



UniSA

Workplace Spirituality, Corporate Strategy and HRM in China

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Agenda for presentation

- Background
- Connect the dots
- An example of Huawei – linking ‘China dream’ to corporate strategy and HRM practices
- Provoke debate and search for future research opportunity

Background



Socialist core value system

State: wealth, democracy, civilisation, harmony

Societal/group/otherness: liberty, equality, justice, law enforcement

Individual: patriotism, prof' ethics, integrity, kindness



Background



Chinese Dream

*The Chinese dream, after all, is the dream of the people.
We must realize it by closely depending on the people.
We must incessantly bring benefits to the people.*

Realizing the great renewal of the Chinese nation is the greatest dream for the Chinese nation in modern history.

—— quotes from Chinese President Xi Jinping

★ 习近平 ★
新时代中国特色社会主义思想
学习纲要



中国文化 中国表达

中国
我的 梦

中国网络电视台制 天津天人互动传媒 林颖作

Research Questions

- What does the 'China dream' actually mean to Chinese companies and employees at work?
- How does this type of dream – 'Chinese spirit' – translate into workplace spirituality, meaning of work, corporate culture/team building that promote work outcomes, leading to achieving corporate strategy of Chinese companies?

Connecting the dots....

1) What does the China Dream actually mean to employees?

"We must make persistent efforts, press ahead with indomitable will, continue to push forward the great cause of socialism with Chinese characteristics, and strive to achieve the Chinese dream of great rejuvenation of the Chinese nation..."

"To realise the Chinese road, we must spread the Chinese spirit, which combines the spirit of the nation with patriotism as the core and the spirit of the time with reform and innovation as the core."

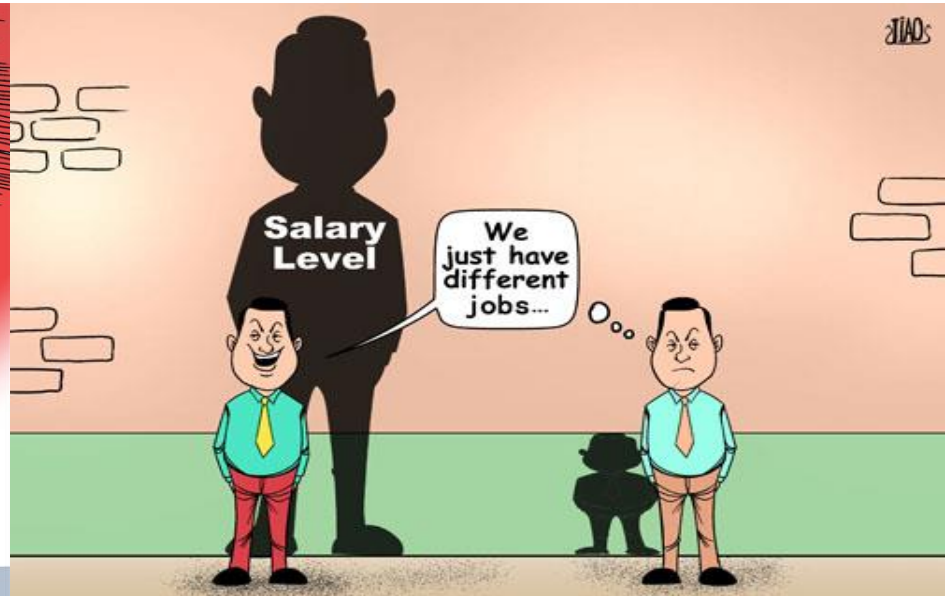
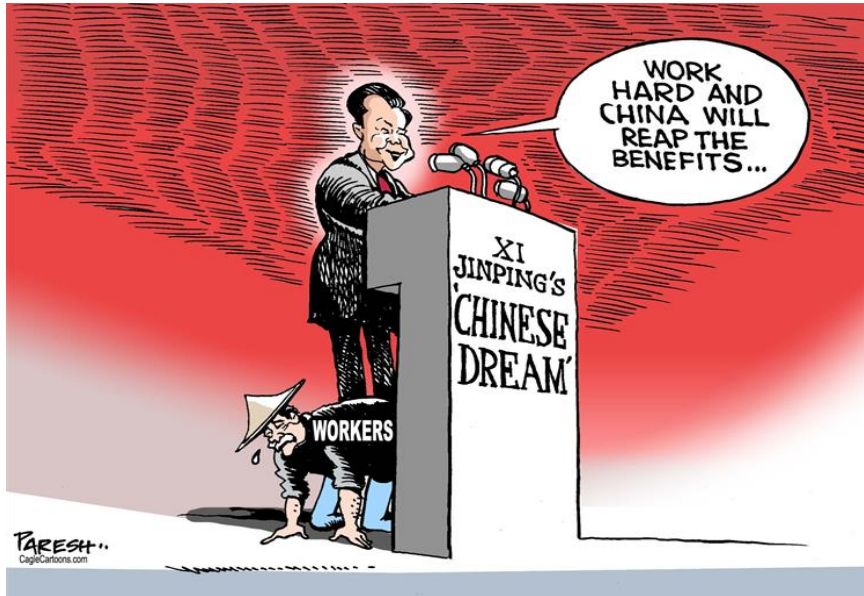
- Xi Jinping

