

# Integration of Confucian "Five Constants" Culture and Modern Enterprise Management

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**Abstract:** The "Five Constants" culture of Confucianism contains the core value of "benefits, ethics, wisdom, and wisdom", which is of great value to the development of modern enterprise management. In the contemporary enterprise management framework, not only rational models such as quantitative assessment and rules and regulations should be included. At the same time, new management models such as intelligent management and benevolent management should be considered to integrate the Confucian "five constants" culture to further guide and encourage employee development to create a positive and caring corporate management atmosphere.

In the traditional Chinese Confucian culture, the "five constants" is a very core philosophical concept. Through long-term social practice and thinking, Confucian philosophers believe that "benevolent, courtesy, wisdom and wisdom" as the "five constants" is the basic principle that all gentlemen in the society should abide by Norms, which are also closely integrated in the traditional classics of Confucianism. With the influence of Confucianism in traditional Chinese society, the "five constants" concept has gradually become a core factor in the traditional Chinese value system.

In the process of modern enterprise management, managers should thoroughly consider the connection between the Confucian "five constants" cultural values and contemporary business management, employee management, etc., use the "five constants" culture to stimulate the potential of corporate human resources, and from the traditional "five constants" culture Departure and give corporate culture a richer connotation.□

## 1. The Cultural Value of Confucian "Five Constants" in the Context of Modern Enterprise Management

In the management process of modern enterprises, they mainly inherit and develop management values such as western classic management concepts and organizational behaviors. In the modern management of enterprises in the context of the Chinese market economy, the management models of Chinese enterprises are mainly to The development of management values is rooted in western management systems such as organizational behavior. In the western management model, western management experts such as Taylor and Mayo have contributed a variety of different management values, including the analysis of human economics and non-economics, as well as "economic people" and "complex people". The methodology of business management is proposed under the background of human nature hypothesis. These management values have important reference value for modern enterprise management, but it is not appropriate for Chinese enterprises to completely copy Western management theory in management practice. In essence, the cultural context of China is significantly different from that of the West. The Western cultural context is a capitalist society and a mode of production based on the Protestant civilization. China has long been infiltrated by Influence of Confucian civilization.

In management practice, the differences between Chinese and Western cultures have profoundly affected the management of contemporary Chinese enterprises. Some Chinese companies have comprehensively inherited and developed western organizational behavior and management science

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□ Dykes J. Geo Visualization and the digital city [J] . Computers, Environment and Urban Systems, 2010, 34: 443-451.

in management practice. In the early stages of enterprise construction and development, this "economic man" -based management model did play a more active role. As a result, the efficiency and competitiveness of enterprises have also improved. During the period of enterprise expansion and transformation, this western management model faces difficulties such as low management efficiency and poor management results.

From this kind of phenomenon analysis, mainly some companies stand on the assumption of human nature of "economic people", thinking that blindly linking performance with salary can stimulate employees to contribute more labor, but once employees fail to meet the company's hard performance indicators, it will get a very meager salary, which seriously hurts the motivation and self-esteem of employees. In addition, some companies blindly worship the Western training culture in the management process, deprive employees of rest time, use blunt training videos, or frequent and empty training sessions to try to integrate employee thinking, which undoubtedly distort management culture. It is the authority of discourse that monopolizes the space for employees to think and create freely. From the above problems, it can be seen that modern enterprise management cannot rely on western management philosophy and ideas to achieve "one-time-for-all" management. The differences between Chinese and Western management thinking cannot be ignored, but we should thoroughly consider what Chinese enterprises need to grasp in the tide of the contemporary era. The core value is connected with the Confucian "five constants" cultural value concept, promotes the contemporary corporate management revolution in China, and realizes a modern corporate management model with "Chinese soul".

## **2. Confucian "Five Constants" Cultural Value Concept and Western Management Concept**

To fully understand the value and core of the "Five Constants" culture of Confucianism, contemporary managers need to compare the values of Confucian "Five Constants" culture with western management concepts, view the value orientation of Confucian "Five Constants" culture with modern business thinking, and be good at drawing Western management The essence of philosophy promotes the modernization of management.

(1) The core of western management philosophy From the current development of western management thinking, its main values include two aspects: First, the western management values attach importance to the development of rational thinking, especially the analysis and application of business data. Western companies attach great importance to adopting open data analysis methods and comprehensive processing of information based on indirect experience. At the same time, in the western management concept, the decision-making and operation of the company are often analyzed rationally. This decision-making mode also determines that western management adopts a quantitative approach to performance evaluation and quality control. Therefore, the western management values are relatively neglecting the perceptual elements, and the rational data and indicators are first in the management system. The second is that the western management value view attaches importance to the performance of contracts, and despise the role of interpersonal relationships and personal feelings in corporate management. Western companies attach importance to the construction of various internal rules and regulations, and strictly implement these rules and regulations. The connection between the company and employees is achieved by the spirit of contract. This point is quite different from the traditional Chinese management methods. Chinese companies often attach importance to the construction of interpersonal relationships, relatively ignore the spirit of the "contract", and mostly adopt emotional relationships to maintain them.

