

# HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES ACROSS DIFFERENT CULTURES: AN EVIDENCE-BASED STUDY IN UNITED STATES AND CHINA

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## ABSTRACT

In this study, explain about the differences in Human Resource Management (HRM) practices between the United States and China. The focus is on recruitment selection, development, development, occupational safety and health, industrial relations and occupational assessment. The methodology used is a literature study with a descriptive - qualitative approach. This research utilizes a variety of written sources, including journal articles, websites, and related documents, to describe cross-cultural HR practices in both countries. Data processing involves the selection of information and comparison between practices in both countries. This research provides a more indepth and broad analysis of human resource management (HRM) practices in the United States and China, with emphasis on six key aspects: recruitment, selection, development, occupational safety and health, industrial relations, and job assessment. The study reveals how different cultural values and business systems in these two countries affect the implementation and effectiveness of HRM practices.

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## INTRODUCTION

Human Resource Management (HRM) is one of the important factors that affect the performance and success of organizations in the era of globalization. However, HRM cannot be understood without paying attention to the different cultural and institutional contexts in each country. Culture and institutions influence the assumptions, values, behaviors, and expectations of managers and employees in managing human resources. Therefore, it is important to compare and analyze HRM practices in different countries, particularly between the United States (US) and China, which are two large and influential countries in the world. Human Resource Management

(HRM) in the United States has undergone a significant evolution over the past quarter century, reflecting dynamic changes in the business environment. During the 1980s, the focus of business shifted from a domestic perspective to a multinational perspective and eventually to a global one. This transition demands a reassessment of how businesses approach labor costs, productivity, and the overall speed of business operations. By recognizing the importance of these factors, organizations begin to understand that competitive advantage can be achieved and maintained through the strategic utilization of human resources. Developments in HR practice are influenced by various theoretical

perspectives and models, such as the comprehensive international adjustment model, which integrates various theoretical views to better understand the challenges of international business operations. In addition, recognition of the strategic importance of HRM leads to the adoption of practices aligned with the organization's strategic objectives, often referred to as Strategic Human Resource Management (HRM). While there is no universally accepted definition of Strategic HR in the US, it is recognized that the science and practice of Strategic HR are related but not closely tied, with key trends within each domain summarized separately. Human Resource Management (HRM) in China has undergone significant transformation over the past few decades, especially since the country's economic reforms that began in 1978. The industrial sector in China has seen a shift from traditional HR practices to more contemporary practices, influenced by the global discourse of HRM. Zhu et al. (2007) note that practices such as fixed-term contracts, individual performance evaluations, and the strategic role of HRM are increasingly being adopted in people management systems in China. Despite this, the HR system in China retains unique characteristics that are deeply rooted in the country's traditional culture and value system. Traditional Chinese values, such as the Zhongyong principle that emphasizes moderation and balance, continue to play an important role in shaping HRM practices in China. This principle affects various aspects of HRM, including recruitment, communication, and leadership style. The importance of interpersonal relationships and flexibility in implementing policies, as expressed by Mrs. Han, further illustrates the distinctive nature of Chinese HRM, where interpersonal skills are often valued more than strict adherence to theoretical models. In addition, the influence of traditional Chinese wisdom and the long history of civilization have contributed to the development of a unique approach to managing human resources in China. This approach is characterised by a combination of traditional values and modern practices, which have been described as HR with 'Asian' traits. The resilience of these traditional values amid globalization and exposure to foreign cultures emphasizes the complexity and depth of China's HR system. The purpose of this study is to examine HRM practices in the US and China based on selecting data or information obtained from internet

search results or from a literature study on cross-cultural HR practices as a whole. This study will compare and analyze HRM practices in both countries in terms of recruitment selection, development, development, occupational safety and health, Industrial Relations and Employment Appraisal. This research is expected to make theoretical and practical contributions to the readership and development of HRM in the United States and China, as well as enhance understanding and cooperation between the two countries in managing human resources in an increasingly competitive and dynamic business environment.

## **LITERATURE REVIEW**

### ***2.1. Human Resource Management***

Management is taken from the English verb 'to manage' which means to manage. Management (according to Kristina and Widyaningrum 2019) is the coordination of all resources through the process of planning, organizing, determining manpower, directing and supervising to achieve the goals that have been set. It can be interpreted that Management is an activity or activity of a person who manages an organization or institution that is human and not human effectively and efficiently to achieve a certain goal. Resources are important in an organization. Human Resources or commonly abbreviated as HR (according to Mathis and Jackson, 2006: 3) is a design of various formal systems in an organization with the aim of ensuring the effective and efficient use of human expertise to achieve organizational goals as desired. According to Marwansyah, Human Resource Management is the utilization of human resources in the organization carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations. It can be concluded, that Human Resource Management is a process effectively and efficiently consisting of planning, organizing, implementing and controlling human resources in the organization to achieve predetermined goals.

## **2.2. Culture**

Culture according to the Great Dictionary Indonesian is a thought, reason, result, custom or something that has become a habit and is difficult to change. In addition, culture in English is called 'culture' which is taken from the Latin 'colore' means to cultivate or do something related to nature. The word culture also comes from the Sanskrit 'Buddhayah' which is the plural form of the word buddhi-meaning mind or reason. Culture according to Soerjono, Soekanto (2009) is a complex that includes knowledge, beliefs, arts, morals, laws, customs and customs carried out by a group of community members. Dewantara (Arief, 2015) suggests that culture or culture has similar terminology with the word 'culture' (German) which means the result of human civilization. The definition of culture proposed by Malinowski (1988) states that culture as 'the amount of goods, rights and obligations, ideas, beliefs, abilities, and customs'. So, culture is things that include all ways or patterns of thought and habits of a group.

