

A Review of The Research on The Infiltration of Confucianism in Human Resource Management Practice and Corporate Culture

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Abstract. As the most important traditional thought in China, Confucianism has influenced generations of Chinese people, including ideological norms and cultural identity. Since the take-off of the Four Asian Tigers, people have gradually paid attention to the positive impact of Confucianism on economic development. As the main body of economic development, enterprises and people, as the main body of enterprise development, have gradually become the core content of scholars' research, which is also consistent with the traditional Confucian thought of 'people-oriented'. This paper reviews the penetration of Confucianism in human resource management practice and corporate culture, aiming to explore the role and significance of Confucianism in the development of modern enterprises.

Keywords: Confucianism; human resource management practice; corporate culture; penetration effect.

1. Introduction

Confucian values have dominated the field of Chinese culture as an official school since the Han Dynasty, profoundly affecting generations of Chinese people. For a long time, Confucian civilization has been the main symbol of civilization that indicates the cultural identity of the Chinese people and is the 'pride of the Chinese people'. Although it was dubbed as a feudal dross in modern times, the essence of Confucianism has been inherited to this day. After the 1960s, the four Asian dragons took off, and people began to pay attention to the positive role of Confucian values in social and economic development. Many studies have shown that traditional Confucianism has a lot of penetration in modern human resource management practices and corporate culture. This paper reviews the penetration effect of human resource management practice, corporate culture and Confucianism in the two.

2. Connotation, classification and theoretical research of human resource management practice

2.1. The connotation of human resource management practice

Human Resource Management Practice (HRMP) refers to the general term of a series of related activities implemented by enterprises to improve the acquisition, distribution and use of human capital value and use value within the organization in order to achieve the strategic objectives of the organization. Each management practice is closely related and coordinated within the organization, which helps to improve employees' work ability, work performance and emotional connection with the organization^[1].

Generally speaking, that is, the various steps of human resource management in the workplace, such as employee recruitment, employee training, organizational structure, personnel deployment, organizational values, etc., the ultimate goal is to improve corporate performance. Some scholars link this concept with strategy. For example, Huselid (2016) pointed out that HRMP is an enterprise activity and development strategy consistent with the enterprise development strategy^[2].

2.2. Classification of human resource management practices

Regarding the classification of human resource management practices, the two-dimensional division method has Arthur (1994) divided HRMP into commitment type and control type based on Walton (1985)'s research on enterprise development strategy^[3]; Youndt et al. (1996) divided human resource management system into human capital promotion and cost reduction in the study of human resource management, manufacturing strategy and enterprise performance^[4]; Gong et al. (2009) identified human resource management practices that are generally applicable to middle-level managers, and divided the human resource management system into two subsystems : maintenance-oriented and performance-oriented^[5]; Based on the study of the similarities and differences of several human resource management models in the West, Chinese scholar Liu Shanshi et al. (2005) believed that the existing human resource management models can be divided into two different types : control type and commitment type^[6]. The three-dimensional division method is that Tsui et al. (1997) divided human resource management practices into three types : management induction, expectation improvement and investment practice^[7]; Lepak and Snell (1999) divided HRMP into four types : commitment, market, compliance and cooperation based on the uniqueness and strategic value of human capital^[8]. Among them, the commitment-based HRMP is aimed at employees with uniqueness and high strategic value, so it focuses on the investment of human capital, pays attention to the long-term development of employees, and emphasizes the establishment of long-term emotional commitment with employees. Compliant HRMP is similar to the previous control type, emphasizing the strict implementation of organizational management rules and regulations, aiming at employees with low uniqueness and strategic value. In order to reduce the burden of organizational resources, organizations often adopt outsourcing recruitment and management. Cooperative HRMP is aimed at talents with high uniqueness but low strategic value. Most of these talents, such as enterprise consultants and partners, belong to employees outside the organization. The market-oriented HRMP is aimed at people with low uniqueness but high strategic value. Because the market of such employees is highly substitutable, it advocates the implementation of efficient and strict rules and strategies for employees, and stimulates the potential of employees through material incentives, thereby improving the productivity of enterprises.

