

Research on the Countermeasures of Employees Competency Development of Multinational Enterprises of China along "the Belt and Road Initiative"

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Abstract. This paper studies the employees of China enterprises along the "the belt and road initiative" and establishes the competency model. In the process of research, BEI was used to interview employees of enterprises of China along the "the belt and road initiative", among which 30 groups had excellent performance and 18 groups had average performance. The interviews were conducted in five steps. The data obtained from the interviews were statistically analyzed by SPSS.20, and the secondary index system of competency was constructed. On this basis, the research uses SPSS.20 to T test the two groups of data again, the results show that the employee competency model of China enterprises along the "the belt and road initiative" established by this research is feasible. Finally, the paper puts forward countermeasures to promote the development of employee competency of China enterprises along the "the belt and road initiative".

Keywords: Human Resource Competence, "the Belt and Road Initiative", Multinational Enterprises

1 Introduction

In 2022, 149 countries and regions along the "the belt and road initiative" became China's main trading partners, and the total trade volume of goods ranked first in the world [1]. General Secretary Jin Ping pointed out in the opening speech of the 20th National Congress, we should form a wider and deeper pattern of opening up to the outside world to attract foreign investment and foreign investment. In the new era, with the development of digital economy, more and more China enterprises will "go global"[2]. Human resources are the core resources of enterprise development [3]. To achieve smooth development along the "the belt and road initiative" route, China enterprises must establish an excellent staff team and strengthen the construction and development of staff competence [4]. Therefore, this paper, through interviews and SPSS.20 analysis, establishes the employee competency index system of China enterprises along the "the belt and road initiative", and puts forward relevant development countermeasures.

2 Review of research

To solve the problem of talent development of China enterprises in "the belt and road initiative", different scholars put forward their own insights. Song Yudong [5] takes

PetroChina's project in Uganda as an example, and proposes that the establishment of a set of scientific and reasonable localized human resource management system and implementation measures is the basis for overseas project development. Zhang [6] takes the localization development of human resources of Korean enterprises in China as an example, and proposes to realize the localization management and development of human resources of overseas multinational enterprises in China from two aspects: strengthening the integration of corporate culture and strengthening the training of dispatched senior employees. Wenyong Liu [7] pointed out that overseas multinational enterprises in China should establish a unified recruitment platform, and strengthen the checks and requirements for the quality and ability of local employees.

Based on the previous literature research, this paper adopts the questionnaire survey method, establishes the competency evaluation index of Chinese enterprises operating employees in countries along the "the belt and road initiative", and puts forward relevant countermeasures on the basis of quantitative analysis. American scholar McClelland (1973) [8] pointed out that the deep-seated personal characteristic that can distinguish the excellent from the ordinary in a certain job is competence, which is the first time that the academic circles put forward the concept of competence. After that, it was widely used and developed in the academic and practical fields, and made a series of achievements, such as Markus and Leanne (2005) [9], McEvoy and Warnick (2005) [10], which studied the construction and evaluation of competency model. In the construction of competency characteristics and models, their research methods mostly combine and adopt key behavioral event interview (BEI) and questionnaire survey.

3 Competency index of employees in China enterprises along "the belt and road initiative"

3.1 Research methods

In this paper, Behavioral Event Method (BEI), which is based on competency modeling, is strictly used, that is, interviewing the subjects with two or three successful things and two or three things that the subjects think failed or regret. Interviewers recorded and analyzed the interview process.

3.2 Research object

In strict accordance with BEI standards, 52 employees of overseas multinational enterprises of China along "the belt and road initiative", were selected as interview subjects. Among them, there are 32 excellent groups and 20 ordinary groups. In view of the factors such as the clarity of the recording and the interview time, we removed four unqualified recordings. Among them, 30 excellent groups and 18 ordinary groups were selected, and 48 groups of subjects' recordings were analyzed and coded.

3.3 Research procedures

interview training

Before the formal interview, each interviewer had a special study to ensure that each

interviewer really mastered the BEI method, and on this basis, each interviewer conducted at least one mock interview.

Behavioral event interview

Before the formal interview, the interviewee is usually informed one week in advance, and the interview time and place are reconfirmed 2 to 3 days in advance, so as to inform the other party of the interview content and suggest that the other party prepare for the interview content.

Competency characteristic coding

Step1, entering the interview content into word document and sorting it into words.

Step2, coding training. According to Spencer's Dictionary of Competency Coding, four experts in competency research were organized to code the interview content. After full discussion, the four experts formed a consistent view and proposition on the coding of this interview content.

