

THE MODE OF HUMAN RESOURCE MANAGEMENT IN DEVELOPED COUNTRIES AND IT'S ENLIGHTENMENT FOR ENTERPRISES OF CHINA

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Abstract: The human resource management expresses different characteristics in different countries, different professions and different enterprises. It is the breakthrough for current deep investigation in the realm of human resources management to abandon form elephant factors, to proceed to solve the "Black Box", to explore the determining factor of different management modes and to find out the inner regulations of causes and effects. This paper is trying to adopt the method of "First Induce and then Deduce", with the analysis the different modes of human resource management in a western country, the United States, and in an eastern country, Japanese. First this paper will induce the sources of the creation of those modes, then from the input factors faced by Chinese enterprise deduce the input characteristics of human resource management. With the consideration that the exterior environment faced by China's enterprises is the choice made by workers of enterprises by passing the market, therefore there exists the cares of the lack of the guarantee benefits and the farsighted development opportunities. The characteristics of business enterprise in human resource management modes lie in the installations of human resource, which should regard foster as the lord and in draught the assist; in human resource management, which adopt type of systematize with human emotions; on the human resource usage, which should adopt the limited entrance and inner promotion; in human resource encouraging, which should adopt the combination of material guarantee and spirit encouragement.

Key words: Human Resource Management, Mode, Developed Countries, "First Induce and then Deduce", China

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1. INTRODUCTION

Along with 21 centuries coming, within the scope of the whole world, a huge change of social economic configuration even social structural configuration is going to or has been going to occur, namely change of the industry economy and industry society to knowledge-based economy and knowledge society.

The concept of knowledge-based economy and knowledge society indicates the important effects of the absorption, disposal and application of knowledge and information to create new values and to promote social development for people. Mankind society is going to enter an era with the important factors of occupancy, installation, production, assignment, usage (consumption) of knowledge resources.

In the industrial economic ages, the capital is doubtless a kind of strategy resources, in which the economy increase is to be decided by the input of capitals and labor forces; but in the knowledge society, the strategy resources is human resource or manpower capitals.

The futurologist Nesbit considers that in new society, the key strategy resources have changed into the information, knowledge and creativity. The management master Deluke points out: the knowledge has become the key factor of the productivity, competition ability and the economic achievement; the knowledge has become the most important industry which offers the central resources needed by the economy for production.

What can form the human resources or manpower capitals is not the quantity of persons, but the core of the manpower capital is the health condition, value conception, knowledge storage and technical ability level of workers. Human resource or manpower capitals are not inborn, but it is the result of investments. In realistic society, the main path of manpower capital investment is the development of education and human resources. Therefore, it can say that: The manpower capital is the outcome of the development of human resources. So it does that the development of human resources has significant meanings in this era. Today, as the concept of "human resource" has been put forward nearly a century of half, the idea that human resource is a kind of scarce resources for the development of has been widely identified, and testified by some countries especially by the western countries which have high-developed market economy. At present, the human resources management has become the important content that the function of the human resources management section has transferred from traditional personnel administration to strategic human resources management and has become the brainman ministry, implement ministry, sustain ministry of the development strategy of an enterprise. The human resources development strategy has become the important part of the development strategy for many famous MNCs. However, as the position and function of human resource management is strengthening in enterprises manage, many related problems is emerging, which needs to be clarified and solved, such as what kind of relationship is between human resource management benefits of enterprises, how to establish human resource managing policy and its practice activities to make its relationship between the benefits with the aim of realization of the enterprise strategy, and all these problems need the answers from the human resource management theories researchers for offering guide and help to actual workers.

Since the 90's of 20 centuries, economical globalization, information network, currency electron, resources knowledge tendency has become more and more obvious; the science and technology, the social economy, the universality, the rapidity, the complexity and uncertainty of political culture transform and so on determinism is obvious day by day. Then, what requests proposed by these changes to the human resources, and how the human resources manage adapts to the times global business's request in new century and so on, will need the deep meditation of managing theorist on the development history of human resource management with the guideline of future direction of its management and the

foresightedness research.

Although it seems that some achievements possibly are not practical at the present time, it is essential to grasp the future, reduce the fear of unknown future and set up self-confidence for governors.

In the process of the conversion of Chinese economy to market economy, the previous mode of personnel administration of enterprises has had deeply rooted influence on the whole business enterprise field. It is needed to make rational analysis and judgments on the base of the wide investigations about China's enterprise and to find practical measures which are matching with Chinese development way according to the developed process of human resource and foreign experience.

