

AXIOLOGICAL BASIS FOR RUSSIA'S AND CHINA'S MANAGEMENT MODEL

Abstract. In recent years, Russia and China have cooperated in various fields such as economy and trade, investment, energy, technological innovation, humanities and localities, and the trade volume has continued to grow. However, there are still many problems in actual cooperation. For example, cultural differences and diverse understandings of business activities lead to misunderstandings or frustrated meetings. It's necessary to study and analyze the similarities and differences between the management models of the two countries. The Russian and Chinese management models have common and special, which relate to geography, culture, climate, and history of the country. For intercultural communication, mutual understanding is very important. If only consider your own culture is "correct", while everyone else seems strange, "uncivilized" or underdeveloped, which makes it difficult to understand the behavior of others and hinder business cooperation. The study relies on the method of comparative analysis and focuses on universal human values, respective features of stereotypes of common behaviors and patterns of life, and comparative aspects of Russian and Chinese management models. The research results can be used to understand cooperation issues in real business cases, and can help businesspersons find the best partner in any business cooperation field between Russia and China. Thus, the paper can be of interest to investors and business activists of the two countries.

Keywords: Russia's management model, China's management model, business cooperation, economy of region, regional cooperatives, cross – culture aspect, axiological basis of management model

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ЦЕННОСТНЫЕ ОСНОВАНИЯ РОССИЙСКОЙ И КИТАЙСКОЙ МОДЕЛЕЙ УПРАВЛЕНИЯ

Аннотация. В последние годы Россия и Китай сотрудничают в различных сферах, таких как экономика и торговля, инвестиции, энергетика, технологические инновации, гуманитарная и региональная наука. Объем торговли продолжает расти, однако в реальном сотрудничестве еще много проблем. Например, культурные различия и разница в подходах как вести бизнес приводят к недопониманию или несостоявшимся встречам. Необходимо изучить и проанализировать сходства и различия между моделями управления бизнесом двух стран. В российской и китайской модели менеджмента есть общее и различное, это связано с географией, культурой, климатом и историей стран. Для межкультурной коммуникации взаимопонимание очень важно. Если исходить из того, что лишь собственная культура – “правильная”, остальные – неизбежно окажутся “странными”, “нецивилизованными” и т. д., что затрудняет понимание поведения других народов и препятствует деловому сотрудничеству. Это исследование опирается на метод сравнительного анализа и фокусируется на общечеловеческих ценностях, соответствующих особенностях стереотипов общего поведения и образа жизни, а также на сравнительных аспектах российской и китайской модели управления. Результаты исследования могут быть использованы для понимания вопросов сотрудничества в реальных бизнес-кейсах и могут помочь бизнесменам найти лучшего партнера в любой сфере деятельности между Китаем и Россией. Таким образом, эта статья может быть интересна инвесторам и бизнес-активистам двух стран.

Ключевые слова: китайская модель управления, российская модель управления, деловое сотрудничество, региональная экономика, региональные кооперативы, кросс-культурный аспект, ценностные основания модели управления

Introduction

According to China's statistics, China-Russia bilateral trade value fell slightly to USD107.77 billion in 2020, passing the mark of USD 100 billion for three consecutive years. Russian and Chinese bilateral trade is characterized by the following features: First, closer trade cooperation and stronger momentum for steady growth of trade. Robust growth in imports of commodities from Russia to China, such as oil, gas and iron ore. Second, emerging new growth points. In 2020, agricultural trade value hit a record high of USD 5.55 billion. The "stay-at-home economy" has greatly driven up exports of electronic products to Russia, with laptops, tablet PCs up by 39% and 29% respectively. There are also highlights in areas other than trade. China-Russia east-route natural gas pipeline has been put into use. The two sides have made positive progress in cooperation on 5G, cloud services, smart travel, etc¹.

With the onset of the 21st century, the regions of Russia and China have accelerated their way toward each other and strengthen relationships, first of all, economic relationship. With the growth of bilateral trade volume and the improvement of foreign trade laws and regulations, more and more businessmen want to engage in Russian-Chinese trade. First of all, the problems of interaction between Russian and Chinese companies are intercultural communication currently. Many Russian businessmen say that the Chinese are very difficult negotiators, who are very tough in defending their interests. And many Chinese are afraid of the Russian business climate. Many inexperienced business people lose confidence in international trade because they do not understand the characteristics of the management model of both parties, and miss cooperation opportunities, or waste time and money. [Garcia-Herrero, p. 389]. Therefore, it is necessary to study the axiological basis for Russia's and China's management model.

