KYMENLAAKSON AMMATTIKORKEAKOULU

Bachelor's Degree Programme in International Business

Yanjiao Zhou

Understanding Human Resource Management in a Chinese company

Bachelor Thesis 2009

ABSTRACT

In recent times, human resources have become a key competitive factor in Chinese organizations. With the development of China's socialist economy, modern enterprise management concepts are gradually accepted and applied to practices of business management. China's human resource management has undergone a process of transforming personnel management into strategic human resource management.

The target of this study was to explore current status of HRM within company in China, and furthermore it was researched the practice of the training activity, finally it was expected to give proposal of improvement and development of HRM practice in China.

Theoretical information was obtained through the studying of literature from different books, articles and websites. The research was made by interview with HR manager from case company, and it helped to draw a comprehensive picture of the current situation.

As a conclusion, author states that HRM strategy has been important in the case company. However, there are still some difficulties in the implementation of HRM. For instance, the training activity is done for a few times, nevertheless it is still a gap between career development and training. Company is making the improvement step by step so that the results could be as good as expected.

TABLE OF CONTENTS

LIST OF REFERENCES

APPENDICES

LIST OF FIGURES AND TABLE

1 INTRODUCTION

1.1 Background

In such turbulent times, human resources have become a key competitive factor in Chinese organizations. The value of human resource became a sign of measuring competitiveness of enterprises.

China's human resource management has undergone a process of transforming personnel management into strategic human resource management. From four stages states below, it illustrates briefly the developing process of human resource management in China from a blank to the rich, from subordinate to initiative, from transactional to strategic. (HRDM, 2009)

The process is divided into four stages:

1. Personnel management phase

The core function of this stage is to deal with personnel matters. Human resources cannot bring organization tangible benefits and is the cost centre.

2. Human resource management forming phase

At this stage, concept of human resources is identified. It is focused on study human resource management.

3. Human resources management development phase

Human resource management is developed completely, and it is detailed. The core of the stage not only develops human resource management, but also HRM is able to create benefit and reduce cost.

4. Strategic Human Resource Management Phase

At this stage, human resource management is in line with business strategy. Human resource management becomes strategic partner of the organization strategy.

1.2 Objectives

With the development of China's socialist economy, modern enterprise management concepts are gradually accepted and applied to practices of business management. Human resource management as an essential management factor of existence and development of enterprise has been promoted and developed in the majority of enterprises. According to the research made by China Human Resources Development network, at present, three-quarter enterprises in China have independent human resource department, another almost one-quarter enterprises has other departments which perform human resource management functions. However, this management technology entered China less than 30 years, and it is facing conflict of culture and traditions. Like research report from China HRD network mentions, its theoretical development and practical application is still in the exploratory stage.

This thesis focuses on answering what is the understanding of HRM in Chinese company, and how is the practice of training. Thus the objectives of the thesis appear,

– one aim is to explore current status of HRM within company in China,

– and another is to research the practice of training activity,

– and finally to give proposal of improvement and development of HRM practice in China.

A limitation of this study is that it is from the perspective of organization. The research is not examined by employees and their perspective on HRM practice in organization is not discovered. The research topic is limited in training activity, as one part of HRM activities.

1.3 Scope of the study

Firstly, in Chapter Two, the study explores various literatures concerning general Human Resource Management as well as detailed HRM processes. The literature review provides background knowledge to the reader to understand the further approach concerning the topic.

Chapter three refers to previous studies which show the common HRM in China. Chapter four states the chosen research method as well as further explanations, and simple description about case company. The key findings of the research are then presented in following Chapter Five.

The overall conclusions of gained information through the research results as well as suggestions are presented in Chapter six. And final chapter give proposal for further study.

2 LITERATURE REVIEW

2.1 Human Resource management in general

2.1.1 Definition of HRM

In order to face with rapid changes, organizations have to develop a systematic approach to focus on managing people. In order to establish this kind of strategy, two critical questions must be addressed.
- What kinds of people does organization need that they could manage and run the business to meet the strategic business objectives?
- What people programs could be designed to attract, develop staff initiatives so that they could compete effectively? (Zhan, 2005)

Four key dimensions of an organization should be identified while the question is answered. These are:

- Culture: the beliefs, values, regulations and management of the organization
- Organization: the structure of organization, job content and work flow
- People: the skill levels, potential capability and management skills of employees
- Human resources systems: recruitment and selection, training, rewards systems, career development (Zhan, 2005)

Organization often chooses one or two dimensions to concentrate on when they manage the people within the organization, and other aspects are ignored. For example, company reconstruct the organization internally so that employees could work under more flexible environment, thus employees develop their potential capability and bring more to the company. However, they fail to adjust their training or rewards systems meanwhile. So identifying the relationships between all four dimensions is a significant work within the organization. Human Resource Management is focusing on defining the relationships and organizing the activities. (Zhan, 2005)

There is still no universally agreed definition of HRM meaning. Storey (1995, 5, cited by Beardwell & Claydon, 2007) defines HRM as an approach of employment management which aims at achieving competitive advantage through using a series of cultural, structural, personnel technology on the deployment of workforce. Watson (2002, 369, cited by Beardwell & Claydon, 2007) suggests that the term HRM is used in various puzzling methods because of the current tangle situation. The meaning of HRM could be broadly identified as an approach to manage people. Boxall and Purcell (2003, 1, cited by Beardwell & Claydon, 2007) use the term to refer to all HRM activities are linked to manage employment relationships in the company. In a similar condition, HRM can be thought as the term which describes activities concerning to personnel management. HRM can be regarded as a development from traditional personnel management and it is

improved in some aspects. HRM also reflects that in relation to the management of people in the company, changes appear in both theories and practices. Another theme of HRM emphasizes on the strategic nature of it, Buchanan and Huczynski (2004, 679, cited by Beardwell & Claydon, 2007) define HRM as managerial point of view that emphasize the need to establish a serious of personnel policies which could support organization strategy.

Different interpretations bring to the appearance of different phrases. Academics try to define clearly the approach of management of people. The 'soft' and 'hard' type of HRM is identified through academics attempt. (Guest, 1987 & Storey, 1992, cited by Beardwell & Claydon, 2007). 'Soft HRM' is an approach which aims at improving the involvement, quality and flexibility of employees. 'Hard HRM' describes the strategy which human resources are used to focus on achievement of business goals, it is acted in the same way as any other resource. However, 'hard HRM' also has another explanation which says it is a strategy of the cost minimization (e.g. low wages, minimal training, and close supervision) and lean production (downsizing, work intensification). All explanations have a fundamental assumption that is the approach to managing people which is identified is different from former approaches to people management in certain way. (McKenna & Beech, 1995)

HRM concentrates on the issues concerning to the strategy, and the method how human resource could utilize their capability to reach the organizational objectives. HRM tries to become an integrated mechanism which embodies people issues should be in the same level as business issues, is oriented to problem-seeking and problem-solving. HRM establish corporative organizational systems which evidently aim at developing employee features. (Beardwell & Claydon, 2007)

HRM includes the flexibility of employees and coherence between individual

and organizational goals. A major point within HRM is the understanding that employees are assets of great value within the company. It means that there should be an interaction between a strategy for human resource and the main strategy for the business. Organizational culture should be managed in order that it could correspond to the requirements of business strategy. Looking for the commitment of employee to the organization has much more value than forcing employees to comply the requirements of organization. Another feature of HRM is there is so called 'common interests' between management and employees when the profit is considered in the organization, this influence the initiative and commitment of employee to the organization (McKenna & Beech, 1995.)

Human Resource Management is the approach that focuses on recruiting people, managing employee, and showing the working direction for staff within the organization. It is executed by line managers as well. Human Resource Management is the organizational operation that solves the issues concerning people such as recruitment, performance management, compensation, employment relationships, employee motivation, and training. (McKenna & Beech, 1995)

HRM uses a systematic approach that analyzes and manages the organization. It helps different functioning department work effectively and corporate with each other so that the organization objectives could be reached. This is assisted through the management of systems such as human resource planning, recruitment and selection, assessment, training and development, and rewards. HRM function assists the organization to be more effective and profitable. (Zhan, 2005)

2.1.2 Two Models of HRM

There are two models which influence on the explanation of HRM in particular.

