

**Chinese Employees' Perception of Guanxi:
Impacts on Their Life at Work**

Wen Hao Xiao

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By: Wen Hao Xiao

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Signed by the final examining committee:

Dr. Ravi Mateti	Chair
Dr. Jisun Yu	Examiner
Dr. Yu-Ping Chen	Examiner
Dr. Claude Marcotte	Supervisor

Approved by _____
Chair of Department or Graduate Program Director

Dean of Faculty

Abstract

Chinese Employees' Perception of Guanxi: Impacts on Their Life at Work

Wen Hao Xiao

In last two decades, a Chinese traditional concept-guanxi-has gained significant attention from scholars across the world (Zhang and Zhang, 2006). Guanxi is so unique and important in China thereby it can to some extent affect a company's development. A significant amount of research has been conducted in this area investigating guanxi not only from an organizational perspective but also from an individual perspective. Furthermore, certain scholars have specifically studied several more specific dimensions such as supervisor-subordinate guanxi (Han and Altman, 2009), salesperson-customer guanxi (Wang and Wang, 2011) and so forth. However, little research interest was shown on an overall investigation of Chinese employees' perception of guanxi around them within organizations; and the possible impacts of that perception on their life at work. In order to fill this research gap, the present study particularly investigated Chinese employees' own perception of guanxi on three different levels (employee-employee, employee-supervisor, and supervisor-supervisor) and their perception of quality of guanxi as well (IVs). The relationship between IVs and DVs (employees' happiness, organizational commitment and work motivation) was tested. Due to the large number of conceptual facets of guanxi, the most appropriate independent variables were first obtained by performing a factor analysis. Then, the multiple regression analysis was conducted to test the relationship between those acquired independent variables and the dependent variable. This study mainly contributes to the existing literature by providing a thorough conceptual image of guanxi, particularly based on Chinese employees' own

perception. In addition, the primary practical implication of this study is to help managers better understand their employees' life at work from a guanxi perspective. Finally, the limitations and future research directions were discussed as well.

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Introduction

In the past several decades, there have been numerous changes in People's Republic of China (Hackley and Dong, 2001). Meanwhile, a large number of scholars have noticed and put specific emphasis on those changes in their studies; some of them switched their interests from west to east as a result. Among the research done within Chinese context, one area is frequently touched and is getting more and more attentions: *guanxi*. This Chinese word is a very ancient concept which is a debated topic in the research world attracting increasing attentions from scholars across the world (Zhang and Zhang, 2006). Many researchers studied *guanxi* from dynamic perspectives such as the importance of *guanxi* to foreign direct investment (FDI) or to foreign managers working in China (e.g. Luo, 1997; Szeto, Wright and Cheng, 2006 etc.). It is not surprising that a lot of researchers have particular interests in researching *guanxi* from an international perspective since *guanxi* is an essential step for the foreign enterprises to enter the Chinese market. In addition to those studies, however, some other scholars chose to study *guanxi* per se (see Luo, 1997; Fan, 2002; Su, Mitchell and Sirgy, 2007; Lin, 2011). For example, they generally discussed the nature, various definitions and different types of *guanxi* (e.g. Wong, 1998; Fan, 2002). Moreover, the scholars also examined the usefulness or consequences of *guanxi* in organizations (Fan, 2002; Fu, Tsui and Dess, 2006; Bedford, 2011). *Guanxi* has been considered as a source to acquire more sustained competitive advantages (Tsang, 1998; Zou and Gao, 2007; Wilson and Brennan, 2010) and to establish corporate reputations as well (Standifird, 2006; Fan, 2007; Lu and Reve, 2011). In their studies, they primarily investigated whether and how *guanxi* can be used to obtain more rare or limited resources to enhance companies' competitiveness in the market and to build-up a long-term good reputation. Furthermore, the *guanxi* between governments and organizations has attracted certain research interests as well

(Dunfee and Warren, 2001; Zou and Gao, 2007; Wilson and Brennan, 2010). From this point of view, establishing and maintaining a long-term good guanxi with local governments in China is essential for both foreign and domestic enterprise. Moreover, several rare resources which can help companies become more competitive are generally controlled by local governments in China (Gao, 2006). For instance, the local government controls lands and can finally decide which company could use that land for any commercial purpose. Therefore, connecting with governments and building up a good guanxi with them is then a quite important lesson for all organizations to learn. All in all, guanxi is important and has attracted increasing academic attention in recent decades (Cheung, Wu, Chan and Wong, 2009).

Given the importance of guanxi in Chinese business world, it is necessary to be studied more specifically. The Chinese employees' own perception of guanxi which is unlike other frequently touched area in the existing literature such as inter-organizational guanxi (Zhang and Zhang, 2006), interpersonal guanxi (Fan, 2002) etc. is worth studying. Meanwhile, based on our brief introduction of the literature of guanxi, it is necessary and meaningful to fill two research gaps: 1) A number of studies have paid attention to the importance of guanxi to foreign companies/managers (see Hutchings and Weir, 2006; Szeto et al., 2006; Huang and Baek, 2010) or to guanxi between different organizations and the particular guanxi between organization and governments (Zhang and Zhang, 2006; Fan, 2007), whereas little emphasis has been given to the domestic enterprises in China and particularly to employees' own perception of guanxi; 2) we could hardly find any paper that particularly examined an overall guanxi perceived by Chinese employees and investigated the effects of that perception on their work life.

Therefore, two *research questions* were summarized as follows:

- (1) In which way do Chinese employees perceive guanxi around them within organizations?
- (2) Whether or not the employees' perception of guanxi has any impacts on their life at work, namely their happiness at work, organizational commitment and work motivation?

The two research questions were generated from the research gap which currently exists in the literature about guanxi, as we discussed before. By addressing the research questions, this study mainly aimed to discover in which way the Chinese employees perceive their guanxi in the companies with other employees, with their supervisors; moreover, their supervisors' guanxi with other supervisors from different departments. Specifically speaking, they might perceive guanxi as trust (Zou and Gao, 2007), exchange of favor (Dunfee and Warren, 2001), feel of security (Ledeneva, 2008) and so forth. In this study, we first discussed the conceptual elements of guanxi on three different levels (employee-employee, employee-supervisor, and supervisor-supervisor) and quality of guanxi on two levels (employee-employee, employee-supervisor). Then, we used a factor analysis to identify the most appropriate independent variables. Furthermore, this research investigated the potential relationship between the way in which Chinese employees perceive guanxi (independent variables) and their life at work: their happiness at work, organizational commitment and work motivation (dependent variables).

More important, answering these two questions is quite meaningful since it will contribute to the current literature and to the real business world as well. First of all, the answers can help people better understand guanxi, especially the particular guanxi in the workplace based on Chinese employees' own perceptions. In addition, the present study not only provided a structural and thorough image of a conceptual guanxi, but also specifically examined the impacts of Chinese employees' perception of guanxi. Furthermore, this study will help managers realize

the importance of their employees' perception of guanxi to the employees' happiness, organizational commitment and work motivation which will in turn serve as their organizations' asset. The theoretical contributions and practical implications of this study will be discussed in more details later.

Literature Review

What is Guanxi

More and more researchers have been interested in studying guanxi in China since several decades ago (Han and Altman, 2009). Guanxi is a Chinese word with a certain number of conceptual elements involved. Due to its complexity, researchers with various backgrounds such as psychology, sociology and so forth have studied guanxi in China (Lu, 2012). When we looked into the literature of guanxi, there is no commonly recognized definition which might probably because it is not a precise term of art. Instead, guanxi is considered as a cultural phenomenon and has been described differently by various scholars (Dunfee and Warren, 2001). An early definition of guanxi can be found in Chen (1995)'s paper as "friendship with implications of a continual exchange of favors" (Wong, 1998). Namely, guanxi exists everywhere as long as the two parties do favors for each other. Many other scholars have defined guanxi simply as interpersonal relationships or personal connections (see Fock and Woo, 1998; Su et al., 2007; Bedford, 2011 etc.). More specifically, they described guanxi as the way how individuals are connected. Nevertheless, Fu et al. (2006) argued that guanxi is not simply like the interpersonal relationship, because there are too many types of interpersonal relationship such as friendship, family etc. In this case, guanxi might be better described as the tie between individuals with needs for favor exchange. Additionally, some other researchers stated that guanxi is not limited to a relationship or connections between individuals (e.g. Dunfee and Warren, 2001). Based on that statement, guanxi could not only between people but also between different organizations. Zou and Gao (2007) asserted in their study that guanxi can also be established between organizations by exchanging favors. Furthermore, some researchers also claimed that guanxi

between organizations is based on guanxi between employees in those organizations as well (e.g. Zhang and Zhang, 2006; Gong, 2011). Dunfee and Warren (2001) insisted that guanxi must be built-up between or among people by exchanging favors. According to those scholars, therefore, it would be safe to conclude that regardless of the various definitions of guanxi, an essential element in those definitions is favor. Guanxi needs to be done with favor exchange.

Guanxi is Not Networking

Guanxi is closely tied to networking (Park and Luo, 2001) while somehow is different from networking in the meantime (Fu et al., 2006). Guanxi versus networking is not simply a “competition” or a “friendship” which can be explained by a single word. The relationship between the two concepts is delicate and needs more attentions to be discovered comprehensively. Due to the uniqueness of that kind of relationship, it has attracted many researchers’ interests thereby a large number of studies have been done comparing guanxi and networking (see Hutchings and Weir, 2006; Szeto et al., 2006; Chua, Morris and Ingram, 2009). It is true that networking might be originally proposed to be popular in western societies at first. The concept, however, becomes more familiar to Chinese society since a lot of multi-national enterprises (MNE) entered the Chinese market by Greenfield investment, local firm acquisition, or joint venture. When MNEs enter China, networking will meet guanxi like west meets east (Hackley and Dong, 2001). Furthermore, when western managers are in charge of a team full of Chinese employees, they also face a specific situation: networking encountering guanxi. Although certain researchers described guanxi as networking and used both concepts in their studies, guanxi is not simply networking. Therefore, it is quite important and necessary to differentiate networking from guanxi to have a clearer view and conception in this present research.

According to Fu et al., (2006)'s statement, guanxi can be generally considered as a particular relationship between two people. Networking, however, gets more people involved than guanxi does. For instance, networking might be considered as connections among three or more different people. They also asserted that "network theory usually uses a relatively invariant approach in analyzing the effect of networks, whereas guanxi is much more intricate and pervasive and its effects may vary over time" (Fu et al., 2006). In other words, guanxi is more dynamic since it only happens between two individuals and might be changed at any time whereas networking is somehow more stable and barely changed since its establishment. Here is a logic claimed by Larger (2006): "If Amy knows Bruce, and Bruce knows Carla, then Amy can get to know Carla through Bruce". This statement is to some extent identical to Fu et al., (2006)'s assertion that networking occurs among more than two people. Nevertheless, Forret and Dougherty (2001) categorized networking as being either internal (interactions with other people in the organization) or external (interactions with outsiders such as clients and suppliers). This characteristic is similar to the category of guanxi since guanxi can also be seen as internal and external. Besides the similarities of guanxi and networking, the difference is much more significant. Based on the existing literature of guanxi and networking, we can generally categorize their differences in four ways. First of all, guanxi is private while networking is public (Hackley and Dong, 2001). According to them, guanxi is established through people who know each other by communicating privately; unlikely, networking is known as to be built-up through public communication. Secondly, the scope of guanxi and networking is different (King, 1991; Fu et al., 2006). Guanxi generally exists between two individuals or organizations while networking exists among more than two parties. In this case, networking has a bigger extent than guanxi based on the number of individuals or organizations involved. Third, guanxi is quite

unique compared to networking as it is firmly associated with Chinese culture. Hackley and Dong (2001) proposed that guanxi is more concerned about “friendly ties” while networking is more “principle centered”. In other words, guanxi is acquired and maintained primarily depends on whether or not the individuals know each other, and how familiar they are with each other. Networking, nevertheless, is more concentrated in principles regarding its development. Fourth, guanxi is mainly implying a reciprocal relationship while networking is not (Hackley and Dong, 2001). Guanxi has been seen as closely tied with Chinese traditional culture and always has favor exchange involved (Fu et al., 2006). That is to say, in a guanxi environment, once I give you a favor, I usually expect an even bigger favor from you in the near future. But networking does not look forward very much to those favors compared to guanxi. Taken together, guanxi is not networking: even if they have some sort of similarities, they have more differences from various perspectives. When we study guanxi, we should never mix the two concepts up though they might seem to be similar to some extent from time to time.

