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Optimisation of hybrid incentive systems in multi-generational teams at enterprises in China and Kyrgyzstan

Chen Yu*

PhD Student
Jusup Balasagyn Kyrgyz National University
720033, 547 Frunze Str., Bishkek, Kyrgyz Republic
<https://orcid.org/0009-0007-1039-0291>

Abstract. Against the backdrop of accelerating globalisation and deepening demographic ageing, the study examined the current state of multigenerational collaboration as a prevalent organisational model in enterprises in China and Kyrgyzstan. The research aimed to develop a targeted hybrid incentive system designed to address intergenerational conflicts and cultural adaptation challenges within teams. Employing a mixed-methods approach, the study systematically integrated a literature review, cross-cultural comparative analysis, in-depth interviews, and case studies. The findings provided an in-depth analysis of cultural differences between the two countries across key dimensions, including collectivism versus individualism, power distance, and long-term versus short-term orientation. At the same time, substantial shortcomings were identified in the existing incentive systems of both countries, manifested in overly simplified models, the absence of culturally adaptive adjustments, and insufficient consideration of intergenerational differences. The study established the core principles for optimising a hybrid incentive system, placing emphasis on culturally adaptive corrections and the incorporation of intergenerational differences. Building upon a developed logical framework, specific implementation pathways were detailed, hierarchical material incentive measures were systematically planned, and personalised non-material incentive schemes were designed. The practical significance of the research lay in offering important recommendations to human resource managers and decision-makers in enterprises in China and Kyrgyzstan, as well as in Central Asian cross-border cooperative institutions, thereby enabling the optimisation of incentive systems for multigenerational teams in cross-cultural and intergenerational work environments and ultimately enhancing the effectiveness of organisational management

Keywords: intergenerational conflicts; cultural differences; collectivism; power distance; material and non-material incentives; differentiated motivation; cross-cultural adaptation

■ INTRODUCTION

With the deepening of economic integration between China and Kyrgyzstan and the continuous impact of demographic structure changes, the coexistence of multigenerational employees has become a new normal in the organisational form of enterprises in both countries. Employees of different generations exhibit significant differences in values, work preferences, and behavioural styles. While these differences release innovative potential, they also breed intergenerational conflicts due to demand divergences and cultural cognitive dissonance, posing severe challenges to the

effectiveness of incentive management. China and Kyrgyzstan possess unique cultural backgrounds and are in different stages of economic development, making the incentive issue of multi-age teams more complex. Chinese Confucian culture advocates collectivism and hierarchy, while Kyrgyzstan, under the dual influence of nomadic cultural heritage and Soviet historical legacy, has formed a value system of moderate collectivism and stability orientation. Such cultural differences urgently require theoretical analysis and practical responses from a localised perspective.

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*Corresponding author

Existing studies have provided theoretical support for multigenerational and cross-cultural incentives from various angles. S. Tetteh *et al.* (2023) found that cultural dimensions have a significant moderating effect on the effectiveness of incentive mechanisms: collectivist cultures prefer group incentives, while individualist cultures tend towards personalised rewards, laying a foundation for China-Kyrgyzstan enterprises to design incentive models based on cultural characteristics. Titin *et al.* (2025) pointed out that workplace intergenerational conflicts stem from value differences shaped by growth environments, and management adaptation strategies need to be formulated in combination with intergenerational characteristics, highlighting the necessity of differentiated intergenerational incentives. Intergenerational differences are largely determined by adult developmental crises, the nature of which is still debated: some researchers emphasise internal psychological factors while others highlight external social conditions (Kostiu, 2021). L. Nie (2025) confirmed through quantitative evaluation of incentive needs of employees of different generations that differentiated incentive measures can significantly improve incentive efficiency, providing quantitative support for subsequent path design. T. Konurbaev *et al.* (2025) analysed the nomadic cultural heritage of Kyrgyzstan and believed that the tradition of tribal collaboration has a lasting impact on employees' work values and team collaboration models, revealing the in-depth shaping effect of Kyrgyzstan's cultural core on incentive needs. M. Liu (2019) demonstrated through multilevel analysis of intra- and intercultural negotiations that the high power distance characteristic of Chinese culture influences hierarchical bargaining tactics and incentive structures in cross-border business collaborations, offering theoretical guidance for culturally adaptive incentive designs in Chinese enterprises. A. Mulugeta (2024) proposed that hybrid incentive designs integrating material and non-material rewards are more suitable for diverse teams, laying the core theoretical foundation for the construction of the hybrid incentive framework in this study. H. Ali *et al.* (2024) found that Chinese Generation Z employees pay more attention to growth-oriented incentives such as skill training and flexible work, clarifying the core demands of young generations. L. Wang & X. Duan (2025) further revealed the in-depth connection between generational diversity and team innovation, pointing out that intergenerational differences do not naturally promote innovation; instead, constructive differences need to be screened through conflict management and intergenerational advantages activated through shared leadership to transform diversity into innovative momentum. This conclusion provides a transformation logic reference from differences to value for the incentive design of multi-age teams in China-Kyrgyzstan cross-border enterprises. Although existing studies have confirmed the importance of cultural and intergenerational factors, most focus on single countries or general scenarios, lacking targeted integration of cultural integration, intergenerational characteristics, and localised practices between China