The 'matching' model which is improved by academics at the Michigan business school, introduces the concept of strategic human resource management, HRM policies are closely related to establishment and execution of strategic organization objectives (Devanna et al., 1984, 34, cited by Beardwell & Claydon, 2007.)

The matching model is closely combined with the explanation of 'hard' HRM emphasis on the arrangement of human resources to reach business objectives. The model underlines that it is important that the 'tight fit' between HR strategy and business strategy. The relationships between strategies and the use of a series of HR policies and practices are combined with each other and also with organization objectives. Price (2004, 45-46, cited by Beardwell & Claydon, 2007) outlines the five key points to develop proper HR policies and systems:

- Selecting the most suitable people who could meet the vacancy
- Performance aim at reaching business objectives
- Assessment of performance and providing feedback to the organization and employees
- Rewards systems based on performance management
- Training of the skills and knowledge needed to meet organization objectives
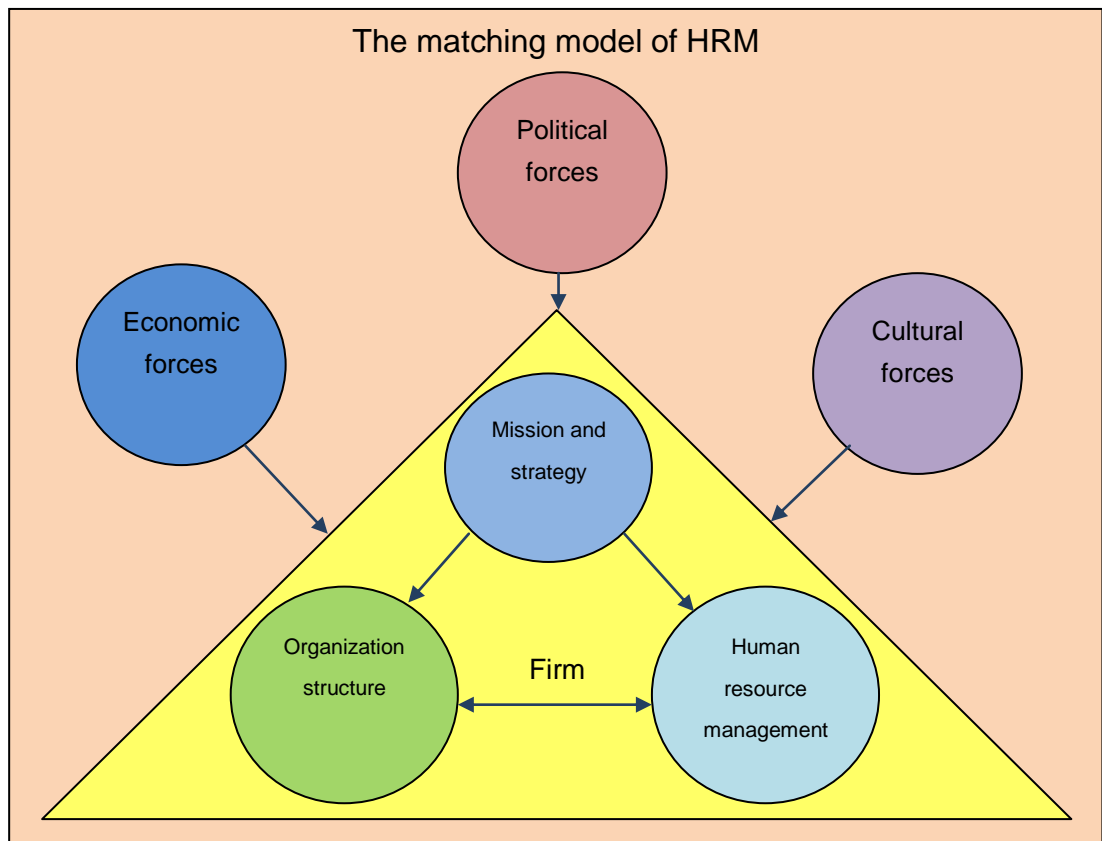
Figure 1 The matching model of HRM, (Beer et al,1984, 16 cited by Beardwell & Claydon, 2007)

In this model, human resource management strategy and organization structure are interacted with each other. They are influenced by macro-environment, such as political forces, economic forces. The centre of this model is the understanding of concept of 'fit', which means the external competitive strategy go together with internal HRM strategy. The establishment and execution of strategy are separated, and the matching model is built on the perspective of establishment of strategy. The HRM strategy could be matched to business strategy in the process of establishment (Beardwell & Claydon, 2007.)

Another model is improved by Beer et al. (1984) at Harvard University (Beardwell & Claydon, 2007). 'The map of HRM territory' advances the concept of 'stakeholders'. There are various kinds of stakeholders in the company, such as shareholders, management, employees groups,

government and community unions. The interests of these stakeholders will be influenced by the establishment of HRM strategy, and meanwhile the interests will be merged with HRM strategy as much as possible, and finally with business strategy. Employees and their representatives are significant stakeholders who have influence on the acceptance of the model.
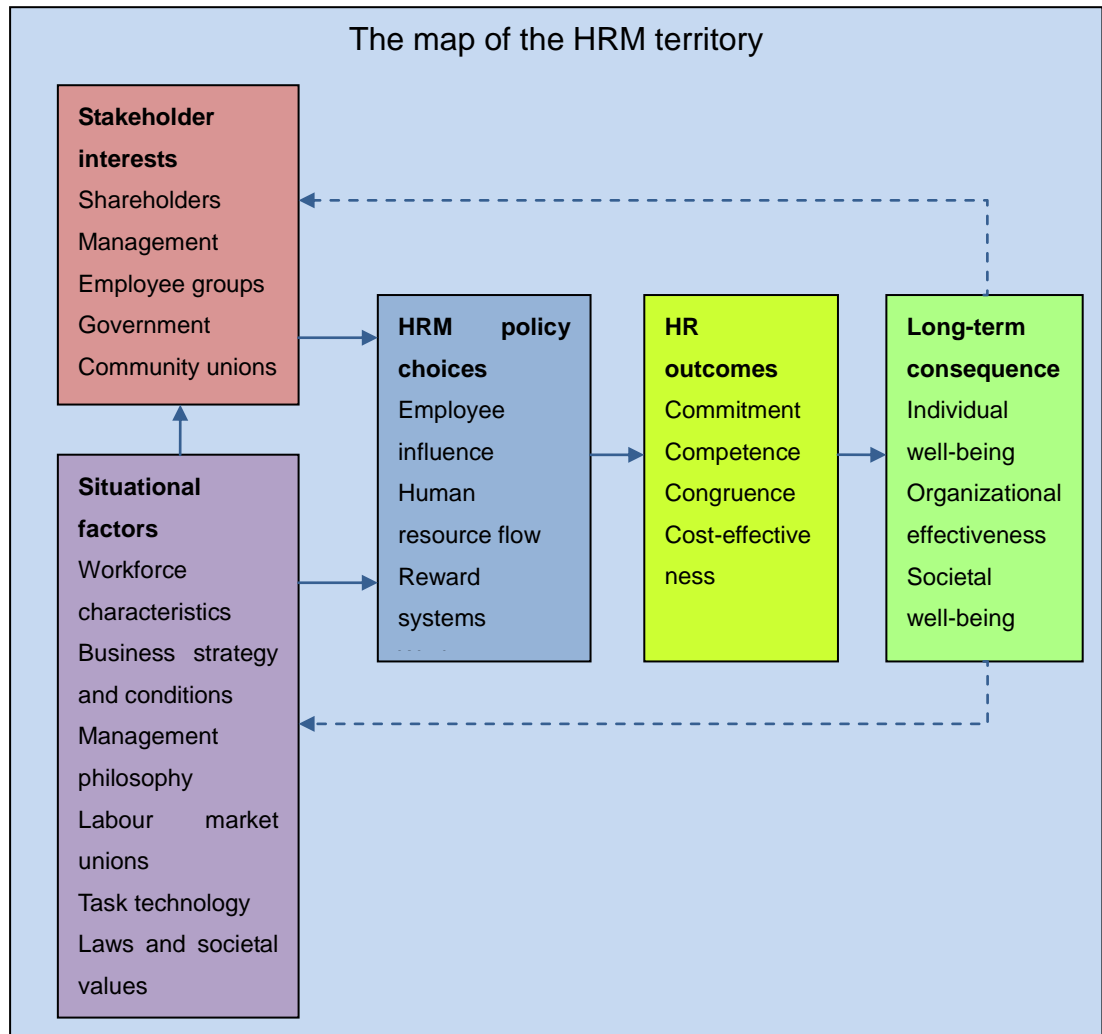
Figure 2 The map of HRM territory (Devanna et al. 1984, cited by Beardwell & Claydon, 2007).

