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To my parents

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1. Introduction

Managing people implicates more than a process of planning-staffing-appraising-compensation-employee education. Two additional terms make it more complex: global standards and best practices. They come from an ideological stance which is the neoliberal approach. It influences firms to adopt market-like organizational arrangements through international organizations such as the IMF that recommends legal frameworks and policies with neoliberal direction. This generally accepted direction affects local institutions and global firms. Local institutions in turn have an impact on educational institutions and consulting firms which transfer theories to industry. Industry makes further use of it and transplants into local firms (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 582). The practices are benchmarked globally and wide spread nationally. Even social norms will be changed and foreign ones will be accepted. Social norms like competition among people or among business units within a firm and pay differentials based not on seniority but on performance, dismissal of employees were unfamiliar or viewed as negatively because they stood in contrast to traditional cultural value. These have now come to be interpreted positively, because once these norms gain legitimacy, conformity of other firms is facilitated to them (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 584). Organizations and countries that do not follow the standards cannot keep up and compete with the ones which want to reach those standards. Best practices are for instance individual performance-based pay, flexibility and downsizing, war for talent, and global competition. However, best practices do not necessarily imply the best for all. "The problem lies not so much in the term itself as in what people think constitutes best practices." (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 584). If a nation-state or a multinational corporation wants to become a global player, it should join such international organizations and accept the norms they generate. According to Bae, it is not just a rationalization process, but a symbolic activity showing that the company is a member of a global club by conforming to globally sanctioned techniques (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 586). Even a crisis becomes a facilitator for the development processes. In particular, it is a time which makes it easier for both local governments and local firms to approve of generally accepted ideologies and new social norms as well as globally recognized best practices. Under these conditions companies with oversea branches or MNCs cannot escape from globalization forces and transfers. Therefore, we have to deal with it, because there are new challenges or problems and advantages to explore.

For this paper I have selected Taiwan and South Korea as the two economic areas. My main concern is with talent management among multinational enterprises in a global context. South Korea and Taiwan are two of the Four Asian Tigers that - generally speaking- went through similarly successful economic growth. Both have few natural resources; which forces them to concentrate on developing human resources in industries that are essential for the national economy. The kinds of industries which are essential for both countries are Information and Technology IT. There are diverse types of IT companies not only IT consulting and internet businesses but also electronics, telecommunications, network services, media pertaining and digital technology (Cho and McLean 2008, 54) Especially in IT industry the war of talent has emerged significantly, because occupations heavily rely on

skilled workforce with specific knowledge and the competition in the market is very tense due to the export-oriented type of industry. In most cases a government-led Human Resource strategy can be identified which has the responsibility to create a positive environment for firms. As the nation's core competency the strength of the industry itself should be maintained and reinforced. Companies used to search for alignment with university and other educational and vocational institutions for research and development as well as to find future workforce. A common system of IT companies in Taiwan and South Korea is the application of a performance-based Human Resource Management (also HRM) with task-related development or in other words training. It means their focus is placed on promotion, benefits management, labor relation and performance appraisal. To investigate HRM an institutional approach considers the external environment, for instance, education system, labor market, legal frameworks, industrial relation system (= union), social cultural system (= Confucianism in our case) and organizational culture. The latter two are especially relevant for our topic. They are defined as rules and requirements to which organizations must conform to receive the legitimacy and support. Multinational corporations, for example, already received legitimacy and support from the institutional system and thus can be influential and successful.

HRM can basically be divided into CD (career development), OD (organizational development) and PD/ID (personal/individual development). One of the expertises of HRM lies in the employee training system that contributes to the PD. Training supply should be orientated towards the demands of the labor market. Training's outcome should be monitored and evaluated. To examine Training and Development (= T&D) we can search for data of investment, spending hours, quantity of programs, training units and attendances. Further, HRM has to improve knowledge sharing in the firm and strengthen the organizational structure and culture. Regarding OD, commitment of employees is essential. They have to adapt to the organizational environment. Therefore, employee's behavior and attitude towards the corporate culture should be considered.

The function of HRM faces two groups of people. On the one hand, HRM delivers certain services for employees. It might develop an employee welfare program and expand the function of compensation. It evaluates talent and depending on employee's capability and performance there are special incentives and rewards. On the other hand, serving the company HRM has to develop strategic HRM and to emphasize the organizational culture. By successful talent recruiting, retention measures and T&D it contributes to the value of the company. Another role given to HRM is a demand to become a strategic business partner who is able to impact the business and enhance competitiveness. It has already been accused of lacking business-oriented competency. The value of HR depends, for example, on whether the top management sees HR and HRM as a source of competitive advantage or not.

We have two kinds of HR practices: strategic and innovative. The first one, as the term predicates, involves strategic integration into HR practices and thus focuses on: staffing, employee participation, performance appraisal system, incentive-based compensation, career ladders, results-oriented appraisal, broadly defined jobs and job design. This type of HR practices is closely related to business strategy and should contribute to firm's performance. The second includes training, recruitment and selection process, also employee involvement, team work, incentive pays, flexible job arrangements and employment security. Along with career plans, work life balance and functions of

compensation employment security are categorized into another responsibility of HRM, which is a long term employment policy and has to deal with the employability of workers.

This study integrates many aspects of HRM to carry out an in-depth discussion on HRM of four selected IT companies from Taiwan and South Korea. The paper begins with the chapter Definitions and Boundaries which is a theoretical part. Different definitions as well as already existing studies and literature on Human Resource Management will be discussed. It also includes the main aspects of globalization, Asian HRM and Talent Management. The following chapter tells about the situation of HRM in both East Asian countries. The historical development and occurrence of crisis as well as recovery and the impact on HRM will be demonstrated. In the fourth chapter Framework and Methodology the structure of this thesis will be explained by using theoretical frameworks. Furthermore, the analysis will be conducted and the data described in more detail. The research question will be announced. The fifth chapter Company Profiles is a collection of resources about each company's HRM. A comparison and theoretical interpretation close the chapter. In the sixth chapter perspectives of employees will be examined and connected with former issues by using the methodology. Most of the key arguments and opinions will be summarized. After answering the research question, last but not least a concluding chapter will reflect on the main issues of the study and complete the thesis.

2. Definitions and Boundaries

Headhunters, Talent Management, Employer Branding, Global Recruitment those are terms that nowadays coin Human Resource Management (short: HRM). Human Resource Management has been expanded into a field that not only covers employee matters, but also deals with marketing, consulting services, case of expatriation etc. Furthermore it is closely related to the business strategy and competitiveness of the company. In general, Human Resource Management has to care about many things. A change can be found around the concept of HRM when we take a look back, most outstandingly the word Human Resource Development causes some implications.

15 years ago Hill and Stewart (Hill and Stewart 1999, 108-109) noticed that HRD has often been simplified as training and development, and then strategic and practical aspects were added to complicate the concept. A factor which determines the formation and exercise of HRD is the size of the organization. Small and Medium Enterprises have different approaches and problems regarding HRD than Multinational Enterprises. Bigger companies have more financial capabilities to implement sophisticated, advanced HRD practices and systems including training and development programs. In contrast, a smaller firm has fewer employees to pay for, just to name some obvious differences.

In 2001 Lee argued in "A refusal to define HRD" (Lee, A refusal to define HRD 2001, 334) that a human resource is a commodity that can be shaped and used by the more powerful. According to the nature of organization and management the senior management decides the objectives and the organizational structure of a company, in which HRD is a subset of the HRM function. In her opinion the kind of role and tasks the HRM and HRD will have depends on the high ranking employees, and eventually they put HRD under the larger HRM. Therefore, the proportion of priority in regard to these two concepts may vary from organization to organization.

At the same time McLean and McLean gave a definition to HRD: "Human resource development is any process or activity that, either initially or over the long term, has the potential to develop adults' work-based knowledge, expertise, productivity and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation or, ultimately, the whole of humanity." (McLean and McLean 2001, 322) It is clear that they focused on the word 'development', which should give HRD the basic meaning. They outlined the purpose of HRD and lifted it on to a higher level within a wider context.

For McGoldrick, Stewart and Watson (McGoldrick, Stewart and Watson 2001, 350) HRM can be substituted by HRD, which has arisen from the debates on HRM. The usage as synonym was mentioned again. McLean and McLean suggested calling for a partnership of HRD and HRM (McLean and McLean 2001, 323). "One example of how we would distinguish between HRD and HRM in one slice of the pie – compensation and benefits – might be the market research to determine the market distribution of pay for given positions, which would be the responsibility of HRM. Moving toward an ESOP (employee stock option program) or gain-sharing plan, however, could have a significant impact on employee satisfaction and productivity, thus moving it into the realm of HRD." Regarding the specific scope of duties, HRM has to care about the job market and payment, but if it refers to an employee's attitude and engagement, HRD has to take the responsibility. Logically, we need both in a human resource department.

Bae and Rowley, too, followed this statement and wrote that Human Resource Development is not independent; it is combined with the Human Resource Management and thus establishes a whole system. A high level of HRD and high commitment HRM system will have positive effects on firm performance (Bae and Rowley, Macro and micro approaches in human resource development: context and content in South Korea 2004, 359).

Originally, HRD was only a study subject about training and development, which has been lectured in the Anglophone academic world. It is defined by Iles, Preece and Chuai (Iles, Preece and Chuai 2010, 126) as an organized learning experiences provided by employers. The authors also mentioned HRM as a new way of managing people by using the term. HRD can be divided into three components: Individual Development, Organizational Development and Career Development. It encompasses learning activities like coaching, mentoring, and specific developmental processes such as leadership and talent development. It follows two main purposes, namely improving performance and facilitating personal growth to increase organizational effectiveness and efficiency (Ahn and McLean, Regional human resource development: The case of Busan city, Korea 2006, 262). The same applies to HRM and its duty to contribute to the firm performance. Both terms can be used here when discussing the aim and goal. Furthermore, HRM can be divided into two perspectives, macro and micro level. In terms of human resource development on the macro level academics study public policy for skill formation, formal education expenditure and the utilization of human capital. On the micro level scholars investigate research and development (R & D) expenditure as well as training and development (T & D) of firms (Bae and Rowley, Macro and micro approaches in human resource development: context and content in South Korea 2004, 350).

The debate about the boundary goes on. Lee declared in 2010 (Lee, Shifting Boundaries: The Role of HRD in a Changing World 2010, 524) that HRM was a subset of management system of an organization and HRD a part of HRM with the same function as the other authors argued above. Then it has turned out to be the other way round. HRD has grown into

an own discipline with more theoretical discussions, while HRM has become a part of HRD due to its composition of practical and operational rules (Lee, *Shifting Boundaries: The Role of HRD in a Changing World* 2010, 525). The distinction has been enabled through the segmentation of theoretical and practical parts. Moreover, HRD has become multidisciplinary with parts of education, psychology, economics and management issues (Meltcalfe and Rees 2005, 450). The theoretical extension of the study field goes along with multiplication of practices in the occupational field and vice versa.

Another possibility is to differentiate HRD and HRM in terms of the word- development and management-which already imply divided tasks and roles. But they are complementary and interdependent with each other. "Both functions are responsible for developing a learning organization by recruiting people who are willing to learn continuously and providing opportunities and resources for professional development" (Huang, Huang and Chiu 2011, 59).

I have chosen the term Human Resource Management for the thesis instead of HRD, because I want to look at the practical activities in a company. My focus stays on the "management" part. However, HRD needs to be considered, either as a synonym or for its theoretical use. After all, training and development – in its practical form- are derived from HRD and included in HRM.

Already in 2003 Marquardt and Berger argued that HRD should play a much stronger role in future initiatives, because HRD works as a strategic partner with other functions such as organizational development and information technology (Marquardt and Berger 2003, 287). Therefore, we should pay attention to the responsibility of HR in a company, and by doing so learning what kind of impacts and changes HR policy and practices could bring.

A more recent input from Kim (Kim 2012, 240) claims that most frequently addressed issues at HRD conferences are performance improvement, enhancement of productivity, learning capacity in organizations, alignment of systems within organizations, effective work groups and their dynamics, or strategic management. Conferences about Human Resources are held not just internally in a company or in a country, but also globally. All around the world professionals, managers, consultants and practitioners exchange their knowledge and past experiences while setting new trends. Topics have arisen concerning globalization, international HRM, and especially comparative HRM.

2.1 Globalization and HRM

Human resources are people who have gone through an educational system and have been trained to be employable for working positions (Cho and McLean, *IT Companies' HR Practices in South Korea* 2008, 61). Education process is mostly acknowledged in other countries, therefore workforce can migrate. "As the workforce becomes more mobile and the nature of work more flexible, there will be an increasing need for benchmarking and being able to make sound judgments about the comparability of qualifications, attainment, and provision. [...] As we develop systems of flexible interrelated organizations that can draw employees from across the globe we need to establish some global understanding of what we expect such employees to be able to do [...]" (Lee, *Human Resource Development from a*

Holistic Perspective 2007, 108). Two significant words can be drawn from the quotation, which are comparability and benchmarking. Needless to say both have to do with the movement of globalism or –more commonly used – globalization.

Many factors belong to globalization, for example: increasing flow and sharing of information, spreading technology and knowledge, connections, or links of people around the world, a single market place with growing free trade among nations, less constraint by national boundaries (Marquardt and Berger 2003, 284-285). For some people it is a key to future world economic development and inevitable, others regard it with hostility due to the inequality it causes, that threatens employment and living standards. Globalization tends to be seen as a power that standardizes and assimilates people's ways of living, but it is also able to distinguish social classes, values and wealth. Hence, benchmarking strategies and practices are one result, and since we have access to plenty of information, comparing countries, companies, people etc. is another mission.

“Global environmental changes and associated negotiations over global resources, responsibilities, and population shifts are going to require global political and economic responses, which in turn can already be seen to be eroding the legislative, political, and economic boundaries of nation-states” (Lee, Human Resource Development from a Holistic Perspective 2007, 104). Especially, large multinational enterprises have the power and economic influence to challenge national boundaries. In such global organizations HR systems and practices can be characterized as being concerned with the strategic development and organizational development in a global context (Meltcalfe and Rees 2005, 455). A similar opinion was given by Marquardt and Berger saying that HRD has recognized the need to be strategically aligned with organizational goals and processes. A global perspective is necessary more than ever, because people are a competitive edge for an organization (Marquardt and Berger 2003, 287). The competitive and strategic aspects of HRD have often been demanded. While organizations found out that they require HR policies and processes that embody a global culture, local differences and cultural variety should be considered too. They have to possess global capabilities as well as local cultural sensitivity to employees and customers (Marquardt and Berger 2003, 288). Another argument about the awareness of cultural differences and locality regarding HRM in a global context can be found in an article by Meltcalfe and Rees. They suggest that global training and development have indeed several benefits, including increased competitiveness, improved job satisfaction and retention of overseas staff: However, developing business in diverse environments requires sensitivity to cultural norms and values (Meltcalfe and Rees 2005, 456).

In the academic discussion scholars used to explore the “best practice” of HRM and HRM as a universalistic theoretical concept without respecting the societal context and industrial sector (Meltcalfe and Rees 2005, 452-453). Facing the influence of globalization, HRM has been included into international and comparative studies, which means that environment and regional differences have to be taken into account.

Studying Global HRD includes international management and development. An international policy of HRD implicates cross- cultural training, competency development and it will be operated on a broad scale. Comparative HRD deals with evaluation of different countries' HRD systems including education and vocational training, and focuses on private- and public-sector managerial and cultural practices. National HRD programs and government

initiatives can be compared to each other as well (Meltcalfe and Rees 2005, 457). HRD is a study of process that connects many institutions, such as legislative systems, labor market, and economic organizations. This shows the diversity and complexity of HRD.

Another term was used to classify scholars dealing with HRM/HRD, which is International Human Resource Management (IHRM). IHRM scholars investigate specific areas concerning relationships between human resource processes, globalization and international business development. Such academics study HRM processes in global organizations or multinational companies (MNCs). The role of the international manager and expatriate management as well as related global HR systems including recruitment and staffing decisions have become the main objects of their study. Alternatively, dealing with comparative issues in an intra-national context and looking at comparative employment and industrial relations systems are also thematic options in IHRM (Meltcalfe and Rees 2005, 452). Interest in issues of culture and acculturation is also emerging.

A reason why I have chosen this topic is because I have become to know that „HRD significantly influences the local and national economy through the development of workforce skills and intellectual capital. As national economies merge into a larger global economy, HRD's role in economic growth continues to expand as well.“ (Marquardt and Berger 2003, 286). Despite the fact that this was written 11 years ago, it is still relevant and up to date.

2.2 Literature Review and State of the Art

2.2.1 Approaches and studies

One of the main basic concepts I follow in this thesis is the influence of globalization on human resource management. It is a world- wide tendency of political, socio-economic and technological forces which can impact national systems. There are two directions that appear as results from letting globalization into HRM. First, this environmental change is fostered by benchmarking and finding 'best practices' and causes convergence. Second, development underlines differentiation and specialization, which is the divergence approach (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 1). Rowley and Benson suggest that both are occurring and that both approaches can be used to examine HRM developments. "Globalisation and international trade and finance may place substantial pressure on firms to standardize practices and policies. Local customs, institutions, and labor forces do, however, provide serious constraints on the degree of convergence and may well lead to increasing levels of divergence" (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 2). These two opposite processes are according to the authors interdependent. When assimilation factors exist and universalize HRM systems, then dissimilation factors emerge to diversify them.

The process of industrialization and the spread of advanced technology are capable of standardizing management practices. The advantage of this is to develop 'best practices' that can be transferred to and used by any organizations. So, convergence theory implicates similar structural characteristics of organizations, because in a micro perspective, individual HRM practices have been changed to benchmarked actions (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 3-4).

Divergence occurs because countries choose context-based different configurations or bundles of HRM practices for their path of development and act against uniformity and pressure of globalization. Both can lead to success (Rowley and Benson, *Convergence and Divergence in Asian Human Resource Management* 2000, 17).

Critiques against convergence theory come from the institutional and cultural approach. The former concentrates on social and economic structure of a given society as well as the structure of the firm. That means a society provides specific characteristics to companies. Therefore different societies will form different companies based on historical and traditional roots. "The institutional view argues that the traditional values and practices are embedded in a country's social and economic institutions", (Rowley and Benson, *Convergence and Divergence in Asian Human Resource Management* 2000, 5). Such values and relations are essential to human beings and are different from culture to culture. Hence, the latter tells why many areas and aspects of management including HRM cannot be universalized because of local diversity. One of the main proponents in regard to this approach is Hofstede, mentioned by Rowley and Benson, who believes that culture is the main factor why national economies vary from each other. And so does HRM that is based on the cultural structure.

Another reason which rather supports divergence theory is that if all organizations do it the same way and implement the 'best practices' and compete with each other there would not be any competitive advantage anymore (Rowley and Benson, *Convergence and Divergence in Asian Human Resource Management* 2000, 4). Human resource management has without dispute the strength to enhance a company's competitiveness.

Already in 1987 Schuler and Jackson debated about the competitive strategy which HRM can contribute to (Schuler and Jackson 1987, 208). They adapted another scholar's framework of competitive strategy- namely Porter's innovation, quality enhancement and cost reduction- to emphasize that dependent on employee's skill, knowledge and ability staffing and recruiting can be strategically important for the business' goal. Their study revealed that not only did successful firms consider that their top management had to be compatible with the strategy of the organization but the characteristics of all levels of employees should also be matched by HRM practices (Schuler and Jackson 1987, 215). In the aspect of innovation, the implication for HRM is to emphasize managing people so they work differently on the same products or services. Innovative working process and way of working is a necessary ingredient. This includes selecting highly skilled individuals, making a greater investment in human resources, providing more resources for experimentation, appraising performance for its long-run implications and so on. Cost- reduction strategy requires people to work harder and quality strategy smarter. Quality improvement often means changing the processes of production in ways that workers could be more involved and more flexible. A greater employee commitment and utilization would be demanded. As quality rises, so does demand (Schuler and Jackson 1987, 210).

They identified six basic human resource management practice 'menus': planning, staffing, appraising, compensating, training and development. Each of the six menus underlines a different aspect of human resource management. They, for example, all are implicated in the internal recruiting. A policy of promotion from within can serve as an effective reward, because it commits a company to provide training and development possibilities but also to plan what the career path looks like. The more T & D opportunities, the more different skills can be acquired in many functional areas, the broader is the career path. Employees are

challenged to make advancement by adding skills, assuming more responsibilities, and taking risks. When establishing one promotion ladder, it enhances the relative value of a promotion and increases the competition for it. Implementing several ladders means it takes more promotions to climb till the managerial position (Schuler and Jackson 1987, 211) and one ladder does not mean much.

Other aspects like socialization in the culture of the organization, which is increasing employee identification with the company, and openness of procedures are mentioned in their work too. HRM also cares about emphasizing job security with practices encouraging a long-term employee orientation and a flexibility to change. Along with constant informal and formal training programs employment security can be reinforced (Schuler and Jackson 1987, 214). Furthermore, an egalitarian HRM can foster cooperative and interdependent behavior. Facilities offered by company should be available for all employees without regarding level of position or department. This practice can encourage employees to see themselves collectively as "us" rather than "us" versus "them" (Schuler and Jackson 1987, 214-215).

They pointed out that all those HR practices change. It is a series of reactions. "As the products of firms change, as their customers' demands change, and as the competition changes, the competitive strategies of firms will change. Consequently, employees will face an ever-changing employment relationship", (Schuler and Jackson 1987, 216-217). During the course of employment employees will be exposed to different sets of human resource practices and thus be asked to show different behaviors over time under different conditions of employment. Employees must have the capability to adapt and integrate, but HR also has the responsibility to secure their employment.

