

公司文化調查

Henry R Migliore, Rinne T Martin,
Robert E Stevens, David L Loudon

全球的經濟狀況與環境，在九〇年代及以後將會日趨分化和複雜。商業機構在結構與規模方面將需作出重大的轉變。公司文化可以成爲促進或阻礙轉變的一股強大力量。商業機構必須先評估本身的現有文化，藉此釐訂在哪些方面需要作出改變。商業機構的領導者已開始明白到，若要在新的世界環境中保持競爭能力，單靠重組、改革及推行新的培訓計劃已不足夠。爲了成功，它們必須開始改造本身的公司文化。

界定公司文化

文化的定義是：「構成一個社區或羣體之特質的一切公開傳播的行爲模式、藝術、信仰、制度及所有其他人爲產品與思想。」根據這個定義，公司文化又衍生出許多不同的定義，而且常常爲人所誤解。一間公司的文化一般被視爲一套完整的信念、道德觀、價值觀、意識形態、假設及表徵。此外，我們亦可將之視爲「公司成員對於他們滿足市場要求及在市場中競爭的整體能力所持有的信念；以及他們對這些信念系統的行爲反應。公司的文化會透過員工及管理人員在工作過程中所表現的態度、行爲、信念系統、承擔、夢想及價值顯露出來。」Seafirst Corporation的主席暨行政總裁Richard Cooley更簡單地把公司文化界定爲「公司的行事方式」。

公司文化的另一個定義就是「公司上下廣泛接受的基本而持久的價值觀與信念。這些價值觀與信念構成了

公司文化的內容，而且成爲理所當然的共識，透過種種經歷、象徵、禮儀習慣及語言系統而被強化。雖然這些價值觀與信念並無實體及不可眼見，但卻可以從文化的具體或可見現象中區別出來。」公司文化尚有另一個解釋——「文化指作爲公司的管理習慣與行爲之基礎的背後價值觀、信念及原則；而公司的管理習慣與行爲又體現及強化了這些基本原則。」

大部分研究人員認爲公司文化就是指構成每間公司的中央個性的信念、原則及行爲模式。當中包括了公司的衣著習慣、思想體系、公共機能、溝通、實質物品以及現實環境。

文化乃是基本假設的模範。某個團體發明、發現或樹立了這個模範，然後藉助它來學習如何處理適應外界及團結內部等問題。這個模範經過仔細的設計，並且被認爲是有效的。因此新的員工都被教導學效這個模範、依照它來思考、感覺及分析其他問題。

我們可以從不同的層面去分析公司文化。所謂「可見的人爲因素」或公司的既有環境，也就是指一些可見可聞的行爲模式、規章、建制、技術、幫助僱員認識工作環境的資料、公開的文件、信條或者是政策指引等等。這方面的公司文化很容易被發現，不過要加以解釋卻有困難。我們可以辨別員工的行爲模式，但卻很難知道是甚麼導致公司的行爲。

所有公司都有一些指導着其行爲的價值觀，不過這種自然形成的價值系統卻並不清晰，而且很難直接地觀察得到。因此，公司必須研究本身的文件資料及規章，或者會見主要的人員，藉以搜集一些具體的資料。但即使如此，問題仍未完全解決，因爲這些「價值」資料只是個人對其行爲的理解，而不能反映出通常被隱藏着或無意識的真正行爲動機。爲了探求公司文化的根源，我們必須把這些隱藏在表面行爲背後的動機發掘出來。

關於公司文化的凝聚力量，可以有許多不同的見解。不少學者認為具有經仔細界定指導信念的堅定文化，比缺少滙聚力的薄弱文化更好。日本的機構其實就是把公司文化概念擴大至國家規模；在這樣的國家之中、商業機構、銀行界及政府之間已建立起相當緊密的連繫。

商業機構都具有根深蒂固的文化。一般相信，堅定的文化代表着機構成員之間的協定。此外，堅定的文化可以令所有希望在公司架構內或成員組織之中擔當活躍角色的人加深聯繫。除了價值觀與意識形態之外，這種關係的緊密程度及諧協程度，亦可用來衡量內部的契合或歸屬感等文化特質。

Dension公布的一項近期研究顯示，在接受調查的機構之中，有5間的業務效率與其文化有密切的關聯。該研究更把Procter & Gamble以及Texas Commerce Bankshares引述為文化高度統一的例子。

文化對於公司的管理並無影響是顯示易見的。當然，公司的管理可以是好、是壞；積極、消極；有效率或無效率。舉例來說，根據Blake及Mouton的觀察，公司文化既可令公司的業務變得穩固，亦可令它一敗塗地。在理想的情況下，公司文化可以刺激員工努力生產及完成工作任務；令公司上下均注重卓越的表現；以及對公司的短期運作和長遠的計劃產生重大和有建設性的影響。而在次一等的情況下，公司文化會對公司的業務穩固性構成不同的影響。在這種處境裏，公司文化所包含的積極元素可促進生產力及成果；但另一些元素卻會限制員工求取更佳表現，而公司的傳統及過往的處理手法亦會阻礙創意及新的方法。在最後的一種情況下，公司文化可以令工作變得毫不穩固，因為它的處事方式、期望及價值觀都與生產成果或求取利潤扯不上關係。公司內會因此而充滿冷漠與漠不關心的氣氛，甚至出現與公司對抗的現象。

因此，公司文化既可與成就及優秀的價值觀結合起來，但同時亦可與漠不關心、冷淡及無望等心態混為一體。公司文化對於員工付出或保留其力量有很大影響。因此，公司若計劃作出改變，必須考慮到本身文化的性質。正如Blake及Mouton所說：「如果想把一間毫無效率或效率一般的公司改變為一間擁有高度效率的公司，但卻忽略了文化因素；最差的結果很可能是白費心機，而最好的結果亦只是有限的成功。此舉可能會令員工產

生更強烈的反感及加深他們的對抗情緒，最終導致公司的表現更不如前。」

公司文化指數

無論公司文化還包涵了甚麼其他因素，我們都可從公司的主要行政人員及其他高級職員所秉持的價值觀和態度中窺見它的面貌。公司文化其實也是一種管理哲學，而且已成為公司的一項重要本質。

認識及衡量本身的文化，可以提高公司領導人對公司的了解，繼而改善公司的管理。公司文化指數的作用是以定量方法來衡量一間公司的文化，以及對構成公司文化的價值觀與管理制度進行評估。公司文化指數在初期以30間機構作為調查對象。該項調查以及其後進一步研究的結果已用來調整公司文化指數的工具。經過改良的公司文化指數轉而以香港的管理人員作為調查對象。有關結果將於本文加以介紹和討論。

調查方法

該項調查在一九九一年八月間，向本港的129名初及中層管理人員發出一份問卷。每位被訪者的回應均記錄在一張以數字表示的表格上，並會利用電腦程式進行分析。被訪者提供的答案被製成列表，而每條問題都附有一個獨立的次數表。此外，有關問題又被劃分成20個項目，結合起來就成為所述的公司文化指數。這20個用來衡量香港管理人員的文化的項目分別是：—

- | | |
|----------|----------|
| 1. 目標 | 11. 價值觀 |
| 2. 計劃 | 12. 訓練 |
| 3. 計劃的成效 | 13. 團隊精神 |
| 4. 士氣 | 14. 社交 |
| 5. 表現評核 | 15. 商業道德 |
| 6. 獎勵 | 16. 領導人 |
| 7. 自由 | 17. 相互影響 |
| 8. 溝通 | 18. 福利 |
| 9. 工作滿足感 | 19. 觀感 |
| 10. 人事 | 20. 工作環境 |

