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Fairness challenges in the corporate human resource management - some lessons for Chinese companies

Summary:

The economic success of China has had a significant impact on standard of living for the majority. This indicates that China has entered into a new era of promoting innovation through the trinity of policy system, financial system and industrial ecology and initially formed an ecological circle of innovations and incentives but at the same time faces many emerging complex challenges. In the 21st century, human society has entered an era of knowledge economy in which the most important factors are the allocation, production, distribution and use of knowledge resources. The competition between enterprises is no longer a simple competition between capital and products, but relies more on talents, especially those who master knowledge and have innovative talents. As a special resource, talent has become the most challenging, valuable and competitive capital of enterprises, so it is also the focus of competition among enterprises. However, business ethics lags behind the economic growth in China. With China stepping in the transform from traditional planned economy to modern market economy, a lot of unethical and immoral behaviours exist in its economic area during the process of economic system conversion and social transformation.

This paper discuss the unethical business practices, fairness issues of the corporate Human Resource Management to understand the motivational driving forces beyond them and concluded several recommendations how should avoid this hidden pitfalls which can cause negative consequences on long term.

Keywords:

Unethical Pro-Organizational Behaviour (UPB), Human Resource Management (HRM); Gender-Ethnicity-Race-Age Differences, Discouraging UPB practices, Human Resource Information System (HRIS)

Introduction

In the 40 years of China's reform and opening up, Chinese enterprises have become the cornerstone of China's "economic prosperity." China launched the Belt and Road Initiative (BRI) has been rising as a share of the world economy. This unprecedented development strategy aims to build connectivity and co-operation across six main economic corridors including China and Mongolia and Russia; Eurasian countries; Central and West Asia; Pakistan; other countries of the Indian sub-continent; and Indochina. Asia needs USD 26 trillion in infrastructure investment to 2030 and China can certainly help to provide some of this. Infrastructure investments will have crucial and positive impacts on countries involved. Mutual benefit of the BRI that it can make significant contributions helping to develop markets for China's products and to alleviate industrial excess capacity (OECD 2018).

In addition, the Regional Comprehensive Economic Partnership (RCEP) is a proposed agreement between the member states of the Association of Southeast Asian Nations (ASEAN) and its free trade agreement (FTA) partners. The pact aims to cover trade in goods and services, intellectual property providing integrated

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markets for 16 countries. These countries negotiating the RCEP together account for a third of the world GDP and roughly half the world's population, with the combined GDP's of China and India alone making up more than half of that. RCEP's share of the world economy could account for half of the estimated 0.5 quadrillion dollars on global scale (GDP, PPP) by 2050².

However, it is undeniable that in this rolling wave of reforms, some employees are eager to run, and some companies are eager to pursue profits. What follows is a series Unethical Pro-organizational Behaviour (UPB). There are scandals such as Volkswagen's "exhaust valve" and "broken shaft door", and recent incidents such as vaccine fraud and "Xi'an Infinitus", the victims of toxic milk powder containing melamin lead to the children's death due to renal failure³. This kind of UPB is like a virus. It will not only spread among employees and infect weak-willed executives, but will also spread to the entire organization seriously, causing great harm to the country, society, and individuals. However, the current research on UPB is far from enough to reveal the antecedents of its influence, and the research only focuses on the individual level of employees.

The concept of "Human Resources being economically developed but lacking resources has been universally recognized. The operation of Human Resources Management (HRM) is being managed by traditional personnel administration. The work has been transformed into strategic human resource management capabilities, and has become the staff department, executive department and support department of the company's development strategy. However, since the 1990s, the trend of economic globalization, digitization, and resource intellectualization has become more and more obvious. Due to the disruptive technologies related to Industry 4.0 global trends, complex and specific nature of science and technology, social economy, and cultural changes, demographic trends mean newly emerging challenges for HRM. HRM plays a vital role in modern enterprise management. High-quality talents are the core factor to enhance the overall strength of an enterprise and enhance its competitiveness. It can be seen that only by clarifying the role positioning of human resources, and by constantly innovating human resource management models and achieving sound and rapid development of human resource management, can enterprises achieve their development goals and promote sound and rapid development of the enterprise. In my BSc. thesis, I will discuss how to innovate HRM to improve corporate management.

This review paper provides a comprehensive and relevant landscape about the Unethical Pro-Organisation Behaviour (UPB) and the possible reasons beyond it, analysis of the fairness elements of the HRM, focusing on how companies can to improve the fairness of corporate management. Finally, it will be summarize the strategies for improving the fairness of human resource management.

² <https://www.business-standard.com/about/what-is-rcep> [30.03.2022].

³ L. Lei, Infinitus becomes fourth health products giant probed in a month, 2019, <https://www.chinadaily.com.cn/a/201901/21/WS5c450508a3106c65c34e57c8.html> [15.09.2021].

Global Fairness challenge in human resource management

Human resource management (HRM) largely contribute for the profitability, stability and competitiveness of any organization in the globalizing world. Companies that do not socialize new employees into their jobs or organizations will not be able to inculcate a sense of loyalty and commitment. Organizations that do not pay equitably compared to others may lose their employees because of the non-competitive compensation package. It is, therefore, important for organizations to design effective and competitive HRM practices that promote the level of commitment of high performing employees in the organization. The professional HRM plays crucial role in reshaping the organisational culture, climate and the organisational behaviour (how will the employees change their individual behaviour interacting with others in any team or organisation), which has a positive or negative impact on organisational business performance (revenue, profit, market share). It is essential that the top executive team is in complete strategic harmony and preserves proactive and honest communication and trust-building networking^{4 5}.