.... "Today's leaders are fire fighters – they have no sense of history. Therefore, they more easily repeat the mistakes of the past."

- Ren Zhengfei (CEO of Huawei)



Connecting the dots...



Connecting the dots....

- 2) How does this type of dream – ‘Chinese spirit’ – translate into workplace spirituality, meaning of work, corporate culture/team building that promote work outcomes, leading to achieving corporate strategy of Chinese companies?



Workplace spirituality is defined as

“a framework of **organizational values evidenced in the culture** that promote employees’ experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy.’

(Giacalone & Jurkiewicz, 2003)

Connecting the dots....

As Russo et al. (2010) argue,

“perception of meaning and meaningfulness of work is much related to individual attitudes, organisational values connected to spirituality and beyond” (p. 95)

Workplace Spirituality recognizes that people have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community.



Connecting the dots....

- **Western values**

- historically derived from Ancient Greece and Roman
- with Weber's notion of the Judaism-Christianity influences at workplace (i.e. *the Protestant Ethic and the Spirit of Capitalism*)
- favor free thinking, individualism, assimilation of human rights, the need for equality and democracy

V.

- **Chinese values**

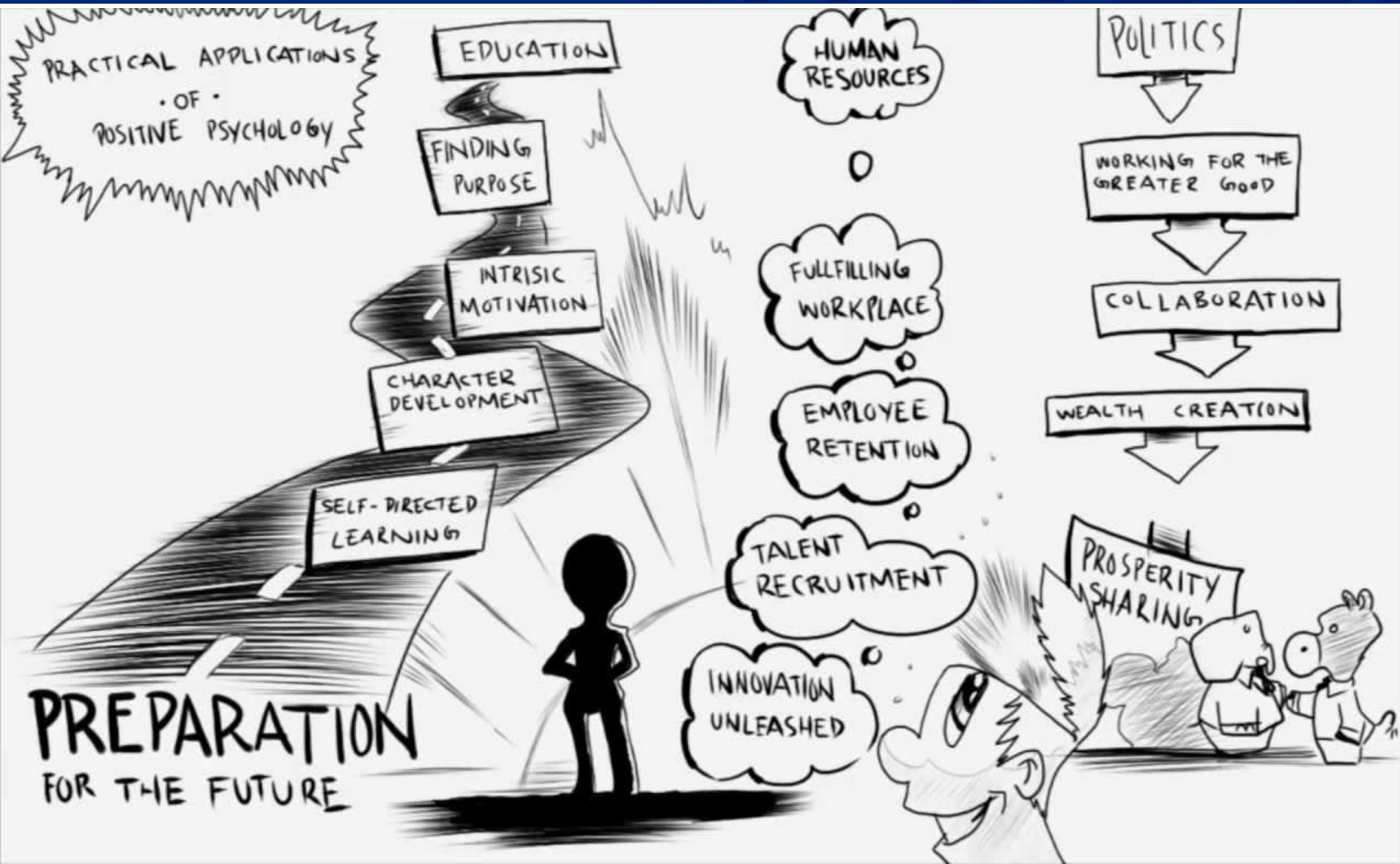
- mostly sourced from Confucianism
- With some influences from Buddhism, and Taoism
- suggest common good over individual right, the authoritative rights to rule, familial order in the society and paternalistic control for the good of collective groups.