The firms they studied were pursuing competitive strategies aimed at cost reduction, quality improvement, and innovation. The goal is to gain competitive advantage and beat the competition—both domestically and internationally. It is a situation that has stayed almost for 30 years since their publication and still constitutes the starting position for every business. The critical role of HRM is, demonstrated by the experiences of studied companies, that through combining and cooperating human resource practices with the selected competitive strategy effectiveness can be enhanced (Schuler and Jackson 1987, 217). This fact makes HRM relevant to economy.

Many academics call out for the strategic integration into HRM. This opinion has been shared by Hsu and Leat suggesting that at the conceptual or theoretical level, HRM can be seen as a strategic approach, because it focuses on the importance of 'strategic integration (or fit)', where HR policies and practices are closely linked to the corporate strategic objectives of the firms (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 426-427). Those HR policies and practices include type of recruitment and selection, HR planning, T&D, pay and benefits etc, a similar categorization to the six menus mentioned earlier. In the study of Hsu and Leat all of the used models assume that HRM activities should be designed to achieve certain desired HR and organizational outcomes, therefore HRM managers or specialists need to adopt practices that are coherent and consistent with their firm's business strategies (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 429, 431).

In detail, recruitment and selection processes can be separated in different stages. It begins with planning. The present and future staff requirement will be considered. Then diverse

activities such as job analysis, job description, and job specification have to be done before offering an open job position. There is a variety of recruitment and selection methods, and it could be anticipated that larger companies have more capabilities to apply different methods (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 422, 424, 426). Unlike SMEs, they have more choices in their internal labor market, where promotion from within can be used more frequently in form of transfer, job rotation and employee referrals. As for promotion there are some criteria, for example technical competence, leadership, past performance, loyalty, socialability, seniority. The last one will be more interesting for the two countries I have chosen. Selection techniques have been manifold, to name some of them: application forms, aptitude tests, psychometric tests, skill or knowledge-tests, one-to-one interview, references, panel interview, assessment centers, medical examinations etc. The last three options are often used in large firms (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 423). What are also emerging are the external recruitment methods, which means hiring a search or consultant company to share the tasks of the HR department. Such company can take over the recruitment process, selection, the payment matter etc. However, shared responsibility requires communication and cooperation between two companies. The consultant company does not have full insight into the main company's business strategy or firm performance. Therefore, to avoid problems and failures, the HR department has to monitor and guide the work of this extern company, which is an extra task. (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 428).

A more recent trend that can be observed is the devolution and sharing of decision making over standard areas of HRM activity to the line management (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 414). This kind of decentralization of responsibilities integrates line managers into recruitment, selection and other HR tasks that not only seek to attract, obtain and retain the human resources, but also to achieve the strategic goals the organization needs. When we follow this path of development of HRM we see how firm's performance, goals and competition in the market impact on HRM and thus alters its function.

The study by Chen and Huang in 2009 examines the role of knowledge management capacity in the relationship between strategic HR practices and innovation performance. A company knows about the skills and expertise of its employees. It also needs to possess capacities to enable effective utilization of its human resources, which is the so-called knowledge management. Such management tools contribute to the development of organizational expertise for innovation – remembering innovation strategy (Chen and Huang 2009, 105). Strategic HR practices, including staffing, employee participation, performance appraisal systems, and incentive-based compensation, promote the capability in managing knowledge acquisition, sharing, and application. The findings show support for a better level of knowledge management capacity, because it can stimulate creative and innovative thoughts that may eventually lead to better innovation performance. Consequently, knowledge management capacity has a beneficial mediating effect on the relationship between strategic HR practices and innovation performance (Chen and Huang 2009, 112). The contribution of the study is its empirical examination and the result which indicates that the use of strategic HR practices positively explains the firm's innovation performance.

Beyond the original scope and more on a societal level human resource development can be applied in other organizations such as NGOs. In nonprofit, nongovernmental organizations HRD has been increasingly used in wider contexts, such as community, country, or societal development following the primary orientation which is the public welfare (Kim 2012, 240). The study by Kim is dedicated to present an overview of the emerging trend in HRD for societal development. The variety of issues extends to health and safety, equity and disparity in many social aspects, literacy and education, poverty, human rights and social justice, and governance systems and policy initiatives at community, national, or global levels (Kim 2012, 240-241).

Moreover, there are many researches around HRM and each of them highlights a different aspect or expands the field of HRM. In the following section the main focus of this thesis will be introduced.

2.2.2 Why Asia?

Since the successful transformation of Asian countries in the 1980s from developing country to developed country, terms such as Asian management style have appeared in opposition to Western management style. Such typology has been used for generalization and simplified comparison. Entrepreneurs, scholars and other specialists try to find out which management style works better, or why one fails and the other does not. Maybe both are evolving towards one single system. These terms must be carefully applied, because both only stand for a summary of similar characteristics or even clichés. Unlike “Western”, “Asian” countries obviously share a cultural and spatial closeness. The growth of many economies and companies implies analogous stages of the development and hence redefines the concept of “Asia” (Rowley and Benson, *Convergence and Divergence in Asian Human Resource Management* 2000, 1-2).

The debate involves convergence and divergence theory. Therefore the issue of exporting and importing of HRM system has been raised. Arguing about the transferability of employment practices across national and cultural boundaries, especially multinational companies face the challenge of increasing the potential. They will operate their home-country HRM system in a host-country and social, cultural as well as organizational differences could cause difficulties (Bae, Chen and Lawler, *Variations in human resource management in Asian countries: MNC home-country and host-country effects* 1998, 654). In this earlier study Bae, Chen and Lawler found some basic determinants of the HRM practices in MNC subsidiaries. Applying the HRM system of the parent company into other countries structural and institutional barriers will possibly occur. Within a host country HRM practices can be affected by the national origin of the firm. However, it depends on the prioritization of HR and on the belief about the contribution of HRM policies to firm performance whether influence could prevail on employment practices and HRM professionalization in the host country. The result of their analysis strongly suggests that HRM value is a significant factor in regard to the implementation of certain HRM strategies (Bae, Chen and Lawler, *Variations in human resource management in Asian countries: MNC home-country and host-country effects* 1998, 663 - 665). As national origin of parent companies they have chosen Taiwan and South Korea. They hypothesize that there are variations in HRM strategies between Taiwan and Korea. Although Korea and Taiwan have many common features in economic development and cultural roots, there are other factors

such as organizational, structural and institutional characteristics that are different (Bae, Chen and Lawler, Variations in human resource management in Asian countries: MNC home-country and host-country effects 1998, 657). Due to these national differences and given environment, and based on these distinguishing factors a comparative approach is enabled for further researches.

Speaking about theoretical and methodological problems, convergence and divergence theory exist because of the process of development which changes values over time. Furthermore, other impacts and experiences influence and alter cultural elements and systems and the role of each institution (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 6-7). Sometimes similarities evolve, sometimes variations emerge. Such trends are supplying new objectives to examine; thereby both theories can be sustained and applied. In this way, Rowley and Benson used five Asian countries representing a variety of business systems and being at various stages of economic development. Most significant changes in the selected business systems can be observed in improving freedom in personnel selection, teamwork and continuous training (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 15). They, too, agreed with the opinion that HRM has to align its strategic orientation with line managers, customer as the key relationship and with business aims. As far as South Korea is concerned, the economic growth was fostered not just by the 'Asian values', but also by many institutional elements such as finance, markets, enterprises and availability of a skilled workforce (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 7). More about Asian values will be presented in a later chapter.

Likewise, in "Towards an Asian model of human resource management?" by Rowley, Benson and Warner a comparative analysis of China, Japan and South Korea was made. They described the context of each country and narrated about the HRM system. After the analysis four implications resulted. Due to globalization problems of applying ethnocentric HRM rises. The question regards the degree of acceptance and change in subsidiaries operating in other countries. It involves a demand for transparency and openness in corporate affairs and decisions (Rowley, Benson and Warner, Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea 2004, 930). Asian MNC's may hire overseas non-Asian staff to manage employees under various HRM circumstances, difficulties in management style appear. Management of diversity is a new challenge when facing heterogeneity. The composition of workforce has been diversified ethnically and socially, it also has to consider gender, people with disability, religion. The search for the one best way overlooks problems in those practices. "The area of HRM is probably the most context-sensitive aspect of management. History, culture and institutions retain their power and influence even into the twenty-first century. This point is highly relevant for the operation of management and points to falseness, and even costs, of any 'one best way' prescription for the management of people." (Rowley, Benson and Warner, Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea 2004, 930) They suggested a cross-cultural approach for expatriate managers in dealing with HR problems, where both "Asian" and "global" template should be included. A call for attention to operational policies and day to day work of employees and managers in researches could be helpful to find solutions. For the authors convergence occurs and leads to a distinctive Asian model of HRM involving geographic

proximity, cultural closeness and openness to similar economic pressures (Rowley, Benson and Warner, Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea 2004, 928). This is also a reason why I have chosen South Korea and Taiwan, because at the first glance they seem to be very alike, but to know that there might be specific differences makes me curious to find more implications.

A more recent contribution to the issue of Human Resource Management systems in Asia comes from Budhwar and Debrah where they sum up the future research directions. Country specific studies are still needed and case studies for each of the countries are required. Emerging management models in the context of Asian management and emphasis on cultural values have to be taken into account. Convergence and divergence themes can be extended and there are investigations about detailed and nuanced convergence changes called "soft convergence" (Budhwar and Debrah, Future research on human resource management systems in Asia 2009, 200-203). When multinational corporations implement global standardized HRM practices and policies and mix up with local adjustments, this is an indication of soft convergence. They determine globalization as the main reason for new patterns and changes in organizational environment, economic liberalization and international competition. These all have impact on the management system and furthermore on employment relations, union membership, and employment security. Other relations such as the one between HRM and firm performance as well as economic success require more studies. As for HR managers, Budhwar and Debrah claim that the effect of changes due to globalization creates major challenges. HR professionals have to deal with the global competitive pressure and attempt to minimize it (Budhwar and Debrah, Future research on human resource management systems in Asia 2009, 205-206). HRM has an important role in the knowledge economy because it bears the ability to equip employees with skill, knowledge and attitudes. Facing the competitive environment HR managers will have to develop new strategies and also take advantage of the opportunities given by globalization to restructure HRM. Another interesting issue concerns the outsourcing of jobs from foreign industrialized countries. This does not leave IT branches untouched. "... If countries make advancements and have the quality to afford high skill workforce, they are able to attract foreign white collars to work in Asia. But firms have to prepare for the transferability. (Budhwar and Debrah, Future research on human resource management systems in Asia 2009, 209) This term directly relates to the particular focus of this thesis.

I will pay attention to the more recent term Talent Management. What is the difference between Human Resource Management and Talent Management? What does Global Talent Management look like?

2.3 Global Talent Management

To summarize the discussion about talent management in the literature I have used, I am going to divide the concept into three different aspects. In doing so, I hope to make it more clear and structured.

The first one investigated by Iles, Preece and Chuai is the selective aspect. In general, talent management is often used as a synonym for employee, people or workforce development. It is not essentially different from HRM, because both involve placing the right people to the

right job and the management of people through the organization (Iles, Preece and Chuai 2010, 127). The focus of talent management (TM) is, however, on a relatively small segment of the workforce which is defined as talented by virtue of their current performance or future potential. Moreover, it brings new tasks for managing the supply, demand, flow and development of people such as creating talent pipelines, leadership development for selected workforce, employer branding, competence development and talent continuity. In contrast to that, HRM seems to be a more egalitarian management than the selective TM (Iles, Preece and Chuai 2010, 128). It is obviously a performance-based system, because outstanding individual performance will be evaluated and retained.

The second aspect, the marketing aspect, underlines two elements of TM, talent market and talent pool. Besides maintaining the role of providing Training and Development for employees, Huang, Huang and Chiu added: "We believe that, in order to maintain a competitive talent pool, organizations must adopt the concept and practices of talent management and regard talent market as product market and employees as customers. Talent market in this study refers to the workforce in which organizations can select candidates and hire the appropriate people; [...]" (Huang, Huang and Chiu 2011, 59). They explained - to make it more visual - that, the job package is a product package, whereas job seekers are potential customers. The job package includes features such as benefit plans, working environments, job descriptions, or career development. Therefore, talent management needs to integrate marketing activities to attract buyers, or rather employees. After they purchase the product, or in other words accept the job offer, they will evaluate it and help to establish a brand image of the employer, the company. As the authors would say: "The marketing exchange relationship is similar to the process of hiring and job seeking. Both buyers and sellers in the product market and job seekers and recruiters in the talent market are looking for a match in order to establish a long-term and mutually beneficial relationship" (Huang, Huang and Chiu 2011, 60). This aspect refers to employer branding, which is also an emerging activity by employers identified recently.

The strategic aspect tends to argue that since TM is aiming at the development of senior managers and 'high-potential' people, it identifies them as strategic human resources and they are seen as critical to the company's survival. TM is implemented in people, who have been recognized as a key role for the corporate HRM function, especially in the international firm (Iles, Preece and Chuai 2010, 128). This opinion is also supported by Kim and McLean. Operating TM according to the business strategy is seen as an investment. Career Development henceforth it includes succession planning and leadership development, Personal Development will be applied strategically on the selected talent workforce (Kim and McLean, *Global Talent Management: Necessity, Challenges, and the Roles of HRD* 2012, 568).

Another debate concerns conceptualizing TM. Scholars are questioning, whether it is a fashionable way of naming HRM or new management practices coining TM. The authors argue: "If managers, HRD practitioners, or consultants are asked if TM has been adopted for 'fashionable' reasons, they are hardly likely to admit it; it is in the interests of all parties to argue that its introduction is to sole 'real' ('substantive') organizational problems." (Iles, Preece and Chuai 2010, 141) So, because of new challenges and shifting focuses, HRM has to adopt new practices and alter itself into Talent Management. In other words, the

functionality is the necessity of integrating HRD core functions (e.g. T&D programs) with HRM's primary objectives (e.g. maintaining a competitive talent pool, recruiting). From a strategic planning perspective, TM implies that "to develop and utilize internal talent, an organization should recognize which positions are critically related to its performance. Once a talent pool of high potentials and high performers is formed by developing or recruiting talent, the pivotal positions should be filled from the pool." (Kim and McLean, *Global Talent Management: Necessity, Challenges, and the Roles of HRD* 2012, 569). Developing a talent pool would foster the application of internal recruitment, which also means that while occupying key positions, present employees will be preferred instead of new applicants.

The basic framework of employer branding begins with the establishment of an organizational culture and an organization identity (Huang, Huang and Chiu 2011, 62). The image of the organization as a quality employer should be enhanced to attract job seekers, who can identify with the philosophy. Integrating marketing concept into HRM and improving the organizational attractiveness create a competitive advantage for the organization. At the same time through learning and training employees will develop and raise their productivity. Development programs could be one of the marketing activities and motivate job applications. "... if organizations want to attract and recruit the right people, they need to invest employees with well-designed professional development programmes" (Huang, Huang and Chiu 2011, 63). Furthermore, organizations can invite internal and external inducement. Internal inducement means, for example, opportunities of personal development or continual training, and external inducement includes compensation and bonus, both are valued by employees and should be available.

In the "cycle of effective recruitment" the authors presented the following steps: through organizational attractiveness and employer branding the right people should be recruited, training and education should be invested, employee's satisfaction and commitment should be ensured and maintained, as a result organizational attractiveness could be increased and employer branding should be supplied, which closes the cycle (Huang, Huang and Chiu 2011, 64).

The study reveals that a specific detailed job description including training programs receives more application than a general one. It enhances job seekers' willingness to apply for or pursue interviews. Offering more information sells better products. The company shows the importance of continuous learning and that it cares about the further education of their employees. Thus, it qualifies itself as a responsible, dynamic and competitive employer who offers an excellent working environment. The results from this study also signify that applicants are keen to focus on the opportunities for personal development and learning from work when choosing among job opportunities (Huang, Huang and Chiu 2011, 68). A correlation between corporate attractiveness and job application intention is confirmed in this study. The more job applications an organization can get, the more probability of hiring competent talents can be increased. In addition, job seekers who are appealed to professional development programs could be seen as self-directed learners and pursue career advancement (Huang, Huang and Chiu 2011, 69).

From the HRM viewpoint, firms that deal with human resources in more than one country need different strategies and action plans for talents. We are talking about global talent management. It is defined as an organization's efforts to acquire, develop, and retain talent to meet organizational strategies on a global scale (Kim and McLean, *Global Talent*

Management: Necessity, Challenges, and the Roles of HRD 2012, 569). When cultural differences between domestic and foreign offices should be understood, a cross-cultural training might facilitate the understanding. A reason for expanding business to the world and implementing global TM is the aging population and competition which cause deficiency for talent.

Kim and McLean allocate three words to Global Talent Management: acquirement, development, retention. They recommend HR practitioners to define the term 'talent' first and clearly before applying it. Talent Management is a long-term approach; it requires fairness in the whole process and awareness of cultural differences from the host country. Best practices or illustrative case studies are supportive to produce a benchmark and develop more appropriate methods (Kim and McLean, Global Talent Management: Necessity, Challenges, and the Roles of HRD 2012, 581). For success in the global business managing and developing global talent is essential. Not only HR scholars but also practitioners should pay attention to the matters of global talent. Indeed, Talent Management is not a whole new concept; it is reinterpreted HRM activity with a specific interest on high potentials.

To achieve a successful global TM, Kim and McLean further suggest four critical points. Centralized and decentralized strategies should be balanced, as has already been mentioned, the cultural context has to be considered. The difference between local environment and home country should be investigated. Therefore, to localize strategies acculturated interventions are needed. Employees should have the chance to develop their global competencies, which implicate a global mindset, and cross cultural competencies such as language, tolerance for ambiguity, cultural flexibility and global perspective. Multinational companies have to provide courses or trainings and require these in job descriptions. Employees should have those skills or at least know that they have the opportunity to improve. Across the subsidiaries placed over the global map a structured talent development system should be created with content such as systematic cross-cultural training and encouraging global assignments. Last but not least since employees are distributed in different places they could still be online at the same time. It should be possible to build virtual teams through the internet responding to the global challenges and enabling flexible problem solving (Kim and McLean, Global Talent Management: Necessity, Challenges, and the Roles of HRD 2012, 578-579).

There are also many problems arising for developing talent. The global standardization and formalization counteract local flexibility or customization. The ethnocentric strategy faces disturbances in the implementation of certain strategies by local context. The definition of talent and talent development is an agenda for each company. Global mobility could bring disadvantages to repatriates and expatriates in many aspects of working and living conditions. Due to lack of communication barriers between headquarters and subsidiaries can occur. Talent in the subsidiaries should be fairly treated with appropriate information; if not, a failure of the global TM system can cause limited possibilities for talents. A fluent communication method can help to enhance work efficiency of talents at subsidiaries (Kim and McLean, Global Talent Management: Necessity, Challenges, and the Roles of HRD 2012, 572-574).

The current demand for talent is formed by new competitive standards and labor market needs (Carnevale and Smith 2013, 492). What kind of knowledge and skill is asked for, are

they transferable and how are they used in the knowledge economy. Recently, the focus has been shifted to the ability a job seeker possesses. Ability is associated with capacity to utilize knowledge; it is present in a person from early ages on and can be developed over time (Carnevale and Smith 2013, 500). This capacity has to be detected and improved, because today's competitiveness depends on it.

3. HRM in Taiwan and South Korea

Out of many Asian countries I have chosen Taiwan and South Korea to compare with each other, and I am not the only one. The reason for the choice has been mentioned in the introduction and will be supported by Bae, Chen and Rowley (2011). Their study compares Taiwan and South Korea (also just Korea) spatially and longitudinally by looking at the overall development and by investigating many firms. Both countries experienced economic recessions in the late 1990s and significant economic growth, especially in key sectors. They have become important, because they have received and spent capital investment. It is not an underestimation that they are taken as possible role models for economic development for others. The authors argue that HRM practices have been seen as a key differentiator in gaining competitive advantage despite little natural resources (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 701). "Asian HRM", which both Taiwanese and Korean HRM are part of, has undergone a significant change. It came under the pressure through internalization of business and foreign investment. Companies are exposed to foreign influences, competition in the world market and labor market, the trend of Western type HRM has resulted from these environmental changes.

Asian HRM implicates a common context for HRM in both countries, which is the national culture Confucianism. Its core values are seniority, harmony, paternalism and hierarchy and these are embedded in business and of course also in HRM practices, for example they have influence on promotion and compensation system, employment relationship, and decide the authoritarian leadership style (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 702). In more detail, Confucianism impacts on three critical areas of HRM, which are employment, rewards and employee influence. Employment is secured through relationship and loyalty; the longer one works in a company the less likely one is to be discharged. It is not a flexible way of employment and recruitment. Rewards and promotion rely rather on the seniority-based system than on a performance-based one. Employee's opinion and influence is limited and less strong because of paternalism and hierarchy. This kind of HRM marks the starting situation and the authors found changes over the time. It also has to be kept in mind that the organizational forms of Korea and Taiwan are different; Korea is dominated by conglomerates, whereas in Taiwan many SMEs play an important role.

A brief outline of the development of HRM in Korea and Taiwan will enhance the basic knowledge. I am going to take the example of the study by Bae, Chen and Rowley, showing how they did the comparison by using their method and framework. The results are also introductive to the next chapters.

