



Contents lists available at ScienceDirect

## Human Resource Management Review

journal homepage: [www.elsevier.com/locate/hrmr](http://www.elsevier.com/locate/hrmr)

# To what extent is corporate social responsibility part of human resource management in the Chinese context? A review of literature and future research directions

Mengtian Xiao<sup>a</sup>, Fang Lee Cooke<sup>b</sup>, Jiuping Xu<sup>c,\*</sup>, Huimin Bian<sup>d</sup>

<sup>a</sup> School of International Business, Southwestern University of Finance and Economics, 555 Liu Tai Avenue, Chengdu 611130, PR China

<sup>b</sup> Monash Business School, Monash University, 26 Sir John Monash Drive, Caulfield East, Melbourne 3145, VIC, Australia

<sup>c</sup> Management Science, School of Business, Sichuan University, No.24 South Section 1, Yihuan Road, Chengdu 610065, PR China

<sup>d</sup> HRM, Xihua University, No. 999 Jin Zhou Rd. Jinniu District, Sichuan Province, Chengdu 610039, China

## ARTICLE INFO

## Keywords:

China  
Corporate social responsibility  
Human resource management  
Labor standards  
Microfoundations  
Organizational behavior

## ABSTRACT

There has been considerable research attention to corporate social responsibility (CSR) in relation to human resource management (HRM) in the Chinese context in the last decade. This systematic review of extant literature of CSR–HRM in the Chinese context is thus undertaken with the aim of identifying what we know, what the gaps are in this field of research, and what their relevance is to theory and practice. It reveals a number of limitations in the emerging body of CSR–HRM research in the Chinese context. We call for more context-driven and interdisciplinary and multi-level research oriented to organizational problem-solving, to make our CSR–HRM studies more legitimate and relevant for businesses and societies. We also call for a more in-depth and refined approach to research design, in order to better understand organizational CSR–HRM practices, workplace environments, and related outcomes. Research on CSR–HRM in Chinese firms also needs to be situated in the international context with broader implications, because Chinese firms do not operate in isolation. Rather, they are governed, directly and indirectly, by international institutions and seek to influence global governance at the same time, with HRM implications. Finally, research on CSR–HRM in the Chinese context needs to be framed in a broader framework and to assess real-life issues and impacts.

## 1. Introduction

Research interest in corporate social responsibility (CSR) in general (see Filatotchev & Nakajima, 2014; Lee, 2008; Pisani, Kourula, Kolk, & Meijer, 2017 for reviews), and CSR in organizational behavior (OB) and human resource management (HRM) more specifically (see Gond, Akremi, Swaen, & Babu, 2017; Voegtlin & Greenwood, 2016 for reviews) has soared in the last decade following the Global Financial Crisis in 2008. The body of CSR–HRM research can be categorized into four main strands: employee involvement in CSR; the impact of CSR on HRM outcomes; socially responsible HRM (SR–HRM) practices; and the integration of CSR and HRM systems. These four strands of literature manifest an increasing sophistication in conceptualization of the research problem, examining individual HRM practices as well as a bundle of HRM practices or an HRM system. Stakeholder theory (e.g., Buttner & Lowe, 2017), social identity theory (e.g., Hofman & Newman, 2014), social exchange theory (e.g., El Akremi, Gond, Swaen, De Roeck,

\* Corresponding author.

E-mail addresses: [xmtteddy@hotmail.com](mailto:xmtteddy@hotmail.com) (M. Xiao), [fang.cooke@monash.edu](mailto:fang.cooke@monash.edu) (F.L. Cooke), [xujiuping@scu.edu.cn](mailto:xujiuping@scu.edu.cn) (J. Xu), [bianhm@mail.xhu.edu.cn](mailto:bianhm@mail.xhu.edu.cn) (H. Bian).

<https://doi.org/10.1016/j.hrmr.2019.100726>

Received 26 October 2018; Received in revised form 3 September 2019; Accepted 3 September 2019  
1053-4822/ © 2019 Elsevier Inc. All rights reserved.

**Table 1**  
Number of publications by year of publication and academic journals.

Year of publication	Academic journals				Total (%)
	General management journals	Ethics and CSR journals	HRM and industrial relations journals	Others	
2007	0	1	0	0	1 (1.1)
2008	1	2	1	0	4 (4.5)
2009	1	4	0	0	5 (5.7)
2010	1	1	0	0	2 (2.3)
2011	1	0	4	1	6 (6.8)
2012	1	2	3	1	7 (8.0)
2013	3	3	1	0	7 (8.0)
2014	4	4	4	2	14 (15.9)
2015	4	3	5	2	14 (15.9)
2016	6	2	6	2	16 (18.2)
2017	5	4	0	3	12 (13.6)
Total	27 (30.6)	26 (29.5)	24 (27.3)	11 (12.5)	88 (100)

& Igalens, 2018; Jones, 2010), resource-based view (e.g., Manroop, 2015), and strategic HRM (Surroca, Tribo, & Waddock, 2010) have been the main theories underpinning studies in this field. Research in this field has also become increasingly sophisticated in terms of research design, capturing factors that may affect the path of input, process and outcome (mediators) and boundary conditions (moderators). A common argument of these strands of literature is that firms that integrate CSR and HRM policy and practice are more likely to gain competitive advantage than those that do not. However, Jamali, El Dirani, and Harwood (2015, p. 125) observed that formulating and translating CSR strategy “into actual managerial practices and outcome values remain ongoing challenges for many organizations”.

There has also been considerable research attention to CSR in relation to HRM in the Chinese context in the last decade (see Table 1). However, as noted by Jamali and Karam (2018) in their review of 452 articles spanning two-and-a-half decades (1990–2015) on CSR in developing countries, research into CSR in developing countries is an emerging field. CSR is important in raising labor standards, in promoting green behavior, and in preventing and disclosing corrupt workplace behaviors in China, all of which are important organizational and social issues that have been subjects of debate and international criticism. Promotion of CSR that is informed by research evidence therefore has political, social, and economic relevance. This systematic review of extant literature on CSR–HRM in the Chinese context is thus undertaken with the aim of identifying what we know, what more we need to know, and how and why, intellectually and practically. The review is guided by the following research questions:

1. How much is CSR part of HRM, and vice versa, in the Chinese context?
2. What are the main themes and phenomena of CSR–HRM that have been examined?
3. What theories have been mobilized for the investigation?
4. What are the perceived drivers of CSR–HRM adoption?
5. What consequences and effects of CSR–HRM have been identified in the research?
6. What CSR/CSR-oriented HRM practices have been examined, with what HRM/non-HRM outcomes?

## 2. Approach to data collection and analysis

### 2.1. Data collection

We collected journal articles published in English by the end of 2017, including those on Early Views of the journal. Focusing on English journal articles for review is an established practice of review papers in the HRM field in general and in the Chinese context specifically (e.g., Cooke, 2009; Zhu, Thomson, & De Cieri, 2008). We acknowledge upfront that the focus on English literature has resulted in excluding scholarly studies published in other languages, notably Chinese, and therefore the contributions of these studies have not been included in this analysis (see also 4.1 for limitations).

In order to cover the earliest publications, we did not set an initial time span for the literature search. The process of data collection consisted of the following steps. Firstly, we used the search engine provided by the university online library that connects with the mainstream databases including: Emerald, EBSCO, SAGE, Springer, Taylor and Francis, Web of Science, Wiley, and so forth. In order to avoid filtering out some HRM function/theme-specific studies and CSR activity-specific studies, we combined at least one of the HRM-related terms (e.g., human resource management, HRM, human resource, employee relations, industrial relations) and at least one of the CSR-related terms (e.g., corporate social responsibility, CSR, corporate citizen, philanthropy) with our focal country (i.e., China) as keywords in the search. Secondly, we used the same combination of keywords to conduct a second-round search in the above databases separately, to double check our search results. Thirdly, we checked the reference lists of the journal articles that we downloaded to identify suitable articles to be included for the review.

After completing the data collection, we screened the search results and retained those articles that focused on CSR–HRM in mainland China. Given the significant institutional differences, we excluded articles written in the context of Hong Kong, Macau and

Taiwan without examining mainland China. Two of the authors screened each article in the initial search results and decided independently whether the article should be included in the final dataset. Different opinions were discussed until a consensus was reached. The final dataset included a total of 88 journal articles published from 2007 (the earliest article found) to 2017.<sup>1</sup> As shown in Table 1, research on CSR–HRM in the Chinese context has a relatively brief history. The number of publications has increased dramatically since the mid-2010s, indicating that CSR–HRM research is becoming part of the mainstream HRM research, and vice versa.

We classified the academic journals into four main categories according to their discipline/field of orientation: general management journals (27 articles); ethics and CSR journals (26 articles); HRM and industrial relations (IR) journals (24 articles); and others (11 articles). *Journal of Business Ethics* (JBE) (14 articles) and *The International Journal of Human Resource Management* (IJHRM) (13 articles) published by far the most articles; the remaining journals have published four or fewer articles.<sup>2</sup> This pattern is not surprising given the focus of JBE, and given that IJHRM is the by far the single largest publishing outlet for HRM in China – a fact based on our systematic and comprehensive search record. Although the earliest study was published in the ethics and CSR journals category in 2007, the majority of the studies have appeared in general management journals and HRM/IR journals in recent years.

## 2.2. Data analysis

We adopted a manual content analysis approach and qualitative coding method to analyze the selected journal articles for the review study (Miles & Huberman, 1994; see also Pisani et al., 2017). Each article was processed via an Excel file, which records: the author(s), name of journal, year of publication, type of study (i.e., empirical or conceptual/review), research method (mixed, quantitative, or qualitative), sample size, countries studied (for multi-country studies), research targets, ownership forms of the company studied, industry studied, main theories used, stakeholders examined, thematic foci, CSR–HRM relationship examined, key findings, and our observations and preliminary analysis. Selecting key phrases or brief sentences to sort the information into different categories is in line with what Miles and Huberman (1994, p. 57) call the use of “descriptive codes”. This task of data coding and preliminary analysis was conducted by the lead author under the guidance of, and checked by, the second author. Differences in the interpretation of information (e.g., themes and theories) categorized between the first and second authors were fully discussed and clarified on an on-going basis, and reclassification took place where deemed necessary. This double coding approach enhances the reliability and consistency of the data processing and interpretation of the qualitative data (Miles & Huberman, 1994).

## 3. Key findings

### 3.1. Types of studies, research methods and level of analysis

Of the 88 articles included in this review, 9 are review/conceptual papers, 52 quantitative studies, 25 qualitative studies, and 2 mixed-method studies (see Table 2). Survey was the main method of data collection for the quantitative studies (29 out of 54 quantitative and mixed-method studies), with 6 studies conducting two-wave surveys and 1 a three-phase survey (Newman, Miao, Hofman, & Zhu, 2016). The quantitative orientation of CSR–HRM research in the Chinese context mirrors that of CSR–HRM research in general. As Rupp and Mallory (2015) observed, most of the existing studies of CSR and their influence on organizational members, and vice versa, are micro-level CSR research informed by applied psychology. Of the 25 qualitative studies, 16 adopted a case study approach. Twelve studies focus on more than one country or multinational companies (MNCs) of more than one country of origin for comparison. Countries for (comparative) studies include, for example, Finland, India, Pakistan, South Korea, and USA. Empirical studies spread across different ownership forms, including state-owned enterprises, private-owned firms, MNCs and joint ventures. However, systematic comparison across these ownership forms is rare. Therefore, we remain poorly informed of what practices and challenges may be common and distinct across organizations of different ownership forms.

