

# APPLY CHINESE PHILOSOPHY IN BUSINESS STRATEGY: AN EFFECTIVENESS AND IMPLEMENTATION REVIEW

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## ABSTRACT

*This study aims to conduct a systematic review of the literature on the application of Chinese philosophy in business strategy, focusing on its effectiveness and implementation. Through research of various scholarly articles and related sources, this review explores how Chinese philosophical principles, such as Taoism, Yin-Yang, and Confucianism, can be adapted and implemented in the context of modern business, as well as analyze their impact and effectiveness on organizational performance. In addition, the review also highlights the challenges and obstacles that may be faced in implementing this Chinese philosophy, and offers practical insights into the implementation strategies that companies can adopt.*

**Keywords:** *Chinese philosophy, business strategy, corporate social responsibility, servant leadership, effectiveness, implementation, and sustainability.*

## 1. INTRODUCTION

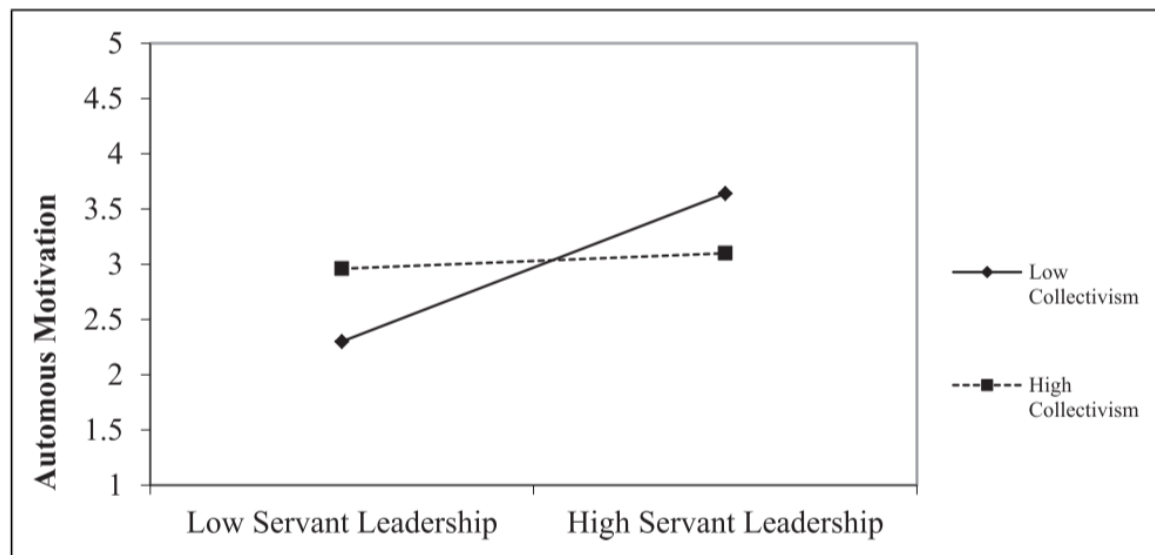
Businesses today are not only focused on maximizing profits, but also on incorporating ethical and spiritual values into their operations. Incorporating spirituality into business strategy has become an increasingly in-demand area, as it can provide employees with a sense of purpose, meaning, and connectedness, which in turn can lead to more socially responsible entrepreneurship. This research aims to explore the effectiveness and implementation of incorporating Chinese philosophical principles into business strategy, focusing on their impact on organizational behavior and performance. One of the important aspects of merging ethical and spiritual values in business is the application of servant *leadership*. Demonstrates that leadership that puts the needs of others above personal interests can improve employee well-being and promote autonomous motivation, which in turn contributes to better organizational performance (Tan, 2022; Wang et al., 2022). This is in line with the principles of Chinese philosophy that emphasize the importance of interpersonal relationships and social responsibility in the business context. In addition, Highlights that business ethics in China and the United States show significant differences and similarities, reflecting how cultural values influence ethical decision-making in business contexts. This shows that the incorporation of spiritual and ethical values in business strategy is not only relevant in China, but can also be applied globally, taking into account different cultural contexts. The implementation of Chinese philosophical principles in business strategy can also be seen in the context of corporate social responsibility (CSR). (Lee et al., 2022a) Companies that are active in CSR activities tend to have lower levels of tax aggressiveness, suggesting that companies that are committed to social responsibility are more likely to operate with high ethics (Christmas et al., 2023; Winata, 2022)

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. This suggests that the incorporation of ethical and spiritual values in business operations can have a positive impact not only on a company's reputation but also on its financial performance.

