

The Enlightenment of Japanese Enterprise Human Resource Management Mode to Chinese Enterprises

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Abstract: This paper aims to explore the enlightenment of the human resource management model of Japanese enterprises to Chinese enterprises. First, the overview and characteristics of human resource management of Japanese enterprises are introduced, including staff training and development, inheritance of corporate culture and values, performance management, employee incentive mechanism, talent introduction and retention, and adjustment of corporate organizational structure, etc. Then, through the case analysis, this paper deeply discusses the successful case of a Japanese enterprise in China and the reform practice of a Chinese enterprise. Finally, the paper summarizes the experience of human resource management for Chinese enterprises, and puts forward the prospect of future research.

Keywords: Japanese enterprise; Human resource management; Chinese enterprise; Enlightenment; Case analysis.

1. Introduction

With the acceleration of globalization, the investment and operation of Japanese enterprises in China are becoming more and more common in China, and their advanced human resource management mode has gradually attracted the attention of Chinese enterprises. This paper aims to explore the enlightenment of Japanese enterprises to Chinese enterprises, in order to provide useful management reference for Chinese enterprises.

The human resource management mode of Japanese enterprises has unique characteristics, such as emphasizing staff training and development, emphasizing the inheritance of corporate culture and values, and the implementation of performance management. These characteristics enable Japanese enterprises to maintain their competitive advantages in the face of fierce market competition. However, there are still some deficiencies in the human resource management of Chinese enterprises, such as insufficient investment in staff training and imperfect performance management mechanism. Therefore, through the study of the human resource management mode of Japanese enterprises, Chinese enterprises can learn from the experience and improve their own management level.

This paper will first summarize the characteristics of human resource management in Japanese enterprises and analyze its application status in Chinese enterprises. Then, through the in-depth analysis of the enlightenment of the human resource management mode of Japanese enterprises to Chinese enterprises, we discuss how to learn from and apply these inspirations in the actual operation. Next, this paper will take the successful case of a Japanese enterprise in China as an example to analyze the successful practice of its human resource management mode in China. Finally, we summarize the research results and prospects the future research directions.

The research significance of this paper lies in that, through the discussion of the human resource management mode of Japanese enterprises, it can provide a new management perspective for Chinese enterprises, which is helpful to improve the status of Chinese enterprises in the international competition. At the same time, it is also helpful to enrich and

improve the theoretical system of human resource management in Chinese enterprises, and to provide guidance for practical operation.

2. Overview of the Human Resource Management Model of Japanese Enterprises

2.1. Human resource management characteristics of Japanese enterprises

The human resource management model of Japanese enterprises has unique characteristics, which are largely influenced by the Japanese cultural and social context. The most striking feature is the emphasis on collectivism and the close collaboration between employees. In Japanese enterprises, employees are seen as a whole, teamwork spirit is highly emphasized, and individual achievements are often placed in a secondary position. In addition, Japanese companies also pay great attention to staff training and development. Enterprises believe that by constantly training employees, they can improve their skills and knowledge level, thus improving the competitiveness of the whole enterprise. Therefore, Japanese enterprises usually provide rich training opportunities for employees, including internal training, external training and on-the-job learning. In addition, the performance management of Japanese enterprises also has its own characteristics. Companies often set clear goals and assessment criteria, and measure employees' performance through regular performance evaluations. The evaluation results often directly affect the salary, promotion, career development and other aspects of [1].

In Japanese enterprises, the employee incentive mechanism is also an important feature. In addition to material incentives, such as compensation and benefits, Japanese companies also pay great attention to non-material incentives, such as recognition and promotion. In addition, the inheritance of corporate culture and values is also a feature of human resource management in Japanese enterprises. Companies usually strengthen their corporate culture through various forms of ceremonies and activities, so that employees can better understand and identify with the values of the company.

In general, the human resource management model of

Japanese enterprises emphasize teamwork, employee training and development, performance management, employee motivation, and the inheritance of corporate culture and values. These characteristics play an important role in improving the competitiveness of enterprises and employee satisfaction [2].

