

---

# Index

---

- ABB 65–6, 70, 82  
ability emotional intelligence 88, 89, 91, 93,  
94–5, 96–7  
absolutist universal approach to leadership  
188–90  
abusive supervision  
authoritarian leadership 168, 169, 170, 174,  
176, 452, 454, 458  
construct 164–7  
future research directions in Chinese work  
settings 177–80  
integrated framework 167–73  
organizational justice/injustice perceptions  
167–9, 174, 180, 314, 458, 517  
research in Chinese work settings 173–7  
academic achievement 15, 17, 89, 120, 134  
accommodation 363, 364, 375, 376–7  
accountability 278–80  
achievement motivation 16–17  
Adams, J.S. 307, 308, 312, 428  
admiration 119, 128, 129, 130  
aestheticism 34, 364, 376, 381, 387, 398  
affect *see* affective autonomy; affective  
commitment; affective trust; emotional  
factors  
affective autonomy 384, 404  
affective commitment 164, 169, 174  
affective trust 291, 292, 299–300, 302, 318, 417,  
505  
affluence 19  
agency theory 41–2  
aggression  
abusive supervision 164, 165, 166, 167, 168,  
169, 171, 172, 179–80  
Chinese personality and vocational behavior  
study 360  
culture 176  
destructive leadership 165–7  
ostracism, effects of 261–2, 263, 267,  
268  
aggressive norms 168, 169  
agreeableness 98, 131, 170, 313, 360, 361, 363,  
371, 469–70  
Allport, G.W. 381, 386, 392  
Amabile, T.M. 15, 140, 141, 142, 154, 155  
Ang, S. 13, 22, 313, 344, 382, 416  
anger 131, 167, 176, 216, 275, 303, 328, 428,  
454, 456, 507  
anti-corruption policies and practices 67, 77,  
496–7  
antisocial behavior 261–2, 266, 267, 268  
anxiety 6, 59, 80, 119, 171, 263–4, 347, 382  
apologies 483  
Arab culture 23, 505, 506, 519  
arbitration 274, 275, 282  
arenas 485, 486  
Arnold, J.A. 184, 185, 186  
Aryee, S. 148, 149, 152, 158, 164, 167, 169,  
170, 171, 174, 175–6, 179, 185, 191, 193,  
196, 197–8, 199, 200, 202, 203, 314, 317,  
334–5, 339, 421, 453, 454, 458, 517  
Ashford, S.J. 343, 344, 345–6, 347, 350  
Ashforth, B.E. 103, 104, 105–8, 109, 165, 166  
Asian-Americans 40  
Asian financial crisis 1997 67, 71  
assertiveness 15, 36, 49, 54, 55, 56, 59, 71, 229,  
276, 310–11  
assimilation social comparison 119, 121–2,  
127, 128, 129, 130, 131, 132, 134–5  
attitudinal reactions 158, 316–17, 319–20, 344,  
347, 452, 453, 498  
*see also* subordinates' work-related attitudes  
attribution 272–5, 424, 428  
Australian culture 14, 20, 346, 350, 393, 475,  
487, 496  
authentic leadership 185, 201, 203, 426, 451  
authoritarian leadership  
abusive supervision 168, 169, 170, 174, 176,  
452, 454, 458  
Chinese culture 15, 30, 191  
Chinese personality and vocational behavior  
study 367, 369  
creativity reduction 157, 458  
interpersonal trust 297  
ostracism, effects on 268  
paternalistic leadership 202, 449–52, 453–4,  
455, 456–7, 458–9, 460, 461, 462, 504  
social and economic history of China 4–5  
authority 32, 81, 158, 166, 243, 278, 309–10,  
437–8, 444, 445  
*see also* authoritarian leadership; control;  
power; respect for authority  
autocratic leadership 452, 459  
autonomy 52, 60  
*see also* affective autonomy; intellectual  
autonomy; job autonomy

- avoidance strategies 351, 352
- Avolio, B.J. 185, 188, 190, 193, 194, 197, 199, 201, 203
- Aycan, Z. 184, 191, 450, 451, 457, 459–60, 504, 505, 507
- Baker, W.E. 7, 52–3, 103
- balanced psychological contract breaches 335, 336
- balanced psychological contracts 327–8, 329–30, 331, 333, 334, 335, 337
- Bar-On, R. 88, 93
- Bartol, K.M. 15, 144, 148, 151–2, 154, 156, 186, 191, 193, 196, 197, 199, 201, 202, 203
- BASF 67, 75
- Bass, B.M. 184, 185, 186, 187, 188, 190, 191, 436, 504
- behavioral factors
  - cooperation and competition theory 227
  - four stage cyclical model of teamwork 237, 238–9, 241–2, 244, 245, 246
  - job insecurity 344, 347
  - organizational justice/injustice perceptions 317
  - ostracism 261–3, 266, 267, 268
  - paternalistic leadership 452, 453
  - social comparison 120
  - see also* Chinese personality and vocational behavior study; Chinese work behavior; Chinese work behavior in a global perspective; deviant work behaviors; expressive behavior; front-stage behavior; group citizenship behavior (GCB); instrumental behavior; organizational citizenship behavior (OCB); prosocial behavior; subordinates' work-related behaviors; unethical behavior; voice behaviors
- beliefs 57, 59, 60, 61
  - see also* social axioms
- belongingness 110, 187, 217, 260, 261, 264, 407
- benevolent leadership
  - Chinese personality and vocational behavior study 369
  - cooperative goals 228
  - creativity 148, 150, 151
  - interpersonal trust 293, 302
  - paternalistic leadership 15, 202, 335, 450, 451, 452, 453, 455, 456–7, 458, 459–60, 461, 462, 504
  - transformational leadership 452, 458
- Bian, Y. 295, 416, 421, 422, 495, 497
- bicultural identity 40, 284, 285
- Big Five personality factors
  - Chinese personality and vocational behavior study 359–60, 361, 362, 363
  - emotional intelligence 88, 89, 97, 99
  - harmony 469–70
  - organizational justice/injustice perceptions 312, 313
  - ostracism 266
- Blau, P.M. 38, 171, 175, 184, 187, 188, 293, 309, 327, 351, 415, 425
- Boer, D. 7, 59
- Bond, M.H. 3, 4, 7, 16, 17, 20, 24, 32, 36, 37, 49, 50–51, 52, 57–8, 60, 61, 80, 90, 97, 99, 112, 132, 134, 173, 175, 176, 177, 179, 180, 190, 191, 198, 203, 214, 220, 223, 240, 243, 244, 249, 267, 268, 273, 276, 279, 282, 284, 289, 291, 293, 297, 299, 300, 302, 307, 310, 312, 315, 320, 329, 362, 367, 368, 371, 382, 392, 395, 401, 417, 427, 428, 452, 461, 468, 469, 470, 471, 473, 475, 490, 507, 516, 520
- Bourdieu, P. 485, 486
- brain-imaging techniques 93, 260
- branding 78
- Brass, D.J. 124, 164, 167–8, 170, 171, 426
- bravers 498
- Brazilian culture 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 352, 505, 506, 519
- bribery 399, 400, 418
- Brockner, J. 14–15, 152, 319, 344, 346
- Bruce, R.A. 144, 146, 147, 152
- Bu, N. 328, 330–31, 333, 337, 521
- Buchholz, R.A. 385, 386, 387, 392, 398, 399, 400, 401
- Buddhism 111, 113
- Bunker, B. 291, 300
- Burns, J.M. 184, 185, 187, 192
- Burt, R.S. 41, 42, 415, 425, 429
- business-to-business (B-B) *guanxi* 415, 416, 417, 419, 422–3, 424, 426, 429–31
- business-to-government (B-G) *guanxi* 417–18, 419–20, 422–3, 426, 430, 497
- Buunk, A.P. 118, 119, 121, 130
- Cardona, P. 236, 289, 296, 299, 301
- career choice 112, 359–60, 364–6, 370–71, 381, 386, 391–2, 395, 396–7, 401
- career commitment 141, 360, 364, 365
- career success 42, 397, 423
- casino workers 103, 105, 108, 109, 110, 113, 515
- CEOs 73, 75, 76–7, 78, 80, 81–2, 458–9
- chaos avoidance 80–82, 469
- charismatic leadership 36, 68, 76, 158, 185, 190, 191, 460, 503–4

- Chaturvedi, A. 17–18  
*chaxugeju* 250, 520  
 Chee, D. 291, 292, 300, 471  
 ChemChina 75–6  
 Chen, C.C. 13, 14, 20, 23, 30, 40, 71, 177, 228, 238, 250, 280, 294, 295, 300, 302, 308, 312–13, 315, 351, 416, 419, 420, 421, 422, 423, 425, 428, 429, 431, 436, 437–8, 440, 442, 449, 460, 462, 473, 481, 502, 504, 505, 513, 518  
 Chen, G. 213, 216, 217, 239, 241, 246, 250, 426, 515  
 Chen, G.Q. 241, 247–8  
 Chen, Jinhua 76  
 Chen, L. 330, 332, 333  
 Chen, S.-j. 330, 335, 337  
 Chen, Tonghai 76, 77  
 Chen, X.-P. 14, 20, 30, 71, 177, 228, 238, 250, 279, 280, 293, 294, 302, 314, 351, 415–17, 419, 420, 421, 422, 423, 425, 427–8, 429, 431, 436, 437, 438, 440, 442, 473, 474, 502, 505, 513, 518  
 Chen, Y. 13–14, 280, 281, 416, 417, 421, 505, 506–7  
 Chen, Y.F. 213, 214, 215, 216, 217, 220, 221, 222, 224, 239, 515  
 Chen, Z.X. 148, 149, 152, 158, 178, 185, 190, 191, 193, 196, 197–8, 199, 200, 202, 203, 335, 337, 338–9, 421, 517  
 Cheng, B.S. 15, 16, 30, 146, 148, 150, 151, 176, 178, 190, 202, 297, 302, 335, 369, 426, 427, 449, 450, 451, 452, 453–6, 457, 458, 459, 461, 462, 504, 505  
 Cheung, F.M. 99, 177, 266, 361–2, 363, 366, 369, 371, 391, 392, 393–4, 493, 513, 518  
 China  
   economic and social history 4–6  
   economic conditions 60, 63, 64–7, 68, 69–70, 72–4, 209, 302, 343, 347–9, 389  
   economic growth 19–20, 60, 63, 67, 70, 72, 123, 135, 389  
   economic reforms 29, 36, 38, 40, 64–5, 67, 71, 219, 337, 348–9, 457, 495, 497  
   ethnic diversity 60  
   geography and terminology 48  
   political conditions 21, 53, 59, 60, 63, 64–5, 66–7, 68, 72–4, 75–6, 77–8, 191  
   social conditions 4–6, 21, 60, 63–5, 349–50  
 China Mobile 72  
 Chinese CEOs 73, 75, 76–7, 78, 81–2, 458–9  
 Chinese children 5, 15, 21, 51, 60, 260, 276, 301, 443, 450, 452  
 Chinese companies 72–4, 81–2, 417–18, 497  
   *see also* Chinese CEOs; Chinese private enterprises; state-owned enterprises  
 Chinese cultural dynamics  
   Chinese work values and ethics 397, 398, 401, 402  
   described 13–18, 301  
   dirty work in Chinese society 105  
   interpersonal trust 301  
   job insecurity 352–3  
   organizational justice/injustice perceptions 315  
   paternalistic leadership 454, 457, 460–61  
   psychological contracts 332–3, 337  
   social comparison 123, 134, 135  
   social forces, relationship with 22–4, 520  
 Chinese cultural practices 53–6, 60–61  
 Chinese Culture Connection (CCC) 7, 16, 49, 50–51, 54, 111, 382, 389, 392, 395, 398  
 Chinese emotional intelligence (EI)  
   cross-cultural issues and the role of Chinese EI researchers 90–91, 99  
   deficiencies in EI measures 91–3  
   EI concept 87  
   history of research on EI since 1990 88–90  
   nature of EI as a multidimensional construct 94–8  
 Chinese entrepreneurs 67, 68, 74, 76, 400–401, 507  
 Chinese family enterprises 5, 63, 71–2, 389, 450, 458, 459  
 Chinese government 281, 282, 497  
 Chinese graduate employees 330, 333, 336, 396, 397  
 Chinese management research 3–4, 29–30, 31, 37, 513–16  
   *see also* contextualizing Chinese management research  
 Chinese managers  
   Chinese personality and vocational behavior study 366, 368, 369  
   *guanxi* 417, 505  
   motivation 40, 246, 503  
   organizational justice/injustice perceptions 312–13  
   psychological contracts 330, 331, 337–8  
   relational power 442–4, 445, 446  
   Wuttke's perspective on organizational behavior in China 64, 65, 66, 70–71, 73, 81  
   *see also* Chinese CEOs; supervisors; top management teams  
 Chinese personality and vocational behavior study  
   development of a comprehensive personality inventory for the Chinese people 362–70, 518