每條個別問題的回應均按照所強調的主要及輕微弱點加以分析。

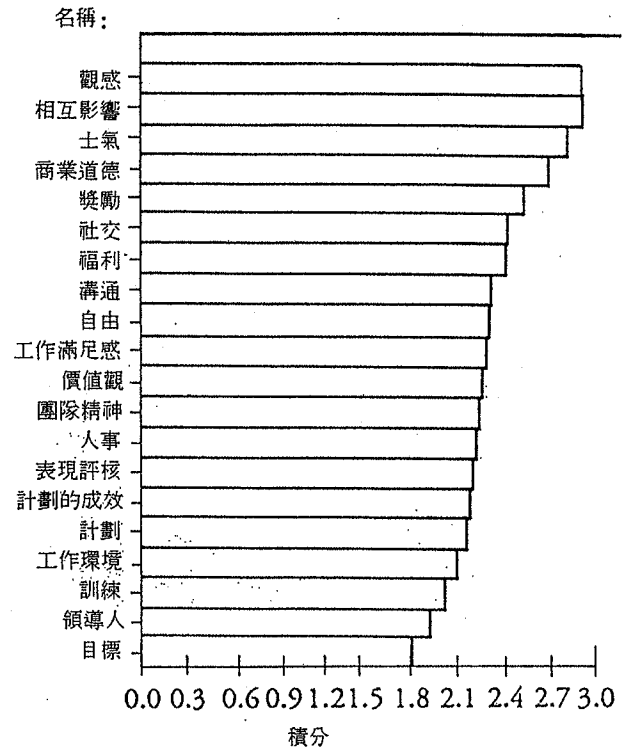
調查結果

根 據表一所示，香港管理人員的公司文化指數總積分為46.52。這數字本身並無多大意義，要從中獲得益處，應該把它與其他機構內階級相等的領導人的分數作比較。此外，我們亦可以把構成總積分的20個項目互相比較。每個次項目的可得分數最低為零分，最高為5分。故此指數的總積分範圍就是零分至100分。表二利用圖表方式把有關積分由高至低順序排列出來，並且特別標示出積分最低的地方。

表一
公司文化指數概要

項目	名稱	積分
1	目標	1.7901
2	計劃	2.1762
3	計劃的成效	2.1900
4	士氣	2.7778
5	表現評核	2.1932
6	獎勵	2.4564
7	自由	2.3262
8	溝通	2.3264
9	工作滿足感	2.3096
10	人事	2.2287
11	價值觀	2.2529
12	訓練	1.9622
13	團隊精神	2.2377
14	社交	2.3934
15	商業道德	2.6520
16	領導人	1.8944
17	相互影響	2.9429
18	福利	2.3934
19	觀感	2.9446
20	工作環境	2.0688
		<u>45.5168</u>

表二
積分記錄表



根 據圖表所示，最弱的一環就是「目標」。被訪者給與這項目的分數最低，只有1.79分。共有95%的被訪者認為即使知道上司怎樣評估他們的工作，他們的工作效率亦不會提高。此外，有59%的被訪者認為應該採取一些以目標為本的管理方式；97%認為假如他們有更多機會與上司商討工作及個人目標，現行的制度將可得到適量以至於很大的改善。與此同時，大約94%的被訪者覺得如果他們能夠更清楚了解公司的目標，他們將會工作得更有效率。總括而言，香港的管理人員認為，倘若他們對於工作目標、工作範疇及公司的目標有更清晰的了解，他們的工作效率將可提高。這亦反映了為何「領導」項目的積分較低(1.89)。

另一方面，「訓練」項目的積分同樣偏低(1.96)。98%的被訪者認為更多的職業訓練，將可適量以至於大大地改善他們的效率。90%認為他們的能力並未充分發揮。生產力較低通常是因為員工的能力未有充分發揮、

缺乏目標、缺少訓練、環境不理想以及欠缺有效的計劃和領導。這種種因素造成了所謂的「連鎖效應」，影響了員工的團隊精神，故此這個項目的積分亦頗低(2.24)。有96%的香港管理人員認為各部門(工作小組)在進行協調以統籌各項工作力量方面的表現只屬一般以至於差強人意。另外亦有98%認為自由交換資訊及意見方面的表現差劣。大部分(98%)接受訪問的香港管理人員均認為回應很差；而所有(100%)被訪者均同意若果得到更佳的回應，現行的管理制度將可改善。

「工作環境」在低分項目中排行第4(2.15)。這項目所指的是可供使用的資源、設施、工具及器材。97%的被訪者認為若有最佳的資源，他們可以做得更有效率。此外亦發現了一些較細微的問題。許多管理人員(97%)認為若有更大的判斷自由，他們亦可提高效率。只有少於半數(38%)的被訪者對其晉升機會感到滿意；而有90%則覺得公司不大重視或毫不關心他們的福利。67%認為現有的表現評核制度只屬一般或低於理想；32%則覺得公司的附帶福利不理想。與此同時，大多數(57%)被訪者均表示不肯定是否滿意目前的工作或承認對工作不滿。

儘量有些弱點，但香港的管理人員在某幾方面仍然給予自己的公司頗高分數。他們大多對本身公司的商業道德及社會責任感持有肯定的意見，而且亦認為其他

公司對自己所屬的公司有良好評價。不過，只有35%的管理人員認為其公司對於轉變抱持開放態度。

被訪者又應要根據對他們及其直屬上司的重要性，依次排列出8個不同的工作目標。這些問題的答案載錄於表三，當中反映了他們的工作期望與他們心目中上司所持有的期望存在分歧。這點進一步確認了較早前的一項結論，該結論指出被訪者認為現時的工作缺乏明確的目標。這可能是基於公司內缺乏目標方向，而各級管理人員之間又無法建立有效的雙向溝通。

香港的管理人員把個人成長及發展放在首位，而居於第二及第三位的分別是薪酬與福利；以及晉升至更佳職位。第四位是獨立的思想與行動；第五位是良好的表現；而第六位則是聲譽和地位。在各項工作目標之中，最不重要的就是工作保障及滿足上司的期望。

總結

調查的整體結果顯示公司缺乏明確的計劃和目標。通常這會導致公司的溝通程序差強人意，而良好的溝通卻是令部門之間通力合作及建立團隊精神的必須條件。公司亦因此無法充分運用其最寶貴的資源——人力資源。

個人成長及發展被視為首要的工作目標。福利及獎勵不足令員工欠缺或失去工作動力。除了基於訓練及溝通不足而限制了公司的發展之外，這些因素亦會增加員工的流動性，因為他們會嘗試找尋更佳的工作。對於正在設法滿足本地需求及在國際市場中競爭的本港機構而言，這樣的情況可能對它們構成不利的影響。

香港的機構若想取得成功，秘訣就是認清楚阻擋着它們轉變的障礙。香港的公司領導人必須制訂一套明確而長遠的目標，以及向公司內的各級員工傳達這個目標。它們必須對所有員工的需要和個人目標作出更多的回應。公司文化對於員工的工作動機及整體業務表現均有影響。不過，只要付出時間，我們將可掌握公司文化，並利用它來達成公司的目標。公司文化指數可幫助我們了解影響着公司的市場競爭能力的信念系統及人力資源管理問題；故此是一項指引及衡量轉變的重要工具。■

(參考資料請參閱英文原文。)

表三
工作目標比較

項目	次序	
	個人目標	上司的目標
滿足上司的期望	8	1
聲譽和地位	6	8
工作保障	7	7
獨立思想及行動的機會	5	6
更高的薪酬、更多福利或兩者兼得	2	4
良好表現得到承認	4	2
晉升至更佳職位	3	3
個人增長及發展	1	5

公司文化问卷

代号 _____ 请如实回答以下各问题。答案没有正误，重要的是你的想法。感谢你合作完成此问卷。

I. 请将下面所列的工作目标按照重要程度排列顺序。(请在你认为最重要的一个工作目标前标上1，在第二重要的工作目标前标上2，依此类推直到8。)

- 4 A. _____ 满足我老板的要求
- 5 B. _____ 荣誉和地位
- 6 C. _____ 工作安全
- 7 D. _____ 独立思考和行动的机会
- 8 E. _____ 更高的薪金，更好的福利，或二者皆要
- 9 F. _____ 良好业绩的赏识
- 10 G. _____ 升职做更好的工作
- 11 H. _____ 个人成长和发展

