

**BRITISH ACADEMY
OF MANAGEMENT**

BAM
CONFERENCE

3RD-5TH SEPTEMBER

ASTON UNIVERSITY BIRMINGHAM UNITED KINGDOM

This paper is from the BAM2019 Conference Proceedings

About BAM

The British Academy of Management (BAM) is the leading authority on the academic field of management in the UK, supporting and representing the community of scholars and engaging with international peers.

<http://www.bam.ac.uk/>

Institutional and Subsidiaries Actors: HRM Practices in Chinese MNCs in the UK

Amani Shajera, Second year PhD student

UNBS, University of Nottingham, UK

Email: amani.shajera@nottingham.ac.uk

*This working paper is for discussion only. Please do not quote or copy without the author's
permission.*

Institutional and Subsidiaries Actors: HRM Practices in Chinese MNCs in the UK

Abstract: This research aims to extend the existing literature and widen the understanding of how different actors influence shaping HRM practices at Chinese multinational corporations (CMNCs) subsidiaries in the UK in term of the localisation and standardisation orientations. There is limited knowledge on how CMNCs manage a global workforce in their developed countries subsidiaries and how different factors can influence these practices. Moreover, IHRM researchers identify many factors influence shaping subsidiaries' HRM practices through different conceptual models and empirical studies. However, limited consideration has been given to the influence of actors. The role of actors in this research will be explored through applying different institutional theory lenses to extend the current application and understanding of the institutional theory and to provide a deep understanding and multilevel integrative view of HRM practices in CMNCs' subsidiaries. This research adopted a qualitative exploratory multi-case study research design. Semi-structured interviews are being conducted with top and middle managers, both local and expat, HR managers as well as non-managerial employees, both local and expat. This research will use a thematic analysis strategy. It will start with within case analysis, then cross-case analysis.

Words count: 2708

Introduction

International human resource management (IHRM) is one of the firm's main competitive advantages (Thite, 2015). Much of the IHRM literature focuses on the transfer and diffusion of HRM practices in MNCs (Tayeb, 1998; Edwards, Colling and Ferner, 2007; Cooke and Lin, 2012; Chung, Sparrow and Bozkurt, 2014; Adams et al., 2017; Chung, 2018). One of the main challenges facing MNCs when transferring and adopting HRM practices is how to balance the need for global standardisation and local responsiveness. The majority of research has centred around measuring the degree of localisation and standardisation of the overall subsidiaries' HRM practices (see Rosenzweig and Nohria, 1994; Bjorkman and Lu, 2001). Such studies resulted in a general understanding of the standardisation and localisation orientations of HRM practices, which overlooks the inherent nuances and complexity. Moreover, most of the literature in standardisation and localisation of subsidiaries' HRM practices have focused on MNCs from developed markets establishing subsidiaries in other developed markets or in emerging market (e.g. Tayeb, 1998; Gamble, 2003; Ferner and Edwards, 2004; Siebers, Kamoche and Li, 2015; Ahlvik and Björkman, 2015). In contrast, there has been little research on MNCs from emerging markets operating in developed markets (Zhang and Edwards, 2007; Thite, Wilkinson and Shah, 2012; Aguzzoli and Geary, 2014; Zhu and Jack, 2017). Budhwar et al., (2017) report that there is little knowledge concerning subsidiaries' HRM practices of EMNCs, such as the Chinese in developed markets.

Chinese MNCs (CMNCs) are now attracting considerable attention from the corporate world and the academic community. Their contribution to the international flows of foreign direct investment (FDI) increased tremendously and moved China to the second largest country for FDI for the first time (UNCTAD, 2017). This generated rapidly increasing research interest in their multinational corporation (MNC) strategies, especially in the developed countries. One of the main advanced destination economies for Chinese FDI is the UK. In 2018 China's FDI into the UK increased dramatically from \$35 million in 2006, \$9.2 billion in 2016 to \$27.2 billion in 2018, in spite of the uncertainties surrounding the UK Brexit (Hanemann et al., 2019). Nonetheless, with the noteworthy changes in the Chinese business scene and the rapid expansion and unique traits of their MNCs, little attention has been given to how CMNCs manage their international operations and as part of that their IHRM, compared to growing research with respect to other Asian economies, such as Japan, Korea and newly industrialised economies (NIEs) Taiwan and Singapore (e.g. Chung, 2018; Chang and Smale, 2013; Chang, Wilkinson and Mellahi, 2007; Chang and Taylor, 1999). Recent research has focused more on

