

- “Wolf culture”
- Alibaba human resources analysis report

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Executive summary

Do you remember the "NEIJUAN(内卷)" we discussed before? When "NEIJUAN(内卷)" becomes widespread to a certain extent, HRM will actually use this method to manage enterprises. Today, we will analyze and discuss a rather famous "NEIJUAN(内卷) management style" in China: the "Wolf Culture" from Alibaba. We will examine how Alibaba applies the "Wolf Culture" from the viewpoint of human resource management using particular management techniques like "customer-centricity," "pursuit of excellence," "dedication to work," and "full empowerment." The shortcomings of each of these management techniques, possible drawbacks, and ways to prevent them will then be discussed. The complete article will be analyzed and summarized at the end, with a focus on the "Wolf Culture's" shortcomings and suggestions for improvement.

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Introduction

A culture of rivalry and enterprise is referred to as "wolf culture" in the business and social environments of China. This metaphor suggests that people will resort to any means, including combative and aggressive actions, to pursue their goals and interests.

"The 'wolf' culture represents a new type of organizational culture that emphasizes innovation, agility, and customer satisfaction, all of which are crucial for success in the digital age," says one expert. Some people in China think that the only spirit that can flourish in the intense competition is one that resembles a wolf. This society places a strong emphasis on personal accomplishment and success, which is frequently accompanied by ambitious and egotistical behavior (Luo & Han, 2019).

Additionally, this Wolf culture has been criticized on occasion for being immoral and emphasizing individual interests too much at the expense of societal responsibility and the greater good. At the same time, the culture is regarded as one of the key factors in China's economic growth, giving the nation's creativity and competitiveness life.

Organizational Overview

One of the biggest Chinese e-commerce firms is Alibaba. Its founder, Jack Ma, is regarded as having a wolf culture, stressing the drive for achievement and the spirit of taking risks. It is also a global technology corporation with its headquarters in Hangzhou, China, more than 130,000 workers, more than 870 million users worldwide, and more than 30 brands and subsidiaries. "Alibaba's wolf culture places a strong emphasis on rivalry, which can inspire employees' competitiveness and initiative and support the expansion and profitability of the company's operations (Alibaba Group, 2019). In the fiscal year that concluded on March 31, 2019, Alibaba Group generated revenue of RMB2019.3 billion, up 41% from the previous year.

A specialized human resources team at Alibaba is in charge of handling and supervising the hiring, onboarding, performance reviews, benefits, employee relations,

and turnover processes. A HR director oversees the HR team and is in charge of managing it as a whole, developing the organization's HR strategy and policies, and making sure that the HR department is managed in accordance with the company's strategic objectives and core values.

Analysis

Alibaba's founder Jack Ma once said that the company's "wolf-like culture" refers to treating competitors with ferocity and determination rather than treating workers cruelly like wolves (Zhang & Chen, 2018). Employees are encouraged to work hard, compete with one another, and be creative by the "wolf" spirit, which may short-term success for the business. In order to illustrate the traits of "wolf-like culture," Alibaba's HRM management uses the following management examples:

1. Customer-centric: Alibaba places a strong emphasis on a customer-centric value system and requires staff members to constantly put the needs of customers first.
2. Strive for excellence: Alibaba pushes staff to strive for excellence by requiring them to consistently push themselves, go beyond their comfort zones, and be creative and exploratory.
3. Work dedication: Alibaba places a strong emphasis on employees' work dedication and asks them to completely leverage their professional abilities and teamwork to support the growth of the business and the interests of their clients.
4. Full authorization: Alibaba promotes autonomy and leadership, gives employees more authority and freedom, and encourages employees to fully leverage their ingenuity and imagination.

"Alibaba's success is not only attributable to its cutting-edge technology and inventive business model, but also to its distinctive corporate culture, which places a strong emphasis on risk-taking, entrepreneurship, and customer-centricity." But given all the information presently available, it is clear that Alibaba's "wolf-like culture" is not just a crude management approach. It places a focus on employee innovation and

growth, calls for workers to completely leverage their professional networks and teamwork, highlights the motivating and determined nature of competition, but does not disregard workers' rights and interests (Li, 2020).