Guanxi is a Double-edge Sword

Guanxi, a word shown in Chinese pinyin, has gained increasing attentions from a lot of scholars across the world since several decades ago. A lot of research papers on guanxi can be found in the *Journal of Business Ethics* mainly discussing guanxi from ethical perspectives. Guanxi has been seen as related to unethical behavior by several researchers (Chan, Cheng and Szeto, 2002). For instance, in Dunfee and Warren (2001)’s study, they discussed the usefulness of guanxi along with problems caused by guanxi as well. According to their point of view, guanxi can be somehow usefully applied to “overriding government rules and regulations” (Dunfee and Warren, 2001). Guanxi, however, could to some extent be problematic such as one reason for corruptions. In regard to the problematic guanxi, Fan (2002) related guanxi to

corruption by stating a model. According to the model, guanxi in the organization is involved with money which is related to corruption and is involved with power. More specifically speaking, people want to gain some kind of status or a certain position which can bring them more power or privilege. In this case, guanxi can lead to corruption as it is related to monetary exchange and power acquirement, both through “under-table dealings”. Other than corruption, Bedford (2011) did his research on guanxi development which primarily focused on building up working guanxi and backdoor guanxi. From his point of view, these two types of guanxi may not be seen only as different ways of creating or building guanxi channels but also as different ways of using guanxi processes. It is not deniable that due to the complicated social situation and unique culture, guanxi is frequently considered closely connected to corruption.

Nevertheless, it is not difficult to find a number of papers discussing guanxi’s benefits on other academic journals (e.g. *Strategic Management Journal*; *Frontier of Business Research in China* etc.) as well. In spite of the ethical perspective, guanxi’s benefits are examined internally, the interpersonal benefits gained in organizations, and externally, inter-organizational. For instance, guanxi could be used to establish corporate reputation (Standifird, 2006). Standifird (2006) came up with a very interesting statement: guanxi is not that easy to be acquired by organizations. He claimed, however, an organization can have good reputation if it manages its guanxi well in the business world. That is to say, corporate reputation can be obtained through good guanxi. Therefore, organizations should encourage employees to develop guanxi both within and across organizations. Additionally, the private guanxi between employees will in turn benefit the companies. Moreover, Fan (2007) stated that guanxi is also related with a company’s public image. From her point of view, guanxi is an essential element of reputation capital since reputation is dependent on relationships. In addition, Gong (2011) put emphasis on the

relationship between guanxi and knowledge-sharing by studying guanxi on both the individual and the collective level and also by analyzing their impacts on knowledge-sharing between different organizations. He concluded that inter-organizational guanxi at the individual level contributes to knowledge sharing, to which Park and Luo (2001) agreed. Other than knowledge sharing, knowledge management and decision making are found to be pertinent with guanxi as well. Fu et al. (2006) particularly examined the Chinese high-tech firms and ended up with conclusions that guanxi can be served as a useful tool for a more rapid decision-making process and an easier knowledge management.

It is known that Gemini people have dual-personality, every coin has two sides and you can see “exit” and “entrance” always at the same time. Thus it is acceptable that guanxi is like a “double-edged” sword (Warren, Dunfee and Li, 2004); and what the most important thing is to minimize the drawbacks and to maximize the benefits of guanxi.

Guanxi is Important

Based on our discussion before, it is doubtless that guanxi is important in China (Park and Luo, 2001). Although guanxi can be used inappropriately in which way guanxi might cause some sort of bad effects, we can still find some other benefits which guanxi could give to the organizations. As shown in the database, a majority of the research emphasizing the importance of guanxi might be generally categorized into three fields. First, guanxi is frequently connected to companies’ competitive advantages (e.g. Tsang, 1998; Lo and Everett, 2001). From this perspective, guanxi is considered as a source to approach the sustained competitive advantage. Second, we found a lot of research which focused on guanxi’s importance to multi-national enterprises entering the Chinese market (see Luo, 1997; Gao, 2006). More specifically, they

investigated the importance of building-up guanxi with governments on an organizational level and with employees, on a managerial level. Third, guanxi is essential in marketing. It is such an important issue because guanxi involves xinyong (*trust*) which is quite essential for doing marketing in China (Geddie, Defranco and Geddie, 2005). For instance, xinyong (*trust*) between supplier and buyers can be gained if there has been a good guanxi between them. Considering the main objective of this research, however, we would mainly discuss the first two fields in this study.

Strategy: guanxi as a source of sustained competitive advantage

Guanxi has been connected to competitive advantages in the academic field (see Tsang, 1998; Lo and Everett, 2001; Zou and Gao, 2007; Fu et al., 2006; Wilson and Brennan, 2010). From a strategic perspective, resource-based view is the mostly used theory to describe sustained competitive advantage (Wernerfelt, 1984; Peteraf, 1993). In this way, resources are considered valuable, rare, and inimitable to be sources for organizations' competitive advantage (Barney, 1991), guanxi then becomes an organization's valuable resources to gain sustained competitive advantages. In the 90s, Tsang (1998) asked a question in his research that if guanxi can be a source of sustained competitive advantage for doing business in China. Not surprisingly, he did that study based on a resource based analysis of guanxi which examined its economic value, rarity, and inimitability. According to the analysis, he linked companies' strategies to guanxi. For instance, he proposed that a key factor affecting the success of a firm's imitation strategy is its ability to develop guanxi. Besides, Fock and Woo (1998) also did research on various strategic implications of guanxi in the Chinese market, e.g. guanxi is dynamic and not "once forever" in the relationship which requires more efforts for maintenance. Based on their studies, guanxi is strategic important for MNEs because the guanxi between them and Chinese domestic

enterprises can help them get inside of the market. In the meantime, that guanxi can push their competitors out of the market. Furthermore, Zou and Gao (2007) put their specific research emphasis on governments guanxi in mainland of China. According to their findings, governments in China are generally considered more important and powerful to enterprises. They mainly discussed in their paper the rarity and value of government guanxi. Besides, they proposed a model of government guanxi building-up. According to what they have discussed in their study, we might also come to a safe conclusion that once a particular organization has built up a good guanxi with the local government in China, it might become more competitive in the market than others without good guanxi with governments. Wilson and Brennan (2010) later claimed that as China continues with market liberalization, there are indications that strategic importance of guanxi might decline by examining strategic importance of guanxi to the UK parent companies engaged in UK-Chinese joint ventures. They accordingly summarized that guanxi is more strategically important to SMEs than to MNEs.

Taken together, guanxi is so unique and rooted in Chinese traditional culture thus it becomes quite important for organizations in Chinese business world; not only for organizations thinking about obtaining more sustained competitive advantages, but also for organizations caring about improving their internal human resource management system.

International business: guanxi as a key access to enter Chinese market

Guanxi plays a very important role when MNEs try to enter the Chinese market (see Luo, 1997; Gao, 2006; Wilson and Brennan, 2010). When the MNEs are ready to enter China, they need to consider the unique culture and context in China. The importance of guanxi for MNEs is mostly discussed on the basis of government-organization level. Gao (2006) mainly examined

how to build up a good *guanxi* between governments and foreign enterprises. He specifically stated that the *guanxi* with governments acts as the most important factor when doing business in China since Chinese local governments control limited resources which might be required by MNEs. For instance, the local government controls lands and can finally decide which company could use that land for any commercial purpose. In other words, in order to get the rare resources needed for organization development and competencies, MNEs need to take the lesson of government-*guanxi* establishment. In addition, Huang and Baek (2010) posited in their study that firms with limited resources should lean toward using their social networks, like *guanxi*, in China to identify market opportunities and/or obtain marketing support as well. Furthermore, Luo (1997) also found that performances of foreign firms' accounting and marketing are affected by business-*guanxi* based variables such as "credit-extension". That is to say, once an MNE has a good credit (*xinyong*), its performance is going to be higher compared to others without such a good credit (*xinyong*). In sum, *guanxi* lessons for foreign enterprises entering China are mainly concerned with resources which can be rare and can be used as competitive advantages. In other words, *guanxi* is very important for MNEs because they can become more competitive by exchanging favors.

Based on what we have discussed so far, we can safely come to a conclusion that *guanxi* is unique and essential for the organizations, no matter multinational enterprises or domestic companies, to increase performance in the market. A lot of research has been done testing the *guanxi*'s importance on a certain company. However, there is little work specifically investigating the employees' own perception of *guanxi* existing in their organizations; and the impacts of that perception on their life at work. Therefore, this study is aimed to fill that research gap in the existing literature.

In order to have a thorough investigation of Chinese employees' perception of guanxi, we reviewed the current literature about guanxi first from a conceptual perspective. We mainly focused on the conceptual elements of guanxi such as trust, exchange of favor, feel of security and so forth. Then, we concentrated on the guanxi on three different levels: employees-employees, employees-supervisors, and supervisors-supervisors. Finally, we put our particular emphasis on the quality of guanxi between employees and colleagues, employees and supervisors respectively.

Conceptual Components of Guanxi

Trust (xinyong)

Trust is a very important conceptual element related to guanxi. Basically, trust can be translated into Chinese as *xinyong* (Wilson and Brennan, 2010) and it is a very commonly seen research topic in the literature (Tong and Yong, 1998; Leung, Lai, Chan and Wong, 2005). More specifically speaking, trust is fundamentally about successful exchange of favor and the confidence in returning favors. Although some researchers related trust (*xinyong*) to guanxi mainly in a marketing situation (Lee and Dawes, 2005), a lot of other scholars paid their particular attentions to certain different area such as the relevance of trust (*xinyong*) to the guanxi between organizations and governments (Zou and Gao, 2007). It is believed that there will not be a stable and favorable guanxi unless trust (*xinyong*) has been established between two parties. Based on this statement of guanxi, it always involves the exchange of favor which requires the two parties trust each other. Furthermore, Hutchings and Weir (2006) stated in their study that when one helps other's guanxi, his reputation will rise and trust (*xinyong*) will also be obtained. Therefore, we might be able to say that trust (*xinyong*) and guanxi could to some extent be

considered complementary to each other. Good guanxi will help people to acquire better trust (*xinyong*) from others and good trust (*xinyong*) will help people to build up better guanxi in return. Consequently, employees in organizations will generally expect that there must be trust around them when they perceive any guanxi existing in the organizations since trust is such closely related to guanxi.

Exchange of favor

According to what we discussed before about the various definitions of guanxi, a fundamental and essential element of guanxi is “exchange of favor”. In 1995, Chen (1995) had defined guanxi as “friendship with implications of a continual exchange of favors” (Wong, 1998). Similarly, Dunfee and Warren (2001) claimed that “the core idea of guanxi involves relationships between or among individuals creating obligations for the continued exchange of favors”. Moreover, Park and Luo (2001) stated that guanxi should be reciprocal. That is to say, in order to obtain guanxi, one needs to do others' a favor and to receive a favor back. Only giving or only receiving favors will not help establish guanxi. Therefore, when there has been a guanxi between or among individuals, there must always be favors being exchanged. In other words, when employees perceive there is any guanxi within the organizations, they will generally tend to believe that there is also some sort of favor exchange between or among them and others. Furthermore, Lin (2011) insisted that reciprocal favor is essential in an individual's guanxi as well. It is risky to someone's guanxi if he does not pay sufficient attentions to the favors exchange. Based on these sayings, employees might also perceive guanxi as fragile and important. In this case, employees would probably think of guanxi as difficult to be established and maintained if they do not put particular emphasis on the favor exchange process between or among them and others in the company.

Feel of Security

According to Ledeneva (2008), if there is one thing which can make Chinese people feel safe- especially on political level-it should be guanxi. Saying so, Chinese feel more safe no matter at work place or in daily life if they think they have social guanxi or they have built-up a good guanxi with other people. Based on Yang (1994)'s discussion, Chinese people handle their guanxi very carefully with other people because they are afraid of being reported behind their backs which is usually referred to "making small report". In the meantime, they try hard to avoid offending people around them as well; due to the potential risks of being reported. In other words, Chinese are more sensitive about people around them and try to establish a good guanxi with those people in order to avoid any potential troubles. In that case, there will be more harmonies around them and the probability of being "reported" will decrease. Similarly, Han, Peng and Zhu (2012) mentioned that a good partnership/guanxi is related to people's feeling of safety. Generally speaking, better guanxi leads to more feelings of safety. Certain scholars have specifically studied the guanxi between employees and their supervisors (e.g. Han and Altman, 2009; Han et al., 2012 etc.). From their point of view, when employees perceive that they have a good relationship/guanxi with their supervisors, they feel safer in the workplace. An exception, however, can be found based on the ownership of organizations. In Chinese state-owned enterprises, employees are always considered have "iron-rice bowl" which means they can have a lifetime job and do not have to worry about being fired (Zhao, 2006). But employees in private companies are not given that guarantee. Therefore, we might also assume that private companies' employees will tend to perceive good guanxi as better feelings of security than state-owned enterprises' employees do.

