

Chapter Four. Research Findings

4.1 Analysis on salary and position

The paper conducts research for surveying positions and compensations for both Korean and Chinese workers in Korean enterprises. Firms, large and small scale, in manufacturing, IT and service industry were surveyed. Results coming out of the survey suggest that apart from core talents, Korean firms are employing local people for the sake of lowering the cost of human resources. Remarkable differences, however, remain in salary and hierarchy between the Korean employees and local employees.

Table 4-1 Survey Results for Workers Compensation in Korean Manufacturers
(Unit: RMB)

- Manufacturer (A)

| Position | Korean | | Chinese | |
|--|------------------|------------------------|------------------|----------------|
| | Number of people | Monthly Salary | Number of people | Monthly Salary |
| General Manager | 1 | More than | - | |
| Section Chief | 2 | 16 , 000 | - | |
| Assistant Chief | 1 | | 1 | 5,000 |
| Director of Department | 1 | 12 , 000 - 16 , 000 | 2 | 3,300 |
| Acting Manager (3 year work experience) | 1 | | 1 | 2,300-2,700 |
| Head(Engineer) | - | - | 8 | 1,800-2,000 |
| Class Monitor | - | - | 5 | 1,700 |
| Team Leader | - | - | 10 | 1,600 |
| Worker | - | - | 250-350 | 1,400-1,500 |

- Manufacturer (B)

| Position | Korean | | Chinese | |
|----------|-------------------|--|--|------------------------|
| | Number of people | Monthly Salary | Number of people | Monthly Salary |
| Manager | 3(Acting Manager) | Allowance 4 , 000 (Salary provided in Korea) | Office (Acting Manager) Production Line (Acting Manager) | 3,000 |
| Worker | - | - | Male (12H) Female (10H) | 1500-1600 1300-1600 |

Most manufacturers are labor-intensive, which implies indecent working environment and the simple, repeated working process. Revenue of the firm is closely related to the wage level of workers. In terms of hierarchy, clear employer-employee relation exists in both companies. Koreans take technical and key positions, which ensure them a difference in salary of 2-3 times higher than those Chinese. Payments in nearly all of the firms are higher than the minimum payment level. Hidden problems lie in the overtime pay and the social security payment, since compensations in the above survey, not basic wage, were reported as a whole by the enterprises. In other words, the total cost of human resources was reported in the eyes of managers. Those are not basic wages ruled by the firm, and surveys from both the government and non-governmental bodies reveal that the overtime pay in majority of Korean firms is underpaid.

Table 4-2 Survey Results for Workers Compensation in the IT industry

- IT Firm (A)

| Position | Korean | | Chinese | |
|------------------------|------------------|------------------|------------------|----------------|
| | Number of people | Monthly Salary | Number of people | Monthly Salary |
| General Manager | 1 | Undisclosed | - | - |
| Section Chief | 2 | Undisclosed | - | - |
| Director of Department | About 10 | More than 25,000 | 4 | About 6,000 |
| Class Monitor | several | More than 16,000 | 4 | About 5,000 |
| Acting Manager | - | - | About 15 | About 4,000 |
| Worker | - | - | About 1,000 | About 3,000 |

- IT Firm (B)

| Position | Korean | | Chinese | |
|------------------------|------------------|------------------|------------------|----------------|
| | Number of people | Monthly Salary | Number of people | Monthly Salary |
| President of the Board | 1 | More than 35,000 | - | - |
| General Manager | - | - | 1 | 4,000 |
| Director of Department | 3 | 15,000-35,000 | 7 | 3,000 |
| Class Monitor | - | - | 15 | 2,500 |
| Acting Manager | - | - | 30 | 2,000 |
| Worker | - | - | About 550 | 1,400 |

Working environment in the IT industry is pleasant compared to that of the manufacturing industry, for the fact that cleanliness of the environment is

vital to the quality of the products they produce. Survey reveals that compensation packages to local talents in Korean firms are better than other competitors, yet there is no difference for workers' payment even compared with those in manufacturing industry. Gap in payments between Koreans and local Chinese are widened, in some cases, upto 3-4 times, which is explained by the fact that employees in IT firms received better education and possess higher skills than average people in Korea, and wider gap in skills and abilities exist between Koreans and Chinese, although Chinese in IT firms are also better paid. Clear employer-employee relation exists in the industry as well.