(2) The core of Confucian "Five Constants" management cultural value Chinese traditional Confucian "Five Constants" cultural value contains five parts, including "benevolence, courtesy, wisdom, and faith", and its value is analyzed in the following three aspects:

First, the Confucian "Five Constants" culture embodies the value orientation of perceptual maintenance, with "Benevolence" as the main value concept. The Confucian culture values the attention and help to people, especially the assistance to employees and vulnerable groups, and helping others become an important part of Confucian values. In the modern business society, the traditional Chinese Confucian values also revolve around the "benevolent" values in the "Five

Constants" culture, encouraging business managers to become "Confucian businessmen", caring for employees and socially disadvantaged groups within the enterprise, and establishing a positive social image .

Second, the Confucian "Five Constants" culture reflects the values of authority and elite decision-making. In the traditional Confucian idea of governing the country, the concept of "Benevolent King" (with the righteous as the leader of management) is the most prominent. Degree and core role of leadership are common management models in East Asian Confucian cultural circles, including China, especially Singapore's elite management model. Therefore, in the "Five Constants" culture of Confucianism, it is emphasized that the governed should obey management, take the lead of the word "righteousness", and become a loyal servant of the administrator.

Third, the Confucian "Five Constants" culture also emphasizes the comprehensive evaluation of people, that is, the use of emotional evaluation. Just as the "benefits, courtesy, wisdom, and wisdom" included in the "Five Constants" culture, in fact there is no clear quantitative boundary, that is, the specific value of "benefits" or "righteousness" that a person possesses cannot be estimated. Generally, it depends on the manager to Relativity Evaluation. Relative assessment is different from rational quantitative assessment, and it often depends on the manager's management experience and subjective feelings. This is also an important manifestation of the importance of authority and experience in traditional Confucian management culture .□It can be seen that the Confucian "five constants" culture is a traditional management concept centered on "benefits, ethics, wisdom, and trustworthiness." There are still big differences. The exploration of Confucian "five constants" culture and western management model is not to choose the best option between the two, but to learn from the two parts that are conducive to the development of modern enterprise management and promote the scientificization of modern Chinese enterprise management.

### **3. Confucian "Five Constants" Culture and Modern Enterprise Management Integration Mechanism**

From the above analysis, we can see that there is a certain difference between the value concept of Confucian "Five Constants" culture and modern enterprise management, but this difference can be adjusted according to the actual situation of enterprise management, thereby promoting the optimization and progress of the enterprise management model. In particular, the scientific and rational management model in the western management value concept, combined with the human-centered and harmonious progress in the Confucian "five constants" culture, can gradually explore the formation of a contemporary and diverse business management model with diversity and inclusiveness. Management development has certain benefits.

#### **(1) "Benevolence" Management Model of Confucian "Five Constants" Culture**

The "Five Constants" of Confucianism attaches great importance to "benefits". The so-called "benefits" is the value concept of emphasizing benevolence and harmony. In the contemporary enterprise management process, it also emphasizes people-oriented and harmonious management. In the process of restricting employees with quantitative and rigid indicators, companies should consider the rational use of Huairou management strategies. Enterprises do need to consider strengthening the construction of rules and regulations in modern management, including the design and control of rational and quantitative indicators for employees' daily attendance and work performance evaluation, and to promote the normalization and accountability of such quantitative evaluations. Instead of emphasizing the mode of "reward for completion, or punishment for failure to complete", enterprise managers should be good at discovering the value of employees themselves. They should refine the division of labor within the enterprise and promote those with different abilities within the foundation of socialized mass production. This is also the case of "Chen Li is in the ranks and cannot be stopped" in Confucian culture.

For some employees who are not good at completing quantitative indicators but have other management or creative work, they should not adopt a "one size fits all" management assessment

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□ CaragliuA, Del Bo C, Nijkamp P. Smart cities in Europe [J] . Journal of urban technology, 2011, 18(2) : 65-82.

method. Therefore, the implementation of "benevolent" in enterprise management requires managers to look at the overall situation of the company's long-term development, pay attention to the hierarchical nature of enterprise employment needs, and strive to rationally use different talents on the basis of corporate management authority to further realize the aims. In the "benevolent" culture of the Confucian "five constants" culture, business leaders should pay attention to the construction of a caring corporate culture: internally, care about the development status of employees, and provide more help for employees in trouble; externally, care about society. Difficult, bear certain social welfare responsibilities within the scope of his ability, help the needy, establish a good social moral image, and build a modern "benevolent" enterprise.