Customer-centric:

When viewed through the lens of HRM, the "wolf-like culture's" customer-centric approach prioritizes consumers, which may result in the following problems:

The needs and welfare of workers may be neglected if Alibaba overly emphasizes and prioritizes the customer-centric strategy, which could result in employee dissatisfaction and turnover. This might have an impact on the success of the organization by lowering productivity and quality.

Second, if Alibaba only considers customer feedback for analysis and development and fails to give adequate weight to employee involvement and feedback, it may result in inadequate and outdated goods and services, which would hurt Alibaba's competitiveness in the market (Cai, 2020).

Finally, a customer-centric strategy that places too much emphasis on it may neglect social responsibility and public interests, which could harm the organization's reputation and sustainable growth.

Therefore, a "customer-centric" strategy may result in decreased organizational productivity and quality, which could affect the organization's ability to compete in the market and its ability to grow. In order to avoid the aforementioned issues, Alibaba can eventually develop from the following areas:

1. Strike a balance between the internal and external focus: In addition to giving consumers top priority, it's critical to consider the needs of the employees internally to improve their welfare and happiness (Fang, 2020).

2. Promote employee innovation by establishing innovation awards and offering training to assist workers in developing and enhancing their skills.

3. Keep an adaptable organizational framework to accommodate shifting customer demands. To keep the company competitive, modify the organizational structure depending on market and customer demand.

1. Pursuit of excellence:

The pursuit of greatness in "wolf-like cultures" may result in the following problems when viewed from an HRM perspective:

First off, placing too much emphasis on growth and perfection can make workers fiercely competitive, cause them to prioritize only their own interests, undermine teamwork, and lower overall performance (Gong, 2019).

However, "the pursuit of high performance and growth at all costs may also lead to a lack of integrity, fairness, and trust, which could harm the company's reputation and undermine its long-term sustainability," according to the second sentence. Employees might become overly focused on short-term objectives and motivation while ignoring long-term growth and development. The long-term competitiveness of both the employees and the business may be impacted, as well as employee learning and innovation (Wei, 2020).

Last but not least, a high-pressure, high-motivation atmosphere may lead to frustrated workers who are unable to meet the demands. Long-term exposure to such an atmosphere can leave workers feeling unfair and unsatisfied, which has a negative impact on their work ethic and loyalty and leads to talent loss. But the "wolf" culture also produces high levels of stress at work and poor job satisfaction, which can result in burnout and a high turnover rate (Chen, 2021).

Since an excessive focus on excellence may result in employee dissatisfaction, diminished enthusiasm, a drop in team morale, and other undesirable outcomes, I believe Alibaba can make improvements in the following areas:

1. Ensure an equitable system of rewards and penalties. A fair system can encourage workers to work enthusiastically and creatively by helping them feel treated equally.

2 Alibaba should create a positive work environment, focus on employee welfare, and offer the necessary training and support to improve employee skills and knowledge (Liu & Li, 2020). Employees' physical and mental health can be negatively impacted by a high-pressure workplace (Shen, 2020). Offering physical and mental health training, leave rules, and health checks can help to improve employees' well-being, productivity, and loyalty.

2. Boost feedback and dialogue. Companies should promptly inform staff members of their strategies, policies, and goals, give them more direction and feedback, and assist them in completing their job more effectively.

3. Dedication and devotion:

The wolf-like culture demands selfless dedication, which could result in the following problems when viewed from the viewpoint of HRM:

First of all, it might interfere with the harmony between work and life because dedication might lead workers to put too much time and effort into their jobs, neglecting their personal and family lives and interfering with their work-life balance (Zhang, 2021).

Second, devotion places a focus on individual service to the company's interests while ignoring employees' rights and needs, which results in the loss of talent and a decline in employee motivation, which in turn affects the employees' trust in and loyalty to the business.