In the 1960s during the industrialization in Korea Human Resource Management emerged, because the economy was export-oriented and labor-intensive. It was strongly supported by

the government and it extensively invested in people. Based on cultural value the seniority system was developed. Firms had lifetime employment practices, starting with mass recruitment at entry level and training and development for internal career paths (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 703). HRM practices included position assignment, promotion, training, performance evaluation and rewards. The Asian financial crisis was the turning point. After that it had been noticed that the system became problematic, flexible measures proved to be more efficient, for example dismissals, employment contracts, using contingent workers, honorary retirement plans and financial flexibility with performance elements in rewards were in utility (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 703). We can recognize that early HRM practices were oriented at seniority and less on performance in both countries. This weak linkage between pay and performance has been used and controlled by hierarchical leadership in family-dominated business such as chaebols (conglomerates) in Korea.

Meanwhile, Taiwan's economic expansion was in the 1990s with a low unemployment rate, which signifies the employment security. The government also supported labor-intensive industries such as textiles and food till the main industry sector shifted towards high-technology operated by export-led policies (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 704). Prior to 1997 HRM relied more on informal selection which means family ties and relation, and emphasis on job tenure based on age and loyalty since Confucian traditions value seniority and harmony and imply authoritarianism. After the crisis the economic growth stopped increasing. The market of China and Southeast Asia arose and became competitive. The labor market seemed to be threatened and the employment security endangered. Performance-based pay, formal and extensive selections were implemented. Even employee participation was more encouraged (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 704).

From 2000 onwards the trend of increasing financial and numerical flexibility has been continued in Taiwan. More diversified employments like contingent workers and sub-contracting of jobs are preferred. In Korea too, the employment security declined as the rate of contingent workers increased and so performance-based pay. But the hierarchical leadership style did not change much, because the generation currently leading the companies experienced the post-1970s economic development and still insist on the long-standing traditions that brought about the economic miracle (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 704). Concludingly, most significant changes were made in recruitment and compensation.

Besides the concurrent economic development one could add the aspect of culture and history to the reasons why the features of the traditional HRM systems happened to be similar. However, the financial crisis has affected the two countries differently. Korea with more severe consequences took the advantage to reshape the HRM system. Nowadays, in the Korean business world new practices are spreading rapidly (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 712, 715).

The authors developed three types of HRM based on their former studies: paternalistic - market – commitment types, which are used for identifying the development Korean and Taiwanese HRM have gone through (Bae, Chen and Rowley, From a paternalistic model

towards what? HRM trends in Korea and Taiwan 2011, 706). They explain that the paternalistic type is the traditional HRM model of Asian countries emphasizing a collective orientation, an 'organization first' approach, authority-based coordination, loyalty based long term employment. There is a lack of employee involvement due to the hierarchy mode. They further define market type as an organizing mode that adopts numerical and financial flexibility with strong incentive intensity, and individual performance-based pay. Finally, the commitment type is a HRM consisting of mutuality-based collaboration, team-based approaches, trust-based coordination and team performance-based pay. All three are ideal types with own characteristics.

So far, the authors have applied more categories to look at the HRM in both countries. For Korea, employment security decreased, performance-based pay increased but not significantly, training has been increased over time. They conclude that Korean HRM generally moved toward market type HRM (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 713). Taiwanese HRM is marked by decreased employment security, performance-based pay, and increased extensive training. But the employee influence has not changed much. The reason is: "Confucian values, as mentioned earlier, emphasize inter-personal obligation and hierarchical relationships. Under the rigid hierarchical relationships some HRM practices, such as employee participation in decision making, seem to be rather difficult to change since the shift in influence involves changing power and decision-making structure, resulting in a dramatic cut in employers' authority," (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 713). Both HRM have shifted from paternalistic and hierarchical type HRM toward market type HRM, which means in other words moving away from traditional Confucianism-based type toward a liberalism-based type. Facing the economic recession and financial crisis the changes can be seen as reasonable. Furthermore, the international influence and global standards are benchmarking all of these practices; local institutions like government, business schools and consulting firms that are connected with the HRM of companies are perpetuating and accepting new forms (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 715-718). It forces alteration and enhances flexibility and adaptability. After proving that there are changes going on, the study goes deeper to explore the nuances of the changes, the levels and divergences.

The impact of the financial crisis was different for Taiwan and Korea. In addition the internal political situation, and the speed and the scope of the changes were much more severe in Korea compared to Taiwan. Chaebols (Korean family-based MNCs) were becoming global players and an assimilation to international standards was necessary. In the late 1980s the democratization movement pushed employers to relate salaries to employees' performance, therefore performance-based pay and employment security were increased significantly in Korea, whereas in Taiwan they declined (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 716). They observed that in Taiwan they have tried to apply numerical flexibility to the whole workforce by using various contingent arrangements, part-time and temporary workers. In Korea they adopted dual systems of high employment security for core employees and high flexibility for non-standard workers as well (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 717-718). An institutional approach can be recognized here. For a study of HRM of specific countries, economic development and political situation

produce the context where companies find their places. They also form the changes in HRM. To explain these changes the context should be mentioned.

Neoliberalism and market type management are two global forces that are strongly affecting the Asian HRM model. Consequently, firms with a 'hierarchy' mode have shifted toward a 'market' mode. However, due to shifting from one extreme to another extreme mode Bae, Chen and Rowley suggested the commitment approach to balance the forces (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 706-707). The commitment type requires trust and a sense of a collaborative community. It is advisable to learn about the different employment systems and the trade-off in each model. Sometimes one does not have to alter the whole model, because disadvantages might emerge if some functions from another model do not fit. Adding only some elements from other models can be more helpful and effective.

An earlier data collection from the field studies Korea and Taiwan reveals that both were patient with rules, which means that the rules have not changed easily. To some degree values and missions were partially present in companies. In the late 1990s individual performance pay was also partially existing (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 14). The comparison includes the importance of line managers, which was present in Korea, but in Taiwan only partially. The freedom of personnel selection, the harmonization of work condition, and teamwork were all highly present in Korea, but in Taiwan only partially or less significantly. In contrast to that, individual contracts were essential in Taiwan, and only partially in Korea, which indicates the various kinds of employment Taiwanese companies revert to. For both cases continuous training seems to be a key practice in HRM.

In the following part, I am going to discuss the role of HRM for Taiwanese and Korean companies separately. What kind of influence culture and government have on HRM? New challenges, responsibilities, and other aspects will be explored as well. At the end of the chapter there will be a comparative summary.

3.1 HRM in Taiwan

Around the time of the financial crisis human resources have already been ranked as the most important factor affecting the competitiveness of enterprises. It has continued due to keener competition ever since, and companies need innovative and motivated employees to improve quality, service and technology (Lin 1997, 29-30). In Taiwan HRM has been getting more attention within the context of global competition. The advantage of having well-educated people must be sustained with effective HRM. Discussions about theories and practices of HRM and literature have been explored increasingly (Lin 1997, 31). With such understanding, HRM has been taught in business administration courses for a long time. Developing human resources and managing human resources have been regarded as a strategy that has a significant impact on Taiwan's economic development. But the differentiation of the terms has not been clearly practiced, which causes confusion, because HRM and HRD as well as personnel, training and even industrial relations (IR) are often used as synonyms (Lien and McLean 2004, 74-75). This lack of careful distinction blurs the role and task of HR practitioners. Without a strict definition other responsibilities have to be taken into consideration.

The process of democratization in the 1990s brought pro-labor orientation, labor laws were implemented, and union movement could move forward along with a social welfare system, that was created for worker benefits with rules on unemployment compensation (Zhu, *The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises* 2003, 148). The industrial expansion exhausted the supplies of land and labor, which became expensive. In order to maintain the economic development the government encouraged the development of technology-intensive and service industries. The Asian crisis was accompanied by the fall of GDP. Moreover, foreign direct investment and trade surplus declined. "The fluctuation of the financial market and the huge bad debts of the banking system led to an unstable domestic economic environment. Over 5000 small and medium-sized enterprises (SMEs) became bankrupt and unemployment reached 2.9 percent." (Zhu, *The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises* 2003, 150) In 1999 there were around 280 000 unemployed citizens. Since 2001 economy could recover and an export growth was recorded at the end of 2002 by 3.24 percent. It has set the direction of the economic development till today and has also changed the labor market. According to Zhu, a stronger demand from US computer hardware makers has translated into more business for Taiwanese semi-conductor and electronic component productions (Zhu, *The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises* 2003, 150). Apparently, the Asian crisis and global economic competition have challenged enterprises which responded with reformation in HRM.

The present focus of HRM has been employee training and development. Lien and Mclean established the assumption that in Taiwan HRD is one aspect of HRM and is equated with training; its success relies on the top management (Lien and McLean 2004, 76). The best 1000 Taiwanese companies have constantly offered training programs, for example in culture compatibility, problem solving, emotional intelligence, to accommodate rapid changes in globalization and to weaken the problem of ageing population (Chuang 2013, 232). The dependency upon skilled and professional employees has been fostered by government's intervention. By supporting enterprise training and employee development it changed the workforce from labor-intensive to skill intensive. T & D practices have received attention as a critical factor to improve organizational performance (Chuang 2013, 233-235). Because of the commitment of the governmental authorities since the 1980s, vocational and technical education and the organizational structure have played active roles in T & D. The Taiwanese government implemented several policies to expand the capacity of various industrial training organizations and to promote nationwide vocational training programs. It also encouraged private firms to offer trainings (Lin 1997, 34). Since the industrial structure is still dominated by small and medium enterprises (SMEs), these employers have only limited resources to provide training and development activities to employees. To solve the problem of lacking resources for training and evaluation programs at SMEs government has offered its assistance (Chuang 2013, 231).

Regarding T & D, Hsu and Leat argued that the focus on training and retraining practices may be a reflection of long- term values with respect to Confucian dynamism (Hsu and Leat, *A study of HRM and recruitment and selection policies and practices in Taiwan* 2000, 422). In Taiwan the traditional Confucian culture tended to be of the opinion that a harmonized work condition was important. It was not easy for most enterprises to apply full individual performance pay, because a corporate culture of harmony should be maintained. That is why, among the case study enterprises in Zhu's work the main payment system was group-

oriented performance pay and relatively equal bonus pay (Zhu, *The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises* 2003, 154).

Even ten years later, Chuang states that Confucianism is present in many Asian companies. The value of collective welfare of families extends to the whole society and emphasizes integration and harmony. Therefore this kind of attitude and behavior-oriented relationship and commitment are preferred in evaluation rather than professional skills, which seem to be less necessary. Cultural tradition and social network build the labor-management relationship in Taiwanese firms that should be harmonious and collective (Chuang, *Evaluating training and development practices in Taiwan: challenges and opportunities* 2013, 231). This characteristic definitely matches the paternalistic type of HRM.

As long as the society embraces elements of Confucian tenets family traditions are essential. Therefore the hiring of friends, relatives and family members is a common recruitment practice within the organizations (Hsu and Leat, *A study of HRM and recruitment and selection policies and practices in Taiwan* 2000, 422). However, over the last two decades of the 20th century economic ups and downs have impacted the type of HRM adopted in Taiwanese enterprises. Under the pressure of globalization a restructuring of industries was necessary. Changes are including relocation of factories, downsizing or retraining employees, shift towards labor-hiring flexibility. The high economic growth demanded for extra labor, hence, foreign labor has been searched for. A low economic growth caused unemployment. In such a situation the labor market environment would change from demand-driven to over-supply of labor (Zhu, *The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises* 2003, 159-160). Both institutional environment and globalization are responsible for lifting the requirements of flexibility and adaptability of the labor market. In addition, competition has altered the situation of HRM too. Fixed-term employment contracts are rather used than lifetime employment, performance-based compensation and rewards have emerged, focus is placed on training and career development. In a traditional Taiwanese society ruled by parental leadership, management of personnel was generally less emphasized in organizations and merely a problem. But now organizations need to acknowledge the role of HRM and its contribution to competitive advantage and should facilitate the effectiveness of HRM (Lin, *Human resource management in Taiwan: a future perspective* 1997, 39). At both national and enterprise levels Zhu suggested that HRM policy should develop long-term strategic plans, supply training for laid-off workers for re-employment and prepare adequate skilled workforce (Zhu, *The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises* 2003, 160). Further critical issues for improvement of HRM are including information sharing, career planning and management, appropriate laws and systems, and organization development.

Within the society there is an indication that the work-related values of Taiwanese people might have altered. The emphasis has been shifted from loyalty and sociability-based promotion towards a preference for technical competence and performance (Hsu and Leat, *A study of HRM and recruitment and selection policies and practices in Taiwan* 2000, 426). The paternalistic and autocratic business model found in Taiwanese private enterprises with centralized decision making and with low trust in subordinates were fundamental in explaining the lack of diffusion of any new forms of HRM (Hempel and Chang 2002, 80) (Zhu, Chen and Warner, *HRM in Taiwan: an empirical case study* 2000, 37). Moreover, there are differences between small and large firms. Most small and medium enterprises still apply

traditional and paternalistic management methods. Locally-owned smaller sized Taiwanese firms integrate to a large degree cultural factors into HR practices. Employee involvement might be limited in smaller enterprises. However, senior staff and department meetings are taking place more often. Generally, HR managers do not play a big role; some enterprises do not even have an HR manager or an HR strategy. On the other hand, most large enterprises acknowledge the role of the HR manager as important for business development (Zhu, Chen and Warner, HRM in Taiwan: an empirical case study 2000, 37). The larger the enterprise the more likely are formal management practices to be carried out and the more likely is an international standardized HRM to be adopted. In order to be more competitive in both domestic and international markets foreign investment and MNCs need to set new initiatives and strategies to cope with recent economic challenges and global competition (Zhu, The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises 2003, 160).

It has to be mentioned that after the 1990s unions have emerged and become more independent. It was a product of government enforcement of the labor and trade union law. The role of the union maintains marginally and has minor influence on decision making processes. It should represent and protect workers and their interests, but due to lack of operative independence it has an ambiguous nature. Nevertheless, union officials can bring workers' concerns and grievances to management during annual meetings and negotiation on the collective contract. They can also help their enterprises to be more competitive by providing and assisting training programs for workers, promoting the relevant government policies, assisting management to improve quality and productivity (Zhu, Chen and Warner, HRM in Taiwan: an empirical case study 2000, 40). But still many firms do not have unions at all.

For my case studies the following depiction may be interesting and more relevant, because it deals with technology industry. Hempel and Chang described the relation between technology and employee involvement. For the technological sector innovation and organizational culture for innovation have been identified as important values. Advancing high-technology requires high levels of employee participation, employees who are taking initiative and are reasonably free to follow their inclinations in technology innovation (Hempel and Chang 2002, 80-81). Organizations have to foster a considerable degree of independence and autonomy for employees, because a strictly controlled management style would not fit with these values. In a relatively informal atmosphere the quality of an idea and not the power and authority of the person who proposed it matters (Hempel and Chang 2002, 82-83). Therefore, firms have applied a long-term approach to results and performances, and have decentralized the structure. Such changes appear to be concentrated among those companies in technology and knowledge-driven sectors and people, who work there and know that the management activities are transforming away from traditional practices. In many cases they are aware of new tensions and contradictions which would challenge them. Hempel and Chang also pointed out that particularly within the high technology sector among highly educated workers resistance to the effects of *guanxi* (relationship) is strong (Hempel and Chang 2002, 86). Since special qualification is needed, relationship-based (*guanxi*) hiring does not necessarily suit the job or meet the requirements for the position.

As far as training is concerned, especially technologically –oriented firms need to maintain advanced skills among the key employees, because they have to be able to develop certain

new products or new technology. Thus, enterprises should supply them with professional training. Over the recent years employees have also been sent abroad to complete overseas training schemes. Only large companies can afford this and establish exchange training programs with foreign companies (Zhu, Chen and Warner, HRM in Taiwan: an empirical case study 2000, 36). We already know that sometimes human resource development is misunderstood as human resource management. HRD is only in charge of developing the education area without strategic aspects and performance consulting (Tai and Wang, A framework for human resources development in Taiwan's high tech industry 2006, 223-224). It is suggested that in Taiwanese high tech industry HRD still needs continued research to prevent disadvantageous future development.

In a study Zhu, Chen and Warner presented many companies in Taiwan with different kinds of ownership and from various sectors. I pick out one profile that seems to be familiar and a suitable example for my case studies.

The Taiwanese private enterprise coded F6 was founded 28 years ago and back in 2000 had about 3768 employees, the number excluded the overseas operation. It had two investment locations, one outside of Taiwan, and ran business in Electronics. Its market consisted of 40% overseas (half in US, half in Europe) and 60% domestic and reached a turnover of around 281 million US\$ (Zhu, Chen and Warner, HRM in Taiwan: an empirical case study 2000, 34). The decision making process was taken over by the general manager. The qualification for the manager position demanded a university degree and above. The recruitment of the manager happened 100% internally. There was a clear managerial philosophy and corporate culture loyalty. Languages used in the company were Mandarin, Taiwanese and English, because the company also employed foreign labor force (Zhu, Chen and Warner, HRM in Taiwan: an empirical case study 2000, 38). It had a trade union, held union meetings and used collective contracts.

After four years Zhu examined the same companies again and found out some changes that had significantly occurred since the financial crisis. The assessment of HRM in Taiwan enterprises was divided into 10 dimensions: adherence to rules, behavior by common values and norms, key managers: personnel/specialists or line/general manager, personnel selection, payment systems, harmonized work conditions, individual versus standardized contracts, in-house training, right to hire and fire and the strategic role of the personnel manager. Except for the dimension key managers, in-house training and harmonized work conditions other dimensions have been changed. We can also interpret that the importance of training and harmonized work conditions are protected by Confucian values. The author summed it up by arguing that continuities and changes in Taiwan are under the influence of cultural norms, as well as political, economic and historical norms (Zhu, The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises 2003, 161-162). The findings demonstrate that enterprises try to do the best to improve the performance and competitiveness following the Asian crisis.

Labor policies on a national level were conducted by a council, which has recently been upgraded in February 2014 to Ministry of Labor (MOL) of Republic of China. According to the official website the administrative goals and focal points since then are (Ministry of Labor Republic of China 2014): developing human resources in Taiwan, cultivating high-quality laborers, and improving the quality of life for laborers; the MOL proposes the policy of "decent work" by enhancing autonomous labor-management relationships, creating a fair and

just labor environment, and establishing a labor market with development potential, giving consideration to both the well-being of laborers and sustainable development of enterprises, so that laborers can also share the fruits of economic development.

One country which was severely harmed by the crisis more than Taiwan is South Korea. So we can predict that there will be many reforms and changes.

3.2 HRM in South Korea

South Korea experienced a fast-growing economy from the early 1960s to the late 1990s. The authoritarian state took a very active role in this process controlling the financial system and protecting the domestic market. Government subsidy helped to develop a competitive advantage with labor-intensive manufactured exports. Culturally, Confucian traditions prevailed and the seniority-based, paternalistic HRM model was established in the 1980s. Confucian code of personal and social behavior indicated a strong work ethic, harmony, paternalism, hierarchical orientation, collectivism and emphasis on learning. These values were all embedded in HRM (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 586). The foundation of Korean family-controlled corporate groups (chaebols) could be attributed to this culture. Training and development had been seen as essential in HRM. Already in 1990 the chaebol Samsung, despite the very high cost, implemented overseas training programs sending qualified employees to foreign universities for re-education with no obligation other than obtaining language skills and making cultural acquaintances (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 588). During the ten years before the Asian crisis problems had arisen. The economy encountered competition from foreign firms and was not flexible enough to adapt to the changing external environments. This inability caused among others strikes, labor turmoil and labor movement.

Employers regarded the old employment relationships as imbalanced, because the employment was secure and real wages were increasing (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 587-588). The over inducement created by lifetime employment with strong internal labor market and limited ports of entry was prevalent but was becoming irrational. By linking pay to performance some dispensable benefits could be reduced, consequently, firms were adopting a more rational HRM system. The traditional HRM system was facing the rejection as outmoded and inefficient, requiring replacement with flexible resourcing. The shift from incentives depending on the length of service towards performance-based work was perceived as a more balanced approach. Besides the new way of rewards, the traditional system still remained with some options. It demanded an extensive socialization of employees into the company, their adaptability was evaluated. Seniority continued to have a role in the reward systems in many firms, because only very few used a performance-based system, for example some annual pay practices to higher level employees maintained (Rowley, Benson and Warner, Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea 2004, 924-925). In Korea, conglomerates (chaebols) possessed power and business-government relationships that tended to make change more difficult to implement. They were built on a paternalistic and family-oriented business system, dedicated to Confucian values such as family and hierarchy.

Since their contribution to the national economy is vital, their failure as well as growth has massive impacts on the whole economic system. If they were not willing to change, because they could lose their authority and influence, as many other authoritarian organizations, it would create cost for many other economic actors.

The HRM system in Korea applied then also focused on job rotation, developing new career plans and overseas training opportunities. The challenge during this period was to pursue rationalization to gain greater productivity and competitiveness. Instead of promotion by going up the ladder based on tenure, resourcing and promotion by a selective staff was introduced, practices such as internships. Blind interviews were applied and recruitment specialists were searched for. An early retirement policy could prevent employees, who could not receive a promotion in a certain period, from staying too long in the company. From 1998 to 2000 the unemployment went up.