2.2. Development history of human resource management in Japanese enterprises

The development process of human resource management in Japanese enterprises can be divided into three stages: traditional stage, change stage and globalization stage.

In the traditional stage, the human resource management of Japanese enterprises mainly focuses on the training and career development of employees, and emphasizes the loyalty of employees and the spirit of collectivism. Through long-term employment system, internal promotion mechanism and lifelong learning system, enterprises cultivate employees' comprehensive skills and comprehensive quality. In addition, Japanese enterprises also focus on employee welfare and incentive mechanism to improve their work enthusiasm and satisfaction [3].

With the advent of economic globalization, Japanese enterprises face new challenges and opportunities. In the stage of change, Japanese enterprises began to focus on attracting and retaining excellent talents, as well as improving their innovation ability and competitiveness. Companies began to introduce more flexible human resource management strategies, such as open recruitment systems, diversified training programs, and personalized incentive mechanisms. At the same time, enterprises also began to pay attention to the management and training of international talents, in order to meet the needs of the global market.

In the stage of globalization, Japanese enterprises further strengthen the management and innovation of human resources. Through the establishment of a global human resource management system, enterprises can realize the optimal allocation and utilization of talents. Enterprises focus on cultivating talents with international vision and cross-cultural communication skills to meet the challenges of global competition and cooperation. In addition, enterprises also through information technology and data analysis means to improve the efficiency and effect of human resource management [4].

In general, the development process of human resource management in Japanese enterprises is a process of constant change and innovation. By adapting to the needs of economic globalization, enterprises constantly optimize their human resource management strategies to improve their competitiveness and sustainable development ability.

3. Enlightenment of Japanese Enterprise Human Resource Management Mode for Chinese Enterprises

3.1. Staff training and development

The human resource management model of Japanese enterprises gives Chinese enterprises many inspirations in terms of staff training and development. First of all, Japanese enterprises pay attention to employee career planning and provide rich training opportunities for employees to improve their professional skills and comprehensive quality. Secondly,

Japanese enterprises emphasize practical training, and let employees master knowledge and skills in practical work through mentoring system and other means. In addition, Japanese enterprises also pay attention to the development of employee potential, through talent reserve and selection mechanism.

In China, many enterprises have not fully realized the importance of employee training and development, leading to the limited quality and ability of employees, and the decline of enterprise competitiveness. Therefore, Chinese enterprises can learn from the experience of Japanese enterprises and strengthen staff training and development work. First of all, enterprises should formulate detailed employee training plans to ensure that the training content is practical and targeted to improve employees' working skills. Secondly, enterprises can stimulate the potential of employees and provide promotion opportunities for employees by means of internal selection and job rotation. Finally, enterprises should pay attention to employees' personal growth, encourage them to learn by themselves, and improve their professional quality.

In short, the experience of Japanese enterprise human resource management model in staff training and development is of reference significance to Chinese enterprises. By strengthening staff training and development, Chinese enterprises can improve the quality of employees, enhance their competitiveness, and achieve sustainable development.

3.2. Inheritance of corporate culture and values

Japanese enterprises attach great importance to the inheritance of corporate culture and values in human resource management. In Japanese enterprises, corporate culture is regarded as the soul of enterprises and the internal power to promote their development. Enterprises through a series of systems and activities to inherit and carry forward the corporate culture, so that it becomes a common code of conduct followed by employees [6].

