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How to Attract, Accumulate, and Utilize Local Human Resources in Japanese MNC's Subsidiaries : In the new context of the Chinese business environment

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<Abstract>

The purpose of this paper is to investigate key success factors of Japanese multinational corporations (MNCs) in China that seem to attract, accumulate, and utilize local human resources successfully, and achieve high performance as a result. From the viewpoint of localization of management and corporate image theory, (1) rich information flow between subsidiaries, (2) HQ governance in decision making, (3) recognition of corporate originality by local staff, and (4) recognition of employee similarities by local staff were founded to have a significant influence.

<Keywords>

Japanese MNCs in China, Local human resources, Localization, Organizational identity, Corporate images