2. RESEARCH METHODS

2.1 The characteristics of human resource management modes of the United States

The characteristics of human resource management mode can be generalized and described from four aspects, such as the collocating modes, management methods, the principle of usage and inspiring measures. Here, referring with the human resource management mode of United States human resource which was formed in the end of last century is still up to now the vivid characteristic of the enterprise of the United States and is the model of the large-scale production of capitalism.

2.1.1 The collocation of the human resource mainly relies on outer labor market

The American enterprise has the organizational openness, playing the foundation role of the market mechanism in the human resources disposition. As the demanding side, enterprises can find any talented persons from all kinds of labor markets, through normative employment procedure, though sharp-eyed market competition, or from the "transplant" of other enterprises; the surplus personnel of enterprise will flow to the labor market.

As supplies side, the workers also could choose appropriate occupation according to their own condition or calmly migrate, after even if they had the new understanding of their potential abilities or had a more ideal job. The relationship between enterprises and works is the simple short-term supply and demand relations, which does not have excessively restraints of rights and obligations. This advantage of this mode lies in, it can realize the best optimization allocation of the individual and the post in the entire society; The shortcoming is the lack of stability of staff's in enterprises, which is disadvantageous to the formation and the accumulation of the special human capital. The staff in Japanese enterprises, 70% of which had been surpassed for 10 years in enterprises; but the corresponding numeral, in U.S. is 37%.

2.1.2 realizing high specialization and institution in the human resources management

Contract and rationality is the foundation of American enterprises management, which regards the rigid system arrangement important, with the explicit instruction chain and the rank level for organizational structure, in which the division of labor is clear and the responsibility is clear, besides those it emphasizes standard to control with all the writing regulation of disposal procedure and policy of regular problems.

The majority of enterprises have the "Work Post Request Matrix" for their posts, which describes the personnel quality, knowledge, technique, ability and other aspects of specific requests in every detail. The advantages of this method lie in that it is easy to be competent for workers and the working content is simplified; even if there appears the "the hole" of personnel, it also can be filled very quickly; moreover it is easy to form explicit rules and regulations and the system because of the predigest works

in order to get rid of restrict of the experience management. The shortcoming is that the drop of personnel self- coordination and the strain capacity; and it will go against the formation of generalists.

2.1.3 Adopting the multi- mouths entrance with fast promotion for the use of human resources

The American enterprises think highly of ability, not the qualifications of employees , which means amicability and non-discrimination. After the staffs enter enterprises, the ones who have master degree of management may directly go to the management social stratum, and who is educated can work starting from the high point. The medial and high level leaders of enterprises can be selected from their own departments or the other outstanding staffs from other enterprises, and they will be treated equally without discrimination. If the staff has the ability or has the good achievements, they will have the chance to be promoted and be put into important position. The equal competitions go first not following the rule of being promoted by working years.

2.1.4 Regarding material incentive as principle for prompting the human resource

American enterprise adopted more exterior incentives but few interior incentives thinking much of outside pages, for the motivation of staffs being obtaining material repay. It is not necessary to explain the significance of this task , but they should know the operative regulations, for the reason that the staffs know that if they make the work finished well they can get the payment with ignoring the value of woke and if there is reasonable payment ,no other requests will be appeared. Therefore, the employee's wages are rigid, of which 95% even 99% is a calculated and fixed by hours above and all. The advantages this kind of measure lie in, it is not need to consider the extra payment for the staffs to reduce the development costs when enterprise booming; The shortcoming is in case the economy is not booming, the enterprise is unable to convince the staff of reducing wages to help the enterprise to get through the tough time, but only to dismiss the staff to eliminate the surplus productivity, causing the lack of staff trust and forming the antagonism labor management relation.

2.2 The characteristics of Japanese human resources management mode

After World War II, the Japanese pattern formed in the period of economic recovery and highly-speed development comparing with that of the US, is the model for capitalism nimble large scale production.

2.2.1 Mainly depending upon internal training for the disposition of human resources

The relative exclusivity has been adopted by Japanese enterprises, so the fundamental mode of satisfying the demands of the human resources is the internal training. They believed that the employees who have high quality can be competent of all work as long as process training. Therefore, when hiring the staff, what specially emphasizes the basic quality, not the individual concrete skills. As a result of thinking highly of quality but not the skill, the input on training staff spends a lot which is 25 times of that of American enterprises. When training the employees, it is not only to study the hard skills of technical aspect , but also to study the enterprise interior the control system, about coordinates the relations and so on "the soft knowledge" and "the soft skill". One characteristic of it is, the staff only can play the role when they worked continuously in this enterprise once they leaves, and there no market values exist. The advantages of this way lie in, the employment stability can be strengthened, and the staff is not willing to leave the familiar enterprise, also the enterprise is not willing to give up the staff which raised by themselves. It is advantageous to the special human capital formation and the accumulation. The shortcoming is the training expense increasing, hindering staff's flowing, with difficulty of realizing in the social scope and of best disposition of human resources.

