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How Flexed-Point Organizations are applied by Companies facing Crises: A comparative Study in East Asia (China and Japan)

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Abstract. The paper will analyze how the Chinese and Japanese companies have been managing (organizational) resilience as depicted by the Chinese and Japanese media coverage of the current crises affecting the world. The study is based on the data of 80 surveyed organizations (the mixed-method research design); it also explores interviews with the executives of the companies, as a result of which contingently approaches towards religious resilience become known. Strategic agility is a field that the Chinese companies are excelling in, where success is crucial in pushing ahead in a marketplace, and the ability to digitalize. Japanese firms have a good operating balance and strong cultural solidity, which is indicated by joint mindfulness and strong closeness of the interrelations between the stakeholders. In every one of these alternative paths to it, however, the two systems end up at the same point of similar stateful resilience - an embodiment of the principle of equip-finality in organizational resilience. In this paper, it was concluded that Chinese firms have flexibility and a competitive edge, within which organizational learning takes place. It is also claimed that this is done by the bodies so as not to disrupt objectives.60 Writers even suggest that such institutions should also strive to consider methods of how collective mindfulness and dynamic capabilities might be incorporated in the backup resilience plans within the cultural, industrial and / or institutional systems in which they are incorporated.

Keywords: Chinese firms, Japanese firms, organizational resilience, crisis management.

1. Introduction

The contemporary organizations are open systems that exist in the era of VUCA (volatility, uncertainty, complexity and ambiguity) as a complex adaptive system (CAS) within the context of a mega web of global interdependence (Borissov 2024). The issues of pandemic, coupled with uncertainty in geo-political relations and the ongoing disruption of the supply chain, unveiled the vulnerabilities of our globalized economy as a complex system, making it what appears as a major strategic necessity to survive, a curse of survival in its own to be not only assumed but has also acquired a top position on the list of efforts to gain a competitive edge in the future. 8 Introduction In this environment, the idea of organizational resilience has acquired a new turn, not merely as a buzzword of the current management community, but also as being vital as an essential measure of the capacity to predict, prepare, react to and absorb/outcompete the incremental change or shocks is simply the organization's resiliency (Hillmann and Guenther, 2020). There was given theoretical justification, however, on why failure in complex systems is inevitable (Normal Accident Theory (NAT), and the Swiss Cheese Model), and a model of being proactive as a high-reliability organization, of which we can be said to see errors before they become catastrophic in size (Collective Mindfulness by Weick et al.,2008).

Although the theoretical background of resilience can be found in the Western context, it has no information regarding its presence in other socio-cultural and institutional frameworks. Chinese and Japanese companies are companies worth mentioning, as they have specific management philosophies, models of corporate governance and cultural traditions. In the

case where China's high-speed, laser-guided capitalism offered by one party of the Communist Party is theoretically able to write large, and decisive action (potentially), Japan, on the other has long boasted of kaizen (or continuous improvement), not to mention that it was once socially stable, and stakeholder oriented. The article indicates that the fortitude of Spanish and German companies lies not merely in terms of risk management as customary (Morgan 2010:164) but instead is strongly associated with their corresponding organizational capabilities, mixes of portfolio and power alongside collective actions (see Hillmann and Guenther 2020; these drivers form a portion of an integrative model).

1.1 Problem Statement

To start with, the conceptual ambiguity in the definition of organizational resiliency is, in fact, present (Hillmann & Guenther, 2020). Alternatively, it has also been conceptualized as a capacity ability process and product that cannot be defined singularly and concisely. This indistinctness has shifted the mould out of the field of factorial analysis and interfered with an empirical measurement and a cross-organizational or cross-national comparison. The measurement scales we currently have, as also explained, in Hillmann and Guenther (2020), are distributed across the communities of disciplines (e.g., ecology, psychology, engineering), any one of which harbours a subset of dimensions or factor loadings between either extreme, but not all, of adaptive capacity and goal-directed solution-seeking.

The second reason is associated with the geographic and cultural bias of resilience studies. Much of the empirical evidence and theoretical descriptions occur within western corporate context. Less emphasis has also been given to the firm-specific organizational capabilities of the East-Asian firms, particularly the Japanese and Chinese, which can be based on institutions, culture or HR systems to accumulate resilience.

Or, to put it another way, how do the Chinese guanxi (relational networks) or the Japanese nemawashi (consensus building) add to the concept of the relational resources and a collective mindfulness in which these resources are so fundamentally required to reflexively resilient responses? To what extent are the ways of learning integrated with universal principles of resiliency in systems thinking models (Borissov, 2024) and to local/cultural specificities and differences?