II. 我认为我的工作可以更加高效，如果我...：(请圈出反应答案的相应数字。)

		完全不	轻度的	中度的	相当的	确实非常的
12	A. 得到更多的培训	1	2	3	4	5
13	B. 得到更好的监督	1	2	3	4	5
14	C. 能够更多地领导我的下级	1	2	3	4	5
15	D. 个人更多地投入到工作中	1	2	3	4	5
16	E. 工作职权范围更加清晰明确	1	2	3	4	5
17	F. 有更多独立判断的自由	1	2	3	4	5
18	G. 更清楚我的上司评估我的工作原则和依据是哪些	1	2	3	4	5
19	H. 工作目标更明确	1	2	3	4	5
20	I. 能够更加了解本组织的宗旨和使命	1	2	3	4	5
21	J. 有更好的可用资源(设施、设备、工具，等等)	1	2	3	4	5
22	K. 有更好的工作团队	1	2	3	4	5

III. 我认为：（请圈出与答案相应的数字。）

		强烈反对	反对	中立	赞成	特别赞成
23	A. 我的薪金是基于我的业绩的	1	2	3	4	5
24	B. 我升职是理所应当的	1	2	3	4	5
25	C. 我的工作不快乐	1	2	3	4	5
26	D. 我的经理（们）使我很忧虑	1	2	3	4	5
27	E. 我的额外福利很差	1	2	3	4	5
28	F. 我的工作士气很低	1	2	3	4	5
29	G. 领导能够倾听我的建议	1	2	3	4	5
30	H. 我很愿意提高我的工作	1	2	3	4	5
31	I. 我的能力得到了完全的施展	1	2	3	4	5
32	J. 我的工作得到了赏识	1	2	3	4	5
33	K. 组织关心重视我的利益	1	2	3	4	5
34	L. 双向的交流得到了实施	1	2	3	4	5
35	M. 我的上司关心我的个人需要	1	2	3	4	5
36	N. 我遵守经赏识的专业行为标准	1	2	3	4	5

IV. 我想我的直接领导会按照以下顺序排列我的工作目标：（请从 1-8 按顺序排列。）

- 37 A. _____ 满足我老板的要求
- 38 B. _____ 荣誉和地位
- 39 C. _____ 工作安全
- 40 D. _____ 独立思考和行动的机会
- 41 E. _____ 更高的薪金，更好的福利，或二者皆要
- 42 F. _____ 良好业绩的赏识
- 43 G. _____ 升职做更好的工作
- 44 H. _____ 个人成长和发展

V. 在本组织：（请圈出与答案相应的数字。）

		强烈反对	反对	中立	赞成	特别赞成
45	A. 员工的薪金是基于业绩的	1	2	3	4	5
46	B. 提升的机会确实给了理应被提升的员工	1	2	3	4	5
47	C. 员工工作不愉快	1	2	3	4	5
48	D. 对经理（们）的忧虑很大	1	2	3	4	5
49	E. 员工的额外福利很差	1	2	3	4	5
50	F. 员工的工作士气很低	1	2	3	4	5
51	G. 领导能够倾听员工的建议	1	2	3	4	5
52	H. 单位鼓励员工改进工作	1	2	3	4	5
53	I. 员工的能力能够得到完全的施展	1	2	3	4	5
54	J. 员工的良好工作能够得到赏识	1	2	3	4	5
55	K. 组织关心重视员工的利益	1	2	3	4	5
56	L. 双向交流得到了体现	1	2	3	4	5
57	M. 领导们关心员工的个人需要	1	2	3	4	5
58	N. 员工们遵守经认可的专业行为标准	1	2	3	4	5

VI. 请选出以下各问题的一个相应回答：

59 A. 你所在的组织在及时通知与员工利益息息相关的动态方面做得如何？

- _____ 1 坦白地说没有做这方面工作
 _____ 2 尽力时而通知一下
 _____ 3 尽力做到一般都通知到
 _____ 4 尽力做到通常都通知到
 _____ 5 尽力做到总是及时通知到

60 B. 员工认为领导发布的信息的可信程度如何？

- _____ 1 所发布的信息从来都是不可相信。
 _____ 2 所发布的信息有点可信。
 _____ 3 所发布的信息的可信度适中。
 _____ 4 所发布的信息通常是可信的。
 _____ 5 所发布的信息总是可信的。

61 C. 在与领导面对面交流你的工作需要方面你的满意程度如何?

- _____ 1 根本不满意
- _____ 2 一点点满意
- _____ 3 中等满意
- _____ 4 通常满意
- _____ 5 总是很满意

62 D. 选出以下最反映高层管理层在征询员工意见方面所采取的态度中的一个。

- _____ 1 他们对员工的意见几乎根本不关心
- _____ 2 他们对员工的意见有一点关心
- _____ 3 他们对员工的意见有些关心
- _____ 4 他们对员工的意见通常很关心
- _____ 5 他们对员工的意见总是很关心

63 E. 你觉得你所在的组织内员工之间自由交换信息和想法的气氛如何?

- _____ 1 很差
- _____ 2 还行
- _____ 3 一般
- _____ 4 良好
- _____ 5 很好

64 F. 各部门(工作小组)之间的工作协调做得如何?

- _____ 1 很差
- _____ 2 还行
- _____ 3 一般
- _____ 4 良好
- _____ 5 很好

VII. 请按顺序排列你的直接下级会怎样排列他们的目标：(从1-8按先后顺序排列。)

- 65 A. _____ 满足我老板的期望
- 66 B. _____ 荣誉和地位
- 67 C. _____ 工作安全
- 68 D. _____ 独立思考和行动的机会
- 69 E. _____ 更高的薪金, 更好的福利, 或二者皆要
- 70 F. _____ 对良好业绩的赏识
- 71 G. _____ 升职做更好的工作
- 72 H. _____ 个人的成长和发展

VIII. 我听说过“目标管理, 战略计划, 和/或责任管理”而且对它们有所了解：(圈出答案)

73

强烈反对	反对	中立	赞成	强烈支持
1	2	3	4	5

IX. 我所在的组织的管理控制系统(战略策划或其它)在过去的几年中实现了以下：(圈出答案)

	根本不	轻微的	适中的	相当的	特别的
74 A. 给了我更多获得个人赏识的机会	1	2	3	4	5
75 B. 提高了工作热情	1	2	3	4	5
76 C. 帮助我了解单位对我的期望	1	2	3	4	5
77 D. 降低了人员控制紧张程度	1	2	3	4	5
78 E. 更好的规划	1	2	3	4	5
79 F. 更好的团队合作	1	2	3	4	5
80 G. 现在职位提升是以业绩为依据	1	2	3	4	5

代号
1-3

X. 我们的策划和管理控制系统在哪些方面可以得到改进? (圈出答案)

		根本不	轻微的	适中的	相当的	特别的
4	A. 更多的高层管理支持	1	2	3	4	5
5	B. 降低外部部门的影响	1	2	3	4	5
6	C. 更广泛地鼓励和实施管理系统	1	2	3	4	5
7	D. 更多地征求反馈意见	1	2	3	4	5
8	E. 聘请外面的顾问	1	2	3	4	5
9	F. 更加正规的策划系统	1	2	3	4	5
10	G. 减化工作程序	1	2	3	4	5
11	H. 薪金和职位提升应该以业绩为依据	1	2	3	4	5
12	I. 增加与领导讨论协商工作及个人目标的机会	1	2	3	4	5
13	J. 需要更多的时间实施此系统	1	2	3	4	5
14	K. 更加清晰的目标界定	1	2	3	4	5
15	L. 使目标设定简单化	1	2	3	4	5

XI. 在策划方面: (圈出与答案相应的数字。)

		从不	几乎不	时而	通常	总是
16	A. 每年我都制定一个总体规划作为方向标	1	2	3	4	5
17	B. 领导进行规划时需要我的参与	1	2	3	4	5
18	C. 我们非常努力遵循年度计划	1	2	3	4	5