2.2.2 The type of emotion color for the human resources management

The foundation of Japanese business management is the relations, recognition of elastic system arrangement, and the implicit duty principle of the organizational structure, which depends on the personal control of the enterprise. On the one hand, this is a kind of invisible restraint and the implicit control and on the other hand it has the strict discipline and request, so that the enterprise stresses to set up the belief and to instill value idea affecting staffing behaviors to causes the maintenance of the business goal and the request maintenance. In enterprise the good stable interpersonal relationship, the emotion interaction, is the main methods of management. The Japanese enterprise allows even encourages the staff to study other specialized knowledge while being skilled in the official duty specialized technology, with the implementation work transformation system.

The advantage this method lies in, it enormously aroused and has displayed the enthusiasm and the creativity of staff's latent, as well as satisfying individual hobby and the interest, which was advantageous to the specialization deepening to full scale development and technical innovation development individually; The shortcoming is that it is easy to form the interior feminism dispute, to appease gives in to public and private, and to mix the same level malpractice.

2.2.3 Adopting the limited entrance and the interior promotion for the usage of human resources

The Japanese enterprise has the conservative nature and exclusiveness, when there is the requirement of new jobs, one channel is to absorb from the school, the second is to adjust as far as possible through the interior satisfaction, because it can employ staff from the labor market. Perhaps it is more quick and accounting to retrain the employees who has soft knowledge and soft skills most of which can not be owed in enterprises for the hard skills in new jobs ,actually mostly cannot have in the enterprise job requirements comparing with employ green hands. Thus in Japan, the usage of talented personnel is narrow, the ones who enter the enterprise have to do from the basic unit, through the along prescribed path raise process, gradually understood the enterprise, getting the approval from enterprise, perfection of themselves, the benefit creation ,to obtain the promoting and entrust with heavy responsibility. The quite prudent manner and the advancing gradually -like method has been adopted to do the appraisal and the promotion of talents, which means not judging the person by for one matter one time, and pay stress to the inspection comprehensively and historically. The advantage of this kind of servant principle lies in that it can make the appraisal to the person quite objectively and thoroughly to encourage the people to work steadfast and to set up the long term work idea, by avoiding the short-term behavior, and guarantee the selecting accuracy of talented persons; The shortcoming is to reduces the choosing surface of the talented persons which is disadvantageous to attracts exterior talented persons, was disadvantageous to the optimization of enterprise structure of talents.

2.2.4 Primarily driving spiritually for human resources inspiration

Besides looking straightly at exterior inspiration, the Japanese enterprises more use interior incentive to stir up because of the display repays function. Adopting the lifelong commission system, the enterprises not easily dismisses the workers, even they are in the rough period; it may have a vacation, the work suspension, but not expel the workers from the factory, only if the staff has made the grave mistakes or commit the criminal law can they be dismissed from office.

Between the leaders and the staff, between the employers and the employees, as well as between the staff themselves, can mutually coordinate and make concerted efforts for cooperation, besides paying great attention to unceasingly strengthening mutual the intimate feeling and the trust feeling in order to create diligently friendly, harmonious and happy atmosphere, which enable the staff to have the full stable feeling, the satisfied feeling, the ownership feeling and appreciates the pleasure and the significance of life in the work. Enterprises also absorbs the staff to participate in the management, enabling them not only to grasp the management condition of enterprises promptly, but also to make them to express the opinions on the major issues about decision-making in order to forms the cooperative

labor management relation.

The material drive also is the elastic wages, 25% of which the worker received is the dividend and obtained according to the enterprise management condition. The advantage of this kind of measure lies in that the spirit incentive aroused the ordinary staff's enthusiasm and devoting spirit; and the flexibility of payment costs causes the Japanese enterprises not to need to dismiss the large scales of workers to though over the not booming economical difficulty. The shortcoming is that the low elimination rate is easy to affect the enterprise of staff so that the collective decision-makings will influence the decisiveness and the effectiveness of decision-making in a period of time.