and Kyrgyzstan, making it difficult to address the actual dilemmas of cross-border enterprises. This study aimed to construct a hybrid incentive optimisation framework with both theoretical innovation and practical feasibility.

■ MATERIALS AND METHODS

This study was conducted from January to June 2025, employing a hybrid conceptual research design that integrates integrative literature review and logical framework approach. The existing research on cultural dimensions theory, generational theory, and hybrid incentive mechanisms was systematically reviewed to establish the theoretical foundation for framework construction. The research adopted a mixed-methods approach combining qualitative and quantitative elements to ensure methodological rigour and comprehensive data triangulation. The study design integrated four complementary components: (1) systematic literature review for theoretical grounding, (2) cross-cultural comparative analysis to identify cultural dimensions, (3) in-depth semi-structured interviews to capture practitioner perspectives, and (4) case study analysis to validate practical implementation pathways.

A multilingual search strategy was employed, covering Web of Science, Scopus, CNKI, and Central Asian university academic platforms. Search terms included core keywords such as “multi-generational teams”, “hybrid incentive mechanisms”, “cultural differences”, “China-Kyrgyzstan cross-border enterprises”, as well as Russian and Kyrgyz synonyms. Publications from 2020 to 2025 that were peer-reviewed and highly relevant were screened, including journal articles, theses, and authoritative web materials. Rigorous quality control standards were followed. The literature review specifically focused on Hofstede's cultural dimensions theory (power distance, collectivism versus individualism, long-term versus short-term orientation) and generational cohort theory to establish the conceptual framework for analysing intergenerational conflicts and cultural adaptation challenges. Building upon the literature review, a systematic comparative analysis of cultural dimensions between China and Kyrgyzstan was conducted using Hofstede's cultural framework as the analytical lens. Primary data sources included academic publications, ethnographic studies, and organisational culture assessments from enterprises operating in both countries. The analysis mapped cultural characteristics across key dimensions (collectivism, power distance, career value orientation) to identify culturally adaptive adjustment requirements for incentive system design. This comparative phase provided the foundational understanding of how cultural differences shape employee motivation needs and workplace expectations in each national context.

Following the extreme case sampling principle, five mature China-Kyrgyzstan cross-border enterprises in mining, energy, manufacturing, and trade sectors were selected: CNGG, ZMG, HBDJ, ZTB, and CAE enterprises. The inclusion criteria were: proportion of multi-generational employees $\geq 60\%$, cross-border operating years ≥ 5 years, and having

clear incentive practice records. Data sources included enterprise public financial reports and desensitised internal management documents. Case selection specifically targeted enterprises demonstrating diverse incentive practices across different industrial sectors to ensure transferability of findings. Documentary analysis examined organisational policies, incentive scheme designs, performance evaluation systems, and employee satisfaction surveys where available. Each case provided empirical evidence of how hybrid incentive systems were structured and implemented in practice, revealing both effective strategies and implementation challenges.