Lastly. However, the "wolf" culture also has some drawbacks, including high employee stress, disregard for employee rights, and poor work productivity, all of which could have a detrimental effect on the long-term growth of the business (Lin, 2021). Unreasonable demands and high standards for employee commitment can put an excessive amount of stress and strain on workers (Han, 2020). Their physical and emotional health may be impacted, leading to fatigue, anxiety, depression, and other problems (Wang, 2018).

Thus, an employee's physical health and feeling of balance between work and life may be harmed by excessive "dedication and devotion". Alibaba eventually has the following options for management technique improvement:

1. Create a healthy work atmosphere by giving staff members relaxing workspaces, enough downtime, and wholesome food to lessen their workload." By doing this, Alibaba can not only improve its reputation as a responsible and ethical corporate citizen but also create a more positive and supportive work environment."

2. Pay attention to employee rights: Put employee needs and rights first, increase employee loyalty and work satisfaction by offering competitive pay and benefits, and encourage career advancement among employees (Yang, 2020). By doing this, Alibaba can improve its reputation and stakeholder trust, both of which are essential for its long-term sustainable growth (Zeng, 2020). Alibaba can also attract and retain top talent.

4. Full authorization:

The "wolf culture" that provides employees complete authority may result in the following issues, according to an HRM analysis:

First, there's a chance the business lacks efficient feedback systems. When given complete control, employees may find it difficult to correctly assess their work performance and chances for advancement, which could have an impact on their career development and motivation at work. Alibaba lacks effective feedback mechanisms (Zhang, 2021).

Second, complete authorization might result in an unbalanced corporate culture, which might leave Alibaba without some crucial rules and restrictions, which would encourage employees to act unethically or in a non-compliant manner.

Finally, there might be problems with ideologies. The most serious possibility of giving employees complete authority is a corporate crisis. complete authority may gradually lead to differences in managers' and employees' ideas and values, leading to differences in the direction of corporate development (Zhang, 2021).

In conclusion, granting workers excessive authority may raise management risks for the company, damage the company's reputation, and jeopardize employee development opportunities. Following preliminary research, it is advised to prevent these issues in the following ways:

1. Create sound feedback devices. Alibaba needs to create or enhance feedback mechanisms so that workers receive timely feedback and direction, allowing for better management of their job progress and circumstances.

2. "Human resource management, including the design of appropriate incentive mechanisms, clarification of task goals and requirements, and development of an effective risk management system, plays a crucial role in developing and maintaining the wolf culture in Alibaba.". Alibaba should create or enhance risk management systems to stop workers from acting without permission and lower organizational risks (Zeng & Huang, 2020).

3. Offer the required training and assistance to workers to raise their skill and knowledge levels and increase the effectiveness and precision of their work (Wu & Zheng, 2020). "To address these issues, Alibaba should offer employees more flexible work schedules, promote a healthy work-life balance, and support their participation in self-improvement and civic engagement activities."

Summary

In conclusion, this analysis and discussion of Alibaba's "wolf culture" from the viewpoint of HRM includes qualities like customer-centricity, pursuit of excellence, dedication, and empowerment. "The Wolf culture at Alibaba places a strong emphasis on swift action and effective decision-making, which can aid the business in more quickly adapting to market demands and changes and launching new goods and services. Alibaba Group's revenue increased 38% year over year to 161.8 billion yuan, with revenue from its main e-commerce platforms increasing 38% year over year to 145.1 billion yuan, according to Alibaba's fourth quarter 2019 financial results (Alibaba Group, 2020).

These traits can help the company become more competitive, foster employee initiative, and grow its market share, but this management style also has some disadvantages, including excessive employee pressure, disregard for employee rights, and inadequate risk management.

As a result, it is advised that Alibaba take the following actions to address these issues: improve or alter its management style, give greater consideration to employee rights, make clear the company's objectives and requirements, provide the necessary training and resources, set up efficient risk management mechanisms, and strengthen employee-company communication (Zhang, 2021). The business should also create a robust structure for corporate social responsibility, create a code of conduct for moral business conduct, and encourage accountability and transparency in its operations.

As a result, Alibaba must strike a balance between various factors, create management strategies that are both scientific and effective, and ensure both the long-term wellbeing of its staff members as well as their physical and emotional well-being.

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