

The **Best Companies** to work for in China

Fostering satisfaction and commitment in Chinese employees

By Jim Leininger

ALL COMPANIES in China want to be “the best,” and slogans about being so abound: “Best Quality”, “Best Service”, “Best Value”. Or, they describe their products with superlatives: stronger, faster, smoother, tastier or healthier than the rest.

But, as China's economy continues its break-neck growth, competition to be the “best” has increased. An average of more than 40,000 foreign invested companies have entered China in each of the past four years; while at the same time China's stated owned and private owned companies are becoming more competitive. True long-term success isn't always so easy.

Increasingly, companies are beginning to see that being “the best” in terms of their work environment can be a competitive advantage in the marketplace. China's competitive business environment brings attraction and retention of talent in the forefront of the minds of most leaders in China. China's turnover rate is consistently among the highest in Asia. (see Figure 1, p.19) In addition, wage increases adjusted for inflation are also higher than all other markets.

Since 2003, Watson Wyatt has partnered with Fortune China to analyze the issue of not simply how to attract and retain talent, but how to make your corporate culture a competitive advantage. This means going beyond retention and on to “commitment”. Our goal: to learn the “secrets of success” from those companies that have been able to foster high commitment in China.

It is with this aim in mind – finding the keys to commitment in China – that Watson Wyatt is again pleased to present the findings of our 2007 WorkChina™ survey and reveal the “Best Companies to Work For – China”.

Over the last 4 years, we have gathered opinions from over 300,000 employees and 300 companies. With over 120 companies participating for this year – representing foreign, domestic, and joint venture companies – WorkChina has established itself as the leading database and analysis on employee attitudes in China. Through “the best companies” initiative we analyze not only which are the “Best Companies to Work For”, but also the secrets of their success and how others can learn from them to obtain business success through better people practices.



中国最 适宜工作的公司

提升中国雇员对工作的成就感及忠诚度

文/ 林杰文

在中国，所有的公司都希望成为“最佳”，所以我们到处可以看到“最佳的质量”、“最佳的服务”、“最物超所值”这样的口号。还有些公司用优美的形容词来形容自己的产品：比其它公司更强、更快、更优质、更美味、更健康。然而，随著中国经济持续高速增长，争当“最佳”的竞争也更为激烈。在过去四年中，平均每年都有超过4万家外资公司进入中国；同时，中国的国有和私营公司的竞争力正在加强。真正的长期成功并不总是那么容易。

越来越多的公司认识到，工作环境成为“最佳”，将在市场中形成竞争优势。中国的商业环境竞争日趋激烈，如何吸引和留住人才是中国大多数公司领导心目中的头等大事。在亚洲，中国一直是雇员流失率最高的国家之一（见第19页图1）。另外，工资涨幅中的通货膨胀因素也大于其它市场。

从2003年开始，华信惠悦咨询公司与《财富》（中文版）合作，不仅分析如何吸引和留住人才的问题，更分析怎样使公司文化成为竞争优势。这意味着探讨的问题超越了留住人才，而且事关员工的“承诺度”。我们的目标是：从那些在中国培养了更高雇员承诺度的公司那里学习“成功的秘密”。

正是本著这样的目的—发现在中国提高承诺度的关键因素—华信惠悦咨询公司再次与《财富》（中文版）合作，公布我们2007 WorkChina™调查的一些结论，并揭晓“卓越雇主—中国最适宜工作的公司”。

在过去四年中，我们收集了30万名雇员和300家公司的意见。今年，有120家公司参与调查—包括外资企业、本地公司和合资公司。WorkChina调查已经拥有业内领先的关于中国雇员态度的数据库和分析报告。通过“卓越雇主”这一创意，我们不仅分析了哪些是“卓越雇主”，而且还分析了它们成功的秘密以及其它公司如何通过更好的人力资源管理实践来获得商业成功。

WorkChina调查和雇员承诺度

通用电气前首席执行官杰克·韦尔奇说过，“我们所有的时间都在跟人打交道。如果有一天我们在人事问题上搞砸了，那么公司就完了。”正像其它成功的首席执行官一样，他也意识到一家公司的成功离不开它的雇员。通用电气在业务上的成功本身，就足以说明这一点。不过，华信惠悦咨询公司就这个课题进行的全球调研，为其添加了过硬的数据支持。请看我们的发现：

- 那些能让雇员认同公司的愿景、价值观和目标的的公司获得的财务收益，是其它公司的三倍。
 - 那些通过为雇员提供足够的工具、资源和培训而使雇员有良好工作表现的公司获得的财务收益，是其它公司的两倍。
- 此外，我们也看到在管理方面最迥然不同的领域是雇员承诺度：
- 那些拥有高承诺度雇员的的公司获得的财务收入是其它公司的六倍（华信惠悦员工态度调查）。

WorkChina and Employee Commitment

Jack Welch, former and CEO of GE once said, "We spend all our time on people. The day we screw up the people thing, this company is over." He, like other successful CEOs, realized that there is no separating a company's success from its people.