The map is a mapping of cause and effect of HRM policies. From the map of HRM, it could be found that the HRM policy is influenced by two elements: situational factor and stakeholder interests. The situational factors consist of environmental component and internal organizational component. These factors are regarded as elements of establishment of HRM policy and HRM policy affect these factors as well. Meanwhile, stakeholder interests influence

on the HRM policy. HRM policy has short-term influence on prompt organizational outcomes and also has long-term consequences. HRM policy made by managers influence on the commitment of employees, the competence of employees, the congruence of goals between employees and organization, the cost-effectiveness of implementation of HRM policy. These four Cs are broad standard which could be used as the evaluation of the practices of HRM policy by the organization (Beardwell & Claydon, 2007).

The matching model is closely linked to the explanation of 'hard' HRM that describes the strategy which human resources are used to focus on achievement of business goals. This model is the basis of the 'best fit' of HRM. The map of HRM territory has more influence on the elements of benefits which are related to 'soft' HRM than on the stakeholder interests and situational factors. The map of HRM territory is the part of forming the 'best practice' of HRM. The 'best fit' is occasional approach, and the 'best practice' is more universal (Beardwell & Claydon, 2007.)

2.1.3 Strategic Human Resource Management

Strategic human resource management is a complicated process. Strategic HRM can be considered as an approach which aims at managing human resources according to the future planning made by organization. It is long-term strategy concerning human resources, culture, commitment, etc. it can be identified as a series of strategic management of human resources activities which is planned to achieve organization objectives. (Zhan, 2005)

Strategic HRM is regarded as an integration of various HR strategies. There may be strategies on rewards, performance management or motivation, and these strategies are not strategic HRM. Strategic HRM is the overall structure which provides direction for separate strategy. (Zhan, 2005)

The idea of strategic HRM regards person as resource, it considers that human resource is the most valuable resource of all resources. The organizational performance interacts with HRM. HRM is the approach to managing people, and the strategic HRM is the systematic planning of deployment of human resources to achieve organization goals. (Zhan, 2005)

In the organization, people are regarded as the asset. Their knowledge, skills and potential capabilities should be used in the best way to create values for organization. Therefore, strategic human resource management and the business strategy should be worked mutually. The business strategy will be influenced by strategic HRM, and the strategic HRM focuses on the implementation of business strategy. (Zhan, 2005)

2.1.4 HRM in multinational companies (MNCs)

One topic within the HRM is formed because of the increased globalization of product and labour markets and more and more multinational companies are established. Several factors virtually influence on the employment relationship, such as national and related institutional background, the elements in labour markets, national commerce systems lead to different employment policies and strategies of managing labour force. Since global integration develops fast and more organizations expand their business and operations across borders, HRM issues in multinational companies becomes a significant factor of organizational sustainable development and success. The main HRM issue in multinational company is the employees work originally in the domestic market have to develop to work in different cultural and national environment since the operation of company expands into international market (Beardwell & Claydon, 2007.)

Within MNCs, HRM should be international as well. The HR systems are created to minimize the differences between various business systems. It

should focus on the importance of organizational cultures generated from strategic organization goals. HRM strategies in MNCs are formed through the interaction between home and host country. The strategies are set up universal and the practice is local (Beardwell & Claydon, 2007.)

2.2 HRM Process

The elements (processes) of HRM could be divided into four categories:
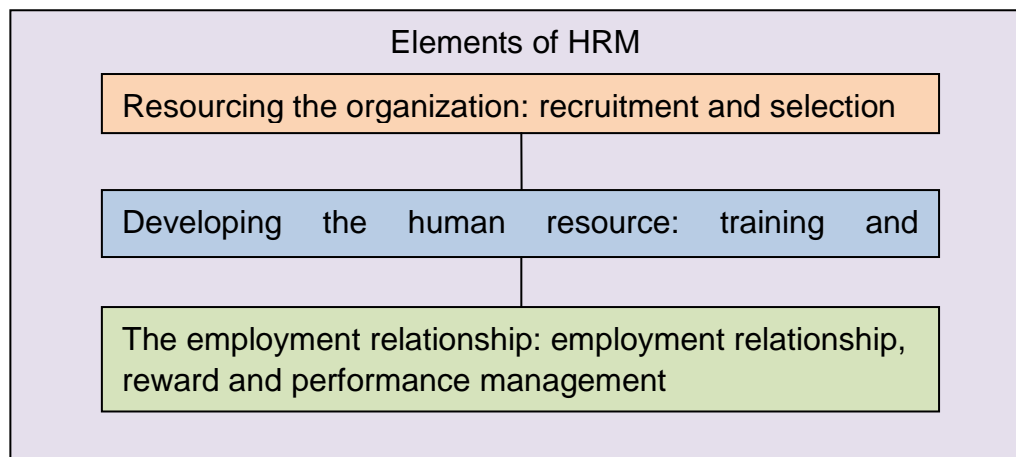
Figure 3 Elements of HRM

The employment relationship is a key feature of managing employment. It involves the power and legitimacy, rights and obligation that the organization and employees have to know and could use it in appropriate way. The competition in the labour market is hard, the effective recruitment and selection process could help organization find more skilled person. The rapid development of organization increases the requirements of employees, thus the demand of training and development for employees is added so as to reach high quality and effectiveness of work. These issues would be described in details in following content.

2.2.1 Recruitment and selection

Selecting right people to do the right work has become more important.

People as primary resource are the competitive advantage of organization. Recruitment and selection is usually a part of HRM activities. The effective recruitment and selection influence on the business performance. Thus the recruitment and selection becomes a significant element of HRM (Beardwell & Claydon, 2007.)

The recruitment and selection process is related to the activities of defining, attracting and choosing suitable people to meet the requirements of human resource by organization. Recruitment and selection are separate activities. There is a debate that recruitment stops and selection begins. (Anderson, 1994, cited by Beardwell & Claydon, 2007). The process could be divided into two parts: recruitment and selection. The understanding of recruitment is a process of looking for and acquiring candidates who are qualified in order that organization could choose the most suitable person to meet the demands from the applicants. Selection is the process of choosing the applicant who is capable of doing job best and organization could expect his performance now and in the future (Beardwell & Claydon, 2007.)

There are mainly five stages included in the recruitment and selection process: identifying the vacancy within the organization, attracting applicants by media, evaluating candidates through obtained information, making proper decision on having right person, and evaluating the whole process. In recent years, through the development of techniques, the methods of recruitment and selection are various. The use of internet by both organization and applicants increases. The evaluation of candidates focuses on their competencies through the methods such as psychometric tests and assessment centres. Meanwhile, the traditional methods of choosing people such as interviews and references are still used frequently. The recruitment and selection is the activity not only by organization, also by party outside the organization (Beardwell & Claydon, 2007.)

2.2.2 Employment relationship

The employment relationship is an open-ended contractual relationship between the employee and employer. It means the relationship between both parties is not terminated until one party express the intention of it. Thus the relationship is not the closed relationship which can be stopped at once. There is an economic element in the employment relationship. It is the exchange between work and payment. The employment relationship is influenced by several factors, such as management capability, work group, the unexpected conflict. These factors are obviously variable and it increases the uncertainty of employment relationship. The details of employment relationship are negotiated (Beardwell & Claydon, 2007.)