In this study, our goal is to analyze the similarities and differences between the management models of Russia and China, as well as give some suggestions to help businesspersons to find the best partner in any business cooperation field between Russia and China.

This paper focuses on the following objectives:

To describe Russia's and China's universal human values for mutual understanding;

To analyze the respective features of stereotypes of common behaviors and pattern of life between Russia and China;

To show Comparative aspects of Chinese and Russian management models.

Theoretical background

Regarding Russia's management model, a significant body of research has been accumulated. Russian scholars focused on Russia's specificity. Novitskaya, O. and Brewster, C. [Novitskaya, Brewster] demonstrated that the impact of national context effects on HRM practices in Russian subsidiaries of western MNCs. They think Russian

¹ News from Ministry of Commerce People's Republic of China. January 31, 2021. <http://english.mofcom.gov.cn/article/pressconferencehomepage/biandmultirelations/202102/20210203037297.shtml>.

market potential is very attractive for foreign investors. However, dealing with Russian culture and institutions has proved problematic for many foreign investors.

Sergeeva A. V. [Sergeeva, 2017] analyzed Russian mentality relies on personal experience and the data of historians, ethnographers, psychologists, statisticians, and compared with other nations. Then, Sergeeva A. V. [Sergeeva, 2020] discussed how have globalization and the “market” influenced Russians. She thinks that after 20 years of the hurricane changes some “Russianness” was preserved, and some changed.

Regarding China’s management model, scholars are also concerned about new management model under the influence of traditional culture and globalization. McGregor, J. [McGregor] emphasized that nothing is as it seems and nothing about doing business in China is easy. Foreigners must have a deep understanding of Chinese traditions, values, and the most urgent desires in order to find the key to do business in China.

Ge, R. J. [Ge Rongjin] researched the influence of Confucianism on the management mode of today’s China. Confucianism advocates flexible management thinking, focusing on “humane management”, “management in pleasure” and “personalized management”. Jie, T., & Ward, A. [Jie T.] contended that Chinese management has experienced a dramatic change in recent years. In many areas, established ideas about how Chinese management operates are oversimplified and outdated.

Of course, many scholars have also devoted themselves to studying the differences and similarities of Russian and Chinese management models. Li, W. [Li Wei] carried out a study on the cognition and identification of Chinese culture and values among the Russian people. He tried to show the image of Chinese businessmen in Russia in multiple dimensions and provided some thoughts and suggestions. Garcia-Herrero, A., & Xu, J. W. [Garcia-Herrero] examined quantitative data to evaluate bilateral trade and investment activities in a comparative context, and projected future trends in Chinese-Russian economic relations.

There are many studies aiming to analyze Russia’s and China’s management model and their axiological basis. This question, however, still remains open to debate. In order to discuss the axiological basis for Russia’s and China’s management model, we should look at the dynamics of their management model, which will be intended in this article.

Method and Data

The study relies on the method of comparative analysis. It compares the similarities and differences between the management models of the two countries. The rest of this paper is organized as follows. The research goes through the following three stages. At the first stage, the paper analyzes Russia’s and China’s universal human values for mutual understanding. At the second stage, the respective features of stereotypes of common behaviors and pattern of life between Russia and China are described. At the third stage, this paper shows comparative aspects of Chinese and Russian management models. At the end, this article gives some suggestions to people engaged in business between the two countries to make them more comfortable in actual practice.

The economic data in this paper are publicly available, they are obtained from Ministry of Commerce People's Republic of China. The data on China-Russia bilateral trade value, agricultural trade value, exports of electronic products. In addition, the study examines the information from the official media portals – Sputnik and Xinhua News Agency.

Results

China is undoubtedly an Eastern country and belongs to the family of Eastern civilization. Russia is a Eurasian country, and a large part of Russian culture is influenced by Eastern civilization. Therefore, Russia and China have a lot of universal human values, and understanding these can build a foundation for mutual ideals and communication.