First of all, Japanese enterprises cultivate employees' identity of corporate culture through the inheritance of corporate history and tradition. Companies will compile history and culture, corporate philosophy and values into manuals, requiring new employees to read and recite. At the same time, the enterprise will also regularly hold commemorative activities, such as the founding anniversary, celebration activities, etc., so that employees can have a deep understanding of the history and culture of the enterprise, so as to enhance the sense of belonging and pride of the enterprise. Secondly, Japanese enterprises pay attention to implementing the corporate culture in their daily work. Companies develop a series of rules and regulations to ensure that employees can follow the corporate culture in their daily work. For example, enterprises will formulate strict work discipline, requiring employees to arrive on time, stick to their posts, and cultivate their professional dedication and sense of responsibility. In addition, the enterprise will also through team building activities, staff training and other ways to let employees experience the corporate culture in practice, improve their teamwork ability and communication ability [7]. Third, Japanese companies emphasize the role model of leaders. Corporate leaders are the disseminators and practitioners of corporate culture, and their words and deeds play an important exemplary role for employees. Business leaders will take the lead in abiding by the corporate culture

and values, and influence and infect employees with their own actions. At the same time, enterprises will regularly train corporate culture for leaders to ensure that they can implement corporate culture in the leadership process. Finally, Japanese enterprises strengthen their corporate culture through employee incentive mechanism. The enterprise will give corresponding rewards and promotion opportunities according to the employees' recognition and practice of the corporate culture. In this way, employees will more actively practice the corporate culture in their work, thus forming a good corporate culture atmosphere [8].

In short, Japanese enterprises attach great importance to the inheritance of corporate culture and values in human resource management. By means of historical inheritance, daily implementation, leadership example and incentive mechanism, the corporate culture has become the code of conduct jointly followed by the employees, which provides a strong internal power for the development of the enterprise. This has a very good inspiration effect for Chinese enterprises. In Chinese enterprises, we should also pay attention to the inheritance of corporate culture and values, so that it will become the common goal pursued by employees, so as to promote the development of enterprises.

3.3. Performance management

The performance management mode of Japanese enterprises has important enlightenment for Chinese enterprises. First of all, Japanese enterprises pay attention to the comprehensiveness of performance management, not only on the short-term work results of employees, but also on their ability growth and career development. This makes performance management not only a means of evaluation, but also a tool for employee development. Secondly, the performance management of Japanese enterprises is highly communicative. Managers and employees will regularly communicate with their performance to help employees clarify their work goals and expectations, and provide necessary support and resources. This communication mechanism helps to improve employee job satisfaction and performance. Finally, the performance management of Japanese enterprises is highly motivating. By setting multi-level performance goals and problem solving, employees' work enthusiasm and innovation ability are stimulated. In addition, the results of performance management will also affect employees' salary, promotion and training, making employees pay more attention to the results of performance management [9].

Chinese enterprises in terms of Japanese enterprises can learn from the experience of performance management, strengthen the performance management of comprehensive, pay attention to the ability of employee growth and development, improve the performance management of communication, strengthen the communication between managers and employees, and improve the performance management incentive, stimulate staff's work enthusiasm and innovation ability. At the same time, Chinese enterprises should also design their own performance management mechanism according to their own actual situation, to ensure that the performance management can really play its due role.

3.4. Employee incentive mechanism

The employee incentive mechanism of Japanese enterprises makes important contributions to their competitiveness in the global market. One of the striking

features is that Japanese companies focus on long-term incentives for their employees, rather than just short-term material rewards. This is reflected in the multiple aspects of the [10].

First of all, Japanese enterprises generally implement the lifelong employment system, which guarantees the job stability and career development path of employees. The promotion and salary adjustment of employees in the company are often linked to their working years and performance. Such long-term job security and career development expectation greatly enhance the sense of belonging and loyalty of employees. Secondly, Japanese companies emphasize collectivism and team spirit. Employees are not only an individual in the company, but also a part of the team. Enterprises through various team activities and ceremonies to strengthen the team awareness of employees, so that employees feel the support and pressure from the team in the work, so as to stimulate the work motivation [11]. Moreover, the incentive mechanism of Japanese enterprises also includes career development incentives. Enterprises provide employees with rich career development paths and training opportunities, so that employees can constantly improve their professional skills and comprehensive quality. This opportunity for career growth allows employees to see their future development in the enterprise, thus stimulating their work enthusiasm and creativity. In addition, Japanese companies focus on spiritual incentives, such as recognition and respect for the contributions of employees, providing work-life balance support, and creating a positive work environment. These non-material rewards are equally important for improving employee satisfaction and loyalty.