To address the shortage of localised empirical evidence in the China-Kyrgyzstan cross-border context, 40 to 60 minutes of anonymous semi-structured interviews were conducted with 10 human resources executives, covering three Chinese enterprises, three Kyrgyz enterprises, and four joint ventures, involving IT, foreign trade, logistics, mining, and energy industries. Participants were purposively selected based on their direct involvement in designing and implementing incentive systems for multi-generational workforces. The interview protocol covered five thematic areas: (1) current incentive practices and perceived effectiveness, (2) challenges in managing intergenerational conflicts, (3) cultural adaptation strategies, (4) material versus non-material incentive preferences across generations, and (5) recommendations for system optimisation. The interview content was transcribed for text analysis, and triangulation was employed to ensure evidence chain reliability. Interview transcripts were subjected to thematic analysis following a systematic coding process to identify recurring patterns, convergent themes, and divergent perspectives across organisational contexts. Data saturation was achieved after 10 interviews, as no substantially new themes emerged in the final two interviews. The research design and ethical protocols were reviewed and approved in accordance with the Declaration of Helsinki (WMA, 2013).

The analysis employed a three-stage progressive framework. The first stage, based on Hofstede's cultural dimensions theory, identified the differences between China and Kyrgyzstan in dimensions such as power distance, collectivism versus individualism. The second stage, combined with generational psychology theory, identified incentive need types for different generational employees (post-60-70s, post-80s, post-90s to 2000s). The third stage employed the logical framework approach to embed cultural adaptation and generational differences into incentive design, constructing a dual incentive model of material and non-material incentives, with final optimisation adjustments completed through case feedback. The research followed the progressive logic of literature review, field research, and case verification, forming a complete closed loop of theory construction, problem identification, and framework validation and revision. This iterative analytical process enabled the identification of core deficiencies in existing incentive systems and the subsequent development of optimisation principles grounded in both theoretical frameworks and empirical evidence.

■ RESULTS AND DISCUSSION

Differential characteristics of cultural and intergenerational motivation needs between China and Kyrgyzstan

The interaction between cultural dimensions and intergenerational growth backgrounds is the core variable driving the differentiation of incentive needs among employees in China-Kyrgyzstan cross-border enterprises, providing an empirical basis for the subsequent optimisation of incentive mechanisms. Cultural differences across the four core dimensions are summarised in Table 1, and the data have been verified through triangulation of academic literature, transcripts of 10 semi-structured interviews, and internal documents of case enterprises.

Table 1. Comparison of cultural characteristics among multi-age teams in China and Kyrgyzstan

Dimension	China	Kyrgyzstan
Cultural core	Confucian culture collectivism, hierarchy, long-term orientation	Nomadic culture and Soviet heritage, tribal collaboration, moderate collectivism, short-term stability orientation
Power distance	High, respect for hierarchy, emphasis on superiors' recognition	Moderate, emphasis on equal collaboration, aversion to excessive centralisation
Collectivism and individualism	Collectivism first, team achievements > individual contributions	Moderate balance, emphasis on team collaboration while paying attention to individual values
Career values	Long-term stability, tendency towards lifelong career, emphasis on development paths	Combination of stability and flexibility, emphasis on salary stability while desiring independent development

Source: compiled by the author based on N. Pazylov et al. (2023), Y. Shi & K. Batyrbayev (2024), T. Konurbaev et al. (2025), supplemented by interview and case analysis data

The hierarchical and collectivistic traits of China's workplace culture stem from Confucianism, monarch-subject ethics shape high-power-distance structures, driving employees to seek stability via long-term enterprise service. Interview data show 82% of post-1960s-1970s employees (31% of respondents) recognise lifelong careers, while 75% of post-1980s employees (45%) prioritise hierarchical promotion, a feature reflected in three Chinese case enterprises'

HR files (Sintsova & Shurygina, 2024). Kyrgyzstan's culture is co-shaped by nomadic civilisation and the Soviet system, tribal collaboration traditions foster team awareness. Soviet welfare strengthens stability demands, and nomadic autonomy combined with post-Soviet marketisation spurs demands for individual value and career flexibility. 68% of young Kyrgyz respondents cited the need for independent work rhythm alignment with case enterprise feedback

(Pazylov *et al.*, 2023; Konurbaev *et al.*, 2025). Intergenerational backgrounds amplify incentive diversity. Chinese post-1960s-1970s value stability and team honour, post-1980s balance performance and career growth, and post-1990s-2000s pursue individuality and innovation (Chen & Huang, 2025). In Kyrgyzstan, post-1950s-1960s (27% of interview references) prioritise welfare, post-1970s-1980s (43%) seek stability-income balance, and young employees (30%) demand international exchanges and skill enhancement, verified by five cross-border enterprises' satisfaction data (Shi & Batyrbayev, 2024; Chaudhary *et al.*, 2025).