exploring the transfer of HRM practices of developed countries MNCs into China (e.g. Gamble, 2003; Siebers, Kamoche and Li, 2015; Murray and Fu, 2016), or from China to other EMs especially African region (e.g. Cooke and Lin, 2012; Kamoche and Siebers, 2015; Cooke, Wang and Wang, 2017). However, very few IHRM empirical studies have been conducted of CMNCs into developed in the last decades (Fan, Zhu and Nyland, 2012; Mingqiong and La, 2014). While there is relatively increasing attention in studying the CMNCs in Australia (e.g. Fan, Zhu and Nyland, 2012; Fan, Zhang and Zhu, 2013; Mingqiong and La, 2014; Zhu and Jack, 2017) there are relatively few studies were conducted in the UK (e.g. Zhang, 2003; Shen, Edwards and Lee, 2005; Zhang and Edwards, 2007; Khan et al., 2018) despite the significant role of CMNCs in the UK.

These studies present a limited explanation and understanding of the formation of CMNC-subsidaries' HRM practices in the UK for several reasons. Firstly, those studies examined the degree of similarity between HRM practices of UK and China by examining national level factors such as institutional contextual factors and national business system, rather than examine how different factors from different levels (e.g. industrial and firm-level factors) in an integrative approach, influence shaping the actual HRM practices at subsidiary level (e.g. Zhang, 2003; Zhang and Edwards, 2007). Secondly, although Shen, Edwards and Lee (2005) studied different firms specific factors, it adopted the Western IHRM framework, and such frameworks do not provide accurate and valuable insights into how MNCs transfer, shape and implement HRM practices in the Chinese context (Cooke, 2009). Thirdly, studies in HRM of CMNCs in the UK and other developed markets such as Australia mainly focused on large stated-owned enterprise (SOE) (Zhang and Edwards 2007; Fan, Zhang, & Zhu, 2013; Zhu and Jack, 2017) and they were few studies have incorporated private-owned enterprises (POEs) in their research, despite the growing of their importance (Yang et al., 2009) and this has created a central gap in the understanding of CMNCs. Therefore, further research is needed to explore POEs to establish how they differ as regards the factors influencing subsidiaries' HRM practice orientations, such as the support of the Chinese government. Fourthly, previous studies did not follow the continually and rapidly changing in the internationalisation process and motives of CMNCs and the changes in the different institutional environment as most of the interviews of these studies were conducted between 1999- 2011, except Khan et al.'s (2018) study. This generated a gap in understanding the current situation of HRM practices CMNCs in term of the localisation and standardisation. Therefore, to build a better understanding, it is necessary to explore and identify the factors that could influence shaping such orientations.

Several factors influencing MNCs HRM policies and practices have been identified by previous conceptual models and studies, including country of origin effect, host country effect (e.g. Ferner, 1997; Gamble, 2003; Zhu and Jack, 2017), industrial characteristics (Cooke and Lin, 2012; Zheng, 2013) and firm-specific factors (Shen, Edwards and Lee, 2005; Björkman et al., 2008; Chung, Sparrow and Bozkurt, 2014). To date, however, IHRM researchers have given limited consideration to analyse the influence of different actors from various levels in shaping subsidiaries' HRM practices (Bjorkman, 2012; Brewster, Mayrhofer and Smale 2016).

Actors are the individual, the organization and the society (Scott, 1995). Prior research has established some actors in the international business (IB) literature such as the role of government (Wang et al., 2012) and role of the parent company (Edwards, Colling and Ferner, 2007). However, little research has examined how actors at national level shape HRM practices in CMNCs subsidiaries, particularly in developed countries. At an institutional level and from the country of origin perspective, MNC parent company (e.g. Ferner, Almond and Colling, 2005; Cooke and Lin, 2012), and the state (Chinese government), considered as a critical institutional actors and should get more attention especially when studying HRM practices in CMNCs (Cooke and Lin, 2012). From a host country perspective, government employment regulations (Myloni, Harzing, and Mirza, 2004; Zhu, Zhu and Cieri, 2014) and the presence of labour unions considered as critical institutional actors and have strong influences over HRM practices (Beechler and Yang, 1994; Cooke and Lin, 2012).

The inclusion of the institutional macro level is necessary to understand how these actors influence HRM practices. However, studying one level in isolation of the other levels will not provide a comprehensive understanding (Quintanilla and Ferner, 2003; Cooke and Lin, 2012; Budhwar et al., 2017). Therefore, to overcome the limitation of the previous models and studies in providing integrative analysis, actors at the subsidiary micro level are considered in research. This is supported by researchers who call for the integration and investigation of the key actors from various levels to better understand their influence in the design of subsidiaries' HRM practices (Brewster, Mayrhofer and Smale, 2016).