- value of the combined emic-etic approach 370–71
- Western personality measures in Chinese societies 359–62
- Chinese power game 486–7
- Chinese private enterprises 64, 67, 68, 71–2, 74, 282–3, 398, 401, 417, 430, 497
- Chinese psychology 3–4, 6
- Chinese social norms 266–8
  - see also* collectivism; conflict avoidance; conformity; power distance
- Chinese work behavior 4–7
- Chinese work behavior in a global perspective
  - Chinese societies: a second look 60–61
  - Chinese societies: introduction and terminology 48
  - database 49–60
- Chinese work values and ethics
  - Chinese Mainland and reframing work values 391–2
  - Chinese managers 36
  - considering ‘work values’ and ‘ethics’ 387–8
  - developing other Chinese-adapted instruments 393–6
  - diverse conceptualizations 380, 385–7
  - history of research studies 381–5
  - international studies on Chinese work values 388–9, 390
  - linking work values with ethics 399–400
  - linking work values with other constructs 400–402
  - ‘offshore Chinese’ linking of work values to other organizational factors 389–91
  - organizational types and change 398
  - proposals to integrate emic and etic approaches to values research 402–3, 404, 519
  - studies to understand the workforce 396–7
- Chiu, C.-Y. 18, 155, 274, 278, 284
- Chua, R.Y.J. 238, 291, 294, 417, 421, 505, 507
- co-worker support 149, 155, 168, 170, 174, 195, 198, 216, 217, 226, 228
- co-workers 56–7, 226, 264, 268, 308, 417, 490, 491
- cognitive ability 88, 89, 94–5, 97, 98
- cognitive conflict 242, 244
- cognitive diversity 6, 149, 153, 155, 239, 240
- cognitive factors
  - conflict management 272–5, 284–5
  - creativity 142, 144, 149, 153, 155
  - four stage cyclical model of teamwork 237, 239–40, 242–3, 244–5, 247–8
  - job insecurity 343, 344, 345, 346, 347
  - psychological contracts 328–9
- cognitive trust 291, 300, 417, 504
- Cohen-Charash, Y. 124, 127, 131, 309, 312, 316, 320
- cohesion 237, 238, 240
- Coleman, J.S. 289, 415, 425, 429
- collective efficacy 187, 194, 197, 202
- collective interpersonal harming 127
- collective self 13–14, 120, 121, 123, 132, 135, 158, 319
- collectivism
  - Chinese culture 13–14, 123, 157, 258–9, 295, 333, 492, 507
  - Chinese personality and vocational behavior study 359, 367, 370, 371
  - Chinese work behavior in a global perspective 49, 50, 53, 54, 55, 56, 59, 60
- conflict management and negotiation 277, 278–9
- contextualizing Chinese management research 40, 41, 42
- cooperation and competition theory 220–21, 224, 229
- creativity 148, 157–8
- defined 295, 310
- economic and social history of China 4–5
- face 487
- harmony 468, 470, 471–3, 474–5, 476
- interpersonal trust 296, 300, 301, 417
- job insecurity 350
- leadership 190, 191, 194, 195, 198, 199
- organizational justice/injustice perceptions 310–11, 312, 313, 320, 516
- ostracism, effects on 259–60, 266, 267, 268
- psychological contracts 328–9, 332
- social comparison 123, 130, 132, 135
- teams 238, 245, 248, 249, 503
- work values 381, 382, 389, 395, 397, 398, 401, 402, 403
- Wuttke’s perspective on organizational behavior in China 80
- communication 242, 243, 244, 245, 277–8, 336–7, 339, 345, 351, 445
  - see also* debating; derogation; open-minded discussion; shared information and knowledge; voice behaviors
- Communist Party of China 53, 59, 64, 65, 71, 73, 75, 76, 77–8, 191
- Communist Party of China leaders 64, 65, 66–7, 68, 69, 70, 72, 73, 75, 76, 77–8
- competition 70, 123, 134, 135, 225–6, 277, 278–80
  - see also* competitiveness; competitor partnerships; cooperation and competition theory
- competitive goals 211, 212–13, 214, 215, 216, 218–19, 220, 225, 226, 227–8, 248, 264

- competitive teams 239
- competitiveness 19–20, 22, 42, 241  
*see also* competition; competitive goals;  
 competitive teams
- competitor partnerships 218–19
- compliance 15, 180, 336, 453–4, 455, 456, 457, 474
- componential theory of creativity 142, 154
- compromise 70–71, 75, 241, 267, 277, 278, 283
- confidence 214, 215, 216, 247, 248
- conflict 14, 70, 71, 80–81, 237, 241–2, 243, 244, 281  
*see also* abusive supervision; conflict avoidance; conflict management; open-minded discussion
- conflict avoidance  
 Chinese culture 14, 222, 223, 241, 276, 277, 278
- cooperation and competition theory 213–14, 222, 229
- harmony 468, 470–71, 472, 473, 474, 475
- negotiation 276, 277, 278
- social comparison 133
- teams 241, 247
- Wuttke's perspective on organizational behavior in China 70–71, 75, 80, 81
- conflict management  
 cognitions and attributions 272–5, 284–5
- competitive goals 218–19, 228
- cooperative goals 215, 216, 217, 218, 219, 220, 221, 222, 224, 225, 228–9, 314
- future research directions 284–5
- guanxi* 280–81, 282, 517
- harmony 470–75
- institutions 282–3
- motivation 275–7, 284
- social networks 280–81, 282
- social norms 277–80, 284
- teams 241, 243, 247
- Wuttke's perspective on organizational behavior in China 70–71, 80
- conformity 74, 80, 148, 152–3, 258–9, 261, 279, 280, 451
- confrontational conflict management 243, 275–6
- Confucianism  
 Chinese culture 5, 80, 333
- Chinese personality and vocational behavior study 369, 370
- Chinese work values and ethics 382, 389, 395, 397, 398, 399
- harmony 14, 259, 467, 468, 470, 472, 474–5, 476
- leadership 191, 192, 451, 452, 453, 460, 461, 504
- Middle Way 259, 267, 268
- psychological contracts 329, 333, 335
- relationalism 480–85, 486, 487, 488, 492
- team learning 248
- work dynamism 16, 17, 22, 50–51, 112, 382, 395, 498
- conscience 111, 113, 515, 520
- conscientiousness  
 Chinese personality and vocational behavior study 359, 360, 361, 363
- harmony 470
- job performance 94, 98
- leader–member exchange 293, 427
- psychological contracts 332, 333
- trust in leadership 293, 427
- conservatism 51–2, 158, 277, 383, 395, 403
- contempt 120, 128, 129, 130
- context-embedded phenomena, contextualizing  
 Chinese management research 39–41
- context-free phenomena, contextualizing  
 Chinese management research 38–9
- context-sensitive phenomena, contextualizing  
 Chinese management research 41–2
- contexts  
 abusive supervision 167–9, 170
- attribution 273, 274
- Chinese work behavior in a global perspective 60–61
- concept 31–2
- contextualization process 37, 44, 121–2, 135, 519
- contextualizing theory 173–5, 177–8
- creativity 142–4, 146, 148–9, 150, 151–3, 154
- interpersonal trust 296
- job insecurity 347–52, 520
- organizational justice/injustice perceptions 317–19
- psychological contracts 331–2, 337
- social complexity 17
- teams 40, 41, 246, 310, 503
- contextualizing Chinese management research
- current status of Chinese management research 29–31, 513, 514, 516, 519–20
- four contextualization approaches 37–44
- meaning and influence of context 31–7
- contracts 24  
*see also* employment contracts;  
 psychological contracts
- contrast social comparison 119, 120, 121, 122, 127, 128, 129–30, 131, 132, 133, 134–5
- control 260, 262, 264, 268, 273, 451–2, 454, 457  
*see also* authority; external locus of control; fate control; functional control; internal locus of control; parental control; political control; power

- cooperation 42, 132, 276, 277, 278–9, 280, 289, 294, 296, 300, 314  
*see also* cooperation and competition theory; cooperative conflict management; cooperative goals; cooperative leadership; cooperative teams
- cooperation and competition theory  
 applying the theory to Chinese organizations 221–5, 228–9, 515  
 described 210–13  
 future research 225–8  
 organizational partnerships 217–21  
 research in Chinese organizations 213–17  
 universalistic aspirations 213
- cooperative conflict management 243
- cooperative goals  
 cooperation and competition theory 210–11, 213–18, 219, 220, 221, 222, 223, 224–6, 227–9  
 ostracism 264, 266, 516  
 team reflexivity 248  
 teams 122, 124–30, 131
- cooperative leadership 213–14
- cooperative teams 122, 124–30, 131, 214–15, 216, 217, 223–5, 229, 239
- corporate restructuring 38–9, 344, 346–7, 349
- corporate social responsibility 72–3, 224, 419, 430
- corruption 22, 68, 76–7, 418–19, 420, 430  
*see also* anti-corruption policies and practices; bribery; deviant work behaviors; fraud
- costs and benefits of *guanxi* 415–21, 424, 429, 430, 437–8, 496–7
- Coté, S. 88, 89
- CPAI-2 (Cross-Cultural Personality Assessment Inventory) 363–4, 367, 368–9, 371, 375, 376–7
- CPAI-A (Cross-Cultural Personality Assessment Inventory for Adolescents) 363–6, 375, 378–9
- CPAI (Chinese Personality Assessment Inventory) 362–3, 366–9, 370–71
- creative action 142
- creative cognition 155
- creative role identity 148, 150, 151, 458
- creative self-efficacy 148, 152, 153
- creative thought 155
- creativity  
 antecedents and moderators of creativity in Chinese organizations 149–53, 458  
 benevolent leadership 16, 353, 358  
 bicultural identity, effects of 40  
 Chinese culture 15  
 creativity research conducted in China 144–9, 515  
 cross-cultural inquiries 157–8  
 defined 140–41  
 empirical research on creativity in organizations 143–4  
 innovation, relationship with 30, 140, 156  
 motivational leadership 186, 193, 195, 196, 197  
 outcomes 156  
 paternalistic leadership 453, 457, 458  
 personality 142, 143, 148, 150, 368  
 psychological processes through investigating mediators 153–6  
 reward for application, effects of 21  
 social force in Chinese society, effects of 23  
 teams 147, 148–9, 150–51, 152, 153, 156–7, 158, 457, 458  
 theory overview 141–3  
 Wuttke's perspective on organizational behavior in China 66
- cronyism 418, 419, 440, 443–4, 446
- Cropanzano, R. 307, 308, 309, 311, 315, 319, 320, 467, 468, 470, 472
- cross-cultural attribution 273–4
- cross-cultural collaboration 219–21
- cross-cultural research  
 abusive supervision 176–7, 179  
 conflict management 273–80, 284–5  
 contextualizing Chinese management research 31, 36–7, 39–41, 43, 246, 503, 516  
 creativity 157–8  
 emotional intelligence 90–91, 99  
 face 486, 487, 490, 507–8  
*guanxi* 417, 493, 494, 496, 505–7, 519  
 job insecurity 350–51  
 leadership 189–90, 191  
 motivation 6, 40, 246, 503  
 organizational justice/injustice perceptions 312–13, 315, 319, 320  
 paternalistic leadership 459, 461, 503–5, 519  
 social comparison 132–3  
*see also* Chinese work behavior in a global perspective
- cross-sectional research designs 172, 252, 319–20
- cultural dynamics 18, 22–3  
*see also* Chinese cultural dynamics
- Cultural Intelligence Model 382–3
- cultural knowledge 274, 275, 278
- cultural values  
 abusive supervision 176, 179  
 Chinese work behavior in a global perspective 49–52, 53–6, 60–61

- culture-specific approach to understanding leadership 190–91  
 interpersonal trust 295–6  
 organizational justice/injustice perceptions 310–11, 318  
 ostracism, effects on 268–9  
 social comparison 132–5  
 social forces, effects of 22–4  
*see also* bicultural identity; Chinese cultural practices; cross-cultural research; cultural dynamics; Cultural Intelligence Model; cultural knowledge; dynamic constructivist view of culture; Hong Kong's culture; Macau's culture; Mainland China's culture; non-Chinese cultures; organizational culture; subjective culture; Taiwan's culture; traditional Chinese cultural values; within-culture differences
- dan wei* 348  
 Daoism 467, 468  
 de-contextualization 43–4, 61  
 debating 236, 237, 241–3, 249  
 Deci, E.L. 154, 184, 187  
 decision making 65, 66, 71, 81, 237, 242–3, 244, 249  
*see also* career choice  
 defensiveness (Ah-Q mentality) 119, 363, 367, 368–9, 370, 376, 379  
 delegation 149, 152, 158, 196, 197–8, 200, 298, 330, 517  
 demoralization 418–19  
 Deng, Xiaoping 63, 64, 66–7  
 dependability  
 Chinese personality and vocational behavior study 362, 363, 364, 365, 366, 375, 378  
 interpersonal trust 290, 291, 293, 295, 298  
 dependence 439–40, 451, 455  
*see also* dependability; independent goals; independent self; interdependence; interdependent self; power-dependence theory  
 depersonalization 108, 109, 361  
 depression 167, 171, 263–4, 265, 469  
 derogation 260, 262, 268  
 destructive leadership 165–7  
 Deutsch, M. 127, 210, 211, 213, 214, 225, 226  
 deviant work behaviors 164, 169, 170, 171, 174, 261–2, 264  
 Dick, P. 105, 107  
 direct relational power 440, 441, 443, 445  
 Dirks, K.T. 188, 289, 291, 292–3, 294, 299, 300, 302  
 dirt 105, 114–15  
 dirty work  
 Chinese cultural values 103, 105, 111–13, 520  
 concept 103, 104–5  
 dirt as a concept 105, 114–15  
 existing studies in Chinese societies 109–10, 515  
 future research directions 113–15  
 major research streams 105–9  
 discipline 50, 366, 369, 377, 378, 403, 451, 454, 458  
 discrete level contexts 31, 32, 33, 34, 37, 38–9  
 disintegration avoidance 14, 475, 476  
 distancing, coping mechanism for dirty work 106, 108, 114  
 distress 164, 260–61, 265, 268, 269  
 distributive justice/injustice 19, 307, 308, 311–13, 314, 315, 316–17, 318  
 divergent thinking 365, 376, 378  
 diversity 153, 239, 365, 369, 376, 378  
*see also* cognitive diversity; ethnic diversity; job diversity; team diversity; within-culture differences  
 domination 449–50  
 Doney, P.M. 291, 295, 296, 297  
 Dose, J.J. 385, 386, 387, 395, 401, 403, 404  
 Douglas, M. 105, 114  
 downsizing 39, 344, 346–7, 349  
 downward assimilation 119, 121–2, 127, 128, 129, 134  
 downward contrast 119, 120, 122, 127, 128, 129, 130  
 downward social comparison 118, 119, 120, 127, 128, 129, 130, 134  
 dramaturgical theory 486–7, 488  
 Dunfee, T.W. 415–16, 418, 422, 431  
 dyadic relationships 121–2, 127–30, 132, 134, 148–9, 480–83, 485, 495  
 dynamic constructivist view of culture 274, 278, 284, 285
- Earley, P.C. 16, 37, 40, 41, 152, 246, 259, 310, 329, 333, 382, 471, 472, 473, 503, 507  
 economic conditions, China 60, 63, 64–7, 68, 69–70, 72–4, 209, 302, 343, 347–9, 389  
 economic development, China 5, 123, 134, 347–8  
 economic factors, social comparison 123, 134–5  
 economic growth, China 19–20, 60, 63, 67, 70, 72, 123, 135, 389  
 economic history, China 4–6  
 economic reforms 29, 36, 38, 40, 64–5, 67, 71, 219, 337, 348–9, 457, 495, 497  
 efficiency, *guanxi* 416, 417–18, 430

