

The Development and Promotion of China's Localized Human Resource Management by Trade

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Abstract: While realizing the globalization of capital and production, foreign enterprises in China are bound to integrate into China's economy and society. Integrating enterprise culture into the mode of Chinese culture must meet the needs of Chinese people, local conditions and people's ideas. Therefore, multinational companies should better adapt to China's market and national conditions, and implement the localization management strategy of human resource management from the aspects of capital, technology, brand, sales management, etc. Accordingly, this work first analyzed the connotation and significance of localized human resource management in Chinese companies, then summarized the problems existing in localized human resource management, and finally put forward the implementation countermeasures of localized human resource management based on the experience of Korean and Japanese enterprises. Through the analysis of the common problems faced by enterprises in China and some countermeasures, this work hopes to give some enlightenment to other foreign-related enterprises.

1. Introduction

Since the 1980s, regional and cultural differences between countries and regions have become an important factor in international human resource management. Based on the trend of economic globalization and integration and the arrival of knowledge economy era, it has increasingly become the main condition for enterprises and other economic organizations to obtain significant strategic development. At present, many multinational companies have set up production, R&D and sales centers in host countries, and employ a large number of local employees. Therefore, the localization of human resource management is very important for their successful operation. Under the background of globalization, the localized human resource management means that multinational enterprises are faced with cross-cultural, cross regional and cross-national business environment, thus maximizing the rational allocation of human resources and cultural integration in their countries [1]. From the organizational level, the localized human resource management needs to constantly improve the proportion of local employees in the enterprise staff. It includes not only the localization of ordinary employees, but also the localization of management staff. From the external environment and institutional level, the localized human resource management needs the localization of corporate culture. It is not to copy the corporate culture and human resource management system of the home country, but to implement the local human resource management mode according to the cultural characteristics of the country and region.

2. The Connotation and Significance of Localized Human Resources

Localization strategy is the strategy that enterprises try to integrate into the target market and become a member of the target market. It requires enterprises not to regard themselves as foreign market invaders, but as an inherent member of the target market to integrate into the local culture, emphasizing that enterprises can obtain more development space by adapting to the environment.

Under the guidance of "thinking globalization, acting localization" concept, many enterprises have started their localization, including a series of strategies such as relationship localization, product localization, human resources localization, market localization, etc. The core of localization strategy is the localization of human resources, which is mainly manifested in the managers of the host country. In particular, the middle and senior management personnel and key technical personnel are mainly held by local personnel in the host country [2]. The author believes that the localized human resources in overseas enterprises refers to the process of managing and using local employees according to the actual needs of enterprises by integrating resources, eliminating cultural barriers and integrating into the enterprise concept.

3. The Problems Existing in Localized Human Resource Management

3.1. The Lag of Management Concept and the Rigid Mode

Foreign enterprises in China fails to adapt to the changes in corporate management philosophy, fails to realize the significance of localization, and pays little attention to the localization strategy. The localization of human resource management is the most backward link. Consequently, their management concept is rigid. Foreign enterprises in China always apply the management of the parent company according to the script, and do not adapt to the actual situation in China. On the other hand, the traditional cultural consciousness of foreign enterprises in China, as well as the complacent and arrogant psychology, further led to resistance to local management, personnel and culture, and did not want to change their inherent management concept. Reflecting in its basic operating investment ideology, it is still in the primary stage of pursuing cheap labor force and plundering the market. However, the domestic competition tends to the competition of talents with the development of China's market and talents. Moreover, the deepening reform and industrial upgrading in China also lead to the transformation of labor-intensive production and the increase of labor cost. Under the influence of the lagging management concept in China's foreign enterprises, their management mode will become rigid, and the company will be less competitive, which will seriously affect its development in China.

3.2. Lack of Personal Development Space For Employees

First of all, foreign enterprises in China attach importance to collective development, and do not highlight the collectivist enterprise management concept of personal development (especially ignoring the development of local employees), leading to the lack of development space for Chinese employees who pursue personal development. Secondly, it is not conducive to personal development and promotion due to the lifelong employment system, the young sequence system and other management systems. Then, the localized managers of foreign enterprises in China is low, and the trust between the two sides is not high. The managers are mostly expatriate employees of the parent company, which makes Chinese employees feel unfair. Relevant data show that more than 90% of senior directors and managers in Japanese funded enterprises in China are held by Japanese, which makes the promotion channels of Chinese employees narrow. At the same time, no matter how strong you are and how much you contribute, there is no hope that you will be promoted to senior management as long as you are not Japanese. Almost all "officials" are Japanese. All of these also make Chinese employees feel unfair. Naturally, they are lack of enthusiasm in their work, and the initiative of human resources has not been brought into full play [3].