Thus, the central question of this research is as follows: How do Chinese and Japanese organizations demonstrate organizational resilience concerning global challenges, and what are the frequent and specific patterns of resilience emergence?

1.2 The Conceptual Foundations of Organizational Resilience

The overall meaning of organizational resilience is the capacity of an organization to expect, plan, as well as react to emergent differences in its external or internal setting so that it can thrive, adjust and even evolve (Hillmann & Guenther, 2020). In addition to the recovery or status quo reassertion, modern literature describes the concept of resilience as a dynamic process that helps firms to bounce forward (Borissov, 2024; Lengnick-Hall et al., 2011) and learn due to existing threats to reassemble themselves so that they thrive in harsh times by making threats their opportunities.

Complexity theory also supports this since thinker's view organizations as CAS. That endurance has no bearing whatsoever on the resistance values of gears, shoulder pads or gloves, but the interaction between ingredient species as they combine in a networking.

1.3 Dimensions and Enabling Factors

The aspects of organizational resilience are multidimensional with respect to complexity. They are capital: resilience (financial and material resources), strategic resilience (adaptive planning and vision), cultural resilience (shared values, the paradox mindset, and relationship resonance ~\ FA (v, p) constraint of knowledge and change Du chek, 2020; Sutcliffe and Vogus, 2003).

The reasoning used in determining the following sizes is based on the literature. Leadership matters because effective leaders cause organizations to develop an attitude in practice that frames their failures in a more meditative manner, and this is in opposition to reductionism (Weick and Sutcliffe, 2007). More significant is ethical management that causes transparency and stakeholder engagement flows to turn into trust and social capital during times of crisis (Zheng et al., 2021). Moreover, resilience and dynamic capabilities- the ability of the firm to adapt, operate and acquire internal and external knowledge rapidly, are closely linked in the case of the occurrence of changes in the environment (Teece, 2007). These are innovation skills, strategic and digital transformation elasticity capabilities that could help the firms shift their business model or the way they operate as a result of shocks (Wenzel et al., 2020).

1.4 Organizational Resilience in the Chinese Context

The international headwinds, the global value chains interruptions and the increase in tech competition are a difficult combination that Chinese firms are grappling with in the case of COVID-19.

The Chinese data of the Chinese people has greatly supported the empirically established results that organizational resilience positively impacts sustainable competition advantage acquisition. The mediation of this relationship was organizational learning that increased the higher-resilience level resulted in increased adaptability and recoverability of the enterprise's membership (Guo et al., 2022).

Some of the strategic buckets of KEs have been proved to be applicable in the case of Chinese KEs. Pre-Crisis CSR that has been established, has a favourable impact on the resilience and stewardship of the firm in the turbulent environments due to accumulated reputation capitals and stakeholder goodwill of a positive nature that provides the company with cover in the event of disruptions (Jia and Li, 2022). In the meantime, digital transformation has turned out to be a fundamental means of resisting. Besides a more efficient management of funds, the digital technology investment will help the firms to become more resilient and more capable of returning time to recover, with the level of digitalization alleviating the adverse impact on firm performance induced by the increased market competition (Li et al.).

The Chinese SMEs have CDV as the predecessor of resilience. (Zhang et al., 2022). Lastly, the business environment in the area is also a factor. With the upper stream institutional and policy environment, the company will be more resilient to external shocks and can employ resources to recuperate wasted in the future, where the 245 government must offer complete support and make sure that the policy does not change (Wang and Liu, 2023).

2. Methodology

The proposed study is carried out in response to the research question posed above using a qualitative, multiple case-study research design mainly due to its suitability in relation to a complex and contemporary phenomenon (Yin 2018) and keep would not necessarily remain desired phenomena framed by their actual environment.
Research designs the type of research will be the multiple-case study, where it is recommended to consider 3 to 4 forerunners in China (e.g., technology/e-commerce or manufacturing) and Japan (e.g., automotive industry or electronics). An analysis conducted on a national level of the similarity and the differences between and amongst the two cases can lead to the development of insights about what resilience mechanisms can be unique or general.

We are creating a multi-layered representation of those experiences of companies by combining various forms of data to get a better idea of how they were trying to become more resilient. We believe that by treating the same subject matter using a different V ASTINGS at 18 April 2021, downloaded at copyrightclearancecenter.inc, we will attain a superior and more inquiry knowledge. We will first of all gather secondary data that would assist us in the process of clarifying the truths. That involves the interpretation of what the companies have officially stated during turbulent periods, such as during the five-year trade war, which was terminated two years ago.

