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Human resource practices in Hong Kong and Singapore: a comparative analysis

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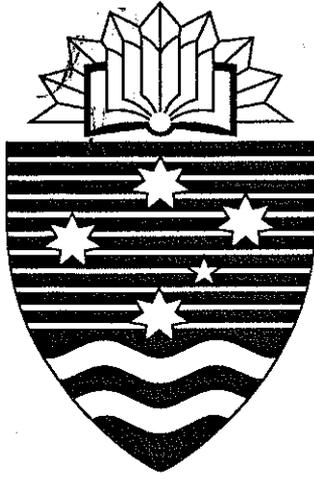
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**DISCUSSION
PAPERS**

**"Human Resource Practices in Hong Kong
and Singapore: A Comparative Analysis"**

by

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Human Resource Practices In Hong Kong And Singapore:
A Comparative Analysis

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Due to the explosive growth of the Asian economies over the past two decades, considerable attention has been focused on the human resource management (HRM) practices of Asian businesses. In the 1980's, numerous authors described Japanese HRM practices and debated their applicability and transferability to firms in other Asian and Western nations (Dicle, Dicle & Alie, 1988; Ishida, 1986; Pucik, 1984). Although interest in Japanese HRM practices continues (Kirkbride & Tang, 1991), increasing attention is being drawn to management practices of firms in the "little dragons" of East Asia --- Hong Kong, Singapore, Taiwan and South Korea (Hwang & Shaw, 1991; Kirkbride & Tang, 1989a, 1989b, 1992; Steers, Shin & Ungson, 1989). These "little dragons" have had phenomenal economic success in the last 20 years, with many authors attributing this success to the influence of Confucian cultural values which emphasise the need for hierarchical relationships and conformity, a respect for family and seniority, the importance of education, and the value of hard and diligent work (Bond & Hofstede, 1988; Hicks & Redding, 1983a, 1983b). The study presented in this paper examined the HRM practices in two of the little dragons --- Hong Kong and Singapore. Recent work by Kirkbride and Tang (1989a, 1989b) and Fisher and Shaw (1987) have described, separately, the HRM practices of both foreign and local firms within these two nations. Given the common cultural (predominantly Chinese), historical (former or present British colonies), and economic backgrounds of Singapore and Hong Kong, one might expect to find highly similar management practices within firms operating in these two locations. However, the role taken by government relative to economic development and the regulation of business has been quite different in Singapore and Hong Kong. The comparative analysis of HRM practices in Singapore and Hong Kong presented in this paper was conducted to examine whether significant differences in HRM practices exist between firms in the two locations. If differences did exist, we were further interested in whether or not these difference could reflect, at least partly, the different roles that the Singapore and Hong Kong governments have taken in developing their economies.

The Impact of Culture On HRM Practices

Hofstede's (1984) work on the dimensions of culture indicates that Chinese organisations are influenced by cultural characteristics such as high power distance and collectivism. High power distance indicates the acceptance within society of large differences among people in the level of power and authority they possess. Collectivist societies stress conformity with group norms and the importance of maintaining harmony within the group. "Face" also plays a particularly important role in Chinese culture (Hwang, 1985), with extreme care taken to maintain one's own sense of personal and public integrity and the integrity of others in social interactions. Redding (1986) indicates that as a result of these cultural characteristics as well as the typical small size and "family-owned" nature of Chinese firms, Chinese businesses in Hong Kong are typically characterised by centralised decision making and control systems, loose organisational structures, paternalistic and autocratic managerial styles, nepotistic succession processes, intuitive planning, and personalised linkages with the external environment. In the case of specific HRM practices, Fisher and Shaw (1987) found that Asian firms (mostly local Singaporean Chinese) were less likely to have performance appraisal and feedback systems than Western firms as well as engaging in less formal training of employees. They were also less likely than Western firms to use "technical" methods to determine pay levels (i.e., sophisticated job evaluation procedures).

Other Determinants Of HRM Practices

Although culture undoubtedly plays an important role in determining the nature of Chinese HRM practices, other factors may well come into play. Dimick and Murray (1978) stated that human resource practices "should be consistent with the implicit demands of size, technology, and environmental influences" (p. 612). Culture is only one of several such "environmental influences." In recent years several different perspectives on how HRM practices develop in organisations have been developed. Cohen and Pfeffer (1986) and Edwards (1979) suggest that as the size and heterogeneity of organisations increase, HRM practices are needed to

control the forces of organisational conflict and disintegration. Balkin (1988) and Dimick & Murray (1978) suggest that economic forces determine HR practices. Only reasonably wealthy firms can afford many of the sophisticated HR practices that are available.