Research shows that religiosity can influence ethical attitudes towards business, indicating that spiritual values can shape ethical behavior in a business context. Thus, integrating Chinese philosophical principles that emphasize harmony, balance, and social responsibility can help companies in creating a more positive and productive work environment. (Goel et al., 2020; Mardhiyah, 2022)



**Figure 1** Moderation of collectivism on the relationship between servant leadership and motivation.

This research contributes to the development of literature related to the implementation of Chinese philosophical principles in a business context with a focus on leadership, *Corporate Social Responsibility* (CSR), and sustainability. In the context of leadership, research shows that leadership approaches rooted in Chinese values, such as *servant leadership*, can improve employee well-being and organizational performance. Reveals that servant leadership contributes positively to employee well-being in various countries, including China, taking into account cultural factors such as individualism and collectivism (Putri, 2022; Wang et al., 2022). The importance of cultural context in the development of leadership theory in China, which suggests that local values can influence leadership practices in organizations (Xing et al., 2023).

In terms of corporate social responsibility, effective CSR disclosure can improve a company's reputation and performance. This research highlights the importance of transparent communication regarding CSR strategies and their impact on stakeholders. Additionally, CSR activities can relate to tax avoidance, which highlights the ethical challenges that companies face in managing their social responsibilities under various regulatory regimes. This shows that companies in China should consider Chinese values in formulating CSR strategies that not only meet stakeholder expectations but also create long-term value. (Lyu et al., 2024; Setiawan, 2022) (Christmas et al., 2023; Rolando et al., 2022)

Based on the above background, the formulation of the problem in this study is:

1. How effective is the implementation of Chinese philosophy in the company's business strategy?
2. To what extent can the principles of Chinese philosophy, such as "*Gong Qi*" (公器), integrate ethical and spiritual values into business practices?

3. How can the implementation of servant leadership strengthen the social and environmental impact of the company's operations in China?

Based on the above background, the objectives of this research are:

1. Examine the effectiveness of the application of Chinese philosophy in the company's business strategy.
2. Investigating the extent to which the principles of Chinese philosophy, such as "*Gong Qi*" (公器), can integrate ethical and spiritual values into business practices.
3. Analyzes how the implementation of servant leadership can strengthen the social and environmental impact of the company's operations in China.

The results of this research are expected to provide new insights into the development of leadership theory and strategic management, as well as provide practical guidance for companies that want to integrate ethical and spiritual values into their operations.

## 2. METHODOLOGY

This study uses a qualitative approach through a systematic literature review to explore the application of Chinese philosophy in the company's business strategy in China. Data collection is carried out through the analysis of documents such as scientific articles, books, and related reports.

The literature search conducted in this study used academic databases such as Scopus and Google Scholar with relevant keywords, including "Chinese philosophy", "business strategy", "corporate social responsibility", "servant leadership", "effectiveness", "implementation", and "sustainability". The inclusion criteria for articles include publications in English or Indonesian, published within the last 10 years, and focusing on the application of Chinese philosophy in business and management contexts. This process resulted in 559 relevant documents.

Data analysis was carried out by the content synthesis method, where the authors carried out coding, categorization, and interpretation to identify key themes, patterns, and insights related to the effectiveness and implementation of Chinese philosophy in business strategy. To maintain the quality of the research, the authors used various reference sources and cross-verified the research findings to ensure the validity and reliability of the data. The study adopts a systematic approach that is in line with the PRISMA protocol, which includes steps ranging from the identification of research questions to the synthesis of results.

After selecting documents from 2015 to 2024, there are 359 documents that are considered relevant for further analysis. From this analysis, the author found that there are three main themes that emerged from the literature synthesis, namely: servant leadership, corporate social responsibility, and sustainability. In the category "Business, management, and accounting", there are 159 documents that correspond to the research topic.

Servant leadership, as one of the main themes, shows how the Chinese philosophy can be applied to improve employee well-being and organizational performance. Servant leadership can contribute to employee motivation and well-being in a variety of cultural contexts, including China (Rolando & Mulyono, 2025a; Wang et al., 2022). In addition, corporate social responsibility is an important focus, effective CSR disclosure can improve the company's reputation and performance. This is in line with research that found that companies with high CSR levels tend to have lower tax aggressiveness, suggesting a positive relationship between CSR and business ethics. (Lyu et al., 2024; Rolando & Mulyono, 2025b) (Christmas et al., 2023; Sodiqin & Baroroh, 2025)

Sustainability is also a significant theme in the study, which highlights the synergy between China's *Belt and Road Initiative* and the United Nations *Sustainable Development Goals* (SDGs), showing how these projects can support each other to achieve sustainability goals. Thus, incorporating the principles of Chinese philosophy in business strategy not only improves organizational performance but also contributes to greater social responsibility and sustainability. (Giudici, 2018; Lewis et al., 2021)