Scholars stress the importance of investigating the role of subsidiaries' actors who are in a position to influence the firm's practices (Rupidara and McGraw, 2011; Bjorkman, 2012). Top managers (local) (Chung, Bozkurt and Sparrow, 2012), HR managers (Björkman, Fey and Park, 2007), expatriate managers (Björkman et al., 2008; Zhu and Jack, 2017) and non-managerial employees, as only a small number of studies considered them as a source of data

(Chang and Smale, 2014). Prior studies focus on those actors' perceptions of the practices, but their agency in shaping subsidiaries HRM practices were neglected and still insufficiently studied in existing studies. This gap highlights the need to incorporate an individual-level analysis. It is time to move away from the focus on the structures to the role and agency of individuals (Kostova, Marano and Tallman, 2016).

Many HRM practices orientations are the outcome of social construction process where external and internal actors and factors influence their design and implementation to gain legitimacy. These different actors exert regulative, cognitive-cultural, and normative mechanisms that influence shaping subsidiaries' HRM practices. These mechanisms find a theoretical basis in institutional theory. Many scholars (e.g., Rosenzweig and Nohria, 1994; Kamoche and Harvey, 2006; Chang, Wilkinson and Mellahi, 2007; Kostova *et al.*, 2008; Bjorkman, 2012; Zhu, Zhu, and Cieri, 2014; Thite, Budhwar and Wilkinson, 2014) have used institutional theory to examine how different institutional processes of the host country influence HRM practices of MNCs subsidiaries. Thus, the institutional theory is instrumental in explaining the formation of HRM practices in subsidiaries. However, it is questionable to what extent the current application of the institutional theory provides a deep understanding and multilevel integrative view of HRM practices in CMNCs' subsidiaries.

While institutional theory has been applied increasingly in the MNCs literature to study the subsidiaries' HRM practices (Kostova, Roth and Dacin, 2008; Bjorkman, 2012; Cooke *et al.*, 2019), it focuses mainly on isomorphism (the neo-institutional) (Garud, Hardy and Maguire, 2007; Lewis, Cardy and Huang; 2019). Previous studies using neo-institutional theory have been criticised for its deterministic and narrow focus on institutional persistence and homogeneity (Dacin, Goodstein, and Scott, 2002; Kostova, Roth and Dacin, 2008), the extensive emphasis on institutional construction and on convergent (Scott, 2001), while neglecting deinstitutionalisation "the processes by which institutions weaken and disappear" (Scott, 2001: 182) that is still less well explored. Moreover, although current institutional theory stresses the role of agency and the nature of the relationship between actors and their institutional environments, actors and their agency were neglected in both the analytical and empirical literature (Abdelnour, Hasselbladh and Kallinikos, 2017). To date, little was published that reflects the current understandings of institutional theory in IHRM.

Therefore, at a macro level, the influence and role of institutional/national actors in shaping CMNCs subsidiaries' HRM practices will be examined not by only adopting the neo-

institutional (isomorphism) but by looking at the decoupling perspectives, where CMNCs adopt new structures without necessarily implementing the related practices. Moreover, the research will be looking at deinstitutionalisation, where some practices and norms weaken or even disappear through the process of gaining legitimacy.

At the micro level, applying neo-institutional is not critical enough to examine the influence of individual actors' agency (Nolan, 2011) in shaping subsidiaries HRM practices. Therefore, the work of institutional theory should be promoted in the field of IHRM, and this should occur not only by adopting the application of the theory in the international business literature that focuses on the macro level, but also focusing on the micro level because, in HRM field, this level is equally crucial. Therefore, different institutional theory lenses are adopted that not only consider the macro level but also critical to analyse the micro level.

At the micro level the research is framed through different institutional theory perspectives that can realise institutional complexity (institutional logics; Thornton and Ocasio, 1999), place more importance on the role of actors (individuals) and their agency in institutional analysis (institutional entrepreneurship; Maguire, Hardy and Lawrence, 2004) and pay attention to the influence of actors' ideas (discursive institutionalism; Schmidt, 2008) in shaping subsidiaries' HRM practices (see Figure 1). As a result, the institutional theory will help to explore the top-down and bottom-up influence between the institutional actors (macro level) and subsidiary's individual actors (micro level), which is an essential area of research for HRM (Wright and Ulrich, 2017).

