

The Hong Kong Polytechnic University  
School of Hotel and Tourism Management

**Influences of Chinese Values on Employee  
Organizational Citizenship Behavior within the Context of  
International Five-Star Hotels in the People's Republic of China**

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A thesis submitted in partial fulfillment of the requirements for the degree of

Doctor of Philosophy

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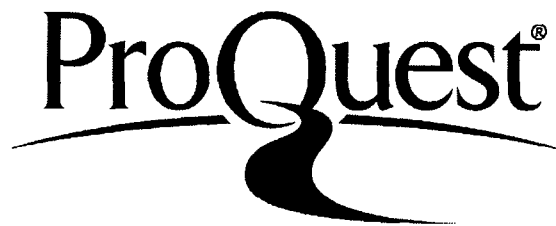
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## ABSTRACT

**Abstract of thesis entitled “The Influence of Chinese Values on Employee Organizational Citizenship Behavior within the Context of International Five-Star Hotels in the People’s Republic of China”**

The current study seeks to investigate the possible influence of Chinese values (CVs) on employee organizational citizenship behavior (OCB) within the five-star international hotels in Mainland China. The research questions focus on whether CVs have a directional or moderating impact on OCB and its verified antecedents, namely, leader-member exchange (LMX) and employee organizational commitment (OC).

Beginning with the implementation of reform and the Open Door Policy in 1978, China’s tourism industry has rapidly developed over the past three decades. As a key and promising component of the tourism industry and a symbol of the “opening and reform,” the hotel sector has likewise experienced continuous expansion. Still, scores of issues have remained unresolved within China’s hotel sector, such as unsatisfactory service quality, low guest loyalty, and high employee turnover rates. Noting that OCB, a type of discretionary behavior going beyond formal job requirements, could lead to numerous desirable outcomes that hotels in China are seeking, the author of the current study endeavors to find a possible mechanism that could enhance the inclination of hotel employees to display such citizenship behavior.

In brief, this study generates two groups of testable hypotheses associated with two conceptual models to explore both the directional and moderating impacts of CVs on hotel employee citizenship behaviors. The research involves use of a triangulation



technique composed of both qualitative and quantitative methods with a focus on the latter. The results generated in the context of this study provide substantial evidence that CVs can positively affect hotel employee OCB under the effective mediation of LMX and OC. With the substantiation of the postulated associations among the constructs, all research objectives have been successfully achieved, allowing the author to make a number of theoretical and practical contributions to the advantage of both the academic field and the hotel industry. Theoretically speaking, this study answers the call of prior scholars and fills in several key research gaps. It serves as an extension of the existing research and presents essential findings pertaining to the influence of CVs on employee OCB performance. Practically speaking, the study examines the cultural values held by Chinese hotel staff today, and offers an effective mechanism through which CVs could be used to promote employee citizenship behaviors. The research findings may benefit the target hotels in various aspects of human resources development and utilization.

In summary, this thesis is divided into six chapters. The main components including the research background, literature review, methodology, data analysis of the preliminary tests and the main survey, as well as the discussions and implications, are reported in a clear and logical manner. It is hoped that the study's findings will provide significant insights and lay a solid groundwork for future research.

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## **Glossary of Key Constructs**

### **□ Chinese Values**

Schwartz (1992) concluded that values are concepts or beliefs that guide the selection or evaluation of behavior and events. Chinese values that reveal the concepts and beliefs indigenous to the Chinese worldview were studied by the Chinese Culture Connection (1987), and found to contain four dimensions—including integration, Confucian work dynamism, human-heartedness and moral discipline—with 40 cultural items.

### **□ Leader-Member Exchange (LMX)**

Leader-member exchange refers to a dyad working relationship characterized by the physical or mental effort, material resources, information, and/or emotional support exchanged between a leader and a member (Liden, Sparrowe, & Wayne, 1997).

### **□ Organizational Commitment (OC)**

Organizational commitment refers to “a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization” (Allen & Meyer, 1996, p. 252).

### **□ Organizational Citizenship Behavior (OCB)**

Organizational citizenship behavior refers to a type of discretionary behavior that is not directly recognized by the formal reward system, but promotes the overall functioning of the organization (Organ, Podsakoff, & MacKenzie, 2006).

### **□ International Five-Star Hotels**

The international five-star hotels in this study refer to the five-star rated properties run in Mainland China under the management of foreign hotel management companies. Nothing but the pattern of operation of these hotels was focused upon in the current research.

# **Chapter I. Introduction**

## **1.1 Chapter Introduction**

This research has the main purpose of examining the functions that Chinese values (CVs) might perform on an employee's organizational citizenship behavior (OCB) within the setting of international five-star hotels in China. The first chapter provides an introduction to the research background, identifies several serious problems pertinent to the study, and justifies issues such as the research context, research objectives, theoretical framework, and research hypotheses. Besides, a brief list of the potential contributions this study might make is also given. To clearly and vividly demonstrate the thesis outline, the author drew and presented a number of flow charts at the end of the chapter, which contain the main subsections comprising this research report.

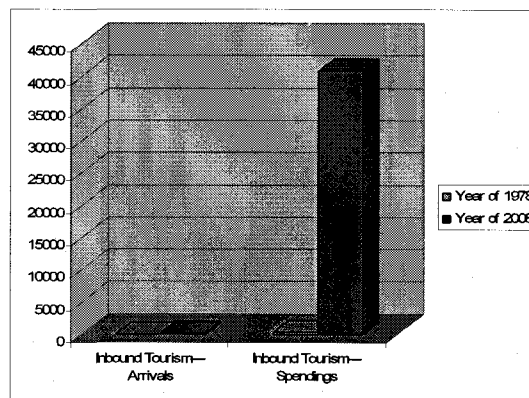
## **1.2 Background of the Hotel Industry in the People's Republic of China (PRC)**

### **1.2.1 Development of China's Tourism Industry**

Beginning with the implementation of the reform and the Open Door Policy in 1978, China has undergone radical changes, and its tourism industry has developed noticeably over the past three decades. This growth trend reflects China's opening of more attractions for sightseeing and the increase of both international and domestic tourists attracted by China's economic prosperity, political stabilization, and a more favorable international reputation. With respect to inbound tourism, China welcomed a total number of 130.02 million arrivals in



2008, with an associated spending of US \$40.843 billion (China National Tourism Administration [CNTA], 2009). This statistic is impressive considering that the same figures attained in 1981 were only 7.75 million tourists and US \$785 million in spending (CNTA, 1982). China's various advantages, such as its market potential, economic and political stability, unique tourism attractions, and improved facilities, have brought numerous business opportunities to the Chinese tourism market. According to the World Tourism Organization (UNWTO, 2007), by 2020 Mainland China will be the world's number one tourist destination and number four tourist-generating country, with an annual number of 137 million international tourist arrivals and 100 million outbound tourist departures.



*Figure 1. 1* China's inbound tourism arrivals and spending of 1978 and 2008.  
Unit: Million (spending in US Dollar). CNTA (2009).

Furthermore, resulting from the remarkable performance of the national economy and the profound changes in tourism policies, the increasingly affluent Chinese people have begun to travel more actively and frequently themselves. On one hand, enhanced affordability has stimulated China's population to invest more in travel; while on the other hand, the Chinese government has made every effort to encourage leisure travel. Scores of travel restrictions have been loosened, and the

introduction of a 5-day work week and prolonged holiday has given Chinese people sufficient time to travel. China's domestic visitors numbered 1.712 billion person-times in 2008 with an income of 874.93 billion renminbi (RMB), increasing by 6.3% and 12.6% over the previous year (CNTA, 2009). Moreover, the number of outbound trips made by Chinese citizens has increased dramatically as well. In 2008, the outbound travel totaled 45.844 million person-times, which was an 11.9% increase over the previous year.

### **1.2.2 Development of China's Hotel Industry**

A key and promising component of the tourism industry that symbolizes opening and reform, the hotel sector has also experienced continuous expansion since the early 1980s. Yu (1992) suggested market demand and incentives from the Chinese government as two major inducements in this regard. Before the announcement of the Open Door policy and reform by the Chinese government, the hotel sector in China was far below international levels. Commercial accommodation facilities were scant in number and poor in quality, while other lodging facilities fell behind their Western counterparts as well (Zhao, 1989). The early 1980s witnessed a sudden influx of overseas tourists after China opened its door to the outside world for the first time. However, the augmentation in demand could not be satisfied by China's undeveloped hotels, and the shortage of hotel capacity created another severe bottleneck (Tsang & Qu, 2000). By the end of 1984, only 505 hotels with 76,944 rooms had been built in China in an effort to catch up with the continuously escalating number of international arrivals (He, 1992).

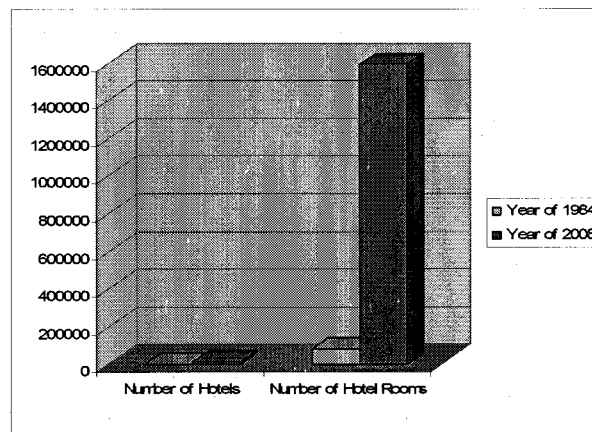
Urged by such a dilemma, both the government and industry tried all available

means to enhance the stock of hotel rooms (Zhao, 1989). For instance, the Chinese government first prioritized hotel development in its plan for economic and social development and exercised policies to attract the entry of overseas investment in the Chinese hotel market (Yu, 1992). The Law of the People's Republic of China passed in 1979 allowed foreign-invested hotels to be exempt from tax for five years with full exemption in the first three years and 50% in the last two. Such strategies went successfully in absorbing foreign investment, and the opening of the first joint venture hotel, Beijing Jianguo Hotel in 1982, has been regarded as the milestone in the history of China's hotel industry (Xi, 2004).

From that time forward, the hotel industry in China entered an era of revolution and expansion. After experiencing a boom in hotel development in the 1980s, China suffered a devastating loss in international tourism owing to the political turmoil of 1989, and faced a serious problem of overdevelopment (Yu, 1992). Nevertheless, thanks to the concerted efforts of the governments at all levels, China has since realized economic and social steadiness and has become one of the world's most attractive destinations for tourists. As a result, China's national hotel inventory has boosted and the star-rated hotel scale has grown especially fast (Pine, 2005).

The year 2008 witnessed the generation of RMB 176.201 billion by 14,099 star-rated hotels with 1.5914 million rooms and 2.9348 million beds operated in China (CNTA, 2009). Such statistical indicators implied an increase rate of 7.0%, 3.8%, 1.1% and a decrease rate of 1.2%, correspondingly, compared with the previous year. Among all these hotels were 432 five-star hotels, 1,821 four-star

hotels, 5,712 three-star hotels, 5,616 two-star hotels, and 518 one-star hotels (CNTA, 2009). A total of 5,686 were state-owned, 2,903 were owned by limited liability companies, 561 were built by capital and investment from foreign countries as well as the Hong Kong, Macao, and Taiwan regions, and the remaining hotels were run in other affiliated ways. Pine (2002, 2005) has suggested that to be in line with the expected growth in international arrivals plus the increasing domestic tourist demand, China's hotels still need to significantly expand and upgrade their facilities.



*Figure 1. 2* Number of China's hotels and hotel rooms in 1984 and 2008 (CNTA, 1985; CNTA, 2009)

### 1.3 Problem Statement

#### 1.3.1 Human Resources Issues and Service Quality Problems

People are regarded as the most precious resource for businesses throughout the world. This is particularly true with respect to the hotel industry, a key service sector in the national economy. Scholars and practitioners have internationally consented that the effectiveness of service organizations is often linked to the

individual quality of their employees (Schneider & Bowen, 1993). It is the service provided by staff that encourages repeat business, increases profitability, and enhances a hotel's competitiveness. Service, the core product of a hotel, is unlike other tangible products in that it is produced and consumed at the same time. Only through the concerted endeavors of all staff with a focus on service, can a hotel fulfill its aspirations to succeed. For this reason, employees, and especially those who are engaged in face-to-face contact with guests, are the lifeblood of a hotel.

Although human resources have been developing both speedily and continuously, the hotel industry in China is still confronting serious human resources challenges including a shortage of qualified personnel, high employee turnover rate, lack of commitment and loyalty, and the unwillingness of university graduates to work in the hotel industry (Kong & Cheung, 2008; Zhang & Lam, 2004). Zhang and Wu (2004) argued that despite the rapid growth of China's hotel properties, the human resources issues have remained unresolved due to the undermined position of hospitality industry in Chinese society. As a result, the overall service quality level provided by hotels in China has been negatively affected. Providing insight into China's hospitality industry, scholars have discovered that the service standard and quality provided by a high percentage of hotels in the PRC remain far below international standards (Cai & Woods, 1999; Choy, Guan, & Zhang, 1986; Cook, 1989; Tsang & Qu, 2000; Zhang & Lam, 2004). Yu (1995) accounted for this phenomenon in terms of China's lack of a service concept in its history. In his analysis, many Chinese hotel employees have service attitude problems, which have drawn constant complaints from international tourists and have eventually led to service failures in the hotel industry. Zhang (1987) attributed poor service to

the lack of education and training in hotel management, and pointed out that competent hotel employees are highly needed in China. More recently, Gu, Kavanaugh, Yu, & Torres (2006) pointed out that the difficulties in recruiting and retaining qualified hotel staff to provide qualified service still exist in the PRC.

Without question, it is of great account that hotels in China seek out all possible approaches to nurture capable service staff so that they can resolve the issues mentioned above. In this light, organizational citizenship behavior (OCB) could be considered an optimal factor inasmuch as earlier studies have indicated that it can positively affect service quality (Bienstock, DeMoranyille, & Smith, 2003; Morrison, 1996; Yoon & Suh, 2003). Characterized as helpful, hardworking, enthusiastic, and considerate, good citizens have shown to outperform others. Moreover, they are also able to inspire others as role models to convey quality service to customers (Hui, Lam, & Schaubroeck, 2001). It is thus imperative that hotels lay stress on OCB and the methods needed to stimulate such type of behavior if they want to ensure superior service quality and unique competitive advantages. This idea is even more important for top-ranked properties such as five-star hotels, which have been hardly distinguishable because of standardized tangible products such as environment, facilities, and equipment (Guerrier, 1999). To differentiate themselves from their rivals, five-star hotels could scrutinize the possible motives for performing OCB and integrate these stimulators into training and education plans so that they can have more good citizens to present superior service to their guests.

### **1.3.2 Research Gaps Suggested by Previous Scholars**

In addition, there are significant research gaps and key issues yet to be addressed in the current literature. The majority of the investigations in organizational behaviors have been undertaken within the Western context, with very few available in Mainland China. Scholars have primarily studied constructs like leader-member exchange (LMX), organizational commitment (OC), and organizational citizenship behavior (OCB) in Western countries (e.g., the US). There has been a call from various theorists especially in recent years that when studying certain behaviors, one should address the values and beliefs held by individuals within distinct cultural settings (Organ et al., 2006). Accordingly, the need for further investigations across cultures to test the generalizability of prior research findings has been underscored. In view of its unique cultural traditions and enhanced international position both economically and politically, the PRC has provided a good cultural background for relevant research.

Moreover, other researchers have posited that OCB may not only vary markedly across national boundaries, but also across industry and organization types within a single society (Farh, Zhong, & Organ, 2004; Lin, Hung, & Chiu, 2008). For this reason, a number of scholars have suggested that future studies examine OCB in more cultural and organizational contexts to make comparisons, and they have mentioned service organizations as an illustrative example of the research field. However, so far, investigations that have intensively studied the antecedents and consequences of OCB within a distinct industrial context have been rare, let alone thoroughgoing. The service industry, in particular, seems to be neglected, even

though good citizens have been proven to significantly influence service quality during service encounters (Lin, Hung, & Chiu, 2008; Yoon & Suh, 2003). Relatively little attention has been paid to explore factors or mechanisms that could excite the eagerness of service employees to engage in citizenship behaviors. Considering that China's hospitality industry is exceptionally lacking in systematic research concerning the formation and development process of OCB, the current study aims to fill this gap and add to the body of the existing literature by conducting an OCB study within the context of China's international five-star hotels.

Lastly, although the last two decades have witnessed an impressive body of empirical research on OCB, researchers have called for future investigations to provide more enlightened opinions on how OCB can be fostered and motivated (Organ et al., 2006). To give an example, although it has been proven that LMX is positively related with OCB, the mechanisms through which such leader-follower relationship influences citizenship behaviors are not always clear. Some research has demonstrated that factors such as trust in supervisors resulting from high-quality LMX can ultimately increase the OCB of subordinates (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Implied here is the possibility that besides directly impacting OCB, LMX may operate through certain methods and exhibit varying degrees of effects on OCB. It has therefore been advocated that future research take account of additional factors that may constitute different conceptual models to explain OCB. Despite abundant OCB studies, many facets of this particular set of behaviors have remained unexplored, the author decided to propose and test an innovative mechanism through which CVs might be used to



explain the distinction of citizenship behaviors among hotel employees. By doing so, the author wished to put forward some valuable insights and make a contribution to the OCB literature.

#### **1.4 Research Justification**

As mentioned, a strong body of evidence has signaled the need to broaden and deepen OCB research within different national, industrial, and organizational contexts. In this light, the author determined to carry out the research in the setting of international five-star hotels in China. For purposes of this study, the international five-star hotels refer to the five-star rated properties in Mainland China under the management of foreign hotel management companies. Nothing but the pattern of operation of these hotels was focused upon in the current research.

The selection of such a research context was owing to several reasons. First, China's economic prosperity, political stability, and some significant events such as its entry into the WTO and its organization of the 2008 Olympic Games and 2010 Shanghai World Expo have created great market opportunities. Not surprisingly, overseas involvement in China's hotel industry has grown as a consequence. Declared by a great number of foreign hotel companies, China is their "key target for expansion" (Pine, 2002). These multinational hotel companies have constituted a suitable research setting on account of various issues they have faced, such as culture shock, a shortage of qualified labor in the local market, and differences in human resources management from their Eastern counterparts (Pant, Roberts, & Sutton, 1998; Stuttard, 2000). Second, only five-star properties

operated by the multinational hotel companies were taken into consideration since the climate, culture, or management patterns of different hotels might be affected by their star rating or ownership type (Pine & Phillips, 2005; Wang, 2006). Among all hotels in China, the international five-star hotels have been renowned for their unremitting efforts to upgrade and improve service quality, and they are in greater need of exploiting citizenship behaviors among their hotel staff for the acquisition of competitive advantages. Accordingly, the current study explicitly researched how CVs would impact OCB within the setting of China's international five-star properties.

Another justification to be made pertained to the nationality of the interviewees in this study. Because the hypothetical models proposed in this study were made up of constructs that would be able to reflect the unique features or aspects of Chinese society (CVs, LMX, OC, and OCB), the current research targeted only Chinese people employed by the international five-star hotels. Born and raised in Mainland China, these hotel staff members were believed to have a deep understanding of the Chinese value items to be explored in the study, and thus they could reveal more valuable insights into the research questions. For this reason, the sample of respondents was restricted to native Chinese hotel staff.

### **1.5 Research Objectives**

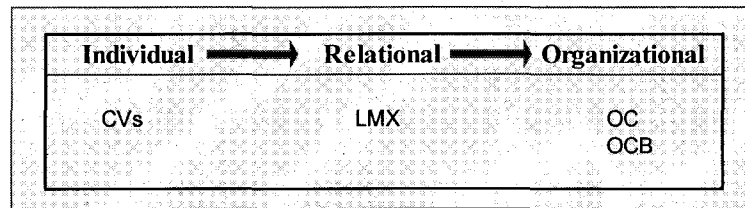
The overriding objectives of this study are to probe into two well-structured conceptual models made up of four constructs including Chinese values, leader-member exchange, organizational commitment and organizational citizenship behavior in order to:

1. Examine the values held by Chinese hotel employees nowadays in the international five-star hotels operated in Mainland China.
2. Test whether Chinese values have either directional or moderating effects on organizational citizenship behavior and its antecedents (leader-member exchange and organizational commitment) through two theoretical frameworks.
3. Investigate the interactions between Chinese values and leader-member exchange, Chinese values and organizational commitment, leader-member exchange and organizational commitment as well as their synergistic influences on organizational citizenship behavior.
4. Offer practical suggestions for hotel practitioners to improve the major functions of human resources management.

## **1.6 Theoretical Framework**

### **1.6.1 Reasoning of the Framework**

Klein, Dansereau, and Hall (1994) suggested that for any exploration of organizational phenomena, it is necessary for researchers to firstly specify where or at what kind of level the construct under study is expected to manifest its effects. With respect to the current study, constructs of interest were investigated at the individual level. The author attempted to determine how CVs might increase or reduce the likelihood of citizenship behaviors exhibited by hotel employees. Figure 1.3 demonstrates the logical reasoning behind this study.



*Figure 1.3 Reasoning of the research framework*

*Note.* CVs=Chinese values; LMX=leader-member exchange; OC=organizational commitment; OCB=organizational citizenship behavior

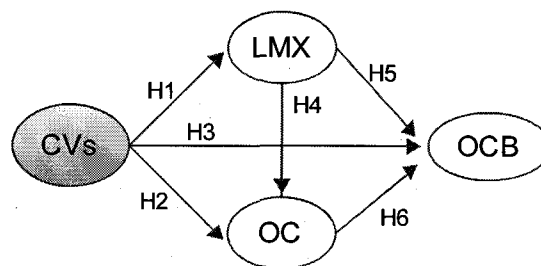
As Figure 1.3 implies, the current study with a sound theoretical basis proclaims two major assumptions. First, it proposes that with a certain level of CVs used as the guideline for action, some Chinese employees in China's international five-star hotels would establish a very favorable and close bonding with their immediate supervisors. Compared with other colleagues, these employees are more capable of enhancing leaders' interpersonal liking and thus would enjoy more valuable inducements offered by their supervisors such as support, care, and help on various tasks. For the purpose of reciprocity, subordinates who have a stronger attitudinal attachment as opposed to others would be more loyal to, supportive of, and obliged to the organizations represented by the supervisors. To maintain the affinity, they would engage in more beneficial actions facilitating the ability of the superiors to fulfill the job requirements. Ultimately, goodwill in reciprocity would have positive ramifications for behaviors and lead to the enhanced probability of OCB performance by subordinates who are involved in high-quality exchange relationships with their superiors.

Moreover, the current study also assumes that instead of affecting OCB through a mechanism consisting of LMX and OC, CVs might moderate the interrelated associations between LMX and OC, OC and OCB, as well as LMX and OCB. In

other words, the author intended to test whether the existing relationships among the variables of interest would be strengthened or weakened when taking different levels of CVs (high and low) into account.

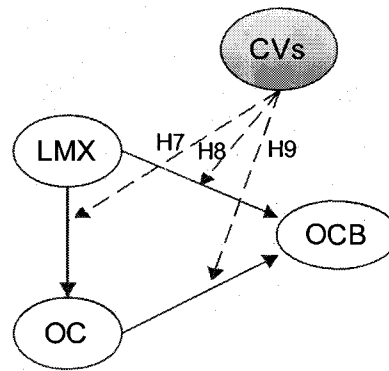
### 1.6.2 Conceptual Models of the Theoretical Framework

To test whether CVs exert a direct influence on OCB or a moderating influence on the correlations among LMX, OC, and OCB, the author of the current study developed two conceptual models, as depicted in Figure 1.4 and 1.5 to ensure the realization of the research objectives. Figure 1.4 shows the hypothesized linkages among all variables, within which CVs are proposed to directly and positively correlate with LMX, OC, and OCB. Figure 1.5 shows the hypothesized moderating impacts of CVs on the correlations among LMX, OC, and OCB.



*Figure 1. 4 Model 1: The directional effects of Chinese values*

*Note.* CVs=Chinese values; LMX=leader-member exchange; OC=organizational commitment; OCB=organizational citizenship behavior



*Figure 1. 5 Model 2: The moderating effects of Chinese values*

*Note.* CVs=Chinese values; LMX=leader-member exchange; OC=organizational commitment; OCB=organizational citizenship behavior

### **1.7 Research Hypotheses**

In brief, two groups of testable hypotheses were generated from the conceptual models shown above regarding the directional impacts of CVs on OCB, as well as their moderating impacts on the interrelated correlations between LMX and OC, LMX and OCB, and OC and OCB. The hypotheses listed here describe all conjectured relationships among the main constructs under investigation and are further described in the succeeding chapter of the literature review.

H1. Chinese values will have a positive influence on leader-member exchange relationship.

H2. Chinese values will have a positive influence on employee organizational commitment.

H3. Chinese values will have a positive influence on employee organizational citizenship behavior.

H4. Leader-member exchange relationship will have a positive influence on employee organizational commitment.

H5. Leader-Member exchange relationship will have a positive influence on employee organizational citizenship behavior.

H6. Employee organizational commitment will have a positive influence on employee organizational citizenship behavior.

H7. Chinese values will have a moderating effect on the relationship between leader-member exchange and employee organizational commitment.

H8. Chinese values will have a moderating effect on the relationship between leader-member exchange and employee organizational citizenship behavior.

H9. Chinese values will have a moderating effect on the relationship between employee organizational commitment and organizational citizenship behavior.

### **1.8 Research Contributions**

As shown in the following list, this study aims at making a number of theoretical and practical contributions through cautious examination of two conceptual models as explained in prior subsections. Detailed elucidation of the research contributions is provided in the final chapter on discussions and implications.

- To answer the call of prior researchers and fill in several key research gaps by exploring leader-member exchange, organizational commitment, and organizational citizenship behavior in a non-Western context, namely, the international five-star hotels in Mainland China.
- To serve as an extension of the existing research, present important findings pertaining to the influences of Chinese values on employee citizenship behaviors, and offer profound implications for future research.
- To address some critical issues and offer context-specific frameworks to

investigate systematically the mechanisms containing Chinese values, leader-member exchange, and organizational commitment that could elicit organizational citizenship behavior.

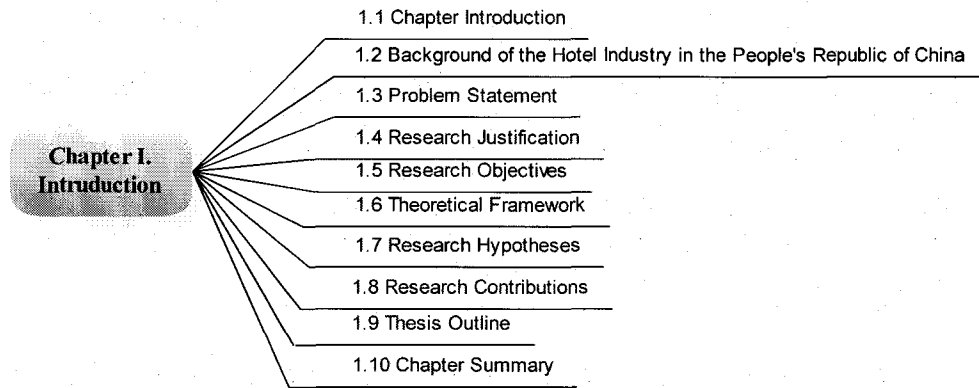
- To comprehensively examine the cultural values held by Chinese hotel staff in the present era, which may deepen the local, and in particular the expatriate, hoteliers' understanding of the cultural beliefs of their hotel employees.
- To offer a mechanism through which Chinese values can be used to affect employee citizenship behaviors, thus helping the target hotels in the utilization of human resources.

### **1.9 Thesis Outline**

The current study comprises six principal chapters, namely, the introduction, literature review, research methodology, data analysis of the preliminary studies, data analysis of the main survey, and discussions and implications.

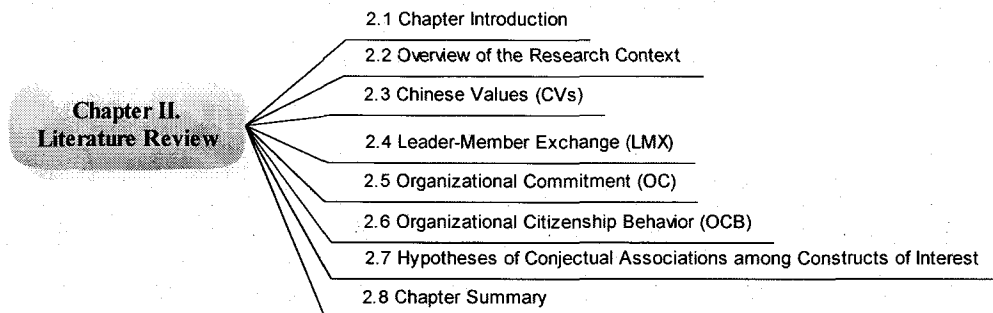
**Chapter I** starts with some relevant background information on the Chinese hotel industry within which the investigation was conducted. Subsequently, an in-depth examination is made of problems and research gaps, as well as the justification and objectives of the current study. Afterwards, the two conceptual models of the study from which the research hypotheses are generated are briefly explained. Two groups of hypotheses that the current study attempts to test are then listed. Lastly, an outline summarizing the main contents of the thesis is provided. Figure 1.6 depicts the content diagram of chapter I.





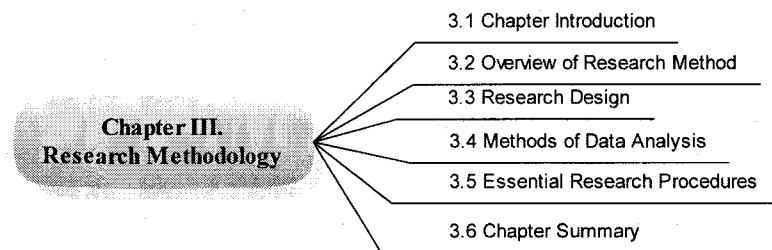
*Figure 1. 6 Content diagram of chapter I*

**Chapter II** contains a comprehensive review of the existing literature with regard to the research context and the main constructs under investigation, namely CVs, LMX, OC, and OCB. Significant definitions, antecedents, outcomes, and the operationalization of each construct are carefully scrutinized on the basis of prior studies in order to provide solid theoretical support for the study. Unlike chapter I that proposes two conceptual models and two groups of hypotheses without detailed justification, chapter II integrates the author's reasoning with preceding research and provides exhaustive interpretation of the theoretical frameworks and hypotheses of the current study. Figure 1.7 depicts the content diagram of chapter II.



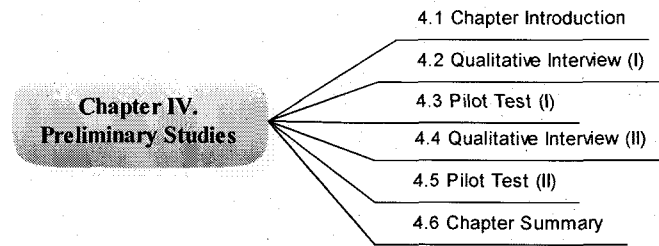
*Figure 1. 7 Content diagram of chapter II*

**Chapter III** delves into the research design that enables the objectives of the study to be achieved. It clearly addresses pertinent issues including the purpose of the study, unit of analysis, time horizon, sampling design, operationalization of the constructs measured, data collection, and data analysis. It also presents a detailed description of the essential research procedures followed by the author to reach the expected outcomes. Figure 1.8 depicts the content diagram of chapter III.



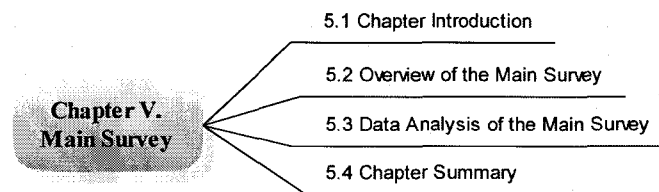
*Figure 1. 8 Content diagram of chapter III*

**Chapter IV** explicitly describes the qualitative interviews and quantitative pilot tests conducted prior to the main survey. These preliminary studies provided sound reasoning for the execution of the main study and allowed the author to accumulate valuable knowledge and experience in researching the context of international five-star hotels in China. More importantly, the author made several significant decisions subsequent to the preliminary tests with reference to the selection of measurements, design of the questionnaire, strategies for collecting data for the main survey, and so forth. Figure 1.9 depicts the content diagram of chapter IV.



*Figure 1. 9 Content diagram of chapter IV.*

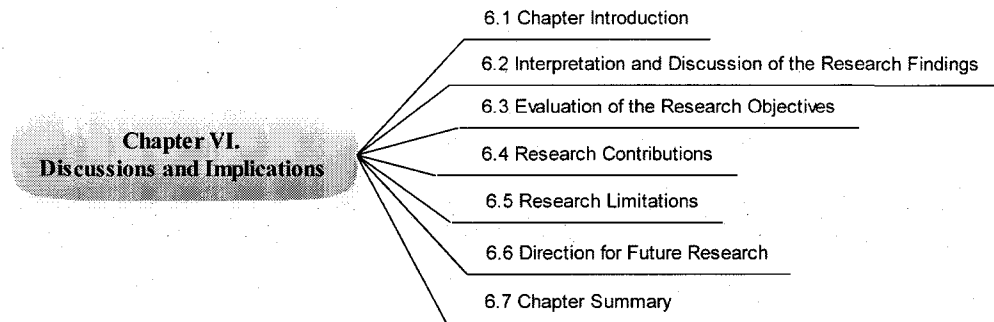
**Chapter V** begins the data analysis on the main survey using structural equation modeling (SEM). The statistical techniques of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) are firstly applied for detecting and validating the factor structure, followed by the measurement and structural analysis of the proposed research models. Supported by substantial evidence, Model 1 is finally selected and later tested among multigroups to check its measurement and structural invariance. Figure 1.10 depicts the content diagram of chapter V.



*Figure 1. 10 Content diagram of chapter V.*

Finally, **chapter VI** fully discusses the preceding data analysis results and their implications, on the basis of which the author drew conclusions. Also presented in this chapter are recommendations from both the theoretical and practical perspectives. Notwithstanding the potential contributions this research may make, inevitable limitations still exist. Given this fact, the author pointed out some

restrictions associated with the current study at the end of this chapter. Figure 1.11 depicts the content diagram of chapter VI.



*Figure 1. 11* Content diagram of chapter IV.

#### **1.10 Chapter Summary**

In brief, the current chapter specifies the research context, provides several justifications, and concisely describes how the study was carried out. Most importantly, it proposes the overriding objectives of this study, together with the postulated research models and hypotheses. Although lacking comprehensive explanations of the significant issues, this chapter has laid down a strong basis for the subsequent chapters. Afterwards, the author proceeded with in-depth account of the research.

## **Chapter II. Literature Review**

### **2.1 Chapter Introduction**

This chapter reviews the collection of literature regarding the research context and the main constructs under exploration, namely Chinese values (CVs), leader-member exchange (LMX), organizational commitment (OC), and organizational citizenship behavior (OCB). By surveying a range of relevant sources, the author gained insight into the existing research findings, which had greatly enhanced the author's understanding of the subject area, shed light on the research gaps, and pointed a way forward for the current study. In a word, this chapter offers an overview of the significant literature and clarifies various subjects as well as theory issues, thus constituting an essential chapter of the thesis.

### **2.2 Overview of the Research Context**

#### **2.2.1 Introduction of China's Hotel Industry**

China's long history and diverse tourism resources have attracted both international and domestic tourists, especially since the reform and the Open Door Policy of 1978 as the Chinese government worked to eliminate prior tourism restrictions by all possible means. Stimulated by mounting demand for different types of hotel products and services, China's hotel industry has grown to become the nation's first area of economic activity to open to the outside world, and has made great strides ever since. As shown in Table 2.1, the PRC hotel industry developed from a base of 137 hotels with 15,539 rooms in 1978 to 14,099 hotels

with 1.5914 million rooms in 2008 (CNTA, 2009). Within merely three decades of development, China has enjoyed an enormous cumulative percentage of growth using 1978 as a base year. The total number of hotels has increased by 10,291%, the total number of hotel rooms has increased by 10,241%, and the total number of hotel beds has increased by 9,547%.

Table 2. 1 *China's Hotel Statistics*

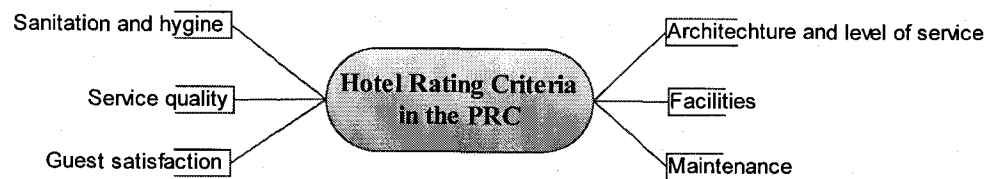
	<b>Hotels</b>	<b>Hotel Rooms</b>	<b>Hotel Beds</b>
<b>Year</b>	<b>Total Number of Hotels</b>	<b>Total Number of Hotel Rooms</b>	<b>Total Number of Hotel Beds</b>
1978	137	15,539	30,740
1988	1,496	220,165	478,321
1998	5,782	764,797	1,524,224
2007	14,099	1,591,400	2,934,800

Source: China National Tourism Administration (CNTA) (2009)

But in spite of such spectacular growth, China is still in great need of more hotels with international service standards to meet the continuously escalating demand created as a result of its economic growth and political stability. Moreover, China's accession to the World Trade Organization (WTO) on December 11, 2001, the 2008 Beijing Olympics, and the 2010 World Exposition in Shanghai have been expected to help stimulate hotel development in this decade (Yu & Gu, 2005). According to the World Tourism Organization (UNWTO, 2007), by 2020 Mainland China will be the world's number one tourist destination with an annual number of 137 million international tourist arrivals. In light of this, China's hotel industry is expected to be fully prepared for an era of expansion.

### 2.2.2 Hotel Rating System in the PRC

Having lagged considerably behind other countries in tourism development for a long period of time, China failed to provide a clear differentiation of hotels in the beginning. Not until 1990, when the China National Tourism Administration (CNTA) announced the first star-rating system for PRC hotels, was China able to make significant improvements in hotel evaluations (Qing & Liu, 1993; Yu, 1992). Although since 1962 the UNWTO has exerted every effort to establish a standardized international hotel rating system, global acceptance of such a system has varied in different countries. China is one of the nations that has established and enforced its own rating system, which assesses overall hotel quality in the following six categories (CNTA, 1990).



*Figure 2. 1* Six categories of hotel rating criteria in China  
(Adopted from CNTA, 1990)

For each criterion, a minimum score must be met for an establishment to be ranked at a certain star category. In general, the scheme of the hotel rating system aims to enhance the quality of hotel management, protect the interests of relevant parties, and enable China's hotel industry to meet global standards (Huyton & Sutton, 1996). By using such a rating system, the National Hotel Evaluation Committee (NHEC) that operated under the CNTA initially named 3 five-star

hotels (the Shanghai Hilton Hotel, the White Swan Hotel, and the China Hotel in Guangzhou), 9 four-star hotels, 28 three-star hotels, 35 two-star hotels, and 35 one-star hotels as the nation's first official star-class properties (CNTA, 1990).

As great and earth-shaking changes have since taken place in China, its hotel industry has grown accordingly. In the past decades, the number of star-ranked hotels has increased phenomenally, including hotels under all types of ownership. By the end of 2008, 432 hotels with 156,900 rooms had been rated as five-star hotels, 1,821 hotels with 369,600 rooms had been rated as four-star hotels, 5,712 hotels with 647,000 rooms had been rated as three-star hotels, 5,616 hotels with 391,500 rooms had been rated as two-star hotels and 518 hotels with 264,000 rooms had been rated as one-star hotels (CNTA, 2009). In 2008, the 14,099 star-rated hotels generated total business revenue of RMB 176.201 billion, with an increase of 7.0% over the prior year. Table 2.2 provides a breakdown summary of the star-rated hotels in Mainland China.

Table 2. 2 *Breakdown of China's Star-Rated Hotels*

Star-Rated Hotels in the PRC				
Hotel Ratings	Number of Hotels	Number of Rooms	Number of Beds	Total Revenue (10000 RMB)
Five-star hotels	432	156,900	253,500	4,670,400
Four-star hotels	1,821	369,600	639,700	5,347,000
Three-star hotels	5,712	647,000	1,220,500	5,455,400
Two-star hotels	5,616	391,500	768,500	2,058,600
One-star hotels	518	26,400	52,500	88,700
<b>Total</b>	<b>14,099</b>	<b>1,591,400</b>	<b>2,93,480</b>	<b>17,620,100</b>

Source: CNTA (2009)

### 2.2.3 Five-star Hotels in the PRC

Among all five classes of hotels, five-star properties rank at the top in all six



rating categories and evidently surpass the others in terms of both the “hardware” such as facilities and architecture, and the “software” such as services and communications. In the PRC, the distribution of five-star hotels is not geographically even, a fact that reveals the distinction in economic conditions and tourism development of different regions. Most of the five-star hotels are located in the eastern part of the nation, which has realized economic takeoff earlier than the other areas. In terms of the number of five-star hotels, Guangdong Province ranks first with 61 five-star hotels spread over the main cities such as Guangzhou, Shenzhen, and Dongguan. This is followed by Beijing (52 five-star hotels), Jiangsu (42 five-star hotels), Shanghai (37 five-star hotels), and Zhejiang (30 five-star hotels), ranking second, third, and fourth, and fifth, respectively (CNTA, 2009). Other provinces owning more than 10 five-star properties include Hainan (20 five-star hotels), Shandong (19 five-star hotels), Liaoning (16 five-star hotels), Fujian (14 five-star hotels), and Hunan (14 five-star hotels). There are no five-star properties yet in Ningxia or Tibet, which are in western China. Appendix 1 contains the number of China’s star-rated hotels by locality.

It can be seen that although five-star hotels make up a relatively small percentage—3.06%—in China’s hotel industry, they have displayed the best operational and financial performance in comparison with the other categories (Pine & Phillips, 2005). This is owing to the capabilities of these higher rated properties in attracting high-spending visitors, particularly foreigners who pursue quality accommodations and exceptional service, which may not be offered by other hotels with a lower star rating. Noting that through the very strict rating procedure, only hotels achieving the highest scores in each category of criteria

mentioned above can be ranked five-star, one may have higher anticipation or requirements on the tangible as well as intangible products (services) served by these properties. Table 2.3 demonstrates the statistics of room occupancy and the total revenue of each hotel category by 2008.

*Table 2. 3 Occupancy Rate and Total Revenue of China's Star-Rated Hotels*

Star-Rated Hotel	Number of Hotels	Room Occupancy (%)	Total Revenue (10,000 RMB)
5 star	432	57.27	4,670,400
4 star	1,821	59.89	5,347,000
3 star	5,712	58.47	5,455,400
2 star	5,616	57.19	2,058,600
1 star	518	50.97	88,700
<b>TOTAL</b>	<b>14,099</b>	<b>---</b>	<b>17,620,100</b>

Source: CNTA (2009)

#### **2.2.4 International Five-Star Hotels in the PRC**

In addition to the five classes of star rating, in general, hotels can also be categorized into proprietor, franchise, management contract, and lease management types on the basis of management patterns (Xi, 2004). Of all hotels, those under the operation of foreign hotel management companies in accordance with the management agreement have mounted as international hotel magnates have accelerated their expansion in China's market. According to the hospitality industry development report released by the CNTA (2007), by the end of 2006, 37 international hotel management companies had extended into Mainland China with 60 brands of 502 hotels. Wyndham, InterContinental, Accor, Starwood, and Marriott ranked as the top five international hotel groups with 159, 69, 43, 37, and 31 hotels in China, correspondingly. Other international hotel groups such as Shangri-la, Hilton, Hyatt, and so forth have built up respective "territories" in China as well, and have been widely acknowledged for their abundant experience

in hotel operation and unique advantages in branding, marketing, as well as human resources management (Heung, Zhang, & Jiang, 2008).

As mentioned previously, hotels rated as five-star and operated by international hotel companies constituted the setting of the current research. The author made such a decision in consideration of several issues. First, compared with China's local hotel companies, their foreign counterparts have been renowned for establishing human-based management (Xi, 2004). These properties have normally cherished their employees as the most valuable resource and the core of the organizational culture. After all, "It is people serving people", as Marriott has insisted. Furthermore, despite the fact that the international hotel magnates have expanded globally, culture shock remains a problem when they enter China's market (Li, 2008). In this regard, a study explaining what values are emphasized by Chinese hotel employees nowadays and how might certain working behaviors be influenced by those values is deemed to have vital importance. Third, considering the differences in management policy, style, and philosophy between China's state-owned hotels and the international hotels, the author narrowed down the study to five-star international properties only. By doing so, the author sought for depth rather than breadth in the research with the aim of developing additional theoretical and practical implications.

To summarize, the future hospitality industry in China will undoubtedly continue to boom. Driven by the 2008 Beijing Olympics and the 2010 Shanghai World Exposition, China is expected to welcome a larger population of both domestic and international travelers. Therefore, to parallel to the national economic

progress and tourism development in particular, the Chinese hotel industry must expand quickly as well. According to the CNTA (2006), the construction of luxury hotels in China will soon peak. There are approximately 1,107 high-star hotels under construction or to be established in China, many of which will be owned and operated by foreign hotel groups, especially those Western ones that have entered China's hotel market in response to Chinese government's continuous efforts to attract international investment. Unquestionably, with the increase of high-star properties and the entry of more international management companies, the competition in the high-end market of China's hospitality industry will become even fiercer in the foreseeable future.