Over 50% of the studies focus on labor-intensive industries such as manufacturing, mining, construction, and hospitality industries, where labor standards may be relatively low when measured by employment terms and conditions, working hours, work intensity, and level of employee representation. Given that CSR and HRM are indispensable components of organizational management, future research may extend the coverage of industries and types of workers, especially knowledge-intensive workers, to develop a broader understanding of the CSR–HRM connection. This will enable us to identify commonalities as well as distinctive practices across industries and groups of employees, which will inform theorization and help tailor organizational practices.

Forty-three of the 79 empirical studies used single source, mainly (senior) organizational managers or employees/workers as their sample for data collection. On the whole, managers/executives were the main research targets: 44 of the 79 empirical studies (56%) used them as the main source of data collection, whereas 31 studies (39%) had employees or workers as the research targets. This suggests that the findings of the CSR–HRM research have come more from the managerial perspective than from that of the workers. In contrast, the majority of the person-centric micro-level CSR research has been designed based on the measurement of employees' perceptions of their organizations' CSR practices (e.g., Rupp & Mallory, 2015). Given that employees are the main participants of organizational CSR activities and the recipients of HRM practices, their perception is critical, not only to evaluating the effectiveness of their organization's CSR and HRM practices, but also to motivating employees to participate in CSR activities, and/or eliciting how

<sup>1</sup> These 88 articles have been marked with \* in the reference list at the end of this paper.

<sup>2</sup> A complete list of journals in which the articles have been published can be made available to interested readers.

**Table 2**  
Number of publications by type of studies and level of analysis.

Level of analysis	Type of articles (N = 88)				Total
	Review/conceptual articles (N = 9)	Empirical articles (N = 79)			
		Quantitative	Qualitative	Mixed (qualitative and quantitative)	
Institutional level	3	1	5	0	6
Organizational level	1	27	5	1	33
Individual level	0	20	0	0	20
Multiple levels	5	4	15	1	20
Total	9	52	25	2	79

their organizational citizenship behavior (OCB) contributes to CSR (e.g., Newman et al., 2016; Shen, Dumont, & Deng, 2016; see also Section 3.6 for further discussion). As scholars have argued, employees' perception of HRM and organizational support is important in shaping their response (e.g., Alfes, Truss, Soane, Rees, & Gatenby, 2013; Lam, Liu, & Loi, 2016). Therefore, more research should be directed at identifying the knowledge, abilities, attitudes, perceptions and motivation of the employees regarding CSR–HRM, as well as its broader impact on them and their family.

The majority of the studies included in this review focused on a single level, mainly organizational (33 of 79 empirical studies) or individual (20 of 79 empirical studies). Only 25% of the empirical studies were conducted at multiple levels (see Table 2). The focus on the organizational level is not surprising, given the CSR–HRM orientation of the research.

The above findings indicate that the emerging body of research on CSR–HRM in the Chinese context is increasingly oriented to quantitative methodology, conforming to the trend in HRM research (Kaufman, 2015) and CSR–HRM research (Rupp & Mallory, 2015); however, the studies are largely single-method, single-sourced and somewhat skewed towards managerial perceptions. It has been argued that the conceptualization of CSR and the institutional and cultural contexts within which CSR systems are adopted vary considerably across national settings (Matten & Moon, 2008), and that CSR in developing countries is “invariably contextualized and locally shaped by multi-level factors and actors embedded within wider formal and informal governance systems” (Jamali & Karam, 2018, p. 32). If research is to inform organizations about ways to better align their CSR–HRM practices and improve their effectiveness, then future studies will need to adopt a multi-method, multi-source and multi-level (also known as the 3M) approach to elicit more informative and comprehensive findings. While the call for this 3M approach is universally applicable, how this is operationalized in the Chinese context, or indeed any given societal context, may be somewhat distinct.

For example, the role of the state remains critical in shaping business environments at the central government level through policy and regulation framework (Witt & Redding, 2014), and at the local administration level through the creative interpretation and implementation of national policy and regulation. This is often in favor of businesses and prioritizing economic development rather than social development and workers' protection (Cooke, 2016; Cooney, 2007a and 2007b). Although changes have been made in recent years to address the imbalance, the misalignment of central and local political agenda, notwithstanding the varying capacities of stakeholders, is likely to remain for some time, and research efforts in this direction may help to illuminate challenges and solutions, as well as to conceptualize the phenomena. In spite of difficulties in getting access to organizations and the demand for resources to conduct qualitative research, more in-depth qualitative studies would uncover how the CSR concepts are operationalized in the Chinese context, and how practices differ from those in other countries. Such studies will inform, not only the strategy, policy and practice of MNCs operating in different societal contexts, but also the priorities and efforts of international non-government organizations (NGOs). An example of a proposition for future research may be:

**Proposition 1.** Governments giving priority to CSR in their social and environmental development agenda will lead to stronger business efforts and HRM initiatives in promoting CSR.

### 3.2. The CSR–HRM relationship

As shown in Fig. 1, CSR and HRM, a reflection of the organization-employee relationship, are connected in a two-way direction, as reflected in current research (also see Cooke, 2015; Shen & Zhu, 2011). One direction flows from CSR to HRM through SR-HRM practices, which include legal compliance HRM practices, and employee-oriented HRM practices that go beyond legal compliance. In this direction, CSR is the point of departure and HRM is the outcome of CSR actions. The other direction flows from HRM to CSR through CSR-facilitation HRM practices, which contribute to achieving organizations' CSR goals (Shen & Zhu, 2011). In this direction, CSR-oriented HRM practices are the means, and achieving CSR goals is the intended outcome. Disregarding the direction of association or causality, a general argument is that the alignment between CSR and HRM provides a strong foundation for a sustainable employer-employee relationship (e.g., Cooke, 2015). What is distinct between the two directions is that CSR–HRM tends to be top-down driven, and employee outcomes may be a side effect; whereas the HRM–CSR direction tends to be bottom-up, where employee involvement and voice may be more readily accommodated in the system, thus yielding more employee-oriented outcomes.

Table 3 provides a summary of examples of studies through the lens of CSR–HRM links. As we can see, the main aspects examined focus primarily on workers' rights, human capital development, and the role of the HR function and HRM practices in influencing



**Fig. 1.** The relationship framework between CSR and HRM.  
(Source: developed by the authors)

**Table 3**

A summary of examples of studies of CSR–HRM dimensions.

CSR–HRM connection	Main aspect studied and example of studies
SR-HRM	The impact of SR-HRM on OCB (Newman et al., 2016) The impact of SR-HRM on organization commitment (Shen & Zhu, 2011) The impact of SR-HRM on task performance and employee wellbeing (Shen & Benson, 2016) The impact of socially responsible leaders (Wang, Huang, Gao, Ansett, & Xu, 2015) Ethical value as one of managerial values in SHRM (Zhang, Dolan, & Zhou, 2009)
Decent work	Socially responsible employment for agency workers (Zhang, Bartram, McNeil, & Dowling, 2015) Employee participation in regulating labor conditions (Yu, 2009)
Green HRM	Green HRM and non-green employee work behaviors (Shen et al., 2016) Green competence for employees (Subramanian et al., 2016)
Employee donations	Employee involvement in community caring (Ni et al., 2014)
Chinese ethical dilemmas	HRD intervention (Ke & Wang, 2014)
Business-government relationship	HR functions facilitating CSR and business-government relationship (Wong, Snell, & Tjosvold, 2016)
CSR strategic choices	HR role in CSR strategies (Yang, Colvin, & Wong, 2013)

CSR. It is important to note that the ability of employees to exert influence on CSR seems to be limited (e.g., Li, Lin, & Yang, 2016; Wang & Juslin, 2013), indicating that SR-HRM remains primarily a top-down approach with little employee involvement. Again, this is not surprising, given the prevailing absence of meaningful employee consultation and participation, and their involvement in many low-skilled and low-paid jobs, due to institutional marginalization and organizational suppression (e.g., Lei, 2017); this occurs even in professional occupational groups such as teachers in poor regions in China (e.g., Elmer & Crothall, 2016).

However, existing research evidence reveals that employee involvement supported by gain sharing with employees could be an effective way to improve a firm's environmental performance (e.g., Cooke, 2015). Indeed, a strand of the CSR–HRM literature has examined how organizations may mobilize employees (e.g., employee involvement) to participate in CSR activities and employee-led CSR activities in various societal contexts. The latter is what Haski-Leventhal, Roza, and Meijs (2017) called employee social responsibility (ESR). It is input- and process-oriented. Green HRM is a substantial segment of this body of the CSR–HRM studies, with a strong focus on the firm's role in environment protection (c.f. Haddock-Millar, Sanyal, & Müller-Camen, 2016; see also Section 3.6). A key argument of this body of literature is that employee involvement in CSR brings multiple benefits for both firms and employees, such as personal growth, enhanced organizational identity, commitment and engagement, enhanced organizational reputation, and firms' enhanced ability to attract and retain talents, which ultimately leads to better organizational performance. Therefore, future research can explore what HRM practices have been adopted, and how to strategically facilitate employee involvement in CSR and ESR in China (see also Section 4.2.2). For CSR effects to be embedded in the workplace, we propose that:

**Proposition 2.** A genuine bottom-up and employee-oriented approach to CSR will yield more sustainable effects than a top-down approach.

### 3.3. Themes, theories, phenomena of CSR–HRM examined

In order to develop a more comprehensive overview of existing studies of CSR–HRM in the Chinese context, we adopted an analytical approach to the articles reviewed, following a logic similar to that of Pisani et al. (2017). We do so by examining the phenomena studied (what happened), perceived influencing factors (why), and outcomes (so what). In other words, we follow the “antecedents/themes-drivers-consequences” logic. “Antecedents/themes” refer to the specific foci of the study; “drivers” are the



attributions that explain what happen; and “consequences” are the outcomes of CSR at various levels. We discuss these three dimensions in Sections 3.3-3.5.

After manually coding each of the papers, three broad themes are identified (the same principle applies for the data analysis in the next three subsections)<sup>3</sup>: CSR towards employees (i.e., legal and moral responsibilities); employee mobilization; and philanthropy aimed at societal human resource development (HRD). These themes have been studied through a variety of theoretical lenses. In particular, stakeholder theories, institutional theories, political economy, and strategic HRM have been the main theoretical underpinnings.