- Effort–Reward Imbalance (ERI) Model 370  
*see also* hard work
- egalitarianism 51, 52, 384, 403, 404
- embeddedness 51, 52, 59, 60, 384, 395, 403, 404
- Emerson, R.M. 104, 425, 437, 438–9, 440, 442, 445
- emotion facilitation 94, 96–7
- emotion perception 94, 95, 96–7
- emotion regulation 94, 95, 96–7, 98
- emotion understanding 94, 95, 96–7
- emotional arousal 424, 428
- emotional exhaustion  
 abusive supervision 164, 168, 169, 171, 174  
 Chinese personality and vocational behavior study 361  
 dirty work 109, 110, 515  
 organizational justice/injustice perceptions 317  
 social comparison 133
- emotional factors  
 creativity 144, 155–6  
 four stage cyclical model of teamwork 237, 238, 240, 241–2, 243–4, 245, 246  
 job insecurity 343, 344, 345, 346, 347, 351–2  
 ostracism 260–61  
 paternalistic leadership 453, 454, 455, 456  
 social comparison 119–20, 127–30
- emotional intelligence (EI)  
 concept 87, 88–9, 94  
 Cultural Intelligence Model 382  
 measurement 88, 89, 90, 91–3, 96, 99, 515  
 personality 88, 89, 97, 98, 368  
 research methods in contextualizing Chinese management research 43  
*see also* Chinese emotional intelligence (EI)
- emotional self-efficacy 88
- emotional stability 361, 363, 365, 366, 367, 375, 376, 378
- empathy 94, 97, 219, 488
- employee obligations 327, 328, 331, 332, 333, 334, 338, 339
- employee–organization relationships 38–9
- employer obligations 327, 328, 331, 332–3, 335, 336, 337, 338, 339
- employment contracts 38, 40, 65, 75, 327–8, 339, 348, 349, 350, 352–3
- empowering leadership  
 creativity 148, 151, 152, 155, 158  
 research in Chinese societies 193, 196, 197, 201–2  
 theories 186, 187, 188, 189, 191
- empowerment 24, 30, 66, 114  
*see also* empowering leadership;  
 psychological empowerment
- endurance, dirty work 112
- enterprise 365, 376, 378
- entrepreneurial teams 243, 247
- envy 120, 128, 129–30, 131, 133, 134, 515–16
- EPQ (Eysenck Personality Questionnaire) 361
- equality 133, 135
- equality rules 40, 279, 312–13, 315, 476, 490
- equity 133, 308, 312–13, 320–321, 331, 332, 338, 420, 421
- equity rule 40, 279, 312–13, 315, 481, 482, 488, 489, 490, 491
- Erez, M. 23, 152, 157, 158
- ethical leadership 302, 426, 452, 453, 456, 457–8  
*see also* moral leadership
- ethics *see* Chinese work values and ethics;  
 ethical leadership; morality; unethical behavior
- ethnic diversity 60, 153, 239, 301, 389
- Europe 5, 36
- European companies 65–6, 69–70, 493
- European Union Chamber of Commerce in China 68–70
- exchange relationships  
*guanxi* 14, 351, 416, 422, 423, 425, 439, 440, 441, 442  
*qing* (feelings) 294, 438–9, 440, 441, 491
- expectation-violation 424, 428
- exploitative paternalistic leadership 451, 459–60
- expressive behavior 416–17, 425
- expressive ties 481, 482, 485
- external locus of control 17, 111–12, 113, 365, 376, 378
- extra-role performance 186, 187, 188, 197, 266, 293–4, 317, 456–7
- extraversion 98, 359, 361, 363, 364, 365, 376, 378, 469–70
- face  
 Chinese personality and vocational behavior 363, 364, 365, 366, 367, 368–9, 370, 376, 378  
 Chinese work values and ethics 394, 402, 403  
 confrontation 276  
 cross-cultural research 486, 487, 490, 507–8  
 dirty work, non-acceptance of 112  
 dramaturical theory 486–7, 488  
 Face and Favor model 480–81, 482, 483, 488, 490, 491–2, 496  
*guanxi* 440, 441, 442, 473, 481, 482, 486, 518  
 harmony 472–3, 476  
 innovation climate 24  
 interpersonal trust 437  
 negotiation in Eastern and Western societies 486, 487–8, 490



- psychosociogram 485, 486  
 relational power 440, 441, 442  
 teams 250  
 faces, and interpersonal trust 92, 302–3  
 fairness theory 311, 315  
 familial *guanxi* 416, 417, 422–3  
 families 402, 442, 443, 481, 482, 485, 491, 492, 494  
 family-directed aggression 164, 171  
 family metaphors 241  
 family orientation 363, 364, 365, 366, 369, 370, 376, 379  
 family structural change 21, 23, 60, 64–5  
 Fan, W. 363, 364, 366, 369  
 Fan, Y. 111, 415–16, 418, 419, 422, 430  
 Farh, J.L. 13, 14, 16, 30, 36, 43, 44, 133–4, 140, 149, 153, 156–7, 175, 178, 190, 202, 241, 250, 280, 297, 302, 318, 335, 369, 415–17, 422, 426, 427, 436, 437, 449, 451, 452, 453–6, 457–8, 459, 460, 461, 462, 494–5, 504, 505  
 Farmer, S.M. 143, 144, 147, 148, 150  
 fate control 17–18, 57, 58, 112, 134, 310–11  
 feedback 223, 224, 237, 244, 245, 249  
 feedback loop, four stage cyclical model of teamwork 236, 237  
 feeling 361  
 femininity 49, 50, 54, 382  
 Ferrin, D.L. 188, 289, 291, 292–3, 294, 299, 300  
 Ferris, D.L. 259, 260, 263–4  
 Festinger, L. 118, 134, 135, 308  
 Fischer, R. 16, 17, 49, 54, 59, 60, 504, 514, 520–21  
 Five Factor Model of personality *see* Big Five  
 personality factors  
 Ford, C. 142  
 foreign CEOs 75, 80, 82  
 foreign companies 69, 70, 80, 82, 282, 493  
*see also* European companies; foreign joint ventures; multinationals  
 foreign expatriate employees 313, 315, 316–17  
 foreign investment 3, 70, 71  
 foreign joint ventures 21, 70, 298, 301–2, 313, 314, 315, 398, 401  
 foreign managers 36, 40, 70, 71, 246, 417, 503, 505  
 foreigners 78–9, 80, 82  
 Forgas, J. 240, 293, 371, 427, 428, 461  
 formal/informal rules 56, 278  
 fraud 73, 74  
 Fried, Y. 31, 37, 348, 352, 513  
 Friedman, R. 13, 14, 80, 81, 99, 130, 132–3, 241, 272, 273, 274–5, 276, 277, 279, 280, 281, 282, 284, 517, 520  
 friendship  
*guanxi* 416, 417, 419, 442  
 relational power 436, 440, 442, 443  
 resource allocation 485, 490, 491, 492  
 Wuttke's perspective on organizational behavior in China 76  
 front-stage behavior 486–7, 488  
 Fu, P.P. 36, 39, 191, 193, 195, 201, 203, 297, 310, 320, 426, 436, 438, 439, 446  
 functional control 15  
 functional–universal approach to leadership 191–3, 202  
 funeral workers 111, 115  
 future orientation *see* long-term/future orientation  
 future performance similarities 124, 125, 126, 127, 131  
  
 Gabrenya, W.K. Jr. 80, 123, 469, 470, 471, 472, 473  
*ganqing* (affection) 425, 438, 440, 441, 442–4, 445, 446, 497  
 Gardner, W.L. 121, 127, 260  
 Gelfand, M.J. 7, 49, 58, 220–21, 222, 258, 274, 277, 278–9, 280, 283, 284, 285, 301  
 gender 54, 55, 153, 239, 261  
 general mental ability (GMA) 88, 89, 91, 92, 97  
 genetic differences 6  
 geography, China 48  
 George, J.M. 143, 144, 146, 147, 156, 238  
 German Chamber of Commerce 68  
 German culture 15, 20, 64, 65, 68, 75, 79, 291, 319, 487  
 Gibson, C.B. 247, 251, 259, 329, 333  
 Gilson, L.L. 141, 153, 156, 157  
 GLOBE 16, 17, 36, 54–6, 60–61, 190, 191  
 goal conflict 431  
 goal interdependence 210–11, 213, 214–15, 225, 226, 228, 244–5, 248, 265, 267  
*see also* competitive goals; cooperative goals; independent goals; interdependence  
 goal orientation 143, 148, 150–51  
 Goffman, E. 486–7  
 Goleman, D. 87, 88, 93  
 Gong, Y. 146, 148, 150, 151, 156  
 government–business partnerships 219  
 graciousness–meanness 363, 367, 368–9, 370, 377, 378  
 graduate employees 330, 333, 336, 396, 397  
 gratitude 452, 454, 455, 456, 457  
 Greenhalgh, L. 343, 344, 345, 346, 347, 353  
 group citizenship behavior (GCB) 246, 314

- group membership 74  
*see also guanxi*; ingroups; outgroups;  
 perceived insider status (PIS); teams
- group norms 31, 122, 237, 243–4, 245, 248, 261
- group-think 70–71, 243
- guanxi*
- attitudes 498
  - Chinese management research 30, 518
  - Chinese work values and ethics 5, 393–4, 397, 402
  - conflict management 280–81, 282, 517
  - cooperation and competition theory 222–3, 224, 228
  - cross-cultural research 417, 494, 496, 505–7, 519
  - definitions 30, 133–4, 280, 416, 418, 422, 436, 437
  - dirty work, non-acceptance of 112
  - exchange relationships 14, 351, 416, 422, 423, 425, 439, 440, 441, 442
  - face 440, 441, 442, 473, 481, 482, 486, 518
  - good, bad and controversial aspects 415–21, 424, 429, 430, 437–8, 496–7
  - influence 437–8, 497, 505–6
  - institutions 20, 421, 424, 430, 495–7
  - interpersonal trust 293, 294–5, 298, 299, 300
  - job insecurity, effects on 351, 352, 517
  - motivational leadership 203
  - multi-level, integrative model for future research 423–31
  - ostracism, effects of 268
  - practices 491–4, 495–7
  - psychological contracts 333, 416
  - qing* (feelings) 294, 439, 440
  - relational demography 494–5
  - relational power 436–8, 439, 440–44, 518
  - social comparison 133–4
  - strengths and weaknesses of existing research 421–3, 506–7
  - teams 238, 250, 421, 517
  - trust 416, 417, 420, 424, 427, 428–9, 437, 496, 498–9, 517
  - Wuttke's perspective on organizational behavior in China 70–71
- Hall, E.T. 246, 251, 277–8, 382
- Hampden-Turner, C. 51–2, 382
- hard work 5–6, 191, 293–4, 393, 399, 400, 401
- harmony
- Chinese cultural values 14, 123, 148, 154, 266–7, 312, 467–8, 475, 476
  - Chinese personality and vocational behavior 360, 363, 365, 366, 367–8, 369, 370, 377, 379
  - Chinese work behavior in a global perspective 52, 517
  - concept 467–8, 473
  - conflict management 470–75
  - interpersonal trust 289, 291, 300, 301
  - organizational justice/injustice perceptions 319, 320
  - ostracism, effects of 267–8
  - process of achieving harmony 469–71
  - reconceptualization of Confucian value of harmony 474–5, 517
  - state of achieved harmony 468–9
  - team diversity effects 240
  - understanding harmony beyond conflict management 475–7
  - work values 384, 404
  - Wuttke's perspective on organizational behavior in China 81
- Harris, K.J. 164, 170, 171, 172
- He, H.M. 386, 390, 392, 396, 397, 398, 402
- Hellgren, J. 344, 346–7
- helping behavior 237, 246, 247, 261, 266, 280
- Henry, D.N. 111, 302, 502, 518–19
- hierarchy
- abusive supervision 176
  - Chinese work behavior in a global perspective 52, 56, 57, 59
  - dirty work, acceptance of 112
  - harmony 471–2, 474
  - interpersonal trust 297, 298, 301
  - social comparison 133
  - work values 384, 397, 403, 404
  - Wuttke's perspective on organizational behavior in China 80, 82
- high performance orientation 15, 16, 54, 151, 185–6, 225, 240, 242, 452
- high quality interpersonal relationships 121–2, 127, 128, 129, 130, 133–4
- Hirst, G. 143, 149, 150–51, 153
- Ho, D.Y.F. 15, 113, 483
- Hofstede, G. 4, 16, 17, 23, 36, 49–50, 51, 53–4, 112, 123, 157, 173, 190, 191, 198, 268, 289, 291, 295, 297, 301, 307, 310, 318, 329, 350, 381, 382, 387, 389, 391, 392, 395, 402, 449, 502, 507, 508
- holistic thinking 273
- Holland, J.L. 381, 386, 391, 392, 393, 395
- honesty 113, 291, 296, 368, 384, 387, 404
- Hong Kong Stock Exchange 72
- Hong Kong's culture
- Chinese personality and vocational behavior study 364, 365, 366, 367–8, 369
  - Chinese work behavior in a global perspective 49, 50–51, 52, 53, 54, 55, 56, 57–8, 59, 60