#### **2.2.5 Human Resources Management Literature on China's Hotel Industry**

As a significant sector of the economy, the hotel industry has provided many job opportunities and contributed to resolving the employment problems in Mainland China. By the end of 2008, a total of 1.67 million employees were employed by China's star-rated hotels (CNTA, 2009), and this figure has continued to increase. Even though China's hotel industry has been going from one success to another, China still faces many crucial issues such as a shortage of qualified personnel, inappropriate service attitudes and low levels of training and development (Kong & Baum, 2006; Yu, 1995).

For instance, the Chinese hotel executives have frequently complained that it is getting harder and harder to find employees who meet the job requirements (Zhang, Cai & Liu, 2002; Gu, et al., 2006), which has made the recruitment and selection job of the hotels' human resources departments very difficult to fulfill.

The rapid development of properties and the undermined position of hotels are considered as the causes of such issue. Service standard is thereby negatively affected (Zhang & Lam, 2004; Zhang & Wu, 2004). Moreover, Yu (1995) found that service attitudes remain an unresolved problem among China's hotels, whereas Kong and Baum (2006) attributed service quality problems to poor skills of employees, ineffective allocation of human resources, and low levels of training. Besides the lack of quality candidates in China's hospitality industry, another labor problem noticed by numerous scholars is the high employee turnover rate. In their joint study of tourism and hotel development in China, Zhang, Pine, and Lam (2005) claimed that hotels in the PRC suffer from higher employee turnover compared with other industries as a result of growing competition in the labor market and the poor financial performance of the hotels. Not surprisingly, hotels in China find it difficult to retain the best talents. The above statements and analyses indicate the need for China's hotels to adopt appropriate strategies in order to eliminate the obstacles in human resources management and realize long-term prosperity.

Overall, the key for China's hotels especially the international five-star properties to survive and obtain sustainable competitive advantages lies in high-quality service delivered by high-quality employees, which will ultimately result in satisfied and loyal guests as well as improved company profits (Baker & Crompton, 2000; Shemwell, Yavas, & Bilgin, 1998; Zeithmal & Bitner, 2000). Noting that a vital type of discretionary behavior going beyond formal job descriptions, namely OCB, has been proven to be positively associated with most of the desirable outcomes a hotel aspires to attain, the author of the current study

sought to explore a feasible mechanism that could inspire hotel employees to demonstrate citizenship behaviors. Hopefully, such an investigation could make some valuable suggestions on the chief functions of human resources management so as to help the international five-star hotels in China realize the possession of a truly competent five-star staff.

## **2.3 Chinese Values (CVs)**

### **2.3.1 Overview of Culture**

It is commonly believed that specific nations possess specific cultural traits and features that are highly resistant to alter. As business becomes increasingly globalized, the role of cultural understanding as a pivotal determinant of success or failure has been widely acknowledged (Nicholson & Stepina, 1998). Generally speaking, culture “gives people a sense of who they are, of belonging, of how they should behave, and of what they should be doing, impacts behavior, morale, and productivity at work, and includes values and patterns that influence company attitudes and actions” (Mead, 2005, p. 12). Scholars have asserted that culture shapes attitudes and entails behavioral differentiation (Hodgetts & Luthans, 2002), a fact that could be applied to hotel workplaces as well. Under many circumstances, one may find that staff members belonging to the same hotel but from different cultural backgrounds normally think and behave quite differently (Li, 2008). Therefore, for the sake of understanding hotel employee citizenship behaviors, it is a matter of great account to take culture into first consideration.

## **2.3.2 Culture**

### **2.3.2.1 Definitions of Culture**

In the broadest sense, generated from human interaction, culture has been considered a complicated and difficult-to-define construct. There are many different definitions of culture in the literature. The earliest and most classic one was proposed by Tylor (1871) as “that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society” (p. 1). From an anthropological perspective, culture is viewed as ideas, beliefs, meanings, values, customs and worldviews shared by a particular group or kind of people. Cultures are discrete, clearly bounded and internally homogenous, with relatively fixed meanings and values (Cowan, Dembour, & Wilson, 2001).

Recognized by many as the father of culture who first raised the idea that culture affects management, Hofstede (1980a) defined culture as “the collective programming of the mind” (p. 25) resulting from past experiences, which distinguishes the members of one group, tribe, society, region, or nation from another. Frequently cited by subsequent scholars and complimented as the most significant cross-cultural study (Bhagat & Mcquaid, 1982; Ward, Pearson, & Entrekin, 2002), Hofstede’s description of culture implies that culture has a potential influence on behavior, its consistency and permanency. In his successive studies (Hofstede 1980b, 1980c; Hofstede & Bond, 1984), Hofstede further offered profound implications, established a set of assumptions and frameworks, and provided sound supports for research in diverse fields of management. In his

own words, his theory of cultural differentiation is “like a product of a research laboratory, which awaits the efforts of development technicians to elaborate it into something of particular use” (Hofstede, 2001, p. 462).

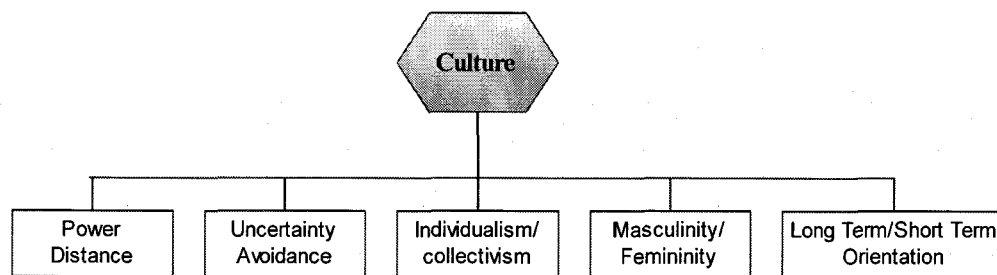
#### **2.3.2.2 Dimensions of Culture**

Traindis (1989) claimed that an effective way to study culture is to identify dimensions of cultural variation. In fact, numerous anthropologists and psychologists have engaged in developing cultural dimensions. Primary efforts have concentrated on finding a single instrument that can be used in different cultural contexts. Some famous measuring instruments include the six basic value orientations by Kluckhohn and Strodtbeck (1961), the Rokeach Value Survey (RVS) by Rokeach (1973), and the four cultural dimensions by Hofstede (1980a, 1980b, 1980c). Among all, Hofstede’s framework has been widely accepted and cited in most cross-cultural management literature. The seminal work of Hofstede with four cultural dimensions has strongly evidenced that differences in national and regional cultures also appear in workplaces with respect to attitudes and behaviors (Hofstede, 1991). His proposition that management theory and practice are culturally dependent has enlightened scores of researchers in explaining organizational phenomena from a cultural perspective.

In a massive project carried out between 1976 and 1973, Hofstede endeavored to capture and study the fundamental essence and dimensions of culture by surveying 116,000 employees of IBM, a well-known multinational firm spanning 50 countries around the globe. He identified significant national differences in work-related values and defined four cultural dimensions that differ across



countries, namely power distance, uncertainty avoidance, individualism/collectivism, and masculinity. Several years later, the fifth dimension labeled long-term orientation was added (Hofstede, 1991). In Hofstede's terms, the Chinese can be regarded as less individualistic and more collectivist oriented with high power distance, low uncertainty avoidance, low masculine values, and high long-term orientation. Figure 2.2 displays the five dimensions of culture.



*Figure 2. 2 Five dimensions of culture*  
(Adopted from Hofstede, 1980a, 1980b, 1980c, 1991)

**Power Distance.** Power distance refers to the extent to which less powerful people in a culture accept and expect the unequal distribution of power (Hofstede, 1980a, 1980b, 1980c). In other words, this dimension measures how people with less power and authority view social inequity (Hofstede, 2000, 2001). In a culture of high power distance, individuals tend to depend more on superiors and be more in agreement with an imbalanced power allocation. But when power distances are relatively low, authority is decentralized, and more subordinates would involve in decision making.

China is a high power distance nation since people are strongly affected by Confucianism, which puts strong emphasis on hierarchy (Pye, 1985; Redding,

1990). In his book entitled *Management in China During and After Mao in Enterprises, Government and Party*, Laaksonen, (1988) described in detail the traditional nature of China and ascribed the nation's high power distance to the hierarchical family system and Confucian thought. He further elaborated that leader-subordinate relationships in China are typically personal and subjective, similar to father-son or master-servant relationships. With supreme respect and obedience to superiors who hold the position of command, subordinates in Chinese organizations seldom query the authority possessed by the former, but take it for granted. As a consequence, they tend to be more willing to follow their leaders' guidelines and orders (Westwood & Posner, 1997).

**Uncertainty Avoidance.** Uncertainty avoidance refers to the extent to which a society feels threatened by uncertainty and ambiguity, and puts efforts into tolerating or avoiding such situations (Hofstede, 1980a, 1980b, 1980c). Uncertainty-avoiding countries normally commit to minimizing the possibility of unknown, surprising, or unusual situations by all possible means, whereas uncertainty-accepting countries are better at dealing with anxiety, stress, as well as risks. Contradictive views on China with respect to this cultural dimension have existed. Some researchers such as Hofstede (1980a) have indicated that China is a low uncertainty avoidance culture as reflected in rule by men (power distance) rather than rule by laws (uncertainty avoidance). In contrast, others have suggested a strong degree of uncertainty avoidance among the Chinese (e.g., Chimezie, Osigweh, & Huo, 1993). In their view, China experienced a long period of economic and political upheaval before and after its establishment in 1949, hence the Chinese people have acquired a certain tolerance for life's vicissitudes.

Moreover, the Chinese take a long-term orientation toward planning and are generally accustomed to preparing for ambiguities and uncertainties. Consequently, it has been ordinary for Chinese people to live under unknown or uncertain situations and to cope with vagueness of all kinds.

**Individualism/Collectivism.** Studies conducted by a great number of researchers (Ralston, Egri, Stewart, Terpstra, & Yu, 1999; Yang & Bond, 1990) have identified individualism/collectivism as the best means of measuring value differences between Eastern and Western cultures. In general, individualism and collectivism refer to the degree to which individuals are integrated into groups (Hofstede, 1980a, 1980b, 1980c). Individualism implies a social framework in which individual interests prevail over those of the group, as opposed to collectivist cultures in which people care more about the common interest of the group. Specifically, individualists normally define themselves as independent and autonomous entities, and stress personal rights, achievements, as well as responsibilities. By contrast, typical collectivists define themselves as members of in-groups and put all endeavors to satisfy the collective interest (Triandis, 1989; Triandis et al., 1986). Therefore, when conflicts arise between personal and collective goals, individualists consider it permissible to fulfill their self-interest, whereas collectivists feel obliged to prioritize the collective interest.

It is obvious that collectivism is very high in Mainland China. Stemming from both the Confucian tradition that emphasized the sense of hierarchy in social relationships and the ancient land system that ensured immovable connection between farmers and families for economic reasons, the welfare of the group is

always given first priority in this nation (Jackson & Bak, 1998). Accordingly, Chinese are more closely integrated into groups and are more likely to sacrifice individual interest for the realization of state, family, or group interest when necessary. Under such a highly collectivist culture, social relationships are therefore of primary consciousness (Kim, Park, & Suzuki, 1994; Markus & Kitayama, 1991). For instance, workplaces in China put great premium on harmony and perceive close relationships, or *guanxi*, as termed in Chinese, as morally important. In the view that a family-like work environment is most effective in inspiring employees to perform supportive behaviors, Chinese organizations stress the development and quality of *guanxi* sometimes even at the expense of task accomplishment.

**Masculinity/Femininity.** Masculinity refers to the extent to which traditional masculine values are dominant in a society (Hofstede, 1980a, 1980b, 1980c). Cultures that promote masculine values stress assertiveness, aggressiveness, competition, material acquisition, and so forth. Conversely, cultures that place high value on feminine traits stress interdependence, empathy, concern for people, and the like (Hofstede, 1983). This dimension basically depicts the social values permeating a specific society rather than the dominance of gender. Individuals in a more feminine culture intend to be more committed to the organizations they work for (Randal, 1993), show more empathy for their fellow workers, and attach greater importance to the formation of personal ties (Schneider & Barsoux, 1997). At the other extreme, the realization of personal interest is given top priority in very masculine cultures. Seeking material success, individuals exert constant effort to cope with intense competition. In Hofstede's studies, Japan ranked

highest on masculinity, while countries like Sweden and Norway were characterized as highly feminine (Hofstede, 1983; Smith, 1998).

With no question, the dimension of masculinity/femininity has provoked the most criticism and queries so far (Smith, 2002), as it is difficult to draw a clear line between masculine and feminine cultures. For instance, China has featured both masculinity and femininity, given the long history of evolution and revolution of Chinese society. An evidently masculine nation in ancient times, China has come to be characterized by a mixture of masculine and feminine values in the modern era.

**Long-Term/Short-Term Orientation.** After identifying the above cultural dimensions, Hofstede put forward a fifth dimension on the basis of the Chinese Value Survey (CVS) developed by the Chinese Culture Connection (1987), which focuses on time orientation and Confucian values (Hofstede, 1991, 1999; Hofstede & Bond, 1988). By definition, long-term orientation refers to “a cultural trend towards delaying immediate gratification by practicing persistence and thriftiness”, while short-term orientation means “focusing on the past and present, by respecting tradition and by a need to follow trends in spending even if this means borrowing money” (Hofstede, 1999, p. 40). With reference to this dimension, China and other Asian countries like Japan and South Korea rank at the top as long-term oriented as opposed to Western countries that display a short-term orientation. This reflects the seminal role that Confucianism has played in China and Chinese people’s association with values of persistence and thriftiness.

Notwithstanding Hofstede's globally remarkable development of cross-cultural studies, his work has also been subject to considerable criticism in terms of sample selection and the likelihood to be Western biased (Korman, 1985; McSweeney, 2002; Robinson, 1983). Depending solely on the evaluative instruments developed in a single organization, Hofstede's work has aroused much discussion related to measurement validity and the applicability of results to other cultural contexts. Furthermore, since Hofstede collected his data during the late 1960s to early 1970s, the sample representation may have declined since the world is a much different place from 40 years ago (Nicholson & Stepina, 1998). Though limitations might exist, Hofstede's empirical studies have been widely cited in the literature with his cultural model implemented in a broad range of research fields, to the great benefit of academics and practitioners alike.

#### **2.3.2.3 Overview of Chinese Culture**

Though it has a long and remarkable history, owing to both economic and political barriers, China did not obtain sufficient global attention before the founding of the new government in 1949 and its opening and reform in 1978. When accessibility is no longer an issue, Western attention to China, particularly to its deeply rooted culture, has augmented dramatically. In the eyes of Western researchers, Chinese people attach greater importance to social orientation and authority (Domino & Hannah, 1987), tend to be more group oriented, stress family ties, and conform to traditions (Bond & Wang, 1983; Kessen, 1975).

Reflecting the nation's long 5,000-year history, traditional Chinese culture encompasses various schools of thought including Confucianism, Taoism,

Buddhism, and so forth, as well as numerous regional cultures. But notwithstanding the coexistence of diverse and sometimes complex cultures (Pitta, Fung, & Isberg, 1999), Confucianism has indisputably been the overriding cultural force in Chinese society (Redding, 1990). With the intent of establishing a new social order, Confucius (551-479 BC) proposed a range of practical ethics and rules to direct the daily behavior of the common people. According to Confucius, man is the center of the universe and is bound to his fellows by moral obligations; man cannot survive without relying on others (Yao, 2000). For human beings, the ultimate goal is individual happiness, and the necessary condition to achieve happiness is peace, which is obtainable on the basis of harmony and virtue. On the whole, Confucianism has shaped the fundamentals of Chinese attitudes, perceptions, values, mannerisms, and behaviors with a focus on scholarship, hard work, thriftiness, and perseverance (Pang, Roberts, & Sutton, 1998). Even once denounced in 1905 and 1949 as an out-dated moral system, Confucian philosophies and values are still considered to distinguish the Chinese people from others up to the present day.

It has become a dominant view that each society has a unique cultural root that guides its managerial beliefs and actions (Adler, Campbell, & Laurent, 1989). Martinsons and Hempel (1995) argued that the evolution of China's governance system and business networks has been extensively influenced by the core values of Confucianism. In this respect, it is especially pivotal that researchers and practitioners capture the fundamental essence of Confucianism when conducting studies or doing business in China (Yeung & Tung, 1996), and the current study is no exception. One of the prime dimensions of CVs, Confucian Work Dynamism is

an accurate reflection of the main teachings of Confucius and is further discussed in the following sections.

#### **2.3.2.4 Culture and the Hospitality Operations**

Culture has been extensively investigated in various fields, including the hospitality industry. The influences exerted by culture on the hospitality operation have underpinned the research framework of this study. For instance, in Chinese context, the traditional Chinese value items stressing the importance of human interaction (e.g. face and favor) were proven to influence a variety of social, political, and commercial relations within the hospitality setting (Gilbert & Tsao, 2000). Face and harmony were also found to positively relate to customer satisfaction and loyalty (Hoare & Butcher, 2007). More profound inferences regarding hotels' marketing strategies and guest relationship management can be drawn on the basis of these findings. In other cultural contexts, culture is also confirmed to have effects on the hospitality operations. To be specific, culture is verified to affect the attitude of service personnel in the joint study of Johns, Henwood, and Seaman (2007). Such a result again demonstrates the importance of studying culture in the hospitality industry.

#### **2.3.3 Values**

##### **2.3.3.1 Definition of Cultural Values**

As most researchers agree, culture is an elusive concept and a difficult-to-define construct (Traindis et al., 1986). Therefore, an observable fact in cross-cultural psychology over the past two decades has been the escalating attention shifted to



values. Allport, Vernon, and Lindzey (1951) developed the earliest classification schemes to describe human values, which partitioned values into theoretical, economic, aesthetic, social, political and religious categories. On the basis of previous literature, Schwartz (1992) concluded that values are concepts or beliefs that vary in importance and serve as rules of conduct. Likewise, other renowned scholars have claimed that values help people identify goals that are important to achieve, make appropriate judgments, and carry out certain actions (Feather, 1994; Schwartz & Sagie, 2000).

Values became an active field of research from the 1970s (Rokeach, 1973) mainly as a powerful force explicating consumer behavior. Later, relevant studies approached values from different perspectives in the field of economics, including marketing, accounting, finance, and labor (Payne & Holt, 2001). The building blocks of culture and the foundation for understanding attitudes, motivation, perceptions and behaviors, values can be expressed and tested in a decontextualized manner (Smith, Peterson, & Schwartz, 2002). Since people are characterized by their prevailing values, values can help explain and predict differences in work behaviors among people from different cultures (McCort & Malhotra, 1993); they also appear to considerably affect the decision-making process of management (Clark, 1990; Picken, 1987; Swierczek, 1991). As a result, value research has frequently attempted to test the associations between cultural values and other types of work attitudes and behaviors (Hofstede, 2001).

A prime question raised by the preceding studies concerns the possibility of the convergence, divergence, and crossvergence of values (Bond & King, 1985). A

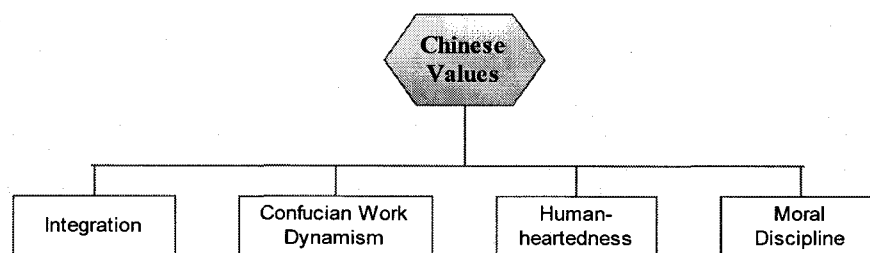
study by Ralston, Gustafson, Elsass, Cheung, and Terpstra (1992) highlighted a series of questions at the end: “Are values changing? If so, which ones and in which direction? . . . Are particular values or value dimensions becoming more similar, becoming less similar, or staying the same? Which values are converging, which are diverging, and which are following other patterns?” (p. 671). In response to these concerns, the current study set out to investigate organizational citizenship behavior by taking Chinese values into account. Besides testing the association between CVs and OCB, the author also attempted to take advantage of this great opportunity to weigh the robustness of CVs items more than 20 years after the seminal work by Bond and his colleagues (Chinese Culture Connection, 1987).

#### **2.3.3.2 Chinese Values (CVs) and the Chinese Value Survey (CVS)**

As Fan (2000) stated, a national culture is “best embodied in the values its people hold” (p. 4). Thus, identifying the core values held in common by Chinese people will help lay a solid foundation for the study of Chinese culture. Though having undergone inevitable changes in the course of social and economic evolution, CVs have formed a clear and consistent system for generations (Hofstede, 2001; Kindle, 1982). In acknowledgment of the remarkable significance of Confucianism in China, scholars have so far placed great emphasis on it in studying Chinese values. Such a focus can be seen in the original value-orientation model developed by Kluckhohn and Strodtbeck (1961). Their study classified Chinese values into five dimensions of orientation, including the man-nature orientation, man-himself orientation, relational orientation, time

orientation, and personal activity orientation. In each dimension, essential values expressed in the work of Confucius that have prevailed among Chinese people are listed.

Commencing in the late 1970s, research on China and its cultural values have increased considerably. In particular, the Chinese Value Survey (CVS) administered by Bond and an international network of colleagues (Chinese Culture Connection, 1987) has been recognized as the most celebrated one in Chinese value literature. To address the issue of a possible Western bias in Hofstede's cultural studies (1980a, 1980b, 1980c), these scholars conducted a smaller scope investigation by surveying 100 respondents (college students) from 22 countries. With the support of a number of Chinese social scientists, the scholars add items representative of China's cultural traits into the scale development and formed a cluster of values solely indigenous to the Chinese. The instrument produced 40 items representing four cultural dimensions of CVs, namely integration, Confucian work dynamism, human-heartedness, and moral discipline (Figure 2.3).



*Figure 2. 3 Four dimensions of Chinese values (CVs)  
(Adopted from Chinese Culture Connection, 1987)*

The first dimension, **integration**, focuses upon social stability and a sense of harmony and contains 11 value items: tolerance of others, harmony with others,

solidarity with others, noncompetitiveness, trustworthiness, contentedness, being conservative, a close and intimate friend, filial piety, patriotism, and chastity in women. It corresponds to Hofstede's power distance dimension, which identifies the degree of tolerance less powerful members have toward differences in power distribution (Chinese Culture Connection, 1987). The second dimension of **Confucian work dynamism** examines a society's search for virtue (Hofstede & Bond, 1988). Reflecting the teachings of Confucius that emphasize social hierarchy or structure, it is a truly Eastern-oriented dimension, and the only non-matching dimension in the research of Hofstede (Hofstede & Bond, 1984; Matthews, 2000) or Rokeach (1973) that exclusively reveals the cultural traits and character of the Chinese. Values in this dimension include ordering relationships, thrift, persistence, having a sense of shame, reciprocation, personal steadiness, protecting one's "face", and respect for tradition. Third, the **human-heartedness** dimension deals with an individual's level of social consciousness or awareness (Ralston et al., 1992). Kindness, patience, courtesy, a sense of righteousness, and patriotism fall into this clustering of values. In the organizational context, a focus on human-heartedness may be viewed as a people-oriented rule of conduct that underlines personal ties. Results of the CVS (Chinese Culture Connection, 1987) found human-heartedness to be associated with Hofstede's masculinity/femininity dimension (Hofstede, 1980a, 1980b, 1980c). Fourth, corresponding to Hofstede's individualism/collectivism dimension, **moral discipline** is characterized by the need to be moderate, pure, prudent, and adaptable for the realization of common interests, especially within a group setting.

To a certain extent, the values measured by Bond and his colleagues (Chinese

Culture Connection, 1987) are universal in nature, but they also include some items that are entirely Eastern-oriented and uniquely derived from Confucianism (Matthews, 2000). Termed as Confucian work dynamism, this dimension reflects the Confucian ideology that has influenced Chinese generations for over 2,500 years (Baker, 1979; Hill, 2003). Actually, Confucianism encompasses a broad range of doctrines that govern people's social behaviors. More germane to the current study is the basic teaching of Confucius regarding the five basic human relations labeled as *wu lun* (Fan, 2000). Displayed in Figure 2.4, *wu lun* describes the connections between master and follower, father and son, husband and wife, elder and younger brothers, as well as individuals and their friends, all of which should be treated with good or virtuous affection so that social stability and harmony can be maintained. It is worth noting that among all five connections, the first relation depicting the personal connection between supervisors and subordinates can be applied to management; it also serves as a solid ground for the current study. Subordinates with a firmer belief in the teachings of Confucius are assumed to be more liable to respect, obey, and follow their supervisors, which in turn leads to favorable relationships and high-quality leader-member exchange.

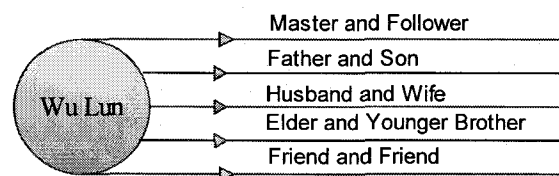


Figure 2. 4 Basic human relations in *wu lun* (Cited in Fan, 2000)

To conclude, developed solely as a measure of the basic values held by Chinese people, the CVs dimensions are comparable to previous Western-developed

measures. As explained, three of the four CVs dimensions align closely with three of the four Hofstede dimensions (Hofstede, 1980a, 1980b, 1980c, 1991). Therefore, as aggregates of Eastern values, the CVs is analogous to Western instruments with a supplementary element—Confucian work dynamism (Wong & Chung, 2003). These similarities enhance the robustness and merits of the CVs in identifying and interpreting significant differences in workplace attitudes and behaviors between the PRC and other nations. The CVs scale has been widely adopted and utilized in research covering various industries such as hospitality, IT, education, etc. Both its consistency and validity were validated (e.g. Bond, 1991; Bond, 1998; Bond & Cheung, 1983; Johns, et al., 2007; Mathews, 2000; Ralston, et al., 1992). It was thereby incorporated in the current study to measure the value traits of Chinese hotel employees.

#### **2.3.4 Summary of CVs Literature**

Hereby, the author raises two crucial issues relating to the current study so that its hypotheses can be put forth with great clarity in the succeeding chapters.

First, according to Fletcher and Fang (2006), there are two ways to approach the study of culture and social behavior: the etic and emic approaches. More specifically, the etic approach is concerned with identifying universal dimensions of culture based on large-scale surveys. Hofstede's studies (Hofstede, 1980a, 1980b, 1980c, 1991) in search of general cultural dimensions represent such a direction of research. In contrast, the emic approach is concerned with identifying specific cultural traits that serve as the key determinant of differences in attitudes and behaviors. Scholars in support of such an approach hold that attitudes and

behaviors are expressed in a unique way in each culture (Fletcher & Fang, 2006). So far, most studies on the impact of culture have continued to rely on Hofstede's Western-based theoretical framework of cultural dimensions. But considering the notable cultural distinction between China and Western countries and the possibility of research bias involved in using a Western-based scale, the author advocates shifting from the use of Hofstede's scale to the CVS when investigations are to be conducted within a Chinese setting. Thus, in response to its research objectives, the current study employed the CVS instruments, the results of which could have more valuable implications for future research.

Second, the author postulated that among the 40 value items recorded by the CVS (Chinese Culture Connection, 1987), certain values might be more powerful in predicting citizenship behaviors or impacting the interrelationships between OCB and other antecedents (LMX and OC). Conversely, for other values, such associations might not exist at all. Regarding all the value items, the author anticipated the Confucianism-related values would operate more strongly on OCB, partly because these items reflect the central teachings of Confucius that stress harmony and relationships. Deeply influenced by these teachings, Chinese people deem it as a virtue to subdue individuality in the workplace in order to maintain a friendly and harmonious work environment (Hofstede & Bond, 1988). When necessary, Chinese employees are even willing to sacrifice their own interest and suppress their own desires to accomplish group unity. In this respect, it was the author's supposition that Chinese hotel employees who believe more determinedly in Confucian moral code may have a born propensity to exhibit citizenship behaviors. As opposed to Confucian values, values such as being conservative,

noncompetitiveness, filial piety, or chastity in women may exert very weak or even no relevant consequences on OCB. Therefore, to achieve a higher level of relevancy, the author employed preliminary tests to reduce the CVs attributes, a method further explained in chapter IV.

## **2.4 Leader-Member Exchange (LMX)**

### **2.4.1 Overview of LMX Theory**

For many decades, the concept of leadership has been essential to the literature on management and organizational behaviors (Yukl, 1989). In the recent past in particular, new leadership theories have continued emerging and the understanding of leadership as a measurable construct positively associated with individual, group, and organizational performance has been greatly enhanced (Bass, 1985; Boehnke, Bontis, Distefana, & DiStefano, 2002; Fiedler, 1964; Gerstner & Day, 1997; Ghiselli, 1963; House, 1971; Judge, Piccolo, & Ilies, 2004; Lowe, Kroeck, & Sivasubramaniam, 1996)

Overall, theories in leadership have evolved from a focus on leader traits and leader behaviors to a focus on leader-member interaction. The scientific controversy between the early and later contemporary leadership literature concerns whether leaders treat each subordinate in like manner or in different way (Dansereau, Cashman, & Graen, 1973). Advocates of consistent leadership contend that a leader normally manifests an identical style on each subordinate within a work unit. In this respect, nothing but the single domain of the leader is considered without any concurrent attention to other domains such as the leader's



followers (Graen & Bien, 1995). Additionally, it is also assumed that subordinates under the same supervisor tend to be homogeneous in their perception of and reaction toward the leader (Lee, Lee, Lee, & Park, 2005).

Notwithstanding this assumption of average leadership style (ALS), other researchers have brought forward an opposing view describing how the quality of the interpersonal relationship between leaders and followers affects a range of individual and organizational outcomes (Dansereau, Cashman, & Graen, 1973; Dansereau, Graen, & Haga, 1975; Graen & Cashman, 1975). This conceptualization of leadership was initially termed the vertical dyad linkage (VDL) model and later evolved into the leader-member exchange (LMX) approach, in which the relationship between leaders and followers falls into one of the two categories: in-group (characterized by high trust, high interaction, high support, and high formal/informal rewards) and out-group (characterized by low trust, low interaction, low support, and low rewards). According to LMX theory (Cashman, Dansereau, Graen, & Haga, 1976), leaders as the liable party for the work unit's output usually rely on subordinates to obtain predetermined goals through delegating tasks and motivating performance from the latter. Certain subordinates chosen as "in-group" members because of their competence, skills, and credibility are given additional expectations and support by their leaders. In turn, shouldering the responsibility for the completion of tasks, these selected subordinates tend to contribute their greatest efforts to the work unit as a way to reciprocate the leaders. On the contrary, those who are not chosen by supervisors ("out-group" members) will perform more routinely and interact more formally with their supervisors (Dienesch & Liden, 1986).

#### **2.4.2 Definitions of LMX**

A relationship-based approach to leadership, LMX refers to supervisor-subordinate dyadic transactions that have been found to affect subordinate work attitudes and well-being (Basu & Green, 1995; Dienesch & Liden, 1986; McClane, 1991). Liden, Sparrowe, and Wayne (1997) later defined LMX as a work relationship characterized by the exchange of effort, resources, information, and support between leaders and followers. LMX theory chiefly explicates that different relationships between a leader and subordinates in a workplace evolve as a result of each subordinate's unique attitudes, characteristics, needs, and so forth, which eventually bring about different consequences to the workplace (Breukelen, Schyns, & Blanc, 2006). Consistent with the VDL model, the LMX model also proposes that two subgroups develop over time: the in-group composed of "insiders" and the out-group composed of the remainder of the work group. Implicit in this delineation is the idea that the quality of the relationship between a leader and individual members of the group may vary (Steiner, 1997).

Generally speaking, the LMX model suggests that leaders normally exhibit dissimilar rather than consistent or uniform leading styles. In their longitudinal studies, Graen and his colleagues (Graen, 1976; Graen, Cashman, Ginsburgh, & Schiemann, 1977) argued that different subordinates might describe the same leader within a work unit in markedly different ways. One possible implication is that subjective descriptions of the same leader may result from the varying quality of leader-member interactions. The fundamental reason leaders develop close associations with some members and more distant relationships with the rest of

the group is due to the constrained resources such as time, energy, and so forth (Green, Anderson, & Shivers, 1996). Therefore, with such limitations on resources, it is impractical for supervisors to build up close relationships with a large range of subordinates.

As a result, the quality of the LMX relationship ranges from low to high (Lee, 2005; Lee et al., 2005; Martin, Thomas, Charles, Epitropaki, & McNamara, 2005). A low-quality LMX relationship typically lacks respect, favors, or valued resources during the exchange process (Deluga, 1998; Graen & Uhl-Bien, 1995; Krone 1991; Liden & Maslyn, 1998). In managing out-group members, leaders utilize supervision techniques by strictly following what is specified in the employment contract or the job description (Liden et al., 1997). Under such a situation, subordinates will have little enthusiasm for performing extra-role behaviors to benefit the supervisors. A high-quality LMX relationship, on the contrary, involves the sharing of resources and information, physical and mental effort, and affection (Davis & Gardner, 2004). Members who build up a quality LMX relationship with their supervisor are usually said to be part of the in-group and thus receive more attention, sensitivity, support, care, favorable performance appraisals, and chances for promotion and career development in contrast with their out-group counterparts (Graen, Wakabayashi, Graen, & Graen, 1990; Yukl, 1994). In exchange, supervisors enjoy strong commitment, loyalty, trust and better performance from the subordinates as the latter reciprocate what the former have done for them (Dansereau et al., 1975; Yukl, 1994).

### **2.4.3 Antecedents and Outcomes of LMX**

At its core, LMX portrays and denotes a certain type of relationship between an employee and his or her immediate supervisor based on exchange (Yammarino, Dionne, Chun, & Dansereau, 2005). Such a relationship becomes established quite quickly at the beginning (Allinson, Armstrong, & Hayes, 2001) and over time will develop from one of being strangers (low-quality LMX), to one of being acquaintances (high-quality LMX) if both sides of the association cherish what has been exchanged. The LMX theory has witnessed a drastic increase in the number of scholarly papers since its infancy and evolved through four stages (Graen & Uhl-Bien, 1995; Schriesheim, Castro, & Cogliser, 1999).

In the first stage, scholars noticed and observed differentiated relationships between supervisors and subordinates, which indicated a departure from the initial ALS model (Dienesch & Liden, 1986; Graen, Novak, & Sommerkamp, 1982; Scandura, Graen, & Novak, 1986; Vecchio & Gobdel, 1984). The second stage focused on explicating the exchange relationship, its formation, antecedents, outcomes, as well as operationalization (Gerstner & Day, 1997; Graen, Novak, & Sommerkamp, 1982; Schriesheim, Neider, Scandura, & Tepper, 1992). In the third stage, emphasis shifted to examining how a leader develops a partnership with each subordinate on a more equitable basis. Noting that equity might be an issue when managers treat some employees more favorably than others at the very initial stage, a number of scholars suggested that equal access to the LMX process be offered to all subordinates before the exchange is initiated. At this point, the focus became the mutual trust, respect, and obligation of each side of the dyadic

relationship (Fairhurst, 1993; Graen & Uhl-Bien, 1991). The fourth stage further witnessed expansion of the study of the dyadic partnership to the group and network levels. Recognizing that some organizations may be more complex in nature, researchers pointed out that LMX should be viewed as a system made up of interdependent dyadic relationships or network assemblies within or beyond the organization system (Graen & Uhl-Bien, 1995).

A steadily broadened body of research has investigated the antecedents of LMX and its outcomes. On one hand, ingredients influencing LMX development implied in prior studies include effective communication style (Yrle, Hartman, & Galle, 2003), supervisor-subordinate similarity (Graen & Cashman, 1975), mutual trust (Deluga, 1994), transformational leadership (Asgari, Silong, Ahmad, & Sama, 2008; Lee, 2008), organizational justice (Masterson, Lewis, Goldman, & Taylor, 2000; Tansky, 1993), relations-oriented behaviors (Yukl, O'Donnel, & Taber, 2009) and so on. On the other hand, research has also supported the idea that LMX quality has significant implications for both the individual and the organization. For instance, a high-quality LMX has been reported to be positively related to both in-role performance (Graen et al., 1982) and extra-role performance labeled OCB (Hui, Law, & Chen, 1999; Podsakoff & MacKenzie, 1993; Settoon, Bennett, & Liden, 1996; Wayne, Shore, & Liden, 1997), organizational commitment (Gerstner & Day, 1997; Green et al., 1996; Liden, Wayne, & Sparrowe, 2000), job satisfaction (Gerstner & Day, 1997; Green et al., 1996), empowerment (Keller & Dansereau, 1995; Liden et al., 2000) and so forth. There is also evidence of a negative relationship with unfavorable employee behaviors such as turnover (Graen, Liden, & Hoel, 1982).

## **2.4.4 Dimensions and Measurements of LMX**

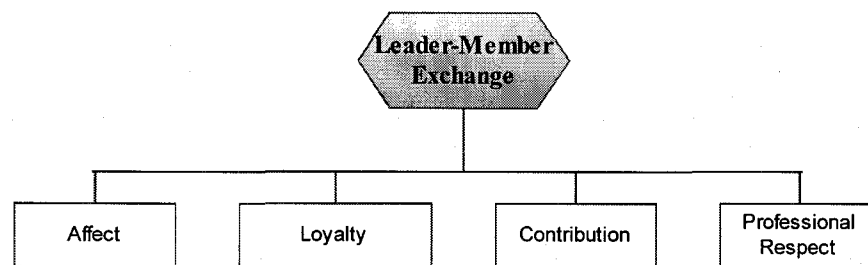
### **2.4.4.1 Dimensions of LMX**

Regardless of the large volume of literature on LMX, inconsistency and disaccord concerning its subdimensions have continued. The focus of academic controversy lies in the question of whether LMX is a unidimensional (Graen et al., 1982) or multidimensional construct (Dienesch & Liden, 1986; Graen & Uhl-Bien, 1995; Liden & Maslyn, 1998).

Prior to the multidimensional measure developed and validated by Liden and Maslyn (1998), a great deal of research relied on the LMX-7, a unidimensional scale with 7 items put forward by Graen, Novak, and Sommerkamp (1982). The most frequently used measure, LMX-7 was highly recommended and complimented as demonstrating the highest reliability and the largest correlations with other variables among all available LMX measures (Graen & Uhl-Bien, 1995). Support for this view also came from a meta-analysis by Gerstner and Day (1997) showing that the LMX-7 measure has the soundest psychometric properties and can more reliably assess the supervisor-subordinate relationships from a member's perspective than from a leader's perspective.

Notwithstanding the popularity of LMX-7, some researchers prefer to explore this significant construct from a multidimensional perspective (Bhan & Ansari, 2007). As stressed by Liden and Maslyn (1998), such perspective may "help in understanding the development as well as maintenance of LMX relationships" (p. 45), as the exchange types in LMX are highly variable. Graen and Uhl-Bien (1995)

first proposed three dimensions of LMX that chiefly focus on the formal job relations between leaders and followers: mutual respect for each other's professionalism, a sense of reciprocation and obligation to each other. Fully realizing that the relationship between supervisors and subordinates may not be based restrictively on job-related elements, Liden and Maslyn (1998) further suggested four LMX dimensions with 12 items to predict outcomes with broader domain coverage (Figure 2.5). Labeled affect, loyalty, contribution and professional respect, respectively, these dimensions emerged from exploratory factor analysis (EFA), the results of which were then verified by confirmatory factor analysis (CFA).



*Figure 2. 5 Four dimensions of leader-member exchange*  
(Adopted from Liden & Maslyn, 1998)

To be more precise, **affect** refers to "the mutual affection members of the dyad have for each other based primarily on interpersonal attraction, rather than work or professional values"; **loyalty** involves "a faithfulness to the individual that is generally consistent from situation to situation"; **contribution** measures "perception of the current level of work-oriented activity each member puts forth toward the mutual goals"; and **professional respect** depicts the "perception of the degree to which each member of the dyad has built a reputation, within and/or outside the organization, of excelling at his or her line of work" (Liden & Maslyn,

1998, p. 50). In view of the variability and complexity of the interpersonal relationships particularly developed in Chinese workplaces, the author of this study deemed Liden and Maslyn's multidimensional model of LMX to be more admissible, as other scholars who have investigated LMX within the setting of China (e.g., Wang, Law, Hackett, Wang, & Chen, 2005).

#### **2.4.4.2 Measurements of LMX**

As early as 1974, Korman accentuated the vital importance of obtaining accurate measurement in all fields of research by stating that it is the most crucial and necessary starting point for the advancement of knowledge. Following his suggestions, scholars have devoted themselves to operationalizing the LMX construct and so far have generated a variety of measures, ranging from 2 to 25 items, to assess more elaborate, multidimensional scales (Dienesch & Liden, 1986; Schriesheim et al., 1999). Unfortunately, despite the expansion of LMX instruments with regard to number and constitution, it remains difficult to draw a concurrent conclusion on how LMX should be measured (Breukelen, et al., 2006).

The initial investigation to operationalize LMX was made by Dansereau and his colleagues (1975) who proposed a two-item measure labeled negotiating latitude, to describe leadership attention and support. In the same year, Graen and Cashman (1975) published a study using a four-item measure without reporting the source of the scale. Later on, researchers put unremitting efforts into investigating this domain of LMX study. Many different LMX scales were utilized in leadership studies throughout the 1980s and 1990s. However, the unidimensional 7-item scale reported by Graen and his colleagues (1982) was found to be the most



accepted and commonly adopted one during that period (Gerstner & Day, 1997). Not until Dienesch and Liden's work in 1986 was the multidimensional character of LMX recognized. Liden and Maslyn (1998) later postulated an additional dimension, professional respect, and developed a 12-item instrument, which has been widely employed in recent years (Lee, 2005). The current research also applied LMX-12 to test the perception of exchange held by Chinese hotel employees because of its multidimensional nature and feasibility in measuring leader-follower relationships.

#### **2.4.5 Summary of LMX Literature**

By definition, LMX refers to a certain type of association between superiors and subordinates, the quality of which can affect subordinate work attitudes and well-being (Basu & Green, 1995; Dienesch & Liden, 1986; McClane, 1991). Such a relationship is specifically coined as *guanxi* in Chinese society (Tsui & Farh, 1997), to which is attached great significance.

*Guanxi* literally refers to "a relationship or relation but its essence is a set of interpersonal connections that facilitate exchanges of favors between people" (Bian, 1997, p. 369). It has been widely acknowledged that Chinese people view interpersonal relationships much differently from Westerners. Observers of China's social relations have found that China is a more relationship-centered nation, where interpersonal relationships make a big difference and can be of decisive importance to realizing various individual goals (Butterfield, 1983). Deeply rooted in Chinese society as the manifestation of the Confucian codes of ethics, *guanxi* generally involves a hierarchical network of relationships

embedded with mutual obligations to exchange affection, favors, or “face” (Wong & Tam, 2000).

In this respect, the author reasoned that Chinese hotel subordinates who have been deeply influenced by China’s traditional values may be more willing to obey, respect, follow, and support their supervisors so as to build up harmonious associations. By doing so, they are more likely to establish a close bond or high-quality LMX with their supervisors and receive more support, care, and favors compared with those who stand “outside” such a relationship. Being treated differently, these subordinates tend to contribute as much as they can to benefit their supervisors. In the end, OCB may be provoked as a means for employees to exchange favors. Developed from such reasoning, the current study reflects the fundamental reliance of Chinese people on interpersonal relationships, and hence it is deemed as suitable to be carried out within the cultural setting of Mainland China.

## **2.5 Organizational Commitment (OC)**

### **2.5.1 Overview of OC**

An attitudinal concept closely linked to quite a few important employee behaviors, organizational commitment (OC) has grown in popularity with a great deal of interest and concern (Hartman & Bambacas, 2000; Jaramillo, Mulki, & Marshall, 2005; Meyer & Allen, 1997; Van, Van, & Olie, 2005). Over the past three decades, it has occupied a prominent place and become the subject of extensive research in the literature of organizational psychology and organizational behavior.

On the whole, OC theory has been built upon very solid theoretical underpinnings. The construct of OC initially grew out of the side-bets theory proposed by Becker (1960), whereby individuals become “locked” into particular courses of action to avoid the potential loss of past investments if such courses of action are terminated. For instance, people may be unwilling to quit an organization for fear that their tenure, skills, remuneration, or reputation as a stable or loyal employee will be negatively affected. Accordingly, they make “side bets” by continuing their organizational membership. As employees continue to make investments in the organization, they gradually develop a commitment as a function of the rewards and costs associated with organizational membership. Hence, concrete investments will encourage commitment by increasing the material costs of withdrawal. According to the side-bets theory, it is the potential loss involved in discontinuing or changing a course of action that creates commitment (Allen & Meyer, 1990).

Another pivotal and fundamental root of OC theory has been generated from the psychological perspective, which highlights people’s need to maintain consistency between attitudes and behaviors. For example, Salancik (1977) argued that since people develop a sense of psychological ownership of their actions and intend to remain psychologically consistent across different situations, they build up a certain level of commitment on which to follow through. Commitment thereby binds or restricts the individual to certain behaviors. In addition, Oliver (1990) discovered that the degree of commitment increases when a person voluntarily engages in actions that require greater psychological investment. This attributional approach stems from Festinger’s (1957) theory of cognitive dissonance, which

illustrates the desire of individuals to remain internally steady between saying and doing, or between actions in one situation and those in another.

### **2.5.2 Definitions of OC**

For several decades OC has been widely conceptualized with multiple definitions available in the literature up to now. Early core theorists Porter, Steers, Mowday, and Boulian (1974) proposed a definition of OC as “belief in and acceptance of organizational goals and values, willingness to exert effort toward organizational goal accomplishment, and strong desire to maintain organizational membership” (p. 604). Subsequent to that, Buchanan (1974) described OC as “a partisan, affective attachment to the goals and values of an organization, to one’s role in relation to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth” (p. 533).