Inequality and lack of diversity in the workplace are certainly not new topics, but recent protests have prompted companies to speak out, condemn racism, and recommit to do better in creating an inclusive work environment utilizing the operational impact of a comprehensive, “tailor made” either entitlement-oriented or performance-oriented compensation system including financial elements (base and variable salary or wages) and non-financial elements as you can see on the below Figure1 illustration.



Fig. 1. Median CEO Total Compensation, by Region (2020)

Source: Own edition based on: <https://hbr.org/2021/01/compensation-packages-that-actually-drive-performance> [30.03.2022].

⁴ <https://www.forbes.com/sites/forbescoachescouncil/2019/08/07/accelerate-your-strategy-through-employee-development/?sh=18893ab31b23> [30.03.2022].

⁵ <https://www.poppulo.com/blog/importance-of-strategic-human-resource-management> [30.03.2022].

Moreover concerning the structure and content of the compensation packages described previously, this review study also pointed out the companies that make plans, 26% include at least one environmental, social, or governance (ESG) goal. In some cases, goals are associated with these goals, while in other cases, goals are part of the strategic performance evaluation. Among companies using ESG measures, 43% set human capital goals (such as diversity, employee engagement, and a positive company culture); 25% set health, safety or environmental goals; 32% use both kind of type. Utilities and energy companies have the highest penetration rates of ESG targets (81% and 77%, respectively), which are generally related to health, safety, and the environment. 33% of companies with formulaic annual incentives have adopted a performance moderator, which checks key indicators by adjusting spending up or down. Some modifiers only adjust the result (increase or decrease the payout by 5% or less), while other modifiers have a meaningful effect (change the payout by 20% to 25%). They are usually based on non-financial indicators (such as safety, customer service, and employee engagement) and often include elements of personal performance.

Company culture plays a pivotal role to provide a positive experience to its employees. With employees belonging to diverse races, ages, genders, sexual orientations, and cultures, industries ought to make their employees feel that they belong to a community as the Figure2 indicates.

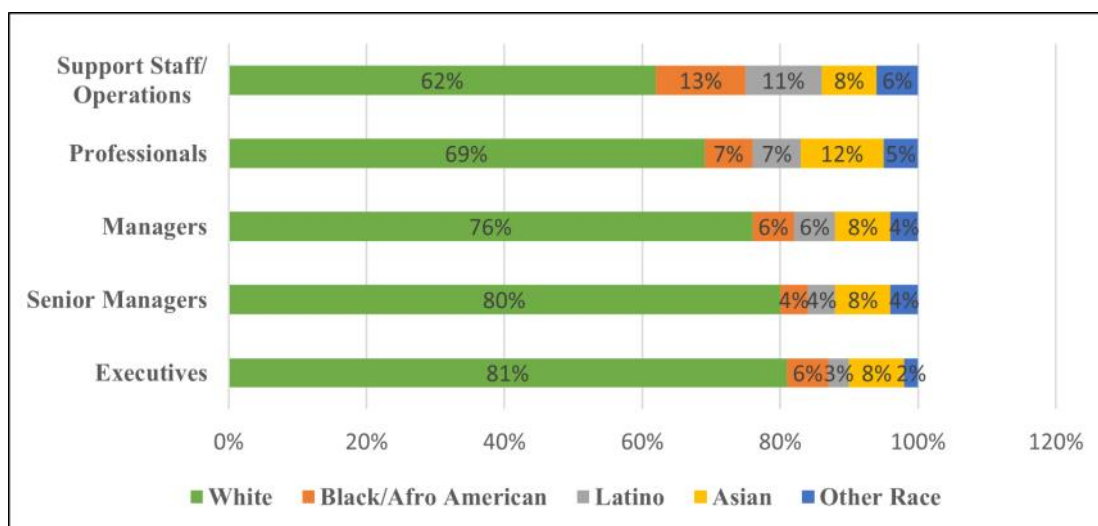


Fig. 2. Distribution of female employees by race and ethnicity and career level (2020)

Own edition based on: <https://www.cnbc.com/2020/06/11/companies-are-making-bold-promises-about-greater-diversity-theres-a-long-way-to-go.html> [30.03.2022].

According to data from the Economic Policy Research Institute, although wage equality has been promoted for decades, women and ethnic minorities still pay less than their white male colleagues. The data shows that not only did inequality intensify in the 2000s, but the wage gap between gender and race persisted, and in some cases worsened,” Senior economist Elise Gould wrote in “The State of U.S. Work Wages in 2019” “Since 2000, white and Hispanic workers’ wages have increased faster than black workers in every decile⁶.

Consulting firm McKinsey put the data behind the numbers and found that more diversified companies are positioned significantly better than their counterparts with higher homogeneity (see Figure 3).

⁶ <https://www.epi.org/publication/swa-wages-2019/> [30.03.2022].