GE's business success speaks for itself, but Watson Wyatt's global research on the topic adds some hard data to back it up. Consider this:

- Companies that clearly align their employees with the company's vision, values and goals have 3 times the financial returns as those that do not.
- Companies that enable their employees by providing enough tools, resources, and training to do their jobs well have double the financial returns as those that do not.

Moreover, the one area of management where we see the biggest difference is in employee commitment:

- Companies that have highly committed employees have 6 times the financial returns than those that do not (Watson Wyatt Work Attitudes research).

Why is commitment so important? The answer is relatively simple: Committed employees help make committed customers. But, it's not just about getting employees to stay at your company. After all, retained employees are not always the most productive ones. Committed employees are proud to work for the company, recommend it as a place to work, and are willing to go the extra mile to help the company succeed. This commitment increases productivity which is then translated into your company's external service value. The end result is loyal customers and increased revenue.

The Commitment Challenge in China

With the importance of employee commitment established, companies in China are still experiencing great challenges in fostering it in their employees. Given the talent war that is raging in China, it is perhaps no surprise that our survey shows declining commitment levels in Chinese employees. Scores on the items we use to measure commitment are about 5% lower than in the 2005 survey. Moreover, this decreasing commitment is leading an overall trend of decreasing satisfaction with nearly every aspect of the work experience for Chinese employees. Consider the following:

- Satisfaction levels have decreased in 8/10 categories of our WorkChina survey.
- Only 36% of employees had favorable views about their company as a place to work compared to others they knew of.
- Only 29% of employees felt that they were paid fairly compared

Figure 1: 2007 Turnover rates across Asia Pacific 2007年亚太区的流失率

Hong Kong 香港	18.40%
India 印度	15.00%
South Korea 南韩	13.80%
China 中国	12.90%
Japan 日本	12.40%
Thailand 泰国	11.70%
Taiwan 台湾	11.00%
Indonesia 印尼	6.40%

Source: 2007 Watson Wyatt Asia Pacific Total Reward Survey 资料来源: 华信惠悦

为什么雇员的承诺度如此重要? 问题的答案其实很简单: 对公司有较高承诺度的员工有助于带来忠诚的客户。但这个问题并不仅仅是设法将雇员留在公司。毕竟, 留下来的员工并不一定是最富成效的。忠诚的员工为在公司工作而感到骄傲, 他们会推荐人才来公司工作, 还愿意付出更多的努力帮助公司成功。这种承诺度提高了生产力, 会转变为你的公司的对外服务价值。最终获得的成果是忠诚的客户和收益的提高。

中国的承诺度挑战

尽管员工的承诺度非常重要, 但在中国市场运营的公司遭遇的挑战也非常大。众所周知, 中国人才的争夺激战正酣, 而我们的调查也显示, 中国雇员的承诺度水平正在下降。我们用来测算承诺度的各个项目的得分较2005年大约下跌了5%。此外, 承诺度的降低, 正在导致中国雇员对工作各方面感受的满意度总体下降。以下几点可资参考:

- WorkChina调查的10个类别中有8个类别的满意度水平下降。
- 只有36%的员工认为, 与别的公司相比, 自己所在的公司是好的雇主。
- 只有29%的员工觉得, 与别的公司相比, 他们在相似的岗位上获得了公平的报酬。这比2003年的数据低了7个百分点, 比 WorkUSA™的数据低了21个百分点。
- 四分之三的中国员工表示, 公司对他们有业绩要求; 但只有一半的人表示他们理解公司衡量业绩的方法。
- 只有一半的中国员工称主管对他们很尊重; 而认为主管的行为与公司价值观一致的员工更少。

当然, 这些数据并不能说明公司的人力资源管理比往年来得差。相反, 许多公司在这些领域的投入很大。不过, 来自中国劳动力市场的挑战—新的竞争对手、高流动率和大量工作机会—让在中国市场运营的公司培育承诺度变得更加困难。

“ Only half of the surveyed employees state that they understand the measures used to evaluate their performance ”

with people in other companies that hold similar jobs. This is down 7 points from our 2003 survey, and 21 points lower than the WorkUSA™ norm.