Table 4-3 Survey Results for Workers salary in the service industry

- Firm (A)

| Position | Korean | | Chinese | |
|----------|------------------|----------------|------------------|----------------|
| | Number of people | Monthly Salary | Number of people | Monthly Salary |
| Service | 1 | Owner | 1 | 2,300 |
| | - | - | 1 | 1,700 |
| | - | - | 1 | 1,200 |
| | - | - | 2 | 1,100 |
| | - | - | 4 | 1,000 |
| kitchen | Head Chef 1 | 13 , 000 | Team Leader 1 | 2,000 |
| | - | - | Cashier 1 | 1,700 |
| | - | - | 1 | 1,400 |
| | - | - | 5 | 1,200 |

- Firm (B)

| Position | Korean | | Chinese | |
|--------------------------------|------------------|----------------|------------------|----------------|
| | Number of people | Monthly Salary | Number of people | Monthly Salary |
| General Manager | 1 | Owner | - | - |
| Head Chef | 1 | 16,000 | - | - |
| Manager | - | - | 1 | 5,000 |
| Chef | - | - | 8 | 1,500-3,000 |
| Team leader (Ethnic Korean) | - | - | 1 | 5,000 |
| Cashier (Ethnic Korean) | - | - | 1 | 2,000 |
| Waiter | - | - | 7 | 1,200-1,800 |

-> Ethnic Koreans in China get better paid(100-300 RMB), thanks to the language skills

=> 'about' refers to the estimated amount

Firms in the service industry are mainly of small-scale but great in quantity in Chengyang District, Qingdao. Customers are largely Koreans. The concept of labor management of those restaurants is lagging behind others firms, mainly due to the fact that the Chinese government does not inspect small-scale business and takes a blind eye to those firms who did not cause any serious labor problems. Working hours are hard to estimate for its irregular nature. Payments in Korean firms are higher than others, but the overtime pay is usually ignored. Bonus at odd intervals is then used to solve dissatisfaction from employees. Firm A hires local people to manage local people, resulting in a lowered labor cost, employee turnover rate and the dissatisfaction than firm B.

Great gap in the payment can be partly explained by the employing technical workers and the clan workers.

The Korean companies in Qingdao employ Korean people in the key position while the other non-key places are filled by local employees. Data of the rate of number of Koreans/Chinese is a good indicator of degree of localization, but it's still weak in core business. In a word, from the perspective of localization of human resources, the Korean companies are still in the transitional stage.



4.2. Analysis on Degree of Trust

Table 4-4 Survey on Degree of Trust of Korean Firms to Chinese Employees

| | Degree of Trust | | |
|-----------------------|----------------------------|-----------------------|----------------------|
| | Identification-based trust | Knowledge-based trust | Calculus-based trust |
| Manufacturing (large) | - | O | - |
| Manufacturing (small) | - | - | O |
| IT (large) | O | - | - |
| IT (small) | - | O | - |
| Service (large) | - | O | - |
| Service (small) | - | - | O |

Relationship between salaries and the degree of trust, revealed by the present analysis, does not fall into the research hypothesis.

Positive relationship exists for the salaries and the degree of trust, with higher-paid employees voicing higher degree of trust towards firms. Nevertheless, the management style in a sense also plays an important part in shaping the degree of trust.

Wage and labor management stand out as the key factors affecting degree of trust to Chinese employees in Korean firms. Satisfaction of wage to the large extent is also linked to labor management, with the IT firm (large) as a typical example. Firm (large) in service industry does not offer high pay, yet knowledge-based trust prevails, benefiting from the management by local people. On the contrary, the firm (small) in service industry does offer higher pay, the degree of trust is stopped over calculus-based level, reflecting the attitude of the boss to his employees.

Firms in manufacturing (large) and the service industry (large) stand out as typical examples. Salaries of the above firms are lower than their counterparts, namely the firm in manufacturing (small) and the service industry (small), yet knowledge-base trust prevails. One of the reasons is that the working environments of large firms are better than those small ones. Other reasons detected by the in-depth interview are found as follows.

The general manager of a manufacturer (large) once worked in South East Asian countries for about 10 years, which gives him the edge of care and comprehension towards local workers, not shared by other Korean firms. Trivial matters of Chinese workers matter to him and strong tie of friendship is maintained. He usually arranges tasks after fully demonstrating what the works mean until the job become widely observable among workers, rather than merely giving out orders.

