

Sulieman, M. (2022). Administrative Values and Leadership Patterns of Chinese Managers. A Field Study in Guangzhou City. *Akkad Journal of Contemporary Management Studies*, 2(2), 44-57.

ADMINISTRATIVE VALUES AND LEADERSHIP PATTERNS OF CHINESE MANAGERS. A FIELD STUDY IN GUANGZHOU CITY

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Received: February 2022

1st Revision: April 2022

Accepted: May 2022

ABSTRACT. China has become a key commercial partner with Arab countries in recent years, and it is one of the world's fastest-growing economies. However, trading with the Chinese involves major cultural barriers and Arab managers and merchants have remarkably limited knowledge about the current managerial values and leadership styles of Chinese managers acting in small business organizations. This research is descriptive, and it gives some insight into Chinese administrative values and administrative leadership behaviors. For the aim of this study, a group of (76) managers and (152) employees from 38 small industrial firms in Guangzhou were recruited. To assess the data and test the hypotheses, the Statistical Package for Social Science (SPSS) was used. Managers have a robust and favorable impression of administrative and human values, according to the findings. Human values were ranked highest (3.87), followed by organizational values (3.77), ethical values (3.74), participation values (3.55), and leisure values (3.55). (3.08). The team leadership pattern was by far the most prevalent among the managers studied, followed by the personal leadership pattern.

JEL Classification: M01, M02, M03

Keywords: Administrative Values; Leadership Patterns; Chinese Managers; cultural barriers

Introduction

Societies interact with one another in line with integrated value systems and different cultures. The accelerated advancements in technology and communication in today's world have increased such interactions among nations. Many scholars have emphasized the importance of social values, and deny the reality that the determinants of economic success are challenging and difficult to pin down to a small number of variables (Wah; 2001). Social values play an essential impact in management practices since they set the parameters of what is good or bad, acceptable, or unacceptable in each society. In this sense, most organization behavior scholars believe that culture is the shared meanings, values, and attitudes that developed through humans every day at both the community and organizational levels (Almagtome, & Abdlazez (2021). Values are the bedrock upon which nations' and organizations' cultures are created. they are not abstract ideas, rather, they represent the interconnectivity of social-

emotional complexity. People argue, compete, and sometimes conflict with one another to prove that their ideals are correct. Sometimes, they even die for the sake of their values. Values are also manifested in the economy, politics, and management. Trade freedom is mirrored in social values that stress the significance of individual liberty in capitalist or individualistic societies, for example. Because it reflects the family values system developed from Confucianism society's teachings, which are firmly entrenched in Chinese ancient culture, Chinese organizations have a similar organizational structure. Previous Chinese generations had greater entrepreneurial value orientations than the Social Reform and Cultural Revolution generations (McGrath et al, 1992). Similarly, Arab culture has its own set of social values, that include family structures, hospitality, integrity, and Islamic spiritual values (Sadaq, 2014; Suleiman, 2017).

1. Literature review

Administrative Values

Every culture or organization, especially a larger one, has unique social values that distinguish them apart from others (Schien, 2004; Weir and Hutchings, 2005). Values in society are judgments based on social circumstances that are so deeply infused in persons that they clearly define their realms of thought and behavior. They are broad beliefs that define what individuals value and decide what is good or bad, as well as what is loved or hated, rejected, or accepted. Kernaghan (2003) defines values as "enduring beliefs that influence the choices we make available means or ends".

They are a collection of standards or judgments that people develop because of their experiences with various situations, allowing them to pick their life's objectives and orientations. Values reflect the requirements, wants, likes, and dislikes of certain objects, circumstances, or positions because values are the guiding principles in our lives (Posner and Munson, 1979; Schwartz, 1994).

Values, on the other hand, are so closely related to attitudes, conduct, and personality that some try to describe them as an individual declaring his direction on a certain issue, followed by behavior or work that reinforces that direction. As previously said, values are our beliefs about what is deserving of desire, prescribing to the person a set of trends in which values are embodied. (Tuyger, 2003). Administrative values are critical in determining the important components of workers' behavior in the workplace in terms of business and decision-making, as well as addressing the administrative issues they face. (Al-Salim, 1999). Administrative values are "a set of principles codified or unregistered and the employee to refrain from certain behaviors under the circumstances or certain positions." (Felix & Liroyd, 1984). Administrative values, according to Kantou, are "beliefs connected with desired patterns of activity in action." (Kanto et al., 1997).