Universal human values for mutual understanding

The text describes a set of behavioral models, which are able to unite Russian with the Chinese and can be used for mutual understanding. It helps you have empathy and stop wasting time and money on “strange” foreign behavior. And find a balance point in the business meeting.

Collectivism

Since ancient times, China has been a collectivist country. There is no doubt about this. Russian society has undergone tremendous changes in the past 30 years. Although many people think that Russia is no longer a collectivist society in the traditional sense, the two countries still have a lot of common characteristics in this aspect.

The Orthodox Church has a very special nature, that is, its cohesion, which fundamentally determines the collectivist spirit of the Russian nation. [Yuan Shuizhi, p. 102] For Russian, recognition from people around it is very important, public opinion (the world, society, colleagues, or friends) is their guideline of action.

Russian believe that a group of people united by joint activities is not always collective. True collectivism involves not only cooperation and mutual assistance, but also general recognition of the group and the separability of each member. This means that personal goals should coincide with the target of each team member. or Russians, the concept of “company like family” is not quite typical. In Russian companies, individualism has its specifics and is represented by groups with individualistic behavior, which is associated with their history and with the habit of protecting personality. [Sergeeva, 2017, p. 155].

China has been part of the collectivist camp throughout its long history. Such societies are generally characterized by participation in intensive social interaction that affords little privacy, leading to a corresponding stress on the need to maintain harmony. Open confrontation is considered impolite and flat refusal is replaced by delay or “yes” [Piskunova]. Harmony is considered an important element in human relationships. Another feature of the Chinese mentality is the priority of the general over the particular. In China, everyone works for the collective interests and prosperity of the group. Usually, Chinese company maintains a team spirit and organizes corporate events.

Colleagues willingly strike up friendly relations, invite each other to go home, go on joint trips together, or and give others gifts on special days. They are interested in each other's personal lives, health, and other existence. We see the managerial pragmatism of Confucianism as follows: Among employees, it is necessary to form a conscious attitude to work, the atmosphere of "home" and "family" in the company [Wang B.]. In some companies, leaders even know the birthday and family status of their employees. Therefore, colleagues are already used to taking care of each other.

Nepotism

In any field of activity in Russia, you can meet numerous nepotisms. Any nepotism can only be penetrated through "their own people" – relatives, friends, or classmates. This is called "to have the connection" (иметь в связь, иметь блат) and "to have the hand" (иметь руку). If suddenly one person gets in trouble, then his "own people" always help him. Cohesion and the sense of conformism among Russians, in practice, leads to the tacit mutual responsibility of all members of society.

Interestingly, collective cohesion and collective responsibility are also manifested in Russian state institutions. For example, it is possible to hide income, to avoid paying taxes. The accountant can present the financial report "in the best possible way" [Sergeeva, 2020, p. 155].

The Chinese people love to work with "their people". For bosses, it is generally accepted to hire relatives or friends, even if they are mediocre specialists. Leaders always think: "I trust my family absolutely; my confidence in friends and acquaintances has been established and invested, but about nobody else will you make assumptions concerning their goodwill" [Ge Rongjin].

In large companies, this problem is not so obvious, but in general, it is also observable in small companies, like family businesses. In China, nepotism is closely intertwined with the concept of "guanxi". This is the establishment of mutually beneficial ties and the exchange of interests between people of the same social status. Obviously, guanxi extends to all spheres of life of Chinese people, but it has special power in the business field [Wang B.].

Wine culture and drunkenness

Love for strong drinks in Russia is traditional and well-known. Firstly, this is due to the cold climate: alcohol warms up the body appreciably on cold days. Secondly, there are psychological reasons for Russian drunkenness – the anesthetic effect of alcohol. For centuries, the Russian was looking for oblivion for problems. Alcohol can release a person from the pressure of obligations to society, and enhance "love of freedom". Thirdly, the Russians' long-standing habit of alcohol will inevitably affect you if you are going to do business in Russia. For Russia, "business drunkenness" was typical. People who did not drink felt like outcasts or strangers in the collective. Knowing who you "should drink" with, being able to organize "your own circle" and being "on the board" can promote your career advancement. If a person had any problems, the members of "his circle" can help him.