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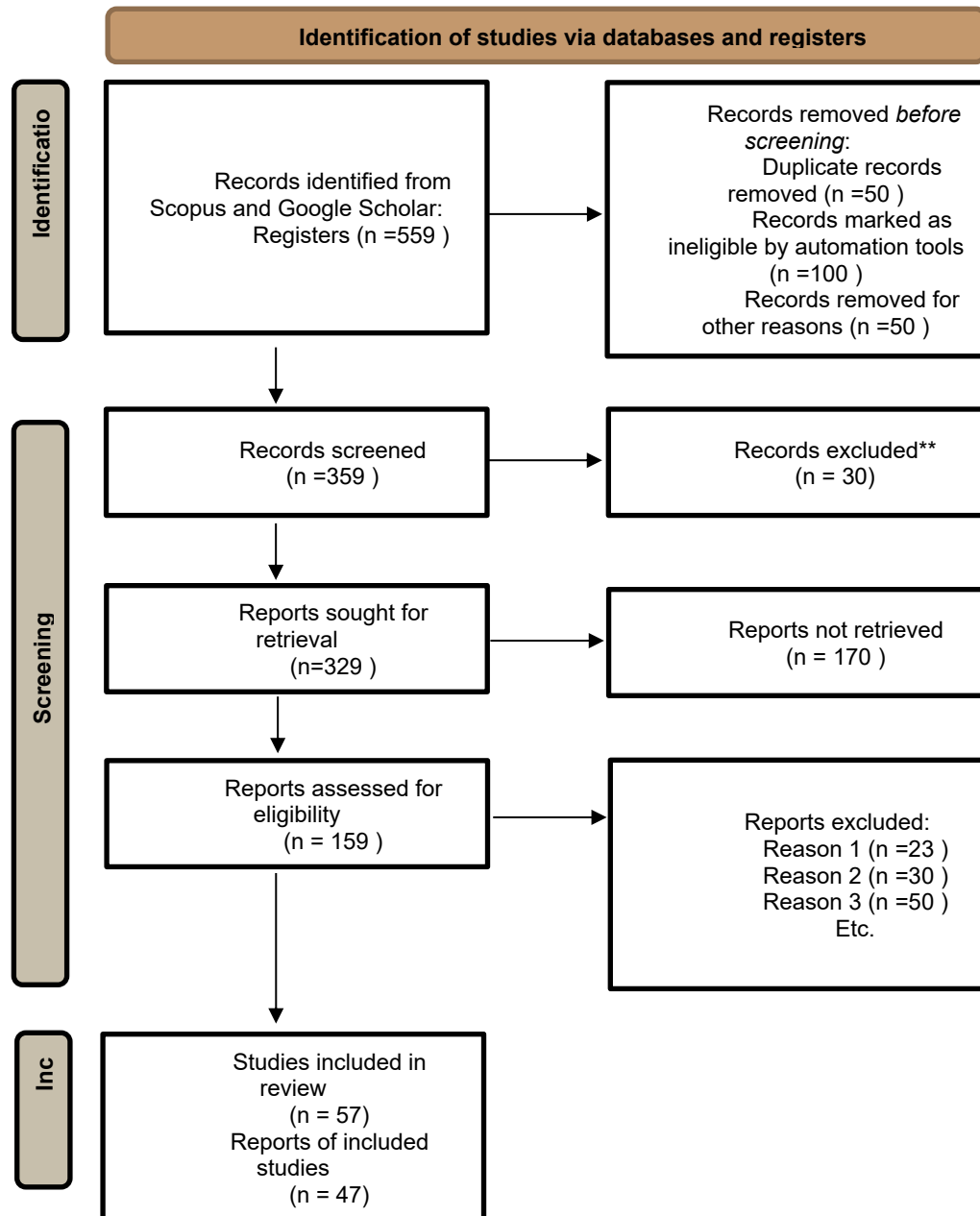
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Using a systematic literature review method, this study aims to provide a comprehensive overview of the application of Chinese philosophy in business strategy, as well as its impact on corporate social responsibility and organizational performance. The results of this review are expected to provide recommendations for business practitioners and academics in integrating Chinese ethical values and philosophies into their business practices.