Within the organizational framework, values serve a variety of purposes. Individuals and organizations use them to assess and appraise their performance in the workplace. Individuals who follow or stray from the organization's ideals are rewarded and punished according to their values. In essence, values could be used to influence the behavior of both people and organizations. They are crucial in settling disagreements, confrontations, and decision-making, and they provide an incentive for people to meet their requirements and set their objectives. (Alsarayra, 2005).

Classification of administrative values

Administrative values have been classified in several ways by management scientists. Some classified them based on their substance, harshness, generality, or clarity. For example, Buchholz's Model (1978) comprises five value systems relating to work and its nature (Al-Salim, 1999);

- **Work ethics values:** According to this approach, work is sacred, and individuals must believe that work is beneficial in and of itself, bestowing respect and dignity on a person. As a result, if someone wants to attain success and handle life's challenges, they should work hard.
- **Organizational Values:** Work only has significance if it has an impact on the organization for which one works, according to this dimension.
- **Human values system:** Individuals can find themselves and attain humanism via their job. Human values highlight the need of giving careful attention to humans in the workplace than to the company's material elements, and job redesign is a critical need in the business to allow employees to find themselves and a sense of high achievement.
- **Values of collective participation:** People feel that work is the basis for satisfying their various requirements, according to this dimension. As a result, employees ought to have a greater voice in how the company makes decisions and have more control over the workplace.
- **The leisure values:** According to these values, work is important for production, but it must be given room for employees to exercise their hobbies and feel their humanity during the work period, and proponents of these values assume that reducing employee working hours and increasing rest and space within the work period gives positive results for the organization.

leadership behavior patterns

The way a manager utilizes authority to lead others is known as the leadership pattern. It is a manager's typical conduct while interacting with employees in normal situations. When interacting with employees, a manager's attitude and behavior combine to provide a level of consistency and predictability (Dubrin, 2004). As a result, when we mention leadership style, we are alluding to a process that is marked by continual effectiveness and depicts the relationship between two persons in each situation. Multiple leadership styles, such as authoritative, participative, and lazy or lenient, have been seen in businesses by managers working with staff to achieve certain goals. Because this research is primarily focused on Blake and Mouton's model, the following is a synopsis of their renowned work. Blake and Mouton's Leadership patterns

Blake and Mouton developed a model known as the Managerial Grid in 1985. The model focuses on two primary dimensions or axes that define a leader's behavior: the first is work and achievement, while the second is employee attention. According to this model, the leadership pattern of attention is determined by both work and employees. Where one axis is divided into nine degrees (from 1-9) and each axis is divided into three levels (1 = low, 5 = average, and 9 = high). The prevailing leadership style is determined by the intersection of the two axes. The grid, according to Blake and Mouton, is an excellent tool for assessing and developing a manager's leadership style. The grid, according to Blake and Mouton, is an

excellent tool for identifying a manager's leadership style as well as developing his leadership behavior. It's also a great method to form and grow an effective team. The organization works in a team spirit and imbues this culture on everyone when the leader is changed to pattern 9, 9 through training and experience, with high morale, confidence, and goals set in harmony with the organization's goals, and free information to reach all employees who express their views and beliefs and are provided with feedback promptly, and the organization is working in a team spirit and spread this culture to everyone.

According to Blake and Mouton, there are six key elements of administrative leadership: conflict resolution, entrepreneurship in the performance of tasks, access to information, guidance and feedback to subordinates, decision-making, and feedback. Their theory assumes that when a leader employs these six leadership elements, he will also have his expectations and assumptions based on his experience, personality, and knowledge. In reality, the leader's conduct will be guided by these assumptions regardless of the situation. Five basic types of leadership emerge from the interplay between the two levels of the leader's behavior:

- The authoritarian administration

The managers of this style give a high concern for production and a low concern for people. These managers frequently think that employees' needs are relatively unimportant. Efficiency in operations, however, should be the dominant orientation. To boost performance, managers try to make employees comply by using tangible rewards such as monetary bonuses. Managers may even use their coercive powers to punish them if targets are not being met.