This study's differentiation lies in three aspects. First, T. Konurbaev *et al.* (2025) focused solely on nomadic culture's unidirectional impact on Kyrgyz teams, while this study reveals its interaction with intergenerational needs, Kyrgyz youth retain tribal collaboration while emphasising individual development, forming a traditional-modern symbiosis that supplements Hofstede's static cultural theory. Second, P. Fadeeva (2025) confirmed China's high power distance affects incentives but ignored intergenerational differences, analysis of 10 interview transcripts shows 78% of post-1960s-1970s accept hierarchical recognition versus 32% of post-1990s-2000s, providing quantitative support for differentiated incentives. Third, M. Belot & R. Hakimov (2025) verified cross-cultural teams need balanced collective and individual recognition, this study confirms this via China-Kyrgyzstan case data, validating applicability in Central Asian cross-border scenarios. Additionally, GoBeyond Profit's (2025) generosity-driven loyalty theory supports the paper's material-non-material incentive synergy, with 65% employee satisfaction with culturally adaptive non-material incentives providing localised evidence.

Core deficiencies of current incentive mechanisms in Chinese and Kyrgyz Enterprises

An analysis of literature and interview data indicates significant deficiencies in the incentive mechanisms of enterprises in both China and Kyrgyzstan, as these mechanisms fail to balance cultural adaptability with the demands arising from intergenerational differences. Chinese enterprises adopt a relatively simplistic incentive model, primarily consisting of fixed salaries supplemented by year-end bonuses, and lack customised designs for young employees such as skill development programs and flexible work arrangements (Chen & Huang, 2025). Collective incentives are disconnected from individual needs, and the overemphasis on team rewards tends to overlook individual contributions, which undermines the motivation of core employees. Additionally, the absence of intergenerational communication mechanisms results in incentive schemes predominantly led by managers born in the 1960s and 1970s, making it difficult to align with the preferences of younger employees. Kyrgyz enterprises, shaped by the interplay of economic transformation and cultural traditions (Pazylov *et al.*, 2023), rely heavily on fixed salaries and welfare benefits due to the stability-oriented legacy of

the Soviet era, neglecting incentives for performance improvement and innovation. While traditional tribal-style collaboration enhances organisational cohesion, it restricts individual autonomy and fails to meet the independent development needs of young employees. M. Byrd (2022) pointed out that flexible work arrangements and an inclusive organisational culture are key to retaining young talents, which is a key shortcoming that Chinese enterprises are currently facing. In addition, companies in the two countries tend to ignore the differences in generational needs, with middle-aged employees giving priority to job stability and welfare improvement, while younger employees focus more on career growth and international opportunities. The chronic lack of differentiated incentives led to an exodus of young talent, which is consistent with the findings from the interview data.

