. An overly hierarchical or rigid culture may suppress open communication and innovation, leading to conformity and reduced individual initiative. Conversely, a culture that promotes openness and inclusiveness can foster creativity, motivation, and proactive social interactions among employees [3].

In conclusion, organizational culture profoundly influences the social behavior of employees in China, shaping their interactions in ways aligned with traditional values and societal expectations. Understanding these cultural dynamics is essential for multinational and local organizations aiming to enhance employee engagement, cooperation, and overall organizational effectiveness in the Chinese context [4].

Chinese enterprises place a great deal of emphasis on training and development of personnel. This is explained by the huge competition in the market, where the one with the most qualified personnel survives. State-owned enterprises tend to focus more on training technical skills, but lack content for management development, while non-state-owned enterprises pay more attention to both working relationships and professional development. Therefore, HR specialists completing a master's degree must master the skills of aligning personnel training and development with the needs of the specific enterprises they will be working for [5].

Organizational culture in China remains a powerful driver of employees' social behavior, but its evolution under the influence of globalization requires a flexible approach. Successful companies combine respect for Confucian traditions with adaptation to the demands of new generations and

technologies. Further research could examine the role of government policies (e.g., the “Made in China 2025” initiative) in transforming corporate cultures.

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INNOVATION MANAGEMENT IN THE SYSTEM OF HIGHER EDUCATION ON THE EXAMPLE OF THE CHINA

In the modern world, innovations are becoming the most important factor in the development of any field of activity, including the higher education system. Effective innovation management contributes to improving the quality of educational programs, developing scientific research and training competitive specialists. Of particular importance in this process is a country with a rapidly developing economy and science - China. In recent years, China has been actively introducing innovative approaches to the higher education system, which allows the country to take a leading position in the international arena.

This paper analyzes the features of innovation management in the higher education system of China and identifies key factors that ensure the successful implementation of innovative solutions.

Innovation management in higher education, using China as an example, is an important area of research given the rapid development and global