- Facilitating Administration

Managers are unconcerned about both productivity and people, and their primary emphasis is on themselves. This pattern is associated with laissez-faire management. As a result, they are only seen as leaders because of their position and power inside the company. It usually results in dissatisfaction, a lack of purpose, and low productivity.

- Moderate Administration

The managers of this pattern strive to strike a balance between the needs of their employees and the needs of production. They concentrate on putting into practice what has worked in the past and have gained the majority's approval. They are always seeking concessions to please as many people as possible. Their objective is to learn how to participate actively in the group.

Human administration

Here we observe managers are interested in subordinates to a large extent at the expense of production and do not benefit from previous experiences in improving performance to raise the productivity of the organization. They are trying to please everyone from the premise that a happy employee is more productive than others.

- Team Management

It is a leadership style in which the manager is concerned about both the requirements of the employees and productivity. This is a model style that keeps employees motivated and

satisfied along with high productivity as required by the organization. Employees that work under such a manager have a strong sense of teamwork and are dedicated to the task at hand. The members of such a team are well-organized and have well-defined work divisions. Such a leader identifies hurdles and assists in their resolution via exceptional teamwork, resulting in successful outcomes for all issues and organizational goals. This leadership style is based on McGregor's Leadership Theory Y.

Traditional Chinese Society and Confucius Teachings

The Chinese experience is one of the most unusual in human history, having had a powerful and deep influence on the Chinese population of 1.3 billion people, which is currently equal to one-fifth of the world's population. China began its reform and opening-up initiative in late 1978 and made significant progress in a record amount of time. It just marked the conclusion of the third decade of reform and opening in its political, economic, social, and cultural dimensions, as well as its international openness. With a growth rate of 10% over the previous 30 years, China is the world's fastest-expanding economy (Phang 2010).

The key to understanding the administrative values and the general conduct of the Chinese manager is to recognize the nature of traditional Chinese society. Chinese cultural values are frequently seen as an important element in shaping Chinese business organizations and managerial practices (Redding, 1990). The Chinese administrative values and practices of Chinese managers play a significant influence in China's rapid development (Nevis, 1983). The traditional Chinese value system is formed

with Confucianism at its core and Buddhism and Taoism at the periphery. The central domination of Confucianism is long-lasting, stable, and solid (see Warner, 2011).

Despite the natural variations between regions and towns, Chinese society has a deep civilization history spanning thousands of years BC and a traditional Chinese culture that solidified the traits of Chinese personality and outlined the framework of tradition and thinking. China is commonly seen to be "different" from the rest of the world. This civilization is always referred to as a tribal society since it is built on a clan structure. Within a single culture, tribal notions such as authority succession (i.e., children inheriting parents after their deaths) and class discrimination between big and small clans are adopted. The tribal system has developed to incorporate the following elements (Ben, 1996):

Traditional cultural values tend to lean toward collectivism, which is one of the fundamental values of the Chinese, because their lives have meaning when the interests of the community and the clan are served, not the individual direction to achieve the goal. Ethics is the basis for measuring the cultural behavior of the clan and its members in Chinese society, where everyone sticks to it to confirm the human relations system between individuals to be a compassionate father, righteous son, good brother, fair husband, obedient wife, and faithful minister. In China, they say, "Human feelings are above the law of the country." (Ben, 1996; Bae and Chung 1997).

In ancient China, many schools of thought and philosophy emerged. The most prominent one was Confucianism (551-479 BC). The impact of this school is still felt today. Confucius attempted to build a moral transformation process and use human behavior principles to enhance society and promote the system's spirit via education that encompassed both the people and rulers. His philosophy was that lead people's daily lives through three fundamental guides: the ruler directs the subject, the father guides the son, and the husband guides the wife.

