

# Contributions the younger employees do not want

[Business](#), [Industries](#)



Contributions and limitations This study has contributed to understanding culture by using Hofstede's (1983) original four dimensions of national cultures and the findings showed that Confucianism is important in explaining the Korean culture. Confucianism considers age as a selection requirement. Furthermore, Korean organisations are influenced by hardwork, the degree of sacrifice and social limitation of the female workforce and such HR practices are not universalistic but particularistic under Confucianism as it plays a major role in the industrialisation process of East Asian areas, such as China, Japan and Korea (Kim & Park, 2003; Chan, 1996; Yu & Lee, 1995; Yum, 1988). Hofstede's (1991) work did not include the demographic breakdown of the employees from an empirical survey and therefore this research further developed the Hofstede's model. The research included a survey of all levels of employees and investigated the relationship between demographic variables such as 'age' and 'gender' including culture. Hofstede (1991) suggested that there was a very slow change in culture, however some indications from the findings of the research showed that certain parts of culture are changing quickly: the younger employees do not want too much unequal power relationship from the management, also the female employees are not happy with not getting enough promotion opportunities and the constant sexual harassment from senior managers.

The younger generation seem to have a more critical view about these issues than the older generation. What lead to the change in the perspectives of younger people? This could be associated with the change in attitude of the younger generation impacted by western ideas and practices. They have observed the weakening of the Confucian tradition and the increased number

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of well-educated and professionally trained women in the workforce (Chee, 2001; Palley, 1992). This research has demonstrated new contributions to the theoretical development of 'aesthetic labour', rather than Hofstede's national culture. In the Tourism Promotion Act the quality standards suggest hiring aesthetic labour is common in the Korean hotel industry.

This indicates that the aesthetic labour can be sectioned according to hotel class, suggesting that the high star rating hotels value the importance of "aesthetic" attributes of the labour force more compared to budget hotels. In a similar vein, the authors have found a new term, which is 'cosmetic employment' that has very distinctive employee relations within Korea when compared to other countries. In order to enhance future job prospects, for example the case of getting a better job or not fail to get a job, some applicants undergo plastic surgery, and that clearly shows that physical appearance is an important factor for obtaining employment in Korea. This is an uncommon employment strategy and due to the popularity of 'cosmetic employment' practices this has led to potential employees spending a large amount of money on cosmetics and cosmetic surgery to be considered by management who see this as good practice. The aesthetic consideration is not related to Hofstede's concept and is described as a characteristic of the Korean culture. This research has developed a new SHRM model (Figure 3) by embedding a combination of best fit and best practice in a new framework, (Figure 1) sourced by 3 different data of HR managers, employees and trade unions. It shows the specific drivers and type of HR practices related to employee outcomes. The SHRM model was examined for Korean deluxe hotels, however it can be used in other countries.

This model can be used to understand the relationship between the employees' outcomes and the distinctive HR practices produced in a country; the key drivers (i. e. business strategy, culture, legislation, trade unions, and financial context) are associated with both best fit and best practice; which leads to improving our understanding of positive and negative employee outcomes. The model also demonstrates how successful outcomes can be measured regarding the employees' feelings about their organisation.

Our SHRM could be used internationally compared to other traditional SHRM models, and therefore we propose that our model can be used in Asian and Western countries. The purpose of this model is to help develop an understanding of positive and negative outcomes for employees in relation to HR practices, under the headings of specific drivers. The HR practices related to positive employees' feelings are training, job security and the role of trade unions. Employees enjoy training, which are operated by the Korean legislation. These HR practices lead to positive employees' outcomes, and therefore this is why the government policies should be supported in this area. Employees, it was found, like trade unions to be involved with management; they feel happy about welfare and welfare facilities trade unions organised, and they were found to be helpful for employees. Therefore managers need to continue engaging in a positive way with trade unions because this brings positive outcomes for both sides. On the other hand, looking at negative feelings, employees were generally not happy with an unjust recruitment process, unjust promotion, unfair transfer of personnel decided by company policy, and the recruitment of atypical employees which is driven by the financial context.

It is a truism that a happy workforce is a more productive one, it is therefore important to see what practices make employees feel better. Employees find unfair recruitment and selection processes, biased promotions, and inappropriate transfers unreasonable. In particular, younger employees do not like HR practices such as widespread nepotism in their hotel. Therefore, HR management need to be more objective when finding methods for recruitment, make clearer promotion guidelines, and consider the suitable departments for employees. In conclusion, regarding the HR practices written above, this demonstrates how the government and company policies can impact the employees' perspective and their attitudes and thus their outcomes at work. We would argue that it is crucial for a successful business to understand the negative impacts of HR policies in their organisation; in doing so they are able to adjust policies to make employees feel better and maintain positive outcomes for all employees.

As discussed above, company and government policy need to respond to each HR practice, therefore the control of HR practices by policy makers are very important in this area. The limitation of the research is due to the cross-sectional design, and thus a longitudinal research needs to be conducted to gain a reliable and detailed observation of the relationship between the employees' outcomes and SHRM over time. As a result, the problems of cross-sectional design in this research will be addressed further. For instance, how the relationship between government and company policy changed during the global financial crisis, and how at the start of the crisis this impacted the HR practices and influenced employee outcomes.

Distinctive HR practice Recruitment and selection Training and development

Performance appraisal Job design Job security Compensation and pay system  
Service quality issues Employee voice and consultation Best fit Theoretical  
frameworks Best practice Employee outcomes Positive outcomes Negative  
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