3. CONCLUSION

The analysis to Chinese enterprise human resources management mode

Below through the analysis of American and Japanese human resources management pattern, we may establish the qualitative model:

$$(y_1, y_2, y_3, y_4) T = (f_1, f_2, f_3, f_4) T(x_1, x_2, x_3, x_4)$$

Among them, y_1, y_2, y_3, y_4 , separately on behalf of the disposition, the management, the use, drives four aspects characteristics; X_1, x_2, x_3, x_4 , separately represent cultural, technical, the produce market, the service market four kind of factors; F_1, f_2, f_3, f_4 represents four functional relations. Seeing from this qualitative model of human resources management, each characteristic all is the combined action result of four kinds of factors.

Seeing from this human resources management qualitative model, each characteristic is the combined action result of all four kinds of factors. From the environmental factor faced by the current China rural enterprises, we can also analyze the characteristic which its human resources management pattern should have.

3.1 The exterior environment faced by the current Chinese enterprises

At present, the Chinese market economy is at the deepening stage, enterprise's external environment and the existing space have changed a lot comparing with the initial development period.

3.1.1 Traditional agricultural civilization in culture

The Chinese culture also is the agriculture culture, especially for the rural enterprises, which have the classical agricultural civilized trace. The people emphasize "the relative relationship, the blood relationship, the region relationship" which is accustomed to the family type management, respects authority, be tender to stability and has the stronger utilitarianism; emphasizes mutually cared about, expected the attention paid by community. Correspondingly, it is also needed high loyalty to the community and the organization. At the same time, the farmer-like narrow selfish also has been fully manifested in this culture, with paying attention to short-term benefits, with difficulty of unification of personal interest and the enterprise prosperity. The employment form of "two concurrent industries" causes the relative instability of employment and very big fluidity.

3.1.2 The technical division of labor is not thorough

At present for the Chinese enterprises, the large-scale modernized production is not majority, most of whose technical level is also relatively backward, whose degree of automation, mechanization is low,

and whose specialization is bad. Between various kinds of work and posts in a factory need effectively to link up with the coordinated work, thus the effect of production and the managerial experience is very big, and for the technology it is not suitably to divide the work in the meticulous way. The requests which proposed to the staff are that they can as far as possible be familiar with enterprise situation comprehensively, and has the understanding of various kinds of work for operating procedure and the technical process in a factory, which can be called "the Versatile".

3.1.3 The produce market is unstable

Enterprises face the intense market competitions, because of the restrain of the economical technical strength, the extreme instability of market share, and the adjustment and change of the product variety structure. Correspondingly, enterprise's organization way, the decision-making procedure, the management method also should have certain flexibilities, because excessively rigidly adhering to the strict rules and regulations can cause the enterprise to ossify, reduces the vigor, and hard to the unceasing market changes.

3.1.4 The labor market owes the growth

The Chinese labor market still placed at the developmental stage, with the difficulty of providing the effective talented person to the enterprise. On the one hand compulsory education level is somewhat in the low level, and also the cultural quality; on the other hand, the supplies and the demand of talented persons come apart, when the school trains students, is insufficient to satisfy the talented person demand. Although in the recent years, the talented persons exchange increasingly day by day, by the talented person facilitating agency of different provinces and cities, with the rising quantity and quality of the total human resources, but there still presents the constitutive property shortage, because of the sufficiency of the specialized technical talented persons, the imbalance of the region distribution, so that the dual characteristic of city and countryside was remarkable. Moreover, the labor market needs the perfect mechanism. At present, the enterprise chooses the workers through the market, the existence of not understanding, not using insufficiently and the unsteady of employment; Workers choice enterprises through market, so that they worry the existing lack of the benefit safeguard and long term development opportunities.

3.2 The characteristics Chinese enterprise human resources management pattern should have

Along with the changes of environmental factors, the patterns of American and Japanese human resources management present the tendency of mutual fuse. The Chinese enterprises should take own situation as consideration, abundantly picks the advantages of the American and Japanese pattern, to make some refinements, to form the characteristics of the human resources management pattern of their own.

3.2.1 For the disposition of human resources, it must adhere to the principle of cultivating primarily, introducing talents secondly

The enterprise the cultural quality of staff and their universal skill level are low, which seriously restricts enterprise's strength with the development. With the limited ability, it is hard for enterprises to introduce the sufficient and useful personnel though the undeveloped labor market, so it is comprehensive to change the staff's quality. Therefore, from looking for a long time, it must base on the internal raising for enterprises; they must develop the plans to have the human resources development play which can be **equipped** with the plan of whole enterprises and the plan necessary; they must take the raise of talented person as the important target of the leaders' undertaking achievements.