Drunkenness just “for fun” has always been condemned, and the ability to keep a clear mind after drinking was highly valued as special manhood. By the way, Russian need to drink in company. Drinking alone like a drunkard cannot get respect [Sergeeva, 2017, p. 192].

When many foreigners start living or doing business in China, they accidentally discover that Chinese people drink a lot. Firstly, in China, since ancient times, catering has played an extremely important social function. In addition to singing and dancing performances throughout the banquet activities, it is wine. Secondly, the Chinese are implicit and accustomed to concealing their emotions. Most people think only at the alcoholic table that they can express their feelings. Therefore, many business meetings will be selected at the wine table. Chinese businessmen who are well-drunk expect to inquire about more business details by persuading alcohol, and by flattering others to inquire about information when they relax vigilance. Thirdly, Chinese wine culture is an instrument to build trust. If you listen to me and drink the wine obediently, then I can trust you, then I can do business with you. After three cups of wine, people can show their true thoughts quickly, and the cost is very low in terms of time and economy.

Nowadays, most young people hate the wine culture and don't like to participate in the wine bureau. But “Beggars can't be choosers”. It is very common for superiors to persuade subordinates to drink in the company's wine bureau. Toasting has become the respect for others, and not accepting persuasion is to look down on others. Many Chinese sacrifice their health to gain recognition and recognition from others. Most Chinese only use wines as the medium to communicate, and few people like wine tasting [Li Wei].

Respective features of stereotypes of common behaviors and pattern of life

The Russians and the Chinese have many of the same values, which can help communicate and understand each other. Conversely, they also have their unique behaviors and management models. In a word, when describing the life of any nation, only one approach is fruitful – “human-centered”, it should focus on the person, his self-consciousness and worldview, and his mentality. [Sergeeva, 2020, p. 5]. The pattern of life in different countries always depends on particular conditions, climate, geography, culture, and many other factors. We can say that each nation is exceptional since each country has gone its way and is not like others [Sergeeva, 2017, p. 6].

Russians' features of their social behavior

In recent years, there has been a growing interest in Russians. Foreigners know about “Mystifying Russian soul”, and some Russians accept this wording. It is known that in the West the Slavs are perceived as incomprehensible and unpredictable people. Many Chinese believe that Russians are the fighting nation (zhan dou ming zu). And in general, what is Russia: East or West? Moreover, the main thing is not the geographical position of Russia, but the mentality of Russians. Can we find the key to the code of the Russian characters? Thus, the article will introduce some unique and typical behaviors and mindsets of Russians [Sergeeva, 2017, p. 6].

1. Contradictoriness, mysticism and extremeness

As the Russian religious philosopher Berdyaev said: “The dual beliefs of Russians—Eastern Orthodox beliefs and polytheistic beliefs can explain the many contradictions of the Russian nation. Russians live under the influence of two cultures. The formation of the Russian national character is not so much the influence of the geographical environment as it is the influence of the Eastern and Western culture”. [Porus]. Another reason for this inconsistency—Russian history with an eternal conflict between state power and the instinct of the people’s love for freedom. Russians are both unrestrained and introverted, lazy and hardworking, sincere and no lack of hypocrisy. This antinomy is a clear manifestation of the contradictoriness of the Russian national character [Wu Yuming].

Orthodox mysticism has constructed the mystery and extremeness of the Russian national character. In addition, the Mongols ruled Rus for more than two hundred years. With the invasion of Mongolia, the shaman culture has also been brought into the Russian nation. Due to the structural lack of rationalism, Russians often go to extremes. “Either all or nothing” is their consistent principle of doing things. They will not choose an intermediate compromise. Their emotions often prevail over reason, and passions over material interests. When solving difficult questions, Russians will be guided more often by the “voice of the heart” and not by the mind. Thus, it is difficult to demand objectivity of “rationality”. Such people are constantly overwhelmed with energy and emotions that distract them from rational analysis and the sober assessment of their actions. They may act without hesitation, even risk their own lives in the name of the high ideals [Jia Changlong, p. 241].

2. Patience

Patience is the outstanding character of the Russians, and it is also the foundation of the Russian national character. Russia’s climate is complex and changeable, with long and cold winters and very short summers. The harsh weather in the severe winter requires Russians to have a strong body, the courage to fight against harsh nature, and patience. In addition, the unique natural conditions make the Russians have irresistible awe and worship of nature. The reverence and worship for nature have cultivated the negative and patient character of the Russians.