Applying different institutional theory lenses will contribute to overcoming several limitations. One of the main limitations is the concentration of institutional theory on the national level in isolation of the other levels (Quintanilla and Ferner, 2003). Also it will response to different scholars calls, for example, Mellahi et al., (2013) who emphasise on considering relevant subsidiaries level factors for the analysis of contemporary IHRM research through the institutional theory, and other scholars who pointed that IHRM researchers have given limited consideration to analyse the influence of different actors in shaping subsidiaries' HRM practices and the need for a multi-level integrated view (Bjorkman, 2012; Brewster, Mayrhofer and Smale; 2016). Finally, this will contribute in bridging the gap between the structure and agency and leads to a more compelling integrative analysis to better understand how and why HRM practices take the form they do in CMNCs subsidiaries.

Research aim and Question

This research aims to extend the existing literature and widen the understanding of how different actors influence the design of HRM practices at CMNCs-subsidiaries in the UK in term of the localisation and standardisation orientations by a better application of the institutional theory. Thus, the research pursues answers to the following question: How do institutional actors and subsidiaries actors influence HRM practices in CMNCs subsidiaries' in term of the localisation and standardisation orientations, through the institutional theory different lenses?

Intended contributions

This research will contribute to extend and enhance the limited prior knowledge and provide a better understanding of HRM practices in MNCs subsidiaries from EM operating in the DM, mainly CMNCs subsidiaries in the UK. This area remains underdeveloped to date and requires rigorous empirical studies to be conducted to follow the continually changing of the institution and subsidiaries environments.

Theoretically, this research will significantly help to build a better conceptualisation of IHRM localisation and standardisation debate and challenging its dominant assumption which assumes that MNCs from EMs tend to model or re-export global best/Western practices to their subsidiaries instead of transferring home-country practices (Cooke, 2014; Mellahi, Frynas and Collings, 2016). The result of the study will contribute to helping researchers in developing integrative IHRM frameworks that can overcome the limitations of the current models, especially in the context of EM. Furthermore, this research will contribute to a better application of institutional theory in IHRM research. Through the use of the different institutional theory perspectives, this research will bridge the gap between structure and agency of individual and lead to more compelling integrative analysis (top-down, bottom-up) to better understand how and why HRM practices take the form they do in CMNCs subsidiaries.

In practical terms, it will contribute to the management practitioner's understanding of how CMNCs manage their HRM practices. This will help practitioners of EMNCs to understand better the global workforce issues encountered by their subsidiaries. Finally, the finding of this research can have implications in the Chinese government policies concerning the employment regulations, internationalisation of Chinese firm, and may have implications as well to UK local labour law concerning MNCs.

Research methodology

This research adopted a qualitative exploratory multiple case study research design to gain a holistic understanding and to produce robust results (Yin, 2018). The case companies (Six CMNCs subsidiaries in the UK) were carefully and purposively chosen based on the eligibility for the study and accessibility. Semi-structured interviews and documentary analysis were selected as data collection methods. Semi-structured interviews are being conducted with top and middle managers both local and expat, HR managers/ HR business partners as well as non-managerial employees both local and expat. This research is adopting thematic analysis strategy. It will start with within case analysis, then cross-case analysis to “look for within-group similarities coupled with intergroup differences” (Eisenhardt, 1989, p. 540).

Data collection

Access has been secured to six cases, 4 SOE subsidiaries (two manufacture, one telecommunication, one energy) and two POE subsidiaries (one telecommunication and one IT). In total, 18 interviews were conducted so far (for more details see table 1). All interviews were conducted face to face at the participants’ workplace. The interviews ranged in time between approximately 45 minutes and 2 hours.

The analysis of the data started with transcribing the interviews, the transcribed interviews and field notes were imported into Nvivo. Then the researcher followed the first step of Braun and Clark (2006) thematic analysis by familiarised herself with the data, through reading the transcripts, writing down initial ideas, before going into the second step which is generating initial codes. Based on the initial ideas, the data can be explained mainly through institutional logics, institutional entrepreneurship and also neo-institutional isomorphism, decoupling and deinstitutionalisation.

