Human Resource Management
‘With Chinese Characteristics’

Facing the challenges of globalization

Edited by
Malcolm Warner
# CONTENTS

List of Contributors

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>vii</td>
</tr>
</tbody>
</table>

1 INTRODUCTION
Reassessing human resource management ‘with Chinese characteristics’: An overview
MALCOLM WARNER

2 Application of human capital theory in China in the context of the knowledge economy
SHUMING ZHAO

3 More evidence on the value of Chinese workers' psychological capital: A potentially unlimited competitive resource?
FRED LUTHANS, JAMES B. AVEY, RACHEL CLAPP-SMITH AND WEIXING LI

4 Human resource management and the globalness of firms: An empirical study in China
JI LI, GONGMING QIAN, STACY LIAO AND CHRIS W. L. CHU

5 Devolvement of HR practices in transitional economies: Evidence from China
CHERRIE JIUHUA ZHU, BRIAN COOPER, HELEN DE CIERI, S. BRUCE THOMSON AND SHUMING ZHAO

6 Understanding the domain of counterproductive work behaviour in China
MARIA ROTUNDO AND JIA LIN XIE

7 Work and family demands and life stress among Chinese employees: The mediating effect of work–family conflict
JAEPIL CHOI

8 Organizational commitment of Chinese employees in foreign-invested firms
JOS GAMBLE AND QIHAI HUANG

9 Emotional bonds with supervisor and co-workers: Relationship to organizational commitment in China's foreign-invested companies
YINGYAN WANG
10 The effect of organizational psychological contract violation on managers' exit, voice, loyalty and neglect in the Chinese context
STEVEN X. SI, FENG WEI AND YI LI 162

11 Modelling regional HRM strategies in China: An entrepreneurship perspective
ZHONG-MING WANG AND SHENG WANG 175

12 Human resource management in foreign-owned subsidiaries: China versus India
INGMAR BJÖRKMAN, PAWAN BUDHWAR, ADAM SMALE AND JENNIE SUMELIUS 194

Index 209