Two of them are deeply rooted in the Chinese family and they can be seen in almost every bilateral relationship between the Governor and his subordinates (Fairbank and Goldman, 1998; Child & Warner, 2003). Confucius believed that humans needed to be kind and humane, and leaders should generate sincere appreciation for their followers (London 2006). Confucian

leadership is benevolent leadership, and, with their nurturing benevolence, managers can form work teams that are diligent and satisfied. Under the ethics of Confucianism, managers teach, oversee, guide, and take care of their followers. Benevolent leaders maintain harmonious relationships with their subordinates and take care of their professional and personal lives. (Hinton 1998; Farh and Cheng 2000).

Characteristics of Traditional Chinese Character

In China, a traditional personality is described as a set of personal characteristics acquired from one's culture. The traditional Chinese personality is autocratic, low-self-aware, and reliant on a web of clan and social ties. People in China are obedient to powerful individuals. They follow them blindly and unconditionally. Patience and hard labor are further traits of the Chinese personality. This personality is the outcome of China's traditional social culture. These characteristics apply to members of the Chinese family, which is an integrated production unit based on the natural agricultural economy of collective physical work, i.e., the family is the traditional Chinese's most important sphere of activity (Ben, 1996).

As a result, the traditional Chinese personality lacks autonomy since an individual's autonomy is dependent on social structure rather than personal or self-uniqueness. The tendency to sanctify the past results in a conservative personality that resists change and sanctifies traditional cultural values (Noronha, 2002). True, enormous changes in the economic, social, and technical spheres have resulted in the emergence of the so-called modern Chinese personality, which is characterized by awareness, creativity, and acceptance of change. However, given that the bulk of Chinese people lives in rural regions and work in agricultural activities, it is doubtful that the traditional Chinese personality would be complete.

3. The Methodology

Ten years of experience working with Chinese small industrial enterprises has shown me that the Chinese people have different administrative ideals and management methods than the Arabs. The following two reasons suggest that such differences need scientific investigation:

- 1- Today there are hundreds of Iraqi people conducting business with Chinese small companies, apart from transactions between Iraqi institutions and Chinese organizations.
- 2- Arab research on Chinese administrative values and leadership styles in small industrial companies is unfortunately scarce.
- 3- We expect that the current study's findings may be beneficial in this respect.

The present study could identify the problem with the following questions:

1. What are the most common administrative values for Chinese managers working in small industrial enterprises?
2. What are the most common leadership patterns among Chinese managers in small industrial enterprises in Guangzhou City as perceived by their subordinates?
3. Do differences in managers' characteristics (such as gender, age, educational level, and years of experience) determine their administrative values?
4. Do differences in subordinates' characteristics (such as gender, age, educational level, and years of experience) influence their identification of the leadership patterns of managers?
5. Is there a significant relationship between the values and behavior of managers in the workplace?

This study is significant. It attempts to explore the administrative values and leadership styles of a group of managers working in small private industrial companies in the Chinese city

of Quanzhou. Therefore, it is believed that it would fill a need in Arabic studies on Chinese managers' values and practices. The following are some reasons why this research is significant.

- 1 -It aims to shed light on the nature of the Chinese administration through an examination of the administrative values and leadership behaviors, which the researcher believes is essential for people interested in learning about the modern reality of the Chinese administration in small industrial facilities.

- 2-Brings the attention of Arab businessmen to the components of modern Chinese administrative values and leadership behaviors considering the personal characteristics of the sample members.

- 3-Presents a few recommendations and suggestions to Arab businessmen considering the results of this study.

Study hypotheses

The present study has three main hypotheses, and a set of sub-hypotheses as follows:

H1. No significant correlation at the level of ($\alpha \leq 0.05$) between the administrative values and leadership behavior patterns of the Chinese managers

H2. No significant differences at the level of ($\alpha \leq 0.05$) between the leadership behavior patterns of managers and the personal characteristics of their subordinates (such as gender, age, years of experience, and educational levels).

H3. No significant differences at the level of ($\alpha \leq 0.05$) between the administrative values of Chinese managers and their characteristics (such as gender, age, educational level, and total duration of service).

