

## Organizational citizenship behavior in Chinese society: a reexamination

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Organizations in emerging economies such as China have attracted an increasing amount of research attention during the past few decades, and it is time to scrutinize findings from earlier studies. In this paper, we test the psychometric soundness of a widely used indigenous measure of organizational citizenship behavior in the Chinese context developed by Farh, Barley, and Lin ((1997), 'Impetus for Action: A Cultural Analysis of Justice and Organizational Citizenship Behavior in Chinese Society,' *Administrative Science Quarterly*, 42, 421–444). Using multiple samples from Mainland China, we performed systematic tests of the content validity, discriminant validity, factorial validity and nomological validity of this five-dimension measure. We found that their two culture-specific dimensions, namely (*harm to interpersonal harmony* and *personal use of organizational resources*), in fact measure the construct of deviant behavior, and cannot prove the existence of indigenous contents. We discuss our results in light of the ongoing convergence–divergence debate, and provide suggestions to further improve the quality of indigenous research.

**Keywords:** China; convergence; deviant behavior; divergence; organizational citizenship behavior

### Introduction

There has been a convergence–divergence debate regarding the role of national culture on employee values and behaviors (Dunphy 1987; Brislin 1993; Rotundo and Xie 2008). Proponents of convergence perspective emphasize the similarities across societies, believing cultural influence is secondary to the impacts of industrialization and globalization on employee values and behaviors. Modern societies share common characteristics that are not dictated by national cultures when they strive to meet economic, technological and administrative demands of industrialization. This view was predominant before 1970s, but has since then faced growing doubts when researchers became interested in the management of Japanese (Dunphy 1987) and Chinese enterprises (Rakton, Holt, Terpstra and Yu 1997). Divergence theorists highlight the cultural differences among nations. They believe that work values and behaviors are deeply rooted in a nation's culture despite industrialization, and management practices must be adjusted to the local cultural context. People in different cultures may even define organizational constructs differently, so the first step of indigenous research is to explore the construct domain and develop indigenous instruments, if necessary, that are meaningful in the local

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# Organizational Behavior In Chinese Society

**Sidney L. Greenblatt, Richard W.  
Wilson, Amy Auerbacher Wilson**

## **Organizational Behavior In Chinese Society:**

**Organizational Behavior in Chinese Society** Sidney L. Greenblatt, Amy Auerbacher Wilson, 1981      Organizational Behavior in Chinese Society Sidney L. Greenblatt, Richard W. Wilson, Amy Auerbacher Wilson, 1981      **Handbook of Chinese Organizational Behavior** Xu Huang, Michael Harris Bond, 2012-01-01 I was once approached by a colleague with the question "You're an expert on China, right?" My reply was "No, I don't think anyone is an expert on China." This book is an essential study for those travelling in that direction. Romie Frederik Littrell, *Journal of International Business*. This state-of-the-art Handbook encompasses theoretical and empirical research on Chinese organizational behavior over the last two decades of its renaissance, with prominent scholars providing critical reviews of empirical studies in Chinese societies on 14 important topics. This comprehensive Handbook explores limitations and challenges arising from attempts to develop indigenous theories and constructs applicable to Chinese social reality. Key contributors integrate the literature in their topic areas, providing directions for pushing forward the frontiers of research into a more culturally sensitive and powerful representation of Chinese organizational behavior. Areas examined include emotional intelligence, creativity and motivation, leadership, team conflicts, trust, power and business ethics. Experienced practitioner input is included. Scholars interested in research on international business and Chinese work behaviors and their effective management will find much of value in this compilation. Students of management, including organizational behavior, human resource management, strategic management and international management, will also find information and guidance that will prove invaluable, as will practitioners who have business connections in China and other Chinese societies.      *Social Interaction in Chinese Society* Sidney L. Greenblatt, Richard W. Wilson, Amy Auerbacher Wilson, 1982      Chinese Culture, Organizational Behavior, and International Business Management Ilan Alon, 2003-02-28 Business scholars from Asia and the West explore the potential of what many believe is the ripest consumer market of the 21st century.      **The Organizational Behavior Teaching Review**, 1985      *Methodological Issues in Chinese Studies* Amy Auerbacher Wilson, Sidney L. Greenblatt, Richard W. Wilson, 1983      Deviance and Social Control in Chinese Society Amy Auerbacher Wilson, Sidney L. Greenblatt, Richard W. Wilson, 1977. Papers presented at a conference held at the International Center of Rutgers University, Nov 29-30, 1975.      **Management and the Enterprise in the People's Republic of China** Dexter Colboyd Dunphy, 1986      *Society and HRM in China* Malcolm Warner, 2013-09-13 This volume looks at the relationship between society and human resource management (HRM) in China. In doing so, it asks how representative the latter is of the former. The contributors argue that there needs to be a minimum degree of consonance between these two variables if HRM is to be sufficiently underpinned by social reality. It is only in a wider framework that people management in general and in China in particular can be fully understood, whether through theory or through practice. *Society and HRM in China* explores the changes in Chinese society over the last century and then goes on to analyse how these changes have shaped China's HRM. Arguably, HRM did not emerge from the void; it