19 XII. 请划出 A 至 D 中符合你的情况的选项。

- A. _____ 来年的成绩和个人目标已制定好
- B. _____ 已经与你的领导讨论、协商过这些目标, 你有责任完成这些目标
- C. _____ 阶段性地评估目标的进展情况
- D. _____ 年底进行实际业绩与目标的比较

_____ 总积分（没有选择的地方视为“0”。）
 请圈出 XIII-XXXI 中最能反映你的感觉的数字。

20	XIII. 一个组织应采用 XII 中描述的管理模式 (A 至 D)。	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
		差	尚可	一般	良好	很好
21	XIV. 我对我们整个管理队伍的效果的评价为：	1	2	3	4	5
		差	尚可	一般	良好	很好
22	XV. 我对我们的组织内部沟通工作的评价为：	1	2	3	4	5
		差	尚可	一般	良好	很好
23	XVI. 我对我们组织的规划工作的评价为：	1	2	3	4	5
		差	尚可	一般	良好	很好
24	XVII. 我对本组织业绩评估系统的评价为：	1	2	3	4	5
25	XVIII. 这个组织具有员工理解并信任的积极的价值系统	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
26	XIX. 我觉得我在组织内被视为“团队”的一分子	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
		差	尚可	一般	良好	很好
27	XX. 本组织的反馈为：	1	2	3	4	5
28	XXI. 本组织的员工有机会参与决策过程	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
29	XXII. 我认为我们的组织对改动是敞开的	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
		强烈反对	反对	中立	赞成	强烈支持

30	XXIII. 本组织的员工有着相同的理念	1	2	3	4	5
31	XXIV. 我认为本组织的工作环境：	非常差 1	差 2	一般 3	好 4	很好 5
32	XXV. 我认为本组织为员工提供了充分的培训	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
33	XXVI. 本组织的员工共享一套道德原则	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
34	XXVII. 我很高兴在本组织内能够得到升职的机会	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
35	XXVIII. 本组织的大部分领导都是本组织价值观和信仰的表率	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
36	XXIX. 你的公司在支持社区项目上尽到了应尽的职责	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
37	XXX. 管理层珍惜其员工的价值	强烈反对 1	反对 2	中立 3	赞成 4	强烈支持 5
	XXXI. <i>你个人的观点。</i>					
38	A. 市政府、省政府、中央政府官员对本组织的态度如何？	强烈不支持 1	不支持 2	中立 3	支持 4	强烈支持 5
39	B. 供应商对本组织的态度如何？	1	2	3	4	5
40	C. 你的邻居和朋友对此组织的态度如何？	1	2	3	4	5
41	D. 媒体（电视台、广播电台、报纸，等等）对本组织的态度如何？	1	2	3	4	5

HONG KONG MANAGERS: A SURVEY OF CORPORATE CULTURE

Henry R Migliore, Rinne T Martin, Robert E Stevens & David L Loudon

The economic and global environment of the 1990s and beyond will be diverse and complex. Organizations will need to undergo significant changes in structure and scope. Corporate culture can be a powerful force that can either facilitate or hinder change. An organization must first evaluate its existing culture to determine the areas in which changes are needed. Business leaders are recognising that reorganization, innovation, and implementation of new training programmes will not be enough to be competitive in the new global environment. Organizations, to be successful, must begin to make changes in their corporate culture.

Defining Corporate Culture

Culture is defined as "the totality of socially transmitted behaviour patterns, arts, beliefs, institutions, and all other products of human work and thought characteristic of a community or population."¹ Following from this, corporate culture has been defined many ways and is often misunderstood. The culture of an organization is generally viewed as a complete set of beliefs, ethics, values, ideologies, assumptions, and symbols. Warr views it as "the beliefs that people within an organization have about their collective ability to meet and compete in the marketplace and how they act on those belief systems. An organization's culture is expressed through attitudes, behaviours, belief systems, commitments, dreams, and values of workers and management within the course of their work"². Richard Cooley, Chairman & CEO, Seafirst Corporation simply defines corporate culture as "the way we work."³

Another definition is "basic and enduring values and beliefs which are widely held throughout the organization. These values and beliefs comprise the content of an organization's culture and are common

understandings which are frequently taken for granted and which are reinforced by stories, symbols, rituals, and language systems. Intangible and unseen but known, these values and beliefs are distinguished from the concrete or visible manifestations of culture."⁴ Still another definition is that "culture refers to the underlying values, beliefs, and principles that serve as a foundation for an organization's management practices and behaviours that both exemplify and reinforce those basic principles."⁵

Most researchers conclude that corporate culture refers to the beliefs, principles, and behaviour patterns that come together to shape the central individuality of each organization. It includes a company's dress code, philosophy, public functions, communications, material goods, and physical environment.⁶

A culture is a template of basic assumptions that a particular group has invented, discovered, or devised in learning to deal with its problems of external adaptation and internal integration. This template has worked well enough to be considered valid, therefore it is taught to new individuals in the organization as the acceptable way to think, feel, and perceive in accordance with other problems.⁷

The culture of an organization can be analysed at different levels. The "visible artifacts" or the developed environment of the company are its manner of visible or audible behaviour patterns, doctrine, architecture, technology, employee orientation materials, public documents, credo statements, or even policy manuals. This aspect of corporate culture is easy to find but difficult to interpret. Behaviour patterns are discernible among the members, but it is hard to know the real reason why the organization acts the way it does.⁸

All organizations have some set of values that guide their behaviour; but this innate value system is elusive and difficult to observe directly. This forces organizations to research their documents and doctrines, or interview key personnel to glean any

concrete information. The problem with this "value" information is that it is only a personal perception of why they behave the way they do, rather than the real motivation which is generally cloaked or unconscious. To get to the root of corporate culture, this concealed or unconscious motivation behind the outward behaviour must be discovered.

There are different positions taken on the cohesiveness of organizational culture. Many scholars believe that a strong culture with a well-defined set of guiding beliefs is better than a weak culture that has less of a bonding nature. Japan, Inc, is actually an expansion of the corporate culture idea on a national scale⁹ in which very powerful links have been established among business, the banking industry, and the government.

Organizations have ingrained cultures. It is believed that a strong culture denotes agreement among the members of the organization. Also, strong culture promotes cohesion of all those who wish to be an active part of the organizational structure or membership body. The extent of the bond and harmony that remains among the values and ideologies, is a measure of the internal fit or attachment that characterises the culture.

Denison reports a recent study showing that organizational culture has a close relationship to the effectiveness of five organizations studied. Procter & Gamble and Texas Commerce Bankshares were cited as examples of highly consistent cultures.¹⁰

Clearly, culture does have an effect on how an organization is managed. Of course, that management may be good or bad, positive or negative, effective or ineffective. For example, Blake and Mouton observed that the corporate culture may result in organization work which varies from completely sound to completely unsound. In the first case the culture currently influencing corporate members has the effect of stimulating efforts to produce, achieve, and accomplish; excellence is valued throughout the corporation; and it has a strong and constructive impact on short-term operations and long-term planning. In the middle are other situations where the soundness of the work varies. Here corporate culture contains some positive elements promoting productive effort and accomplishment but others which restrict people from furnishing excellence; company tradition and how things were done in the past can tend to stifle creative, new approaches. Finally, the culture may produce work that is completely unsound because its

practices, expectations and values don't relate the productive achievement or profit seeking; apathy and indifference are widespread in the culture; even militant resistance and antagonism toward the corporation are evident.¹¹

Thus an organization's culture may be integrated around values of achievement and excellence, or around disinterest, apathy, and hopelessness. It significantly influences how people apply or withhold their energies. Consequently, any change planned for an organization must take into account the nature of its culture. As Blake and Mouton note, "To attempt to change a firm which is ineffective or marginally effective into a highly effective one despite its culture, at the worst is likely to be futile and at the best, of limited success. It may even generate stronger negative attitudes and deeper resistances and produce a worse corporate performance than formerly."¹²

The Corporate Culture Index

Regardless of what else corporate culture may be, it is exemplified by the values and attitudes of the chief executive officer and other senior staff members. It is a management philosophy and becomes the very essence of the organization.