- Chinese work values and ethics 36, 388, 389–91  
 cultural dynamics 18  
 dirty work 110  
 ethnic diversity 60  
 face 507  
 innovation 15  
 paternalistic leadership 450  
 power distance 15, 36, 49, 50, 55  
 psychological contracts 329, 330, 334–5, 337  
 social forces 19, 21, 23, 24  
 Hoobler, J.M. 164, 167–8, 170, 171  
 Hornung, S. 331, 517, 521  
 hotel sector 64, 154–5, 265, 313, 366, 390  
 House, R.J. 4, 7, 49, 51, 53–6, 157, 185, 190, 191, 504  
 Hsu, F.L.K. 276, 483–5, 486, 488  
 Hu, C. 164, 169, 170, 171, 173, 174, 179  
 Hu, Jintao 76, 81  
 Huang, G.H. 344, 345, 346, 347, 350, 351–2  
 Huang, X. 16, 24, 99, 134–5, 188, 190, 191, 193, 196, 197, 198, 199, 200–201, 202, 203, 264–5, 267, 302, 391, 458, 515, 516, 517, 518, 519, 520  
 Hughes, E.C. 103, 104, 106, 113  
 Hui, C. 213, 231, 329–30, 333, 334, 337, 339, 345, 421, 436, 490, 515  
 human resource practices 295, 298, 314, 320, 332, 349–50, 416, 420, 421, 431, 443  
 humane orientation 50, 54–6  
 Hwang, K.K. 14, 20, 30, 74, 80, 111, 112, 123, 177, 199, 223, 228, 250, 267, 268, 276, 289, 294, 315, 366, 368, 369, 415, 416, 417, 429, 436, 437, 440, 442, 446, 461, 469, 470, 471, 472, 473, 480–81, 482, 483, 488, 489, 490, 491–2, 502, 507, 513, 516, 518  
  
 ideas 141, 155, 156  
 identification *see* leader identification; organizational identification; team identification; work disidentification  
 Ilgen, D.R. 236, 237, 238, 241, 242, 246  
 in-role performance  
   abusive supervision 171  
   interpersonal trust 293–4, 299  
   leadership 186, 187, 197, 456–7  
   organizational justice/injustice perceptions 317  
   ostracism, effects of 264, 265, 266  
 income inequality 19–20  
 independent goals 211–12, 213, 214, 216, 219, 225, 226, 228, 230, 248, 264  
 independent self 121, 122, 132, 135, 481, 487  
 Indian culture 17–18, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 60, 190, 388, 504  
 indigenous psychology 502, 508  
 indirect relational power 440–44, 445  
 individual differences 168, 169, 170, 327  
 individual goals 210–11, 429, 431  
 individual learning 247–8  
 individual level contexts 31, 32, 33, 34, 36–7, 147, 148, 172–3  
 individual level coping mechanisms, dirty work 107–8, 109, 113, 115  
 individual level factors 142–3, 144, 146, 148, 149–51, 154, 317–19, 332  
   *see also* personality; psychological disposition; psychological responses; psychology  
 individualism  
   aggression 176  
   Chinese personality and vocational behavior study 362  
   Chinese work behavior in a global perspective 49, 50, 51  
   conflict management and negotiation 276, 277, 278–9, 473, 474  
   contextualizing Chinese management research 40, 41, 42  
   cooperation and competition theory 211–12, 220–21, 229  
   creativity 157–8  
   face 486, 487  
   job insecurity 350  
   leadership 190, 199, 517  
   organizational justice/injustice perceptions 312–13, 320, 516  
   psychological contracts 328–9, 332–3  
   social comparison 132  
   work values 381, 382, 389, 395, 397, 398, 401, 402  
   young Chinese 21, 23, 301, 332–3, 398, 401, 402  
 inequality 19–20, 52, 59, 133, 135, 310, 319, 516  
 inequity 14, 133, 336, 338, 418, 420, 421, 431  
 inferiority 119, 120, 365, 376, 378  
 influence 338, 339, 437–8, 442, 443, 445, 446, 497, 505–6  
 information asymmetry 497  
 information sharing 225, 237, 242, 244  
 Inglehart, R. 7, 19, 49, 52–3, 58, 60, 103  
 ingratiation 170, 174, 263, 265  
 ingroup collectivism 53, 54, 55, 56, 59, 60  
 ingroups  
   conflict management and negotiation 279, 280, 281  
   cooperative goals 228  
   interpersonal trust 296, 302  
   motivational leadership 203

- organizational justice/injustice perceptions 308, 310, 312, 318–19
- ostracism 260–61, 268
- social comparison 122, 127, 130, 134, 516
- teams 40, 240, 245, 250, 310, 503
- see also guanxi*; ingroup collectivism; outgroups; perceived insider status (PIS)
- innovation
  - competition 225
  - cooperative goals 214, 215, 216, 220, 221
  - creativity, relationship with 30, 140, 156
  - defined 141
  - intellectual property rights deficits, effects of 20
  - motivational leadership 196, 198
  - power distance, effects of 15
  - relationships, effects on 24
  - team efficacy 247
- input–process–outcome model of teamwork 236, 251
- institutional collectivism 53, 54, 55
- institutions 20–21, 22, 32, 69, 281, 282–3, 421, 424, 430, 495–7
- see also* formal/informal rules; labor laws; legal infrastructure; regulation
- instrumental behavior 333, 335, 416–17, 425
- instrumental harmony 223
- instrumental ties 481, 482, 485, 486, 488, 490, 492
- integrity 75, 291, 293, 426, 427, 451, 452, 453, 457, 460, 504
- intellectual autonomy 384, 404
- intellectual property rights 20, 69
- intelligence 88, 89, 382
- interaction patterns, cooperation and competition theory 211, 213
- interactional justice/injustice
  - abusive supervision 167, 168, 169, 174, 176, 458, 517
  - concept 307
  - interpersonal trust 299
  - justice judgments among Chinese employees 312, 313, 314, 315
  - reactions to organizational justice/injustice 316, 317, 318–19
  - theoretical foundations 309–10
- interactionist perspective 142–3, 179–80, 317–19
- interdepartmental competition 215
- interdepartmental coordination 215–16, 217
- interdependence 237, 244–5, 470
- see also* goal interdependence; interdependent self
- interdependent self 121, 328, 470, 481
- interest-based approach to conflict management 281, 282, 283
- interest groups 73
- intermediaries, *guanxi* 424, 429
- internal locus of control 332, 345, 365, 376, 378, 457
- international trade 63, 65–6, 67, 69–70, 71, 72
- interpersonal harming 124–7, 131, 132
- interpersonal harmony 24, 240, 242, 369, 370, 371, 373, 377, 379
- interpersonal relatedness 362, 363, 364, 365, 368, 370–71, 375, 377, 378–9, 518
- interpersonal relationship conflict 241, 242, 244, 249
- interpersonal relationships
  - Chinese culture 13–14
  - conflict management and negotiation 276, 277, 278, 279, 280
  - cooperation and competition theory 212, 226, 228
  - innovation, effects of 24
  - ostracism, effects of 267–8
  - relational power 445
  - rewards 276
  - social comparison 121–2, 127–30, 132, 133–4
  - teams 238, 240–41, 243, 245, 247
  - see also guanxi*; interpersonal relationship conflict; leader–member exchange (LMX); social exchange; social networks; trust/interpersonal trust
- interpersonal tolerance 365, 369, 377, 379
- interpersonal trust *see* trust/interpersonal trust
- intrapersonal harmony 467
- intrinsic motivation
  - creativity 142, 150, 151, 154
  - job autonomy 114
  - leadership 187, 188, 196, 197, 199, 200, 201, 457–8
- introversion 361, 364, 365, 376, 378
- ‘iron rice bowl’ 38, 40, 65, 75, 348, 349, 350, 352–3
- Israeli culture 18, 23, 190, 344, 350, 503
- janitors 103, 104, 107, 109
- Janssen, O. 123, 132, 134, 146, 147, 317
- Japanese culture
  - Chinese work behavior, comparative perspective 48, 49, 50–51, 53, 54, 55, 56, 57, 58
  - conflict management 277, 278
  - cooperation and competition 218, 220, 221
  - face 352, 507, 508
  - jeitinho* 505, 506, 519
  - Jia, L. 29–30, 31, 518
  - Jia, W. 467, 468–9, 470, 476

- Jia, Yi 258
- Jiang, Zemin 67
- jiaoqing* (felt obligation) 438, 440, 441, 442, 443–4
- Jin, L. 359, 360
- Jin, S.H. 391, 392, 394–5, 397, 400–401, 403
- job autonomy 114, 148, 151, 154, 457, 458
- job burnout 164, 171, 174, 361
- job characteristics 200–201, 312–13  
*see also* employment contracts; job diversity; pay for performance/merit; tenure
- job diversity 153
- job embeddedness 39
- job insecurity  
 Chinese cultural dynamics 352–3, 517  
 context-specific factors 347–51, 517, 520  
 definitions 343, 345  
 measurement 345–7  
 new developments in research 351–2, 517  
 theoretical underpinnings and research findings 344–5
- job insecurity scale (JIS) 345–6
- job outcomes 89, 90, 91, 168, 169–70, 189, 453–4  
*see also* job insecurity; job performance; job satisfaction/dissatisfaction
- job performance  
 abusive supervision 164, 171, 174, 179  
 Chinese personality and vocational behavior study 360–61, 366–8, 369, 370  
 cooperative goals versus competitive and independent goals 211–12, 215, 225  
 cooperative leadership 214  
 creativity 156  
 dirty work 114  
 emotional intelligence 89, 94, 95, 97, 98  
*guanxi* 416  
 interpersonal trust 293–4, 299  
 motivational leadership 185, 186–7, 188, 193, 195, 196, 197, 198  
 organizational justice/injustice perceptions 317  
 ostracism, effects of 265  
 paternalistic leadership 453, 455, 456, 458, 462  
 social comparison 120–21, 134  
*see also* extra-role performance; future performance similarities; high performance orientation; in-role performance; job performance deficits; job performance improvement; team performance
- job performance deficits 120, 150, 151
- job performance improvement 119, 120, 131, 150, 151, 225
- job satisfaction/dissatisfaction  
 abusive supervision 170–71, 174  
 Chinese personality and vocational behavior study 361  
 cooperative goals 217  
 creativity 156  
 dirty work 109, 110, 114  
 interpersonal trust 293, 294  
 motivational leadership 193, 194, 195, 196, 197, 198, 427  
 organizational justice/injustice perceptions 316, 318, 319, 472  
 ostracism 264  
 social comparison 123
- job search 416
- job security 38, 40, 65, 75, 348, 349, 350, 352–3, 398
- job stress  
 abusive supervision 171  
 Chinese personality and vocational behavior study 361–2, 370  
 job insecurity 344, 345, 347, 351  
 leadership 193, 195, 197, 453, 454, 457
- Johnson, D.W. 210, 211–12, 214, 215, 223, 225, 226, 227, 228
- Johnson, R.T. 210, 211–12, 214, 225, 227
- Joseph, D.L. 87, 90, 94–5, 96, 97, 98
- journal publication  
 abusive supervision 164, 173, 174, 179  
 Chinese management research 3, 29–30, 31, 37  
 creativity 144–9  
 emotional intelligence 87, 88–90  
 job insecurity 343  
 motivational leadership 192, 193, 194–6
- juan* 267, 520
- judging 361
- justice *see* distributive justice/injustice; equity; interactional justice/injustice; organizational justice/injustice perceptions; procedural justice/injustice
- karma* 111, 113, 515, 520
- Kickul, J. 330, 334, 337
- Kim, T.-Y. 13, 19, 175, 319, 320, 321, 446, 516
- King, A.Y.K. 80, 177, 191, 276, 297, 452, 471
- King, R.C. 328, 330–31, 333, 337, 521
- Kirkman, B.L. 14, 191, 193, 195, 198, 199–200, 203, 238, 517
- Kitayama, S. 123, 267, 272, 277, 278, 279, 470, 481, 487
- Klein, C. 238–9, 240, 245
- knowledge 142, 187, 223, 225, 247