Chow and Huang (2008) followed the classification of Lepak and Snell (1999), and believed that most of the people targeted by cooperative HRMP belong to external employees of the organization, such as consultant partners. The concepts of compliance and control are similar. Compared with long-term commitment, it emphasizes more on the short-term interest exchange between enterprises and employees and pays attention to cost control. Due to the obvious drawbacks, modern enterprises are less used. Commitment-based and market-based human resource management practices are both management practices for employees within the organization^[9], The concept is very similar to that of Lepak and Snell (1999).

2.3. Theoretical Research on Human Resource Management Practice

Different scholars at home and abroad have different views on the research direction and research purpose of human resource management practice. There are a lot of studies on the content of HRMP and the construction of its connotation. Delaney (2016) clearly stated that HRMP specifically includes seven aspects : effective internal promotion, effective grievance mechanism, specific and effective evaluation methods, working methods, definitions, and benefit sharing and training opportunities^[10]. Pfeffer (2014) pointed out that HRMP system should include the following aspects : effective recruitment, reasonable salary system, effective incentive measures, continuous reduction of salary gap, perfect information sharing mode^[11]. Through further research, Huselid (2016) supplemented Delaney's research and believed that HRMP should include : extensive and effective recruitment, reasonable training and information sharing, specific complaint mechanism, effective performance appraisal and employee work attitude assessment, and appropriate promotion opportunities^[12]. Relevant Chinese scholars Zhang Yichi, Chen Yunyun and so on are also relatively recognized for these seven HRMPs themselves. Qiao Kun (2014) explored and analyzed some small and medium-

sized private enterprises in the actual research process, and pointed out that HRMP in these enterprises includes : recruitment and selection, effective procedures, good information sharing mechanism, and appropriate salary system^[13].

2.4. A Review of Human Resource Management Practices

At present, scholars ' research on the definition, classification and theory of human resource management practice has been relatively perfect. In particular, the classification of its types includes two-dimensional, three-dimensional and four-dimensional division methods, the most important of which are commitment-based human resource management practices and market-based human resource management practices. In addition, scholars have also studied its system composition. Their research has both similarities and differences. Through their research, it is found that the characteristics of HRMP are : to ensure the review of organizational development needs through effective recruitment ; effective training continuously improves employees ' work skills, reasonable and effective salary system with performance as the evaluation standard, good opportunities for employees ' promotion and development, ensures that employees can effectively join in the new work design and business improvement work, effectively ensures the safety of employees ' work, continuously improves the team 's cooperation ability and communication, ensures the communication and communication between the whole enterprise, and ensures that employees have complaint channels and good information sharing.

3. Connotation and theoretical research of enterprise culture

3.1. The connotation of enterprise culture

For the connotation of the concept of corporate culture, the academic community is not unified. In 1970, Davis, a professor of organizational behavior at Boston University, first proposed the concept of corporate culture in his " Comparative Management-Organizational Culture Outlook, " which opened the prelude to the study of corporate culture in academia. In 1989, Terrence E Deal and Allan Kennedy thought that culture exists in every organization, and different organizations have different cultures. Organizational culture is composed of organizational environment, values, heroes, etiquette and rituals, cultural networks and other important factors^[14]. William Ouchi (1973) began to make a comparative study of American and Japanese enterprises. Through in-depth analysis of Japanese enterprise management, he found that there are some non-material factors in management, that is, corporate culture. He defined corporate culture as ' tradition and atmosphere constitute a company 's culture. In addition, culture also contains a company 's values '^[15]. In " organizational culture and leadership, " Edgar H Schein (2011) defined corporate culture as a set of models based on shared basic assumptions of group acquisition in the process of solving its external adaptation and internal integration problems. This model works well and is very effective, so it is awarded to newcomers as a correct understanding, thinking and emotional way of relative problems^[16]. As for the connotation of corporate culture, Han Xiulan (1996), a researcher in the Institute of Industrial Economics, Chinese Academy of Social Sciences, holds that corporate culture in a broad sense refers to the material culture and spiritual culture created by enterprises with their own characteristics, while corporate culture in a narrow sense refers to the integration of business objectives, values and moral codes of conduct formed by enterprises with their own personalities^[17]. Generally speaking, corporate culture is the ideological values that guide a company 's operation. And every enterprise, are dependent on the country, the social environment and survival, a social values, will affect the body in the values of each enterprise, this is the definition of corporate culture.

