

Human Resource Management Opportunities and Challenges in an Era of Global Systemic Risks:

A Research Agenda

Rosalie L. Tung

(Simon Fraser University)

Abstract: This paper identifies and discusses the opportunities and challenges that China faces in an era of global systemic risks. These systemic risks are analyzed from a human resource management perspective. This paper focuses on the four most salient systemic risks. They are: ①overall aging of the population; ②complex international situation; ③war for talent; and④China's connectedness to the world in the form of economic cooperative agreements, outward foreign direct investment, and soft power. While presented separately, these systemic risks are interrelated. Suggestions are offered on how China can take advantage of the opportunities and minimize the downside risks associated with each of these risks. Based on an analysis of these four salient risks, topics that merit research attention are identified.

Key Words: systemic risks; aging of the population; war for talent; science and technology

Focusing on New Phenomena and Seeking New Development: Exploring the Realistic Challenges and Changing Paths of China's Human Resource Management

Shuming Zhao Jiaxi Chen

(School of Business, Nanjing University)

Abstract: We are facing long-term and far-reaching changes in politics, economy, society, and technology. Tung (2023) identified and discussed four systemic risks that have relevance for China. Providing strategic thinking on China's current macro background, Tung put forward challenging research issues and possible directions for human resource management (HRM) research. Building on Tung's work, this paper further analyzes China's HRM current situation and challenges from five aspects: the international political and economic environment, technological change, the organization-individual relationship, the aging population, and corporate social responsibility. Responding to and expanding on Tung's original contribution, our paper discusses important paths of change for future human resource management from two aspects: innovative human resource management mode and innovative talent management. Our aim is to promote the theoretical innovation and practical development of human resource management in China.

Key Words: human resource management; new context; management innovation; transformation and development

Micro-situation and Development Opportunity of Human Resource Management Practice in Chinese Enterprises

Zhiqiang Liu

(School of Management, Huazhong University of Science and Technology)

Abstract: The challenge posed by global systemic risks is undoubtedly complex, difficult and continuous, and the research on this theme has been a hot topic in recent years. Tung (2023) focuses on the crises and challenges brought by global systemic risks in the field of human resource management in China, and summarizes some research issues that inspire us to explore the possibility of turning risks into opportunities. Along this line, this paper seeks answers from the micro-practice of human resource management in Chinese enterprises, takes talents as the core, focuses on the development process of leading AI applications in Chinese enterprises, and puts forward some related research directions, in order to promote and enrich the research progress on this topic.

Key Words: human resource management; talents resources; AI; post-epidemic era; Chinese enterprise



The Multiple Challenges and New Opportunities of Human Resource Management in China

Ming Yan

(School of Management, Jinan University)

Abstract: The problem of global systemic risk becomes worse along with the prevalence of the COVID-19, bringing a series of outstanding challenges to human resource management in China. Responding to such situation, Tung (2023) analyzed and summarized four emergency challenges, including overall aging of the population; complex international situation; war for talent; and China's connectedness to the world. This paper also provided valuable suggestions to cope with these challenges. To further extend and develop the contribution of this work, this paper aims to analyze the feasibility of the suggestions according to the practical situation in China. Based on these analyses, this paper provides two suggestions on the new opportunities to the development of human resource management in China, helping Chinese manager understand and cope with the future development of China's human resource management.

Key Words: China's human resource management; multiple challenges; new opportunities; green human resources management; digital and intelligent economy

Finding Opportunities in Risks: Opportunities and Challenges Brought by Global Systemic Risks to Human Resource Management Research in China

Jianfeng Jia Ruonan Zhao

(School of Business Administration Northeastern University)

Abstract: Under the threat of multiple uncertain risks such as environment and politics, global systemic risks frequently appear, which has attracted many scholars' attention. Based on the perspective of human resource management, Tung (2023) summarized the most salient aspects of the polycrisis that have relevance for China into four aspects: overall aging of the population; complex international situation; war for talent; and China's connectedness to the world in the form of economic cooperative agreements, outward foreigndirect investment, and soft power. We aim to develop Tung (2023) from the micro perspective and discuss the opportunities and challenges that global systemic risks bring to human resource management in Chinese companies. Specifically, it includes the following four aspects: ①human resource management for aging employees; ②human resource management with AI technology; ③innovation and human resource management, and ④ talent management. Based on the above aspects, we put forward some directions for future human resource management research, and we hope to contribute to human resource management research in China together with Tung (2023) .