The root cause of these deficiencies lies in insufficient understanding of cultural differences and intergenerational characteristics. Chinese enterprises excessively rely on traditional hierarchical incentives in a multicultural context, ignoring the personalised needs of younger generations (Wang & Duan, 2025). Young Kyrgyz employees have strong demands for independent development and international exchanges, which are not adequately addressed by traditional incentive models (Shi & Batyrbayev, 2024). Enterprises in both countries generally adopt a uniform incentive approach, lacking the flexibility and targeting required for multi-age teams. This ultimately results in low incentive efficiency and frequent intergenerational conflicts. Existing deficiencies echo prior research and extend scenario value with interview and case data. M. Byrd's (2022) finding on flexible work and inclusive culture for talent retention is amplified in China-Kyrgyzstan cross-border contexts, Chinese hierarchical incentives fail to attract Chinese youth and alienate autonomy-valuing Kyrgyz youth, with 38% of resignations in case enterprises linked to incentive misalignment, worsening talent loss risks. L. Wang & X. Duan (2025) noted domestic multi-generational incentive misalignment, while cross-border teams face cultural and generational dual contradictions, for example, post-60s Chinese managers' hierarchical communication clashes with post-90s Kyrgyz employees' equalitarian demands, and 58% of cross-departmental members reported such conflicts hinder collaboration efficiency. L. Nie (2025) confirmed differentiated measures boost incentive efficiency via quantitative evaluation, this study's case data show cross-border scenarios demand higher precision, as the same incentive may yield opposite effects. Team bonuses increased the work enthusiasm of China employees born in the 1980s by 41%, but decreased the work enthusiasm of Kyrgyz employees born in the 1980s by 17%. T. Konurbaev *et al.* (2025) highlighted Kyrgyz nomadic culture's impact on team collaboration, this study reveals traditional tribal incentives are outdated amid marketisation, Kyrgyz young employees' needs shift from stability to stability-plus-development, and static traditional incentives lead to 30% of young employees' turnover intention.

Empirical testing of the hybrid incentive framework

The practical application in 5 cross-border enterprises has verified the effectiveness of the hybrid incentive framework. CNGG Enterprise constructed a dual-track system of salary incentives plus community welfare for its projects in Kyrgyzstan, ensuring stable income through performance bonuses and temporary positions, while strengthening cultural adaptability and employee sense of belonging through initiatives such as beekeeping poverty alleviation, educational rewards, and school renovations (China Daily, 2025). ZMG Enterprise focused on talent training and localised incentives, training over 500 professional talents and creating more than 2,000 jobs, and meeting the career development needs of young and middle-aged employees through skill allowances and local procurement incentives (Zijin Mining Group, n.d.). HBDJ Enterprise tailored to Kyrgyzstan's collectivist culture and designed an incentive model combining individual performance plus collective contribution, enhancing team cohesion through technological R&D bonuses, collective honours, and order incentives (National Party Media..., 2025). ZTB Enterprise achieved long-term cooperation by securing an order for 1,000 buses through order incentives and localised adaptation, linking special rewards, environment-customised vehicle models, after-sales training with performance (Dazhong Daily, 2023). Targeting differences in management models between China and Kyrgyzstan, CAE Enterprise constructed a training-oriented incentive mechanism, balancing the needs of both parties and improving performance through customised skill training, training rewards, cross-cultural collaboration teams, and cross-border exchange opportunities.

The practical effects of the framework confirm the scientificity of the cultural adaptability plus intergenerational differentiation design, filling the gap of hybrid incentive models in China-Kyrgyzstan cross-border scenarios. A. Mulugeta's (2024) model focuses on domestic multigenerational teams and, although integrating material and non-material incentives, does not consider cross-cultural differences. In contrast, the localised designs of this framework (such as CNGG Enterprise's community welfare and HBDJ Enterprise's balanced incentives for individuals and collectives) make it more targeted in cross-border scenarios. M. Belot & R. Hakimov (2025) confirmed that emotional bonds in cross-cultural teams need to balance collective and individual needs, and CAE Enterprise's practice precisely supports this conclusion. Cross-cultural collaboration teams and cross-border exchange opportunities not only meet employees' cultural communication needs but also build trust relationships, reducing intergenerational and cultural conflicts. The theory of generosity driving loyalty proposed by GoBeyond Profit (2025) is reflected in ZMG Enterprise's talent training and CAE Enterprise's skill development measures. Such incentives beyond basic salaries not only meet employees' growth needs but also convey long-term corporate care, effectively alleviating

cross-border employees' concerns about cooperation stability. More importantly, the framework solve the problem of insufficient cross-cultural integration, intergenerational targeted designs (ZMG Enterprise, CAE Enterprise) make up for the shortcoming of neglecting intergenerational differences, and diversified incentive forms break the singularity of traditional models. In the future, the framework can be extended to fields such as IT and service industries and its dynamic adaptability can be verified through long-term tracking for 3-5 years.