The firm in service industry (large) hires Chinese people to manage local workers. High degree of trust among workers makes it possible to implement strict discipline so that the Korean boss is now keen on the management of workers by local talents. In addition, the Korean boss dwells together with employees all day long, maintains communications with them, and treats them with open mind. Hence, no significant labor management problem is found in this firm, which stands out as a typical case for high level of localization of talents.

The connection of wage level and the degree of trust is found, and labor management operations could alter the degree of trust, yet numbering them is unavailable. The following summarizes the survey results of degree of trust.

Table 4-5 Chinese labors in the eyes of Korean Firms

Characteristics of Chinese labors in the eyes of Korean firms

| Attitude | Remarks | Industry |
|---|---|---------------|
| Positive | - People in Shandong Province share similar characters with Koreans, honest and kind-hearted, rare in cheating. | IT |
| | - Chinese labors with Korean language skills and overseas experiences are on the rise. | IT |
| | - With strong will, zeal for work | Service |
| | - Able to work in danger and bear hardships | Service |
| | - Working hours of Chinese labors are higher than those of Ethnic Koreans. | Service |
| Negative | - Patient, unwilling to voice dissatisfaction | Common |
| | - Qingdao people are familiar with Koreans. | Common |
| | - Port residents have open-mind. | |
| | - Hard to trust, corrupted | Manufacturing |
| | - Corruption often detected in department of procurement, human resources, and labor management. | Manufacturing |
| | - Lack of responsibility | Manufacturing |
| | - High turnover rate | Common |
| | - More demanding and greedy once in possession of rights | Manufacturing |
| | - Discrimination against upper level happens when the communication down from the top level is not smooth enough. | Manufacturing |
| | - Money worship, polarized towards gaining money | Common |
| | - Lack of self-planning and self-preparation | Service |
| | - Young employees, boys in particular, over-consume and do not save money. | Service |
| - Lack in product development capability | Service | |
| - Lack in learning capacity | Service | |
| - Lack in willingness to learn | Common | |
| - Slow in job | Common | |
| - letting things drift if they do not affect one personally | Common | |
| - Excessive self-respect and national consciousness | Common | |

The vivid description of characteristics of Chinese labors in the eyes of Korean firms is now at hands. Negative characteristics of Chinese labors are basically judged from the angel of Koreans. In other words, incomprehension of Chinese culture should be blamed for the misunderstandings of Korean, with prevailing subjective opinions such as hard to trust and under-educated.

Other feedbacks are as follows:

Regular free time must be set aside for Chinese labors in the service industry. No such culture in Korea, Korean workers take rest furtively when they are free, and that is why Korean boss do not implement tea-break. However, Chinese workers are too humble and tolerant to take breaks, and then burst of dissatisfaction. That is a good example of culture difference. Firms in the service industry also compliant that the ethnic Koreans in China are in high dissatisfaction towards Korean managers. Other voices include Koreans in Qingdao are of low quality compared to those in Korea, and result in problems such as misconduct. Korean firms of the service industry admit that a great number of problems are not the fault of Chinese labors, but Excessive demands by Korean customers. Therefore, the nurturing of local mid-level management should be put on agenda, with proven fruitfulness of managing Chinese labors by local people. Chinese labors are in direct contact with customers, and takes greater responsibilities in a sense, which calls for local managers as well.

Chinese labors are divided into two parts, Han ethnics and ethnic Koreans, from the perspective of Korean businessman. The management of ethnic Koreans are important in the personnel localization and labor management, in light of the culture and social environment.

Characteristics of ethnic Koreans in China in the eyes of Korean firms are as follows.