## **2.3. Cross – Cultural Human Resource Management**

Cross-culture occurs from various cultural backgrounds that interact, communicate and influence each other. Cross-cultural human resources is the ability of individuals to adapt, communicate and interact effectively in different cultural contexts. By involving the use of cognitive (knowledge), affective (motivation), and behavioral (skills) resources. Individuals belonging to different cultures have different orientations. For example, people who are culturally individualistic tend to be self-oriented and develop skills to meet personal needs. People from collective cultures, on the other hand, usually tend to be other-oriented and the development of skills aimed at concern for others. Therefore, in a multicultural work environment, it is important for human resources to develop cross - cultural competencies in order to work effectively and harmony between colleagues with various cultural backgrounds can be created.

## **2.4. Recruitment Practices**

Recruitment is one of the important processes in human resource management practices. A company needs to have specific qualifications according to the company's needs in filling vacant positions with the aim of making it easier for job applicants to submit job proposals according to these qualifications. Recruitment is a process of searching, procuring,

finding, and attracting prospective job applicants as prospective employees to work in a job (Dessler, 2009). According to Sutrisno (2017), the stages in the recruitment process begin with finding candidates and end when prospective employee applications are accepted. Selected candidates are those who are qualified or qualified to fill available job positions.

## **2.5. Selection Practices**

The employee selection process often involves the use of various selection instruments. According to Satish P. Deshpande & Damodar Y. Golhar (1997), commonly used selection instruments include written tests, work trials, panel interviews, and one-on-one interviews. where one-on-one interviews became the most popular instrument with a usage rate of over 88% by companies in the United States. In China, the employee selection process by large companies and companies with foreign investment tends to be more diverse. Recruitment methods used include university job fairs, headhunters, online recruitment, advertising in the media, and word of mouth. These companies tend to rely on university job fairs and headhunters to recruit high-quality employees. All employees in China are required to sign an employment contract that is usually one to five years long. In state-owned enterprises, political stance is considered important, but it is no longer the main focus in private companies that place more emphasis on education, skills, experience, and performance.

## **2.6. Development Practices**

Development practices in cross - cultural Human Resource Management (HRM) emphasize the importance of understanding and appreciating cultural differences in improving employee skills and competencies. HR development in the United States has been influenced by the values of inclusiveness, diversity, and equality, with a shift from traditional administrative roles to more strategic roles that support social change. The focus on lifelong learning, leadership development, and adaptation to globalization and technology is evidence of the dynamic nature of HR practices in the United States. Governments play a less intrusive role in regulating HR, enabling private sector and corporate initiatives to encourage HR development, with an emphasis on developing skills relevant to current and future labour market needs. HR development in China, by contrast, has shown positive results for organizational performance, with companies successfully mimicking

Western HR functions, known as "mimetic isomorphism". This implementation has improved organizational performance through investment in training and career development, as well as performance evaluation procedures related to compensation. Since the 1980s, economic reforms and market opening have pushed state-owned enterprises (SOEs) in China to become more competitive, incorporating capitalist HR techniques to foster autonomy and managerial responsibility. The 2014 reform by the Guangdong provincial government aims to deepen the reform of SOEs, including the establishment of a professional management system and market-oriented human resources.

### **2.7. Occupational Safety and Health Practices**

Work safety is an effort to protect workers, maintain safety, protect equipment, workplaces and existing production materials, as well as preserve the environment and facilitate the production process. Health is an effort to obtain maximum health by preventing and overcoming various diseases suffered by workers, preventing work fatigue and creating a healthy and comfortable work environment. According to Suma'mur (1992), work safety is the main means for the prevention of accidents such as disability and death due to work accidents. Occupational safety in relation to labor protection is one of the important aspects of labor protection. Occupational safety and health (Edwin B. Flippo, 1995) is an approach that sets comprehensive and (specific) standards, the determination of government policies on company practices in the workplace and the implementation through summons, fines and other penalties.

### **2.8. Industrial Relations Practice**

Industrial relations are an important aspect of labor and production management in various countries, including the United States and China. In the United States, industrial relations have undergone various innovations in the partnership between management and labor. For example, Saturn Corporation uses joint committees between management and workers to improve performance and formally incorporates workers' voices in the company's strategic decision-making. In addition, the "Detroit Three" has a nationwide joint program aimed at fostering partnerships to improve performance and save jobs across the company. However, union involvement in decision-making does not always go hand in hand with

partnerships. Research by Doellgast, Sarmiento-Mirwaldt, and Benassi (2016) shows that firm limits are not only shaped by wage differences between internal and external providers, but also by the cost of termination resulting from worker protection legislation. In China, industrial relations are affected by the strict control of the Chinese Communist Party (CCP), which affects many aspects of life, including industrial relations. Nonetheless, there have been significant reforms in China's industrial relations system over the past decade, driven by a desire to better articulate and enforce workers' rights as well as improve production efficiency.