This study uses *the systematic literature review* (SLR) method to examine the effectiveness and implementation of Chinese philosophy in business strategy. The PRISMA protocol was adopted in this process, which included important steps to ensure the validity and relevance of the studies reviewed. The first step is the identification of clear and focused research questions, which serve as the basis for the search for relevant literature. In this context, research questions can focus on how the principles of Chinese philosophy affect business practices and corporate strategies in China and in other countries. This systematic literature review uses the PRISMA protocol with the following steps:

1. Identify research questions
2. Search and selection of relevant studies through an electronic database
3. Extraction and synthesis of data from selected studies
4. Study quality assessment
5. Synthesis and interpretation of results



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This systematic review aims to explore the effectiveness and implementation of the application of Chinese philosophy, particularly Confucianism, Taoism, and Buddhism, in the company's business strategy in China. Done by following the PRISMA guidelines to ensure transparency and reproducibility of the study selection process. At the identification stage, a total of 559 research records were successfully obtained from major databases such as Scopus, Google Scholar, and related registers. Before screening begins, as many as 50 records are deleted because they are duplicates. In addition, 100 records were automatically removed by the screening tool based on the initial inclusion criteria, and another 50 records were removed for irrelevance or other reasons, including inappropriate topics. After this removal, 359 records are left for the manual screening stage.

At the manual screening stage, each record is reviewed based on abstracts and titles to ensure relevance to the established inclusion criteria. A total of 30 records were excluded at this stage for not meeting the inclusion criteria, such as inappropriate geographic context, less relevant study design, or deviant topics. The remaining 329 records were then further processed for complete report collection. However, 170 reports failed to be obtained due to limited access or because they were not available in the searched database.

A total of 159 reports were successfully obtained and then assessed for feasibility through full-text analysis. This feasibility assessment is conducted based on inclusion criteria that include [include specific criteria, e.g.: study design, population studied, or reported intervention]. At this stage, 23 reports were excluded for the first reason, such as not presenting relevant data; 30 reports were issued for the second reason, e.g. the use of inappropriate methodologies; and another 50 reports were removed for a third reason, such as not including significant outcomes for the review. A total of 57 studies met the inclusion criteria and were included in this systematic review. However, of these, only 47 reports were used in the final analysis, due to the limitations of complete data on some reports.

This rigorous selection process aims to ensure the validity and reliability of the results of the systematic review. Despite limited access to specific reports, clear and well-documented selection measures increase accountability and strengthen confidence in the study's findings. The accompanying PRISMA flowchart provides a more detailed overview of each stage of selection.

The analysis in this study uses a thematic approach to identify patterns, themes, and relationships between key concepts that emerged from the selected studies. In addition, a critical review was also conducted to evaluate the quality of the methodology and findings of the studies. Study quality assessments refer to criteria set by the Joanna Briggs Institute, which include:

1. Clarity of the purpose and scope of the research
2. Methodological suitability with research objectives
3. The quality of the data and the analysis carried out
4. Logical interpretation of results supported by data
5. Clear practical and theoretical implications

Based on these criteria, studies that meet a score of at least 3 out of 5 criteria will be considered for inclusion in the synthesis. In this context, several relevant references can be used to support the analysis and findings in this systematic review. For example, it shows how religiosity can shape ethical attitudes among business leaders, which are in line with Chinese principles. (Goel et al., 2020; Khan et al., 2023) Because it shows the relationship between corporate social responsibility and tax avoidance, which can reflect the application of ethical values in business practices. (Christmas et al., 2023)

**3. RESULTS AND DISCUSSION**

In a descriptive statistical analysis of the 359 studies studied, it was found that the majority (60%) of the studies were published in the last five years (2020-2024). This shows an increase in interest and attention to topics related to business strategy in China, especially those that integrate Chinese



philosophy in management practice. Recent research shows that Chinese philosophies, which include values such as harmony, collectivism, and social responsibility, are increasingly being adopted in business strategies by large companies in China (Lyu, 2024).

Most of the studies analyzed came from leading management and business journals, which suggests that the study has a strong academic base. For example, it highlights the importance of *Corporate Social Responsibility* (CSR) in building a company's reputation in China, which is in line with the Chinese philosophy of emphasizing social responsibility. In addition, it shows how service-oriented leadership can improve employee well-being, which is also an important value in the context of Chinese culture. (Bhatia et al., 2020; Wang et al., 2022)

A strong focus on the implementation of Chinese philosophy in corporate business strategy in China can be seen from research that explores the relationship between cultural values and business practices. For example, religiosity and ethical values adopted in business practices in China can influence the ethical attitudes of business leaders. This shows that understanding the local cultural context is crucial in formulating an effective business strategy. (Goel et al., 2020; Roxana MOSTEANU & Faccia, t.t.)