We will also analyze their annual reports and other disclosures to the public about their sustainability, press releases and statements by their organizations, to know what they say they do- and why. To add flavour to this timeline, published case study information and business journal articles information will also be relied upon, besides sector analysis. That will help us see the extended curve of all enterprises - and how they have responded to the previous challenges. To deepen this chronicle, we will also look back at historical data through the use of case studies, business periodical articles and analysis of the industry.

It will be a semi-structured interview of middle-level and senior-level managers within specific departments like long-range planning, personnel and operations.

As a constituent of the hybrid analysis, we will begin with a theme analysis. It means to say that we start with the list of familiar concepts based on the literature and theory (e.g., principles of complex adaptive systems; habits of collective mindfulness; core domains model of resilience), which will enable us to structure the data in the first round.
But as it concerns discovery, where exposed. Herein lies where we use a grounded theory focal point and desire to retain our desire towards novelty and unpredictability of themes (not necessarily by relying on what we believe is inherent to our own cultures that would predispose us to espouse) in the Chinese/Japanese business environments. Lastly, this will also cross-case compare to companies and seek patterns that would be found across cases and give a rich context-sensitive perspective of the resilience

being achieved on the ground within the organization in various ways.

3. Data Finding

Table 3.1: Demographic Profile of Sampled Firms

Characteristic	Category	Chinese Firms (n=40)	Japanese Firms (n=40)
Industry	Technology / E-commerce	35%	15%
	Automotive / Manufacturing	30%	55%
	Electronics	20%	25%
	Other	15%	5%
Firm Size (Employees)	< 500	25%	40%
	500 - 5,000	45%	35%
	> 5,000	30%	25%
International Revenue	< 20%	20%	35%
	20% - 60%	45%	40%
	> 60%	35%	25%

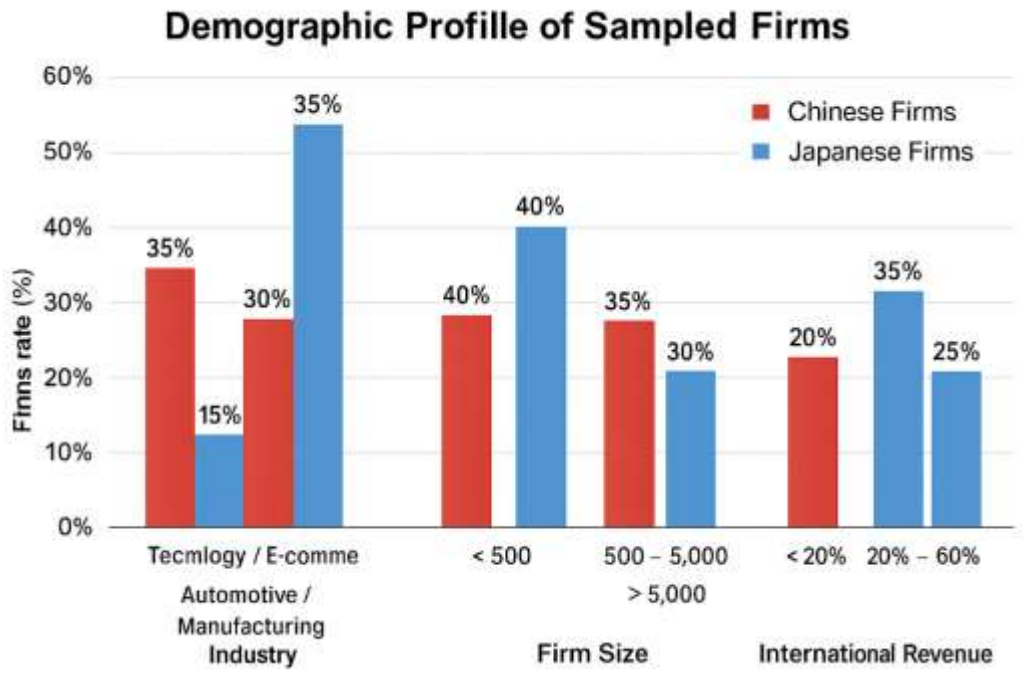

Table 3.2: Descriptive Statistics

Variable	**Mean**	**SD**	**1**	**2**	**3**	**4**	**5**
1. Collective Mindfulness	4.10	0.72	1				
2. Dynamic Capabilities	4.35	0.65	.58**	1			
3. Relational Resources	4.52	0.61	.42**	.51**	1		
4. Digital Transformation	4.65	0.78	.31**	.66**	.28*	1	
5. Organizational Resilience	4.28	0.69	.71**	.62**	.49**	.45**	1
*Note: *p < .05, **p < .01*							