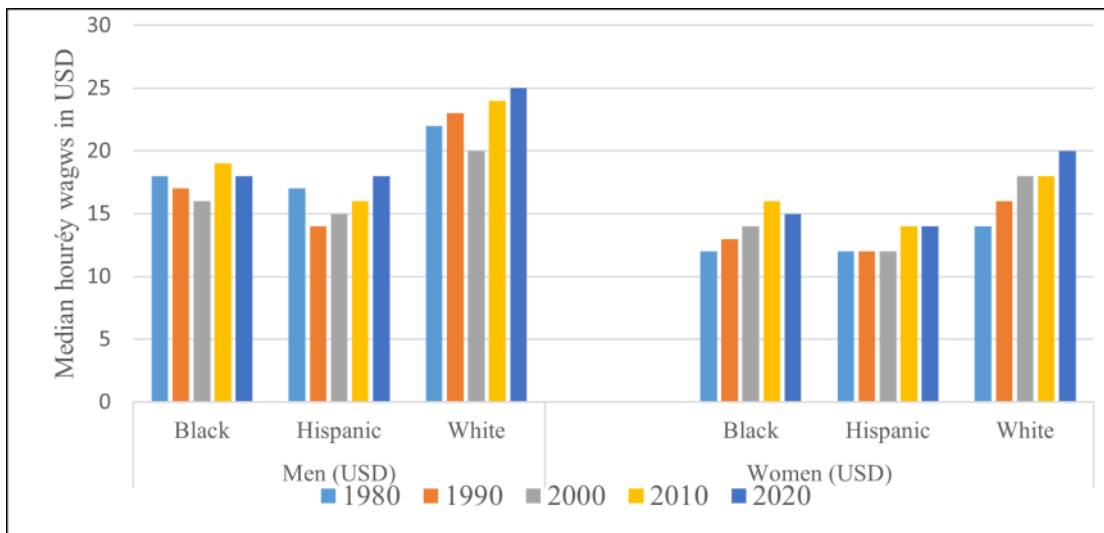


Fig. 3. The gender wage gap across racial and ethnic lines (2020)

Source: Own edition based on: <https://www.cnbc.com/2020/06/11/companies-are-making-bold-promises-about-greater-diversity-theres-a-long-way-to-go.html> [30.03.2022].

It was concluded according this “landscape”: “Companies in the top quarter of the executive team’s gender diversity are 25% more likely to achieve above-average profitability than their fourth-ranked peer companies. ”This is higher than 21% in 2017 and 15% in 2014. The results of ethnic and cultural diversity surveys are even more compelling. In terms of profitability, the top 25% of companies are 36% higher than those in the second quarter.

Inequality and lack of diversity in the workplace are quite well-known topics, but recent trends have prompted companies to condemn racism, and recommit to do better in creating fair HRM.

Tab.1. Strategic value of human capital

| | | | |
|---|-------------|---|--|
| Uniqueness of Human Capital | High | Alliance Partners Collaborative HR Configuration | Knowledge Employees Commitment HR Configuration |
| | Low | Contract Workers Compliance HR Configuration | Job-Based Employees Market-based HR Configuration |
| | | Low | High |
| Strategic Value of Human Capital | | | |

Source: Own edition based on: T. McKeown and R. Cochrane, "Independent professionals and the potential for HRM innovation", Personnel Review, Vol. 46 No. 7, 2017, pp. 1414-1433.

This Table 1 describes strategic values of human capital, which can serve as a base for getting and maintaining significant competitive advantages for any business organisation against its main rivals. Attracting, motivating and retaining the high quality labour workforce and in this context, rethinking the talent acquisition mindset is vitally important for improving HR processes. Companies need to reimagine what their potential employees may look like, where they might find them and how to best use modern technologies at their full power. Finding it difficult to hire, managers often forget about one of the most effective tactic HR specialists sometimes use – moving current workers to available job opportunities across the company. No less effective tactic is to use alternative human capital, such as contractors, freelancers and outsourcing partners. This approach to talent acquisition works best for companies facing rapidly changing business conditions.

Unethical pro-organizational behavior (UPB) and its driving forces

High-performance human resource practice is essentially can be regarded as a way of organization-employee exchange relationship. It is believed that when companies implement high-performance human resource practices, employees will feel that they have received the blessings of the organization, so they can devote themselves to work and continue to work, to improve their performance. However, the high-performance human resource practices can not only improve organizational performance, but also have a negative impact on employee behaviour⁷.

High-performance human resource practices in the Chinese context generally refer to a series of practical activities that can improve corporate performance and are a combination of controlled and committed human resource practices. However, there is a lack in-depth research on the reasons for the differences in high-performance human resource practices between China and the West. In addition, it would be definitely worth analysing the relationship between high-performance human resource practices and employee behaviour, such as employee engagement and employee well-being, they generally ignore the effect of “positive orientation-negative results”, which is very important for high-performance human resources from the aspect of the negative effects of practice.

In first proposed the concept of UPB besides the definition, explored the motivation and mechanism of individuals doing UPB. Later, with the gradual refinement and operability of UPB research, foreign scholars began to explore the causes of UPB gradually, and they mainly focused on the level of individual UPB. Relevant literature shows that the incentives of individual UPB include individuals, organizations, and leaders. Individual factors such as Machiavellianism, positive belief in reciprocity, and the stage of moral development will have a great impact on their willingness to act. In terms of leadership factors, the characteristics of leaders and their own behaviour can have an important impact on employees' UPB. Employees will engage in pro-organization either out of organizational commitment or due to organizational guidance, such as corporate hypocrisy. In unethical behaviour the influencing factors of leadership style and superior-subordinate exchanges on the non-ethical behaviour of employees' pro-organizational behaviours⁸.