Employer has to comply with the regulations which provide all employees with protection of basic contractual and statutory employment rights. The details can be divided into seven sections:

- Different contractual and statutory employment rights
- The employment contract
- Discrimination in employment
- The regulation of working time
- Termination of the employment contract
- Enforcement of contractual and statutory employment rights
- Other rights at work

Every employee have employment contract which command the relationship between the employer and employee. An employment contract should basically include three kinds of terms and conditions:

- express terms – write down all the specific details of the employee's employment contract
- implied terms – not write down but both parties agree that to be part of the employee's employment contract

- statutory terms – relates to statutory protection against unfair or unreasonable treatment by an employer, and these statutory terms and conditions becomes a part of individual employment contracts. (Beardwell & Claydon, 2007)

All employees are protected by some statutory rights, and other rights require some length of service. Employment contracts are based on the theory of market individualism, in which individuals are seen as rational and self-interested. They are subject to the common law. (Zhan, 2005)

A contract of employment is a contract of service. Employee provides personal service for the employer. The contract of employment is different from the contract of commerce for services. The employment contract is an open-ended contract. The employment relationship is continuing relationship which will be ended through one party notice the termination of relationship. There are several types of employment contract: permanent, ongoing or open-ended contracts; temporary contract; fixed-term contract. (Beardwell & Claydon, 2007)

The discrimination in employment exists. Employees have statutory protection against discrimination concerning sex, religion, disability and unequal treatment in terms of payment. Many organizations have established policies on payment, assessment of job performance, etc so as to stop the discrimination (Beardwell & Claydon, 2007.)

2.2.3 Rewards and performance management

Reward strategies need to be regarded as an economic exchange according to the employment relationship. Employers should be able to control both the wage and effort so as to gain biggest benefits. The reward management is the enlargement of control. (Beardwell & Claydon, 2007)

People receive the reward or compensation for their work to an organization by two means such as monetary and non-monetary. Remuneration is not the simple compensation for the efforts of employees, it also influences on the recruitment and keeping of people process. Reward management includes the payment strategy and the practice of payment systems. Payment is an important element of performance management. It is also the main reason why people work. It is a debated topic in the area.

As the employee performance affects productivity, organization has to understand what influences employee performance. Organization seeks out the factors so that they could motivate employee to reach peak performance. The method of motivation differs from each other. It is influenced by personal differences, job characteristics and organizational issues. Personal differences include needs, values, attitudes, interests and abilities that people consider about their jobs. Job characteristics limit the position and provide the opportunity as well. Organizational issues are the regulations, human resources policies, rewards systems and management of an organization (Beardwell & Claydon, 2007.)

Work motivation is correlated to performance management and reward systems, thus it is important to understand work motivation. There are three reasons to explain why to study it:

First, organization could provide more suitable work for employees through the understanding of motivation so that employees could be more satisfied. Employees assume that organization has responsibility to offer employee meaningful and enjoyable job.

Second, the better understanding of work motivation helps organizations provide more satisfying job for employees so that they could be happy.

Organization assumes that employees could increase their productivity under the happy environment.

Third, management is able to effectively command subordinates through understanding of work motivation, and then management could modify strategy so as to achieve organization objectives (Beardwell & Claydon, 2007.)

The management of employee performance is usually regarded as a necessary process of management. Performance management is related to the degree that the organization objectives is achieved. Performance management is a systematic review which records the progress or regress towards the achievement of goals. Managers create organizational advantage by defining, searching and excuting the elements included in the performance management cycle. The performance management cycle has five elements, and these elements form a structure which is used to check the delivery of strategic objectives. These elements are acted as a linkage between organizational and individual performance. The link is the basis of the developing a committed, motivated and loyal employee. The performance objectives are defined, the outcomes are measured, rewards relates to outcomes and improvements are made within a system which is modified through the performance management cycle. A fundamental component of performance management is the development of control with regard to employee behaviours, motivation and loyalty. In modern meaning, performance management is a mechanism to control not action but values (Beardwell & Claydon, 2007.)

2.3 Training as part of HRM

The training and development activities are now equally important with that of other HR activities. In the past, training was considered to be useless, waste

of time, resources, and money. Nowadays, training is an investment because the departments such as sales and marketing, HR, production, finance, etc depends on training for development. The effectiveness of HRM system is influence by training. Once the company do not consider training as a significant part of HRM strategy in the organization, it will not be accepted that company has effective HRM system. The organization has the opportunity to raise the profile development activities through the training (Beardwell & Claydon, 2007.)

Senior management team enhance the role of training in order to increase the commitment and quality of employees. Such concepts of HRM require detailed planning focuses on the employee development and long-term education. Training is the important method to control the attrition rate of personnel within the activities of HRM, because it helps to motivate employees to achieve their professional and personal goals and is good for their future career as well. Training provides opportunity to develop a variety of knowledge and skills. Training is a transforming process that trainee makes efforts on something and gains something in the form of knowledge, skills, and attitudes.

2.3.1 Models of training

There are many kinds of models of training, and it is designed depend on different needs and conditions. Three models of training will be introduced since it is used frequently. The models are as follow:

1. System Model

2. Instructional System Development Model

3. Transitional model

System Model Training

The system model comprises of five phases. The purpose of training should

be to help employees to do their work as expected. The steps involved in System Model of training are as follows:
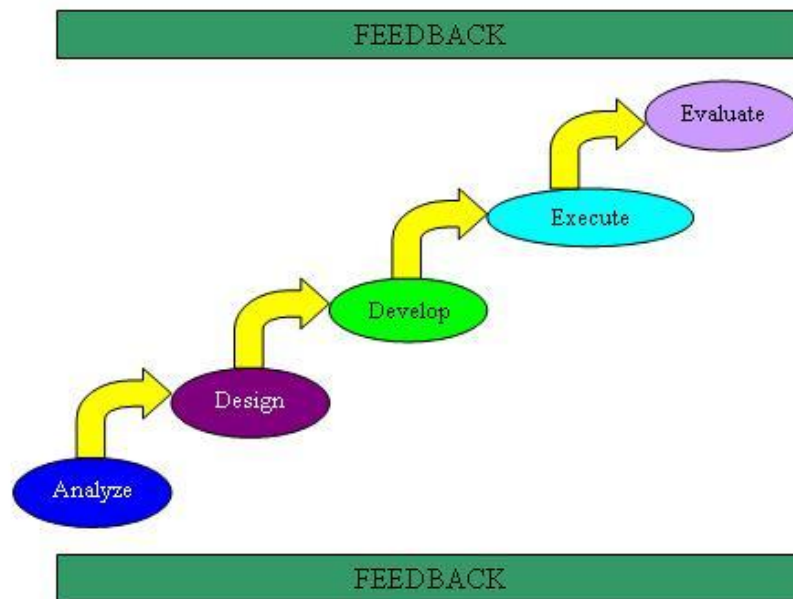
Figure 4 system model training

1. Analyzing and identifying the training needs. I.e. to analyze who needs training, what do they need to learn, estimating training cost, etc.

2. Designing training program to meet identified needs. This phase requires defining objectives of training, deciding training contents.

3. Developing training program. Such as selecting training method, preparing the training material

4. Implementing the training. It is the hardest part of whole process since the mistake made will influence the success of training program.

5. Evaluating each phase. Assessment of the results of training in the light of following work performance. Making necessary adjustment in the future in order to avoid the failure (Liu & Yang, 2004, 142.)

Instructional System Development Model (ISD) Model

Instructional System Development model is designed to deal with the training problems. This model is widely used in the organization since the training needs is identified on the basis of job performance. (Liu & Yang, 2004, 142)
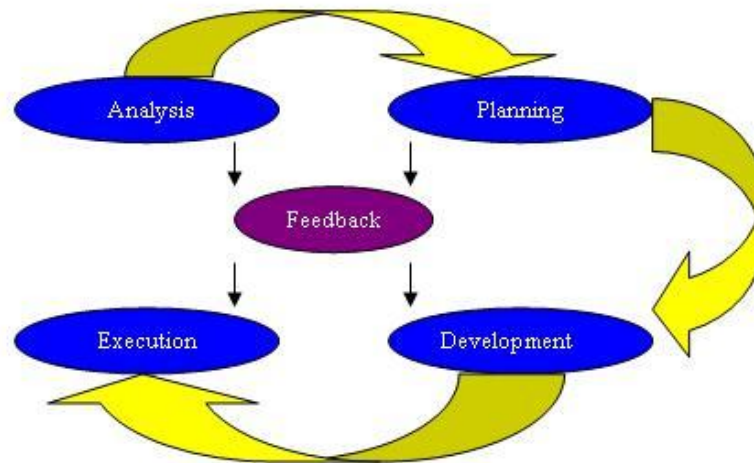
Figure 5 Instructional System Development model

The Instructional System Development model includes five stages:

1. Analysis – it is to analyze the job performance for target group so that the training need is assessed.

2. Planning – it is to make detailed plan deciding objectives of training, methods of training, content of training, evaluation of results of training, etc.