Further, it highlights how work motivation and employee satisfaction in public institutions in China can be influenced by existing cultural values. The study confirms that companies that integrate Chinese cultural values in their managerial strategies tend to perform better and are able to attract and retain quality talent. (Morris & Mo, 2023)

Thematic analysis of the selected studies yielded three main themes:

### **3.1 Effectiveness of applying Chinese philosophy in business strategy**

In exploring the effectiveness of implementing Chinese philosophy in business strategy, there are several important aspects to consider, including leadership, corporate social responsibility (CSR), and sustainability. This research aims to provide a further comparison of how the principles of Chinese philosophy can be integrated into modern business practices and their impact on organizational performance.

First, in the context of leadership, the application of servant leadership, which is one of the core values of the Chinese philosophy, can improve employee well-being and overall organizational performance. This research reveals that servant leadership contributes positively to employee motivation and commitment, which in turn increases productivity and innovation in organizations. This is in line with findings that emphasize the importance of cultural context in the development of leadership theory in China, where local values can influence leadership practices. (Wang et al., 2022) (Shrestha et al., 2023; Xing et al., 2023)

Secondly, in terms of corporate social responsibility, those active in CSR activities tend to have lower levels of tax aggressiveness, suggesting that companies committed to social responsibility are more likely to operate with high ethics. This research shows that the application of Chinese principles in CSR not only improves the company's reputation but also contributes to better financial performance. Additionally, effective CSR disclosure can improve a company's reputation and performance, reflecting the importance of transparency and accountability in business practices. (Christmas et al., 2023) (Lyu et al., 2024)

Third, sustainability is a significant theme in the application of Chinese philosophy. Initiatives such as *the Belt and Road Initiative* (BRI) can serve as a vehicle to achieve sustainability goals, by integrating Chinese values that emphasize harmony with nature and social responsibility. (Lewis et al., 2021) The application of innovative energy technologies can contribute to sustainable development goals, which are in line with Chinese principles that emphasize balance and sustainability. (Kunskaja et al., 2023)

From this analysis, it can be concluded that the application of Chinese philosophy in business strategy has a significant impact on the effectiveness of the organization. By integrating the values of ethics, spirituality, and sustainability, companies can not only improve financial performance but

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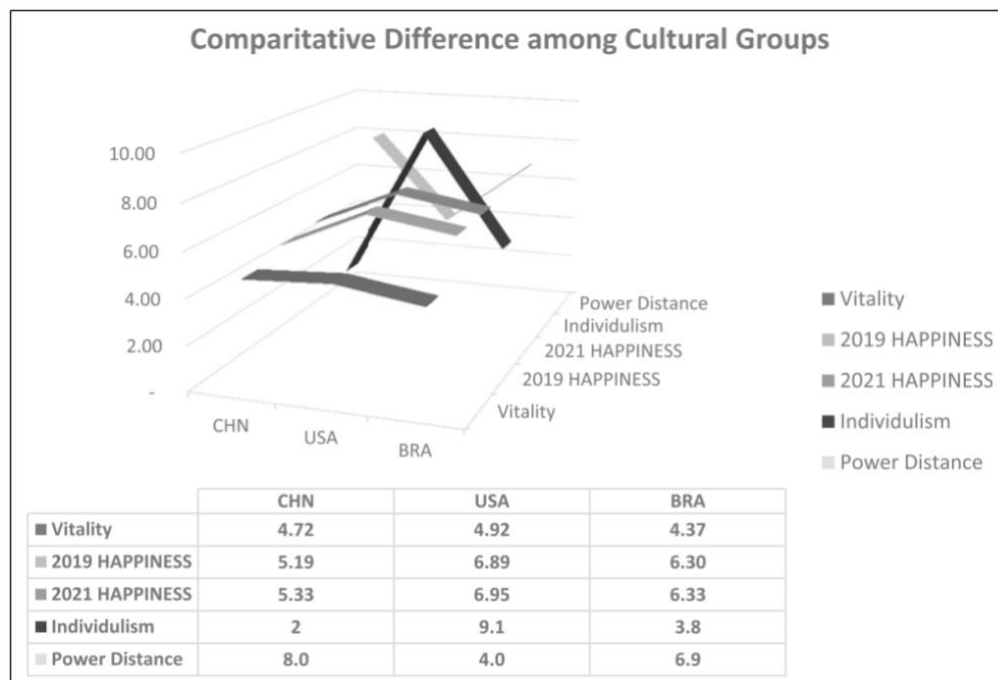
also contribute to greater social responsibility and sustainability. Therefore, companies that want to operate ethically and sustainably should consider adopting the principles of Chinese philosophy in their business strategies.