According to the signalling theory, human resource practice can be seen as a signal that the organization transmits values and expectations to employees. High-performance human resource practices will also have an impact on employee perception. The control factors of high-performance human resource practice not only make employees feel the strict hierarchy and bureaucracy, but also result-oriented performance appraisal sends signals to employees to maximize performance. Eventually, employees will be forced to act pro-organizational based on authoritarian or performance pressure. On the other hand, the commitment factors of high-performance human resource practice provide employees with opportunities for training,

⁷E. Umphress, J. B. Bingham and M. Mitchell, Unethical behavior in the name of the company, The moderating effect of organizational identification and positive reciprocity beliefs on unethical pro-organizational behavior, 2010, *Journal of Applied Psychology* 95 (4), pp. 769-80.

⁸J. Wang, W. Shi, G. Liu and L. Zhou, Moving Beyond Initiative, The Reconceptualization and Measurement of Unethical Pro-organizational Behavior; *Front Psychol.* 2021, p. 12, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8511457/> [30.03.2022].

promotion, decision-making participation, incentive compensation to signal to employees that the organization invests in employee development and cares about employee welfare⁹. According to the theory of social exchange and resource conservation, employees will identify with the organization, perceive a reciprocal relationship with the organization, and take the initiative to make pro-organizational behaviours. Employees either engage in pro-organizational behaviours based on pressure or identify with the organization or perceive reciprocity with the organization, therefore it can be concluded that high-performance human resource practices have a positive impact on the UPB of Chinese employees.

In this context, you can deal with different level and types of UPB: Leaders' UPB (LUPB) and employees' UPB (EUPB). An employee who has higher leader identification presumably will be more likely to act according to the values of their leaders, thereby increasing the chances that they will follow LUPB. Furthermore, an employee with lower moral identity is more likely to ignore moral principles and follow LUPB¹⁰. The Table 2. provides an overview on the emerging and existing reasons leading to the UPB.

Tab.2. Some possible driving forces beyond the UPB on different level

| Level | Factors |
|--------------------------|--|
| Individual (EUPB) | High performance expectations High performance pressure Perceived job insecurity Personal disposition toward ethical/unethical behaviour Recognition and approval from the organization. |
| Leadership (LUPB) | Identification with leader/supervisor/mentor Leader's/supervisor's moral norms Paternalistic leadership Servant leadership Servant leadership Superior subordinate relationship. |
| Organizational | Commitment towards organizationa Organizational culture Applied HRM practice. |
| Social | Perceived social exchange relationship. |

Source: Own edition based on: S. Hosain, Unethical pro-organizational behavior, A review of existing literature, *Organizational Psychology*, 2018, Vol. 11, No. 1, p. 155 and Y. Zhang, B. He and X. Sun, The Contagion of Unethical Pro-organizational Behavior, From Leaders to Followers, *Frontiers in Psychology* 2018, p. 9, https://www.researchgate.net/publication/326151357_The_Contagion_of_Unethical_Pro-organizational_Behavior_From_Leaders_to_Followers [30.03.2022].

⁹H. Bin, M. Yanhua, The Multilevel Effects of High Performance Human Resource Practices on Occupational Well-being in China's Context [J], 2017, 29 (7), pp. 163-173.

¹⁰Y. Zhang, B. He and X. Sun, The Contagion of Unethical Pro-organizational Behavior, From Leaders to Followers, *Frontiers in Psychology* 2018, p. 1112, https://www.researchgate.net/publication/326151357_The_Contagion_of_Unethical_Pro-organizational_Behavior_From_Leaders_to_Followers [30.03.2022].

Main influencing components of the UPB

Gender differences

Gender differences in terms of engagement in UPB indicated that women have tendencies greater readiness to engage in UPB due to that women highly value good relations at work, regarding the different roles of women and men. However, the explanation should be rooted in national cultures as well; for example the specific characteristics of China, where men demonstrate a greater commitment to business ethics than women do.

Unintended consequences

UPB highly focuses on direct short term gains, nevertheless you have to keep in mind that such tendencies and actions can resulting consequences for any organization. The external stakeholders such as clients, vendors, suppliers are affected due to hiding or misrepresentation of information and being uninformed about the real facts. This can easily undermine and destroy their trust in the organizations that usually leads to reduce the consumption of company products or services and at the same time shrinkages in the total revenue. In addition, UPB will generate unhealthy competition among the employees in order to gain recognition from the top management with such unethical actions. In addition, UPBs can demolish the organization by dropping the organizational reputation sharply and even lead them towards legal sue (e.g. litigation) or bankruptcy once such actions are revealed.

Discouraging the UPB practices

UPBs should be discouraged at any cost to prevent the organizations from final destruction. In this context, the corporate decision makers have to take the leading roles in discouraging such practices and encourage healthy and fair competition inside and outside the organization. Organizations should formulate and implement their policies and practices in such a manner that punish UPBs conducted by the employees and reward the fair, competitive actions undertaken by the employees.

Employees should be motivated, trained and appreciated for not engaging in UPBs. Managers can arrange informal training sessions or meetings time to time to discuss such issues or agendas with proper follow ups. However, every supervisor has an important role in this case to observe the activities and actions performed by the employees under him / her. However, preventing and discouraging UPBs it is a tricky and time-consuming process and only the combined efforts supported by ethical and moral beliefs can curb such behavioural practices.