More specifically, studies on the theme of CSR towards employees are mainly related to companies' legal and moral obligations that satisfy employees' basic needs (i.e., basic responsibility) and higher-level needs (e.g., development and achievement, work-family balance) respectively. This strand of studies, most of which adopted a qualitative approach, also falls within the field of employment relations and decent work. Issues of rights for the labor force have attracted more attention in this sub-group of research, whereas the moral obligation of CSR towards employees (i.e., employee-oriented HRM) is largely ignored. This indicates that the understanding and implementation of CSR agenda in the Chinese context remains at the compliance level, rather than being from a strategic perspective of how they add value to businesses and society. This is arguably necessary because of the inefficacy of labor law enforcement in China (Cooney, 2007a and 2007b).

Studies in the employee mobilization theme, by contrast, display a relatively strong focus on the CSR facilitating function of HRM. CSR initiatives in these studies, mostly conducted at the organizational level, include those directly and indirectly related to employees' interests. A general finding is that a bottom-up approach has little influence on CSR within the organization. A key question that needs further research is why this is so. Is it because the bottom-up approach is a formality rather than a genuine employee involvement? Even if there is a genuine effort to involve employees, is the organizational CSR agenda aimed primarily at benefiting the organization and other stakeholders rather than the employees themselves? Accordingly, we propose that:

**Proposition 3.** Employee perceptions of the CSR-HRM practices and outcomes are critical for a bottom-up approach to CSR to maximize its effect.

Compared with the employee mobilization theme, studies in the philanthropy theme have a broader level of focus, examining how CSR can benefit society at large through HRD, for example. By and large, CSR in this thematic sub-group is not the main focus of this study; it is mentioned as part of the discussion of corporate philanthropic contributions to the society or community. Given the primarily external focus of corporate philanthropic behaviors and their utilitarian orientation which has limited direct benefits to the employees in the Chinese setting (e.g. Cooke, 2012), and given that the majority of the frontline workers are still living at a basic standard, they may resent the fact that the company is spending money on outsiders rather than on the employees themselves. Since reciprocity is an important feature of the Chinese culture that influences workplace behaviors, we propose that in a utilitarian society such as China:

**Proposition 4.** Corporate philanthropic behaviors with limited perceived benefits to employees may invoke anti-organizational reaction and undermine organizational citizenship behavior.

### 3.4. Perceived drivers of CSR-HRM

Organizational decisions and practices are influenced by a number of external and internal factors. Understanding the drivers behind particular initiative enables us to understand the motives, specific pressure points, and organizational processes and outcomes. In this body of literature reviewed, perceived influencing factors that drive CSR-HRM can be grouped into three categories in descending level of analysis: societal and institutional drivers; organizational drivers; and individual drivers. These themes have been studied through a broad range of theoretical lenses appropriate to the respective level of these thematic foci.

Specifically, studies in the societal and institutional drivers sub-group are mainly informed by macro-level political, economic and culture theories. They reveal that the interaction of HR-related institutional factors forces companies to implement effective CSR initiatives, especially labor rights. Thus, most CSR activities adopted by companies in China are a passive response to compliance to avoid sanctions, rather than a proactive strategy. Several research gaps remain in the investigation of macro-level drivers for CSR implementation. First, it remains unclear what and how political, economic, and sociocultural factors affect the implementation and effectiveness of CSR in the Chinese context. Second, there is limited well-designed research that explores the boundary conditions in which influencing factors can better predict CSR effectiveness. Third, a wider range of macro factors that go beyond the conventional institutional and cultural dimensions should be considered in future research. To this end, we offer a couple of propositions for future research avenues:

**Proposition 5.** Politically connected firms (e.g., state-owned firms) are under different pressures and therefore configure their CSR strategy, policy and practice differently from (smaller) firms without/with little political connections, with different implications for HRM.

Studies in the organizational drivers category explored a range of contextual factors that may influence CSR-HRM

<sup>3</sup> Tables of detailed analysis and categorization (omitted in this paper due to space constraints) can be made available by the authors to interested readers.

implementation. In particular, organizational culture and norms, motivations, organizational and managerial attributes, and, to a much lesser extent, the role of the trade unions, have been examined. Leaders/leadership is another important aspect that attracts much attention in this strand of CSR–HRM studies. By contrast, while HR professionals can facilitate CSR goals by building a CSR-friendly organizational culture and embedding CSR values into social norms, providing a ground for developing a sustainable CSR strategy (Podgorodnichenko, Edgar, & McAndrew, 2019), this important role of HR professionals has so far received limited research attention in the Chinese context.<sup>4</sup> Similarly, although it is recognized that organizational motives, that is, internal driving forces, rather than external pressures, are the most sustainable forces for creating CSR commitment and engagement, the return on investment in the short run is not obvious for employers. Rather, it is contingent upon how CSR initiatives are implemented, especially within the weak institutional framework of China. Future research could carry out more in-depth examination to understand more fully the organizational benefits and harms, both tangible and intangible, long term as well as short term, of their CSR–HRM engagements. In addition, more cross-level or multi-level research can be designed to explore the interactive effects within different levels of the organization. Given the limited research attention and the importance of the HR function if CSR–HRM is to yield benefits or mitigate harms, we propose that:

**Proposition 6.** Organizations whose HR function is well developed and empowered will have a more conducive CSR climate than those that do not.

Studies related to individual drivers for CSR–HRM have their theoretical concerns rooted in the microfoundations. Employee characteristics (e.g., CSR awareness, knowledge-skills-abilities, needs, prosocial motivation, cultural orientation, and education level) and individual cognition (e.g., organizational commitment, organizational identity and collective self-esteem) have been the main elements examined. Compared to the cognition-related factors, employees' personal characteristics such as personality, values and experiences have received less research attention. Again, this is perhaps not a surprising finding, given that managerial staff have been the main research targets in existing studies of CSR–HRM in the Chinese context, as noted earlier. Nonetheless, this presents rich opportunities for future research to uncover what motivates employees to participate in CSR activities, and what their preferences are for HRM practices and HR processes that will enhance their organizational citizenship behavior (OCB), for example. We propose that:

**Proposition 7.** CSR–HRM practices informed by strategic HRM and employee wellbeing-oriented HRM will elicit a greater level of employee commitment and engagement than performance-driven CSR–HRM practices.

### 3.5. Consequences and effects of CSR–HRM

Studies that assessed the consequences and/or effects of CSR–HRM practices can be classified into three focus levels: societal and institutional outcomes; organizational outcomes; and individual outcomes. Again, a wide range of theoretical frameworks has been mobilized to underpin the investigation.

Of the studies that are preoccupied with the societal and institutional outcomes, most have adopted a case study approach focusing primarily on the macro-level outcomes of CSR, such as labor rights and national HRD. These studies deliver a common message: that state intervention, particularly in less developed countries and related to MNCs from emerging economies, is not only possible, but also, on some occasions, highly necessary (see also Cooke, Wang, & Wang, 2018).

Most of the studies that focus on the organizational outcomes adopt a quantitative approach to exploring the relationship between CSR and organizational outcomes. Although the positive effect of CSR on a firm's financial performance is non-conclusive, most findings support the positive impact of CSR on the firm's reputation. There remain several research gaps in this area that suggest fruitful avenues for future research. One is that, as is often the case with survey studies, contextual conditions and influencing factors remain under-explored. In-depth qualitative research will be helpful in illuminating insights unique to the organizations and China as the context. Another is that there is limited attention to exploring what CSR activities and HRM practices may be more effective in the CSR–HRM link to particular groups of employees at a given time or at a certain stage of their career. In particular, there is limited research that takes employee wellbeing as the central point in examining the CSR–HRM link and effect, despite the critical role of employees as recipients of CSR and as promoters of CSR. This is in spite of the call for, and growing research interest in, HRM that is oriented to employee wellbeing (e.g., Kooij et al., 2013).

An example is a case study conducted by Cooke (2015) of a textile dye factory in southern China that was under serious threat of plant shut-down by the local government due to persistent heavy pollution problems. The company initially tried regulative and punitive mechanisms, including restricting the raw materials for each shift and fines for exceeding the waste and exhaust discharge limits; these had no success in bringing down the pollution figures. The company then used a positive incentive to encourage employees to help the company achieve the waste discharge reduction target through a gain sharing plan; they allocated a substantial proportion of efficiency gains to enrich employees' canteen meals and improve their working conditions. The plan proved effective and the company was able to reduce the discharge figures and keep the plant open. There may be more case studies like this, which can only be uncovered through in-depth qualitative studies rather than quantitative research. It should also be noted that such gain sharing may be possible in the private sector, but may be less likely in the public sector due to restrictions on ways to spend funding.

In comparison, studies in the individual outcomes sub-group have more sophisticated research designs and theoretical

<sup>4</sup> See also Podgorodnichenko et al. (2019) for a systematic review on the role of the HR function and HR practitioners in CSR strategy and developing sustainable organizations.

underpinnings. They explore the psychological micro-foundations of CSR. They tend to adopt a multi-level method to analyze cross-level interactions in the relationship between CSR initiatives and individual outcomes. Evidently, the usual demarcation between macro and micro levels applies, in that this sub-group of studies mainly employ OB and micro-HRM perspectives, ignoring the macro-level factors such as institutional environment and national culture. Reflecting current characteristics of micro-level HRM research, many studies in this sub-group are decontextualized; this issue needs to be addressed in future research, given the increasing call for contextualizing management studies in general and in HRM studies specifically (Cooke et al., 2018; Meyer, 2014; Whetten, 2009). In particular, it is not sufficient to test if certain antecedents will lead to particular desirable outcomes via certain mediators and/or moderators. Instead, we need to know what challenges are confronting organizations and employees, and how these may be addressed, as illustrated in Cooke's (2015) case study above. In other words, to make our research relevant, we need more research that examines the real organizational issues and provides solutions in addition to advancing conceptual and theoretical foundations (Kaufman, 2015).

So far, we have presented a general picture of the findings of our review of the sample articles in this study, along the lines of the phenomena studied, perceived driving forces, and consequences/effects. As identified earlier, the majority of the CSR–HRM studies in the Chinese context have been published since the mid-2010s and are quantitative-oriented (over 68% of the empirical studies). In the following sub-sections, we provide a further breakdown analysis of this body of studies along the lines of antecedents, mediators, moderators, and outcomes. We do so in order to provide a more detailed overview of what variables and outcomes have been contemplated in extant studies and what future research opportunities may exist.

### 3.6. What CSR/CSR-oriented HRM practices have been examined quantitatively, with what HRM outcomes?

Table 4 provides an indicative summary of antecedents, mediators, and moderators examined in the quantitative studies and associated outcomes. This body of research has a relatively coherent design, aligning CSR-related antecedents and mediators/moderators and understanding what and how these CSR inputs and intermediaries may lead to enhanced organizational outcomes.