### **2.9. Industrial Relations Practice**

Comparison of human resource management (HRM) performance appraisal practices between China and the United States. The study acknowledges that although HRM issues in China have been researched from multiple perspectives, there is still a need for further research as HRM in the country is still in its developmental stage. This research aims to provide a deeper understanding of how Companies in both countries implement HRM practices. In China, the history of HRM can be traced back to a paternalistic management model known as the 'iron rice bowl' (tie fan wan), which guarantees lifetime employment and various benefits based on years of service rather than performance. However, since the 1980s, substantial economic and social reforms have transformed this system into a more market-oriented individual and collective contract. Meanwhile, the United States has taken steps to improve the competence and skills of its national workforce through training, with the goal of creating better employability in the public and private sectors. This is important because the economy of the United States is still heavily dependent on oil and has a large expatriate population compared to the number of local citizens. Overall, this literature review shows that HRM practices in both countries are influenced by unique economic, social, and cultural factors, reflecting differences in their approaches to workforce management. There are several important aspects discussed regarding the relationship between human resource management (HRM) systems and innovation and company performance. This research explores how HR practices can be designed to encourage innovation and at the same time maintain the safety and viability of innovation. The concept of HRM

Power was introduced to explain how HRM systems can affect people's vision of what is important in a company.

## **METHOD**

This research is a literature study with a descriptive-qualitative research type with a literature study that seeks to describe cross-cultural human resource management (HRM) practices in China and the United States in different Asian and American continents. This literature study research uses various written sources such as journal/conference articles, websites on the internet, and documents relevant to the studies in this study. Literature study is a method of collecting data that is not addressed directly to the subject of research and examines various kinds of documents that are useful for analysis material. This study focuses on cross-cultural HR practices such as recruitment, selection, development, K3, performance appraisal and industrial relations.

Data processing in this study was carried out by: (1) selecting data or information obtained from internet search results or from literature studies on cross-cultural HR practices as a whole; (2) conduct a process of comparison and conclusion based on differences in 2 countries in 2 different continental regions.

### ***3.1. Human Resource Management (HRM) Practice in United States***

#### ***3.1.1. Recruitment Practices***

In the United States, effective recruitment practices are key for companies and organizations in recruiting the best candidates for specific positions to achieve company goals. The United States is one of the 7 countries in the world that has Individualism as the highest dimension. This condition has an impact on human resource recruitment practices there, where the recruitment process in the United States becomes more transparent and open to all individuals, thus providing many opportunities for information on job vacancies, qualification requirements, and selection procedures available to prospective applicants fairly. Companies in the United States often use a variety of approaches to attract qualified candidates, both through internal and external recruitment methods. Some of these approaches include recruitment on campus, using job vacancy websites (such as Indeed and Monster), online advertising on social media (such as LinkedIn, Facebook or Twitter), using job search

agencies (headhunters) and referral programs (recommendations from internal company employees). The majority of companies in the United States utilize external recruitment methods by using online job board website platforms to post job openings because it allows posting job openings faster and can reach many applicants from anywhere, thus opening up opportunities to attract many employee candidates with more diverse abilities and skills.

#### ***3.1.2. Selection Practices***

The human resource selection process in the United States (US) reflects a comprehensive approach involving a number of key aspects. Commonly used selection instruments involve written tests, work trials, panel interviews, and one-on-one interviews, with one-on-one interviews being the most popular instruments with a usage rate of over 88% by companies in the United States. This selection process places special emphasis on individual values and competencies, with attention to conforming the values of prospective employees to the values of the organization. Human resources (HR) managers in the U.S. focus on assessing a candidate's ability to adapt to changes in job structure and design, while valuing the ability to work in teams and generate innovation.

In addition, HR functions in the U.S. tend to focus on internal processes, systems, and people of the organization, indicating efforts to improve internal functions by selecting candidates who can contribute to those improvements. The integration of human resource planning with strategic business planning is essential in the effort to achieve competitive advantage. The selection process also involves an element of socialization, where the company introduces new employees to the company's culture and way of working. Training and development is considered an investment, mainly to create future customers and expand the customer base.

The compensation system in some companies, such as Lincoln Electric, is tied to corporate profits to achieve high motivation and low turnover rates. In addition, technologies, such as Human Resource Management Information Systems (HRIS) and data-driven tools, are used to improve efficiency and effectiveness in attracting, selecting, and evaluating candidates. The importance of compliance with laws, particularly those related to discrimination and fair hiring practices, was crucial in the selection process.

In addition, there is an increased focus on measuring results from the selection process using metrics such as employee performance, job satisfaction, and retention. Thus, the human resource selection process in the U.S. is not just a separate activity, but rather an integral part of a human resource management system strategically designed to support the company's goal of achieving competitive advantage.

### **3.1.3. Development Practices**

In the United States Human Resource Management (HRM) development has shown a significant evolution, moving away from its traditional administrative role to become more strategic and integral in supporting social and organizational change. The focus on lifelong learning and leadership development has become an important aspect, recognizing that adaptability and strong leadership abilities are key to succeeding in a dynamic and often uncertain business environment.

Diversity and inclusion have been a key focus in the development of human resources in America, with companies increasingly recognizing that diversity in the workplace in terms of gender, race, ethnicity, or cultural background can bring a variety of perspectives and ideas that enrich the work environment and encourage innovation. It also reflects broader demographic changes in American society, where an increasingly diverse workforce requires a more inclusive and accepting approach to difference.

Adaptation to globalization and technology has also played an important role in changing the face of HR in America. In recent decades, technologies such as human resource information systems (HRIS) and online learning platforms have revolutionized the way companies provide training and development. This not only improves training efficiency and accessibility, but also allows personalization of the learning experience to meet the specific needs of employees.