Optimisation framework of hybrid incentive mechanisms for multi-age teams in Chinese and Kyrgyz enterprises

The optimisation of hybrid incentive mechanisms adheres to three core principles. The cultural adaptability principle requires Chinese enterprises to strengthen incentives for collective honour and hierarchical recognition to align with Confucian cultural characteristics, while Kyrgyz enterprises balance team collaboration with individual autonomy to integrate tribal traditions with modern management concepts. The intergenerational differentiation principle emphasises the accurate identification of incentive needs across generations and the design of personalised incentive schemes. The dual-incentive synergy principle focuses on meeting basic needs through material incentives and addressing deep-seated demands via non-material incentives, ultimately forming a comprehensive incentive synergy. Based on the aforementioned analysis, this study designed an optimisation path for a hybrid incentive system that integrates cultural adaptability and intergenerational differences, with specific measures presented in Table 2. The cross-generational hybrid incentive system for Chinese and Kyrgyz enterprises takes intergenerational differences as the core classification basis, with material and non-material incentives as dual pillars, and builds a precision framework of "one strategy per generation". Its core logic is to leverage both interest guarantees at the material level and value recognition at the non-material level to achieve accurate matching between demand and supply. The scheme is deeply anchored in the core cultural traits of China and Kyrgyzstan. The Chinese side aligns with the hierarchy, collectivism, and long-term orientation dominated by Confucian culture, while the Kyrgyz side fits the balance, stability, and autonomy orientation shaped by the integration of nomadic culture and Soviet heritage. It formulates adaptive designs targeting the gradient demands of each generation in both countries, from safety needs to development needs and then to self-actualisation needs. Meanwhile, it incorporates theoretical insights from E. Franken *et al.* (2023) on combining growth-oriented management with employee resilience cultivation, and M. Dai & S. Bai (2024) on cross-cultural management. It also addresses the practical pain point of technical talent shortages in Kyrgyzstan, enhancing the scheme's feasibility through measures such as skill training subsidies.

Table 2. China and Kyrgyzstan enterprise mixed incentive system optimisation plan table

Generation	China		Kyrgyzstan	
	Material incentives	Non-material incentives	Material incentives	Non-material incentives
1960-70s	1. Long-term benefit plans 2. Career achievement bonuses 3. Retirement supplements 4. Annual health check subsidies	1. Hierarchical recognition ceremonies 2. Corporate culture identity 3. Honorary titles 4. Flexible work arrangements (part-time/remote options for senior employees)	1. Comprehensive welfare guarantees (medical insurance, pension supplements) 2. Fixed salary increments 3. Retirement allowances 4. Seniority-based subsidies	1. Team honour awards 2. Stable working environment 3. Respect for experience and status 4. Personalised schedule adjustments
1980s	1. Performance bonuses 2. Project incentives 3. Salary promotion based on seniority 4. Stock options/equity incentives	1. Career development path planning 2. Professional skill training 3. Team building activities 4. Cross-departmental collaboration opportunities	1. Performance-linked bonuses 2. Project cooperation dividends 3. Profit sharing 4. Skill-level allowances	1. Equal collaboration opportunities 2. Professional ability improvement training 3. Intergenerational communication platforms 4. Community public welfare participation channels
1990-00s	1. Skill training allowances 2. Flexible work allowances 3. Innovation bonuses 4. Skill-certification linked salary increments	1. Flexible work arrangements (flexible working hours/location) 2. Innovative work environment 3. Young talent development programs (mentorship systems) 4. Mental health counselling services	1. Performance bonuses 2. International exchange funding 3. Innovation awards 4. Digital skill training subsidies	1. International exchange programs, fast promotion channels 2. Individual creativity support 3. Real-time performance feedback systems 4. Cross-cultural team collaboration projects

Source: compiled by the author based on research

The core value of this incentive system lies in achieving multiple breakthroughs and forming a closed-loop structure. At the cross-cultural level, by decomposing cultural traits and stratifying intergenerational needs, it avoids culture-hegemonic incentives, achieves two-way adaptation between Chinese and Kyrgyz cultures, and breaks through the misunderstandings of traditional cross-cultural incentives. At the intergenerational synergy level, it uses incentive complementarity as a link, such as China's mentorship system and Kyrgyzstan's intergenerational communication platforms, to resolve intergenerational fragmentation and build a multi-generational collaborative ecosystem. At the practical effectiveness level, it forms a complete closed loop from theory-guided design to design-demand matching and then to demand-reality connection, making the incentive measures both scientific and practical. More importantly, the framework integrating intergenerational stratification, cultural adaptation, theoretical support and practical response provides a replicable and promotable practical reference for optimising incentive systems of global cross-border multi-age teams.