In short, the employee incentive mechanism of Japanese enterprises focuses on the long-term and comprehensive nature, including not only material rewards, but also career development, spiritual motivation and team building. This diversified incentive mode has important enlightenment significance for stimulating the potential of employees and promoting the sustainable development of enterprises. When learning from it, Chinese enterprises should combine their own actual situation, innovatively develop their own suitable employee incentive mechanism, so as to improve the competitiveness of enterprises and employee happiness [12].

3.5. Talent introduction and retention

Japanese enterprises have many successful experiences in talent introduction and retention, which are of important reference significance for Chinese enterprises.

First, Japanese companies focus on the diversification of talents. In the recruitment process, they not only pay attention to the professional skills and work experience, but also focus on the comprehensive quality and adaptability of the applicant. This can help enterprises to establish a diversified talent team, improve the innovation ability and competitiveness of enterprises [13]. Secondly, Japanese enterprises focus on the cultivation and development of talents. They provide rich training opportunities and development space for employees, so that employees can continuously improve their abilities and skills. At the same time, they also improve the retention rate of employees through internal promotion. Moreover, Japanese companies focus on the work and life balance of talents. They arrange the working hours of employees reasonably, provide a perfect welfare system, and pay attention to the physical and mental health of employees. This

not only improves the work efficiency of employees, but also increases the sense of belonging and loyalty of employees to the enterprise [14]. Finally, Japanese companies pay attention to talent incentives. They stimulate their motivation and creativity through fair pay systems, promotion opportunities, and incentives. This will help to attract and retain excellent talents and provide continuous impetus for the development of the enterprise.

To sum up, the successful experience of Japanese enterprises in talent introduction and retention shows that enterprises should pay attention to talent diversification, training and development, work and life balance, and motivation. Through these measures, Chinese enterprises can better attract and retain excellent talents, and improve their competitiveness and sustainable development ability of [15].

3.6. Adjustment of enterprise organizational structure

The human resource management mode of Japanese enterprises has brought many enlightenment to Chinese enterprises in the adjustment of their organizational structure. First, Japanese companies emphasize teamwork and collective decision-making, a corporate culture that will flatter the organizational structure to facilitate information flow and employee communication. In Chinese enterprises, excessive centralization or excessive hierarchical organizational structure often leads to slow decision-making and poor information transmission. Therefore, learning from the experience of Japanese enterprises, appropriately reducing management levels and increasing team autonomy can improve the flexibility of enterprises and the ability to respond to market changes. Secondly, Japanese enterprises pay attention to internal training in terms of employee promotion and career development, which helps to form a stable corporate culture and a sense of social responsibility. Chinese companies can learn from this and increase the training and promotion opportunities for their internal employees, so as to reduce the brain drain and improve their job satisfaction and loyalty. At the same time, it also promotes good communication and coordination between all levels within the enterprise. In addition, the lifelong employment system of Japanese enterprises and the social security for their employees are also important factors in their organizational restructuring. This system not only provides stable career security for employees, but also enables enterprises to better cope with economic fluctuations. Chinese enterprises can establish a more perfect employee welfare and security system to improve their work enthusiasm and reduce the brain drain.

In short, the experience of the human resource management mode of Japanese enterprises in the adjustment of enterprise organizational structure has an important reference value for improving the organizational efficiency of Chinese enterprises, enhancing the market competitiveness and cultivating a long-term and stable staff team. By absorbing and drawing on these experiences, Chinese enterprises can remain competitive in the changing market environment and achieve sustainable development.

4. Case Analysis

4.1. Successful case of a Japanese enterprise in China

A Japanese enterprise (hereinafter referred to as Company

A) is A multinational company with A business worldwide, and its development in the Chinese market has achieved remarkable success. The following is an analysis of the success cases of Company A in China.

When entering the Chinese market, Company A fully understands and respects the Chinese culture, law and business environment. They actively establish partnerships with the Chinese government and follow the Chinese laws and regulations to ensure the legality and compliance of their business in the Chinese market.