was shaped by the societal culture from which it sprung and the economic forces influencing its institutions and organizations. However, there is very little academic literature about the relationship between contemporary Chinese society and its HRM, which isn't extremely specific. As such, much of the research in this collection is not only relatively representative but also highly cross sectional. The contributions are all drawn from experts in the field across the disciplines, hailing from a diverse range of national origins and educational institutions. They cover a wide range of topics, approaches, and emphases. This book was originally published as a special issue of *The International Journal of Human Resource Management*.

Research on the Chinese Work Unit Society Han Lin Li, Qi Wang, 1996. The book concentrates on the problem of the phenomena of the Chinese work unit. In this book, we try to answer the question why the Chinese society can be treated as a work unit society. How do the work unit organizations influence the every day life of Chinese people? What are their social functions? Where do they come from? How does the work unit organization affect the social integration and social control in the Chinese society? Part one is a general literature review about the work unit organization which is concerned with the problem of how it motivates people. Part two is a cognitive description of the current work unit organization, its characteristics, its historical roots, and its development. Part three is a historical study about the Chinese traditional clan system. It argues that striking similarities exist between the Dan Wei organization and the clan system. Part four and five are case studies about this work unit society from a different point of view based on the surveys in 1987 and 1993.

Chinese Culture, Organizational Behavior, and International Business Management Ilan Alon, 2003-02-28. The impact of Chinese culture can be felt in all areas of business and management in China, from Chinese firms to Western companies. This edited volume integrates contributions from multiple disciplines and countries, including China, Hong Kong, Taiwan, France, Australia, New Zealand, Canada, the United Kingdom, and the United States. More than merely a compendium of how to do business in China, this book examines the influence of culture, specifically Confucian values and Chinese traditions, on foreign direct investment, joint ventures, management styles, and theories, and organizational behavior. Alon and his contributors demonstrate that significant differences still exist between Chinese and Western cultures, and that these differences require an adaptation on both sides. Chinese firms will need to adapt to the way Western organizations do business, as well as to currents in Western management theory. Meanwhile, Western firms will need to take Chinese cultural influences into account when formulating strategy. Both sides can benefit from the insights contained in this volume, which is relevant for scholars of international business, cross cultural management, and organizational behavior.

*China's Unresolved Issues* Suzanne Ogden, 1989. As well as taking an overview of the cultural and historical context of modern Chinese politics, this work examines the interaction of politics, ideology, development, and culture. The new edition considers the results of the Tiananmen Square massacre and the strength of the movement for democracy.

**Social Transformations in Chinese Societies**, 2005. Information Resources Management, 2010-01-01. This work is a comprehensive four volume reference addressing

major issues trends and areas for advancement in information management research containing chapters investigating human factors in IT management as well as IT governance outsourcing and diffusion Provided by publisher China Peter Cheng,1983 **Organizational Behavior and Human Decision Processes** ,1996 *Juvenile Delinquency in a Transitional Chinese Society* Shu-Lung Yang,1992 Education and Social Change in the People's Republic of China John N. Hawkins,1983 *Chinese Industrial Society After Mao* Rosalie Lam Tung,1982 Monograph on industrial management and industrial structure trends since 1976 in China discusses the role of ideology in economic policy reorientation towards modernization institutional framework political system attitudes towards employment and Innovation motivational devices used to increase efficiency educational reform trade unionism workers participation economic development trends etc And includes the text of relevant legislation Bibliography pp 275 to 278 and references

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web be blessed saints attaining 40 years as a church is not an easy thing i m sure many people who started some of them are gone and new members have joined what does this reminds us we need to do our best to leave the place different than we found it as you prepare to give this historic speech that highlights what the church has achieved so far

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