Emerging difficulties in evolving the enterprise

Human Resource Information System (HRIS)

In the course of the past ten years HRIS, which originated from abroad, it can be observed unprecedented rapid development stage in China, which has brought about a disruptive changes in the field of the traditional Chinese human resource management. Although certain progress managed to take into practice, but at present, most Chinese companies operates their business processes manually. This traditional personnel management method has been difficult to meet the emerging needs of corporate development, and there are many drawbacks in itself. In terms of management, contract management, salary calculation and payment, the workload is very large, coupled with the high turnover of employees, frequent recruitment and layoffs, although there is a human resources department, but it is unable to cope with the daily management work. These can serve as the source for challenging difficulties gaining realistic

landscape about the organizational behaviour, the driving forces beyond them and revealing the main contexts between organisational structure, culture, climate, employees behaviour and the organizational performance. These factors can easily undermine the stability, profitability and sustainability of the given companies and hindering the effective UPB prevention.

Performance appraisals

When companies adopt agile methods in their core operations, they no longer try to plan a year or more in advance of how the project will proceed and when it will end. Therefore, in many cases, the first traditional human resource practice is annual performance appraisal and employee goals that are "cascaded" from business and department goals each year. Since individuals are engaged in short-term projects of different lengths, usually managed by different leaders and organized around the team, the performance feedback comes from the idea of a boss every year is more or less meaningless. They need more people.

The Figure 4. reflects that the contemporary HRM has tendency to operate in practice involving the agile project management approaches and helps to get ideas how to assimilate them in other for example Chinese corporate cultures.

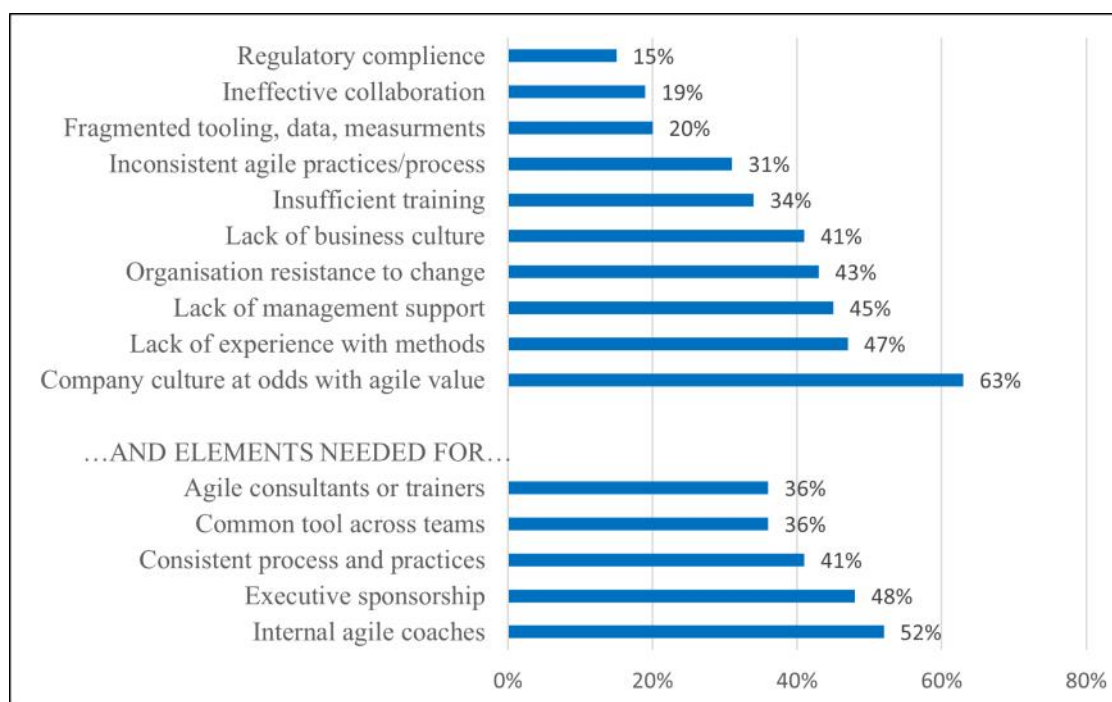


Fig. 4. HR goes Agile

Source: Own edition based on: <https://hbr.org/2018/03/hr-goes-agile> [30.03.2022].

¹⁸M. Frankowska, U. Grosse, S. Zenk, Regions, clusters and SMEs—the challenges of cross-border cooperation as in the example of Brandenburg and West-Pomerania, *Clusters as a Driving Power of the European Economy* 2016, p. 251.

Coaching

Companies that most effectively adopt agile talent practices invest in improving the coaching skills of managers. Cigna's supervisors receive "coaching" training designed specifically for busy managers: it is divided into 90-minute videos per week that people can watch when they have time. Supervisors also participate in learning courses, just like the "learning sprint" in agile project management. The courses are short and scattered, allowing individuals to reflect on and test new skills at work. Cigna's manager training also includes peer-to-peer feedback: colleagues form study groups to share ideas and strategies. They are engaged in the kind of dialogue that the company wants their supervisors to have with their direct reports, but they can share their mistakes more freely without worrying about "assessment" hanging over them.