3.2. Theoretical research on corporate culture

Benjamin Scheider (2009) elaborated on organizational culture in " Organizational Climate and Culture, " and he believes that organizational culture can affect organizational effectiveness from certain perspectives. He established a relationship model between organizational culture and

organizational effectiveness, including organizational climate, management process, employee 's work attitude and behavior^[18]. In this model, organizational culture can affect organizational climate, and organizational climate affects employees ' work behavior and dedication to the organization by influencing employees ' work attitude in the management process, and ultimately affects organizational benefits. Yin Minghe (2006) believes that the arrival of the era of knowledge economy determines that enterprises need to acquire talents with knowledge, and enterprises rely on human capital to gain competitive advantage. Under the guidance of this concept, the relationship between enterprises and employees has changed from enterprise-led to employee-led. Employees choose enterprises, enterprises are eager for talents, and the development goals of enterprises are consistent with the specific pursuit of employees. Therefore, it is particularly important to build a people-oriented corporate culture, reduce the loss of employees ' interests, and make employees develop in an all-round way. And he pointed out that the people-oriented corporate culture construction is based on the premise of " understanding people, " based on " respecting people, " to meet the needs of different employees as an important content, treat employees differently, and carry out effective people-oriented management according to the needs of different employees^[19]. When studying the relationship between people-oriented corporate culture and employee relationship management, Li Qianqian (2012) pointed out that corporate culture and employee relationship management are of the same origin in terms of content and function, both of which are manifestations of corporate soft power. In terms of content, the people-oriented corporate culture is an employee-oriented culture, and the content of employee relationship management involves standardizing employees, motivating employees, and developing employees. Therefore, both of them work around employees and focus on the interests of employees. From the role of people-oriented corporate culture can unite the people, improve employee morale, improve employee loyalty to the enterprise ; the role of employee relationship management is to regulate employee behavior, coordinate internal interpersonal relationships, and enhance cohesion. In summary, the people-oriented corporate culture and employee relationship management are interdependent and interdependent^[20].

3.3. A Review of Corporate Culture

Through the discussion of the previous literature on corporate culture, the following conclusions are drawn : corporate culture research has been the focus of academic research since its inception. Although scholars still debate the definition and dimension of corporate culture, it is undeniable that corporate culture is important for the construction of core competitiveness of enterprises. However, most of the existing research is based on western enterprises, and not based on Chinese traditional culture.

4. Confucianism, human resource management practices and corporate culture

4.1. Overview of the connotation and development of Confucianism

Confucian values are rooted in the most difficult to get rid of the concept of consanguinity, so it has a strong and continuous influence and has gained an unattainable position in other factions^[21], so as to build the basic framework of Chinese traditional values. Confucianism takes " benevolence " as the core and " harmony " as the basic goal, including not only the harmony between people, but also the harmony between man and nature, that is, " harmony between man and nature. " Wu Guang (2006) believes that the essence of Confucianism is moral philosophy^[22]. Therefore, the core values of Confucian culture- ' benevolence ' advocated is a kind of moral individualism.