Furthermore, in the face of challenges such as economic volatility, mergers, acquisitions, deregulation, and increased competition, HR in America has evolved to develop workforce skills that support motivation and productivity. It includes a greater focus on developing competencies relevant to current and future job market needs. This approach not only responds to the immediate needs of the business, but also prepares the workforce for an everchanging and challenging future. In America, HR development

is also proactively addressing gender gaps, particularly in areas such as technology and STEM, by promoting greater participation from women and minority groups. This involves a holistic approach, not only focusing on developing technical skills, but also prioritizing aspects such as gender equality, diversity, and inclusion. This approach reflects an understanding that a more diverse and inclusive work environment can provide a solid foundation for innovation and sustainable growth.

In addition, HRM in America has recognized the importance of supporting women's leadership as a factor that can bring about positive change in a male-dominated workplace culture. It's not just about providing equal opportunities, but also about tapping into the unique perspectives and approaches that women can bring into the work environment. The evolution of HR in America is inseparable from the broader social context, where demographic changes and the increase in women's leadership roles in organizations have affected the way HR responds and adapts to the evolving and diverse needs of the workforce.

Overall, HR development in the United States requires a comprehensive and responsive approach, which not only responds to current business needs but also prepares the workforce for the future. This involves a deep understanding of the challenges and opportunities faced in entering a competitive job market, as well as the role of HR in facilitating the transition to an increasingly integrated digital and global era.

### **3.1.4. Occupational Health and Safety Practices**

American policy on occupational safety and health has two main objectives: the prevention of accidents and disease and the provision of medical care and income security for injured workers (compensation). This workers' compensation system is part of the regulatory framework and is expected to provide medical security, income for the injured and the impact of the number of accidents that occur by creating additional incentives for employers to prevent injuries and illnesses.

Empirical research shows that government safety standards have little or no beneficial impact on the workplace. Major problems in the American occupational health and safety system include the low effectiveness of government-mandated safety

standards. The existence of a workers' compensation system is expected to prevent work accidents through income incentives. And workplace health arrangements are also considered inefficient, with only a few hazards covered as well as expensive health standards resulting in widespread industry resistance and a slow pace in tackling further hazards. In addition, there is some concern that increased income security for workers for accident rates comes at a higher cost.

The occupational health and safety system in the United States is governed by various agencies and regulations. Occupational Safety and Health Administration (OSHA) as one of the main bodies responsible for regulation and enforcement of laws related to occupational safety and health. OSHA creates standards and rules that workplaces must follow to protect worker health and safety. OSHA also conducts inspections and may sanction companies that violate these standards. The main problems that can hamper the occupational safety and health system in America, among others:

a) Awareness and compliance Not all companies have the same awareness or compliance with occupational safety and health standards. This can lead to accidents or occupational diseases that should be prevented.

b) Globalisasi Companies operating on a multinational basis must monitor occupational safety and health activities at various worksites around the world that may have different standards and regulations. This can add complexity to the management of occupational health and safety.

c) Educational needs The need for increased knowledge of internationally applicable occupational safety and health practices, including international privacy laws relating to the transmission of health information.

d) Global trends and issues There are several challenges faced by occupational health professionals including the provision of basic occupational health services, an aging workforce, income insecurity and microeconomic consequences of occupational injuries, as well as new occupational hazards that arise without known consequences.

e) Occupational accidents and injuries Improvements in workplace injury prevention need to be improved, seeing a high frequency of workplace

injuries such as musculoskeletal, slips, falls and injuries due to overuse.

f) Regulations and legislation Understanding and adherence to applicable regulations is a challenge for multinational companies in America.

### ***3.1.5. Industrial Relations Practices***

The process of industrial relations in the United States (USA) is characterized by a number of distinctive aspects. First, there is a partnership between management and labor, although worker participation tends to be more limited when compared to other countries such as Germany. Conditions of vertical disintegration can also shift power towards management. The influence of unions in U.S. industry has declined, especially in manufacturing sectors such as automotive. Union density in the sector declined dramatically from 1983 to 2016, reflecting a changing power dynamic between unions and management.

The importance of unions in corporate politics above the factory level is prominent, with attempts to influence purchasing, manufacturing, and engineering functions influencing procurement decisions. In addition, an insourcing trend is occurring, where companies are bringing back previously externalized processes as a strategy to keep jobs and investments within the country. Although unions face challenges such as declining membership and global competition, industry relations in the U.S. still involve partnership efforts between management and labor, even with changing dynamics. The U.S. government tends to take an open approach to artificial intelligence (AI) policy, letting the private sector lead innovation with limited regulatory support, while maintaining a framework for protecting workers' rights and promoting safety and fairness in the workplace.

### ***3.1.6. Performance Appraisal Practices***

In the United States, performance appraisals typically involve assessing employees based on predefined criteria and may include an assessment of an individual's contribution to company goals. This assessment can be done through a variety of methods, including self - assessment, assessment by superiors, 360-degree assessment, and others. Effective performance appraisals are expected to provide valuable feedback to employees, assist in career development, and guide decisions regarding compensation and promotion. Strong and effective HR

practices, including performance appraisal, can contribute to improved financial performance and innovation within the company. Performance appraisal systems that are considered "robust" are often characterized by clarity, consistency, and good communication, which can help in strengthening the relationship between HR practices and company performance.

Not only that in the United States, it also often focuses on short-term financial results, which are reflected in quarterly financial statements. American managers tend to be concerned with the level and trend of earnings revealed by quarterly balance sheets because these figures greatly affect shareholder expectations and, as a consequence, the company's stock price. Critics of this system point out that it may result in a lack of investment in intangible assets and technological capabilities, as institutional investors who prefer liquidity might diversify portfolios and pay attention only to short-term financial performance. The American corporate financial system and its governance have been criticized for perceived bias towards short-term financial problems, stemming from shareholder pressure to quickly acquire advantage. Nevertheless, the United States is still considered superior in legal protection of investors, which is an important factor for the high liquidity of capital markets and the large amount of external funding available at relative costs.