For antecedents, we have identified the following categories: perceived CSR (e.g., Zhou, Luo, & Tang, 2017); objective CSR (e.g., Ni, Qian, & Crilly, 2014); socially-responsible (SR)-HRM (e.g., Shen & Benson, 2016); green HRM (e.g., Subramanian, Abdulrahman, Wu, & Nath, 2016); and others, including leadership, supervisor-subordinate fit, family commitment, stakeholder view of CSR, and so forth. Scholars have previously argued that perceived CSR has a positive and linear effect on positive employee attitudes (Gond et al., 2017). Zhou et al. (2017) extended this argument by suggesting that the relationships between perceived CSR and employee attitudes are not simply positive and linear, but are positive and exponential, with organizational pride as a moderator.

Mediators selected for study have been mainly organizational factors. In particular, subjective perceptions of CSR and employees' psychological outcomes, notably organizational commitment and identification, have been the main dimensions used as mediators. For example, Newman et al.'s (2016), p. 440 three-phased study of employees and their supervisors highlighted “the important but complex role played by SR-HRM in eliciting positive employee work outcomes”, in that “whilst organizational identification fully mediated the relationship between employee-oriented HRM and employee OCB... legal compliance HRM neither influenced employee OCB directly, nor indirectly through organizational identification”. Similarly, Shen et al.'s (2016), p. 617 study found that perceived green HRM “affect[s] non-green employee task performance, OCBO, and intention to quit ... through the motivational social and psychological processes of organizational identification, with the relationships contingent on how employees perceive their interests are addressed by and within the organization”. Based on these findings, Shen et al. (2016), p. 617 suggest that “while pursuing green goals, organizational managers should also address the needs and interests of employees to positively affect employee workplace performance”.

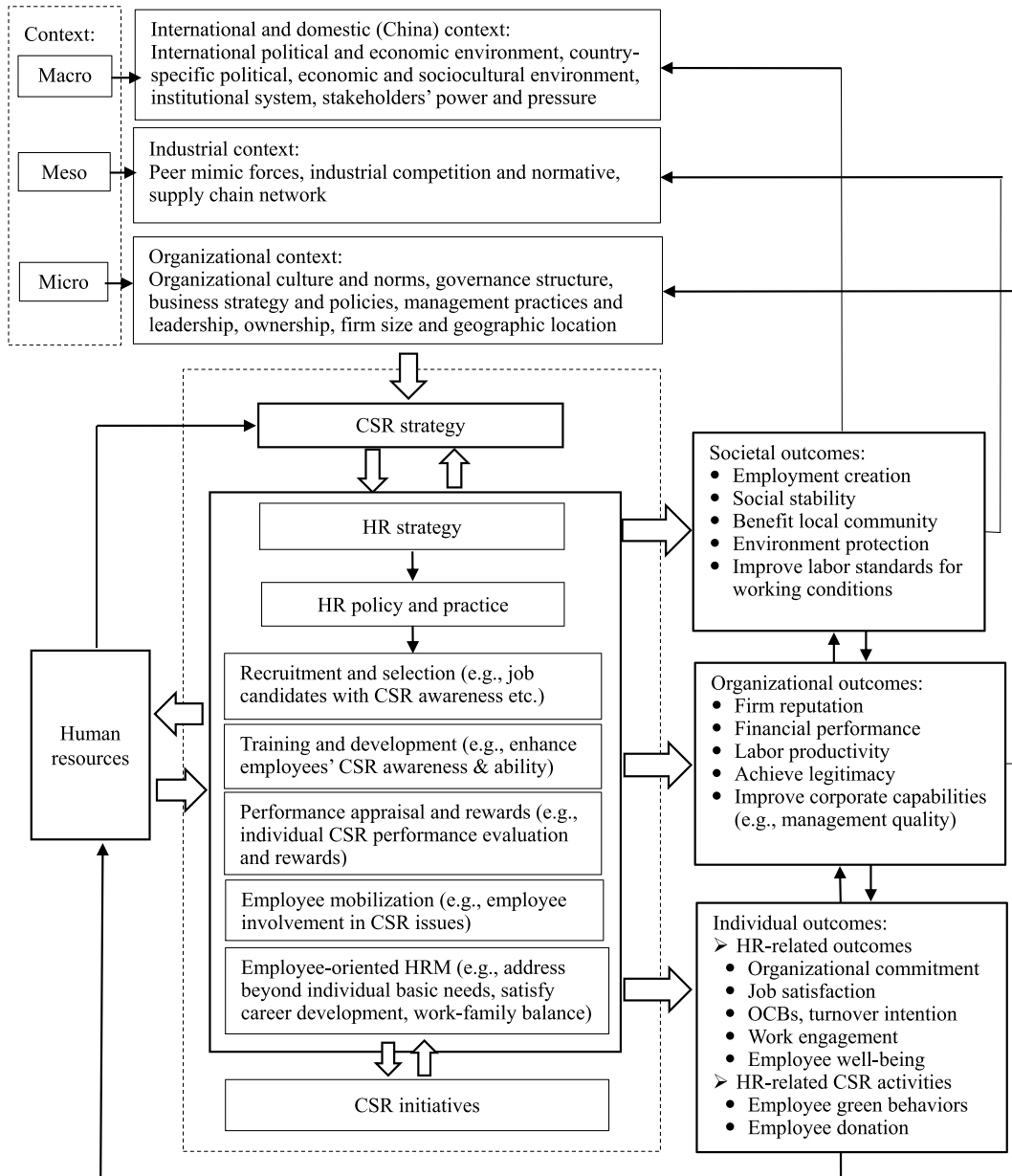
For moderators, Chinese cultural characteristics, such as national culture, collectivism, masculinity, and concerns about face, appear to be the unique contextual factors examined. In addition, the research targets' subjective perceptions on a range of issues, including perceived regulatory uncertainty, perceived CSR, firm CSR commitment, perceived organizational support, and perceived organizational distributive justice, particularly related to employee financial reward, have been the main dimensions featured as moderators. Similar to the findings about the importance of employees' perceptions as mediators (e.g., Newman et al., 2016; Shen et al., 2016), studies of employees' perception of how their organizational life is lived as moderators accentuate the criticality of developing employees' positive experience in order to achieve positive CSR outcomes (Shao, Cardona, Ng, & Trau, 2017).

This category of studies has a relatively strong focus on HRM outcomes, primarily on employees' psychological outcomes/well-being (e.g., job satisfaction, affective commitment, loyalty, and engagement) and OCB (e.g., donation, performance and extra-role help). For non-HR outcomes, the firm's financial performance and productivity have been the main aspects examined.

It is clear from the above review that a major research gap is in the area of SR-HRM. SR-HRM as a strand of the CSR–HRM literature in other societal contexts investigates ethical HRM practices (e.g., ethical employment, labor standards, equal opportunities, and diversity management) as part of firms' CSR policy and practice, and how this may contribute to enhancing firms' ethical climate and other positive organizational outcomes (Cooke, 2015). This strand is (employment/HRM) practice-oriented. Existing studies of SR-HRM practices, often underpinned by the justice perspective, have been expanding to look at a variety of HRM practices, and assess how they may impact employee perceptions and behavioral outcomes. HRM practices examined include diversity (e.g., Buttner & Lowe, 2017), pay equity (e.g., Buttner & Lowe, 2017), ethical leadership (e.g., Lin & Liu, 2017), and so forth. These studies focus not only on the extrinsic reward, but also on the personal growth aspect of employees as important HRM outcomes that may affect other HRM outcomes, such as organizational commitment and turnover intent. In comparison, SR-HRM studies in the Chinese context have been limited not only in number but also in the types of socially responsible HRM practices studied. It is important to note that existing studies of labor standards, equal opportunities, and diversity management (which remain under researched in the







**Fig. 2.** An integrative framework for CSR-HRM research.  
(Source: developed by the authors)

Chinese context) have often been conducted in their own right without linking with CSR. Future studies can integrate these topics. It should be understood that firms adopt CSR for many reasons, many with an external focus. Some have high profile CSR external activities on the one hand, but adopt relatively poor employment/HRM practices internally on the other (e.g., [Cooke, 2015](#)).

In summary, extant research in the CSR-HRM field in the Chinese context has revealed a range of contextual factors/antecedents at various levels that may affect organizations' attitude to, and adoption of, CSR strategy, policy and practice. HRM aspects have been examined as part of the inputs or intermediaries that lead to certain CSR outcomes or as an outcome of CSR activities. In [Fig. 2](#), we draw together this young body of literature to provide a holistic view regarding CSR-HRM research. Given the increasing trend of OB orientation in HRM research as evidenced in this review, it is important for researchers to have this overview in mind when they design new studies on the topic. In particular, contexts at various levels can be built into the design to capture insights unique to the Chinese framework and industry setting. More attention can be directed to investigating how CSR strategy and HR strategy can be linked/aligned together, supported by relevant HRM policy and practice. In addition, more research attention may be given on the types of HRM interventions needed to develop employees' CSR awareness, ability, and opportunity to contribute to the organizational CSR agenda. Finally, more consideration can be given to measuring a range of CSR outcomes at the societal, organizational and

individual level, as indicated in Fig. 2, that is broader than has been found in extant literature. Although the summary in Fig. 2 may come across as rather generic, the framework can be applied to different societal contexts; and the findings may be specific and unique to these societies in addition to common characteristics. Importantly, Fig. 2 can be supplemented by the role of the HR function, as identified by Podgorodnichenko et al. (2019). In short, there is plenty of scope to expand and deepen this field of research. In the next section, we discuss further research implications stemming from this review.

#### 4. Limitations and future research directions

##### 4.1. Limitations

This systematic review of CSR–HRM research in the Chinese context has limitations. One is that it focuses on articles published in English journals only, without examining publications in Chinese by indigenous Chinese scholars, which may have different as well as broader research foci, findings, conceptualizations and arguments. While many of the authors of the English journal articles are from a Chinese background, the majority are based outside China, and are perhaps influenced more by the western than the Chinese approach and conceptualization of CSR–HRM. In addition, the majority of the studies are of a quantitative nature, restricting the opportunity for more nuanced empirical investigation to uncover indigenous contexts, phenomena and consequences at the local level. A second limitation is that this review did not include books and book chapters as data, which, again, may provide more insights into the topic assessed. A third and related limitation of this review is that we have opted for a comprehensive review to provide an overview of this emerging field of research (e.g., Pisani et al., 2017), rather than a focused and in-depth review of a particular and smaller strand of the body of literature, such as that by Jones, Newman, Shao, and Cooke (2019) and by Podgorodnichenko et al. (2019). Nonetheless, we believe that this review provides a useful stock-taking of the field, which enables us to consider further what can be researched and how.

##### 4.2. Future research directions

In the foregoing review, we have flagged up research implications related to research targets (e.g., more focus on different groups of employees), research methods (e.g., more in-depth qualitative studies), industrial sectors (e.g., moving beyond the low-skilled and labor-intensive sector), level of analysis (e.g., more multi-level studies), antecedents/contextual factors (e.g., more employee-oriented HRM practices), and outcomes (e.g., more diverse and intangible range of outcomes). In this section, we highlight further directions for future research, informed by practical examples of how organizational changes may have led to (renewed) inequality and instability, with CSR–HRM implications specific to the Chinese setting.

