The Impact of Corporate Culture in the Relationship between

Strategic Human Resource Management and Firm

Performance- Empirical Evidence from the Multinational

Corporations in Southern China

Ying Gao

Master of Arts in Human Resource Management

National College of Ireland

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Abstract

The Chinese market has been expanding rapidly in recent years, and numerous multinational corporations (MNCs) have emerged. To cope with this increasing pressure, enterprises have embarked on adjusting internal policies and develop more sophisticated competitive strategies. The situation suggests the need for MNCs have strategy-orientated management to gain a competitive advantage that propels a company forward. Therefore, from the perspective of human resource management, it is of great significance to have an in-depth study of the interrelationship and influence between strategic human resource management (SHRM), organizational culture and firm performance within MNCs in China. And the main purpose of this study is sought to explore whether corporate culture mediates the link between SHRM and firm performance in southern China.

For this dissertation, the author utilized an intuitive research model to interpret the relationship between SHRM variables, organizational culture and firm performance. Then, a quantitative method was applied to collect data derived from 177 employees of MNCs in China, provide empirical findings and responses analyzed with the aid of the Statistical Package for Social Sciences (SPSS). Finally, the researcher conclusively demonstrated two results by testing hypotheses: 1. All SHRM variables have a positive effect on business performance; 2. Supportive culture has a mediating effect on the relationship between SHRM and organizational performance.

Based on the results of this study, the research recommended that cultivate a supportive culture with Chinese characteristic and provide the practical approaches to improve the feasibility and practicality of implementing SHRM. It provides in-depth knowledge and insight for MNCs of China to enhance the financial performance and competitiveness.

Keywords: strategic HRM, firm performance, corporate culture, MNCs or multinational companies, China

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

With the development of economic globalization and economic integration, China has become one of the largest emerging economies in the world. Since its economic reform in 1978, China has attracted a considerable amount of foreign direct investment (FDI) (Li, 2003). According to the data of The National Bureau of Statistics (1998), by 1997 there had been a large amount of foreign exchange funds inflow to China, amounting to the US $283 billion (Zheng,2012; Li, 2003). In addition, after China entered the World Trade Organization and implemented foreign trade and FDI opening policies, an increasing number of MNCs in China (Siebers, Kamoche and Li, 2015). According to the global statistic, the number of parents MNCs had jumped to 38,000 by 2000. Until 2018, there were about 1,500 state-owned MNCs in the world, with 257 headquartered in China, accounting for 18% of the global total (United Nations, 2019). They play essential role in China's FDI expansion strategy. Under the intangible environment pressure, MNCs are carrying out internal adjustment and strategic optimization to cope with more complex competitors and market changes (Wright *et al.*, 2005), and ultimately to improve corporate performance.

In this context, human resource management (HRM) has become an essential part of the enterprise strategy of optimization and transformation. Effective HRM can have a positive impact on corporate performance because it can motivate and make full use of human resources to improve the company's competitive advantage (Den Hartog and Verburg, 2004; Guthrie, 2001). In other words, the HRM system designed from a strategic perspective can provide sufficient benefits for the company (Wright and McMahan, 1992). Also, research has indicated that SHRM practices are useful in strengthening individual and firm performance in various contexts (Gong, Chang and Cheung, 2010; Hayton, 2005). These studies have examined multiple strategies and provided essential implications for MNCs in their pursuit of improving organizational competitiveness.

However, although the impact of SHRM on business performance has been validated in the literature as addressed above and also detailed in Chapter Two, it is observed that most studies are conducted in developed economies, with the limited academic examination in emerging economies, such as in China (Zhu *et al*., 2005). Based on the influence of MNCs on the international market, it is inevitable to explore the function and impact of SHRM in the context of China. Besides, corporate culture also plays a vital role in the operation and maintenance of organizations (Chan, Shaffer and Snape, 2004). As suggested by Wei and Lau (2008), corporate culture acts as a mediator in the SHRM-performance link. Therefore, this dissertation not only examines the influence of SHRM practices on organizational performance but also addresses the mediator role of corporate culture in the relationship between SHRM and organizational performance in China.

1.2. Research Questions

Based on the above research background and the literature review conducted together with the research gaps observed, this study aims to explore below research questions:

- What kinds of corporate culture exist in multinational companies in southern China?
- What are the main aspects of SHRM adopted in multinational companies in southern China?
- What is the relationship between SHRM and performance of multinational companies in southern China?
- How does the corporate culture of multinational companies in southern China impact the relationship between SHRM and organizational performance?

1.3. Research Aim and Objectives

The main aim of this dissertation is to examine whether corporate culture mediates the link between SHRM and firm performance.

To achieve the above research aim, this study identifies a few objectives in southern China as outlined below:

- to examine the status and characteristics of SHRM in MNCs

- to investigate the type of corporate culture of MNCs

- to examine the relationship between SHRM of MNCs and corporate performance

- to determine how corporate culture impacts the relationship between SHRM and corporate performance

- to put forward suggestions and measures to improve the performance of MNCs

1.4. Research Significance

Theoretically, since most of the previous literature used developed countries as the research object and studied the impact of SHRM on enterprises originated from and/or investing in the developed countries (Zhu *et al*., 2005), it is significant to verify whether SHRM would affect enterprise performance of MNCs investing in developing countries, such as the focused context of China in the present study. This not only further validates the impact of SHRM practices on corporate performance, but also complements the research gap of research on China, a developing country. What's more, although most previous studies have focused on the relationship between corporate culture and organizational performance (Sathe & Davidson, 2000; Bowen & Ostroff, 2004), little literature has explored the mediating role of organizational culture in the relationship between SHRM and firm performance. Therefore, this dissertation helps to fill this missing viewpoint and enrich the research on the relationship between enterprise culture, SHRM and enterprise performance.

In a practical sense, as one of the crucial emerging economies in the world, more and more MNCs set business or investment operations in China (Siebers *et al*., 2015).   As a result, the competition between MNCs are increasingly fierce. As outlined above, this study seeks to explore and verify the mediating effect of corporate culture and the influence of SHRM on enterprises. Thus, the results of this study can provide significant implications for the MNCs to understand their own culture and SHRM. In other words, the results of this study imply that enterprises can better utilize and implement SHRM through the mediating effect of organizational culture, thus creating a competitive advantage and improving the performance of the organization.

1.5. Research Structure

The study is constructed as follows: first, chapter two of literature review exhibits the fundamental theories and the relationship pertaining to SHRM, corporate culture and firm performance. Secondly, chapter three outlines the theoretical framework and hypothesis development. Thereafter, chapter four elaborate the methodology, including the research philosophy, selection of specific methodological approach. Present the appropriate sampling and accessibility for data collection. Then, chapter five addresses the implication of findings through data analysis. Follow by chapter six that articulates the underlying impact of corporate culture in relation to the link of SHRM - firm performance. Finally, chapter seven concludes the findings and evidence provided in the sections and further discuss the unexplored area of the research.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

The chapter is divided into four essential sections. In the first part, it not only briefly analyzes the definition, development and characteristic of strategic HRM but also discuss the modes of SHRM practices. The second part provides a systematic review and conceptual analysis of firm performance and SHRM. Also, it further addresses the linkage between SHRM and firm performance. The third part analyses the impact and the intermediary role of the corporate culture. This section not only illustrates the background of organizational culture but also examine the relationship between SHRM, corporate culture and organizational performance. Finally, the chapter put forward the research gaps and the significance of investigating the role of the corporate culture.

2.2. Strategic Human Resource Management

2.2.1. Definition and Modes of SHRM

Wright and McMahan (1992) indicate that strategic HRM can be described as 'the pattern of planned HR deployments and activities designed to attain organizational objectives'. Also, Boon *et al*. (2018) state that strategic HRM aims to explore how to maximize the organizational performance and strategic goals using multiple HRM practices and integrated HRM systems. Jackson, Schuler and Jiang (2014) argue that efficient HRM contributes to enhancing business effectiveness. Traditional HRM concentrates on the six modules of HR practices, including recruitment, selection, training, development, performance appraisal and compensations. Compared to conventional HRM, strategic HRM emphasizes organizational performance related to overall performance rather than the individual HR practices or systems (Wright & Boswell, 2002; Delery,1998; Wright & Snell, 1991). Today, based on the environment of globalization, uncertainty and unforeseeable changes, Jackson, Schuler and Jiang (2014) prove that strategic HRM has evolved into a management tool and process centered on core concepts of environmental analysis, organization-environment fit, competitive advantage, strategy formulation and implementation. In other words, SHRM is a more strategic orientation and hard to be imitated as it links

to the firm performance and sustainable competitive advantage. Because SHRM involves not only the internal relationship of HRM system but also the external environment and multiple stakeholders in the formulation of strategic HRM, it is used as an aspirational framework to evaluate the effectiveness and long-term survival goals of an organization (figure 1).

While the discipline is still evolving, SHRM researchers have explored four dominant theoretical perspectives. In the United States, the academic modes of strategic HRM includes the universalist perspective, the configurational perspective, the contingency perspective and the contextual perspective (Marler, 2012). In general, the universalist and configurational approach tends to advocate how the structure of HRM activities contribute to organizational efficiency (Delery & Doty,1996). Secondly, the classical contingency theory outlines that the linkage between the implementation of HRM practices and the overall firm performance depends on the external environmental and internal organizational factors (Marler, 2012). The last one is Contextualized HRM, which not only requires the HRM systems to fully recognize the interrelationships with other components of the corporate, but also maintain balance and stability of SHRM to adapt to changes in the external environment (Jackson, Schuler and Jiang, 2014)

External Environment

| Industrial Relations & Unions | Industry and Market Conditions | Labor Markets | National & Regional Cultures | Laws & Regulations | Technologies |

Internal Environment

Strategic Objectives, *e.g.*
- *Diversification*
- *Growth*
- *Innovation*
- *Cost control*

Organization Culture, *e.g.*
- *Leadership*
- *Values*

Organization Biography, *e.g.*
- *Ownership*
- *Manager characteristics*
- *M&A history*
- *Layoffs*

Organization Structure, *e.g.*
- *Geographic scope*
- *Divisionalization*
- *Structure of HRM function*

HRM System

Elements
- *Philosophies*
- *Policies*
- *Practices*
- *Processes*

Types
- *High performance*
- *High commitment*
- *High involvement*
- *Strategically targeted*

Implementation
- *Transparency*
- *Accountability*

Segmentation
- *Occupational groups*
- *Locations*
- *Status*

Outcomes for Internal Stakeholders

Employees, *e.g.*
- *Human capital*
- *Economic gain*
- *Employment security*
- *Fairness*
- *Engagement*
- *Psychological well-being*
- *Health and safety*

Line Managers, *e.g.*
- *Employee performance and citizenship behavior*
- *Employee turnover*
- *Organizational capabilities*
- *Social capital development*
- *Flexibility*
- *Ambidexterity*

HR Professionals

Outcomes for External Stakeholders

Owners/Investors, *e.g.*
- *Financial performance*
- *Corporate reputation*
- *Productivity*

Customers, *e.g.*
- *Product quality*
- *Customer service*
- *Innovation*
- *Cost*
- *Convenience*

Other Org's, *e.g.*
- *Reliability*
- *Trustworthiness*
- *Collaborative problem-solving*

Society, *e.g.*
- *Legality*
- *Social responsibility*
- *Environmental sustainability*

Figure 1 Aspirational Framework for Strategic HRM.

Adapted from Jackson and Schuler (1995).

2.2.2. SHRM practices

According to recent studies in the field of human resource management, SHRM seeks to coordinate and align with strategies and practices of HRM horizontally (Schuler and Jackson, 1987; Guest, 1989; Wright and Snell, 1991). On the other hand, SHRM is vertically linked to HRM practices and corporate strategy. In other words, Wright, McMahan and Schuler (1992) point out that SHRM emphasizes the

integration of human resource policies and management into the corporate strategy and is accepted by various hierarchical levels and employees to better achieve organizational goals. In this context, SHRM pays more attention to analyzing employee behaviour and interactions in work relationships as an essential factor in achieving organizational goals.

Therefore, Zehir *et al.* (2016) conclude that new strategic thinking has established and influenced all human resource practices, including strategic recruitment and selection, strategic training and development, strategic performance appraisal and empowerment. The study by Fey, Bjorkman and Pavlovskaya, (2000) shows that according to the resource-based theory, firstly, employee training and development are generally considered as a vital factor in lowering staff turnover rates and enhancing their market value. The organization has the potential to obtain a sustainable competitive advantage through training varying skills and abilities. Second, Zehir *et al.* (2016) point out that recruitment and selection program focus on attracting talented people that are valuable for enhancing firm performance. Thirdly, as argued by Balkin and Logan (1988) , performance appraisal systems can positively impact entrepreneurial activities. Lastly, Fey *et al.* (2000) demonstrate that varying degrees of empowerment or decentralization of decision-making can also increase employees' sense of responsibility to the company and create a productive and harmonious workplace. To this end, these SHRM practices may be effective behind the high performance. In other words, to some extent, these SHRM practices were positively correlated with firm performance, and the higher the correlation coefficient, the more obvious the performance was. Hence, in terms of SHRM practices, extensive training, staff appraisal, empowerment, strategic recruitment, and selection are the best predictors of the overall organizational performance (Rugimbana Robert and Akong'o Dimba Beatrice, 2010), all of which are proposed to be investigated in this empirical investigation of SHRM within MNCs in the southern part of China.