Feel of Belongingness

Employees feel greater belongingness when they perceive they have better guanxi with others. According to Hwang (1987), guanxi can be classified as “socio-affective”, “instrumental” and “mixed”. The “socio-affective” guanxi was described by Hwang (1987) as the relationship existing between family members or between people who know each other well. Moreover, this relationship is based on exchange of feelings that people are satisfied with their needs for belongingness (Hwang, 1987). Based on this description, feel of belongingness would generally happen when people's guanxi is extremely closely tied such as being tied between family members. Consequently, when a supervisor treats his/her subordinates fairly and thoughtfully, the subordinate might consider his/her supervisor as a "parent or brother/sister" in that company. In addition, Gong (2001) found that people in the center of guanxi network within organizations are glad to share their guanxi with employees who are out of the guanxi network because in this case, their organizational commitment will be perceived. Accordingly, employees might consider themselves more committed to their organizations by sharing and receiving guanxi. Moreover, Salavrakos (2010) stated that "face" is more related to belongingness. This statement is agreed by Gong (2011), who explained additionally that once an employee have a bigger “face” (*mianzi*) obtained from the internal guanxi networks; they feel more belongingness to their organizations. Also, Dion (2010) discovered the link between belongingness of someone to a given network and the necessity of gift giving. Specifically speaking, employees' belongingness can also be affected or determined by giving and receiving gifts to others.

Renqing (Reciprocity)

Based on the literature of guanxi, one conceptual component is a frequently debated issue associated with guanxi: renqing. If translated into English, renqing is called reciprocity in the literature (Wilson and Brennan, 2010; Bedford, 2011; Lu, 2012). The reciprocity means “two sides must take the same value and reciprocate equally to each other” (Lin, 2011). In other words, people doing favor to others will generally expect to receive an equal favor back from them in the future. Luo (1997) stated that renqing (*reciprocity*) essentially indicates that the prerequisite of good guanxi is the “exchange of favor”, especially the equality of favors being exchanged. According to his research, people need to follow the rules that favor should be equally exchanged. Otherwise, their guanxi cannot be maintained well for a long time. Therefore, guanxi can be maintained if someone can do better giving renqing to others and others would give it back. This is also the most significant difference between renqing (*reciprocity*) and favor exchange. Renqing (*reciprocity*) is more based on whether or not the value of the favor has been equally exchanged with each other. Furthermore, Redfern and Ho (2009) claimed that renqing (*reciprocity*) is closely tied with guanxi’s establishment. Concerning Chinese employees, how they perceive guanxi in their organizations might be affected by how they perceive the situation that they do others favors or receive equal favors from others in the future.

Political games

Although guanxi is usually considered as political games by researchers when it happens between organizations and governments (e.g. Fan, 2002; Zou and Gao, 2007 etc.), it might also be seen as political games between different organizations. For instance, different firms which have guanxi with each other are generally considered as important for each other because they

share resources in order to become more competitive in the market, due to exchange of political favors (Park and Luo, 2001). Namely, political games can also be played between different organizations in order to achieve a better guanxi. In addition, good guanxi has been found to have positive impact on organizations' competitive advantages (e.g. Tsang, 1998; Lo and Everett, 2001). From this point of view, guanxi can be considered as a tool to obtain the rare resources which contribute to companies' sustained competitive advantages. In that case, Chinese employees might think their organizations become more competitive in the market if the organizations play well the "cards" in political games through building up good guanxi. When it comes to the individual level, the political games then might be often linked with monetary issues in guanxi. The most seen example is bribery. Zhang and Zhang (2006) had clearly stated that guanxi is often associated with bureaucratic and bribery. Moreover, guanxi is also considered as a reason for under-table dealings such as privilege or power dealings (Millington, Eberhardt and Wilkinson, 2005). Therefore, once employees have perceived some sort of guanxi existing in their organizations, they might also think there are certain mysterious dealings done with favor exchange.

Ethics

Searching in the database with the key word "guanxi", we could find a large number of papers which were published in Journal of Business Ethics. Actually, guanxi has been studied along with ethics by a lot of researchers for a long time (e.g. Su and Littlefield, 2001; Chan et al., 2002; Hwang, Golemon, Chen, Wang and Hung, 2009). Fan (2002) related guanxi to corruption by stating a model. Accordingly, guanxi in the organization is involved with money which is generally related to corruption and is involved with power. More specifically speaking, people want to gain some sort of status or a certain position which can bring them more power or

privilege. In this case, guanxi can lead to corruption as it is related to monetary exchange and power acquirement, both through under-table dealings. In her opinion, the main reason for corruption is the complicated guanxi between businessmen, government officers etc. which usually involves unethical behaviors. Moreover, guanxi has been seen related to bribery as well (Steidlmeier, 1999). According to those findings, we might say that Chinese employees will tend to link corruption or bribery to their perception of guanxi existing in their companies; for instance, the corruption or bribery between their managers and their colleagues. Moreover, Bedford (2011) did his research on guanxi development which primarily focused on building up working guanxi and backdoor guanxi. "Backdoor guanxi" is very commonly seen in China which is referred to "hou-men" guanxi or "gift-economy" (Yang, 1994). For a real example, if A is applying for a position in a company where the managers is the friend of A's parents, A will have a better chance of being hired since A's parents will give gifts to the manager, using their "hou-men" guanxi. According to Bedford (2011)'s study, employees' perception of backdoor guanxi in the organizations might lead to their perception of someone's using gift or other tools to obtain benefits.

Guanxi between People at Different Levels within Organizations

In addition to the conceptual elements of guanxi, the guanxi at different levels also needs attentions. Guanxi is complex in organizations (Lu, 2012) since it involves different individuals. Employees in organizations not only build up guanxi with their colleagues, but also establish guanxi with their supervisors. In the meantime, guanxi also exists between supervisors from

different departments. Therefore, we would discuss the employee-employee, employee-supervisor, and supervisor-supervisor guanxi in details.

Employee vs. Employee

Guanxi between employees can be simply described as interpersonal relationship. Guanxi between employees usually involves an exchange of favor, for example, renqing (*reciprocity*) (Lu, 2012). That is to say, guanxi can be easily established between colleagues by doing each other a favor, or favors. Also, it can be referred to "helper" guanxi proposed by Fan (2002). Simply speaking, once an employee helps another employee and gets a favor back later, the two can build up a guanxi. Moreover, the employee-employee guanxi is really an important interpersonal relationship in the workplace. Horowitz and Vitkus (1986) claimed that interpersonal relationship is related with people's mental problems. For example, poor interpersonal relationship usually results in stress. Additionally, Firth (1983) linked the interpersonal relationships to the stress at work as well. Namely, once employees perceive they have a good relationship with other employees; their stress at work can be decreased. In the meantime, interpersonal relationships have direct impacts on interpersonal communications (Berger, 2005). Therefore, employees' perceptions of good interpersonal guanxi with their colleagues in the workplace will also have impacts on their efficient communications with one another.

Employee vs. Supervisor

Guanxi exists between employees and supervisors as well (see Han and Altman, 2009; Cheung et al., 2009; Han et al., 2012). Han and Altman (2009) described the guanxi between supervisors and subordinates as personal guanxi. Unlike employee-employee guanxi which can

be simply obtained through exchange of favor, the employee-supervisor guanxi requires social interaction which involves more mutual interests and benefits. Accordingly, once employees perceive they have a guanxi with their managers, they might tend to believe that there are some sort of mutual interests between them. Employee-supervisor guanxi is important and has been linked to organizational commitment and turnover intentions by Farh, Tsui, Xin and Cheng (1998), open-minded communication at work place by Chen and Tjosvold (2007) and so forth. For example, based on Farh et al (1998)'s study, good employee-supervisor guanxi could make employees feel more committed to the company. More important, Cheung et al., (2009)'s research showed a relationship between employee-supervisor guanxi and employees' positive feelings of their jobs. In addition, employees' perception of a good guanxi with their supervisors also encourages them to expect a better career development. Furthermore, Han et al., (2012) claimed that trust is also involved in this guanxi. In other words, when employees and managers have a good guanxi, they intend to trust each other more in the workplace.

Supervisor vs. Supervisor

Dunfee and Warren (2001) proposed that "the core idea of guanxi involves relationships between or among individuals creating obligations for the continued exchange of favors". From their point of view, individuals need to pay attentions to the establishment of interpersonal trust and need to exchange favors continuously once they want to build-up and maintain guanxi. This applies to guanxi between supervisors from different departments as well. Furthermore, Hoskisson, Eden, Lau at Wright (2000) argued that employees will have better performance if there is a good interpersonal guanxi between/among supervisors from different departments. For instance, their guanxi can help acquire better cooperation at work and increase their working efficiency. According to Zhang and Zhang (2006), supervisor-supervisor guanxi has positive

impacts on organizational developments not only on the organizational level, but also on the individual level. Specifically speaking, good guanxi between/among supervisors can help them know employees from other departments as well; and if employees perceive this good guanxi between their supervisor and other supervisors, they might also believe that their performance might probably be seen by other managers which will enforce them to improve their performance and to maintain high working efficiency. In addition, guanxi involves mianzi (*face*) which was described by Lin (2011) as “a positive social value in eastern society that one successfully earns from others in specific social interaction”. Therefore, once employees perceive their supervisors have guanxi, they might tend to perceive that their supervisors have good mianzi (*face*) which affect their feelings of pride and esteem.

Quality of Guanxi

The quality of guanxi has been studied by several researchers in the existing literature (e.g. Chen and Chen, 2004; Standifird, 2006; Wilson and Brennan, 2010; Bedford, 2011). According to Chen and Chen (2004)'s research, the quality of guanxi was defined as “the state of the relationship at a given point in time”. Moreover, trust and feeling were identified by them to have impacts on the quality of guanxi. For instance, they claimed that trust has extreme importance in guanxi’s establishment. Once there is guanxi between two individuals, the higher trust between them, the higher their quality of guanxi will be. In our study, we mainly focus on the quality of guanxi between employees; and between employees and their supervisors.

Quality of guanxi between employees

Quality of guanxi is important between employees and other employees. Bedford (2011) brought *ganqing* into the discussion about quality of guanxi. He described *ganqing* as affection

and is the basis of guanxi quality between two individuals. Since *ganqing* is developed through social interaction, we might be able to say that the quality of guanxi between employees and their colleagues can be affected by the frequency of their interaction at/after work such as going out for lunch or dinner together. In addition, the quality of guanxi between employees and their colleagues might also be affected by whether or not the employees help each other from time to time at work according to Fan (2002)'s description of “helper” guanxi. Moreover, job satisfaction and job involvement were found to be related to the quality of personal guanxi (Hui and Graen, 1997; Hong and Engestrom, 2004). Based on their findings, once the employees have a higher quality of guanxi with their colleagues, they might be more satisfied with their jobs or get more self-involved in their jobs.

Quality of guanxi between employees and supervisors

In the academic field, the quality of guanxi between subordinates and supervisors has been studied by a certain number of scholars for decades. For instance, Cheung et al., (2008) investigated how the employees' working outcome could be affected by the quality of subordinate-supervisor guanxi. Interestingly, they found that subordinates considered seriously about their guanxi with their supervisors because that guanxi can let them obtain some sort of demanding favors if their quality of guanxi with supervisors is high enough. According to Han and Altman (2009)'s investigation about the relationship between subordinate-supervisor guanxi and subordinates' perceived unfairness, the quality of subordinate-supervisor guanxi is linked to the subordinate's perceived unfairness as well. More specifically speaking, employees might tend to perceive more fairness in their company if they have a higher quality of guanxi with their supervisors. Furthermore, Farh et al., (1998) has related employee-supervisor guanxi to organizational commitment and turnover intentions in their study. Then, Chen and Chen (2004)

stated that trust played an important role in guanxi quality. Therefore, we can propose that quality of guanxi might affect employees' organizational commitment since trust is important to employees' organizational commitment. In the meantime, Chen and Tjosvold (2007) concluded that the quality of guanxi have impacts on employees' open-minded communication with their supervisors.

In sum, the quality of guanxi, no matter if it is between employees or between employees and supervisors, plays a very important part in guanxi's establishment, development and maintenance. Additionally, not only the Chinese employees' perception of the quality of their guanxi with other employees and with their supervisors, but also any potential effects of that perception are worth being investigated, given the importance of guanxi quality.

All in all, how employees perceive guanxi around them in organizations might have certain impacts on their life at work, such as organizational commitment (Farh et al., 1998; Chen and Chen 2004). Therefore, this study mainly aims to investigate the relationship between Chinese employees' perception of guanxi and their life at work. First of all, the conceptual elements of guanxi on three different levels in organizations perceived by Chinese employees will be analyzed by a factor analysis in SPSS in order to obtain the most appropriate independent variables. Then, those acquired independent variables along with "quality of guanxi between employees" and "quality of guanxi between employees and supervisors" will be examined by a multiple regression analysis to reveal their relationship between the dependent variables (employees' happiness at work, organizational commitment and work motivation).

Methodology

Sample

The sample of our study included 188 participants who were invited by emails providing the link of the online questionnaire. They are all Chinese employees currently working in the companies, state-owned or private-owned, located in mainland China. 67% of our sample was female while the rest (33%) consisted of male participants. The majority of the participants (N=147) was between 25 and 35 years old (78.2%), 12.2% of them were under 25 years old (N=23), 9% were between 36 and 45 years old (N=17) and only one participant was older than 45 (0.5%). For the most part, the participants have been working in the company less than 5 years; more particularly, 90 participants have been working in the company less than 3 years (47.9) while 76 participants (40.4%) have been working there more than 2 years but less than 5 years. The number of participants who worked in the company between 6 to 10 years and more than 10 years is the same (N=11). Among our participants, 54.8% of them were working in state-owned enterprises (N=103) whereas the other 45.2% of them were working in private companies (N=85). Finally, with regards to the size of companies in which they were working, most of them worked in big companies which have more than 200 employees (N=96). The percentage of participants working in other sizes of companies (less than 50 employees, between 50-100 employees, between 101-200 employees) is 16.5%, 16.5% and 16%, respectively.