###### 4.2.1. Are all CSR–HRM practices good for employees?

Existing research on CSR predominantly presumes that positive behavior/factors will lead to positive outcomes, and therefore, research attention has been preoccupied with identifying what the former may be, and the conditions under which they may yield positive outcomes. However, as Halbesleben, Neveu, Paustian-Underdahl, and Westman (2014, p. 1338) pointed out in their critique of the conservation of resources literature, “research is increasingly showing that even good things can lead to bad outcomes (e.g., having high levels of work resources associated with engagement can lead to work-family conflict).” To extend Halbesleben et al.’s (2014) argument, while good CSR–HRM practices may lead to enhanced OCB and altruistic behavior from employees, this may have a negative impact on their personal wellbeing and family life, which defeats the CSR objectives. Du, Bhattacharya, and Sen (2015) also argue that employees’ reaction to their organization’s CSR is contingent upon a number of factors, due to their multi-faceted job demands and personal development needs, which may compete against each other for their resources, and consequently, against their demands for organizational CSR programs. Therefore, future research should cover a broader range of stakeholders in assessing the motives, processes and effects of CSR–HRM with matched samples (e.g., employees and supervisors; employees and family), and focus more on the “dark side” of CSR–HRM. For example, what HRM practices and processes may lead to the deterioration of employee wellbeing and resilience? And when employees feel the (threat of the) loss of their resources, what self-protection mechanisms (e.g., reduced OCB) will they invoke to avoid such losses? These questions are particularly relevant in the Chinese context, given its large-scale informal employment, work intensification, and the utilitarian approach to HRM (Cooke & Brown, 2015; Cooke, Saini, & Wang, 2014).

###### 4.2.2. Corporate irresponsibility and HRM

Given the questionable level of CSR of many Chinese (private) firms by international standards, as measured by, for example, the level of labor standards, and environmental protection and perceived corruption, future research may explore the relationships and consequences of corporate irresponsibility and HRM. For example, Cooke, Xie, and Duan’s (2016) study of employee grievances revealed that the case companies tended to take action promptly on corrupt managerial behavior reported by the employees, whereas reported discontent related to employment terms and conditions often went unaddressed.

Moreover, given the rising level of labor disputes (Elfstrom & Kuruvilla, 2014) and workplace grievances (Cooke et al., 2016) in China, which is not confined to the low-skilled manufacturing and service sectors, but also spreads to professional occupations such as teachers (Elmer & Crothall, 2016), what CSR policies and practices can Chinese firms adopt to address labor discontent and improve workforce wellbeing? In particular, what HRM practices and processes will eliminate grievances? What, and how, can employee involvement and voice mechanisms be used in the CSR–HRM space? Given the limited research on employee voice in the Chinese

context (e.g., [Tian & Gamble, 2016](#); [Zhu, Xie, Warner, & Guo, 2014](#)), enquiries along this research avenue will be fruitful, given the strong relevance of employees to CSR–HRM.

#### 4.2.3. CSR and innovation behavior

CSR is a phenomenon that is highly contextualized institutionally and culturally ([Matten & Moon, 2008](#)). What are the innovative approaches and practices adopted by Chinese firms in configuring and implementing CSR–HRM strategy, policy and practice? Can these Chinese undertakings be disseminated to other societal contexts? More broadly, given the Chinese government's strong promotion of mass innovation in order to improve the country's position in the global economy ([The State Council of China, 2015](#)) and given the eagerness for Chinese firms to improve their competitiveness, what organizational changes associated with organizational innovations may be initiated at the local level that may undermine CSR?

More specifically, technology-enabled business innovation may trigger business/work re-organization, and impact employees' mindset and ways of working fundamentally, with implications for CSR–HRM (see also [Section 4.2.4](#)). Less bound by legal constraints and operating in a more flexible labor market, radical changes in HRM practices, including employment contracts and labor processes, may be achievable, although the long-term business and employee benefits and harms of such changes may not be evident for some time. The recent changes in the business and employment model introduced by the Haier Group, one of the world's largest white goods manufacturing companies, are a case in point.

Driven by the 'user personalization' management concept, the focus on customization requires employees to be innovative in providing tailored customer solutions. Haier's strategy is essentially a customer-centric, open innovation system (co-innovating and co-creating value) in response to an increasing desire for customized products and services. This development is in line with what [Prahalad and Ramaswamy \(2004\)](#) proposed. Its intention is to accelerate product innovation, harvest innovative ideas from the smartest minds out there, and shorten the R&D cycle ([Haier Group, 2019](#)).

In the process of Haier's transformation from a closed bureaucratic structure to an open network structure, over 100,000 managerial and supervisory employees were displaced. What is the loss of corporate intangible resources (e.g., tacit knowledge, know-how and corporate memories) when a large proportion of the managerial and supervisor workforce is laid-off? Under the business partnership model, the relationship between the employees and Haier has effectively changed from a traditional employment relationship to a transactional, contractual relationship. Without corporate shared values that bind employees together, how can collective wisdom be generated and pooled together to create more value? Who will be responsible for brand building, corporate image maintenance, and resource integration? And what implications will the model have for employee commitment, engagement, and resilience, and for the well-being of the employees and their families when a large organization is hollowed out and an internal labor market dismantled? Equally, how may CSR serve to regulate the business environment and innovation behavior of organizations, and benefit innovation-oriented firms that have a stronger CSR–HRM commitment? More in-depth case studies may be conducted to explore real-life organizational practices and changes, and to shed light on our understanding with theoretical and practical implications.

#### 4.2.4. Digitalization, gig economy and CSR

Related to the above, Chinese firms are now embracing digital technology at an accelerating speed, with CSR–HRM implications. This is manifested, for example, in the replacement of labor with industrial robots, and the use of big data analytics to inform their HRM practices. According to [McKinsey \(2017\)](#), p. 8), automation will affect 1.1 billion employees globally, with China and India together accounting for "the largest technically automatable employment potential—more than 700 million full-time equivalents between them—because of the relative size of their labor forces."

The deployment of robotic automation technology and artificial intelligence (AI) in replacing low-skilled labor in the manufacturing sector is most evident – it is estimated that several million manufacturing jobs are expected to disappear in China in the next decade or so ([Tencent, 2016](#)). For example, Foxconn, which employed around one million workers in China, has already installed 40,000 robots (called Foxbots) in its factories in China, and laid-off some 60,000 employees in its Kunshan factory (near Shanghai) as of 2016 ([Tencent, 2016](#)). Rising wage levels, tightened labor regulations, and recruitment difficulties in developed cities, are some of the main reasons for automation.

Moreover, rapid developments in the information communication technology (ICT) space opens up opportunities for digitally informed HRM practices through "people analytics". For example, Walmart stores in China use customer flow information to match their staffing level, by requesting employees to work overtime at short notice, or using part-time employees to cover peak periods. This means that workers have very little slack time during their working hours, and work is intensified considerably. The implementation of annualized hours by Walmart (China) has led to serious workforce protests in 2016 and 2017, which significantly undermine employees' commitment and engagement ([Xie & Cooke, 2018](#)).

The above empirical examples illustrate how technology-aided organizational changes and business innovations are redefining the CSR boundaries and pushing the HRM bottom-line to a new limit, a process that may lead to a concentration of the power of businesses, and further erode the potential for workers' organization and representation. Such developments are not gainful to the employees, nor are they sustainable for the business organization in the longer term. Future research may examine how CSR–HRM can play a more central role when organizations embrace new technology and adopt innovative initiatives. Future studies should also examine the role, both positive and negative, of corporations in AI-induced economic and social restructuring on a broader scale.

#### 4.2.5. Integrating CSR and HRM systems strategically

There is now an emerging body of CSR–HRM literature that focuses on the integration of CSR and HRM systems and their mutual influence in achieving organizational outcomes, i.e. co-creation of values (e.g., [Jamali et al., 2015](#)). This is system-integration oriented. A number of studies have shed light on how an HRM system may contribute to or impede organizational competitiveness by influencing the value system and consequently the ethical climate of the organization (e.g., [Chun, Shin, Choi, & Kim, 2013](#); [Manroop, 2015](#)). It is believed that an organization's HRM system that promotes transparent communications and a caring climate, encouraging employees to show concern for others inside and outside the organization, is more likely to elicit employee perceptions of an ethical climate ([Manroop, 2015](#)). [Jamali et al. \(2015, p. 125\)](#) highlighted the importance of integrating CSR and HRM by drawing together the strategic CSR and strategic HRM literature, and developed a conceptual model, “the CSR–HRM co-creation model”. Given the limited organizational capability and research attention to strategic HRM and strategic CSR in the Chinese context, future research should mainstream this area of research, guided by, and extending, [Jamali et al.'s \(2015\)](#) conceptual model. In addition, future research can expand the range of HRM practices that may constitute climate-enhancing or climate-destroying HRM systems within specific organizational and industrial contexts, and for particular groups of employees. Further research attention should also be given to types of HRM processes, and the role of HR functions/professionals, that may affect the outcomes of the CSR–HRM configuration.

#### 4.2.6. CSR–HRM and diversity

With the exception of a few studies (e.g., [Alonso-Almeida, Perramon, & Bagur-Femenias, 2017](#)), research on employees' perceptions of CSR, organizational leaders' attitudes towards CSR, and consequent CSR strategy and behavior, has been largely conducted in a gender-neutral manner. Yet, it is clear that gender differences do exist in CSR issues. As [Alonso-Almeida et al. \(2017, p. 157\)](#) observed in their study, men and women organizational leaders hold different values, and “women may increase the development of CSR and consequently introduce a wider range of sustainable behaviors to companies than men.” Research on the intersection of gender, ethnicity and religiosity is even more scarce, but more gainful, particularly in the context of less developed countries. These issues will have implications for Chinese MNCs, which may be less experienced in managing an ethnically and religiously diverse workforce, due to the relatively homogenous race of the Chinese workforce and limited religious activities.

#### 4.2.7. CSR and Chinese MNCs

The bulk of CSR–HRM studies have been conducted within a single country context. Despite the growth of Chinese foreign direct investment and Chinese international firms, research into the CSR and HRM of Chinese MNCs remains insufficient, as indicated by the limited number of sample articles in this area. Given the often negative image of Chinese MNCs and the political suppression of some of the Chinese industry leaders ([Nyland, Forbes-Mewett, & Thomson, 2011](#)), more research can be carried out on Chinese MNCs in different ownership forms, industries, sizes, positions in the global value chain, and different subsidiaries in host countries. This will be a challenging undertaking. Research questions may include, for example: are the Chinese MNCs' CSR practices converging with those of western countries, as they strive to become global industry leaders? What may be the role of the international consultancy firms, media, and academia in shaping Chinese MNCs' CSR rhetoric, strategy, policy, practice and behavior? To what extent are the Chinese MNCs' CSR strategies an integral part of their internationalization and HR strategies? How can they consolidate these strategies in different operations within and outside China? Can a CSR–HRM orientation be an effective soft weapon for Chinese MNCs to break down the barriers of national protectionism, and of host country hostility towards Chinese investments/businesses? What may be the prospects of Chinese MNCs disseminating their CSR–HRM practices in the global economy as they become more active in the global governance, and seek increasing influence on supranational institutions and regulations? More broadly, how may Chinese MNCs, as institutional actors with financial, technological, and human resources, play a more positive and effective role in facilitating the United Nations Millennium Goals ([United Nations, n.d.](#)) in less developed countries? Under what conditions are they able to do so? And what may be the leadership capacity-building needs for Chinese MNCs?