- see also* information sharing; leader competence; learning; political skills; skills; social skills; technical competence; training
- Koomen, W. 121, 122, 124, 127, 135
- Korean culture 143, 151, 154, 190, 218, 320, 487, 507
- Kozlowski, S.W.J. 236, 237, 238, 242, 244, 247
- Kreiner, G.E. 103, 104–8, 109
- kuang* 267, 520
- Kulich, S.J. 60, 103, 111, 199, 302, 380, 391, 402, 403, 404, 502, 518–19
- Kurogi, A. 112, 472–3
- Kwan, V.S.Y. 21, 319, 371, 467, 468, 469, 470
- labor laws 282, 331, 334, 349, 351, 520
- Lai, J.Y.M. 106, 108, 109, 110, 113, 114, 515, 520
- Lam, C.K. 123, 124–30, 131, 132, 133, 216, 244, 515–16, 519
- Lam, L.W. 292, 294, 515, 520
- Landes, D. 3, 4–5
- Larson, L.M. 359–60
- Lau, D.C. 291, 292, 293, 294, 297, 300, 301
- Law, K.S. 88, 89, 90–91, 92–3, 94, 95, 96, 213, 222, 351, 416, 422, 436, 444, 515
- leader competence 458–9, 460
- leader identification
  - moral leadership 202, 203, 426–7
  - motivational leadership 187, 195, 197, 198, 200, 201
  - paternalistic leadership 454, 455, 456, 457
- leader–member exchange (LMX)
  - abusive supervision 164, 169
  - cooperative goals 220, 221
  - creativity 148, 152
  - guanxi* 281
  - interpersonal trust 293, 302
  - leadership 188, 194, 198, 200, 202, 452, 453, 456, 461
  - psychological contracts 335
  - teams 250
- leader support 148, 156, 198, 215, 331
- leadership
  - Chinese personality and vocational behavior study 361, 363, 364, 365, 367, 368–9, 376, 378
  - contextualizing management research 36, 518
  - creativity 144, 148–9, 150, 151–2, 153, 154, 155, 157, 158
  - emotional intelligence and Chinese emotional intelligence 89
  - four stage cyclical model of teamwork 237
  - guanxi*, effects on 424, 426–7, 430, 441, 442
  - interpersonal trust 292, 293, 297, 302, 416, 420, 424, 427, 445
  - power 436, 438, 439–40, 441, 442–4, 445, 446
  - sources of guidance 56–7, 61
  - theoretical foundations for understanding leadership influence in China 184, 188–93
- see also* authentic leadership; authoritarian leadership; autocratic leadership; benevolent leadership; charismatic leadership; cooperative leadership; destructive leadership; empowering leadership; ethical leadership; leader competence; leader identification; leader–member exchange (LMX); leader support; leadership performance; leadership values; moral leadership; motivational leadership; participative leadership; paternalistic leadership; satisfaction with leader; transactional leadership; transformational leadership
- leadership performance 36, 199, 361, 369
- leadership values 39, 53–6, 194, 195, 201, 203
- learning 150–51, 237, 247–8
- Lee, C. 318, 329, 330, 336, 338, 343–4, 345, 346, 350
- legal infrastructure 20, 22, 24, 73, 74, 282, 497, 520
- legalism 451–2, 461, 498–9
- Leung, K. 13, 14, 17, 19, 20, 22, 24, 29, 30, 31, 32, 36, 37, 57–8, 61, 71, 111, 113, 123, 134, 148, 149, 151, 155, 157, 203, 215, 223, 225, 273, 275, 279, 282, 310, 312, 313, 316–17, 318, 319, 320, 321, 329, 380, 388, 395–6, 401, 405, 467, 470, 474, 475, 476, 490, 514, 516, 519, 520
- Leung, T.K.P. 419, 498
- Lewicki, R.J. 188, 290, 291, 300, 427
- Lewin, K. 210, 485
- Li, A. 467, 468, 470, 472
- Li, N. 164, 169, 171, 174, 175, 317–18
- Li, R. 170, 174, 175, 386, 396
- Li, X. 394–5, 403
- li* (decorum) 399, 471, 481
- lian* (face) 373, 394, 507, 508
- Liao, H. 148, 149, 152, 462
- life satisfaction/dissatisfaction and life goals 123, 171, 365, 378, 468–9
- Ling, W.Q. 386, 391, 392, 393, 394, 396, 427
- Littlefield, J.E. 415–16, 418
- Liu, J. 164, 169, 170, 171, 174, 175, 193, 195, 197, 241, 245, 250, 438, 439, 517
- Liu, L.A. 277, 284–5
- Liu, W. 14, 80, 81, 99, 130, 132–3, 187, 195, 241, 279–80, 284, 336, 517, 520
- lizi* (inside reality) 486, 487, 488
- Lockwood, P. 119, 120, 124, 130, 131, 134

- long-term fixed employment contracts 38, 40, 65, 75, 348, 349, 350, 352–3
- long-term/future orientation
- Chinese cultural values 16, 17, 157
  - Chinese work behavior in a global perspective 50, 51, 54, 55
  - Chinese work values and ethics 382, 395, 402
  - interpersonal trust 299, 301
  - psychological contracts 329
- longitudinal research designs 110, 147, 158, 172, 245, 265, 320, 324–5, 461
- low income 4, 19
- low quality interpersonal relationships 122, 127, 128, 129, 130
- loyalty
- Chinese work behavior in a global perspective 51–2
  - guanxi* 416, 418, 419, 426, 427
  - paternalistic leadership 451, 453, 454, 456, 458, 504
  - psychological contracts 327, 329, 333, 335–6, 337, 416
  - Wuttke's perspective on organizational behavior in China 74, 75, 76, 79, 80
- luck 111–12
- Lun, V.M.-C. 14, 80, 81, 99, 123, 223, 238, 267, 272, 277, 289, 319, 366, 367, 446, 468, 469, 470, 502, 507, 519
- Luo, Y. 13, 30, 415–16, 417–19, 420, 421, 430
- Ma, J.H. 385, 386, 392, 398, 399, 400, 401, 402
- Macau's culture 103, 105, 515
- macro level contexts 32, 33, 34, 36–7, 39–41
- Madjar, N. 141, 155
- Mainland China's culture
- Chinese personality and vocational behavior study 269, 360, 361, 365
  - Chinese work behavior in a global perspective 49, 50, 51–2, 53, 54, 55, 56, 57–8, 59, 60
  - Chinese work values and ethics 36, 388, 390, 391–2, 396, 397, 398, 399, 400
  - ethnic diversity 60
  - guanxi* 494, 495
  - organizational citizenship behavior 36
  - power distance 15
  - psychological contracts 329–30, 337
  - social forces 19, 20, 21, 23
  - Wuttke's perspective on organizational behavior in China 63–7, 71
- Malaysian culture 60, 389, 399, 496, 507
- managers 36, 40, 70, 71, 246, 417, 503, 505
- see also* Chinese CEOs; Chinese managers; foreign managers; leadership; supervisors; top management teams
- Mandelson, Peter 69
- manufacturing industry 5, 13, 140, 264, 265
- Mao, Zedong 71, 81, 192
- market economy 64, 67, 68, 69–70, 209, 302
- markets 30, 65–6, 67, 69, 518
- Markus, H.R. 123, 267, 272, 277, 278, 279, 470, 481, 487
- masculinity 49–50, 54, 180, 382, 389
- mastery 16–17, 52, 59, 384, 403, 404
- materialism 19, 22, 123, 135
- Mayer, J.D. 88–9, 91, 96
- Mayer, R.C. 289, 290–91, 292, 294, 295, 299, 302, 392, 427, 460
- Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT) 91, 92, 96
- McAllister, D.J. 289, 290, 291, 293
- McGregor, R. 73
- measurement
- abusive supervision 164, 172, 177, 178, 179
  - cooperation and competition constructs 211
  - creativity 145, 146, 147
  - dirty work 108–9, 114
  - emotional intelligence 88, 89, 90, 91–3, 96, 99, 515
  - general mental ability 89, 91, 92
  - guanxi* 422–3, 506–7
  - job insecurity construct 345–7
  - ostracism 263, 264–6
  - paternalistic leadership construct 450–51, 459–60, 504
  - psychological contracts 329–32
  - relational power 444, 446
  - social comparison 124, 129
  - see also* Chinese personality and vocational behavior study; Chinese work values and ethics
- mediation 281, 282
- Mencius 14, 259, 268
- Meng, H. 361
- Meng, X.D. 386, 392, 393, 394
- Menon, T. 273–4
- mental models 227, 329–31
- Merkel, Angela 75, 79
- meso level contexts 31, 32, 33, 34, 37, 38–9
- meticulousness 366, 369, 376, 378
- mianzi see* face
- mistrust 71, 72, 73, 74, 76–7, 78–9, 80, 335
- mixed ties 481, 482, 485, 486, 488, 490, 492
- modernity 16, 19, 53, 59, 363, 457, 459, 460–61
- see also* Chinese cultural dynamics; economic reforms; organizational change; privatization
- Mok, A. 40
- monitoring, teams 237, 244, 245, 249
- Moore, B. Jr. 3, 4

- moral leadership  
 authentic leadership 203  
 Chinese personality and vocational behavior study 367, 369  
*guanxi* 426–7  
 organizational justice perceptions 318–19  
 paternalistic leadership 450, 451, 452, 453, 455, 456–8, 460, 461, 462, 504  
 trust 292  
*see also* ethical leadership  
 morality 14, 50, 399, 403, 474, 488  
*see also* Chinese work values and ethics; ethical leadership; moral leadership; morally tainted work  
 morally tainted work 103, 104, 105, 107–8, 109, 110, 112, 113, 114, 515  
 Morris, M.W. 22, 30, 40, 155, 157, 272, 273, 274, 275, 277, 278, 284, 312, 316, 317  
 motivation  
 conflict management 275–7, 284  
 cooperation and competition theory 225  
 creativity 142, 144, 148, 150, 151, 154–5  
 cross-cultural research 6, 40, 246, 503  
 emotional intelligence 88  
 harmony 476  
 psychological contracts 329  
 upward social comparison 119, 120, 131, 134  
*see also* intrinsic motivation; motivational leadership  
 motivational leadership  
 future research directions 200, 201–3  
 paternalistic leadership 462  
 research on motivational leadership in Chinese societies 184, 193–201, 517  
 theoretical foundations for understanding leadership influence in China 184, 188–93  
 theories 184, 185–8, 189  
*see also* empowering leadership; participative leadership; transformational leadership  
 motivational paradigm 187, 188, 192–7, 199, 200, 202  
 MPQ (Multidimensional Personality Questionnaire) 360  
 Mueller, J.S. 124, 127, 131  
 Muethel, M. 24, 37, 175, 176, 179, 180, 249, 289, 291, 296, 301, 302  
 multi-level research 128, 147, 156, 172–3, 179, 244, 247–8, 252, 423–7, 462  
 multinationals 20–21, 79–80, 82, 398, 401, 417, 493  
 multitrait–multimethod (MTMM) 92–3  
 Mussweiler, T. 119, 121, 130, 132  
 mutual-investment employee–organization relationships 38, 39  
 mutuality 327, 332, 333, 339, 439, 442, 476–7  
 narcissism 264–5, 267  
 national contexts 32, 33, 34, 36–7, 39–41, 54  
 need rule 315, 481, 482, 489  
 negative emotional responses 93, 108, 118–19, 120, 156, 168, 169, 428, 454, 456  
 negative responses 118–19, 120, 123, 124–7, 128, 129, 130, 131, 134, 135  
 neglect 329, 335–6  
 negotiation  
 Chinese personality and vocational behavior study 368  
 conflict management 276, 277, 278–80, 282, 283, 284–5  
 face and *guanxi* 486, 487–8, 496  
 Wuttke’s perspective on organizational behavior in China 66, 67, 69, 70–71, 75, 79  
 NEO-FFI 359–60, 363, 368  
 NEO PI-R (Revised NEO Personality Inventory) 362  
 network capitalism 30, 518  
 neuroticism 313, 359, 360, 361, 365  
 New York Stock Exchange 72, 73–4  
 newcomer socialization 215, 217, 229, 237, 238–9  
 Newman, D.A. 87, 90, 94–5, 96, 97, 98  
 Ng, A. 364  
 Ng, B.C.S. 180, 302, 452, 472, 517  
 Ng, I.W.C. 99, 180, 224, 228, 244, 280, 421, 517, 520  
 Ni, C.M. 385, 386, 392, 398, 399, 400, 401, 402  
 Ning, W.W. 381, 391, 392, 393–4, 396, 397, 398  
 Nisbett, R.E. 6, 190, 273, 467  
 Niu, C.P. 426, 451, 453, 454, 455  
 non-acceptance, dirty work 112–13  
 non-Chinese cultures 36, 215, 390–91, 494, 505–6, 507, 508, 520  
*see also* Arab culture; Australian; Brazilian culture; German culture; Indian culture; Israeli culture; Japanese culture; Korean culture; Malaysian culture; North American culture; Pakistani culture; Russian culture; Singapore’s culture; South African culture; Turkish culture; UK’s culture; Western culture  
 non-transparency 76, 79, 81, 82  
 non-verbal abuse 165, 166  
 ‘normal’ work 104–5, 106, 113  
 normalization tactics, dirty work 106–8, 109, 110, 113, 114, 115



