

## **Contradiction between organisational strategies in achieving sustainability in different dimensions: The Chinese auto parts industry as a case**

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### **Abstract:**

This paper explores workers' responses to state and managerial efforts in promoting organisational sustainability in the auto parts industry in Town S, China. By analysing multiple data sources, including 84 semi-structured and in-depth interviews, participant observation, and document research conducted in Town S between 2016 and 2017, the paper aims to understand the contradiction between managerial strategies in achieving sustainability in economic, environmental and human dimensions. Data collected was analysed to examine two organisational strategies of human capital investment toward human sustainability at the company and industry levels: 1) skill training and career development; 2) remuneration and welfare. This paper thus contributes to conceptualising different dimensions of sustainability identified by different levels of actors in the automobile industry in China - the state, management and employees. It also discusses the extent to which the human dimension of sustainability within an organisation can be promoted when the society, governments and management aim to achieve the environmental and economic dimensions of organisational sustainability.