There are three main views on the connotation of Confucian values : moral theory (focusing on value consciousness), relationship theory (emphasizing human relations order), etiquette theory (including both moral requirements and social norms). The theory of morality holds that Confucian values are the doctrine of establishing moral standards and promoting moral personality. Alex (2014) believes that benevolence, righteousness, propriety, wisdom and faith advocated by Confucianism are moral standards^[23]. Laulusa (2008) regarded traditional Confucian values as moral norms that

promote loyalty, filial piety, benevolence and justice^[24]. Wang (2005) believes that Confucianism is a system that affects the moral cultivation of Chinese people ; the relationship theory holds that the essence of Confucian values is to teach people how to maintain the harmony and stability of their relationship circle^[25]. Fei Xiaotong (1985) believed that the pattern of social relations in China is like a ripple formed by throwing out stones, from the inside to the outside, from the near to the far^[26]. Fei Xiaotong 's statement is a good interpretation of the relationship theory in Confucian values. Wang Qingjuan and Zhang Jincheng (2012) believed that the principles of respect for authority, acceptance of authority, tolerance and altruism, and face in Confucian values are essentially relationship-oriented, and are all guidelines for dealing with relationships. The purpose is to maintain the harmony and stability of interpersonal relationships^[27];Etiquette theory believes that Confucianism is a ritual ceremony that regulates people 's behavior, which involves ethical requirements and guidelines for dealing with interpersonal order. Weber (1978) believed that Confucianism is the common morality within the secular world. Its requirements and purpose are to adapt to the secular society^[28].

In short, Confucian values not only emphasize ' benevolence by oneself ', that is, individual value consciousness, but also emphasize the order of human relations. The former 's internal ' benevolence ' is the core, and the latter 's external ' ritual ' is the basis. The simultaneous interaction of internal and external is the guarantee of social stability and national security. That is to say, moral theory and relational theory are not resolutely divided. Only by paying attention to self-cultivation can individuals maintain the harmony of the relationship circle. And the ideal in the Confucian idea I am the relationship I have with all kinds of social virtues^[29] .

Confucianism has flourished since Confucius, and then it has formed its own distinctive schools and developed a complex internal structure. Because Confucius has many disciples and distinct personal characteristics, he has developed various ideological dimensions. Han Feizi once divided Confucianism into eight schools : Confucianism of Zisi, Confucianism of Yan, Confucianism of Meng, Confucianism of Zizhang, Confucianism of Qidiao, Confucianism of Zhongliang, Confucianism of Sun and Confucianism of Lezheng^[30].

In addition, Confucian values are broad and profound, rich in connotation, and have guiding significance in many fields. Experts and scholars in various fields extract the part of Confucian values that have reference significance to their own fields to form Confucian values with field characteristics. Specifically, Confucian values are divided into : economic values^[31], legal values ^[32], political values^[33], art values^[34], ecological values^[35], etc. Wang Qingjuan and Zhang Jincheng (2012) ^[27]put forward the concept of Confucian values in the workplace, while Yang Guoshu (1987) ^[36] and others ' concept of Confucian values is more in line with life-oriented Confucian values. The Confucian values of the workplace combine the characteristics of the workplace to add the relationship between the main characters in the workplace-the principles of work between colleagues, leaders and subordinates to the study. Life Confucianism is the criterion for regulating daily life behavior, adding life scenes to solve various problems encountered in life.

4.2. Research on the penetration of Confucianism into human resource management practice

Confucianism takes people as the core and takes people as the main body of self-management and social management, which contains many ideas and methods of human resource management practice.

Kong Jian (1995) fully affirmed the great contribution of Confucianism to the evolution of human society. He pointed out that in personnel management, Confucianism treats people with courtesy, emphasizes credit and respects others, which can promote the coordination of interpersonal relationships. Moreover, Confucianism emphasizes the cooperation between superiors and subordinates, and advocates that superiors should be generous and modest to subordinates, while subordinates should be loyal to their duties, which is in line with the management principles of modern enterprises^[37]. Mr. Zeng Shiqiang 's article " Chinese-style management " attaches great importance to the cultural differences between the United States, Japan and China. He believes that from the perspective of management philosophy, China needs to have its own management mode, and advocates the establishment of Chinese-style management from the three dimensions of " the

way of reassuring people, " " the way of power " and " the way of forgiveness. " Wang Xin (2003) believes that the practice of human resource management in government departments should learn from the experience of Western developed countries, especially in system construction and scientific management. However, in the face of the management objects deeply influenced by Chinese traditional culture, the human resource management needs of government departments with Chinese characteristics can also draw useful experience from Confucianism^[38].