2.3. Strategic human resource and firm performance

2.3.1. Theoretical Foundations of Strategic HRM

Jackson et al., (2014) agree that exploring the relationship between HRM systems and organizational performance has become an essential and foundation issue in terms of strategic HRM field. Several

theories have been applied to interpret why and how to integrate HRM systems and corporate effectiveness. According to Jiang and Messersmith (2018), the resource-based view and human Capital theory are widely used and studied among these theories and provide practical assistance and measurement standards for the integration of HRM systems and financial performance.

The resource-based view asserts that scare, inimitable, and non-substitutable resources which can create value for the company are sources of enduring competitive advantage (Jiang and Messersmith, 2018; Richard and Johnson, 2001). The human resources and workforce of an enterprise can indirectly or directly create economic value for the company by nurturing skills, knowledge and experiences. HRM Systems, on the other hand, transform the human capital into higher levels of abilities and unique capabilities (Schuler, 1986). Ultimately, SHRM effectiveness largely depends on HRM effectiveness and determines the levels of organizational effectiveness and performance. Kaufman (2012) suggests that the Human Capital theory, which is similar to the resource-based view, emphasizes that human capital is a resource at the level of an enterprise, which is used to create value and performance at a firm-level. Flamholtz and Lacey (1981) prove that to expand and consolidate the internal resources, companies need to improve their human capital through investments in HRM Systems, such as recruiting highly skilled talents, training and developing potential employees, and rewarding top performers with increased pay. All of these can directly create effective internal resources and yield economic returns. Consequently, positive HRM systems and HR practices can maximize the business outcomes when it comes to strategic HRM.

In addition to the theories outlined above, a variety of other theoretical perspectives are also listed in previous review papers. By the work of Jackson *et al*. (2014), The Behavioral Perspective focus on responding to turbulent environments through employee behaviour and examines how HRM systems manage and control these desired behaviours to improve organizational performance (Jackson and Schuler, 1995; Jiang *et al*., 2012). Besides, in terms of social exchange theory, Gouldner (1960) and Blau (1964) argue that If employees benefit from the investment of HRM systems and enterprise, they will adopt positive attitude and behaviour towards the organization in return. In other words, Takeuchi *et al*. （2007) prove that HRM systems can enhance organizational efficiency by improving the social exchange relationships between employees and organizations.

2.3.2. Firm Performance

Based on the previous studies, it is worth noting that there is a positive relationship between the high-performance HRM practices and organizational outcomes or financial performance (Huselid, Jackson and Schuler, 1997; Koch and McGrath, 1996; Huselid, 1995). Enterprises pay more attention to the synergy effect of HR practices rather than individual HR practices when developing strategic HRM. According to the previous studies, in order to effectively improve the overall financial performance of the enterprise, it is necessary to emphasize the added value of HRM when implementing SHRM (Boon *et al.*, 2018; Boselie, Dietz and Boon, 2005). The added value mentioned here involves different types of factors, including employee commitment, job satisfaction or individual performance, organizational viability or corporate social responsibility (Voegtlin and Greenwood, 2016; Kehoe and Wright, 2013). Correspondingly, Kehoe and Wright (2013) point out that high levels of employee engagement, high commitment to the organization, and low turnover rates are also likely to produce positive performance outcomes in terms of business strategy or corporate culture. Thus, employee behaviour and attitude play an indispensable role in the implementation of SHRM practices and the improvement of firm performance.

Also, a valuable and unique human capital pool is a critical factor for enterprises to enhance competitiveness and organizational performance in respect to the significance of human resources to firm performance. Delery (1998) indicates that an enterprise gains an advantage from their resources. Correspondingly, Wright, Dunford and Snell (2001) believes that internal resources must be rare, valuable, inimitable, and non-substitutable. To a large extent, the characteristics and effectiveness of the firm resources need to be maintained and utilized by effective HRM practices and policies. In result, consistent with this idea, companies must adjust and integrate SHRM practices to support organizational goals in order to gain competitive advantage.

2.3.3. Relationship between SHRM and Firm Performance

In recent years, most of the research on SHRM has encompassed two existing theories: universalistic

and contingency. For instance, Wan *et al.* (2005) argue that universalistic perspective claims that SHRM has a positive and optimistic effect on organizational performance, because, as addressed by Dyer (1983), the SHRM contributes to the cost-effectiveness of human resources, business efficiency, innovation and revolution capacity, and enhancing firm performance. What's more, some scholars, including Cook and Ferris (1986), Welbourne and Andrews (1996), agree that SHRM not only enables firms to better respond to changes in the environment, it also generates a structural cohesion and drives the business forward. On the other hand, as suggested by Venkatraman (1989), contingency perspective indicates that it is not valid if the human resources strategy is not incorporated into the specific organizational and environmental context, because what it emphasizes is the internal and external fit and the result of the interaction of various factors.

SHRM aims to improve organizational performance and gain a competitive advantage in the future by developing and implementing SHRM practices that meet the requirements of competitive strategies. To adapt to the changing market environment, Wan *et al.* (2005) claims that HRM requires more business and strategic oriented HR practices, such as to include strategic recruitment and selection, strategic training, strategic performance appraisal and employee empowerment. All of such strategic HR practices are closely related to organizational performance

As addressed in previous section of SHRM Practices, regarding strategic recruitment and selection (e.g. high selection criteria, open recruitment and selection, extensive selection process), Ping, Arokiasamy and Kassim (2019) point out that it can lay a solid foundation for achieving organizational goals through extending the talented pool. Strategic training (e.g. high priority on training, extensive training opportunities, career orientated training) can positively help enterprises encounter with future challenges by improving employees' skills, knowledge and job completion (Van Iddekinge *et al.,* 2009). Similarly, Armstrong (2006) suggests that enterprise can measure and motivate employees' performance in entity work through the standard of strategic performance assessment, promote the ability of teams and organizations in all aspects. In respect of empowerment, Huang (1998) states that the degree of empowerment of employees (e.g. employee involvement in decision making, require multitasking) is particularly important to promote the innovation of individuals and teams. To a certain extent, it guarantees the contribution of human capital to the enterprise and achieve the business goals

of the company.

In conclusion, as addressed above, it implies that SHRM positively impact on firm performance. Because it not only confers enduring competitive advantage to the organization but increased value or outcomes of organizational performance.

2.4. Corporate culture and its intermediary role

2.4.1. Definition and Importance of the Corporate Culture

Chang and Lin (2007) remarks that organizational culture is widely regarded as a crucial factor to propel the growth and operation of enterprises. There are several typical perspectives for the definition of the corporate culture. Lundy and Cowling (1996) propose that organizational culture originates from various types of enterprise activities. Another classic description proposed by Deshpande and Webster (1989) is that organizational culture can help individuals understand operations at the firm-level and provide common values and beliefs for employees' code of conduct. As conceptualized by Lawrence and Lorsch (1967), corporate culture can encourage the implementation of a strategy if there is a clear consistency and common goals between corporate cultures.

On the other hand, Fernández, Junquera and Ordiz (2003) indicate that organizational culture can also become a stumbling block that hinders growth and change. Barney (1986) points out that since the coordinated development of an organization depends primarily on the cultural background of the company, the integration of environmental awareness and human resource management will affect organizational performance. Ultimately, when employees lack awareness and understanding of the organizational level, the enterprise will lose part of its advantages and values.

2.4.2. Classification of the Corporate Culture.

Based on several previous studies, the study by Uzkurt Cevahir *et al.* (2013) point out that the factors influencing the organization's cultural types include the dominant attributes, leadership style, bonding and strategic priorities of the organization. Therefore, according to the characteristics of various

enterprises, corporate culture will be categorized as different types. Quinn and Spreitzer's (2001) categorize organizational culture as group culture, developmental culture, hierarchical culture, and rational culture. Wallach (1993) considers corporate culture to be bureaucratic, innovative, and supportive. Based on the category by Wallach (1993), Chow and Liu (2009) further propose a competitive culture, because compared with the innovative culture, the competitive culture enables organization gain advantages in the turbulent international market environment to meet the fast-changing market environment of China. Simultaneously, China as a crucial player in the global economy, competitive culture can better adapt to the new requirements brought by market changes according to the background of Chinese culture. This study, hence, these three types of culture (bureaucratic, competitive and supportive culture) are detailed in the coming chapter three.

2.4.3. Characteristic of Corporate Culture

Corporate cultures not only enhance organizational performance, but also reinforce the effect on firm performance of the HR systems (Chow and Liu, 2009). Child (1981) argues that corporate culture has a moderation role to organization, and it is worth noting that culture tend to affect the implementation and adoption of varying practices. Different cultural types have different cultural characteristics and functions. For instance, since the supportive culture is based on trust, encouragement, and cooperative relationships, employees are more likely to feel helpful and friendly that probably result in high commitment and job satisfaction (Silverthorne, 2004). Bureaucratic cultures will be more suitable for well-trained staff since they provide systematic, regulated and hierarchical management, which is not conducive to providing employees' creativity and attracting talents. To sum up, employee behavior and attitude are important factors to promote corporate performance, such as job satisfaction and commitment. Therefore, organizational culture becomes a vital driving force in enterprise operation.

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2.5. Relationships between SHRM, Corporate Culture and Firm Performance

There are few studies on the role of corporate culture in the relationship between SHRM and organizational performance, and most studies have demonstrated the link between organizational

culture and firm performance (Saffold 1988; Denison 1990; Wilderom, Glunk and Maslowski 2000; Ngo and Loi, 2008). Several studies have examined the positive impacts of the culture on corporate performance. Initially, Daft (2007) states that one of the perspectives indicates that organizational culture improves organizational performance by encouraging, shaping and guiding employee behaviour, and setting common goals. For example, in an organization with a supportive culture, it is more likely to promote information sharing and encourage cooperative teamwork to attain organizational achievements (Wei and Lau, 2008), while developmental culture helps to improve organizational performance through cultivating and developing personal skills (Chow and Liu, 2009). Secondly, corporate culture may be a competitive advantage and enhances performance since it is considered as a valuable and inimitable resource to the company (Chan *et al.*, 2004). Furthermore, organizational culture can help an organization adapt to the changing external environment and respond to market demands and the actions of competitors, thereby improving the effectiveness of an organization (Daft, 2007). Corporate culture can not only improve organizational performance, but also strengthen the impact of human resource systems on corporate performance (Zhou and Liu, 2009). Child (1981) believes that corporate culture has a regulatory effect on organizations, and it is worth noting that culture often affects the implementation and adoption of different practices. Different cultural types have different cultural characteristics and functions. For example, due to a supportive culture based on trust, encouragement, and cooperative relationships, employees are more likely to feel helpful and friendly, which may result in high investment and job satisfaction (Silverthorne, 2004). The bureaucratic culture is more suitable for well-trained employees, because they provide systematic, standardized and hierarchical management, which is not conducive to exerting the creativity of employees and attracting talents. In summary, employee behavior and attitudes are important factors for improving corporate performance, such as job satisfaction and commitment. Therefore, organizational culture has become an important driving force for business operations.

Several specific studies have also pointed out that the implementation of SHRM is highly relevant to corporate culture (Sathe and Davidson, 2000; Bowen and Ostroff, 2004; Tsui, Pearce, Porter and Tripoli, 1997). Employee behaviours can be stimulated and strengthened through certain HRM practices to achieve and meet different strategic requirements. HRM practices and policies may create an

atmosphere or situation that effectively delivers company policies or information to employees to achieve common corporate goals (Bowen and Ostroff, 2004). Because based on the Behavioural Perspective of SHRM, when employees are mobilized by HRM practices related to corporate strategy, they exhibit certain behaviours and form a common mindset (Wei and Lau, 2008). Thus, employees will form similar behaviour patterns when they execute HR policies and hence the corporate culture will be formed.

According to the reported findings of previous studies as summarized above, culture can positively effect on the adoption of SHRM and impact the firm performance in an optimistic way. However, limited studies have focused on the mediating effect of the corporate culture. To fill this gap, this dissertation aims to examine the relationship of SHRM practices with organizational performance, and the mediation role of different types of organizational culture, notably including competitive culture, supportive culture and bureaucratic culture in this relationship.

2.6. Conclusion and Research Gaps

In conclusion of literature review, although most of the evidence confirms that there exist relationships between SHRM, corporate culture and firm performance respectively (Saffold 1988; Denison 1990; Dyer, 1983; Ngo and Loi, 2008), a limited number of longitudinal studies were found with research focus on the different settings (e.g., organizations, industries and countries) of the relationship between SHRM and corporate culture (Bowen and Ostroff, 2004), particularly on multinational companies (MNCs) in the Chinese market. Moreover, given the significant influence of China on the international market in recent years, the corporate culture and SHRM have deeply embedded in organizational performance. As a result, this study can fill this research gap and have a profound significance for the integration and development of SHRM today.

Besides, although some studies have pointed out that corporate culture has been deeply rooted in the operation and development of organizations and has a significant impact on firm performance (Saffold 1988; Denison 1990), the specific role of different types of culture is rarely mentioned in detail in the

current literature. Therefore, to fill this gap, it is noteworthy to conduct an in-depth discussion of the functional roles of different organizational cultures adopted within multinational corporations in China.

CHAPTER THREE: THEORETICAL FRAMWORK AND HYPOTHESIS DEVELOPMENT

3.1. Introduction

The chapter is divided into two major parts. The first part will illustrate the theoretical framework developed and the essential variables of SHRM, including strategic training, strategic selection, strategic empowerment and strategic performance appraisal. And then it puts forward the hypothesis about the relationship between specific SHRM practices and firm performance. The second part will address the categories of corporate culture in southern China (bureaucratic culture, supportive culture and competitive culture) and propose the hypothesis about the relationship between SHRM, corporate culture and firm performance. Explore whether these three types of corporate cultures play a moderating role in the relationship between SHRM and organizational performance.