The sample and methods of data collection

The sample consists of (76) managers and (152) employees working in (38) garment small businesses in the city of Guangzhou. There are (53%) male managers and (47%) female managers. The majority of males (48%) were between the ages of 21 and 30. As for females, the age group (31-40) was 42% and was the highest. holders of high school diplomas in the highest percentage (74%) and holders of bachelor's degrees (26%). Around (76%) of the managers have less than 10 years of service in their current job and the majority (84%) are from the cities. On the other hand, looking at the employee sample, we find that males constitute (62%), with ages ranging from (21 to 50) years. With varied educational levels, holders of high school form the highest percentage (59%) and holders of bachelor's degrees (41%). All subordinates served less than 10 years of service in these organizations.

Two questionnaires were used to measure the administrative values and leadership patterns of Chinese managers. The questionnaires were distributed by the researcher with the help of some people who had mastered the Chinese and Arabic languages. One questionnaire measured the administrative values of the managers and contained (42) questions classified into six groups as follows: values of work ethics measured by (9) questions, organizational values measured by (8) questions, human values measured by (9) questions, values of rest and leisure measured by (7) questions, collective participation values measured by (7) questions.

The second questionnaire is used to determine the managers' leadership style as reported by their subordinates. The five leadership patterns are measured by the following terms in the questionnaire-each with 6 questions: authoritarian pattern, moderate pattern, loyalty mode, human status, and team style. To estimate the values of leadership patterns, the values of each pattern were divided into three categories: highest value 3.66 and more, moderate value (2.33-

3.66), and lowest value (2.33 or less). The same approach has been applied to calculate the values of administrative values.

The administrative values questionnaire was used and tested previously in published research (Al-Salim; 1999). The coefficient value of internal consistency of the administrative values (Cronbach Alpha) is (87%) and the sub-results are as follows: values of work ethic (62%), organizational values (66%), human values (72%), participation values (65%), rest and leisure values (61%). All types of administrative values obtained higher than 60%, which is acceptable for scientific analysis, exceeded the agreed minimum of reliability (Sekaran, 1992). As for the leadership patterns questionnaires, they are used in many pieces of research (Fayadh 1995).

4. The findings

The current study questioned five basic questions dealing with both administrative values and Chinese managers' patterns within the demographic characteristics of respondents. Below are the findings of each question.

What are the most common types of administrative values among Chinese managers working in small industrial enterprises?

To answer this question, the averages and standard deviations of the sample responses were calculated on the five dimensions of the administrative values as shown in Table (1).

Table 1. Averages and standard deviations of managers about Administrative Values (Descending order)

Administrative Values	averages	SD	Rank	Importance
Human	3.87	0.45	1	High
Organizational	3.77	0.36	2	High
Ethical	3.74	0.39	3	High
Participative	3.55	0.49	4	Moderate
Rest & leisure	3.08	0.44	5	Moderate
General Average	3.60	0.43		

Table (1) shows that the general average of the administrative values reached (3.60), which indicates that managers have a high and positive perception of this variable. Human values scored the highest importance with an average of (3.87), followed by organizational values with an average of (3.77), ethical values with an average of (3.74), participation values with an average of (3.55) and finally luxury values with an average of (3.08). It is also noted from the table that all SD's are less than (50%), which indicates a high agreement between the sample managers.

What are the most common leadership patterns among Chinese managers in small industrial enterprises in Guangzhou City as perceived by their subordinates?

Our findings indicate that the prevailing leadership style among these managers is the team leadership pattern with an average of (4.07) and SD (0.54), followed by the moderate leadership pattern with an average of (3.28) and SD (0.48). Then the human leadership pattern with an average of (3.17) and SD of (0.55), followed by the lenient leadership pattern with an average of (2.25) and SD of (0.61). Finally, the authoritative pattern reached (2.19), and SD (0.49). It was also noted that all SDs are less than 50%, indicating a high level of agreement

among employees regarding their affinity for each of these leadership patterns, as shown in Table (2).

Table 2. Managers' leadership patterns from employees' Point of view, ranked by importance

Leadership Patterns	averages	SD	Rank	Importance
Team	4.07	.54	1	high
Moderate	3.28	.48	2	high
Human	3.17	.55	3	high
lenient	2.25	.61	4	moderate
authoritative	2.19	.49	5	moderate

It is understood that these managers, from the point of view of their subordinates, have a clear interest in both the work of the team and emphasize the importance of the humanitarian aspect of the work. There is no doubt that this, in turn, means a rejection of the lenient and authoritarian patterns of leadership. The reasons for this are many, the most predominant of which is the ethical wisdom of these managers, as well as the spread of communist ideas that advocate equality among workers.