## ***3.2. Human Resource Management (HRM) Practice in China***

### ***3.2.1. Recruitment Practices***

Effective recruitment practices are essential in achieving company goals. In China, the recruitment process is used to attract the best talent and hire competent individuals. Recruitment is the process of finding and gathering candidates who can be selected to fill job openings. The practice of recruitment systems in Chinese companies involves many methods to attract and select candidates that suit the needs of the company. Several methods of approach carried out in China, including external recruitment of human resources through job fairs, labor centers, employment agencies, headhunters, online recruitment and through advertisements in the media. As well as internal recruitment through personal connections or recommendations of company employees. Most Chinese companies prefer internal recruitment to hire

employees because it is influenced by culture (Guanxi). Where the personal connection (connection) with the recruiter is more important than the eligibility of applying for the job. But it does not rule out the possibility of companies in China carrying out external recruitment methods to recruit employees.

### ***3.2.2. Selection Practices***

The selection process in China has distinctive features that reflect the diversity of recruitment channels and company preferences in selecting candidates. In this setting, several aspects can be identified. First, the recruitment process involves a number of diverse channels, ranging from job fairs, job centers, to job agencies and headhunters. Large companies, especially those with foreign investment, tend to take advantage of university job fairs and headhunter services to attract quality employees. In addition, the use of online recruitment, media advertising, and word-of-mouth referrals is also an important part of this process. S

Secondly, an employment contract signed by an employee has a duration of generally one to five years. As for in state-owned enterprises, political attitude is considered an important factor in the selection process. However, in private companies, more emphasis is placed on factors such as education, skills, experience, and employee performance.

At a more detailed level, in the context of South Korean multinationals in China, the selection process involves language tests, EQ/IQ tests, and psychological tests. After going through the written test, qualified applicants undergo two rounds of interviews. The first stage is carried out by the Director of Operations to assess the applicant's professional knowledge and potential, while the second stage focuses on aspects of personality and is carried out by relevant HR managers and line managers.

The selection criteria also vary depending on the type of position. For nonmanagerial employees, considerations include education, technical certificate, age, and hukou (household registration). On the other hand, for managerial positions, criteria such as language proficiency (Korean or English), work experience, and social networks seem to be emphasized more.

Lastly, the Zhongyong principle, which emphasizes moderation and balance in behavior and attitude, plays a role in the selection process. This is

reflected in the company's preference for a balance between political factors, skills, and personality aspects. Overall, the selection process in China is a complex picture reflecting the incorporation of cultural values, company policies, and specific needs in the local labor market.

### **3.2.3. Development Practices**

In China the evolution of Human Resource Management (HRM) was significantly influenced by Confucian values, which traditionally emphasized strict hierarchy and adherence. However, in recent decades, as China has opened up to global influence, there has been a significant shift towards more participatory and inclusive HR practices. This transformation is a response to the need for adaptation in an increasingly global and competitive business environment. Economic reforms that began in the late 1970s have fueled rapid economic growth, prompting Chinese companies to develop HR strategies that can support them in competing in the global marketplace. This includes intensive training and development of employees to enhance their abilities and skills to match market demands.

The role of the Chinese government in the development of human resources also cannot be ignored. Governments have played a key role in regulating labor markets, education, and employee welfare, reflecting a coordinated and centralized approach to human capital development. Substantial investment in education and training emphasizes the importance of developing employees who are skilled and ready to face the rapid and dynamic changes in the labor market. Moreover, the phenomenon of 'mimetic isomorphism' in imitation of Western HR practices demonstrates China's efforts to align its practices with global standards, while still maintaining the uniqueness of their cultural values.

China's holistic and adaptive approach in HR development reflects a balance between maintaining traditional values and adopting modern practices. It involves recognizing that employees are not only an asset, but also an integral part of the social structure and culture of the company. Therefore, the development of HRM in China not only focuses on technical and strategic aspects, but also pays attention to social and cultural aspects, striving to create a supportive and inclusive work environment.

### **3.2.4. Occupational Health and Safety Practices**

The principle of the occupational health protection strategy is the prevention of occupational hazards. Thus, improved occupational health and safety services are needed for the protection of workers. Lack of health services for workers can cause important problems over a long period of time, if not followed up. Several major cities in China such as Beijing and Shanghai have implemented K3 (Occupational safety and health) for workers. Companies with better economy, on average, have passed OSMAS 18001 authentication with good K3 services, which include health checks, safety management, health education for K3 and health services for all workers, even clinic services are available within the company. And usually, workers in large companies like this, get a good and guaranteed salary and social benefits.

With the enactment of Healthy China 2030, it is expected that there will be an increase in K3 services and healthy companies. And it was found that the main problem in the health of workers is the high rate of occupational diseases. Other issues that need to be addressed in occupational safety and health in China include:

a) Increased reforms related to occupational health work (in administrative, technological, socio - cultural, and economic aspects). The Chinese government is also making various efforts to improve occupational safety and health reform, namely by guiding employers to transform and improve the occupational health regulatory system in various administrative, technological and socio - cultural aspects.

b) Improvement of the occupational health regulation system as well as existing laws and standards of work in China. The government also publishes laws and official regulations with the aim of protecting workers' health. An example is the Law on the Prevention and Control of Occupational Diseases. The government also released regulations setting requirements at the design and construction stages, workers' rights and obligations, and requirements for workers and staff.

c) Overcoming language barriers that become barriers in training foreign nationals before being hired. The company provides training in a language that foreign workers can understand. By providing

instructors who communicate in foreign languages that workers understand and provide training materials that have been translated into languages that foreign workers understand. In addition, companies can provide translators or translators who assist in the training process of foreign workers.