Of particular interest to our comparison of Hong Kong and Singapore is the suggestion that **political forces** such as unions, professional associations and government are important determinants of HR practices (Cohen & Pfeffer, 1986; DiMaggio & Powell, 1983). In the case of Hong Kong, the Hong Kong government has long espoused a policy that may be best described as positive non-interventionism (Scurfield, 1985). Compared to the U.S. or Britain, there has been very little legislation passed in Hong Kong to control the relationship between employers and employees, and labour unions have long been of little importance or strength in the colony (Kirkbride & Tang, 1989a, 1989b). The government has, however, made some attempts to encourage employee training in Hong Kong by setting up the Vocational Training Council in 1982 to help assess future manpower needs in the colony and recommend ways to meet those needs. In addition, the Hong Kong Productivity Centre was established in 1967 to provide help in developing training programs for the manufacturing sector (Kirkbride & Tang, 1990). In general, however, the Hong Kong government's policy towards business regulation has been one of "less is better." In contrast, the Singapore government has taken a more active, interventionist approach to economic development --- extending to the realm of HR activities (Ow, 1986). Government wage policies have played a major role in the highly successful economic development of the country. As the result of a government initiative, all students attending the National University of Singapore must take a course in human resource management (Wilkinson & Leggett, 1985). The Singapore National Productivity Board and other institutions have promoted training and development activities within local organisations and provide a range of executive and management development training. In addition, professional organisations such as the Singapore Institute of

Personnel Management and the Singapore Institute of Management provide a wide range of training programs focusing on up-to-date HRM and other management skills. Many post-entry training programs have been financed through the Skill Development Fund which is financed through a payroll tax (Wilkinson & Leggett, 1985). Also in contrast to Hong Kong, labour unions are larger and more cohesively organised. It has been suggested that Singapore unions not only represent the interests of their membership but take on a cooperative role in helping implement government economic policies. The National Trade Union Congress and the government's People's Action Party have cooperated to provide general literacy training to help workers cope with new technology (Wilkinson & Leggett, 1985). If we examine the impact of cultural factors on HRM practices in Hong Kong and Singapore, it is likely that Hong Kong provides a freer environment in which cultural tendencies can predominate. On the other hand, the more interventionist strategy taken in Singapore may well encourage the incorporation of "non-cultural" HRM practices into firms operating in Singapore.

A final perspective on the determinants of HRM practices that may have some relevance to the Singapore - Hong Kong comparison is what might be referred to as an **institutional or imitation approach**. Tolbert & Zucker (1983) and Zucker (1987) suggest that organisations adopt HR practices which they see being used by other organisations, not necessarily because the practices are effective or appropriate for their organisation, but because they want to appear legitimate and up-to-date. This process may be operative in the Hong Kong and Singapore situations in at least two ways. First, the Singapore government attempts to promote and encourage the adoption of those business practices which seem to work well in other countries (Wilkinson & Leggett, 1985). For example, during the first and third authors' one year stay in Singapore during 1986-87, we were approached frequently by individuals from business and government seeking to find out what was "the best" performance appraisal system used by U.S. firms. These individuals were particularly keen on the system used by Exxon and were hoping to adopt this

system in their own organisations. This process of selective imitation seemed to be a pervasive mindset in Singapore, and was encouraged by government and professional organisations. Secondly, given that there are quite a number of foreign firms in both Singapore and Hong Kong, there is likely to be a process of imitation taking place between local and foreign firms. It is unclear, however, the exact direction of that imitation. One could argue that, given the preponderance of local Chinese firms, foreign firms may adopt the "prevailing HRM standards" of their local counterparts. On the other hand, foreign firms (particularly large multinationals) may be seen by local Chinese firms as having HRM practices which are "state-of-the-art," and thus worthy of imitation.