As can be seen, early efforts to conceptualize OC emphasized solely the psychological perspective with the identification of the attitudinal development of commitment. For later scholars, the focus of affect in explaining OC gradually shifted to other aspects. For example, drawing on the prior work, Steers (1977) conceived of commitment as the “awareness of the impossibility of choosing a different social identity . . . because of the immense penalties in making the switch” (p. 527). Following Becker’s (1960) side-bets theory, such a concept attributes the attachment of employees to the potential cost they will suffer if leaving the organization. Furthermore, Wiener (1982) put forth another view linking commitment to employee recognition of responsibility to the organization. In his explanation, commitment is the “totality of internalized normative pressures

to act in a way which meets organizational goals and interests” (p. 471).

In subsequent years, efforts to conceptualize OC continued. Because the early conceptualization of OC by Porter et al. (1974) was criticized for concept redundancy (Morrow, 1983), several researchers recommended restricted definitions to explain employees’ mental attachment to their organizations (Becker, 1992; O’Reilly & Chatman, 1986; Reichers, 1985, 1986). Nevertheless, the literature still lacked consensus until researchers accepted the notion that the OC construct should be defined from a multiple component perspective (Meyer, Allen, & Gellatly, 1990). Once that happened, Mathieu and Zajac (1990) gave a more comprehensive definition of OC, considering it to be a work attitude directly associated with employee job performance, involvement, and intention to retain membership in an organization. In their 1996 article, Allen and Meyer summarized the OC concept by identifying it as “a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization” (p. 252). In the following sections, the three major components of OC proposed by these scholars—*affective, continuance, and normative commitment*—are fully elaborated.

### **2.5.3 Antecedents and Outcomes of OC**

Devoting substantial time and energy to understanding this vital construct, scholars have studied OC from many different approaches and identified it as both an antecedent and a consequence of many work-related variables (Elizur & Koslowsky, 2001).

In general, OC antecedents can be divided into three main categories: personal characteristics, job-related characteristics, and job involvement factors (Iverson & Buttigieg, 1999; Joiner & Bakalis, 2006). Personal characteristics, including demographic variables such as gender, age, education level, marital status, and so forth, have been one of the most commonly tested antecedents of OC (Lok & Crawford, 2001). To begin with, gender was included as an OC antecedent as women were found to be more affectively committed than men in studies by Angel and Perry (1981) and Wahn (1998). Further, relative results have identified age as being positively related to OC, and particularly attitudinal commitment (Mathieu & Zajac, 1990; Michaels, 1994). Education, however, has been found to have an inverse relation to OC (Mowday, Porter, & Steers, 1982; Taormina, 1999). This is partially because better educated employees may have higher expectations than the organization is able to meet. Besides, the fact that they are normally equipped with transferable skills enables them to end membership in one organization for alternative work opportunities in other organizations.

Moreover, job-related characteristics refer to the practices of leaders in assisting employees in understanding their job or work role (Iverson & Buttigieg, 1999). Researchers have cited leader behaviors as having a significant effect on subordinate commitment towards the organization (Glisson & Durick, 1988; Joiner & Bakalis, 2006; Rowden, 2000). Considered by employees to represent the organization, leaders play an essential role in shaping subordinates' attitudes toward the organization. A supervisor is likely to increase a follower's sense of connection and commitment to the organization when he or she feels appreciated, supported and cared for by the supervisor. In addition, job involvement

characteristics describe the extent to which employees are involved with the organization (Joiner & Bakalis, 2006). For instance, just like age, an employee's number of year of experience (tenure) has been proven to be an important variable in predicting continuance commitment owing to economic side-bets (Mathieu & Hamel, 1989). A positive relationship also exists between employee values and beliefs and attachment to the organization (Elizur & Koslowsky, 2001; McCaul, Hinsz, & McCaul, 1995). Not only have all these OC antecedents mentioned here been well studied, but the cause-effect associations between commitment and a great number of other factors such as organizational justice, organizational culture, organizational communication, organizational support, and so forth, have also received substantial interest and attention in past research (e.g., Chen, Silverthorne, & Hung, 2006; Lam & Zhang, 2003; Lok & Crawford, 1999; Tansky & Cohen, 2001).

Regarding the consequences of OC, academics and practitioners alike have so far maintained a keen interest in OC mainly because a high level of commitment has demonstrated a predominant role in arousing favorable organizational outcomes (Gelade, Dobson, & Gilbert, 2005). As a psychological link between employees and the organization they work for (Allen & Meyer, 1996), commitment has been reported by conclusive findings to correlate positively with numerous expected consequences, including job satisfaction (Cook & Wall, 1980; Green et al., 1996), job involvement (Kacmar, Carlson, & Brymer, 1999), job performance (Brett, Cron, & Slocum, 1995; Jaramillo et al., 2005; Steers, 1977; Ward & Davis, 1995), extra-role behavior (O'Reilly & Chatman, 1986; Yilmaz & Cokluk-Bokeoglu, 2008), while negatively with turnover and absenteeism (Angel & Perry, 1981;

Chen & Francesco, 2000; Ostroff, 1992; Porter, Crampom, & Smith, 1976). Having stronger feelings of belonging, committed employees usually tend to attach themselves more tightly to organizational values and to exhibit more favorable behaviors to help the organization attain desirable short-term and long-term objectives. Therefore, it is very essential to keep on exploring different facets of commitment and its antecedents and consequences. With this in mind, the author of the current research also included OC in the hypothesized conceptual models so that a rational linkage between CVs and OCB could be built up.

#### **2.5.4 Dimensions and Measurements of OC**

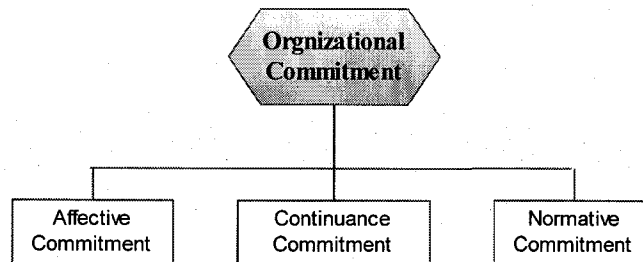
##### **2.5.4.1 Dimensions of OC**

The variety of perspectives regarding the definition of OC has led to disputes about how this construct should be measured (Allen & Meyer, 1996). As mentioned, OC was originally concluded to be a unidimensional construct, whereas more recent research has focused on the multidimensionality of commitment. Angel and Perry (1981) initially recognized two dimensions of OC, labeled value commitment and commitment to stay, which have been verified to have differential predictive influences on organizational outcomes. Synonymous with what Mowday, Steers, and Porter (1982) termed attitudinal and behavioral commitment, the two dimensions reflect the attitudinal and exchange-based features of commitment. On the basis of earlier studies, Meyer and Allen (1991) conducted a comprehensive review of the literature and identified affective, normative and continuance commitment to be the constituents of OC. This multiple-component OC model has been evaluated and validated by numerous



scholars within different research contexts (e.g., Cheng & Stockdale, 2003; Jaros, 1997; Meyer, Allen, & Smith, 1993; Stallworth, 2004; Suliman & Iles, 2000).

Figure 2.6 displays the three dimensions of OC.



*Figure 2. 6 Three dimensions of organizational commitment*  
(Adopted from Meyer & Allen, 1991)

In accordance with prior researchers, Meyer and Allen (1991) interpreted **affective commitment** as an emotional attachment to an organization characterized by employees identifying with organizational goals and being willing to continue their membership in the organization. **Continuance commitment** derives from Becker's (1960) notion of side-bets and results from the perception of increasing sunk costs in an organization. When people think high costs may be involved in terminating their current membership, they will be less likely to leave the organization. **Normative commitment** describes people's perceived obligation to support the organization and its activities. As summarized by Meyer, Allen, and Smith (1993), "employees with a strong affective commitment remain with the organization because they want to, those with a strong continuance commitment remain because they need to, and those with a strong normative commitment remain because they feel they ought to do so" (p. 539). Although OC has been conceptualized as a multidimensional construct, with the view that it is an affective response or attitude that attaches the individual to

the organization, many researchers have adopted the attitudinal approach when measuring OC. In comparison with continuance and normative commitment, affective commitment has generated the most research interest and has shown the highest correlations with behavioral variables (Ellemers, Gilder, & Heuvel, 1998). To comprehensively explore commitment and its potential role in linking the other constructs, however, the current research incorporated all measurements of the three dimensions of OC.

#### **2.5.4.2 Measurements of OC**

Since OC has long been a topic of interest to organizational researchers, substantial attention has been directed toward its operationalization (Allen & Meyer, 1996). One of the earliest and most widely used measurements, the 15-item Organizational Commitment Questionnaire (OCQ) was developed by Porter et al. (1974) to indicate an individual's willingness to work towards organizational goals. A study of Japanese employees by White and his colleagues (White, Parks, & Gallagher, 1995) testified that the OCQ is an effective cross-cultural tool for measuring OC. Despite its popularity, this measurement tool has been criticized as having many problems (Reichers, 1985). At the time they developed the OCQ, Porter et al. believed that OC was a unidimensional construct (Mowday et al., 1979), whereas more recent research has recognized its multidimensionality (Allen & Meyer 1990; Meyer & Allen, 1991; Meyer et al., 1993).

For many years, Meyer, Allen, and other OC scholars have done the utmost to realize the operationalization of OC. The scale originally contained 24 items

(Allen & Meyer, 1990), and was later revised and reduced to 19 items (Meyer & Allen, 1997). The OC model and scale have consistently evidenced strong estimates of validity and reliability (e.g., Allen & Meyer, 1996; Cheng & Stockdale, 2003; Cohen, 1996; Hackett, Bycio, & Hausdorf, 1994), and hence were employed in this study as well.

#### **2.5.5 OC Studies in the Hospitality Industry**

Previous studies have also considered the hospitality industry as a good industrial setting to examine OC as committed employees are believed to be more capable of providing good service. Scholars have discovered factors such as training, empowerment, overall satisfaction, and dispositions as the effective antecedents of commitment within the hospitality context. For example, Smith, Gregry, and Cannon (1996) concluded that the commitment level of employees in the lodging organizations is positively associated with their overall satisfaction degree. It is therefore vital for the employers to create a more satisfying work environment so that more dedicated staff can be nurtured. Empowerment is also found to positively relate to OC (Kazlauskaite et al., 2006), so as effective training (Roehl & Swerdlow, 1999). Personality traits correlate with job satisfaction and OC in the hospitality industry as well (Silva, 2006), a finding encouraging the hoteliers to consider the use of personality tests in the selection of hotel employees. In a word, the preceding examinations of OC have paved a way for the current study that employs OC to connect CVs and OCB.

### **2.5.6 Summary of OC Literature**

In conclusion, the concept of commitment has for many decades been a popular research topic among academics and a spotlight for management in industrial organizations. Initially identified and developed in the West, OC and its related research have been extended to a Chinese cultural setting in recent years (Wang, 2007; Wong, Wong, Hui, & Law, 2001).

The current study gives strong attention to OC for two primary reasons. First, it has been globally acknowledged that organizations need committed members if they are to survive or prosper in today's rigorously competitive environment. There is a greater need to enhance employee commitment especially in service organizations such as hotels (Bai, Brewer, Sammons, & Swerdlow, 2006). This is because committed employees who believe in what the hotel stands for and who understand what the hotel is to accomplish will be more likely to devote themselves to fulfilling the hotel's service promises. In the service encounter, these employees will perform efficiently and endeavor to optimize the service process by all means. It is unsurprising, therefore, that they will exhibit extra-role behaviors when necessary. Furthermore, relevant research findings have demonstrated that since Chinese employees live in a society that regards loyalty and commitment as vital moral codes, their commitment towards their supervisors could be developed quickly and easily (Wong et al., 2001). To some degree, such personal attachment would augment the subordinates' overall commitment to the organization since the managerial personnel are normally considered to be the organizational representatives in Chinese workplaces (Chen & Francesco, 2000).

As a result of its potential association with CVs, LMX, and most importantly, OCB, OC was deemed to be highly suitable and hence was incorporated into the conceptual models of this research.

## **2.6 Organizational Citizenship Behavior (OCB)**

### **2.6.1 Overview of OCB**

Interest in OCB can be traced back to Barnard (1938), who was one of the first scholars to recognize the magnitude of cooperative efforts in organizational functioning. After thoroughly analyzing the nature of organizations as a “cooperative system”, as he called it, Barnard emphasized that organizations need employees who are willing to contribute their energy through spontaneous, cooperative, and protective activities. In his opinion, contributions by individuals going beyond the contractual obligations are indispensable to the success of an organization. Subsequent to Barnard, Katz (1964) identified three basic types of behaviors essential for a functioning organization, one category of which entails innovative and spontaneous activities undertaken by employees that go beyond their role requirements. Although an organization can increase its competitiveness through a variety of means, employees still play an essential role by conducting actions that are not specifically designated in their formal job duties but that help accelerate the work process and support task performance.

Though acknowledged as central to organizations by prior researchers, this type of autonomous behavior did not attract adequate attention until 1977, when Organ published a paper appraising the impact of employee satisfaction on some forms

of productivity. Organ asserted that despite enormous controversy over the relationship between job satisfaction and job performance, it could be affirmed that satisfied employees are more willing to make contributions to the organization than others. Some contributions are subtle and may take the forms of helping and cooperating with coworkers, following corporate governance, and expressing a supportive attitude toward the organization under varying circumstances. Though not easy to be measured, these contributions are still important and highly appreciated by managers. Organ's 1977 paper appealed to many researchers and explored a new area in the organizational behavior field. Later in 1983, Organ and his colleagues firstly coined the term organizational citizenship behavior (OCB) (Bateman & Organ, 1983; Smith, Organ, & Near, 1983), thereby triggering OCB studies that gradually expanded to various domains of management such as marketing, human resources management, strategic management, and the like (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

### **2.6.2 Definitions of OCB**

In the last couple of decades, researchers have employed many terms to describe OCB and other analogous behaviors, such as extra-role behaviors (Van Dyne, Cummings, & Parks, 1995), prosocial organizational behavior (Brief & Motowidlo, 1986; George, 1990, 1991), civic citizenship (Graham 1991; Van Dyne, Graham, & Dienesch, 1994), organizational spontaneity (George & Brief, 1992; George & Jones, 1997), and contextual performance (Borman & Motowidlo, 1993, 1997). Even though vagueness and diffuseness of the conceptualizations

exist, OCB has been congruously reckoned as a certain work behavior that, at least in the long run, leads to organizational effectiveness (Dyne, Graham, & Dienesch, 1994).

Smith, Organ, and Near (1983) first defined OCB as on-the-job behavior that is not usually incorporated into formal job descriptions but that serves to help maintain internal equilibrium. Organ (1988) later supplemented this concept with the discretionary behavior of the “good soldier syndrome”, not directly or explicitly recognized by the formal reward system or included in employees’ formal role requirements. But in the aggregate, such activities can promote the effective functioning of the organization. Early researchers viewed OCB as “extra-role” behaviors separate from “in-role” performance, and the distinction between the two became their focus (Bateman & Organ, 1983). Nevertheless, such stream of studies was criticized by Graham (1991) inasmuch as the criteria used to describe OCB were rather ambiguous and confusing. Moreover, the perceived in-role or extra-role behaviors may vary across persons, jobs, and organizations.

To respond to the comments, disputes, and criticisms, in 1997 Organ redefined OCB in reference to contextual performance (Borman & Motowidlo, 1993; Motowidlo & Van Scotter, 1994) by stating that OCB contains voluntary activities that “support the social and psychological environment in which task performance takes place” (p. 95). More recently, Organ et al. (2006) described OCB as discretionary individual behaviors that are not directly recognized by the reward system, but in the aggregate promote the overall effectiveness and functioning of

the organization. Implied in all renderings of its conceptualization, OCB is not part of the formal or enforceable requirements of a job, but can have substantial relevant and positive consequences in social, psychological, organizational, and political contexts (Farh et al., 2004). Accordingly, both researchers and practitioners should place emphasis on the nature, forms, and development of such behavior.

### **2.6.3 Antecedents and Outcomes of OCB**

Scholarly concern in OCB has increased dramatically over the past two decades, with numerous scholars studying its predictors and consequences (e.g., Bienstock et al., 2003; Howard, 1995; Morrison, 1996).

A strong body of early OCB studies has highlighted the causes or antecedents of OCB. Summarized in a review article by Podsakoff et al. (2000), OCB predictors fall into four primary categories: “individual (or employee) characteristics, task characteristics, organizational characteristics, and leadership behavior” (p. 526). A variety of factors have been examined as direct or indirect contributors to OCB such as job attitude (Organ, 1988), satisfaction (Bateman & Organ, 1983; Morrison, 1994), transformational leadership behavior (Podsakoff et al., 1990; Eisenberger, Huntington, Hutchison, & Sowa, 1986), cultural influences (Farh, Earley, & Lin, 1997; Farh, Zhong, & Organ, 2002; Paine & Organ, 2000), trust and loyalty to leaders (Podsakoff et al., 1990; Settoon & Mossholder, 2002), organizational commitment (Cropanzano, Rupp, & Byrne, 2003; Gilder, 2003; Organ & Ryan, 1995; Williams & Anderson, 1991), justice (Lee & Allen, 2002; Moorman, 1991; Zellars, Tepper, & Duffy, 2002), and LMX (Deluga, 1994;



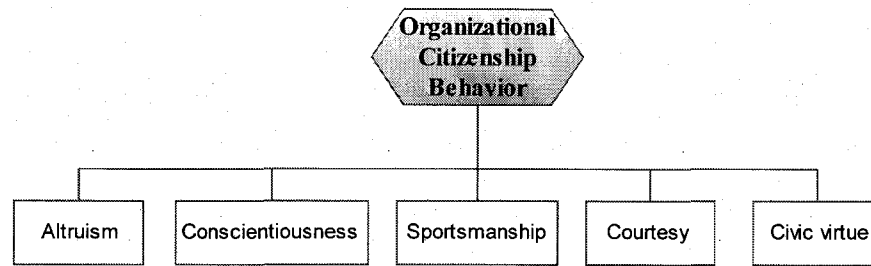
Hofmann, Morgeson, & Gerras, 2003; Hui et al., 1999; Settoon et al., 1996 ).

Another focus of more recent OCB research has been on its consequences (Podsakoff et al., 2000). As Organ (1988) put it, OCB provides an effective means of cooperation, enables the organization to save maintenance costs and take full advantage of existing resources, and allows managers to devote a greater proportion of time to productive activities, all of which may increase organizational effectiveness. Since citizenship performance facilitates contact and communication among employees, it can strengthen interpersonal ties and make the organization more attractive for hiring and retaining qualified people (George & Bettenhausen, 1990; Zellars & Tepper, 2003). More recently, Bolino, Turnley, and Bloodgood (2002) have suggested that OCB also contributes to the creation and development of social capital, which to a large extent helps the organization build a competitive advantage. Other than relating closely to these outcomes, OCB has also become a valuable subject stressed by managers in the course of management (Podsakoff, Ahearne, & MacKenzie, 1997; Podsakoff & MacKenzie, 1994). Empirically, studies have shown that supervisors take OCB into account when administering performance appraisals or rewards (MacKenzi, Podsakoff, & Fetter, 1991, 1993; Podsakoff et al., 2000). Lastly, both the conceptual literature and empirical studies have supported the direct and indirect contributions of OCB in influencing service quality or customer perceptions of service quality (Bell & Menguc, 2002; Bienstock et al., 2003; Hui et al., 2001; Lin et al., 2008; Morrison, 1996) and customer loyalty (Castro et al., 2004). The impact of OCB on service organizations, and hotels in particular, is articulated in the following subsection.

## **2.6.4 Dimensions and Measurements of OCB**

### **2.6.4.1 Dimensions of OCB**

**OCB in the Western Context.** Despite the proliferation of research on organizational citizenship behavior, there has been lack of consensus with respect to its dimensionality (Podsakoff et al., 2000). The earliest attempt to discover the forms of OCB was made by Smith et al. (1983), whose study sought to predict OCB by interviewing employees and their supervisors representing 77 departments of two banks in a large Midwestern city. The findings suggested two fairly distinct classes of OCB dimensions: altruism and generalized compliance, which were later labeled helping and conscientiousness, respectively. Altruism emerges as helping behavior to assist a specific person in a face-to-face situation, whereas generalized compliance represents the impersonal behavior of “good citizens” in obeying organizational norms or regulations. Five years later, Organ (1988) advocated an expanded body of five OCB dimensions, including altruism, conscientiousness, sportsmanship, courtesy and civic virtue, as Figure 2.7 depicts. Because of its long history and high degree of consistency as opposed to other available scales, this five-dimension framework has been most commonly employed in the OCB literature (Podsakoff et al., 2000).

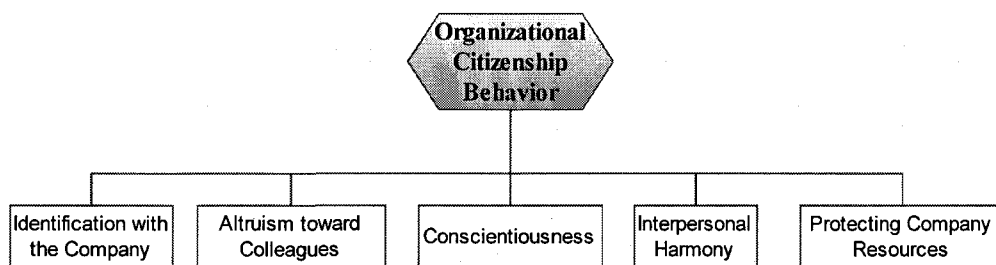


*Figure 2. 7 Five dimensions of organizational citizenship behavior in the Western context (WOCB)  
(Adopted from Organ, 1988)*

Nowadays termed as helping, **altruism** indicates activities performed by employees with the aim of enhancing effectiveness and efficiency. Good citizens tend to help coworkers with work problems in order to prevent a bottleneck in the workflow. In addition, they are also more willing to help outsiders such as customers or suppliers so that the organization will enjoy a more favorable reputation (Organ et al., 2006). **Conscientiousness** describes activities that exceed job role requirements (Organ, 1988), such as spontaneous obedience to organizational rules and regulations, lower rates of absenteeism, strict punctuality, less time spent on breaks, and so forth, implying more productive and accountable labor in the work process. **Sportsmanship** relates to a positive work attitude, avoidance of complaints, and the giving of substantial support to the organization. **Courtesy** depicts actions that enhance the organizational communication system and that take steps to prevent problems from occurring. Examples include giving advance notice, communicating in a timely manner, and transferring information to involved parties (Organ et al., 2006). **Civic virtue** is indicative of people prioritizing organizational interest and always showing concern for the life of the organization by attending meetings that are not mandatory, paying close attention to all related news, and discussing work issues in personal time (Graham, 1991).

Recognizing that the behavioral elements of OCB overlap one another (Coleman & Borman, 2000; Motowidlo, 2000; Organ, 1997), researchers have suggested two broad categories of OCB: (a) OCBO-behavior that benefits the organizational in general; and (b) OCBI-behavior that immediately benefits specific individuals and thereby indirectly contributes to the organization. Among the five OCB dimensions, altruism and courtesy belong to the former category, whereas sportsmanship, civic virtue, and conscientiousness belong to the latter.

**OCB in Taiwan.** Pondering whether citizenship behaviors take different forms in varying cultures, Farh, Earley, and Lin (1997) conducted a study in Taiwan several years after the first OCB scale was created. Their study employed independent samples of students, who were presented with a broad explanation of OCB. The respondents were further asked to draw on their experience to describe acts that they believed to be “good-soldier behaviors”. Five dimensions of Chinese OCB were eventually obtained through a series of factor analyses, which were labeled identification with company, altruism toward colleagues, conscientiousness, interpersonal harmony and protecting company resources, respectively (Figure 2.8).

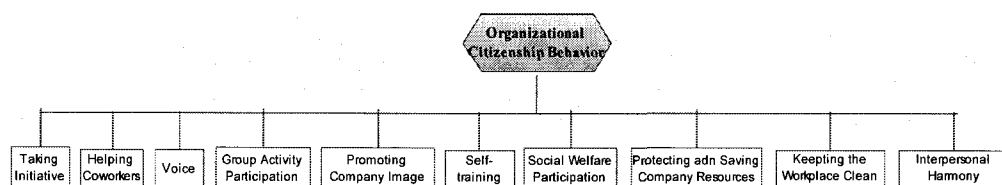


*Figure 2. 8* Five dimensions of organizational citizenship behavior in the Taiwan context (TOCB)

(Adopted from Farh et al., 1997)

The results of this study revealed both the etic and emic aspects of Chinese OCB. Among the five Taiwan OCB dimensions, **identification with company**, **altruism toward colleagues**, and **conscientiousness** appear to be similar to civic virtue, altruism, and conscientiousness, the dimensions found in the US (Podsakoff et al., 1990). In addition to these etic dimensions, however, the other two dimensions that emerged in Taiwan appear to be specific to Chinese societies. According to the authors, the presence of **interpersonal harmony** and **protecting company resources** reveal the familistic collectivism root of Chinese culture. Rating high in collectivism, Chinese people attempt to manifest their preference of staying within groups, maintaining internal harmony by all means possible, and protecting the common interest of the organization.

**OCB in the PRC.** Noting the potential cultural influences on OCB, Farh, Zhong, and Organ (2004) extended the study of OCB to Mainland China. There they sampled a diverse group of Chinese employees from 72 enterprises and conducted a rigorous content analysis on 726 OCB incidents provided by the respondents. In the end, 10 OCB dimensions with 18 items were accumulated, some of which were unprecedented in previous research in Western cultures (Figure 2.9).



*Figure 2. 9* Ten dimensions of organizational citizenship behavior in the PRC context (COCB)  
(Adopted from Farh et al., 2004)

Analogous to the Taiwan OCB scale, five dimensions of the Chinese

OCB—taking the initiative, helping coworkers, voice, group activity participation, and promoting company image—are similar to those investigated in the Western context. The other five extended dimensions, namely self-training, social welfare participation, protecting and saving company resources, keeping the workplace clean, and interpersonal harmony, reveal the unique cultural traits of Mainland Chinese. The dimension of **taking the initiative** describes behavior that indicates one's willingness to take on additional responsibilities such as voluntarily working overtime, shouldering extra duties, and passing on useful work-related information, which resembles conscientiousness in prior studies in the Western context (Smith et al., 1983). The dimension of **helping coworkers** refers to helping colleagues in work-related or nonwork matters, which is similar to altruism. The dimension of **voice** includes making constructive suggestions or giving advanced notice to prevent harmful behavior to the firm, which reflects the "prohibitive voice" as speculated in the study of Van Dyne and LePine (1995). The dimension of **group activity participation** refers to participating in organizational activities that are not compulsory, which is similar to civic virtue (Organ, 1988). Finally, the dimension of **promoting company image** illustrates behaviors of employees showing loyalty to the organization, which is similar to the loyalty dimension found by Van Dyne, Graham, and Dienesch (1994).

On the other hand, the presence of the five extended dimensions in the Chinese OCB scale can be attributed to the distinctive features of Chinese culture in pursuit of harmony and the realization of collective goals. The first extended dimension is **self-training**, which refers to improving one's capabilities, knowledge, or skills. The second extended dimension is **social welfare**

**participation**, which refers to “employees’ participation in activities of public welfare or community service” (Farh et al., 2004, p. 247). The third extended dimension, **protecting and saving company resources**, depicts employees’ endeavors in guarding company resources and protecting the company from disasters. The fourth extended dimension, **keeping the workplace clean**, refers to maintaining the cleanliness and neatness of the workplace, which is an indication of thoughtfulness. The fifth extended dimension of **interpersonal harmony** refers to employee actions aiming at preserving harmonious relations in the workplace. This dimension is especially imperative, since the Chinese have long been known to have great concern for harmony and unity in social relationships (Yang, 1993).

#### **2.6.4.2 Measurements of OCB**

In the earliest study on the nature and dimension of OCB, Smith et al. (1983) developed a 16-item OCB scale using a sample of 422 employees working in 58 departments in two banks in the Midwestern United States. The data were analyzed with exploratory factor analysis that revealed two dimensions of OCB, namely, altruism and compliance. Several years later, building on the five-dimension conceptual work of Organ (1988), Podsakoff, MacKenzie, Moorman, and Fetter (1990) developed a 24-item OCB scale that they later administered in a sample of 988 exempt employees working for a petrochemical company. The results demonstrated that the hypothesized measurement model fit the data well and the five dimensions under study were empirically distinct, all with a satisfactory level of reliability. The 24-item scale has been frequently utilized in OCB studies by subsequent researchers (Lam, Hui, & Law, 1999;

Moorman, 1993), and both the reliability and validity of the instruments have been substantiated in numerous empirical studies.

Beyond the 24-item scale, Farh and other researchers broadened OCB studies to Chinese societies and discovered a 20-item scale in Taiwan and an 18-item scale in Mainland China (Farh et al., 1997; Farh et al., 2004). As previously stated, all items were established by the respondents who drew on their experiences and understanding of citizenship behaviors. For the scales developed in Taiwan and the PRC, some OCB items are comparable to those found in Western countries, while others are exceptionally unique to Chinese culture. In view of the cultural nuances in the perceptions and expressions of OCB, Paine and Organ (2000) appealed to researchers to take culture into account when defining what constitutes OCB and to continue in-depth investigations to “gain a comprehensive perspective” regarding OCB dimensions in various countries (p. 58).

#### **2.6.5 OCB in the Hotel Industry**

The magnitude of OCB to the hotel industry has been revealed by prior empirical results showing that such volitional acts influence service quality or customer perceptions thereof (Bell & Menguc, 2002; Bienstock et al., 2003; Hui et al., 2001; Lin et al., 2008; Morrison, 1996) and customer loyalty (Castro et al., 2004). Striving to avoid or solve work-related problems, good citizens tend to maintain a strong service orientation in the course of providing service. By observing and scrutinizing frontline employees of a large multinational bank, Hui, Lam, and Schaubroeck (2001) discovered that good citizens play a positively influential role among other coworkers. The characteristics of good citizens enable them to



demonstrate higher potential credibility as paragons among the employees. In light of Bandura's (1977) social learning theory, when individuals operate within group settings, they observe, learn from, and imitate others who serve as models for social or antisocial behavior. In group contexts, this role-modeling process has instrumental value in impacting the way employees behave and perform. In this regard, OCB studies carry greater weight in the hotel industry, in which staff members are working within a group context at all times. Good citizens not only outperform others but also act as paragons to inspire followers to convey quality service to customers.

From the customers' perspective, their loyalty to hotels will also be enhanced when served by employees who are good citizens (Castro et al., 2004). Confronted with increasingly fierce competition in the hospitality industry, hotels have attached increasing importance to their guests, who are sometimes referred to as "God". Noting that employees who are engaged in face-to-face contact with guests are vital for ensuring the overall success, hotels have worked to train employees to be qualified hosts. Unfortunately, deficient attention has been given to OCB, an undertaking that could have an immediate effect on customer loyalty during employee-customer interactions. In fact, good citizens contribute both directly and indirectly to creating a perception of service quality (Morrison, 1996). To help hotels achieve expected outcomes, good citizens will display behaviors with a more friendly, supportive, and conscientious attitude in providing service. Such customer orientation makes a deep impression and could help hotels maintain a high level of loyalty among their guests.

In summary, it is obvious that employee performance of OCB could make all the difference in the hotel industry. Given the unpredictable and individualized guest demands nowadays, hotels need good citizens to exhibit discretionary behaviors in coping with various situations during the service encounter (Stamper & Van Dyne, 2003). Therefore, it is critical that hotels formulate appropriate strategies so that they can make full utilization of their human capital.

#### **2.6.6 Summary of OCB Literature**

Since Organ and his colleagues (Bateman & Organ, 1983; Smith et al., 1983) first coined the term organizational citizenship behavior, research has rapidly grown on this type of behavior, which is discretionary in nature, but vital to the overall performance of an organization. Notwithstanding the constantly mounting research interest in OCB, there have been various arguments challenging the similarities and differences between OCB and formal task performance (Organ, 1997). The question has remained as to what extent a behavior can be termed OCB, since employees and supervisors tend to describe OCB in distinct ways (Morrison, 1994). Some behaviors deemed as OCB by employees may be considered simply as “part of the job” by supervisors. In this regard, there has been a blurring between OCB and “the job”, and such blurring may cause problems for both researchers and practitioners. To make free from ambiguity, the current research opted to study OCB from the subordinates’ perspectives, whereby the respondents were asked to do self-assessments and appraisals relevant to citizenship behaviors.

More importantly, as further suggested by Organ et al. (2006), employees from

different nations may also view OCB dissimilarly because of cultural differences. Therefore, many research results attained from Western samples regarding the antecedents and outcomes of OCB may not be applicable in Asian contexts such as China, Japan, and Korea. In case of this generalizability problem, Organ and his colleagues proposed that OCB researchers think through the contexts within which OCB studies are to be conducted so that the specific objectives can be attained. Given the subjective nature of OCB, the author had another supposition that people working in different industries with the same cultural background may also differ from one another in their perceptions of OCB. Thus, it is hoped that the current study carried out within the international five-star hotels in China would result in some valuable insights.

## **2.7 Hypotheses of Conjectural Associations among Constructs of Interest**

Listed in the previous chapter, the nine testable hypotheses of this research can be divided into two groups for examining the directional and moderating effects of CVs. In this section, the author reviewed the existing literature with reference to each hypothesized relationship derived from the conceptual models. Such a review of the literature was intended to serve as a firm foundation on which to build the theoretical frameworks for the current investigation and to develop the hypotheses.

### 2.7.1 Chinese Values and Leader-Member Exchange

H1. Chinese values will have a positive influence on leader-member exchange relationship.
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Most LMX investigations have taken place in a Western context. But it is imperative that researchers shift attention to the PRC in studying LMX, since Chinese people have a stronger people orientation in their daily interactions. LMX within Chinese organizational settings may generate more profound individual or organizational outcomes. Such reasoning arises from earlier studies of interpersonal relationships, or *guanxi* among Chinese (Ambler, 2004; Bian, 1997; Hwang, 1987; Jacobs, 1980; Tsui & Farh, 1997; Wong & Tam, 2000).

It has been exclaimed that in China, *guanxi* is arguably an important determinant of individual or group success under many circumstances. In the workplace, Chinese employees emphasize such interactions with coworkers, and supervisors in particular, to the extent that maintaining high quality *guanxi* can outweigh the job itself. It is because to some degree, a subordinate's inclusion in supervisors' in-group or his or her personal *guanxi* with supervisors may determine the likelihood of enjoying patronage and promotion opportunities. Further, in contrast to a low power distance culture like the US where individuals are sensitive to fairness in power distribution, in a high power distance culture like China, individuals are more accustomed to the inequality between less and more powerful members. Reckoning supervisors as authorities with absolute rights and power, Chinese subordinates tend to show more respect, trust, and obedience to superior parties. Also reflected in Confucius's teachings of *wu lun*, it is the

follower's responsibility to build up a harmonious association with superiors on the basis of compliance. Hence, the author assumed that Chinese hotel employees, and especially those demonstrating a higher level of CVs, would attach more importance to their connections with leaders and make a greater effort to establish a friendly and harmonious relationship. Such value traits, considered benevolence and goodwill by the leaders, may augment personal liking and trust, thus improving the quality of exchange.

### **2.7.2 Chinese Values and Organizational Commitment**

H2. Chinese values will have a positive influence on employee organizational commitment.
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Analogous to LMX, a great deal of OC research has been conducted in Western contexts, hence raising the question as to the generalizability of the OC predictors. Since the 1990s, researchers on commitment have extended and applied OC within non-Western contexts to test the notion that it may have a distinct set of predictors in different cultural contexts. In these early attempts, various countries such as Japan, South Korea, Israel, Pakistan, Singapore, China, and others have been chosen.

As the literature demonstrates, the commitment of Chinese employees towards the overall organization develops very quickly through interpersonal bonding with their supervisors (Wong & Kung, 1999). Deeply rooted in Confucianism with an emphasis on harmony, reciprocity, and loyalty, Chinese people have always highly regarded faithfulness and commitment as common moral codes of personal responsibility. The Chinese business community also stresses the pursuit of

appropriate attitudes among employees. As a result, Chinese workers feel more obliged to shoulder duties, respect authority, maintain loyalty to the organization, and work hard to reciprocate their supervisors. Commitment can be cultivated when an employee benefits from the organization, since the rule of reciprocity in Chinese culture requires one to remember and pay back another's good deeds. What's more, Chinese culture also promotes long-term and stable employment relationships, which further reinforces the subordinate's commitment to the employing organization.

Other than Confucian values, the collective nature of Chinese culture also positively correlates to OC and may explain why Chinese employees tend to be more committed to organizations than their counterparts from other cultures. China has been characterized as highly collective in the landmark culture study by Hofstede (1980a). As Hofstede proposed, varying levels of individualism and collectivism are the driving forces behind individual behaviors in organizations within distinct cultural backgrounds. In a general sense, collectivists normally exhibit greater commitment for the sake of maintaining the common well-being of the organization (Earley, 1989; Parkes, Bochner, & Schneider, 2001). Meyer and Allen (1991) also achieved supportive findings and contended more specifically that the importance that collective cultures place on loyalty is likely to increase an employee's moral obligation to remain in an organization. Thus, prior theoretical assertions concerning a culture's influence on OC have enabled the author to put forward the conjecture that hotel employees more affected by CVs may be more attached to their organizations.

### 2.7.3 Chinese Values and Organizational Citizenship Behavior

H3. Chinese values will have a positive influence on employee organizational citizenship behavior.
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So far, all but a few of the published empirical studies on OCB have occurred in North America, where societies are characterized as highly individualistic. Yet as a consequence of globalization, researchers have witnessed increasing interest in the influence a country's cultural background has on OCB (Organ et al., 2006). Paine and Organ (2000) conceived of cultural context as playing a prominent part in the applicability of OCB in a variety of ways: "Contextual factors have the potential to increase or decrease the likelihood of employees demonstrating OCB" (p. 47). In their opinion, national culture might encourage or inhibit OCB or the causes of it. Studies by Farh et al. (1997) and Farh et al. (2002) have also argued strongly for considering societal culture in the course of operationalizing OCB. These authors found that two of the dimensions of culture as categorized by Hofstede (1984) affect the perception and expressions of OCB, namely individualism/collectivism and power distance. Such findings are defensible when one makes a thorough observation and analysis.

First, it has been intuitively believed that individual differences may prompt the display of OCB. In this view, some people, because of who they are, are inclined to demonstrate more citizenship behaviors than others. In his 1990 report, Organ contended that a large range of factors may constitute a motivational basis for individuals to act as "good citizens". Suggested by Organ was the influential role that individual differences might play in OCB, and since then considerable

research interest has shifted to this issue. In search of the probable personal traits and distinctions involved, scholars have followed the suggestion of Hofstede (1984) that individualism/collectivism is an effective way to distinguish between individuals. In light of the collective nature of Mainland China, Chinese people are deemed to be more likely to perceive some dimensions of OCB (e.g., sportsmanship and courtesy) as a requirement in the job than participants from individualistic cultures like the US and Australia. Indeed, such a peculiarity was verified by Lam, Hui, and Law (1999) in that they proved that Hong Kong respondents viewed sportsmanship as part of the job duties. Paine and Organ (2000) also reasoned that employees holding collective values would be more likely to seek ways to aid the welfare of the group and therefore may be more inclined to carry out citizenship behaviors.

Furthermore, according to Hofstede (1984), in cultures that accept a high level of power distance, subordinates usually perceive inequality in power distribution as fair and normal. In these nations, subordinates are more willing to submit to supervisors, and supervisors have more authority to influence their followers. As stated in the earlier literature review, China is characterized as a high power distance culture, and the Chinese have a relatively high tolerance of differences in power distribution. As a result, they are not as sensitive toward issues of fairness as opposed to their Western counterparts. Having accepted that there will be differences in treatment over which they have no control, Chinese employees will be less affected by external factors when deciding whether to engage in OCB. In contrast, in cultures where power distance is low, subordinates tend to be more sensitive to power inequality, and leaders and subordinates are more equal in their



ability to influence one another (Organ et al., 2006). Therefore, when feeling unfair or unsatisfied, subordinates in these cultures tend to minimize their efforts toward the organization and confine their behaviors to in-role only.

To conclude, being supportive of the argument as to the subjective nature of OCB (Morrison, 1994) and the role of contextual factors as OCB predictors, the author of this study confidently proposed that CVs could function in the same way to influence people's perceptions of, eagerness toward, and actual execution of citizenship behaviors. To put it another way, the author hypothesized that hotel subordinates who are more deeply impacted by CVs would be loyal, obliged, and committed workers who may have a higher propensity to display OCB so as to reciprocate their supervisors and accomplish the common aims of the hotels.

#### **2.7.4 Leader-Member Exchange and Organizational Commitment**

H4. Leader-member exchange relationship will have a positive influence on employee organizational commitment.
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Reichers (1985) claimed that OC should be viewed as a coalition of various constituencies, including top management, immediate supervisors, work groups, occupations, departments, divisions, and unions. Implicit in her argument is that OC should be considered a collection of multiple commitments to various groups that make up the organization. To accurately understand OC, one should also pay close attention to the development of all forms of commitment, as employees' commitment to the components of the organization will contribute to their overall degree of faithfulness.

First, a favorable relationship with immediate supervisors will help diminish the ambiguity of employees about their respective roles in the organization. Role clarity refers to the degree to which role expectations are clear and understandable (Rizzo, House, & Lirtzman, 1970). Ambiguity occurs when employees are unable to determine what are expected by the organization they work for, thus adversely affecting their decision to produce. Prior findings have suggested that role ambiguity relates negatively to OC, and in particular to continuance commitment (Dornstein & Matalon, 1989). To put it in another way, a high level of commitment may originate from the abatement of vagueness and uncertainty concerning a subordinate's role in a work unit. For this reason, high-quality LMX featuring mutual trust and effective communication will noticeably enhance the commitment of in-group members. As facilitators and supporters, leaders will endeavor to make relevant information available to subordinates, clarify vital issues, and straighten out confusions. By doing so, leaders will be able to illuminate the organization's expectations of subordinates to ensure that employees work toward clear aims and goals. In the end, considering the current organization to be exceedingly effective, subordinates will feel more reluctant to terminate their organizational membership in order to save cost, which implies higher continuance commitment.

Secondly, supervisors have been found to play a salient role in cultivating employee commitment in China, inasmuch as some recent OC studies have substantiated that Chinese employees may establish trust and commitment toward their supervisors before developing commitment to the organization as a whole (Wong & Kung, 1999; Wong, Ngo, & Wong, 2003). Exalted authorities such as

managers, heads and supervisors have normally been reckoned as the representatives of organizations. Being trusted, cared, supported and appreciated in a high-quality LMX, subordinates will develop stronger emotional connections with their supervisors. Sometimes in China, favorable interpersonal guanxi can result in a family-like work environment, where superiors are respected as fathers or brothers in a family. To abide by Confucian teachings of reciprocity, subordinates will be more loyal and committed to their supervisors and eventually to the organization that the supervisor stands for. Accordingly, it was the author's postulation that LMX would positively influence the OC of hotel employees.

#### **2.7.5 Leader-Member Exchange and Organizational Citizenship Behavior**

H5. Leader-Member exchange relationship will have a positive influence on employee organizational citizenship behavior.
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As discussed formerly, considerable research has articulated the fact that leaders can significantly affect a variety of relevant outcomes at the individual, group, and organizational levels (Gerstner & Day, 1997; Judge, Piccolok, & Ilies, 2004; Liden et al., 1997). Initially based on the general assumption that leaders behave homogeneously toward all of their subordinates, leadership theory has evolved and diverted its focus to the dyadic relationship between leaders and followers, termed the leader-member exchange (Ilies, Nahrgang, & Morgeson, 2003). Based on social exchange theory (Blau, 1964), the central premise of LMX is that instead of treating all followers equally, leaders usually develop different types of relationships and sort out in-groups from out-groups according to the members' attitudes and behaviors (Sparrowe & Liden, 1997).

From an individual perspective, in-group subordinates in general enjoy more negotiating latitude, access to information, supervisory support, and professional growth (Aryee & Chen, 2006). Noting that they have decisional influence, subordinates may feel they are important to the organization and aspire to make a difference at work by performing their tasks more actively and autonomously. In addition, since they enjoy more access to job-related information, subordinates in a high-quality exchange are able to have better knowledge of their roles and organizational goals, enabling them to accomplish higher work efficiency. Finally, supervisory support in a high-quality LMX enhances the perception of subordinates of being obliged to reciprocate their leaders. Viewing supervisors as the representatives of the organization, subordinates will endeavor to devote themselves further to their work so that organizational effectiveness will be increased.

In essence, to pay back all these exceptional treatments, subordinates in satisfactory LMX relationships are likely to extend their job performance beyond what is specified in formal job descriptions. This perspective provides a solid basis for assuming a positive relationship between LMX and OCB as articulated by many earlier researchers (Hui et al., 1999). The current study therefore presumed that the higher the quality of LMX, the higher the propensity of in-group subordinates to perform OCB with the purpose of attaining their own objectives and reciprocating their supervisors. Favorable LMX is important especially in workplaces such as hotels, where most tasks require close supervision, constant guidance, and frequent intendance by supervisors to guarantee the delivery of meritorious service. In this respect, a conceptual

mechanism embodying LMX and OCB carries great weight in the context of the current investigation.