3.3. The Incapacity of Employees Due to Corporate Culture Conflict

Chinese traditional culture always stresses the mean and the harmony of interpersonal relationship. Western traditional culture is rigorous and meticulous, and pays attention to norms and discipline. For example, the harsh Japanese style management system and the complicated and rigid style of doing things make the Chinese feel depressed and uncomfortable. Japanese companies emphasize their own culture and do not understand and respect China's customary practices, which often lead to various contradictions and frictions. On the other hand, the cultural and institutional

differences of foreign enterprises in China will also lead to employees' maladjustment. For example, many large enterprises in South Korea are family enterprises, which implement the management and management mode centered on family members. Korean corporate culture, to a certain extent, is influenced by Chinese Confucianism, which has a strong sense of family and hierarchy. In Korean families, the father is a model of respect and learning for the wife and children, and this paternalistic authority is also reflected in the management style of the enterprise. In the management of employees, leaders will highlight the leadership's power and authority. While employees want to get the warmth and care of leaders, they will also obey their authority. They think that the lower level should completely obey the higher authorities. For a long time, it has formed that the lower level needs to obey the higher level, and the younger generation needs to respect the older generation. Moreover, women have a lower status than men in the Korean workplace. In the enterprise, work emphasis on geography, school origin and other special departments. However, these concepts are relatively weak in China, and there is no strong sense of family and subordinate unconditional obedience to the superior. Although women's position in the workplace also has a certain degree of disadvantage, they generally agree with the concept of equality between men and women.

4. The Implementation Countermeasures of Localized Human Resource Management

4.1. Institutional Innovation and Cultural Integration

In the process of development in China, large multinational enterprises fully respect Chinese culture, no longer emphasize the sense of superior subordinate relationship, maintain equal communication posture and weaken the authority of leaders. When the subordinate sees the superior, he nods and smiles instead of bowing. It advocates that they should not use the appellation of surname and position any more, but adopt a more intimate and life-oriented address. Aiming at the serious phenomenon of working overtime in foreign enterprises in China, a more humanized personnel system has been implemented according to the psychological characteristics of Chinese employees. For example, overtime pay should be paid in full accordance with the provisions of the labor law, and the overtime hours of department employees should be included in the assessment items of department leaders to strictly control the overtime situation. At the same time, it promotes the culture of giving consideration to both work and family within the enterprise. For example, China's Samsung advocates that employees no longer contact business after work, and try to complete their tasks in working hours [4]. It also sets every Wednesday as a family day to encourage all employees to leave work in time on this day to reunite with their families. Employees who work overtime should be paid full overtime pay or be given the same amount of compensatory leave according to law. With regard to promotion methods, most multinational Korean enterprises in China still adopt their own promotion system and order. However, they are more flexible in operation.

4.2. Localization Training for Expatriate Staff

At present, the decision-making management of foreign enterprises in China is still mainly dispatched from home. For these employees, the enterprise offers comprehensive training before they are dispatched to help them better integrate into their life and work in China, which is mainly reflected in China's culture and language. Also, they directly send employees who have worked and lived in China and know more about China. Most people can communicate with the local staff when they come to China. After the employees come to China, they also have to attend the induction training of the headquarters in China, and they can only take up the post after they are qualified. This not only reduces the possibility of cultural conflicts, but also reduces the communication costs, thus putting more energy on work. On the other hand, middle-level managers try to adopt Chinese employees as much as possible, and some senior and decision-making positions are gradually opened to Chinese employees.

4.3. Enhancing the Local Employees' Sense of Belonging

First, the local staff should be trained on the sense of belonging based on the perfect training system and strong economic strength. For example, some South Korean enterprises recruit students in China every year, and conduct half month induction training for newly recruited college students. It involves enterprise culture, enterprise development history, business philosophy, organizational structure, etc., thus enabling employees to have an in-depth understanding of the enterprise and their positions. Therefore, it is a strong recognition of enterprise members. After induction, all staff will be trained online and offline on a regular basis. Second, social responsibility should be performed to make employees feel proud. For example, large Korean enterprises in China are keen on social welfare and always take the lead in fulfilling their social responsibilities. Third, the welfare system should be improved and the staff should be more concerned. Large multinational enterprises in China generally have a sound salary system, strictly abide by China's labor laws and regulations, and offer employees with a wealth of welfare options. For example, all employees are given 14 days' paid leave, and some employees are reimbursed for their learning and development expenses. The wedding gift and funeral allowance are all available, and various activities are held on holidays and festivals to widely mobilize employees to participate, thus gaining employees' sense of belonging to the enterprise.

5. Conclusion

Based on the trend of economic globalization and integration and the arrival of knowledge economy era, it has increasingly become the main condition for enterprises and other economic organizations to obtain significant strategic development. In this context, the localized human resources management in the subsidiary companies of multinational enterprises has attracted much attention. Under the environment of cross regional operation, it should not only consider the management itself, but also pay attention to the local political, economic and cultural development status, and abide by the laws and regulations of the region. In the process of managing local employees, their consciousness structure, living habits, traditional customs, etc., should be fully considered. Human resource management system in line with local development needs should be implemented to avoid copying. For the dispatched high-level staff, it is necessary to carry out comprehensive training in advance, increase the proportion of local management personnel in all management personnel, and reduce the opposition between ordinary employees and managers caused by cultural differences.

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