3. Development – it is the process which develops the planning and makes preparation of training.

4. Execution – the planning is put into practices in this stage.

5. Evaluation –this phase runs through the whole model. It is to assess the setting goals within each step has achieved.

The ISD model is a continuous process which goes through the whole training. It stresses the importance of feedback throughout the entire training program. In this model, all phases are closely combined (Liu & Yang, 2004, 142.)

<u>Transitional Model</u>

Transitional model focuses on the organization. The organization as a whole should be compatible with its strategic development. The inner loop is a training model, and the outer loop is strategy and learning which describes the vision, mission and values of the organization (Liu & Yang, 2004, 142).
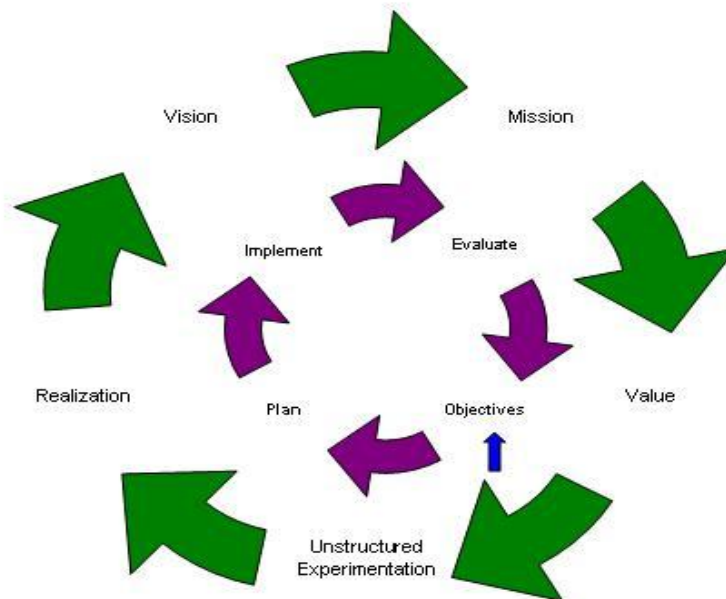
Figure 6 Transitional model

Vision is the ideal that the organization pursues. Mission explains the objectives and intentions of organization. Values are produced through the procedure of achieving the objectives. The mission, vision and values should be identified before the objectives are defined. The foundation of objective is

based on mission, vision and values. Then the training model is implemented upon the establishment of these. (Liu & Yang, 2004, 142)

2.3.2 Methods of Training

There are various methods of training, and it can be categorized by different means. One way is to divide methods of training into cognitive and behavioural methods.

Cognitive methods of training are mainly used to offer theoretical knowledge. It provides trainees issues such as how to do something, concepts of something, written information, etc. These methods are best for knowledge development (Zhan, 2005.)

The various methods of training are:
- Lectures
- Demonstrations
- Discussions
- Computer Based Training (CBT)
    - intelligent tutorial system(ITS)
    - programmed instruction (PI)
    - virtual reality

Behavioural methods of training are usually to give practical study to trainees. It provides trainees with opportunities to practice the study. These methods are best used for skill development.

The various methods of training are:
- behaviour-modelling
- business games
- case studies

- equipment stimulators
- in-basket technique
- role plays

Another means of categorizing methods of training depends on the time of training. The methods of training are classified as two: on-the-job training and off-the-job training. On-the-job training means the training occurs at the working time, and another one is outside of working time (Zhan, 2005.)

On The Job Training (OJT)

The most frequently used method of training in smaller organizations is on-the-job training. This training is given to less knowledgeable, skilled, and experienced employees by more knowledgeable, experienced and skilled employees, such as mangers, supervisors. It is usually held during the work. This type of training often takes place at the work place in informal manner, and it can be delivered in classrooms as well. (Zhan, 2005)

The four methods of on-the-job training are:

- coaching
- mentoring
- job rotation
- job instruction technique (JIT)

Off The Job Training

Employee could take part in the training outside of working time and workplace. This is so called off the job training. The training could be made by person from organization or by the other parties outside of organization. The popular methods are: (Zhan, 2005)

- sensitivity training
- transactional analysis
- straight lectures/ lectures

- simulation exercises

Within organization, training could be taken in many forms, and methods and content can be very wide. When making the selection of the method of training, matters such as the availability of resources, the training capability and the structure and culture of the organization should be considered. The structure and culture of the organization often have large influences on the training activities.

2.3.3 Training evaluation

The results of training mean how the trainee apply the knowledge, skills and others acquired from training to work. The purpose of training evaluation is to assess whether the training objectives are reached and find the problems to improve training work.

Rule of training evaluation

Proper Training evaluation is an important process in the training work. Training evaluation is complicated because of various training methods. The rule of training evaluation is the result of training should be assessed from practice, not from training process. (Zeng, 2007, 63)

The result of training should be evaluated from validity of training and benefits from training. Validity of training means the achievement of training objectives. Benefits mean what benefits the training could bring to organization (economic and social benefits). (Zeng, 2007, 64)

The methods of training evaluation

1. cost-benefit method
   1) training objectives should be clearly identified
   2) training programs which are feasible could be compared

3) to reflect the quality of training in reality

4) to think about the opportunity cost of training program

5) to calculate returns period of training program, and to consider the benefits for other programs from this

6) the assessment is based on the effective benefits for business

2. training evaluation by report

Employees report the training results to department managers after completing the training. Through the communication between manager and employee, manager could know about the achievement of training objectives, examine employee's new knowledge, new skills and new attitude towards job. (Zeng, 2007, 64)

3. training evaluation by questionnaire

After the training, human resource management department provide trainees with questionnaire in bearer form. Through Collection and analysis of questionnaire after receiving from trainee, the suggestion for training from trainee, the improvement from training could be found. Human resource management department improve the training in terms of these surveys. (Zeng, 2007, 64)

4. record of training evaluation

Records of training evaluation are documentation report results of evaluation. It helps us to grasp all of previous training and provide reference for future training. The record should be accurate and detailed. (Zeng, 2007, 64)

3 HRM AND TRAINING IN CHINA

3.1 HRM in China

Economic reforms in China have attracted a great deal of foreign investments

coming into market. There is new regulation which allow both local Chinese companies and foreign invested companies deal with issues on employment relationship. Some argues that employment systems in Asian country is similar as the common HRM approaches, another viewpoint thinks that the HRM systems become unique through the time. It means they agree that an Asian model of HRM is in existence. The characteristics of the Asian model are non-adversarial relationships; few unions or unions (as in China) that are closely controlled by the state; and low public rate of industrial conflict. However, academics has realized that the Asian bloc is far away from homogeneous, and the different national histories and cultures lead to the differences in HRM systems (Beardwell & Claydon, 2007).

Although definitions of personnel management and human resource management are various, modern western thinking on determining personnel issues is based on the assumptions such as the primary performance to organization success by motivated people, the compatibility of individual and corporate interests, the importance of establishing organization culture, and the responsibility of senior management. It pays attention to systematic recruitment and selection, training and development, motivation through employee involvement and participation in work and its assessment procedures and rewards systems. This concept of human resource management is not found in Chinese companies (Beardwell & Claydon, 2007.)

There are some debates that discuss which HRM approach is adopted in China. Some enterprises adopt and practice the western models of HRM approach, but it seems that the models are not worked effectively and it could not to be widespread. The linkages between HRM and organizational performance within the Chinese companies are discussed as well. When companies had a strong integration between HRM and strategy, organizational performance is going to be positively influenced by HRM and

organization strategy. There is also the positive relationships between performance-based rewards, individual performance assessment and organizational performance (Beardwell & Claydon, 2007.)

3.1.1 Key developments in HRM in China

New labour legislation came into effect in late 2006. One of the key points is that the new legislation focuses on the protection of employees' interests. For example, the legislation looks at problems such as the existing common problems of infringing employees legitimate interests (especially in small to medium-sized firms), employor default the salaries of workers, the solution of this kind of problems are settle in the new law. It also give employees the right to terminate the employment relationship if their employers fail to purchase social insurance for them according to the law (Li, 2006,3).