Its success in China also lies in its excellent human resource management. They focus on the training and development of their employees, and provide them with rich training opportunities and career development paths. In addition, Company A also pays attention to the construction of employee incentive mechanism, and stimulates the enthusiasm and creativity of employees by providing competitive compensation and benefits, promotion opportunities and reward system.

Company A also actively introduces and retains talents. They attract talented people to join the company by providing a good working environment, training opportunities and development prospects. At the same time, Company A pays attention to the retention of employees, and improves employee satisfaction and loyalty by establishing A good corporate culture, employee relations and welfare benefits.

In addition, Company A also cooperates with Chinese enterprises to jointly carry out research and development and production activities to realize resource sharing and technological innovation. They actively establish strategic partnerships with Chinese enterprises to jointly explore the market and improve their competitiveness.

In conclusion, the success of Company A in the Chinese market shows that respect and understanding of the local market and culture, excellent human resource management, talent introduction and retention, and cooperation with local companies are key to the success of Japanese companies in China. These experiences are also useful for other Japanese and Chinese companies.

4.2. The reform practice of a Chinese enterprise

Under the pressure of market competition and internal development, a Chinese enterprise has started a series of reform practices, among which the reform of human resource management is the key link. First of all, the enterprise realizes the importance of employee training and development, and invests more resources in the training to improve the professional skills and comprehensive quality of the employees. Secondly, the enterprise began to pay attention to the inheritance of corporate culture and values, through various forms of internal training and activities, strengthen the corporate culture, and enhance the sense of belonging and identity of employees.

In terms of performance management, enterprises have adopted a more scientific and reasonable evaluation system, which focuses not only on the performance of employees, but also on their development potential. By setting up a clear performance target and development path, stimulate the work enthusiasm and enterprise of employees. At the same time, the enterprise has also improved the employee incentive mechanism. In addition to the basic compensation and welfare, it also adds diversified incentive methods, such as equity incentive and promotion opportunities, to meet the

needs of different employees and improve their satisfaction and loyalty. In terms of talent introduction and retention, the enterprise has adopted a more open and flexible strategy, and continuously improved the talent competitiveness by combining the introduction of external talents and cultivating internal talents. At the same time, enterprises also pay attention to optimize the organizational structure, by adjusting the management level and management range, improve the decision-making efficiency and execution.

In general, the Chinese company has made some achievements in the reform of human resource management, but it also faces some challenges, such as how to balance the interests of employees and the company, and how to establish a long-term and stable cooperative relationship. In the future, enterprises need to continue to deepen the reform of human resource management to adapt to the changing market environment and enterprise needs.

5. Conclusion

Chinese enterprises should actively learn from the successful experiences of Japanese companies in human resource management, and continuously innovate and improve their own human resource management mechanisms by integrating their actual conditions. Firstly, Chinese enterprises should strengthen employee training and development, enhance employees' professional skills and comprehensive qualities, and provide talent assurance for the sustainable development of the enterprise. Secondly, Chinese enterprises should focus on the inheritance of corporate culture and values, strengthen employees' sense of belonging and identification, and form shared values and behavioral norms. In terms of performance management, Chinese enterprises should adopt a scientific and reasonable evaluation system that not only focuses on employees' performance but also on their development potential, thereby stimulating employees' work enthusiasm and innovation capabilities. Meanwhile, Chinese enterprises should also improve employee incentive mechanisms, adopt diversified incentive methods to meet the needs of different employees, and enhance employee satisfaction and loyalty. In terms of talent acquisition and retention, Chinese enterprises should adopt open and flexible strategies to attract and retain outstanding talents, providing continuous momentum for the enterprise's development. Finally, Chinese enterprises should optimize their organizational structures to improve decision-making efficiency and execution capability, in order to adapt to the constantly changing market environment and enterprise needs. Through the implementation of these measures, Chinese enterprises can continuously enhance their human resource management level, strengthen their competitiveness, and sustain their development capabilities.

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