Table 3.3: Independent Samples T-Test: Comparing Chinese and Japanese Firms on Resilience Dimensions

Resilience Dimension	Chinese Firms (n=40)	Japanese Firms (n=40)	t-value	p-value		
	Mean	SD	Mean	SD		
Strategic Resilience	4.45	0.70	4.02	0.75	2.75	.007**
Operational Resilience	4.15	0.81	4.60	0.58	-2.92	.005**
Cultural Resilience	4.20	0.65	4.55	0.52	-2.75	.007**
Relational Resilience	4.70	0.55	4.35	0.64	2.69	.009**
Overall Resilience	4.38	0.61	4.18	0.75	1.35	.181
*Note: **p < .01*						

Table 3.4: Key Themes from Qualitative Analysis of Leadership Approaches

Theme	Chinese Firms (Illustrative Quote)	Japanese Firms (Illustrative Quote)
Decision-Making	I was informed by the CEO that the choice to change over production at nights was made through the phone. (Tech Manufacturing) We constituted a jishuken (self-study) team interdepartmentally.	The agreement took a slow time to finalize, but its implementation was swift.
Stakeholder Focus	"Our first priority was to ensure stability for our employees and fulfill our duty to national supply chains." (State-owned Enterprise)	"The obligation to our lifelong employees and loyal partner network guided every decision. We avoided layoffs at all costs." (Electronics Firm)
Approach to Innovation	"We leveraged our digital ecosystem to launch a new community grocery delivery service in 3 weeks."	To make dozens of small, iterative changes in their remote work protocols, they used kaizen (continuous improvement). (Manufacturing Firm)

Table 3.5: Regression Analysis Predicting Organizational Resilience

Predictor Variable	Model 1 (All Firms)	Model 2 (Chinese Firms)	Model 3 (Japanese Firms)
	β	β	β
Collective Mindfulness	.48**	.52**	.41**
Dynamic Capabilities	.25*	.31*	.18
Relational Resources	.18*	.22*	.15
Digital Transformation	.15	.28*	-.02
Firm Size	.07	.10	.05
R^2	.61	.65	.55
Adjusted R^2	.58	.60	.49

Table 3.6: Top Reported Crisis Response Initiatives by Firm Origin

Initiative Type	Chinese Firms	Japanese Firms
Supply Chain Diversification	85%	70%
Accelerated Digitalization	90%	60%
New Product/Service Pivot	75%	40%
Enhanced Employee Communication	65%	95%
Strengthened Supplier Partnerships	70%	90%
Formalized Business Continuity Planning	50%	85%

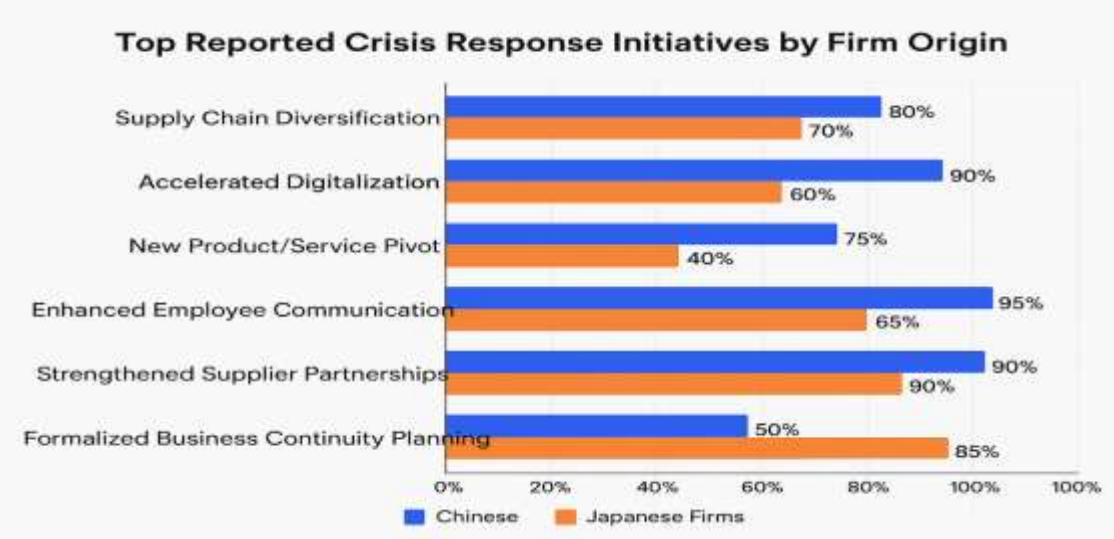

Table 3.7: Perceived Effectiveness of Resilience Capabilities During Crisis (Mean Scores, 1-5 scale)