3.2 The Theoretical Framework

The research model in this dissertation is shown below
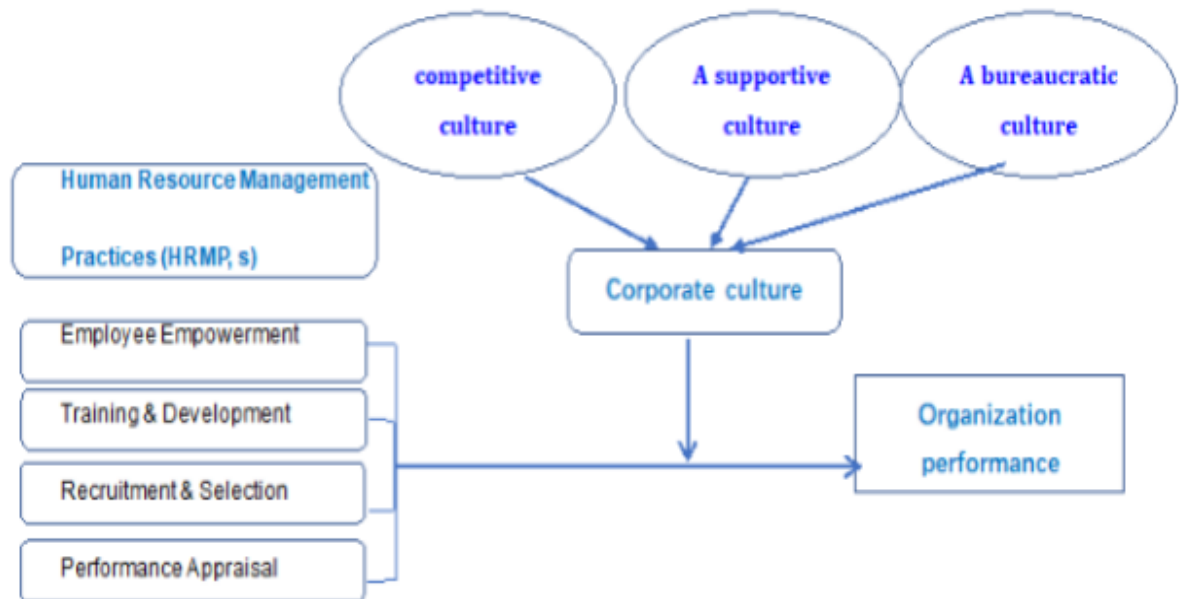
Figure 2 The Research Model

Based on the critical review of theories and the academic statement illustrated in chapter two, the conceptual framework is generated that illustrates the relationships between SHRM, corporate culture and firm performance. In this research model adopted, it incorporates the various types of corporate culture (competitive, supportive and bureaucratic culture) and demonstrates the variables of strategic HRM practices. Organizational culture is proposed to act as having a mediating role in the link of SHRM and firm performance.

3.3. SHRM and Corporate Performance

In terms of reviewing and identifying the available variables of SHRM, Wan, Chin and Kok (2002) remark that strategic HRM involves six variables when evaluating an organizational strategic HRM system:

•selective staffing,

• extensive training,

• empowerment,

• performance evaluation,

• broad job design and

• performance-based pay

However, this dissertation believes that the above six variables can be combined into four. Including training, selection, empowerment and performance appraisal, given that some of these variables are overlapping. The SHRM variables will be summarized into four key variables, including training, selection, empowerment and performance appraisal. As broad job design is often perceived to be a motivational method, so it can be categorized as the empowerment. Also, performance-based pay is based on performance appraisal hence these two variables can be summarized as performance appraisal.

3.3.1. Strategic Training and Firm Performance

According to Tzafrir (2005), extensive training is not only an essential component in the production of human capital, but also an investment in organizational human assets. Investing in strategic training programs makes employees feel grateful to the organization. This kind of investment can create a moral obligation for employees. In return, employees will put in more effort into work in an effective manner to ensure that the organization achieves outcomes (Danvila del Valle *et al*., 2009; Waterman *et al*., 1994). Also, compare with traditional training, strategic training provides employees with job-specific skills and knowledge instead of generic skills, making work easier to perform and improving work efficiency. Organizations can improve the quality and capability of existing staff by providing comprehensive training and development activities. A large amount of evidence confirms that extensive training as a strategic HRM practice has a tremendous positive impact on individuals and organizational performance (Jayawarna *et al*., 2007; Pfeffer, 1994; Blackwell *et al*., 1994). With the trend of globalization, Danby (2010) points out that sophisticated training can be updated continuously according to the needs of individuals and the market to meet the changes of the internal and external environment, which is conducive to improving the sustainable competitiveness of enterprises. Therefore, strategic training and development benefit the improvement of organizational performance.

However, there is no consensus on the positive relationship between extensive training and performance in some literature (Tzafrir, 2005; Danvila del Valle *et al*., 2009). Some studies prove that

broader skills training and development also increase organizational risk and cost. Employees may leave after training if employers are unable to fulfil the reciprocal commitment. Hence, we propose the following hypothesis.

H1a: there is a positive relationship between extensive training and firm performance

3.3.2. Strategic Selection and Firm Performance

Strategic recruitment and selection is the initial process of evaluating employees in the process of human resource allocation (Lynch and Smith, 2010), which means that the organizations need to identify, attract, and select people who meet their internal requirement to complete the job and work. This process is critical to the subsequent implementation of SHRM practices and the success of the business, because inappropriate recruitment and selection can lead to increased consumption and costs. Strategic recruitment and selection are prerequisites for improving the quality of hired individuals or the skills and abilities of the existing employee. In other words, employers can identify potential talent through a sophisticated selection and recruitment process that directly affects the level of firm performance.

Qureshi and Ramay (2006) suggest that SHRM practice is positively correlated with employee performance, while strategic selection and training has a greater impact on employee and organizational performance. Chand and Katou (2007) also claim that strategic recruitment and selection should be considered as the most dominant variable of SHRM, as it contributes to increasing organizational profitability.

Based on the above academic evidence found that this study proposes the following hypothesis.

H1b: there is a positive relationship between strategic selection and firm performance

3.3.3. Strategic Empowerment and Firm Performance

Strategic empowerment is commonly known as a positive instrument to improve the performance of organizations (Pfeffer,1994). It has a confident effect on the profitability and productivity of an

organization (Abdalmajeed Alshibli and Alzu'bi, 2019). Wan *et al*. (2002) point out that the ways to reflect organizational empowerment involve

1. extensive decision-making power and participation for the employee;

2. provide opportunities to complete multitasks;

3. provide opportunities for personal initiative;

4. the payment outperforms their peers and focuses on the long-term development of employees.

In other words, empowerment is given in four aspects including meaning, ability, self-determination, and influence to motivate employees to accomplish their tasks better and increase their productivity (Kumar and Kumar, 2017; Spreitzer, 1995). Employees' sense of empowerment will have a positive impact on their attitudes and behaviours so that employees will have a sense of responsibility for the enterprise and make efforts to improve firm performance (Snipes *et al*., 2005; Bjorkman and Pavlovskaya, 2000).

In addition, according to the social exchange theory (Whitener *et al*., 1998), employee empowerment emphasizes that employers get rewards by establishing reciprocal norms of trust with employees. Strategic empowerment, as one vital variable of SHRM, is the reciprocities that construct employee expectation and helps to improve the firm performance in return (Wan *et al.*, 2002).

Based on the above academic evidence found, this study proposes the following hypothesis.

H1c: there is a positive relationship between strategic empowerment and firm performance

3.3.4. Strategic Performance Appraisal and Firm Performance

Strategic performance appraisal (SPA) is an employee evaluation widely used in human resource management strategies. As proposed by Lourenço Ubeda and Cesar Almada Santos (2007), SPA is commonly used to help employees improve their competency and knowledge by evaluating their abilities and make substantive improvements to work and tasks, which can directly benefit the development and evaluation of the enterprise.

Besides, Lourenço Ubeda and Cesar Almada Santos (2007) argue that SPA utilizes the rating system, which not only enables employees to understand the needs of the organization better but also

enables employers to recognize the abilities of employees. Hence, the SPA has a profound impact on enhancing productivity.

In addition, subjective judgments of employee performance are mostly grounded in strategic performance appraisal. An effective performance appraisal contributes to stimulating individuals and firm production (Aguinis, 2009), because it usually connects to pay raise and promotion. Concurrently, the strategic performance evaluation process aims to convey organizational goals and values, so that employees can better reach a consensus with the organization and jointly create corporate value (Kuvaas, 2007). In other words, positive organizational outcomes primarily depend on the quality of the SPA. Thus, the SPA is one of the dominant variables in SHRM that are related to organizational productivity and outcomes (Tanveer *et al*., 2011; Khan, 2010; Mansour, 2010).

Based on the above academic evidence found, this study proposes the following hypothesis:

H1d: there is a positive relationship between strategic performance appraisal and firm performance

3.4. The mediation effects of organization culture

3.4.1 Bureaucratic Culture

Wallach (1983) argues that the bureaucratic culture is internal process-oriented, requiring employees and enterprises to achieve common goals and emphasizing high production. The role of leadership is prominent in both human resource management and corporate strategy. These values encourage business efficiency and consistent operational discipline over time (Cameron and Quinn, 2011; Wallach, 1983). The bureaucratic culture is characterized by an emphasize on explicit rules and regulations in organizational management and operation. It follows collective decision-making and strictly abides by the operational procedure.

Studies have confirmed that bureaucratic culture is widespread in China's MNC. For example, Ghoddousi *et al*. (2016) argue that Honda in China pays attention to a hierarchical management process, proposes collectivism by establishing teamwork and tends to collective decision-making, showing a bureaucratic corporate culture. The research of Chow, Hunang and Liu (2008) also confirm the existence of bureaucratic corporate culture in MNCs operating in China.

On the other hand, bureaucratic organizational culture harms job satisfaction and organizational commitment (McKinnon, Harrison, Chow and Wu 2003). Under the guidance of bureaucratic culture, companies tend to be high-yield rather than people-oriented strategies, and organizations are probably to ignore employee personal development during organizational development. Therefore, it is difficult for the bureaucratic culture to strengthen the innovative activities and support employees or teams to a large extent (Chow, Hunang and Liu, 2008).

The findings of previous studies have proved the negative effects on the relationship between bureaucratic culture and company performance (Ogbonna and Harris, 2000; Wallach, 1983). Bureaucratic culture does not promote long-term growth. Conversely, it reduces the short - term profitability and may even influence the sustainable development of the firm. (Denison, 1990; Kotter and Heskett. 1992).

Based on the above literature review to gather with the academic evidence indicating the existing of bureaucratic culture in MNCs in China (Ghoddousi *et al.*, 2016), this study proposes the following hypothesis:

Hypothesis 2a: A bureaucratic culture shows mediation effects on the relationship between strategic HRM and corporate performance.

3.4.2. Supportive Culture

The supportive culture values personal and team cooperation, encouragement and trust. It tends to inclusive and harmonious management (Silverthorne, 2004), creating a congenial organizational atmosphere. Employees can gain knowledge and growth through failure and share learning results with the team. Supportive culture has been confirmed by some studies to exist in MNCs operating in China. For example, the study by Xie and Cooke (2019) took China's Wal-Mart as an example, confirming that the company emphasizes the management responsibility of employees for the guidance and guidance of subordinates. Moreover, it supports employees' suggestions and decisions and treats employees as "partners." These measures are at the core of a supportive culture.

Employees have extensive management decisions and engagements, resulting in a high level of job

satisfaction and organizational commitment, which has also been linked to productivity (Katzell *et al.*, 1992). In other words, a supportive culture meets better personal needs, including the working environment, incentives, and work challenges (Ostroff, 1992). It directly motivates employees to invest in their work to effectively improve productivity and increase the output and profit of the organization (Katzell *et al.*, 1992). As suggested by Dickers *et al.* (2007), supportive culture can be divided into general support, supervisor support and colleague support. It is noteworthy that this corporate culture has both horizontal and vertical support within the organization.

Based on the above literature review to gather with the academic evidence indicating the existing of a supportive culture in MNCs in China (Xie and Cooke, 2019), this study proposes the following hypothesis:

Hypothesis 2b: A supportive culture shows significant mediation effects on the relationship between strategic HRM and corporate performance.

3.4.3. Competitive Culture

Chow and Liu (2009) subsequently propose a competitive culture since it can adapt to the more rival environment of today's Chinese market. Competitive culture is a strategic culture produced by an enterprise to adjust to the changes in the current market. Competitive culture prevails in MNCs in China. Grant (1991) believes that to enhance its competitive advantage, McDonald's strives to improve operations management, product development, market research and human resource management in China. It has established a high-end service team to compete with its competitor KFC, showing its own competitive culture. Chow and Liu (2009) pointed out that, especially in China, companies need flexible management models and a more market-oriented corporate culture in order to maintain a competitive advantage in a highly competitive market.

In enterprises dominated by competitive culture, the skills and abilities of employees and teams will be better than those of other peers, and enterprises dominated by competitive culture will take the initiative to create value for the organization when it comes to improving enterprise performance. Gomez (2004) argues that competitive culture can unconsciously foster employees' behaviors and attitudes to establish a positive internal atmosphere. In other words, a competitive culture can be

used as a control mechanism within an organization to motivate employees to achieve goals and enhance value for the enterprise.

Additionally, a competitive culture contributes to reducing the staff turnovers in the aspect of business strategy. In terms of competitive culture, it encourages and supports employees to innovate to increase their ability to adapt to market changes. In this process, enterprises and employees will construct an atmosphere of trust and personal orientation, improve job satisfaction and reduce the resignation rates. Thus, competitive orientated culture positively aligns to firm performance.