Hypotheses Testing

The analysis of the three main hypotheses will eventually answer the other questions raised by the researchers, specifically the third, fourth, and fifth questions. These Hypotheses are.

HO1:

There is no significant correlation at ($\alpha \leq 0.05$) between the administrative values and leadership behavior patterns of the Chinese managers working in small industrial organizations. To test this hypothesis, a correlation matrix (Pearson) is used between the administrative values and the five leadership patterns. The results are as in Table (3):

Table 3. The Relationship between administrative values and leadership patterns of the Chinese Managers

Leadership Patterns	Managerial Values				
	Ethical	Organizational	Rest and Leisure	Human	Participative
Team Leadership	-.128	.015	.130	.041	-.134
Human Leadership	-.030	.000	-.164(*)	.042	-.072
Authoritative Leadership	.094	.009	.303(**)	.128	.162(*)
Moderate leadership	-.226(**)	-.209(**)	-.123	-.245(**)	-.101
lenient Leadership	.073	.004	-.138	-.127	.106

From the Table, we understand that the correlation coefficient between participative values and the authoritarian pattern is statistically significant (0.162). Again, the coefficient of correlation between leisure values and the authoritarian pattern is (0.303). Thus, the null

hypothesis is rejected. More analysis also indicates a weak correlation "but significant" between administrative values (participation values and leisure values) and authoritarian leadership. This is a logical result, as all leadership theories confirm that only the authoritative leader has the right to make decisions and leaves nothing to subordinates except the implementation of those decisions. Such leaders also emphasize the implementation of tasks and do not care about the well-being of subordinates and the development of their skills during working hours. It is also noted from this Table that there is no significant relationship between administrative values and the lenient behavior of Chinese managers in these organizations. The same Table also shows no significant correlation between administrative values and the team leadership pattern, so we accept the null hypothesis.

HO2.

There are no significant differences at the level of ($\alpha \leq 0.05$) of the administrative values of Chinese managers with different personal and functional characteristics (gender, age, educational level, and total years of service).

To test this hypothesis, we used ANOVA to detect the existence of statistically significant differences at (0.05) in the administrative values attributed to; gender, age, educational level, and total years of service. The results indicated that;

1. There are no significant differences at the level of ($\alpha \leq 0.05$) between the types of administrative values attributed to the sex variable. This result is logical since the values of equality are dominant among the values of present-day Chinese society, due to the dominance of socialist ideology since the founding of China in 1949 and to this day, (Kanto, 1997).

2. Concerning the ages of the managers, the analysis indicates that all managers have these administrative values. However, the result indicates that older people (over the age of 41) have more ethical values than younger managers. The analysis also indicated that the human values of older managers are closer to being significant. In other words, they hold more of them than younger managers.

3. The analysis of the educational level also showed that there were significant differences in leisure values.

4. The total years of service show significant differences in all administrative values except ethical values and human values. Since the level of the tabular value in the above variables is less than (0.05), this means that these differences are statistically significant and are attributable to the variable of the total years of service.

H3:

No significant differences at ($\alpha \leq 0.05$) for the leadership patterns of managers due to their gender, age, and educational level.

The Mann-Whitney U test was used to test the hypothesis. By reviewing the significance levels of the Z value, we find that the value of $p = \alpha \leq 0.000$ is less than $\alpha \leq 0.05$. For moderate leadership, we reject the null hypothesis and accept the alternative hypothesis that there are significant differences due to the gender variable. Given the average rank of both males and females, it is clear that males have higher scores than females concerning moderate leadership.