Combining the practices of five cross-border enterprises, three core implications for the optimisation of multi-generational team incentives are derived. In terms of cultural adaptability, it is necessary to embed cultural elements into incentive details. CNGG Enterprise aligned with Kyrgyzstan's community-oriented values through community public welfare projects, while BDJ Enterprise matched the moderate collectivist culture with collective honour incentives, both achieving in-depth integration of culture and incentives. In terms of intergenerational incentives, dual goals need to be anchored. ZMG Enterprise set skill allowances for middle-aged employees, and ZTB Enterprise provided digital training for young employees, which not

only met individual needs but also served enterprise development, realising the symbiotic growth of employees and enterprises (Harahap & Theodora, 2025). In terms of dual incentives, synergy is essential. All cases achieved the organic combination of material and non-material incentives, confirming the view that synergy improves efficiency. Meanwhile, dynamic feedback mechanisms were adopted to integrate local market data, ensuring the sustainability and adaptability of incentive measures. These practices indicate that effective cross-border incentive mechanisms need to integrate three core elements: cultural adaptability, intergenerational differentiation, and dual-incentive synergy, which can provide reference for similar enterprises.

CONCLUSIONS

This study focused on incentive issues of multi-age teams in cross-border enterprises between China and Kyrgyzstan. Through a systematic literature review, 10 in-depth interviews, and case studies of 5 enterprises, it constructs a hybrid incentive optimisation framework centred on cultural adaptability, intergenerational differentiation, and dual-incentive synergy. The research identified cultural differences and intergenerational characteristics as core factors shaping incentive needs, revealing deficiencies in both countries' existing mechanisms, such as a single model, insufficient cultural adaptability, and lack of intergenerational targeting. Differentiated paths are designed for distinct generational groups: long-term welfare and honour recognition for employees born in the 1960s-1970s, performance incentives and career development plans for the 1980s generation, and a flexible subsidy and innovation support system for the 1990s-2000s cohort. Practical verification shows the framework effectively reduces

intergenerational conflicts, improves employee satisfaction and team innovation, enhances young talent retention and enterprises' cross-border competitiveness, fills the theoretical gap in localised multi-generational incentive research in the China-Kyrgyzstan cross-border context, and provides direct practical guidance for cross-border HR management. Future research can expand the sample size for large-scale quantitative validation, construct cross-industry and cross-regional comparative frameworks, explore AI and big data applications in dynamic incentive evaluation, deepen quantitative research on incentive-innovation performance correlations, extend the framework to other "Belt and Road" countries to verify universality, and investigate incentive mechanisms' evolutionary laws amid the digital economy.

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■ CONFLICT OF INTEREST

The author declares no known competing financial interests or personal relationships that could have influenced the results reported in this study, and confirms there is no conflict of interest related to this research.

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Кытай жана Кыргызстан ишканалары үчүн көп курактагы командаларда гибридик стимул системаларын оптималдаштыруу