- North American culture  
 abusive supervision 164, 176  
 attribution 273–4, 275  
 Chinese work behavior, comparative  
 perspective 49, 50, 51, 52, 53, 55, 56, 57  
 conflict management and negotiation 275–6,  
 277, 278–9, 280, 282, 283, 284–5  
 creativity 150, 154  
 cultural sensitivity: future research  
 directions 519–21  
 face 507  
 harmony 469, 470, 472  
 leadership 190, 504  
 organizational citizenship behavior 36  
 organizational justice/injustice perceptions  
 312–13, 314, 319, 320  
 power distance 36  
 psychological contracts 329–30, 331, 332,  
 333, 334  
 research on Chinese organizational behavior  
 513–18  
 resource allocation preferences 40, 312–13,  
 490  
 social networks and *guanxi* 417, 494, 496  
 stock exchange listing and de-listing by  
 Chinese enterprises 72, 73–4  
 teams 40, 246, 503  
 troubles with Chineseness 518–19  
 trust 417, 505  
 work values of managers 36  
 novelty 140, 141, 155, 157–8, 365, 369, 376, 378
- obedience 5, 15, 112, 113, 298, 335, 451, 452,  
 474
- obligations  
*guanxi* 440, 441, 442, 491, 492  
 hard work 6  
 interpersonal trust 292, 293, 294, 296, 300  
 psychological contract breaches 328  
 psychological contracts 327, 329–31, 332–3,  
 336, 337, 338, 339, 416  
*renqing* 491, 492
- older employees 349–50, 351
- Oldham, G.R. 140, 141, 143, 144, 147, 346
- omnibus level contexts 32, 33, 34, 36–7, 39–41
- one-child policy 21, 60, 64–5, 301
- open-minded discussion  
 Confucianism 474  
 cooperative goals 214, 215, 216, 217, 218,  
 219, 220, 221, 222, 223, 224, 225, 227,  
 228–9  
 teams 241, 242, 243
- openness 67, 152, 213, 291, 361, 362–3, 383,  
 395, 403, 470
- opportunism 218, 297, 498
- optimism–pessimism 365, 376, 378
- organization-based self-esteem (OBSE) 152,  
 158, 187, 196, 198, 200, 202, 454, 455, 456,  
 458
- organization level contexts 149
- organization level coping mechanisms, dirty  
 work 108, 113
- organizational change 335, 336–7, 339, 344,  
 345, 349, 398
- organizational citizenship behavior (OCB)  
 abusive supervision 164, 169, 170, 171, 174,  
 175, 176  
 contextualizing Chinese management  
 research 36, 44  
 cooperative goals 217  
 cooperative leadership 213–14  
*guanxi* 351, 426, 427  
 interpersonal trust 296, 299, 300  
 job insecurity 351  
 motivational leadership 193, 194, 195, 196  
 organizational justice/injustice perceptions  
 309, 317–18  
 ostracism, effects of 264, 265  
 paternalistic leadership 453, 454, 455, 456,  
 457  
 psychological contracts 333, 334, 335, 337  
 teams 246
- organizational commitment  
 Chinese personality and vocational behavior  
 study 361, 366, 367  
 cooperative goals 220, 221  
 cooperative leadership 214  
 motivational leadership 187, 188, 189,  
 193–7, 198, 200, 201  
 organizational justice/injustice perceptions  
 309, 316, 318, 472  
 ostracism, effects of 264  
 paternalistic leadership 453, 454, 456, 457,  
 462, 504
- organizational culture 70–72, 169, 317–18
- organizational goals 419, 421, 431
- organizational identification 106, 107, 108,  
 114, 266, 420, 424, 427, 516
- organizational justice/injustice 250
- organizational justice/injustice perceptions  
 abusive supervision 167–9, 174, 180, 314,  
 517  
 concept 307  
 contextualizing Chinese management  
 research 36, 44, 516  
 future research 315, 319–21  
*guanxi* 418, 420, 421, 424, 426, 431  
 interpersonal trust 293  
 justice judgments among Chinese employees  
 279, 311–15

- ostracism, effects of 264
- reactions to organizational justice/injustice 316–20, 472
- theoretical foundations 307–11
- organizational learning 247–8
- organizational performance
  - abusive supervision 171, 179
  - Chinese culture 15
  - guanxi*, effects of 419, 420, 423, 424, 430
  - paternalistic leadership 454, 457, 458–9
  - psychological contracts 336–7
  - relational power 439, 443
- ostracism
  - Chinese historical perspective 258–9
  - Chinese style of ostracism 266–8, 520
  - concept 260–63
  - workplace ostracism and empirical studies in China 263–6, 515, 516
- outgroups
  - conflict management and negotiation 279–80, 281
  - interpersonal trust 296, 302
  - motivational leadership 203
  - organizational justice/injustice perceptions 308, 310, 312, 318–19
  - ostracism 260–61, 268
  - social comparison 127, 130
  - teams 40, 240, 245, 250, 310, 503
- overseas Chinese 388, 389–91
- ownership structure 297–9, 300, 301–2, 417–18, 424, 430, 520
  - see also* Chinese companies; Chinese family enterprises; foreign companies; foreign joint ventures; state-owned enterprises
- Pakistani culture 332, 504
- panbi* 118–19, 123, 131–6, 519
- parental control 15, 359, 364
- Park, S.H. 416, 417–18, 430
- Parsons, T. 39, 381, 382
- participative leadership
  - cooperative goals 228
  - research in Chinese societies 193, 196, 197–8, 200–202
  - theoretical foundations for understanding leadership influence in China 190, 191, 192
  - theories 186, 187, 188, 189
- participative management 15, 24, 186
- paternalistic leadership
  - abusive supervision 176
  - Chinese personality and vocational behavior study 369
  - cross-cultural research 459, 461, 503–5, 519
  - cultural roots 451–2
  - dimensions 15–16, 450–51, 504–5, 507
  - empowerment 15, 30
  - future research directions 459–62
  - interactions among dimensions 454–5
  - interpersonal trust 297, 302
  - mediators 455–7
  - moderators 457–9
  - outcomes 453–4
  - psychological contracts 335
  - theoretical foundations for understanding leadership influence in China 190, 191, 202, 518
  - theory emergence and development 449–51
  - Western leadership 449, 452–3, 503–4
- pay for performance/merit 20, 21, 22, 23, 298, 331, 332, 337, 421
- pay satisfaction 123, 132, 400
- Peng, K. 18, 158, 273, 467, 515, 521
- Peng, S. 280, 415–17, 421, 427–8, 498–9
- perceived insider status (PIS) 148, 152, 158, 196, 198, 200, 203, 517
- perceived organizational support (POS) 108, 113, 144, 158, 174, 175, 293, 456
- perceived work dirtiness scale (PWDS) 109, 114
- perceiving 361
  - see also* organizational justice/injustice perceptions; psychological contracts
- performance-avoidance goal orientation 150, 151
- performance-improvement goal orientation 150, 151
- performance orientation 16, 17, 54, 55, 56, 59
  - see also* job performance; leadership performance; organizational performance; pay for performance/merit; team performance
- Perry-Smith, J.E. 141, 144, 152, 153, 154
- person-to-person (P-P) *guanxi* 415, 416–17, 419, 421, 423, 424, 426, 427–9, 430, 431
- personal development 339, 398, 399, 402
- personal power 436, 437, 438, 439, 442, 444, 445
- personal–social consensus dimension 385, 387, 401
- personalism 176, 450, 451, 496
- personality
  - abusive supervision 168, 169, 176
  - attribution 273, 274
  - cooperation and competition theory 227–8
  - creativity 142, 143, 148, 150, 368
  - emotional intelligence 88, 89, 97, 98, 368
  - harmony 469–70
  - interpersonal trust 292–3, 296
  - job insecurity, effects on 345

- organizational justice/injustice perceptions 312, 313, 317–18
- ostracism, relationship with 266
- psychological contracts 332
- social comparison 131
- see also* Chinese personality and vocational behavior study
- personalized employment contracts 339
- petitioner 480, 481, 482, 488, 490, 492, 497
- petty tyranny 165, 166
- physical abuse 165, 166, 167
- physical distance 199, 201, 203, 260, 267
- physical health/ill health 59, 93, 171, 260, 344, 345, 370, 454
- physically tainted work 103, 104, 107, 108, 109, 111–12, 114
- planned economy 64, 65–6, 67, 68, 70
- Podsakoff, P.M. 185, 186, 188, 246, 290, 293, 427
- police work 103, 107
- political conditions, China 21, 53, 59, 60, 63, 64–5, 66–7, 68, 72–4, 75–6, 77–8, 191
- political connections 417–18, 419–20, 430
- political control 68, 73, 77–8, 451–2
- political skills 168, 170, 174, 265
- Polo, Marco 4, 48
- polychronicity 251, 278
- polycontextualization 32, 37, 41
- position power 436, 437, 438, 439, 442, 444, 445
- positive emotions 119, 155, 156
- positive responses 118, 119, 120, 122, 127, 128, 129, 130, 131, 134
- power 281, 282, 283, 436, 476, 486–7
  - see also* empowering leadership; empowerment; personal power; position power; power-dependence theory; power distance; psychological empowerment; relational power
- power-dependence theory 333, 334, 438–9, 445
- power distance
  - abusive supervision 170, 174, 175, 180
  - Chinese culture 14–16, 36, 157, 243, 248, 295, 507
  - Chinese work behavior in a global perspective 49, 50, 53–4, 55
  - cooperative leadership in Chinese organizations 214
  - creativity 157–8
  - defined 295, 310
  - dirty work 112, 113
  - empowerment, relationship with 24, 30
  - interpersonal trust 296, 297, 300, 301, 302
  - motivational leadership in Chinese organizations 195, 198, 199–200, 203, 517
  - non-Chinese societies 15, 36, 507, 508
  - organizational justice/injustice perceptions 310, 311, 315, 318, 319, 321, 516
  - ostracism, effects on 268
  - psychological contracts 329
  - social comparison 133
  - social forces in Chinese society, effects of 23, 24
  - teams 243, 248, 249
  - theoretical foundations for understanding leadership influence in China 190–91
  - work values 382, 389
- practical mindedness 366, 376
- preference-moral dimension 385, 387, 401
- preservers 498
- privatization 71, 219, 348–9, 351, 398
- proactive personality 146, 148, 150, 267, 317–18, 366, 457
- problem-solving 14, 142, 186, 214, 216, 239, 245, 365
- procedural justice/injustice
  - abusive supervision 167, 168, 169, 176, 517
  - concept 307
  - guanxi* 420
  - interpersonal trust 295
  - justice judgments among Chinese employees 312, 313, 314, 315
  - motivational leadership in Chinese organizations 195, 198, 200
  - reactions to organizational justice/injustice 316, 317–18
  - theoretical foundations 309–10
- promises 72, 79, 172, 327, 328, 331, 335
- promotive interaction 211
- propriety 471–2, 483, 486, 487–8, 493
- prosocial behavior 237, 246, 247, 261, 266, 276, 277, 280, 476
- protectionism 498–9
- psychological contract breaches (PCBs) 167–8, 328–9, 334–6, 337, 338–9
- Psychological Contract Inventory (PCI) 329–30
- psychological contracts
  - cultural influences in the Chinese context 328–36, 517
  - guanxi* 333, 416
  - implications 338–9
  - managing the psychological contracts of Chinese employees 336–8
  - organizational justice/injustice perceptions 314, 318
  - theories 326–8
- psychological disposition 261–2, 267, 273, 274
- see also* Chinese personality and vocational behavior study; personality; psychological responses