Based on the above literature review to gather with the academic evidence indicating the existing of competitive culture in MNCs in China (Grant, 1991), this study proposes the following hypothesis:

Hypothesis 2c: A competitive culture shows significant mediation effects on the relationship between strategic HRM and corporate performance.

CHAPTER FOUR: METHODOLOGY

4.1. Introduction

This chapter endeavours to interpret the approach used in conducting research. It addresses the method taken to reflect the research questions, aim and objectives. According to the research onion model (Figure 3) as suggested by Saunders, Lewis and Thornhill (2009), this section encompasses the essential components including research philosophy, strategies and approach. Elaborating the data collection and analysis by selecting appropriate methodology, techniques and procedures.
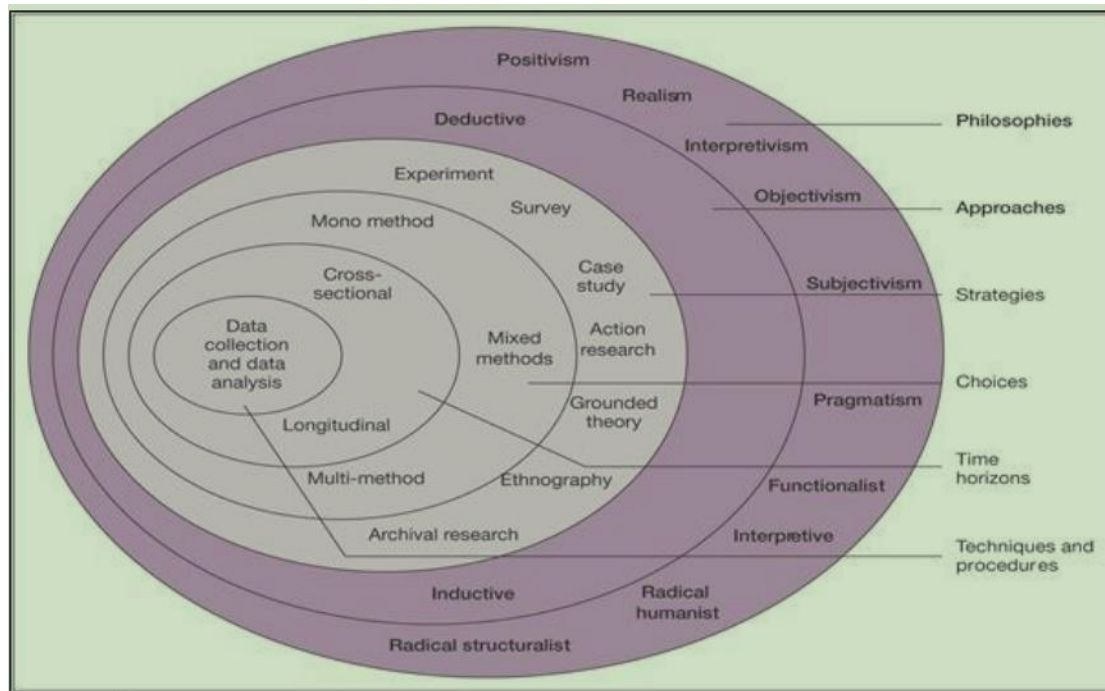
Figure 3 RESEARCH ONION" BY SAUNDERS *et al.* 2009

4.2. Research Philosophy

Research philosophy is of considerable significance in any research since it affects the way of thinking and the research process of researchers (Easterby-Smith, Thorpe and Lowe, 2002). Researchers must keep philosophical issues in mind before conducting research. There are three widely recognized philosophical research methods: positivism, interpretation and critical theory.

Positivism points out that knowledge can be acquired by observing objective situations and practical experience (Easterby-Smith *et al.*, 2002). Generally, positivism is associated with quantitative research. On the other hand, interpretation believes that the perception of the complex world is achieved by studying the experiences and opinions of people living in the world (Flick, 2014). Unlike the previous two, the primary theme of critical theory is to expose class inequality in capitalist society (Bronner, 2011), which is more widely used in understanding and exploring the historical, social and political nature of communities.

This research adopts positivism. Positivism is a discipline that tests theories and hypotheses objectively and experimentally. Furthermore, positivism attempts to explain and predict social phenomena by looking for regularity and causality between things (Saunders *et al*. 2007), which is one of the researches aim of this dissertation. Therefore, positivism philosophy fits the research questions and objectives of this dissertation.

4.3. Research Method

As suggested by Sale, Lohfeld and Brazil (2002), the quantitative paradigm is based on positivism while the qualitative paradigm is based on interpretivism (Altheide and Johnson, 1994) and constructivism (Guba and Lincoln, 1994). With regard to quantitative research, it suggests that human perception and objective reality are separate entities and that the world has only one truth. Quantitative analysis generally requires a large number of representative samples to measure and analyze the relationship between variables. A quantitative research strategy is characterized by a deductive approach, which validates theories by proposing and testing hypotheses and research questions (Cresswell, 2003).

On the contrary, qualitative research believes that there are multiple realities and truths in the world because reality is constructed through individuals and societies (Berger and Luckmann, 1966). Therefore, group interviews and participant observation are used in qualitative research (Reid, 1996). Qualitative research is inductive logic, that is, collecting information from interviews and placing it in previous literature and theories for classification and comparison (Cresswell, 2003).

According to the above definition, quantitative analysis is adopted in this study because it can be used to answer the question about the relationship between variables in the study (Williams, 2005). Moreover, based on the discussion of the mediating role in the relationship between SHRM and firm performance, a quantitative study can determine the causal relationship between different variables and demonstrate results more objective and accurate. In contrast, the results of qualitative research are subjective, resulting in differences in the interpretation and understanding of the problem in this research so that the test results may be biased.

4.4. Research Strategy

Creswell (2003) and Williams (2011) point out that the experiment and survey are generally adopted for quantitative analysis. Both methods collect data in numerical form and explain problems or phenomenon through mathematical analysis (Aliaga and Gunderson, 2002). The survey is mainly used to collect and measure data through scientific sampling and questionnaire in this dissertation. This research aims to examine the mediating effect of corporate culture in the relationship between SHRM and organizational performance in MNCs in China, compared with experiments, the survey can collect more sample data at a lower cost, thereby inferring the overall situation from the sample data from a macro perspective.

There are four types of surveys, including in-person interviews, telephone interviews, omnibus survey and self-administered questionnaires. This study adopts self-administered questionnaires (Website Surveys) as it breaks the territory restriction. Using questionnaires, researchers can quickly obtain detailed information from participants regardless of geography. More importantly, the participants only need to log in the website to complete all the questions and submit them without making an appointment or mailing any information, which significantly reduces time and increases the amount of data collection. Thus, the online questionnaire is used in this dissertation.

4.5. Data Collection

This study collects data in the form of questionnaires. Generally, there are two forms of the questionnaire, paper form and online survey (Wright, 2005). As this study focuses on MNCs in China, it is more appropriate to use an online survey. First, online questionnaires can break the geographical restrictions and directly connect with participants, making data collection more convenient. Additionally, participants may be hesitant to conduct face-to-face surveys when it comes to some personal appraisal of the firm, such as empowerment and performance (Wright, 2005). Therefore, online questionnaires can more effectively collect the opinions of participants from different regions

and give them more freedom to submit data. Second, with the development of technology, more and more organizations or individuals tend to move and rely on the Internet for their life and work (Wellman and Haythornthwaite, 2002). Thus, it is more acceptable for people to access the online survey. Finally, an online survey is a preferred choice when it comes to cost and time savings (Ilieva, Baron and Healey, 2002; Taylor, 2000).

4.6. Sampling

A sample is a part of individuals drawn from the population, and generally refers to a certain number of people drawn from the population, as well as the number of things or cases as subjects (Etikan, Musa and Alkassim, 2016). As proposed by Fink (1995), there are two main sampling approaches, including non-probability and probability sampling.

Probability Sampling means that the probability of participants selected as samples in the general population is equal. In contrast, non-probability sampling means the selection is not random, or the probability of participants selected is not equal in the process. Researchers will choose appropriate participants according to research purposes and subjective methods. Non-probability sampling is used for this study analysis. In the sampling process, the selection of respondents who are easier to obtain and access information is called convenience sampling (Etikan *et al*., 2016).

In contrast, for purposive sampling, the choice of participants primarily depends on the purpose and characteristics of the study (Etikan *et al*., 2016). In the sampling process, the selection of respondents who are easier to obtain and access information is called convenience sampling. In contrast, for purposive sampling, the choice of participants primarily depends on the purpose and characteristics of the study (Etikan *et al*., 2016).

Therefore, Convenience sampling is used in this dissertation. Convenience Sampling means to choose respondents with easy accessibility, geographic proximity, availability at a given time or high willingness to participate. Since the research background is Chinese multinational companies, this study conducts a questionnaire by using interpersonal relationship such as inviting friends or colleagues, which significantly saves time.

4.7. Sampling Size and Population

Bear in mind the gigantic amount of MNCs in China, Snowball sampling is adopted in this study as the form of convenience sampling. The researcher chooses a total of 20 key staff members of 16 MNCs that relevant to the topic of the research. Emailed the Individuals and then uses these candidates to build a relationship with others. Similarly, the researcher has the convenience sampling technique to use contact colleagues or friends who work in MNCs in China, ask them to assist in sending over to employees in their companies (Etikan *et al.*, 2016).

According to the United Nations 2019 statistics, top 100 MNEs is widely distributed in the Wholesale/Retail Industry, Information Technology Industry and Manufacturing Industry, which account for more than 40% of FDI. Hence, this research involves but not limited to these three industries, which contains about 20 different occupations (e.g. Human Resource, Technical/R&D personnel, Sales personnel). Target participants were expected to reach 200. But a total of 177 questionnaires were eventually collected which was impacted by the restricted resources.

4.8. Questionnaire Design

Given the use of mature scales in existing studies, this study referred to the maturity scales in these studies and made appropriate modifications according to the objectives of this study. The questionnaire design is shown in Table 1.

Table 1 Questionnaire design

Variable	Measurement scale[1]	Reference
Demographic Information	Gender, Age, Education, Occupation, Industry	Ou.C.,Pavlou,P. and Davison,R. (2014)

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[1] The numbers in this column refer to the number of survey questions set

Organizational Performance	Q6	Wan, D., Chin Huat Ong and Kok, V. (2002)
Strategic training	Q7	Wan, D., Chin Huat Ong and Kok, V. (2002)
Strategic Selection and Recruitment	Q8	Wan, D., Chin Huat Ong and Kok, V. (2002)
Empowerment	Q9	Wan, D., Chin Huat Ong and Kok, V. (2002)
Strategic Performance Appraisal	Q10	Wan, D., Chin Huat Ong and Kok, V. (2002)
Bureaucratic Culture	Q11	Chow, I. H. S. and Liu, S. S. (2009)
Competitive Culture	Q12	Chow, I. H. S. and Liu, S. S. (2009)
Supportive/Sharing Culture	Q13	Chow, I. H. S. and Liu, S. S. (2009)

4.9. Data Analysis

After obtaining first-hand data through online questionnaires, this dissertation uses Statistical Package for Social Sciences（SPSSv25）to complete data analysis. First, a descriptive statistical analysis was performed to learn the samples participating in the study. Then, reliability and validity analysis was performed to verify the rationality of the questionnaire design and the consistency and stability of the data. Subsequently, this research uses correlation analysis and linear regression analysis to explore the interactive relationship between human resource management, corporate culture and corporate performance.

4.10 Ethical Consideration

Based on the principles of privacy and confidentiality, this online survey does not involve the collection of participants' personal information, such as names, addresses and emails. And, participants will complete the questionnaire anonymously. The data collected is only used by researchers for this study. After the study, the materials will be kept in the school library for a period of time and then destroyed. Before starting the investigation, the ethics form was submitted to and approved by the National College of Ireland, and the researchers strictly adhered to a "harmless", honest and transparent structure (Quinlan, 2011). All participants voluntarily complete the questionnaire, and the researchers ensure that the interests and privacy of the participants are not affected. In addition, participants not only can freely decide whether to participate in the survey, but also can withdraw at any time during the survey process. Their data will be deleted after logging out. These methods can reduce the ethical risks in this study.

4.11. Limitations

Several limiting factors limit the breadth of this research. Initially, the representativeness of the research subjects to the population has not been scientifically verified. The snowball sampling used in this study may affect accuracy because most statistics come from friends and colleagues with similar characteristics. However, the research results obtained through the data of this sample can still help us understand the properties of the sample.

Second, the setting and design of SHRM variables. SHRM includes many aspects, and this research mainly focuses on four of them, which does not cover all the dimensions of SHRM. Some other SHRM dimensions have not been explored, such as teamwork and performance-based compensation. However, a review of the literature review confirms that these four dimensions are the four main aspects of SHRM. Therefore, in view of time and energy constraints, it is feasible to choose these four dimensions.

CHAPTER FIVE: DATA ANALYSIS AND FINDINGS

5.1. introduction

This chapter takes 177 employees of multinational companies in China as the research objects and collects data using a questionnaire survey method. First, the data will be analyzed by descriptive statistics to obtain some key characteristics of the sample, including age, gender, education. Then, the data is tested for reliability and validity to verify the scientificity of the scale design. Finally, correlation analysis and regression analysis were performed to illustrate the relationship and interaction between human resource management, corporate culture and corporate performance.