## 5. Conclusion

CSR incorporates multiple dimensions (e.g., ideology, strategy, policy, practice, process, outcome), involving multiple stakeholders (e.g., those who work for the company, trade unions, customers, local communities, local authorities) (e.g., [Voegtlin & Greenwood, 2016](#)). How these all interact with each other and with the HRM system in different societal, industrial and organizational contexts at a given time makes it a very complex and dynamic research topic that can be examined from different perspectives and at different levels, with theoretical and practical implications. This systematic review provides an overview of research into CSR–HRM in the Chinese context over the last decade or so in English literature. The review reveals a number of limitations in the emerging body of CSR–HRM research in the Chinese context, which echoes the findings of reviews of CSR in less developed countries in general ([Jamali & Karam, 2018](#)), and CSR in the HRM field more specifically ([Voegtlin & Greenwood, 2016](#)). Researchers should pay attention to the critiques highlighted in these reviews when designing future studies in this area. Echoing calls for more responsible management research ([Responsible Research in Business & Management, n.d.](#)), we call for more context-driven and interdisciplinary and multi-level research oriented to organizational problem-solving, to make our CSR–HRM studies more legitimate and relevant for businesses and societies. We also call for a more in-depth and refined approach to research design, in order to better understand organizational CSR–HRM practices, workplace environments, and related outcomes. Research on CSR–HRM of Chinese firms also needs to be situated in the international context with broader implications, because Chinese firms, and indeed, MNCs of any country of origin, do not operate in isolation. Instead, they are governed, directly and indirectly, by international institutions and



seek to influence global governance at the same time. As such, their CSR strategy, policy, and practice will affect the workforce directly and indirectly employed by them. The effect of CSR is, to various degrees, underpinned by the perceptions and responses of the workforce affected by it. Finally, research on CSR–HRM in the Chinese context needs to be framed on the bigger horizon and to assess real-life issues and impacts.

### Funding acknowledgements

This study was supported by the National Natural Science Foundation of China (Grant No. 71832003); the ‘135’ Planning Project of Social Science Funds of Sichuan Province (Project No. SC16E037); the Fundamental Research Funds from the Central Universities in China (Project No. Skyb201318); and the Foreign Expert Project of Ministry of Education of the People’s Republic of China & State Administration of Foreign Experts Affairs P. R. China (Project No. MS2016SCDX043). Views expressed in the article represent those of the authors and not that of the funding bodies.

### References\*

- Alfes, K., Truss, C., Soane, C., Rees, C., & Gatenby, M. (2013). The relationship between line manager behavior, perceived HRM practices, and individual performance: Examining the mediating role of engagement. *Human Resource Management, 52*(6), 839–859.
- Alonso-Almeida, M. D. M., Perramon, J., & Bagur-Femenias, L. (2017). Leadership styles and corporate social responsibility management: Analysis from a gender perspective. *Business Ethics: A European Review, 26*(2), 147–161.
- Buttner, H., & Lowe, K. (2017). Addressing internal stakeholders’ concerns: The interactive effect of perceived pay equity and diversity climate on turnover intentions. *Journal Business Ethics, 143*(3), 621–633.
- Chun, J. S., Shin, Y., Choi, J. N., & Kim, M. S. (2013). How does corporate ethics contribute to firm financial performance? The mediating role of collective organizational commitment and organizational citizenship behaviour. *Journal of Management, 39*(7), 853–877.
- Cooke, F. L. (2009). A decade of transformation of HRM in China: A review of literature and suggestions for future studies. *Asia Pacific Journal of Human Resources, 47*(1), 6–40.
- Cooke, F. L. (2015). Corporate social responsibility and sustainability through ethical HRM practices. In A. Harzing, & A. Pinnington (Eds.). *International human resource management* (pp. 498–529). (4th ed.). London: Sage.
- Cooke, F. L. (2016). Employment relations in China. In G. Bamber, R. Lansbury, N. Wailes, & C. Wright (Eds.). *International and comparative employment relations* (pp. 291–315). (6th ed.). London: Sage and New South Wales Australia: Allen & Unwin Pty Ltd.
- Cooke, F. L., & Brown, R. (2015). The regulation of non-standard forms of work in China, Japan and Republic of Korea. International Labour Organization Working Paper, Conditions or Work and Employment Series No.64, Geneva, Switzerland [https://www.ilo.org/wcmsp5/groups/public/-ed\\_protect/-protrav/-travail/documents/publication/wcms\\_414584.pdf](https://www.ilo.org/wcmsp5/groups/public/-ed_protect/-protrav/-travail/documents/publication/wcms_414584.pdf).
- Cooke, F. L., Saini, D., & Wang, J. (2014). Talent management in China and India: A comparison of management perceptions and human resource practices. *Journal of World Business, 49*(2), 225–235.
- Cooke, F. L., Wang, D., & Wang, J. (2018). State capitalism in construction: Staffing practices and labor relations in Chinese construction firms in Africa. *Journal of Industrial Relations, 60*(1), 77–100.
- Cooke, F. L., Xie, Y. H., & Duan, W. M. (2016). Workers’ grievances and resolution mechanisms in Chinese manufacturing firms: Key characteristics and the influence of contextual factors. *The International Journal of Human Resource Management, 27*(18), 2119–2141.
- \*Cooke, F. L. (2012). The globalization of Chinese telecom corporations: Strategy, challenges and HR implications for the MNCs and host countries. *The International Journal of Human Resource Management, 23*(9), 1832–1852.
- Cooney, S. (2007a). Making Chinese labor law work: The prospects for regulatory innovation in the People’s Republic of China. *Fordham International Law Journal, 30*, 1050–1097.
- Cooney, S. (2007b). China’s Labour Law, compliance and flaws in implementing institutions. *Journal of Industrial Relations, 49*(5), 673–686.
- \*Dawkins, C. E., Jamali, D., Karam, C., Lin, L., & Zhao, J. (2014). Corporate social responsibility and job choice intentions: A cross-cultural analysis. *Business & Society, 55*(6), 1–35.
- Du, S. L., Bhattacharya, C. B., & Sen, S. (2015). Corporate social responsibility, multi-faceted job-products and employee outcomes. *Journal of Business Ethics, 131*(2), 319–335.
- El Akremi, A., Gond, J. P., Swaen, V., De Roeck, K., & Igalens, J. (2018). How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale. *Journal of Management, 44*(2), 619–657.
- \*Elfstrom, M., & Kuruvilla, S. (2014). The changing nature of labor unrest in China. *Industrial and Labor Relations Review, 67*(2), 453–480.
- Elmer, K., & Crothall, G. (2016). Over-worked and under-paid: The long-running battle of China’s teachers for decent work. *China Labour Bulletin*. Retrieved from <https://www.clb.org.hk/sites/default/files/Teachers%20final.pdf> accessed on 8 October 2018 .
- Filatotchev, I., & Nakajima, C. (2014). Corporate governance, responsible managerial behavior, and CSR: Organizational efficiency versus organizational legitimacy. *Academy of Management Perspectives, 28*(3), 289–306.
- \*Fu, H., Ye, B. H., & Law, R. (2014). You do well and I do well? The behavioral consequences of corporate social responsibility. *International Journal of Hospitality Management, 40*, 62–70.
- \*Fu, H., Li, Y. Q., & Duan, Y. H. (2014). Does employee-perceived reputation contribute to citizenship behavior? The mediating role of organizational commitment. *International Journal of Contemporary Hospitality Management, 26*(4), 593–609.
- \*Gao, Y., & He, W. (2017). Corporate social responsibility and employee organizational citizenship behavior: The pivotal roles of ethical leadership and organizational justice. *Management Decision, 55*(2), 294–309.
- \*Gao, Y., & Yang, H. (2016). Do employees support corporate philanthropy? Evidence from Chinese listed companies. *Management & Organization Review, 12*(4), 747–768.
- \*Gao, Y., Zhang, D., & Huo, Y. (2017). Corporate social responsibility and work engagement: Testing a moderated mediation model. *Journal of Business & Psychology, 1–13*. <https://doi.org/10.1007/s10869-017-9517-6> (in press).
- Gond, J. P., Akremi, A. E., Swaen, V., & Babu, N. (2017). The psychological microfoundations of corporate social responsibility: A person-centric systematic review. *Journal of Organizational Behavior, 38*(2), 225–246.
- Haddock-Millar, J., Sanyal, C., & Müller-Camen, M. (2016). Green human resource management: A comparative qualitative case study of a United States multinational corporation. *The International Journal of Human Resource Management, 27*(2), 192–211.
- Haier Group (2019). The basic idea of Haier’s open innovation. Retrieved from [http://www.haier.net/en/research\\_development/rd\\_System/](http://www.haier.net/en/research_development/rd_System/).
- Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR”: Understanding the role of resources in conservation of resources theory. *Journal of Management, 40*(5), 1334–1364.

\* Denotes references of articles included as data for this review.