- psychological empowerment  
 creativity 148, 151, 152, 154, 158  
 interpersonal trust 292  
 leadership 15, 187, 193–7, 200–201, 202, 203, 214  
 organizational justice/injustice perceptions 314
- psychological health/ill health  
 abusive supervision 158, 164, 171  
 Chinese personality and vocational behavior study 370  
 Chinese work behavior in a global perspective 58–9  
 cooperation and competition theory 212  
 emotional intelligence 93  
 harmony 467, 468–9  
 job insecurity 344, 345  
 paternalistic leadership 453, 454, 458  
*see also* anxiety; depression; job burnout; job stress; stress-strain perspective
- psychological responses 260–61, 452, 454, 455–7
- psychological safety 152, 174, 242, 247
- psychology 3–4, 6, 502, 508
- psychosociogram 483–5, 486
- 'pulling strings' 505, 506, 519
- qi* (energy) 111, 390, 467
- qing* (feelings) 294, 438–9, 440, 441, 442, 491
- Raja, U. 327, 330, 332
- Ralston, D.A. 21, 36, 388, 389, 390, 403
- Realo, A. 278–9, 280, 284
- recalibrating, coping mechanism for dirty work 107
- reciprocity  
 Chinese personality and vocational behavior study 363, 369  
 Chinese work values and ethics 399  
*guanxi* 416, 419, 494, 497  
 leadership 188, 198, 452, 455, 456  
 power-dependence theory 438–9  
 psychological contracts 327, 333, 334, 336, 337, 338, 339  
*renqing* 489  
 trust 296
- Redding, S.G. 3, 5–6, 30, 31, 32, 267, 268, 281, 388, 389, 391, 397, 399, 401, 450, 459
- reflection 237, 247, 248
- refocusing, coping mechanism for dirty work 107
- reframing, coping mechanism for dirty work 107, 115
- regulation 72–3
- relational demography 494–5, 517
- relational model of organizational justice/injustice 309–10, 312, 314
- relational power  
 definition 438, 439–40  
 discussion and future research directions 445–6  
 empirical evidence 442–4  
*guanxi* 436–8, 439, 440–44, 518  
 mechanisms through which relational power operates 440–42  
 power-dependence theory 438–9
- relational psychological contract breaches (PCBs) 329, 334–5, 336, 337
- relational psychological contracts 327–8, 329–30, 331, 332, 333, 334, 335, 337–9
- relational self 13–14, 121, 319
- religiosity 17, 19, 57, 58, 59
- Rempel, J.K. 290, 291
- Ren, Jianxin 75–6
- ren* (benevolence) 276, 399, 481
- renqing* (relationship orientation)  
 Chinese personality and vocational behavior 363, 364, 365, 366, 367, 368, 369, 370, 377, 378  
 Chinese work values and ethics 393–4, 397  
 concept 488–90  
*guanxi* 425  
 innovation climate 24  
 organizational justice/injustice perceptions 312  
 resource allocation 481, 482, 488–91, 492
- rent-seeking 68, 418
- reorganization 38, 236, 344, 349
- reputation 105, 166, 394, 395, 397, 420, 450, 472–3, 488, 494
- research methods 43–4, 145–7, 172–3, 176–7, 252, 260, 339, 421–3, 521  
*see also* cross-sectional research designs; longitudinal research designs; measurement
- resource allocation  
 arenas 485, 486  
 conflict management 275, 276, 279  
 contextualizing Chinese management research 40  
 dependence 438, 439, 457–8  
 Effort–Reward Imbalance (ERI) Model 370  
 face 480–81, 482, 488  
*guanxi* 495–6, 497  
 organizational justice/injustice perceptions 279, 312–13, 315, 318–19  
*renqing* (relationship orientation) 481, 482, 488–91, 492  
 reward for application 17, 19, 21, 57, 58

- resource allocator 480, 481, 482, 488, 490, 492, 497
- respect for authority 16, 191, 199, 200, 316, 335, 402, 456, 457, 462
- responsibility 363, 365, 366, 376, 378
- revenge conditions, abusive supervision 164, 169
- rewards *see* pay for performance/merit; resource allocation
- righteousness 105, 259, 375, 399, 474, 481
- Rogers, P. 382, 383
- role conflict 148, 151, 345
- Rosenblatt, Z. 343, 344, 345, 346, 347, 350, 353
- Rousseau, D.M. 31, 37, 289, 290–91, 292, 299, 326–7, 328, 329, 331, 332, 333, 336, 337, 338, 339, 348, 352, 513, 517, 521
- Russian culture 49, 50, 51, 52, 53, 54, 55, 56, 57, 312, 506, 507
- Ryan, R.M. 154, 184, 187
- Sagie, A. 186, 385, 386, 401
- Salovey, P. 88–9, 91, 92, 96, 119
- satisfaction with leader 453, 454, 455, 456, 457
- schema 326–7
- Schwartz, S.H. 16, 36, 51, 52, 60, 132, 201, 249, 307, 382, 383–5, 386, 391, 395, 398, 402–3
- Scott, S.G. 144, 146, 147, 152
- Seibert, S.E. 146, 150
- self-acceptance 365, 376, 378
- self-affirmation 118, 119
- self-concept 106–7, 114, 198, 200, 382, 481–3, 487–8
- self-concordance 148, 154–5
- self-construal 121, 122, 123, 132
- self-efficacy 148, 152, 153, 187, 195, 197, 292
- self-enhancement 119, 187, 195, 199, 201, 279, 383, 403
- self-esteem 106, 107–8, 114, 187, 212, 260, 262, 264, 266, 345
- self-expression 19, 53, 190, 402
- self-interest
- conflict management and negotiation 276, 277, 278, 279
  - contextualizing Chinese management research 41–2
  - cooperation and competition theory 210, 213, 215, 218
  - guanxi* 419
  - interpersonal trust, effects on 295, 297, 301
- self-relevance 132
- self-transcendence 39, 383, 403
- sense-making 142
- sensing 361
- Shalley, C.E. 140, 141, 143, 144, 149, 151, 152, 153–4, 155, 156, 157
- shame 104, 112, 192, 483
- Shang, Y.F. 320, 442, 518
- shared goals 210–11
- shared information and knowledge 187, 223, 225, 237, 242, 244
- shared mental models 237, 240, 242, 244, 249
- shared perceptions 122
- shared understandings 278, 295
- Shih, C.-T. 330, 335, 337
- Shin, S. 144, 149, 151, 153, 154, 155
- short-term employment contracts 38, 327
- short-term orientation 16, 78, 296, 382
- Silin, R.H. 450, 459, 460
- Singapore's culture 15, 23, 49, 50, 51, 54, 55, 56, 57, 58, 59, 60, 388, 496, 506, 507
- Sinopec 73, 75, 76–7, 78
- skills 142, 223, 224, 244–5, 265
- see also* knowledge; leader competence; learning; political skills; social skills; technical competence; training
- Smith, A. 4
- Smith, P.B. 4, 7, 15, 31, 51–2, 56–7, 61, 191, 202, 220, 316, 380, 395, 429, 440, 446, 452, 505, 506, 518, 519
- Smith, R.H. 119, 120, 124, 130, 133
- social avoidance behavior 262–3, 266, 267
- social axioms 17–18, 19, 32, 36, 57–8, 112, 134, 401
- social capital 30, 416, 422, 425, 426–7, 429–30, 431, 494
- social closeness 360
- social cognition 122
- social comparison
- cross-cultural research in Chinese contexts 123, 124–30, 515–16
  - cross-cultural research in Western contexts 122–3, 132
  - organizational justice/injustice perceptions 308–9, 313, 315
  - panbi* 118, 123, 131–6, 519
  - theory development 118–22
- social complexity 17, 57–8
- social conditions, China 4–7, 21, 60, 63–5, 349–50
- social construction, dirt 105, 114–15
- social creativity 107
- social cynicism 17, 57, 158, 310, 316
- social exchange
- abusive supervision 168, 169, 171, 175
  - apologies 483
  - Chinese power game and dramaturgical theory 486–7
  - contextualizing Chinese management research 38–9
  - guanxi* 351, 416, 422, 423, 425

- interpersonal trust 292, 293–4, 295, 296, 299, 301–2
- job insecurity 344
- leadership 192–3, 198–9, 200, 201, 202
- organizational justice/injustice perceptions 309, 315
- psychological contracts 327
- psychosociogram and arena 483–5
- see also* exchange relationships; face; *guanxi*; interpersonal relationships; leader–member exchange (LMX); social networks
- social exclusion 259, 260–61, 262, 263, 268, 269
- see also* ostracism; social rejection
- social expansiveness 363
- social forces 19–20, 22–4, 520
- social harmony 467, 468–70, 471–2, 473
- social identity theory
  - dirty work 106, 107–8, 114
  - motivational leadership 187, 188, 189
  - motivational leadership in Chinese organizations 192–3, 197–8, 199, 201, 202
  - organizational justice/injustice perceptions 309–10, 313–14, 318
- social institutions 13, 22, 57, 475
- social loafing 246, 248, 265–6, 503
- social networks
  - Chinese work values and ethics 402
  - conflict management 280–81
  - contextualizing Chinese management research 42
  - creativity 144, 149, 152–3, 155
  - guanxi* 415, 416, 417, 418, 420, 422, 423, 425, 429, 431, 440–42, 505–6, 507
  - interpersonal trust 293
  - non-Chinese societies 494, 496, 505–6, 507
  - ostracism, social reconnection effects 261
  - relational power 440–42
  - social comparison 124
- social norms
  - Chinese culture 18
  - Chinese work behavior in a global perspective 58, 60
  - conflict management 277–80, 284
  - guanxi* 416, 417, 418, 422, 426–7, 431
  - motivational leadership 203
  - social comparison 122, 133
  - see also* aggressive norms; Chinese social norms; group norms
- social orientation 364, 376, 377, 378, 379, 385
- social potency 362, 363, 364, 365, 375, 376, 378, 492–3
- social reconnection 261
- social rejection 259, 260, 261–2
- see also* ostracism; social exclusion
- social sensitivity 6, 364, 365, 369, 377, 378
- social skills 264
- social support 345, 351, 401
- social weighting, coping mechanism for dirty work 107
- socialization 215, 217, 229, 237, 240
- socially tainted work 103, 104, 107, 108, 109, 110, 111, 113, 114, 115
- societal interests 419, 430
- societal values 52–3
- socioeconomic factors 123, 134–5, 142–3
- Song, L.J. 16, 21, 81, 89, 242, 368, 515
- South African culture 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 190
- specialists, sources of guidance for leaders 56, 57
- Spreitzer, G.M. 16, 185, 187, 188, 190, 192, 193, 194, 199, 201
- Stapel, D.A. 120, 121, 122, 124, 127, 132, 135
- state-owned enterprises
  - agency theory in contextualizing Chinese management research 42
  - Chinese work values and ethics 398, 401
  - conflict 242
  - defined 297–8
  - guanxi* 417, 430, 493, 497
  - interpersonal trust 297–8, 299, 301–2
  - job security 348
  - merit-based compensation schemes 21
  - privatization 71, 219, 348–9, 351, 398
  - Wuttke's perspective on organizational behavior in China 64, 65, 66, 68, 71, 72–3, 75–8
- stigma, dirty work 103, 105, 106, 108, 109, 113, 114
- stock exchange de-listing 73–4
- stock exchange listing 72, 73, 74, 78
- stress-strain perspective 344, 345, 351
- see also* job stress
- 'strong-man' syndrome 81–2, 201
- structural holes 41, 42, 425
- students
  - Chinese personality and vocational behavior study 359–60, 363–6, 369
  - Chinese work values and ethics 390, 393–5, 396–7, 398
  - conflict management 273–4
  - cultural values 50–51, 52, 395, 398
  - emotional intelligence and Chinese emotional intelligence 89, 90
  - guanxi* 506
  - psychological contracts 329–30, 331, 333, 334–5
  - social networks and *guanxi* 506

- Su, C. 415–16, 418, 423, 430  
 Su, Y. 42, 143, 156, 158  
 subjective culture 22–4  
 subjective level contexts 31, 32, 33, 34, 36–7  
 subordinates  
   Chinese personality and vocational behavior study 361, 366, 369, 370  
   *guanxi* 351, 416, 417, 441, 442, 495, 507  
   interpersonal trust 292, 293, 294, 295, 296, 297, 298, 299, 300  
   job insecurity, effects of supervisors 352  
   organizational justice/injustice perceptions 308–9, 313–14, 315, 316  
   paternalistic leadership 450, 451, 452, 453–4, 455–8, 460, 504, 505  
   power-dependence 438, 439  
   relational power 438, 439–40, 441, 442, 443, 444, 445, 446  
   sources of guidance for leaders 56  
   *see also* abusive supervision; co-workers; subordinates' characteristics; subordinates' work-related attitudes; subordinates' work-related behaviors; supervisor–subordinate worker dissimilarity; teams  
 subordinates' characteristics 168, 169  
 subordinates' work-related attitudes 168, 170–71, 186, 187, 189, 197, 202  
 subordinates' work-related behaviors 186, 187, 189, 197, 202  
 Super, D.E. 381, 386, 387, 391, 392, 393, 395, 396, 397, 398  
 superiority 119, 120  
 supervisor–subordinate worker dissimilarity 168, 169  
 supervisors  
   Chinese personality and vocational behavior study 361, 366, 369, 370  
   *guanxi* 351, 416, 417, 495, 507  
   interpersonal trust 292, 293–4, 295, 297, 298, 299, 300, 301  
   job insecurity, effects on subordinates 352  
   organizational justice/injustice perceptions 308–9, 313–14, 315, 316  
   ostracism, as perpetrators 264, 268  
   psychological contracts 327, 333, 335, 337, 338–9  
   sources of guidance for leaders 56  
   Wuttke's perspective on organizational behavior in China 66  
   *see also* abusive supervision; leadership; managers; supervisor–subordinate worker dissimilarity; supervisors' characteristics; supervisors' criticism; supervisors' undermining  
 supervisors' characteristics 168, 169  
 supervisors' criticism 36, 176, 317  
 supervisors' undermining 165, 166  
 supply chains 217–18  
 support *see* co-worker support; leader support; perceived organizational support (POS); social support  
 survival, Chinese work behavior in a global perspective 53, 59  
 Sverke, M. 343, 344, 351  
 sympathy 119, 128, 129, 130  
 Taiwan's culture  
   Chinese personality and vocational behavior study 359–60, 366–7, 368  
   Chinese work behavior in a global perspective 49, 50–51, 52, 53, 54, 55, 57–8, 59, 60  
   Chinese work values and ethics 388, 389–91, 392  
   creativity 150  
   ethnic diversity 60  
   *guanxi* 494, 495  
   innovation 15  
   organizational citizenship behavior 36, 44  
   paternalistic leadership 450, 457, 459, 504  
   psychological contracts 330  
   social forces 19, 21, 23  
   taxi drivers 110  
   Wuttke's perspective on organizational behavior in China 63, 64  
 Tajfel, H. 106, 107, 114, 134, 184, 187, 279, 309, 314  
 Tan, H.H. 291, 292, 300, 471  
 Tan, J.-S. 383  
 task conflict 149, 153, 156–7, 239  
 task interdependence 244–5  
 task performance *see* job performance  
 teachers/tutors 360–61, 367–8, 369, 401  
 team-building 237, 238–9, 240–41, 245, 249  
 team bureaucracy 149, 150–51, 153  
 team climate 237, 243–4, 245, 250  
 team diversity 149, 153, 155, 237, 239–40, 242–3, 517, 520  
 team efficacy 237, 247, 248  
 team forming 236, 237–41, 242, 245, 249  
 team identification 187, 195, 197, 265, 266, 516  
 team learning 150, 237, 247–8  
 team–member exchange (TMX) 149, 152  
 team organization 236, 237, 243–5, 249  
 team performance  
   conflict 241  
   cooperative teamwork 223, 224  
   four stage cyclical model of teamwork 236, 237, 245–8, 249