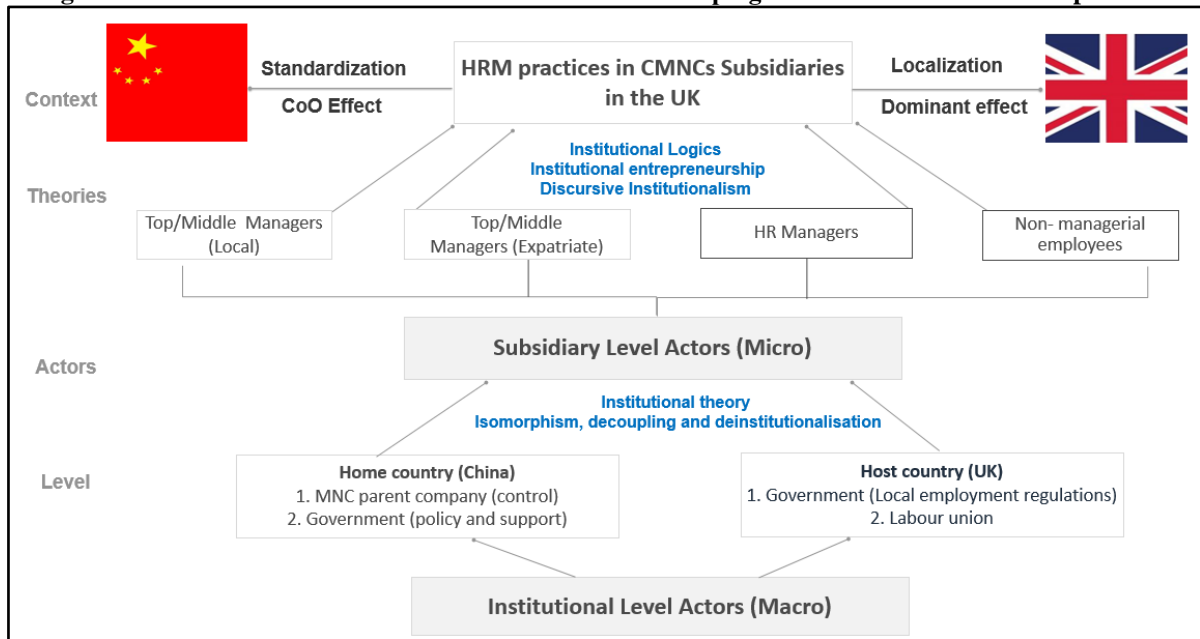
Table 1: Conducted interview

Firms	Ownership	Number of interviews	Positions	Nationality	Years of experience
1. IT & Telecom	POE	3	HR Business partner	Local (British)	1
			HR specialist	Chinese	2
			Principal consultant	Chinese, British	5
2. IT	POE	2	HR Director	Local (British)	2
			HR Business partner	Local (British)	15
3. Telecom	SOE	3	Finance manager	Ukrainian	7
			Business manager	Local (British)	3
			HR specialist	Italian	3
4. Energy sector	SOE	1	HR Director	Local (British)	3
			HR manager	Local (British)	2
5. Manufacture (Electronic)	SOE (Acquired)	9	Technical Director	Local (British)	4
			Vice Director of R&D	Chinese	7

Firms	Ownership	Number of interviews	Positions	Nationality	Years of experience
			Sales & Marketing Manager	Local (British)	3
			IGBT Product Manager	Local (British)	11
			Senior Principal Engineer	Local (British)	11
			Senior Principal Engineer	Local (British)	7
			Senior IGBT Module Engineer	Irish	5
			Financial Controller	Local (British)	11
			Project Buyer	Local (British)	1
6. Manufacture (Automobile)	SOE	-	-	-	-
Total			18 Interviews		

Comment: I am in the process of conducting and analysing interviews by September 2019 I will be able to present some of the findings in the final version.

Figure 1: Institutional and subsidiaries actors influence shaping MNCs subsidiaries' HRM practices



References

- Abdelnour, S., Hasselbladh, H. and Kallinikos, J. (2017) 'Agency and Institutions in Organization Studies', *Organization Studies*, 38(12), pp. 1775–1792.
- Adams, K, Nyuur, R., Ellis, F. and Debrah, Y. (2017) 'South African MNCs' HRM Systems and Practices at the Subsidiary Level: Insights From Subsidiaries in Ghana', *Journal of International Management*, 23(2), pp. 180–193.
- Aguzzoli, R. and Geary, J. (2014) 'An "emerging challenge": The employment practices of a Brazilian multinational company in Canada', *Human Relations*, 67(5), pp. 587–609.