- Haski-Leventhal, D., Roza, L., & Meijs, L. C. P. M. (2017). Congruence in corporate social responsibility: Connecting the identity and behavior of employers and employees. *Journal of Business Ethics*, 143(1), 35–51.
- \*Hofman, P. S., & Newman, A. (2014). The impact of perceived corporate social responsibility on organizational commitment and the moderating role of collectivism and masculinity: Evidence from China. *The International Journal of Human Resource Management*, 25(5), 631–652.
- Jamali, D., & Karam, C. (2018). Corporate social responsibility in developing countries as an emerging field of study. *International Journal of Management Reviews*, 20(1), 32–61.
- Jamali, D. R., El Dirani, A. M., & Harwood, I. A. (2015). Exploring human resource management roles in corporate social responsibility: The CSR–HRM co-creation model. *Business Ethics: A European Review*, 24(2), 125–143.
- Jones, D. A. (2010). Does serving the community also serve the company? Using organizational identification and social exchange theories to understand employee responses to a volunteerism programme. *Journal of Occupational & Organizational Psychology*, 83(4), 857–878.
- Jones, D. A., Newman, A., Shao, R. D., & Cooke, F. L. (2019). Advances in employee-focused micro level research on corporate social responsibility: Situating new contributions within the current state of the literature. *Journal of Business Ethics*, 157(2), 293–302.
- Kaufman, B. (2015). Evolution of strategic HRM as seen through two founding books: A 30th anniversary perspective on development of the field. *Human Resource Management*, 54(3), 389–407.
- \*Ke, J., & Wang, G. G. (2014). China's ethical dilemmas under globalization and uncertainty: Implications for HRD. *Advances in Developing Human Resources*, 16(1), 74–91.
- Kooij, D. T., Guest, D. E., Clinton, M., Knight, T., Jansen, P. G. W., & Dikkers, J. S. E. (2013). How the impact of HR practices on employee well-being and performance changes with age. *Human Resource Management Journal*, 23(1), 18–35.
- Lam, L. W., Liu, Y., & Loi, R. (2016). Looking intra-organizationally for identity cues: Whether perceived organizational support shapes employees' organizational identification. *Human Relations*, 69(2), 345–367.
- Lee, M. D. P. (2008). A review of the theories of corporate social responsibility: Its evolutionary path and the road ahead. *International Journal of Management Reviews*, 10(1), 53–73.
- \*Lee, P. K. C., Lau, A. K. W., & Cheng, T. C. E. (2013). Employee rights protection and financial performance. *Journal of Business Research*, 66(10), 1861–1869.
- Lei, X. (2017). The development of collective consultation. In W. Brown, & K. Chang (Eds.). *The emerging industrial relations of China* (pp. 141–163). Cambridge: Cambridge University Press.
- \*Li, D., Lin, H., & Yang, Y. (2016). Does the stakeholders–corporate social responsibility (CSR) relationship exist in emerging countries? Evidence from China. *Social Responsibility Journal*, 12(1), 147–166.
- Lin, C. P., & Liu, M. I. (2017). Examining the effects of corporate social responsibility and ethical leadership on turnover intention. *Personnel Review*, 46(3), 526–550.
- Manroop, L. (2015). Human resource systems and competitive advantage: An ethical climate perspective. *Business Ethics: A European Review*, 24(2), 186–204.
- Matten, D., & Moon, J. (2008). “Implicit” and “explicit” CSR: A conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33(2), 404–424.
- McKinsey Global Institute. *A future that works: Automation, employment, and productivity*. (2017). Retrieved from <https://www.mckinsey.com/~/media/McKinsey/Global%20Themes/Digital%20Disruption/Harnessing%20automation%20for%20a%20future%20that%20works/MGI-A-future-that-works-Executive-summary.ashx> accessed on 12 December 2017.
- Meyer, K. E. (2014). What the fox says, how the fox works: Deep contextualization as a source of new research agendas and theoretical insights. *Management and Organization Review*, 10(3), 373–380.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis*. Thousand Oaks, CA: Sage.
- \*Newman, A., Miao, Q., Hofman, P. S., & Zhu, C. J. (2016). The impact of socially responsible human resource management on employees' organizational citizenship behaviour: The mediating role of organizational identification. *The International Journal of Human Resource Management*, 27(4), 440–455.
- \*Newman, A., Nielsen, I., & Miao, Q. (2015). The impact of employee perceptions of organizational corporate social responsibility practices on job performance and organizational citizenship behavior: Evidence from the Chinese private sector. *The International Journal of Human Resource Management*, 26(9), 1226–1242.
- \*Ni, N., Qian, C., & Crilly, D. (2014). The stakeholder enterprise: Caring for the community by attending to employees. *Strategic Organization*, 12(1), 38–61.
- Nyland, C., Forbes-Mewett, H., & Thomson, S. B. (2011). Sinophobia as corporate tactic and the response of host communities. *Journal of Contemporary Asia*, 41(4), 610–631.
- Pisani, N., Kourula, A., Kolk, A., & Meijer, R. (2017). How global is international CSR research? Insights and recommendations from a systematic review. *Journal of World Business*, 52(5), 591–614.
- Podgorodnichenko, N., Edgar, F., & McAndrew, I. (2019). The role of HRM in developing sustainable organizations: Contemporary challenges and contradictions. *Human Resource Management Review*. <https://doi.org/10.1016/j.hrmr.2019.04.001>.
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creating unique value with customers. *Strategy & Leadership*, 32(3), 4–9.
- Responsible Research in Business & Management (RRMB, undated). A vision of responsible research in business and management: Serving for useful and credible knowledge. Retrieved from <https://www.rbm.network/>, accessed on 18 October 2018.
- Rupp, D. E., & Mallory, D. B. (2015). Corporate social responsibility: Psychological, person-centric, and progressing. *Annual Review of Organizational Psychology and Organizational Behavior*, 2(1), 211–236.
- \*Shao, B., Cardona, P., Ng, L., & Trau, R. N. C. (2017). Are prosocially motivated employees more committed to their organization? The roles of supervisors' prosocial motivation and perceived corporate social responsibility. *Asia Pacific Journal of Management*, 34(4), 951–974.
- \*Shen, J., & Benson, J. (2016). When CSR is a social norm: How socially responsible human resource management affects employee work behavior. *Journal of Management*, 42(6), 1723–1746.
- \*Shen, J., Dumont, J., & Deng, X. (2016). Employees' perceptions of green HRM and non-green employee work outcomes: The social identity and stakeholder perspectives. *Group & Organization Management*, 43(4), 594–622.
- \*Shen, J., & Zhu, C. J. (2011). Effects of socially responsible human resource management on employee organizational commitment. *The International Journal of Human Resource Management*, 22(15), 3020–3035.
- \*Subramanian, N., Abdulrahman, M. D., Wu, L., & Nath, P. (2016). Green competence framework: Evidence from China. *The International Journal of Human Resource Management*, 27(2), 151–172.
- Surroca, J., Tribo, J. A., & Waddock, S. (2010). Corporate responsibility and financial performance: The role of intangible resources. *Strategic Management Journal*, 31(5), 463–490.
- Tencent. *Production workers are going to cry: Foxconn newly installed 40,000 robots in China*. (2016). Retrieved from <http://tech.qq.com/a/20161006/009459.htm> accessed on 7 October 2018.
- The State Council of China (2015). *Opinions of the state council on several policies and measures for vigorously advancing the mass entrepreneurship and innovation*. (State issue (2015) No. 32), June 11.
- Tian, A. W., & Gamble, J. (2016). Challenged and satisfied: The role of organisational ownership and employee involvement. *The International Journal of Human Resource Management*, 29(4), 1–24.
- \*Tourigny, L., Han, J., Baba, V. V., & Pan, P. (2017). Ethical leadership and corporate social responsibility in China: A multilevel study of their effects on trust and organizational citizenship behavior. *Journal of Business Ethics*, 1–14. <https://doi.org/10.1007/s10551-017-3745-6> (in press).
- United Nations (undated). Retrieved from <http://www.un.org/millenniumgoals/>, accessed on 15 October 2018.
- Voegtlin, C., & Greenwood, M. (2016). Corporate social responsibility and human resource management: A systematic review and conceptual analysis. *Human Resource Management Review*, 26(3), 181–197.
- \*Wang, L., & Juslin, H. (2013). Corporate social responsibility in the Chinese forest industry: Understanding multiple stakeholder perceptions. *Corporate Social Responsibility & Environmental Management*, 20(3), 129–145.
- \*Wang, S., Huang, W., Gao, Y., Ansett, S., & Xu, S. (2015). Can socially responsible leaders drive Chinese firm performance? *Leadership & Organization Development*

- Journal*, 36(4), 435–450.
- Whetten, D. (2009). An examination between context and theory applied to the study of organizations in China. *Management and Organization Review*, 5(1), 29–55.
- Witt, M., & Redding, G. (2014). China: Authoritarian capitalism. In M. Witt, & G. Redding (Eds.). *Asian Business Systems* (pp. 11–32). Oxford: Oxford University Press.
- \*Wong, A., Snell, R., & Tjosvold, D. (2016). Social responsibility and reflexivity for co-operative goals with government units in China. *Asia Pacific Journal of Human Resources*, 54(2), 258–284.
- Xie, Y. H., & Cooke, F. L. (2018). From quality to cost? The evolution of Walmart's business strategy and human resource practices in China and their impact on industrial relations (1996–2017). *Human Resource Management*. <https://doi.org/10.1002/hrm.21931>.
- \*Yang, N., Colvin, C., & Wong, Y. Y. (2013). Navigating corporate social responsibility components and strategic options: The IHR perspective. *Academy of Strategic Management Journal*, 12(1), 39–58.
- \*Yu, X. (2009). From passive beneficiary to active stakeholder: Workers' participation in CSR movement against labor abuses. *Journal of Business Ethics*, 87(1), 233–249.
- \*Yu, Y., & Choi, Y. (2014). Corporate social responsibility and firm performance through the mediating effect of organizational trust in Chinese firms. *Chinese Management Studies*, 8(4), 577–592.
- \*Zhang, M., Fan, D. D., & Zhu, C. J. (2014). High-performance work systems, corporate social performance and employee outcomes: Exploring the missing links. *Journal of Business Ethics*, 120(3), 423–435.
- \*Zhang, M. M., Bartram, T., McNeil, N., & Dowling, P. J. (2015). Towards a research agenda on the sustainable and socially responsible management of agency workers through a flexicurity model of HRM. *Journal of Business Ethics*, 127(3), 513–523.
- \*Zhang, Y., Dolan, S., & Zhou, Y. (2009). Management by values: A theoretical proposal for strategic human resource management in China. *Chinese Management Studies*, 3(4), 272–294.
- \*Zheng, Q., Luo, Y., & Maksimov, V. (2015). Achieving legitimacy through corporate social responsibility: The case of emerging economy firms. *Journal of World Business*, 50(3), 389–403.
- \*Zhou, L. (2014). Social responsibility and employees' organizational identification in Chinese family firms: Influence of family ownership and family commitment. *Chinese Management Studies*, 8(4), 683–703.
- \*Zhou, Z., Luo, B. N., & Tang, L. P. (2017). Corporate social responsibility excites “exponential” positive employee engagement: The Matthew effect in CSR and sustainable policy. *Corporate Social Responsibility & Environmental Management*, 25(4), 339–354.
- Zhu, C. J., Thomson, H. B., & De Cieri, H. (2008). A retrospective and prospective analysis of HRM research in Chinese firms: Implications and directions for future study. *Human Resource Management*, 47(1), 133–156.
- Zhu, Y., Xie, Y., Warner, M., & Guo, Y. (2014). Employee participation and the influence on job satisfaction of the new generation of Chinese employees. *The International Journal of Human Resource Management*, 26(19), 2395–2411.
- \*Zhu, Q., Liu, J., & Lai, K. H. (2016). Corporate social responsibility practices and performance improvement among Chinese national state-owned enterprises. *International Journal of Production Economics*, 171, 417–426.
- \*Zhu, Q., Yin, H., Liu, J., & Lai, K. H. (2014). How is employee perception of organizational efforts in corporate social responsibility related to their satisfaction and loyalty towards developing harmonious society in Chinese enterprises? *Corporate Social Responsibility & Environmental Management*, 21(1), 28–40.
- \*Zhu, Y. (2013). The impact of top management team process on corporate social responsibility and firm performance. *Frontiers of Business Research in China*, 7(2), 268–288.
- \*Zhu, Y., Sun, L. Y., & Leung, A. S. M. (2014). Corporate social responsibility, firm reputation, and firm performance: The role of ethical leadership. *Asia Pacific Journal of Management*, 31(4), 925–947.
- \*Zu, L., & Song, L. (2009). Determinants of managerial values on corporate social responsibility: Evidence from China. *Journal of Business Ethics*, 88(1), 105–117.

