

A Skills Development Process for Chinese White-Collar Employees

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This research is a practical analysis of the Chinese white-collar skill development process applying human capital theory. The study has analyzed the Chinese educational system and employee career preparation (Chapter 1), Chinese white-collar recruiting system (Chapter 2), firm skills training in China (Chapter 3), and cross-cultural training for Japanese employee assignment to China (Chapter 4).

In the Chinese school system, college entrance is very competitive, even more competitive than in many developed countries. Chinese college graduates career preparation is greatly affected by this competitive school education. This study found that the Chinese employee who has graduated from this educational system based on a competitive college entrance examination, a job reward system based on qualifications is preferred over a more common seniority system as found in Japan.

Concerning the Chinese white-collar recruiting system, the research found that the Chinese "Talents Market" operating as the public employment bureau is now the primary labor market coordinator in China. In addition, private employment exchange companies perform an important assisting role in the China labor market.

As for firm skills training in China, through the analysis of Chinese law and the specific training system used by Panasonic (a Japanese company operating in China), it was concluded that firm specific training is not only decided by the balance between the investment and return (labor's wage and labor's marginal product), but also affected by the legal system in China.

With Japanese employee assignment to China, through a case study and reference analysis, the training system's mechanism and problems were identified and explained. Also an interrelation was found between general skills training and a firm's specific skills training.