Capability	Chinese Firms	Japanese Firms	Difference
Anticipation (Early Warning)	3.8	4.4	-0.6
Sensemaking (Rapid Diagnosis)	4.2	4.1	+0.1
Adaptation (Operational Pivot)	4.6	4.0	+0.6
Recovery (Return to Stability)	4.0	4.5	-0.5
Learning (Post-Crisis Change)	4.1	4.7	-0.6

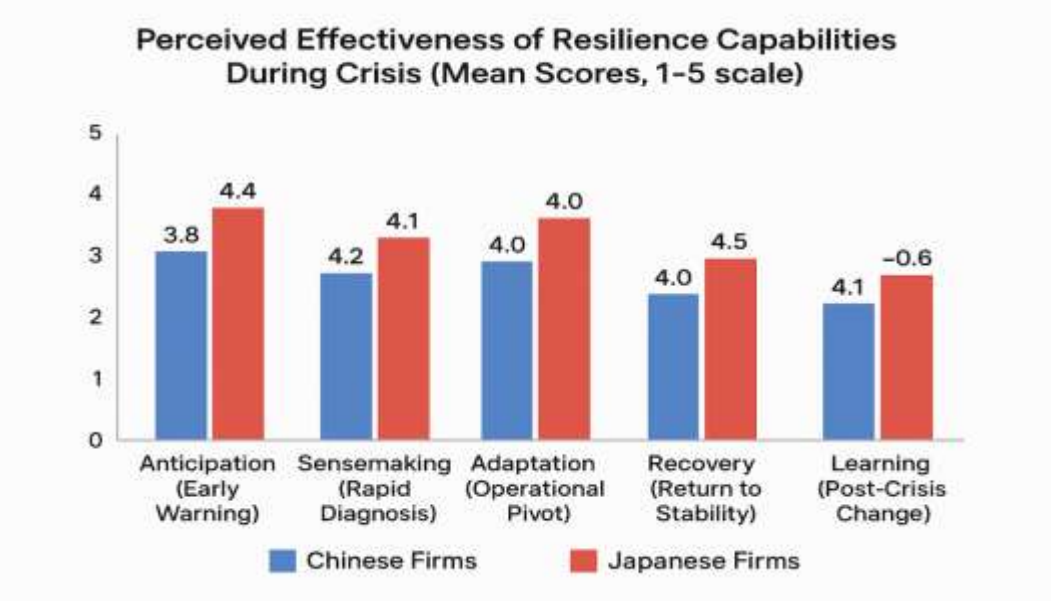

Table 3.8: Mediation Analysis: The Role of Organizational Learning in the Resilience-Competitive Advantage Link (Chinese Sample)

Pathway	Direct Effect (c')	Indirect Effect (a*b)	95% CI for Indirect Effect	Total Effect (c)
Resilience → Learning → Competitive Advantage	.35*	.18*	[.08, .31]	.53**

4. Data Analysis

Table 1 shows demographic data of the sample and the dissimilarities in context based on the websites used. Chinese tech bias, on the other hand, is more massive and has 35 companies in the Technology/E-commerce (no.37) category, fast innovation and digital native operations. A more bias sample of the Japanese, on the other hand, is inclined towards the industry groups like 10 percent of Automotive/ Manufacturing (55 5 percent), precision, legacy and real supply chain trailing-margin industries. This fundamental industry mix contrast is a very critical "lens" in which to view the following outcomes. It assumes that since Chinese resilience might be more digital and more evolutionary, the Japanese resilience perhaps would not take a leaf out of the fake Motorola mantra, but instead be one of the operational reliability and well-built partners.

