

An Analysis of the Differences between Chinese and Korean Corporate Culture and Cross-cultural Management Strategies

Jilin Xu

Huaiyin Institute of Technology University Business College, Jiangsu Huaian, 223001 China

Email:xujilin@naver.com

Keywords: Chinese and Korean Companies; Company Culture; Cultural Difference; Cross-Cultural Management

Abstract: With the deepening of China's opening to the outside world, economic exchanges between China and South Korea have become closer. As one of China's partners, China and South Korea have established many multinational business enterprises. However, there are cultural differences between the two countries, and enterprise managers are affected by cultural differences in specific management. Therefore, it is necessary to study in depth the cultural differences between Chinese and Korean companies, especially small and medium-sized enterprises, and implement cross-cultural management in conjunction with cultural differences to achieve in-depth cooperation between the two parties.

China and South Korea are adjacent, and their economies are complementary. Since the establishment of diplomatic relations, the economic ties between the two countries have been close, and many multinational enterprises have been established. However, there are differences in Chinese and Korean corporate cultures, so there are cross-cultural communication issues in corporate management, especially small and medium-sized enterprises. Due to the conflicts between Chinese and Korean cultures, there are conflicts in corporate management and difficulties in corporate management problem. [1]

1. Differences in Chinese and Korean corporate culture

1.1 Characteristics of Chinese corporate culture

1.1.1 Management emphasizes people-oriented

The management of Chinese companies stems from China's long history and the traditional culture formed therefrom. Chinese traditional culture represents the development of Chinese civilization, expresses the unique ideology and culture of the Chinese nation, and reflects the ethnic characteristics. Traditional Chinese culture is embodied in many aspects, such as the public's ideology, morals, literary works, piano and chess paintings, Chinese, customs, etc. As the traditional culture is inherited and developed, it has a direct impact on management thinking. [2] Therefore, Chinese management thinking emphasizes people-oriented and humanism. The management thinking under the influence of traditional culture reflects more care for people. This is also in line with "the brothers within the four seas" advocated by Confucianism. Enterprise management is based on corporate culture, so the core of Chinese corporate culture is to emphasize "human harmony", and corporate management is based on "fundamentals". The management thinking of Chinese enterprises believes that the value of people is higher than other factors, and "people" is the basis for determining the effectiveness of enterprise management. Therefore, in the development of small and medium-sized enterprises, pay attention to improving the quality of employees. In China's corporate culture, various systems are created for human management, which regulates human behavior and binds people. People-centeredness has become the core of corporate culture.

1.1.2 Advocating the Golden Mean

The Golden Mean is also a representative of traditional Chinese culture. The doctrine of the

mean shows the compromise and reconciliation of life behavior. This idea originated from Confucius's advocacy: "The Golden Mean is Virtuous", which promoted the Golden Mean to the moral level and became an idea. Confucius believes that the mean is a sign of virtue, and Confucianism believes that the mean is an ideal. The golden mean originates from the unity of man and nature. In business management, the doctrine of the mean also shows the idea of humanism. The corporate culture combines the doctrine of the mean with emphasis on balance and endurance, and is coordinated and unified in corporate management. Chinese corporate culture uses balance and coordination to resolve conflicts and contradictions between employees and companies. [3] Since management is based on harmony and value, eliminating conflicts, the corporate culture will promote the dedication of employees, and the development of the company is based on internal harmony.

1.2 Characteristics of Korean corporate culture

1.2.1 Emphasize management authority

South Korea is adjacent to China, so there is cultural influence. As early as the Tang Dynasty, Korean culture was influenced by Chinese traditional culture. North Korea's Silla Kingdom sent envoys to China to bring Chinese culture and governance strategies back home. South Korea has therefore been influenced by traditional Confucianism. The Confucianism esteem and decency etiquette was promoted in South Korea, and was inherited along with the development of South Korea. As can be seen from Korean companies, there is a clear relationship between superiors and subordinates. There are obvious subordinates in the enterprise who have a respectful attitude towards their superiors. In Korean companies, the management power is concentrated, the power of the upper level is greater, and the middle and lower management personnel rarely have the power. However, in Korean companies, managers have a strong dependence on their subordinates, and they are willing to accept the opinions of middle and lower managers. They pay attention to the feelings of middle and lower middle workers in decision-making. Although Korean companies have unique management authority, there is little autocracy.