The opportunity to recognise and measure culture gives an organization's leaders the ability to understand and then better manage. The Corporate Culture Index (CCI) has been developed to provide a quantitative measure of an organization's culture and to evaluate the value and management system which creates that corporate culture. An earlier version of the CCI was developed and tested in 30 organizations.¹³ The results of that study and further research were used to refine the CCI instrument. The improved CCI was administered to managers in Hong Kong. The results are presented and discussed in this paper.

Methodology

A questionnaire was administered to 129 entry level and mid-level managers in Hong Kong during August, 1991. Each individual's responses were scored into a numerical form and a computer program run to analyse the data. The responses were tabulated and one-way frequency tables run for each question. Also, the questions were combined into 20 unique categories which make up the Corporate Culture Index. The 20 categories used to measure culture of the Hong Kong managers were:

1. Goals
2. Planning
3. Planning Effectiveness
4. Morale
5. Performance Appraisals
6. Rewards
7. Freedom
8. Communication
9. Job Satisfaction
10. People
11. Values
12. Training
13. Teamwork
14. Social
15. Ethics
16. Leader
17. Interaction
18. Benefits
19. Perception
20. Environment

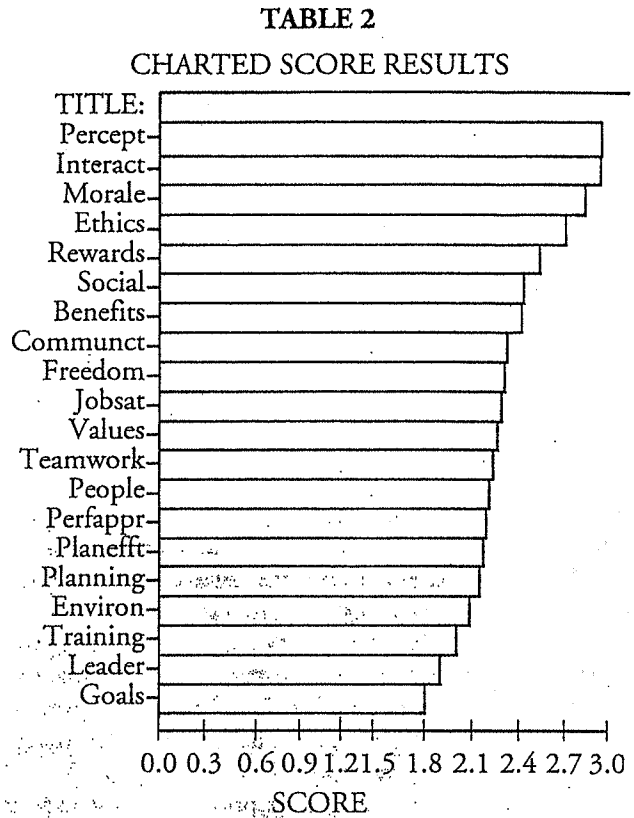
Each individual question response is considered in the analysis with major and minor weaknesses emphasised.

Results

The overall CCI score shown in Table 1 for Hong Kong managers was 46.52. The number by itself has little meaning and is beneficial primarily when compared with scores of other organizations' leaders at the same level. The 20 categories which make up the combined score also may be compared. Possible scores range from the low of 0 to the highest score of 5 in each sub-category. Thus the range of total index scores is 0 to 100. Table 2 displays these values in descending order to present them in graphical form and also to highlight areas where scores were lowest.

TABLE 1
SUMMARY OF CORPORATE CULTURE INDEX

OBS	TITLE	SCORE
1	Goals	1.7901
2	Planning	2.1762
3	Planefft	2.1900
4	Morale	2.7778
5	Perfappr	2.1932
6	Rewards	2.4564
7	Freedom	2.3262
8	Communct	2.3264
9	Jobsat	2.3096
10	People	2.2287
11	Values	2.2529
12	Training	1.9622
13	Teamwork	2.2377
14	Social	2.3934
15	Ethics	2.6520
16	Leader	1.8944
17	Interact	2.9429
18	Benefits	2.3934
19	Percept	2.9446
20	Environ	2.0688
		45.5168



The area that indicated the greatest weakness is goals. This category was scored lowest by respondents (1.79). A total of 95% of the respondents believe they would not be more effective if they knew how their supervisor evaluates their work. Also, 59% believe that some type of management by objectives should be used and 97% believe the current system could be improved moderately to very much if there were an increased opportunity to discuss job and personal goals with their supervisor. About 94% felt they would be more effective if they had a clearer understanding of the company's purpose. Hong Kong managers believe they could be more effective if given clearer job goals, clearer job descriptions and better understanding of the organization's purpose. This is also indicative of the low score in the leadership category (1.89).

Training also received a fairly low score (1.96). Ninety-eight percent of the respondents believe they could be moderately to much more effective if they had more job training. Ninety percent believe that their capabilities are not fully utilised. Under-utilisation of employee capabilities along with the lack of goals, training, environment, and perceived poor

planning effectiveness and leadership usually produce lower levels of productivity. A "ripple effect" was notified that affects teamwork. This category was also scored fairly low (2.24). Again, 96% of the Hong Kong managers believe coordination between departments (work groups) for the purpose of coordination of job efforts is average to poor. Also, 98% believe that the free exchange of information and ideas is poor. A majority (98%) of Hong Kong managers questioned believe feedback is very poor and all agreed (100%) that current systems of management could be improved if they were given better feedback of results.

Environment received the fourth lowest score (2.15). This variable refers to the availability of resources, facilities, tools, and equipment to work with. Ninety-seven percent believe they could be more effective if they had better resources. Minor problems also were recognised. Many managers (97%) believe they could be more effective if given more freedom of judgement. Less than half (38%) are pleased with their opportunity for promotion in their organization and 90% believe that their welfare is of little or no interest to the organization. Sixty-seven percent rate the current performance appraisal system average or below and 32% believe fringe benefits are poor. All these factors resulted in a low job satisfaction rating. A majority (57%) were either undecided or knew they weren't satisfied with their present job.

Despite these perceived weaknesses Hong Kong managers scored their organizations high in several areas. They have positive opinions of the ethical and social responsiveness of their organizations and feel the organizations they worked for are favourably perceived by others. However, only thirty-five percent of the managers responding believe their organization is open to change.

Respondents were also asked to rank eight different job goals in order of importance to them and to their immediate boss. The results of these questions are shown in Table 3. Note the divergence in what they want out of their job compared to what they think their boss wants. This reinforces the earlier findings concerning the low ranking of clear goals to work for in their present job. Again this is probably due to a lack of goal orientation within the organizations and failure to establish effective two-way communications between managers at different levels within the organizations.

Hong Kong managers ranked personal growth and development first, while salary and benefits, and promotion to a better job were second and third respectively. Independent thought and action was

ranked fourth in importance, good performance was fifth, and prestige and status was sixth. Job security and satisfying the boss's expectations were the least important job goals of this group.

TABLE 3
A Comparison of Job Goals

ITEM	Rank	
	My Goals	Boss's Goals
Satisfying my boss's expectations	8	1
Prestige and status	6	8
Job security	7	7
Opportunity for independent thought and action	5	6
Higher salary	2	4
Recognition for good performance	4	2
Promotion to a better job	3	3
Personal growth and development	1	5

Conclusion and Summary

Overall the survey results show a lack of a clear vision of purpose and goals. This normally leads to poor communication processes which are necessary for co-operation among departments and teamwork. The static environment does not, therefore, utilize its most valuable resource, its people.

Personal growth and development was ranked the number one job goal. The perceived poor benefits and rewards provide little or no incentive to employees. While poor training and communication limit development, these factors may increase turnover as employees seek better opportunities elsewhere. This can create a disadvantage for Hong Kong organizations when attempting to meet local demand as well as compete in the global markets.