Key Words: risk; human resource management; aging employee; AI technology; innovation; talent management



How to Cross Systematic Risks in China's Talent Competition: From the Perspective of Synergy between Talent and Industry

Shanshi Liu¹ Bo Sun²

(1. School of Business Administration, South China University of Technology;

2. School of Economics and Management, South China Normal University)

Abstract: Tung (2023) discussed the opportunities and challenges faced by China's national human resource management practices and research under the current global systemic risk factors, focused on three topics, namely, "aging of the population, the complex international situation, and the war for talent", analyzed China's coping strategies and their effects, and proposed future research directions from the perspective of organizational behavior, human resource management, and cross-cultural management. This article argues that Tung (2023) mainly studied how China can withstand the impact of external systemic risks, without considering important endogenous factors such as industry. In fact, the talent issue studied by Tung (2023) is essentially a problem of national talent chain resilience. Based on the strategic talent management theory, this paper intends to further explore the resilience of China's talent chain in the talent competition between China and the United States from the external and internal perspectives, analyze the talent competition in the context of national industrial development, explore the industrial policy factors for the success of China's talent competition, and propose a three wheel driven talent competition model from the perspective of "industry, platform, and talent".

Key Words: systemic risk; talent competition; resilience of talent chain; strategic talent management; industrial policy

Corporate Entrepreneurship in Family Firms: A Focus on Social Interactions between Family Members and Non-family Members

Weiwen Li Yan Gao Xiaotong Li

(School of Business, Sun Yat-sen University)

Abstract: Corporate entrepreneurship, including strategic renewal, internal innovation, and the creation of organizations, not only plays an influential role in the long-term competitiveness and survival of the family firms, but also enables the accumulation of socioemotional wealth by the controlling families. Most existing studies treat family members and non-family members as relatively independent groups and examine the impacts of family members and non-family members on corporate entrepreneurship separately. Few studies have examined how the social interactions between family members and non-family members may shape corporate entrepreneurship in family firms. In order to fill this research gap, we applied for a National Natural Science Foundation of China (NNSFC) project. The project was later funded by NNSFC, titled “corporate entrepreneurship in family firms: a group faultline perspective”.

In this paper, we first review the literature on the roles of family members and non-family members in corporate entrepreneurship. We then summarize the key findings we generated from our studies on the interactions between family and nonfamily members. More specifically, we focus on two key concepts concerning the interactions between family and nonfamily members, namely group faultlines and bifurcation bias. Whereas the faultline within the family firms results from identity differences between family members and non-family members, bifurcation bias results from the more favorable treatment that the controlling family offered to family members than nonfamily members. In an effort to extend this line of research, our research identified different types of group faultlines within family firms, developed a theoretical framework delineating the relationship between bifurcation bias and firm competitive advantage, and examined how family members and non-family members may interact differently in different stages of family firm life circle.

In the end, we further discussed how we could further enrich our knowledge of corporate entrepreneurship in family firms by taking into the unique Chinese institutional contexts, by examining the interactions between family members and nonfamily members in the digital era, and by further examining the effect of blurring boundaries between family and nonfamily members.

Key Words: family business; corporate entrepreneurship; family members; non-family members; social interaction



Cultivation Path of the Craftsmanship Spirit in State-Owned Manufacturing Enterprises from the Perspective of Role Theory: A Longitudinal Case Study

Yanfeng Zhou Ying Zhang Limin Su

(School of Business, Sun Yat-Sen University)

Abstract:

Purpose: Cultivating a craftsmanship spirit in state-owned manufacturing enterprises is of great significance in promoting high-quality development and achieving the strategic objective for the development of China's manufacturing industry. Due to the important position in national strategy, high organizational stability and diversified personnel decision-making bodies, state-owned manufacturing enterprises have both external mission and internal motivation in cultivating craftsmanship spirit. Existing studies focus on the scope, significance and impact of the craftsmanship spirit, with insufficient analysis on the process and mechanisms, especially the cultivation of craftsmanship spirit in the context of state-owned manufacturing enterprises. This paper addresses this gap by conducting a longitudinal single case study on Guangzhou Pearl River Piano Group Co. Ltd, a state-owned enterprise in the piano manufacturing industry, and focuses on two core issues: how to cultivate employees' craftsmanship spirit in state-owned manufacturing enterprises and the diffusion process of the craftsmanship spirit.

Design/Methodology/Approach: This study takes Role Theory as the research perspective, Guangzhou Pearl River Piano Group Co. Ltd as the research object and adopts the longitudinal single case study design and the inductive theory construction method. Role Theory is a theoretical framework linking individual and organizational attributes, and its dynamic analysis paradigm is applicable to studying how craftsmanship spirit is cultivated in state-owned manufacturing enterprises. Centering on the theme of craftsmanship spirit, we have accumulated more than 300,000 words of interview materials through on-site observation and in-depth interviews, and obtained 16 internal written materials and 32 external secondary materials. After systematic sorting and coding, this study extracts 20 second order themes (e.g., "low self-expectation", etc.) and concludes 9 aggregate dimensions (e.g., "role ambiguity", etc.).