#### **2.7.6 Organizational Commitment and Organizational Citizenship Behavior**

H6. Employee organizational commitment will have a positive influence on employee organizational citizenship behavior.
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As argued in the previous chapter, OC has been explained by scholars from the perspective of maintaining consistency between attitudes and behaviors. Here, consistency indicates people's inclination to remain psychologically unswerving across different situations. Psychological consistency theory stems from Festinger's (1957) theory of cognitive dissonance, which illustrates an individual's desire to keep an inside balance between thoughts and behaviors. Under cognitive dissonance theory, voluntary individual activities are stimulated not by the urge of reciprocation, but by a desire to remain psychologically consistent. In other words, when individuals develop an emotional attachment to an organization, their actions will be driven by the attitudes of liking, belonging, and accountability. To express such feelings, they will do their best to contribute to the realization of organizational values and goals. Behaviors in this regard include discretionary actions beyond the formally described job requirements that promote the overall performance of the organization, namely OCB.

What's more, accumulated empirical literature has noted that employees with high commitment to the organizations are more productive, loyal, and responsible, and attempt to affect organizational performance in a variety of positive ways (Organ & Ryan, 1995; Yilmaz & Cokluk-Bokeoglu, 2008). On the premise that

committed individuals are more supportive towards organizational welfare, they are more likely to engage in citizenship behaviors, which are not recognized by the formal reward system but which could greatly help to increase organizational productivity and efficiency. Accounting for individual willingness to perform OCB, OC was thus incorporated into the hypothesized research models of this study as both a significant construct as well as a stimulator of OCB.

#### **2.7.7 Moderating Effects of Chinese Values**

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|---|
| <p>H7. Chinese values will have a moderating effect on the relationship between leader-member exchange and employee organizational commitment.</p> <p>H8. Chinese values will have a moderating effect on the relationship between leader-member exchange and employee organizational citizenship behavior.</p> <p>H9. Chinese values will have a moderating effect on the relationship between employee organizational commitment and organizational citizenship behavior.</p> |
|---|

Another group of hypotheses in this research concentrated on the potential moderating effects of CVs on the associations between OCB and its antecedents (LMX and OC). Regardless the fact that culture has been purported to function as a moderator in a wide range of studies, the potential moderating role of CVs has not been well addressed. If culture can be expected to moderate various linkages, CVs may exert similar influences as they reflect the fundamental cultural beliefs of Chinese people. For this reason, the author presumed that CVs may moderate the relationships among the other constructs under study.

To be more specific, among all four cultural dimensions proposed by Hofstede (1980a, 1980b, 1980c), individualism/collectivism has been extensively researched by a large body of literature as being most important in accounting for differences in social behaviors (Triandis, 1989). Besides, it has also been studied

as a moderator able to change the strength of certain relationships. For instance, it was found by Earley (1989, 1993) that collectivists working in an out-group display inferior performance than when working in an in-group, but such a result does not apply to individualists. Additionally, other scholars have found that collectivists reciprocate cooperation with greater effort to collaborate, but individualists do not (Cox, Loebel, & McLeod, 1991). Other relevant variables such as justice, perception of equity, and commitment have also been scrutinized with individualism/collectivism as the moderator of the interrelationships (Ramamoorthy & Flood, 2002). Thus, research results have affirmed the moderating role of individualism/collectivism and have drawn many useful implications. Indicated in the studies of individualism/collectivism concerning its moderating effects is the possibility that cultural values found in the CVS (Chinese Culture Connection, 1987) may also function as a moderator in influencing the interrelationships among other variables. To address this research approach, the current study also hypothesized the moderating effects of CVs on the relationships between LMX and OC, LMX and OCB, and OC and OCB. In other words, it was presumed that the relational strength between the independent variables (LMX and OC) and dependent variable (OCB) would change when high- and low-level CVs were integrated into the research model.

## **2.8 Chapter Summary**

In this chapter, the author have carefully reviewed the research context and the constructs of CVs, LMX, OC, and OCB, which make up the study's conceptual models from which the hypothesized relationships were generated. To provide this

research with a solid theoretical foundation, the author summarized the existing literature regarding the definitions, dimensions, operationalization, and development of each construct. The findings were encouraging in that although all these constructs have been widely studied as a result of their pivotal outcomes or effects, to the author's knowledge, no prior research has proposed such a theoretical framework, from which OCB, an essential type of behavior, may be provoked. In addition, the author has noticed a growing interest in testing the moderating effects of cultural dimensions such as individualism/collectivism, since such studies may propose profound implications for cross-cultural investigations. Yet the potential role of CVs as a moderator has been neglected, and the author has not found adequate research on this topic. Indeed, it is possible that CVs may moderate the linkages between the attitudinal and behavioral constructs. As a reflection of the essence of Chinese culture, the CVs dimensions are comparable to those developed in a Western setting, as explained in the prior sections.

In conclusion, this chapter encompasses all the primary constructs underlying the research. Through an elaborative review of the existing literature, the author has gained deep insights into the conceptual models and the hypothesized associations among the constructs. With the aim of proving whether CVs directly predict hotel employee citizenship behaviors or moderate the mechanism that elicits OCB, the current research proceeds to the next stage of research design and theory testing.



## **Chapter III. Research Methodology**

### **3.1 Chapter Introduction**

This chapter provides a detailed discussion of the overall research design and the essential research procedures to be carried out following the review of the literature. The first two subsections clearly describe a score of key issues such as the research process, purpose of the study, unit of analysis, time horizon, sampling design, development of measures, and data collection methods. Next, multiple qualitative and quantitative techniques employed by the current study in data analysis are explicitly specified. Last, several essential research steps are listed to clarify in detail how this research was implemented.

### **3.2 Overview of Research Method**

On the whole, an applied research, the current study was conducted with the intention to test the applicability and generalizability of the prior results, fill in research gaps in the literature, and help improve the practices of human resources management so that the inclination of hotel employees to display organizational citizenship behavior (OCB) might be enhanced. The author mainly adopted a positivism approach with a quantitative research philosophy. In terms of the ontological and epistemological stance, the former defines the fundamental nature of a reality, while the latter defines what can be known of that reality. For this research, the ontological stance is to discover the existence of cultural influences (causality in nature). The epistemological stance is to learn the relationship between cultural beliefs and behaviors through a triangulation method with the

focus on the quantitative methodology. This research philosophy has influenced the overall design and methodology of the thesis. Data was accumulated to investigate the research hypotheses. Though both quantitative survey and qualitative interviews were utilized, the main research findings were generated from the quantitative perspective

By reason of the research objectives, the author resolved to follow a hypothetico-deductive method to test the hypothesized associations among all constructs under investigation. The research process began with the author's observation of the problems occurring in China's hotel industry and the realization of a certain type of behavior termed OCB that might help resolve these problems. After gaining a thorough review of the relevant information, the author integrated all sources in a logical manner and formulated the theoretical framework of the research. Two groups of hypotheses were thereby generated with the purpose of examining the influence of Chinese values (CVs) on citizenship behaviors within China's international five-star properties. Figure 3.1 depicts a schematic diagram of the research process in the format suggested by Babbie (2001).

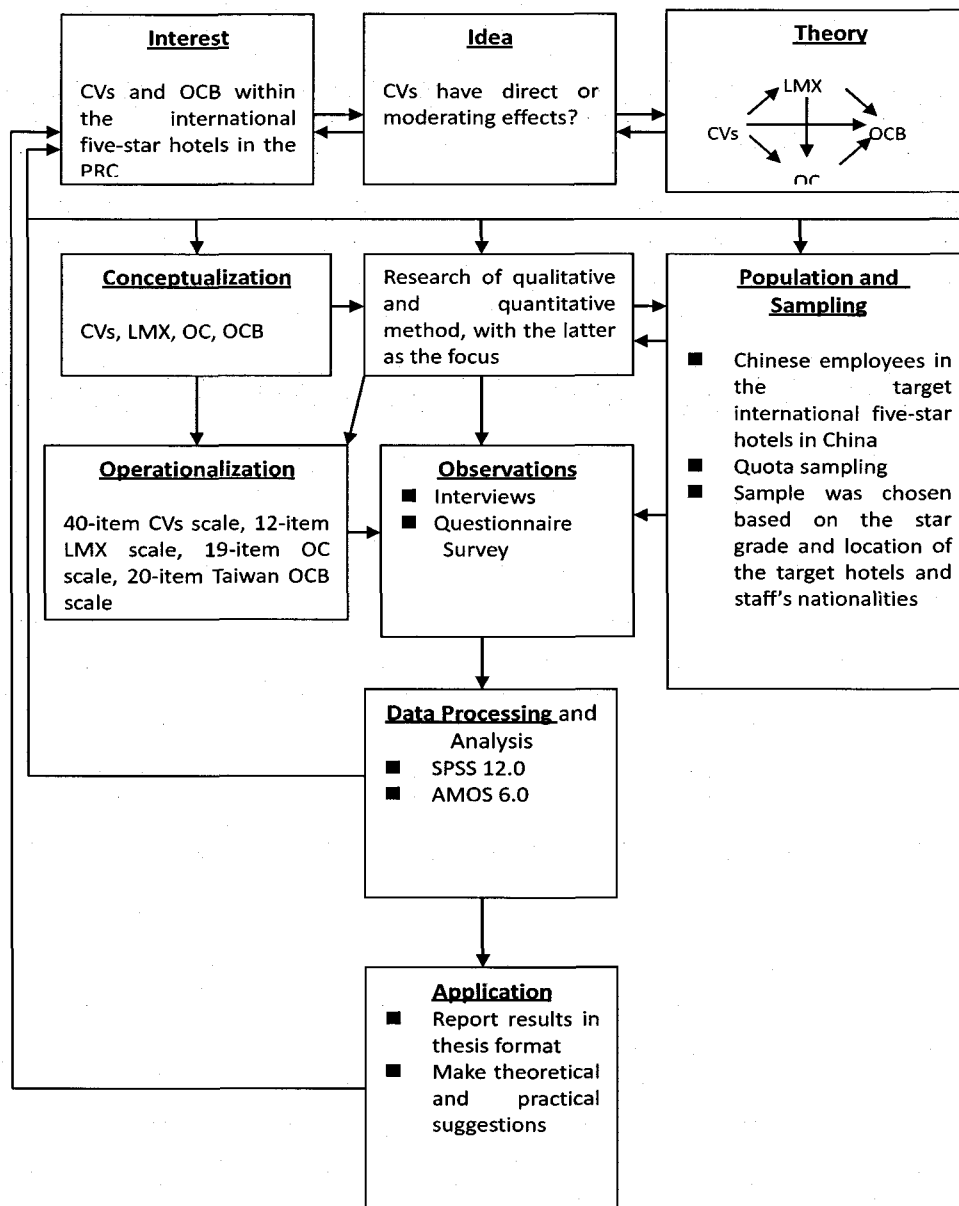
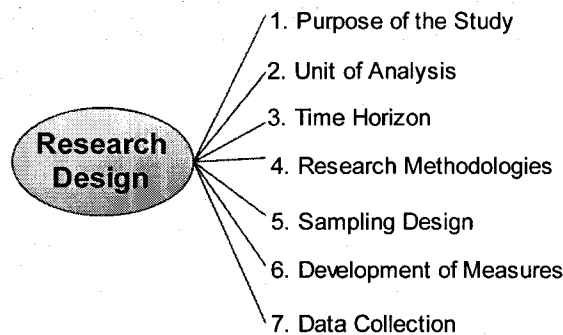


Figure 3. 1 Schematic view of the research process  
(Adopted from Babbie, 2001)

### 3.3 Research Design

The research philosophy and the positivism approach adopted by the author have greatly influenced the overall design of the research. Having identified four constructs and developed the theoretical framework, the author made several

important decisions in research design so that requisite data could be gathered and analyzed to attain the research objectives. Shown in Figure 3.2 are a variety of issues involved in the research design, including the purpose of the study, unit of analysis, time horizon, sampling design, development of measures, and data collection methods.



*Figure 3. 2 Research design of the study*

### **3.3.1 Purpose of the Study**

According to Burns and Bush (2000), studies may be exploratory, descriptive, or causal in nature. An exploratory study is undertaken to gather preliminary information, define terms, and make clear the problems and the situation; a descriptive study is undertaken to describe the relevant aspects of the phenomena of interest; and a causal study is undertaken to determine cause-effect relationships and predict outcomes. Since this research was intended to test two groups of hypotheses in reference to the intercorrelations among the constructs under investigation, it could be described as both exploratory and causal in nature.

### **3.3.2 Unit of Analysis**

Suggested by Sekaran (2003), it is extremely central for every researcher to decide

on the unit of analysis since this will determine or guide the data collection methods, sample size, and even the variables included in the framework. Critical to research of all kinds, the unit of analysis refers to the major entity being studied and contains various levels, going from individuals to dyads, groups, social organizations, or nations (Sekaran, 2003). In terms of the unit of analysis, this research was at the individual level. In other words, the major entity to be analyzed was the Chinese employees working for China's international five-star hotels. Thus, data collected from the target respondents were treated as an individual data source.

### **3.3.3 Time Horizon**

As far as time horizon is concerned, research can be divided into two categories: cross-sectional and longitudinal studies (Jennings, 2001). A study is called cross-sectional when subsets of a population are observed and data are gathered at a single point in time to answer the research questions. In contrast, a longitudinal study is carried out when researchers study some people or phenomena over a period of time so as to observe changes longitudinally. For the current study, although the author spent several months to collect the data, it still belonged to the cross-sectional category in that it did not consider comparing data over several time periods. This could become a limitation or weakness of the research methodology as longitudinal studies result in a more accurate assessment of possible causal connections. Such a restriction is fully described in the final chapter of discussions and implications.

### **3.3.4 Research Methodologies**

To address the research issues, this study used both qualitative and quantitative methodologies with an emphasis on the latter. Hussey and Hussey (1997) stated that the use of different research approaches, methods, and techniques in the same study can overcome the potential bias of a single method approach. Such combination of two or more techniques is also known as “methodological triangulation” and has been highlighted and advocated by many scholars (Snow & Thomas, 1994; Ticehurst & Veal, 2000). The triangulation occurred here mainly because of the research nature as both exploratory and causal. A group of hypotheses were generated on the basis of the research models, therefore quantitative approach was focused to test the main assumptions. However, qualitative method was also used as a way to overcome the potential bias of a single method approach (lack of in-depth understanding the phenomenon).

More specifically, during the stage of preliminary tests, a group of hotel practitioners was first interviewed, followed by a quantitative pilot test. Later, in-depth interviews with academic professionals on methodological issues were organized and another quantitative pilot test was conducted. Finally, the main survey was carried out in a deductive manner. By undergoing this process, the author anticipated that a multi-method approach could help compensate for any flaws while at the same time leveraging the strengths of a single method. It is worthy to be mentioned that adopting both methods might lead to disconfirmation of the hypothesis when the findings of the quantitative study contradict those of the qualitative study. Thus, the author determined to be very cautious in

interpreting the research results when data analysis was completed.

### **3.3.5 Sampling Design**

This research sought to investigate the impact of CVs on employee OCB performance. Thus, Chinese employees working in the international five-star hotels located in Mainland China made up the research population. Since it was practically impossible to examine every element of the population, the author employed a **quota sampling** method on the basis of convenience. Quota sampling is the nonprobability equivalent of stratified sampling (Sekaran, 2003). The strata identified in this study were the hotels' star grade and management companies, followed by their locations in the PRC and the nationality of the hotel employees (Chinese only). To enhance the degree of representativeness and generalizability, the author deliberated on several important matters, such as the distribution of five-star properties in Mainland China and the geographical representation of cities possessing the international five-star hotels.

Regarding sample size, Hair, Anderson, Tatham, and Black (2002) have argued that the 10:1 criterion (ratio of respondents to items) set by some scholars is too strict and a ratio of 5:1 is suitable for most types of multivariate analyses. With considerable support from many parties (e.g., hotel human resources departments, general staff, governors, etc.), the author obtained a sample of 330 valid data in Pilot Test (I), a sample of 349 valid data in Pilot Test (II) and a sample of 819 valid data in the main survey (a total of **745** for data analysis after the deletion of outliers). Though the three tests shared distinctive objectives and went through different statistical procedures, the respective sample sizes were suitable for

yielding rational analysis for the research questions. The “survey distribution profile and missing data” section of each test elaborates upon issues concerning the respondent profile, response rate, and missing values.

### **3.3.6 Development of Measures**

Unquestionably, the accuracy of instruments used to measure the constructs under examination is vital to research of all kinds. Problems with the reliability and validity of measures can lead to difficulties in interpreting results and bias in conclusions no matter how advanced the research techniques used in the research. Following the suggestion of the American Psychological Association (APA, 1985), the author took four factors into serious consideration when establishing measurement criteria, including content validity, criterion-related validity, construct validity, and internal consistency. Additionally, since the research scope of this study was restricted to the international five-star hotels in China, the author also pondered the applicability of measurements in fitting the specific research context and objectives. Hence instead of generating items and developing new scales to measure Chinese values (CVs), leader-member exchange (LMX), organizational commitment (OC), and organizational citizenship behavior (OCB), this study employed the existing scales based on the literature.

First, the author borrowed the 40-item CVs scale developed from the seminal work of Bond and his colleagues (Chinese Culture Connection, 1987) to evaluate the values of hotel employees who were ethnically Chinese (Appendix 2). The Chinese Culture Connection (1987) clearly indicated the presence of four factors, namely integration, Confucian work dynamism, human-heartedness, and moral



discipline. The solution of structure was further confirmed by nonmetric multidimensional scaling (MDS). It is worth noting that the four dimensions of the CVS comprised 28 items, whereas the remaining 12 items failed to load on any of the factors. Nevertheless, all 40 items were embodied in this study at the initial stage to allow the discovery of the factor structure within the specific context of the current research. Except for the dichotomous test in Pilot Test I (yes or no questions), value items were measured on a 7-point Likert scale ranging from 1 (very unimportant) to 7 (very important). Second, concerning the LMX construct, the author adopted the multidimensional view as explained previously and therefore utilized the four-factor scale developed by Liden and Maslyn (1998) with 12 items (Appendix 3) to assess the dyad relationship between hotel employees and their immediate supervisors. All items were measured on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree), the same as in the original work. Thirdly, OC has long been a topic of interest to researchers with great efforts being made to operationalize this essential construct. Allen and Meyer (1990) developed a three-factor scale that originally contained 24 items, but later was revised and reduced to 19 items (Meyer & Allen, 1997). This OC scale has consistently evidenced strong estimates of validity and reliability (Cheng & Stockdale, 2003; Cohen, 1996; Hackett, Bycio, & Hausdorf, 1994), and hence was applied to this study. Appendix 4 contains the 19 OC items, which were evaluated on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Last, with respect to the instruments for OCB, the author was confronted with three scales that had been generated in a Western context (WOCB), Taiwan (TOCB), and Mainland China (COCB), respectively. In fact, all

these OCB scales possessed both advantages and constraints for the current study. The WOCB has been most commonly tested and proven to have high reliability and validity; the TOCB has enjoyed enhanced popularity in recent years, particularly in Chinese OCB research; whereas the COCB is the latest scale, fully representing the Chinese cultural setting but lacking theoretical support and empirical verification. For the sake of the most appropriate selection, the author determined to make a comparative study in a preliminary test to carefully examine the applicability of each scale. Appendices 5, 6, and 7 contain all items of the WOCB, TOCB, and COCB scales, which were measured on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

### **3.3.7 Data Collection**

#### **3.3.7.1 Sources of Data**

Due to the originality of the theoretical framework developed in this research, the author intended to collect first-hand information in reference to the chief constructs so as to attain the research objectives. For this purpose, the author contacted and surveyed Chinese employees working in the target international five-star hotels situated in the main cities of China. Their views on the predesigned questions were then gathered and analyzed for deduction purposes.

#### **3.3.7.2 Questionnaire Administration**

The current study took the advantage of a useful data collection method, namely, questionnaires. In general, questionnaires ensure the acquisition of a large number of respondents and a simplified data collection process. More importantly, data

acquired by questionnaires can be coded and analyzed more easily (Sekaran, 2003). In terms of the measurement scale, 7-point Likert scale was used on the finalized items of each construct since Likert scales ranging from 4 to 7 points are deemed highly acceptable (Spector, 1992).

To effectively administer the questionnaires, the author decided to rely on both personal distribution and a network of contact people. Specifically, to establish rapport, motivate respondents, and clarify research purposes, the author showed presence at as many target hotels as possible and directly distributed the questionnaires to the employees with the permission of the hotel authorities. To avoid possible interference, the author sought for the appropriate time and place to contact the employees (e.g., lunch time in the staff canteen). Moreover, when it was impractical to have face-to-face interaction with the hotel employees, the author handed the questionnaires over to the contact people. For most of the target hotels, staff lists and other relevant information are normally deemed confidential. Therefore, on account of the difficulties in contacting the respondents directly, the author turned to a group of key persons who helped distribute and collect the questionnaires in favor of the current study. At first, the author made best effort to establish favorable relationships with people such as experienced hotel employees, departmental heads especially those in charge of human resources departments, governors of local tourism administration, and the like. After fully understanding the aims and significance of this research, many of them lent all-out support during the data collection process and introduced the author to additional target hotels in different cities of China. Eventually, the “snowball” effect enabled the author to build up a helpful network of contacts and accomplish the completion of

data collection.

To eliminate misinterpretation during the data collection process, the author tried to meet with each contact person and make clear some crucial issues, such as the intention behind the study, procedures for distributing questionnaires, assurance of respondent confidentiality, and the criteria for selecting respondents (e.g., participants must be ethnic Chinese who have an immediate supervisor). Along with the questionnaires, cover letters with explicit instructions and explanations were enclosed. Incentive gifts were sent to the participants as well so as to inspire the response rate. Considering that the questionnaires consisted of some sensitive questions related to employee relationships, commitment, and work performance, the author required the respondents to **seal the questionnaire envelop** after completion and return it directly to either the author or the sender. Such a strategy was intended to dispel any doubts or fears by the employees that their opinions given in response to the questions would be accessed by hotel supervisors or other staff members. Adopting the suggestions of Saunders, Thornhill, and Lewis (2003), the author also sent reminders as a follow-up to the contact people of the hotels that had comparatively low response rates both 1 and 3 weeks after initial distribution.

### **3.4 Methods of Data Analysis**

#### **3.4.1 Analysis of Qualitative Data**

At each phase of the preliminary tests, prior to collecting the quantitative data, the author first formulated a list of qualitative questions and undertook in-depth

interviews with the persons concerned. Taking the suggestions of other scholars (e.g., Krippendorff, 2004), the author tape-recorded and transcribed the conversations for further analysis. By carefully scrutinizing the recorded transcripts of the interviews, the author attempted to reflect the core concerns in every communication, systematically categorize the important information, and draw valuable inferences. Given that the current research relied more on quantitative than qualitative data, the qualitative interviews served primarily as a premise, which helped in developing and realizing the subsequent quantitative surveys. As a result, the author merely used simple content analysis and coded the textual information in units of sentences and phrases, followed by classifying and categorizing the analogous views raised by the interviewees. Because all questions asked in the qualitative interviews were related to crucial research issues, such as the proposed linkages among constructs, the design of questionnaires, data collection and analysis, and so forth, the author attached great importance to all valuable opinions and advice sorted out from the conversations.

### **3.4.2 Analysis of Quantitative Data**

#### **3.4.2.1 Exploratory Factor Analysis (EFA)**

Following the recommendations of Churchill (1979) and Gerbing and Anderson (1988), the author tested the scales for reliability and unidimensionality using factor analysis in the pilot test. There are two basic types of factor analysis termed exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). EFA is used when links between the observed and latent variables are unsure or unknown, whereas CFA is appropriate when there is a theoretical basis upon which the

underlying latent variable structure can be postulated (Byrne, 2001). Generally speaking, with the attempt to understand variable structures, refine questionnaires, and reduce data set to a more manageable size, EFA is thought to be proper at the pilot phase of research (Field, 2005).

To reveal the dimensions underlying each construct, the author employed principal components analysis (PCA) in the exploratory phase of the analysis. A preferred tool for EFA, PCA is considered suitable for analyzing data measured on a Likert-type scale (Johnson & Wichern, 1992). Nonetheless, it should also be pointed out that the view that PCA is entirely identical to factor analysis is misguided. There has been much discussion in the literature of the similarities and differences between PCA and factor analysis. A major distinction found between the two techniques is that an explicit model underlies factor analysis, but no such model is assumed in PCA (Jolliffe, 2002). In spite of their differences, the central idea of PCA is to discover or reduce the dimensionality of the data set consisting of interrelated variables, while retaining as much variation as possible, the same as factor analysis. PCA is a sound but less complex procedure and is able to generate very similar solutions when 30 or more variables are to be examined (Steven, 1992). Accordingly, this research employed this approach to locate the underlying dimensions of the four main constructs.

The first decision made by the author in PCA was the selection of rotation method. Rotation is an integral part of factor analysis, aiming to simplify the factors and reduce variation in order to simplify interpretation (Jolliffe, 2002). SPSS 12.0 has three methods of orthogonal rotation (varimax, quartimax, and equamax) and two

methods of oblique rotation (direct oblimin and promax). For this study, **varimax rotation** with Kaiser normalization was chosen, since this method intends to minimize the number of variables that have high loadings on a factor, hence making elucidation much easier (Field, 2005). In addition, several criteria were set up so as to facilitate the interpretation process. For instance, factors were extracted based on the common rule that eigenvalues should exceed point 1.0. Maximum iterations for convergence were set to 50 to allow the computer to search for more times for an optimal solution. The default cut-off point of factor loadings was changed from .1 to a significance value of .4 as many scholars have suggested (Field, 2005; Hair et al., 2002).

#### **3.4.2.2 Reliability Test**

Following the EFA, reliability tests on each dimension of the constructs were run for internal consistency evaluation. As defined by Field (2005), reliability simply means that a scale should consistently reflect the construct it is measuring. In other words, a scale is highly reliable if it gives the same results on different occasions or across time periods. In most studies, reliability has been measured using Cronbach's coefficient alpha (Field, 2005; Nunally, 1978), which gauges the extent to which a group of questions measures the same underlying construct. At one extreme, a value of zero means that all questions are completely different; while at the other extreme, a value of one means that these questions are identical and repeated. A cut-off point of .6 in Cronbach's alpha is thought to be suitable by Hair et al. (2002).

#### **3.4.2.3 Confirmatory Factor Analysis (CFA)**

During the analysis of the main survey, CFA was performed after EFA to realize cross-validation. The critical assumptions underlying CFA, and the maximum likelihood estimation method in particular, require a large sample size, multivariate normal distribution, hypothetical models, and scaling of the observed variables (Byrne, 2001). CFA is generally undertaken on the measurement portion of structural equation modeling and should be based on the variance-covariance matrix in preference to the correlation matrix (Kline, 2005). After exploring the factor structure, the author drew the first- and second-order models for each construct using AMOS graphics, which clearly described the number of common factors, the number of observed variables, the variances and covariances among the common factors, and the relationship among the endogenous and exogenous variables. The statistics yielded by CFA were then carefully examined by the author to determine the model's goodness-of-fit.

As suggested by Brown (2006), the author considered at least one index from the absolute, parsimony, and comparative fit classes in weighing the overall model fitness. Examples of these fit statistics include the critical ratio, chi square value, degrees of freedom, the goodness-of-fit index (GFI), the adjusted goodness-of-fit index (AGFI), the comparative fit index (CFI), and the root mean square error of approximation (RMSEA). Firstly, the critical ratio needs to be examined as it represents the parameter estimates divided by its standard error. At a .05 level of significance, a critical ratio less than  $\pm 1.96$  is a hint for rejecting the hypothesis that the model estimate statistically equals to zero. With respect to the chi-square



statistic, researchers have addressed its limitation of high sensitivity to sample size and have developed other goodness-of-fit indexes to replace it (Byrne, 2001). For instance, the GFI index measures the amount of variance and covariance jointly explained by the model, and is less sensitive to sample size as opposed to the chi-square statistics. The closer the GFI value is to 1.00, the better the fit of the data; the same is true for AGFI. GFI = 1.0 indicates perfect model fit, GFI > .90 indicates good fit, and values close to zero indicate poor fit (Kline, 2005). Also reported in the thesis, the CFI is also a representation of model fit and a value greater than .90 corresponds to adequate fit (Bentler, 1992). In addition, the RMSEA denotes the error of approximation in the population: value less than .05 suggest a good model fit, values between .05 and .08 suggest reasonable errors of approximation in the population, whereas values of or larger than .10 suggest poor fit (Byrne, 2001).

To avoid too much reliance on the goodness-of-fit indexes, the author also looked at the model parameters to see whether estimates were wrongfully exhibited (Brown, 2006). The correlation matrix, variance and covariance matrix were all carefully scrutinized. Any estimates falling outside the reasonable range might signal the possibility that the model was wrongfully specified. Afterwards, model evaluation proceeded to inspecting the factor loadings, variances, and covariances as well as indicator errors. If no out-of-range values were detected, interpretation of the proposed relationships embodied in the models could carry on.

#### **3.4.2.4 Structural Equation Modeling (SEM)**

In reference to the analysis of the hypothesized models, the author followed other

scholars' recommendations for exploiting structural equation modeling (SEM) (e.g., Hair et al., 2002; Shook, Ketchen, Hult, & Kacmar, 2004). Use of SEM has been growing in the social sciences, as it provides researchers with a comprehensive means of model assessment and modification (Bentler, 1983). In comparison with multiple regression, SEM is powerful in concurrently examining the interrelated linkages, in which a dependent variable turns into an independent variable in subsequent relationships within the same model. This is because SEM comprises a set of linear equations, and hence can simultaneously test two or more relationships among directly observable and/or unmeasured latent constructs (Shook et al., 2004). In this respect, SEM met the objectives of this research, and thus was employed through the use of AMOS software package (Byrne, 2001).

Moreover, in testing the structural regression models (SR model), the author implemented a two-step approach described by Anderson and Gerbing (1988). The SR models were first respecified as CFA models and later as structural models. In other words, CFA was first conducted as a precursor to reproduce the observed relationships among the indicators, followed by the test of the structural portion of SEM. Rather than simultaneously estimating the measurement and structural models, this two-step approach has many comparative advantages in that it allows researchers to precisely determine where the poor model fit is located (Anderson & Gerbing, 1988; Byrne, 2001).

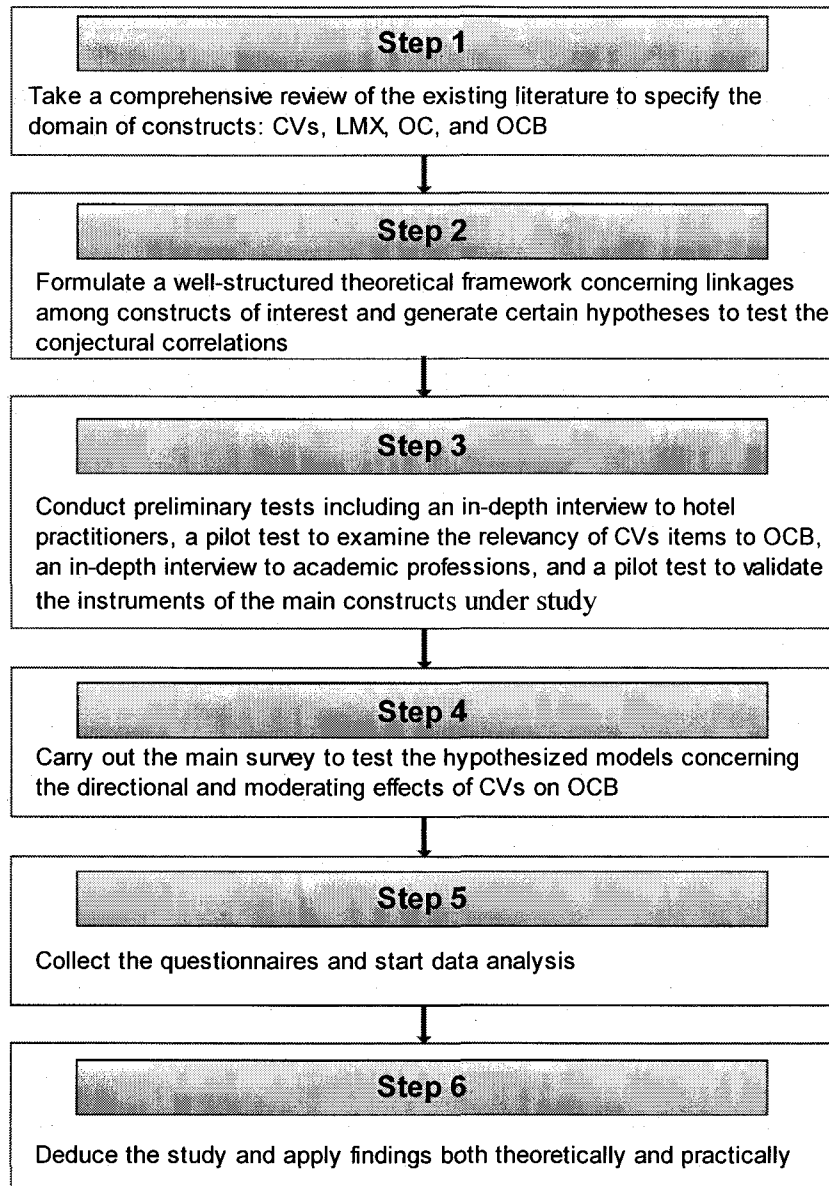
#### **3.4.2.5 Multigroup Analysis**

After model testing and selection, multigroup analysis was executed to seek evidence of model invariance among different groups of interviewees. Groups

were formed based on certain demographic particularities, including gender, marital status, age, education, years of working in the hotel industry, years of working in the current hotel, and job position, as these were thought to be related to employee values. In line with previous research, the author used AMOS 6.0 and followed a two-step approach: a test for measurement invariance and a test for structural invariance (Bryne, 2001). For each approach, the author first built up baseline models, followed by the constrained full metric invariance models with fixed factor loadings. Invariance was substantiated when the chi-square difference between the two models was statistically insignificant. In chapter V of data analysis for the main survey, the author gave a clear account of each step taken in the multigroup analysis.

### **3.5 Essential Research Procedures**

Figure 3.3 depicts the essential steps in the research process, which are further described in the following sections.



*Figure 3. 3 Essential research procedures*

### **3.5.1 Step 1. Literature Review to Specify the Domain of Constructs**

At the most initial stage, by going through abundant sources such as books, journals, conference proceedings, and doctoral dissertations by other scholars and the like, the author executed an in-depth review of the existing literature and

gained a thorough overview of previous studies. Relevant literature in the fields of culture and organizational behaviors supported the author in identifying and integrating another two important variables (LMX and OC) into the conceptual framework. This not only addressed the author's primary interest in researching the potential influence of CVs on employee citizenship behaviors using LMX and OC as the mediators, but also helped achieve parsimony in the research models with respect to explanations of variance.

### **3.5.2 Step 2. Formulation of Conceptual Models and Creation of Hypotheses**

After reviewing the literature, the author formulated two conceptual models to test whether the directional or moderating effects of CVs on the behavioral construct, OCB, are statistically stronger. Links among the constructs of CVs, LMX, OC, and OCB demonstrate a logical way in which CVs could operate on OCB. Theories in support of the presumed correlations among all constructs consist of social exchange theory, reciprocity theory, LMX theory, and psychological consistence theory. To test the conjectural correlations regarding the directional and moderating impacts of CVs, the author generated two groups of hypotheses, respectively. As depicted in prior chapters, Hypotheses 1 to 6 corresponds to the possible directional impacts of CVs, whereas Hypotheses 7 to 9 corresponds to the possible moderating impacts of CVs.

### **3.5.3 Step 3. Preliminary Tests**

At the stage of the preliminary tests, the author utilized methodological triangulation by combining qualitative and quantitative techniques and conducted

the analysis in both an inductive and deductive manner. Carried out in the process were qualitative interviews with both the hotel practitioners and academic experts, as well as pilot tests for distinct purposes, all of which are reported in Chapter IV.

#### **3.5.4 Step 4. Main Survey**

After modifying the questionnaire, the author proceeded with the main survey. Through persevering contact with the target hotels, the author accomplished substantial support from the relevant parties and finally achieved a usable sample size of 745. Chapter V provides detailed explanations regarding the main survey such as the survey objectives, sample plan, questionnaire distribution, response rate, management of missing values, and so forth.

#### **3.5.5 Step 5. Data Analysis**

In carrying out the data analysis of the main survey, the author exploited a variety of statistical techniques to inspect the goodness of data and, more importantly, the hypotheses developed for the research. The results of the analyses enabled the author to substantiate the suppositions concerning the directional and moderating effects of CVs on OCB. Following selection of the model, the author also performed multigroup analysis to determine both the measurement and the structural invariance of the chosen model among different groups. Chapter VI delves into the results obtained from the descriptive statistics, EFA, CFA, SEM, multigroup analysis, and so forth.

### **3.5.6 Step 6. Deduction**

At the final stage, the author evaluated the research presumptions, concluded the research findings, drew implications, summed up research limitations, and made recommendations for future research. By doing so, the author wished to attain the research objectives of making both theoretical and practical contributions to the academic field and the Chinese hotel industry.

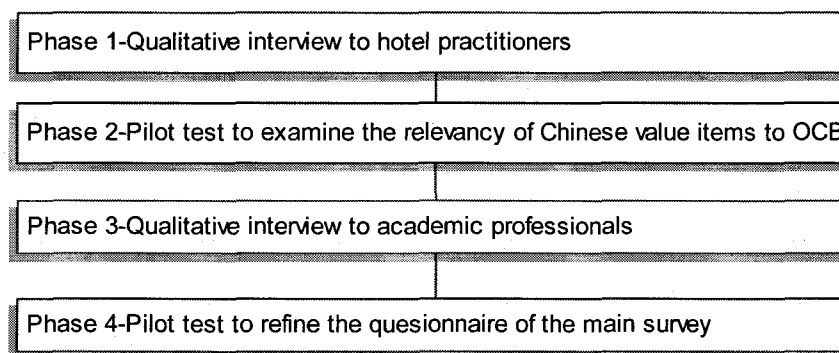
### **3.6 Chapter Summary**

In brief, this chapter has elucidated the author's decisions on research design, research methodologies, and data analysis techniques, as well as the essential research procedures. Fully illustrating a range of critical matters, this chapter outlines the overall arrangement of the study. To explore whether CVs have directional or moderating impacts on OCB, the author employed a multimethod approach by implementing both qualitative interview and quantitative survey. The main data gathered were analyzed statistically and comparatively using SEM, as suggested by Hair et al. (2002) and Shook et al. (2004), so that the author could draw meaningful inferences on the research questions of interest. Next, the author proceeded with the preliminary tests. The following chapter provides the findings from the qualitative interviews and the pilot studies.

## Chapter IV. Data Analysis: Preliminary Studies

### 4.1 Chapter Introduction

There are a wide variety of data-gathering techniques that a researcher can choose to explore the answers to research questions. Basically, this research involves both a qualitative and a quantitative element, with the latter as its focus. To work out a coherent explanation of the research problems, the author of this study decided to conduct in-depth interviews and pilot tests before the main survey. Overall, two qualitative interviews and two pilot tests were carried out and the information collected was systematically sorted and carefully analyzed (Figure 4.1). This chapter delves into all the findings emerging from the preliminary tests, which have laid sufficient groundwork for the main survey in the next stage of the study.



*Figure 4. 1* Four phases of preliminary tests



## **4.2 Qualitative Interview (I)**

### **4.2.1 Objectives of the Qualitative Interview (I)**

According to Zikmund (1999), exploratory qualitative research is a useful preliminary step in helping to diagnose a situation and understand the nature of the research problem. In agreement with this suggestion, the author of this study exploited such a method to collect valuable opinions concerning the main research questions at the initial stage of research. The first qualitative interview aimed at obtaining the interviewees' interpretations of their experiences in the international five-star hotels in China with regard to the main constructs under investigation.

More specifically, by presenting the interviewees with a set of structured questions, the author expected to determine whether the linkages of cause and effect proposed previously on the basis of the literature were supported by industry people as well. If inconsistent or controversial information existed, the author needed to recognize and reconcile it before executing the main survey. In addition, owing to the research setting (the international five-star hotels in China), it was foreseeable that the data collection of this study would be full of difficulties. Using social networks, the author gained access to some experienced and knowledgeable interviewees and anticipated that, with thorough understanding of the research, these people could be supportive in the subsequent research process.

### **4.2.2 Research Design of Qualitative Interview (I)**

In the interview, the author adopted a more non-confrontational style with minimal personal involvement. Having a full realization that emotions and biases

may also influence the interviewee responses, the author intended to give the conversational partners more opportunities to talk. The interviews began with a few minutes of casual chat to “break the ice” and establish a connection. Subsequent to self-introduction and explanation of the research topic and objectives, the author proposed a group of structured questions concerning the four main constructs under study, namely Chinese values (CVs), leader-member exchange (LMX), organizational commitment (OC), and organizational citizenship behavior (OCB) (Appendix 8).

The interviewees were encouraged to answer the questions honestly from their own experiences. Each interview lasted approximately 40-50 minutes. In the course of the conversation, the author gave brief narrations and vivid examples before putting forward terms, definitions, or theories to clear up misunderstandings. The interview technique referred to as “conversational repairs” by Schegloff (1992) was also used to correct any ambiguous, vague, or unclear statements. The interviews were recorded for the most part by sound recording (using a digital recorder), or otherwise by note taking as requested by the interviewees. One thing worthy to be mentioned is that the interviews were conducted in Chinese, and the transcripts were recorded in Chinese as well. The author translated the transcripts into English and a professional translator checked the translation afterwards. Some main points were then picked out and included in the thesis for further analysis.

#### **4.2.3 Profile of Interviewees**

As shown in Table 4.1, a total of 16 hotel employees with first-hand knowledge of

the research problems were selected and interviewed (confidentiality and anonymity were protected as required). These employees represented 14 international five-star hotels located in the cities of Beijing, Shanghai, Shenyang, and Guangzhou. To enhance credibility, the author determined to interview individuals who could reflect a variety of perspectives (e.g., age, gender, hotel brand, job position). The hotel departments in which the interviewees worked and accumulated understanding of the hospitality industry were also highly diverse, including the general office, finance, marketing, human resources, union, purchasing, engineering, and so forth.

Table 4. 1 *Profile of Interviewees for Qualitative Interview (I).*

Date	Time	City of PRC	Venue	Department	Name	No.
1/31/08	14:00-15:10	Beijing	Hotel A	General Office	Anonymous	001
1/31/08	16:35-17:00	Beijing	Hotel B	Club	Anonymous	002
1/31/08	17:50-18:20	Beijing	Hotel C	Executive Floor	Anonymous	003
2/01/08	11:00-11:40	Beijing	Hotel D	Finance	Anonymous	004
2/01/08	16:00-16:35	Beijing	Hotel E	Union	Anonymous	005
02/02/08	09:30-10:00	Beijing	Hotel F	General Office	Anonymous	006
02/02/08	14:00-15:00	Beijing	Hotel G	Engineering	Anonymous	007
03/07/08	09:30-10:10	Shanghai	Hotel H	Sales and Marketing	Anonymous	008
03/08/08	16:50-17:15	Shanghai	Hotel I	Purchasing	Anonymous	009
03/26/08	15:00-15:40	Beijing	Hotel J	Sales and Marketing	Anonymous	010
03/26/08	16:45-17:25	Beijing	Hotel K	Sales and Marketing	Anonymous	011
03/27/08	14:00-14:45	Shenyang	Hotel L	Directorate	Anonymous	012
03/27/08	15:00-15:50	Shenyang	Hotel L	HR	Anonymous	013
03/28/08	11:30-12:00	Shenyang	Hotel M	Sales and Marketing	Anonymous	014
04/06/08	10:15-11:00	Guangzhou	Hotel N	Food and Beverage	Anonymous	015
04/06/08	14:30-15:20	Guangzhou	Hotel N	Sales and Marketing	Anonymous	016

#### 4.2.4 Analysis of Findings for Qualitative Interview (I)

The interview comprised four sections of main questions regarding CVs, LMX, OC, and OCB, and one section of conclusive questions to ask for further suggestions. Both close-ended and open-ended questions were encompassed. The combination of the two types of questions enabled the author to guide the

direction of the conversation on one hand, while encouraging the respondents to give a full account of their answers and reactions on the other.

#### **4.2.4.1 Analysis of Findings for the Chinese Values (CVs) Questions**

Q1---In your work experience, have you ever had the opportunity to meet people from different cultural backgrounds?

Q2---Could you please explain which of the following group/groups the majority of these people mentioned as above belong to?

Q3---During social intercourse, have you ever sensed a distinction in world outlook, views on life and values between you and people from other cultures?

First of all, all participants had experience in dealing with people belonging to different cultures (hotel guests, employees, partners, etc). They admitted that they could sense the cultural distinctions between Chinese and foreigners, and particularly Westerners, in various aspects. The author extracted, sorted and categorized their views toward cultural differences from the written transcripts so that the main ideas could be clearly displayed.

- “Chinese people are more conservative compared with Westerners, and attach a lot of importance to face and relationship” (Interviewee 001). “Chinese people treasure relationships and respect each other by ‘giving face’” (Interviewee 004).
- “Westerners are more willing to express themselves. It is easier to communicate with them” (Interviewee 002). “Asians are more reserved” (Interviewee 003). “The way we express ourselves is more conservative and euphemistic . . . Communication is a work of art among Chinese” (Interviewee 005). “Westerners are more straightforward and direct in expressing themselves” (Interviewee 009). “Chinese are more implicit in

communication and negotiation” (Interviewee 010).

- “The best way to manage in China is to combine affection or renqing (favor) with regulations or policies” (Interviewee 007).
- “Chinese people value solidarity and harmony more, while reality and independence seem to be more important to Westerners” (Interviewee 014).

Summarized from the statements above are several key terms used by the respondents when describing Chinese people, such as **conservativeness, implicitness, face, relationship, affection (renqing), solidarity, and harmony**, which were also listed as the core Chinese values by the Chinese Culture Connection (1987). Indicated here are the stability and deep influence of these value items and the validity of the instruments developed in the Chinese Value Survey (Chinese Culture Connection, 1987). It appeared that after two decades, the 1987 CVs scale can still reflect the essentiality of Chinese people’s cultural beliefs. Thus, the author’s determination in applying the 40 CVs measurements to this study was supported by the interviewees.