Table 4. Leadership Patterns and Managers Gender

Leadership Patterns	Team leadership	Human leadership	Moderate leadership	Authoritative Leadership	Lenient leadership
Mann-Whitney U	93060.	93924.	77616.	96012.	93492.
Wilcoxon W	252390.	253254.	138342.	255342.	252822.
Z	-1.357	-1.159	-5.661	-.683	-1.512
Asymp. Sig. (2-tailed)	.175	.246	.000	.494	.131

To test whether there are significant differences between leadership behavior patterns of managers due to their ages, we used the “Kruskal Wallis Test” and found significant differences due to this variable. Where the significance level is less than the level of the alpha coefficient, which is equal to (.05) in team leadership (sig = .002) (sig = .001,) and in moderate leadership (sig = .001), and authoritarian leadership (sig = .022), and the loose leadership (sig = .029), and higher. Thus, we reject the null hypothesis and accept the alternative hypothesis.

Table 5. Leadership Patterns and Managers' Ages

Lenient leadership	Authoritative Leadership	Moderate leadership	Human leadership	Team leadership	Leadership patterns
9.018	9.631	17.699	25.415	15.065	Chi-Sq
3	3	3	3	3	Df
.29	.022	.001	.000	.002	Asymp. Sig

Significant differences in leadership patterns due to the manager's level of education were also found. Managers holding high school certificates had the highest scores in both the leadership style and lenient leadership pattern. The Diploma holders, on the other hand, have the highest scores in both the moderate leadership pattern and the lenient leadership style.

Table 6. Leadership Patterns and Managers' Educational Levels

Lenient leadership	Authoritative Leadership	Moderate leadership	Human leadership	Team leadership	Leadership patterns
52.437	10.221	13.937	23.043	10.954	Chi-Sq.
2	2	2	2	2	Df
.000	.006	.001	.000	.004	Asymp. Sig.

Conclusions and Discussion

We think the findings of this research are crucial for Arab company owners and merchants who have previously imported clothing from Chinese SMEs. Human values are the most important to the managers in the study, followed by organizational values, ethical values, and participation values. These managers seemed to think that leisure time was the least significant benefit. Our statistical analysis further shows that this value hierarchy holds for both male and female

business leaders. Among subordinates, the team leadership pattern is ranked highest, followed by the human leadership pattern, while the authoritative style of leadership is ranked lowest. Chinese managers stand out for their honesty and commitment to their jobs. This trait was learned from their ancestors and reinforced by Confucian beliefs. No significant relationship was identified between the administrative values of ethics, organization, and people and the values of teamwork, relaxation, and boredom in either of the two examined patterns. Although the effects of values on other types of leadership are proportional. Based on the foregoing discussion of results, we advise the following for Arab business owners and managers of medium-sized industrial firms:

1. Based on the findings of this study, the authors believe that it is crucial to educate Arab managers of small businesses on the significance of educating Arab managers on the importance of educating Arab managers on the importance of consolidating the concepts and fundamentals of teamwork as it enhances cooperation and mutual relations among employees. Such learning will undeniably foster the growth of the group's conscience.
2. The influence of social values acquired from Arabic culture, such as collaboration, consultation, and honesty, on the conduct of workers and the performance of enterprises, will be very lively, thus it is important to dedicate more attention to them and increase their presence among employees.
3. For Arab managers and merchants to reap the benefits of their expertise in managing small enterprises, they need to hone their leadership abilities via training and exposure to current management approaches in industrialized nations like China and Japan.

We are aware that there are certain caveats to our study, such as its relatively small sample size (n=228) and its restricted geographic scope (it was conducted in the city of Guangzhou). Thus, the results of our study do not apply to a broader population. Future research should aim to repeat this study in other Chinese cities to increase its credibility. The findings above show that Arab scholars have a long way to go before they begin studying Chinese management philosophies and administrative ideals. We urge scholars to broaden their focus to include other aspects of administration, such as decision-making, dispute resolution, and collaboration. Islam and tribal traditions heavily influenced the development of the Arab governmental structure (Suleiman, 2017). Therefore, the research suggests taking advantage of this peculiarity by focusing on a small number of values (such as collaboration, trust, honesty in treatment, sincerity, fairness, etc.) to maximize administrative efficiency. Finally, we hope that this research will be useful in international organizational behavior, marketing, and strategic management classes at Arabian business schools because it provides environmental and cultural indicators that can be compared with Arab and Islamic values and encourages students to discuss the reasons why China has achieved progress and prosperity.

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