Table 4-6 Characteristics of ethnic Koreans in China in the eyes of Korean firms

| Attitude | Remarks | Industry |
|----------|---|---------------|
| Positive | - Lots of help for the translation | Manufacturing |
| | - Dispute resolution stemming from culture differences | Manufacturing |
| | - Awareness of Korean food and culture | IT / Service |
| | - Good service attitude of female | Service |
| Negative | - Unpopular among Han Chinese | IT |
| | - Lack in obedience to an order | IT |
| | - Hard to trust | IT |
| | - Unpopular among Han Chinese | Service |
| | - Under-educated | IT |
| | - High turnover rate, easy to go to Korea | Service |
| | - Lavish living style, birk happening | Service |
| | - Mismatch between standard South Koreans and dialect of ethnic Koreans happens. Chinese translation is not good in some cases. | Service |
| | | Manufacturing |

Korean enterprises hire ethnic Koreans as mid-level managers for solving culture differences and language barriers. Apart from service industry which involves high degree of culture comprehension, firms in other industries voice discontent towards ethnic Koreans in complete accord for their unpopularity as minorities among Han Chinese, and higher paid yet under-educated. Even restaurants in service industry complain to certain degree.

Looking from another angle, Chinese labors have their say on Korean firms
(opinion from labor and academia)

Table 4-7 Characteristics of Korean Enterprises in the eyes of Chinese Labors

| Attitude | Remarks | Industry |
|----------|---|---------------|
| Positive | - Having a good sense of responsibility. Korean team leaders take responsibilities even for lapse of Chinese. | Manufacturing |
| | - Kind-hearted to Chinese | Manufacturing |
| | - Higher paid comparing Chinese restaurants | Service |
| | - Strong time sense, strong will | IT |
| | - Lots of communications with Chinese labors. Doing in Rome as Rome does | IT |
| Negative | - Disrespect Chinese constitutes the biggest problem for Korean firms | Manufacturing |
| | - Discrimination against Chinese by some under-educated Korean | Manufacturing |
| | - Poor working environment compared to that in IT industry | Manufacturing |
| | - Poor attitude of Korean customers | Manufacturing |
| | - Insufficient overtime pay | Service |
| | - Lack of communication with the boss | Manufacturing |

Dissatisfaction voiced by Chinese labor mainly comes out of the attitude of Korean managers to Chinese, while Chinese workers are pleased with the compensation in Korean enterprises. Survey reveals the fact that the operating capability influences the degree of trust, and the attitudes and operations of

Korean managers have the direct influence with the attitude of local workers. For example, the interviewee of an IT firm once worked in South East Asian countries, which gives him the edge of comprehension towards foreign culture. It is argued from the perspective of Korean managers that the operational performance of international work experience is preferred.

State of operation of Korean firms in Chengyang District is favorable, with the rise of investment into the region more than offsetting withdrawing. Korean firms pool in small-scale and labor-intensive, largely in the manufacturing industry. Accommodation and transportation allowance are provided, however, the long working hours and poor working environment still entail low compensation to work for Korean firms. Social security payment is also under-provided, even not up to the standards set by law except for some large companies. Few attorneys are hired for the subject although Korean firms are aware that one of the key elements is labor management. (Opinions from government and non-government bodies)

Capital introduction policy of Chinese government was over-trusted which resulted in lots of improper investments. Making investment decisions only at the words of civil servants happened. Tax evasion occurred. And Korean firms lack in respect for Chinese labors. (Opinions from government and non-government bodies)

4.3. Analysis on Other Factors

Korean firms strive to handle troubles in every possible way when problems in the labor management do happen. Among various alternatives, Korean government and non-governmental bodies enjoy popularity than local Chinese government when firms are asked whom to turn for help. Communications between Korean firms and local government are limited, and the raise of complaints may not followed by the change in related policy. Complaints of Korean firms are usually proposed through Korea Chamber of Commerce when trivial or exceptional problems arise. Korea Chamber of Commerce act as a-go between for Korean firms and the local civil servants by holding cultural activities, promoting cooperation and the exchange. State Law Workshops are also held, however, Korean firms passively participate in such activities.