Q4---What is your opinion of the stability of Chinese values? Are these 40 values items still dominant in affecting hotel employees behaviors? Please explain.
--

Second, when asked whether Chinese values have remained stable and will continue to have a strong impact on hotel employee behaviors, most participants agreed that these values are deeply rooted among the Chinese and remain powerful in today’s China. Nonetheless, the following quotations also pointed out that the younger generation of Chinese (e.g., those born in the eighties and nineties) may have undergone corresponding changes in values, a phenomenon

worth close attention.

- “I also admit that the young generation (e.g., the eighties generation) has been influenced by many exotic values and they sometimes view things differently compared with us who were born in the seventies” (Interviewee 001).
- “I should say that not all the value items shown on this list are still thought of as very important by Chinese people, especially the youngsters like my daughter. It has been much easier for this generation to gain access to exotic cultures resulting from the evolution of the economy and technology” (Interviewee 004).
- “I have witnessed the distinction in values among different groups of age. Our hotel is made up of people born in the fifties, sixties, seventies, eighties, and even nineties. The latter two groups seem to be more affected by Western ideologies. The Internet has enabled them to access global information more easily and freely. Interaction with foreign cultures has thereby been more frequent. As an inevitable consequence, they think and behave differently from the older generations” (Interviewee 005).
- “But of course, for the generation of the eighties and nineties (I belong to the former age group), we are more open-minded due to the influences of Western ideologies. Sometimes you may feel the deviation from traditional values and thoughts among us” (Interviewee 011).

One noteworthy viewpoint uncovered by these statements was that the younger generation of Chinese may exhibit a variation in values as a result of China's

reform and opening up, as well as its scientific and technological progress. In other words, though the representation of the 40 items developed by the Chinese Culture Connection was somewhat affirmed by the respondents, it is still possible that the prevailing values held by today's younger generation may contain diverse content, or at least to some extent reflect the ideologies of other cultures. Given that the post-1980s generation comprises a large portion of the human resources in China's hotels at the present time, the author attempted to be very cautious in analyzing and interpreting the research findings. The applicability and appropriateness of the value scale are also discussed in the research limitations section of the final chapter.

Q5---Do you agree with the opinion that compared with other classes or types of hotels, the 5-star international hotels have paid more attention to the cultivation and education of employees' values? Please explain.

Third, it was agreed by most participants that the international hotel groups have exerted themselves to improve the effectiveness and consistency of hotel training and education programs. Their rich experience in the global markets, adequate resources, and advanced management have ensured that the international five-star hotels under their operation have an advantage when competing in the high-end segment of the Chinese market. As some interviewees illustrated, "service perception", "team spirit", and "commitment", as well as "integrity, honesty, and fairness" were stressed as core values in some hotels. Interestingly, several interviewees also commented that the hotels they worked for had put much more effort into skill and knowledge training than value cultivation (Interviewees 002, 010, and 014). Since this study also aimed to make practical contributions, the

author hoped to present a number of implications and suggestions to the target hotels if CVs could be proven to positively associate with employee OCB performance.

Q6---Do you agree with the opinion that compared with employees of other classes or types of hotels, employees of the 5-star international hotels will differ in their values and ideology as a result of more frequent access to exotic culture in their jobs? Please explain.

For the last question, incongruous views were expressed. Some respondents consented to the opinion that employee values pertain to the work environment. On the contrary, the rest of the interviewees either partially agreed with or were totally opposed to such statements.

- “My seven-year work experience in the international five-star hotels has helped me nurture some values such as passion, team spirit, and frankness, which have not been clearly reflected in other types of hotels according to my observation” (Interviewee 010).
- “Based on my observation, staff members working for different types or rates of hotels do differ in values, service perception, qualities, and behaviors. The staff members of international five-star hotels are more open-minded, polite, and service-oriented” (Interviewee 012).
- “The employees of the international five-star hotels may share different views, but it may not be that their values have completely changed. It may be the management or organizational culture that has resulted in some changes among the employees” (Interviewee 006).



- “Foreign culture will have some impact on us, but not deep enough to change our values. If one day we leave the hotel, we still need to know how to survive in a more Chinese-style work environment” (Interviewee 011).

In fact, the inconsistent answers shown above pointed out the question as to whether the work environment can affect a hotel employee's values. If so, then to what extent will values be changed, and how might this exert influence on an employee's behaviors? In the previous analysis, the respondents mentioned a post-1980s generation phenomenon that reminded the author of the potential changes in values among the younger age groups. Similarly, it would also be necessary to investigate whether the values crucial to people working in different fields or industries two decades ago (Chinese Culture Connection, 1987) play the same role today among hotel employees who have been exposed to a more international work setting, one of the research objectives proposed in the preceding chapter.

#### **4.2.4.2 Analysis of Findings for the Leader-Member Exchange (LMX)**

##### **Questions**

Another major construct, LMX, describes a working relationship between supervisors and subordinates. During the interviews, participants revealed familiarity with this term and noted the stark differences between Chinese and foreigners in handling relationships. Findings were very valuable in that the original design of the conceptual models using LMX as the linkage between CVs and OCB was confirmed. The statements below illustrate some supportive evidences.

Q1---Based on your observation and experience, do you agree that compared with foreign employees, Chinese employees will put more emphasis on developing and maintaining harmonious relationships with their supervisors/managers within the context of 5-star international hotels? Please explain.

First of all, the majority of interviewees agreed that Chinese employees focus more on developing and maintaining harmonious relationships with supervisors. Guanxi, the Chinese translation for relationship, is deemed to reflect the complexity of social networks in Chinese society. According to the respondents, Chinese employees are more sensitive to and better at dealing with relationships compared with their foreign counterparts. A director of an international five-star hotel (Interviewee 012) even stated that “Chinese staff will put 70% of their efforts into the jobs, and the remaining 30% into establishing and managing relationships.” Even so, a few participants revealed a conflicting opinion by stating that, since the international five-star hotels normally prioritize performance and fairness in management, employees in these establishments are less relationship oriented. In this respect, it was worth exploring further the strength of LMX as a mediator connecting CVs and OCB within the current research setting.

Q2---In your opinion, can values such as “harmony”, “solidarity with others”, and “ordering relationships by status and observing this order” still exert influences on the relationships between hotel subordinates and supervisors/managers? Please explain.

Additionally, most interviewees validated the influence of CVs on the leader-member relationship. In their explanation, values of the Confucianism dimension, in particular, reflect the teachings of Confucius in dealing with social associations. Subordinates driven by these values are more willing to build up a close bonding with their supervisors, comply with instructions, and maintain harmony in the workplace.

- “In fact for both sides of the relationship (supervisors and subordinates), people who are more traditional and who emphasize more on these values are inclined to put more efforts into establishing a favorable connection” (Interviewee 001).
- “For example, a person who strongly promotes harmony and solidarity may tend to be more tolerant and indifferent when confronted with problems or disputes. A person who strongly promotes ordering relationships by status and observing this order may be more obedient to his or her supervisors because of their work status” (Interviewee 004).
- “Sometimes, our intention to protect face is also the reason we tend to maintain a harmonious relationship with our supervisors. Harming the face of our supervisors will definitely result in negative outcomes in our job” (Interviewee 011).

Other than Chinese values, some interviewees referred to a number of variables that they thought to impact the leader-member relationship. Examples included the personality and ability of supervisors, organizational culture, family, education, working environment, and so forth. These suggestions revealed the parsimonious nature of this study and inferred implications for further research. Given that it would not have been operable or practicable to take all the factors into account, the current study emphasized solely the selected constructs.

Q3---Based on your observation and experience, does the relationship between subordinates and supervisors/managers affect the work performance of subordinates?
---

Third, concurrent opinions were expressed on the question of whether the

leader-member relationship affects a subordinate's work performance. The participants were unanimous in agreeing that a good relationship between supervisors and subordinates can function as a positive encouragement to the latter and enhance the loyalty, commitment, and performance within the organization. The interviewees narrated some true cases to prove this view. Through the conversations, the author recognized the power of a high-quality LMX relationship in stimulating a variety of desirable acts among hotel employees. The inclusion of LMX in the postulated models as a major construct was thus supported.

#### **4.2.4.3 Analysis of Findings for the Organizational Commitment (OC)**

##### **Questions**

Q1---In your opinion, compared with foreign employees, do Chinese employees devote themselves more to the hotel with higher consciousness of responsibility and greater care to the hotel's life, actuality and future?
---

The third section of the interview consisted of OC questions. A more sensitive subject for discussion, OC sounded quite familiar to the participants. Disclosed in the conversations was a lack of spontaneous commitment to one's employer, which was promoted as a virtue to abide by among the older generations. Some interviewees used the phrase "more realistic" to describe employees of the present age:

- "Chinese people of the fifties and sixties were educated to be highly accountable for work and committed to their employers because it was virtuous or noble to do so" (Interviewee 005).

- “My parents always educate me to be committed to my employers. But for us (the eighties generation), commitment should be based on some reasons. We will devote ourselves to the job if we love it, and we will have a sense of responsibility to the hotel if our performance can be fairly recognized and our goals can be realized” (Interviewee 011).

From these statements, the author sensed that the commitment among employees had undergone enormous changes in China. It used to be reckoned as a virtue or an absolute must for Chinese people to be committed to the organizations that they belonged to. Yet, employees of the present era require more incentives to generate that type of affection and loyalty. To stress this issue, some interviewees opined that realistic factors such as promotion opportunities and compensation are more effective in inspiring commitment nowadays. Satisfaction, fairness, and supervisors were also thought to account for the difference in commitment.

Q2---In your opinion, do some value items in Chinese value list such as “loyalty to supervisors”, “tolerance”, “working hard”, and so forth, still exert influences on the commitment of Chinese employees in 5-star international hotels?
--

When asked whether the CVs items developed by the Chinese Culture Connection (1987) still exert influence on hotel employee commitment, the interviewees expressed differing opinions. Although several agreed that the impact was still there, others argued that the dominant role of CVs might at least be less powerful than factors such as satisfaction, fairness, or organizational culture. Repeatedly mentioned by the respondents was the fact that today’s employees are no longer fanatically committed. Instead, they are more realistic and require more in the way of motivation to build up commitment. The findings of the qualitative interview

called the author's attention to the linkages between OC and the other three constructs. Substantial statistical proofs would be needed to validate the properness of adding OC to the hypothetical models as either a mediator (Model 1) or an independent variable (Model 2).

#### **4.2.4.4 Analysis of Findings for the Organizational Citizenship Behavior**

##### **(OCB) Questions**

Q1---In your previous experience, what are the main factors that could arouse your interest or intentions to display OCB? Please use some examples to explain.

Q2---In your opinion, do some value items in Chinese value list such as "industry", "loyalty to supervisors", "trustworthiness", and so forth, still exert influences on employees' willingness to display OCB for the hotel they belong to?

This study has the main purpose of examining a particular type of behavior termed OCB. Before putting forward pertinent questions, the author spent some time giving explicative examples to the interviewees so that they fully understood what citizenship behaviors are about. Afterwards, the author first asked the participants to describe the probable motivations for OCB (under what conditions such behaviors would be demonstrated), which are shown in the following statements:

- "I think I am a member of this family and I need to do what is good for the hotel. Also, my leader is a very kind person and he treats me really well. So I would like to do more to help him solve as many problems as I can" (Interviewee 001).
- "First, I would like to perform OCB if I know that these behaviors can be fairly recognized by my leaders or by the hotel . . . I would like to do extra things for the hotel as a way to reciprocate and appreciate my

supervisors' trust and care" (Interviewee 002).

- "Satisfaction is one reason. Besides this, job position is another. The higher the position, the more responsibilities are involved" (Interviewee 004).

- "Values play a very vital role in stimulating my intention to execute citizenship behaviors, I think. I have been taught by my parents to be a responsible person since my childhood . . . Therefore, I would like to do more if this could help the completion of my duties and tasks" (Interviewee 008).

- "In my opinion, OCB is concerned with a person's personality and sense of responsibility" (Interviewee 011).

- "Pressure from the job itself is one reason . . . Only people who can demonstrate outstanding performance can be recognized here (in the hotel). Thus, I intend to do as much as I can to realize my personal values" (Interviewee 016).

As can be seen, the interviewees considered several key factors including fairness, supervisors, satisfaction, values, personality, and working environment (organizational culture), to be the stimulators of OCB, some of which have been broadly studied in prior research. It was of great interest to the author that in addition to support from the literature, the current study also received concurrence from industry people who are familiar with the research setting, that is, the international five-star hotels in China. Moreover, most respondents gave affirmative answers to the second question concerning the impact of CVs on OCB as well. Therefore, the proposed correlations among the constructs were

confirmed to some degree in the qualitative interview. At the next stage, the author endeavored to search for more evidence using quantitative research method.

Q3---Do you agree that all of the 40 value items can exert influences on employees' OCB in 5-star international hotels in PRC?

The next questions with reference to the influence of the 40 value items (Chinese Culture Connection, 1987) on employee willingness to display OCB received consistent answers from the participants. All interviewees claimed that some items shown on the CVs list were unrelated to OCB or any kind of work performance. For that reason, not all 40 value items would influence employee citizenship behaviors. Examples of the unrelated items included "non-competitiveness", "filial piety", "charity in women", "resistance to corruption", "keeping oneself disinterested and pure", and "having few desires". Fully realizing that the relevancy of the CVs items to OCB might affect the estimation of most of the presumed relations, the author planned to proceed with a preliminary investigation to manage the CVs instruments ahead of the main survey.

Q4---Has the hotel you are currently working for ever referred to the significance and value of employee OCB to the functioning of the hotel? Has the hotel you are currently working for ever offered any training or education programs to increase employees' interest in and eagerness to demonstrate OCB?

As the answers to this question reflected, OCB has not yet been highlighted in China's international five-star properties. In fact, most participants heard about OCB for the very first time in the interview. Although employees are always encouraged to do "more" or "extra" for the organization, there has been a lack of systematic training and education in OCB. The employees had been unaware of, or at least uncertain about, questions like what OCB is, why OCB is vital to the



functioning of a hotel, or how one can be a good citizen to the employing hotel. Given the significance of OCB to the hotel industry, the author's confidence in conducting this research was strengthened. Hopefully, the current study could explicate key issues, generate valuable findings, and give an impetus for further investigation.

#### **4.2.4.5 Analysis of Findings for Conclusive Questions**

At the end of each interview, the respondent was asked to make any suggestions he or she may have. This was considered by the author as a great opportunity for learning in that a number of ideas beneficial to this study were proposed. For instance, some interviewees mentioned that hotel management companies and hotel location make some degree of difference in employee values as well as behaviors. They advised the author to survey distinct hotel brands in the main cities of China to enhance the representativeness of the data. Besides, it was underlined that employees of the current age might reflect some change in values. Thus, testing the importance of the 40 value items was both necessary and essential. After learning that a survey would be organized and carried out at the final stage of the research, some interviewees raised issues germane to the questionnaire design. In their experience, utilization of simple language and clarification of terms and theories in the questionnaire could help enhance the response rate among hotel employees. All these suggestions were of vital importance to the study, and hence were adopted in the succeeding research method.

#### 4.2.5 Summary of Qualitative Interview (I)

To sum up, the qualitative interview proved to be very valuable since the author obtained quite a few thoughts and suggestions from the participants that affirmed most of the assumed interrelationships among the constructs. This invigorated the author to carry on the research with the established conceptual models. Additionally, the qualitative interview also entailed the need to conduct a pilot test to “purify” the measurement instruments and reminded the author to be very careful in sample selection and questionnaire design. Summarized in the Table 4.2 are some important matters that are acknowledged and explicated in the subsequent chapters.

Table 4. 2 *Summary Table of Qualitative Interview (I)*

<b>CVs</b> <ul style="list-style-type: none"><li>● Chinese people have exhibited evident cultural characteristics</li><li>● The Chinese post-eighties generation may reflect some change in values</li><li>● Hotels have put more effort into skills and knowledge training than value cultivation</li></ul>	
<b>LMX</b> <ul style="list-style-type: none"><li>● Chinese employees focus on relationship with supervisors</li><li>● Certain value items in CVs will influence LMX</li><li>● Subordinate work performance will be affected by LMX</li></ul>	<b>OC</b> <ul style="list-style-type: none"><li>● Commitment of Chinese employees has undergone enormous changes</li><li>● Realistic factors are effective in stimulating OC nowadays</li><li>● Differing opinions were expressed concerning the impact of CVs on OC</li></ul>
<b>OCB</b> <ul style="list-style-type: none"><li>● The participants supported the idea that CVs and LMX influence OCB</li><li>● Some items among CVs are irrelevant to OCB or any type of work behavior</li><li>● OCB has not yet been underscored by the target hotels</li></ul>	

#### 4.3 Pilot Test (I)

##### 4.3.1 Objectives of Pilot Test (I)

In the earlier qualitative interview, most participants pointed out that certain items

on the list of CVs developed by the Chinese Culture Connection (1987) seemed to be unrelated to OCB or any sort of work behavior. Indeed, the 40 value items reflect quite diverse facets in life and work. But the current study was more inclined to examine the values that have bearings on organizational relationships, commitment and behaviors. To address this issue, the author decided to implement a pilot test to discover the irrelevant CVs items. Results of this pilot test would then be used as the basis for the rest of the study. Deleting irrelevant CVs items was essential in that it could help increase the internal relevancy and validity, and enable the author to specify the causal generalization of the conceptual models.

#### **4.3.2 Sampling and Data Collection for Pilot Test (I)**

As the author planned to apply the findings of this study to the context of international five-star hotels in China, Chinese employees working in these hotels made up the entire research population. To make statistical inferences, the current study identified groups of Chinese employees from the target hotels as the research sample. A quota sampling technique was applied, and the stratification used to select the sample included hotel star grade and location, as well as the employee nationality and job position (Chinese employees who have an immediate supervisor were chosen). Through personal visits and use of social networks, the author made clear of the survey purposes, achieved cooperation of key individuals (e.g., hotel human resources department staff, hotel managerial personnel, governmental officers, etc.) and distributed questionnaires to the respondents individually or with the help of the contact persons. Detailed instructions and incentive gifts were provided to increase the response rate and

encourage honest answers.

In the end, a total of 14 international five-star hotels located in 7 cities of Mainland China, including Beijing, Shenzhen, Guangzhou, Qingdao, Jinan, Dalian, and Shenyang were approached. Upon consent of both the contact people and the respondents, the author distributed **420 questionnaires** together with cover letters and incentive gifts in May of 2008. Within 2 to 3 weeks, the author collected 359 copies of the questionnaires. Considering that missing answers to the dichotomous questions might influence the study results to a large degree, the author determined to solely take the completed cases into account. Therefore, unfinished cases were eliminated from data analysis using the listwise deletion method (McKnight, McKnight, Sidani, & Figueredo, 2007), and a total sample size of **330** was finally yielded. As recommended by the APA Task Force on Statistical Inference (Wilkinson, 1999), researchers should report complications including missing data, attrition, and nonresponse, before presenting results. In response to this call, the author summarized the report of the survey distribution profile. As Table 4.3 demonstrates, both the response rate and the quality of this pilot test were quite satisfactory with strong support from the persons concerned.

Table 4. 3 Survey Distribution Profile for Pilot Test (I).

Hotel Code	Hotel Location	Copies Sent	Returned Copies	Incomplete Cases	Complete Cases
Hotel 1	Guangzhou	25	19	3	16
Hotel 2	Beijing	25	23	2	21
Hotel 3	Beijing	25	15	2	13
Hotel 4	Shenyang	25	18	0	18
Hotel 5	Shenyang	35	35	3	32
Hotel 6	Shenzhen	35	32	1	31
Hotel 7	Shenzhen	30	27	4	23
Hotel 8	Shenzhen	25	16	2	14
Hotel 9	Guangzhou	35	31	2	29
Hotel 10	Guangzhou	35	32	3	29
Hotel 11	Shenyang	35	33	1	32
Hotel 12	Dalian	35	30	1	29
Hotel 13	Qingdao	25	23	5	18
Hotel 14	Jinan	30	25	0	25
<b>TOTAL</b>		<b>420</b>	<b>359</b>	<b>29</b>	<b>330</b>

#### 4.3.3 Demographic Profile of Sample Composition in Pilot Test (I)

As presented in Table 4.4, of the 330 respondents, 36.4% were male and 63.6% were female. Most respondents were single (75.8%), while 23.3% were married, and the remaining .9% fell into the category of “others”. The most frequently occurring age group of the respondents was that under age 25 (48.5%), followed by the 25-35 age group (44.8%), and the 36-45 age group (6.1%). Only .6% of the respondents belonged to the 46-55 age group, and no respondent was over 56 years. In terms of education, 39.1% of the sample achieved a bachelor’s degree, while 24.5%, 20%, and 13.6% had obtained degrees or certificates from institutes, technical secondary schools, and high schools, respectively. Only 2.7% of the respondents held a master’s or higher educational degree. Also displayed in the demographic table are the years of work experience in the hotel industry. Of the sample, 31.8% had worked in the hotel industry for 1-3 years, 26.4% for 4-6 years, 20.3% for less than 1 year, 15.2% for 7-10 years, and 6.4% for more than 10 years.

Furthermore, 45.8% had worked for the present hotel for less than 1 year, 31.5% for 1-3 years, 15.8% for 4-6 years, 6.7% for 7-10 years, and only .3% for more than 10 years. Lastly, full-time general staff accounted for a large proportion of the total (39.1%), followed by the supervisory staff (25.5%), department heads (19.1%), part-time general staff (14.5%), and other staff such as interns or trainees (1.8%).

Table 4. 4 *Demographic Profile of Sample Composition in Pilot Test (I)*

	Frequency	Percent (%)
<b>Gender</b>		
Male	120	36.4
Female	210	63.6
TOTAL	330	100
<b>Marital Status</b>		
Single	250	75.8
Married	77	23.3
Others	3	.9
TOTAL	330	100
<b>Age Group</b>		
<25	160	48.5
25-35	148	44.8
36-45	20	6.1
46-55	2	.6
56 or above	0	0
TOTAL	330	100
<b>Education</b>		
High school or below	45	13.6
Technical Secondary School	66	20.0
Institute	81	24.5
Undergraduate	129	39.1
Master or above	9	2.7
TOTAL	330	100.0
<b>Industry Experience</b>		
<1 year	67	20.3
1-3 years	105	31.8
4-6 years	87	26.4
7-10 years	50	15.2
>10 years	21	6.4
TOTAL	330	100
<b>Hotel Experience</b>		
<1 year	151	45.8
1-3 years	104	31.5
4-6 years	52	15.8
7-10 years	22	6.7

>10 years	1	.3
<b>TOTAL</b>	<b>330</b>	<b>100</b>
<b>Job Position</b>		
Department head or above	63	19.1
Supervisor or foreman	84	25.5
General Staff (Full-time)	129	39.1
General Staff (Part-time)	48	14.5
Others	6	1.8
<b>TOTAL</b>	<b>330</b>	<b>100.0</b>

#### 4.3.4 Analysis of Findings for Pilot Test (I)

Primarily designed to test the relevancy of CVs items to OCB, the pilot test was divided into two parts. The respondents were first asked to answer the dichotomous questions of whether a specific CVs item affected their willingness to perform OCB (Yes or No), followed by a group of demographic questions such as gender, age, years of hotel experience and job position. Analysis of the survey data included examination of the descriptive statistics as to the percentage of **Yes** and **No** answers.

Table 4. 5 Findings of Pilot Test (I).

No.	Chinese Value Items	Yes (%)	No (%)
(1)	Tolerance of others	68.2	31.8
(2)	Harmony with others	86.7	13.3
(3)	Solidarity with others	95.2	4.8
(4)	<b>Non-competitiveness</b>	<b>26.4</b>	<b>73.6</b>
(5)	Trustworthiness	96.7	3.3
(6)	Contentedness with one's position in life	61.2	38.8
(7)	<b>Being conservative</b>	<b>41.8</b>	<b>58.2</b>
(8)	A close, intimate friend	78.2	21.8
(9)	Filial piety (Obedience to parents, respect for parents, honoring of ancestors, financial support of parents)	92.4	7.6
(10)	Patriotism	90.9	9.1
(11)	<b>Chastity in women</b>	<b>41.2</b>	<b>58.8</b>
(12)	Ordering relationships by status and observing this order	76.7	23.3
(13)	Thrift	75.5	24.5
(14)	Persistence (Perseverance)	90.0	10.0
(15)	Having a sense of shame	87.3	12.7
(16)	Reciprocation of greetings, favors and gifts	80.3	19.7
(17)	Personal steadiness and stability	85.8	14.2
(18)	<b>Protecting your "Face"</b>	<b>37.9</b>	<b>62.1</b>
(19)	Respect for tradition	77.6	22.4
(20)	Kindness (Forgiveness, compassion)	90.3	9.7
(21)	Sense of righteousness	91.8	8.2
(22)	Patience	89.1	10.9
(23)	Courtesy	96.1	3.9
(24)	Moderation, following the middle way	56.4	43.6
(25)	<b>Keeping oneself disinterested and pure</b>	<b>17.3</b>	<b>82.7</b>
(26)	Adaptability	92.4	7.6
(27)	Prudence (Carefulness)	77.3	22.7
(28)	<b>Having few desires</b>	<b>24.5</b>	<b>75.5</b>
(29)	Industry (Working hard)	90.3	9.7
(30)	Humbleness	89.1	10.9
(31)	Loyalty to supervisors	73.0	27.0
(32)	Observation of rites and social rituals	93.9	6.1
(33)	Knowledge (education)	89.7	10.3
(34)	Self-cultivation	95.2	4.8
(35)	Benevolent authority	71.8	28.2
(36)	Resistance to corruption	84.5	15.5
(37)	Sincerity	93.0	7.0
(38)	Repayment of both the good or the evil that another person has caused you	71.8	28.2
(39)	A sense of cultural superiority	52.4	47.6
(40)	Wealth	67.0	33.0



To give an example, for the first value item of “tolerance of others”, 68.2% of the 330 respondents agreed that this item was related with OCB, while the remaining 31.8% disagreed with such a correlation. The same was true of the other value instruments. In this test of dichotomous questions, items were marked for reference if considered irrelevant by over 50% of the interviewees. Among all items, non-competitiveness, being conservative, chastity in women, protecting your face, keeping oneself disinterested and pure, and having few desires were considered least germane to OCB, thereby catching the author’s attention. Conversely, items including solidarity with others, trustworthiness, courtesy, observation of rites and social rituals, and self-cultivation ranked as the most closely related items that could create discrepancies in employee citizenship behaviors. Disclosed in the results was the multifaceted nature of CVs and the fact that most of the value items could operate on OCB. This again confirmed the fundamental reasoning and rationale of the research. At the end of Pilot Test (I), six items were highlighted since they appeared to have a less powerful effect on employee OCB performance. Nevertheless, the author noted that the statistics here should be interpreted very prudently. After all, as the only variable that was entirely independent, CVs were extremely significant to the research, and a fault in managing the value items could directly affect the final findings. Also considering the potential drawbacks of dichotomous questions, the author decided to acquire more information rather than delete too many items at the present stage. Therefore, the author reserved the six CVs items mentioned above for the time being for further investigation.

#### **4.3.5 Summary of Pilot Test (I)**

Pilot Test (I) involved conducting a preliminary assessment of CVs to identify the value instruments irrelevant to OCB in order to make corrective changes or adjustments before actually collecting data from the target population. On the whole, this test as the initial step in quantitative analysis provided an opportunity to detect the unconcerned variables and stimulated the author to make greater effort in the succeeding stages. A total of six items were marked for consideration, namely, non-competitiveness, being conservative, chastity in women, protecting your face, keeping oneself disinterested and pure, and having few desires. However, rather than directly removing these items from the main survey, the author wished to give as much deliberation as possible before making any decisions. The results of Pilot Test (I) were therefore reserved for the moment until more supportive evidence could be discovered in the next stages.

#### **4.4 Qualitative Interview (II)**

##### **4.4.1 Objectives of Qualitative Interview (II)**

In the first qualitative interview, a series of in-depth interviews with industry experts disclosed a number of valuable perceptions and comments regarding the chief research constructs of this study. Noting that incorporating the qualitative method of research would facilitate the quantitative analysis, the author planned to arrange additional interviews with some academicians on questions relating to the research techniques and the main survey of this study. With an attempt to acquire the intended knowledge, the author contacted eight scholars who had

demonstrated considerable knowledge and expertise in the field of hospitality management and tourism management. As a whole, these interviews aimed to gather more professional advice and perspectives on survey design, selection of instruments, data collection, and analysis techniques. The author also asked the participants to share their experiences and suggestions on how to deal with CVs items, a very vital question partially resolved in Pilot Test (I). It was anticipated that such qualitative interviews could enlighten the author on essential subjects and solve the remaining questions for the purpose of the major investigation.

#### **4.4.2 Research Design of Qualitative Interview (II)**

The academic experts contacted in this interview were selected on the basis of their knowledge and excellence in hospitality and tourism education and research, as well as their familiarity with the research setting of this study. Considering its leading role in Asian hospitality and tourism education, the author turned to the School of Hotel and Tourism Management (SHTM) at The Hong Kong Polytechnic University and invited some professors, teachers, and graduates to join the interview. Prior to meeting with them, the author sent the interviewees an email summarizing the research objectives and listing the subjects to be discussed. Attempts were also made to clarify the research models and key definitions.

With the permission of the participants, the interviews were arranged and conducted in the last week of July and the first week of August 2008. The interviews began with a concise explanation of the research nature and objectives, followed by the main areas to be covered in the conversation. In most interviews, a digital recorder was used, with notes taken by the author on occasion. The average

duration of the interviews was 45 to 60 minutes, and the questions asked were based on a structured format (closed, fixed-response interview). Such an approach ensured that the author would be able to aggregate answers and make comparisons. The questions of qualitative interview (II) are displayed in Appendix 11.

#### 4.4.3 Profile of Interviewees

Presented in the following table is the profile of the participants in these interviews. As can be seen, all selected interviewees were scholars with rich experience in research, particularly in the hospitality and tourism field. In this respect, it was both worthwhile and necessary for the author to deliberate the critical issues suggested by the interviewees in order to make appropriate research decisions and prevent potential mistakes. The confidentiality of the interviewees' names was respected and protected as promised.

Table 4. 6 *Profile of Interviewees for Qualitative Interview (II)*

Date	Time	Venue	Position	Affiliation	Name	No.
07/29/08	16:00-16:45	Hong Kong	Research Associate	The Hong Kong Polytechnic University	Anonymous	01
07/29/08	21:00-21:40	N/A (Phone)	Assistant Professor	Tankang University of Taiwan	Anonymous	02
07/30/08	13:00-14:00	N/A (Phone)	Lecturer	University of South Australia	Anonymous	03
07/31/08	13:00-14:00	Hong Kong	Associate Professor	The Hong Kong Polytechnic University	Anonymous	04
08/01/08	10:30-11:15	Hong Kong	Professor	The Hong Kong Polytechnic University	Anonymous	05
08/01/08	16:00-17:00	Hong Kong	Research Associate	The Hong Kong Polytechnic University	Anonymous	06
08/08/08	10:00-11:00	Hong Kong	Assistant Professor	The Hong Kong Polytechnic University	Anonymous	07
08/08/08	14:00-15:15	Hong Kong	Assistant Professor	The Hong Kong Polytechnic University	Anonymous	08

#### 4.4.4 Analysis of Findings for Qualitative Interview (II)

Q1---As shown above, after the first pilot test, six Chinese value items were marked as unrelated to employee organizational citizenship behavior in the dichotomous test. What are your suggestions for handling these items?

The first question in Qualitative Interview (II) had a bearing on the results of Pilot Test (I) concerning the CVs items. Given an explicit explanation of the research objectives and the techniques used in the previous test, the interviewees were asked to comment on procedures for managing the irrelevant CVs items. Because of the significance of Chinese values in this research, the author regarded it as crucial to acquire the views of other scholars before taking the next step. Opinions of great interest to the author are directly quoted as followed.

- “You didn’t use scaling this time. Maybe you need to clarify why you used a dichotomous test and how you would reduce Chinese value items in your thesis” (Interviewee 03).
- “As shown in the form, you tested the frequency of each Chinese value item and used 50% as the cut-off point . . . I suggest you justify yourself regarding the criteria you used, your decision-making process, and the valid reasons for deleting these items” (Interviewee 05).
- “Although I understand that you used 50% as the cut-off point, I do want to question the item with 43% frequency. I think that is pretty high also. . . ” (Interviewee 06).
- “I also wonder why your interviewees thought ‘face’ had nothing to do with OCB. . . I guess there should be some connection between the protection of face and the willingness to perform OCB. . . Therefore, I

rather suggest that you either test the Chinese values by using a more advanced method or keep all 40 items in your final survey in case you delete some valuable items this time” (Interviewee 07).

- “Owing to the importance of Chinese values in your study, you might need more sufficient evidence to delete these items. Especially some of the values such as ‘face’ and ‘being conservative’ represent very traditional values among Chinese. . . You could use scaling and check the degree of importance of each value item to the respondents” (Interviewee 08).

Queried by the interviewees was the soundness of deleting value items by relying exclusively on dichotomous questions. Some participants doubted the validity of the results, hence the need for more evidence or literature support was entailed. There were questions about the six CVs items as well. Items such as “face” and “being conservative” represent the core of traditional Chinese values and were still considered exceedingly important by some participants. In brief, the major purpose of collecting dichotomized data was to test the pertinence of value variables to OCB since the 40 CVs items measure a broad range of outlooks on the world, work, and life. Thus, the author was concerned that including highly irrelevant variables in the main study would affect the strength of the correlations between CVs and the other constructs. But one complication the author faced was the possibility that a dichotomous test might neglect other factors like the importance of the CVs instruments and cause the deletion of essential items at the preliminary phase of research. Therefore, the author intended to adopt the advice and give serious thought to the method lest some influencing items would be

wrongfully erased and the research would face an accusation of high bias.

Q2---After reviewing the existing literature, I realize that a variety of instruments are available to measure the constructs of LMX, OC and OCB. Could you please make any suggestions on selecting the instruments for this research?

The next question in Qualitative Interview (II) asked for opinions on the selection of instruments, which would affect the inferences drawn from the analysis to a large extent. Implied in the conversations was the need for a further investigation of all available instruments to specify what should be incorporated into the main survey. A score of approaches was mentioned to achieve such a goal including literature review, expert interviews and most importantly, pilot tests for the purpose of reliability analysis. According to the scholars, a pilot test encompassing the scales of all four constructs could help provide feedback on whether the instruments work as expected in the target hotels, whether appropriate questions are asked, and whether the data collection methods are effective. In the early stage of the research, the author also planned to organize a preliminary test to compare the Western, Taiwan, and Chinese OCB scales for instrument verification. Thereby, the author decided to go on with the preparatory work for the pilot study in line with the interviewees' suggestions.

Q3---Subsequent to my brief explanation of the main objectives and the conceptual model, do you have any suggestions for the design of the final questionnaire?

The third question in this interview concerned the design of the final questionnaire, which is of great importance to the current study. Although this topic has been covered by considerable research, the author anticipated that these experienced scholars could enrich the author's knowledge with their expertise and practice.

After all, foreseeable and inevitable research difficulties existed within the specific setting of this study. For this reason, the author truly cherished such a chance to learn and to make adequate preparation for the main survey. Valuable pieces of advices on the issue are given below:

- “I guess you may need to include over 100 questions in the questionnaire . . . The look of the questionnaire should be neat and clear. Explanation of important terms such as OCB should be in simple language” (Interviewee 01).
- “Considering the education level of the hotel employees, I suggest you provide very clear and detailed explanations of each term. Using simple language and giving vivid examples to the staff are also necessary. Also, I feel that you should control the length of the final questionnaire to reduce the number of unserious answers” (Interviewee 03).
- “Sometimes tiny things can make a great difference in a survey. You should explain clearly the purposes for asking certain questions at the top of the questionnaire, add page numbers, and use appropriate figures to attract attention” (Interview 06).
- “As I know, the questionnaire will be in Chinese, though the original versions are normally in English. Therefore, back translation with the help of professionals who understand what you would like to do will be very useful. . . Please also try to make the questions clear and straightforward as the education level of your interviewees (hotel employees) is comparatively lower. . . My experience is to make it a booklet when the questionnaire has many pages” (Interviewee 07).



To conclude, the participants expressed much concern over the questionnaire length, wording, design, translation, and so forth, all of which were highly worth noting. The author ended up adopting a number of strategies suggested in the interviews in the research that followed, including using simple language, offering explicit explanations of survey purposes and key terms, adding reverse questions, trying to control questionnaire length, turning to professional interpreters for help in translation, and paying close attention to format design.

Q4---Subsequent to my brief explanation of the main objectives and the conceptual models, do you have any suggestions concerning sampling and data collection within the context of China's international five-star hotels?
---

In answering the fourth question, the interviewees expounded on various strategies to help the author increase sample representativeness, stimulate response and diminish main impediments to the data collection process. First, in view of the fact that the target population in this study is normally difficult to approach, majority of the scholars claimed that random sampling might not be possible in this case. Instead, quota sampling based on convenience was said to be reasonable and acceptable. Actually, in the prior pilot test, the author encountered such a problem since most of the international five-star hotels prohibited their staff members from participating in any type of survey without official authorization and permission. Supposing this research might not receive additional support from the hotels or management companies, the author would have no options other than convenience sampling. However, as one interviewee pointed out, the problem of “homogeneous bias” should be noted if the questionnaires were distributed through the contact people. Another scholar later

suggested that the author give clear instructions in advance so that the individuals responsible for distributing the questionnaires would try all means to randomly select the respondents. Such advices were entirely taken in the main survey.

In addition, when asked how to achieve a higher response rate in a survey such as this one, the interviewees made several precious suggestions as illustrated below:

- “I think finding the key persons is always important to increase the response rate in China as it is a more relationship-oriented country. Interviewees may be more willing to give ‘face’ to the key persons by completing the questionnaire when asked to” (Interviewee 02).
- “Providing incentives is always effective when organizing a survey in China. Think of what you can give to the interviewees so that they may feel respected. Moreover, finding the key persons is the most important strategy to use. If the employees treat the survey as ‘part of the job’ they should do, or as an order made by their supervisors, they will definitely have a right attitude toward it” (Interviewee 03).
- “Besides gifts to hotel employees, you may also negotiate with some hotels to achieve permission to be present at some hotel activities (e.g., a hotel training course). By doing so, you could get in touch with employees and ask them to help you with the questionnaire later on” (Interviewee 05).
- “Also, people would like to help us if we show respect and let them feel that they really play an important role in our study. This is a good motivation as well” (Interviewee 07).

In these statements, “key persons” and “incentive gifts” were repeatedly mentioned. The author was advised to exert more efforts into turning to the right people and choosing the appropriate incentives. The “right people” might give the interviewees either encouragement or sometimes moderate pressure so that they would be more active and cautious in taking the survey, whereas the “appropriate incentives” would demonstrate the author’s sincerity and respect and let the interviewees understand their vital role in this research. The author adopted these strategies and incorporated them into the upcoming survey. After the preliminary tests, and especially the first pilot study, the author fully realized that a study could not succeed without the involvement and assistance of many people. It would be both necessary and critical to give the interviewees meticulous instructions to deepen their understanding of the research, stimulate the response rate, and increase the validity of the results. Although it might be unlikely to personally survey each of the interviewees in light of the sample size, the author would endeavor to maintain frequent communication with the contact people and keep abreast of ongoing conditions.

Q5---Subsequent to my brief explanation of the main objectives and the conceptual models, do you have any suggestion concerning data analysis techniques for the main survey?
---

With regard to data analysis methods in the main study, the interviewees opted to give a short instead of explicit explanation as to how the data should be studied. After all, it was the author’s mission to make the best choice among all the available techniques to suit the needs of this research. Thus, the author would keep the suggestions of the participants for future reference. After comprehending the conceptual models to be scrutinized, the scholars expressed consensus in

utilizing Structural Equation Modeling (SEM) to test the interrelated associations among all constructs. Software like SPSS and AMOS were recommended for use since they are very effective in performing statistical analysis. Yet, as one interviewee emphasized, statistical tools are just tools. To make wise judgments and draw legitimate inferences from the data, the author would also need to take industry realities and the literature evidence into account rather than relying exclusively on the statistical results from data analysis.

#### **4.4.5 Summary of Qualitative Interview (II)**

Qualitative Interview (II) concentrated on the methods to be used to deal with CVs items, instrument selection, research design, sampling, data collection and data analysis in the main survey. To the author, research is like a journey of learning. Therefore, all comments, opinions, doubts, or even disagreements would be deemed valuable and taken into consideration in the next research phases. Issues stressed by the academic experts are summarized in Table 4.7.

Table 4. 7 *Summary Table of Qualitative Interview (II)*

<b>Management of irrelevant Chinese value items in Pilot Test I</b> <ul style="list-style-type: none"> <li>• There was some question about the soundness of deleting Chinese value items by relying exclusively on dichotomous questions</li> </ul>
<b>Selection of instruments to measure main constructs</b> <ul style="list-style-type: none"> <li>• I was advised to either secure more support from the literature or experts, or organize a pilot test to perform statistical tests for the selection of instruments</li> </ul>
<b>Final survey design</b> <ul style="list-style-type: none"> <li>• Length of the questionnaire was a big concern among the interviewees</li> <li>• I was advised to use simple language in the questionnaire, offer explicit explanations to the respondents, and ask for the help of professional translators to translate from English to Chinese</li> </ul>
<b>Sampling and data collection</b> <ul style="list-style-type: none"> <li>• Quota sampling by convenience was deemed acceptable</li> <li>• Homogeneous bias should be noted</li> <li>• Clear instructions should be given to the respondents</li> </ul>
<b>Data analysis</b> <ul style="list-style-type: none"> <li>• Structural equation modeling was thought to suit the research needs</li> <li>■ Other factors such as research context and literature should be considered to avoid too much reliance on statistical test results</li> </ul>

#### 4.5 Pilot Test (II)

##### 4.5.1 Objectives of Pilot Test (II)

As planned, this research employed the existing instruments developed from the literature to measure CVs, LMX, OC, and OCB. To examine potential errors related to the selection of instruments (OCB instruments in particular), questionnaire layout, and question clarity, the author followed the recommendations of Hussey and Hussey (1997) and commenced another pilot study to refine the questionnaire prior to the final survey. By doing so, the author also purposed to seek additional verification to administer the CVs items, as advocated by most scholars in the earlier qualitative interview. To sum up, the overriding objectives of Pilot Test (II) are as follows:

1. Investigate the importance of CVs items to the respondents and incorporate

the results of Pilot Test (I) and Pilot Test (II) into the analysis to determine which items should be removed from the final questionnaire.

2. Conduct a comparative analysis of the Western, Taiwan, and Chinese OCB instruments for the purpose of the main survey.
3. Administer tests to examine the internal reliability of the scales with respect to the main constructs under investigation (LMX, OC, and OCB).

#### **4.5.2 Sampling and Data Collection for Pilot Test (II)**

Following Brulin's (1980) translation and back-translation procedures in administering the questionnaire, the author firstly turned to a bilingual scholar who translated the LMX, OCB and OC measurement instruments from English into simplified Chinese. Afterwards, a professional translator who is also a professor in the English department of a well-known university in Beijing was invited to back-translate the questionnaire from Chinese to English. Doing so could determine the fit of the translated version with the original. Since the CVs items were originally developed and tested in Chinese (Chinese Culture Connection, 1987), there was no need for interpretation.

After the refinement of the questionnaire, data collection was formally launched. As previously defined, the target population of this research consisted of Chinese employees working for the international five-star hotels in the PRC. To apply the results to the final survey, the author surveyed a sample drawn from the hotel employees. During this preliminary test, cases were selected based on availability and convenience. Snowball technique was largely used and the questionnaires were distributed mainly through the author's network. Nonetheless, personal visits and

face-to-face delivery also took place when circumstances permitted. For instance, the author was invited by two hotels to lecture on service etiquette and communication skills. In exchange, the hotels granted the author consent to distribute and collect the questionnaires after the class. Considering the length of the questionnaire, the author adopted some of the opinions given by the scholars in Qualitative Interview (II) to minimize non-response, incompetence, or incompleteness. Common approaches such as offering clear instructions, clarifying research objectives, simplifying questionnaire design, asking nonthreatening questions, using incentives, and the like were well utilized. On the whole, the expected sample size of this test was 300, as recommended by Tabachnick and Fidell (2001) for the purpose of factor analysis.

Ultimately, 8 hotels located in 6 cities of China, including Beijing, Shanghai, Shenzhen, Qingdao, Dalian, and Shenyang, were chosen and surveyed in August 2008. This pre-test was designed to be much longer and more complex than the final questionnaire for the reason that it was intended to satisfy many objectives. In the end, the author delivered a total of 480 questionnaires to the target hotels, most of which were returned within 3 weeks. Shown in the table below is the report of survey distribution profile for Pilot Test (II).

Table 4. 8 Survey Distribution Profile for Pilot Test (II)

Hotel Code	Location	Copies Sent	Returned Copies	Unusable Cases	Cases with Missing Values	Complete Cases
Hotel 1	Beijing	60	38	5	2	31
Hotel 2	Shanghai	60	50	3	4	43
Hotel 3	Shenzhen	60	49	4	1	44
Hotel 4	Qingdao	60	57	4	3	50
Hotel 5	Dalian	60	42	6	3	33
Hotel 6	Dalian	60	37	4	5	28
Hotel 7	Shenyang	60	54	0	5	49
Hotel 8	Shenyang	60	52	4	4	44
<b>TOTAL</b>		<b>480</b>	<b>379</b>	<b>30</b>	<b>27</b>	<b>322</b>
					<b>349</b>	

Noticeably, the non-response and incompleteness rate in this survey (21.0% and 18.7%, respectively) was much higher than that of the Pilot Test (I). This might be attributable to the length and complication of the questionnaire. 133 instrument questions plus 10 demographic questions amounted to a total of 144 survey questions, which entailed proper consideration and reflection. Among the 379 questionnaires returned to the author by the contact people, 30 copies of questionnaire were entirely unusable since they were blank, largely unfinished, or seriously biased (e.g., all answers were circled "1"). These questionnaires were screened out and directly removed, resulting in a total of 349 cases for data analysis. Moreover, the data set for this pilot test included 27 cases containing missing values that were substituted by the observed mean value. Though mean imputation can be problematic, this procedure is appropriate when the missing data rate is low (Donner, 1982; Roth, 1994). As less than 10% of the data were missing in the present survey, the procedure of mean substitution was both rational and suitable.