Hypothesis

The basic hypothesis driving this comparative analysis was that, while Chinese businesses operating in Hong Kong and Singapore would exhibit considerable similarity in their HR practices, firms in Singapore would have more extensive HRM systems and the individual components of those systems would more likely include "sophisticated" HRM techniques. We were also interested in examining the practices of non-Chinese firms in the two locations. We wanted to determine if the pattern of HRM practices hypothesised above for local Chinese firms was also found in foreign firms, i.e., whether or not there was a tendency for foreign firms to imitate local HRM standards.

METHOD

Data on Hong Kong firms were collected in 1988 by Kirkbride and Tang as part of a general survey of HRM practices in Hong Kong. A 26-page questionnaire with 159 items was mailed to 990 firms in Hong Kong. The survey was adapted from Mackay and Torrington (1986). Usable responses were received from 151 firms representing a 15% response rate. While non-response bias is certainly a possibility, Kirkbride and Tang (1989a, 1989b) note that respondents represented a relatively

good fit to the distribution of companies in Hong Kong, with a slight under-representation of small sized manufacturers.

Data on Singapore firms were collected in 1987 as part of a general survey of HRM activities in local Singaporean and foreign firms (Fisher & Shaw, 1987; Shaw, Fisher & Chew, 1987). The survey was mailed to 900 firms compiled from lists provided by the Singapore Institute of Management, the International Chamber of Commerce, and The Singapore Manufacturer's Association. Of 900 firms contacted, 174 completed and returned the questionnaires for a response rate of 19.3%. As with the Hong Kong sample, manufacturing firms comprised the largest number of respondents (27%) with firms providing financial services the next largest group (12%).

A detailed description of the items in both surveys can be found in Kirkbride and Tang (1989a, 1989b) and Shaw, Fisher, and Chew (1987). Since the Hong Kong and Singapore surveys were conducted independently from one another, in most cases they did not contain identical items measuring the same aspects of HRM activity. However, they did obtain data on many of the same general areas of HRM activity and for the purposes of this study common measures of these activities were derived. Unless otherwise indicated, our measures of these HRM activities were dichotomous in nature, i.e., 0 = no, they did not have the particular HR system or did not do the activity or 1 = yes, they did have the system, do the activity. In the following description, terms in bold type are those used to refer to the various measures in the remainder of this paper.

Measures Of HRM Activities

Three measures of the nature of the HRM function were obtained. Data in both surveys allowed us to determine (1) **HRM Department** - whether or not the firm had a formal HRM department, (2) **HRM Size** - how many individuals were employed within the HRM function, and (3) **Professional Membership** - whether or not any of the HRM staff were members of HR-oriented professional organisations. Two measures concerning employee personnel records were also obtained: (1)

Computerised Records - whether or not employee records were computerised, and (2) **Open Records** - whether or not employees had access to their own personnel records. Questions from the surveys allowed us to determine whether or not the firm conducted **formal job analyses** in setting up selection, training, or other systems.

In both surveys, respondents indicated which of several recruiting methods their firms used in soliciting applications for job openings. For each method, we had an indication of whether that method was used for recruiting in any of several job groups. The methods included in both surveys related to the use of **present staff recommendations, radio and tv ads, newspaper ads, professional or trade magazines, private employment agencies, public employment services, and outside notices** on billboards, buses, etc. In addition to these dichotomous measures, we also computed the total number of **recruiting methods** used by the firm in any job group (score could range from 0 to 7 methods). In addition to recruiting methods, data were also available in both surveys on several specific methods of personnel selection that the firms might use. Thus, we had an indication whether or not each firm used **personality tests, mental ability tests, work sample tests or job knowledge tests** in hiring. There were also several questions concerning selection interviews. Measures were obtained as to whether or not (1) **Line managers involved** - line managers were involved in interviewing, (2) **More Than Two** - whether more than two individuals conducted interviews, and (3) **Panel interviews** - whether formal panel interviews were conducted. We also had a measure of whether the firm had a formal **promote-from-within policy**.

Two measures related to training activities were obtained. Respondents indicated whether or not they provided employees with a **formal orientation program** when they first entered the firm. Respondents also indicated whether or not their firm provided formal **in-house training** programs. Several aspects related to performance appraisal were measured. Respondents on both surveys indicated whether their firm had a **formal performance appraisal system**. If they did, they

then indicated whether some form of numerical **performance ratings** were made as part of the system and whether some form of **MBO** (management by objectives) **system** was used. Data were also available on the purposes for which performance appraisal data were used in the firm: (1) **PA used for salary increases** -- whether or not appraisal data were tied directly to salary increases, and (2) **PA used for training & development** - whether appraisal data were used to determine training and development needs within the firm.