Procedure

Based on the literature review, we developed a self-report questionnaire to collect data. The questionnaire included thirteen questions containing several items for each question. Since the

participants are all Chinese, the questionnaire was first translated into Chinese from its original English version by a bilingual speaker and then went through back-translation and pre-testing. Before we officially delivered invitation emails, we also did a pilot-test by recruiting ten participants to fill out the questionnaire in order to ensure the questions and instructions were clear. After the pilot-test, certain feedback was sent back to us from those participants. The feedback included the clearance of the questions, whether or not the participants understood the items at the first place and so forth. For example, some participants told us that they felt a little confused about certain items. Therefore, we made a few minor modifications to the questionnaire according to the feedback.

When the final questionnaire had been modified and after we received the Certificate of Ethical Acceptability issued by the University Human Research Ethics Committee (UHREC), 250 invitation emails containing the individualized web-link to the online questionnaire were sent to the employees in different organizations located in mainland China. 188 employees fully completed and submitted the questionnaire which made the response rate 75.2%.

In the first page of the questionnaire, participants were asked to read the consent form and choose YES, if they agreed to participate, in order to continue completing the questionnaire. Otherwise, they could choose NO to quit the participation. Other than the information on the consent form, all participants were informed that their participations were totally confidential and anonymous at the beginning of the questionnaire (the cover page). In addition, they were also told that they could discontinue filling out the questionnaire at any time without any negative effects and they did not have to give out any reason why they quit the participation. Finally, they were informed that all the data collected from the questionnaires will be stored on a

server located at John Molson School of Business in Concordia University. No one, except the principle investigator and his supervisor, has access to the data.

Measures

Independent variables

Three questions were generated to measure the conceptual elements related to guanxi. Each question contained 10 items on a 5-point scale which asked participants to choose from 1 (totally agree) to 5 (totally disagree). Some examples of those items were: “trust your colleagues”, “exchange favor with your colleagues”, “trust your supervisor”, “have more efficient communication at work” and so on. The items used to measure guanxi in our study were adapted from the previous measurements in the existed literature. A detailed summary of those measurements is shown in table 1.

In order to measure the quality of guanxi between employees and quality of guanxi between employees and supervisors, two questions containing 6 items were used, respectively. Examples of the items were “in general, you are satisfied with your guanxi connection with your colleagues”, “in general, you are satisfied with your guanxi connection with your supervisor” and so forth. Responses to those items in each question were also scored on a Likert scale from 1 (totally agree) to 5 (totally disagree). The internal consistency reliability (Cronbach’s Alpha) of the each scale was reported as 0.919 and 0.884, respectively.

Tabel 1. Summary of previous measurements of guanxi

Researchers	Measure type	Measurements	Our independent variables
Brian and Ang., 1997	Conceptual components of guanxi	They classified guanxi into helper, intimacy (tie strength), and familiarity	<ul style="list-style-type: none"> • Help each other • Feel of belongingness
Chan et al., 2002	Conceptual components of guanxi	They measured guanxi according to friendship and favor giving.	<ul style="list-style-type: none"> • Friendship • Favor exchange
Wong et al., 2003	Levels (employee-employee/ employee-supervisor); conceptual components	They measured guanxi mainly based on joint activities existed between employees, and between employees and supervisors.	<ul style="list-style-type: none"> • Feel of belongingness • Feel of security • Mutual interest
Millington et al., 2003	Conceptual components of guanxi	They measured guanxi according to social interactions.	<ul style="list-style-type: none"> • Feel of belongingness • Mutual interest
Lee and Dawes, 2005 Wang et al., 2011	Conceptual components of guanxi	Guanxi was measured by them based on face (mianzi) and reciprocal favor (renqing).	<ul style="list-style-type: none"> • Reciprocity (renqing) • Political games
Gu et al., 2008	Levels (employee-employee/ employee-supervisor)	They measured guanxi based on different levels, for instance, guanxi with the senior management.	<ul style="list-style-type: none"> • Efficient communication • Political games • Ethics
Cheung et al., 2009	Conceptual components of guanxi	They focused on feelings when they measured guanxi.	<ul style="list-style-type: none"> • Feel of belongingness • Ethics
Yen et al., 2011	Conceptual components of guanxi	They developed a GRX scale to measure guanxi which stands for Ganqing (emotion), Renqing (reciprocity), and Xinren (trust).	<ul style="list-style-type: none"> • Trust • Feel of belongingness

Dependent variable

In order to thoroughly investigate the possible effects of Chinese employees' perception of guanxi on their life at work, we included three main dependent variables in the present study: employees' happiness at work, organizational commitment, and work motivation which are essential psychological status at daily work life.

The first dependent variable is employees' happiness at work. Happiness is a psychological term and a lot of researchers have developed different scales to measure it. For instance, Joseph and Lewis (1998) showed a depression-happiness scale (DHS) which consists of a 25-item self-report scale to measure depression and happiness. Also, we found Yu and Weng (2006) measured the happiness of individuals based on their feelings of people in different lives; for example, in political life. They divided 25 indicators into 5 levels: "sense of richness, sense of stability, sense of expectation, sense of joy and endocentric sense" (Yu and Weng, 2006). In the database, there is too much research about happiness measurement. Our study, however, needs to measure happiness according to the employees' perception of existing guanxi in their organizations. Consequently, we developed fifteen items and divided them into 4 levels based on the measures found in the existing literature: sense of stability, sense of joy, sense of satisfaction, and sense of fairness. The participants were asked to choose from 1 (totally agree) to 5 (totally disagree) for each item listed in the questionnaire. Examples of the items are: "you feel that your job is stable"; "you feel that communicating with your colleagues and supervisors about work is joyful and productive" and so forth ($\alpha=0.879$).

The second dependent variable is employees' organizational commitment. Our scale was developed according to Allen and Meyer (1990)'s original organizational commitment scale. Our

scale included fourteen 5-point scale (1=totally agree and 5=totally disagree) items such as "you enjoy discussing about your company with people outside it"; "you would be very happy to spend rest of your career with this company" and so on ($\alpha=0.916$).

The third dependent variable is employees' work motivation. In order to measure this dependent variable, we adapted the scale developed by Lu (1999). With a few minor modifications, Chinese employees' work motivation in our study was measured by fourteen 5-point (1=totally agree and 5=totally disagree) scale items. Examples of those items in our study are: "your job is interesting"; "your supervisor is very supportive" and so forth ($\alpha=0.914$).

Statistical Analysis of Data

After we received 188 full-completed questionnaires, we put all the data into SPSS in order to obtain the descriptive statistics such as frequencies, means, and standard deviations. This analysis was run based on each question separately except for questions asking the demographic information, such as sex and age etc. Then two analytical methods were used: factor analysis and regression analysis.

Factor analysis

The first step to analyze the data was to conduct a factor analysis on all items contained in question number 6, 7, and 8 in order to identify the appropriate factors (Marcotte, Desroches and Poupart, 2007). Before we conducted the factor analysis, however, there are two measures which need to be stated since they determine whether or not performing a factor analysis is appropriate. One is Bartlett's test which has to be significant at $p<0.05$, the other is the Kaiser-Meyer-Olkin (KMO) which needs to be greater than 0.70 (Ozmen, 2008). The results of KMO and Bartlett's test for each question (#6, #7 and #8) showed it was appropriate to apply factor analysis in this

study. In this case, we could continue to perform the factor analysis. Next, we determined the number of factors retained not only based on two general rules: the eigenvalue and the scree plot, but also on other criteria such as the comprehensiveness and comprehensibility of the factors (Kachigan, 1986). Specifically speaking, the retained factors need to have eigenvalue greater than 1.0. Meanwhile, if we found there is a sharp drop happened in the scree plot, the factors following the drop should be given up. In addition, whether or not the factors retained are comprehensive to people has also been considered as an important rule.

Moreover, in order to make a comparison of 3-factor and 2-factor for better determining the most appropriate factor numbers for further regression analysis, we re-ran the factor analysis by commanding the extraction methods to extract two factors for each question. We also computed the internal consistency reliability (Cronbach's Alpha) as another rule to determine the number of factors at the same time.

Regression analysis

The second step was to run a regression analysis to discover the relationship between dependent variables and independent variables obtained from the factor analysis. The multiple regression analysis was chosen. During this step, we first conducted the multiple regression analysis to simply test whether or not our IVs have any relationship with the three DVs: happiness at work, organizational commitment, and work motivation. After that step, we categorized the guanxi on three levels (employee-employee, employee-supervisor, and supervisor-supervisor) into "positive" guanxi and "negative" guanxi. How we categorized it will be explained in detail later in the following "result" section. Then a multiple regression was

performed again to investigate the relationship not only between “positive” guanxi and our DVs, but also between “negative” guanxi and the DVs.

Result

Descriptive Data and Correlations

Before we discuss the results of factor analysis and multiple regression analysis, we first presented the descriptive data in table 2, table 3, and table 4. In those three tables, the means, standard deviations, and correlations among all the items were stated on employee-employee guanxi level (table 2), employee-supervisor guanxi level (table 3), and supervisor-supervisor guanxi level (table 4).

From table 2, we could see that the employees agreed that employee-employee guanxi is mostly as “trust” (mean=2.26), “renqing” (mean=1.91), “exchange of favor” (mean=2.31). When it comes to employee-supervisor guanxi, we found that employees perceive that guanxi as “fairness on PA” (mean=2.2), “more recognized by supervisor” (mean=2.21) and “political game” (mean=2.3 according to table 3. Finally, in table 4, employees perceive the guanxi between their supervisors mostly as “help each other” (mean=2.01), “efficient communication” (mean=1.98) and “exchange of favor” (mean=2.09).

Table 2. Means, Standard deviations and correlations of employee-employee guanxi

	Means(S.E.)	1	2	3	4	5	6	7	8	9	10
1:trust between employees	2.26 (1.00)	1									
2:exchange of favor between employees	2.31 (1.05)	.377**	1								
3:mutual interests between employees	2.63 (0.97)	.272**	.113	1							
4:feel of security between employees	2.79 (1.04)	.134	.452**	.149*	1						
5:small report	2.96 (1.13)	-.057	.208**	-.042	.383**	1					
6:feel of being part of the company	2.36 (0.99)	.366**	.353**	.171*	.391**	.036	1				
7:knowledge sharing	2.49 (1.03)	.483**	.346**	.302**	.107	-.062	.527**	1			
8:renqing(reciprocity) between employees	1.91 (1.05)	.394**	.436**	.309**	.193**	.002	.410**	.512**	1		
9:under-table dealings	3.49 (1.19)	-.147*	.038	-.077	.269**	.465**	-.152*	-.137	-.205**	1	
10:back-door guanxi	3.35 (1.19)	-.201**	.040	-.105	.228**	.410**	-.094	-.123	-.198**	.728**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 3. Means, Standard deviations and correlations of employee-supervisor guanxi

	Means(S.E.)	1	2	3	4	5	6	7	8	9	10
1:trust between employees and supervisors	2.53 (1.09)	1									
2:fairness on PA	2.20 (0.99)	.416**	1								
3:exchange of favor between employees and supervisors	2.45 (1.05)	.157*	.367**	1							
4:mutual interest between employees and supervisors	3.22 (0.99)	.297**	-.079	.073	1						
5:feel of security between employees and supervisors	2.56 (1.08)	.247**	.407**	.448**	.081	1					
6:feel of being part of the company	2.50 (1.01)	.380**	.191**	.209**	.058	.268**	1				
7:employees treated by supervisor like family	2.93 (1.03)	.372**	.087	.216**	.266**	.050	.417**	1			
8:more recognized by supervisors	2.21 (1.04)	.350**	.597**	.415**	-.037	.597**	.365**	.223**	1		
9:political games between employees and supervisors	2.30 (1.11)	.150*	.539**	.480**	-.028	.618**	.262**	.112	.738**	1	
10.ethics between employees and supervisors	2.97 (1.19)	-.246**	.023	.286**	.186*	.208**	-.097	-.010	.057	.308**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4. Means, Standard deviations and correlations of supervisor-supervisor guanxi

	Means(S.E.)	1	2	3	4	5	6	7	8	9	10
trust between supervisors	2.37 (1.07)	1									
help each other	2.01 (1.04)	.639**	1								
efficient communication	1.98 (1.03)	.570**	.738**	1							
exchange of favor between supervisors	2.09 (1.07)	.407**	.701**	.607**	1						
mutual interests between supervisors	3.09 (0.96)	.330**	.031	-.004	.007	1					
small report	2.66 (1.10)	.073	.190**	.202**	.421**	.084	1				
feel of being part of the company	2.61 (1.01)	.398**	.288**	.346**	.246**	.304**	.201**	1			
renqing(reciprocity) between supervisors	2.65 (0.99)	.428**	.394**	.425**	.299**	.230**	.207**	.541**	1		
under-table dealings	2.78 (1.19)	-.232**	-.054	-.064	.264**	-.024	.450**	-.033	-.116	1	
back-door guanxi	2.62 (1.24)	-.167*	-.018	-.063	.277**	-.087	.393**	-.001	-.052	.822**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Factor Analysis

As we discussed before in the methodology section, the factor analysis was first conducted in order to obtain the most appropriate factors for a further regression analysis. The factor analysis was run based on the items included in question number 6, 7, and 8 regarding Chinese employees' perception of employee-employee guanxi, employee-supervisor guanxi and supervisor-supervisor guanxi, respectively.