Step3, pre-coding. At first, four experts pre-coded 8 materials in 48 recordings of this interview. Fully discussing and modifying the indicators with inconsistent codes, the experts finally reach an agreement.

Step4, formal coding. On the basis of pre-coding, four coding experts formally classified and coded 96 recorded data of this interview, and formed 12 competency indicators.

Step5, preliminary statistical results. Combined with the coding results, 48 respondents were interviewed by the attitude and opinion five-level method, and 624 data were obtained. These data were input into SPSS20 for preliminary processing, and the competency characteristics were indexed.

Step6, competency grouping. In this study, 48 interviewees were divided into general group and excellent group according to the expert's evaluation opinions, and the competency index system of employees of overseas multinational enterprises of China along "the belt and road initiative" was further refined.

Next, this paper uses SPSS.20 to make a descriptive analysis of the employee competency indicators of China enterprises along the "the belt and road initiative" line obtained by the above research, and the analysis results are as follows:

Table1.Descriptive Analysis of Employee Competency Index

Index	N	Mini	Max	Mean	Std.	Skewness	Kurtosis		
Self - discipline	48	2	5	4.27	.792	-.800	-.800	-.057	.674
Bear the spirit	48	3	5	4.31	.748	-.590	-.590	-.961	.674
Project management	48	2	5	4.04	.944	-.402	-.402	-1.131	.674
Interpersonal communication	48	2	5	4.10	1.077	-.749	-.749	-.881	.674

Foreign language communication	48	3	5	4.54	.683	-1.202	-1.202	.206	.674
Organizational cooperation	48	3	5	4.42	.739	-.856	-.856	-.628	.674
Information application	48	3	5	4.29	.849	-.611	-.611	-1.344	.674
Innovative development	48	2	5	4.06	1.080	-.763	-.763	-.775	.674
Achievement motivation	48	2	5	4.06	1.080	-.552	-.552	-1.254	.674
Continuous learning ability	48	2	5	4.25	.978	-.960	-.960	-.368	.674
professional skill	48	2	5	3.94	.976	-.300	-.300	-1.159	.674
stress tolerance	48	1	5	3.83	1.404	-.797	-.797	-.812	.674
Valid N (listwise)	48								

Combined with the above data analysis, we can see that the lowest value of each data is 2, and the highest value is 5. Except for the professional technology and pressure resistance below 4, the average values of other indicators are all greater than 4, which meets the requirements of this statistic. The standard deviation of all data is around 1, which meets the requirements. The skewness values are all negative, indicating that the score of this survey is on the right side, and the kurtosis is less than 3, indicating that the value of this survey tends to be flat and does not obey the normal distribution. This shows that it is scientific to divide the samples into two groups in this study.

Table2.Second-level index system of employee competency of China enterprises along "the belt and road initiative"

Primary index	Secondary index	Content explanation
Quality index	physical quality	Good health, able to continue to complete tasks according to work requirements.
	Self - discipline	The ability to consciously carry out and implement according to established goals without being influenced by external factors and one's own emotions.
	Bear the spirit	Be able to take responsibility and stand up in times of crisis; Be brave to face and bear mistakes; Be brave in fighting against all kinds of difficulties.
	Stress tolerance	Ability to accept and tolerate environment, tasks, interpersonal relationships, etc.
	Achievement motivation	Have a strong need for rights, achievements and friendship. Concerned about the success or failure of career, and willing to take responsibility, having a clear work goal and not afraid of fatigue.
	Continuous learning ability	Keep a lifelong learning attitude, keep learning, and keep your own ability and accomplishment.
Ability	Interpersonal	Aability to properly handle the internal and external

index	communication	relations of the organization, including the ability to establish extensive contact with the surrounding environment, absorb and transform external information, and correctly handle the relationship between the upper, lower, left and right sides.
	Organizational cooperation	Setting up a team according to the project tasks, realize the division of labor and cooperation among the teams, and perform their duties to complete the organizational tasks.
	Information application	Ability to apply and use modern information technology and office informatization.
	Foreign language communication	Proficiency in foreign languages for communication, smooth work or project implementation and management.
	Professional skill	The application of knowledge in specific fields, the ability to innovate and develop.
	Project management ability	Ability to plan, organize, implement and control projects.

According to the descriptive analysis of the above data, combined with expert's evaluation, all the indexes are classified, and the 12 indexes are divided into two first-level dimensions: quality index and ability index. The quality index system includes physical quality, self-discipline, bear the spirit, stress tolerance, achievement motivation, continuous learning ability, interpersonal communication skills, organizational cooperation, information application, foreign language communication, professional skill and project management ability.