One of the reforms is there is more mobility within the Chinese labour market. There is obvious evidence regarding the recruitment and selection practices in China. For example, Zhu and Dowling (2002, 569-597) found that recruitment and selection practices were influenced by political bureaucracy to some extent in the past, and in recent years, it was more affected by concerns of economic and market. The selection standard transferred from personal political background to personal capability. This situation was more within foreign invested enterprises.

One of the HR problems faced in China is the large scale of training and development is needed in order to develop the business. China has a large number of unskilled and semi-skilled labour force, but there is few managerial employees and engineers with the skills and knowledge that could meet the requirement of modern industry and commerce (Ding and Warner, 1999, cited by Beardwell & Claydon, 2007). There remains a lack of systematic training within companies. Foreign investors in joint ventures could find that

Chinese partners often request an amount of overseas training for local employees. FIEs also experience problem that it is difficult to retain staff they have trained, those skilled managerial and technical employees enter the labour market for other expected work(Tsang, 1994, cited by Beardwell & Claydon, 2007). Training and development issues are continuing concerns for the future within China.

Trade unions have played a different role within Chinese enterprises, it concentrates on welfare issues and assist in production issues. Trade unions played the role of 'watchdog' on the issues such as health and safety and workers' rights. However, there are some changes have happened. Zhu and Warner (2005, 354-369) observe that after China join the WTO, the status of trade unions have been strengthened. Except the traditional welfare activities, trade unions are involved in activities such as lay-offs, re-employment and dispute settlement.

3.1.2 Some issues influencing HRM in China

Some factors influence the management of people in China. These include the impact of culture, the lack of managerial skills, problem of labour discipline, and dealing with low motivation.

Warner (2000, cited by Beardwell & Claydon, 2007) has noted that there still remains divergence of HRM within the Asian countries. One of the reasons is that national culture influences on the human resoure systems. There is much evidence states that FIEs often find it difficulties to operate business within China. Through the analysis, it is found that some of the problems are caused by a lack of understanding of Chinese culture (Chow, 2004, cited by Beardwell & Claydon, 2007). These problems are usually happened between foreign and Chinese partners.

The concept of culture is usually difficult to identified, it is hard to generalize it which could fit all individuals and groups within a country, even a city. China is a big country and it consists of many lands. It could be found that the culture difference exists between people from north and from south. Thus it is helpful to outline some of features related to Chinese culture that will affect the understanding of HR issues within the companies, such as SOEs and FIEs.

One of the issues affecting China today is a shortage of appropriate management skills. The development of managerial skills is a key issue which should be focused on in the future.

Two linked issues are the problems of labour discipline and low motivation. Evidence suggests that Chinese managers are often unwilling to discipline staff, since they think that will occur conflict between managers and employees. They would prefer to avoid it and maintain harmony. Lack of the understanding of motivation leads to the low level of motivating work. (Tsang, 1994, cited by Beardwell & Claydon, 2007)

3.2 Training in China

In the China, the liberalization of the economy required managers to make market-based decisions. Managers studied the management knowledge and skills that were mainly obtained through learning from Western-based management development programmes. Branine (2005) made research to evaluate how Chinese managers perceive and respond to training and management development programmes provided by Western experts and to explore the success or failure in their learning outcomes.

It was found there were some difficulties in having training programmes by western experts. The main obstacles to the implementation of western management training programmes in China were related to the difficulty in

understanding Chinese managers' approach to learning of management by western experts. The Chinese approach to learning and management development is teacher-centered. In China, teachers and trainers are expected to dominate the process of learning and have a significant power in influencing the learning environment. The learning is generally passive rather than active, and based on taking notes and memorizing them. This passive and trainer-centered approach had created a number of obstacles to the transfer of knowledge and skills from the Western people to Chinese since their different attitude to learning. The study found that the training approach learned from western style should be localized before it is in practices so that there would be successful training outcomes (Branine, 2005.)

As more and more Chinese firms enter the international area, international HRM has become more important. However, lack of the training and development existed in Chinese MNEs. It was seemed that the Chinese MNEs was unaware of the importance of training and development. They lacked commitment to employee development and do not paid attention to nurturing and retaining the capable people. Even they had the training, it emphasized on morality and seniority in the development. The training mainly held by institutional outsider. Moreover, only a few companies in China, ususlly JVs and FOEs, thought that performance appraisal connected to management development (Shen & Darby, 2006.)

4 METHODOLOGY

4.1 Research approach

The research of this study is mainly executed by one of qualitative methods – interview. Some secondary information is used also to complement the work. The interview is flexible, researcher could adjust the question according to the answer. The information collected by interview are accurate and deep.

The secondary data is gathered from the interviewer also. It is the internal data collected by company.

Research methodology is the approach that a researcher uses to investigate a subject. Secondary research means that the data researcher has is 'second-hand', other people collected the original data. When the researcher compile new data by himself, for example by interviewing respondents, this is called primary research. Secondary data can be gathered through internal records and reports of research which is previously carried out for the company.

Qualitative research is broadly defined that any findings of one kind of research is not carried out through some statistical process. Qualitative research looks for the answer of 'why', not the 'how' of its topic, it is mainly through the analysis of unstructured information. Qualitative research is used to gain insight into people's attitudes, behaviours, concerns, motivations, aspirations, culture or lifestyles so that researcher could make more deep and accurate work.

Qualitative methods focus on understanding respondents point of view. It is oriented to explore the process. Through personal interview, detailed questions could be identified, researcher could adjust the question accordingly during the interview process. Researcher could observe respondents body language though face-to-face Interview so as to do the research in more appropriate way, such as motivate interviewee to join the survey, gain more accurate answers and both parties could be more satisfied. However, it takes much time to make interview.

The research was done by interviewing with the HR manager within case company. HR manager is the person who is responsible for the management of personnel and arrangement of HRM activities in the company. He is the

right person who could provide the information researcher wants. Researcher sent the respondent the questionnaire before the interview so that the respondent have general idea what topic would be studied and respondent prepared some information could be useful for researcher. The interview was semi-structued and carried out approximate one hour. Interview was started by the question listed on the paper, and then the question was modified according to respondent's answers. The obtained information was analyzed and interpreted by researcher.

4.2 Company

Shanghai electric power transmission & distribution group is one of industry group of Shanghai Electric Power. It locates in Shanghai. The whole group has more than 30,000 employees, and annual sales reaches thirty billion. It specializes in manufacture, sales, research of transmission & distribution product and equipment, and transmission and distribution engineering contracting and international trade. Through long-term development, transformation and joint ventures, product range expands to transformer, circuit breakers, gas-insulated switchgear (GIS), isolating switches, surge arresters, power capacitors, casing, relay protection and monitoring equipment, box-type substation, the low-voltage switchgear, low voltage electrical control system and wind power products. Group provides a wide range of electrical appliances and large sets of equipment and systems device for electric power, water, rail transportation, postal and telecommunications, textile petrochemical, metallurgical and mining, construction projects.

After development for more than 50 years, it has become one of China's largest production bases of electrical appliances. Over the years, it has set up joint ventures with some international well-known companies such as Siemens, ABB.

Group adheres to the innovative, efficient, and reliable idea, Through extensive cooperation with multinational corporations, group provides customers with advanced technology and equipment and undertakes power transmission and distribution projects contracting business to the implementation of turnkey projects.

5 RESULTS: KEY FINDINGS

5.1 Analysis of status of HRM in company (Q1)

Respondent expresses that human resources management should be in the central position on business management through their practices.

Through respondent own experience, he thinks that a good manager always regards personnel as the principal and power of management if manager would like to make effective management. Management is the technology of doing various jobs by people. The human management is not administering person but it is obtaining person so that it achieves the best cooperation between person and affairs.

Respondent shows that human management is core of organizational management within the company. One of the essential objectives of management is to adapt specific method to fully exert person's positivity, initiative and creativity. Human resources management is studying how to reach reasonable configuration of organizational resources through regarding human resources as centre. Respondent thinks modern HRM breaks the restriction of traditional personnel management. It makes bigger progress than personnel management. It no longer regards person as a technical factor, and it identify person as developed potential factor which is special resource of development of organization. Company uses the new

administration, and by this approach, persons are not under strict supervision and control, organization provide them with various condition so that they could fully develop their initiative and potential. The waste of human resources and abuse of power is not acceptable, and organization is focused on development of human resources.