### 3.2.5. Industrial Relations Practices

The process of industrial relations in China has undergone significant reforms over the past decade. These reforms are driven by a desire to articulate and enforce workers' rights, especially in the rapidly growing private sector. The Trade Union Law in 2001 encouraged the establishment of enterprise-based unions by the All-China Federation of Trade Unions (ACFTU) in private enterprises across the country.

Although the ACFTU is often indirectly controlled by the Chinese Communist Party and is considered a tool to address state interests, enterprise-based unions have a positive impact on employee wages, benefits, and productivity, particularly in the private sector. The government supported the formation of trade unions to maintain social stability and advance the interests of the party state.

The Chinese government has implemented laws and regulations, including the Labor Law, to regulate labor relations, covering employment contracts, minimum wages, working hours, and occupational safety. However, unions are considered less effective due to limitations in collective bargaining and lack of independence from the government. Challenges also arise in the consistency of the application of labor laws across countries.

Industrial relations in China involve interactions between governments, companies, and unions. The government, under the guidance of the Chinese Communist Party, plays a central role in setting economic targets and directing the development of industries, including the artificial intelligence sector. Although the specifics of industrial relations vary, there is a general trend in which local governments issue plans and guidelines to direct industrial development, often in line with the Chinese Communist Party's ideology that emphasizes harmony, cooperation, and innovation. Job Appraisal Practices.

### 3.2.6. Performance Appraisal Practices

Performance appraisal is a systematic and planned process to assess and evaluate the performance of a person, team, or organization in achieving

predetermined goals and standards. This process involves the collection of data, analysis and feedback related to the results of the work, behavior and contribution of individuals or groups to the goals of the company. The purpose of performance appraisals is to measure the extent to which individuals or teams have achieved predefined goals, the extent to which they meet expected performance standards, and to provide constructive feedback.

Performance appraisals in China show an emphasis on performance improvement as a strategic focus that benefits both organizations and employees. Companies in China tend to focus more on general performance pay and individual pay, with more companies spending a percentage on training frontline workers. In addition, companies in China have a higher level of external labor recruitment. Cultural variations in China also influence methods and participants in performance appraisals, with the use of written reports being more widely adopted by Chinese companies.

## 3.3. Human Resource Management (HRM) Practice in China

### 3.3.1. Table of Differences in Recruitment Practices

Aspect	United States	China
<b>Culture and Values</b>	High individualism, transparency, openness	Guanxi (personal relationship) is important, connections are more meaningful than fulfillment
<b>External Recruitment Methods</b>	Campus recruitment, job websites, social media, headhunters, referral programs	Job fairs, labor centers, employment agencies, headhunters, online recruitment, media advertising
<b>Internal Recruitment Methods</b>	On-campus recruitment, referral programs,	On-campus recruitment, referral programs,

	online recruitment.	online recruitment.
<b>Preferences Recruitment Internal</b>	Diversify talent, search for candidates with diverse skills	Influenced by Guanxi culture, personal relationships are more important than eligibility
<b>Flexibility in Candidate Selection</b>	More open and transparent, looking for candidates with more by Guanxi culture, personal relationships are more important than eligibility diverse skills	Guanxi plays a big role, it may be more difficult for external candidates without personal connections

	Political attitudes are less dominant in private companies, Emphasis on education, skills, and performance.	stance is important in state-owned enterprises, Emphasis on political factors in state owned enterprises, while in private more on education, skills, and performance
<b>Selection Process</b>	Language tests, EQ/IQ tests, psychological tests, Interview by Operations Director (knowledge and potential)	Selection through written tests, two rounds of interviews by the Director of Operations and HR/other managers, First stage interviews by the Director of Operations, second stage by HR managers and relevant line managers (personality aspects)
<b>Selection Criteria</b>	The variety depends on the type of position, Managerial: language proficiency, experience, social network.	Non-managerial employees: education, technical certificates, age, and hukou, Managerial: language proficiency (Korean or English), experience,

### 3.3.2. Table of Differences in Selection Practices

Aspects	United States	China
<b>Recruitment Channel</b>	Popular one-on one interviews (88% Written usage), test, work trial, panel interview, Focus on grades and individual competence	Diversity of channels: job fairs, job centers, agencies, headhunters, utilization of university job fairs and headhunters by major companies, Online recruitment, media advertising, word-of-mouth referrals
<b>Work Contract</b>	The duration of the contract varies,	Contracts are generally 1-5 years, Political

		social networks.
<b>Cultural Influences</b>	Tendency to adaptation and innovation	Zhongyong principle: moderation and balance in behavior and attitude, reflecting the balance between political factors, skills, and aspects of personality
<b>Technology and Performance Measurement</b>	Use of technology such as HRIS and data-driven tools	It is not explicitly mentioned, but the diversity of recruitment channels shows the use of technology
<b>Compliance with the law</b>	Focus on compliance with laws related to discrimination and fair hiring	The political stance and policy of the company play an important role in the selection process

	as key to innovation.	balance between traditional values and modern practices.
<b>Evolution Over Time</b>	Perkembangan dari peran administratif tradisional menjadi lebih strategis dan mendukung perubahan sosial. Focus on lifelong learning, leadership development, and adaptation to globalization and technology.	Transformation from practices influenced by Confucian values to more participatory. Responds to the need for adaptation in global and competitive business environment.
<b>Government and Regulation</b>	Human Resources development is influenced by developments in the private sector and corporate initiatives. The government intervenes less in HR regulations.	Government has a key role in regulating the labor market, education, and employee welfare. Substantial investment in education and training. A coordinated approach to human resource development.
<b>Focus on Skills</b>	Focus on developing skills relevant to current and future job market needs.	Substantial investment in education and training to develop employees