Findings: Four findings emerge from this case study. Firstly, this study finds that the craftsmanship spirit of employees in state-owned manufacturing enterprises includes positive attitude acquisition, skill pursuit and spirit shaping, which is manifested as their special emotion and responsibility for the position, skill, enterprise and industry. Secondly, this study divides the cultivation process of craftsmanship spirit of Guangzhou Pearl River Piano Group Co. Ltd into enlightenment stage, accumulation stage and maturity stage and finds out the differences and characteristics of individual role imbalance at different stages. In enlightenment stage and maturity stage, role ambiguity and role overload are mainly formed by organizational and work factors, while in accumulation stage, role insufficiency is mainly caused by individual factors. Thirdly, this study proposes three mechanisms for craftsman-

ship cultivation; mechanism of arousal (including measures of technical environment improvement, etc.) in enlightenment stage, mechanism of internalization (including measures of examination system optimization, etc.) in accumulation stage, and mechanism of sublimation (including measures of meaning empowerment, etc.) in maturity stage. This paper also finds that these three mechanisms have an internal cyclic relationship. Fourthly, this study finds that the cultivation of craftsmanship spirit in state–owned manufacturing enterprises is an iterative process. There is an evolutionary process from the attitude to skillset to the soul of craftsmanship spirit’s connotation. And craftsmanship spirit’s influence is diffused from individual to interpersonal to group.

Originality/Value: The research value of this paper lies in: Firstly, this study puts forward the connotation and cultivation mechanism of craftsmanship spirit in state–owned manufacturing enterprises, which contribute a new situational explanation for the cultivation of the craftsmanship spirit. Secondly, this study clarifies the diffusion process of craftsmanship spirit in state–owned manufacturing enterprises from individual to interpersonal to group. The diffusion process not only contributes to the formation of a virtuous circle of craftsmanship spirit formation within the organization, but also plays a positive social external effect, which highlights the theoretical value of in–depth study of the craftsmanship spirit. Finally, building on the Role Theory, this study analyzes the role imbalance, role cultivation and role–playing ability in the stages of enlightenment, accumulation and maturity for cultivation of craftsmanship spirit, which explains the construction process of individual craftsmanship spirit from scratch and enriches the role cultivation mechanism of Role Theory.

Implications/Research Limitations/Suggestions for Future Research: The conclusions of this paper suggest that state–owned manufacturing enterprises should make clear the employees’ role state and the cultivation goal of craftsmanship spirit, and adopt the craftsmanship cultivation mechanism of arousal, internalization and sublimation accordingly. In enlightenment and accumulation stages, state–owned manufacturing enterprises can take “practical” measures (e. g. , “providing diversified knowledge acquisition channels”, etc.) to improve the technical environment and standardize the training system, so as to arouse employees’ work enthusiasm and internalize their technical ability. In maturity stage, state–owned manufacturing enterprises should take some “symbolic” measures (e. g. , “meaning empowerment”, etc.) to sublimate employees’ craftsmanship spirit. This study still has several limitations: Firstly, this paper only focuses on the cultivation of craftsmanship spirit in state–owned manufacturing enterprises. Future researches can explore and compare the cultivation of craftsmanship spirit in organizations of different enterprise nature and industry types, so as to deepen the understanding of craftsmanship spirit. Secondly, this paper studies the cultivation mechanism of craftsmanship spirit under each major role imbalance. Future researches can explore the dynamic cultivation mechanism under the mutual influence among those three role imbalances. Finally, in order to make the conclusions of this paper more robust, future researches can test the process model and research conclusions by conducting multi–case studies and large sample survey statistics.

Key Words: craftsmanship spirit; role theory; Pearl River Piano Group Co. Ltd; case study



The Impact of Top Management Team Behavioral Integration, Hiring External CEO on Novelty-Centered Business Model Design

Hang Yin^{1,2} Jiaxin Liu¹

(1. School of Economics and Management, Harbin Engineering University;

2. Institute of Enterprise Innovation, Harbin Engineering University)

Abstract: The role of top management team behavioral integration in promoting business model innovation has been widely recognized by academia. Related research discussed the above-mentioned relationship from a linear perspective. However, can the behavioral integration of top management team continuously and effectively promote the creation of novelty-centered business model design? The answer is not yet clear. At the same time, as the leader of top management team, the CEO is the decision-maker and executive of novelty-centered business model design. In the process of participating in the group decision-making process of the top management team, it is worth exploring how hiring external CEO with rich new knowledge and management experience will help enterprise design more novelty-centered business model. Based on upper echelon theory, this paper explores the influence of different levels of top management team behavioral integration on the novelty-centered business model design. In addition, this research deeply explores the synergy effect of hiring external CEO and top management team behavioral integration on the novelty-centered business model design.

