



Kenexa[®] Research Institute Uncovers Contrasting Perceptions of U.S. and Chinese Workers in Multinational Organizations

The latest research describes the similarities and differences between U.S. and Chinese workers employed by U.S. and European multinational organizations.

The recently compiled data from Kenexa's organizational effectiveness surveys included responses from 387,913 U.S. workers and 31,250 Chinese workers. The findings show that there are differences between the perceptions of workers in the two geographies; however, there are also similarities.

The results indicated there were no meaningful differences in 12 of the 57 items. For example, both Chinese and U.S. workers responded favorably when asked if they felt their companies were making the necessary changes to compete effectively and that they had trust in the organization. Both groups also responded that they would recommend their company as a place to work and felt that the people they work with did the very best for the company.

"The number of items showing very little to no difference is interesting. As working and economic conditions between the two countries become more similar, we may see the number of items that have no difference increase significantly, and this could happen fairly quickly given the pace of change in China," said Jeff Saltzman, M.A.

Chinese workers were more favorable in five areas: trust in senior leadership; teamwork and cooperation; being kept informed about business matters; open expression of opinions is encouraged; and feeling part of the team.

In contrast, the U.S. workers were more favorable with employee benefits, a category in which there was a variance of 41 percentage points. Other areas that U.S. workers were more positive included equal opportunity; safety and physical conditions; pride in company; learning and development opportunities; knowing what is expected in their job; quality of products; supervisor listening to them; involved in decisions/opinions valued; work/life balance; and overall satisfaction.

"While some of the findings reinforce notions of what work is like in China, such as lower ratings on safety and physical conditions, some of the findings may be 'myth busters' such as the more positive reactions of the Chinese workers toward being kept informed of business matters and the encouragement of expressing opinions," said Saltzman.

Study Details

The report is based on the analysis and compilation of data drawn from 3.5 million employees from the 2004-2006 Kenexa organizational effectiveness surveys, which were conducted in U.S. and European multinational companies. The recently compiled data from Kenexa's 2006 organizational effectiveness surveys included responses from 387,913 U.S. workers and 31,250 Chinese workers.

Survey Results

Items were grouped by theme and examined using a 5-point Likert-type scale. The values in the following tables represent the percent of employees who answered, "Strongly agree" or "Agree" (% favorable).

Similar Responses from both U.S. and Chinese Workers	U.S.	Chinese	Difference
My company is making the changes necessary to compete effectively.	57	57	0
My manager keeps his/her commitments.	71	70	1
The people I work with do their very best for this company.	66	67	1
I trust the leadership of my company.	57	57	0
I would recommend my company as a great place to work.	68	66	2

More Favorable Chinese Worker Responses	U.S.	Chinese	Difference
I trust my company's senior leadership.	58	74	16
There is good teamwork and cooperation between departments at my company.	50	62	12
I am kept informed about the important activities within my company.	64	74	10
In this company, an open expression of different ideas and opinions is encouraged.	55	62	7

More Favorable U.S. Worker Responses	U.S.	Chinese	Difference
I am satisfied with the benefits I receive at my company.	69	28	41
My company is committed to providing equal opportunity for all employees.	68	40	28
The safety and physical conditions are good where I work.	75	48	27
I am proud to say that I work for this company.	74	50	24
This company provides me with the opportunity for learning and development.	72	49	23
My manager (clearly communications) or (helps me know) what is expected of me.	76	49	27
As a customer of my company, I would be extremely satisfied with the quality of products and services I receive.	67	50	17
My direct supervisor is an effective listener.	71	55	16
I am involved in decisions that affect my work.	60	45	15
I am able to manage my work responsibilities in a way that allows me to maintain a health balance between work and home.	67	55	12
Overall, I am extremely satisfied with my company as a place to work.	65	54	11

About Kenexa

Kenexa provides business solutions for human resources. We help global organizations multiply business success by identifying the best individuals for every job and fostering optimal work environments for every organization. For more than 20 years, Kenexa has studied human behavior and team dynamics in the workplace, and has developed the software solutions, business processes and expert consulting that help organizations impact positive business outcomes through HR. Kenexa is the only company that offers a comprehensive suite of unified products and services that support the entire employee lifecycle from pre-hire to exit.

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