Teams

Traditional HR focuses on individuals—their goals, performance, and needs. But now so many companies are organizing their work according to projects, and their management and talent systems have become more team-oriented. Teams are using Scrum to create, execute, and modify their goals and tasks—at the team level, adapt quickly as new information enters. ("Scrum" is probably the most famous term in the agility dictionary. It comes from rugby, where players huddle together to restart the game.) They also track their own progress, identify obstacles, evaluate their leadership abilities, and Generate insights on how to improve performance.

Compensation

Salaries are also changing. In retail companies a simple adaptation to agile work is to use immediate bonuses to recognize contributions as they occur, rather than relying solely on year-end salary increases. Research and practice have shown that compensation is most suitable as a motivating factor when compensation is obtained as soon as possible after the desired behaviour. Instant rewards reinforce instant feedback in a powerful way. The annual performance increase is less effective because it takes too long.

Recruiting

As the economy has improved since the Great Recession, recruitment and recruitment have become more urgent and more flexible. In order to rapidly scale up in 2015, GE's new digital division initiated some interesting recruitment experiments. For example, a cross-functional team handles all recruitment applications together. "Number of managers" represents the interests of internal stakeholders, who want their positions to be filled quickly and appropriately. Hiring managers rotate inside and outside the team, depending on whether they are currently hiring, and the Scrum master oversees this process.

Learning and development

Like recruitment, L&D must make changes to introduce new skills into the organization faster. Most companies already have a set of online learning modules that employees can access on demand. Although helpful for those with clear needs, it's a bit like giving the student a key to the library, telling her to figure out what she must know, and then learn it. Newer methods use data analysis to determine the skills required for a particular job and promotion, and then based on the employees' experience and interests, suggest to employees what training and future jobs are meaningful to them. In addition, the current HRM of most companies has not formed a complete system, data can not be shared, and the existing computer network technology is far from being used. This is not to mention the full use of data to carry out human resources. Analysis and integration to provide decision-making services for the leadership of the company is inevitable.

Conceptual issue

The HRIS is a “top-level project”, which requires high-level managers to show firm confidence, sufficient courage, and to pay considerable attention and even participation. But for most managers, in the enterprise among the many business elements of the company, human resources are the most vague concept. They often regard human resources as a last resort cost, and they have not really promoted human resource management to a strategic height. For how to implement human resource information and implementation process In-depth issues such as what difficulties will be encountered and the actual value that professional HRIS can bring to the enterprise are not enough, and there are various misunderstandings. For example, hope that the set up of HRIS will immediately change the human resource management practice and culture of the enterprise Or simply think that the “digitization effect of human resources is not obvious”; insufficient attention is paid to the input-output ratio of HRIS structure and construction, and only output is not input. However, either the grassroots employees of the enterprise lack basic understanding, or there are lack of digitalization competencies or the personal interests are affected, and as consequence the introduction of HRIS is rejected or the negative response is caused, which leads to the significant slow-down of digitalization progress of the enterprise's human resource management process¹¹.

Difficulties in the specific implementation processes

The training is not in place. In the current situation, the human resources information management training basically used to be planned and organized by the human resources department, and the training effect is often not ideal. One is that the employees of some departments usually work outside the company. Such training is often done cannot participate. When the training content is not well-targeted, if so the HR Department has to clarify the needs of each department, understand the business conditions of each department, and conduct targeted training. The training method is too single, and the training needs to be established as soon as possible Resource libraries, such as training video learning materials, trainer database, text materials, broaden the training channels; fourth, it is difficult to query historical training information of employees. Enterprises need to establish employee electronic files as soon as possible to facilitate inquiries, and use them as employee positions as basis for the change. Obviously, the realization of the information management of human resources will make the various training activities of the enterprise more and more effective gradually realize the electronic online training method.

Unreasonable salary management

The main problem involved in salary management is the rationality of salary design. Salary design has two principles: one is to control labour costs, and the other is to maintain a certain degree of competitiveness and provide employees with a certain degree of motivation. In these two aspects, Companies need to be improved. In addition, there is another problem with salary management in the calculation and distribution of salary. With the expansion of enterprise personnel, the workload of salary calculation is becoming more and more complicated. The monthly salary payment will be given to manpower. The resource department brings a lot of heavy work. After the realization of human resource information management, it will bring a lot of convenience to salary management. At the same time, employees can also check their monthly salary details through the self-service module, which saves a lot of affairs. The work improves efficiency and saves time.

¹¹ S. Jahan, Human Resources Information System (HRIS), A Theoretical Perspective. *Journal of Human Resource and Sustainability Studies*, 2, 2014, pp. 33-39. <http://dx.doi.org/10.4236/jhrss.2014.22004> [30.03.2022].

Insufficient understanding of performance management

In terms of performance management, due to the lack of comprehensive and in-depth understanding of performance management by managers at all levels, performance management is often a mere formality. At the specific operational level of performance management, since most companies currently implement target management, After communicating with various departments at the beginning of the year, the human resources department determines the performance targets for this year, and waits until the end of the performance appraisal cycle to perform the evaluation. However, the evaluation process is basically manual operation, which brings a lot of resources to the human resources department. At the same time, due to the confidentiality of the paper-based scoring method, it often brings a great negative impact on the performance appraisal.