The patience of the Russians is also related to religion. The Eastern Orthodox Church believes that all people have original sins, and only through penance to achieve self-salvation. In addition, the Eastern Orthodox Church advocates fraternity, forgiveness and patience. The suffering spirit of the Eastern Orthodox Church has cultivated the supreme endurance and patience of the Russian nation. [Liu Ling].

Besides, communism during the Soviet era also made the Russians more patient. The collectivist rationing system makes people accustomed to long waiting in line to get the goods. And the inefficient work in modern Russia also makes waiting like a norm acting. If you ask Russians why they are so patient, most of them will answer: “We are used to it”.

3. Smile

Russians’ attitude to the smile is too serious for the Chinese. It is believed that Russians smile rarely, their faces gloomy, depressed, reserved. Some Chinese jokingly

called “smiles without worldly wishes”. There are reasons for this attitude. Firstly, this character may be associated with natural conditions. Secondly, for Russians, excessive smiling or cheerfulness seems suspicious in the sense of stupidity, mental disability. The smile for Russians must necessarily express feelings: cordiality, trust, friendliness, or gratitude. Russians’ smile has no connection with etiquette. And it did not turn into an empty, meaningless grimace.

Russians are not just stingy with smiles, but moreover: it is not customary for them to smile at strangers on the street. This can be viewed as a violation of the rules of decent behavior, as a mockery that someone has disorders in their clothes. To express your friendliness and disposition, Russian etiquette provides for other means: facial and eye expressions, special intonations, words or expressions [Sergeeva, 2017, p. 201].

Chinese’ features of their social behavior

Reflection on Chinese management practice is informed by its uniqueness, which reflects national identity, especially as manifested in traditional texts from Confucius and so on. The relevance of this study is also connected with the interest of Chinese people themselves in pragmatizing the intellectual tradition in their search for axiological bases of rapid contemporary social and economic change. Next, the article will introduce some typical and distinctive management models and social behaviors of Chinese people.

1. Chinese Relationship (guanxi)

An old Chinese proverb states: *time isn’t as important as the terrain; but the terrain isn’t as important as unity with the people*. The concept of “guanxi” is a much more complicated than the Western concept of “network”. It is a platform for social and business activities in China and consists of ties determined by reciprocity, trust and mutual obligations. Therefore, it is better to create your own guanxi and to be aware of the guanxi around you before you do anything. This is an unwritten rule of China: if someone doesn’t trust you and there is no guanxi between you, this means that you can’t do business with that person. Chinese people always think that connections are the most important thing for business. The largest enterprises always have big fish supporting them [Jie T, p. 25].

2. Against Being Blunt (*han xu*) and Communication Should be Calm with Forbearance

Despite the stress on harmony in Chinese society, tensions inevitably arise. Where this happens, Chinese strategies for resolution are still formed by the desire to avoid open conflicts. It is necessary to avoid open debate and direct confrontation [Jie T, p. 15].

The Chinese act as restrained, implicit and indirect. *Han xu* will inhibit the direct expression of emotion, especially negative emotion. For Chinese people, communication is about building relationships, while in the West, effective communication and prompt fulfilment of tasks are considered more important. Silence does not mean that your message will not be transmitted. The wise Confucian is supposed to listen in silence. It not mean that Chinese do not want to share information. [Piskunova].

Concerns about harmony and hierarchy inform styles of communication. The Confucian ideals of the superior man encourage respect for those who maintain self-control and who embody “perfect calm”. Emotional outbreaks cause strong distrust and antipathy. In the context of intercultural negotiations, Chinese prefer restrained, moderate behavior [Jie T, p. 15].

3. All warfare is based on deception

The Chinese often say “business is like a war”, running an enterprise is like waging a war. There are such Chinese proverbs: “business is a front without the smoke of battle”, “business is a form of human competition”. Therefore, the path of deception is the way of using the weaknesses and peculiarities of human psychology to defeat the enemy and win the commercial competition. Therefore, information may be withheld when doing business with Chinese people. If you and your Chinese partner do not have a foundation of trust, you may be replaced at any time. The contract does not protect your rights and interests. A stable and trustworthy business relationship is even more important.