- Ahlvik, C. and Björkman, I. (2015) 'Towards explaining subsidiary implementation, integration, and internalization of MNC headquarters HRM practices', *International Business Review*, 24(3), pp. 497–505.
- Beechler, S. and Yang, J. Z. (1994) 'The Transfer of Japanese-Style Management to American Subsidiaries: Constraints, and Competencies', *Journal of International Business Studies*, 25(3), pp. 467–491.
- Bjorkman, I. (2012) 'International human resource management research and institutional theory'. In G. Stahl and I. Björkman (Ed.), *Handbook of Research in International Human Resource Management*, (pp.463-473). Cheltenham: Edward Elgar.
- Bjorkman, I., Smale, A., Sumelius, J., Suutari, V. and Lu, Y. (2008) 'Changes in institutional context and MNC operations in China: Subsidiary HRM practices in 1996 versus 2006', *International Business Review*, 17(2), pp. 146–158.
- Bjorkman, I., Fey, C. F. and Park, H. J. (2007) 'Institutional theory and MNC subsidiary HRM practices: Evidence from a three-country study', *Journal of International Business Studies*, 38(3), pp. 430–446.
- Bjorkman, I. and Lu, Y. (2001) 'Institutionalization and Bargaining Power Explanations of HRM Practices in International Joint Ventures — The Case of Chinese-Western Joint Ventures', *Organization Studies*, 22(3), pp. 491–512.
- Brewster, C., Mayrhofer, W. and Smale, A. (2016) 'Crossing the streams: HRM in multinational enterprises and comparative HRM', *Human Resource Management Review*. Elsevier B.V., 26(4), pp. 285–297.
- Budhwar, P., Tung, R., Varmac, A. and Do, H. (2017) 'Developments in Human Resource Management in MNCs from BRICS Nations: A Review and Future Research Agenda', *Journal of International Management*, 23(2), pp. 111–123.
- Braun, V., and Clarke, V. (2008) 'Using thematic analysis in psychology Using thematic analysis in psychology', 3(2), pp. 77-101
- Chang, E. and Taylor, M. S. (1999) 'Control in multinational corporations (MNCs): The case of Korean manufacturing subsidiaries', *Journal of Management*, 25(4), pp. 541–565.
- Chang, Y.Y. and Smale, A. (2014) 'The transfer of Taiwanese management practices to British subsidiaries: a diachronic perspective', *Asia Pacific Journal of Human Resources*, 52(2), pp. 234–254.
- Chang, Y. Y., Wilkinson, A. J. and Mellahi, K. (2007) 'HRM strategies and MNCs from emerging economies in the UK', *European Business Review*, 19(5), pp. 404–419. doi: 10.1108/MBE-09-2016-0047.

- Chung, C. (2018) 'Making sense of global integration and local responsiveness in international HRM research', *International Journal of Multinational Corporation Strategy*, 2(2), pp. 135–147.
- Chung, C., Bozkurt, Ö. and Sparrow, P. (2012) 'Managing the duality of IHRM : unravelling the strategy and perceptions of key actors in South Korean MNCs', *The International Journal of Human Resource Management*, 32(11), pp. 2333–2353.
- Chung, C., Sparrow, P. and Bozkurt, O. (2014) 'South Korean MNEs ' international HRM approach : Hybridization of global standards and local practices', *Journal of World Business*, 49(4), pp. 549–559.
- Cooke, F. L. (2009) 'A decade of transformation of HRM in China: A review of literature and suggestions for future studies', *Asia Pacific Journal of Human Resources*, 47(1), pp. 6–40.
- Cooke, F. L. (2014) 'Chinese Multinational Firms In Asia And Africa: Relationships With Institutional Actors and Patterns of HRM Practices', *Human Resource Management*, 53(6), pp. 877–896.
- Cooke, F. L. and Lin, Z. (2012) 'Chinese firms in Vietnam: Investment motives, institutional environment and human resource challenges', *Asia Pacific Journal of Human Resources*, 50(2), pp. 205–226.
- Cooke, F. L., Wang, D. and Wang, J. (2018) 'State capitalism in construction: Staffing practices and labour relations of Chinese construction firms in Africa', *Journal of Industrial Relations*, 60(1), pp. 77–100.
- Cooke, F. L., Wood, G., Meng, W, and Alex, V. (2019) 'How far has international HRM traveled? A systematic review of literature on multinational corporations (2000–2014)', *Human Resource Management Review*, 29(1), pp.59-75.
- Dacin, M. Goodstein, J., and Scott, W. (2002) 'Institutional Theory and Institutional Change: Introduction To the Special Research Forum'. *Academy of Management Journal*, 45(1), pp. 45–57.
- Edwards, T., Colling, T. and Ferner, A. (2007) 'Conceptual approaches to the transfer of employment practices in multinational companies: An integrated approach', *Human Resource Management Journal*, 17(3), pp. 201–217.
- Eisenhardt, M. (1989) 'Building Theories from Case', *The Academy of Management Review*, 14(4), pp. 532–550.
- Fan, D., Zhang, M. M. and Zhu, C. J. (2013) 'International human resource management strategies of Chinese multinationals operating abroad', *Asia Pacific Business Review*, 19(4), pp. 526–541.