5.2. Descriptive overview

The online questionnaire was implemented from July 01 to July 30, 2020. During this period, a total of 177 completed questionnaires were collected. Since the research objects of this study are employees of MNCs in China, the qualified participants for this questionnaire should be those employees who work in MNCs in China, in order to effectively identify eligible respondents, this online questionnaire uses the first question to identify eligible participants. There were 177 qualified questionnaires screened in this way. All the questionnaire data are aggregated. As can be seen from Table 2, the ratio of men and women in this sample is basically half. From the perspective of age distribution, different age groups have participated in this survey. The group of 21 to 40 years old accounted for 80% of the participants. It can be seen that the demographics of this sample show diversity without being overly concentrated in a specific group, which ensures the validity of the sample. `it can be seen in Table 3 that more than half of the respondents in this study have a bachelor's degree. In addition, those with a college degree accounted for 24.9%, while10.2% hold graduate degree. From the perspective of educational background, the sample also showed diversity. The sample industries are relatively scattered and are more evenly distributed among the 15 candidate industries. The proportion of respondents from the Publishing/printing/packaging industry is the highest at 11.3%, while the ratio of respondents from

other industries is between 5%-10%. In terms of occupational information, up to 11.9% of respondents are engaged in production work, and up to 14.1% of respondents are engaged in sales work. The distribution of several other occupations is also relatively even. This background information confirms that the sample is relatively evenly distributed in demographic information, ensuring the validity of the sample.

Table2 Sample demographic information

		Frequency	Percent	Valid Percent	Cumulative Percent
gender	Male	92	52.0	52.0	52.0
	female	85	48.0	48.0	100.0
	Total	177	100.0	100.0	

age	Below 20	10	5.6	5.6	5.6
	21-30	82	46.3	46.3	52.0
	31-40	52	29.4	29.4	81.4
	Above 40	33	18.6	18.6	100.0
	Total	177	100.0	100.0	

Table 3 Descriptive Statistics of Participants' Background

	Frequency	Percent	Valid Percent	Cumulative Percent

Educational Background	High school or below	21	11.9	11.9	11.9
	College degree	44	24.9	24.9	36.7
	Bachelor's degree	94	53.1	53.1	89.8
	Master or above	18	10.2	10.2	100.0
	Total	177	100.0	100.0	

industry	Wholesale/retail	13	7.3	7.3	7.3
	Manufacturing	15	8.5	8.5	15.8
	Automobile & components	10	5.6	5.6	21.5
	Catering/entertainment/travel/hotel	11	6.2	6.2	27.7
	Trade/import and export	15	8.5	8.5	36.2
	Advertising/public relations/media/art	9	5.1	5.1	41.2
	Publishing/printing/packaging	20	11.3	11.3	52.5
	Real estate development/construction/decoration/design	10	5.6	5.6	58.2
	Property management	14	7.9	7.9	66.1
	Agency/consulting/headhunter/certification	14	7.9	7.9	74.0

	Transition/aviation/energy/chemical industry	13	7.3	7.3	81.4
	Agriculture/fishing/forestry	12	6.8	6.8	88.1
	Informational technology industry	9	5.1	5.1	93.2
	Finance	9	5.1	5.1	98.3
	others	3	1.7	1.7	100.0
	Total	177	100.0	100.0	

Occupation	Full-time student	10	5.6	5.6	5.6
	Production personnel	21	11.9	11.9	17.5
	Sales personnel	25	14.1	14.1	31.6
	Marketing/public relations personnel	15	8.5	8.5	40.1
	Customer service staff	14	7.9	7.9	48.0
	Administrative/logistics personnel	8	4.5	4.5	52.5
	Human resource	13	7.3	7.3	59.9
	Financial/auditor	13	7.3	7.3	67.2
	Technical/R&d personnel	15	8.5	8.5	75.7
	Consultant	15	8.5	8.5	84.2
	Professionals	13	7.3	7.3	91.5

others	15	8.5	8.5	100.0
Total	177	100.0	100.0	

The following Table 4 reflects the scores for each variable. It can be seen from the score that the difference in scores of all variables is small. The variable with the highest score is selection, and the variable with the lowest score is corporate performance. In the standard deviation, the biggest deviation comes from bureaucratic culture, which the value is 1.05. It can be seen that these participants have different evaluations of corporate culture, which also means that different participants reflect large differences in cultural differences. The smallest variance value comes from the selection variable. This shows that the respondents' choices on this variable are relatively concentrated. In general, the participants' evaluations of the company's SHRM are relatively consistent, which means that the companies where these participants work do not have much difference in the implementation of SHRM.

Table 4 Variable scores

	N	Minimum	Maximum	Mean	Std. Deviation
organizational performance	177	1.2	5.00	3.69	1.04
training	177	1.00	5.00	3.82	1.03
selection	177	1.33	5.00	3.89	.90
empowerment	177	1.43	5.00	3.87	.92
performance appraisal	177	1.00	5.00	3.86	.95
bureaucratic culture	177	1.0	5.0	3.85	1.05

competitive culture	177	1.2	5.0	3.80	1.01
supportive culture	177	1.2	5.0	3.81	1.01
Valid N (listwise)	177				

5.3. Reliability and Validity

5.3.1. Reliability

Reliability reflects the reliability and stability of survey results, and is generally divided into two types: internal reliability and external reliability. According to the needs of research, this study only measures the internal reliability of the survey results, which is the degree of stability of a set of question items measuring the same concept). This dissertation uses Cronbach's alpha coefficient as a reference indicator. The larger the reliability coefficient, the higher the credibility of the measurement results. With reference to the existing research results (Drost, 2011), the coefficient between 0.65 and 0.70 is the lowest acceptance of the reliability results; 0.70-0.80 indicates that the reliability of the measurement is good; 0.8 or more indicates that the reliability is very good. When the internal consistency coefficient of the subscale is lower than 0.6, and the coefficient of the total scale is lower than 0.8, the scale should be revised.

The results of the reliability of the questionnaire are shown in Table 5. It can be seen from the results that the Cronbach coefficients of these variables are between 0.7 and 0.9, indicating that the internal data of the study scale is highly reliable and consistent.

Table 5 Reliability Results

variable	items	Cronbach's α
Organizational performance	6	0.714
Training	5	0.693

selection	7	0.824
Empowerment	7	0.723
Performance appraisal	4	0.888
Bureaucratic culture	5	0.828
Competitive culture	6	0.825
Supportive/sharing culture	6	0.912
Overall	51	0.895

5.3.2. Validity

Validity refers to the correctness of sample data, which measures the degree of response of empirical research to the true meaning of variables. According to different measurement standards, it is divided into two types: structure validity and content validity. Exploratory factor analysis is a test of the validity of the scale structure, which finds common attributes from disordered data and synthesizes fewer common factors, thereby simplifying the data. KMO measurement and Bartlett sphere test are the prerequisites for exploratory factor analysis. It is generally believed that KMO<0.6 cannot be used for factor analysis; KMO values between 0.60 and 0.70 are considered acceptable; KMO values between 0.70 and 0.80 are considered good; KMO values between 0. Above 80 is very suitable for factor analysis (Heale & Twycross, 2015). Therefore, the closer the KMO is to 1, the more suitable the scale is for factor analysis. In this study, the KMO value of 0.70 was used as the lowest acceptable value for factor analysis.

As shown in Table 6, the KMO values of all the variables between 0.7 and 0.8, and the significance of Bartlett's spherical test is 0.000, indicating that the data is not independent, and the variable has a high correlation. It also indicates that the scale is suitable for further factor analysis.

Table 6 Validity Results

variable	KMO	Bartlett's test of sphericity	
Organizational performance	0.795	Approx. Chi-Square	339.355
		df	6
		Sig.	.000
Training	0.812	Approx. Chi-Square	330.799
		df	6
		Sig.	.000
selection	0.760	Approx. Chi-Square	321.504
		df	6
		Sig.	.000
Empowerment	0.860	Approx. Chi-Square	636.431
		df	15
		Sig.	.000
Performance appraisal	0.820	Approx. Chi-Square	531.077
		df	6
		Sig.	.000
Bureaucratic culture	0.836	Approx. Chi-Square	2617.122
		df	231
		Sig.	.000

Competitive culture	0.836	Approx. Chi-Square	2617.122
		df	231
		Sig.	.000
Overall	0.918	Approx. Chi-Square	691.207
		df	15
		Sig.	.000

The results of factor analysis are shown in Table 7. Generally speaking, if the eigenvalue extracted by factor analysis is greater than 1, and the cumulative interpretation rate is greater than 60%, it indicates that the structural validity of the scale is good. The initial eigenvalue was greater than 1, and the cumulative interpretation rate was 67.706%. The specific analysis results are shown in Table 6. Therefore, it can be said that the structural validity of the questionnaire scale is good.

Table 7 Factor Analysis Results

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.188	28.013	28.125	6.188	28.013	28.125
2	2.865	13.021	41.147	2.865	13.021	41.147
3	2.626	11.936	53.083	2.626	11.936	53.083
4	1.978	8.349	61.432	1.987	8.349	61.432

5	1.231	6.275	67.706	1.231	6.275	67.706
6	.778	3.534	71.241			
7	.667	3.032	74.272			
8	.621	2.828	77.095			
9	.571	2.597	79.692			
10	.515	2.342	82.035			
11	.507	2.304	84.338			
12	.481	2.186	86.524			
13	.439	1.996	88.520			
14	.398	1.808	90.329			
15	.363	1.648	91.977			
16	.329	1.496	93.472			
17	.297	1.351	94.823			
18	.290	1.320	96.143			
19	.245	1.112	97.255			
20	.244	1.109	98.364			
21	.200	0.907	99.271			
22	.160	0.729	100.000			
Extraction Method: Principal Component Analysis.						

5.4. Correlation Analysis

After the tests of the reliability and validity of the questionnaire, correlation analysis was introduced to test the correlation between the two variables. The Pearson Correlation indicator is widely used to express the correlation between two variables. The range of this indicator is between -1 and 1. If the index is greater than 0, it means that there is a positive correlation between the two variables, and the change of one variable will cause the other variable to change in the same direction. If the index is less than 0, it means that there is a negative correlation between the two variables, and the change of one variable will cause the other variable to change in the opposite direction. The greater the absolute value of this indicator, the stronger the correlation between the two variables. The correlation results of the variables used in this study are shown in Table 8. It can be seen from the results that at the 0.01 level (2-tailed), there is a significant correlation between organizational performance and training, selection, empowerment, performance evaluation and support culture. Moreover, the correlation between organizational performance and empowerment is the highest. In contrast, organizational performance has the lowest correlation with supportive culture. At the 0.05 level (two-tailed), there is also a significant correlation between organizational performance and bureaucratic culture and competitive culture. Correlation analysis verifies the significant correlation between variables, so these variables can be further subjected to regression analysis.

Table 8 Correlation Results

Correlations									
		organizational performance	training	selection	empowerment	performance appraisal	bureaucratic culture	competitive culture	supportive culture
organizational performance	Pearson Correlation	1	.242**	.273**	.405**	.352**	.190*	.153*	.193**

	Sig. (2-tailed)		.001	.000	.000	.000	.011	.042	.010
	N	177	177	177	177	177	177	177	177
training	Pearson Correlation	.242**	1	.246**	.204**	.348**	.196**	.161*	.245**
	Sig. (2-tailed)	.001		.001	.006	.000	.009	.032	.001
	N	177	177	177	177	177	177	177	177
selection	Pearson Correlation	.273**	.246**	1	.240**	.414**	.233**	.234**	.286**
	Sig. (2-tailed)	.000	.001		.001	.000	.002	.002	.000
	N	177	177	177	177	177	177	177	177
empowerment	Pearson Correlation	.405**	.204**	.240**	1	.312**	.346**	.195**	.274**
	Sig. (2-tailed)	.000	.006	.001		.000	.000	.009	.000
	N	177	177	177	177	177	177	177	177

performance appraisal	Pearson Correlation	.352[**]	.348[**]	.414[**]	.312[**]	1	.348[**]	.296[**]	.259[**]
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	177	177	177	177	177	177	177	177
bureaucratic culture	Pearson Correlation	.190[*]	.196[**]	.233[**]	.346[**]	.348[**]	1	.186[*]	.254[**]
	Sig. (2-tailed)	.011	.009	.002	.000	.000		.013	.001
	N	177	177	177	177	177	177	177	177
competitive culture	Pearson Correlation	.153[*]	.161[*]	.234[**]	.195[**]	.296[**]	.186[*]	1	.134
	Sig. (2-tailed)	.042	.032	.002	.009	.000	.013		.076
	N	177	177	177	177	177	177	177	177
supportive culture	Pearson Correlation	.193[**]	.245[**]	.286[**]	.274[**]	.259[**]	.254[**]	.134	1
	Sig. (2-tailed)	.010	.001	.000	.000	.000	.001	.076	

tailed)								
N	177	177	177	177	177	177	177	177

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

5.5. Regression Analysis

Regression analysis can be used to test the statistical changes and statistical relationships between different variables. Unlike correlation analysis, regression equations use precise numbers to show possible causal relationships between different variables. In the previous regression analysis, these variables have been confirmed to have a significant positive correlation. However, the correlation cannot show the direction of the mutual influence of these variables. Moreover, correlation can only show the relationship between two variables, but cannot show the effect of more than two variables. Therefore, regression analysis was further introduced to determine the effect of different independent variables on the dependent variable.

Before performing linear regression, it is necessary to check the multicollinearity between the data, which refers to the high correlation between two or more independent variables, which leads to inaccurate linear regression results or model distortion. This study uses VIF (variance expansion factor) to test the multicollinearity between independent variables. Generally speaking, VIF less than 10 is considered to be an acceptable value for multicollinearity between independent variables.