- Three-fourths of employees in China state that their company holds them accountable for their performance; yet only half of them state that they understand the measures used to evaluate their performance.
- Half of Chinese employees say that their supervisor treats them with respect; even fewer believe they behave consistently with companies values.

Certainly, these statistics do not suggest that companies are managing their human resources more poorly than in years past. On the contrary, many companies are investing heavily in these areas. But, the challenge of China's labor market – new entries into the market, high turnover, and an abundance of opportunities – makes fostering commitment even more challenging in China.

Commitment Success Stories in China

The challenge of fostering commitment in China makes the success of our “best companies” in maintaining high commitment from their employees even more impressive. This year we again have divided our list into two distinct groups – foreign companies and domestic companies. While both foreign and companies compete in the same market for talent, we recognize that these two kinds of companies have unique challenges in talent management as well as unique solutions. Creating two separate lists enables each to determine which of the best practices of these companies can be most effective in their organization, based on their specific needs.

Our concept of commitment is the basis on which we chose the criteria for judging the “Best Companies to Work For”. There was no committee of “experts”, no secret meetings, and no consideration of how “famous” the company was. We simply asked the question: “Which companies in China have the most committed employees?” To do so, we went straight to those who know most about commitment in China – Chinese employees – and asked them how committed they were to their companies.

The specific items that we measured are highly correlated with financial returns:

培育承诺度的成功经验

在中国培育员工承诺度的挑战极大，这使得我们评出的“卓越雇主”在保持员工高承诺度方面的成功更加难能可贵。今年，我们再度把榜单分成不同的两组——外资公司和本土公司。虽然外企和本土公司都在同一个市场上争夺人才，我们还是应该看到，这两类公司在人力资源管理上面临的挑战和解决之道各有千秋。所以我们制作了两份不同的名单，分别判断这些公司因地制宜采取的哪些方式在各自组织内部最为有效。

我们所谓的“承诺度”概念，是基于选出的用于评判“卓越雇主”的标准。我们不设“专家”委员会，不搞秘密会议，也不考虑公司是否是“知名企业”。我们只问一个简单的问题：“在中国，哪些公司拥有承诺度最高的雇员？”为此，我们直接访问那些在中国最了解承诺度的人——中国雇员——考量他们对公司的承诺

Figure 2: List of Best Companies to Work for in China 中国最适宜工作的的公司

Foreign Companies	外资企业
Shanghai Volkswagen	上海大众汽车有限公司
Shanghai Colorcon Coating Technology Co Ltd	上海卡乐康包衣技术有限公司
St. Regis Hotel, Shanghai	上海瑞吉红塔大酒店
Wacker Chemicals (China) Ltd., Co	瓦克化学投资(中国)有限公司
Amphonol Assemble Tech (Xiamen) Co., Ltd.	安费诺电子装配(厦门)有限公司
Mary Kay (China) Cosmetics Co., Ltd	玫琳凯(中国)化妆品有限公司
Bayer (Sichuan) Animal Health Co., Ltd	拜耳(四川)动物保健有限公司
Vesuvius Advanced Ceramics (Suzhou) Co., Ltd.	维苏威高级陶瓷(苏州)有限公司
Spirax Sarco Engineering (China) Ltd	斯派莎克工程(中国)有限公司
Pfizer	辉瑞中国
Domestic Companies	本土企业
China Vanke Co., Ltd.	万科企业股份有限公司
Shan Dong Guoqiaoyuan Dingning Chain & Franchise	山东过桥缘餐饮连锁经营有限公司
Baidu.com (Beijing) Co., Ltd	百度在线网络技术(北京)公司
Nanfeng Lee Kum Kee Health Products	南方李锦记有限公司
Sohu.com	搜狐公司
Bosera Asset Management Co., Ltd.	博时基金管理有限公司
Tencent Company	腾讯科技有限公司
Fujian Netdragon Websoft Co., Ltd	福建网龙计算机网络信息技术有限公司
Fujian Funo Mobile Communication Technology Co., Ltd	福建福诺移动通信技术有限公司
Ctrip.com International Ltd.	携程计算机技术(上海)有限公司

Companies are listed in random order.

- Being confident in the company's business success and believing that it is changing for the better
- Being willing to stay in the company over the long term, even if other opportunities are available
- Being proud to work for the company and recommending it as a place to work

Our "Best Companies" list (see Figure 2, p.20) this year once again includes leading domestic companies such as Tencent and Baidu, companies known in China for their strong corporate cultures. In addition, it also includes foreign companies known for their strong HR practices, including Pfizer, St. Regis, Bayer and Mary Kay. Significantly, this year's winners also include companies that may not be household names, such as Wacker Chemicals and Shandong Guoqiaoyuan, but who have distinguished themselves in their industries for strong HR practices leading to increased commitment from employees. Keeping true to our principled methodology, we did not require the participating companies to be famous, only that they clearly demonstrate high levels of employee commitment. In this way, other companies – big or small, famous or obscure can apply the secrets of their success to their own situation.