1.2.2 The characteristics of employment methods

In Korean companies, the corporate culture is influenced by the Confucian family philosophy, which should be respected for the elders. This idea is particularly evident in Korean corporate culture. In Korean companies, it can be seen that more of the company's senior staff come from people related to the family.[9] Korean companies usually place heavy responsibilities on family members, and these people have more control rights. Korean corporate culture believes that this approach is conducive to the stable development of the enterprise and better control of the enterprise. Therefore, the management of Korean enterprises is actually the control of a family member, who determines the development of the enterprise. Therefore, there is a strong sense of exclusiveness in Korean business management. In Korean corporate culture, the eldest daughter will inherit the company, so there are many family businesses in South Korea. Many enterprises are inherited by the eldest son. In Korean companies, not only are the top managers mostly family members, but also the key positions in the company preferentially choose people who are related to the family. They think that the blood relationship of the family helps the management of the company. In addition, the company's evaluation of employees pays more attention to personal abilities and achievements. Especially for employees with performance, the year-end assessment will receive a generous bonus. [4] In addition, Korean companies pay attention to taking care of old employees. This is because Korean corporate culture is influenced by Japanese management culture, and there is a thinking of ranking by seniority. However, due to the influence of Western culture in the later development, the original concept of seniority has tended to weaken. But Confucianism continues to play a role, and the company pays attention to emphasizing the personal training of its employees. Korean corporate culture can create conditions for the development of the company and create a harmonious atmosphere inside, which reflects the unique culture of Korean corporate management.

2. Strategies for cross-cultural management of SMEs

2.1 Give full play to the advantages of multiculturalism and realize the advantages and disadvantages

Due to the cultural differences between China and South Korea and the differences in corporate culture, there is a cultural conflict in corporate management. If cultural conflicts are not effectively dealt with, it will have an impact on the cross-cultural management of the company, and there will be uncoordinated factors within the company. [7] For China-Korea cooperative enterprises, especially small and medium-sized enterprises, to achieve better development, they must realize the important role of corporate culture, and take measures to resolve cultural differences between China and South Korea and eliminate the impact of cultural conflicts. At present, the managers of enterprises pay too much attention to technology development, marketing and other work, and lack of attention to the cross-cultural phenomenon in management. Realizing the strengths and weaknesses is an effective measure to resolve cultural conflicts. Cross-cultural management should allow each other to gain a deeper understanding of each other's culture, so that their own culture can be recognized and respected. Cross-cultural management can take a variety of methods, such as cultural training, customs exchange, etc. These measures are conducive to enhancing the communication and communication between employees and achieving the integration of management culture. Since the two cultures have their own advantages, taking advantage of each other's strengths is beneficial to extracting its essence and removing its dross, and there is good development of enterprises. [8]

2.2 Strengthen people-oriented, establish common values

China and South Korea are close to each other, but In recent years, due to the deepening of cooperation, multinational companies have been increasing, and the Korean corporate culture has been influenced by the traditional Chinese culture and has inherited and developed Confucianism. For cross-cultural management, based on people-oriented, it is conducive to the lasting balance of the enterprise. Since the company emphasizes the role of people for cross-cultural management, ensuring the cohesion of talents is the key to the development of the company, and people are the driving force for the development of the company. The corporate culture will take people as the core value. Cross-cultural management must be based on fully respecting the cultures of the two countries, based on people-oriented, and establish a mutually recognized cultural view, all personnel must have a common starting point for values, and play the leading role of values to enterprises. [5] The construction of common values must be based on seeking common ground while reserving differences, respecting each other, and recognizing each other's culture, giving play to the guiding role of culture in employee thinking, and establishing a common development concept.

2.3 Create multi-level communication channels

Communication is the process of conveying emotions and eliminating barriers. It is difficult to achieve deep cooperation if there is a lack of emotional communication. In enterprise management, the lack of effective communication will lead to conflicts in many aspects. The existence of conflicts will affect the development of the enterprise, and internal conflicts will increase. In order to eliminate conflicts, companies should create multi-level communication channels for cross-cultural management and communicate in many ways to eliminate the disharmony caused by conflicts.[10] The starting point of communication is to let the two sides define a common direction and eliminate misunderstandings. In particular, project planning and strategic implementation of enterprise development can reach consensus through communication. In order to continuously improve their competitive advantage in the market competition, enterprises need to pay more attention to corporate culture. The construction of the corporate culture system can produce various effects, help to enhance the soft power of the enterprise, and create conditions for enhancing the core competitiveness.

Conclusion

The corporate cultures of different countries have their own characteristics and advantages. In the management of multinational enterprises, we must be aware of the impact of cultural differences on enterprise management. [6] In view of the differences in corporate culture between China and South Korea, especially the small and medium-sized enterprises, it is necessary to study cross-cultural management strategies, eliminate cultural conflicts, and play a role of culture in promoting management.

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