Liang Leilei (2009) discussed the similarities between Confucianism and human resource management thought. She believes that " Confucianism 's emphasis on Tao, virtue, faith, and etiquette are interlinked with modern enterprise spirit and modern enterprise management. " ^[39]. Cheng Lu (2010) discussed the influence of Confucianism on the practice of modern human resource management from the two aspects of advantages and disadvantages, advocated the critical study of Western human resource management model, and explored the human resource management system with Chinese characteristics^[40]. Sun Xiaohua (2011) firstly discusses the practical significance of the application of Confucianism in human resource management from the four aspects of the doctrine of the mean and moderate management, people-oriented, emphasis on education, and emphasis on interpersonal harmony. At the same time, it points out that it is necessary to avoid some negative effects of Confucianism that do not adapt to the development of the times in guiding the practice of human resource management with Confucianism^[41].

In general, in the theoretical research of Confucian values, scholars are keen to explore the connotation of Confucian values and excavate the essence of Confucian values, and actively seek new development of Confucian values. Scholars at home and abroad have realized the modern value of Confucianism on the basis of the elaboration of Confucianism and its values, but the research on Confucianism and enterprise human resource management practice is still relatively small, and there is little systematic research on Confucianism and enterprise human resource management practice.

5. Research on the penetration of Confucianism into corporate culture

Since its establishment, Confucianism has been affecting all aspects of the Chinese people. The strong and distinctive management features and management functions of Confucianism have important guiding significance for the management of corporate culture. After studying Confucianism and management thoughts, many scholars have elaborated on the guiding role of Confucian management thoughts in corporate culture. The main points are as follows :

Zhu Jianfeng (2014) pointed out that corporate culture is a kind of subculture, which has its own national nature and is rooted in the national culture in a specific time and space. Therefore, a country 's corporate culture is bound to be affected by the country 's national culture. The special historical development and change process of China determines the original position of Confucianism in Chinese traditional thought. The basic point of view : the concept of humanism, righteousness and benefit, the doctrine of the mean, morality and other values have a profound impact on China 's national culture. The construction of modern enterprise culture can not be evaded by the infiltration of traditional Confucian ideology and culture^[42].

Huang Chongli and Peng Zhenglong (2007) believe that Confucianism has distinct characteristics of corporate culture management. Among them, the concept of " harmony between man and nature " requires corresponding to the laws of nature ; " Unity of knowledge and action " requires the unity of cognition and practice ; 'Executive power ' requires not only to master the eternal law, but also to change with external changes. 'Righteousness and then benefit ', requires to be a man and an enterprise, first of all, we must pay attention to morality and justice, benefit after righteousness, but after righteousness, it will be beneficial ; " Morality of Tao " requires that employees be morally educated, rather than being constrained and intimidated by regulations^[43]. These five Confucian thoughts have significant management characteristics, and have important reference value for the shaping and management of corporate culture.

Zhang Zhen (2015) believes that Confucian management thoughts have the thoughts of " self-cultivation, " " regulating the family, " " governing the country and the world, " " harmony " and " holism. " Among them, from " self-cultivation " to " regulating the family " to " regulating the world " is a progressive process, and the steps are insurmountable^[44]. For the shaping of corporate culture, it is necessary to cultivate people 's awareness of doing well themselves first and then influencing others. The views of " harmony " and " holism " are the principles that people should follow from " self-cultivation " to " peace of the world. " Transplanting them into corporate culture is to require enterprises to cultivate the cultural values of " harmony " and " collectivism. "

Li Min (2010) pointed out that the construction of enterprise culture should follow the principle of coexistence of commonality and individuality, and the combination of nation and era^[45]. The national culture plays an important role in the shaping of enterprise culture, especially Confucianism. Among them, the core of enterprise culture is the ' humanistic thought ' of Confucianism ; the leadership in the corporate culture coincides with the Confucian 's " governing by virtue " ; the thought of ' harmony is precious ' is similar to the team spirit emphasized in the shaping of corporate culture. 'Credit concept ' is advocated by every enterprise culture ; the concept of " harmony between man and nature " is completely consistent with the ecological culture advocated by enterprises.