For Chinese, everyone should be able to “follow the situation,” therefore “change context” is a norm for Chinese culture, it is very flexible. So contractual relations or international relations, are more practical among the Chinese. Abstract truths, rules, agreements do not fit into their doctrinal relationships.

It means managers should be required to have strategic thinking, foresight, and forward-looking knowledge. They should insist on flexibility, innovation, and variability of actions. It’s better to pay more attention to creating favorable situations than accepting and dealing with the specific situation [Dimovski].

Comparative aspects of Russian and Chinese management models

Many Russian businessmen say that the Chinese are very difficult negotiators, who are very tough in defending their interests. And many Chinese are afraid of the Russian business climate. First of all, the problems of interaction between Russian and Chinese companies are intercultural communication currently [Garcia-Herrero] The article will show the most representative resemblance and differences in the management models between China and Russia, which are very useful and interesting for those business people who engaged in trade between the two countries.

Attitude towards superiors

The Russian proverb says “you are the boss – I am the fool, I am the boss – you are the fool.” This means that a person without power can rarely have a complete personality. Another proverb “do not argue with the authorities: they know better. And if you start arguing, you will be worse.” Many people think that it is not worth taking harsh actions, because it may get “even worse.” Oftentimes, Russians can come to terms with difficult circumstances without rage, and the Russians can endure [Yin Shangwei].

In Russian companies, the management style is hierarchical and centralized. And also, there is a huge distance between the superiors and subordinates. As the result, there is a complete dependence of employees on the arbitrariness of the bosses [Sergeeva,

2017, p.159] If compared with the attitude of the Chinese towards their superiors, the Russians appear to be less “respectful”, freer and more casual.

The boss, in Chinese “*ling dao*”, is always right. This is especially true in small private companies, where *ling dao* has the greatest power, his orders and instructions must be carried out promptly and without question. He makes the correct decisions and should not be accountable to anyone. Subordinates, on the contrary, must show boundless respect and unquestioning obedience to their superiors. Chinese bosses sometimes do their best to maintain authority and save face, and even force employees to work overtime.

In Chinese traditional culture, people believe that to manage an enterprise masterly, its boss must create a good (*xing xiang*) “image” to set an example for others in the company. This requires that the boss should not only have a high position in the company, professional qualifications and experience, but also certain personal qualities, a humanistic mindset and high moral guidelines [Piskunova].

Decision making style

In Russia, when solving a difficult issue, Russians often listen to the “voice of the heart”; it is difficult to demand objectivity, rationality, and calm [Sergeeva, 2017, p. 184] As in the Russian proverb “all or nothing”. In Russian companies, there is usually no complete teamwork, performers are little involved in the preparation of decisions. And for Russians: “nothing venture, nothing have”, so they are not used to making plans [Xu Fenglin].

Russians are more focused on current tasks. Even Russians rarely think about the future, “everything depends on fate.” For Russians, the most important condition for happiness is a clear conscience, “a guilty conscience needs no accuser.” Therefore, compared with the Chinese in negotiations, the Russian people are not accustomed to concealing their emotions. Before deciding on a cooperative project, Chinese businessmen always prevaricate and delay. And Russian businessmen are always extremely anxious and irritable. Chinese businessmen are often surprised at the speed of decision-making by Russian businessmen, which makes them believe that this may be just “temporary excitement” [Chen Xiaofang].

The Chinese think a promise is a debt and that they should look before they leap, so they always take longer to make decisions. In China, the decision-making process is based on ensuring that the balance of all parties is taken into account. Chinese people want to be sure that all points of view of the issue are considered first and all issues are thought out before coming to a conclusion. This process often involves returning to the beginning and starting to think and debate again. Also, since the Chinese people do not like to say “no” in a direct manner, it is best to never assume a deal will be struck until you hear it clearly [Piskunova L].

