

Informal ties in organization as a basis for organizational commitment: cross-cultural analysis

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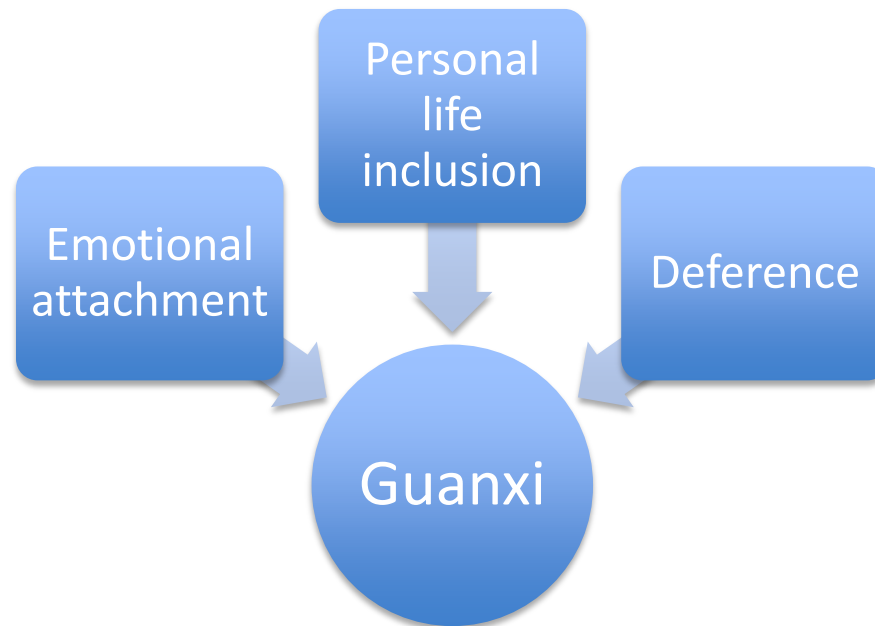
Theoretical background



- Chen, Y., Friedman, R., Yu, E., Fang, W., & Lu, X. 2009. Supervisor-subordinate guanxi: Developing a three dimensional model and scale. *Management and Organization Review*, 5(3): 375-399.

Theoretical background

- Guanxi - an informal, particularistic personal connection between two individuals who are bounded by an implicit psychological contract to follow the social norm of guanxi such as maintaining a long-term relationship, mutual commitment, loyalty, and obligation (Chen&Chen, 2004)



Research questions

- Is the structure of informal ties in organizations culturally universal?
- Do the informal ties influence organizational commitment in all cultures?
- Is the character of this influence culturally specific?

Method

We conducted a survey in 8 countries: Taiwan, Singapore, Saudi Arabia, Russia, Turkey, India, Brazil, UK

Measures:

- Three-dimensional measure of guanxi [Chen et al., 2009];
- Two-dimensional measure of organizational commitment: affective and normative-continuance commitment [Allen, Meyer, Rhee, 2001];
- Turnover intention [Camman, Fishman, Jenkins, and Klesh, 1979].

Back translation technique was used for the questionnaire adaptation.

Sample

	N	Mean age	% male
Brazil	168	31.2	64.7
India	156	25.9	50.0
Russia	114	30.7	50.0
Saudi	102	30.5	94.5
Singapore	107	29.4	51.9
Taiwan	128	33.3	63.1
Turkey	97	32.7	60.0
UK	109	24.3	42.3
Total	981	29.8	59.6

Results:

structure of Guanxi

	CFI	Δ CFI	RMSEA
Affective attachment			
Unconstrained model	.994		.023
Model with all factor loadings constrained	.990	.004	.019
Personal life inclusion			
Unconstrained model	.974		.050
Model with all factor loadings constrained	.947	.027	.047
Model with all factor loadings constrained, after eliminating item 2	1.000		.033
Model with factor loadings of only 2 items constrained	.992	.008	.035
Deference			
Unconstrained model	.931		.071
Model with all factor loadings constrained	.934	.003	.046