#### **4.5.3 Demographic Profile of Sample Composition in Pilot Test (II)**

As presented in Table 4.9, of the 349 respondents, 37.8% were male and 62.6% were female. 55.3% of the respondents were single, while 43.8% were married and the rest of .9% fell into the category of “others”, which the respondents further indicated as “divorced”. The most frequently occurring age group was 25-35 group, accounting for 53.6% of the sample, followed by the under 25 age group (30.1%), 36-45 age group (14%), and 46-55 age group (2.3%). No respondent was aged over 56 years. In terms of education, 45.6% of the sample had achieved a diploma from an institution, while 22.1%, 20.6%, and 10.6% had obtained degrees or certificates from technical secondary schools, universities, and high schools, respectively. Only 1.1% of the respondents held a master’s or higher educational degree, a fact reflecting the education level of China’s hotel labor force. With respect to industry experience, 28.1% of the sample had worked in the hotel industry for 4-6 years, 25.8% for 1-3 years, 17.2% for both 7-10 years and more than 10 years, and 11.7% for less than 1 year. In addition, 36.7% had worked for the present hotel for 1-3 years, 28.9% for 4-6 years, 20.6% for less than 1 year, 7.4% for 7-10 years, and 6.3% for over 10 years. Among all respondents, 48.7% were hotel general staff, 40.7% were at the supervisory level, and 10.6% were department heads or of higher rank. Full-time employees accounted for a large proportion of the total (89.4%), followed by part-time staff (10.3%). Only one employee (.3%) worked as an exchange trainee, belonging to the category of “others”. A new question added to this pilot test was the nationality of the immediate supervisor of the respondent owing to the concern that supervisors are also influential in the establishment of a relationship. But the

number of foreign supervisors was not statistically significant (only 5.4%) to do any comparative analysis, with 94.6% of immediate supervisors being ethnically Chinese.

*Table 4. 9 Demographic Profile of Sample Composition in Pilot Test (II)*

	Frequency	Percent (%)
<b>Gender</b>		
Male	132	37.8
Female	217	62.2
TOTAL	349	100.0
<b>Marital Status</b>		
Single	193	55.3
Married	153	43.8
Others	3	.9
TOTAL	349	100.0
<b>Age Group</b>		
<25	105	30.1
25-35	187	53.6
36-45	49	14.0
46-55	8	2.3
56 or above	0	0
TOTAL	349	100
<b>Education</b>		
High school or below	37	10.6
Technical Secondary School	77	22.1
Institute	159	45.6
Undergraduate	72	20.6
Master or above	4	1.1
TOTAL	349	100.0
<b>Industry Experience</b>		
<1 year	41	11.7
1-3 years	90	25.8
4-6 years	98	28.1
7-10 years	60	17.2
>10 years	60	17.2
TOTAL	349	100.0
<b>Hotel Experience</b>		
<1 year	72	20.6
1-3 years	128	36.7
4-6 years	101	28.9
7-10 years	26	7.4
>10 years	22	6.3
TOTAL	349	100.0

<b>Job Position</b>		
Department head or above	37	10.6
Supervisor or foreman	142	40.7
General Staff	170	48.7
TOTAL	349	100.0
<b>Contract Type</b>		
Full-time employee	312	89.4
Part-time employee	36	10.3
Others	1	.3
TOTAL	349	100.0
<b>Nationality of Immediate Supervisor</b>		
Mainland China	330	94.6
Non-Mainland China	19	5.4
TOTAL	349	100.0

#### **4.5.4 Analysis of Findings for Pilot Test (II)**

##### **4.5.4.1 Test on the Chinese Values (CVs) Items**

At this phase of the research, the author emphasized more on the **face validity** of the value items. In fact, the author did try several times to run the exploratory factor analysis (EFA) on the CVs construct but found it exceedingly difficult to discover the underlying factors. Values concern a great deal of aspects in life, as a result of which, such highly diverse items can hardly describe a clear factor structure. Even in the original work conducted by the Chinese Culture Connection (1987), a total of 12 items failed to load on any factor at the end. Accordingly, to prevent a number of influential value items from being deleted by factor analysis at this stage, the author solely scrutinized the statistics of the mean value and the percentage of importance of each CVs item, which were then jointly analyzed with the Pilot Test (I) results. To extract the logic beneath this method, the respondents were asked to vote for the relevance of the CVs items to OCB in Pilot

Test (I) and for the importance of each value item in Pilot Test (II). An item would be considered for elimination if it was neither relevant nor important to the target hotel employees. Factor analysis was not applied here, since the author attached greater importance to the content than the structural fitness of the value variables.

Besides the mean value, the following table contains the percentage of importance of the 40 CVs items, which were rated on a 7-point Likert scale ranging from 1 (very unimportant) to 7 (very important). The two statistics implied both the average score of every single item and the distribution of voting on each scale of importance. In terms of mean value, the overall mean of all items reached **5.707**, indicating the significance of these values among the respondents. Items voted as “normal” or less important by the highest proportion of respondents, with a mean value lower than 5.0, were highlighted for further comparison with the results generated by Pilot Test (I).

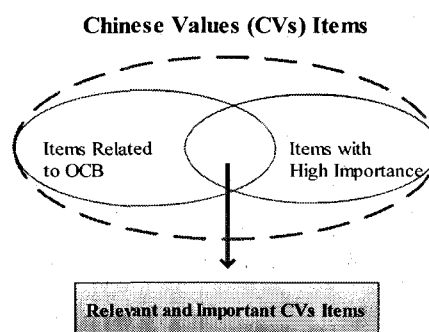
Table 4. 10 Findings of Pilot Test (II)

CVs Items	Mean of Items	Percentage of Importance						
		1	2	3	4	5	6	7
CV1	5.83	.9	0	2.0	8.0	16.3	47.3	25.5
CV2	5.98	.6	.3	1.4	5.4	12.9	49.6	29.8
CV3	6.42	1.1	0	.6	2.3	8.3	25.2	62.5
<b>CV4</b>	<b>4.65</b>	5.4	7.7	6.0	27.5	18.3	20.6	14.3
CV5	6.59	.6	.6	.3	2.0	4.6	18.6	73.4
CV6	5.69	.9	2.3	3.4	14.9	12.6	30.7	35.2
<b>CV7</b>	<b>4.48</b>	4.0	12.6	6.9	30.4	13.8	18.6	13.8
CV8	6.09	.9	.9	.9	4.6	16.3	32.1	44.4
CV9	6.65	.3	0	.3	1.7	4.9	16.9	75.9
CV10	6.42	.6	.3	.9	3.7	7.7	23.5	63.3
CV11	5.76	1.4	2.9	2.0	14.6	9.7	30.1	39.3
CV12	5.85	.6	1.7	1.7	11.5	14.6	33.0	37.0
CV13	5.64	.3	1.4	4.0	14.6	14.6	37.5	27.5
CV14	6.19	.3	.6	.3	5.7	10.6	37.2	45.3
CV15	6.23	.3	1.4	1.1	3.2	9.7	34.1	50.1
CV16	5.75	1.1	1.1	1.1	10.0	18.6	40.7	27.2
CV17	5.79	.3	.3	2.9	10.3	17.8	40.1	28.4
<b>CV18</b>	<b>4.32</b>	6.9	7.7	10.6	27.2	23.8	16.9	6.9
CV19	5.33	1.7	2.6	3.2	20.3	21.2	28.1	22.9
CV20	5.96	.6	0	1.1	8.6	14.9	40.4	34.4
CV21	6.11	.9	0	1.1	4.9	14.0	37.0	42.1
CV22	6.01	.6	.3	.6	5.4	18.6	37.8	36.7
CV23	6.38	.3	0	.9	2.6	8.6	32.1	55.6
CV24	5.02	2.6	4.9	5.2	25.2	19.5	22.9	19.8
<b>CV25</b>	<b>3.75</b>	14.0	15.5	9.7	29.5	12.6	10.6	8.0
CV26	6.12	.3	0	1.1	5.4	16.0	33.5	43.6
CV27	5.64	.9	2.0	1.7	12.6	21.2	33.2	28.4
<b>CV28</b>	<b>4.01</b>	9.5	13.2	8.0	35.2	12.3	14.3	7.4
CV29	6.13	.6	.9	.9	5.4	11.7	35.5	45.0
CV30	5.89	.6	.9	1.7	12.3	13.5	32.1	39.0
CV31	5.73	1.4	1.1	2.3	11.5	19.8	29.8	34.1
CV32	6.22	.3	0	.9	5.4	11.2	33.8	48.4
CV33	6.15	.6	.3	.9	6.0	14.6	29.5	48.1
CV34	6.33	.3	.3	.3	2.6	12.0	30.7	53.9
CV35	5.58	1.7	1.4	2.3	12.6	20.6	36.1	25.2
CV36	5.95	.3	.9	1.7	8.6	18.6	29.5	40.4
CV37	6.15	.3	.6	.9	6.9	10.3	36.7	44.4
<b>CV38</b>	<b>4.90</b>	2.9	3.4	4.6	32.1	19.5	22.6	14.9
CV39	4.99	3.2	4.3	3.2	23.5	27.8	22.9	15.2
CV40	5.58	.9	2.3	1.4	19.5	15.8	29.8	30.4

Among all bolded items, noncompetitiveness (CV4) was rated “normal” by 27.5% of the respondents with a mean of 4.65; being conservative (CV7) was rated

“normal” by 30.4% with a mean of 4.48; protecting one’s face (CV18) was rated “normal” by 27.2% with a mean of 4.32; keeping oneself disinterested and pure (CV25) was rated “normal” by 29.5% with a mean of 3.75; having few desires (CV28) was rated “normal” by 35.2% with a mean of 4.01, and repayment of good or evil of others (CV38) was rated “normal” by 32.1% with a mean of 4.90.

It is worth noting that noncompetitiveness (CV4), being conservative (CV7), chastity in women (CV11), protecting one’s face (CV18), keeping oneself disinterested and pure (CV25), and having few desires (CV28) were also thought to be unrelated to OCB in the first pilot test. Therefore, five items fell into the category of reassessment, namely, noncompetitiveness (CV4), being conservative (CV7), protecting one’s face (CV18), keeping oneself disinterested and pure (CV25), and having few desires (CV28). However, considering both the face validity and the mean score of CV4, CV7, and CV18 (4.65, 4.48 and 4.32 respectively), the author retained these items at this phase. For that reason, keeping oneself disinterested and pure (CV25) and having few desires (CV28) were the only two variables eliminated from the final survey. The decision-making process and the rationale in selecting the CVs items are depicted in Figure 4.2.



*Figure 4. 2 Rationale in selecting the Chinese value (CVs) items*

#### **4.5.4.2 Test on the Leader-Member Exchange (LMX) Items**

A multi-dimensional construct, LMX was firstly examined for the overall reliability and the composite Cronbach's alpha of .946 was pretty satisfactory. After that, the initial principal component analysis test (PCA) revealed two components of LMX, which were then labeled appreciation (LMX1, 2, 3, 8, 9, 10, 11, 12) and loyalty (LMX4, 5, 6, 7). For the purpose of interpretation, the author penetrated into the key statistics in the output.

Firstly, the correlation matrix for all 12 variables was produced and examined so that the pattern of relationships could be discovered. The variables correlated quite well, and neither singularity nor multicollinearity problems were found (Field, 2005). Second, the Kaiser-Meyer-Olkin (KMO) test was used to measure sampling adequacy and it represented the degree of intercorrelations among the variables. Kaiser (1974) recommended that the accepting values of KMO statistic should be at least greater than .5, values between .5 and .7 are ordinary, values between .7 and .8 are good, values between .8 and .9 are great, and values above .9 are marvelous. In this test, the KMO value reached .926, implying the appropriateness of using factor analysis. It could be concluded that the 12 variables were interrelated and that they shared some common factors. Thirdly, Bartlett's test of sphericity was used to test the null hypothesis that the original correlation matrix was an identity one, and that no relationships existed among the variables. The output of this measure was highly significant, with a significance value of .000 ( $\chi^2 = 3775.601$ ,  $df = 66$ ,  $p < .001$ ), again proving that factor analysis was proper in this test. Moreover, the two components were computed to account

for about 71.770% of the cumulative variance and the average communality of the variables was above .5 (average communality = .718). In this regard, the relative power of the components in explaining the overall variation and the adequacy of applying factor analysis to the sample were validated (Field, 2005). Appendix 14 presents the pattern matrix with the communality and factor loading of each variable. The rule of thumb is that factor loadings greater than  $\pm .30$  meet the minimal requirement; loadings of  $\pm .40$  imply that the variables are important; and loadings of  $\pm .50$  or greater are practically significant (Field, 2005). Thus, all loadings of the 12 LMX items passed the minimal level and were worth considering.

To check the internal consistency of the LMX scale, the author applied separate reliability tests to the two subscales. As shown in Table 4.11, corrected item-total correlation values of all variables exceeded .3, and the overall Cronbach's alpha of the two components equaled .940 and .867, respectively, which reached Hair et al.'s (2002) criteria of .60. Since the deletion of any item would not noticeably enhance the component reliability, all items were reserved at this point.



Table 4. 11 *Reliability Test of the Leader-Member Exchange (LMX) Scale*

Appreciation (Cronbach's alpha = .940)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	LMX1	39.97	73.292	.767	.933
	LMX2	40.01	74.920	.743	.935
	LMX3	39.88	71.970	.843	.928
	LMX8	39.80	74.713	.722	.936
	LMX9	39.86	73.533	.713	.937
	LMX10	39.84	70.867	.843	.928
	LMX11	39.63	71.515	.851	.927
	LMX12	39.77	71.565	.807	.930
Loyalty (Cronbach's alpha = .867)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	LMX4	15.81	16.221	.739	.822
	LMX5	15.53	16.899	.751	.819
	LMX6	15.84	16.058	.732	.825
	LMX7	15.43	17.085	.657	.855

#### **4.5.4.3 Test on the Organizational Citizenship Behavior (OCB) Items**

As stated previously, the questionnaire of Pilot Test (II) was constituted by three groups of OCB scales that were developed in distinct cultural settings. To end up with a proper selection of OCB instruments, the author comparatively examined these scales in terms of their structure, adequacy in assessment, validity, reliability, and so forth. More specifically, upon the initial examination of the PCA output on the Western OCB scale (WOCB), the author removed Items 6, 20, and 21 in turn since they cross-loaded on distinct components that complicated the construct structure. The last run of the PCA ended with a five-component structure of 21 items. Afterwards, the PCA test proceeded with the 20 Taiwan OCB items (TOCB), and a three-component structure was obtained. Finally, the OCB scale developed in China (COCB) was also checked using PCA. In contrast to the WOCB and TOCB scales, which demonstrated clear factor structures as in the literature, it was difficult to locate the underlying dimensions of the COCB

measurements. To identify the clusters of variables, the author performed the PCA test several times. A total of 9 items was deleted as they cross-loaded on various components, and at the end, a two-component structure with 10 items was achieved. Table 4.12 contains the output of the PCA and the reliability test of the three OCB scales. The detailed pattern matrix for each scale can be found in Appendix 15.

Table 4. 12 *Principal Component Analysis (PCA) and Reliability Test of the Organizational Citizenship Behavior (OCB) Scales*

	WOCB	TOCB	COCB
<b>Component Structure</b>	5-Component	3-Component	2-Component
<b>KMO</b>	.867	.892	.887
<b>Bartlett's Test of Sphericity</b>	$\chi^2 = 3804.9$ $df = 210, p = .000$	$\chi^2 = 3239.8$ $df = 153, p = .000$	$\chi^2 = 1545.3$ $df = 45, p = .000$
<b>Total Variance Explained</b>	66.949%	59.359%	58.514%
<b>Average Communalities</b>	.669	.594	.585
<b>Composite Reliability</b>	.880	.904	.790
<b>Subscale Reliability</b>	Component1---.861	Component1---.802	Component1---.726
	Component2---.850	Component2---.840	Component2---.688
	Component3---.822	Component3---.886	
	Component4---.757		
	Component5---.761		

Note. WOCB = Western organizational citizenship behavior; TOCB = Taiwan organizational citizenship behavior; COCB = Chinese organizational citizenship behavior

Further scrutiny of the correlation matrixes revealed that the items in the three scales correlated well with one another. After refinement, WOCB, TOCB, and COCB obtained a five-component, three-component, and two-component structure, correspondingly. Relevant statistics including the KMO value, Bartlett's test, total variance explained, communalities, factor loadings, and reliability of each refined scale were examined, and all appeared to reach the minimum statistical requirements. The OCB scales developed in the Western and Taiwan context

demonstrated an etic nature, as they were both reliable and valid within the Chinese cultural setting. The factor structures of WOCB and TOCB found in the current test were also highly comparable to the original work. Nevertheless, the COCB scale appeared unsuitable from a statistical perspective, and the initial 11 dimensions merged into 2 after the removal of 9 items, which weakened its role in reflecting the various facets of citizenship behaviors. In this respect, greater efforts should be made to empirically assess this scale, its reliability and validity.

Besides statistical evidence, the author also gave proper consideration to issues like literature support and research context when choosing the OCB scale to be used in the main survey. Organ and other scholars suggested that citizenship behaviors in different cultural contexts might contain different content (Organ et al., 2006). A typical OCB in one culture might be thought as part of the job in another. The subjective nature of citizenship behaviors reminds the author to be cautious since China's unique cultural characteristics may affect Chinese people's comprehension of citizenship behaviors. In light of the cultural similarities Taiwan shares with Mainland China and the fact that the **TOCB scale** has been frequently utilized and empirically measured in OCB studies within the Chinese context in recent years (e.g., Chen & Francesco, 2003; Hui et al., 1999), the author finally chose this scale. Labels were then attached to the scale, namely, identification with the company (TOCB1, 2, 3, 4), altruism and conscientiousness (TOCB5, 6, 7, 8, 9, 10, 11, 12, 13), and protecting company gain (TOCB14, 15, 16, 17, 18, 19, 20). The reliability of TOCB scale is displayed in Table 4.13. As the findings revealed, corrected item-total correlation values of all variables exceeded .3, and the overall Cronbach's alpha of the three components amounted to .802, .882,

and .886, respectively, all reaching Hair et al.'s criteria of .60 (2002). What's more, the removal of any item would not markedly increase the internal consistency, and thus there was no need to further purify the TOCB scale (the removal of Item TOCB11 would only marginally raise the subscale reliability from .882 to .894). As a result of its applicability and appositeness, the TOCB scale was finally employed in the main survey.

Table 4. 13 *Reliability Test of the Taiwan Organizational Citizenship Behavior (TOCB) Scale*

Identification with the Company (Cronbach's alpha = .802)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	TOCB1	17.50	7.814	.696	.713
	TOCB2	17.24	8.534	.653	.738
	TOCB3	17.92	8.576	.540	.789
	TOCB4	17.76	8.064	.588	.768
Altruism and Conscientiousness (Cronbach's alpha = .882)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	TOCB5	48.50	38.440	.713	.863
	TOCB6	48.38	38.644	.726	.862
	TOCB7	48.67	38.365	.576	.875
	TOCB8	48.25	39.670	.702	.865
	TOCB9	48.48	37.659	.745	.860
	TOCB10	48.56	38.569	.690	.865
	TOCB11	48.63	39.051	.419	.894
	TOCB12	48.59	38.426	.666	.866
	TOCB13	48.75	38.441	.581	.874
Protecting Company Gain (Cronbach's alpha = .886)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	TOCB14	39.23	24.570	.684	.869
	TOCB15	39.30	24.417	.664	.873
	TOCB16	39.08	26.723	.698	.869
	TOCB17	39.12	26.851	.673	.871
	TOCB18	39.14	25.485	.732	.863
	TOCB19	39.30	25.149	.681	.869
	TOCB20	39.14	25.656	.648	.873

#### **4.5.4.4 Test on the Organizational Commitment (OC) Items**

Lastly, OC items were also examined by the PCA and reliability test. The initial PCA procedure produced a four-component structure with eigenvalues all greater than 1.0. The KMO measure of sampling adequacy reached .852, which exceeded the recommended .50, while the Bartlett's test of sphericity was significant at the  $p < .0001$  level ( $\chi^2 = 2835.2$ ,  $df = 171$ ,  $p = .000$ ). The percentage of total variance explained amounted to 59.958%, and the average communality of the OC items equaled .60. Appendix 16 presents the PCA results of the OC scale. All factor loadings of the OC items were greater than .30, which met the benchmark of minimum value and implied that the variables were somewhat important. The OC components were later labeled as attachment commitment (OC1, 2, 9, 15, 16, 17, 18, 19), continuance commitment (OC10, 11, 12, 13), recognition commitment (OC3, 4, 6, 14) and dependence commitment (OC5, 7, 8).

Following the PCA analysis, the author proceeded with a reliability test in which the OC scale obtained an overall Cronbach's alpha value of .821. Since four components were discovered, the tests were conducted separately on each subscale. It was encouraging to see that the Cronbach's alpha value of each component was greater than the suggested cut-off point of .60 (Hair et al., 2002), and the corrected item-total correlation values of all items were acceptable (above .3). Although the value of Cronbach's alpha would be slightly enhanced with the removal of OC15 and OC13, the author kept them for the main survey in consideration of the potential bias in the pilot test.

Table 4. 14 *Reliability Test of the Organizational Commitment (OC) Scale*

<b>Attachment</b> (Cronbach's alpha = .860)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	OC1	35.13	65.442	.701	.833
	OC2	34.93	68.527	.654	.839
	OC9	35.46	67.473	.576	.847
	OC15	36.25	70.413	.432	.864
	OC16	36.36	67.519	.488	.860
	OC17	35.27	64.467	.766	.826
	OC18	35.38	65.650	.656	.838
	OC19	34.90	67.527	.645	.840
<b>Continuance</b> (Cronbach's alpha = .779)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	OC10	10.95	19.957	.621	.706
	OC11	11.04	18.426	.724	.648
	OC12	10.87	19.577	.664	.683
	OC13	10.22	24.998	.349	.833
<b>Recognition</b> (Cronbach's alpha = .736)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	OC3	14.64	19.294	.608	.628
	OC4	14.51	19.774	.671	.597
	OC6	15.65	21.275	.432	.737
	OC14	15.16	23.604	.427	.730
<b>Dependence</b> (Cronbach's alpha = .666)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	OC5	9.05	9.563	.427	.635
	OC7	9.25	8.387	.559	.459
	OC8	9.49	9.044	.451	.607

#### 4.5.5 Summary of Pilot Test (II)

To sum up, Pilot Test (II) not only enabled the author to make cautious choices in selecting the CVs items, but also resolved some important issues such as the dimensionality, reliability, and validity of the LMX, OC, and OCB constructs. On the basis of the statistical analysis and review of the related literature, the author modified the questionnaire and chose the instruments to be used in the main survey. The compelling evidence and results generated in this pilot test served as a basis for the main study, and as a result, the author determined to employ 38 CVs items, 12 LMX items, 20 TOCB items, and 19 OC items to measure the four

prime constructs. Subsequently, the author commenced the main data collection phase to realize the intended purposes of this research.

#### **4.6 Chapter Summary**

Before the main investigation, the author embarked on a series of preliminary tasks to prepare for the upcoming survey. A total of four tests were conducted during this process, each of which was set out to fulfill different goals. The empirical findings were encouraging in that quite a few significant matters were resolved.

First, other than the literature support, the hotel practitioners mostly confirmed the research ideas, rational reasoning, and proposed linkages within the conceptual models. As these participants also disclosed, OCB has not yet been placed much emphasis in China's hotel industry, a fact boosting the author's confidence in studying OCB within the current context. Nonetheless, one complication confronting the author is that the Chinese values contain a broad range of items measuring the multi-facets of life and work. Some items appear to have no relation with OCB or any kind of work behaviors. Therefore, subsequent to the first interview, the author employed a quantitative study to test the relevance of these items. Following the suggestions of a group of scholars and researchers afterwards, the author adopted a cautious attitude when managing and selecting the construct instruments. Thus, another pilot test was arranged and the scales of the four constructs were separately examined.

An initial exploration of the issues related to the research models and hypotheses, the preliminary tests enabled the author to make momentous decisions concerning the instrument selection, main survey design, data collection method and data analysis techniques. Prior to the main survey, the interviews offered valid evidence that confirmed the original research suppositions. More importantly, the author received many valuable suggestions that enable the completion of the study. Questions proposed in qualitative interviews were then included and examined in the pilot tests. Such a method enhances both the depth and generalizability of the research findings. In addition, during the preliminary tests, the author had the opportunities to establish network with some key hotel supervisory staff. They played a vital role in facilitating the main investigation and helping the author realize the research objectives. The preliminary tests hence laid a firm groundwork for the main survey.



## **Chapter V. Data Analysis: Main Survey**

### **5.1 Chapter Introduction**

This chapter covers the data analysis for the main survey that was conducted following the preliminary tests. Seeking to inspect the hypothesized models and the corresponding interrelations among all constructs, the author utilized a set of quantitative data analysis techniques. Specifically, descriptive statistics, principal component analysis (PCA), confirmatory factor analysis (CFA), structural equation modeling (SEM), multigroup analysis, and other related statistical methods were applied to the main data.

### **5.2 Overview of the Main Survey**

#### **5.2.1 Objectives of the Main Survey**

As claimed previously, the overriding objective of this study was to examine the influences of Chinese values (CVs) on the inclination of hotel employees to display organizational citizenship behavior (OCB) within the context of the international five-star hotels in China. To explore the interactions among all constructs and test the two conceptual frameworks, the author organized a survey on a large scale. The questionnaire of the main survey consisted of 38 CV items, 12 leader-member exchange (LMX) items, 20 OCB items, and 19 organizational commitment (OC) items, as well as a group of demographic questions.

### 5.2.2 Sampling of the Main Survey

The current study targeted solely the organizational setting of international five-star hotels within the Chinese context since the potential findings regarding OCB may have more practical indications in high star-grade hotels. Driven by the goal to achieve competitive advantages, such hotels attach more weight to service quality than lower star-grade properties. In this regard, they are in greatest need of good citizens who are more service-oriented and more willing to voluntarily perform their best to attain organizational aims. Therefore, the Chinese labor force working in the targeted context constituted the research population.

As with the pilot tests, the main survey set up several predetermined criteria in sample selection. To begin with, only those who are ethnically Chinese were invited to take part in the survey. Born and nurtured in China, these people have been deeply impacted by Chinese culture both in attitudes and behaviors, and hence could reveal the core Chinese values. Second, though there was no definite requirement on job position, the survey was under the constraint condition that the respondents should have an immediate supervisor. This excluded the possibility that a respondent might not be involved in a relationship with a supervisor, a situation that could affect answers to the LMX questions. Additionally, both the location and the management companies of the hotels were considered essential factors. To control for sample bias, the author executed the main survey in diverse cities of China among hotels operated by different management companies.

According to statistics, the population of employees in China's star-rated hotels amounted to **1.66 million** by the end of 2007 (CNTA, 2008). Among all,

Guangdong province, Zhejiang province, Beijing, Shandong province, Jiangsu province, Yunnan province, Hebei province, Shanghai, Sichuan province and Liaoning province ranked as the top 10 locations in possessing a hotel labor force. These provinces and cities are also highly representative from a geographical perspective and have the most five-star hotels in Mainland China (shown in Appendix 1). Taking these issues into consideration, the author eventually gained access to **30 hotels** located in **15 cities**, including Beijing, Shanghai, Dalian, Shenyang, Changchun, Shenzhen, Guangzhou, Lijiang, Hangzhou, Wuhan, Sanya, Qingdao, Jinan, Xi'an, and Nanjing, representing a total of **10 provinces** in Mainland China (Liaoning, Jilin, Guangdong, Yunan, Zhejiang, Hubei, Haina, Shandong, Shangxi and Jiangsu). The geographic locations of these provinces and cities are shown in the map below.

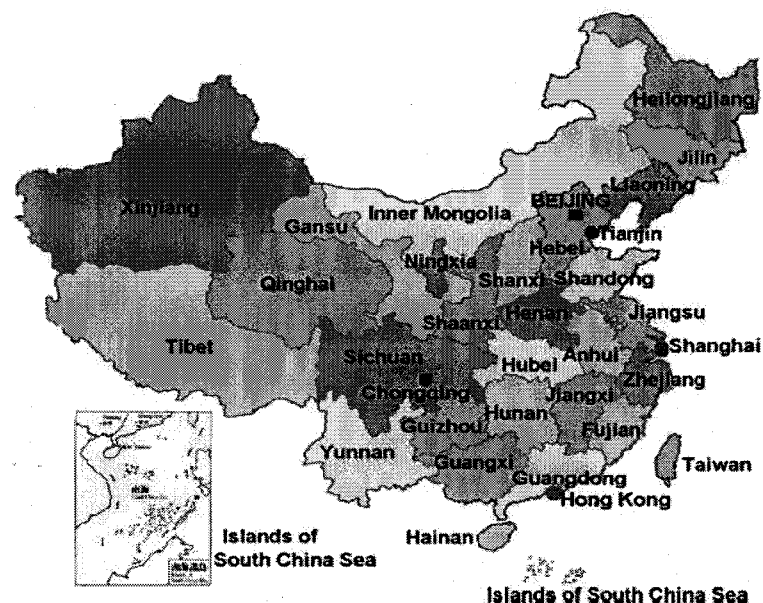


Figure 5. 1 Map of the People's Republic of China.

### **5.2.3 Data Collection of the Main Survey**

In the main investigation, the author put additional endeavors into designing the questionnaire and selecting the incentive gifts to increase the response rate. The surveys were then administered to the sample groups. According to Gorard (2003), the delivery method can affect the likely response rate, cost, speed, and sample size. Given the inevitable difficulties in approaching the target hotel labors, the author also sought the help of the individuals or authorities concerned to distribute the questionnaires. After a long period of preparation, questionnaires were eventually sent out around **mid October 2008**, through both personal distribution and the help of the contact people. Along with the questionnaires were the cover letters and incentive gifts to enhance understanding, express appreciation and encourage response. Most of the questionnaires were returned to the author in 3 to 5 weeks subsequent to delivery; while it was not until the end of November was the entire data collection process completed.

### **5.2.4 Survey Distribution Profile**

In total, of the 1,280 questionnaires distributed to the targeted respondents, 930 data sets were sent back to the author. The initial examination of data screened out 64 cases that were either largely unfinished or highly biased. Additionally, only a small proportion of data sets had missing observations (47 cases), which did not pose a serious challenge to the analysis. Assuming that the data loss pattern was ignorable and that missing data occurred completely at random (Kline, 2005), the author adopted the listwise deletion method and excluded those cases with missing observations from all analyses. The simplest approach to handle missing data,

listwise deletion produces no bias in the parameter estimates or flaws in the standard error estimates (Allison, 2003). As the number of missing observations was statistically small in this survey, such a deletion method would not substantially affect the test power or statistical inferences. Consequently, the author implemented no other conventional methods here in dealing with missing data. The number of distributed questionnaires, returned data sets, unusable cases, cases with missing values and completed cases is presented in Table 5.1. It is worth stressing here that the sample size of 819 represented the number of usable cases before data screening occurred.

Table 5. 1 *Distribution Profile of the Main Survey*

Hotel Code	Hotel Location	Copies Sent	Returned Copies	Incomplete Cases		Complete Cases
				Unusable Cases	Cases with Missing Values	
Hotel 1	Dalian	40	26	3	0	23
Hotel 2	Dalian	40	21	2	2	17
Hotel 3	Dalian	40	15	0	0	15
Hotel 4	Shenyang	40	21	2	0	19
Hotel 5	Shenyang	40	25	2	1	22
Hotel 6	Shenyang	40	31	0	3	28
Hotel 7	Beijing	40	17	1	1	15
Hotel 8	Beijing	40	24	0	0	24
Hotel 9	Beijing	50	42	4	0	38
Hotel 10	Beijing	40	30	5	2	23
Hotel 11	Beijing	40	22	0	3	19
Hotel 12	Changchun	50	46	3	0	43
Hotel 13	Shenzhen	50	42	3	0	39
Hotel 14	Shenzhen	40	25	0	1	24
Hotel 15	Guangzhou	40	33	2	0	31
Hotel 16	Lijiang	40	38	3	2	33
Hotel 17	Hangzhou	40	23	0	1	22
Hotel 18	Hangzhou	40	30	1	1	28
Hotel 19	Wuhan	50	43	5	2	36
Hotel 20	Sanya	50	38	0	0	38
Hotel 21	Shanghai	40	36	2	2	32
Hotel 22	Shanghai	40	28	0	2	26
Hotel 23	Shanghai	40	28	8	4	16
Hotel 24	Shanghai	40	29	3	5	21
Hotel 25	Qingdao	50	42	3	0	39
Hotel 26	Qingdao	40	35	0	5	30
Hotel 27	Jinan	40	26	6	3	17
Hotel 28	Xi'an	50	47	3	1	43
Hotel 29	Nanjing	50	42	2	6	34
Hotel 30	Nanjing	40	25	1	0	24
<i>Total of Data Sets Collected</i>		1,280	930	64	47	819

### 5.2.5 Data Screening

Before commencing any data analysis, the author firstly opted for **data screening** with checks for outliers, normality and multicollinearity. Defined by Hair et al. (2002), outliers are “observations with a unique combination of characteristics identifiable as distinctly different from the other observations” (p. 65), which could

be either valuable or problematic to the analysis. Under some circumstances, the occurrence of outliers can greatly distort the results of many statistical procedures. Accordingly, to identify the outliers and detect their characteristics, the author utilized methods from both univariate and multivariate perspectives. Data were firstly converted to standard scores with a mean of 0 and a standard deviation of 1. The threshold value of the standardized z-score was enlarged to 4.0 considering the large sample size (Hair et al., 2002). The **Mahalanobis distance** was also computed to measure the distance in standard deviation units between an individual case and all variables. Afterwards, 74 extreme cases were identified and deleted to avoid biased results, a method to contribute to multivariate normality (Kline, 2005).

Next, the data were also checked for univariate and multivariate normality. According to Hair et al. (2002), the stark difference between these two categories of normality is that the former refers to the shape of the data distribution for an individual variable, while the latter refers to the combinations of all variables. Normal distribution of data is one of the most essential assumptions for nearly all estimation methods in SEM, as a nonnormal data set may generate inflated goodness-of-fit statistics and underestimated standard errors (MacCallum, Roznowski, & Necowitz, 1992). To test this univariate normality, the author checked both the skewness and the kurtosis of the variables with a benchmark value of 3.0 and 8.0, respectively, as suggested by Kline (2005). Shown in Appendix 19 are the values of skewness and kurtosis for all variables. For the CVs construct, skewness values ranged from -1.919 to -.151 while kurtosis values ranged from -.561 to 4.256. For the LMX construct, skewness values ranged from -1.104 to -.782 while kurtosis values ranged from .535 to 1.487. For the OC construct,

skewness values ranged from -.781 to .121 while kurtosis values ranged from -.761 to 1.023. Lastly, for the OCB construct, skewness values ranged from -2.273 to -.421 while kurtosis values ranged from -.311 to 5.407. Therefore, all univariate distributions were normal and the data set was found to have no serious departures from normality.

To conclude, with a response rate of **67.6%**, this survey obtained a reasonable sample size of 819, which was further reduced to **745** after the elimination of 74 disturbing outliers. These 745 cases were comprehensively examined during the data analysis procedure. Overall, with a sample size approximately 8 times the number of variables used in the questionnaire, this research ensured the use of SEM techniques and the statistical precision of the findings (Gorard, 2003). The descriptive statistics were reported in Appendix 20.

#### **5.2.6 Demographic Profile of Sample Composition in the Main Survey**

As presented in Table 5.2, of the 745 respondents that were studied in this research, 38.5% were males and 61.5% were females. 58.5% of the respondents were single, 40.1% were married, and 1.3% were divorced or under other marital status. The most frequently occurring age group was aged 25-35, which accounted for 49.4% of the sample. Another 37.3% were aged below 25, 10.2% were aged 36-45, 2.4% were aged 46-55, and only .7 were aged over 56. With respect to education, most respondents were institute graduates (34.5%), followed by undergraduates (25.5%), technical secondary school graduates (23.0%), high school graduates (14.1%) and postgraduates (3.0%). Indicated here was the fact that the overall education level of the sampled hotel employees was comparatively



low. Same as in the pilot tests, a large number of respondents had worked in the hotel industry for 1-3 years (33.8%), 27.5% for 4-6 years, 15.6% for less than 1 year, 15.0% for 7-10 years, and 8.1% for more than 10 years. Furthermore, 39.3% of the sample had worked for the present hotel for 1-3 years, 34.5% for less than 1 year, 17.6% for 4-6 years, 6.3% for 7-10 years, and 2.3% for over 10 years. Regarding job position, general staff members accounted for 66.7% of the sample, supervisors accounted for 23.6%, and department heads or managerial personal at higher positions accounted for 9.7%. In the main survey, the participants were also asked to specify the hotel departments they served. The proportion of staff members working in food and beverage, front office, sales and marketing, human resources, housekeeping, public relations, accounting, purchasing, engineering, security and recreation equaled 15.2%, 13.6%, 11.7%, 11.0%, 10.5%, 8.1%, 7.8%, 7.1%, 6.7%, 3.8%, and 3.4%, correspondingly. Furthermore, most respondents in the main survey were full-time employees (95.3%), with only 4.7% working part-time. Of the immediate supervisors, 95.8% were Chinese, while 4.2% were foreigners. Finally, 96.4% of the interviewees had no previous work experience in foreign countries, while a small proportion of 3.6% had worked abroad. This question was raised since the author wondered whether people's values could be affected by working within a culturally distinct environment. But for statistical reasons, such a comparison could not be realized in the present study.

Table 5. 2 *Demographic Profile of Sample Composition in the Main Survey*

	Frequency	Percent (%)
<b>Gender</b>		
Male	287	38.5
Female	458	61.5
TOTAL	745	100.0
<b>Marital Status</b>		
Single	436	58.5
Married	299	40.1
Others	10	1.3
TOTAL	745	100.0
<b>Age Group</b>		
<25	278	37.3
25-35	368	49.4
36-45	76	10.2
46-55	18	2.4
56 or above	5	.7
TOTAL	745	100
<b>Education</b>		
High school or below	105	14.1
Technical Secondary School	171	23.0
Institute	257	34.5
Undergraduate	190	25.5
Master or above	22	3.0
TOTAL	745	100.0
<b>Industry Experience</b>		
<1 year	116	15.6
1-3 years	252	33.8
4-6 years	205	27.5
7-10 years	112	15.0
>10 years	60	8.1
TOTAL	745	100.0
<b>Hotel Experience</b>		
<1 year	257	34.5
1-3 years	293	39.3
4-6 years	131	17.6
7-10 years	47	6.3
>10 years	17	2.3
TOTAL	745	100.0
<b>Job Position</b>		
Department head or above	72	9.7
Supervisor or foreman	176	23.6
General Staff	497	66.7
TOTAL	745	100.0
<b>Department</b>		

Front Office	101	13.6
Housekeeping	78	10.5
Food and Beverage	113	15.2
Human Resources	82	11.0
Sales and Marketing	87	11.7
Engineering	50	6.7
Security	28	3.8
Public Relations	60	8.1
Purchasing	53	7.1
Accounting	58	7.8
Recreation	25	3.4
Others	10	1.3
Total	745	100.0
<b>Contract Type</b>		
Full-time employee	710	95.3
Part-time employee	35	4.7
TOTAL	745	100.0
<b>Nationality of Immediate Supervisor</b>		
Mainland China	714	95.8
Non-Mainland China	31	4.2
TOTAL	745	100.0
<b>Experience in Working Abroad</b>		
Yes	27	3.6
No	718	96.4
Total	745	100.0

### 5.3 Data Analysis of the Main Survey

#### 5.3.1 Cross-Validation Test Results

Before the estimation of any structural equations, the author ran CFA test as recommended by Anderson and Gerbing (1988). A core technique in SEM, CFA analyzes measurement models with specified factors and corresponding indicators. One thing to be noted is that the questionnaire in the main survey differed considerably from that of Pilot Test (II). The latter contained three groups of OCB scales (WOCB, TOCB, and COCB), of which TOCB was finally chosen based on the empirical findings. For this reason, CFA could not be performed directly on the underlying factors discovered by exploratory factor analysis (EFA) in Pilot Test (II)

in case biased results would be generated. Since it is not suggested that CFA models be specified on the basis of EFA results using the same sample (Kline, 2005), the author applied a cross-validation technique and randomly split the overall sample in the main survey ( $N=745$ ) into two—an estimation sample and a validation sample—to assess the generalizability of the statistical results (Hair et al., 2002). By using the default splitting function of SPSS (50% split was selected), the author attained a subgroup of 368 cases subject to EFA testing and another subgroup of 377 cases subject to CFA testing. All four constructs (CVs, LMX, OC, and OCB) were then explored in sequence using this cross-validation method.

#### **5.3.1.1 Exploratory Factor Analysis (EFA) Test Results**

**EFA on the CVs Construct.** To begin with, to find the factor structure of the CVs construct, the author implemented the EFA test on the remaining 38 CVs items ( $N=368$ ). Because of the complexity in describing the factor structure of CVs, PCA was run for several times to achieve a more manageable set of items. Eventually, 13 measures were removed as they cross-loaded on distinct components and affected the identification of the construct structure (CV11, CV14, CV17, CV22, CV23, CV24, CV31, CV35, CV36, CV37, CV38, CV39, CV40). A six-component structure with 25 measures was discovered, and the components were labeled as virtue, work values, Confucianism, conservativeness, self-discipline, and integration, respectively. Careful examination of the statistics disclosed no serious problems in the correlation matrix, the Kaiser-Meyer-Olkin (KMO) test attained a significant score of .886, Bartlett's test of sphericity was highly significant ( $\chi^2 = 3370.6$ ,  $df = 300$ ,  $p = .000$ ), total variance explained amounted to 59.213% and the

average communality reached .60 that passed the minimum statistical standards.

Table 5. 3 *Exploratory Factor Analysis (EFA) Results of the Chinese Values (CVs) Construct*

	Loading	Component Name
CV3 (Solidarity with others)	.622	Virtue
CV5 (Trustworthiness)	.714	
CV8 (A close, intimate friend)	.498	
CV9 (Filial piety)	.764	
CV10 (Patriotism)	.697	
CV15 (Having a sense of shame)	.483	
CV21 (Sense of righteousness)	.471	
CV13 (Thrift)	.477	Work Values
CV26 (Prudence)	.690	
CV27 (Industry)	.747	
CV29 (Loyalty to supervisors)	.769	
CV30 (Observation of rites and social rituals)	.621	
CV12 (Ordering relationship by status and observing this order)	.449	Confucianism
CV16 (Reciprocation of greetings, favors and gifts)	.632	
CV18 (Protecting your “face”)	.613	
CV19 (Respect for tradition)	.631	
CV20 (Kindness)	.652	
CV4 (Non-competitiveness)	.772	Conservativeness
CV6 (Contentedness with one’s position in life)	.695	
CV7 (Being conservative)	.814	
CV32 (Self-cultivation)	.643	Self-Discipline
CV33 (Benevolent authority)	.832	
CV34 (Resistance to corruption)	.789	
CV1 (Tolerance of others)	.827	Integration
CV2 (Harmony with others)	.763	
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
Rotation converged in 7 iterations.		

*Note.* 13 CVs items were removed after the EFA testing because of cross-loading: CV11, CV14, CV17, CV22, CV23, CV24, CV31, CV35, CV36, CV37, CV38, CV39, and CV40.

**EFA on the LMX Construct.** Whereafter, the author also conducted an EFA test on the LMX construct ( $N=368$ ). A clear three-component structure was uncovered, which was analogous to that of the original study (Liden & Maslyn, 1998). The first component contained the items in the affect and professional respect dimensions in the original work and was later termed appreciation in this study. The second and third components were attached the same labels of loyalty and contribution as in

the literature. The 12 variables correlated well with each other, the KMO value amounted to .887, Bartlett's test of sphericity was highly significant ( $\chi^2 = 3419.0$ ,  $df = 66$ ,  $p = .000$ ), 75.378% of total variance was explained, and the average communality reached a satisfactory level of .75. Noting the discrepancy between the LMX factor structures discovered in Pilot Test (II) and the main survey, the author attributed such differences to survey sample and content distinction in the two tests.

Table 5. 4 *Exploratory Factor Analysis (EFA) Results of the Leader-Member Exchange (LMX) Construct*

	Loading	Component Name
LMX1 (I like my supervisor very much as a person)	.772	Appreciation
LMX2 (My supervisor is the kind of person one would like to have as a friend)	.731	
LMX3 (My supervisor is a lot of fun to work with)	.774	
LMX10 (I am impressed with my supervisor's knowledge of his/her job)	.770	
LMX11 (I respect my supervisor's knowledge of and competence on the job)	.816	
LMX12 (I admire my supervisor's professional skills)	.819	
LMX4 (My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question)	.877	Loyalty
LMX5 (My supervisor would come to my defense if I were "attacked" by others	.861	
LMX6 (My supervisor would defend me to others in the organization if I made an honest mistake)	.806	
LMX7 (I do work for my supervisor that goes beyond what is specified in my job description)	.750	Contribution
LMX8 (I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals)	.850	
LMX9 (I do not mind working my hardest for my supervisor)	.816	
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
Rotation converged in 5 iterations.		