Regarding the high-level administrative personnel, it must implement the continuing education for

them, which causes them to grasp the market economy basic theory and the modern business management knowledge, and the academic records will be brought into line with the inspection of cadres. The basic unit and the middle unit managers should completely participate in the course study of national acknowledgement school records, and the academic achievement will be the standards of hiring cadres. Regarding the staff who has very long working time or whose cultural level is low, it needed to implements training before working, if there is necessity , the staff who is in the important post being selected to do some specialized study to the big, middle colleges and universities study or to take the major industrial advanced courses. Enterprises also can invites colleges and universities professors and business experts to give some course counseling in order to improve the quality of overall staff.

From the view of short-term, introducing the talented person is the way through the employment advertise and borrow from outside that absorb a part of specialized talents 、special talents, depending on the introduction of talents in order to bring the recent information, start the new project, develop the new market, and display the radiation effect of introducing talented persons. "The introduction useful personnel, training the future talented person, improving the whole staff quality", should be the current directive of enterprise human resources disposition.

3.2.2 For the human resources management, it should be the institution adding to the human sentiment type

The basic system of enterprise human resources management is not very perfect, in which hiring, the promotion, reassignment of the staff lacks the standards with a lot of options, thus it can cause the staff troop not to be unstable, and the staff lack the ownership feeling and the stable feeling of enterprises. The basic system for the production, the sale and the finance of enterprises is not systematic and lack of standardization the staff lacks essential forces the restraint. Therefore, the rural enterprises must establish the perfect rules and regulations to cause the introduction, the examination, and punishment and the reward of talents to be standardization, so that each staff are extremely clear to their own rights and responsibilities, which is advantageous to the approval of enterprise's for the staff , to the enhancement of production efficiency.

During institution management, it aslo need to pay attention to the human sentiment-like methods to strengthen the education of ideal faith, outlook on life, occupational ethics for staff, to dig the persons' spiritual potential, to raise the enterprise group spirit. Enterprises must instill the enterprise values into to the thoughts and motion of staff's to transform the staff values and form the enterprise spirit. Besides that it is also necessary to care about the daily life, the working conditions quality of them and provides them with good condition and satisfies individual development expectation and the spiritual demand for each person. The emotion repayment of each staff can greatly strengthen the sense of responsibility and create the huge creativity, which will cause them to obey regulations and disciplines with the self- restraint, with the display of the superimposition effect of "the government by law" and "the rule by people".

3.2.3 For the usage of human resources, there should be the multi- mouths of entrance, and fast promotion

In each stratification plane of enterprise, there is the shortage of talented persons, therefore, many entrances and multi- strip channels are needed. There are three main paths: the first one is to combine with each kind of universities and medium colleges in order to foster some "useful, remained" practical talented persons, the high-level managerial talents to enter high management level in the enterprises; the another path is through the way of vocational school and short-term training to make the youth who has been educated in the middle or high school to work in the front working line; the last path is to explore some retirement personnel from the major industry, the universities, colleges and institutes and the state-owned enterprise.

The enterprise should maintain the flexible servant mechanism, judging the talents from their qualifications and the actual accomplishments not the education, working ages and create the

environment of displaying their potency and entrust with an important task and fast promotion for the talented and potential persons. At the same time, enterprises also should pay great attention to the comprehensive, the long-term inspection of talented persons avoiding making mistakes for using talents.

3.2.4 For the driving of the human resources, enterprises adopt the combination of the material safeguard the spirit incentive

The enterprise must establish the management mode which closely link staff and enterprises, through the contract or the commitment in order to enhance the earning of staff, to improve the working condition and increase the staff welfare with the realization of enterprise's production management goal, thus it can form the situation that everybody cares about the enterprise's fate and seek the aspect of co-development.

It is the beneficial attempt of stock cooperation system transformation, in which the staff not only is the worker, also is the owner, sharing benefit, risking with the load, and it is advantageous to forms the benefit community.

The enterprise also should establish the democratic decision-making system which is staff omni-directionally, and in which multi-channel participates, like the workers' congress system and to encourage the staff to suggest plans for developing the enterprises. The communication of the relationship between the coordinated and the operator and the harmonization of producer's emotion can correct the processing maintaining relations between the staff benefit and the development production and it is advantageous to form in spiritual community. Through the combined action of material drive and the spiritual drive, it can cause the staff and the enterprises to truly form the common fate group.

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