Human resources development is necessity within the organization development. Human resource is important element in the productivity factors. It is not just the renewable resources, sustainable resources, but is the capital resources. In modern organization development, human resource is an immeasurable asset which would bring great benefits for organization. The centre of the human resources management is to mobilize the people's positivity in order to explore potential. Modern business management within the company is focusing on development of human resources. Through the development and utilization of human resources, it improves the organizational performance.

5.2 Analysis of influence of HRM on business operation (Q2)

Respondent tells that human resource management is a part of organization strategy now. Human resources management department is not the original non-mainstream functional departments, it becomes strategic partner of other department. In practice, respondent thinks that strengthening human resource management has important effects on development of organization, improvement of organizational productivity and ensuring great benefits for organization. The influence(benefits) of HRM could be found from points below:

- Benefit for promoting organizational production and management. Respondent agrees that labour force is an important part of productivity. Through well-organized labour force, coordination between the labour

forces, and make the best use of labour force, it could be ensured that the production activities carried out systematically.

● Benefit for mobilizing the employees initiative and improving productivity. Respondent says: 'people have thoughts, feelings, dignity, we should respect these.' Thus organization has to provide employees working environment which they are needed so that they like their work and are willing to work. And under this circumstance, employees are positive to do their best on their own initiative in order to generate more efficient production results.

● Benefit for reducing consumption of labour, enhancing economic efficiency. Economic efficiency is comparison of consumption and earning in carrying out economic activities. The process of reducing the consumption of labour is the process of improving economic efficiency. Therefore, company thinks that the overall strengthening human resource management, organizing work force reasonably and configure human resources scientifically would help organization obtain maximal economic growth through minimum consumption of labour.

● Benefit for controlling cost of human resource and enhancing the organizational competitive advantage and sustainable development capability. Respondent thinks human resource management have crucial effect on the control of cost of human resource. He says that the current competition is essentially person competition, the competitiveness is shown from costs of human resources. Human resource management is responsible for the expenditure of the direction of human resources and the long-term planning of human resources, and it plays the important role in performance evaluation and enterprise management. Human resource management in enterprises has decisive function in sustainable development strategy.

5.3 Analysis of application of HRM (Q3&Q4)

Through the interview, it is obvious to find that company has paid much attention on the HRM. Respondent explains their HRM systems in details. The effective HRM system includes following approaches:

• To create comprehensive and distinctive human resource information database

Respondent says: "Person" and "wealth" are often the most basic points in the company, and "Person" should be more strategic than "wealth". It means human issues should be focused. It is necessary to establish integrated human resources information management system. Managers from different departments within the company command employees' detailed material conveniently after the establishment of human resources information system. In addition to the basic information such as age, qualification and employment experience, title and so on, managers could learn about the employee's interests, social relations, training times, etc. It builds up a huge personnel information network. Within this network, there are many valuable resources and even far exceed client resources.

• To establish long-term, systematic training system

Except recruiting talent, it is worth to mention that the employees' training cannot be ignored. Well-planned training enable employees to accept new knowledge, new information and new skills, it is effective shortcut of improving the quality of working team. Respondent says that their purpose is employee could grow under organizational environment and have good relationships with organization.

In order to reach the goals, company formulates a set of training plan and training model in the enterprises, For example, new employee education,

senior managers training, and professional technical training, etc. Through a series of education and training to strengthen the concept and regulation, the staff are deeply felt "I am a member of the enterprise, I must …" Respondent expresses that advanced concepts of organization, organizational culture, management model should be remembered by everyone by training.

- Implementation of humanizing management

  Attractiveness and vitality of enterprises are from remuneration, career development, training, management model. Respondent mentions success of company is based on the 'person'. Enterprises should remain the person who is helpful for organization and loyal to organization by humanizing management, such as career planning for staff, effective reward system. Company wants to leave employees' loyalty and their more efficient work to help them get better performance.

Respondent also states that systematic HRM brings organization big effects, it could be summarized into nine points:

1. To improve the individual and organizational performance
2. To ensure the close connection between personnel policy and regulation and organizational performance, to maintain the appropriate continuity between personnel policy and regulation
3. To ensure the unity between personnel policy and organizational objectives
4. To facilitate establishment of organizational culture
5. To create the ideal organization environment and form good working style
6. To create flexible organization system in order to adapt organizational transformation
7. To ensure and improve the rationality and flexibility of organizational structure and work distribution
8. To develop employees' potential adequately

9. To maintain and reform the quality of the workforce and the products and services of organization

5.4 Analysis of HRM activities (Q5)

During the interview, respondent introduces their understanding and important experience of recruitment, training, performance assessment, remuneration, labour relationships. It is concludes as follows:

1. Recruitment and selection

Recruitment and selection is procedure for choosing person who is competent for the vacancy. Respondent thinks market competition is ultimately talent competition. With the economic development, the demands for talent are increasing in the various industries. Company agrees that recruiting talent people accelerate the development of enterprises.

2. Training

Respondent says training and development is the activity which enable employees to obtain or improve knowledge, skills, motivation, attitudes and behavior related to job so that employee performance and contributions to the organization is rise. Thus enterprise design well-planned and systematic training for employees. Through the training, organization focused on the recognition, confirmation and development of the ability of the individual in order to make employees work better.

3. Performance assessment

Respondent states that performance assessment is very important in the company. The purpose of evaluation of personnel performance is for planning human resources and identifying the remuneration, motivating and developing employees' potential. In addition to helping enterprises achieve the desired objectives, performance assessments could help employees

strengthen self-discipline.

4. Remuneration

Salary is one way that enterprise returns to staffs' work; it is the indispensable elements of labour compensation and development. Meanwhile, it is one factor of motivations for employee. Attractive Remuneration system within the company could motivate person try to work best and their contribution is important contribution for organization.

5. Labour relationships

Respondent shows that establishing good mechanisms for coordination of labour relationships help representatives of various trade unions maintain employees' legitimate benefits when they negotiate with organizations and government department. The representatives could try for the best benefits for employees under the good mechanisms.

5.5 Analysis of training model used (Q6)

Respondent says the company has chosen one kind of training model to arrange the training activity. From his statement, the model could be divided into four steps which need to be followed step by step.

First step, Analysis of Training demands. It helps company to find out following issues:
- the selection of appropriate training content and methods
- to identify improvements
- to search for knowledge and skills which help employees adapt business development in the organization

Second step, arrangement of training budget
Fees include: venue charges, the Board and lodging charges, training

equipment, textbooks, salary for relevant trainer and lecture costs for external employed trainer, and other related expenses, etc.

Cost distribution method:

- Training budget is generally spent on senior managers and key employees.

- A part of Training budget as concerns management training should be focused on senior manager in the enterprises

- Training budget relating to technical training should be concentrated on key technical personnel in the organization

Even though training has become important in the company, the budget is still limited. From cost distribution above, it is obvious that the training budget is not used widely for all employees. It is mainly focused on the top management and key technical employees. It means that few employees has opportunity to do training.

Three step, Implementation of Training programs

1. To set up the principles and requirements for training programs

2. To design contents of training program (including the overall content of training program, projects of departmental training implementation plan, etc.)

3. Procedures for Establishment of training programs

4. Defining a clear training objectives - identifying training groups - confirming training content - identifying training form and method - appraising trainer - selecting training time - ensuring training location – ensuring organizer of training - evaluation method - training budget – identifying clear logistics work - editing training plans

5. Key elements of preparation work for training

6. Training mobilization – to select training location – discipline of training — work schedules of training preparation

Four step, Training evaluation

Main approach:

- first-level assessment: feedback from trainee;
- second-level assessment: knowledge learned by trainee;
- third-level assessment: changes of performance made by organizer;
- fourth-level assessment: the improvement of organizational performance

The evaluation of training results is not conducted well as expected. Sometimes company does not evaluate training results especially the training is general for most of employees. After training, company usually has examination which assesses the results of training employees command. Company does not have follow-up research to assess whether employees apply training knowledge to work. However, training results means final exam results have big effect on promotion. Company promote employee based on the final examination after training.

5.6 Analysis of organizers of training (Q7)

The company is not the only organizer of training, they also participate in the training out of company. The main organizers of training which they join are:

1. Internal training by inner trainer within company
2. Internal training by trainer from outside of company
3. Open training held by other enterprises
4. Public training held by industry association

Respondent mentions the frequency of training is decided by different organizers. Industry association normally organize training for fixed period. Company have the training at the time they planned or when any time they need.

