

Chapter 9

Managerial Skills and Culture in East Asia: The Ethical Integration of Artificial Intelligence in Corporate Social Responsibility

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ABSTRACT

This chapter explores the influence of managerial skills and East Asian cultural values on the ethical implementation of artificial intelligence (AI) in business practices and corporate social responsibility (CSR). By analyzing original cases from companies such as Alibaba, SoftBank, and Tencent, it illustrates how cultural norms shape AI ethics and CSR strategies. The chapter aims to propose a strategic framework for integrating AI ethically, reflecting the region's values of harmony, equity, and collective welfare.

INTRODUCTION

East Asian organizations have emerged as pioneers in adopting and integrating artificial intelligence (AI) into business practices. Over the past decade, AI's rapid growth in China, Japan, and South Korea has transformed corporate operations, optimizing processes, enhancing customer experiences, and addressing social and environmental responsibilities (Lee, 2018). AI deployment in the region spans multiple sectors, including manufacturing, logistics, finance, retail, and healthcare. However,

DOI: 10.4018/979-8-3693-9894-4.ch009

this rapid technological advancement presents complex ethical challenges, particularly in its alignment with cultural norms, social values, and managerial practices.

The region's economic development has been driven by a unique blend of Confucian values, social harmony, and an emphasis on collective welfare. These cultural elements influence how businesses perceive and approach AI integration (Hofstede, 2001). In China, national development priorities drive swift AI adoption, necessitating careful data management to maintain societal harmony (Ding, 2018). In Japan, where hierarchical structures and consensus-building are valued, AI implementation must consider fairness and employee well-being. South Korea, emphasizing technological prowess and social equity, strives to balance innovation with ethical responsibility.

AI integration in East Asia has not been without controversy. Issues related to privacy, surveillance, discrimination, and algorithmic fairness have sparked debate. These ethical concerns are deeply intertwined with business ethics and legal frameworks unique to each country. For instance, AI-driven consumer profiling in China raises questions about data privacy, while Japan grapples with fairness and transparency in AI-driven human resource management. Similarly, South Korean firms must navigate ethical boundaries in personalized marketing.

This chapter explores these ethical dilemmas through a cultural and managerial lens, examining how East Asian businesses reconcile AI implementation with corporate social responsibility (CSR) and regional cultural values. By analyzing case studies from leading companies such as Alibaba and SoftBank, we aim to highlight the interplay between cultural norms, ethical considerations, and AI's role in corporate governance.

The exploration of these issues is particularly relevant in the current global business environment, where AI technologies are reshaping industries and redefining competitive advantages. East Asian countries, with their rapid technological development and influential market presence, offer a unique perspective on how AI can be harnessed ethically and responsibly. The strategies and practices developed by companies in this region not only influence local business operations but also serve as a reference for organizations worldwide seeking to integrate AI in a manner that aligns with societal expectations and ethical norms.

The complexity of AI ethics in East Asia is compounded by the region's diverse socio-political landscapes and regulatory environments. In China, the government plays a central role in promoting AI development as part of its national strategy for technological leadership. This state-driven approach influences how companies navigate ethical issues, as they must balance corporate interests with national priorities and social harmony (Zhang et al., 2021). Chinese companies like Alibaba, known for their aggressive use of AI in e-commerce and logistics, face the challenge of optimizing operational efficiency while adhering to evolving standards of data

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