Several aspects of the firm's compensation practices were also assessed. Respondents indicated whether any **formal job evaluation system** was used in determining base wage rates. They also indicated whether formal **wage surveys** were conducted. Respondents indicated which of four specific job evaluation methods their firm used: (1) **whole job ranking**, (2) a **job grading system**, (3) a **point system**, and/or (4) the **Hay method**. Respondents indicated whether their firm used any form of **pay incentive system**. If they did, then respondents indicated whether an **individual pay for performance** and/or a **group/organisation profit sharing** system was used.

Other Measures

In both surveys, respondents were asked to indicate the number of employees in their firm (**firm size**). Data from the Singapore survey were converted into the scale which had been used in the Hong Kong survey. Thus, firms were placed into one of seven size categories: 1 = 1-19, 2 = 20-49, 3 = 50-99, 4 = 100-199, 5 = 200-499, 6 = 500-999, or 7 = 1000 or more. Data were also collected on the **cultural background** of the primary owners of the firms. Data from the two surveys were converted to a common category system where 1 = local culture (either Hong Kong Chinese or Singaporean), 2 = other Asian, 3 = Anglo-American (U.S., U.K., Australian, Canadian), and 4 = miscellaneous other. Finally, we were able to obtain measures from both surveys on the percent of employees within the firm who belonged to some form of employee union or staff association (**employee representation**).

RESULTS AND DISCUSSION

Chi square and analysis of variance (ANOVA) procedures were used to compare data from the Hong Kong and Singapore surveys. These data are presented in Table 1.

Insert Table 1 About Here

Data in the first two columns of Table 1 represent analyses conducted on the total sample (N= 325, of which 174 came from Singapore and 151 from Hong Kong). These data indicate that firms in Hong Kong are more likely to have a formal HRM department with staff who are members of HRM professional associations. Hong Kong HRM departments were also significantly larger than those in Singapore (9.8 vs 2.7 HRM staff respectively) and more likely to have computerised HR record keeping systems. However, employees in Singapore firms were more likely to have access to their personnel files. Hong Kong firms were more likely to use newspaper ads, employment services, and outside notices for recruitment and also used a greater number of recruitment methods (4.2 vs 3.1) than their Singapore counterparts. Although there was a significant difference in the use of newspaper advertisements, this difference seems of little practical relevance since in both locations nearly all firms used this method of recruiting. In terms of employee selection, Singapore firms were more likely to use work sample tests and involve more people in the interview process, particularly the line manager. Hong Kong firms were more likely to use job knowledge tests in selection, although the exact nature of these tests is unclear. Hong Kong firms were more likely to have a formal promote-from-within policy. In terms of training, Hong Kong firms were substantially more likely to provide a formal orientation program for employees and have an in-house training program.

In the case of performance appraisal and compensation issues, Singapore firms tended to be significantly more sophisticated in their use of appraisal data,

how they determined their wage rates, and the use of productivity based pay systems. Singapore firms were more likely to use performance appraisal data in determining salary increases, and consistent with this finding, they were also more likely to have some form of incentive pay system. Singapore firms were more likely to use a group/organisation-based incentive system than firms in Hong Kong. At first glance, these data seem to support our hypothesis that HRM activities of firms in the two locations would tend to reflect government policies concerning HRM. Although Hong Kong firms are more likely to have a formal HRM department with professional staff, Singapore firms are more likely to use extensive interview procedures and work sample tasks in selection. Consistent with the government's emphasis on productivity improvement, Singapore firms seem to use more sophisticated methods of determining wage rates, including group or organisation-based incentive systems. On the other hand, the Hong Kong government's most recent concern has focused on the "brain drain" resulting from the takeover of Hong Kong by the People's Republic of China in 1997. It has, as a result, centered its policies around training and development activities. Increased recruiting activities and a greater propensity to promote from the internal labour market by Hong Kong firms may be related to the departure of many skilled employees in the past few years. Higher levels of in-house training and formal orientation programs may also reflect this migration of skilled employees and the government's focus on dealing with this serious problem.