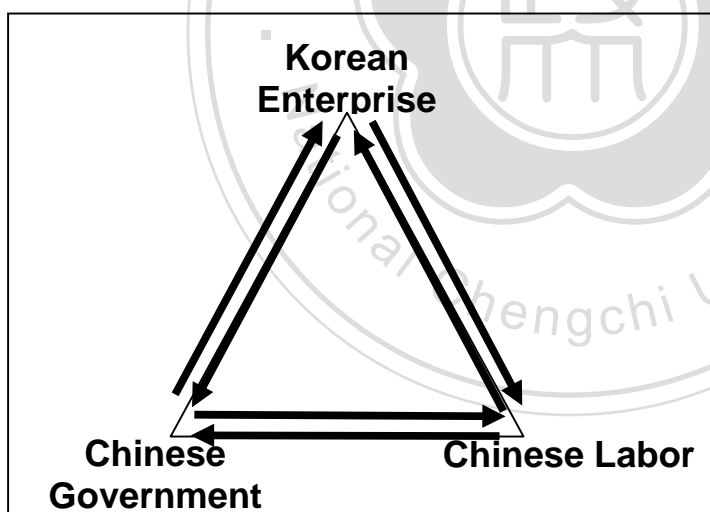


Figure 4-1 Pattern of Research – The Interaction

When system and policy- related problems rise, firms turn to KOTRA, which then proposes to local Bureau of Foreign Trade and Qingdao Consulate of Korea at the same time. The process, however, is viewed by many to be far-

reaching and time-consuming. KOTRA is as a matter of fact rated top by Korean firms in terms of informing the changes in policies of both countries and providing legal consulting services.

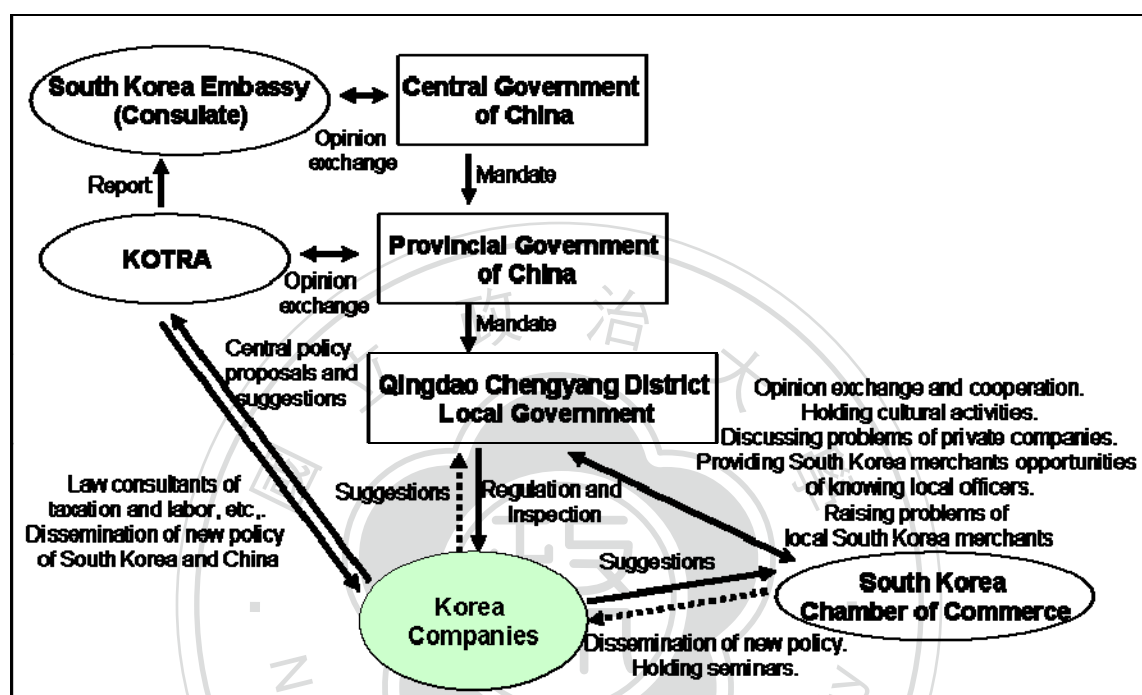


Figure 4-2 Pattern of Research – Networks for Korean Firms in Chengyang district

Apart from those mentioned above, the direct connection to the local government is also an alternative. The effectiveness is again limited only for trivial problems by providing cash and Korean firms are cautious that the dependence on connections if handled improperly may affect their survival.

Whenever labor disputes arise, Korean enterprises turn to the unofficial “connections” and coordination of local government for help, and that is the main reason for the importance of government’s impact and attitude attached.