The recovery from the Asian Financial Crisis in 1997 took an impressively short time. To overcome the crisis Korea's economy moved away from the centrally planned, government-directed investment model toward a more open liberalized market economy. Besides the restructuring of chaebols labor adjustments including a dynamic and productive labor market with flexible wage rates helped to reach survival. Korean employers and management took advantage of the financial crisis to legitimize their transformation efforts toward more flexible labor markets and performance-based incentives (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 589). Domestic economy has become open towards globalization and welcomes neoliberalism. Inward foreign direct investment brought contact with 'foreign' HRM policies and practices. Hardly any company has used only the seniority-based system for payment anymore; the performance-based one has become a supplementary system. Two new options were involved enhancing fairness and objectivity in linking performance and ability to compensation. Firstly, firms have enforced evaluation and feedback processes. Instead of fixed and regular bonuses appraisals of individual or group performance determine the incentive system. Performance management experienced the beginning of a shift from the seniority-based approach toward ability- and performance-based approaches (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 588). The end of the employment security policy was accompanied by low trust in the relationship between the organization and its people. Few newly employed people regarded their current jobs as permanent, while at the same time, few managers expected new employees to have a long-term relationship. Not only the terms of employment were shortened, under bad economic conditions firms usually plan dismissals, downsizing and change of workforce (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 589). A variety of employment contracts has emerged due to the growing demand of irregular and temporary workers. Hence, the labor market has become more flexible but also more competitive. Since the financial crisis, major business groups such as Samsung, LG Electronics, Hyundai Motor, SK etc. have been even more aggressively recruiting the best people, which is called the war for talent (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 589). The war for talent implicates the great effort the companies are making to retain people hired. They are willing to spend huge sums of money to attract people and to create retention strategies including both push and pull factors. Push factor is for example adopting earlier

retirement programs and as mentioned before downsizing measures. Pull factor is mostly strong incentives offered by companies. Since 2000 per capita income has been increased threefold. Its GDP has been tripled as well and the inflation has been kept low.

Regarding unions, Korean unions were affected by Confucian cultural traditions, which were encouraging patriarchal and paternal relations and focused on employee relations towards the enterprise. Many of them were prohibited from 1945 till 1997. Since 2002 they have been allowed and multiplied (Rowley, Benson and Warner, Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea 2004, 925). Unions tend to criticize the numerical flexibility that has been accelerated by fluctuations in labor markets.

Another topic that has been standing out during the research of Korean HRM is HRD on national and regional level, which is in the interest of many scholars. About the definition of National Human Resource Development (NHRD) Korean professionals continue to struggle with a definition that fits the Korean context. "The Korea Education Development Institute defined NHRD as the national effort to maximize social efficiency for and publicize human resources. These goals can be achieved by enhancing social capital, such as morality and character, and developing core competencies required for a knowledge-based economy, leading to individual growth, efficient utilization of management systems and, ultimately, competency of the whole nation." (Ahn and McLean, Regional human resource development: The case of Busan city, Korea 2006, 263). Furthermore the authors believe that the sustainable growth and development of the national society depend on the future and stability of its regional society. The key factors are the quantity and quality of human resources available in the region. Therefore, Korea is placing an emphasis on regional human resource development (RHRD) and constructing a regional innovation system to strengthen regional development, which is the basis for establishing a national innovation system (Ahn and McLean, Regional human resource development: The case of Busan city, Korea 2006, 261-262). This approach should support sustaining competitive advantage of Korea. It is necessary to build a relationship between training and the labor market based on specific needs at the regional level. HR institutions are searching for a sophisticated human resource information system to share and accumulate qualified data regarding labor needs (Ahn and McLean, Regional human resource development: The case of Busan city, Korea 2006, 265). Interrelation can be observed between business, research institutions and universities. Businesses currently provide financial support to research institutions and universities in return for high technology. Subsequently, universities, in conjunction with vocational institutes, are also responsible for developing talented human resources. On the national level the government is supporting the whole system by cooperating with all these organizations.

The Ministry of Education has been centralized; prior to 2001 HRD tasks were spread across different ministries and offices. Since the Korean government has changed the name to Ministry of Education and Human Resource Development, those tasks were all under the charge of one institution (Ahn and McLean, Regional human resource development: The case of Busan city, Korea 2006, 264). It was responsible for coordinating HRD policies on a national level. Around the time HRD was a priority and major concern, but after 2008 the ministry was renamed to Ministry of Education, Science and Technology, which implicates the emphasis on developing and improving science and technology. Since 2013 it has been

called Ministry of Education (again). Depending on the development of the country the ministry has to change its key functions.

Study examples show how scholars approach the topic of HRM in Korea, what kind of research has already been conducted. Authors are digging deeper into the structure of HRM and try to find out the relation between business strategy, organizational culture, and HRM policy (Bae and Rowley, Macro and micro approaches in human resource development: context and content in South Korea 2004, 355-356). By using a questionnaire they collected data from over 340 firms operating in Korea during 2000 and 2001. Among these firms, 15.1 percent are foreign subsidiaries of multinational companies. The age of companies ranges from 1 to 104 years. The average employee number is 805. The sample covers various industries such as electronics, electric, chemical, heavy equipment and machinery, and pharmaceutical. As a result they argue that the factors mentioned before are positively related to T&D activities, which indicates that business strategy, organizational culture and HRM are influencing each other and they are all responsible for training practices and employee development plans. Such huge samples are very useful for other studies, because it is not easy for every scholar to have access to so many data. Built on their arguments further investigations can be made with more specific cases.

Another research presents eight dimensions for measuring the quality of employment, which should reflect the job satisfaction of employees (J. Lee 2009). Two aspects have to be considered: company size and industrial sector, which mostly differentiate the results. The statement is that there is a correlation between high satisfaction and positive performance. Regarding IT and Telecommunication industry there are following significant findings:

A high percentage of employers introduce performance-related pay increases for non-managerial employees, and offer many training opportunities. The bigger the company the more training opportunities and other facilities are provided. Financial support for health-care expenses and career counseling by the personnel management department are given. The percentage of employers introducing flexible-hours systems is not very high, and there is a small percentage of employers having an agreement which states that regular employees shall not be dismissed for managerial reasons. Over 60% of IT and Telecommunication companies hold meetings with the CEO and the employees as a single group or in small groups to enhance communication at the workplace.

There are some studies using Korean firms to prove their hypothesis, without underlining the context of Korean society or business structure. The purpose of others is to describe certain situation and system tightly related to Korean companies and their employees.

In 2008, the new government caused a paradigm shift in labor policy, which aimed at pursuing economic growth and employment simultaneously by supporting economic revival and job creation to make Korea a leading advanced nation. The tasks were boosting market economy, developing human resources and achieving active welfare. Since July 2010 the Ministry of Labor has been relaunched under the new name "Ministry of Employment and Labor" (MOEL) (Ministry of Employment and Labor 2014). The vision of MOEL is cooperative industrial relations, dynamic labor market and rewarding working life.

An annually survey by the Ministry of Employment and Labor has found out that in 1996 only 1,6% of the companies used a performance-based pay system, while its usage increased up to 57,4% in 2008; the increase in the adoption rate reflects the fact that many Korean firms

were pushed in the post-crisis period to change their HRM systems to a more performance-based approach (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 590). In other words Korean HRM experienced a transitional type of HRM by adding performance factors and enhancing employee competencies. To adapt a flexibility-based market model other limitations have occurred. Due to the decrease of employee loyalty and commitment, relations between business units and people have been hampered. Employment relationships are now characterized by transactional and economic exchange with a more short-termed performance (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 592). Korean HRM systems went through revolutionary changes created by periods of social unrest and crisis, which however established conditions that enhanced the malleability of traditional cultures and norms. These elements are alterable, the knowledge of that is an advantage, because it makes it easier for people to accept different new ideologies and practices (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 586). Nowadays, in Korea the speed of benchmarking is very fast. If one company declares a management practice, in most cases a chaebol, very soon many companies will follow. Also international HRM trends are diffused and adopted rapidly.

At a glance, rapid economic development, democratization, limited natural resources and thus human resources as main driving force, recovery from Asian financial crisis, changes in economy, conflict between traditional values and certain Western values and Japanese influence as well as neoliberal challenges, are some terms Bae describes the development of Korean HRM with (Bae, Self-fulfilling processes at a global level: The evolution of human resource management practices in Korea, 1987-2007 2011, 581). In my opinion the depiction can also be applied to HRM in Taiwan.

Many similar structural changes can be identified among Taiwanese and Korean companies over the years. Most of them are derived from cultural traditions, which are still present in society. Nevertheless these changes have been seen as necessary and essential for recovery and improvement because of the external environmental developments. The organizations in Taiwan as well as Korea are generally moving from a vertical structure to a horizontal structure, which also means the hierarchical system has become more egalitarian. The economic emphasis on different industrial sectors has brought about a change from labor-intensive to skill-intensive business. Earlier the domestic market has been the main target, while nowadays more companies are addressing the international market for expansion. The old-fashioned seniority-based HRM system has to step back for the more efficient performance ability-based system in rewards and promotion. In other key areas we notice that resourcing is becoming flexible, and the employment security has decreased. Job rotation has been introduced into employee development, which is an opportunity for employees to become familiar with the process of production and various positions. Promotion depends on contribution and cannot be taken for granted. Employee influence was either limited or excluded. Now, employees are involved in decision making and their suggestions and advices are encouraged.

It also seems that the culture of collectivism has added some individual values. The East Asian managerial and work culture have apparently been based on a strong ethos of 'collectivism'. It helps to explain the norms of reciprocity, unspecified trust and teamwork solidarity and dedication in East Asian societies. In both older manufacturing contexts and

modern customer-oriented service industries collectivism is a key to organizational performance (Zhu, Chen and Warner, HRM in Taiwan: an empirical case study 2000, 32). But the concept also encounters complications in a legal aspect. Collective contract provides only a basic guarantee for the general conditions and welfare. Individual contracts, in contrast, can protect each employee more personally by covering detailed issues such as wages, working hours, duration of contract, welfare and other benefits, responsibility of both sides and reasons for discharge (Zhu, The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises 2003, 154). In a merit-oriented time traditions and cultural norms have to endure being called unpractical and inefficient. Nevertheless, they differentiate the system from other management styles. Interestingly, following the discussions both SMEs in Taiwan and chaebols in Korea keep some elements of the traditional leadership style, but in different areas. The small and medium enterprises in Taiwan are in most of the cases locally owned. Therefore management practices have strong cultural traits, especially employee influence remains low, the decision making process is still centralized. Although, chaebols are MNCs and exposed to international standards and global management systems, they are in principle family businesses, which are equipped with paternalism and authoritarianism. Compared to Taiwanese smaller enterprises Korean conglomerates are actual global players with huge international impact. A study by Cho and McLean also reveals that respondents in the MNCs have positive views of their HR practices, while those in the small and medium-sized companies are negative about their HR practices (Cho and McLean, IT Companies' HR Practices in South Korea 2008, 58). Perhaps due to the well-established HR systems and programs in the headquarters MNCs are presumably better positioned than SMEs. Their war of talent takes place on a global level, whereas scholars suggest that HRD/HRM in Taiwan needs more researches and further improvement. In Korea new practices are implemented quickly, while Taiwanese SMEs are limited in their HRM options.

4. Framework and Methodology

The structure of the paper is inspired by the following frameworks which I have found during the research. They all have one thing in common; they are built on three levels or stages. The earliest one is a model developed by John Storey in 1995 to analyze the degree of movement or changes in HRM. In his model HRM constitutes of Beliefs and Assumptions, Strategic Qualities and Management Roles and Key levers. For Storey, "... it is human resources (HRs) that gives a competitive edge, that the aim is not merely compliance but employee commitment, and that employees should be carefully selected and developed" (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 12). Everyone in an organization is a member of a team with a common purpose and should share the same objectives. Storey integrated the strategic aspect into HRM, so that HR decisions are of strategic importance. Line managers are involved in HRM and HR policies should be a part of the business strategy. Key levers include actual HRM practices such as communication, training, reward, job redesign and others that shape the employment relationship. These three levels and their corresponding dimensions are not present in all Western enterprises, because it is an idealized version of HRM. However, the approach has been valued for giving a common reference point to measure changes in HRM (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management

2000, 12). This version of HRM has been further applied and remodeled but the basic idea remains.

Becker and Gerhart used this concept to analyze best practices of HRM among enterprises. They call the first level system architecture with guiding principles and basic assumptions. It can be measured by differences in the constellation of Beliefs and Assumptions, which can be understood as the common purposes and shared objectives of a company. Then they look at the mixture of policies that are consistent with architecture, in other words appropriate strategic decision-making. The investigation of practice processes on the third level includes best-in –class implementation and techniques and other levers (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 11-12). With this approach the search for the universal 'best practice' can be divided into three levels. The advantage is according to Rowley and Benson that a more nuanced comparison can be achieved. The results would show that the universal 'best practice' could be expected at the first level but the matter of degree could be divergent at other levels (Rowley and Benson, Convergence and Divergence in Asian Human Resource Management 2000, 12). It could be assumed that at each level different changes occur, but if it goes in a certain direction at the first two levels that does not necessarily mean that it will go in the same direction at the third level. Basically, convergence studies are focusing on macro level variables such as structure and technology, standardization and universalization might be more frequent. Divergence works are concentrating on micro level variables such as the behavior of people in organizations, here local characteristics or diversities might be visible.

Since these approaches are operating on different levels Rowley, Benson and Warner further wanted to examine the level of occurrence and added the concept of institutionalization. The concept analyzes the acceptance of given practices and rules, whether these are followed and implemented, or employees are committed to and satisfied with. The acceptance is low when changes are only happening on the level of practices, but it grows, when they are climbing up to the level of architecture which means it will be institutionalized. The higher the acceptance the higher is the status of institutionalization. Such acceptance proceeds at different speeds and at various levels among the enterprises within the country (Rowley, Benson and Warner, Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea 2004, 919). It is a modifiable framework, which gives a lot of room to adding some detailed measurements, and it can be altered and applied to many issues.

Similar to this, Budhwar and Debra proposed a model for examining cross-national HRM (Budhwar and Debrah, Future research on human resource management systems in Asia 2009, 212). There are also three levels of factors and variables, which are known to influence HRM policies and practices: national factors, contingent variables and organizational strategies and policies. National factors involve national culture, institutions, business/industrial sectors and dynamic business environment as the four core aspects determining HRM systems in different cross-national context. Contingent variables include age, size, nature, ownership and life cycle stage of organization. Finally, the third level is related to primary HR functions and internal labor markets. The authors underline the examination of HRM in different Asian countries considering the impact of the main national factors (Budhwar and Debrah, Future research on human resource management systems in

Asia 2009, 213). A similar structure of the frameworks with three levels can be noticed, starting with a macro-level perspective down to micro level aspects. On each level they tell you which specific elements and components you can investigate to draw useful cross-national comparisons.

Another concept has been found in the study about HRM in organizations in Taiwan, which is based on empirical research by Hsu and Leat (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 430). Three main parts are: external environment, organization and internal environment. To look at the external environment you have to consider the following criteria: economy, labor market, foreign direct investment, education and training systems, national culture, western management theories practices and techniques, technology, law and regulations. They assign corporate strategy, HRM policies/activities, desired HR and organization outcomes to the second category "organization". Internal environment encompasses the sector of industry, organization form and structure, organization's high context culture, leadership style, employee values and preferences, company size, ownership pattern, and composition of the workforce. There are some deviating attributions, but in general the structure remains the same. The authors especially point out the relation between these three parts. In their opinion, there is a dual-way feedback loop to each of them and between the components, a continuously interactive flow of communication, planning, adjustments and evaluations (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 431). They influence each other and establish a mutual interdependence.

Three chapters of this thesis are based on these frameworks, beginning with the first level of national perspective. The issue of Human Resource Management in Taiwan and South Korea has already been explored, described and compared in the former chapter. For the second level I have chosen four companies, with two of them being Taiwanese owned; the other two are Korean companies. Two main criteria for the choice are that the firm must have internationally operating overseas offices, and it must have to do with electronics and telecommunication. The reason is that with a similar starting point –the same industry- an equitable comparison can be made. Furthermore, MNEs have the capability of implementing several HRM practices, maybe more complex, maybe more global, maybe 'best-practices'. In contrast to SMEs they have more capacity for more options and thus will supply quantitatively more information and issues. Since my focus is on global talent management, overseas employees are my target group. Therefore, my selected case studies are well-established multinational enterprises with foreign offices as well as reputation at home. The two Korean companies are subsidiary IT industry companies of two huge chaebols. The Taiwanese firms are known for their products. After some researches I found out that these companies supply more information than other by releasing official articles and papers that include many data they surveyed and gathered themselves. Their official homepages contain structured information; the easy access also facilitates my search for some annual reports. In the next chapter I will describe each of the companies in detail; especially their HRM policies will be introduced. What are their main concerns, values, visions, responsibilities etc? I will present four companies by means of their Human Resource Management strategies. To compare the HRM of different companies it should be categorized into smaller units at first, because it involves many practices and processes, it needs to be standardized in distinct parts, and the comparison will be conducted part by part.

Earlier, Bae et al (Bae, Chen and Lawler, Variations in human resource management in Asian countries: MNC home-country and host-country effects 1998, 654-655) developed and used four broad HRM policy areas (following an older concept by Beer in 1985). These are HR flow, work systems, reward systems and employee influence.

- HR flow includes recruitment, selection, training and development, employment security.
- Work systems includes control, teamwork, job specificity-tasks and assignment, job redesign
- Reward systems includes wages/wage level and performance assessment/performance appraisal
- Employee influence includes employee participation, culture and employee ownership

Although the categorization helps to do a theoretical analysis, it might deviate from real compositions and most of the practices work and function together. They suggest that in practice these are interrelated and define a continuum of 'bundles' of HRM practices (Bae, Chen and Lawler, Variations in human resource management in Asian countries: MNC home-country and host-country effects 1998, 654). Promotion for example involves several practices at the same time, which means most of the policy areas have to be considered.

Another division is applied by Rowley et al., who consider developments in four key areas of HRM that are broad enough to encompass the main terrains of HRM: flexible resourcing, employee development, performance-based rewards and enterprise-focused employment relations (Rowley, Benson and Warner, Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea 2004, 920). Interestingly, again there are exactly four sections which can be divided with the following aspects:

- Flexible resourcing: recruitment and selection, internal labor market, retirement
- Employee development: training and development, job rotation, socialization, corporate culture
- Performance-based rewards: remuneration, wages, evaluation, bonuses and benefits, profit sharing
- Enterprise-focused employee relations: union/unionism

My comparative analysis will continue with the example given by the study of Rowley et al. where the context of each country is given, it then goes further into the four areas, finally, results are compared to each other and analyzed. Their findings present similarities and differences at all areas, and so will mine.

The authors Bae, Chen and Rowley together contribute another arrangement with components of a firm's HRM strategy as variables (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011, 709). Each variable implicates several measurement items:

- Employment security: long-term attachment policy for regular jobs, only allowing layoffs in exceptional circumstances
- Extensive Training: spending on T &D, extensive general skills training, training process is formal and systematically structured

- Performance-based pay: linkage of performance to pay, employee ownership program, employee incentives for their performance, individual- and group-based performance influences employee's total compensation, pay raises and promotions are closely tied to performance appraisal
- Employee influence: the extent of employee involvement in the job and other decision making; the jobs need incumbents' skills and talents, employees engage in problem-solving and decisions, opportunity of employee participation through programs like information sharing, quality circle or work team, employees are permitted to decide on their own how to go about doing their work

In their study, they operate with paternalistic, market and commitment type as mentioned before. They found out that the paternalistic type, for example, has a very high employment security, moderately high extensive training and low performance based pay and employee influence. The market type requires high employee influence but at various levels and uses mainly individual performance-based pay. The characteristic of the commitment type is having high levels in all four variables or policies. After that attribution, they discuss whether Korea and Taiwan have traits of these types of HRM and to what extent.

Besides the primary HRM activities such as recruitment and selection, T&D, pay and benefits, industrial relations, Hsu and Leat also add health & safety and HR planning, which implicates workforce expansion or reduction, to the responsibilities of HRM functions (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 417). Furthermore, they notice that depending on the level of employment HRM policies are different. The recruitment methods and selection techniques as well as promotion criteria and others were chosen separately at managerial, professional or entry levels. Recruitment methods could be: promotion from within, transfers, job rotations, by means of employee referrals, schools or colleges/universities, private and public employment agencies, recruitment consultants, executive search consultants, direct applications, advertisement in the media (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 419). Selection techniques might be: with application forms, aptitude tests, psychometric tests, skill or knowledge-tests, one-to-one interview, references, panel interview, medical examinations, and at assessment centers (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 423). The last three will be utilized more often in large companies. There are also several promotion criteria that have to be considered and they are varying from technical competences, leadership, past performance, loyalty, sociability to seniority (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 424, 426). Nevertheless, the organizational culture of a company has the main influence on HRM policies; therefore, in the next chapter the values and missions of each company's HRM strategy will be described. With the data available to me a comparative analysis can be made.

On the last level of my framework individual perspectives and experiences should reveal the actual HRM practices. The last level of a micro perspective is basically about key levers and primary HRM functions, not only what the company plans to do, but as in this case also which values and wishes employees have expressed, and which may exercise some influence or constraints upon HRM policies (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 431). Consequently, a chapter is dedicated to employee's attitudes towards the leadership style, earnings, working

environment, maybe traditional elements in the company and other features that their companies provide.

4.1 Methodology

In terms of international HRM, global HRM, and Asian HRM my thesis follows the tradition of comparing the HRM of two countries. The theory of divergence and convergence in the field serves as background. On its basis, the framework(s) containing three levels introduced above dictate(s) the whole structure of the paper. Since there is the argument that Taiwanese and Korean Human Resource Management systems have many things in common, and the companies I have selected share some similarities, the questions I would like to answer are: What are the differences of the HRM strategies among the selected companies? Where can I find them?