Problems in interpreting the total sample data. Two problems in interpreting data from the total sample exist, however. In the first case, Hong Kong firms were significantly larger than Singapore firms. As Cohen and Pfeffer (1986) and Edwards (1979) suggested, the size of firms may well affect the HRM practices used, as bigger firms try to control a larger and more diverse workforce. The impact of firm size on HRM practices has been documented by Fisher and Shaw (1987, 1992) and Shaw, Kirkbride, Tang and Fisher (1992). Thus, the greater level of training may simply reflect the ability of larger firms to pay for employee training. Larger size could also

affect the likelihood of having a formal HRM department, the size of those departments, and the use of computerised human resource information systems.

Secondly, firms in the total sample from both Hong Kong and Singapore were "culturally mixed" with Singapore firms consisting of a significantly larger percentage of foreign owned firms. Thus, differences between the Hong Kong and Singapore samples might reflect the increased presence of foreign firms in Singapore. Also of interest is the fact that, as expected, firms in Singapore had a significantly greater percentage of employees who were members of a union or employee association than firms in Hong Kong (27.2% vs 2.0% respectively). This is not seen as a "confound" but rather as a check of our basic assumptions about the "political forces" operating on organisations in the two locations. In an attempt to deal with the size and cultural confounds, data were analysed separately for three more homogeneous subsamples --- only firms with 100+ employees, only locally owned firms with 100+ employees, and Anglo-American firms with 100+ employees.

Firms with 100 or more employees. For firms with 100+ employees the pattern of results were quite similar to those found for the total sample, although there were no significant differences between the Hong Kong and Singapore firms in their propensity to have formal HRM departments with professional staff and computerised HR information systems. These findings are consistent with the control and economic perspectives on HRM activities (Balkin, 1988; Cohen and Pfeffer, 1986; Dimick & Murray, 1978; Edwards, 1979) which state that only large firms will have the need and financial resources to engage in extensive HR practices. In the total sample, Singapore firms, on average, were smaller than Hong Kong firms. Once these small firms, which had neither the need nor resources for formal, professional, computerised HRM departments, were removed, the differences between the Hong Kong and Singapore samples disappeared. Unlike the total sample results, no significant difference in the use of job knowledge tests were found, nor was there any difference between Hong Kong and Singapore firms in

their promote-from-within policies. All other differences between the two locations found in the total sample remained. There were also some significant differences between the large Hong Kong and Singapore firms that were not found in the total sample analysis. For the 100+ employee firms, a greater percentage of Singapore firms reported that they had a formal performance appraisal system and were more likely to use an MBO appraisal system than Hong Kong firms. Large Singapore firms were also more likely to use performance appraisal data in determining salary increases and training and development needs, and reported using the Hay system of job evaluation more frequently than Hong Kong firms. In all cases, these results support our prediction that HR activities in Singapore would reflect the government's emphasis on "state-of-the-art" HR practices.

As with the total sample, our 100+ employee sample remained confounded by the fact that firms from the two locations were owned by individuals from a variety of cultures. Two additional sets of analyses were conducted to examine the difference between culturally homogeneous firms from the two locations. Specifically, we looked at locally owned, 100+ employee firms as well as 100+ employee, Anglo-American firms. Anglo-American firms, rather than a more general group of foreign firms (Anglo-Amer + other Asian + miscellaneous), were chosen because (1) they were a readily identifiable, homogeneous subgroup in the sample, and (2) they were the predominant foreign firms in both locations.

Locally owned firms. Large, locally owned Singapore firms were more likely to have a formal HRM department than large locally owned Hong Kong firms. This was opposite to the result found in the total sample which may have been due to the fact that Singapore firms in the total sample were, on average, smaller. Also unlike the total sample results, there were no significant differences between Singapore and Hong Kong in the likelihood that HRM staff were members of professional organisations or had computerised HR information systems. Hong Kong firms were, as in the total sample, more likely to use outside notices for recruiting and also used more recruiting methods than their Singapore counterparts. There was no

difference in the use of newspaper ads or employment services as had been found in the total sample analyses. However, locally owned Hong Kong firms were more likely to use the recommendations of present employees in recruiting new employees than were Singapore firms. There was no difference in the use of job knowledge tests. Locally owned Singapore firms were much more likely to have some form of job evaluation system and conduct wage surveys than were Hong Kong firms. These results had not been found in either the total sample analyses or those for the 100+ employee sample. All other findings for the locally owned firms were identical to those found in the 100+ employee sample.