4 Analysis on the results of employee competency of China enterprises along the "the belt and road initiative"

The test statistic of Cochran & Cox method is T, which is calculated by the following:

$$t' = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}}} \quad (1)$$

$$v_1 = n_1 - 2 \quad (2)$$

$$v_2 = n_2 - 1 \quad (3)$$

$$ta' = \frac{S^2_{X_1} \cdot t_{a,v1} + S^2_{X_2} \cdot t_{a,v2}}{S^2_{X_1} + S^2_{X_2}} \quad (4)$$

According to the above formula, this paper uses SPSS.20 to T-test the independent data

sample, as shown in the following table.

Table3.T-test of two groups of sample competency index

	Grouping variables	N	Mean	Std. Deviation	Std. Error Mean
physical quality	1	30	4.53	.507	.093
	2	18	4.94	.236	.056
Self - discipline	1	30	4.73	.450	.082
	2	18	3.50	.618	.146
Bear the spirit	1	30	4.63	.556	.102
	2	18	3.78	.732	.173
Project management	1	30	4.57	.679	.124
	2	18	3.17	.618	.146
Interpersonal communication skills	1	30	4.70	.702	.128
	2	18	3.11	.832	.196
Foreign language communication	1	30	4.87	.346	.063
	2	18	4.00	.767	.181
Organizational cooperation	1	30	4.77	.430	.079
	2	18	3.83	.786	.185
Information application	1	30	4.87	.346	.063
	2	18	3.33	.485	.114
Innovative development	1	30	4.77	.430	.079
	2	18	2.89	.758	.179
Achievement motivation	1	30	4.80	.484	.088
	2	18	2.83	.514	.121
Continuous learning	1	30	4.83	.379	.069
	2	18	3.28	.895	.211
Professional competence	1	30	4.47	.730	.133
	2	18	3.06	.639	.151
stress tolerance	1	30	4.73	.583	.106
	2	18	2.33	1.029	.243

The sample with variable 1 is the excellent group, and the sample with variable 2 is the general group. From the sample average, it can be judged that the difference between the excellent group and the general group in four indicators, namely, physical fitness, foreign language use ability, responsibility spirit and organization and coordination ability, is less than 1, while in other indicators, the difference between the two groups exceeds 1. This shows that employees of multinational enterprises of China along “the belt and road initiative”, perform well in basic literacy and teamwork ability, but among other indicators, the gap between excellent group and ordinary group exceeds 1, which is a big gap. These indicators with a gap of more than 1 truly reflect the difference between the excellent group and the general group, and they are also the points that the relevant enterprises need special attention in the follow-up employee competency training.

5 Countermeasures of human resources development of enterprises of China along "the belt and road initiative"

5.1 Strengthen the ability training of employees of the enterprise

Through investigation and statistical analysis of data, enterprises can find out the gap between the excellent group and the general group of employees of multinational enterprises of China along "the belt and road initiative". According to the analysis of these data, enterprises can formulate their internal staff training content, strengthening the training of key employees in achievement motivation, stress resistance, innovation ability and project management ability. And at the same time, the enterprises should adopt various training methods to train employees' abilities and accomplishments.

5.2 Building a three-dimensional and all-round channel to attract and recruit talents, and combine internal and external resources

Globalization and localization of employment should take one-way talent recruitment as three-dimensional resource allocation. The common dispatch mode from the original host country directly to the third country has been extended to interactive human resource allocation management from the host country, the home country and the third country.

For example, if a Chinese-funded enterprise wants to find a cross-border e-commerce operator who knows French in Vietnam, it can be dispatched from China or recruited from other French-speaking countries in addition to local recruitment. More and more enterprises will use third-party services when they deploy overseas.

5.3 Establishing all-round and integrated recruitment channels

Through business analysis and talent planning, China enterprises should establish a relatively long-term talent training system for different levels. In the training of leading talents, it is necessary to make full use of the internal and external resources of enterprises, especially the relevant projects of the government and educational institutions.

China enterprises should build a multi-level talent training system, give full play to the role of comprehensive universities, leading enterprises and professional associations, and carry out various international talent training activities, and deepen the integration of production and education, school-enterprise cooperation, connecting key areas of international capacity cooperation, and train high-quality skilled talents with industry orientation.

6 Conclusion

Through interviews, this paper establishes the index system of China enterprises' employees' competency in countries along the "the belt and road initiative", and puts forward the countermeasures of employees' construction and development according to these indexes, which provides a strong guarantee for China enterprises to apply internationally in these countries and regions. Henceforth we will test and verify this index system with practical data.

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