4.1.1 Data and Procedure

After dividing HRM into four areas or categories, these will be applied to the second and the third level. For my second level the four companies are my objectives. Their size, age, vision, industry, and HR department will be explored. I intend to utilize an employer rating website or employer review site for my third level of individual experiences. Nowadays, such websites are spreading in the online world where former and current employees can rate and give feedback to their companies, anonymously of course. The most famous and frequently used websites are glassdoor.com, ratemyemployer.ca, kununu.com, indeed.com etc. These platforms give helpful insights and impressions to job seekers. Besides these, there are also many rankings of best employers by different kinds of institutions which conduct yearly surveys about best employers. There must be a demand for this information, because people like to know who the best are. On the other hand employers try to climb up the ranking to be attractive to, for example, investors, labor market etc. Such trends with an employer branding strategy have impacts on firms. They have an image to care about and maintain. In my view, similar to the functions of many other kinds of rating sites, employer rating sites could be an advantageous tool for HR practitioners. It provides another resource and access to individual and personal opinions. For both job seekers and employers, and many other parties, the usefulness they find in those websites and rankings fosters the importance to work with them. I am aware of the risky weakness of gathering data from such websites. First of all, the users are protected and they can anonymously post their feelings towards their employers, which logically means, that there might be some emotional elements in their writings. Depending on their experiences, the review could be more negative or positive with exaggerations. In extreme cases, jokes, fake users, or even officials from the company can be hidden. There is no 100% verification of the data; therefore, I have taken the effort to choose some of them based on certain criteria, which I will discuss in the subsequent chapter.

4.1.2 Characteristics of sample

The website I have chosen is glassdoor.com. Since my companies are all East Asian companies, many of the other websites do not even have one of the companies on their list. Gladly, all four are represented on glassdoor.com. One company has very few reviews compared to the others, but there are data available to me. The reason why I only use one website is, because different websites have different rating options. Diverse modalities of

rating make summarizing and comparing more difficult and complicated. If, for example, glassdoor.com uses a system of five stars to evaluate and three aspects of HRM to comment on, and the other homepage offers seven stars and six aspects, a translation system has to be developed to enable an equitable comparison. Glassdoor.com has advanced to a popular social network and is known in East Asia too. Founded in 2007, it provides the latest job listings and over six million company reviews, CEO approval ratings, salary reports, interview reviews and questions. According to the official website "Glassdoor is the world's most transparent career community that is changing the way people find jobs, and companies recruit top talent." (Glassdoor n.d.) It won the 2013 Webby Award for Best Employment Site. As for my thesis, it encompasses many international enterprises as well as overseas branches. It is not restricted to USA employers and employees, unlike many others which are limited to one area like German speaking countries. Its utility on the global scale fits very well to my approach to global talent management, because I found many reviews of employees working at different overseas sites from the same company.

Due to the limited entries of one company, I have decided to look at fifteen reviews for each company. All of them have been transcribed into excel data sheets which supplies an orderly schema. The responses of the anonymous employees open a different view at the HRM of the companies. After the second level, where we will learn about the company from its perspective and what it declares to do, on the third level we are going to get to know about what individuals actually experience and think. With this method, two perspectives will be shown, the organizational versus individual/personal, employee versus HR department/firm. The purpose is therefore to investigate the gap between official statements of company's HRM and the reality employees are experiencing or have experienced. Are there contradictions, disagreements, and deficits, what kind of expectation is exceeded, what underachieved and so on? I expect a variety of discrepancies but also hope to find some positive feedbacks. I deliberately let the two levels interact with each other, because my understanding of the frameworks includes an interconnection of the levels.

For the next chapters the three similar concepts of HR policy and system need to be summarized. The category performance-based reward is identical in all of the concepts. Employee development and training constitute another category. Flexible resourcing and some aspects of HR flow are addressing the same responsibilities. Employee influence and participation recur in two concepts. My adaptation is a mixture of all three categorizations by Bae et al (Bae, Chen and Lawler, Variations in human resource management in Asian countries: MNC home-country and host-country effects 1998), Rowley et al (Rowley, Benson and Warner, Towards an Asian model of human resource management? A comparative analysis of China, Japan and South Korea 2004) and again Bae et al (Bae, Chen and Rowley, From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011): I am going to use these terms for the four main areas of HR practices in my case studies:

Resourcing, Reward System, Training & Development and Employee Involvement

The following presentation of my case studies will be structured in these four key areas to facilitate the comparative analysis.

5. Company Profiles

Usually, enterprises are seen as economic actors, contributing to certain industries and are known for their products or services. People discuss their success measured in financial revenues, market share, and sales. However, in this chapter four East Asian companies are presented as employers who have built a relationship with their employees. They all are operating either in the consumer electronics business or telecommunication sector.

5.1 LG Electronics¹

The subsidiary enterprise from LG Group has its headquarter in Seoul and over 110 branch locations over the world. As a leader in mobile communications and home appliances LG Electronics design and make flat panel TVs, audio and video products, mobile handsets, air conditioners, washing machines, refrigerators and smartphones. In 2013 LGE employed 82.432 talented individuals, 38.440 are working in Korea and 43.992 people are at overseas business sites. The higher percentage of overseas employment may indicate a strong emphasis on global Human Resource Management. Actually, the HR system of LGE is identical across the globe. The Global HR system encourages teamwork among diverse minds and personal values and is protected by the Global Labor Policy which prohibits discrimination and demands fair treatment.

The LG Electronics organization is divided into the following sections: Research and Development, Production, Marketing and Support. The R&D division is responsible for key disciplines including advanced research, product plans, designs, standards and patents. Major jobs of the Production division are production engineering, procurement and quality assurance. The responsibilities of the Marketing division are domestic and overseas marketing and sales, product planning, marketing planning, customer service and other related tasks and services. All three are supported by the Support division that formulates the company's policies and business direction. It consists of LG Electronics' headquarters, affiliated companies and various departments and teams; among them are Finance and Accounting, Legal, PR, General Affairs, Environment and Safety and HR. The Global Labor Policy is adapted to regional law and international law according to UN and ILO. It encompasses eight articles about respect for human dignity, avoidance of forced labor, prohibition of child employment, fair treatment, working hours, wages and benefits, voluntary association and compliance of regulations. These are basic conditions which firms have to provide and protect. Above these prerequisites jobs at LG Electronics are categorized into several different areas, including occupations in R&D, marketing, production and support divisions, where each area offers development and career progression opportunities. According to the data, there were 3.3% female executives in Korean offices, and approximately 24% female employees in the entire workforce at the end of 2013. LGE is making effort to foster and recruit female talent. The number of years in service for Korean employees was on average 8.5 years.

In their HR system LG Electronics follow seven HR principles they have establish.

- Creativity and Autonomy: the basis for value creation lies in individual's creativity,

¹ References: LG Electronics

LGE claims to respect diversity and autonomy, and allows each of its employees to exercise their creativity to their full extent

- Competence: in their personnel decisions competence is the most important factor, because it is the cornerstone of performance
- Performance-based rewards: LGE sees rewards based on performance as essential for motivation, and conducts fair evaluation based on performance with appropriate rewards
- Equal opportunities: LGE wants to ensure equal opportunities regardless of gender, race, age, religion or nationality, which also helps to build trust among people
- Long-term perspective: LGE declares that maintaining a long-term perspective is the foundation of the human resource policies, which are designed and implemented with dedication and persistence.
- Training: LG Electronics offers diverse educational programs to its employees through its education centers worldwide. These are divided and categorized by rank and job. Such opportunities should encourage growth and development, enable employees to gain professional capabilities they most need and foster the application of the latest technologies to their work.
- Rewards: LGE's rewards system features both fixed salaries and flexible salaries. Every year after an evaluation process fixed salaries are adapted. Flexible salaries are given to individual employees for their performance. Employee working situations in respect to nation, region and job are taken into account. The competitive aspect of the reward system is that it should motivate employees to perform better.

The traditional seniority-based HRM was replaced in 1994 by a merit-based HRM system (Kim and Bae 2005).

Resourcing

The Talent Acquisition Programs of LGE encompass a wide range of recruitment activities, there are, for example, recruitment events at major universities of different countries, they participate in the group-wide recruitment event hosted by the holding company LG Corporation, there is an ongoing recruitment program that invites professionals to technology seminars and interviews, an industry-academia cooperation program recruiting students in advance, job fairs providing training and information for job seekers. LGE also actively recruits contest winners and top performers at math and science competitions. The Overseas Employee Adaptation Program sends employees to an overseas subsidiary, LGE provides a training program involving work, language, culture, and leadership so that the employees can communicate with locals.

T&D

Overseas employees with great potential will be invited to work and be trained at the headquarter in Korea. The employee development programs support employees based on individual needs and career planning. The company offers more than 610 on- and offline courses to support the employee development. In average each employee completed 93 training hours in 2013. If I convert that into one academic lesson with two hours per week, it results in 46.5 lessons, which means almost every week for a whole year. Besides, assistants at LGE reached 170 hours of training on average, while managers only came up to 69 hours, and executives to 18 hours. LG Electronics spent 1.62 million KRW per employee in Korea in year 2013, which would be 1294 EUR. Based on the results of a

capability evaluation being conducted each year, LGE implements a priority handling training program for all employees called “Develop Specialists Corresponding to the Training Roadmap” that is designed for each employee’s job. In addition, LGE’s Global e-Learning program has been further expanded. Global Talent Training Programs are an initiative to strengthen LG Way Leadership and to provide a uniform leadership fostering the program in every employee. LGE provides a specialist training program for each job category, and a specialized program for the different position levels.

Reward System

Another responsibility of HR is compensation and reward. Based on evaluation of achievement of individual and group performance employees will be rewarded accordingly in the form of salary raise or performance bonus. In 2013, the starting salary for newly hired employees with bachelor degree was 303.5% higher than the legal minimum wage. LGE ensures that there is no salary gap between male and female employees. They initiated the Global Total Reward (GTR) system as main function to respond to increasing global mobility. Additionally, in the case of overseas subsidiaries, multi-culture and special conditions are considered and the position as well as reward system is flexibly managed.

Employee involvement

Employees are welcome to participate in ideation processes to improve the corporate culture. There are communication programs promoting employee engagement and horizontal communication in the form of many different kinds of programs. However, some of them seem to operate only in Korea. Just to name some of the LGE's Employee Communication Programs:

Junior Board (JB) is a medium for employees in Korea that delivers employee opinions to the top management and performs various roles for the rights of the employees. Open Communication was transformed in 2010 into “Communication for Solving Problems”, which represents the process of One-to-One communication that solves problems occurring in the organization.

Voice of Employees (VOE) is a process of identifying employee perception of major company policies, and then integrating these views into those policies. The LG Way Survey gathers inputs provided by members describing a work environment and leadership style that encourages employees to be creative.

Through working environments employees should be able to focus on their work, demonstrate their skills and take a creative and individual approach to create value for their customers. LGE places a strong emphasis on competence and equal merit-based opportunities across the board. Sustainable employments are also what LGE aims for. Three components are dedicated to sustainability: decent work, talent management and corporate culture / work-life balance. First of all, labor and human rights are protected and working conditions steadily improving. The focus of talent management is the recruitment of talented professionals and development of employee capability. By ensuring long term growth and forming a free corporate culture that encourages innovative ideas employees should be supported in their capacity enhancement.

Diverse programs contribute to the work-life balance of employees in Korea and overseas. In Korea each business site has a “family day”, where employees are encouraged to leave the company on time and to spend more time with their families. There are counseling centers

providing diagnoses on psychological and emotional health. At overseas offices depending on local cultures there are sports days, cooking events, or free medical checkups also for family members of employees. The employee grievance resolution system should help employees with their difficulties regarding various matters, be it career development or working conditions as well as relationships and personal matters. Other services provided by LGE are nursing rooms, childcare facilities, housing loans, medical expenses, scholarship and many more.

The program of “Retirement Annuity Insurance Fund” should ensure stable pension payments to the employees in compliance with guidelines set forth by the Korean government. For the overseas employees the program is operated in accordance with local government prescriptions. However, in 2013 the employee turnover rate at LGE was 4.3% in Korea and 27.8% at overseas offices. They explain that because their offices are in emerging economies, the reason for a higher turnover rate is the unstable economic and social situation in the countries. To address this issue LGE will further improve the retention programs for high performers. Quality talent must be secured and fostered with systematic HR management.

Regarding global talent management, it is mentioned that a tailored HR system to global talent should be implemented while enhancing working conditions at their business sites across the world. The standardized Global HR system is supported by regular meetings between overseas subsidiaries and the headquarter, which administers a close working relationship. An issue that has been challenging LGE are the working hours which are exceeding over 60 hours per week. It is an HR risk and against the Human Rights. LGE implements monitoring to warn employees and organization leaders concerning excessive hours. Some future directions for the HR are recruiting talented employees with global competitiveness, securing business competitiveness through job rotation and identifying weakness shared by business sites and make ongoing improvement efforts.

5.2 HTC Corporation²

Founded in 1997 HTC originally began as a contract electronics manufacturer which has gained a reputation as developer and producer of wireless telecommunication devices with own brand by now. Since 2006 their smartphones and tablets have become more and more popular. The current focus of the company particularly lies on the areas of product design, user interface, brand promotion, and sales and marketing. HTC as employer insists on three fundamental philosophies: Integrity, Innovation and Execution. HTC believes that integrity in the relation between HTC and employees as well as between HTC and customers is an indispensable condition for establishing and securing the trust and support of their employees. Innovative thinking and the engagement to face challenges is what HTC encourages. Along the developmental process strict controls that meet high standards are executed, which will enhance the quality of the products. Furthermore, their core values are honest, humble, simple, dynamic and innovative.

The organizational function HRM is called Talent Management responsible for recruiting outstanding talent and making work environment. Further practices of talent management

² References: HTC Corporation

involve employment development, compensation and retirement benefits, labor negotiations and measures to protect employee rights and employee satisfaction. At March 2014 HTC employed 17,631 staff worldwide, 8,920 are male, and 8,711 are female. HTC achieved a very high percentage of female employees. At the managerial positions around 37.74% are non-Taiwanese people in total 1,471 managerial positions, women held 20.39% of HTC's managerial positions. The average year of service is 2.86, which is not very high apparently. The average age of employees is 29.74.

Resourcing

A key objective of HTC's human resources strategy is to hire and retain exceptional employees. With open selection procedures positions are given based on merits. To seek out the best talent HTC cooperates with university and offers internship programs, summer work programs for students and participates in job fairs and recruitment events. They declare that as an employer for equal opportunity, they recognize the benefits that employee diversity brings to company's corporate culture and to the innovative spirits. For employee retention there are long service awards and internal transfer assistance.

T&D

As far as training and development are concerned HTC provides individual development courses, for example, languages, communication, customer orientation, working effectiveness as well as art class. The systematic learning development blueprint of HTC provides a curricula covering professional, managerial and personal development. To enhance capabilities and make employees become best technologists professional training takes place according to individual needs and level. For managerial positions there are also training opportunities from basic management to strategy planning. HTC established an e-learning system for facilitating learning. They have access to a web-based interactive orientation training course for new hires across the globe. The global job rotation system operates based on the needs of an individual's and organization's development. It relocates employees to another region on a permanent basis. Moreover, HTC offers employees tuition reimbursement to cover external educational costs for personal qualifications.

Reward System

The reward programs and policies should support HTC's business strategy and the focus of performance differentiation. Competitive within the markets the reward system should engage and motivate the employees for the long term successes. In addition to fixed bonuses, after reviewing and approving the Board of Directors also gives bonuses for extra performance, such as sales incentive, performance incentive and non-cash compensation i.e. insurance, paid time off, pension, flexible working hours. The basic salaries take several criteria into account including academic background, work experience, seniority and current professional responsibilities and position level.

Employee involvement

HTC endeavors to create a platform for their employees for exchange and to communicate. It operates an internal system to receive employee complaints and suggestions, which includes a hotline, mailbox and an employee opinion survey.

Corporate responsibility deals with human rights, which include no discrimination and harassment, no child labor etc., and working hours. HTC endeavors to provide a balanced work schedule for their employees consistent with local labor practices, which means depending on local regulations working hours might vary. For a safe working environment employees are trained especially for working in the manufacturing facilities. The manufacturing facilities are managed through administrative controls and preventative maintenance to avoid potential work accidents. For the employees' safety HTC reviews its safety guidelines on an annual basis to reflect on current standards established by local labor laws and standards recognized by industry. Some relevant staff is trained to deal with a range of potential emergency situations.

Employee health issues are a main concern to the company. The company has sponsored wellness programs that include on-site health clinics and counseling and actively encourages employees to participate, and to run health checks. Some offerings of wellness services and medical coverage are addressed to the employee's family too. Moreover, HTC has implemented a no smoking policy premises in Taiwan to protect and enhance indoor air quality. In the global corporate headquarters, there are fitness facilities providing the latest exercise equipment, aerobics classes, yoga and boxing lessons, as well as wellness classes aiming at reducing stress and promoting healthy living. Besides these fitness rooms some campuses also contain basketball courts, tennis courts and sports classes. Employees can play badminton, basketball, table tennis, and other sports. Many clubs have been established such as carting clubs, bowling clubs, Taiqi club, dance clubs etc. These facilities should encourage employees to enjoy informal interactions outside their regular work. It holds sports competitions, and an employee family day to improve work life balance.

Additionally, HTC also actively supports working mothers. HTC has established 18 designated lactation rooms to assist employees who are breastfeeding. In 2013, the rooms were used 21.230 times, as an annual paper reports. HTC also offers employee housing with dormitories and recreational facilities. As compensation HTC pays life insurances for their employees, gives subsidies for travel and vacation. HTC contributes an amount equal to eight percent of each employee's salary to a general labor retirement fund managed by a labor retirement fund supervisory board. Concerning personal problems HTC stands by with consultation.

5.3 SK Telecom³

SK Telecom has existed since 1984 as a South Korean wireless telecommunications operator supplying mobile telephony, wireless broadband services and a variety of internet services. In 2013 it had a total of 4.203 employees, 13.9% were women. The total turnover is 238 persons, which is 5.7%. The executive management recognizes the importance of securing competent human resources and makes efforts to keep the turnover rate as low as possible. The number of employees abroad counts 103, obviously, it mainly aims at the domestic market, but it also makes some attempts to expand to the global market.

A career at SK Telecom can be pursued in the following recruitment fields: Network, B2C Marketing, B2B Marketing, Product Planning and Development, Global Biz, R&D and IT, and

³ References: SK Telecom

Business Supporting. HR belongs to the last section. SK Telecom has its own workers' union and abides by the Korean Labor Law and is executing a retirement age of 58. The objectives of its HR policy are aimed at maximizing productivity per employee and at strengthening the competitiveness of individual employees. They put effort in hiring, development and optimal utilization of excellent talent to follow the vision of becoming the world's best telecommunication company. A change in HRM was the abolishment of the job title structure in 2006. SK Telecom adopted a 'manager system' to establish a horizontal, creative organizational climate. All officers are now called "Manager", the titles are classified into pay bands. In response to rapid environmental changes HR management priorities have shifted from 'controlling labor costs and ensuring job security' to 'emphasizing the importance of human resources and developing employees' capabilities through training.' Instead of seniority-based recruitment and promotion SK Telecom aims at attracting and retaining talents, who are able to respond and adapt to changes in a flexible manner. The task of HR policy is to create a speedy and flexible organization. Regarding several aspects of development, first of all people development means to systematically foster employees through active development of their capabilities. Based on their capabilities and performance an appropriate compensation would help them to achieve self-realization through work. Thus, employees would be encouraged to voluntarily and passionately develop and demonstrate their capabilities to the best level. This kind of capability development boosts growth of both - the company as well as the employees. Therefore, the basic principles of HR Development mostly affect talent development.

Resourcing

Recruitment at SK Telecom can be described as follows. There are three categories, Entry Level, Experienced Hires (recruiting of experts), and Global Recruiting. Depending on that, target personnel and recruitment methods might differ. They are looking for a talented individual who "adds value to the world", who is open-minded, thinks creatively and makes customers happier, hence can contribute to the growth and development of the company. For the category Entry Level an annual recruitment is held. These people are trained through long-term development programs. For the search of Experienced Hires online applications in the talent database are reviewed in respect to the needs of the company. Annually the Global Recruiting is carried out by the career field or recruitment field mentioned above. It is a global recruitment road show, where employees are selected after an interview on site.

Overseas personnel and students with higher academic degree are targeted. The Talent Database of SK Telecom differentiates between Korean and Non-Korean. The selection techniques are document screening, SK aptitude test, medical checkup, job interview, interview with executives. The written aptitude test aims at evaluating the basic qualities required by the company, such as ambition, business management knowledge, sociability and job capabilities. In the interviews the employer tries to find out whether the applicants have the understanding of their job function, potential and perception of corporate values. Job interviews can be conducted in diverse ways, in form of seminars, presentations or workshops.

T&D

Besides Talent Attraction, Talent Retention is another key to stay competitive. The priority is to cultivate expertise through career and human resource development programs. Continued learning and training enhance employee's skill and value. SK Telecom is committed to

improving every employee into a specialist in their occupation. Among them high performers are selected based on their achievements and leadership qualities. The company intensively supports these high performers becoming leaders in their Leader Pool. A special feature of SK Telecom's education system is a learning infrastructure. It includes an Individual Development Program IDP that assists employees to set their own learning plan and develop and implement their job capabilities needed. Since they believe that a company can only be competitive if its employees are competitive. The HR of SK Telecom spends around 2,300 EUR (I converted the sum from Korean currency) on each employee every year and ten times more on employee benefits in general. There are online and offline/ in-company classes. The annual training hours per employee were 83.7 in 2013.

Reward System

The company itself says that it had a traditional, standardized seniority-based compensation system, which has been abandoned. Now it offers differential compensation depending on the employee's job value and performance. Such a systematic change demonstrates a more reasonable compensation budget structure that improves an egalitarian and performance-based pay system. Also the implementation of pay bands should contribute to an equal reward system. To secure a talent pool it requires a compensation system that can motivate employees to generate high performance that will contribute to achieving the business goals.