Anglo-American firms. When examining Anglo-American firms in Hong Kong and Singapore, the pattern of results were identical to those for locally owned firms for several of the dependent variables. However, unlike locally owned firms, Anglo-American firms in Singapore and Hong Kong showed no difference in the use of computerised HR information systems, work sample tests, interviews with more than two person involved, MBO systems, wage surveys, the Hay method, incentive systems and group/organisational profit sharing systems. There was also no difference in their use of performance appraisal data for determining salary increases or training and development needs. In general, there seemed to be less difference between Anglo-American firms in the two locations than between locally owned firms. This is consistent with research that indicates multinational firms tend to bring their own home country HRM practices with them when they set up operations overseas (Laurent, 1986). Thus, although American, British, Australian, and Canadian HR practices might differ from one another, collectively these firms would tend to be the same across various foreign locations.

Summary. Taken collectively, these data seem to support the basic contention of this study. That is that, although Singapore and Hong Kong have many cultural, economic, and historical similarities, government policies concerning economic development have been quite different. Hong Kong has long practised a policy of positive non-interventionism while Singapore's government has taken a far more

interventionist role. This intervention has encompassed not only broad issues of economic policy but HRM activities as well. Singapore's government has focused heavily on productivity improvement, including the development of skill training programs, incentive pay systems, and the development of more effective performance appraisal systems. As a result of the skill migration from Hong Kong due to uncertainty about 1997, what intervention the Hong Kong government has taken in the HRM area has been related primarily to employee training issues. Data from our study seems to reflect these different government approaches. This is particularly so for locally owned firms who are likely to be more directly tied to the policies of their own government as compared to multinational firms operating in their location. Although the two surveys represented in this study were not collected with a direct comparison of Hong Kong and Singapore in mind, we feel that they do provide sufficient information for us to gain some indication of the impact of different government policies and owner culture on HRM.

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TABLE 1
RESULTS OF CHI SQUARE ANOVA ANALYSES*

Variable	TOTAL		100+ EMPLOYEES		LOCALLY OWNED, 100+		ANGLO-AMER OWNED, 100+	
	HK f (%)	S'pore f (%)	HK f (%)	S'pore f (%)	HK f (%)	S'pore f (%)	HK f (%)	S'pore f (%)
Cultural Background (% non-local)	63 (42.4)	103 (61.3)	65 (64.4)	60 (42.0)	n/a	n/a	n/a	n/a
Have HRM Department	125 (82.8)	125 (71.8)	ns	ns	64 (77.1)	34 (94.1)	ns	ns
HRM Prof. Members	73 (85.5)	121 (71.2)	ns	ns	ns	ns	ns	ns
Have Computerised HR Records	115 (76.2)	93 (54.1)	ns	ns	ns	ns	ns	ns
HR Records Open To Employees	19 (19.2)	134 (77.0)	18 (15.9)	85 (81.7)	12 (20.0)	29 (80.6)	3 (10.7)	33 (90.5)
Formal Job Analysis Done	ns	ns	ns	ns	ns	ns	21 (65.6)	16 (38.1)
Recruiting Methods Used:								
Present Staff Recommendations	ns	ns	ns	ns	70 (84.3)	24 (66.7)	ns	ns
Radio and TV Ads	ns	ns	ns	ns	ns	ns	ns	ns
Newspaper Ads	151 (100.0)	165 (94.8)	ns	ns	ns	ns	ns	ns
Professional/Trade Magazines	ns	ns	ns	ns	ns	ns	ns	ns
Private Employment Agencies	ns	ns	ns	ns	ns	ns	ns	ns
Employment Services	124 (82.1)	72 (41.4)	120 (83.9)	53 (51.0)	ns	ns	27 (84.4)	17 (40.5)
Outside Notices	61 (40.4)	14 (8.0)	61 (42.7)	13 (12.5)	37 (44.6)	2 (5.6)	15 (46.9)	9 (21.4)
Selection Methods Used:								
Personality Tests	ns	ns	ns	ns	ns	ns	ns	ns
Mental Ability Tests	ns	ns	ns	ns	ns	ns	ns	ns
Work Sample Tests	53 (35.1)	89 (51.1)	52 (36.4)	54 (51.9)	31 (37.3)	22 (61.1)	ns	ns
Job Knowledge Tests	106 (70.2)	99 (56.9)	ns	ns	ns	ns	28 (87.5)	23 (54.8)
Line Manager Involved	63 (41.7)	132 (75.9)	60 (42.0)	81 (77.9)	40 (48.2)	29 (80.6)	10 (31.3)	33 (78.6)
More Than Two	90 (61.5)	141 (81.0)	88 (86.5)	90 (50.0)	47 (56.6)	34 (94.4)	ns	ns
Panel Interviews	ns	ns	76 (53.1)	70 (67.3)	ns	ns	ns	ns
Promote-From-Within Policy	130 (86.7)	133 (76.4)	ns	ns	ns	ns	ns	ns
Training:								
Formal Employee. Orientation	140 (92.7)	118 (67.8)	132 (92.3)	86 (82.7)	ns	ns	ns	ns
In-house Training	131 (86.8)	87 (50.0)	129 (90.2)	62 (59.6)	72 (86.7)	22 (61.1)	31 (96.9)	28 (66.7)