When obtaining linear regression results through SPSS, there are several important results that need to be analyzed and interpreted. The first is the adjusted goodness of fit of the regression model, which represents the proportion of the sample data that can be explained by the regression model. The second indicator is the significance test of the regression equation, which is replaced by the F value and sig value of ANOVA. At the significance level of 0.05, if the sig value is less than 0.05, it is confirmed that

the linear relationship between the explained variable and the overall explanatory variable is significant, and the linear regression equation is significant. The third important indicator is the significance test results of the regression coefficient. At a significance level of 0.05, if the significance of the regression coefficient is less than 0.05, it proves that the coefficient can significantly affect the dependent variable. The value of the coefficient represents the degree of influence.

5.5.1. Regression Analysis of SHRM and corporate performance

First, a regression model with SHRM, including performance appraisal, empowerment, training and selection as independent variables, and corporate performance as the dependent variable. As can be seen from Table 9, the adjusted R square of the elements of SHRM, performance appraisal, empowerment, training and selection is 0.238, indicating that SHRM can be used to explain 23.8% of the sample data. In addition, the F value of this model is 13.415, and the corresponding significance value is 0.000, which is less than 0.05, indicating that the overall goodness of the model is good. It can be seen from the coefficient results that the tolerance of SHRM practices, including performance appraisal, empowerment, extensive training and strategic selection, are 0.859, 0.806, 0.880 and 0.731 respectively, which are all greater than 0.1; VIF values are 1.164, 1.241, 1.136 and 1.368, respectively, which are all less than 10, indicating that there is no multicollinearity problem in the model. The sig values of performance appraisal, empowerment, extensive training and strategic selection are all less than 0.05, indicating that these four explanatory variables have a significant impact on corporate performance. Thus, H1a, H1b, H1c and H1d are confirmed. The observed normalization coefficients are 0.251, 0.118, 0.344 and 0.199, respectively. The results show that empowerment has the most significant impact on corporate performance, at 0.344, followed by performance appraisal.

Table 9 Regression results of SHRM and corporate performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488[a]	.238	.220	.9151

a. Predictors: (Constant), performance appraisal, empowerment, extensive training, strategic selection

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.934	4	11.233	13.415	.000[b]
	Residual	144.024	172	.837		
	Total	188.957	176			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), performance appraisal, empowerment, extensive training, strategic selection

Coefficients[a]						
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics

		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.784	.419		1.869	.063		
	extensive training	.251	.085	.211	2.911	.004	.859	1.164
	strategic selection	.118	.080	.169	2.412	.017	.806	1.241
	empowerment	.344	.080	.305	4.300	.000	.880	1.136
	performance appraisal	.199	.085	.183	2.348	.020	.731	1.368
a. Dependent Variable: organizational performance								

5.5.2. Regression Analysis of corporate culture and corporate performance

Next, another model was constructed, with three corporate cultures as independent variables and corporate performance as the dependent variable. It can be seen from Table 10 that the adjusted R square of three corporate cultures, including supportive culture, competitive culture and bureaucratic culture, is 0.070, indicating that corporate culture can be used to explain 7% of the sample data. In addition, the F value of this model is 4.344, and the corresponding significance value is 0.006, which is less than 0.05, indicating that the overall goodness of the model is good.

It can be seen from the regression matrix that the tolerance of the three corporate cultures, including supporting culture, competitive culture and bureaucratic culture, are 0.912, 0.957, and 0.928, respectively, which are all greater than 0.1; VIF values are 1.096, 1.044, and 1.078, which are all less than 10. It shows that there is no multicollinearity problem in the model. The sig values of supportive

culture, competitive culture and bureaucratic culture are all less than 0.05, indicating that the three corporate culture changes have a significant impact on corporate performance. The normalization coefficients observed are 0.296, 0.191 and 0.195, respectively. The results show that bureaucratic culture has the most significant impact on corporate performance, at 0.296, followed by supportive culture.

Table 10 Regression results of corporate culture and corporate performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.265[a]	.070	.054	1.0078
a. Predictors: (Constant), supportive culture, competitive culture, bureaucratic culture				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.238	3	4.413	4.344	.006[b]
	Residual	175.719	173	1.016		
	Total	188.957	176			
a. Dependent Variable: organizational performance						
b. Predictors: (Constant), supportive culture, competitive culture, bureaucratic culture						

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.185	.428		5.107	.000		
	bureaucratic culture	.296	.071	.289	4.290	.001	.912	1.096
	competitive culture	.191	.059	.220	3.186	.002	.957	1.044
	supportive culture	.195	.057	.212	3.481	.001	.928	1.078
a. Dependent Variable: organizational performance								

5.6. The mediator role of company culture

The mediation effect test method proposed by Keny (1986) was introduction into this study. The mediation effect diagram is shown below.

Figure 3. Mediation Effect Model
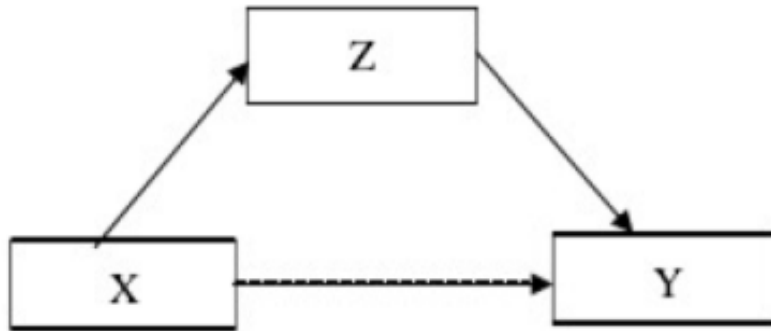
If the variable an affect the variable c by influencing the variable b, then the variable b is regarded as a mediation variable, which mediates the relationship between the variable a and the variable c. According to the causality test proposed by Baron and Kenny (1986), three steps are required to determine the intermediate variable. First, the variable a is tested whether it will affect the variable c by judging the significance of the coefficient of a in the linear regression equation with variable a as the independent variable and variable c as the dependent variable. Next, the variable a is tested whether it will affect the variable b by constructing the coefficient of the variable a in the linear regression equation with variable a as the independent variable and variable b as the dependent variable. Third, the influence of variable a and variable b on variable c is tested together, by taking variable a and variable b as independent variables, and variable c as the coefficient of variable b in the linear regression equation of the dependent variable. If the coefficient of variable a in the first two steps is significant, and the coefficient of variable b in the third step is significant, then the mediating effect is confirmed. Under this context, if in the third step, the coefficient of variable a is not significant, then variable b is full mediation; if in the third step, the coefficient of variable a is significant, but the coefficient is smaller than the coefficient of variable a in the first step, then The variable is partial mediation.

5.6.1. The Mediation Role of Supportive Culture

Next, the dissertation analyzed whether the mediation variables in the hypothetical model have

mediating effects. The above data analysis shows that the variables of SHRM have significant regression coefficients for corporate performance. according to the above test method, the second step was conducted by establishing the mode which takes supportive culture as the dependent variable and several dimensions of SHRM as the independent variable. It can be seen from Table 11 that the R-squared after adjustment of the model is 0.154, indicating that the corporate culture can explain 15.4% of the sample data. In addition, the F value of the model is 7.827, and the corresponding significance value is 0.00, which is less than 0.05, indicating that the overall goodness of the model is good.

It can be seen from the regression matrix that the sig values of empowerment, training, selection, empowerment and performance appraisal are all less than 0.05, indicating that the containment of SHRM has a significant impact on supportive culture.

Table 11The Mediation results of Supportive Culture (1)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.392[a]	.154	.134	.9312
a. Predictors: (Constant), empowerment, training, selection, performance appraisal				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.147	4	6.787	7.827	.000[b]
	Residual	149.150	172	.867		
	Total	176.297	176			

a. Dependent Variable: supportive culture

b. Predictors: (Constant), empowerment, training, selection, performance appraisal

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.456	.427		3.412	.001		
	training	.428	.134	.331	3.226	.002	.859	1.164
	selection	.195	.087	.175	2.239	.026	.806	1.241
	performance appraisal	.285	.131	.241	2.214	.030	.731	1.368
	empowerment	.194	.081	.178	2.380	.018	.880	1.136
a. Dependent Variable: supportive culture								

Then the third step of the mediation effect test is executed. A new model was constructed, with

corporate performance as the dependent variable and multiple dimensions of SHRM and supporting culture as independent variables. It can be seen from Table 11 that the adjusted R-squared of the model is 0.238, indicating that the corporate culture can explain 23.8% of the sample data. In addition, the F value of the model is 10.678, and the corresponding significance value is 0.00, which is less than 0.05, indicating that the overall goodness of the model is good.

It can be seen from the regression matrix that the sig values of performance appraisal, empowerment and supportive culture are all less than 0.05, indicating that these three variables will significantly affect corporate performance. Comparing the performance appraisal in the first step and the coefficient of empowerment, it can be found that the coefficient of performance appraisal has dropped from 0.199 to 0.198. The coefficient of empowerment dropped from 0.344 to 0.342, proving that supportive culture played partial mediation role in the relationship between performance appraisal, empowerment and corporate performance. In the modified model, the sig value of training, and selection is greater than 0.05, which proves that these two factors will not affect business performance in this model. Therefore, supportive culture plays a full mediation role in the relationship between extensive training, strategic selection and corporate performance, and H1a is confirmed.

Table 12 The Mediation results of Supportive Culture (2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488ª	.238	.216	.9177
a. Predictors: (Constant), supportive culture, training, empowerment, selection, performance appraisal				

ANOVAª					
Model	Sum of	df	Mean Square	F	Sig.

		Squares				
1	Regression	44.959	5	8.992	10.678	.000[b]
	Residual	143.998	171	.842		
	Total	188.957	176			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), supportive culture, extensive training, empowerment, strategic selection, performance appraisal

Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.765	.435		1.759	.080		
	training	.089	.073	.089	1.225	.222	.843	1.187
	selection	.115	.087	.100	1.326	.187	.783	1.277
	performance appraisal	.198	.085	.182	2.320	.021	.727	1.376
	empowerment	.342	.082	.303	4.188	.000	.852	1.173

	supportive culture	.249	.105	.257	2.420	.018	.846	1.182

a. Dependent Variable: organizational performance

5.6.2. The Mediation Role of Bureaucratic Culture

The mediating effect of bureaucratic culture is tested. It can be seen from Table 13, when bureaucratic culture is added, in the linear regression equation with corporate performance as the dependent variable and the bureaucratic culture and the four dimensions of SHRM as independent variables, the sig value of bureaucratic culture is greater than 0.05, which means it is not significant in the equation. Therefore, according to the third step of the mediation effect test, bureaucratic culture does not play a small and medium effect in the relationship between SHRM and corporate performance, and H2b is rejected.

Table 13 The Mediation results of Bureaucratic Culture

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488[a]	.238	.216	.9174

a. Predictors: (Constant), bureaucratic culture, training, selection, empowerment, performance appraisal

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.032	5	9.006	10.701	.000[b]
	Residual	143.925	171	.842		
	Total	188.957	176			
a. Dependent Variable: organizational performance						
b. Predictors: (Constant), bureaucratic culture, training, selection, empowerment, performance appraisal						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.816	.431		1.894	.060
	training	.092	.072	.092	1.277	.203
	selection	.120	.086	.104	1.395	.165
	empowerment	.351	.083	.311	4.238	.000
	performance appraisal	.206	.087	.188	2.361	.019
	bureaucratic	-.025	.074	-.025	-.342	.733

	culture					
a. Dependent Variable: organizational performance						

5.6.3. The Mediation Role of Competitive Culture

The mediating effect of competitive culture is tested. It can be seen from Table 14, When competitive culture is added, in the linear regression equation with corporate performance as the dependent variable and the competitive culture and the four dimensions of SHRM as independent variables, the sig value of competitive culture is greater than 0.05, which means it is not significant in the equation. Therefore, according to the third step of the mediation effect test, competitive culture does not play a small and medium effect in the relationship between SHRM and corporate performance, and H1c is rejected.

Table 14 The Mediation results of competitive Culture

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488ᵃ	.238	.216	.9177
a. Predictors: (Constant), competitive culture, training, empowerment, selection, performance appraisal				

ANOVAᵃ					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	44.934	5	8.987	10.670	.000[b]
	Residual	144.023	171	.842		
	Total	188.957	176			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), competitive culture, training, empowerment, selection, performance appraisal

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.781	.443		1.764	.080
training	.091	.072	.091	1.258	.210
selection	.118	.086	.102	1.364	.174
empowerment	.344	.081	.305	4.267	.000
performance appraisal	.199	.087	.182	2.299	.023
competitive culture	.001	.073	.001	.019	.985

a. Dependent Variable: organizational performance

Based on the above data analysis, the hypothesis test results are summarized in Table 15.

Table 15 Hypothesis test results

Hypothesis	Results
H1a: there is a positive relationship between extensive training and firm performance	Confirmed
H1b: there is a positive relationship between strategic selection and firm performance.	confirmed
H1c: there is a positive relationship between strategic empowerment and firm performance.	confirmed
H1d: there is a positive relationship between strategic performance appraisal and firm performance.	confirmed
Hypothesis 2a: A bureaucratic culture shows mediation effects on the relationship between strategic HRM and corporate performance.	Rejected
Hypothesis 2b: A supportive culture shows significant mediation effects on the relationship between strategic HRM and corporate performance.	Confirmed
Hypothesis 2c: A competitive culture shows significant mediation effects on the relationship between strategic HRM and corporate performance.	Rejected

CHAPTER SIX: DISCUSSION

6.1 Introduction

This chapter aims to discuss some in-depth discussions of the results of the data, as mentioned earlier analysis. This chapter mainly discusses the corporate culture of multinational companies in China and its impact on organizational performance. At the same time, this chapter also elaborates on the mediating role of supportive culture and the denial of the mediation of bureaucratic culture and competitive culture.