CONCLUSIONS AND RECOMMENDATIONS

In response to the above analysis of the status quo and problems of enterprise human resource management, the following suggestions are put forward to promote operating professional HRIS, which can be an effective managerial tool preventing any business organisation from being in UPB and at the same time supporting maintenance of the strategic competitive advantages against the rivalries.

Full understanding of the role of HRIS has to be ensured

The theory of human capital tells us that human resources are the true source of economic growth in the era of knowledge economy and the most critical element among all the elements of productivity. The investment and development of human resources can continuously increase the value of human capital and enable enterprises to obtain greater economic returns. In fact, the continuous improvement of corporate performance and the realization of strategies must rely on a set of systematic human resource management strategies and systems, including incentive mechanisms for seeking talents, selecting talents, employing talents, cultivating talents, and retaining talents, as well as establishing smooth and fast¹².

A communication platform and a corporate culture that unites employees' sense of belonging, sense of responsibility, and shaping their own image. Enterprise human resource development and management refers to a series of education and training, development and management activities that are implemented in a planned way, aimed at meeting the needs of enterprises and individuals, and ultimately improving organizational performance.

The information content should also have corresponding category. HRIS is the key to improving corporate management and promoting corporate modernization. Therefore, it should not be limited to some non-core and over-detailed personnel management tasks, but should adhere to a strategic vision and systematic thinking, and focus on energy. HRIS can be applied in the fields such as the ability to study internal learning capabilities, corporate reengineering and technological innovation capabilities, the ability to grasp potential customer needs, the ability to respond quickly, the ability to utilize resources outside the enterprise, and the ability to process information as well as planning, decision-making, and leadership skills. All of them can lead to transparent and predictable business practices¹³.

Successful implementation of HRIS requires preliminary high quality relevant, up-to date, comprehensive

¹² N. Zheng and E. Zhou, Study on the human resources informatization management mode based on cloud technology of computer network 2016, https://www.researchgate.net/publication/311266466_Study_on_the_human_resources_informatization [30.03.2022].

and sufficient information both in content and structure

The information planning of human resources refers to the comprehensive planning of the definition standards, transmission standards, and use standards of various information involved in human resource management, and the establishment of a unified and extensible information structure system, which is the information of the human resources information system.

Management, business process processing, and decision analysis lay the information foundation. In small enterprises, because the main purpose of adopting HRIS is to improve work efficiency, the importance of human resource information planning is not as obvious as that of large enterprises. Large enterprises generally have multiple branches in different sectors are geographically diversified and have a large number of employees.

Development of HRIS is especially important. These companies should fully consider their own human resource management stage and development direction, combined with corporate strategic goals, follow certain method steps, follow certain standards and regulations, formulate human resource information standards, and establish human resource information planning for a human resource structure system method.

However, how to apply effectively the information technology to the human resource management of enterprises, thereby improving the efficiency of corporate human resource work and enhancing the value of human resource work to the enterprise, is also a problem that all human resource managers need to face together. HRIS management is the key to improving corporate management and promoting corporate modernization. Therefore, it should not be limited to some non-core and over-detailed personnel management tasks. Furthermore it should be harmonised with the strategic vision and integrate into systematic thinking.

First of all, don't expect too much from the system. Excessive expectations of the system is a user problem faced by many management software vendors. The buyer's market of software determines that customers have the absolute right to choose, and software vendors can only choose from others. No matter how superior the software is, it needs professional applications. In fact, the software is only a tool for enterprises. Enterprises cannot expect to solve all the problems of human resources after implementing information management. At the same time, it should be noted that in the construction of human resource information management, the application of new technologies must be planned and integrated organically with the operation mode of the enterprise, the process of the enterprise, and the organization and management of the enterprise, otherwise it may not meet expectations.

Speed-up the company digitalization processess should be one of the main focal point of China's national strategic goals, raising quality and the added-value content of domestic economic output. As an effective corporate management tool, HRIS is linked to enterprise digitalization. Combining with other HRM tools, it can positively impacts the efficiency of production, management, operation, supply chain, thereby driving unprecedented growth of advancement in Chinese business organizations.

Ignorance of factors that can lead to UPB

Unethical Pro-organizational Behaviour (UPB) as “actions that are intended to promote the effective functioning of the organization or its members and violate core societal values, mores, laws, or standards of

³³A. M. Asfahani, The Complementary Relationship between Human Resources Accounting and Human Resources Information System. Open Journal of Accounting, 10, 2021, pp. 30-41.

proper conduct” UPB include falsifying financial reports, exaggerating the truth about products or services, withholding negative information to customers and clients. Employees intentional behaviours can be voluntary or compulsory. Voluntary behaviours result from autonomous motivation, while compulsory behaviours result from controlled motivation. There are lots of motivation for UPB, such as organization identification, transformational leadership, job insecurity, workplace ostracism, high performance demands, performance pressure, psychological empowerment, ethical climates, corporate hypocrisy¹⁴.

Equal Employment Opportunity (EEO) means treating all equally in terms of employment. There is no discrimination based on race, gender, religion, ethnicity, color, age, disability, or other factors. The EEO can contribute promoting diversity, diminishes prejudice, creates a friendly work environment strong organisational reputation, driving a culture to mutual respect, eliminating bias and UPB¹⁵.

