

Research on the Change of Japanese Enterprise Management System in China under the Background of Cultural Differences between China and Japan

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Abstract: There Are Great Similarities between China and Japan in Traditional Culture. However, Influenced by the Historical Development Track and National Conditions of the Two Countries, There Are Great Differences between Chinese and Japanese Cultures. in This Context, Japanese Enterprises in China Are Also Affected by Many Factors in the Reform of Management System, Which is Not Conducive to the Localization of Enterprises. Based on the Cultural Differences between China and Japan, This Paper Starts with the Problems Existing in the Management System of Japanese Enterprises in China and Puts Forward Corresponding Reform Measures.

1. Introduction

1.1 Literature Review

According to the cultural characteristics of China and Japan, Zhang Jiaxuan and Wang Zitong analyzed the problems existing in the enterprise management system of China and Japan under different cultural backgrounds, and put forward the localized reform mode for the corresponding problems, which is of great significance for the development of enterprises (Zhang and Wang,2017). Liu Chunyan based on the dispute between China and Japan, analyzes the reasons why Chinese people boycott Japanese goods. In addition, under the background of cultural differences between China and Japan, this paper studies the impact of bilateral cultural differences on business operation, and then puts forward management strategies for employees under different cultural differences, which is conducive to reasonably controlling the cost of human resources (Liu,2013). Japan and China are neighbors to each other, and there are great differences in the cultural system and management of enterprises. Ma Ying makes a comparative analysis of the enterprise management modes of the two countries from the aspects of Japanese enterprise management, cultural differences, employment system, innovation management and operation management, and puts forward suggestions to improve the internal management level in view of the problems existing in the operation process of Japanese enterprises in China (Ma,2019). Starting from the characteristics of transnational operation, Kong Xianghong analyzes the causes and specific manifestations of cultural conflicts within enterprises, and compares the cultural differences between China and Japan, and then puts forward specific countermeasures against the cultural conflicts existing in enterprises (Kong,2013).

1.2 Research Purposes

At present, Japanese enterprises play an important role in the process of China's industrialization. With Japanese enterprises building factories in China, some advanced technologies and management methods in Japan also have a profound impact on the management methods of many Chinese enterprises. For example, Japan's electronic products, home appliances and automobile enterprises have not only gained a high reputation in China, but also received great attention around the world. However, in the actual operation process of Japanese enterprises in China, due to the influence of bilateral cultural differences, there is still a problem that the implementation of management system is difficult. In this context, Japanese enterprises in China gradually carry out

management system reform, but there are many problems in the implementation of the reform methods, which is not conducive to the realization of enterprise localization. Therefore, based on the cultural differences between China and Japan, it is of great practical significance to study the reform of Japanese enterprise management system in China.

2. The Performance of Cultural Differences between China and Japan in the Reform of Enterprise Management System

China's enterprise management system mainly comes from western countries, and Japan's enterprise management and management system in China is mainly designed by learning from western countries (Qi and Wu,2010). Especially for the large-scale enterprises in China and Japan, there is no difference in the internal management system in terms of form, but in the actual operation process, it gradually highlights the big difference, which is shown in the following aspects.

First, the details of the design of the enterprise management system are quite different. China's enterprise management system is mainly reflected in the writing, with a large number of “mean” descriptions. For example, in terms of the principles and management of institutional development, there is no standardized formulation from the details, and the release and implementation of these systems are mostly attributed to the leaders. In contrast, Japan has standardized the description of system principles and management details (Xiao,2009). Therefore, in the process of enterprise management, although there is no big gap on the surface, it gradually highlights great differences in the implementation process.

Secondly, there are great differences in the system and goal compliance of employees. China and Japan have the same level of rights. In the process of enterprise management, there are clear concepts of seniority and hierarchy. But in the actual definition, the definition of authority and hierarchy is obviously different. When Japanese enterprises manage, they mainly advocate the management concept of “operation is education”, which has a great impact on the daily behavior and social relations of employees. However, in the management of Chinese enterprises, the management concept of “the middle way” has gradually changed, and is affected by the factors considered, so employees have a greater passivity in system compliance. Therefore, in the process of the reform of Japanese enterprise management system in China, influenced by the compliance degree of employees' goals, there are great differences in personal life concepts and standards among employees in the enterprise, which seriously affects the integration of corporate culture and restricts the long-term development of the enterprise to a certain extent.