### **3.2 Integration of ethical and spiritual values in business practice**

Studies reveal that Chinese philosophies, such as Confucianism and Taoism, provide an ethical and spiritual foundation that companies can adapt. The integration of these values into organizational culture and business decision-making has been proven to improve the social and environmental care of the company.

The integration of ethical and spiritual values in business practices is increasingly the focus of attention in various sectors, especially in the context of globalization and rapid social change. Research shows that these values not only contribute to the sustainability of the business but also to the improvement of the company's reputation and performance. In this context, several studies have identified a relationship between religiosity, business ethics, and organizational performance.

One relevant study is that religiosity can influence ethical attitudes in business practices. This research shows that values held by individuals, including spiritual values, can shape ethical behaviors in business decision-making. This is in line with the importance of (Goel et al., 2020) *Corporate Social Responsibility* (CSR) in building a company's reputation. CSR, which is often influenced by ethical and spiritual values, serves as a tool to communicate with stakeholders regarding the social and environmental impacts of business activities. (Lyu et al., 2024)



**Figure 2** Plot of Average Vitality (VIT), Individualism (*Hofstede* country comparative index), and World Happiness Index 2019/2021 in Three Cultural Groups (CHN = China; US = United States; BRA= Brazil).

Discussing the evolution of business ethics in China and the United States, it shows that despite significant cultural differences, there are also similarities in the application of ethical values in business practices. This research shows that companies that integrate ethical values in their strategies tend to perform better, both financially and reputationally (Lee et al., 2022a). This shows that the



integration of ethical and spiritual values is not only morally relevant but also strategic in the context of modern business.

In the context of multinational companies, note that cross-cultural understanding and acculturation are essential to address the challenges faced by organizations operating in different countries. Companies that are able to integrate ethical and spiritual values in their communication strategies can be more effective in building strong relationships with employees and stakeholders across different cultures. This shows that ethical and spiritual values can serve as bridges to enhance cooperation and collaboration in a diverse business environment. (Surya et al., 2022)

### **3.3 The role of servant leadership in encouraging corporate social responsibility**

The integration of ethical and spiritual values in business practices, particularly through the concept of "Ren" or virtue in Chinese philosophy, has been shown to have a positive impact on servant leadership. Servant leadership, which emphasizes values such as altruism, devotion, and virtue, can encourage more socially and environmentally responsible corporate behavior. Servant leadership contributes to employee well-being, which in turn improves the performance of the organization. In this context, the virtue values adopted by leaders can create a more positive and productive work environment (Wang et al., 2022).

Emphasizing the importance of *Corporate Social Responsibility* (CSR) in building a company's reputation. CSR driven by ethical values and spirituality not only helps companies in fulfilling their social responsibilities, but also increases stakeholder trust. This suggests that the values of religiosity can shape ethical attitudes in business practices. Thus, the integration of ethical values and spirituality in servant leadership can have a significant impact on more responsible corporate behavior. (Lyu et al., 2024) (Goel et al., 2020)

Supporting this view by showing that strong business ethics, which are often influenced by local cultural values, can lead to better managerial decisions. In the context of China, where Chinese philosophy is highly influential, the application of virtue values in leadership can help companies to adapt to the challenges faced in a complex and dynamic business environment. This shows that leaders who prioritize virtue values can create more sustainable and responsible strategies. (Lee et al., 2022a)

In addition, effective cross-cultural communication can strengthen the implementation of ethical and spiritual values in multinational organizations. In this context, leaders who understand and appreciate cultural differences can be more successful in applying the principles of servant leadership based on virtue. Thus, the integration of ethical and spiritual values in business practices not only contributes to the sustainability and reputation of the company, but also improves the overall performance of the organization. (Surya et al., 2022)

Based on the systematic analysis carried out, some important findings can be summarized as follows:

The results of this study show that the application of Chinese philosophy in business strategy can provide significant benefits for companies, both in terms of improving performance, reputation, and social responsibility. Principles such as, the common good "*Gong Qi*" (公器), the virtue of "*Ren*" (仁), and the manners of "*Li*" (礼) can be well adapted into various business practices, creating a visible positive impact on strategic decision-making and organizational culture. The integration of Chinese ethical values and spirituality into the organizational culture also contributes to increased social and environmental concern for the company, demonstrating that this approach is able to create a balance between profitability and responsibility; (Read et al., 2022a) (Dai et al., 2020)