Moreover, when business managers and employees realize the harm of UPB and begin to pay attention to the importance of ethical awareness and no longer one-sidedly pursue corporate performance, it will not only benefit the long-term development of the company, but also help create a healthy market competition environment. It is conducive to the healthy and sustainable development of the Chinese economy, social harmony, and ecological civilization. Enterprises have to keep in mind their "initial aspirations" and set the direction for future development. For this reason, employees, as members of the enterprise, have to attach importance to ethics, foster professionalism, and internalize and externalize the core values of traditional Chinese culture and economics; corporate executives must respond to the “inspiring and protecting entrepreneurial spirit” proposed by the 19th National Congress of the Communist Party of China. Take responsibility for the call. The two work together to promote the enterprise on a new journey and work together to realize the Chinese dream.

Designing “tailor-made” individual employee career portfolio and importance of “personal branding”

In today's "economic globalization and talent internationalization", talent competition has become the focus of competition among enterprises. The full development and use of human resources and the acquisition of talent advantages have become the key to the success or failure of enterprises in the competition.

More and more companies are beginning to realize that in order to transform human resources into their competitive advantages, they not only need to establish a sound human resource management strategy, but also need to make full use of technical means to help human resources formulate strategies and implement them effectively. With the rapid development of the Internet, OA office systems, 5G technology, multimedia communication facilities an electronic solution for human resource management-human resource information management has emerged.

The Chinese labour market has been in transition and more and more domestic owned company are recognising the shortcomings of the traditional talent management together with growing employee turnover. The pressure arising from the strong, global scale competition, the Chinese-owned companies will forced rethinking their talent management strategies as well and try to find the tune balance among combining adoptable Western managerial corporate cultural practices with the Chinese cultural and historical values and social norms including the “guanxi” as well. „Guanxi” means of strong interpersonal connections which link people together and maintain harmonious relations encouraging trust and loyalty

¹⁴ J. Wang, W. Shi, G. Liu and L. Zhou, Moving Beyond Initiative, The Reconceptualization and Measurement of Unethical Pro-organizational Behavior; *Front Psychol.* 2021, p. 12, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8511457/> [30.03.2022].

¹⁵ A. Stoilkovska, J. Ilieva and S., Gjakovski, Equal Employment Opportunities in the Recruitment and Selection Process of Human Resources, *UTMS Journal of Economics* 6 (2), 2015, pp. 281–292.

at individual employee level¹⁶.

In this context, it would be worth providing different individual career pathways for their employees that clearly display the possible directions for advancement. Nevertheless, design and built-up of any individual career portfolio is linked closely to the personal branding, how you promote yourself. It is the unique combination of skills, experience, and personality that is the way employee wants others to see him. It is the telling of your story, and how it reflects personal conduct, behaviour, spoken and unspoken words, attitudes.

Furthermore, the Chinese companies should also attract and motivate employees through non-monetary incentives and other “soft” values as employees are expecting regular, flexible, and holistic benefits that add value to their personal and professional lives.

¹⁶ Z. Shuai and D. Bright, Talent definition and talent management recognition in Chinese private-owned enterprises Journal of Chinese Entrepreneurship, Vol. 4. No. 2, 2012, pp. 143-163.

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Wyzwania w etycznym zarządzaniu korporacyjnymi zasobami ludzkimi

— kilka lekcji dla chińskich firm

Streszczenie:

Sukces gospodarczy Chin wywarł znaczący wpływ na poziom życia większości. Wskazuje to, że Chiny weszły w nową erę promowania innowacji poprzez trójcę systemu politycznego, system finansowy i ekologię przemysłową i początkowo utworzyły ekologiczny krąg innowacji i zachęt, ale jednocześnie stoją przed wieloma pojawiającymi się złożonymi wyzwaniami. W XXI wieku społeczeństwo ludzkie wkroczyło w erę gospodarki opartej na wiedzy, w której najważniejszymi czynnikami są alokacja, produkcja, dystrybucja i wykorzystanie zasobów wiedzy. Konkurencja między przedsiębiorstwami nie jest już zwykłą rywalizacją kapitału i produktów, ale opiera się w większym stopniu na talentach, zwłaszcza tych, którzy opanowali wiedzę i mają innowacyjne talenty. Jako szczególny zasób talent stał się najbardziej wymagającym, wartościowym i konkurencyjnym kapitałem przedsiębiorstw, dlatego też jest przedmiotem rywalizacji między przedsiębiorstwami. Jednak etyka biznesu pozostaje w tyle za wzrostem gospodarczym w Chinach. Wraz z wejściem Chin w transformację od tradycyjnej gospodarki planowej do nowoczesnej gospodarki rynkowej, w ich obszarze gospodarczym występuje wiele nieetycznych i niemoralnych zachowań podczas procesu konwersji systemu gospodarczego i transformacji społecznej.

W tym artykule omówiono nieetyczne praktyki biznesowe, kwestie uczciwości korporacyjnego zarządzania zasobami ludzkimi, aby zrozumieć motywujące siły napędowe poza nimi, i zawarto kilka zaleceń, jak unikać tych ukrytych pułapek, które mogą powodować negatywne konsekwencje w dłuższej perspektywie.

Słowa kluczowe:

Nieetyczne zachowanie proorganizacyjne (UPB), zarządzanie zasobami ludzkimi (HRM), zarządzanie różnorodnością - płcią, etnicznością, rasą i wiekiem, zniechęcające praktyki HRM, system informacji o zasobach ludzkich (HRIS)