Employee involvement

It has also moved from a rigid and hierarchical organization to a flexible and horizontal organization, which implicates employee participation and open, real-time and two-way communication with employees.

A long term HR program combined with work-life programs contribute to "employee's happiness" and also "company's happiness". Achieving the company's vision and their own career goals go along concurrently. One can notice here a very strong emphasis on the connection between employee and company, which almost becomes an equation. Obviously, the company puts priority on continuity and individual development. Therefore, detailed performance reviews and feedback are offered to employees through an evaluation system.

5.4 Acer Group⁴

Established back in 1976 with its headquarter in Taipeh Acer has become the second largest notebook producer worldwide by now. It also produces computer hardware and other IT products for other big brands such as IBM. The department of Human Resources has a strong emphasis on organizational strategy. The main responsibilities and tasks are creating a high-quality working environment, promoting a work-life balance program, caring for employees' physical and mental health, providing competitive compensation, and enhancing employees' core and professional competencies and career development through systematic training and staff development plans. At the end of December 2013, Acer had 7,384 employees worldwide, including 1,487 managers, 2,031 members of professional staff, 1,344 members of administrative staff and 2,522 technicians. The average age of the employees is

⁴ <http://www.acer-group.com/public/Sustainability/people/welfare.htm>
<http://www.acer-group.com/public/Sustainability/people/overview.htm>
<http://www.acer-group.com/public/Sustainability/people/development.htm>

37.2 and they have worked at the company for an average of 6.4 years. The turnover rate, however, in 2013 was rather high with 22.8%, Acer announced the causes were corporate transformation, organizational restructuring and a planned reduction of manpower. There is a clear staff structure provided by Acer. The staff qualification percentage consists of: 41% Bachelor, 29% Masters, and 25% Vocational school. There are 34% technicians, 28% professional staff, 20% executive officers, 18% administrative staff. 37% of them are working in Taiwan. Furthermore, Acer employs around 24% of its staff in Europe - Middle East- Africa EMEA, 17% in pacific Asia and 12% in China. More than half of them are between 31 and 40 years old, 23% are older and 19% are younger. Male employees make up 66%, and 34% are female staff.

Resourcing

The abidance by the local labor law of each location induces equal opportunity principles and Acer hires and makes decisions based on merit with a preference for local employees.

T&D

The ideology of their personnel training and career development implicates continuous learning and growth. There are management trainings for managerial staff with training courses about value creation and high-quality lifestyle innovation which should improve product competitiveness. General education courses teach communication, consensus, commitment, coordination and values alike. All trainings are done in accordance with the principles of operational necessity, and in consideration of gender equality and equal opportunity. In Taiwanese regions in 2013 190 classes were offered with a total of 2,759 attendees. However, the number does not tell whether it represents 2,759 employees or simply the number of participants of the classes all together. Furthermore, Acer has developed a diversity of learning methods. There is the opportunity of face-to face communication between top-level management and scholars, where experts of a variety of fields are invited to share their experience and broaden the company's management horizons. Improvement of professional competencies can be achieved through job training, coaching, job transfers, seminars, online learning and study groups. External employees are offered courses at foreign universities and training organization and will graduate with professional certifications. In other countries training days are held as well, to enhance teamwork capabilities and other values. The Management Training System provides courses focused on strengthening managements' abilities such as "Innovative Growth Strategies, Value Analysis, Deeper Organizational Innovation Capacity or Building the Transformational Leadership Skills of Winners". In addition, there is also a professional Occupational Training System operating technical trainings by specialists required by various departments. Last but not least, New Staff Training covers another group of employees. Orientation training helps new staff to get to know the company's basic operating processes, and to understand the mechanisms, regulations, core values, corporate culture and Standards of Business Conduct.

Reward System

In the compensation packages issues of salary, employee benefit and retirement system are included. Salary is related to competition. Two types of competition are occurring, competition in the global technology market and competition for talent. Thus, firms need competitive salary packages to attract and retain outstanding employees. Acer engages consulting companies to analyze the competitiveness of the salary policies in the talent

markets of each region. Based on company profit and individual performance additional bonuses are given as reward. The Acer salary policy system is based on the following principles (Acer n.d.): It must take into account the interests of shareholders and employees; it must be able to attract and retain outstanding talent, it provides appropriate incentives to reward employees who make a contribution to the company. When developing salary policies internationally, requirements of the local labor laws of each location would be considered and complied with. Discrimination on the basis of gender, religion, race or politics must be avoided.

Employee involvement

At Acer employee relations and communication are operated through several open internal communication channels, there are a logistics service hotline, a cross-level executive communication, and a biennial online global employee opinion survey. Employees select representatives who meet the chairman and CEO for an employee feedback. And other measures such as Acer Daily News and an internal mailbox are implemented to strengthen staff communication.

In terms of employee evaluation, Acer sets the goal with its performance management and development system to improve performance at individual, departmental and organizational levels. The link between performance and remuneration can be managed through the performance evaluations, which, for example, in 2013 every employee of Acer Taiwan participated in.

Considering health and safety in the work environment, education and training for General Labor Safety and Health have been held to provide knowledge about labor health and safety policies, thus increasing employees' safety awareness and understanding about common office accidents. Further preventative measures in health care can be found online, there are educational materials for health and safety training for staff in Taiwan. On-the-job training for first-aid, fire prevention courses, and CPR training courses must not be missing. Acer cooperates with a professional medical organization to carry out employee health inspections and checks, as well as mind and body health seminars. To make the life at Acer more comfortable a variety of recreational facilities are established, for example, a basketball court, table tennis, video gaming consoles, relaxation areas such as exercise facilities, a lounge, a café. Since 2008 Acer has launched its massage station employing visually-impaired masseurs to provide employees massages, which has become very popular. Sport events and clubs also take place. To improve such facilities representatives from all departments hold meetings on health and safety issues.

The Acer Welfare Committee is responsible for organizing day tours and activities for employees with families, annual company trips or the Acer Family day. Some employee benefits are based on local customs which means it varies from region to region, for example recreational subsidies, vouchers for major festivals, birthdays, weddings and scholarships etc. The same is applied to the retirement system too. In Taiwan the system is in line with the Labor Standards Act and the Labor Pension Act, it therefore adheres to local regulations for each of the company's global locations. Nevertheless, the special "Early Retirement System" allows any employee who is 50 years of age or older and has worked for the company for 15 years to apply for retirement. Human Rights policies are formulated in the Standards of Business Conduct which sets down respect of diversity, fair treatment, and anti-discrimination and harassment. In 2013 it was recorded that the company received two

complaints, both of which were investigated and disciplinary action has been taken in accordance with relevant laws and regulations. Acer declares that no incidences of racial discrimination occurred in that year.

5.5 Comparison and Summary

Several sources have been used to compose these company profiles according to my adapted categorization of the HR system and policy. It makes obvious, what kind of information is generously given and which data are missing.

The biggest company by employees is without doubt LG Electronics which has four times more employees than the second biggest company HTC. LGE specifically mentioned its high wages for new entries which is above the standard in Korea. Needless to say it is a part of employer branding but the compensation strategy contributes to long-term growth and sustainable employment. Due to a high turnover rate at overseas locations sustainability and retention strategies are of priority. The employee grievance solution system and counseling centers show institutionalized support for employees. The challenge for LGE is noticeably the operation of the standard global HR system, because it needs to protect human rights and adhere to international labor law, and local law at all business sites. LGE admitted that it has difficulty to manage the issue of working hours. Structured information can be found on the homepage of LG Electronics, more than on any other homepage. I would like to point out that the corporation provides plenty of programs for expatriation and job rotation, employees are constantly sent overseas and vice versa. Naturally, that challenges the transferability of the system and investment in talent recruitment and positioning. The effort to monitor and evaluate all HR practices at every office must not be underestimated. It is the only company here which implements a standardized global HR system, which is supported by numerous communication programs as mentioned above.

The information released by HTC shows a shortage of data on talent management outside Taiwan. There are no numbers of overseas employees. Generally, HR practices on global scale are missing. But it seems to care a lot about employee health and safety, as well as work-life balance. These are the main priorities of HTC's HR policies. Many measures and events taken place; sometimes even family members of employees are included.

Since SK Telecom is mainly addressing the domestic market, its percentage of overseas employees remains low; therefore the same shortage of information about global talent management appears here too. With "only" over 4000 employees it is the smallest company I have selected. Interestingly, it reveals that it has changed its compensation, promotion and recruitment system from seniority-based to performance-based, which indicates the effort in regard to flexibility and proves the theoretical debate in the earlier chapter. Resourcing is operated systematically with many different selection techniques. The focus of SK Telecom is definitely on individual development, because for them employee and company have to become a unity. Flexible employees and a flexible organization are what SK Telecom finally aims for.

Although Acer employs over 60% of employees outside Taiwan, data about HRM at overseas locations are also missing. In addition to that shortage, information about recruitment and selection is poorly given. However, we know that similar to HTC the company places the focus on health and safety of their employees and it offers many options

to enhance the work-life balance. The average year of service is 6.4, higher than HTC with 2.86, which might indicate a high turnover rate which I did not find for HTC. Except for SK Telecom where the number of average year of employment is absent, the average year of service is the highest at LGE with 8.5 years. Internally, some planned changes were made that caused a high turnover rate of 22.8%, likewise LGE reached a turnover rate of 27% at overseas offices. Comparatively, in Korea its turnover rate remains low; it is even lower than the one of SK Telecom. In regard to training hours and expenditure, LGE accelerated its training hours per employee to 93 hours, whereas employees of SK Telecom spent on average 83.7 hours on training. Despite that fact, SK Telecom still had a higher expenditure on employees than LGE. Both HTC and Acer did not reveal data on that issue, however, regarding the percentage of female employees they can proudly announce that they are supporting female talent more than SK Telecom and LGE. Especially at HTC female employees reach almost 50%, and 20% of the managerial positions are held by females. In contrast to that, only 3.3% of the executives at LGE are female. The fact that outstandingly few female HR executives were found in large Korean companies in other studies too reflects the norms of the male-dominated Korean society (Cho and McLean, *IT Companies' HR Practices in South Korea 2008*, 54).

All of the companies share the same opinions about reward systems, which must be performance-based and competitive in regard to the talent market. One reason could be high turnover rates or workforce outflow that let firms recognize how important people are and realize that retention is important in creating competitive advantage (Bae, Chen and Rowley, *From a paternalistic model towards what? HRM trends in Korea and Taiwan 2011*, 717-718). Employment security has been decreased according to the former chapter, which is caused by minimizing seniority-based systems and flexible resourcing implemented by companies themselves. At times where there are only few jobs offered at the labor market, employees rather remain even though they may not be satisfied with their employment or organization because it is difficult to find new jobs. Employment security is also related to turnover rates. They also agree on the importance of providing training to employees and fostering individual development. What might be displaced in the background is the category of employee involvement. Although Taiwanese and Korean firms have changed to more egalitarian and horizontal organization structures, where employee participation has been enhanced by some measures implemented, but it is still not described as a priority. Moreover, Hsu and Leat once added health and safety to the common HR practices, which is an issue of all companies in the practice. Also topics about human rights, female percentage, and work-life balance constitute real challenges for firms. We notice that all three main aspects of Talent Management that are identified in the first chapter appear now in practice in every company's profile: selective - implicates performance-based HRM system; marketing- employer branding practices are used on homepages and in annual reports; strategic- training for leadership development and leader pool. Employer branding involves attracting with organizational culture and identity, employees are familiarized with the philosophy and vision of the company, for example: there are seven HR principles of LGE, the "Integrity, Innovation and Execution" of HTC, "Becoming the world's best telecommunication company" by SK Telecom, "Continuous learning and growth" from Acer. Each company has to build a different image to be outstanding to job applicants. If employees can easily identify themselves with the company's culture and values, organizational structure is more understandable, and more commitment could be expected.

According to Bae et al (Bae, Chen and Lawler, Variations in human resource management in Asian countries: MNC home-country and host-country effects 1998, 654) there are two types or two strategies of HRM which are buy-bureaucratic and make-organic. The difference lies in the management of employee competencies; these are knowledge, skills and abilities. Make-organic organizations place emphasis on the internal development of talents and where internal culture and employee commitment are central to the organization. A buy-bureaucratic organization searches for competencies through the external market and controls and coordinates by rules and procedures. It implicates recruitment of employees who already possess acquired knowledge and skills, while the former type insists on raising talents internally. SK Telecom might be an example for make-organic organization. However, such generalizations should be handled with care. It is not easy to determine and categorize an organization in terms of one type. In my opinion, there is no organization without rules and certain procedures, and there is no organization that does not seek competent employees through the external labor market.

The debate about convergence theory raises the issue of exporting and importing of an HRM system. The transferability of employment practices across national and cultural boundaries has been questioned. In particular multinational enterprises may have the need and potential to enhance transferability, because they would operate the same HRM system in their host-countries. LG Electronics has shown the occurring difficulties due to economic, social and organizational differences.

As far as IT companies in South Korea are concerned, HR practices generally have a strong emphasis on global talent, R&D workforce, performance-based incentives, and government-led HR strategy. A national strategy for the IT industry helps to build an alignment of large, small and medium-sized firms so that they can share resources for global talent recruiting (Cho and McLean, IT Companies' HR Practices in South Korea 2008, 60-61). Almost all IT companies in Cho and McLean's study responded that their primary HR program in the future will particularly focus on how to recruit, retain, and develop talent more aggressively for their continued growth, indicating that the war of talent will not stop, on the contrary it will be enhanced.

It can be observed that Taiwanese companies believe that most people either have or can acquire job-related knowledge and skills; moreover, employees should have the right attitude and fit well within the organization (Hempel and Chang 2002, 92). They prefer a work environment built on harmony, teamwork, trust, and where person-organization fit is a criterion. This could be connected to the values of Confucian tradition. The shortage of collected data about global talent management especially at Acer and HTC can be interpreted with either independent regional HRM or low emphasis and consideration or more focus on the Taiwanese headquarter or lack of statistical investigation at subsidiaries.

Concluding, HRM is affected by the business environment, specifically by the economic situation and the company's management environment itself. HR executives' perceptions of the current and future workforce influence current and future HR programs and roles (Cho and McLean, IT Companies' HR Practices in South Korea 2008, 55). What they perceive as important has several reasons; it could be an alignment to the business strategy, a demand by the top management, an orientation toward the labor market and industry.

6. Analysis of Employee Reviews

According to a study by Cho and McLean (Cho and McLean, IT Companies' HR Practices in South Korea 2008, 56), who conducted a survey among IT companies in South Korea with HR specialists, the workforce consists of 26.7% job-based, 18.3% technology-based, 16.7% competency-based and 15.0% R&D-based occupations on average. The main HR practices in IT companies proved to be performance-based compensation and employee welfare programs. Furthermore, they found out that a strong emphasis on talent is unique to the IT industry- that is why recruitment and selection as well as T&D are essential. In the collection of my reviews there are mostly engineers and managers. Different types of engineers range from principal engineer/protocol development engineer/protocols standardization engineer/senior engineer/ senior research engineer/ technical engineer representative to senior mechanical engineer manager/senior software engineer/ network engineer. Most of the managers I counted appear in the reviews of SK Telecom: general manager, senior manager, Global Human Resources manager, product manager, assistant manager and program manager. This recalls the change of title for all officers and the improvement of an egalitarian payment system. Many other kinds of jobs are also presented in the sample; there are technical support agents and customer care, product marketing supervisors, RD supervisors, corporate treasurers, presale, marketing supervisors, notebook repair technicians, directors, procurement specialists and even leaders. It has to be considered, that depending on different employment and its responsibilities employees are receiving varied compensations. The diversity of job positions refers to manifold activities and practices by HRM and thus divergent reviews, which in my opinion contribute to a complex image of HRM watched from multi-angles. Contrasting the organizational perspective against individual and personal standpoints the purpose is to find out discrepancies of expectation and experiences as well as official statements and reality.

Sometimes I had to choose, however, a limited amount of conditions was given. It was difficult to find SK Telecom on rating sites, which indicates the small global expansion and focus on their domestic market. Glassdoors.com is the only one that provides entries for SK Telecom. The website proves to operate on wide scope aiming at global recruitment; therefore, it is very useful and applicable to my approach. Compared to common surveys about employee feedback, such review sites encourage and allow employees to write freely about their employment. Unlike surveys where employees may become skeptical, the platform of Glassdoors.com and others invite them to be honest and open about their situation. The anonymity plays a protective role. I am sure it has its advantages for employees but also for HR practitioners and companies if they care about what their employees really want to say. It is another channel for them to speak their opinion and to communicate openly, because we have already seen that companies need to improve in the category of employee involvement. Besides, for other HR specialists such as head hunters, HR consultants and of course job seekers and applicants such websites could also be a tool to work with. In regard to this thesis the rating site fulfills the function of investigating the differences of the HRM strategies among the selected companies.

Reviewers can rate their employers in five categories by giving one to five stars: culture & values, work/life balance, senior management, compensation & benefits, career opportunities. An average of star points will be calculated, every given star point will be included in the overall rating of the company. Reviewers can also decide whether they want to "recommend [the company] to a friend", and/or give "CEO approval" - good or bad opinion of

CEO, and expect positive “business outlook” for the next six months. This information will also automatically be integrated into the percentage data for each company. The main fill-out questionnaire is structured in fields of pros and cons and advice to management. Data about employment, years and work location can also be stated. I took the most recent reviews, to a large extent from 2014, except for SK Telecom. If I had to choose, constructive feedback and reviews with more information were preferred. The diversity of work locations is an additional selection criterion, because opinions about overseas management are expected. The section “advice to management” implies direct communication, where employees are addressing their employers with their aspirations and urges.

SK Telecom has 17 reviews with an overall company rating of 4.1 stars, which indicates that employees are “very satisfied”. 93% of the reviews recommend SK Telecom as employer, and 60% have a good opinion about the CEO, 44% would say that the business outlook will improve over the next six months. Due to a shortage of reviews and the fact that some of them did not contain much information, I had to use reviews from SK Telecom Americas. Ratings of SK Telecom in America have been separated by the users from the main company rating site, which causes complications for statistical works. There is one site for SK Telecom and another site for SK Telecom Americas, employees can add their reviews to both sites, but the first one also includes other places and not only South Korea. SK Telecom Americas has only three reviews with an overall rating of 3.5. Putting all the reviews together we have an average of 3.8 stars for SK Telecom & Americas which is the highest score among the four companies.

The second Korean firm LG Electronics has received 298 reviews, which is the most, but reaches merely 3.1 overall star points. 39% would recommend LGE to their friends. The business outlook of the company does not look good for 71%. A narrow majority voted for CEO approval. Compensation & benefit has the highest score with 3 points, however, there are critiques against senior management.

The bigger Taiwanese company HTC offers 137 reviews to choose from, however with 2.9 overall points it has the worst rating. No more than 33% of the reviewers would recommend working there, 18% had a good opinion about their CEO, whereas only 9% were seeing a positive outlook for HTC. Supplying career opportunities might be the strength of HTC as employer, at the same time it needs improvement in senior management, which by the way is the category which fails in every company’s rating.

Acer Taiwan Headquarter is evaluated with an average of 3.2 stars out of 19 reviews; therefore, I have added some reviews from Acer France, which has 10 reviews and 3.1 stars. The second rating site of Acer Group is called “Acer France”, where employees working at French offices had rated. Again there is more than one rating site for the company Acer. However, the main page Acer Taiwan Headquarter also includes employees giving critique to all other oversea offices and therefore not limited to the headquarter. This kind of unordered disposition is a weakness of the review website. The opinions seem to be quite even and consistent. However, in detail there are some massive contradictions. While work/life balance has a high score at Acer Taiwan HQ, it is quite poor at Acer France. Compensation and benefits are praised the most at Acer France. Together the majority would recommend Acer as employer and around 21% predicted a positive outlook. There is no positive opinion about CEO yet.

In general one could say that employees are not satisfied with HTC as employer, while SK Telecom seems to be a recommendable one. Another argument would be that the fewer reviews a company has, the better is the rating, because over 100 or 200 persons might have more disputed opinions, more diversified experiences, which causes a wider range of evaluation, thus the overall rating would suffer. On the other hand, following this argument LGE should have the worst rating, it does not, though. To build a link between the categories used on the website and my four categories for HRM, compensation and benefit corresponds to the reward system, and training and development are a part of career opportunities. I would argue that employee involvement has to do with senior management, because the latter decides how much employee participation is allowed and it is responsible for employee communication. Consequentially, LGE and SK Telecom both have a better reputation in the reward system, and HTC provides many training and development possibilities. Acer made efforts in regard to work life balance in Taiwan. As mentioned before employees of all companies share the opinion that senior management has its difficulties and problems and deserves lowest rating. In the next part each company will be presented through a selection of 15 employee reviews. Moreover, opinions that can be categorized into the four categories of HRM are mentioned separately.

6.1 LG Electronics⁵

The average review stars of the 15 samples are 3.2, which is almost identical with the overall rating. Seven people recommended LGE, another other seven did not. Years of service reach from less than a year to more than ten years. Eight employees are still working there. Again the majority did not see a better business outlook. Many people commented that one can learn a lot there, there are good opportunities to grow and “the longer you work here the stronger you become”. They are complaining about long and strict working hours, therefore, work & life balance is lacking. People are overworking there, one person summed it up as follows: “Pressure and overtime work will lead you to stress. But if you are finally ok with that- you become the best”. Other critiques refer to slow decision processes, which are related to culture. That implicates the Korean hierarchical structure as well as too much focus on the Korean headquarter. The performance-based promotion has been questioned due to preference for Korean employees. Even though Korean people are selected for higher management in overseas subsidiaries, communication problems occur. One could interpret that as a mistake or problem in global talent management.