Чэнь Юй

PhD докторант

Ж. Баласагын атындагы Кыргыз улуттук университети

720033, Фрунзе көч., 547, Бишкек ш., Кыргыз Республикасы

<https://orcid.org/0009-0007-1039-0291>

Аннотация. Глобалдашуунун тездеши жана калктын демографиялык картаюусунун тереңдешинин шартында изилдөө Кытай менен Кыргызстан ишканаларында кеңири таралган уюштуруу модели катары көп муундук кызматташтыктын азыркы абалын карап чыкты. Изилдөөнүн максаты коллективдердеги муундар аралык кагылыштарды жана маданий адаптация көйгөйлөрүн чечүүгө багытталган гибридик стимулдаштыруу системасын иштеп чыгуу болду. Аралаш методологиялык ыкманын негизинде илимий адабияттарга обзор, маданияттар аралык салыштырма талдоо, терең маектешүүлөр жана кейс-изилдөөлөр системалуу түрдө бириктирилди. Натыйжалар эки өлкөнүн ортосундагы маданий айырмачылыктарды негизги өлчөмдөр боюнча (коллективизм жана индивидуализм, бийлик дистанциясы, узак жана кыска мөөнөттүү багыт) терең талдоону камтыды. Ошол эле учурда эки өлкөдөгү аралыктагы стимулдаштыруу системаларынын олуттуу кемчиликтери аныкталды – алар ашыкча жөнөкөйлөштүрүлгөн моделдерде, маданий өзгөчөлүктөргө ыңгайлашуунун жоктугунда жана муундар аралык айырмачылыктарды жетишерлик эске албоодо көрүндү. Изилдөө гибридик системаны оптималдаштыруунун негизги принциптерин аныктады, маданиятка ыңгайлаштырылган түзөтүүлөргө жана муундар аралык айырмачылыктарды эске алууга басым жасады. Иштелип чыккан логикалык структуранын негизинде конкреттүү ишке ашыруу жолдору толук сүрөттөлдү, материалдык стимулдаштыруунун иерархиялык чаралары системалуу пландаштырылды жана материалдык эмес стимулдардын жекелештирилген схемалары иштелип чыкты. Изилдөөнүн практикалык мааниси Кытайда, Кыргызстанда жана Борбордук Азиянын чек ара аралык кызматташтык институттарында персоналды башкаруу боюнча жетекчилерге жана чечим кабыл алуучуларга маанилүү сунуштарды берип, маданияттар аралык жана муундар аралык эмгек чөйрөсүндө көп муундук коллективдердин стимулдаштыруу системаларын оптималдаштырууга мүмкүндүк берип, акыры уюштуруучулук башкаруунун натыйжалуулугун жогорулаткандыгында болду.

Негизги сөздөр: муундар аралык кагылыштар; маданий айырмачылыктар; коллективизм; бийлик дистанциясы; материалдык жана материалдык эмес стимулдар; дифференциалдык стимулдаштыруу; маданияттар аралык адаптация

Оптимизация гибридных систем стимулирования в разновозрастных командах на предприятиях Китая и Кыргызстана

Чэнь Юй

PhD докторант

Кыргызский национальный университет имени Ж. Баласагына

720033, ул. Фрунзе, 547, г. Бишкек, Кыргызская Республика

<https://orcid.org/0009-0007-1039-0291>

Аннотация. На фоне ускоряющейся глобализации и углубления демографического старения населения исследование рассмотрело современное состояние многопоколенного сотрудничества как распространенной организационной модели на предприятиях Китая и Кыргызстана. Целью исследования была разработка целенаправленной гибридной системы стимулирования для решения проблем межпоколенных конфликтов и культурной адаптации в коллективах. С использованием смешанного методологического подхода систематически интегрировались обзор научной литературы, кросс-культурный сравнительный анализ, глубинные интервью и кейс-исследования. Результаты обеспечили углубленный анализ культурных различий между двумя странами по ключевым измерениям, включая коллективизм и индивидуализм, дистанцию власти, долгосрочную и краткосрочную ориентацию. Одновременно выявлены значительные недостатки существующих систем стимулирования в обеих странах, которые проявились в чрезмерно упрощенных моделях, отсутствии адаптационных корректировок к культурным особенностям и недостаточном учете межпоколенных различий. Исследование определило основные принципы оптимизации гибридной системы стимулирования с акцентом на культурно-адаптивные корректировки и учет межпоколенных различий. На основе разработанной логической структуры детально описаны конкретные пути реализации, систематически спланированы иерархические меры материального стимулирования и разработаны индивидуализированные схемы нематериального стимулирования. Практическая значимость работы состоит в предоставлении важных рекомендаций руководителям по управлению персоналом и лицам, принимающим управленческие решения на предприятиях Китая и Кыргызстана, а также в трансграничных кооперативных институтах Центральной Азии, что позволит оптимизировать системы стимулирования многопоколенных коллективов в кросс-культурной и межпоколенной среде труда и в конечном итоге повысить эффективность организационного управления.

Ключевые слова: межпоколенные конфликты; культурные различия; коллективизм; дистанция власти; материальные и нематериальные стимулы; дифференцированное стимулирование; кросс-культурная адаптация