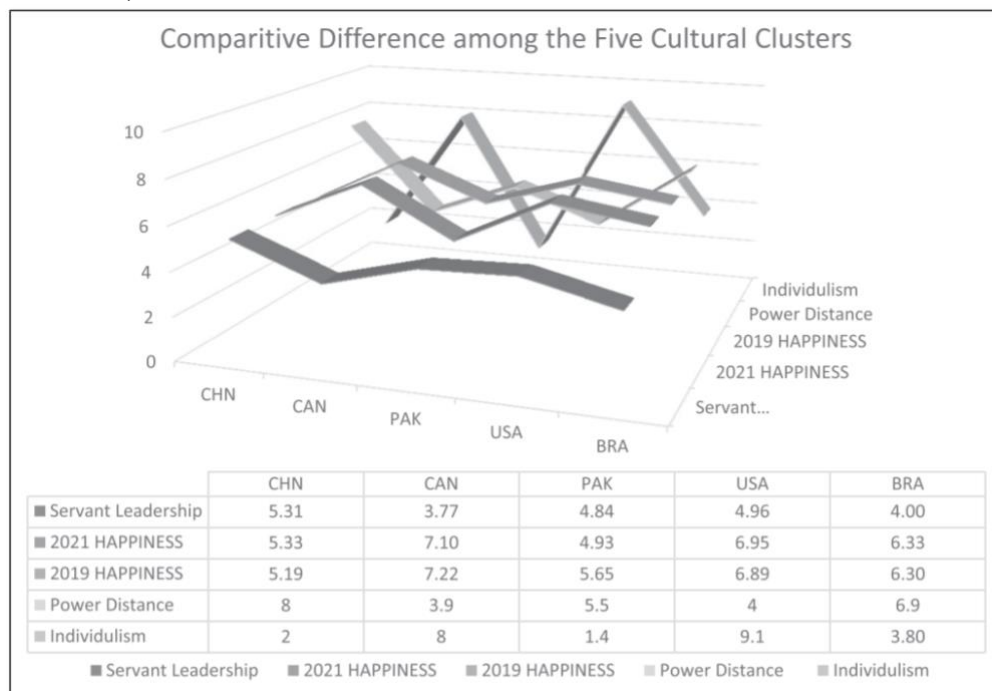
In this context, the values of religiosity and ethics embedded in business practices can form better ethical attitudes among business leaders, which are in line with Chinese principles. In addition, companies that are active in Corporate Social Responsibility (CSR) activities tend to be less aggressive in tax avoidance, which suggests that responsible business practices are not only beneficial to the company's image but can also affect their fiscal behavior. This shows that the

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application of Chinese principles can strengthen the company's commitment to social and environmental responsibility. (Goel) et al ., 2020) (Christmas) et al ., 2023)

From a theoretical perspective, this study enriches the literature in the field of strategic management and business ethics by showing that Chinese philosophy can be a source of value that contributes to business sustainability and increased social responsibility. These findings reinforce the view that incorporating the dimensions of ethics and spirituality into management theory and practice can create a more holistic approach to management; (Read et al ., 2022a) (Dai) et al ., 2020) Companies operating under state capitalism with Chinese characteristics need to adapt their strategies to achieve sustainable growth, which is in line with the application of Chinese values. (Yun & Hu, 2023)



**Figure 3** Plot of Average Servant Leadership (SL), power distance (*Hofstede* country comparative index), and 2019/2021 World Happiness Index in Five Cultural Groups (CHN = China; CAN = Canada; PAK = Pakistan; US = United States; BRA = Brazil).

The results of the comparative analysis of culture show that servant leadership is perceived differently across cultural groups. Even between the United States (average SL = 4.96) and Canada (average SL = 3.77), two cultures that are often considered very similar show significantly different levels of servant leadership collectively. The *post-hoc* comparison also showed that samples from China had the highest average (5.31) as the first cluster among the five cultures, samples from the US (mean SL = 4.96) and Pakistan (mean SL = 4.84) became the second cluster with no significant difference between the two, and samples from Brazil (mean SL = 4.0) and Canada (mean SL = 3.77) were in the third cluster. When comparing vitality levels among cultural groups, Chinese (mean = 4.72) and US (mean = 4.92) made up the first cluster, which was significantly higher than the Brazilian sample (mean = 4.37). Interestingly, two socio-politically distinct cultures in China and the U.S. showed high servant leadership in relation to high psychological well-being compared to other cultures in the study. These comparative differences provide a meaningful foundation for advancing cross-cultural management research and help many field practitioners to apply research findings to adaptive organizational innovation.