Resourcing

I gathered different views on this issue, which cannot be summarized. One employee observed that LGE is absorbing talent only from premium institutes, something that LGE also promotes. Some employees enjoy the job security provided there. One reviewer suggests that it is suitable for graduates because of the numerous learning opportunities. Similar complaints are concerning the policy of having only Korean people in high management, which “is not productive and too costly” according to the feedback.

T&D

⁵ http://www.glassdoor.com/Overview/Working-at-LG-Electronics-EI_IE7747.11,25.htm

Just one employee commented that meaningless training in ethics and moral values is given. Besides, the absence of feedback on T&D might indicate a weak support and is not worth mentioning. Otherwise, employees rather communicate positive experiences.

Reward system

Most of the references prove that LGE offers satisfying compensation and benefit, e.g.: 100% company paid health insurance, good benefit program, a little above market, budget for team lunch, star award, annual award, sport award, employee loan, bonuses for good productivity etc. Only one voice is arguing that the salary is lower than at competing companies. We can for sure conclude that LGE's reward system is one of the best among the companies, and employees are on the whole satisfied with it.

Employee involvement

Almost half of the employees share the opinion that communication is not good especially between management and employees. Although LGE fosters people-oriented management, employees wish their opinions to be considered carefully too. They argue that outside Korean or an English speaking country, the high management probably does not speak the local language and thus creates more trouble relating to clients and suppliers. I think that under the condition of standardized global HRM LGE places Korean people in every high management of overseas offices to ensure and facilitate the connection between the subsidiaries and the headquarter, which also explains the embedment of the Korean culture in the organizational culture. However, employees have difficulties to understand and to be understood by the management and they are limited to lower participation.

6.2 HTC Corporation⁶

In my samples I have noticed that no employment lasted more than 10 years, mostly the employees have worked there for one to five years. Notably, it is congruent with the low average years of service in the official annual report. The review stars however amounted to 3.2 and nine out of 15 would recommend an employment there. More than one voice underlines the famous or good brand one can easily identify with and they are convinced about the product they produce. Working culture and environment are satisfying, particularly cooperative colleagues are often mentioned and workout facilities. Several people find the working environment dynamic with rapid changes and quick decision processes, but in some cases it was too fast-paced and it builds high pressure. People have the opportunity to gain many experiences. The contra argument includes long working times, which has an impact on work/life balance. Concerns are referring to strategy management and market research for the company; as a result the business outlook has a very low rate.

Resourcing

There is no information about resourcing from the side of employees.

T&D

There is only one employee who commented on that issue with "excellent training and advancement in smartphone knowledge thanks to HTC provided technical experts and

⁶ http://www.glassdoor.com/Overview/Working-at-HTC-EI_IE41150.11,14.htm

training materials”. At the same time, in contrast to that, more opportunities for training and internal growth are demanded.

Reward system

Three employees agreed on low salary, average pay, compensation and benefits are getting worse. One employee disagreed and thought that the salary and benefits were good. I would suggest, in the category of rewarding HTC has unexceptional results without much complaints and approval.

Employee involvement

A traditional top-down management style can be recognized in all the reviews. Management does not seem to listen to employees’ feedback; instead they are controlling them while not sharing information with them. A typical senior management which is afraid of losing authority does not have trust in employees. So employees are requiring more tolerance and transparency, more trust and communication. Senior management should empower people to do their jobs and to brainstorm new ideas, to take ownership for their part of the business and to try new programs, because that is a way of protecting the resource of manpower. Another one pointed out that management should have the ability to trust in local teams, who understand local market conditions. Here we also notice the problems concerning the relation between high management and local employees.

6.3 SK Telecom⁷

Since I have used 15 reviews of a total of 20, the average stars did not fall, but it must be mentioned that only two voted for approval of CEO, three disapproved and the rest did not give an opinion at all. It is a huge statistical manipulation due to few reviews and incomplete data. Equally, in regard to business outlook ten people refused to vote, so the rest of merely five persons voted for good or bad outlook. At least four employees of the sample are working or have been working at US offices, and ten are still employed at SK Telecom, nine of them hold the title of manager. Employees perceived SK Telecom on the one hand, as a solid company with competitive capacity in telecommunication industry, on the other hand, as not dynamic concerning global business and as lacking vision. Eleven respondents would recommend the workplace, because they appreciate the working culture and company values, at the same time for some the adjustment to Korean culture is too much, principally for employees at overseas locations. Critiques include bureaucracy and long time decision making, people wish for more challenge and vitality. Despite that, one can find good healthcare benefit, work- life balance better than at other Korean companies and great colleagues. There are no specific statements for the category *Resourcing* and *Training & Development*.

Reward system

Salary and profit sharing plans are highly praised. Most of them agreed on competitive compensation and benefit. In 2013 one employee said, SK Telecom was No.1 in South

⁷ http://www.glassdoor.com/Overview/Working-at-SK-Telecom-EI_IE10086.11,21.htm
http://www.glassdoor.com/Overview/Working-at-SK-Telecom-Americas-EI_IE303423.11,30.htm

Korea with compensation and benefits, when the average compensation level was even higher than at Samsung.

Employee involvement

The huge organization implicates a complex structure for communication and problems appear, when different division managers were not consulted by other team managers. One also suggested that management should be open to diverse ways of communication. More effort towards an overseas market strategy and adopting local business culture are advisable.

6.4 Acer Group⁸

According to my data Acer gained 3.3 review stars on average. Six persons gave a recommendation whereas five did not. Similar to SK Telecom, opinions about the CEO and the business outlook are poorly given (five about the outlook, four about the CEO), negative attitudes prevailed. The reason for that becomes quite apparent when looking at the commentaries. Employees are worried about the unstable situation of the company in general because of the low market share and the struggle with profit making. They have experienced that by means of career development during their employment. Most of them are complaining about the inability of the company to provide support in personal advancement and programs where workforce can develop. Promotion and pay raise are hard to achieve. As matter of fact Acer offers a highly satisfying work-life balance, a stable work time and comfortable working environment as well as welfare. Employees obtain the opportunity to deal with international projects. Regarding *Resourcing* respondents did not share their opinions.

T&D

One employee explicitly wrote that “there are many trainings, but a few of them might be related to the job.” Others demand that the management should acknowledge the importance of developing employees and defining a career perspective for them. Notwithstanding, a clear differentiation between promotion and T &D should be made, in our case most of the employees are speaking of personal growth and career path.

Reward System

Following the discontent, employees are declaring that pay is low with hardly any opportunity of growth.

Employee involvement

The company has no bad reviews regarding communication, which makes it to the only company without receiving explicit complaint in this category.

All in all, HTC and LGE share the same problem in operating working hours. These lead to insufficient work and life balance which their employees are experiencing. Further, as far as

⁸ http://www.glassdoor.com/Overview/Working-at-Acer-EI_IE504922.11,15.htm
http://www.glassdoor.com/Overview/Working-at-Acer-Taiwan-HQ-EI_IE3802.11,25.htm

career opportunities are concerned, LGE scores in job security. Many chances to learn are offered and HTC's effective employer branding and dynamic environment help to gain positive feedback. In contrast to that, SK Telecom and Acer achieve a satisfying work & life balance with stable working time and are appreciated for culture and value. However, both fail in the category of career opportunities, while the former one disappoints in global business, the latter one generally in regard to market and fostering promotion. Consequently, a demand for business strategies is reasonable. The two Korean chaebol subsidiaries can afford a competitive reward system, which employees enjoy much. Interestingly, the majority of pro arguments contain commendations to colleagues and most of the contra statements are addressing senior management. Problems in employee involvement consist of three aspects. The first case is a disagreement with the traditional top-down management style, where higher management used to be in control and to be authoritarian. Employees are excluded from the decision making process. The second example is about the challenge of facilitating communication between different levels and department managers in a huge organization. Due to bureaucracy decision making processes are slow. The third instance is managing global business and enabling communication between the headquarter and overseas departments as well as management at overseas locations with local employees. Apparently, cultural and structural differences appear between host and home country. A preference toward the home culture raises dissatisfaction among overseas employees, not only regarding participation, but it also might cause difficulties in business. This problem was mentioned in every company, in one company only a few times, in another many times. Employees therefore could not give a better opinion about CEO or senior management. In accordance with the facts taken from these 15 randomly selected reviews about each company, SK Telecom has only two approvals of CEO, Acer zero (!), HTC and LGE both have got five approvals.

Regarding recommendations, SK Telecom got eleven recommendations –places it as number one with most recommendations, followed by surprisingly HTC with nine recommendations, LGE seven and at last Acer with six.

Such reviews strongly depended on the writers' moods, the situation, and their experience. They also might follow a purpose; they may want to give advice to the management, point out the advantages and disadvantages of working there, complain or show off etc. However, the awareness of such influences which might falsify the real facts did not prevent me from using the method, because that is what HRM is about, management of people who may have different perspectives about the company and varying attitudes towards the same policy or regulation. They do not have to be the same which is why diversified thoughts contribute to an abundance of feedbacks towards HRM. To give an insight into the individual reviews:

One person gave five stars and has been working for more than ten years in Seoul. According to him/her the advantage is that LGE is a big company where people can learn a lot about certain aspects (of people) and career. However, he/she hated the bad management trying to do politics in the engineering group where she/he was working. No advice to the management and opinion about the CEO was given, she/he would recommend working there, but the business outlook did not look positive to her/him.

Another one said that he/she had nice colleagues and HTC Taiwan had a good location, teamwork and work culture were great with lots of fun and trips. As a current employee with

more than three years of service he/she demands more information sharing, communication with workers and transparency because the management is traditional and the top level is opaque. He/she would recommend the company as employer and even gave his/her approval of the CEO; nevertheless, on the whole HTC got a three from her/him.

Concluding, a review star neither tells the complete impression of an employee nor the experiences and suggestions employees are having. The evaluation cannot be predicted on the basis of pros and cons or a piece of advice etc., there are too diverse opinions even within one review.

It also shows which aspect of HRM is more and which less relevant to the employees, where they could give their opinion. Few posts contain resourcing issues and training and development, whereas employees bother about the other two categories much more. Another aspect employees are observing is the business outlook of the company. In pro and contra as well as advice to management fields there are comments on the situation of the company implicating market share, development, products, and international business. Most of them are rather negative. Paradoxically, although HTC has been evaluated as having a bad business outlook, employees praised it for having a well-known brand, good products, dynamic working environment and challenging jobs, which actually rather seem to be positive factors in regard to the business situation. Acer is free from comments on senior management and employee involvement, but there is no opinion at all about CEO.

I suggest, that work-life balance is related to working hours. LGE and HTC cannot ensure stable working hours so employees are criticizing shortage of work-life balance. In opposition, employees are satisfied with working times at SK Telecom and Acer. They got high points in the work-life balance section. Long working hours simply do not allow for a work-life balance.

The former as well as this chapter clarified that the original category encompassing unionism or enterprise-focused employee relations is not relevant anymore. Enterprises have mentioned the cooperation with unions, but only superficially, and employees themselves did not demonstrate any experience with union. That is the main reason why I have excluded this aspect. For the next section, I deliberately try to interconnect all of the levels with each other, because my understanding of the frameworks includes that there are interactions between the levels.

6.5 The relation between HRM in Korea & Taiwan and reviews

There are two forces that form and affect Korean and Taiwanese HRM. The one is the pressure coming from internationalization of business and foreign influences that heightened competition. The other one is the Confucian culture which embeds seniority, harmony, hierarchy and paternalism into HRM. Both have challenged companies in different ways, the first one is a changing force; the second one strongly resists change. Harmony is still pursued for working environment and teamwork, because value of collective welfare and integration are treasured in East Asian societies. Culture and value hence have mostly higher points, and employees appreciate having friendly colleagues. Hierarchical management style has also been detected as limiting the possibility for employees to participate in decision making processes and information sharing. Employees at Acer have to face a long waiting line for promotion, which is caused by unstable business, but also might imply a seniority-based promotion system, which simply requires employees to have a longer

employment to achieve promotion. Both are cultural values, but the first one seems to contribute to working environment, the latter one disturbs performance-based promotion systems, career planning and employee involvement.

For the technological sector, Hempel and Chang have identified innovation and organizational culture for innovation as important values. Employees, who are taking initiative and are allowed a considerable degree of independence and autonomy to follow their inclinations in technology innovation, are requested for advancing high technology. Organizations thus have to support high levels of employee participation, because a strictly controlled management style does not fit these values and even limits an innovative idea creation. What matters is the quality of the idea and not the power and authority of the person who proposed it (Hempel and Chang 2002, 80-83). As claimed by the reviews improvements are desirable. There are several modern leadership style theories introduced in the study by Wang et al. A transformational leadership is able to change organizational strategy and culture. It thus enables the company to be more flexible and adaptable to external environmental requirements (Wang, Shieh and Tang 2010, 3932). A charismatic leadership is self-confident and a visionary leadership is competent in expressing visions and both are expected to have the capability to inspire their subordinates with more potential. The subordinates would make more mental and physical efforts for the company. The authors further argue that the leadership performance is identical with the organizational performance. Therefore, in order to retain employees with high-working capacity leaders and management should try to engage in innovative and normative actions, besides T&D and strategic reward systems (Wang, Shieh and Tang 2010, 3935).

6.6 The relation between company profiles and reviews

LG Electronics operates its global talent management with a global labor policy that protects and fosters fair treatment and equal opportunities. The voice of the employees however indicates a preference for Korean staff in occupying senior management positions and promotion. According to the company high turnover rates at overseas branches are a result of the economic situation of the host countries, but it could also be an outcome of insufficient global human resource management and the difficulties a standardized system brings with it. Although regular meetings are held between overseas subsidiaries and the headquarter to enhance a closer relationship, the problems those reviews have presented concern the management at subsidiaries and local employees, where communication is hampered by language. The company and its employees both agree on the issue of exceeding working hours, therefore the facilitation of work-life balance has failed. SK Telecom places its focus on the development of individual career plans and job capability; strong employees make the company stronger. Such a motto however has not been realized especially at overseas departments, some reviews show the opinion that the strategy for global business is weak and unsafe, and it has affected the employment becoming less dynamic and losing challenge. The section for Training and Development itself disappoints in the reviews with no specified references. HTC has not reached the work-life balance it proposed. The commendable support for women has not been mentioned in reviews. Acer indeed succeeds in advancing work-life balance programs, but many other practices are lacking in information at both sides. Despite the fact that Acer has implemented many different systematic training and development plans according to the annual report, in those reviews no one praised it. As far

as the first category namely resourcing is concerned, the company as well as the employees has not shared insights. The high turnover rate at Acer has been explained by corporate transformation and reduction of manpower, on the other hand employees are complaining about salaries and blame the deteriorating business for less chances of career growth. To improve career opportunities in the company well used internal recruitment methods would motivate current employees to perform better and increase their commitment towards the organization. It may also enhance their job security through upward or lateral staffing (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 428). Following that aspect, there is a study examining career success orientation among employees of a South Korean company. Regarding career perspectives there are several typologies: the traditional way of achieving career success is advancement on the hierarchical ladder and greater authority, others pursue technical or functional expertise and personal growth— excitement and challenge motivate them, or high value on long-term job security and safety might be a career success for some people, and a work environment that can balance professional and personal life (Kim and McLean, Stability and dominance in career success orientation in South Korean employees 2008, 20). All of them appear in the reviews either as a request or as an accomplishment employees appreciate. The study further reveals that personal life, work and life balance have been cherished by younger generations whereas job security has been valued more by older generations (Kim and McLean, Stability and dominance in career success orientation in South Korean employees 2008, 28). Driven by business environmental change one does not work for their whole life at one organization anymore but also has experience with several employers. Instead of job security people pursue other values, such as pay, employment status or personal life. Therefore, organizations should consider the different values people pursue at work and in their career (Kim and McLean, Stability and dominance in career success orientation in South Korean employees 2008, 31). According to age, length of work experience and education there are different preferences, thus HRM needs to implement flexible policies in reward systems, T&D and resourcing so that people can see career perspectives in their employment. Retention strategy should include that aspect.

Except for LGE the other three did not supply much information about global talent management, which may imply an incomplete and poorly conceived system. Employees are demanding more care and thoughts on overseas business and workforce. Adjustment to local culture and listening to local employees are wishes which have been proposed by employees at SK Telecom and HTC. “Practitioners of human resources must recognize that, in this changing world, to expect a stable labor supply and a static business environment is myopic. The varying environment provides a chance for a practitioner to demonstrate its strategic role and help to develop competitive edges,” (Lin, Human resource management in Taiwan: a future perspective 1997, 36). They constantly have to analyze the external environment, develop skilled employees, enhance flexible organizational structure and redesign jobs to retain talents.

6.7 Further Comparisons

Since the issue of recruitment and selection is undermined, according to Hsu and Leat a method to facilitate recruitment is to market the company's image, in other words employer branding. Training new employees and retraining already existing ones is also supportive

(Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 422). Selection processes involve other managers and superior staff; it is nothing HR can determine on its own.

Chuang as well as Lien and McLean argued that Taiwanese HR practitioners see themselves as playing a minor role. They mainly perceive themselves as an intervention implementer with communication and interpersonal competencies but rarely as an evaluator, helper or an organizational change agent (Chuang, Evaluating training and development practices in Taiwan: challenges and opportunities 2013, 230). These professionals do not perform many HR activities as mentioned in most studies, such as T&D, career development, organization development or performance technology. Most of the time, when these HR practices are performed, they are not the main focus of the job and depend on the business tasks and other external constraints in which they are involved; these are merely parts of organizational interventions or training activities (Lien and McLean, Portraits of Taiwanese HR practitioners performing HRD tasks 2004, 80). If HR is not possible to take over more independent responsibilities, transparency about information regarding employees and HRM will diminish. Moreover, the HR department itself is often on the list of employees to be downsized particularly when a business is encountering financial difficulties, because not all senior directors support HR departments (Tai and Wang, A framework for human resources development in Taiwan's high tech industry 2006, 224). Therefore, HR is not allowed to show weakness and better strengthens its competency in business support, retention of core competency and job-based career development (Cho and McLean, IT Companies' HR Practices in South Korea 2008, 57). HRM needs to avoid a pessimistic outlook in career opportunities for employees. Facing such internal pressure, HR has to use its expertise to develop suitable training systems and help staff members improve their personal development alignment towards the company's objectives. This will promote the senior management's confidence in the HR department (Tai and Wang, A framework for human resources development in Taiwan's high tech industry 2006, 224). HR should be able to provide a complete human resources program in order to foster working efficiency in an organization. Except for considering the inner organization, the external environment such as business partners, related industries and customer relationships should also be taken into account. Already in the late 1990s Lin suggested that an analysis of the external environment should be emphasized. HR has the task to investigate the labor market and salaries of competitors to gather important references for management decisions. Furthermore, from designing strategic plans for recruitment and job designing to development of business the role of the personnel manager is involved as a member of company boards in all decision making processes. "In a variable environment with keener competition, effective acquisition of information and its utilization become increasingly crucial." (Lin, Human resource management in Taiwan: a future perspective 1997, 37). As the reviews are revealing, employees are demanding more meaningful work assignments and more active roles in guiding the direction of their employers. Therefore, besides performing administrative matters related to employment, another activity of HR professionals is to plan the strategic human resource needs of the organization. After all, it is up to the HR department to provide long-term career plans (Chen, Woods, et al., Human Resource Role in Work-Life Balance: A Case of High Technology Knowledge Workers in Taiwan 2008, 25). Many scholars are of the same opinion about a stronger and more active role of HR in a company with more responsibilities assigned than are conducted in reality. The strategic aspect comes to the foreground. HRM

policy should be fully integrated in corporate strategy (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 427).

As for South Korean IT companies, which have problems in global talent management, one reason might be a relatively late entrance into global market just in recent years; they still have to overcome major barriers associated with language and culture to become true global players (Cho and McLean, Leading Asian countries' HRD practices in the IT industry: a comparative study of South Korea and India 2009, 321). Talents who fit both the organization and global markets have to be defined by selection criteria. Authors argued that attracting and retaining talent is the number one priority, because competition for talent is extremely critical in high-tech industries, which simply require individuals with necessary know-how. Retention of talents costs heavy investment in talent development initiatives including training, and attractive incentives. The aim is to boost worker's long-term employability. An additional difficulty is the prevention of high turnover rates. A rapid development would imply "growing pains" and a "decline in internal efficiency" and although the attrition rate was low, the business environment in the IT industry is ever-changing (Cho and McLean, Leading Asian countries' HRD practices in the IT industry: a comparative study of South Korea and India 2009, 322-323). In the reviews for SK and Acer We could see that employees notice shortages of challenge and lack of career growth. Increased employee turnover is caused by several factors; it could be unplanned recruitment, lack of training, ambiguous organizational values, and lack of communication, inequitable rewards, high stress levels and burnout. Some of them are mentioned in the reviews. It is necessary to consider the turnover rate, because it might affect strategic crisis, quality degradation, and business process breakdown as well as recovery costs. Cho and McLean recommended more voluntary communication channels for employees in order to discuss company culture openly. The sense of community and the opportunity of talking honestly about the company might encourage employees to deliver bottom-up solutions (Cho and McLean, Leading Asian countries' HRD practices in the IT industry: a comparative study of South Korea and India 2009, 323). The category of employee involvement has been demonstrated multiple times as an essential HRM practice. A unique characteristic ascribed to IT talent such as engineers and IT professionals is the search for new knowledge on a continuous basis and own professional growth. They value autonomy, innovation and professionalism. Such an attitude could be used as a basis for retention strategies. Moreover, employee-friendly physical facilities and varied benefits constitute to the work environment in physical and social aspects that could also enhance commitment of employees. The characteristics of the organization and its environment have an impact on the behaviors of an individual belonging to the organization (Park and Kwon 2004, 337). An individual's learning activities and personal growth are affected by social context and environment.