The key to improved success for Hong Kong organizations is recognising the barriers to effective change. Hong Kong's organizational leaders will need to provide a clear, long-range vision for their organizations and communicate this throughout the organization to all levels. Hong Kong organizations will need to become more responsive to the needs and

personal goals of all employees. Corporate culture has an impact on employee motivation and overall business performance. However, corporate culture can be managed over time to support an organization's objectives. The CCI can be an important instrument in guiding and measuring change by providing insight into an organization's belief system and human resource management that affect the organization's competitiveness in the marketplace. ■

FOOTNOTES

1. *The New American Heritage Dictionary of the English Language*, Boston, MA: Houghton Mifflin Company, 1978, p. 321.
2. Want, Jerome H., "Creating a Corporate Culture in Support of a Global Strategy," *The International Executive*, September/October 1990, p. 47.
3. "Excelling in the 1990's: CEO Perspectives on Corporate Culture," (Richard P. Cooley's Address), (transcript), V57, *Vital Speeches*, October 15, 1990, p. 16.
4. Byles, Charles M and Keating, Robert J *Strength of Organizational Culture and Performance: Strategic Implications*, Stillwater, OK: Oklahoma State University.
5. Denison, Daniel K, *Corporate Culture and Organizational Effectiveness*, New York: John Wiley and Sons, 1990, p. 2.
6. Bowens, Donald, "A Company's Culture Can Affect Its Performance," Tulsa, OK: Tulsa Business Chronicle.
7. Sheen, Edgar H, *Coming to a New Awareness of Organizational Culture*, Massachusetts Institute of Technology.
8. Ibid.
9. Dean, T E, and A A Kennedy, *Corporate Cultures: The Rites and Rituals of Corporate Life*, Reading, MA: Addison-Wesley, 1982, p. 5.
10. Denison, Ibid., p. 3, 8, 9.
11. Robert R Blake and Jane S Mouton, *How to Assess the Strengths and Weaknesses of a Business Enterprise* (Austin: Scientific Methods Inc, 1972, p. 94).
12. Ibid.
13. Migliore, R Henry, Rinne T Martin, Jeffrey S Horvath, "Corporate Culture Index: A Base for Strategic Planning and Management," *Southern Management Association Proceedings*, Edited by Dennis F Ray, 1989, p. 217-220.

Dr. Henry R Migliore is Professor of Strategic Planning and Management at Northeastern University/University Centre at Tulsa where he teaches both graduate and undergraduate courses. He was formerly Dean of the Oral Roberts University School of Business. He is heavily involved in consulting for national and multinational firms. He is the author of numerous articles and books including *An MBO Approach to Long-Range Planning*, *Strategic Long-Range Planning*, and *Strategic Planning and Management*.

Dr. Rinne T Martin is a professor in the School of Business Graduate Program at Oral Roberts University in Tulsa, Oklahoma. He received his PhD in Finance from the University of Cincinnati in December 1984. Prior to working on a PhD degree, he was an operations analyst for Mobil Oil Operation. He has published numerous articles on varying aspects of business including corporate culture and banking.

Dr Robert E Stevens is Professor of Marketing at Northeast Louisiana University. He holds a PhD in marketing from the University of Arkansas and is the author of 9 books and more than 75 articles. Dr Stevens has served as a consultant to local, regional, and national firms for research projects, feasibility studies, and market planning, and has been a partner in a marketing research company.

Dr David L Loudon is Professor of Marketing and Head of Department of Management and Marketing at Northeast Louisiana University in Monroe, Louisiana. He has a PhD in marketing from Louisiana State University. He is the author of books on consumer behaviour, marketing planning, and church marketing, as well as numerous articles. He has served as a consultant to various organizations and is president of a computer software firm.

TABLE OF CONTENTS

	Page
Abstract.....	1
What is Corporate Culture?	2
Corporate Culture in China.....	3
The Corporate Culture Index	4
Variable Chinese Analysis	6
Comparison of Chinese Culture.....	11
Conclusion	12
Appendix ACSample Questions	13
Appendix BCFacts on China.....	15
Appendix CCKey Areas for Corporate Culture Questionnaire.....	17
Appendix DCQuestion Analysis	18
Appendix E –Comments From Interviewees.....	21
Appendix F- Other Definitions of Culture.....	22
References/Sources	24

ABSTRACT

Corporate culture in China has many similarities with other industrialized nations. This study points out many of the differences and similarities of Chinese middle managers and the culture of the Chinese people in the workplace. Global corporations doing business in China must understand the culture of Chinese business. This study is based on questionnaire responses and validated with personal interviews, indicated the perception of the community and interaction with government, suppliers, and customers is high. Perceived weaknesses in the culture of their management system are planning, goal setting, and training. The study indicates many of the changes that are required to be successful doing business in China. It is not possible to duplicate operations from other countries in China because of the cultural differences. The study highlights the cultural beliefs of the Chinese middle managers and highlights the cultures of Chinese workers.

WHAT IS CORPORATE CULTURE?

Corporate Culture is the common way of thinking about and describing an organization's internal world. It is the organization's personality and it socializes people, building to reinforce an ethical organization. It systematically analyzes and manages all aspects of an organization to support ethical behavior. Corporate culture can convey to members that certain actions are acceptable, even when they are unethical or illegal.

Changing an organization's culture is more difficult than developing a new one. Employees in new organizations are open to learning and accepting the culture of their new organizational home. Researchers agree that changing culture is an extremely difficult process because culture members are aware that culture components cannot be altered without affecting other cherished values and institutions.

The culture of an organization is generally viewed as a complete set of beliefs, ethics, values, ideologies, assumptions and symbols. Culture is defined as:

Basic and enduring values and beliefs which are widely held throughout the organization. These values and beliefs comprise the content of an organization's culture and are common understandings which are frequently taken for granted and which are reinforced by stories, symbols, rituals, and language systems. Intangible and unseen but known, these values and beliefs are distinguished from the concrete or visible manifestations of culture. (Byles and Keating, 1989)

Another definition is:

Culture refers to the underlying values, beliefs, and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles.

A culture is a template of basic assumptions that a particular group has invented, discovered, or devised in learning to deal with its problems of external adaption and internal integration. This template has worked well enough to be considered valid, therefore it is taught to new individuals in the organization as the acceptable way to think, feel, and perceive in accordance with other problems. (Denison,1990)

Other definitions of culture are in Appendix F.

CORPORATE CULTURE IN CHINA

China's business culture is unique, emphasizing group rather than individual performance.

According to Tang and Parish (Journal of contemporary china Nov.96), the work environment is a unique combination of elements in socialist central planning, traditional kinship ties and market competition. These factors have varying consequences on employee's job satisfaction, work commitment and work place interest articulation.

The domination by the communist party not only limits the autonomy and flexibility of management but also protects worker's rights and prevents arbitrary and unfair treatment of workers. Employment security and egalitarian income between the workers and managers while resulting in the inefficient use of labor, lack of competition in the work place and low work incentive, provides workers with a sense of bargaining power and political equality with management.

Workers perception of themselves and other social groups reflects their group solidarity and class bias. Although feeling less respected, they consistently thought that workers made the greatest contribution to society that they had the greatest common interest and that their closest friends were also workers.

Other characteristics of Chinese business culture are, the extensive recruitment of kinsmen and workers also have very little say in issues related to their work, particularly in promotion, training labour, insurance, vacation and disciplinary action.

THE CORPORATE CULTURE INDEX

Regardless of what else corporate culture may be, it is exemplified by the values and attitudes of the chief executive officer and other senior staff members. It is a management philosophy and becomes the very essence of the organization.

The opportunity to recognize and measure culture gives an organization's leaders the ability to understand and then better manage. The Corporate Culture Index (CCI) has been developed to provide a quantitative measure of an organization's culture and to evaluate the value and management system which creates that corporate culture. An earlier version of the CCI was developed and tested in 30 organizations. The results of that study and further research were used to refine the CCI instrument. The improved CCI was administered to managers in China. The results are presented and discussed in this paper.