## Further-reading

- \*Akorsu, A. D., & Cooke, F. L. (2011). Labour standards application among Chinese and Indian firms in Ghana: Typical or atypical? *The International Journal of Human Resource Management*, 22(13), 2730–2748.
- \*Buyaert, P. (2012). CSR and leadership: Can China lead a new paradigm shift? *Asian Journal of Business Ethics*, 1(1), 73–77.
- \*Chan, K. C., & Nadvi, K. (2014). Changing labour regulations and labour standards in China: Retrospect and challenges. *International Labour Review*, 153(4), 513–534.
- \*Chung, S. (2014). Explaining compliance: A multi-actor framework for understanding labour law compliance in China. *Human Relations*, 68(2), 237–260.
- Cooke, F. L. (2018). Concepts, contexts and mindsets: Putting human resource management research in perspectives. *Human Resource Management Journal*, 28(1), 1–13.
- \*Cooke, F. L. (2008). Competition and strategy of Chinese firms. *Competitiveness Review: An International Business Journal*, 18(1/2), 29–56.
- \*Cooke, F. L. (2011). The role of the state and emergent actors in the development of human resource management in China. *The International Journal of Human Resource Management*, 22(18), 3830–3848.
- \*Cooke, F. L., & Saini, D. S. (2012). Managing diversity in Chinese and Indian organizations: A qualitative study. *Journal of Chinese Human Resources Management*, 3(1), 16–32.
- \*Cooke, F. L., Wang, J., Yao, X., Xiong, L., Zhang, J., & Li, A. S. (2015). Mining with a high-end strategy: A study of Chinese mining firms in Africa and human resources implications. *The International Journal of Human Resource Management*, 26(21), 2744–2762.
- \*Egels-Zandén, N. (2007). Suppliers' compliance with MNCs' codes of conduct: Behind the scenes at Chinese toy suppliers. *Journal of Business Ethics*, 75(1), 45–62.
- \*Graafland, J., & Zhang, L. (2014). Corporate social responsibility in China: Implementation and challenges. *Business Ethics: A European Review*, 23(1), 34–49.
- \*Gu, H. M., & Ryan, C. (2011). Ethics and corporate social responsibility: An analysis of the views of Chinese hotel managers. *International Journal of Hospitality Management*, 30(4), 875–885.
- \*He, Q. (2010). Corporate social responsibility and HRM in China: A study of textile and apparel enterprises. *Asia Pacific Business Review*, 16(3), 355–376.
- Hu, H., Wu, J., & Shi, J. (2016). Strategic HRM and organisational learning in the Chinese private sector during second-pioneering. *The International Journal of Human Resource Management*, 27(16), 1–20.
- \*Hu, X., & Jiang, Z. (2016). Employee-oriented HRM and voice behavior: A moderated mediation model of moral identity and trust in management. *The International Journal of Human Resource Management*, 29(5), 746–771.
- \*Hui, F., Li, Y. Q., & Duan, Y. H. (2014). Does employee-perceived reputation contribute to citizenship behavior? The mediating role of organizational commitment. *International Journal of Contemporary Hospitality Management*, 26(4), 593–609.
- \*Jia, M., & Zhang, Z. (2011). Agency costs and corporate philanthropic disaster response: The moderating role of women on two-tier boards – Evidence from People's Republic of China. *The International Journal of Human Resource Management*, 22(9), 2011–2031.
- \*Jia, M., & Zhang, Z. (2013). Critical mass of women on boards, multiple identities, and corporate philanthropic disaster response: Evidence from privately owned Chinese firms. *Journal of Business Ethics*, 118(2), 303–317.
- \*Kim, C. A., Kim, S. H., & Lee, K. H. (2015). A comparison study of multinational chain hotel employees' perceptions of corporate social responsibility in China and Korea. *Emerging Markets Finance & Trade*, 51(2), 364–376.
- \*Kim, S., & Chung, S. (2016). Explaining organizational responsiveness to emerging regulatory pressure: The case of illegal overtime in China. *The International Journal of Human Resource Management*, 27(18), 2097–2118.
- \*Kortelainen, K. (2008). Global supply chains and social requirements: Case studies of labour condition auditing in the People's Republic of China. *Business Strategy & the Environment*, 17(7), 431–443.
- \*Lam, L. L. (2009). Beyond credibility of doing business in China: Strategies for improving corporate citizenship of foreign multinational enterprises in China. *Journal of Business Ethics*, 87(1), 137–146.

- \*Li, N., Toppinen, A., & Lantta, M. (2016). Managerial perceptions of SMEs in the wood industry supply chain on corporate responsibility and competitive advantage: Evidence from China and Finland. *Journal of Small Business Management*, 54(1), 162–186.
- \*Lin-Hi, N., & Blumberg, I. (2017). The power(lessness) of industry self-regulation to promote responsible labor standards: Insights from the Chinese toy industry. *Journal of Business Ethics*, 143(4), 789–805.
- \*Lund-Thomsen, P., Nadvi, K., Chan, A., Khara, N., & Xue, H. (2012). Labour in global value chains: Work conditions in football manufacturing in China, India and Pakistan. *Development & Change*, 43(6), 1211–1237.
- \*Luo, J. H., Xiang, Y., & Zhu, R. (2017). Military top executives and corporate philanthropy: Evidence from China. *Asia Pacific Journal of Management*, 34(1), 725–755.
- \*McGuinness, P. B., Vieito, J. P., & Wang, M. (2017). The role of board gender and foreign ownership in the CSR performance of Chinese listed firms. *Journal of Corporate Finance*, 42, 75–99.
- \*Miska, C., Witt, M. A., & Stahl, G. K. (2016). Drivers of global CSR integration and local CSR responsiveness: Evidence from Chinese MNEs. *Business Ethics Quarterly*, 26(3), 317–345.
- Molina-Azorin, J. (2014). Microfoundations of strategic management: Toward micro–macro research in the resource-based theory. *BRQ Business Research Quarterly*, 17(2), 102–114.
- \*Oh, L. B., & Chen, J. (2015). Determinants of employees' intention to exert pressure on firms to engage in web accessibility. *Behaviour & Information Technology*, 34(2), 108–118.
- \*Ramasamy, B., Rowley, C., & Yeung, M. C. H. (2016). Initial job choice in the greater China region: The role of corporate social responsibility. *Journal of General Management*, 41(3), 53–70.
- \*Sun, W. C. (2016). Industrial relations changes in China: A foreign employer's perspective. *Employee Relations*, 38(6), 826–840.
- \*Tian, Q., Liu, Y., & Fan, J. (2015). The effects of external stakeholder pressure and ethical leadership on corporate social responsibility in China. *Journal of Management & Organization*, 21(4), 388–410.
- \*Tian, X. W., & Slocum, J. (2016). Managing corporate social responsibility in China. *Organizational Dynamics*, 45(1), 39–46.
- \*Wang, K. (2008). A changing arena of industrial relations in China. *Employee Relations*, 30(2), 190–216.
- \*Wang, L., & Juslin, H. (2009). The impact of Chinese culture on corporate social responsibility: The harmony approach. *Journal of Business Ethics*, 88(3), 433–451.
- \*Wang, Q., & Dou, J. (2012). Chinese managers' cognition of corporate social responsibility: An empirical investigation. *Chinese Management Studies*, 6(3), 426–443.
- \*Wen, W., & Song, J. (2017). Can returnee managers promote CSR performance? Evidence from China. *Frontiers of Business Research in China*, 11(1), 1–12.
- \*Whelan, G., & Muthuri, J. N. (2017). Chinese state-owned enterprises and human rights: The importance of national and intra-organizational pressures. *Business & Society*, 56(5), 738–781.
- \*Wong, Y. T. (2012). Job security and justice: Predicting employees' trust in Chinese international joint ventures. *The International Journal of Human Resource Management*, 23(19), 4129–4144.
- \*Wu, L. Z., Kwan, H. K., Yim, H. K., Chiu, R. K., & He, X. (2015). CEO ethical leadership and corporate social responsibility: A moderated mediation model. *Journal of Business Ethics*, 130(4), 819–831.
- \*Xing, Y., & Starik, M. (2017). Taoist leadership and employee green behaviour: A cultural and philosophical microfoundation of sustainability. *Journal of Organizational Behavior*, 38(9), 1302–1319.
- \*Xu, S., & Yang, R. (2010). Indigenous characteristics of Chinese corporate social responsibility conceptual paradigm. *Journal of Business Ethics*, 93(2), 321–333.
- \*Xu, Y. (2013). Labor non-governmental organizations in China: Mobilizing rural migrant workers. *Journal of Industrial Relations*, 55(2), 243–259.
- \*Yin, J. (2015). Institutional drivers for corporate social responsibility in an emerging economy: A mixed-method study of Chinese business executives. *Business & Society*, 56(5), 672–704.
- \*Yin, J., Rothlin, S., Li, X., & Caccamo, M. (2013). Stakeholder perspectives on corporate social responsibility (CSR) of multinational companies in China. *Journal of International Business Ethics*, 6(1/2), 57–71.
- \*Yin, J., Singhapakdi, A., & Du, Y. (2016). Causes and moderators of corporate social responsibility in China: The influence of personal values and institutional logics. *Asian Business & Management*, 15(3), 1–29.
- \*Yin, J., & Zhang, Y. (2012). Institutional dynamics and corporate social responsibility (CSR) in an emerging country context: Evidence from China. *Journal of Business Ethics*, 111(2), 301–316.
- \*Yu, X. (2008). Impacts of corporate code of conduct on labor standards: A case study of Reebok's athletic footwear supplier factory in China. *Journal of Business Ethics*, 81(3), 513–529.
- \*Yu, X. (2015). Upholding labour standards through corporate social responsibility policies in China. *Global Social Policy*, 15(2), 167–187.
- \*Yu, Y., & Choi, Y. (2016). Stakeholder pressure and CSR adoption: The mediating role of organizational culture for Chinese companies. *Social Science Journal*, 53(2), 226–235.
- \*Zhao, L., & Roper, J. (2011). A Confucian approach to well-being and social capital development. *Journal of Management Development*, 30(7/8), 740–752.
- \*Zhao, M., Wang, F., Zhao, D., & Wei, J. (2015). Using CSR theory to examine disaster aid response to the Wenchuan earthquake. *Global Business & Organizational Excellence*, 34(4), 50–59.
- \*Zou, J. (2015). Selective engagement in corporate social responsibility: A stakeholder perspective. *Frontiers of Business Research in China*, 9(3), 371–399.