Whether employees search for new challenges in the job or career growth, their perceptions of the work environment contribute to the desire. The engagement of the company is insofar necessary that it should invest the developmental costs in employees and provide the work environment, including clarity of communication, the appropriate work tasks, innovation and certain pressure to improve job performance (Park and Kwon 2004, 338). A supportive leader allowing a policy encouraging professional growth, clear decision - making, support for training and development, easy access to learning resources would create an organizational climate that enhances the readiness of employees to develop themselves and also develop the company. As long as the employees perceive that the company encourages them to be

innovative and they are valued as being a part of the collaborative organization, according to Park and Kwon (Park and Kwon 2004, 345). There is a slight indication that they are more ready to self-directed learning. It is a simple reciprocal benefit. Overall Cho and McLean identified retention strategies and training as most necessary for fast-growing IT firms' continued growth (Cho and McLean, *Leading Asian countries' HRD practices in the IT industry: a comparative study of South Korea and India* 2009, 326).

In comparison, a study example of another Korean chaebol enterprise Samsung Electronics found some core factors that influence corporate performance of HRM systems, which I think could be related to my case studies. Flexibility has been demanded in workforce and employee empowerment, specifically, fast decision making according to environment changes. "Training of the workforce is the best way of investing" (Chang 2012, 1451), the chaebol is not only able to recruit highly qualified personnel but also to train them into competent professionals who, in return, would contribute to the competitiveness of the company. An efficient salary system reinforces loyalty towards the company and also enhances performance. Reinforcement of cooperative and participative management gives workers the possibility to agree on common goals and assume responsibility for achieving goals (Chang 2012, 1451). While enhancing employees' commitment an organization's performance will be improved. Categories of reward system, T&D and employee involvement are reflected in the factors. In the same research a questionnaire was applied to investigate employees at Samsung Electronics and their views of changes in company's HRM practices. In contrast to any expectations of the author the results cannot be associated with earlier theoretical findings. In general, respondents did not see many changes in the firm as supposed, for instance, the corporate governance has not improved, seniority system has not declined so much, the paternalistic style as well as the authoritarian decision-making and top-down system is not decreasing. The perceptions of the respondents resulted in being rather negative about improvement; from the perspective of the employees HRM practices at Samsung Electronics remain more or less unchanged (Chang 2012, 1453). The same incident occurs in the reviews of the rating site. A more pessimistic attitude can be observed among respondents in both cases. It seems that employees commonly demonstrate a critical opinion about their employer in surveys and assessments. The author also suggested that regarding globalizing HRM systems a better systematic approach towards managing expatriates has to be found and more fundamentally adjusted HRM practices to create more opportunities for local employees (Chang 2012, 1455). I further agree that providing rapid response to employee feedback, making efforts towards fair HRM practices without discrimination, improving the welfare facilities and workplace environment are among the measures which could create new corporate values and a new organizational culture. Certain peculiarities in Korean HRM practices are still existent, for instance, seniority and membership are considered in promotion standards and selection criteria, something which proved to be persistent in spite of external pressures and changes (Chang 2012, 1456). Korean staff being preferred might indicate a certain kind of system and also a "soft divergent" activity, which can be explained by the institutional and cultural approach. Each company reflects its original society through its specific characteristics. When Korean employees are preferred and Korean language dominates, the traditional value of the company is unquestionable. Western or Asian management systems cannot simply be transplanted without further considerations, because they are culturally sensitive across national boundaries and will affect harmonious working relationships and increase the possibility of

personal conflict (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 421), (Hempel and Chang 2002, 93). However, companies are evolving in this direction enhancing the basic feasibility. Furthermore, it differentiates the company from others. The influence of home-country culture thus implies a certain degree of distinction.

At the same time convergence indicates similar practices that have the chance to become “best practices” due to success. LGE and SK Telecom both are Korean chaebols that provide an attractive reward system and extra incentives, the others also declare to offer reasonable performance-based compensation and know that it is an essential factor in staying competitive. SK Telecom and Acer score with working culture and value which employees identify with and through which they enjoy a better work-life balance and comfortable working hours. HTC and LGE are favored for providing opportunities in personal growth, promotion and career plan. These are coupled with business strategy, because exciting job positions and challenge at work depend on company’s vision and business situation. For HR practitioners, that means becoming a strategic business partner is the number one HR competency needed for the future to help the company, followed by resource allocation based on employee capability and performance (Cho and McLean, IT Companies' HR Practices in South Korea 2008, 58).

As far as global talent management is concerned the most significant difficulty lies in communication. Kim and McLean (Kim and McLean, Global Talent Management: Necessity, Challenges, and the Roles of HRD 2012) underline the fairness in the whole process of global talent management and the importance of the awareness of cultural differences of the host country. All of the four companies, except for Acer, need to improve in that aspect, enabling fluent communication between local employees and senior management as well as avoiding unfair staffing. A criterion for selecting the workforce might be having a global mindset. For the IT branch creative talent is still essential followed by global talent and new business competency, strategy consulting, new technology and marketing (Cho and McLean, IT Companies' HR Practices in South Korea 2008, 56-57). On the other side HR roles have to be transformed into being a change leader, a strategy partner, a business partner and of course talent management. The role of HR is not just about how HR services are delivered anymore, but in delivering value to the company. HR must have the knowledge of external business issues and markets that can serve the company, and it has the capacity to impact its business (Cho and McLean, IT Companies' HR Practices in South Korea 2008, 59). Working at a multinational company requires a variety of skills from employees too. Two factors are changing, the one is technology utilized by a business is always developing and nowadays people with different cultural backgrounds can be found in companies. The company as well as its employees has to be able to use new technology and to adapt to this workplace diversity (336 Park and Kwon 2004). People’s differences are also among customers or stakeholders who might come from different countries. Therefore, companies also have to prepare for education which develops these skills and helps employees to adjust to new environments. For recruitment the same skills might be preferred in the selection process.

My research question has been answered above with the help of studies by other scholars who contributed to varied aspects of HRM. Each company has a different composition of practices, shortage and difficulties and at the same time shares some similar focus and successful policies with each other. It is not possible to merge any two companies to one to make a comparison between two general kinds of companies. Even if summarized according to the national background it cannot be applied to all of them. There are similarities such as strong orientation towards Korean culture, but for HTC and Acer there is no significant Taiwanese culture that designates their similarities, at least not according to my method. Such similarities, for example, are support of female workforce, health and safety, welfare. It would be inaccurate and too vague to state that Taiwanese companies behave like that and the Korean companies otherwise. Generally speaking, they agree on giving low rates to senior management and in this way they express their discontent. However, three types of employee involvement problems have emerged among them. One can be explained by the hierarchical management style, one occurs depending on the structure and bureaucracy of the organization and the final one is a challenge in global talent management. Their disagreement sheds a different light on the categories as issued by the official reports and statistic. The “best practices” are those that contribute to the competitive advantage of a company.

7. Conclusion

This study attempted to contribute to the field by showing two perspectives of the same issue and finding out more about the relevance of HRM practices for both parties. Another purpose was to find differences between Taiwanese and Korean IT companies. In general, all four companies have a similar strategy; they emphasize a competitive reward system, different kinds of flexible resourcing, many training courses to develop their employees and enabling several communication channels to enhance employee involvement. This indicates a benchmarking HRM system. After a closer look and comparison some differences came to the surface and other aspects have been added: Salary above standard, working hours, high turnover rates, problems with global HRM system, focus on healthcare, work-life balance, females at managerial positions, training hours and expenditure. These are distinguished priorities set by the companies. The perspectives of employees however reveal more discrepancies as well as similarities. What seems to be analogous to it has become disputable due to the reviews. Some complaints about career development possibilities and salary as well as obvious preference in staffing scrutinize the whole performance-based system due to unfairness they experienced. Although companies know about the importance of providing training for employees and fostering individual development, not all employees are satisfied with them. Employer branding is successful, if employees can identify themselves with the company's culture and values and appreciate them for shaping the working environment. The reviews demonstrate the strengths and weaknesses of a firm's HR practices and policies. Some resulting differences can be a factor for competitiveness.

I would advise against making generalizations about the influence of Confucian values on HRM. Cultural influence was not apparent in the company profiles, but in the reviews some comments may imply a cultural background. On the one hand, hierarchical leadership and authoritarian management style based on paternalism are not welcomed by employees and have to be changed to gain more flexibility and equality; on the other hand, emphasis on

harmony and collective welfare is contributing to a modern work environment and teamwork. It has both disadvantages and advantages and definitely forms a characteristic of “Asian HRM” even nowadays.

Although female issues did not appear in the reviews, it must not be forgotten that both Taiwanese companies realize a good percentage of female executives, which indicates a more positive career outlook for women there.

Work and life balance, including recreational facilities, working hours, events, welfare and other benefits, is something that companies try to improve and make effort, but in the end it is the employees, who determine whether the company achieves it or not.

Two out of four categories are scarcely mentioned by employees, which are resourcing and T&D. On the contrary, they rather care about the reward system and employee involvement. The latter indeed proves to be problematic in several aspects. Employees wish to have the opportunity to participate and engage more in their work and organization and that their opinions are heard and considered. Planning present and future staff requirements, job analysis, the preparation of a job description and job specification, for instance, are tasks HR managers are responsible for (Hsu and Leat, A study of HRM and recruitment and selection policies and practices in Taiwan 2000, 417-418). Probably, HR professionals are not the only ones who can decide about employee participation, it is an issue relying on senior management and leadership. Furthermore, newly identified HR programs are talent recruiting, retention and development, global talent recruiting and performance-based organization culture in this order of importance (Cho and McLean, IT Companies' HR Practices in South Korea 2008, 57).

Out of them Global Talent Management is a challenge to manage; communication might be an influential factor. Globalizing does not mean to implement and embed the culture of the home country into offices in host countries. I would propose what Zhu calls “hybrid cross vergent” phenomenon, where national cultural systems are blended with broader economic ideologies (Zhu, The Post-Asian Financial Crisis: Changes in HRM in Taiwanese Enterprises 2003, 148). Own cultural systems should become flexible at overseas and should have the capacity for merging with other cultures. Especially a standardized global HRM system needs to enhance the awareness of cultural diversities and respect local customs and employees.

Competence means ability to invest in human capital, cognitive and financial, because employees are viewed as essential resources, just as money and other things are resources that require management, in order for the organization to operate efficiently and effectively. Commitment involves engaging energy and attention that is why companies increasingly rely on the expertise of trained HRM professionals to help them develop and utilize people- their most valuable resources (Bae and Rowley, Macro and micro approaches in human resource development: context and content in South Korea 2004, 359) (Chen, Woods, et al., Human Resource Role in Work-Life Balance: A Case of High Technology Knowledge Workers in Taiwan 2008, 25) .

The study using this rating site does not intend to “rate” and decide which company is a better employer, it must be clear, that it does not contain any recommendations. The underlying purpose is that it suggests looking at the ratings more carefully. The study

properly attempts to demonstrate divergences in detail. In doing so, distinctive features and characteristics of a company are exposed with the help of HRM.

7.1 Limitations of the study

Four categories do not cover all of the HRM practices and policies, but they are the main fields that HR has to accomplish. Actually, it depends on the perspective from which we look at HRM. From the viewpoint of HR professionals or from the one of employees, some aspects might be in the foreground and others are neglected. A total of 60 reviews represent 60 former and current employees and voices. Nevertheless, the information given is not much, which is a little disappointment; because I was hoping there would be more content for interpretation. In the end the statements are so diversified, that with the four categories a summary of the results is rather inappropriate.

On the rating site I used there is in fact a separate section for „Interviews“ and “Salary”. Reviewers can indicate whether they had a positive or negative or neutral interview experience at the company, how they got the interview- whether through online application or in-person, and whether the interview was difficult or average. They specify their job position and then fill out the fields on application details, interview details and interview questions and whether they were accepted or not. Although this information can contribute to the category of resourcing, there are two reasons why I did not integrate it into the paper. First of all, there are not many to examine, though. SK Telecom only has four entries, SK Telecom Americas two, Acer about ten; therefore, it is not possible to do a comparison with insufficient data. The second reason which bothered me was, since it is anonymous, we do not know whether these are the same people who have already commented in the main “Reviews” section or not. It would be wrong to include them into the overall rating numbers, if they were other people. The “Salaries” section does not contain much information either; a job title and an average salary can be stated. It might be more diverse if these details were added to the analytical part.

The framework systematically structures the paper so that topics are clearly arranged and also helps to summarize information from different resources. All of the theoretical concepts are very useful for interpretation and comparison. Due to the methodology I have gained some insights and personal views of employees on their employment from all over the world. Moreover, a diversified and yet specific depiction of all four companies can be drawn. Eventually, official proposition, annual reports and anonymous evaluations leave enough room for interpretation and argument, but also for many vague suggestions without measured relation and causes. The study lacks of measurement and statistical calculation of interrelationship. For further researches, real interviews with employees will be probably more fruitful, although investigating employees’ opinion about their employers is a sensitive task. Not even all anonymous reviews contain advice for and critique about senior management or CEO, so generally people are very careful about that. However, each review tells a story about an experience, a job position, an employment and should be taken into account.

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9. Abstract

“Best Practices” sind zum Beispiel in erfolgsabhängigem Vergütungsmodell, flexiblem HR-System und globalen Wettbewerb zu finden. Transferiert durch die Globalisierung können internationale oder multinationale Unternehmen mit ausländischen Standorten diesem Einfluss und Trend kaum entgehen. Jedoch sind best practices nicht für alle die idealsten Methoden. Sowohl neue Vorteile können daraus entstehen als auch neue Problematik, daher wird in dieser Arbeit mit dem Thema auseinandersetzen, um neue Herausforderungen in Human Resource Management zu erforschen. Heutzutage hört man in dem Zusammenhang mit HRM Begriffe wie Headhunting, Talent Management, Employer Branding, Global Recruitment, Expatriate Management usw. Das bedeutet, dass das Feld HRM sich um einige Bereiche erweitert hat und somit nicht nur reine Mitarbeiterangelegenheiten im herkömmlichen Sinne betreut sondern auch Marketing, Beratungstätigkeit, Ausbürgerung impliziert. Des Weiteren ist es eng mit Unternehmensstrategie und Wettbewerbsfähigkeit des Unternehmens verbunden. Diese Studie integriert viele dieser Aspekte in HRM, um eine gründliche Diskussion herbeizuführen. Viele verschiedene Definitionen und Konzepte, Studien und neue Literatur tragen dazu bei, HRM zu erklären und diese Arbeit zu unterstützen. Im Zusammenhang von internationalem HRM, globalem und asiatischem HRM – das sind Unterfelder- werden vier ausgesuchte IT-Unternehmen aus Taiwan und Südkorea näher betrachtet und miteinander verglichen. Dabei sollen Einfluss von Globalisierung sowie weltweite Tendenz in Unternehmensstrategie in Hintergrund behalten werden. Die Theorie von Divergenz und Konvergenz in HRM spielt dabei eine Kernrolle in der Methodik. Diese argumentiert mit der Übertragbarkeit von HRM Systemen und deren Praktiken über nationale und kulturelle Grenze, vor allem multinationale Unternehmen müssen sich dieser Herausforderung stellen. Beginnend mit der geschichtlichen Entwicklung des allgemeinen HRMs in beiden ostasiatischen Ländern werden bis zur heutigen Situation Eigenschaften und Trend dargestellt. Die Arbeit fokussiert dabei auf dem globalen Talent Management der multinationalen Unternehmen. Die zwei Wirtschaftsregionen werden auch als zwei der vier Asian Tigers genannt, weil sie generell gesehen ähnliche wirtschaftliche Erfolge und Wachstum feierten. Beide haben wenig Naturressourcen, welches sie dazu zwingt, sich auf Humanressource zu konzentrieren und diese zu fördern für die essentiellen Industrien. In beiden Ländern ist die IT-Industrie ein Kern der nationalen Ökonomie geworden, welche zum wirtschaftlichen Wachstum beiträgt. Ausgehend von dem Argument, dass taiwanesischen und koreanischen Wirtschaft und eben auch HRM Praktiken Ähnlichkeiten teilen, versucht diese Arbeit nun anhand Firmen in gleicher Branche miteinander zu vergleichen, und schließlich die Frage zu beantworten, welche Unterschiede gibt es zwischen den ausgesuchten Unternehmen, wo kann man sie finden? Mit der 3x4 Methode, so wie ich sie gern nenne, sollen Differenzen in Detail aufgezeigt werden. Drei Ebenen von makro bis mikro Perspektive kombiniert mit vier Hauptbereichen des HRMs können somit besondere Charakteristiken, Schwäche, Kernkompetenzen eines HRM entdecken. Personalbeschaffung, Belohnungssystem, Weiterbildung und Mitarbeiterbindung sind die vier Kategorien eines HRMs, die viele Praktiken beinhalten und je nach Unternehmensgröße und –fokus variierend implementiert und ausgeübt werden. HRMs der vier ostasiatischen Unternehmen werden mittels dieser Kategorien untersucht.

10. Appendix

Appendix 1: Variables of Reviews

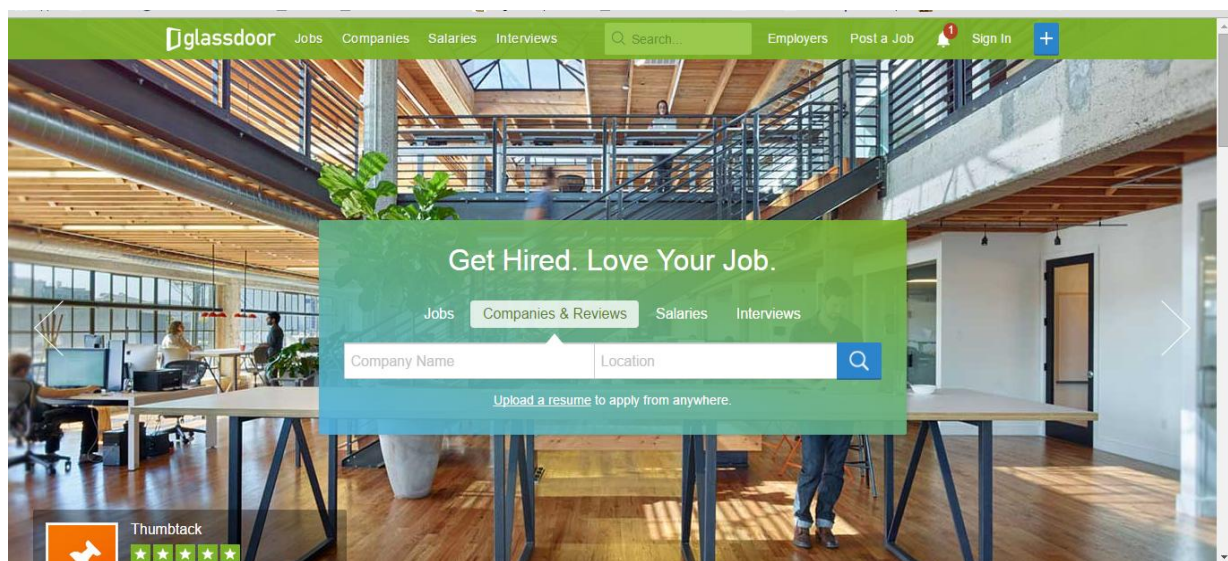
Date	Title	Review Stars	Employment	Place	Pros	Cons	Advice to Management	Recommend	Outlook	Opinion of CEO

Appendix 2: Example of my Data Sheet

http://www.glassdoor.com/Overview/Working-at-Acer-Taiwan-HQ-EI_IE3802.11,25.htm					
Date	title	review stars	employment	place	pros
Oct 27, 2014	Good working environment but dead end for career path	3	Current Employee - Product Marketing Supervisor, at Acer (Taiwan HQ) full-time (more than 3 years)	Taipei (Taiwan)	Good work/life balance (In TW's situation), lots of projects in global scale. You get to learn a lot of skills through job
Aug 3, 2014	A flat hierarchy of decision management	3	Current Employee - Anonymous Employee, at Acer (Taiwan HQ) full-time (more than 5 years)	Singapore (Singapore)	Warm culture with easy get along colleagues
Jul 23, 2014	great leader	5	Former Employee - RD Supervisor, Acer (Taiwan HQ) full-time (more than an year)	Taipei (Taiwan)	lead the team to go positive way
Jul 22, 2014	Project Engineer	3	Former Employee - Project Engineer, at Acer (Taiwan HQ) full-time (more than an year)	Taipei (Taiwan)	The top 5 brands of NB in the world.

http://www.glassdoor.com/Overview/Working-at-Acer-EI IE504922.11,15.htm				
cons	advice to management	recommend	outlook	opinion of CEO
career advancement is a dead end due to hiring freeze and your achievement cannot be recognized since your direct manager took your credit		yes		
Too many old staff which will affect the prgression of changes to be made		no	yes	
None can complain about it	should get life balance	yes		
office culture, benefits, personal growth	Please make the right decisions.	no		no

Appendix 3: Glassdoor Reviews



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3.6 ★★★★★ Rating Trends

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Yes Maybe No

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(SK Telecom)

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SK Telecom Americas
www.skta.com

Unclaimed Profile

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3.3 ★★★★★

45% Recommend to a friend

N/A Approve of CEO

CEO 0 Ratings

Nov 23, 2013

"A great internship experience!"

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Company Benefits
There are currently no benefit reviews for this company.
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53% Recommend to a friend
28% Approve of CEO
J.T. Wang 6 Ratings

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Company Benefits
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3.3

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