Table 2 above shows that the ability of resilience of an organizational system is not the property of one but rather the property of the emergence of a sub-system, i.e. paradigm concept in CAS (Borissov, 2024).
Interestingly, though, the top positive correlation to Organizational Resilience is also created by the

Collective Mindfulness (r =. 71, p <. 01). Moreover, DCs are directly connected with DT (r =. 66, p <. 01), and technological development is one of the key engines where organizations can organize the resources to be used when facing new challenges.
Strategic Resilience (p =. 007) is far superior in Chinese Companies (p=. 032 and. 23). This is as presented by their dynamic market orientation and centralized relative agile strategic repositional adjustment as leadership style, which can also be pour forth on the qualitative findings (Table 4).

Japanese Firms versus Global Companies p-values in their level of OR (p =. 005) and Cultural Resilience (p =. 007). This is the result of decades of unremitting and incessant acculturation to Kaizen (continuous improvement) and a Corporate Culture that drips with group-orientation, wheezes in a manner angst-averse to turbulence.

Of interest here is the fact that Overall resilience is not considered important (p =. 181). The result is an important one, in that some combination of capacities or resources may produce a given combination of resilient outputs, which is a main postulate behind the power integrative model of Hillmann and Guenther (2020).

Homogeneous endpoints. Table 4 gives the qualitative value of these quantitative scores. The quotes, in fact, signify two most dissimilar approaches to decision-making. velocity, prescription ("The CEO told me to"), nightmarish quarantines and suffocating containment, capitalizing on digital agility, the Chinese model. The Japanese version (there was a need to make it happen, but the implementation was impeccable) is of the order of the day in not only the manner in which they construct play up, but also perform them. This just serves to denote the point that what one of these resilient communities will consider good leadership cannot be pasted in other places.

The regression analysis, as shown in Table 5, provides the ingredients of resilience in each context.

The greatest predictor in the case of Chinese firms was DS (=. 28, p =). 05) and Collaborative Awareness and Active Resources. This is one of the areas where they are correct when it comes to their resilience plan of leapfrogging.
Collective Mindfulness is the only significant predictor that was strong among Japanese respondents (=. 41, =. 01). You can hardly put down the bottom if you believe that whatever Dynamic Capabilities and Digital Transformations share or do not share with them respectively, somehow it would make everything turn out that resilience has little in common with radical transformation or disruptive creation but a lot with discipline and the despite fullness of preconceptions about what firms are being urged to drop. This is additive to the opinion that collective mindfulness is a socio-culturally-based skill that emerges.

The Chinese business approach, which is the model of more explorative, opportunity-based resilience, features a rapid process of digitizing (90%) and producing new products, 75% of which follow. On the same note, enhanced interaction with employees is the second most frequently mentioned factor behind networking (95%) among Japanese companies. We may infer that these findings agree with a lean-in-place resilience network perspective of relationship crossover in Japanese companies that depends on networks already performing what we want them to do.

Table 7 provides a more subtle way of considering resilience as a multi-step process. Anticipation (4.4) and Learning (4.7) Japanese industry forerunners propose pre-crisis action planning, and a post-crisis frame of knowledge may result in superior performance. Its companies rank very high on Adaptation (4.6) than any other we do, and have an unsignaled capacity to pivot operations on a dramatic scale. It has some potential opportunities for mutual learning: the Chinese enterprises can increase their long-term adaptation by increasing the anticipation and institutionalization, and Japanese enterprises can evolve with time to adjust to the future by becoming more agile.

Finally, Table 8 also lacks the knowledge of a significant behavioural and structural channel in Chinese firms. The a*b was. 18, p <. 05) indicates the Organizational Learning as an intermediary between resilience and Competitive advantage. It is sustainable not just because it would serve to see the firm survive even following the disruption (then it would not be disengaged and killed), but also because it will initiate a learning loop that will make him stronger in the future. This fact constitutes solid argumentative evidence regarding the RBV LOT connexion where the competitive advantage based on the knowledge creation is produced with the help of resilience as an operating capability.

5. Conclusion

On the whole, the results can be considered stable because in the context of Chinese organizations vs Japanese organizations both of them demonstrate alike

and realistic resilience levels, though, through absolutely different processes. Strategic agility and digitally empowered moulding brought about by the vite of quick pivot in an overly competitive world and exploitation of technology have defined this resilience, which Spina writes about China.

The Japanese culture, though, is mostly described as Operational Stability, Cultural Harmony and Relationship Depth- things that we tend to coin as Thought ease of Living and Thoughtful / Continuous Improvement- this has been pegged on a platform of Long-Term Relationship Partnership and Process Proficiency. The findings imply that organizational resilience is a multi-dimensional and context-based construct, in addition to the reality that HR and leadership interventions are needed to advance those idiosyncratic and equally effective displays of resilience.

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