6.2. The Discussion on Research Objective One

The first objective of this research is to explore the current status and characteristics of human resource management of MNCs in southern China. From the observation results and evaluation scores, the SHRM variable scores high (Table 4), indicating that SHRM practices (strategic recruitment and selection, extensive training, empowerment, strategic performance appraisal) are widespread in the surveyed multinational companies. Most employees of multinational companies in China recognize the existence of these SHRM practices. This empirical result is consistent with the research results of Dowling and Schuler (1990) and Cogin and Williamson (2014). These four SHRM variables have been identified as basic components of the strategic needs of multinational companies. Chiang *et al*. (2018) also confirm a similar result, that is, the role of human resource management practices in the business activities of

multinational companies is receiving more and more attention, especially because it is considered to have a potential impact on the performance and competitiveness of multinational companies and their subsidiaries.

Among the four dimensions of SHRM, selection was determined to have the highest score (average = 3.89), which indicates that the respondents have a high degree of awareness of corporate recruitment, which is similar to the analysis of Lynch and Smith (2010). This shows that strategic selection and recruitment are prerequisites for improving corporate performance. However, the training score is relatively low, indicating that training has a low degree of presence in employees compared with the other three dimensions, which reflects the lack of training of MNCs in China, compared with the other dimensions of SHRM. As discussed earlier in this study, Tzafrir (2005) and Danvila del Valle *et al.* (2009) agree that due to the risks (cost and time) of strategic training, companies do not need to conduct extensive training in all aspects, but can selectively develop important training to improve the necessary skills and knowledge updates of employees.

6.3. The Discussion on Research Objective Two

The second purpose of this research is to investigate the corporate culture types of multinational companies surveyed. From the results of descriptive statistics (Table 4), the average scores of various corporate cultures (competitive culture, support culture, and bureaucratic culture) are higher. It is worth noting that bureaucratic culture scored the most top (average = 3.85), which indicates that participants experienced a higher degree of bureaucratic culture in MNCs of southern China. The scores of competitive culture and supportive culture are relatively lower than bureaucratic culture, but still at a high level. This shows that these two cultures also exist in the surveyed multinational companies and are recognized by the participants. In other words, it is generally believed that these three types of corporate cultures exist in multinational companies in southern China.

In fact, these three cultures have been confirmed by other scholars to exist in Chinese MNCs. Cavaliere and Lombardi (2013) affirm a similar result, that is, bureaucratic culture and competitive

culture are the prevailing cultural-oriented strategies of multinational companies. Another study was conducted by Suh *et al*. (2005). They suggest that multinational companies encourage innovative behaviors through a supportive culture and accumulate knowledge in specific areas at the corporate level. Therefore, it is undeniable that these three organizational cultures not only exist in multinational companies, but also have a significant impact on the management of multinational companies. This study shows that these three organizational cultures also exist in multinational companies in our country.

6.4. The Discussion on Research Objective Three

The third objective of this research is to explore the relationship between human resource management and corporate performance of multinational companies. The empirical results of data analysis show that the four dimensions of strategic human resource management (strategic recruitment and selection, extensive training, empowerment, and strategic performance appraisal) have a clear impact on corporate performance. It implies that in order to maximize the organizational performance, most MNCs in China value and have clear strategic guidelines when implementing HRM practices.

6.4.1. Strategic Recruitment and Selection

The quantitative analysis results show that there is a significant correlation between corporate performance and strategic selection. According to the analysis results, corporate performance is affected by strategic recruitment and selection, which is the same as previous research conclusions. For example, Zehir *et al.* (2016) believe that recruiting high-quality applicants means gaining a sustainable competitive advantage in the peer industry, thereby promoting corporate performance. Another study was done by Ping *et al.* (2019) which investigates the specific modes of strategic choices and how they strengthen and expand the company's talent pool. Their research results show that strategic recruitment and selection criteria have a positive effect on improving organizational performance. Likewise, just like the work done by Qureshi and Ramay (2006) and Gamage (2014), through an

extensive selection process, companies can identify highly qualified and capable candidates. When new employees are accurately matched with positions, organizational productivity and financial results will be better improved. Therefore, if the company is in a highly competitive industry, or on the demand side, competitors will actively recruit talents to "show teeth". Consequently, it is necessary for companies to adopt a broad and thorough selection process to seize more market share.

6.4.2. Extensive Training

Based on the collected data, the findings of this study clearly show that extensive training has a positive effect on organizational performance, which is the same as the conclusions of previous studies, such as Danvila del Valle *et al.* (2009) and Waterman *et al.* (1994). The investment in organizing training programs will stimulate morale in the production process. At the same time, by improving employee abilities and job-related skills, strategic training caters to different levels of development goals, thereby promoting the improvement of corporate performance (Jayawarna *et al.*, 2007; Pfeffer, 1994; Blackwell *et al.*, 1994). In addition, through the implementation of intensive training programs and strategies, companies can flexibly respond to changing market demands and improve competitiveness and production advantages (Danby, 2010).

However, the results of this study contradict the results of Tzafrir (2005) and Danvila del Valle *et al.* (2009). The increase in training investment is related to a higher level of organizational risk. Because strategic training emphasizes transferable skills rather than general skills, the organizational investment in the training program will be considerable. If an employee chooses to leave after the training, the company will suffer huge losses. Therefore, this finding reveals a negative correlation between extensive training and corporate performance. For MNCs in China, they are generally well-known companies with stable operating income, which can afford training costs. Therefore, for MNCs in China, the investment risk of training will not bring them a great negative impact. Therefore, in this study, training investment has born more positive effects than negative effects on MNCs in China.

6.4.3. Empowerment

Research results show that empowerment has the greatest impact on company performance, followed by performance appraisal, which is consistent with many previous research results, such as Pfeffer (1994) and Abdalmajeed Alshibli and Alzu'bi (2019). Empowerment can improve organizational profitability and productivity. At the same time, the discretion of task execution and decision-making will affect the behavior and attitude in the work process. To a large extent, the higher the degree of authorization, the higher the employee's participation and participation, which will have an impact on corporate performance. Positive influence (Snipes *et al.*, 2005; Bjorkman and Pavlovskaya, 2000).

6.4.4. Strategic Performance Appraisal

Data analysis results show that there is a significant impact between performance appraisal (PA) and company performance. The findings of this study echo and confirm the results of previous studies. As the concept put forward by Lourenço Ubeda and Cesar Almada Santos (2007), PA helps produce organizational performance and productivity, because when it is integrated into the rating system, it can stimulate the core competence of employees. There is an inherent connection between strategic performance evaluation and corporate performance, because the formal performance evaluation process can be used as a guideline to guide people to work for the organization's strategic goals (Kuvaas, 2007; Macduffie, 1995). On the other hand, not all performance evaluations can directly have a positive impact on corporate performance. Compared with general performance appraisal, the implementation of strategic performance appraisal pays more attention to the connection with the human resource management system. In other words, it is effective to consider the feasibility and degree of organizational strategic matching when designing strategic performance evaluation.

6.5. The Mediating Role of Supportive Culture

This study confirmed the mediating effect of supportive organizational culture in the relationship between SHRM and corporate performance. Supportive organizational culture is usually a platform for

sharing beliefs, assumptions, and values between employees and leaders. By designing and promoting a supportive organizational atmosphere, the ability and morale of employees can be effectively improved. There is a positive connection between SHRM and supportive culture. For example, once training and development programs are integrated into a supportive culture, it will be more helpful to improve employees' job-related skills. There are four important components to creating a supportive culture within an organization: care, collaboration, trust, and learning. For multinational companies in China, the concept of care emphasizes that employees should be the most concerned group in the company, to motivate them to achieve the common goals of the organization. Trust is an investment in interpersonal relationships and a generalization of honesty and humility in a work environment. Collaborative learning refers to a process in which employees exchange ideas, share learning experiences, and acquire new knowledge to improve employee capabilities and organizational advantages. All the factors of the supportive culture will play a positive role in the implementation of SHRM practices (Razmerita, Kirchner and Nielsen, 2016).

6.6. The Mediating Role of Competitive Culture

Competitive culture proved to be ineffective in the relationship between SHRM and corporate performance. For MNCs in China, although a competitive culture can drive employees' innovation and creativity, a viciously competitive environment may lead to excessive pressure on employees, reduced performance, and consequently decreasing profits. Because contrary to support culture, it is easier to breed a lack of trust. For example, to win personal performance, employees may be reluctant to share information with colleagues and trust colleagues. Putting one's interests in front of the common goal is very detrimental to the implementation of SHRM. Also, a competitive culture may produce pessimism and inefficient employees. High-performing people will become complacent and lack motivation, while low-performing people will have negative emotions at work. If managers and leaders cannot motivate employees to work during training and performance evaluation, thereby reducing productivity, then the behaviors and attitudes of employees dominated by a competitive culture will directly affect the implementation of strategic human resource management such as strategic training and strategic

performance evaluation.

6.7. The Mediating Role of Bureaucratic Culture

Similarly, in the relationship between human resource management and corporate performance, the mediating role of bureaucratic culture is not significant. Since the core of bureaucratic culture is based on a unified and hierarchical management system, strategic human resource management implements flexible personnel policies and practices through decentralization. SHRM tries to implement training, selection, empowerment and performance appraisal based on strategy. That is, they tend to conduct extensive training on the skill development of employees and increase their discretion in decision-making. However, the concentration, standardization, and uniformity of bureaucratic culture hindered the implementation of SHRM practices within the organization. It is apparent that the bureaucratic culture contradicts the concept of SHRM. In other words, if the bureaucratic culture is rooted in the corporate management model, it is relatively difficult to have a positive impact on SHRM.

CHAPTER SEVEN: CONCLUSION AND RECOMMENDATIONS

7.1 Conclusion

The main purpose of this study is to explore whether the corporate culture mediates the relationship between human resource management and organizational performance in multinational companies in China. Although there has been literature on the relationship between SHRM and corporate performance, or the impact of corporate culture on firm performance, there are few pieces of research on examining the role of organizational culture in the relationship between SHRM and firm performance, especially for MNCs in China. To solve these knowledge gaps, this study further explores the relationship between the three. It verifies the mediating role of the three types of corporate culture in the performance of SHRM companies. To illustrate this process, a combination of quantitative analysis and online surveys was used to collect and evaluate data from more than 170 employees of multinational companies. While in-depth understanding of the attitudes and opinions of a large number of interviewees, the data results verified research questions and six hypotheses related to SHRM, corporate culture and corporate performance.

In terms of literature review, the researchers excavated existing academic articles and insights, and developed and established a comprehensive model based on the research goals of this article. Regarding the structure of this study , firstly, the author reviews strategic human resource management practices (strategic selection, extensive training, empowerment and strategic performance appraisal), organizational performance and corporate culture (bureaucratic, competitive and supportive culture) basic theory and interrelationships, , and further explore the deep meaning of these three cultures. (Boon *et al.*, 2018; Jiang and Messersmith, 2018; Jackson, Schuler and Jiang, 2014; Zehir, *et al.*, 2016; Wei and Lau, 2008; Boselie *et al.*, 2005; Venkatraman,1989; Barney,1986). Then , on this basis, propose hypotheses and propose methods used in the research process.

In answering the first and second research questions, the results of this research prove that SHRM practices and the existence of three types of corporate culture of MNCs in southern China. This shows

that employees of multinational companies have a higher understanding of organizational strategy and corporate culture, because MNCs focus on employee information transmission, problem solving and decision-making participation. This is why empowerment plays a leading role in company performance, as shown in regression analysis.

Aiming at the third research question of the research, this research uses correlation and linear regression analysis to find the significant or potential relationship between SHRM, corporate performance and corporate culture. One of the findings indicates that the result is consistent with the most previous studies that SHRM practice has a positive impact on organizational performance and productivity (Abdalmajeed Alshibli and Alzu'bi, 2019; Tzafrir, 2005; Danvila del Valle *et al.*, 2009; Lynch and Smith, 2010; Lourenço Ubeda and Cesar Almada Santos, 2007). Thereafter, by comparing with competition culture and bureaucratic culture, it is concluded that only supportive culture can mediate the relationship between SHRM and corporate performance. These findings confirm the positive effects of SHRM and supportive corporate culture on corporate performance.

7.2. Recommendation

Although there is a positive correlation between SHRM and corporate performance, the implementation level of SHRM is still a strategic consideration. The following subsections mainly provide recommendations for performance appraisal and empowerment, as they have the greatest impact on company performance.

7.2.1. Recommendation for Empowerment

Establish an effective communication system in favor of monitor the progress of business performance. Also, optimize the empowerment and discretion mechanism. It means to provide more channels for employees to engage in problem-solving and decision making, particularly in key employees.

Identify front-line Decision Maker (1 month)

Not only are front-line executives familiar with what they do, but mature managers understand the company and the positions of their employees. Companies need to assist executives to achieve self-

actualization, ultimately understand the requirement of customers and employees that contributes to making appropriate judgments and actions.

Organizational delayering reform (2 months)

Firstly, the rotation of personnel. To stimulate the vitality of trial in work innovation through job rotation. Then, conduct the reform of regional centralization. Start with human resources and then to the management departments, production departments.