#### ( 2 ) "Zhi" Cultural Management in the Confucian "Five Constants" Culture

The "smart" culture emphasizes the importance of cultivating and extending the inherent talents of enterprise employees in enterprise management, and promoting the talent competitiveness of enterprises. In the "Five Constants" cultural value framework, managers should not place too much emphasis on personal experience, but rather give full play to the effectiveness of knowledge in modern corporate management behavior. In the traditional "Five Constants" culture of Confucianism, "intelligence" does not simply emphasize knowledge, but rather respects wisdom and strengthens the cultivation and expansion of personal abilities. The employment management of modern enterprises is not to get talented people once and for all. Enterprises need to recruit professionals with professional talents in a timely manner so that such professionals can be useful in the enterprise. At the same time, the training of technical professionals is carried out in a team mode. Gradually training, that is, the "smart" of the enterprise should be shared and dynamic.

The intelligent management of the enterprise must be combined with the development of the times to continuously develop, absorb new technologies and knowledge, and professional work in the enterprise must be composed of professional working echelons at different levels. In addition, enterprise managers should pay attention to "smart" management, that is, they should take a long-term perspective in the management process. Considering the people, finances, and materials that the company needs in the long-term development, it should optimize the company from the main market development situation and the actual business operation. Personnel structure, so that the enterprise's knowledge management is more in line with the era of the knowledge economy. The "smart" management in the "five constants" of Confucianism is not a simple on-the-job training of employees, but a proper use of employees' "knowledge". Knowing people is always one of the good qualities of managers, and managers must be good at it. "Looking for people" and "knowing people" should be combined with "corporate ethics" in Confucian management practice. This model requires the leaders of the company to be open-minded and able to tolerate some of the employees' not serious shortcomings. In the post, we will give full play to personal expertise, and make targeted use of the company's intangible wealth of knowledge to lay the internal foundation for sustainable development of the company.

#### ( 3 ) "Li" Cultural Management in Confucian "Five Constants" Culture

In the context of modern management, the "ritual" culture of the "Five Constants" of Confucianism is "educated" and guided to guide employees' development in a subtle way. In the "five constants" culture, the "ritual" culture is a very important mode of value transmission. Because of the "ceremonial collapse and happiness" problems in the princely countries of the Zhou Dynasty in the late spring and autumn, Confucius advocated "self-denial and retribution" and attached importance to "Li". In the cultural context of the Zhou Dynasty, "ritual" was a constraint on all people in the society. From the prince of the Zhou Dynasty, to the people of Li Min, they needed to live according to the rules and regulations of "ritual". The purpose of "li" is to make the society more orderly. For the barbarians who cannot recognize "li", Confucian thinkers have pointed out that "cultivation" is adopted to spread the "li" culture. From this Confucian value transmission model, it can be seen that "ceremony" is different from the rules and regulations in contemporary enterprises, but a psychological constraint mechanism that blurs the boundaries. There is no very clear guidance on behavior, which belongs to some specific behaviors. Encourage and advocate management mechanisms. The "enlightenment" model surrounding the "five constants" of

Confucianism is to adopt a subtle way to encourage the governed to develop toward the manager's ideal.□。 This has very important inspirational value for managers of contemporary enterprises.

In the traditional enterprise management model, it attaches great importance to adopting strict rules and regulations to restrict and control employees. Enterprise managers take orders to completely exploit the voice of the management. This management method is largely to the Continuation of the management model in the era of planned economy. In fact, the era of the market economy has determined that corporate managers cannot monopolize the management order of an enterprise with authority, but should adopt flexible management to stimulate the potential of the managed. Guidance is more valuable than punishment. Employees' disobedience in the enterprise tends to burst out when they are punished or blame, or gradually become a potential contradiction in the depressed corporate management culture atmosphere, which threatens the reconstruction of corporate management order. In corporate management, guidance, persuasion, and frankness are far more effective than problem-oriented and accountability. Managers blindly constrain in the way of "finding problems," and only in the era of the knowledge economy, will they have more rich knowledge, The disgust and rebound of experienced employees have caused managers to be in a dilemma when they are tired of management but have no management effect.

Therefore, managers must be good at drawing the “ritual” culture of the “Five Constants” of Confucianism, and adopt the method of flexible restraint and management in a “civilized” way. This will make it easier for employees to accept and avoid the emotional rebound in management. , Enterprise management efficiency will be greatly improved.□

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