When we conducted factor analysis, we followed two primary steps. First, we performed the standard factor analysis which produced criteria such as eigenvalue, scree plot to determine the number of factors to be retained. Then, we specifically command the extraction method to extract two factors for each question. For both methods, the KMO and Bartlett's test produced criteria that supported the application of factor analysis. Additionally, we computed the internal consistency reliability (Cronbach's Alpha) for each factor finally extracted and for other two IVs as well, "quality of guanxi between employees" and "quality of guanxi between employees and supervisors".

When we conducted the standard factor analysis, we got two factors for question number 6 (employee-employee guanxi), three factors for question number 7 (employee-supervisor guanxi), and three factors for question number 8 (supervisors-supervisor guanxi) based on rules of eigenvalue and scree plot. We retained the factors with eigenvalue above 1.0 and gave up the factors followed a sharp drop in the scree plot. Variances explained by each factor extracted were shown in table 5.

Table 5. Means, standard deviations and Factor rotation results

Employee-Employee Guanxi	Factor 1	Factor 2	
trust between employees	.687	-.123	
exchange of favor between employees	.663	.307	
mutual interests between employees	.456	-.078	
feel of security between employees	.446	.599	
small report	.047	.747	
feel of being part of the company	.725	.050	
knowledge sharing	.754	-1.01	
renqing(reciprocity) between employees	.749	-0.93	
under-table dealings	-.210	.827	
back-door guanxi	-.215	.800	
% Variance	30.7	23.8	
Employee-Supervisor Guanxi	Factor 1	Factor 2	Factor 3
trust between employees and supervisors	.238	.763	-.215
fairness on PA	.735	.159	-.225
exchange of favor between employees and supervisors	.616	.136	.357
mutual interest between employees and supervisors	-.180	.538	.607
feel of security between employees and supervisors	.760	.102	.168
feel of being part of the company	.300	.618	-.135
employees treated by supervisor like family	.041	.757	.171
more recognized by supervisors	.844	.236	-.101
political games between employees and supervisors	.874	.016	.155
ethics between employees and supervisors	.245	-.257	.813
% Variance	32.1	20.0	13.6
Supervisor-Supervisor Guanxi	Factor 1	Factor 2	Factor 3
trust between supervisors	.658	-.203	.454
help each other	.913	.005	.094
efficient communication	.878	-.020	.118
exchange of favor between supervisors	.790	.396	.033
mutual interests between supervisors	-.142	-.009	.795
small report	.227	.677	.218
feel of being part of the company	.280	.065	.734
renqing(reciprocity) between supervisors	.424	-.012	.625
under-table dealings	-.082	.921	-.084
back-door guanxi	-.035	.895	-.090
% Variance	29.9	23.1	18.5

However, we found that certain factors have the same items with high loadings after the rotation. Table 5 contained the results from Varimax rotation. First, from employee-employee guanxi, two items had high loadings for both factors. One is “exchange of favor between employees”, the other is “feel of security between employees”. In this case, the two items could not be considered as discriminative which would increase the difficulties to interpret the factors. Therefore, we decided to eliminate the two items. After the elimination, factor 1 was then loaded on 5 items and factor 2 was loaded on 3 items. We named “**trust and sharing**” ($\alpha=.752$) to factor 1 and “**ethical dimensions**” ($\alpha=.777$) to factor 2. Secondly, from the employee-supervisor guanxi, we found that there were three items identified to have high loadings on more than one factor. A, the item “exchange of favor between employees and supervisors” had high loadings on factor 1 and factor 3; B, the item “mutual interest between employees and supervisors” had high loadings on factor 2 and factor 3; C, the item “feel of being part of the company” had high loadings on factor 1 and factor 2. Based on the theory that the items were not discriminative because of their high loadings on more than one factor, we also need to eliminate the three items for better interpreting the factors. In this case, factor 1 was then loaded on 4 items and was named as “**political games**” ($\alpha=.849$); factor 2 was loaded on 2 items and was labeled as “**trust**” ($\alpha=.519$). Nevertheless, factor 3 was loaded only on 1 item which means the reliability was quite poor and we should give up factor 3. Thirdly, from supervisor-supervisor guanxi, we also found three items had high loadings for more than one factor. A, the item “trust between supervisors” had high loadings on both factor 1 and factor 3; B, the item “exchange of favor between supervisors” had high loadings on factor 1 and factor 2; C, the item “renqing (reciprocity) between supervisors” had high loadings on factor 1 and factor 3. Then we determined that three items should be eliminated for a better interpretation of the factors. Therefore, factors 1 was then

loaded on 2 items and named as “**trust**” ($\alpha=.850$), factor 2 was loaded on 3 items and labeled as “**political games**” ($\alpha=.794$), factor 3 was loaded on 2 items and named as “**feel of belongingness**” ($\alpha=.466$).

After conducting the standard factor analysis, we re-ran it by commanding specifically on the extraction method to extract two factors for question number 7 and 8 concerning employee-supervisor guanxi and supervisor-supervisor guanxi, respectively. It is mainly because although some researchers generally used just eigenvalue and scree plot as criteria to decide the number of factors retained, several scholars argued that some other criteria should also be taken into consideration (e.g. Aaker, 1981; Kachigan, 1986; Costello and Osborne, 2005). For instance, Aaker (1981) stated that the most appropriate rule to determine how many factors should be retained is to stop factoring when the factors had poor comprehensiveness. Similarly, Kachigan (1986) insisted that both comprehensiveness and comprehensibility of the factors can guide our decision. All in all, we should not only apply the pure statistical criteria such as eigenvalue and scree plot, but also need to apply the “subjective” criteria such as theoretical and conceptual considerations. As employee-employee guanxi had already generated two factors, we did not re-run factor analysis based on that level. Results were presented in table 6. From those results, we found from employee-supervisor guanxi, those two factors accounted for a total variance of 52.6%. Regarding supervisor-supervisor guanxi, two factors then accounted for a total variance of 58.6%.

Table 6. Means, standard deviations and Re-ran rotation results

Employee-Supervisor Guanxi	Factor 1	Factor 2
trust between employees and supervisors	.228	.789
fairness on PA	.685	.196
exchange of favor between employees and supervisors	.678	.056
mutual interest between employees and supervisors	-.036	.404
feel of security between employees and supervisors	.782	.060
feel of being part of the company	.298	.631
employees treated by supervisor like family	.108	.706
more recognized by supervisors	.819	.246
political games between employees and supervisors	.888	-.022
ethics between employees and supervisors	.383	-.419
% Variance	32.9	19.6
Supervisor-Supervisor Guanxi	Factor 1	Factor 2
trust between supervisors	.810	-.151
help each other	.831	.128
efficient communication	.815	.096
exchange of favor between supervisors	.665	.501
mutual interests between supervisors	.283	-.111
small report	.256	.677
feel of being part of the company	.608	.030
renqing(reciprocity) between supervisors	.683	-.014
under-table dealings	-.180	.903
back-door guanxi	-.142	.885
% Variance	34.9	23.7

From the rotation results in table 6, we found only one item had high loadings on both factors on employee-supervisor guanxi: “ethics between employees and supervisors”. However, the item had a negative loading on factor 2 while had a positive loading on factor 1; in this case, we decided to keep this item and include it to factor 1 since it discriminated well between the two factors. Therefore, we labeled factor 1 as “**political games**” ($\alpha=.798$) and factor 2 as “**trust and feel of belongingness**” ($\alpha=.633$). It is common-seen that researchers generally consider a

variable with a Cronbach's Alpha below 0.70 has a poor reliability. But since our study is exploratory, it could be acceptable that the factor 2 had a Cronbach's Alpha of 0.633.

From the results of supervisor-supervisor guanxi, we could see that the two factors accounted for a total variance of 58.6% and only one item was identified having high loadings on both factors: "exchange of favor between supervisors". We eliminated the item. Consequently, factor 1 was then loaded on 5 items and named as "**trust and feel of belongingness**" ($\alpha=.821$), factor 2 was loaded on 3 items and labeled as "**political games**" ($\alpha=.794$).

In summary, we got better results for the number of appropriate factors by re-running the factor analysis and specifically giving commands to extract 2 factors. Moreover, we take into account the "subjective" criteria proposed by certain researchers (see Aaker, 1981; Kachigan, 1986; Costello and Osborne, 2005). First, the two factors after re-running were accounted for considerable variances. Second, there was only one item with high loading for both factors for employee-employee guanxi and employee-supervisor guanxi leading to a better interpretation for the factors. Therefore, we determined to retain two factors for employee-employee, employee-employee guanxi and employee-supervisor guanxi based on comparison of the results from two steps. The final factors for a further regression analysis were then named "**trust and sharing**" ($\alpha=.752$) and "**ethical dimensions**" ($\alpha=.777$) on employee-employee level; "**trust and feel of belongingness**" ($\alpha=.633$) and "**political games**" ($\alpha=.798$) on employee-supervisor level, and "**trust and feel of belongingness**" ($\alpha=.821$) and "**political games**" ($\alpha=.794$) on supervisor-supervisor level. Along with the other two independent variables: "**quality of guanxi between employees**" ($\alpha=.919$) and "**quality of guanxi between employees and supervisors**" ($\alpha=.884$), we finally had eight independent variables in total for the multiple regression analysis.

Regression Analysis

As a starter, we ran a standard multiple regression analysis to test the relationship between those independent variables and dependent variables separately (employees' happiness at work, organizational commitment, and work motivation). First of all, "trust and feel of belongingness between supervisors" ($\beta=.322$, $P=0.004$), "quality of guanxi between employees" ($\beta=.303$, $P<0.05$), and "quality of guanxi between employees and supervisors" ($\beta=.255$, $P=0.001$) were found to have significant positive impacts on employees' happiness at work according to the coefficients results (table 7).

In regard of employees' organizational commitment, the coefficients table 8 showed that it was positively related with "quality of guanxi between employees" ($\beta=.162$, $p<0.05$) and "quality of guanxi between employees and supervisors" ($\beta=.355$, $p<0.05$). However, although "trust and feel of belongingness between supervisors" was found to have significant impact on employees' organizational commitment with a p value less than 0.05, the impact was negative ($\beta= -.200$).

When testing the relationship between independent variable and employees' motivation at work, we surprisingly found that five independent variables have significant impacts on the employees' motivation. From table 9, four independent variables were positively related with employees' motivation in spite of "ethical dimensions between employees" ($\beta= -.143$, $p=.028$). The four IVs which had positive impacts on employees' motivation were: "political games between employees and supervisors" ($\beta=.267$, $p=.002$), "trust and feel of belongingness between supervisors" ($\beta=.240$, $p=.025$), "quality of guanxi between employees" ($\beta=.153$, $p=.049$), and "quality of guanxi between employees and supervisors" ($\beta=.415$, $p<0.05$).

The results above were obtained by running a multiple regression in SPSS with an “enter” method. However, in order to have our results more precise and more convincing, we re-ran the multiple regression analysis in SPSS using a “stepwise” method. The results with “stepwise” method had no big difference from the results with “enter” method.