**3.3.3. Table of Differences in Development Practices**

Aspects	United States	China
<b>Cultural Values</b>	The evolution of HRM is influenced by the development of inclusive values, diversity, and equality. Focus on diversity and inclusion	The influence of traditional Confucian values, however, has shifted towards more participatory and inclusive HR practices. Maintaining a

	Emphasis on adaptation to economic and technological changes.	who are skilled and ready to face the rapid and dynamic changes in the labor market.
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**3.3.4. Table of Differences in Occupational Safety and Health Practices**

Aspects	United States	China
<b>Management and Workforce Partnership</b>	Partnerships exist, but worker participation is limited compared to other countries such as Germany.	The government supported the formation of trade unions to maintain social stability and advance the interests of the party state.
<b>Trade Union Influence</b>	Experiencing a decline, especially in the manufacturing sector such as automotive.	ACFTU plays a role in forming unions in private companies, although it is considered less effective and has limitations in collective negotiation.
<b>Laws and Regulations</b>	The U.S. government tends to take an open approach to artificial intelligence (AI) policy with limited regulatory support.	The Chinese government implemented laws and regulations, including the Labor Law, to regulate labor relations, but unions were considered less effective.
<b>Insourcing Trend</b>	Happened, with companies	China has a focus on developing

	bringing back processes that were previously externalized to keep jobs and investments within the country.	industries, including the artificial intelligence sector.
<b>The Role of Government</b>	Engage in industrial relations, with local governments issuing guidelines to direct industrial development.	The government has a central role, especially under the guidance of the Chinese Communist Party, in setting economic targets and directing the development of industries, including the artificial intelligence sector.

**3.3.5. Table of Differences in Industrial Relations Practices**

Aspects	United States	China
<b>Management and Workforce Partnership</b>	Partnerships exist, but worker participation is limited compared to other countries such as Germany.	The government supported the formation of trade unions to maintain social stability and advance the interests of the party state.
<b>Trade Union Influence</b>	Experiencing a decline, especially in the	The ACFTU plays a role in forming unions in private

	manufacturing sector such as automotive.	enterprises, although it is considered less effective and has limitations in collective negotiation.
<b>Laws and Regulations</b>	The U.S. government tends to take an open approach to artificial intelligence (AI) policy with limited regulatory support.	The Chinese government implemented laws and regulations, including the Labor Law, to regulate labor relations, but unions were considered less effective.
<b>Insourcing Trend</b>	Happening, with companies bringing back processes that were previously externalized to keep jobs and investments within the country.	It was not specifically mentioned, but China has a focus on developing industries, including the artificial intelligence sector.
<b>The Role of Government</b>	Engage in industry relations, with local governments issuing guidelines to steer industrial development.	The government has a central role, especially under the guidance of the Chinese Communist Party, in setting economic targets and directing the development of industries, including the

		artificial intelligence sector
<b>Ideology and Approach</b>	Governments tend to take an open approach to artificial intelligence policy with limited regulatory support.	The government is directed by the Communist Party of China, with common trends that reflect ideologies such as harmony, cooperation, and innovation.

### 3.3.6. *Tabel of Differences in Performance Appraisal Practices*

Aspects	United States	China
<b>Assessment Focus</b>	Individual Results and Performance	Performance Improvement and Performance Payouts
<b>Assessment Methods</b>	Various Methods, including 360 Degree Assessment	Focus More on Pay for Performance and Training of Frontline Workers
<b>Purpose of Assessment</b>	Provide Feedback, Career Development, and Leadership	Measure Goal Achievement, Performance Standards, and Provide Constructive Feedback
<b>Related to MSDM</b>	Contribution to Career Development and Company Performance	Focus on Performance Improvement and Training for the Frontline

<b>Cultural Influences</b>	Accountability and Openness in Assessment	Cultural Variation Influencing Methods and Participants in Assessment
<b>Financial Focus</b>	Attention to Short-Term Financial Results	Performance Improvement as a Strategic Focus

## RESULT

This research provides a more in-depth and broad analysis of human resource management (HRM) practices in the United States and China, with emphasis on six key aspects: recruitment, selection, development, occupational safety and health, industrial relations, and job assessment. The study reveals how different cultural values and business systems in these two countries affect the implementation and effectiveness of HR practices.

### 4.1. Recruitment Practices

In the United States, recruitment practices appear to be very open and transparent, reflecting the high value of individualism. The recruitment process is designed to provide clear information about job openings, requirements, and selection procedures. Companies in America use a variety of recruitment methods, including on-campus recruitment, job websites, social media, job agencies, and referral programs. The majority of companies utilize external recruitment methods by using online job board website platforms. This approach allows companies to reach potential applicants from diverse backgrounds, expanding opportunities to attract candidates with diverse skills and abilities.