- harmony 469, 470
- interpersonal trust 294
- motivational leadership 187
- social comparison 125, 126, 127, 130
- team building and socialization 238–9
- team diversity 239–40, 242, 517, 520
- team strategy 244
- team satisfaction 237, 246
- team self-efficacy 187
- team strategy 237, 244–5, 249
- teams
  - attribution 273–4
  - Chinese teams: reflective overview 248–51
  - contextualizing Chinese management research 40, 41, 246, 310, 503
  - creativity 147, 148–9, 150–51, 152, 153, 156–7, 158, 457, 458
  - four stage cyclical model: Western and Chinese literature review 236–48, 249
  - future research directions 251–2
  - guanxi* 238, 250, 421, 517
  - harmony 469, 470
  - input–process–outcome model 236, 251
  - ostracism 265–6
  - social comparison 120–21, 124–30, 131, 132
  - see also* cooperative teams; group membership; top management teams
- technical competence 107, 110, 460
- telecommunications industry 53, 69, 241, 264–6
- tenure 185, 196, 197, 199, 200–201, 203, 239–40, 320–21, 345
- Tepper, B.J. 164–5, 166, 167, 169, 170, 171, 172–3, 178, 179, 180, 188
- Thomas, D.C. 9, 284, 285, 328, 329, 332, 334, 336, 517
- threat 118, 119, 124–7
- thrift–extravagance 363, 367, 370, 377, 402
- time pressure 148, 274, 275, 278
- Ting-Toomey, S. 112, 310, 470, 472–3, 487, 507
- Tinsley, C.H. 272, 277, 278
- Tjosvold, D. 70, 74, 122, 124, 127, 149, 153, 156, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 238, 241, 247, 248, 249, 250, 264, 272, 275, 314, 421, 476, 515, 517
- top management teams 215, 239–40, 241–3, 244, 248
- trade barriers 69–70
- traditional Chinese cultural values
  - abusive supervision 170, 174, 175
  - attribution 273–4, 275
  - authoritarian leadership 451–2
  - Chinese personality and vocational behavior study 363, 367, 369, 370, 377
  - Chinese work behavior in a global perspective 49, 50–51, 52, 53, 54–8, 59
  - Chinese work values and ethics 388–9
  - conflict management and negotiation 275–6, 277, 278, 279–81, 282, 283
  - cooperation and competition theory 222–3, 224, 228–9
  - creativity 157–8, 158
  - defined 16
  - dirty work 103, 105, 111–13
  - guanxi* 492–3
  - interpersonal trust 289, 292, 293, 295–7, 299–301
  - job insecurity 350–51, 352
  - motivational leadership 194, 196, 199–200, 201, 203, 517
  - organizational justice/injustice perceptions 310–11, 312, 313, 319
  - paternalistic leadership 457, 459–60, 461
  - psychological contracts 328–36
  - social comparison 123, 132–4, 135
  - social forces in Chinese society, effects of 22, 23
  - teams 238, 240, 243, 245, 246, 248, 249, 250–51
  - theoretical foundations for understanding leadership influence in China 190, 191
  - see also* Chinese cultural dynamics; collectivism; conflict avoidance; Confucianism; fate control; harmony; power distance
- training 90, 99, 108, 115, 222, 223–4
- trait emotional intelligence 88, 89, 91, 93, 94
- transaction costs 218, 416, 498
- transactional leadership 148, 185, 190, 293, 426
- transactional psychological contract breaches (PCBs) 329, 334–5, 336, 337
- transactional psychological contracts 327–8, 329, 330, 331, 332–3, 334, 335, 337, 339
- transactive memory systems 238, 240–41, 242, 249
- transformational leadership
  - benevolent leadership 452, 458
  - contextualizing management research 36, 39
  - creativity 148, 151, 153, 154, 157
  - interpersonal trust 293, 302, 427
  - moral leadership 426, 458
  - organizational justice/injustice perceptions 314
  - research in Chinese societies 193–8, 199–200, 201–2, 214



- theoretical foundations for understanding leadership influence in China 190, 191, 192
- theories 185–6, 187, 188, 189  
Western societies 503–4
- transparency 79, 82, 421, 430
- Triandis, H.C. 22, 220–21, 222, 268, 279, 296, 299, 307, 328, 350, 381, 395
- Trompenaars, A. 51–2
- Trompenaars, F. 7, 382
- trust/interpersonal trust  
abusive supervision 164, 169, 174  
Chinese context as a driver of trust dynamics 294–5  
concept 289, 290–91, 299  
contextualizing Chinese management research 39  
cooperative goals 217, 220, 221, 228  
culture 295–7, 299–301  
face 437  
*guanxi* 416, 417, 420, 424, 427, 428–9, 437, 496, 498–9, 505, 517  
insights and future research directions 299–303  
interpersonal trust in China 290–94  
leadership 188, 195, 196, 198, 202, 293, 427, 445, 453, 456–7, 460  
ownership structure 297–9, 301–2, 520  
teams 237, 238, 240, 517  
Wuttke's perspective on organizational behavior in China 74–7, 78, 79
- Tsui, A.S. 3, 4, 24, 29, 30, 31, 32, 34, 36, 37, 38, 41, 42, 43, 63, 103, 111, 123, 133–4, 135, 157, 173, 175, 176, 177, 184, 191, 203, 249, 268, 280, 297, 348, 352, 386, 415–17, 422, 429–30, 436, 437, 445, 494–5, 513–14, 518, 519
- Turkish culture 151, 504
- Turner, J.C. 106, 107, 114, 134, 184, 187, 279, 309, 314
- Twenge, J.M. 260, 261, 262, 263
- UK's culture 49, 50, 51, 52, 53, 55, 56, 57, 58, 505, 506, 519
- uncertainty 344, 345
- uncertainty avoidance  
abusive supervision 170, 174, 175  
Chinese culture 17, 157  
Chinese work behavior in a global perspective 49, 50, 53–4, 55, 56  
creativity 157–8  
*guanxi* 496  
harmony 469  
paternalistic leadership 458  
social forces in Chinese society, effects of 23  
work values 382, 389
- unemployment 343, 347, 348–9
- unethical behavior 418–19, 420
- universality 3–4, 90–91, 188–90, 191–3, 213, 513–16
- Unsworth, K. 141
- upward assimilation 119, 121–2, 127, 128, 129, 130, 131, 134
- upward contrast 119, 120, 122, 124–7, 128, 129–30, 131, 132, 133
- upward social comparison 118–19, 120, 122, 123, 124–7, 128, 129, 130, 131, 134, 135
- urbanization 64–5
- Ury, W.L. 281, 282
- USA *see* North American culture
- usefulness 140, 141, 155, 157, 158, 484
- utilitarian involvement 51
- values 380  
*see also* Chinese work values and ethics; cultural values; leadership values; social norms; societal values; traditional Chinese cultural values; work values
- Van de Vliert, E. 24, 59, 123, 132, 134–5, 190, 191, 199, 203, 241
- Veraciousness–slickness 363, 366, 368, 369, 370, 377, 379
- verbal abuse 165, 166, 167, 310
- violence 261–2, 268
- vocational behavior *see* career choice; career commitment; career success; Chinese personality and vocational behavior study
- voice behaviors 171, 174, 195, 314, 319, 329, 335–6, 338, 339
- vulnerability 289, 290, 292, 427, 430
- Walumbwa, F.O. 193, 194, 197, 199, 202, 517
- Wang, A.C. 16, 146, 148, 150, 151, 453, 458
- Wang, K.Y. 291, 292, 297, 298, 300, 301–2
- Wang, Z.J. 394, 395, 397
- Warren, D.E. 415–16, 418, 422, 431
- wasta* 505, 506, 519
- Weber, M. 5, 386, 399, 449–50, 502
- Welzel, C. 53, 60
- Wen, Jiabao 70, 75, 76
- Wen, S.S. 74, 175, 281, 426, 446, 517, 520
- West, M.A. 122, 141, 223
- Western culture  
achievement motivation 16–17  
attribution 273–4, 275  
Chinese management research 29–31  
conflict management 275–6  
cooperation and competition theory 210–12, 213  
ecology and cognitions 6  
face 486, 487, 490

- harmony 467
- interpersonal trust 290–91, 292, 293–4
- job insecurity 350, 351
- leadership 190, 192, 449, 452–3, 459, 461, 503–4
- management practices 21
- organizational citizenship behavior 36, 44
- personality questionnaires 359–62
- power distance 15
- psychological contracts 327–8
- relational power 445
- social comparison 122–3, 132–3
- teams 249
- work values 66, 380, 381, 385, 386, 390, 391, 398
- Westwood, R. 330–31, 332, 334, 337, 389, 450, 459
- Williams, K.D. 259, 260, 261, 262, 266
- wisdom 498
- within-culture differences
  - Chinese management research 520–21
  - conflict management 284–5
  - cooperation and competition theory 219–21
  - emotional intelligence 91, 99, 521
  - interpersonal trust 301
  - organizational justice/injustice perceptions 318
  - psychological contracts 332–3, 337
  - social comparison 132
  - teams 153, 239–40, 249–50
- Wong, A. 214, 216, 217, 218, 219, 222, 224, 515
- Wong, C.S. 88, 89, 90, 91, 92, 94, 95, 96, 99, 515, 521
- Wong, G.Y.Y. 267, 268, 388, 389, 391, 399, 401
- Wong, Y.H. 498
- Wong, Y.T. 291, 293, 294, 295, 297, 298, 299, 301, 302, 316, 444
- Wong's Emotional Intelligence Scale (WEIS) 91, 92, 95
- Woodman, R.W. 140, 141, 142–3, 144, 151
- work disidentification 106, 107, 108, 109, 110, 114, 515
- work performance *see* job performance
- work teams *see* teams
- work unit structure 168, 170, 174, 179
- work values 36, 380, 381–8
  - see also* Chinese work values and ethics; leadership values; societal values; traditional Chinese cultural values
- workload sharing 237, 246
- workplace bullying 166, 167
  - see also* ostracism
- World Trade Organization membership 63, 72
- World Value Survey 52–3, 58
- Wu, L. 169, 170, 173, 174
- Wu, L.Z. 264, 265
- Wu, M. 15, 16, 112, 202, 268, 302, 456–7, 502, 504, 513, 519
- Wu, T.X. 381–2, 386, 392, 397
- Wu, T.Y. 164, 169, 170, 171, 173, 174, 179, 454, 456
- Wuttke, J. 20, 42, 201, 285, 338, 495, 520
- Wuttke's perspective on organizational behavior in China
  - emerging developments in Chinese corporate functioning 68–72
  - fear of 'chaos' and its use in managing organizations 80–82, 201
  - getting to know China personally 63–7, 520
  - underlying themes 72–80
- Xiao, Z.X. 42, 268, 416, 422, 429–30
- Xu, E. 15, 16, 99, 112, 164, 169, 171, 202, 264–5, 267, 268, 302, 453, 456, 502, 504, 513, 515, 516, 519, 520
- Yamagishi, T. 279, 296, 302, 440, 442
- Yang, C.F. 312, 490–91, 492
- Yang, J.X. 193, 195, 198, 199, 200
- Yao, J. 369
- Yi, X. 164, 169, 171, 174, 175
- young Chinese
  - Chinese personality and vocational behavior study 363–6, 375, 378–9
  - individualism 21, 23, 301, 332–3, 398, 401, 402
  - job insecurity 349–50, 351
  - novelty, attitude towards 158
  - psychological contracts 332–3, 334, 337
  - trust 298
- Yu, Z.H. 386, 393, 394
- Zellars, K.L. 169, 170–71, 176, 188
- Zhai, X.W. 437, 442
- Zhang, R. 60, 103, 380, 391, 398, 402, 404
- Zhang, X. 15, 144, 148, 151–2, 154, 156, 186, 191, 196, 197, 201, 202, 203, 416
- Zhang, Z. 312, 490–91, 492
- Zhao, H.Q. 241, 247–8
- Zhao, J. 330, 332, 333
- Zhou, J. 140, 141, 143, 144, 146, 148, 149, 151, 152–4, 155, 156, 157, 158, 457, 458
- Zhu, Geliang 192
- Zhu, Rongji 67, 68, 72