* Only results for Chi squares and ANOVAs significant at $p < .05$ are given in the table, ns = not significant. The data for Chi Squares in the table are the frequency and percent of firms indicating they used or had the HR system/practice listed.

TABLE 1 (cont.)

Variable	TOTAL		100+ EMPLOYEES		LOCALLY OWNED ONLY		ANGLO-AMER OWNED ONLY	
	HK f (%)	S'pore f (%)	HK f (%)	S'pore f (%)	HK f (%)	S'pore f (%)	HK f (%)	S'pore f (%)
Performance Appraisal:								
Formal Perf. App. System	ns	ns	121 (84.6)	100 (96.2)	ns	ns	ns	ns
Performance Ratings	ns	ns	ns	ns	ns	ns	ns	ns
MBO System	ns	ns	66 (46.2)	64 (61.5)	33 (39.8)	22 (61.1)	ns	ms
PA Used In Salary Decisions	95 (62.9)	138 (79.3)	92 (64.3)	91 (87.5)	48 (57.8)	31 (86.1)	ns	ns
PA Used For Trning & Dev.	ns	ns	91 (63.6)	88 (84.6)	45 (54.2)	34 (94.4)	ns	ns
Job Evaluation:								
Formal Job Eval System	ns	ns	ns	ns	25 (30.1)	30 (83.3)	18 (56.3)	32 (92.9)
Wage Surveys	ns	ns	ns	ns	30 (36.1)	24 (66.7)	ns	ns
Whole Job Ranking	19 (12.6)	42 (24.1)	18 (12.6)	29 (27.9)	ns	ns	ns	ns
Job Grading System	ns	ns	ns	ns	ns	ns	ns	ns
Point System	13 (8.6)	41 (23.6)	13 (12.5)	24 (23.1)	ns	ns	ns	ns
Hay Method	ns	ns	16 (11.2)	24 (23.1)	4 (4.8)	7 (19.4)	ns	ns
Compensation Systems:								
Incentive System	97 (64.2)	147 (84.5)	93 (65.1)	90 (86.5)	53 (63.9)	31 (86.1)	ns	ns
Individual Pay For Performance	ns	ns	ns	ns	ns	ns	ns	ns
Group/Org. Profit Sharing	34 (22.5)	69 (40.0)	32 (22.4)	38 (36.5)	18 (21.7)	16 (44.4)	ns	ns

ANOVA RESULTS:

Variable	TOTAL		100+ EMPLOYEES		LOCALLY OWNED ONLY		ANGLO-AMER OWNED ONLY	
	HK mean	S'pore mean	HK mean	S'pore mean	HK mean	S'pore mean	HK mean	S'pore mean
Firm Size	5.7	4.0	ns	ns	ns	ns	5.7	5.2
Employee Representation (%)	2.0	27.2	1.9	36.3	2.4	35.3	1.9	31.9
HRM Size	9.8	2.7	10.3	3.4	7.4	3.5	8.7	3.2
Recruit	4.3	3.1	4.3	3.4	4.3	3.5	4.9	3.5