In China, recruitment practices are heavily influenced by traditional cultural values, especially the concept of 'Guanxi' which emphasizes the importance of personal relationships. Personal connections and recommendations from employees are often more important than formal fulfillment. Despite the use of external recruitment methods, such as job fairs and online advertisements, internal recruitment approaches influenced by Guanxi culture tend to be preferred. Guanxi culture plays an important role in the selection process, where personal connections are considered an important factor.

In conclusion, the study shows that in the United States, the recruitment process tends to focus more on transparency and the search for candidates with diverse skills. In China, recruitment practices are more influenced by personal relationships and cultural values, with Guanxi having a key role in the selection process.

### 4.2. Selection Practices

In the United States, the selection process reflects a comprehensive approach involving multiple aspects. Companies in America use a variety of selection instruments, including written tests, work trials, panel interviews, and one-on-one interviews. One-on-one interviews became the most popular instrument, used by more than 88% of companies. This selection process emphasizes individual values and competencies, with special attention to conforming the values of prospective employees to the values of the organization. HR managers in America focus on assessing candidates' ability to adapt to changing job structures and designs, as well as valuing the ability to work in teams and generate innovation.

In China, the selection process becomes a more complex picture, reflecting the incorporation of cultural values, company policies, and specific needs in the local labor market. The selection process in China involves political factors, skills, and aspects of personality. This is reflected in the preference of companies seeking a balance between such factors. The evolution of Human Resource Management in China was significantly influenced by Confucian values, which traditionally emphasized hierarchy and strict adherence. However, in recent decades, there has been a shift towards more inclusive and participatory practices.

In conclusion, the study revealed that selection practices in the United States tend to be more open and transparent, focusing on diversifying individual skills and abilities. In China, the selection process is more complex and influenced by cultural values, political factors, and corporate policies, reflecting the integration between tradition and modern needs.

### 4.3. Development Practices

In the United States, development practices in Human Resource Management (HRM) have undergone a significant evolution, moving away from traditional administrative roles to more strategic and integral. This development is designed to support social and organizational change. This reflects a more

dynamic approach to human resource management, focusing on achieving competitive advantage through the development of employee skills and competencies.

Meanwhile, in China, the approach to HR development is more holistic and adaptive, reflecting a balance between traditional values and modern practices. The development of HRM in China not only focuses on technical and strategic aspects, but also pays attention to social and cultural aspects, with the aim of creating a supportive and inclusive work environment. The evolution of human resources in China was also significantly influenced by Confucian values, which traditionally emphasized strict hierarchy and adherence. However, there has been a shift towards more inclusive and participatory practices in recent decades.

In conclusion, the study reveals that in the United States, development practices focus more on strategy and integration with organizational goals, whereas in China, the approach is more holistic, considering social, cultural, and traditional values, while adapting to modern practices.

#### **4.4. Occupational Health and Safety Practices**

In the United States, occupational safety and health policies have two main objectives: the prevention of accidents and diseases and the provision of medical care and income security for injured workers. This includes workers' compensation systems designed to protect workers from the financial consequences of work-related injuries or illnesses. The policy reflects comprehensive efforts to mitigate workplace risks and provide a safety net for affected workers.

In China, the approach to occupational safety and health also includes safety management, health education, and health services for all workers. Many large companies in China provide in-company clinic services and offer good salaries and social benefits. Within the framework of "Healthy China 2030", the government hopes to improve occupational safety and health services and create healthier enterprises. However, there are several key challenges, including the high number of occupational diseases that need to be addressed

Overall, both countries demonstrate a commitment to occupational safety and health, but with different approaches according to their respective social and economic contexts. The United States emphasizes prevention and compensation, while

China focuses more on health education and the provision of health services directly in the workplace.

#### **4.5. Industrial Relations Practices**

In the United States, the process of industrial relations is characterized by several distinctive aspects. There is a partnership between management and labor, although worker participation tends to be more limited when compared to countries such as Germany. This condition can shift more power towards management. The influence of unions in American industry, especially in manufacturing sectors such as automotive, has declined. This reflects a change in the power dynamic between unions and management.

In China, the industrial relations process has undergone significant reforms over the past decade. These reforms are driven by a desire to articulate and enforce workers' rights, especially in the rapidly growing private sector. The Trade Union Law enacted in 2001 encouraged the formation of company-based unions. The initiative is part of the government's efforts to improve workers' rights and conditions, especially in the face of rapid economic growth and changes in industrial structure.

In conclusion, industrial relations practices in the United States tend to experience a decline in union influence, with management playing a more dominant role. Meanwhile, in China, there have been significant efforts to strengthen workers' rights through union formation and regulatory reform, in response to rapid economic and social changes.

#### **4.6. Performance Appraisal Practices**

In the United States, performance appraisals are usually conducted based on predefined criteria. This appraisal process involves an evaluation of employees, where management and the workforce engage in partnership efforts despite changing dynamics. The U.S. government tends to take an open approach to policy, including in artificial intelligence, letting the private sector lead innovation with limited regulatory support while maintaining a framework for protecting workers' rights and promoting safety and fairness in the workplace.

In China, performance appraisal is considered a systematic and planned process to assess and evaluate the performance of individuals, teams, or organizations in achieving predetermined goals and standards. This process involves data collection and analysis. Performance appraisals in China are often in

line with the Chinese Communist Party's ideology that emphasizes harmony, cooperation, and innovation.

In conclusion, in the United States, performance appraisals focus more on evaluating individuals based on established criteria, with a partnership between management and the workforce. In China, the process is more structured and planned, with an emphasis on achieving organizational goals and standards, and in line with government ideology.

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