The Secret of their Success

What is it that these companies do to ensure that they foster a high level of commitment in their employees? This is the key question from those that hope to learn from the "best companies" success. We took a deeper look at the survey results, analyzing not only levels of commitment, but also HR practices that had the highest impact on commitment. In other words, what were the actions that the best companies took that helped to foster commitment in their employees? Our analysis demonstrates that the "Best Companies" had the following characteristics in common:

1. Providing meaningful work to enhance job satisfaction
2. Communicating effectively on pay, benefits and development opportunities
3. Demonstrating outstanding leadership
4. Offering competitive total rewards

For an in-depth look at those 4 drivers of commitment in China, see box p.22.

Beyond the List

The "Best Companies to Work For" have demonstrated an ability to foster long-term commitment in their employees, and they have our congratulations on being named "the best" in 2007. But the purpose of having a list of "the best" should not stop at our recognition of their accomplishment. More important is taking a deeper look at the specific practices that these companies have taken in order to get to where they are now, and then applying these in our own workplace. Of course, this does not mean blindly copying what others are doing. But, by keeping an open mind about learning from these companies – whether they be foreign or domestic, famous or obscure – we hope other companies can strive to improve their own work environment and become "the best" in their own ways. 

度。我们用来衡量的特定项目—与财务回报高度关联—如下：

- 对公司的商业成功充满信心，而且相信公司正朝好的方向变化
- 愿意长期留在公司，即使有别的机会也心无旁骛
- 对为公司工作充满荣誉感，而且会向他人推荐自己的公司

今年，我们的“卓越雇主”名单(见第20页图2)再度包括以强大的公司文化而著称的顶尖本土公司，如腾讯、百度等。此外，还包括了以卓越的人力资源管理方式而闻名的外资公司，如辉瑞(Pfizer)、瑞吉红塔(St. Regis)、拜耳(Bayer)和玫琳凯(Mary Kay)。值得重视的是，今年的赢家还包括那些并非“家喻户晓”的公司，如瓦克化学(Wacker Chemicals)和山东过桥缘，他们在各自的行业内都因为卓越的人力资源管理方法而提升了员工承诺度。当然，我们恪守自己的原则和方法，能否上榜并不取决于一家公司是否是知名公司，我们唯一需要的是公司能够清晰地展示员工的高承诺度。这样，其它公司—无论大小与否，知名抑或无名—都可以结合自身的具体情况，应用成功的经验。


成功的秘密

公司如何才能确保培育出这样高承诺度的员工呢？这是所有希望向“卓越雇主”学习的公司提出的关键问题。我们深入研究和分析了调查结果，不但分析了承诺度水平，而且还分析了那些给承诺度带来最大影响的人力资源管理方法。换言之，卓越雇主究竟采用了哪些方法来提高员工的承诺度？我们的分析显示“卓越雇主”有以下共同特点：

1. 提供有意义的工作
2. 有效的沟通
3. 出众的领导力
4. 有竞争力的回报

如想对上述四大因素有更深入了解，请见第22页。

榜后之路

“卓越雇主”展现了上榜公司培育员工长期承诺度的能力。我们祝贺它们获得“2007年卓越雇主”的称号。然而，制作榜单的目的，不仅在于认可他们的成就，更重要的是深入了解上榜公司为取得成绩而采取的特定方法，以便应用于自身。当然，这并不意味着盲目照搬别人的做法，而是应该持一种开放的态度向这些公司学习—无论它们是外国公司还是本土公司，大名鼎鼎还是默默无闻—我们希望更多的公司能够努力改善它们的工作环境，以自己的方式成为“卓越雇主”。 



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“只有一半的受访员工表示他们理解公司衡量业绩的方法”

The 4 drivers of commitment in China

Let's now take a deeper look at each of the 4 drivers of commitment in China and the specific challenges illustrated in each:

■ **Job Satisfaction.** Since 2003 Chinese employees have become less and less satisfied with their daily work, and also less satisfied than their counterparts in the US. Not only do Chinese employees hold increasingly negative views about their workload, but more importantly, they are feeling less of a sense of accomplishment on the job. So, in spite of what appears to be a wealth of opportunities for employees in China, many of them are not happy with what their jobs give them in return.

This trend is significant, as satisfaction with your job – feeling a sense of success, learning on the job, feeling you are utilizing your skills – has consistently been one of the highest drivers of commitment in China, and Asia as a whole. Instilling these feelings in employees will be a key success factor for companies operating in China.