On the basis of traditional culture, learning proceeds from imitation rather than critical debate. Many Chinese, therefore, avoid making individual choices when faced with new challenges. In dealing with the unexpected, they have a traditional learning from childhood as well as relying on superiors and groups to guide them [Jie T, p. 24]

Work Attitudes

The Russians can work quickly and sustained for a short time and dislike simple tasks or regular activities. They prefer not to be engaged in petty and fussy work with a moderate workload. But Russians can solve non-standard tasks, the employees' thinking is very active and creative [Sergeeva, 2017, p. 184] If a big order comes after getting off work, most Russian employees will not work overtime, but will work tomorrow. Compared with Chinese employees, they value their personal time more and are unwilling to sacrifice their time to continue working [Zhang Xinwen].

Everyone knows that the Chinese are hardworking, they can work continuously without complaint. And the Chinese are sure that only continuous diligence and self-improvement can make a person successful. As the Chinese saying: "Sharpening makes a mighty sword, and cold makes a blooming wintersweet." In Chinese companies, the overtime system is very common. Even this became a default rule. If the boss stipulates and pays overtime, most employees will not oppose and think that this is a request that cannot be refused.

Attitude towards money

For Russians, the attitude to money usually ambivalent. On the one hand, among Russians, it is not customary in public to talk about money. Focus on this topic – this makes them awkward, even a sense of shame, especially for the older generation. On the other hand, modern market relations dictate new rules of behavior and values. Increasingly, especially among young people, the value of money is frankly mentioned. Like the desire to earn money, the desire to become a wealthy and financially independent person. They are convinced that "money gives freedom", and without them, neither education, nor culture, nor travel, etc. is possible. More and more Russians now admit that "it is not shameful to be rich," and even vice versa: money in Russia is becoming a measure of success in life, even the key to success [Zuo Fengrong].

In general, many Russians believe that "it is better to work less and earn less, not to overstrain," and "money for Russians is evil, but coveted." Money can and should be desired, but the desire to demonstrate is indecent. "Generosity" is considered a good quality for Russians, "rationality" and "greed" are not considered priorities [Sergeeva, 2017, p. 81].

In modern society, Chinese people are very frank about their desire for money. When they bless others, they will say: "Wishing you good wealth and prosperity!" We can find many marks of wealth in Chinese homes, such as Chinese Gods of Wealth and Fortune Cat. Publicly stating your desire for money is considered straightforward and honest. Instead, concealing one's desire to make a fortune is considered to be a strive for reputation. Chinese people like to give red envelopes and receive red envelopes² very much. In the New Year, they need to give their children New Year's money, not gifts. When participating in other people's weddings, they must also prepare the money, which is called "gift money". This saying can see the status of money in the hearts of

² In Chinese a red envelope or a red packet is a monetary gift which is given during holidays or special occasions such as weddings, graduation or the birth of a baby.

Chinese people: “money is not everything, but without money, you can do nothing”.

For many Chinese, the urgency of making money is higher than other desires: rest, travel, and enjoy life. Therefore, the efficiency of Chinese work is very fast. You can do business with them no matter it is off work time or on holidays. In addition, Chinese people have a habit of saving, especially the older generation. The debt must be the least bad way for them. “Lavish spending” is considered a bad quality, “diligent and thrifty” are worthy of promotion [Wang B].

Attitude to time and time management

The idea of time in Russian consciousness is associated with repetition and the cycle of operation. The past for them is the basis of any decision. Russians often look back than forward. Since they are sure: the future cannot be controlled, it is predetermined by fate. Therefore, you should not look for a momentary solution, it is better to think just before deciding on something. And in general, it is better to postpone the final decision.

One feature of the Russian psyche: the priority of tasks is determined not so much by logic, but mood, emotions, experiences, and the flow of personal life. First of all, this feature is shown in personal time management: Russians may confuse the foreigners, because of unexpectedly changing the plan – be late, cancel an appointment at the last minute, fail to fulfill promises, etc. [Guo Lishuang].

Russians’ attitude towards working time is not the same as their attitude towards personal time. The main population of the country, from generation to generation, has developed an attitude towards work as a state duty, but not associated with the specific contribution of a person. And wages usually depended less on the individual labor contribution. Disregarding of enforcing the working time has ingrained in society: being late for work, leaving early, extending the lunch break, drinking tea for hours, and chatting during the working day has become a habitual way of life. Today, in some private firms and enterprises, employees receive the salary in direct proportion to their labor contribution, the attitude to working time is changing better [Sergeeva, 2017, p. 184].