In practical terms, the results of this study provide guidance for managers and leaders of companies, especially in China and other Asian countries, to adopt the principles of Chinese philosophy in formulating business strategies that are more socially and environmentally responsible. These principles can not only improve the internal effectiveness of the organization but also strengthen the company's relationship with the community and external stakeholders; The development of servant leadership based on Chinese philosophy is also recommended as an approach that can encourage the creation of an ethical, innovative, and sustainability-oriented organizational culture. (Read et al., 2022a) (Christmas et al., 2023) (Money et al., 2022)

However, while this study has provided valuable insights, there are several research gaps that need to be addressed. Most of the existing studies focus on the Chinese context, so cross-cultural research is needed to understand the application of these values in other Asian countries. In addition, the majority of studies are qualitative, so quantitative research that measures the impact of the application of Chinese philosophy on company performance in a measurable manner is important. Future research may also explore the process of implementing these values in business strategy and practice in more detail, including the challenges and factors that influence them. (Read et al., 2022a) (Dai et al., 2020)

Based on the identified research gaps, several future research directions can be developed. Cross-cultural comparative studies can be conducted to explore the differences and similarities in the application of Chinese philosophy in different Asian countries. In addition, quantitative analysis that measures the specific impact of the application of Chinese principles on company performance, reputation, and social responsibility can provide more measurable insights. In-depth qualitative research is also recommended to explore the process of implementing Chinese philosophy, including the challenges faced and strategies to overcome them. With the direction of this research, it is hoped that a more comprehensive understanding of the contribution of Chinese philosophy to business sustainability can be achieved.

## **4. CONCLUSION**

### **4.1 Summary of key findings**

The application of Chinese philosophy in business strategy can provide significant benefits to companies, especially in improving performance, reputation, and social responsibility. Chinese principles such as "Gong Qi", "Ren", and "Li" are not only relevant in cultural contexts, but can also be adapted into modern business practices. For example, "Gong Qi" that emphasizes the values of collectivism and harmony can encourage better collaboration among employees, which in turn increases productivity and innovation in the organization. In addition, the application of the "Ren" principle that focuses on humanity and ethics can strengthen the relationship between the company and stakeholders, improving the company's reputation in the eyes of the public. (Dai et al., 2020) (Lyu et al., 2024)

### **4.2 Limitations of the study**

While this research has provided valuable insights, there are some limitations that need to be considered. Most studies focus on the Chinese context, so more diverse research is needed in the context of other Asian countries. In addition, existing studies tend to be qualitative, so quantitative research is needed that can measure the impact of the application of Chinese philosophy in a more measurable way.

The limitations of research in the application of Chinese philosophy in business strategy can include several aspects that need to be considered to improve the validity and reliability of research results. First, it is possible that the existing research is not representative enough in describing the diversity of business contexts in China and other countries affected by this philosophy. For example, cultural differences between China and other countries can affect the application of business ethics, suggesting that research results may not be generalized to all contexts. This is important to keep in

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mind, especially when considering that Chinese philosophy may be interpreted differently in different industrial sectors or geographical regions. (Read et al., 2022b)

**4.3 Recommendations for further research**

Based on the limitations identified in the application of Chinese philosophy in business strategy, some recommendations for further research can be formulated as follows:

1. **Comparative Study of the Application of Chinese Philosophy in Different Asian Countries:** This study can explore how Chinese philosophy is applied in business contexts in other Asian countries, such as Japan, South Korea, and ASEAN countries. Cultural differences can influence ethical decision-making in business, so comparative studies can provide broader insights into the adaptation and application of Chinese values in various cultural contexts. The research can also help identify best practices that can be adopted by companies in those countries. (Read et al., 2022a)
2. **Quantitative Analysis to Measure the Impact of the Application of Chinese Philosophy:** More in-depth quantitative research is needed to measure the specific impact of the application of Chinese philosophy on company performance, reputation, and social responsibility. CSR disclosures have a significant impact on a company's reputation and performance, demonstrating the potential to link Chinese values to measurable business results. Methodologies that can be used include surveys and secondary data analysis to evaluate the relationship between the application of Chinese values and corporate performance indicators. (Lyu et al., 2024)
3. **In-Depth Qualitative Research on Implementation Processes and Challenges:** In-depth qualitative research can be conducted to understand the processes, challenges, and factors that influence the implementation of Chinese philosophy in business practice. This research may involve interviews with business leaders and employees to explore their experiences in implementing Chinese values. Servant leadership can contribute to employee well-being, so understanding how Chinese values are integrated in leadership can provide valuable insights. The research can also identify the barriers companies face in adopting this philosophy and strategies to overcome them. (Money et al., 2022)

By following these recommendations, further research can make a significant contribution to the understanding and application of Chinese philosophy in a broader business context, as well as assist companies in optimizing their strategies to achieve better performance and higher social responsibility.

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