Table 7. Coefficients of all independent variables on “happiness at work”

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.241	.248		4.996	.000
Employee-employee					
trust and sharing	-.069	.087	-.085	-.792	.429
Ethical dimensions between employees	-.027	.055	-.033	-.485	.628
Employee-supervisor					
trust and feel of belongingness between employees and supervisors	-.037	.080	-.046	-.460	.646
political games between employees and supervisors	-.026	.071	-.032	-.361	.718
Supervisor-supervisor					
trust and feel of belongingness between supervisors	.262	.090	.322	2.898	.004
political games between supervisors	-.078	.065	-.097	-1.197	.233
Quality of guanxi					
quality of guanxi between employees	.293	.078	.303	3.739	.000
quality of guanxi between employees and supervisors	.260	.080	.255	3.234	.001

a. Dependent Variable: happiness at work

Table 8. Coefficients of all independent variables on “organizational commitment”

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
(Constant)	1.252	.268		4.672	.000
	Employee-employee				
trust and sharing	.034	.094	.039	.362	.718
Ethical dimensions between employees	.010	.059	.012	.175	.861
	Employee-supervisor				
trust and feel of belongingness between employees and supervisors	.001	.087	.002	.016	.988
political games between employees and supervisors	-.051	.076	-.058	-.667	.506
	Supervisor-supervisor				
trust and feel of belongingness between supervisors	.157	.097	.179	1.615	.108
political games between supervisors	-.176	.071	-.200	-2.494	.014
	Quality of guanxi				
quality of guanxi between employees	.170	.085	.162	2.013	.046
quality of guanxi between employees and supervisors	.392	.087	.355	4.520	.000

a. Dependent Variable: organizational commitment

Table 9. Coefficients of all independent variables on “work motivation”

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized		
	B	Std. Error	Coefficients Beta		
(Constant)	1.233	.203		6.065	.000
Employee-employee					
trust and sharing	.003	.071	.005	.047	.962
Ethical dimensions between employees	-.100	.045	-.143	-2.218	.028
Employee-supervisor					
trust and feel of belongingness between employees and supervisors	-.127	.066	-.182	-1.935	.055
political games between employees and supervisors	.186	.058	.267	3.214	.002
Supervisor-supervisor					
trust and feel of belongingness between supervisors	.168	.074	.240	2.268	.025
political games between supervisors	-.004	.054	-.005	-.070	.945
Quality of guanxi					
quality of guanxi between employees	.127	.064	.153	1.986	.049
quality of guanxi between employees and supervisors	.364	.066	.415	5.522	.000

a. Dependent Variable: work motivation

Nevertheless, even we found the impacts of certain independent variables on our dependent variables; we were also curious to see what the impacts of positive guanxi and negative guanxi perceived by Chinese employees on our dependent variables. By saying positive guanxi and negative guanxi, we meant whether the employees perceive guanxi positively or negatively. Therefore, we categorized “trust and sharing between employees”, “trust and feel of belongingness between employees and supervisors”, “trust between supervisors” as positive guanxi perceived by Chinese employees and “ethics between employees”, “political games between employees and supervisors”, “political games between supervisors” as negative guanxi.

By performing another multiple regression analysis, some of the positive guanxi IVs were found to have significant positive impacts on our dependent variables: happiness, organizational commitment and work motivation. From the results shown in table 10, both “trust and feel of belongingness between employees and supervisors” ($\beta=.247, p<0.05$), “trust and feel of belongingness between supervisors” ($\beta=.391, p<0.05$) were found to be positively related with employees’ happiness at work. Moreover, “trust and feel of belongingness between employees and supervisors” was found to have significant positive impact ($\beta=.398, p<0.05$) on employees organizational commitment. Moreover, employees’ work motivation was positively related with “trust and feel of belongingness between supervisors” ($\beta=.511, p<0.01$) significantly.

Table 10. Coefficients of independent variables of positive guanxi

	Coefficients (Positive Guanxi)				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Dependent Variable: happiness at work					
(Constant)	2.771	.051		54.704	.000
trust and sharing	-.051	.084	-.063	-.605	.546
trust and feel of belongingness between employees and supervisors	.201	.064	.247	3.116	.002
trust and feel of belongingness between supervisors	.317	.089	.391	3.573	.000
Dependent Variable: organizational commitment					
(Constant)	2.864	.055		51.949	.000
trust and sharing	-.023	.092	-.026	-.248	.805
trust and feel of belongingness between employees and supervisors	.350	.070	.398	4.996	.000
trust and feel of belongingness between supervisors	.173	.097	.197	1.793	.075
Dependent Variable: work motivation					
(Constant)	2.649	.043		61.234	.000
trust and sharing	.023	.072	.033	.322	.748
trust and feel of belongingness between employees and supervisors	-.002	.055	-.003	-.039	.969
trust and feel of belongingness between supervisors	.356	.076	.511	4.697	.000

Concerning the impacts of negative guanxi perceived the Chinese employees, we got an interesting finding. According to the results showed in table 11, employees' happiness and organizational commitment were both positively related with political games between them ($\beta=.280$, $p<.05$ and $\beta=.214$, $p<.05$, respectively) whereas were both negatively related with political games between their supervisors ($\beta=.263$, $p<.05$ and $\beta=.399$, $p<.05$, respectively). Meanwhile, the results indicated that "political games between employees and supervisors" ($\beta=.514$, $p<.05$) has a positive impact on employees' work motivation. Furthermore, "ethical dimensions between employees" was found significantly and negatively related with employees' motivation at work ($\beta= -.182$, $p<.05$).

The results above also agreed with the results from the first standard multiple regression analysis which we did to test the relationship between IVs and DVs based on employee-employee, employee-supervisor, and supervisor-supervisor guanxi. Two independent variables were found to have significant negative impacts on Chinese employees' work life. "Ethical dimensions between employees" was negatively related with employees' work motivation and "political games between supervisors" was negatively related employees' organizational commitment.

Table 11. Coefficients of independent variables of negative guanxi

	Coefficients (Negative Guanxi)				
	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
Dependent Variable: happiness at work					
(Constant)	2.771	.057		48.813	.000
Ethical dimensions between employees	-.083	.066	-.103	-1.252	.212
political games between employees and supervisors	.227	.066	.280	3.466	.001
political games between supervisors	-.213	.072	-.263	-2.969	.003
Dependent Variable: organizational commitment					
(Constant)	2.864	.060		47.540	.000
Ethical dimensions between employees	-.031	.071	-.035	-.442	.659
political games between employees and supervisors	.189	.070	.214	2.709	.007
political games between supervisors	-.351	.076	-.399	-4.610	.000
Dependent Variable: work motivation					
(Constant)	2.649	.046		58.202	.000
Ethical dimensions between employees	-.127	.053	-.182	-2.383	.018
political games between employees and supervisors	.358	.053	.514	6.810	.000
political games between supervisors	-.091	.058	-.131	-1.579	.116

Discussion

This present research aims to investigate whether or not the way in which Chinese employees perceive guanxi would have any impact on their life at work, such as their happiness, organizational commitment and work motivation. Our results presented several interesting findings. First of all, not only the quality of guanxi between employees but also the quality of guanxi between employees and supervisors were found to have significant positive impacts on Chinese employees' work life, including their happiness at work, their organizational commitment, and their work motivation. This finding supported our discussion on quality of guanxi before. For instance, the quality of guanxi between employees is positively related with the employees' self-motivation.

Secondly, the factor analysis helped us identify clear factors (Marcotte et al., 2007). We identified six factors regarding the employee-employee guanxi, employee-supervisor guanxi, and supervisor-supervisor guanxi which served as the independent variables. Moreover, the multiple regression results indicated some meaningful findings. Trust and feel of belongingness between the supervisors does have a positive impact on Chinese employees' happiness, organizational commitment and work motivation. This is not surprising because based on the existing literature, for example, employees get more motivated once they feel they are treated by their supervisors like family members. However, whether or not the employees are committed to their organizations is positively related with political games between their supervisors and other supervisors, and their motivation at work is positively related with their perception of political games between them and their supervisors. One reason for the results might be that employees would tend to believe they have a brighter career under supervision of a certain supervisor who

has ability to play political games well which will help the supervisor acquire more power. Moreover, there is a negative relationship between Chinese employees' motivation and their perception of the ethical dimensions between them and other employees. In detail, Chinese employees do not like the "under-table dealings", or the "gif-economy" involved in their work life with their colleagues.

Thirdly, we specifically categorized guanxin into "positive" and "negative" guanxi and test their relationships with our DVs. The results were very familiar with what we have stated above. What is different is that trust and feel of belongingness perceived by employees between them and their supervisors were found to have positive impacts on their happiness and organizational commitment. Furthermore, Chinese employees' happiness and work motivation were found to be positively related with the trust and feel of belongingness perceived by them between their supervisors and other supervisors.

Theoretical Contribution

It is doubtless that guanxi will continue to attract future researchers' interests (Fan, 2002). Our study, for now, has several theoretical contributions to the current literature. First of all, the findings from this study have filled a research gap. Many scholars' attentions have been paid to the importance of guanxi to MNEs or foreign managers in China (see Hutchings and Weir, 2006; Szeto et al., 2006; Huang and Baek, 2010). Moreover, guanxi between different organizations (Zhang and Zhang, 2006) or between organizations and governments (Fan, 2007) is also a very popular research topic. Nevertheless, this study concentrated on an untouched area: impacts of guanxi perceived by Chinese employees working in domestic enterprises in China on their life at work. Filling this research gap specifically expanded the academic field of guanxi and provided a

clear, thorough conceptual image of guanxi as well. In addition, conceptual elements of guanxi have been studied separately for a long time, such as trust (Zou and Gao, 2007), exchange of favor (Dunfee and Warren, 2001), feel of security (Ledeneva, 2008) and so forth. Our study discussed almost every aspect of guanxi conceptually together based on the existing research.

Secondly, this present study not only contributes to the current literature of guanxi, but also contributes to the existing literature of motivation and organizational commitment. Generally, employees' work motivation is considered to be affected by monetary issues (DelVecchio and Wagner, 2011), performance feedback (Kaymaz, 2011) and so forth. Our study, additionally, revealed the relationship between guanxi and employees' work motivation. Similarly, organizational commitment is associated with communication satisfaction (Varona, 1996), job satisfaction and organizational support (Yoon and Shane, 2002) etc. The findings from this study enriched the research body of organizational commitment as well since they indicated that there are some other factors related with employees' organizational commitment: employees' perception of guanxi and quality of guanxi. For example, quality of guanxi is found positively related with employees' work motivation, and organizational commitment. Taken together, this study expands the understanding of employees' work motivation and organizational commitment based on employees' perception of guanxi.

Third, the present study confirms previous findings such as impacts of subordinate-supervisor guanxi (Cheung et al, 2009; Han et al, 2012). In addition, impacts of guanxi on two other levels were discovered in this research: employee-employee guanxi, and supervisor-supervisor guanxi. This study not only examined Chinese employees' perception of guanxi on the three levels all together, but also rose up another research interest according to the existing ones. To clarify, how the Chinese employees perceive the guanxi between their supervisor and other supervisors needs

to be studied in greater detail because there is little research specifically putting emphasis on employees' perception of guanxi on that level. Therefore, this present study opened the very first door for that research interest by revealing that positive relationship of employees' perception of supervisor-supervisor guanxi and their work life such as happiness at work, organizational commitment and work motivation.

Practical Implication

People in China live with guanxi in their daily life, no matter if they work or not. This study brings in several practical implications in spite of the theoretical contributions. First, the results of this study will help to better understand Chinese employees' life at work; for example, why they are or are not happy when doing their jobs. There are lots of factors that were found to be related with employees' happiness, organizational commitment and work motivation. The present research, however, related trust to the employees' life at work. For instance, positive relationships were found between employee-supervisor trust and the employees' happiness at work and organizational commitment. As a result, managers should foster trust between them and their employees since it is positively linked with their subordinates happiness and organizational commitment. Moreover, Han and Altman (2009) claimed that trustworthiness of a manager can affect employees' intention to work under his/her supervision. Accordingly, supervisors need to pay special attentions to their trustworthiness in the workplace in order to attract the best employees.

Second, a joyful and harmonious working atmosphere is brought into consideration for the organizations. Results from this study, for example, indicated that employees' organizational commitment and happiness are positively related with employees' perceived feeling of

belongingness. In other words, they need to feel they are treated fairly at the workplace. Specifically, they want to have a family-like relationship with their supervisors. Therefore, it is quite important for the managers to re-consider their guanxi with their subordinates. It is true that managers should be strict with employees at work to ensure their outstanding performance. Nevertheless, they should also have more social interaction with employees after work. For instance, they can go out have lunch with their subordinates and talk, or they can join the employees' entertainment activities after work. In this way, they can establish and maintain a high quality of guanxi with the employees. Since our study also found how employees perceive their quality of guanxi is positively linked with their work motivation, it is important lesson for managers to learn if they want their employees to become highly motivated at work which will eventually lead to employees' higher work efficiency.

Third, a negative relationship between Chinese employees' perception of ethics/political games and their work life was found in this study. In detail, employees' perception of ethical dimensions with their colleagues or political games with their supervisors was found negatively related with work motivation. Consequently, managers in Chinese organizations need to be aware of the importance of certain policies/procedures at work. For instance, a more transparent and open promotion channel is necessary in the organizations because if Chinese employees perceive the guanxi as political games between them and their supervisors, they have to do some sort of under-table dealings with their supervisors such as privilege or power dealings (Millington et al., 2005). Additionally, "backdoor guanxi" is very commonly seen in China which is referred to "hou-men" guanxi or "gift-economy" (Yang, 1994). Therefore, the selection procedure also needs to be completed strictly and fairly. In other words, the recruitment team has to fairly consider each job applicant's candidacy regardless of his/her background. For example,

they cannot select a new hire just because his/her parents are good friends with a certain manager in the company. Accordingly, the Chinese employees will perceive less ethical issues or political games in the organizations and feel more motivated.

Limitation

As every research does, the present research has certain limitations as well. First of all, we did not investigate the contexts of guanxi in mainland China; for instance, the political/institutional context. Yang (2009) claimed that guanxi is important in social and political interactions. Guanxi in a society which has the Confucius culture can be to some extent used by as a political tool. In China, particularly, the political leaders would like to obtain a harmonious society by using guanxi. However, guanxi in the business world is considered as a tool to acquire sustained competitive advantages (Dion, 2010). In other words, there is a conflict about how guanxi should actually be in Chinese contemporary political context. Furthermore, some other contexts which were not included in the current study also need to be considered, such as economic context and cultural context.