In recent decades, the Chinese people’s concept of time is related to the degree of economic development. In China, such as Beijing, Shanghai, Shenzhen, and other economically developed places, more people can abide by the time limit. In addition, the pace of life and work of young people is accelerating, and there are almost no employees who do not work overtime. Because the Chinese traditional concept-individual interests can be sacrificed for collective interests. Therefore, most Chinese people can compress their personal time to complete their work. In the Chinese company, “996” work schedule (9 am to 9 pm, 6 days a week) is even more normal. When the young hot attends an interview, if he says: “I cannot accept overtime”, he will definitely be replaced by someone else.

China’s social competitiveness is so strong that many countries may not be able to compare it. The Chinese have been indoctrinated from a young age with the idea that “people who work hard may not succeed, but those who don’t work hard must not succeed”, “an inch of gold will not buy an inch of time” and so on. The most popular books are “science of success” books in China. Therefore, when Chinese feel that they are “wasting time”, they often feel “guilty”.

Attitude towards foreigners and foreign culture

Under the influence of contacts with foreigners, Russian material culture, philosophy and language were enriched. Russians reworked the foreign original idea beyond recognition because Russian ingenuity, practicality influenced it.

Russians clearly understand the more European type of their culture, especially when referring to the national character. The biggest influence on the character of Russians is the national characteristics of Germans, French and Briton. Russians perceive Russia as a “European-Eurasian country”. Russians feel that they almost like Europeans, but not altogether. They have no particular affinities for the East, except for Japan, China, India, or Arab countries [Sha Duanyi].

Therefore, Russians’ attitudes towards to foreign countries may be divide into two extremes. On the one hand, the Russians are against foreign geopolitical influence and pressure on them from outside; interference in their internal affairs, practicality, and lack of “spirituality” in the consumer society. On the other hand, Russians perceive the material and technical culture of countries with high economic development positively, it’s because of the cultural proximity, common history, and traditional practicality of Russians [Sergeeva, 2017, p. 177, 200].

Over the past two centuries, foreigners invaded China in order to plunder the national wealth, it deeply rooted in the souls of the Chinese. Hundreds of years of foreign domination and deception have left a legacy of suspicion and mistrust. Knowledge of history is vital to doing business in China. As in the rest of the world, commerce in China is profitable, but business is closely intertwined with China’s struggle to change and embrace the Western path of development while maintaining the Chinese “essence”.

In recent years, Chinese people, especially young people, began to worship their traditional culture, and their interest in foreign cultures began to diminish. Many Chinese are opposed to giving foreigners the privilege of surpassing their nationals. The Chinese are generally willing to accept advanced civilizations such as foreign products and technologies. But they are also proud of China’s development and confident in themselves and their country. Nationalism prevails, but this is because of self-confidence, not because of insecurity and low self-esteem as before [Ford].

Conclusions and Recommendations

In this paper, we looked at the universal human values between Russia and China for mutual understanding. For those engaged in commerce and trade between the two countries, understanding these can easily find a sense of belonging and intimacy in another civilization, which helps build a bridge of communication. We analyzed the respective features of stereotypes of social behavior, this is important features of the business culture of the two countries. When communicating with each other, please be careful and don’t worry when you encounter problems. We described the comparative aspects of Russian and Chinese management models, these can help you avoid minefields in business practice, understand the “strange” behaviors of others, and not waste time and money.

In addition, there are some suggestions for business people in both countries. For Chinese people: Russians don’t like long-term, boring work, and they are not used

to overwork. Therefore, if your partner temporarily changes the plan, don't panic, sometimes it's not your fault. You should find a way to guide your Russian employees, let them have passion and interest in work, and arrange a comfortable work area for them, which is much more effective than blind supervision and order. For Russians, your Chinese partner urging you does not mean that they are forcing you. They may send you some useless and cumbersome documents or plans on a regular basis and look forward to your response. The best way to work with them is to build on enough trust, and then show your strengths in all directions. Don't let them think that you "talk glibly", but a rational person.

From the perspective of axiological basis for Russia's and China's management model, the contribution of this study is that can prove useful for investors and business activists between Russia and China to help businesspersons find the best partner in any business cooperation field.

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