3. The problems of Japanese enterprise management system in China under the background of cultural differences between China and Japan

3.1 Lack of Flexibility in Enterprise Management Mode

The implementation of management system reform by Japanese enterprises has brought great success to Japan's economic development. In the process of asset transfer, Japanese enterprises in China still strictly follow the local management system. However, in the process of operation, China's industrialization is in the period of transformation and development. Despite the increasing conflict between Japanese management system and Chinese culture, enterprise managers rely on advanced technology and brand to achieve the growth of investment income. However, in the context of the gradual improvement of China's industrialization level, the operation structure of local enterprises is also constantly optimized, which leads to a greater conflict between the two sides' business culture. For example, in the actual operation process, Japanese enterprises follow the management principle of “loyalty”. Employees and enterprises need to form a joint collective in a long time. The higher the employee's qualification, the greater the promotion space. In the process of operation, Chinese enterprises are more inclined to personal development. The higher the personal ability is, the higher the development prospect is. Under this

differentiated management mode, the enterprise management mode is lack of flexibility, which is not conducive to internal effective operation.

3.2 Lack of Clear Reward and Punishment System

Most of Japanese enterprises are named after “association”, which literally reflects the position of enterprises in the economic development of Japan. In the process of enterprise management, employees will take the enterprise as the extension of family. In addition, Japanese employees have a strong sense of ownership when they work in their own enterprises. They have a strong sense of identity for the relevant systems proposed by enterprise managers and will strictly follow the enterprise rules and regulations. In this context, Japanese enterprises rarely encourage or spur internal employees through reward and punishment system. In the process of enterprise operation, there is no clear incentive policy, which leads to the fact that employees are not highly motivated and greatly reduces the development momentum of the enterprise. However, when Chinese employees work in Japanese enterprises, due to the lack of a clear incentive mechanism, the enthusiasm of employees has declined significantly. At the same time, many employees also make use of the lack of reward and punishment system to form the habit of shirking responsibility, and then reduce the business performance.

3.3 There is a Big Conflict in Working Hours

Under the influence of strong cultural awareness and sense of responsibility, Japanese employees show high enthusiasm for work. In the process of enterprise management, most of the leisure and entertainment of employees are for the service of enterprise work, so there are many employees working overtime in the enterprise. However, most Chinese employees take family as the core of their life when they work, and they generally do not advocate overtime at work. In the process of operation and management of Chinese enterprises, Japan still adopts the local working hours of Japan, and there are certain requirements for employees to work overtime. As a result, the management system of Chinese employees for the enterprise has a greater exclusion, which is not conducive to the formation of a good internal management atmosphere.

4. Reform measures of japanese enterprise management system in china under the background of cultural differences between china and japan

4.1 Carry out Bilateral Corporate Culture Exchange Activities

In the specific management process, the management of Japanese enterprises in China should actively organize and carry out bilateral cultural exchange activities to improve the cultural integration of both sides. Enterprise managers should analyze the management system that may be needed in the current enterprise operation process according to the actual situation of operation. And for the corresponding management system, carry out cultural exchanges between China and Japan. By introducing Japanese employees to China or bringing Chinese employees to Japan, we can promote the exchange of bilateral personnel. At the same time, enterprises should build a bilateral cultural exchange platform, publish the relevant management systems of enterprises on the platform, and carry out online exchange activities between Chinese and Japanese employees. On this basis, the two sides can use the Internet to achieve zero space dialogue, and carry out corresponding exchanges and discussions on relevant management systems. By carrying out bilateral corporate culture exchange activities, enterprise managers can strengthen the exchange between bilateral personnel, better promote the personnel of both sides to better accept the enterprise management system and improve the level of enterprise management.

4.2 Actively Explore Local Management System

When multinational enterprises operate, they should not only follow the management system of domestic enterprises, but also follow the local operation mode. Only by realizing the localization of enterprises, can they improve the operation efficiency. In different cultural backgrounds, there are great differences in the relationship between employees and the attitude of employees towards

enterprises in China. The management system of Japanese enterprises generally follows the management mode of western developed countries, and the behavior of employees and collective activities are more oriented. Under the influence of Chinese traditional culture, Chinese employees pay more attention to personal development prospects when they work. In the actual operation process of Japanese enterprises in China, if they want to improve their operation performance, they need to explore local operation system, maximize the similarities and differences between employees, and then realize the differential operation of multinational enterprises and improve their operation ability.

4.3 Organizational Structure for Independent Operation

From the experience of enterprises in different countries, localization is an inevitable trend to speed up the development of enterprises. For example, Huawei in China adheres to the localization development path in terms of employee recruitment, working hours and salary system in human resource management, and promotes its branches in different countries to have relatively independent operation rights while maintaining the core business framework of the enterprise. Therefore, Japanese enterprises in China should introduce their own core management systems and standards into the enterprise. In human resource management, they should combine the characteristics of human resource management of Chinese enterprises, introduce the corresponding recruitment system and salary mechanism, and appropriately adopt Chinese working hours, which is conducive to the realization of the enterprise's localization operation goal and the maximization of the enterprise's operation level.

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