Methodology

A questionnaire was administered to Chinese managers with 82 completed and use in this study. Each individual's responses were scored into a numerical form and a computer program run to analyze the data. The responses were tabulated and one-way frequency tables run for each question. Also, the questions were combined into 20 unique categories which make up the Corporate Culture Index. The 20 categories used to measure culture of the Chinese managers were:

1. Goals
2. Planning
3. Planning effectiveness
4. Morale
5. Performance appraisal
6. Rewards
7. Freedom
8. Communication
9. Job satisfaction
10. People
11. Values
12. Training
13. Teamwork
14. Social
15. Ethics
16. Leadership
17. Interaction
18. Benefits
19. Perception
20. Environment

The corporate culture index for the China managers is in Appendix A.

**SUMMARY OF CORPORATE CULTURE INDEX
CHINESE MANAGERS**

OBS	TITLE	SCORE
1	GOALS	1.6921
2	PLANNING	2.3785
3	PLANEFFT	2.5116
4	MORALE	3.0564
5	PERFAPPR	2.3257
6	REWARDS	2.8218
7	FREEDOM	2.4739
8	COMMUNCT	2.5728
9	JOBSAT	2.6808
10	PEOPLE	2.6909
11	VALUES	2.1712
12	TRAINING	1.9520
13	TEAMWORK	2.2978
14	SOCIAL	2.7469
15	ETHICS	2.9888
16	LEADER	2.1645
17	INTERACT	3.1481
18	BENEFITS	2.4695
19	PERCEPT	3.0324
20	ENVIRON	2.0979
		50.2728

A short discussion of each of these twenty variables is discussed in terms of how they could be viewed in China.

VARIABLE CHINESE ANALYSIS

The questions in the Corporate Culture Index have been validated with Factor Analysis or used with permission from other validated sources. The assumption made is that respondents in China understand the questionnaire and meaning of the words used. The following discussion of the twenty CCI variables attempts to define how each would be viewed in China.

Goals

In China many employees do not take an active role in planning their careers because they expect their superiors to accept this responsibility. Chinese managers expect to be promoted faster than those in other countries because of the severe shortage of local qualified managers. (Bjorkman, and Lu, 1999)

Planning

The work environment in Chinese factories is a unique combination of elements in socialist central planning, traditional kinship ties, and market competition. In the late 1970s China began enterprise reform. By developing non state enterprises, it was hoped that state enterprises would be forced to improve. The core of this reform was to expand enterprise autonomy (Beamer, 1998).

Planning Effectiveness

Generally speaking regardless the quality outcomes the efficiency of plan execution are high because "PRC counterparts" willingness to be flexible for the sake of results, and ability to avoid slavish adherence to planning. Besides, "the command of superior is so authoritative that if you as the boss of a company command to built the great wall in ten days it won't be built on the eleventh day (Beamer, 1998)."

Morale

Morale among Chinese workers is mixed. Tang and Parish, (1996) reported that about one in five workers wanted to leave his/her job. Overall, the level of morale is probably lower in China than in a market economy,

Performance Appraisal

Because the business culture emphasizes on group, rather than individual, performance appraisal in China is usually complex, flexible and vague. When individual work evaluations are necessary, Chinese managers judge performance with concern for the person in context. How the assessment will affect the employee's future, the work group, and the employee's family, as well as the difficulty of the assignment and the worker's effort, are all considered. Thus when Chinese managers must measure an employee's performance, they tend not to be extreme (Beamer, 1998).

Rewards

According to Linda Beamer's research, in China, workers are seldom, if ever, given credit for success, only blame for failure, although blames are also obscure. If there must be a raise or reward it tends to be awarded to groups of employees rather than an individual. Besides, Chinese workers may not actively pursue prizes or rewards for good performance due to the humbleness virtue in China. Furthermore, those who ask their managers for a pay increase are asked to resign, according to one government official. "As far as rewards are concerned, tangible rewards for jobs well done, such as salary raises or opportunities for professional development, were essential in motivating Chinese employees (Taejoon, 2000)."

Freedom

Chinese subordinates don't have much freedom on their tasks because the Chinese tend to solve problems by group rather than by individual creativity (Beamer, 1998). Furthermore, "entrepreneurial activities in Chinese enterprises have been discouraged by the legacy of a quasi central-planning system, which left room for individual initiative."

Eckholm (2001) stated that the Chinese working class has been marginalized. Inequality among Chinese workers is growing as China further opens its markets to World Trade Organization rules. As a result, labor strife is likely to increase. Zhang Zuiji, the minister of labor and security, stated that China's workers enjoyed free association "in conformity with Chinese conditions and that no one has been detained or imprisoned for legitimate trade union activities." He further stated that all the rights and interest of the workers have been protected.

Communication

For one to have a better understanding of Chinese corporate culture one must first learn how to communicate effectively. Each cultural world operates according to its own internal dynamic, its own principals, and its own internal dynamics, its own principals, and its own laws written and unwritten. Even dimensions of time and context are unique in each culture. Doing business with or expanding operations into China calls for an in-depth look into how the Chinese corporate culture, the reader will grasp a better understanding on message speed, context interpretation and time perception with in the complex Chinese culture and their general business practices.

The core of the communication process is the message or decoded symbolic thought that is sent from sender to the receiver. Since information overlies everything, it is not surprising that the speed with which a particular message can be decoded and acted on is an important factor in human communication (Hall, 1987). For a U.S. business to firm to communicate with a Chinese firm effectively they must first identify that they are geared for fast messages and the Chinese are geared for slow messages. Fast messages consist of prose, headlines, propaganda, cartoons, commercials, and television. Slow messages consist of poetry, books, art, print; culture.the problem is that very few people are even aware that such frequencies exist in the international communication process (Beamer, 2001).

The second factor in understanding the communication process within Chinese corporate culture is context interpretation. Edward T.Hall defines context as "the information that

surrounds an event and is inextricably bound up with the meaning of that event.” The elements involved that produce a specific meaning to an event differ from culture to culture. Thus it is possible to rate certain cultures of the world from high to low context. High context communication is one which most of the information is already in the person while very little of the coded explicit transmitted part of the message. A low context communication is just the opposite, the mass of information is vested in the explicit code. Understanding the difference between low context American communication and high context Chinese communication could make or break international business operations for both parties involved.

The final factor to clearly understanding the communication process in Chinese corporate culture is the perception of time. There are many kinds of time systems in the world, but two are most important in international business. They are called monochronic time and polychronic time. Monochronic time (M-time) means paying attention to and doing only one thing at a time. Polychronic time (P-time) means being involved with many things at once (Hall, 1997). Like water and oil, the two time systems do not mix. Americans, being monochronic, experience time in a linear way. Chinese, being polychronic, experience time as being elliptical in manner. P-time is characterized by the simultaneous occurrence of many things and by a great involvement of people (Zhao 2001) being able to identify the difference of the two time systems before international procedures are implicated would ensure a great degree of success.

Job Satisfaction

In China the employees' level of job satisfaction can be related to their view of market reform. It is surprising that there is not greater support for reform considering the problems encountered under central planning. Under the old system, workers had more input in decision making. Workers generally agree that their status has declined since reform (Tang and Parrish, 1996).

People

The Chinese cultural values are largely formed and created from interpersonal relationships and social orientations. The work of Confucius is still a basic pillar on Chinese life today. The Chinese regard man as a part of nature who must learn to adapt to it.

A cardinal principal of Confucianism is Jen, which means warm human feelings between people. Also, under Confucianism, mutual dependence between people is viewed as necessary and people are ideally always indebted to each other. The importance of Guanxi, a web of personal and business connections in China, is consistent with this view (Pelled and Xin, 1997).

Values

The Chinese cultural models are two very different highly respected systems. Human relations are of crucial importance in the Chinese business world. Chinese managers tend to adapt to a specific environment while westerners want to control all aspects of work environment. The prevailing Chinese culture has strongly influenced Chinese management systems. Paternalistic and personalistic management are common. Large power distance is an outstanding feature of Chinese management (Pun, 2001).