Team coach, empower students (6 months-1year)

The introduction of a team coach, or training mentor, whose main job is to create a communication platform for employees to find answers and share knowledge. Guide them to mobilize their enthusiasm for independent exploration of feasible programs. In this process, managers need to observe the initiative of employees and give them more opportunities and powers to solve problems and enhance job motivation.

7.2.2. Recommendation for Strategic Performance Appraisal

In terms of performance appraisal, it is advisable to conduct horizontal and vertical evaluations of employees in the organization. At the same time, when implementing the appraisal process and performance pay, the MNC in China is recommended to be consistent with the organization's goals and objectives. In addition, when adopting a rating system and adopting modern evaluation standards, the MNC in China is recommended to be fair and strict. The order of implementation is as follows：

Step 1: They were suggested to increase the differentiation of the rating mechanism. For example, modern scoring systems rate the accomplishment of personal goals on a scale of 1-5, and each point has a corresponding bonus ratio (see Figure 4).

Step 2: These companies are advised to implement compulsory distribution measures while increasing the degree of differentiation. In other words, every performance score must have proportional distribution of people.

Step 3: MNCs in China are recommended to establish "SMART" KPI, which are specific and measurable goals. Supervisors or managers must understand the distinction between employees' daily

responsibilities and KPI objectives, and set specific and measurable goals for the employees, avoid subjective or vague standards in performance evaluation, which may lead to deviations in the scores

Step 4: The MNC in China is recommended to summarize KPIs to guide both parties to reach a consensus on business goals and identify areas for improvement in the next stage. Establish the review cycle that can be divided into weekly, monthly and quarterly that enable employees to meet the periodic goals and keep track of the business progress and problems. At the enterprise level, it is necessary to conduct financial accounting according to the proportion of employees' salary and bonus to see whether it can support the implementation of actions.

Figure 4 Rating System of Performance Appraisal

Title	1-Needs Expectations	2-Below Expectations	3-Meets Expectations	4-Exceeds Expectations	5-Exceptional
Individual Pay Rate	50%	70%	90%-100% （90%,95%,100%）	110%	120%
Proportion	5%	10%	70%	10%	5%

7.2.3. Recommendation for cultivating supportive culture

First of all, from the perspective of data analysis, the importance of these three cultures in multinational companies is not very different. In addition, it was found that bureaucratic culture has the greatest impact on corporate performance, rather than supportive culture. This means that the limitations of Chinese traditional culture and working methods may have led to this phenomenon. However, the findings show that only supportive culture plays a mediating role between SHRM and organizational performance. Therefore, in order to obtain better competitiveness and organizational performance in the international environment, Chinese multinational companies need to pay attention to two aspects when building a supportive culture.

First, the MCN in China is recommended to establish a supportive culture with Chinese characteristics. Traditional Chinese culture emphasizes that when companies build a supportive culture, they must not

only help employees realize their comprehensive work value, but also take into account their lives and family factors. Second, the MCN in China is recommended to form a spirit of commitment and mutual trust within the organization. Also, a supportive culture must be associated with SHRM practices, especially when the organization implements performance appraisal and empowerment. Therefore, MCNs in China must be motivated from top to bottom (such as leaders, top managers, colleagues and subordinates) when it comes to performance appraisal. In addition, empowerment should not only focus on the individual but also on teamwork.

7.3. Limitations and further development

Although this research adopts scientific research methods and processes, this research still has some limitations. First of all, this research is limited to multinational companies in China. It is worth noting whether the conclusion can be applied to multinational companies in other countries. Because multinational companies in China are influenced by Chinese culture. For example, in multinational companies in China, the bureaucratic corporate culture is deeply ingrained. However, the culture of other countries may lead to different corporate cultures and results, which is first restricted by the research objects. Therefore, in further discussions, efforts should be made to explore untapped areas and to study the interaction of human resource management, corporate culture and corporate performance in other countries.

Secondly, the quantitative analysis method used in this research can accurately provide the causal relationship between the different variables of the sample in the form of numbers from a macro perspective. However, this research method cannot obtain a single interviewee's in-depth understanding and evaluation of the research problem, nor can it dig out the reasons for this causal relationship. For example, in this study, the questionnaire cannot provide detailed explanations on how the supporting corporate culture affects respondents, thereby improving their performance. This problem needs to be solved by qualitative analysis methods, such as interviews. Therefore, one of the directions for improvement in the future is to introduce qualitative analysis methods and select a few of the respondents who participated in the questionnaire to conduct in-depth interviews, and

understand the reasons that form their views on the research questions.

7.4 Personal Learning Statements

Completing the Master of Human Resource Management in Ireland is both challenging and meaningful for me. Although I have been engaged in human resources work for 4 years, I think that in this year of NCI, I have a better understanding of human resources and gained valuable knowledge of human resources management. With the rapid development of information technology, human resource management is also changing and developing into a new era. In the process of completing the thesis, I realized the meaning of the word strategy for business management and realized that the unchanging management model will only make the organization stagnant. In addition, from a learning point of view, critical thinking is crucial when verifying and testing previous conclusions. Due to the influence of time, geography and other factors, it may produce different results, which cannot be applied to today's society.

In the process of analyzing the purpose of research, the biggest obstacle is how to use SPSS software to analyze data and obtain effective information. Through the resources and communication platform provided by NCI, I not only learned quantitative methods and other research skills, but also learned how to obtain and evaluate data. Undeniably, this is a milestone in my learning career. In addition, time management is another challenge because I have to read a lot of literature and collect a lot of data in the process of completing the paper. Through the analysis of information fragments, the ability of work distribution is improved. Finally, clear thinking and rigorous structure can effectively improve the quality of the paper. In communicating with my boss, I realized the importance of logic and continuity. In the process of information integration, we must be good at summarizing and provide readers with clear ideas. More importantly, this kind of thinking and method can be embedded in work. From planning to project execution, we need a clear vision and detailed analysis so that we can implement strategically and increase the chance of success.

In terms of overall experience, I like my research on human resources very much as in the process of

solving the problem, I improved my research ability and strengthened my self-confidence. The subject of this research is the role of corporate culture in Chinese multinational companies. I hope my research results can contribute to our country or the academic community in the coming decades.

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Appendix

* 1. 性别 Gender

   ○ 男性 male

   ○ 女性 female

* 2. 年龄 Age

   ○ 20岁以下 below 20

   ○ 21-30

   ○ 31-40

   ○ 40岁以上 above 40

* 3. 教育背景 Educational Background

   ○ 高中或以下学历 high school or below

   ○ 大专 college degree

   ○ 本科 bachelor degree

   ○ 硕士或以上学历 master or above

   ○ 其他 others

* 4. 您目前从事的行业 The industry you work in:

   请选择 ▼

* 5. 您目前从事的职业 Occupation:

   请选择 ▼

* 6.

组织绩效 Organizational performance

1分表示强烈不同意，2分表示不同意，3分表示中立，4分表示同意，5分表示强烈同意
1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

	1	2	3	4	5
a. 贵公司提高其产品合格率的能力强。(产品质量) Your firm's ability to increase its non-defective rate for its products. (product quality)	○	○	○	○	○
b. 贵公司保持产品质量一致性的能力强。(产品质量) Your firm's ability to keep consistency of its product quality. (product quality)	○	○	○	○	○
c. 贵公司降低产品检验、库存、产品和管理费用的能力强。(生产成本) Your firm's ability to reduce its costs of product inspection, inventory, products, and overhead. (production cost)	○	○	○	○	○
d. 贵公司有能力缩短其产品的交货时间、交货周期和生产周期。(产品交付) Your firm's ability to reduce delivery time, lead time, and cycle time for its products. (product delivery)	○	○	○	○	○
e. 贵公司能迅速调整产品结构变化。(生产灵活性) Your firm's ability to adjust its changes in product mix quickly. (production flexibility)	○	○	○	○	○
f. 贵公司能迅速改变产能。(生产灵活性) Your firm's ability to change its capacity quickly. (production flexibility)	○	○	○	○	○

* 7.

战略人力资源管理 (培训) Strategic HRM（Training）

1分表示强烈不同意，2分表示不同意，3分表示中立，4分表示同意，5分表示强烈同意
1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree

	1	2	3	4	5
a. 用于培训的资金投入量大 Amount of money spent on training	○	○	○	○	○
b. 提供各种培训机会进行培训 Availability of different kinds of training Opportunities for training	○	○	○	○	○
c. 高度重视培训 High priority on training	○	○	○	○	○
d. 拥有系统性的培训过程和一般技能的广泛培训 Systematically structured training process Extensive training for general skills	○	○	○	○	○
e. 在培训中赋予广泛的任务和责任 Extensive transference of task and responsibilities	○	○	○	○	○

* 8.

战略人力资源管理（选拔）Strategic HRM（Selection）

1分表示强烈不同意，2分表示不同意，3分表示中立，4分表示同意，5分表示强烈同意
1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree

	1	2	3	4	5
a. 严格的选拔标准 High selection criteria	○	○	○	○	○
b. 在考核绩效方面付出了很多努力 Much efforts in appraisal performance	○	○	○	○	○
c.为选拔优秀的人才作出努力 Much efforts to select the best person	○	○	○	○	○
d. 高度重视人员配置 Great importance on staffing process	○	○	○	○	○
e. 大规模的选拔过程 Extensive selection process	○	○	○	○	○
f. 在选拔过程中广泛地涉及各类议题 Participation in wide range of issues	○	○	○	○	○
g. 用于人才选拔的资金投入量大 Amount of money spent on selection	○	○	○	○	○

* 9.

战略人力资源管理（授权）Strategic HRM（Empowerment）

1分表示强烈不同意，2分表示不同意，3分表示中立，4分表示同意，5分表示强烈同意
1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree

	1	2	3	4	5
a. 允许在工作中有足够的判断力 Permitting enough discretion in doing work	○	○	○	○	○
b. 提供发挥个人主动性的机会 Providing chances to use personal initiative	○	○	○	○	○
c. 与同行业相比，工资水平较高 High pay level compared to same industry	○	○	○	○	○
d. 关注候选人的长期潜力 Focus on long-term potential of candidates	○	○	○	○	○
e. 在授权过程中广泛地涉及各类议题 Participation in very wide range of issues	○	○	○	○	○
f. 参与问题解决和决策 Engagement in problem solving and decisions	○	○	○	○	○
g. 授予各种任务 Require multitasking	○	○	○	○	○

* 10.

战略人力资源管理（绩效考核）Strategic HRM（Performance Appraisal）

1分表示强烈不同意，2分表示不同意，3分表示中立，4分表示同意，5分表示强烈同意
1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree

	1	2	3	4	5
a. 加薪与绩效考核挂钩 Pay raise tie to performance appraisal	○	○	○	○	○
b. 晋升与绩效考核挂钩 Promotion tie to performance appraisal	○	○	○	○	○
c. 薪酬与团队绩效挂钩 Pay tie to group performance	○	○	○	○	○
d. 重视个人发展 Performance assessment emphasis on personal development	○	○	○	○	○

* 11. 企业文化 (官僚主义型文化) Corporate culture （Bureaucratic culture）

1分表示强烈不同意，2分表示不同意，3分表示中立，4分表示同意，5分表示强烈同意
1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree

	1	2	3	4	5
a. 明确的规章制度，有序的操作程序 Explicit rules /regulations, orderly operations procedural	○	○	○	○	○
b. 强调完成任务的过程 Strong emphasis on the process of getting things done	○	○	○	○	○
c. 严格遵循已建立的制度和操作程序 Follow strictly established systems and operational procedures	○	○	○	○	○
d. 尽管意见不一，但绝对重视尊重集体决定 Despite different opinions, absolute importance being placed on respect for collective decisions	○	○	○	○	○
e. 通过正式渠道与员工进行沟通 Communication through formal channels among employees	○	○	○	○	○

* 12. 企业文化 (竞争型文化) Corporate culture （Competitive culture）

1分表示强烈不同意，2分表示不同意，3分表示中立，4分表示同意，5分表示强烈同意
1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree

	1	2	3	4	5
a. 员工的相关职业技能比其他同行企业优秀 Employee's job related skills surpass other organizations	○	○	○	○	○
b. 员工表现出极高的竞争力水平 Employees display extremely high level of competitiveness	○	○	○	○	○
c. 贵公司拥有技术高超的工作团队 There are highly skilled work teams in this company	○	○	○	○	○
d. 员工行为有助于提高组织绩效 Employee behavior helps to improve organizational performance	○	○	○	○	○
e. 员工对组织绩效有积极的贡献 Employees contribute positively to organizational performance	○	○	○	○	○
f. 与其他公司相比，员工的工作积极性非常强 Employees' work motive is very strong compared to other companies	○	○	○	○	○

* 13.

<mark>企业文化 (支持型/分享型文化) Corporate culture（Supportive /sharing culture）</mark>

1分表示强烈不同意，2分表示不同意，3分表示中立，4分表示同意，5分表示强烈同意
1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree

	1	2	3	4	5
a. 公司鼓励尝试和错误，失败被视为学习和改进的机会 The company encourages trial and error, failure is viewed as learning and opportunity for improvement	○	○	○	○	○
b. 经常使用任务小组来解决问题 Frequent use of task group to solve problems	○	○	○	○	○
c. 关注员工的参与和分享 Focus on employee participation and sharing	○	○	○	○	○
d. 充分授权管理决策，明确授权 Full empowerment for managerial decision, clear delegation	○	○	○	○	○
e. 灵活和弹性管理 Flexibility in managing	○	○	○	○	○
f. 强调学习过程，交流和分享学习成果 Emphasis on learning process, exchange and sharing learning outcomes	○	○	○	○	○