*Note.* No LMX items were removed after the EFA test.

**EFA on the OC Construct.** The underlying factor structure of the OC construct was also investigated by an EFA test ( $N=368$ ). Several times of execution revealed the need to eliminate OC1, OC7, OC8, and OC17, as these items caused confusion in the factor structure due to cross-loading. The final results disclosed a four-component structure with 15 items, which resulted in satisfactory statistics: KMO reached .798, Bartlett's test of sphericity was highly significant ( $\chi^2 = 2016.5$ ,  $df = 105$ ,  $p = .000$ ), total variance explained equaled 61.718% and the average communality value exceeded .60. On the basis of item content, the components were labeled continuance, attachment, affective, and normative, correspondingly.

Table 5. 5 *Exploratory Factor Analysis (EFA) Results of the Organizational Commitment (OC) Construct*

	Loading	Component Name
OC10. (I believe that I have too few options to consider leaving this organization).	.843	Continuance
OC11. (One of the few negative consequences of leaving this organization would be the scarcity of available alternatives).	.857	
OC12. (One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here).	.809	
OC13. (If I had not already put so much of myself into this organization, I might consider working elsewhere).	.538	
OC2. (I really feel as if this organization's problems are my own).	.672	Attachment
OC5. (This organization has a great deal of personal meaning for me).	.689	
OC9. (Right now, staying with my organization is a matter of necessity as much as desire).	.634	
OC18 (I would not leave my organization right now because I have a sense of obligation to the people in it).	.652	
OC19 (I owe a great deal to my organization).	.692	Affective
OC3. (I do not feel like "part of the family" at my organization).	.838	
OC4. (I do not feel "emotionally attached" to this organization).	.866	
OC6. (I do not feel a strong sense of belonging to my organization).	.725	
OC14. (I do not feel any obligation to remain with my current employer).	.511	Normative
OC15. (Even if it were to my advantage, I do not feel it would be right to leave my organization now).	.892	
OC16. (I would feel guilty if I left my organization now).	.671	
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
Rotation converged in 5 iterations.		

*Note.* 4 OC items were removed after the EFA testing because of cross-loading: OC1, OC7, OC8, and OC17.

**EFA on the OCB Construct.** Lastly, the OCB construct was also checked for factor composition ( $N=368$ ). Three items, namely OCB5, OCB6 and OCB7, displayed cross-loading and thus were removed so that a clearer structure can be achieved. Eventually, four components of the OCB scale were discovered, which were termed altruism and conscientiousness, protecting company resources, identification with company, and interpersonal harmony. Such a structure was similar to that found in the literature (Farth, Earley, & Lin, 1997), except that the first component combined the variables that originally belonged to two



dimensions: altruism and conscientiousness. The assessment of the relevant statistics such as KMO value (.889), the Bartlett's test of sphericity ( $\chi^2 = 3286.9$ ,  $df = 136$ ,  $p = .000$ ), total variance explained (65.672%) and the average communality (.66) demonstrated no serious problems that needed more caution. The following table describes all results of the EFA test on the OCB scale.

Table 5. 6 *Exploratory Factor Analysis (EFA) Results of the Organizational Citizenship Behavior (OCB) Construct*

	Loading	Component Name
OCB8. I am willing to coordinate and communicate with colleagues.	.627	Conscientiousness
OCB9. I comply with company rules and procedures even when nobody watches and no evidence can be traced.	.605	
OCB10. I take job seriously and rarely make mistakes.	.693	
OCB11. I don't mind taking on new or challenging assignments.	.621	
OCB12. I try hard to self-study to increase the quality of work outputs.	.802	
OCB13. I often arrive early and start to work immediately.	.673	
OCB14. I use illicit tactics to seek personal influence and gain with harmful effect on interpersonal harmony in the organization.	.805	Interpersonal Harmony
OCB15. I use position power to pursue selfish personal gain.	.760	
OCB16. I take credits, avoid blame and fight fiercely for personal gain.	.777	
OCB17. I often speak ill of the supervisor or colleagues behind their backs.	.681	
OCB1. I am willing to stand up to protect the reputation of the company.	.665	Identification with the Company
OCB2. I am eager to tell outsiders good news about the company and clarify their misunderstanding.	.685	
OCB3. I make constructive suggestions that can improve the operation of the company.	.809	
OCB4. I actively attend company meetings.	.775	
OCB18. I conduct personal business on company time (e.g. trading stocks, shopping, going to barber shops).	.824	Protecting Company Resources
OCB19. I use company resources to do personal business (e.g. company phones, copy machines, and cars).	.819	
OCB20. I view sick leave as benefit and make excuse for taking sick leave.	.665	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 5 iterations.

*Note.* 3 OCB items were removed after the EFA test because of cross-loading: OCB5, OCB6, and OCB7.

#### **5.3.1.2 Confirmatory Factor Analysis (CFA) Test Results**

For the purposes of cross-validation, a CFA test was run on the other half of the sample (377 cases) after the formation of first- and second-order CFA models. CFA enables researchers to more rigorously analyze the underlying factor structure, determine the goodness-of-fit of the predetermined factor model, and investigate both the convergent and discriminant validity of the theoretical constructs (Byrne, 2001). Unlike the approach in EFA, the CFA frameworks entail more parsimonious solutions by indicating the number of factors, the pattern of factor loadings and the relationships among the measurement errors (Brown, 2006). For this reason, it was used here in the stage of construct validation.

Akin to EFA, CFA also relies on the maximum likelihood (ML) estimation method and the critical assumptions underlying are large sample size, multivariate normal distribution, valid hypothesized models and continuous scale of the observed variables (Byrne, 2001). Given that there were no serious violations of the assumptions, the author proceeded to confirm the measurement portion of the structural equation model this research has proposed. In viewing the text output of the CFA results, the author turned to a group of parameter statistics associated with the specified variables, such as the factor loadings, factor and error variances, and so forth. Some fit statistics were also cautiously scrutinized, including the goodness-of-fit index (GFI), the adjusted goodness-of-fit (AGFI), comparative fit index (CFI), and the root mean square error of approximation (RMSEA) to determine the acceptability of the specified models (Brown, 2006). Following the recommendations of Anderson and Gerbing (1988), the author analyzed each

construct in the model separately before testing the overall measurement and structural equation models.

#### **(1) CFA , Reliability and Validity Test on the CVs Construct.**

**First-order CFA Model.** The initial first-order CFA model of CVs indicated a moderate overall fit of  $\chi^2 = 818.0$ ,  $df = 260$ ,  $p = .000$ , GFI = .853, AGFI = .816, CFI = .827, RMSEA = .074 ( $N=377$ ). To avoid exclusively relying on goodness of fit indices, the author also viewed descriptive fit indices that provided more specific information to help diagnose the sources of model misspecification (Brown, 2006). There was no evidence to imply an illogical value referred to as “**Heywood cases**” (Kline, 2005) as no out-of-range values of variance and correlation estimates were detected. However, further inspection of the modification indices for the regression weights revealed parameters indicative of cross-loadings for Items CV5, CV6, CV13, CV18 and CV27. Therefore, the author carried out respecification several times and removed these items to enhance the parsimony and interpretability of the hypothesized CFA model (Byrne, 2001). By doing so, the author was cognizant of both the exploratory nature and the potential limitations associated with the process of post hoc model fitting (Anderson & Gerbing, 1988).

With deletion of these items, the CFA model with 20 items achieved a fitness of  $\chi^2 = 459$ ,  $df = 155$ ,  $p = .000$ , GFI = .895, AGFI = .857, CFI = .871, RMSEA = .071, all of which suggested a better but still marginally adequate model. Nevertheless, no unusually large estimates were displayed in the standardized residual covariance table (absolute value greater than 2.58), all standardized regression weights of the indicators exceeded the .30 threshold, and no clue of poor discriminant validity was

discovered (Brown, 2006). Without a substantive basis for correlating measurement errors or double loading an indicator as suggested by the modification index, the author considered the current measurement model both viable and acceptable.

Table 5. 7 *First-Order Confirmatory Factor Analysis of the Chinese Values (CVs) Construct*

Parameter	Unstandardized	SE	Standardized
	<b>Factor Loadings</b>		
CV3<--- Virtue	1.000		.528
CV8<--- Virtue	1.506	.183	.560
CV9<--- Virtue	1.104	.132	.577
CV10<--- Virtue	1.558	.168	.687
CV15<--- Virtue	1.160	.146	.532
CV21<--- Virtue	1.582	.176	.650
CV26<--- Work Values	1.000		.539
CV29<--- Work Values	1.392	.145	.788
CV30<--- Work Values	1.356	.148	.698
CV12<--- Confucianism	1.000		.611
CV16<--- Confucianism	.708	.084	.526
CV19<--- Confucianism	.980	.106	.601
CV20<--- Confucianism	1.045	.100	.715
CV4<--- Conservativeness	1.000		.595
CV7<--- Conservativeness	1.286	.198	.799
CV32<--- Self-Discipline	1.000		.662
CV33<--- Self-Discipline	1.011	.095	.667
CV34<--- Self-Discipline	.997	.089	.718
CV1<--- Integration	1.000		.645
CV2<--- Integration	1.100	.138	.741
	<b>Factor Variances and Covariance</b>		
Virtue<-->Work Values	.145	.023	.710
Virtue<-->Confucianism	.246	.036	.799
Virtue<-->Conservativeness	.076	.030	.192
Virtue<--> Self-Discipline	.181	.026	.734
Virtue<-->Integration	.155	.028	.564
Work Values<-->Confucianism	.209	.035	.576
Work Values<-->Conservativeness	.105	.036	.226
Work Values<--> Self-Discipline	.220	.032	.758
Work Values<-->Integration	.145	.030	.449
Confucianism<-->Conservativeness	.311	.067	.443
Confucianism<--> Self-Discipline	.290	.042	.663
Confucianism<-->Integration	.231	.044	.475
Conservativeness<--> Self-Discipline	.034	.040	.060
Conservativeness<-->Integration	.273	.062	.436
Self-Discipline <-->Integration	.174	.034	.447

Note. 5 CVs items were removed after the CFA test because of cross-loading: CV5, CV6, CV13, CV18, and CV27.

**Second-order CFA Model.** In the second-order CFA ( $N=377$ ), multiple fit indices illustrated marginal adequate fitness of model with the deletion of another cross-loaded item, CV19. Chi-square reached 468 with 164 degrees of freedom ( $p = .000$ ), GFI stood at .890, AGFI stood at .859, CFI stood at .871 and RMSEA stood at .069. Though the good-fitting solutions presented here were not very satisfactory, no further specification was performed since the model already displayed moderate adequacy of fit, and a substantive basis for additional modification was lacking. The parameter estimates revealed strong significant relationships for CVs acting as a function of virtue (standardized regression weight = .939), work values (standardized regression weight = .792), Confucianism (standardized regression weight = .856), self-discipline (standardized regression weight = .858), and integration (standardized regression weight = .627). The only exception was the conservativeness factor on which the CVs failed to exert a very strong effect (standardized regression weight = .274). At the  $p < .05$  level, standardized estimates were statistically reasonable and significant.

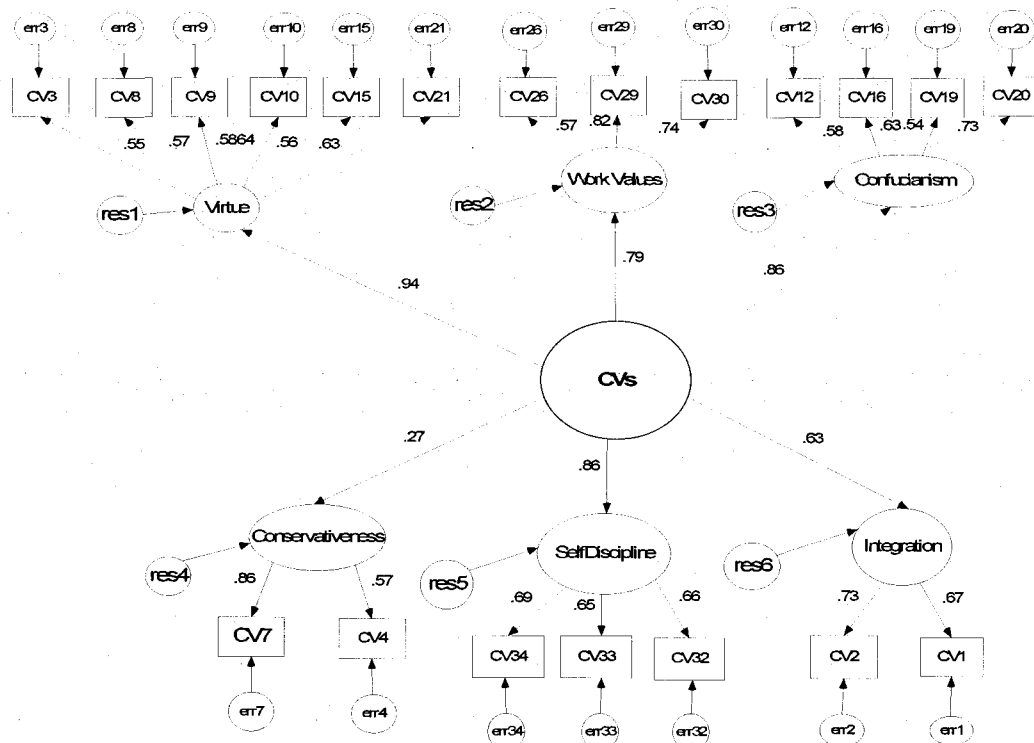


Figure 5. 2 Second-order confirmatory factor analysis (CFA) model of Chinese values (CVs) (standardized estimates)

**Reliability and Validity Test on CVs.** Subsequently, the author also conducted reliability testing on the remaining 20 CVs items. The composite Cronbach's alpha value reached an adequate level of .860, and the separate reliability tests applied to most subscales revealed high reliability with Cronbach's alpha amounting to .753 for virtue, .700 for work values, .698 for Confucianism, .644 for conservativeness, .719 for self-discipline, and .646 for integration. All components passed the lowest limit of acceptability of .60 (Hair et al., 2002), and the corrected item-total correlation of all the items surpassed .3 (Field, 2005). Even if removing CV26 and CV32 could slightly increase the value of Cronbach's alpha, because such an improvement would not be very significant, these items were reserved.

Table 5. 8 Reliability Test of the Chinese Values (CVs) Scale

Virtue (Cronbach's alpha = .753)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	CV3	30.6010	11.147	.459	.727
	CV8	31.2551	9.684	.465	.730
	CV9	30.5202	10.792	.526	.712
	CV10	30.6364	9.660	.619	.682
	CV15	30.9470	10.820	.425	.735
	CV21	31.0657	9.975	.496	.717
Work Values (Cronbach's alpha = .700)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	CV26	12.0253	2.602	.422	.722
	CV29	11.8990	2.304	.614	.489
	CV30	12.0859	2.261	.524	.599
Confucianism (Cronbach's alpha = .698)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	CV12	16.6414	6.367	.464	.648
	CV16	16.5076	7.496	.399	.681
	CV19	16.9242	6.268	.487	.632
	CV20	16.5328	6.290	.592	.566
Conservativeness (Cronbach's alpha = .644)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	CV4	4.4268	2.347	.476	.(a)
	CV7	4.4015	2.555	.476	.(a)
Self-Discipline (Cronbach's alpha = .719)	CV32	12.2803	2.334	.456	.731
	CV33	12.2071	2.058	.588	.567
	CV34	12.0227	2.265	.581	.583
Integration (Cronbach's alpha = .646)	CV1	5.8409	.959	.478	.(a)
	CV2	5.7601	1.044	.478	.(a)

Note. a=the value is negative because of a negative average covariance among items.

In addition, both the convergent and the discriminant validity of the CVs construct were evaluated as advised by Gerbing and Anderson (1988). The CFA results concerning the intercorrelations among the indicators specified to measure a common underlying factor, and the correlations between the factors were both scrutinized with caution. Convergent validity is demonstrated when factor loadings are significant and at least twice their standard error, while discriminant validity is demonstrated when the estimated correlations among the factors are lower than .85 (Kline, 2005). It was seen that all remaining indicators loaded well on the same

factor they were presumed to measure (all  $> .30$  and larger than twice the standard error), and the estimated correlations between the factors were not excessively high (all  $< .85$ ). Therefore, reasonable convergent and discriminant validity were verified.

## **(2) CFA , Reliability, and Validity Test on the LMX Construct**

**First-order CFA Model.** The initial run of CFA on the first-order LMX model ( $N=377$ ) indicated a poor fit with  $\chi^2 = 406.5$ ,  $df = 51$ ,  $p = .000$ , GFI = .823, AGFI = .728, CFI = .888, RMSEA = .133. The author examined both the standardized structure coefficients and the factor correlations among the exogenous variables and discovered no problems. Attention was then directed to the modification indices and the evidence of cross-loading associated with Items LMX1 and LMX2 was noticed. For the sake of respecification, these items were removed. In the second run of CFA, various fit indexes were substantially improved over those of the initial model with  $\chi^2 = 142.815$ ,  $df = 32$ ,  $p = .000$ , GFI = .936, AGFI = .890, CFI = .955, RMSEA = .094. Though one statistic representing the error of approximation in the population, RMSEA, indicated merely mediocre fit (Byrne, 2001), the acceptability of the model was reflected by most fit indices and was further verified by the absence of large modification indices and standardized residuals.

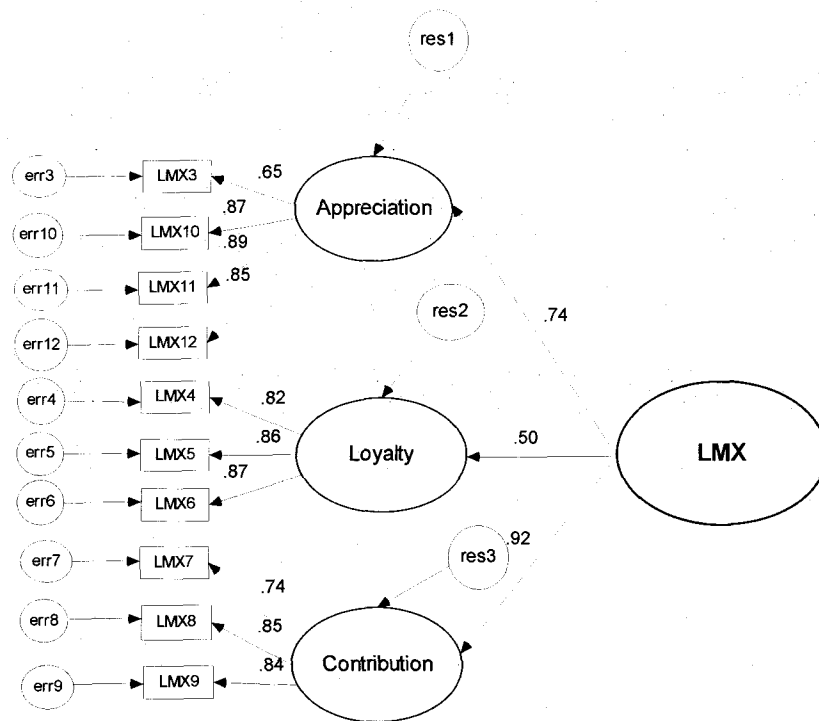


Table 5.9 First-Order Confirmatory Factor Analysis (CFA) Results of the Leader-Member Exchange (LMX) Construct

Parameter	Unstandardized	SE	Standardized
<b>Factor Loadings</b>			
LMX6<--- Loyalty	1.000		.867
LMX5<--- Loyalty	.997	.049	.861
LMX4<--- Loyalty	.999	.052	.822
LMX9<--- Contribution	1.000		.836
LMX8<--- Contribution	1.030	.056	.851
LMX7<--- Contribution	1.025	.067	.744
LMX12<--- Appreciation	1.000		.848
LMX11<--- Appreciation	.961	.043	.885
LMX10<--- Appreciation	1.124	.052	.871
LMX3<--- Appreciation	.838	.059	.654
<b>Factor Variances and Covariance</b>			
Loyalty<--> Appreciation	.370	.062	.366
Contribution<-->Appreciation	.555	.060	.680
Loyalty<-->Contribution	.513	.073	.457

Note. 2 LMX items were removed after the CFA test because of cross-loading: LMX1 and LMX2.

**Second-order CFA Model.** At the second order level, hierarchical relations between the LMX construct and the first-order factors were proposed ( $N=377$ ). The parameter estimates revealed that LMX acted as a significant function on appreciation (.738), contribution (.922), and loyalty (.495). A just identified model, the second-order LMX model shared the same degree of freedom as the previous test ( $df = 32$ ) and the chi-square stood at 142.815 ( $p = .000$ ). The need for respecification was not evidenced as the model seemed to be at least moderately adequate with GFI = .936, AGFI = .890, CFI = .955, RMSEA = .094. Again, since RMSEA can be seriously influenced by sample size and the model seemed to fit well on the whole, no further revision was undertaken. This could help avoid the potential adverse consequences of overfitting as urged by many scholars (Kline, 2005).



*Figure 5.3* Second-order confirmatory factor analysis (CFA) model of leader-member exchange (LMX) (standardized estimates)

**Reliability and Validity Test on LMX.** After completing the CFA on the LMX construct, the author also tested the scale's reliability. The reliability test yielded a composite Cronbach's alpha of .883, and the subscale Cronbach's alpha of the three components stood at .880, .886, and .845, respectively, all demonstrating high internal consistency. Furthermore, examination of the CFA results revealed the establishment of both convergent and discriminant validity.

Table 5. 10 *Reliability Test of the Leader-Member Exchange (LMX) Scale*

Appreciation (Cronbach's alpha =.880)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	LMX3	17.66	7.799	.603	.801
	LMX10	17.60	6.924	.783	.829
	LMX11	17.39	7.606	.825	.818
	LMX12	17.43	7.420	.775	.833
Loyalty (Cronbach's alpha =.886)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	LMX4	10.19	6.517	.761	.855
	LMX5	10.09	6.704	.788	.830
	LMX6	10.18	6.738	.787	.831
Contribution (Cronbach's alpha =.845)	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	LMX7	11.20	4.528	.667	.837
	LMX8	10.93	4.793	.763	.737
	LMX9	10.90	5.021	.716	.782

### (3) CFA , Reliability, and Validity Test on the OC Construct

**First-order CFA Model.** After the exploratory factor analysis stage, it was decided and justified that Items OC1, OC7, OC8, and OC17 were eliminated from the scale and the remaining 15 items were further investigated by CFA. The initial check of overall fit of the CFA model ( $N=377$ ) yielded a moderate fit with  $\chi^2 = 314.7$ ,  $df = 84$ ,  $p = .000$ , GFI = .908, AGFI = .869, CFI = .887, RMSEA = .083. But examination of the modification indices showed that besides loading on the component as assigned, OC9 and OC2 also cross-loaded on affective and continuance, and the modification values associated with them were the largest. As no other serious problems were diagnosed, the author removed OC9 and OC2 to remedy the misspecification of the model. Finally, the respecified model exhibited improvement in fit with  $\chi^2 = 169.4$ ,  $df = 59$ ,  $p = .000$ , GFI = .939, AGFI = .906, CFI = .936, RMSEA = .069.

Table 5. 11 *First-Order Confirmatory Factor Analysis (CFA) Results of the Organizational Commitment (OC) Construct*

Parameter	Unstandardized	SE	Standardized
<b><u>Factor Loadings</u></b>			
OC12<--- Continuance	1.000		.674
OC11<--- Continuance	1.296	.096	.860
OC10<--- Continuance	1.175	.089	.803
OC14<--- Affective	1.000		.485
OC6<--- Affective	1.232	.158	.556
OC4<--- Affective	1.821	.194	.869
OC3<--- Affective	1.813	.194	.831
OC16<--- Normative	1.000		.945
OC15<--- Normative	.536	.075	.535
OC13<--- Continuance	.574	.075	.427
OC19<--- Attachment	1.000		.812
OC18<--- Attachment	1.062	.083	.788
OC5<--- Attachment	.578	.072	.447
<b><u>Factor Variances and Covariance</u></b>			
Continuance<--> Attachment	.275	.068	.264
Continuance<--> Affective	-.147	.048	-.194
Continuance<--> Normative	.598	.098	.399
Affective<--> Attachment	.261	.052	.378
Normative<--> Attachment	.785	.095	.573
Affective<--> Normative	.192	.061	.194

*Note.* 2 OC items were removed after the CFA test because of cross-loading: OC9 and OC2.

**Second-order CFA Model.** Turning to the estimates demonstrated in the second-order CFA model with 13 OC items, the author concluded that the model fit well and there was no justification for further model fitting. The chi-square statistic equaled 224.575 with 61 degrees of freedom. Other fitness indices provided substantiation for model fit as GFI equaled .922, AGFI equaled .883, CFI equaled .905, and RMSEA equaled .077. The effects of OC on continuance, attachment, recognition, and normative were statistically significant with standard regression weights of .424, .666, .239, and .874, correspondingly. The cut-off point of factor loading is .30 (Kline, 2005). Although the effect of recognition on OC is .239, it is still statistically significant and hence considered by the author as acceptable.

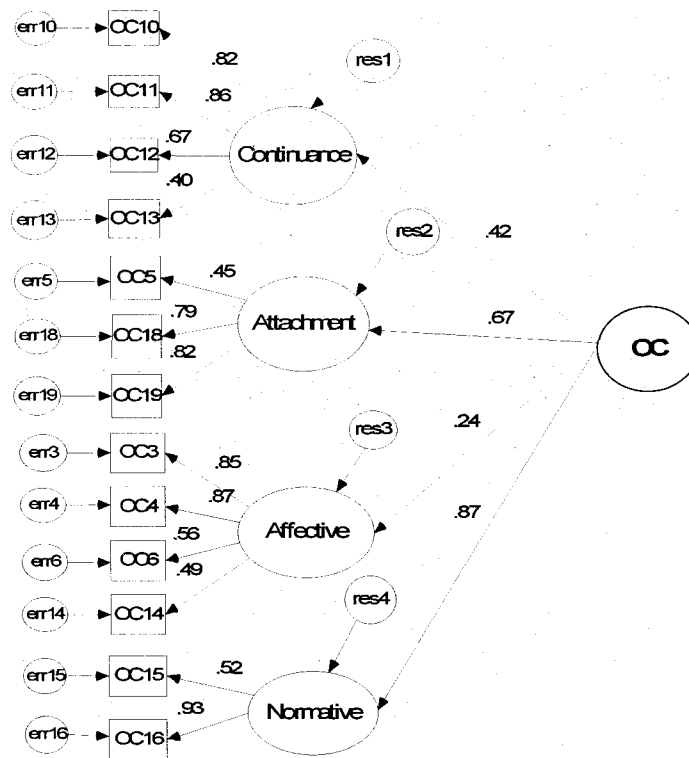


Figure 5. 4 Second-order confirmatory factor analysis (CFA) model of organizational commitment (OC) (standardized estimates)

**Reliability and Validity Test on OC.** A reliability test on the OC scale reflected acceptable internal consistency with the composite reliability at .734 and the subscale reliability at .787 (continuance), .702 (attachment), .775 (affective), and .671 (normative), respectively. Although the value of Cronbach's alpha would be enhanced by deleting OC13, OC5, and OC14, the increase would be trivial rather than significant, so these items were kept. The OC measures also possessed discriminant and convergent validity as proven by the CFA results.

Table 5. 12 Reliability Test of the Organizational Commitment (OC) Scale

<b>Continuance (Cronbach's alpha = .787)</b>	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's alpha if Item Deleted
	OC10	11.4242	13.652	.640	.711
	OC11	11.4318	12.854	.697	.680
	OC12	11.3131	13.451	.647	.707
	OC13	10.9293	16.658	.406	.819
<b>Attachment (Cronbach's alpha = .702)</b>	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's alpha if Item Deleted
	OC5	10.4848	5.238	.400	.786
	OC18	10.4444	4.141	.581	.528
	OC19	10.2071	4.392	.625	.482
<b>Affective (Cronbach's alpha = .775)</b>	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's alpha if Item Deleted
	OC3	14.4167	12.254	.674	.669
	OC4	14.5025	12.468	.694	.661
	OC6	15.1944	13.549	.512	.757
	OC14	14.9848	14.769	.449	.784
<b>Normative (Cronbach's alpha = .671)</b>	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's alpha if Item Deleted
	OC15	4.3813	2.211	.506	.(a)
	OC16	4.1086	1.986	.506	.(a)

Note. a = the value is negative because of negative average covariance among items.

#### (4) CFA , Reliability, and Validity Test on the OCB Construct

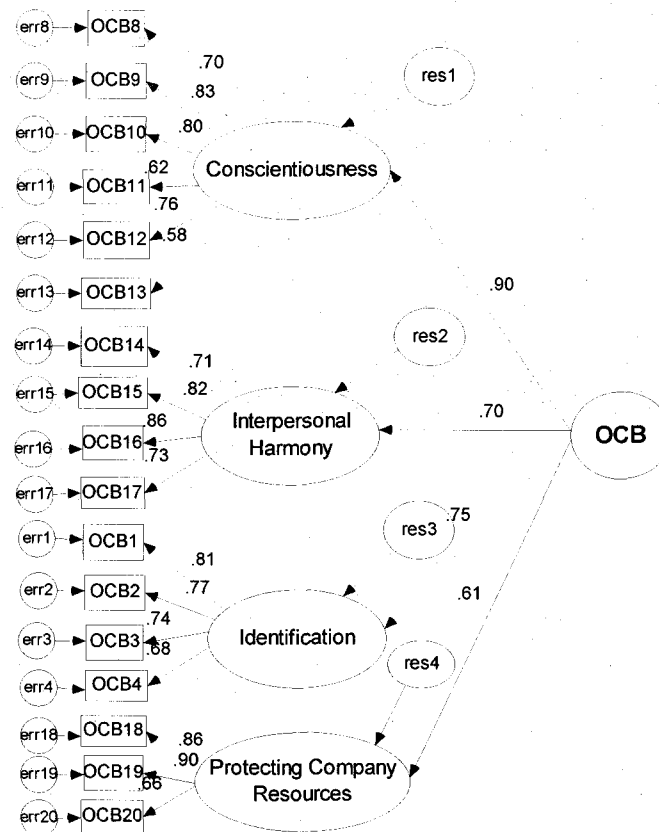
**First-order CFA Model.** The EFA test left a total of 17 items to measure the construct of OCB, all of which were then subjected to CFA. The first-order CFA model at first glance provided encouraging fitness:  $\chi^2 = 314.564$ ,  $df = 113$ ,  $p = .000$ , GFI = .914, AGFI = .884, CFI = .943, RMSEA = .067. Examination of the factor loadings showed that all were significant at the 0.05 level and no pattern of large residuals was observed. As a result, no respecifications were carried out in case of overfitting.

Table 5. 13 *First-Order Confirmatory Factor Analysis (CFA) Results of the Organizational Citizenship Behavior (OCB) Construct*

Parameter	Unstandardized	SE	Standardized
<b>Factor Loadings</b>			
OCB13<--- Conscientiousness	1.000		.584
OCB12<--- Conscientiousness	.932	.081	.766
OCB11<--- Conscientiousness	.961	.097	.624
OCB10<--- Conscientiousness	1.018	.087	.797
OCB9<--- Conscientiousness	1.042	.087	.828
OCB8<--- Conscientiousness	.807	.075	.699
OCB17<--- Interpersonal Harmony	1.000		.740
OCB16<--- Interpersonal Harmony	1.060	.063	.866
OCB14<--- Interpersonal Harmony	1.002	.076	.701
OCB15<--- Interpersonal Harmony	1.103	.073	.817
OCB2<--- Identification	1.106	.088	.764
OCB18<--- Protecting Company Resources	1.231	.089	.862
OCB19<--- Protecting Company Resources	1.397	.097	.897
OCB20<--- Protecting Company Resources	1.000		.658
OCB3<--- Identification	1.043	.080	.739
OCB4<--- Identification	1.000		.682
OCB1<--- Identification	1.155	.089	.808
<b>Factor Variances and Covariance</b>			
Conscientiousness<--> Interpersonal Harmony	.295	.040	.604
Conscientiousness<--> Identification	.392	.052	.728
Conscientiousness<--> Protecting Company Resources	.254	.040	.499
Interpersonal Harmony<--> Identification	.197	.032	.426
Interpersonal Harmony<--> Protecting Company Resources	.280	.036	.642
Identification<--> Protecting Company Resources	.182	.034	.376

Note. No OCB items were removed after the CFA test.

**Second-order CFA Model.** At the second-order level, the OCB construct displayed a reasonable model fit of  $\chi^2 = 373.493$ ,  $df = 115$ ,  $p = .000$ , GFI = .900, AGFI = .867, CFI = .927, RMSEA = .075. OCB had statistically significant effects on the four components with standardized factor loadings of .903 (conscientiousness), .696 (interpersonal harmony), .745 (identification), and .609 (protecting company resources). Thus, no further amendments were made to the second-order model of OCB. The standardized estimates of the second-order CFA model are shown in Figure 5.5.



*Figure 5. 5 Second-order confirmatory factor analysis (CFA) model of organizational citizenship behavior (OCB) (standardized estimates)*

**Reliability and Validity Test on OCB.** The reliability of the OCB scale gave a composite Cronbach's alpha of .910, and the subscale Cronbach's alpha values were quite high at .850 (conscientiousness), .856 (interpersonal harmony), .835 (identification) and .838 (protecting company resources). Except for OCB13, deletion of other items would not have enhanced the internal consistency of the OCB construct. Nevertheless, even for OCB13, the increase was only slight instead of noteworthy, and thus it was still reserved for model testing. In addition to high consistency, the presence of convergent and discriminant validity in the OCB measures was also demonstrated. Such findings again verified the adequacy of



applying the OCB scale developed in Taiwan to the current research.

Table 5. 14 *Reliability Test of the Organizational Citizenship Behavior (OCB) Scale*

	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's alpha if Item Deleted
<b>Conscientiousness</b> <b>(Cronbach's alpha =.850)</b>	OCB8	28.8914	16.867	.633	.828
	OCB9	29.0783	15.774	.727	.810
	OCB10	29.2500	15.742	.717	.811
	OCB11	29.2753	15.608	.565	.841
	OCB12	29.1566	15.955	.730	.810
	OCB13	29.4747	15.136	.532	.855
<b>Interpersonal Harmony</b> <b>(Cronbach's alpha =.856)</b>	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's alpha if Item Deleted
	OCB14	19.4596	4.917	.647	.841
	OCB15	19.5051	4.818	.743	.799
	OCB16	19.4167	5.028	.781	.787
	OCB17	19.4975	5.122	.643	.840
<b>Identification with the Company</b> <b>(Cronbach's alpha =.835)</b>	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's alpha if Item Deleted
	OCB1	17.1793	6.608	.703	.775
	OCB2	17.0455	6.697	.667	.790
	OCB3	17.3030	6.784	.674	.788
	OCB4	17.3056	6.851	.618	.813
<b>Protecting Company Resources</b> <b>(Cronbach's alpha =.838)</b>	Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's alpha if Item Deleted
	OCB18	12.4672	3.460	.729	.750
	OCB19	12.5556	3.017	.789	.683
	OCB20	12.4722	3.627	.595	.836

### 5.3.2 Model Testing

#### 5.3.2.1 Overall Measurement Model

After the first- and second-order CFA, a total of **60 items** remained for use in the fitting of the measurement and structural models. Among all items, 20 represented CVs, 10 represented LMX, 13 represented OC and 17 represented OCB. Due to the complexity of the hypothesized model and the vast number of variables embodied in the assessment, the author adopted a simple statistical technique termed **partial**

**aggregation** in testing both the measurement and equation structural models.

According to the literature, four approaches are regarded as effective techniques in dealing with complex structural models, namely total disaggregation, total aggregation, partial aggregation and partial disaggregation (Bagozzi & Heatherington, 1994). Among all, partial aggregation involves the aggregation of the variables under each dimension and has the advantage of being able to test higher order models, whilst controlling the level of random error and minimizing model complexity. Generally speaking, partial aggregation models are deemed appropriate when research objectives are more general and the focus is on a “higher level of abstraction” rather than the specific components (Bagozzi & Edwards, 1998). To realize partial aggregation, the author utilized average score to represent the multiple aspects of the latent variables (CVs, LMX, OC, and OCB). More precisely, various indicators of the same latent variable (factor) were combined together using simple average (Bagozzi & Edwards, 1998). The composites computed by this method were then treated as the replacement values of the underlying factors in the succeeding model examinations (Baumgartner & Homburg, 1996).

The outcomes of the initial measurement model indicated the need for further amendment: Chi-square was as high as 879.299 at 113 degrees of freedom ( $p = .000$ ), GFI was equivalent to .869, AGFI was equivalent to .822, CFI was equivalent to .840, and RMSEA was equivalent to .095. The modification indices illustrated that the overall model fit could be boosted if Error15 was correlated with Error17 (M.I. = 180.866) and Error10 was correlated with Error12 (M.I. = 60.636).

Noting that the Error15 and Error 17 were associated with two dimensions of OCB (interpersonal harmony and protecting company resources), while Error10 and Error12 were associated with two dimensions of OC (continuance and affective), the author assumed that common method effects might exist here. The misspecified error covariances might derive from the method applied in the research and the similarly worded items (Brown, 2006). As a result, respecification with respect to measurement errors was made and the measurement model achieved a better model fit with  $\chi^2 = 607.971$ ,  $df = 111$ ,  $p = .000$ , GFI = .907, AGFI = .872, CFI = .896, RMSEA = .078. All standardized estimates were substantively reasonable and statistically significant at the  $p < .05$  level, as were the standard error and critical ratio values. Most fit statistics reached the recommended levels of acceptance and entailed moderate fit of the overall measurement model.

Table 5. 15 *Parameter Estimates for the Measurement Model*

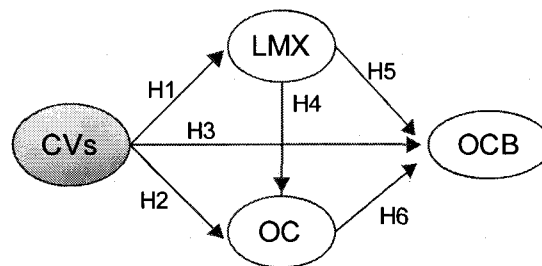
Parameter	Unstandardized	SE	Standardized
<b><u>Factor Loadings</u></b>			
Integration<--- CVs	1.000		.499
Self-Discipline<--- CVs	1.128	.092	.695
Conservativeness<--- CVs	.762	.136	.236
Confucianism<--- CVs	1.235	.103	.668
WorkValues<--- CVs	1.279	.101	.745
Virtue<--- CVs	1.117	.086	.781
Normative<--- OC	1.000		.507
Attachment<--- OC	1.269	.099	.823
Continuance<--- OC	.500	.085	.254
Affective<--- OC	.925	.092	.501
Conscientiousness<--- OCB	1.000		.756
InternalHarmony<--- OCB	.678	.047	.555
Identification<--- OCB	1.232	.056	.832
ProtectingCompanyResources<--- OCB	.688	.056	.470
Appreciation<--- LMX	1.000		.796
Loyalty<--- LMX	.815	.065	.486
Contribution<--- LMX	1.154	.055	.823
<b><u>Factor Covariance and Correlation</u></b>			
CVs<--> LMX	.175	.020	.570
CVs<--> OC	.136	.019	.505
CVs<--> OCB	.179	.018	.752
OC<--> LMX	.352	.036	.765
OCB<--> LMX	.318	.025	.784
OC<--> OCB	.295	.029	.830
err12<--> err10	-.379	.049	-.309
err15<--> err17	.211	.018	.513

### **5.3.2.2 Structural Model**

Subsequent to developing and examining the measurement models, the author launched the structural model of SEM to explore the potential relationships among variables of interest. This approach was referred to as the two-step approach by Anderson and Gerbing (1988), with measurement model built first and the structural model second. To put it another way, only after the relationships between the latent variables and the observed variables are defined, do the structural equations among the latent variables become the focus. A widely employed statistical approach, SEM has obtained popularity since it provides a mechanism for

explicitly taking measurement errors into account among observed variables as opposed to the traditional regression analysis (Raykov & Marcoulides, 2006). Given the powerful function of SEM in testing complex multivariable models and studying both the direct and indirect effects of variables, it was utilized in this study to understand the effects of CVs on OCB through the mediation of LMX and OC.

### **5.3.2.3 Test of Model 1---Direct and Indirect Impacts of CVs on OCB**



*Figure 5. 6 Model 1: Direct and indirect impacts of Chinese values (CVs)*

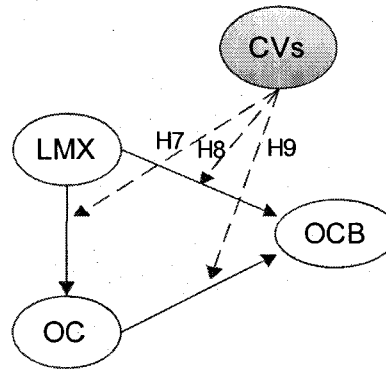
Basically, Model 1 depicts the proposed direct influences that CVs might exert upon OCB through a mechanism consisting of LMX and OC. In this model, CVs is a latent independent variable, OCB is a latent independent variable, whereas LMX and OC function as the mediating latent variables. All latent variables were measured by the observed indicator variables, which were the aggregation of items from the respective subscales. Next the author specified the structural model and allowed for certain relationships among the constructs under investigation. Paths from CVs, LMX, and OC to OCB, as well as the associated residuals were added with no supplementary changes made to the structural portion. Identical to the measurement model, the structural model yielded acceptable and modest fit with  $\chi^2 = 607.971$ ,  $df = 111$ ,  $p = .000$ , GFI = .907, AGFI = .872, CFI = .896, RMSEA = .078. Appendix 21 shows a more detailed summary of model goodness of fit. At



Table 5. 16 *Parameter Estimates for the Structural Model (Model 1)*

Parameter	Unstandardized	SE	Standardized
<b><u>Factor Loadings</u></b>			
LMX<---CVs	.973	.098	.570
OC<---LMX	.621	.064	.707
OC<---CVs	.153	.076	.102
OCB<---OC	.429	.065	.487
OCB<---LMX	.141	.052	.183
OCB<---CVs	.529	.064	.401
Conservativeness<---CVs	.762	.136	.236
Confucianism<---CVs	1.235	.103	.668
Work Values<---CVs	1.279	.101	.745
Virtue<--- CVs	1.117	.086	.781
Integration<---CVs	1.000		.499
Self-Discipline<---CVs	1.128	.092	.695
Appreciation<---LMX	1.000		.796
Loyalty<---LMX	.815	.065	.486
Contribution<---LMX	1.154	.055	.823
Continuance<---OC	.500	.085	.254
Attachment<---OC	1.269	.099	.823
Affective<---OC	.925	.092	.501
Normative<---OC	1.000		.507
Conscientiousness<---OCB	1.000		.756
Interpersonal Harmony<---OCB	.678	.047	.555
Identification<---OCB	1.232	.056	.832
Protecting Company Resources<---OCB	.688	.056	.470
<b><u>Squared Multiple Correlations</u></b>			
LMX			.325
OC			.592
OCB			.849
Attachment			.677
Normative			.257
Self-Discipline			.483
Integration			.249
Loyalty			.236
Contribution			.677
Affective			.251
Continuance			.065
Protecting Company Resources			.221
Identification			.692
Interpersonal Harmony			.308
Conscientiousness			.572
Appreciation			.634
Virtue			.611
Work Values			.555
Confucianism			.446
Conservativeness			.055

#### 5.3.2.4 Test of Model 2---Moderating Impacts of CVs on LMX, OC, and OCB



*Figure 5. 8 Model 2: Moderating impacts of Chinese values (CVs)*

In Model 2, the CVs construct is postulated as a moderator variable that interacts with the relationships among the other three constructs. In line with previous research, the moderating effect was assessed using the multigroup analysis within AMOS 6.0 through a two-step approach: **test for measurement invariance** and **test for structural invariance** (Byrne, 2001; Burca, Fynes, & Brannick, 2006). The former test represents whether a set of indicators measures the same constructs (factors) in different sample groups, while the latter evaluates whether a proposed structural model is equivalent across groups (Byrne, 2004; Yoo, 2002). According to Steenkamp and Baumgartner (1998), measurement invariance is a prerequisite for the subsequent structural test in that a lack of it might lead to doubtful or erroneous findings in multigroup analysis. For this reason, the author began scrutiny of the measurement model, and once it was proven that the observed measures were group invariant, the parameters were equally constrained and the test on the structural parameters was carried out.

More specifically, the author commenced the testing process by building up a



baseline measurement model with freely estimated parameters for each subgroup under study. The data for all groups were loaded together onto the software and then analyzed simultaneously for invariance (Byrne, 2004). Among all test statistics generated by the initial run of the analysis, the chi-square value is of principal importance as it provides the baseline value for comparison. Later, the author built up a constrained measurement model through specifying “cross-group equality constraints” (Kline, 2005), and then compared its chi-square fit statistic with that of the unrestricted model without the equality constraints. The rationale behind this lies in the degrees of freedom difference between the baseline and nested models, which allows the significance test on the path coefficients across groups (Bagozzi & Yi, 1989). If no significant difference between the models is exhibited, cross-group measurement invariance exists. Considering that in practical applications, full measurement invariance can hardly hold and it is overly restrictive to constrain error parameters, the author constrained only the factor loadings to determine the metric invariance of the measurement model (Byrne, 2004; Byrne, Shavelson, & Muthen, 1989; Kline, 2005; Steenkamp & Baumgartner, 1998).