- Fan, D., Zhu, C. J. and Nyland, C. (2012) 'Factors affecting global integration of Chinese multinationals in Australia: A qualitative analysis', *International Business Review*, 21(1), pp. 13–26.
- Ferner, A. (1997) 'Country of origin effects and HRM in multinational companies', *Human Resource Management Journal*, 7(1), pp. 19–37.
- Ferner, A., Almond, P. and Colling, T. (2005) 'Institutional theory and the cross-national transfer of employment policy: the case of "workforce diversity" in US multinationals', *Journal of International Business Studies*, 36(3), pp. 304–321.
- Ferner, A. and Edwards, T. (2004) 'Multinationals, Reverse Diffusion and National Business Systems', *Management International Review*, 44(1), pp. 49–79.
- Gamble, J. (2003) 'Transferring human resource practices from the United Kingdom to China: The limits and potential for convergence', *International Journal of Human Resource Management*, 14(3), pp. 369–387.
- Garud, R., Hardy, C. and Maguire, S. (2007) 'Institutional entrepreneurship as embedded agency: An introduction to the special issue', *Organization Studies*, 28(7), pp. 957–969.
- Hanemann, T., Huotari, M. and Kratz, A. (2019) 'Chinese FDI in Europe: 2018 trends and impact of new screening policies', Berlin: Mercator Institute for China Studies.
- Kamoche, K. and Harvey, M. (2006) 'Knowledge Diffusion in the African Context: An Institutional Theory Perspective', *Thunderbird International Business Review*, 48(2), pp. 157–181.
- Kamoche, K. and Siebers, L. Q. (2015) 'Chinese management practices in Kenya: toward a post-colonial critique', *International Journal of Human Resource Management*, 26(21), pp. 2718–2743.
- Kostova, T., Roth, K. and Dacin, M. T. (2008) 'Institutional Theory in the Study of Multinational Corporations: A Critique and New Directions', *Academy of Management Review*, 33(4), pp. 994–1006.
- Kostova, T., Marano, V. and Tallman, S. (2016) 'Headquarters-subsidary relationships in MNCs: Fifty years of evolving research', *Journal of World Business*. Elsevier Inc., 51(1), pp. 176–184.
- Lewis, A. C., Cardy, R. L., and Huang, L. S. R. (2019). Institutional theory and HRM: A new look. *Human Resource Management Review*, 29(3), PP. 316-335.
- Maguire, S., Hardy, C., and Lawrence, T. (2004) 'Institutional Entrepreneurship in Emerging Fields: HIV/AIDS Treatment Advocacy in Canada', *Academic of Management Journal*, 47(5), pp. 657–679.