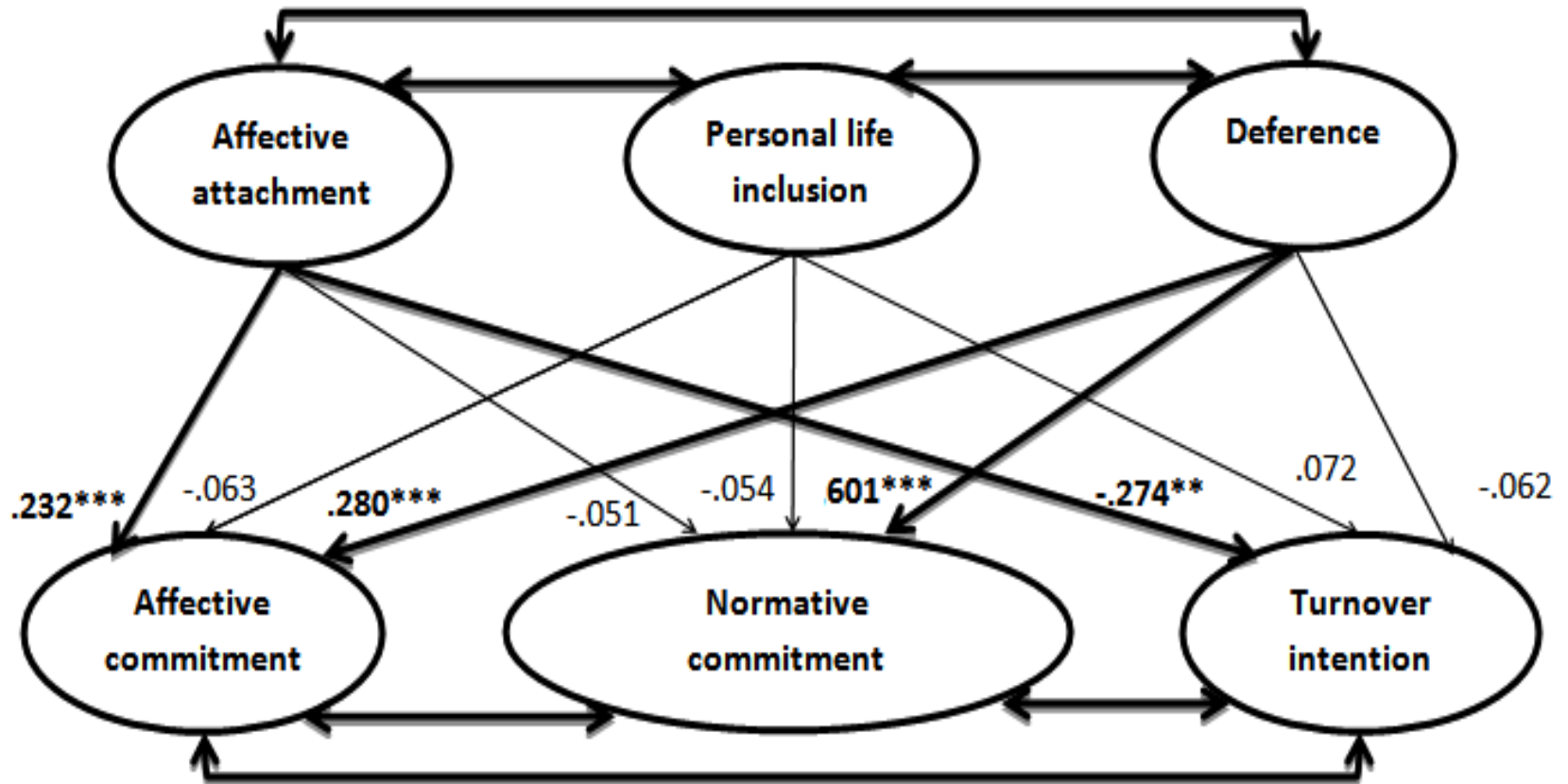
Results:

testing the invariance of the effects of Guanxi on
organizational commitment

	CFI	Δ CFI	RMSEA
Unconstrained model	.905		.027
Model with partially constrained factor loadings	.897	.008	.027
Structural weights constrained	.894	.003	.027

Results:

effects of Guanxi on organizational commitment



Limitations

- The robust test of scalar invariance would require more precisely matched samples than the present convenience samples (Robert, Lee & Chan, 2006).
- The samples are also cross-sectional, so that there is no certainty as to the directionality of any causal relationships.

Conclusion

- The structure of supervisor-subordinate relations previously identified as distinctively Chinese can be largely retrieved in samples from a broad range of nations.
- Indigenous models of relationships (in this case - Chinese) can help to explain organizational behavior in western countries.