Pelled and Xin (1997) stated four common values of workers in China. First, job activity is low because Chinese companies do not judge employees on their job performance. Second, earnings are not as important in China because of the high amount of welfare programs. Third, desire for promotion has been low because Chinese workers have little control in their careers. Finally, personal relationships are highly valued as a result of Confucianism and feudalism in Chinese culture.

Training

Training is desperately needed, Cui (1998) argues that western firms employing Chinese may have to re-train them from scratch, including how to smile and be courteous. Unfortunately, the training programs are extremely poor in China. The human resource dimensions of lack of experience seem to be more problematic. Production methods and approaches radically different from those employed in similar Chinese factories might explain these human resource concerns, as prior experience and training obtained in latter would be largely obsolete.

Teamwork

Chinese have been taught from childhood to devote their life to the party and that each individual is only a party, which in turn represents the whole of society. As a result, a group or team is ubiquitous among everyone's mind.

On the other hand, the power of team is so strong that the problem of group thinking and group unanimity is very serious in Chinese companies. Group thinking is efficient for achieving goals but there remains much intangible dissent among members of a group (Cui, 1998).

Social

Sociality is an everyday necessity for Chinese because Chinese culture is characterized by respect for Guanxi (connections). More specifically, Guanxi refers to the development of informal relationships that cause people to become indebted to each other (Pelled and Xin, 1997).

Shanker et. al. (1998) states that the ability to develop and maintain good working relationships were described by Chinese executives as the key ingredient in managerial success. Intimate social relationships, less formal and more flexible, developed by frequent sociality is quiet handy for Chinese managers in their approaches and solutions to business problems in China.

Ethics

It is a prevalent social custom to give gifts in China. This applies to all aspects of life including, family, political authorities, and business people to mention a few. The giving of gifts is pervasive throughout the Chinese culture. For foreigners, gift giving presents one of the most difficult lessons in the learning process of doing business in China. Within the Chinese culture there are moral parameters that distinguish proper gift giving from bribery. Gift giving in China shows respect and strengthens personal relationships. Chinese culture itself has a sense of proper

limitations and reciprocity between those who exchange gifts (Dordrecht, 1999).

Leadership

Leadership is essentially the momentum for Chinese society and organizations. The political environment of the Chinese small group generates its authority structure, suggesting a pivotal position for the leader who informs the other members as to what is socially and politically appropriate. (Shenker, 1998) "There are many levels of leading chain within a company, and leaders in each level closely control his subordinates." Chinese employees are used to be loyal to specific managers rather than to the company. In another words, leadership in China is based on intimate interpersonal relationships.

Interaction

The article, "The Role Structure of Chinese Managers" says, "that in any company in China, interpersonal roles are interwoven into group and team work, and thus form an intensive network between people." These networks even unconsciously effect the decision making process since these employees can't join the formal decision making procedure (Shenker, 1998).

Benefits

Benefits are satisfying and complete in most in government organizations in China. In private companies, special compensation packages may include housing and bonuses to recruit employers and more importantly retain qualified managers and professional staff. For example, in the typical state enterprise, housing, childcare, schooling, healthcare, and a variety of daily functions were, and still are, provided by the organization (Shenker, 1998).

Perception

Due to the fact that there are a few common perceptions of employees toward their company, excepting one that performance appraisal are not fair, there do exist serious perceptions divergence between employees. Some researchers provide several examples: First it is possible that because of their higher expectations, senior staffs perception of procedural and interaction justice may be less positive than the perception of low-level staff. Secondly, group differences in job satisfaction are caused by group differences in justice perceptions (Leung K., Smith, P.B., Wang Z., Sun H. 1996).

Environment

Western multinational corporations have global human resource policies and there is tension between expectations from headquarters and the need to adapt policies and practices to local conditions. There is an obvious need to adapt HR policies to the Chinese environment. Chinese nationals feel uncomfortable working under time pressures (Bjorkman and Lu 1999).

ANALYSIS OF CHINESE CULTURE

Based on this preliminary sample, the Corporate Culture Index (CCI) score indicates an environment that will encourage organizational success. Table II compares the CCI scores of other studies.

**TABLE II
CCI COMPARISON**

COUNTRY	SCORE
China	51.35
Mexico	59.75
Canada	59.78
Hong Kong	64.80
Japan	46.70
Malaysia	50.20
Russia	53.79
Singapore	50.27
Chile	52.20
Britain	50.27

CONCLUSION

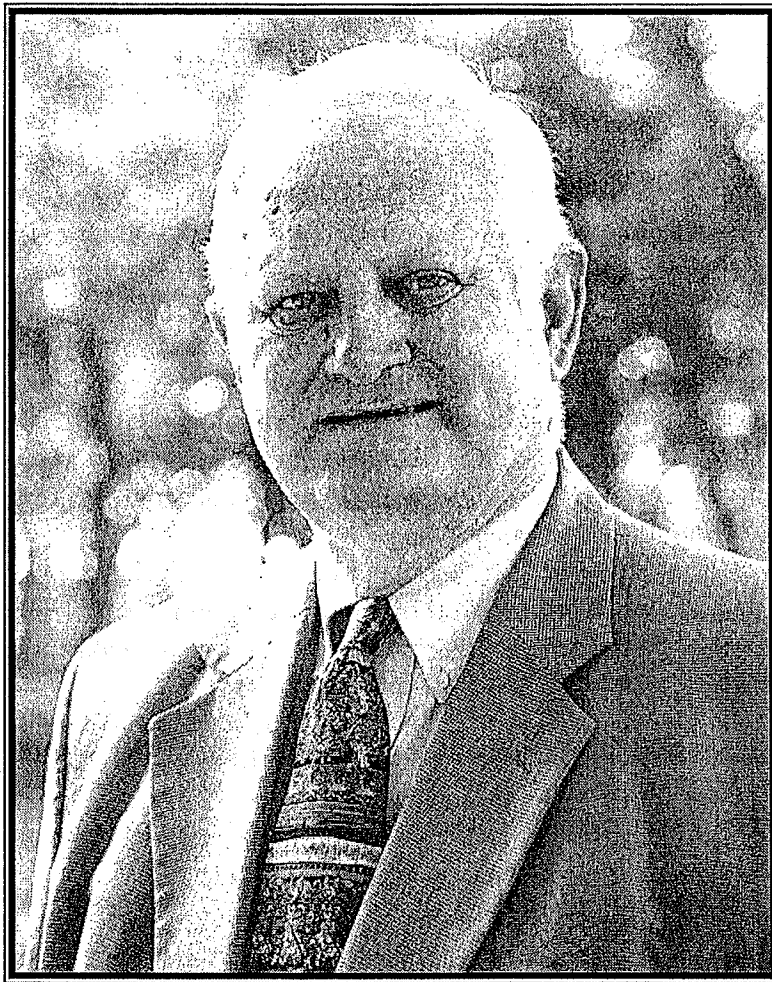
China is in the process of changing from a closed society to a market economy, and workers are still adjusting to the many changes. Chinese managers are experiencing many of the problems and challenges experienced by their counterparts in other economies. High on the list of needs among Chinese managers were salary, personal goals, and job descriptions, not unlike their counterparts in other economies.

China has the world's largest population and continues to grow in importance due to their enormous manufacturing and consumption capabilities. The process of changing to a market driven economy will cause stress for both workers and management. One of the greatest obstacles to entering the Chinese economy will be the government and bureaucracy of the Communist party. While rules are being relaxed, much of the old party domination still causes problems for organizations doing business in China.

The study of corporate culture indicates that the strongest area of their management culture is the importance that they place on the well being of their communities. Interaction between government suppliers and the community is positive. Perceived weaknesses are in the area of planning, goal setting, and the need for more training.

Chinese managers and workers will have to undo the practices installed under the great cultural revolution of the past 50 years. The Communist party still rules the country and its economy, and, as a result, change will come only as quickly as they allow it.

It is important for all trading partners to understand the dynamics of this cultural change and to cooperate with the system if they are to be successful in China.



DR. R. HENRY MIGLIORE

**www.henrymigliore.com
hmigliore@aol.com**