Additionally, guanxi is a sensitive word in China, especially in government sectors. As we pointed out before, the political context in the mainland of China is very complicated where the state does not want to have any political change (Shambaugh, 2001). Unlike other democratic countries, China is a more power-centralized country. Mertha (2005) stated that the power centralization increases corruption and bribery. Therefore, guanxi in government sectors is an interesting area to be studied whereas how the guanxi perceived by government employees can affect their work life still remains uncovered. Moreover, the government sector is one organization type like state-owned enterprises and private companies. In the present study,

however, the organization type was not included as a control variable. Control variables are often used in the research by a lot of scholars from different backgrounds (Deckop, Merriman and Blau, 2004; Chen, Chang and Lee, 2008; Ismail, 2012). Because control variables are generally applied to check if they have any potential impacts on the hypothesized relationship between independent variables and dependent variables, lacking of control variables when running multiple regression analysis might also be another limitation of this study. Specifically speaking, our study did not examine the impacts of control variables such as participants' age, gender, working years (Song and Werbel, 2007; Chen, Friedman, and Sun, 2011), organization type (Park and Luo, 2001) etc. on the correlation relationships between independent variables and dependent variables.

Lastly, although we got 188 fully-completed questionnaires back, our participants are mostly aged between 25 to 35 years old. Guanxi, nevertheless, could be perceived differently by employees at different ages. In this saying, this study might be limited by sample size as well, particularly on the participants' age distribution.

Future Research

Guanxi perceived by employees between their supervisors and the supervisors' supervisor would be interesting to be investigated in the future. Although it is kind of similar to employee-supervisor guanxi, a difference needs to be highlighted: they both have a certain power in the company. Since Han and Altman (2009) described the guanxi between subordinates and supervisors as personal guanxi which is usually developed through social interaction based on mutual interest and benefits, the supervisor-supervisor's supervisor guanxi could involve more mutual interest and benefits because they both have power. Moreover, in order to investigate

Chinese employees' perception of the supervisor-supervisor's supervisor guanxi, not only questionnaires should be sent, but also interviews might be used to collect meaningful qualitative data.

In addition, future researchers could include contextual variables when investigating the possible impacts of guanxi as well such as economic, industrial or political context. Park and Luo (2001) discovered that firms in less open economic regions are more likely to build up a good guanxi with other organizations and governments. In other words, the participants can be chosen from different companies located in different economic area. China, and other Asian countries like Korea and Japan, shares a traditional culture: the Confucian (Rozman, 2002). Considering this culture context, it might be interesting to make a comparison on how the employees in different Asian countries which share Confucian culture perceive guanxi; or even in another different culture, suggested by Fan (2002). Besides, control variables are necessary for the future research as well. As discussed in the limitation section, employees working in government sectors or state-owned enterprises might perceive the guanxi around them differently. In this case, the organization type could to some extent affect the correlation relationships found between independent variable and dependent variables by performing the multiple regression analysis. Suggesting by other researchers (park and luo, 2001; Song and Werbel, 2007; Chen, et al., 2011), employees' age, gender and working years in the company are also generally controlled in the research. Therefore, the future scholars are advised to include those control variables as well.

Furthermore, the common-method variance (CMV) has usually been considered as a problem in the research which should be controlled (Podasakoff, MacKenzie, Lee and Podsakoff, 2003). It is mainly because CMV has some sort of potential influences on the research results. Specifically

speaking, it can affect the internal consistency of the measurements (Chang, Van Witteloostuijn and Eden, 2010). To their point of view, the measurement errors can happen and further affect the correlation results. Therefore, future researchers need to check and control the common-method variance in their further studies in order to ensure the accuracy of the observed correlation relationships. Meanwhile, this study did not state any formal hypothesis since it is an exploratory research. In the future, however, the researchers could formalize some solid hypotheses with a particular focus. For example, they could put their emphasis on investigating the factors resulting in positive impacts of employees' perception of political games between them and their supervisors on their happiness at work.

Finally, a larger sample with more participants at different ages is suggested as another future research direction and participants working in government sectors might also be recruited in further studies. China has a complicated political context (Shambaugh, 2001) thus the government employees might face a more complicated guanxi in the work place than those working in "real" companies. In this case, they might perceive guanxi in different ways.

Conclusion

This study developed a thorough investigation of guanxi's impacts on Chinese employees' work life by examining the conceptual elements of guanxi on different levels in the companies. The results of this study indicated that Chinese employees' daily work life is closely tied with their perception of existing guanxi in the organizations, regardless of the organizations' types. Chinese employees care about the quality of guanxi between them and their colleagues, between them and their supervisors. Meanwhile, they are also sensitive to the trust, feel of belongingness and political games between them and other employees, and between them and their supervisors. Guanxi is doubtless very important in Chinese business world (Park and Luo, 2001) and our study added another new stream to the research field concerning Chinese employees' own perception of guanxi, and also filled a research gap regarding the impacts of the way in which employees perceive guanxi in the companies on their daily work life.

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Appendices

Appendix I: Cover Letter (English Version)

Dear Participant,

I am an MSc student in management at John Molson School of Business of Concordia University, Montreal, Canada. I am currently doing my master thesis research on how Chinese employees perceive guanxi existed in their organizations, and what the impacts of those perceptions would have to their work life, for instance, happiness, organizational commitment etc. Guanxi is important in Chinese workplace, thus my research intends to provide the managers a general picture of employees' psychological status on their work life based on their perception of guanxi.

Your help is highly appreciated. It will not take you more than 10 minutes to complete this questionnaire. You will not be asked for any personal information and your participation is guaranteed to be entirely confidential. There will be no personal or company's name shown in the report. So please answer all the following questions as honestly as possible. And during your completion of this questionnaire, you can discontinue for any reason at any time. After your participation, I am more than happy to discuss with you about our findings.

If at any time you have questions about the proposed research, please contact the study's Principal Investigator: Wenhao Xiao, MSc student of Management Department of Concordia University via wen_xia@jmsb.concordia.ca or his supervisor, Dr. Claude Marcotte, Associate professor of Management Department of Concordia University via cmarcotte@jmsb.concordia.ca. If at any time you have questions about your rights as a research participant, please contact the Research Ethics and Compliance Advisor, Concordia University, 514.848.2424 ex. 7481 or via ethics@alcor.concordia.ca.

Thanks so much for your valuable time participating in my study.

Sincerely

Wenhao Xiao

Appendix II: Cover Letter (Chinese Version)

您好，

我是一名Concordia University的John Molson商学院在读的管理学硕士生。我的硕士毕业论文主要是研究中国的员工是怎样看待在企业里面的关系，并且可能对他们的工作生活带来的影响，比如说开心，企业归属感等等。关系在中国的工作环境里十分重要，因此此项研究旨在与给企业经理层，基于员工怎样看待企业里面的关系，提供一份他们员工当前工作生活的心理状态的大致框架。

您的参与对我们来说非常重要。填写此份问卷不会占用您超过10分钟的时间。您不会被问及任何个人信息，而且您的参与是全程保密的。在我们的报告中绝对不会出现个人或者公司的名字。所以请您尽可能诚实的回答所有问题。在填写此份问卷的过程中，您可以随时终止填写。在您的参与之后，我会非常乐意与您讨论最后分析得出的结论。

如果您有任何关于此项研究的疑问，请通过邮件: wen_xia@jmsb.concordia.ca 联系肖文豪，或通过邮件: cmarcotte@jmsb.concordia.ca联系Claude Marcotte教授。如果你在关于你参与这次研究的权利上有任何疑问，您可以通过拨打电话：

+1 514.848.2424分机号（7481）或者通过邮件: ethics@alcor.concordia.ca联系Concordia University的Research Ethics and Compliance Advisor。

再次感谢您在参与此项研究中付出的宝贵时间。

肖文豪

Appendix III: Consent Form (English Version)

CONSENT TO PARTICIPATE IN

"Chinese Employees' Perception of Guanxi: Happiness at work"

I understand that I have been asked to participate in a research project being conducted by Wenhao Xiao of Management Department of Concordia University (514-266-8138 wen_xia@jmsb.concordia.ca) under the supervision of Dr.Claude Marcotte of Management Department of Concordia University (514-848-2424 ext 2944 cmarcotte@jmsb.concordia.ca).

A. PURPOSE

I have been informed that the purpose of the research is to find out how Chinese employees' perceive guanxi in their companies and to test whether the perceptions have impacts on their happiness at work.

B. PROCEDURES

I understand that I will complete the questionnaire online in a given time.

C. RISKS AND BENEFITS

- I understand there is no risk to participate.
- I understand benefits after participation could be as: our managers might take actions to improve the quality of guanxi between us; our happiness at work might be increased if the company pays attention to the result of this study.

D. CONDITIONS OF PARTICIPATION

- I understand that I am free to withdraw my consent and discontinue my participation at any time without negative consequences.
- I understand that my participation in this study is confidential.
- I understand that the data from this study may be published.

I HAVE CAREFULLY STUDIED THE ABOVE AND UNDERSTAND THIS AGREEMENT. I FREELY CONSENT AND VOLUNTARILY AGREE TO PARTICIPATE IN THIS STUDY.

NAME (please print) _____

SIGNATURE _____

If at any time you have questions about the proposed research, please contact the study's Principal Investigator: Wenhao Xiao of Management Department of Concordia University (514-266-8138 wen_xia@jmsb.concordia.ca) or Dr.Claude Marcotte of Management Department of Concordia University (514-848-2424 ext 2944 cmarcotte@jmsb.concordia.ca).

If at any time you have questions about your rights as a research participant, please contact the Research Ethics and Compliance Advisor, Concordia University, 514.848.2424 ex. 7481 ethics@alcor.concordia.ca

Appendix IV: Consent Form (Chinese Version)

同意参与“中国员工对关系的看法是否会影响他们的工作生活”的调查申明

我明白我被邀请参与在Dr. Claude Marcotte (Department of Management, Concordia University) 的指导下，由肖文豪 (Department of Management, Concordia University) 组织的本次调研。(电话：514-848-2424 ext 2944 电邮：cmarcotte@jmsb.concordia.ca)

A.目的

我已经被告知此次调研主要是研究中国员工是怎么看待企业中的关系，以及他们的看法是否有可能对他们的工作生活带来影响。

B.程序

我理解我会在限定的时间内完成这份网上问卷。

C.风险与收益

- 我了解参与此次调研并无任何风险。
- 我了解参与此次调研后的收益可能会是：公司经理层会着手提高与我们之间的关系质量；如果公司对这次调研结果足够重视的话，我们会觉得工作起来更加开心，会感受到更多激励，我们的企业归属感会提高。

D.参与条件

- 我了解我随时可以中止参与此次调研而不会带来任何负面影响。
- 我了解我参与此次调研是完全保密的。
- 我了解此次调研取得的数据有可能会在学术期刊发表，但是我的个人和公司信息不会被披露。

我已经仔细阅读并了解了上述信息。我完全同意并自愿参与此次调研。请选择“是”继续此次调研。反之选择“否”结束此次调研。

如果您有任何关于此项研究的疑问，请通过邮件: wen_xia@jmsb.concordia.ca 联系肖文豪，或通过邮件:cmarcotte@jmsb.concordia.ca联系Claude Marcotte教授。

如果你在关于你参与这次研究的权利上有任何疑问，您可以通过拨打电话：+1 514.848.2424分机号 (7481) 或者通过邮件：ethics@alcor.concordia.ca联系Concordia University的学术研究与道德规范专员。

Appendix V: Questionnaire (English Version)**Questionnaire****1. You are**

- Female Male

2. Your age is

- Under 25 Between 25-35 Between 36-45 Above 45

3. You have continuously worked in the company for _____ years

- Less than 3 Between 3-5 Between 5-10 More than 10

4. Your company is a

- State-owned enterprise Private company

5. Your company has ___ employees

- Less than 50 Between 50-100 Between 100-200 More than 200

Please be aware that "guanxi" is generally defined as "the existence of a relationship between you and other people (your colleagues, your supervisor) in the company which involves a frequent interaction (at work or after work) between each other" for the purpose of this study.

And in the next section, there are several statements for each question, please indicate whether you agree or disagree each statement by choosing the number from 1 (totally agree) to 5 (totally disagree).