5.7 Analysis of needs analysis of training (Q8)

Respondent mentions they normally make need analysis so that they could decide who will be trained. The analysis could be conducted from three points of view:

1. Analysis of the reasons of gaps through performance assessment to determine which departments and personnel demand training

2. Collection and analysis of key events (any event which impact business processes) to determine the content of training

3. Survey for training needs to decide who needs training and the type of training

5.8 Analysis of contents of training (Q9)

Respondent states that they decide contents of training seperately. It differs from persons, jobs, etc. The training contents is various in the light of personnel work position and the training target. The contents could be mainly identified as follows:

• New employee training - in order to make employees understand the mission and vision of organization, providing new employees with specific information needed for the work and relevant regulation, helping employees build relationships with colleagues and working team

• Job rotation - Helping trainee enable to reach requirements of new position

• Accession training for promotion of leader - human resource management activities for those who is going to be promoted, it is aimed to reach the requirements of the senior position

• Specialized operation training for specific position - before employees start specialized job, it is needed to study professional knowledge

• Various types of on-the-job training

5.9 Analysis of methods of training (Q10)

Respondent enumerates nine menthods which they use in the training as follow:

1. Lectures
2. Demonstrations
3. Practices
4. Drilling
5. Visiting
6. Programmed instruction
7. Brainstorming
8. Case studies
9. Learning contract

Lectures are used most frequently since trainee could adapt this method easily. Respondent especially mentions that the method which is used also depends on the purpose of training, the number of trainee, the budget of the training, and so on.

5.10 Analysis of problems of training (Q11)

Respondent mentions that training is one difficulty in the human resource management. Organization invests human, finance, etc. in training, however, the results of training are not as expected. From respondent answers, some following reasons which influence the results of training could be summed up:

• Lack of systematic thinking, targeted training are not appropriate
• Lack of incentive mechanism and compulsory management system for training
• Lack of distinguish different object and needs
• Lack of assessment after training
• Lack of good implementation of systematic training

5.11 Summary of key findings (Table 1)

Findings on HRM	Findings on Training
HRM is in the central position on business management within company, and it is a part of organization strategy.	Company set up a training model.
HRM is benefit for promoting organizational production and management, mobilizing the employees initiative and improving productivity, reducing consumption, and controlling cost.	Need analysis for training are taken, Training contents and methods are different in the light of training objectives.
Effective HRM system includes HR information database, systematic training system, implementation of humanizing management	Training results are not as good as expected.

6 CONCLUSION AND SUGGESTION

With the advent of the knowledge economy era, business competition intensifies, customer requirements is more changeable, and electronical information network appears influence the real meaning of human resource management in organization. The human resource management transforms from simple administrative processing center to profit centre, and participate in the organization management in the perspective of strategy. It has absolute changes of position within the organization. From the study, it is obvious that organization has realized the importance of Human Resource Management for the development of organization and regards it as one partner of business strategy.

Company starts to establish HRM system by creating comprehensive and

distinctive human resource information database, establishing long-term, systematic training system, and implementation of humanizing management. Company focuses on having good remuneration system and effective training program. Company set up a systematic remuneration policy to ensure the employees' interests. The training program is designed for newcomers to help them take part in the work easily, and also for employees to enhance their competence.

However, there are some problems exist in the implementation of Human Resource Management which restrict the development of human resources management.

It is a gap between training and career development. Training becomes more popular. However, company exists blindness in the training issues. It could be shown as no good training plan, no training assessment, and no transformation of the results of training. In addition, the understanding of the training is too traditional or narrow. Company always looks at what they think employees need, and they ignore what employee really wants. This leads to the gap between training and career development. The results of the training brings benefits only for company but not for employees' career development. It is not real based on staff needs, but from company perspective.

Company have rewards system, and substance incentives and spirit incentives are both taken. However, the employees' working enthusiasm and initiative are not improved but bring a sense of dissatisfaction. The main reasons of this are company ignores the difference of needs between different persons who have been rewarded; second is there is no difference between incentive and rewards. To avoid such errors, company should pay much attention on designing and building of incentive system, and create a positive and progressive system environment for employees. Because employees need motivation to the principles, mechanisms and effect, and not

just wages, bonuses, stock and other forms.

Recruitment and selection and job allocation are separated, such as the selected persons work in the position which they are not good at. Company focuses on recruitment but not focus on vacancy they need. These mistakes sometimes happen within the company. To get out of this misunderstanding, company could do the following work:

- recruited personnel are appointed in reasonable position,
- make scientific job analysis, set up clear job descriptions and appointment instructions, so that there is standard in recruitment and selection;
- When selection, company could change the focus from previous experience to evaluate the capability of doing future job

There are also other small and detailed problem exist in the practice of HRM within company. It is needed to evaluate the process and improve it indefinitely. In addition to avoiding the mistakes, company should remember the unification of strategy and implement it case by case.

7 FURTHER RESEARCH

During the studies, some limitations of the research became apparent. Therefore, some suggestions could be mentioned for further research.

As the study indicated, the research was designed and made from the perspectives of company. Thus investigating how employee think about HRM and how they consider HRM is executed in the company is advisable.

The research was mainly focused on the general issues of HRM and training activities. However, also in relation to HRM, more detailed research could be identified to find out more specific issues such as recruitment and selection,

reward system, etc.

HRM continually develops in China, as well as the results presented in the study are transient. Further research could be conducted after certain period in order to research the development and study more.

REFERENCES

Beardwell, J and Claydon, T. 2007. Human Resource Management: a contemporary approach. 5th ed. FT: Prentice Hall.

Jobber, D. 2004. Principles and Practice of Marketing. 4th ed. Mc Graw Hill Education

McKenna, E. and Beech, N. 1995. The Essence of Human Resource Management. Prentice Hall Professional Technical Reference

Muller-Camen, M. Croucher, R. and Leigh, S. 2008. Human Resource Management: a case study approach. CIPD.

Poole, M. 1999. Human Resource Management: Critical Perspectives on Business and Management. Routledge.

Branine, M. 2005. Cross-cultural training of managers - An evaluation of a management development programme for Chinese managers, Journal of Management Development, Vol 24, No. 5

Shen, J. and Darby, R. 2006. Training and management development in Chinese multinational enterprises, The Journal of Employee Relations, Vol 28, No. 4

Alas, R. and Sun, W. 2007. Organizational changes in Chinese companies: a resource-based view, The Journal of Chinese Management Studies. Vol 1. No 4

Strategic Human Resource Management, May 2009. [Online], Path: http://www.cipd.co.uk/subjects/corpstrtgy/general/strathrm.htm [Citied: 10. 7.2009]

Liu, B.F and Yang, Q.F. 2004. Overview on organization training models. The Journal of Science and Technology policy and progress. No.4

Zhan, X.M. 2005. Managing Human Resources. 3rd ed. TsingHua University Press

Luo, Feng. 2009. Interviewee. Shanghai electric power transmission & distribution group

Human Resource Development and Management network. [Online], Path: http://www.hrdm.net/ [Citied: 10.10.2009]

Li, L. 2006. Labour contract law likely to pass this year, China Update, Squire Sanders and Dempsey L.L.P

Zhu, C. and Dowling, P.J. 2002, Staffing practices in translation: some empirical evidence from China, International Journal of Human Resource Management, vol. 13, No. 4, p569-597

Zhu, Y. and Warner, M. 2005, Changing Chinese employment relations since WTO accession, Personnel Review, vol. 34, No.3, p354-369

Zeng, M.H. 2007. Understanding the construction of training system. A field study. The Journal of Xuehui. No.7.

APPENDICES

Appendix 1. Questionnaire

Question 1 What is the position of human resource management in the organizational management?

Question 2 How does human resources management influence on the organizational operation?

Question 3 How does enterprise execute systematic human resource management?

Question 4 What is the impact of systematic HRM?

Question 5 How does the organization think about the key factors in Human Resource Management such as recruitment and selection, employment relationships, training?

Question 6 What is the common training model in the organization? E.g. demand analysis – training plan – training execution – training assessment

Question 7 What are the organizers of the training?

Question 8 How is the training targeted?

Question 9 What are the contents of training?

Question 10 What are the methods of training?

Question 11 What are the problems in the training?