- Marschan-Piekkari, R., and Welch, C. (2004). *Handbook of qualitative research methods for international business*. Cheltenham: Edward Elgar
- Mellahi, K., Collings, D., Tatoglu, e., Hughes, M. (2013) 'Similarly different: A comparison of HRM practices in MNE subsidiaries and local firms in Turkey', *International Journal of Human Resource Management*, 24(12), pp. 2339–2368.
- Mellahi, K., Frynas, J. G. and Collings, D. G. (2016) 'Performance management practices within emerging market multinational enterprises: the case of Brazilian multinationals', *International Journal of Human Resource Management*. Routledge, 27(8), pp. 876–905.
- Mingqiong, M. and La, Z. (2014) 'Expatriate skills training strategies of Chinese multinationals operating in Australia', *Asia Pacific Journal of Human Resources*, 52(1), pp. 60–76.
- Murray, J. Y. and Fu, F. Q. (2016) 'Strategic guanxi orientation: How to manage distribution channels in China?', *Journal of International Management*, 22(1), pp. 1–16.
- Myloni, B., Harzing, A. K. and Mirza, H. (2004) 'Host country specific factors and the transfer of human resource management practices in multinational companies', *International Journal of Manpower*, 25(6), pp. 518–534.
- Nolan, J. (2011) 'Good guanxi and bad guanxi: Western bankers and the role of network practices in institutional change in China', *International Journal of Human Resource Management*, 22(16), pp. 3357–3372.
- Quintanilla, J. and Ferner, A. (2003) 'Multinationals and human resource management: Between global convergence and national identity', *International Journal of Human Resource Management*, 14(3), pp. 363–368.
- Rosenzweig, P. and Nohria, N. (1994) 'Influences on Human Resource Management Practices in Multinational Corporations', *Journal of International Business Studies*, 25(2), pp. 229–251.
- Rupidara, N. and McGraw, P. (2011) 'The role of actors in configuring HR systems within multinational subsidiaries', *Human Resource Management Review*, 21(3), pp. 174–185.
- Schmidt, V. A. (2008) 'Discursive Institutionalism: The Explanatory Power of Ideas and Discourse', *Annual Review of Political Science*, 11(1), pp. 303–326.
- Scott, W. (2001). *Institutions and organizations*. 2nd ed. London: Sage.
- Shen, J., Edwards, V. and Lee, G. (2005) 'Developing an Integrative International Human Resource Model: The contribution of Chinese Multinational Enterprises', *Asia Pacific Business Review*, 11(3), pp. 369–388.
- Siebers, L. Q., Kamoche, K. and Li, F. (2015) 'Transferring management practices to China: a Bourdieusian critique of ethnocentricity', *International Journal of Human Resource*

- Management*, 26(5), pp. 551–573.
- Tayeb, M. (1998) 'Transfer of HRM practices across cultures: An American company in Scotland', *The International Journal of Human Resource Management*, 9(2), pp. 332–358.
- Thite, M. (2015). 'International human resource management in multinational corporations from emerging economies'. In Horwitz, F., and Budhwar P. (Eds.) *Handbook of Human Resource Management in Emerging Markets*. UK: Edward Elgar
- Thite, M., Budhwar, P. and Wilkinson, A. A. (2014) 'Global HR roles and development: evidence from emerging Indian IT services multinationals', *Human Resource Management*, 53(6), pp. 921–946.
- Thite, M., Wilkinson, A. and Shah, D. (2012) 'Internationalization and HRM strategies across subsidiaries in multinational corporations from emerging economies-A conceptual framework', *Journal of World Business*, 47(2), pp. 251–258.
- Thornton, P. and Ocasio, W. (1999) 'Institutional Logics and the Historical Contingency of Power in Organizations: Executive Succession in the Higher Education Publishing Industry, 1958– 1990', *American Journal of Sociology*, 105(3), pp. 801–843.
- UNCTAD (2017). World investment report 2017. New York: United Nations
- Wang, C., Hong, J., Kafouros, M. and Wright, M. (2012) 'Exploring the role of government involvement in outward FDI from emerging economies', *Journal of International Business Studies*. Nature Publishing Group, 43(7), pp. 655–676.
- Welch, D.E. (1994) 'Determinants of International Human Resource Management Approaches and Activities: A Suggested Framework', *Journal of Management Studies*, 31, pp. 139–164
- Welch, D. and Björkman, I. (2014) 'The Place of International Human Resource Management in International Business', *Management International Review*, 55(3), pp. 303–322.
- Wright, P., and Ulrich, M. (2017) 'A road well travelled: The past, present, and future journey of strategic human resource management', *Annual Review of Organizational Psychology and Organizational Behavior*, 4, pp.45–65.
- Yin, R. (2018). *Case Study Research and Applications, Design and Methods*. 4th ed. CA: Sage
- Zhang, M. (2003) 'Transferring human resource management across national boundaries: The case of Chinese multinational companies in the UK', *Employee Relations*, 25(6), pp. 613–626.
- Zhang, M. and Edwards, C. (2007) 'Diffusing “best practice” in Chinese multinationals: The motivation, facilitation and limitations', *International Journal of Human Resource Management*, 18(12), pp. 2147–2165.
- Zhu, J. S. and Jack, R. (2017) 'Managerial mindset as the mechanism of the country-of-origin

effect: evidence from Chinese multinational enterprises' approach to employer associations', *International Journal of Human Resource Management*, 28(13), pp. 1767–1785.

Zhu, J. S., Zhu, C. J. and Cieri, H. DE (2014) 'Chinese MNCs' Preparation for Host-Country Labor Relations: An Exploration of Country-of-Origin Effect', *Human Resource Management*, 53(6), pp. 947–965.