6. Do you consider yourself as someone who develops guanxi connections with colleagues/fellow employees in order to:

	1	2	3	4	5
Trust your colleagues	<input type="radio"/>				
Exchange favor with your colleagues	<input type="radio"/>				
Have mutual interest with your colleagues	<input type="radio"/>				
Feel more secure about keeping your job	<input type="radio"/>				
Feel that you are a part of the company	<input type="radio"/>				
Share knowledge	<input type="radio"/>				
Feel more willing to do your colleagues favors if they have done equal favors for you before	<input type="radio"/>				
Avoid being filed a small report by your colleagues	<input type="radio"/>				
Have easier under-table dealing	<input type="radio"/>				
Acquire more back-door (houmen) access	<input type="radio"/>				

7. Do you consider yourself as someone who develops guanxi connections with your supervisor in order to:

	1	2	3	4	5
Trust your supervisor	<input type="radio"/>				
Obtain more fairness on your performance appraisal	<input type="radio"/>				
Exchange favor with your supervisor	<input type="radio"/>				
Have mutual interest with your supervisor	<input type="radio"/>				
Feel more secure about keeping your job	<input type="radio"/>				
Feel that you are a part of the company	<input type="radio"/>				

	1	2	3	4	5
Feel that your supervisor treats you like a family member	<input type="radio"/>				
Be more easily recognized by your supervisor	<input type="radio"/>				
Obtain promotions and professional rewards	<input type="radio"/>				
Acquire more back-door (houmen) access from you supervisor	<input type="radio"/>				

8. According to you, does your supervisor develop guanxi connections with other supervisors to:

	1	2	3	4	5
Build-up trust between them	<input type="radio"/>				
Help each other at work	<input type="radio"/>				
Exchange favors	<input type="radio"/>				
Develop mutual interest from each other	<input type="radio"/>				
Have more efficient communication at work	<input type="radio"/>				
Avoid being filed a small report behind his/her back by other supervisors	<input type="radio"/>				
Feel more willing to do other supervisors favors if they have done equal favors to your supervisor	<input type="radio"/>				
Feel that he/she is a part of the company	<input type="radio"/>				
Obtain easier under-table dealings	<input type="radio"/>				
Acquire more back-door (houmen) access	<input type="radio"/>				

9. Regarding the guanxi connections between you and your colleagues/fellow

employees, you think that:

	1	2	3	4	5
In general, you are satisfied with your guanxi connections with your colleagues/fellow employees	<input type="radio"/>				
You often spend time socializing with your colleagues outside of work	<input type="radio"/>				
There is sincerity in your guanxi connections with your colleagues/fellow employees	<input type="radio"/>				
You often share feelings of happiness and sadness with you colleagues/fellow employees	<input type="radio"/>				
In general, your colleagues/fellow employees and you are willing to take care of each other under all circumstances	<input type="radio"/>				
There is a long favor exchange history between you and your colleagues/fellow employees	<input type="radio"/>				

10. Regarding the guanxi connections between you and your supervisor, you think

that:

	1	2	3	4	5
In general, you are satisfied with your guanxi connections with your supervisor	<input type="radio"/>				
You often spend time socializing with your supervisor outside of work	<input type="radio"/>				
There is sincerity in your guanxi connections with your supervisor	<input type="radio"/>				
You can share your feelings of happiness and sadness with your supervisor	<input type="radio"/>				
In general, your supervisor and you are willing to take care of each other under all circumstances	<input type="radio"/>				
There is a long favor exchange history between you and your supervisor.	<input type="radio"/>				

11. At work place, you usually feel that: (happiness)

	1	2	3	4	5
your job is stable	<input type="radio"/>				
You do not have to worry about losing your job	<input type="radio"/>				
You enjoy doing your job every day	<input type="radio"/>				
Communicating with your colleagues or supervisors about works is joyful and productive	<input type="radio"/>				
Accomplishing your work tasks seems to be a big success in your daily work life	<input type="radio"/>				
You and your colleagues get along well with each other at work and after work	<input type="radio"/>				
There is no strong seniority-priority in the company	<input type="radio"/>				
Your workload does not require you to do overtime often	<input type="radio"/>				
You salary meets your expectation	<input type="radio"/>				
Your company has a great employee benefits package (employee insurance, annual bonus etc.)	<input type="radio"/>				
You are proud of working in this company	<input type="radio"/>				
There is very few work-family conflicts	<input type="radio"/>				
You are fairly treated in the company	<input type="radio"/>				
Your supervisor does not have bias evaluating your performance	<input type="radio"/>				
Promotion channel is open and transparent	<input type="radio"/>				

12. At work place, you usually feel that: (organizational commitment)

	1	2	3	4	5
You would be very happy to spend the rest of your career with this company	<input type="radio"/>				
You enjoy discussing about your company with people outside it	<input type="radio"/>				
You are proud to tell people you are working in this company	<input type="radio"/>				
Your company's problems are your own	<input type="radio"/>				
You share responsibilities of your company's development	<input type="radio"/>				
You are a part of the company	<input type="radio"/>				
This company has a great deal of personal meaning for you	<input type="radio"/>				
There is a strong sense of belonging to this company	<input type="radio"/>				
It will be too costly for you to leave the company now	<input type="radio"/>				
Too much in your life would be disrupted if you decide to leave your company now	<input type="radio"/>				
Right now, staying with this company is a matter of necessity as much as desire	<input type="radio"/>				
You have very few opinions to consider leaving this company	<input type="radio"/>				
It is not right to leave this company even if you got another offer for a better job elsewhere	<input type="radio"/>				
One reason you continue to work in this company is that you believe loyalty is important	<input type="radio"/>				

13. At work place, you usually feel that: (work motivation)

	1	2	3	4	5
Your job is interesting	<input type="radio"/>				
You can be easily recognized by your supervisor	<input type="radio"/>				
Your supervisor is very supportive	<input type="radio"/>				
Your colleagues are very supportive	<input type="radio"/>				
You have a warm interpersonal relationships in the company	<input type="radio"/>				
You are satisfied with your salary	<input type="radio"/>				
You are very much involved personally in your work	<input type="radio"/>				
You can obtain self-growth in the company	<input type="radio"/>				
Your performance capacities have been fully recognized	<input type="radio"/>				
You feel secure about keeping your job	<input type="radio"/>				
You have good working conditions	<input type="radio"/>				
You have continuing study opportunities offered by your company	<input type="radio"/>				
You have promotion opportunities	<input type="radio"/>				
You can achieve somewhat social status from your job	<input type="radio"/>				

Appendix VI: Questionnaire (Chinese Version)**调查问卷****1. 你是**

- 男性 女性

2. 你的年龄

- 低于25岁 介于25-35岁之间 介于36-45岁之间 高于45岁

3. 你已经连续在这个公司工作了

- 不到三年 介于3-5年 介于6-10年 超过10年

4. 你所在的公司是

- 国有企业 私营企业

5. 你所在的公司有 __ 个员工

- 少于50 介于50-100之间 介于101-200之间 超过200

在你继续下面的题目前，请牢记在此项研究中，“关系”的定义是：在你和其他人（同事，上司）之间存在的，在工作上或者下班后有频繁互动的一种关系。在接下来的每一个题目下都有数个说明。请从1（非常同意）到5（非常不同意）选出最符合你想法的数字。

6. 你认为你自己和同事建立关系主要是为了:

	1	2	3	4	5
信任你的同事	<input type="radio"/>				
让你和你的同事能达到互惠互利的状态	<input type="radio"/>				
和同事有共同兴趣爱好	<input type="radio"/>				
感受到你能更容易保留你的工作岗位	<input type="radio"/>				
感受到你是公司的一分子	<input type="radio"/>				
分享知识	<input type="radio"/>				
更愿意去帮助曾经也同样帮助过你的同事	<input type="radio"/>				
避免被同事打小报告	<input type="radio"/>				
更方便的私下交易	<input type="radio"/>				
获取更多的“后门”关系	<input type="radio"/>				

7. 你认为你自己和你的上司建立关系主要是为了:

	1	2	3	4	5
信任你的上司	<input type="radio"/>				
得到更公正的绩效考核	<input type="radio"/>				
让你和你的上司之间达到互惠互利的状态	<input type="radio"/>				
和你的上司有共同的兴趣爱好	<input type="radio"/>				
感受到你能更容易保留你的工作岗位	<input type="radio"/>				
感受到你是公司的一分子	<input type="radio"/>				
感受到你的上司能对待你像对待家人一样	<input type="radio"/>				
更容易被上司认可	<input type="radio"/>				
得到更多晋升或者奖励的机会	<input type="radio"/>				
从上司那里得到更多的“后门”关系	<input type="radio"/>				

8. 在你看来, 你的上司和其他部门的领导建立关系主要是为了:

	1	2	3	4	5
和他们互相建立信任	<input type="radio"/>				
在工作上互相帮助	<input type="radio"/>				
让他/她和其他部门的领导达到互惠互利的状态	<input type="radio"/>				

	1	2	3	4	5
发展出共同的兴趣爱好	<input type="radio"/>				
在工作上达到更有效的交流	<input type="radio"/>				
避免被其他部门的领导在背后打小报告	<input type="radio"/>				
更愿意帮助那些曾经也那样帮助过他/她的人	<input type="radio"/>				
感受到他/她是这个公司的一份子	<input type="radio"/>				
更方便的私下交易	<input type="radio"/>				
获得更多“后门”关系	<input type="radio"/>				

9. 就你和你的同事之间的关系来讲，你觉得：

	1	2	3	4	5
大致上，你对于你和同事的关系很满意	<input type="radio"/>				
你和你的同事在工作之余也经常一起娱乐	<input type="radio"/>				
你和你同事之间的关系是十分真心诚意的	<input type="radio"/>				
你经常和你的同事分享你的开心或者难过的事	<input type="radio"/>				
大致上，你和你的同事在任何情况下都愿意帮助对方	<input type="radio"/>				
你和你同事已经有很长一段时间互相帮助的经历了	<input type="radio"/>				

10. 就你和你的上司之间的关系来讲，你觉得：

	1	2	3	4	5
大致上，你对于你和上司的关系很满意	<input type="radio"/>				
你的上司在工作之余也经常一起娱乐	<input type="radio"/>				
你和你上司之间的关系是十分真心诚意的	<input type="radio"/>				
你会和你的上司分享你的开心或者难过的事	<input type="radio"/>				
大致上，你和你的上司在任何情况下都愿意帮助对方	<input type="radio"/>				
你和你上司已经有很长一段时间互相帮助的经历了	<input type="radio"/>				

11. 在工作场合，你通常会觉得：

	1	2	3	4	5
你的工作很稳定	<input type="radio"/>				
你不用担心失去这份工作	<input type="radio"/>				
你每天都工作的很开心	<input type="radio"/>				
和你同事或者上司的沟通是有效的	<input type="radio"/>				
完成你的工作会让你感受到成功的喜悦	<input type="radio"/>				
你和你的同事在工作中或工作之余都相处的很好	<input type="radio"/>				
在你们公司里没有“论资排辈”这样的现象	<input type="radio"/>				
你的工作不需要你经常加班	<input type="radio"/>				
你的薪资和你预期的一样	<input type="radio"/>				
你们的公司有很好的员工福利制度 (比如员工保险，年终奖等等)	<input type="radio"/>				
在这个公司上班你很自豪	<input type="radio"/>				
几乎没有工作-家庭的冲突	<input type="radio"/>				
在公司里你是被公平公正的对待的	<input type="radio"/>				
你的上司在考核你的绩效时没有任何偏见	<input type="radio"/>				
晋升渠道是开放且透明的	<input type="radio"/>				

12. 在工作场合，你通常会觉得：

	1	2	3	4	5
你非常开心能一直在这个公司工作下去	<input type="radio"/>				
你很乐意和其他的人讨论你们的公司	<input type="radio"/>				
在告诉别人你在你们公司上班时，你很自豪	<input type="radio"/>				
公司的问题也就是你的问题	<input type="radio"/>				
你也肩负着公司发展的责任	<input type="radio"/>				
你是公司的一份子	<input type="radio"/>				
这个公司对你个人来说意义非凡	<input type="radio"/>				
你对这个公司有强烈的归属感	<input type="radio"/>				
你现在离开公司代价太大	<input type="radio"/>				
如果你现在决定离开公司，你生活中的很多计划会被打乱	<input type="radio"/>				
现在待在这个公司是必要且必须的	<input type="radio"/>				
你基本上没考虑过离开这个公司	<input type="radio"/>				
即使你获得了更好的工作机会，你离开这个公司也是不正确的	<input type="radio"/>				
你决定继续在这个公司工作的其中一个原因是你认为忠诚很重要	<input type="radio"/>				

13. 在工作场合，你通常会觉得：

	1	2	3	4	5
你的工作很有趣	<input type="radio"/>				
你能很容易获得你上司的认可	<input type="radio"/>				
你的上司非常支持你	<input type="radio"/>				
你的同事非常支持你	<input type="radio"/>				
你在公司里面有很好的人际关系	<input type="radio"/>				
你对于薪资很满意	<input type="radio"/>				
你个人在工作上非常投入	<input type="radio"/>				
你在公司里能获得自我成长	<input type="radio"/>				
你的工作能力已经被认可	<input type="radio"/>				
你不会无缘无故的丢掉你的工作	<input type="radio"/>				
你的工作条件很好	<input type="radio"/>				
公司会提供给你继续学习的机会	<input type="radio"/>				
你有晋升的空间	<input type="radio"/>				
从你的工作中能感受到一定程度的社会地位	<input type="radio"/>				