Wang Wensong (2011) believes that the construction of modern enterprise culture should not only absorb the construction experience of the West, but also absorb the nutrition from Confucianism, which is indispensable. The article points out that the core of corporate culture is ' integrity ', the internal drive is ' love ', the external representation is ' unity of righteousness and benefit ', and the important foundation is ' etiquette norms '. The core, drive, representation and foundation of these corporate cultures are the embodiment of the important viewpoints of Confucianism in corporate culture^[46].

Ke Yuanyang (1993) pointed out that in the Confucian management thought, the leadership 's ' virtue ' guidance thought is very important to the construction of enterprise culture. 'The Analects of Confucius · Yan Yuan ' said : ' The gentleman 's virtue wind, the villain 's virtue grass, the grass wind must be reduced. 'Just man is like wind, ' little man ' is like grass, ' little man ' moves with the movement of gentleman. As a business leader, we must lead by example and govern enterprises with morality^[47]. In this way, employees will continue to follow suit and cultivate their own virtues, and the whole enterprise will become vibrant and full of vitality. Otherwise, if the leadership dereliction of duty, bad style, the following employees follow suit, the enterprise will become precarious at fame and fortune, style of chaos, lose the orderly order and power of development.

Luo Jianhua (2011) studied Japanese corporate culture and concluded that although there are many factors in the formation of Japanese corporate culture, the absorption of Confucianism is the most important. Since World War II, Japanese enterprises began to reshape, and established the people-oriented, employees and enterprises for the fate of the community, family management, fulfill social responsibility, pay attention to peace and other corporate culture values, these ideas have important reference value for the reconstruction of China 's corporate culture^[48].

Zhang Lixia et al. (2007) believe that corporate culture and traditional Confucian management ideas are mutually inclusive and complementary. The management thought in Confucianism is reflected in the enterprise culture. The Confucian cultural thought does not separate the individual, the collective and the society, but upholds the traditional Chinese ethics and the concept of belonging. Because of this, Confucian management thought has become the precious wealth that should be inherited and developed by the enterprise culture with people as the basic management object^[49].

Summarizing the above, it can be found that the current academic research on the culture of enterprises mostly focuses on the definition of corporate culture and how corporate culture promotes corporate profits. Domestic scholars have almost directly adopted foreign research methods in the study of corporate culture, completely ignoring the situational factors of Chinese culture. At the same time, although domestic scholars have done a lot of research on Confucian management thought, most of them only list the content of Confucian management thought, and there are few articles on the combination of Confucian management thought and enterprise culture. In the articles on corporate

culture and Confucian management thoughts, most of them only stay on the superficial discussion of the content that Confucian management thoughts can be applied to corporate culture. There are deficiencies in the research on how to use the essence of Confucian management thought to provide assistance and methods for the construction of enterprise culture, and there are deficiencies in how to use Confucian management thought to guide enterprise practice.

6. Summary

This paper first summarizes the connotation, classification and research of human resource management practice, and then reviews the definition and theory of corporate culture. It is found that most of them are based on Western situational factors and pay little attention to the infiltration of traditional ideas. After expounding these two important concepts, this paper summarizes the connotation and development of Confucianism, and summarizes the influence and significance of Confucian culture. Finally, it summarizes the penetration effect of Confucianism in human resource management practice and corporate culture, and explains the role and effect of traditional Confucianism on modern human resource management practice and corporate culture.

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