■ **Communication.** As businesses expand in China, and China operations become more and more integrated into global business, internal communication becomes increasingly important. In the end, the goal of communication programmes should be to align employees with the company's corporate vision, values, and business goals. But, the “line of sight” between Chinese employees and their global employers is often less clear than it needs to be.

■ **Leadership.** China is now facing a triple-edged sword in the market for talented leaders: on the one hand, there is a general lack of talent in China, as foreign companies expand their presence and domestic companies reform their practices. On the other hand, the supply of qualified leaders has dwindled because of the effects of China's “lost generation” – people now in their 50s who spent their formative years practicing peasant farming and politics during the Cultural Revolution. Moreover, China's education system often emphasizes rote memorization over other skills required for effective leadership: innovation, delegation and coordination.

Chinese employees' attitudes about leadership reflect these trends, as opinions about leaders are becoming less favourable. This occurs in primarily three areas:

- Respect and trust
- Effective change management
- Ethical behavior from business leaders

For foreign companies in the China market – whether they are new entrants or “old hands,” developing home-grown leadership will be one of the biggest challenges they face.

■ **Compensation and Benefits.** Getting remuneration right is a challenge all over the world, but it is particularly critical in China. With such a dynamic labor market, opportunities abound for talented Chinese employees. The result is a general dissatisfaction with pay and benefits, both in terms of pay equity and perception of pay competitiveness in the market. Combating perceptions of pay and ensuring employees understand the value of their “total rewards” is thus essential in China.

Certainly, these statistics do not suggest that companies are managing their human resources more poorly than in years past. On the contrary, many companies are investing heavily in these areas. But, the dynamic nature of China's labor market – new entries into the market, high turnover, and an abundance of opportunities – makes fostering commitment even more difficult in China. The issue for companies operating in China will be how to face these challenges: developing inspired leadership; inspiring employees on the job; combating perceptions about pay; communicating effectively; and having faced them, to turn them from a challenge into a competitive advantage.

影响中国员工忠诚及投入程度的四大因素

现在，让我们深入探讨影响员工的忠诚及投入程度的四大因素，以及企业面临的挑战：

■ **工作满足感** 自2003年起，中国内地雇员的工作满足程度越趋下降，甚至比美国雇员的满足程度更低；他们不但对工作量不满，更重要的是工作成就感亦随之下降。虽然国内就业市场机会遍地，但不少雇员对工作的回报未感满意。

这趋势影响深远，因为工作满足感-例如成功感、从工作中学习以及尽展所长等心理因素，是对中国以至亚洲雇员来说最重要的推动力。企业于中国内地营商，必须培养及加强员工的满足感，始能迈向成功之路。

■ **沟通** 企业在中国不断扩展，内地营运进一步整合于全球营运体系中，但沟通却越见困难。为此，企业必须透过有效沟通方案，让所有雇员都了解及认同公司的愿景、价值观及业务目标；然而内地雇员及外资雇主对公司理念的理解往往存在落差。

■ **管理人才** 在管理人才方面，中国正面对三大难题。首先，外资企业拓展内地市场或本土企业改革过程中，都面对著人才不足的困扰。另外，国内五十岁组别年龄群大都经历过文革浩劫，不是被放下乡就是投入政治运动，亦令到高质素管理人才供应不断萎缩。除此之外，中国教育著重死记硬背，弱于领导管理才能培训(包括创意、工作分配及合作统筹能力)。

国内雇员对领导们的态度越趋负面，从下列三个层面反映出来：

- 尊重与信任
- 改革管理效率
- 商界领导的道德操守

无论刚进军内地或运作经年的外资机构，都必须加强本地管理人才培养，但这亦是企业面对的最大挑战之一。

■ **薪酬及福利** 环顾世界各地，制订恰当的薪酬方案都是一大难题，中国内地尤甚，因为内地劳动力市场非常蓬勃，优秀人才的机会遍地，所以员工对薪酬的公平性及吸引力多感不满。因此，企业必须要改变雇员的薪酬观念，让雇员重新确认「整体回报」的价值观。

上述分析并非显示企业人力资源管理表现比以往差，相反，不少企业正大力投资在这方面。但基于中国劳动力市场现况(劳动力不断涌入市场、高流失率及大量就业机会)，提升员工忠诚及投入程度便倍感困难。因此，内地及外资企业必须重点培养管理人才、提升雇员工作满足感、改变员工的薪酬观念，以及制订有效沟通渠道；企业积极面对及解决上述问题，是加强竞争力的重要一环。