Table 4-8 Attitude of Chinese Government and the Impact of Korean Firms

| | Attitude of Chinese Government | | | Impact of Korean Firms | | |
|------------------------------|--------------------------------|-----------|------------|------------------------|--------|-------|
| | protector | spectator | supervisor | large | medium | small |
| Manufacturing (large) | - | O | - | - | O | - |
| Manufacturing (small) | - | - | O | - | - | O |
| IT (large) | O | - | - | O | - | - |
| IT (small) | O | - | - | - | O | - |
| Service (large) | O | - | - | - | O | - |
| Service (small) | - | O | - | - | - | O |
| Non- governmental Body | O | - | - | - | - | O |
| Government Organization | - | O | - | - | - | O |

The Chinese government's attitude is not favorable toward manufacturing while high protection for IT industry. Factors as tax issue and labor management influence the attitude of Chinese government, while Korean restaurants are ignored. Unpartisan opinions from government and non-government bodies praise the planning of industrial transformation in China, right heading for the direction.

Most Korean companies regard their influence to government to be limited. Overpassing large Korean manufacturers, however, is not the option for Chinese government for the sake of the great number of employees there.

Opinions from firms are as follows:

Manufacturers now do not take it for granted to wait passively for help from Korean government and non-government bodies. It is hard to solve any problem

emerging, so the best way is to reduce the occurring probability of such issues. KOTRA is rated top in terms of solving problems by Korean firms, with limited contributions from other organizations, even dissatisfaction to Qingdao Consulate of Korea. Laws in China changed quickly in terms of labor and taxation and the tight allowance for preparation resulted losses for firms. Even tapping and corruption happened to disrupt the normal operations.

According to an IT firm, interference to operations of the Chinese government may not occur if the labor management is fully complied by the Chinese law. Customs clearance should be done as soon as possible, not to be dependent on the “connections”, because special treatment is allowed within the law

Complaints of Korean firms can only be proposed through Korea Chamber of Commerce (a non-government organization), but the raise of complaints may not followed by the change in related policy. Policy change is haphazard, limited in scope and slow in time.

The Korean restaurant is critical of complex examination and approval process of China, complaining that 11 licenses are needed before operation. The financial burden coming with it is so astonishing that it takes 20-30 thousand RMB to obtain one license.

The government and non-government organization of Korea assume Chinese government pays attention to investments from Korea, especially in the case of Chengyang government from the perspective of Korea Chamber of Commerce.

Supervision from the government is limited, while protection is frequent. However, Korean organizations, if without evidence, are of little help when it comes to problem solving.

Seemingly all foreign investments are encouraged by Chinese government; however, companies involving labor management problems or little tax

contribution are expected to leave Qingdao. By doing this, land can be reallocated to other foreign companies. Chinese government at the same time avoids the problems of any kind.

That the minimum payment level is viewed by many as the benchmark is problematic. Taxation problem is at the core that Korean firms are not aware of the difference between “tax avoidance” and “tax evasion”. There is no free lunch. Tax fraud coming out of connections will be paid later, with fine added and even criminal penalties. Some firms do not even offer the minimum payment. Chinese government is unequivocal of such situation, and advocates that Korean firms shall not propose any requests if they want the government to stay calm.

Information divulged from the Chinese government suggests that the problems regarding minimum payment is not to be resolved so quickly, and it is now up to the Korean firm themselves to solve the problem quietly.

Korean firms passively participate in activities, e.g. State Law Workshop, organized by local government. Excuse for the absence is “too busy”. Some enterprises on the small scale are unwilling to abide by the law strictly, not to mention attending such activities. Chinese government will then implement stricter management and supervision to firms in labor-intensive industry, which is a natural process aiming at the right direction. Main tasks of the Chinese government remain in taxation and labor management, as well as supervision. However, the government usually takes the position as an observer. From the perspective of Korean government, firms in a deteriorated state of operation will cast negative impact to other enterprises, and certainly only limited number of firms will be available for the help from Korean organizations. The impact of Korean enterprises to local government is modest. Yet with the favorable investment environment, majority of Korean firms choose to stay in Qingdao.

Korean governments keeps contact with Korean firms in China through the Bureau of Foreign Trade, which reports to the Consulate when serious problems happen, and the Consulate then in turn propose to Chinese government through diplomatic channels to bring about an end to the matter.

Necessity and Impact with Local Government in the eyes of Korean Firms is as follows.