The research object is the top management team members of the Chinese private enterprise, including the CEO and other top management team members involved in decision-making. In this study, about 464 questionnaires were distributed in paper and electronic versions, and 197 valid questionnaires were recovered, with an effective recovery rate of 42.457%. The empirical analysis and hypothesis test are carried out on the samples by means of regression analysis, u-test and propensity score matching, the results show that: there is a significant inverted U-shaped relationship between top management team behavioral integration and novelty-centered business model design, and hiring external CEO has a significant positive impact on the novelty-centered business model design. Furthermore, hiring external CEO will expand the positive effect between top management team behavioral integration and the novelty-centered business model design, and while the level of the behavioral integration is excessively high, the negative effect will be declined.

There are two main theoretical contributions in this paper: on the basis of existing research, this paper further discovers that excessively top management team behavioral integration will increase in the homogeneity of top management team knowledge and network relationships among members, and restrict the effective development of enterprises' innovation decision-making. This paper has confirmed the inverted U-shaped relationship between the top management team behavioral integration and novelty-centered business model design. The research challenges the mainstream logic that the higher the level of top management team behavioral integration is better, and further helps understand the management significance of top management team behavioral integration.

tion. On the other hand, this article interprets the causes of novelty-centered business model design from a dual perspective of top management team behavioral integration and CEO origin. It not only analyzes the direct impact of hiring external CEO on the novelty-centered business model design, but further introduces hiring external CEO into the research framework of top management team behavioral integration and novelty-centered business model design. It improves the theoretical explanation of the novelty-centered business model design antecedent causes from the perspective of CEO origin, reveals the important value of hiring external CEO to corporate development, expands the connotation of upper echelon theory, which is of great significance for the enterprise to strengthen the construction of the top management team and improve governance quality.

In the future, we will consider using longitudinal case studies to further explore the relationship and mechanism of top management team behavioral integration, hiring external CEO and novelty-centered business model design, and further divide the past career experiences of hiring external CEO to demonstrate the formation mechanism of enterprise novelty-centered business model design decisions from multiple perspectives.

Key Words: top management team behavioral integration; hiring external CEO; novelty-centered business model design



The Impact of Technology M&A of Strategic Emerging Enterprises on Innovation Performance

Meili Su¹ Fengqin Liu²

(1. School of Economics, Henan University of Economics and Law;
2. School of Economics, Dongbei University of Finance and Economics)

Abstract:

Background and Theory: In the research on how to improve the innovation ability of strategic emerging industries, scholars mostly put forward suggestions from increasing the investment in enterprise research and development, improving the corporate governance ability, etc., focusing on relying on the internal resources and forces of enterprises to innovate, and not paying attention to the impact of technology mergers and acquisitions on their innovation performance. Scholars have conducted rich research on whether technology M&A can really improve the innovation performance of enterprises, but have not reached a unified conclusion, and the research on whether technology M&A can produce sustainable innovation capability is relatively insufficient. With the continuous improvement of innovation costs and risks, and the increasing competition of innovation resources, it is increasingly difficult to rely solely on the internal innovation of enterprises. It is extremely urgent to find an innovation path with lower cost and higher efficiency. This paper discusses whether technology M&A can promote the innovation performance of strategic emerging industries and have a sustained impact. Furthermore, this paper also studies the regulatory role of enterprise market power and intellectual capital between technology M&A and innovation performance.

Research Design: Take the M&A events of listed companies in strategic emerging industries in 2011–2015 as a sample, first use the trend score matching method, and use the core matching method to find the control group of enterprises similar to those engaged in technology M&A, and eliminate the endogenous impact; Then use the progressive double difference model to explore whether the open innovation based on technology M&A has promoted the innovation performance of strategic emerging industries, and then use the interactive item to verify the regulatory role of market power and intellectual capital.

The Research Results Are as Follows: First, technology M&A can promote the innovation performance of strategic emerging industries and have innovation sustainability; Second, the market power and intellectual capital of enterprises play a positive role in the adjustment between technology M&A and innovation performance, which is conducive to promoting the positive impact of technology M&A on innovation performance.

Research Contributions: First, from the two aspects of whether technology M&A can improve the innovation performance of strategic emerging enterprises and whether it can have a sustained impact on the innovation performance of strategic emerging enterprises, this paper examines the role of technology M&A of strategic emerging enterprises on innovation performance, and expands the relevant research on the effect of strategic emerging enterprises (industries) innovation path selection. Secondly, it discusses the influence of enterprise market power and intellectual capital on technology M&A and enterprise innovation performance, and re-

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veals the positive effect of the acquisition ability of external resources and the integration ability of internal resources on technology M&A innovation performance.

Key Words: strategic emerging enterprises; technology mergers and acquisitions; innovation performance; market power; intellectual capital