Connecting the dots....

Comparison of American v. Chinese dream

<i>Items for comparison</i>	<i>America Dream of Capitalism</i>	<i>China Dream of Socialism</i>
<i>Corporate culture</i>	Shared values/vision among stakeholders	Shared values/vision directed by the Party to secure individual & org's consensus
<i>Strategic HRM Goal</i>	Create meaning at work to promote individual wellbeing/wellness	Encourage individual happiness and wellbeing via resilience and hard work
<i>Target</i>	Individually-focused	Collectively-driven
<i>Control types</i>	Free, with varieties	Restricted, dominated by the state
<i>Frequency for change</i>	Constant change	Reasonably stable, slow change
<i>Theory guidance</i>	Positive psychology movement	Positive psychology mingled with Marxist spiritual civilization movement

Connecting the dots...



An example - Huawei



- A global ambition entails Huawei leaders transcending Chinese ways of acting and thinking, but it does not mean leaving Chinese traditions and values behind.
- Ren has infused Huawei employees with the idea that “.....individualism must serve the collective interests of the team.”
- HR director stated two key criteria for recruiting Huawei employees as 1) ‘others and collective-focused’; 2) having a fighting spirit like ‘wolf’.
- Huawei’s ‘Wolf culture’ encourages employee to work hard with long hours, making individual dream come true through innovative challenging work design; performance-driven, results-focused
- A total rewards scheme with special training to indoctrinate their global talents into corporate culture

An example - Huawei





Debate and Future research opportunity

Thank you for listening