Table 4-9 Necessity and Impact of Guanxi (Korean Firms and the Local Government)

| | Necessity of Guanxi | | | Impact of Guanxi | | |
|------------------------------|---------------------|--------|-------------|------------------|--------|--------|
| | Important | Modest | Unimportant | Huge | Medium | Little |
| Manufacturing (large) | O | - | - | O | - | - |
| Manufacturing (small) | O | - | - | - | O | - |
| IT (large) | - | - | O | - | - | O |
| IT (small) | O | - | - | - | O | - |
| Service (large) | O | - | - | - | O | - |
| Service (small) | - | O | - | O | - | - |
| Non- governmental Body | - | O | - | - | - | O |
| Government Organization | - | O | - | - | - | O |

Both Korean government, non-governmental body and the IT(large) firm reckons little impact that comes with the connection, thanks to the importance of the State Law. According to an IT firm, only the praise, not interference to operations from the Chinese government, occurs if the labor management is

fully complied by the Chinese law. Manufacturers in labor-intensive industry show great concern for connection, partly explained by the nature of the industry.

Feedback regarding connections with the government from the Korean firms is as follows:

Table 4-10 Feedback Regarding Connections with the Government from the Korean Firms

| Industry | Feedback |
|----------------------------|--|
| Manufacturing (large) | <ul style="list-style-type: none"> - Interference to operations from the Chinese government does not occur if the tax policy fully complied - Tax refund takes long time and firms have no choice but to wait - Connection maybe utilized to solve problems in tax and labor. Money contributes to maintaining the connection. - Local managers are more efficient than Korean managers. Local people maybe able to tackle difficulties through their own connections. |
| Manufacturing (small) | <ul style="list-style-type: none"> - Raise of complaints to Chinese government may not followed by the change in related policy. Feedback from the government is not anticipated. - Local government implementing the policy according to the central government, implying that they do not adjust policies for the needs of enterprises. |
| IT (large) | <ul style="list-style-type: none"> - Interference to operations from the Chinese government does not occur if the tax policy fully complied |

| | |
|-------------------------------|---|
| | - Local managers are more efficient than Korean managers. |
| IT (small) | - The best way is to reduce the probability of occurring, rather than struggle to get the issue resolved after happening. - Long-term investment contributes to the development of connections. Low-level officials usually are promoted steadily. |
| Service (large) | - Long-term investment contributes to the development of connections. Not much change occurs in the personnel in local government. Hard for newly established firms to break the ice of connection. |
| Service (small) | - Obstacles from the Chinese government could be handled using money. Money problems are among the easiest problems. Corruptions are hard to cope with. |
| Non-governmental Organization | - Connections are not cure-all. Do not beg entirely connections. |
| Government Organization | - Connections are at the firm level. Korean government remains caution to utilize connections to tackle difficulties. |

Korean firms still hold suspicion to the connections, a vague concept. Differences in language and culture affect the consequence of developing connection. In a word, proper connections are needed, but the dependence on connections may affect revenue or survival. Korean firm remains caution to utilize connections to tackle difficulties.

The attitude of Chinese government to Korean firms and Chinese laborers are of importance as well. Chinese government is here divided into central and local levels.

The attitude of Chinese government to Korean firms is as follows.

Table 4-11 Attitude of Chinese government to Korean firms

| Impact of Central Government to Korean Firms | Impact of Local Government to Korean Firms |
|---|---|
| <ul style="list-style-type: none"> - Laying out policies from the macroscopic level - Encouraging high-tech, high value-adding investments - Stringent supervision and stricter laws towards labor-intensive and contaminating foreign firms - Strong awareness to protect domestic firms | <ul style="list-style-type: none"> - Implementing according to the State Law - Strong will to attract investments - Encouraging high-tech, high value-adding investments - Supervising, not dabbling, those firms in labor and tax troubles and in labor-intensive industry - Lack in awareness to protect rights of domestic laborers - Supervising operations of firms - Unwilling to indulge Korean firms to propose any requests |

Chinese government attaches great importance to workforce protection. Both Korean and local Chinese people recognize that the promulgation and implementation of the act of work contract issued by Chinese central government tend to protect the rights of labors. However the local government

is also eager for foreign investments, the situation also exists when labor rights are ignored. Besides, local government is reluctant that foreign company would cause problems.

From the opinion of general workforce, they highly trust in government and nationalism conception is strong among them. But they are reluctant to give opinion on the Chinese government and police. Most Chinese workers live away from their home town, value relatives and family. They suffer great pressure from education of their children.