Provided that the full metric invariance test reveals no significant chi-square difference, the structural invariance test could proceed. In the baseline model of structural invariance, the factor loadings proven to be invariant in the measurement invariance test are fixed, while the path parameters are freely estimated across groups. In the constrained model, both the factor loadings and the path parameters are specified to be equal across groups. As in the measurement invariance test, the author probed into the chi-square differences

between the baseline and the constrained structural models. A moderator effect could be attested if the two models are significantly different, an indication suggesting that the structural model is different across groups (Burca et al., 2006; Byrne, 1998). On the contrary, if the baseline and the constrained models are not significantly different, the null hypothesis of parameter invariance could not be rejected and a moderator effect would not exist.

**Testing the Moderating Effects of CVs.** Concerning the group constitutions, the dataset was divided by the median split into two groups when testing on CVs construct: those that possessed **high** ( $N = 372$ ) and **low** ( $N = 372$ ) levels of importance on CVs. The CVs construct was also replaced by the average of its factors. Such method behooved the author to explore if CVs as a whole could exert strong moderating effects and to what degree could differences between high and low CVs interact with the paths among LMX, OC, and OCB. The first step in the analysis was to test for measurement invariance through establishment of the baseline and the constrained models. The baseline measurement model with all freely estimated paths was then examined concurrently in the high and low value groups. The test results revealed a chi-square value of 325.133 with 78 degrees of freedom. Model fit seemed to meet the statistical requirements with GFI = .919, AGFI = .863, CFI = .905, and RMSEA = .065. All parameters in the model were statistically significant at  $p < .05$ . In the nested measurement model, the factor loadings were constrained by labeling to satisfy the requirement of the full metric invariance test (Byrne, 2001). At the beginning, the measurement invariance could not hold and the author detected that among the ten parameters, two seemed to be different across the value groups (those of interpersonal harmony and protecting

company resources under OCB construct). With the exception of these parameters, then, all remaining estimated parameters were tested for invariance, a situation referred to as partial measurement invariance (Byrne, 2001; Byrne, Shavelson, & Muthen, 1989). This time, a chi-square value of 335.862 with 84 degrees of freedom was produced, together with a group of indicators in support of moderate mode fitness: GFI = .917, AGFI = .869, CFI = .903, and RMSEA = .064. After calculation, the author achieved a chi-square difference of 10.729 ( $\Delta\chi^2 = 335.862 - 325.133 = 10.729$ ). With 6 degrees of freedom variation ( $\Delta df = 84 - 78 = 6$ ), the difference in the two models was statistically insignificant ( $p > .05$ ), a result that supported cross-group measurement invariance. The author concluded thereby that in each group, most indicators measured the factors in some comparable way (except for those of the two freely estimated parameters). Hence, it was reasonable to commence the test for structural invariance.

Test of Measurement Invariance---CVs  
 $\chi^2(78) = 325.133$ ,  $\chi^2(84) = 335.862$ ,  $\chi^2(6) = 10.729$ ,  $p > .05$   
 Measurement invariance between high and low CVs groups was confirmed.

In testing for structural invariance, the author also defined a baseline and a constrained model for chi-square comparison. In the baseline model, the factor loadings proven to be invariant in the measurement invariance test were fixed, while the path parameters were freely estimated across groups. The test produced the same statistics as the constrained measurement model:  $\chi^2(84) = 335.862$ , GFI = .917, AGFI = .869, CFI = .903, and RMSEA = .064. In the constrained model, both the factor loadings and the path parameters were specified to be equal across groups, and it resulted in some slightly poorer statistics with  $\chi^2(87) =$

336.810, GFI = .916, AGFI = .873, CFI = .904, and RMSEA = .062. It is obvious that the difference is insignificant, thus denying the proposed moderating effect of CVs.

Test of Structural Invariance---CVs

$\chi^2 (87) = 336.810$ ,  $\chi^2 (84) = 335.862$ ,  $\chi^2 (3) = 0.948$ ,  $p > .05$

Structural invariance between high and low CVs groups was confirmed.

Moderating effect of CVs was rejected.

**Testing the Moderating Effects of CVs---CVs Dimensions.** Although CVs were proven to exert no moderating effects, in view of the fact that CVs dimensions measure a broad variety of aspects in life and work and there was a possibility that some dimensions could play a moderating role on the links among LMX, OC, and OCB, the author decided to separately execute moderating tests on each of the dimensions. This method helped the author discover which aspects, if any, of CVs might lead to a change in path strength among the other constructs. For each CVs dimension, sample was divided into high ( $N = 372$ ) and low groups ( $N = 372$ ). Baseline and constrained measurement models were established in sequence for the sake of chi-square test. When having sufficient support for measurement invariance, the author continued the structural invariance test to identify if paths of interest would be affected by any CVs dimension. Table 5.17 describes in detail the test results.

Table 5. 17 Results of Moderating Effect Test on Chinese Value Dimensions

Virtue	<b>Measurement Invariance Test</b> $\chi^2(78) = 289.825$ , GFI = .927, AGFI = .877, CFI = .922, RMSEA = .060 $\chi^2(84) = 299.555$ , GFI = .924, AGFI = .881, CFI = .921, RMSEA = .059 $\Delta \chi^2(6) = 9.730$ , $p > .05$ Measurement invariance between high and low virtue groups was confirmed.
	<b>Structural Invariance Test</b> $\chi^2(84) = 299.555$ , GFI = .924, AGFI = .881, CFI = .921, RMSEA = .059 $\chi^2(87) = 301.421$ , GFI = .923, AGFI = .883, CFI = .921, RMSEA = .058 $\Delta \chi^2(3) = 1.866$ , $p > .05$ Moderating effect of virtue was rejected.
Work Values	<b>Measurement Invariance Test</b> $\chi^2(78) = 350.879$ , GFI = .916, AGFI = .857, CFI = .899, RMSEA = .069 $\chi^2(84) = 362.311$ , GFI = .913, AGFI = .862, CFI = .897, RMSEA = .067 $\Delta \chi^2(6) = 11.432$ , $p > .05$ Measurement invariance between high and low work value groups was confirmed.
	<b>Structural Invariance Test</b> $\chi^2(84) = 362.311$ , GFI = .913, AGFI = .862, CFI = .897, RMSEA = .067 $\chi^2(87) = 365.567$ , GFI = .913, AGFI = .866, CFI = .897, RMSEA = .066 $\Delta \chi^2(3) = 3.256$ , $p > .05$ Moderating effect of work values was rejected.
Confucianism	<b>Measurement Invariance Test</b> $\chi^2(78) = 333.306$ , GFI = .917, AGFI = .859, CFI = .907, RMSEA = .066 $\chi^2(84) = 345.005$ , GFI = .913, AGFI = .864, CFI = .904, RMSEA = .065 $\Delta \chi^2(6) = 11.699$ , $p > .05$ Measurement invariance between high and low Confucianism groups was confirmed.
	<b>Structural Invariance Test</b> $\chi^2(84) = 345.005$ , GFI = .913, AGFI = .864, CFI = .904, RMSEA = .065 $\chi^2(87) = 348.802$ , GFI = .913, AGFI = .868, CFI = .905, RMSEA = .064 $\Delta \chi^2(3) = 3.797$ , $p > .05$ Moderating effect of Confucianism was rejected.
Conservativeness	<b>Measurement Invariance Test</b> $\chi^2(78) = 327.746$ , GFI = .919, AGFI = .863, CFI = .916, RMSEA = .066 $\chi^2(84) = 337.821$ , GFI = .917, AGFI = .870, CFI = .915, RMSEA = .064 $\Delta \chi^2(6) = 10.075$ , $p > .05$ Measurement invariance between high and low conservativeness groups was confirmed.
	<b>Structural Invariance Test</b> $\chi^2(84) = 337.821$ , GFI = .917, AGFI = .870, CFI = .915, RMSEA = .064 $\chi^2(87) = 347.250$ , GFI = .916, AGFI = .872, CFI = .913, RMSEA = .063 $\Delta \chi^2(3) = 9.429$ , $p < .05$ Moderating effect of conservativeness was confirmed.
Self-Discipline	<b>Measurement Invariance Test</b> $\chi^2(78) = 308.106$ , GFI = .923, AGFI = .870, CFI = .916, RMSEA = .063 $\chi^2(84) = 318.683$ , GFI = .921, AGFI = .876, CFI = .914, RMSEA = .061 $\Delta \chi^2(6) = 10.577$ , $p > .05$ Measurement invariance between high and low accomplishment groups was confirmed.
	<b>Structural Invariance Test</b>

	$\chi^2$ (84) = 318.683, GFI = .921, AGFI = .876, CFI = .914, RMSEA = .061 $\chi^2$ (87) = 329.971, GFI = .919, AGFI = .877, CFI = .911, RMSEA = .061 $\Delta \chi^2$ (3) = 11.288, $p < .05$ Moderating effect of accomplishment was confirmed.
Integration	<b>Measurement Invariance Test</b>
	$\chi^2$ (78) = 311.432, GFI = .923, AGFI = .869, CFI = .919, RMSEA = .064 $\chi^2$ (84) = 313.524, GFI = .922, AGFI = .878, CFI = .921, RMSEA = .061 $\Delta \chi^2$ (6) = 2.092, $p > .05$ Measurement invariance between high and low integration groups was confirmed.
	<b>Structural Invariance Test</b>
	$\chi^2$ (84) = 313.524, GFI = .922, AGFI = .878, CFI = .921, RMSEA = .061 $\chi^2$ (87) = 320.142, GFI = .920, AGFI = .879, CFI = .919, RMSEA = .060 $\Delta \chi^2$ (6) = 6.618, $p > .05$ Moderating effect of integration was rejected.

As the above table shows, all of the six CVs dimensions satisfied the requirement of measurement invariance, a fact enabling the author to proceed with the structural invariance examination. After comparing the corresponding chi-square value of each nested model with that of the unrestricted baseline model, the author found conservativeness and self-discipline to be the only two dimensions that could interact with the associations of LMX, OC, and OCB. Other dimensions (virtue, work values, Confucianism, and integration), however, are not able to cause any change to the paths under investigation. In other words, the structural paths under investigation are proven to remain equivalent among most groups of respondents who attach different level of importance to Chinese values.

### 5.3.3 Model Selection

Overall speaking, the results provided in the tests of the two models appear to be evident that Model 1 surpasses Model 2 in various aspects. From the statistical perspective, Model 1 is more stable, as all hypothesized paths are significant at the  $p < .05$  level, and there are no serious fitness problems. Clearly, the direct influence of CVs on Chinese hotel employee OCB is substantiated. Given the fact

that Model 1 is set up on sound theoretical foundations, it seems highly meaningful and acceptable. Conversely, the populated Model 2 seems to lack in substantial statistical proofs. CVs construct was proven to exert no moderating effects and among its six dimensions, conservativeness and self-discipline are the only two validated to cause some changes in the paths of the proposed model. In this respect, Model 2 is in need of more statistical verification to support the idea that it might deserve more deliberation than Model 1.

Additionally, from the theoretical and practical perspectives, Model 1 is preferred in that more relevant inferences could be drawn when CVs work directly on OCB. First, despite that CVs have been amply studied in the social science literature, the approach of testing a model in which they function through a well-established mechanism upon OCB could fill in research gaps and make relevant contributions. Besides its theoretical significance, Model 1 also has a bearing on the international five-star hotels, which are enduring furious competition in the Chinese market. If it is convincing that the greater exercise of citizenship behaviors among hotel employees could be achieved by enhancing certain Chinese values, the strategic management of a hotel's human resources could benefit.

In summary, with stronger statistical support than Model 2, Model 1 is able to better describe the main research questions of this study, and thus is selected at the end. Accordingly, all hypotheses coupled with Model 1 (Hypotheses 1 through 6) are supported. Further discussion of these hypotheses, together with their inferences, is provided in chapter VI.

### 5.3.4 Multigroup Analysis Results

In seeking proof of multigroup invariance, the author tested Model 1 across various subgroups built upon the basis of demographic particularities. To this research, gender, marital status, age, education, years of working in the hotel industry, years of working at the current hotel, and job position were of primary interests, as they were considered germane to the employees' values. Similar to the moderating effect test on CVs, the multigroup sample analysis also followed an orderly sequence of analytical steps as described in the prior subsection.

#### 5.3.4.1 Multigroup Analysis: Gender

The overall sample was first divided into two subgroups: males ( $N = 287$ ) and females ( $N = 458$ ). The freely estimated measurement model for the two groups generated some moderate goodness-of-fit statistics:  $\chi^2 = 707.541$ ,  $df = 222$ ,  $p = .000$ ,  $GFI = .894$ ,  $AGFI = .853$ ,  $CFI = .899$ ,  $RMSEA = .054$ . Afterwards, a constrained full metric invariance model with fixed factor loadings was set up for testing, which obtained a chi-square of 724.016 with 235 degrees of freedom. There were no significant chi-square differences ( $\Delta\chi^2 = 16.475$ ,  $\Delta df = 13$ ,  $p > .05$ ). Provided with this information, the author concluded that the proposed measurement model applied to both male and female groups.

Gender Group---Measurement Invariance Test $\chi^2 (222)=707.541$ , $\chi^2 (235)=724.016$ , $\Delta\chi^2 (13)=16.475$ , $p>.05$ Measurement invariance was supported
--

In testing the structural invariance, the author first scrutinized the baseline model



with the constrained factor loadings that had been proven invariant in the previous test. Yielded from the test were some slightly different but similarly moderate fitness statistics, including  $\chi^2 = 724.016$ ,  $df = 235$ ,  $p = .000$ , GFI = .892, AGFI = .859, CF = .898, RMSEA = .053. Afterwards, specification was made and all six path parameters under study were equally constrained for the purpose of path invariance testing. The constrained model then generated a chi-square of 730.257 with 241 degrees of freedom, hence resulting in a nonsignificant chi-square difference compared with the unrestricted model ( $\Delta\chi^2 = 6.241$ ,  $\Delta df = 6$ ,  $p > .05$ ), and the structural invariance between the male and female groups was validated. To put it another way, the structural paths within Model 1 remained equivalent across the gender groups of this study.

Gender Group---Structural Invariance Test  
 $\chi^2(235)=724.016$ ,  $\chi^2(241)=730.257$ ,  $\Delta\chi^2(6)=6.241$ ,  $p>.05$   
 Structural invariance was supported

#### **5.3.4.2 Multigroup Analysis: Marriage**

With respect to marital status, the overall sample fell into two subgroups: 436 single interviewees and 299 married interviewees. The remaining 10 divorced interviewees were not considered because they were statistically incomparable owing to the very small sample size. In the test, the baseline model with equality-constrained factor loadings produced some moderate goodness-of-fit statistics:  $\chi^2 = 704.925$ ,  $df = 222$ ,  $p = .000$ , GFI = .894, AGFI = .854, CFI = .899, RMSEA = .054. To examine whether the indicators assessed the same constructs in different groups, the author ran another test on the constrained model and

achieved a chi-square of 718.986 with 235 degrees of freedom. Adequate evidence of measurement invariance was found since no significant chi-square difference stood between the two models ( $\Delta\chi^2 = 14.061$ ,  $\Delta df = 13$ ,  $p > .05$ ).

Marriage Group---Measurement Invariance Test  
 $\chi^2 (222)=704.925$ ,  $\chi^2 (235)=718.986$ ,  $\Delta\chi^2 (13)=14.061$ ,  $p>.05$   
Measurement invariance was supported

In the same manner as the prior test, the structural invariance of Model 1 across the single and marriage groups of the sample was also investigated. The baseline model with equality-constrained factor loadings but freely estimated structural paths implied a modest fitness with  $\chi^2 = 718.986$ ,  $df = 235$ ,  $p = .000$ , GFI = .893, AGFI = .860, CFI = .899, RMSEA = .053. Considerably worse than the unrestricted model, the constrained model resulted in a chi-square of 723.758 with 241 degrees of freedom. Consequently, the chi-square difference equaled 4.772 with 6 degrees of freedom, which was not statistically significant ( $p > .05$ ). The structural model was therefore proven to be invariant across the gender groups.

Marriage Group---Structural Invariance Test  
 $\chi^2 (235)=718.986$ ,  $\chi^2 (241)=723.758$ ,  $\Delta\chi^2 (6)=4.772$ ,  $p>.05$   
Structural invariance was supported

#### **5.3.4.3 Multigroup Analysis: Age**

For statistical reasons, the sample was divided into two age groups: a group below 25 years of age (278 interviewees) and another group equal to or older than 25 years (467 interviewees). Prior to imposing the cross-group equality constraints on the parameters, the author firstly tested the baseline model and acquired some

moderate goodness-of-fit statistics:  $\chi^2 = 745.046$ ,  $df = 222$ ,  $p = .000$ , GFI = .891, AGFI = .849, CFI = .891, RMSEA = .056. Subsequently, the author went through the same procedure to test the constrained model and obtained a chi-square value of 758.237 with 235 degrees of freedom. It was finally concluded that the measurement model was invariant across age groups ( $\Delta\chi^2 = 13.191$ ,  $\Delta df = 13$ ,  $p > .05$ ).

Age Group---Measurement Invariance Test  
 $\chi^2(222)=745.046$ ,  $\chi^2(235)=758.235$ ,  $\Delta\chi^2(13)=13.191$ ,  $p>.05$   
 Measurement invariance was supported

With no exceptions, the structural model was tested for invariance across the two age groups with the baseline model tested first, followed by the constrained model. This time, some slightly lower but still moderate fitness statistics were exhibited with the unrestricted model:  $\chi^2 = 758.237$ ,  $df = 235$ ,  $p = .000$ , GFI = .888, AGFI = .855, CFI = .891, RMSEA = .055. The chi-square statistic in the baseline model was then weighted against that of the restricted model ( $\chi^2 = 767.635$ ,  $df = 241$ ), and the difference seemed to be nonsignificant ( $\Delta\chi^2 = 9.398$ ,  $\Delta df = 6$ ,  $p > .05$ ). Such results enabled the author to claim that the proposed structural model was also equivalent across the two age groups.

Age Group---Structural Invariance Test  
 $\chi^2(235)=758.237$ ,  $\chi^2(241)=767.635$ ,  $\Delta\chi^2(6)=9.368$ ,  $p>.05$   
 Structural invariance was supported

#### **5.3.4.4 Multigroup Analysis: Education**

Based on the education level of the interviewees, the overall sample was split into

three groups that were comprised of 276 high school or technical secondary school graduates, 257 institute graduates, and 212 undergraduates and postgraduates, correspondingly. All sample groups were loaded on AMOS 6.0 through the group management function and simultaneously examined. Like the former tests, the baseline model was first formed and tested, which indicated moderate fitness of the measurement model:  $\chi^2 = 868.775$ ,  $df = 333$ ,  $p = .000$ , GFI = .876, AGFI = .829, CFI = .890, RMSEA = .047. Next, the author went through the same procedure to test the constrained model and acquired a chi-square value of 909.291 with 359 degrees of freedom. The chi-square difference between the two models amounted to a significance value of 40.516 with 26 degrees of freedom ( $p < .05$ ). This result rejected the invariance of the measurement model across distinct education groups. In other words, in each group, the indicators measured the factors in incomparable ways. For this reason, no structural invariance test was carried out.

<p>Education Group---Measurement Invariance Test  <math>\chi^2 (333)=868.775</math>, <math>\chi^2 (359)=909.291</math>, <math>\Delta\chi^2 (26)=40.516</math>, <math>p&lt;.05</math>  Measurement invariance was not supported</p>
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#### **5.3.4.5 Multigroup Analysis: Industry Experience**

To determine the measurement invariance across the subgroups with different lengths of work experience in the hotel industry, the sample was split into two: a group consisting 368 interviewees who had worked in the hotel industry for less than or equal to 3 years, and a group consisting 377 interviewees who had worked in the industry for over 3 years. The author began the analysis by scrutinizing the model with unrestricted parameters, the fit of which provided the baseline values

for further comparison. The goodness-of-fit statistics bearing on this model included a chi-square value of 747.199 with 222 degrees of freedom, GFI of .888, AGFI of .846, CFI of .890, and RMSEA of .056. Subsequently, equal constraints were placed on the factor loadings and the model generated a poorer chi-square value of 768.273 with 235 degrees of freedom. As a consequence, the chi-square difference between the two models was merely nonsignificant ( $p > .05$ ) with  $\Delta\chi^2$  of 21.074 ( $df = 13$ ). Measurement invariance was thereby supported.

Industry Experience Group---Measurement Invariance Test  
 $\chi^2(222)=747.199$ ,  $\chi^2(235)=768.273$ ,  $\Delta\chi^2(13)=21.074$ ,  $p>.05$   
 Measurement invariance was supported

The same comparative procedure was used in testing the structural invariance across sample groups with different industry work experience. The baseline model containing equivalent factor loadings but freely estimated path parameters was first tested, which generated a set of fitness statistics:  $\chi^2 = 768.273$ ,  $df = 235$ ,  $p = .000$ , GFI = .886, AGFI = .851, CFI = .899, RMSEA = .055. Next, the constrained model with equivalent factor loadings and path parameters produced a chi-square statistic of 778.011 ( $df = 241$ ). The calculation of chi-square difference between the two models displayed no significant results:  $\Delta\chi^2 = 9.738$ ,  $\Delta df = 6$ ,  $p > .05$ , hence proving the structural invariance of Model 1 across the subgroups.

Industry Experience Group---Structural Invariance Test  
 $\chi^2(235)=768.273$ ,  $\chi^2(241)=778.011$ ,  $\Delta\chi^2(6)=9.738$ ,  $p>.05$   
 Structural invariance was supported

#### **5.3.4.6 Multigroup Analysis: Hotel Experience**

In the main survey, the respondents were also asked the length of time they had worked for their current employer. On the basis of this information, two subgroups came into being: one made up of 550 interviewees who had served their current hotel for less than or equal to 3 years, and the other made up of 195 interviewees who had served their current hotel for more than 3 years. Reflected by the baseline model were some modest goodness-of-fit statistics:  $\chi^2 = 758.505$ ,  $df = 222$ ,  $p = .000$ , GFI = .889, AGFI = .847, CFI = .887, RMSEA = .057. After the cross-group equality constraints were imposed on the factor loadings, the chi-square with 13 more degrees of freedom increased to 774.886, which resulted in a nonsignificant chi-square difference ( $p > .05$ ) of 16.381 ( $df = 13$ ). The invariance of the measurement model across the two groups was therefore supported.

Hotel Experience Group---Measurement Invariance Test $\chi^2(222)=758.505$ , $\chi^2(235)=774.886$ , $\Delta\chi^2(13)=16.381$ , $p>.05$ Measurement invariance was supported
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This part of the analysis was to examine whether the structural model operated in the same way when the sample was broken into two groups of respondents who varied in length of time working for their current employer. In performing the analyses, the author firstly set up a baseline model and ran the test simultaneously across the subgroups. The unrestricted model seemed to moderately fit the data with  $\chi^2 = 774.886$ ,  $df = 235$ ,  $p = .000$ , GFI = .887, AGFI = .852, CFI = .887, RMSEA = .056. Afterwards, the author placed additional equal constraints on the structural paths and obtained an increased chi-square value of 778.323 with 241

degrees of freedom. The chi-square difference between the two models was not significant ( $\Delta\chi^2 = 3.437$ ,  $\Delta df = 6$ ,  $p > .05$ ), hence providing evidence for structural invariance.

Hotel Experience Group---Structural Invariance Test  
 $\chi^2 (235)=774.886$ ,  $\chi^2 (241)=778.323$ ,  $\Delta\chi^2 (6)=3.437$ ,  $p>.05$   
 Structural invariance was supported

#### **5.3.4.7 Multigroup Analysis: Position**

Finally, with respect to the respondents' job positions, the whole sample was divided into two subgroups: one group comprising 248 department heads and supervisors and another comprising 497 general staff members. The selected fit statistics disclosed that the measurement model moderately fit the data with  $\chi^2 = 738.987$ ,  $df = 222$ ,  $p = .000$ , GFI = .891, AGFI = .850, CFI = .891, RMSEA = .056. Of primary importance was the chi-square value as it provided the basis of comparison with the constrained model, which later generated a larger chi-square of 753.724 with 235 degrees of freedom. As a result, the difference in chi-square between the baseline and constrained model was not statistically significant ( $\Delta\chi^2 = 14.737$ ,  $\Delta df = 13$ ,  $p > .05$ ), hence furnishing ample proof for measurement invariance.

Position Group---Measurement Invariance Test  
 $\chi^2 (222)=738.987$ ,  $\chi^2 (235)=753.724$ ,  $\Delta\chi^2 (13)=14.737$ ,  $p>.05$   
 Measurement invariance was supported

Following the earlier procedure, the author tested the structural invariance as well. Consistent with the constrained measurement model, the baseline structural model

yielded some similar fitness statistics, including  $\chi^2 = 753.724$ ,  $df = 235$ ,  $p = .000$ , GFI = .889, AGFI = .855, CFI = .891, RMSEA = .055. Afterwards, the constrained model produced a chi-square of 766.625 ( $df = 241$ ) for comparison, and the difference in the chi-square statistic between the two models barely reached a significance level:  $\Delta\chi^2 = 12.901$ ,  $\Delta df = 6$ ,  $p < .05$ . That is to say, the hypothesis of structural invariance across the position groups had to be rejected.

Position Group---Structural Invariance Test  
 $\chi^2(235)=753.724$ ,  $\chi^2(241)=766.625$ ,  $\Delta\chi^2(6)=12.901$ ,  $p<.05$   
 Structural invariance was not supported

For the sake of difference detection, every path parameter was then constrained in sequence, the results of which are presented in Table 5.18. As displayed, the structural path from LMX to OCB is the only one that significantly varies among the two sample groups. After making a further check of the test results, the author noticed that for the group of general staff, the hypothesized path between LMX and OCB was significant (Critical Ratio = 3.646;  $p < .01$ ); while for the group of department heads and supervisors, such path was highly insignificant (Critical Ratio = -.768;  $p = .442$ ). This finding reflects the fact that employees of high rank or position in the target hotels will become good citizens owing to other factors but the relationship with their leaders. It is in accordance with the comment made by a hotel staff in the first qualitative interview (Interviewee 004) that people of higher position may voluntarily display OCB because “the higher the position, the more responsibilities are involved”. Compared with general staff members, they shoulder more responsibilities and undertake more pressure from the job. For this reason, they might be more aware of what should be done for the best of the hotels,



and be less prone to getting influenced by their supervisors.

Table 5. 18 *Chi-square Difference Test Across Position Groups*

Paths	Baseline Model	Nested Models	$\Delta\chi^2$ Difference Test
CVs→ LMX	$\chi^2 (235) = 753.724$	$\chi^2 (236) = 753.904$	$\Delta\chi^2 (1) = 0.180, p > .05$
CVs→ OC	$\chi^2 (235) = 753.724$	$\chi^2 (236) = 756.125$	$\Delta\chi^2 (1) = 2.401, p > .05$
CVs→ OCB	$\chi^2 (235) = 753.724$	$\chi^2 (236) = 753.726$	$\Delta\chi^2 (1) = 0.002, p > .05$
LMX→ OC	$\chi^2 (235) = 753.724$	$\chi^2 (236) = 755.954$	$\Delta\chi^2 (1) = 2.230, p > .05$
LMX→ OCB	$\chi^2 (235) = 753.724$	$\chi^2 (236) = 759.643$	$\Delta\chi^2 (1) = 5.919, p < .05$
OC→ OCB	$\chi^2 (235) = 753.724$	$\chi^2 (236) = 755.801$	$\Delta\chi^2 (1) = 2.077, p > .05$

#### 5.4 Chapter Summary

This chapter describes a variety of statistical techniques that were employed for exploratory purposes. Following a rational sequence in data analysis, the author first screened out problematic observations, and then split the data into two halves: one for an EFA test to discover the factor structure of each construct, and the other for a CFA test to validate the EFA results.

After the completion of confirmatory factor analysis on the individual constructs and the overall measurement model, the author gave undivided attention to the testing of the two postulated models. As previously explained, Model 1 depicts the direct influences of CVs whereas Model 2 depicts the moderating effects of CVs. Comparatively speaking, Model 1 has obtained more reliable support in relation to model fitness and structural estimates than Model 2, hence substantiating the directional influences of CVs. Subsequently, on the basis of the demographic particulars, the author conducted multigroup analysis and found out that Model 1 remains equivalent across most demographic groups with the exception of the **position** groups. In the following chapter, the author will enter into the particulars in light of these findings so as to draw conclusions and implications.

## Chapter VI. Discussions and Implications

### 6.1 Chapter Introduction

This research centers on the influences of Chinese values (CVs) on employees' organizational citizenship behavior (OCB) within the international five-star hotels in China. Through the two well-structured research models, the author hypothesized about and tested the directional and moderating effects of CVs. Specifically, Model 1 describes the possible action of CVs on OCB through two mediators, leader-member exchange (LMX) and organizational commitment (OC), whereas Model 2 suggests that instead of directly acting on OCB, CVs may alter the strength of relations among the other latent variables. To demonstrate the validity of the propositions, the author applied a variety of statistical techniques in both the preliminary tests and the main study. The research findings have verified Model 1 and refused Model 2, thus supporting the vital role that CVs plays in directly affecting the citizenship behaviors of hotel employees.

In this chapter, the data analysis results are comprehensively reported and discussed with a focus on the relationships pertaining to Model 1, followed by an evaluation of research objectives, explication of research contributions and implications, as well as justification of research limitations. Finally, the author pointed out a number of suggestions for future research, and summarized the entire study.

## 6.2 Interpretation and Discussion of the Research Findings

### 6.2.1 Findings of Proposed Model 1

In brief, Model 1 is generated on a firm theoretical basis. The logic behind the research direction is drawn from a substantial body of literature germane to the four major constructs and their interrelated correlations. Implicit in this model, the direct impacts of CVs on OCB through LMX and OC are fully described by the six hypotheses. This subsection intends to separately present the research findings of these hypotheses and provides a statistical explanation as to how Model 1 is verified. Table 6.1 displays the maximum likelihood parameter estimates of Model 1.

Table 6. 1 *Maximum Likelihood Parameter Estimates of Model 1*

Parameter	Unstandardized	SE	Standardized	<i>p</i>
CVs→LMX	.973	.098	.570	**
CVs→OC	.153	.076	.102	*
CVs→OCB	.529	.064	.401	**
LMX→OC	.621	.064	.707	**
LMX→OCB	.141	.052	.183	**
OC→OCB	.429	.065	.487	**

Note. \* =  $p < .05$ , \*\* =  $p < .01$ .

#### 6.2.1.1 Chinese Values and Leader-Member Exchange

As can be seen, the unstandardized estimate of the direct effect of CVs on LMX is .973, meaning that a 1-point increase in CVs predicts a .973 point increase in LMX. The estimated standard error for this relation is .098; hence, the  $p$  value is statistically significant at .01 level. The estimated standardized path coefficient for the direct effect of CVs on LMX equals .570, which simply indicates that a level of CVs one full standard deviation above the mean predicts a LMX level .of 570

standard deviations above the mean. The result for this path reveals that a significant positive relationship exists between CVs and LMX. In other words, as anticipated, employees more deeply influenced by CVs tend to be more capable of fostering quality exchanges between themselves and their immediate supervisors. In fact, LMX theory is based on the premise that instead of exerting identical leading styles, leaders generally treat their followers in different ways (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008). Affected by a range of factors, the quality of the dyad relationship between leader and followers differs from one subordinate to another. In this research, CVs constituting six dimensions (virtue, work values, Confucianism, conservativeness, self-discipline, and integration) are empirically validated as one of the significant factors accounting for the differentiated quality of LMX.

From the subordinates' perspective, those attaching greater weight to values such as tolerance of others (CV1), harmony with others (CV2), solidarity with others (CV3), intimate friend (CV8), ordering relationship by status and observing this order (CV12), reciprocation of greetings, favors, and gifts (CV16), sense of righteousness (CV21), industry (CV29), humbleness (CV30), and the like are more prone to show respect, trust, and obedience to superior parties so that internal harmony within the organization can be maintained. From the supervisors' perspective, they are more willing to satisfy the expectations of these subordinates in an exchange of earnest goodwill. As a consequence, a quality exchange characterized as mutual care, support, liking, and so forth are developed. To sum up, CVs are proven to positively influence LMX relationships between hotel supervisors and subordinates. Hypothesis 1 was thereby supported.

☒ H1. Chinese values will have a positive influence on leader-member exchange relationship.

#### **6.2.1.2 Chinese Values and Organizational Commitment**

The analysis of data regarding the association between CVs and OC achieved an unstandardized estimate of .153, indicating that a 1-point increase in CVs predicts a .153 point increase in OC. With an estimated standard error of .076, the *p* value resulted in a significant value of .046 (statistically significant at the  $p < .05$  level). The estimated standardized path coefficient for the direct effect of CVs on OC amounted to .102. Likewise, this can be explained that a level of CVs one full standard deviation above the mean predicts an OC level .102 standard deviations above the mean. Again, the original assumption of a positive relationship between CVs and OC is statistically supported by the research finding.

At the stage of the literature review, the author presumed that hotel employees who are deeply rooted in Chinese values that emphasize harmony, reciprocity, loyalty, obedience, and obligation would be more likely to comply with the hotel's management and regard commitment as part of their job responsibilities. A sense of dedication could be easily built up when employees benefit from the hotel or supervisors since the reciprocity rule in Chinese culture encourages them to repay others' kindness or return *renqing* (favor) on a long-term basis. Other than that, the collective nature of Chinese culture is also said to positively correlate with OC, as collectivists normally prioritize group interest over individual interest for the sake of maintaining the common well-being of the organization (Parkes, Bochner, & Schneider, 2001). Regardless of the literature support, during the first

qualitative interview, differing opinions were expressed. According to some participants, unlike the sixties or seventies generation, employees of the current era are more “realistic” and commitment is no longer a spontaneous matter. To put it another way, hotel employees nowadays require more motives to establish commitment. In their view, factors like compensation, promotion opportunities, fair treatment, favorable relationships with colleagues and supervisors, and so forth may act more powerfully on OC than CVs do. This is especially true within the international five-star hotels on account of the international working environment, highly advanced management system and emphasis on internal justice and efficiency. Subsequent to the data analysis of the main survey, the author noted that though a significant positive relation exists between CVs and OC, the effect of CVs on commitment has indeed been relatively weakened. Among all the hypothesized associations, the path between CVs and OC is the least significant one, just reaching the statistical significance level of  $p < .05$ . Such results yield some valuable implications for future research that are underlined in the subsection of research implications. Notwithstanding, Hypothesis 2 was verified in the present research.

☒ H2. Chinese values will have a positive influence on employee organizational commitment.

#### **6.2.1.3 Chinese Values and Organizational Citizenship Behavior**

Thirdly, the research findings also provide empirical support for the idea that CVs directly and positively influence hotel employee citizenship behaviors. The unstandardized and standardized estimates of the path between CVs and OCB

reached .529 and .401, respectively. As these figures indicate, a 1-point increase in the CVs results in a .529 point increase in OCB; while a level of CVs one full standard deviation above the mean results in an OCB level of .401 standard deviations above the mean. The estimated standard error for this path stood at .401; hence, the *p* value is statistically significant at the .01 level.

The original presumption of the relationship between CVs and OCB was based on preceding research suggesting that national culture may have pronounced effects in promoting or inhibiting OCB and its motives (Organ et al., 2006; Paine & Organ, 2000). To explore the probable cultural impacts, scholars have followed the study of Hofstede (1984) and identified both individualism/collectivism and power distance as the most powerful cultural factors in explaining the individual distinctions in citizenship behaviors. Chinese people living in a culture characterized as highly collective and power distant are believed to be more likely to perceive some OCB dimensions (e.g. sportsmanship and courtesy) as job requirements and tend to exhibit higher levels of performance within the workplace. Thereby, inferring from these prior findings, the author put forward the idea that CVs as the “building block” of Chinese culture, could analogously act on hotel employees. This research hypothesis was eventually confirmed in this study, since CVs were found to positively impact OCB within the international five-star hotels in China. It is thereby concluded that hotel subordinates who regard the Chinese value items as highly critical are inclined to demonstrate a higher propensity to perform citizenship behaviors.

☑ H3. Chinese values will have a positive influence on employee organizational citizenship behavior.

#### **6.2.1.4 Leader-Member Exchange and Organizational Commitment**

Additionally, as displayed in Table 6.1, the unstandardized and standardized estimates of the direct effect of LMX on OC stood at .621 and .707, respectively, meaning that a 1-point increase in LMX is associated with a .621 point increase in OC, and a level of LMX one full standard deviation above the mean is associated with an OC level about .707 standard deviations above the mean. With an estimated standard error of .064, this path achieved a significant level at  $p < .01$ . The positive relationship between LMX and OC was verified by the empirical results.

After carrying out an in-depth review of the literature, the author asserted the assumption that LMX would explain a significant amount of variance in commitment. LMX defines the interpersonal relationships between leaders and followers, and a high quality exchange is characterized by a variety of favorable outcomes that benefit both sides of the dyad association. Leaders who are involved in high quality LMX usually contribute more time and energy to coaching, supporting, and stimulating the in-group members, thereby augmenting the followers' affect, respect, loyalty, and sense of reciprocity (Lee, 2005). The subordinates' commitment is therefore established. The reasoning of Hypothesis 4 was elucidated in prior chapters and the role of LMX in affecting hotel subordinates' commitment toward their leaders and the organizations was statistically supported. This also affirms the viewpoint obtained in the first



qualitative interview that favorable relationships between supervisors and subordinates can greatly motivate the latter to become emotionally and behaviorally attached to the hotels. Accordingly, Hypothesis 4 was verified to be true by the experimental data.

☒ H4. Leader-member exchange relationship will have a positive influence on employee organizational commitment.

#### **6.2.1.5 Leader-Member Exchange and Organizational Citizenship Behavior**

Furthermore, the path between LMX and OCB was also statistically examined, and the results revealed values of .141 and .183 for both the unstandardized and standardized path coefficients. Thus, a 1-point increase in LMX elicits a .141 point increase in OCB; while a level of LMX one full standard deviation above the mean accounts for an OCB level of .183 standard deviations above the mean. Since the estimated standard error for this path stood at .052, the *p* value is statistically significant at the .01 level. As such, LMX was proven to positively affect hotel employees' citizenship behaviors.

As discussed in former chapters, the central premise of LMX is that instead of exercising a uniform leadership style, leaders tend to sort out in-groups from out-groups according to the members' attitudes and behaviors and to treat the subordinates in the two groups distinctly (Sparrowe & Liden, 1997). Subordinates from in-groups enjoy additional care, support, resources, and so forth from their leaders that can stimulate them to exhibit outstanding performance, sometimes beyond the organization's expectations. By doing so, subordinates in high quality

LMX relationships anticipate paying back their leaders and helping them attain various job-related missions. Since reciprocity is highly regarded in Chinese culture, Chinese hotel subordinates are more likely to display citizenship behaviors for relational reasons. In addition, among all kinds of work associations (e.g. colleague relationship, guest relationship), LMX can be especially influential in that the relationship between an employee and his or her immediate supervisors is always seriously taken by the former. The findings generated from the main survey eventually validated Hypothesis 5, and it can be summarized that the higher the quality of LMX, the higher the propensity of the in-group subordinates to behave as good citizens.

- ☒ H5. Leader-Member exchange relationship will have a positive influence on employee organizational citizenship behavior.

#### **6.2.1.6 Organizational Commitment and Organizational Citizenship Behavior**

The final postulation of Model 1 concerns the relationship between OC and OCB. As reported in Table 6.1, the unstandardized and standardized solutions of this path stood at .429 and .487, correspondingly. The path coefficients were thus interpreted similarly to the others in that a 1-point increase in OC leads to a .429 point increase in OCB, and a level of OC one full standard deviation above the mean leads to an OCB level .487 standard deviations above the mean. With an estimated standard error of .065, the *p* value is statistically significant at the .01 level. Consequently, the positive effect of OC on hotel employee citizenship behaviors was confirmed as well.

The linkage between OC and OCB was premised on the work of numerous organizational theorists who had advocated that the behaviors of individuals are driven by attitude, affection, and a sense of responsibility (e.g., Festinger, 1957). When applied to the workplace, this theory of psychological and behavioral consistency can explain the diverse performance among employees. Those strongly attached to the organizations spontaneously put their utmost effort into their work so that organizational goals can be realized. But for others less dedicated, their lack of motivation in supporting the functioning of the organization may result in less or sometimes minimal job-related endeavors. Behaviors in this respect can vary to a large extent among employees. Following the suggestions of prior researchers (Organ & Ryan, 1995; Yilmaz & Cokluk-Bokeoglu, 2008), the author thereby postulated that committed hotel employees within the international five-star hotels would have a higher tendency to conduct beneficial behaviors that would sometimes go beyond the formal job requirements or organizational expectations. Thus, these employees would more likely become the hotel's good citizens. With strong statistical proof, such assumption was attested to be true.

- ☒ H6. Employee organizational commitment will have a positive influence on employee organizational citizenship behavior.

### **6.2.2 Findings of Proposed Model 2**

Chapter V also thoroughly explores Model 2 that portrays the moderating influences of CVs. Through a median split, the sample was evenly divided into two groups: the high CVs group ( $N = 372$ ) and the low CVs group ( $N = 372$ ).

With the establishment of the baseline and nesting models, the author followed a two-step approach to first test the measurement invariance, followed by the structural invariance. As many researchers have emphasized, measurement invariance is a precondition that must be satisfied prior to structural testing (Lee & Back, 2009). With the establishment of partial measurement invariance, the author made a scrutiny into chi-square difference test and found no moderating effect of CVs construct. Afterwards, the author directed attention to each dimension of the CVs to discover whether any dimension could act as a moderator and interact with the presumed structural linkages.

In the subsequent analysis, all the six dimensions labeled virtue, work values, Confucianism, conservativeness, self-discipline, and integration, were closely examined. Unfortunately, only two dimensions (conservativeness and self-discipline) exhibited structural variance that indicated the existence of moderating effects. To put it another way, among all remaining 20 CVs items, only non-competitiveness (CV4), being conservative (CV7), self-cultivation (CV32), benevolent authority(CV33) and resistance to corruption (CV34) could bring about some changes to the strength of the relationships between LMX and OC as well as LMX and OCB. Consequently, the deficiency of statistical substantiation led to the rejection of all hypotheses with reference to Model 2.

[×] H7. Chinese values will have a moderating effect on the relationship between leader-member exchange and employee organizational commitment.

[×] H8. Chinese values will have a moderating effect on the relationship between leader-member exchange and employee organizational citizenship behavior.

[×] H9. Chinese values will have a moderating effect on the relationship between employee organizational commitment and organizational citizenship behavior.

### **6.3 Evaluation of the Research Objectives**

Overall, this research aims at uncovering the effects of CVs on employee citizenship behaviors through two pertinent constructs, LMX and OC. To attain the overriding objectives, the author went through a procedure encompassing an intense review of the literature, well-designed preliminary tests, and a fruitful main survey, which have extensively covered the foremost research issues. Eventually, all proposed research goals were achieved as reproduced in the list below:

1. Examine the values held by Chinese hotel employees nowadays in the international five-star hotels operated in Mainland China.
2. Test whether Chinese values have either directional or moderating effects on organizational citizenship behavior and its antecedents (leader-member exchange and organizational commitment) through two theoretical frameworks.
3. Investigate the interactions between Chinese values and leader-member exchange, Chinese values and organizational commitment, leader-member exchange and organizational commitment as well as their synergistic influences on organizational citizenship behavior.
4. Offer practical suggestions for hotel practitioners to improve the major functions of human resources management.

### **6.3.1 Objective 1---Chinese Values**

Firstly, a very pivotal component of the postulated models, the CVs construct was elaborately explored in this study, and the importance of each value item was scrutinized both in the pilot test and the main survey. Without exception in the two tests, CVs seem to be highly regarded by hotel employees working for the five-star international hotels. This fact helps to consolidate the position of national culture in shaping people's beliefs, outlook, and values as opposed to organizational culture. At the primary stage of research, the author wondered whether the target hotel employees would reflect some discrepancies in values, since their jobs usually involve more frequent contact with exotic cultures or ideologies. Later in the qualitative interview, conflicting views were expressed by the hotel experts. Some believed that the work environment has the power to change employee thoughts and values, whereas others doubted such proposition and insisted on the predominant influence of the 40 value items (Chinese Culture Connection, 1987). Eventually, the main survey authenticates the essentiality of the CVs to the participants. It is worth mentioning that not only the remaining CVs variables, but also those excluded from the final investigation after factor analysis, display high mean scores.

Table 6. 2 Mean Score of the Chinese Values (CVs) Items

Chinese Value Items	Mean Score of Importance	Dimension
CV1 (Tolerance of others)	5.75	Integration
CV2 (Harmony with others)	5.88	
CV3 (Solidarity with others)	6.38	Virtue
CV8 (A close, intimate friend)	5.81	
CV9 (Filial piety)	6.49	
CV10 (Patriotism)	6.41	
CV15 (Having a sense of shame)	6.06	
CV21 (Sense of righteousness)	6.00	
CV4 (Non-competitiveness)	4.51	Conservativeness
CV7 (Being conservative)	4.48	
CV12 (Ordering relationship by status and observing this order)	5.60	Confucianism
CV16 (Reciprocation of greetings, favors and gifts)	5.64	
CV19 (Respect for tradition)	5.31	
CV20 (Kindness)	5.73	
CV26 (Adaptability)	5.96	Work Values
CV29 (Industry)	6.10	
CV30 (Humbleness)	5.89	
CV32 (Observation of rites and social rituals)	5.98	Self-Discipline
CV33 (Knowledge)	6.05	
CV34 (Self-cultivation)	6.24	
Excluded Chinese Value Items	Mean Score of Importance	
CV5 (Trustworthiness)	6.54	
CV6 (Contentedness with one's position in life)	5.37	
CV11 (Chastity in women)	5.65	
CV13 (Thrift)	5.66	
CV14 (Persistence)	6.12	
CV17 (Personal steadiness and stability)	5.88	
CV18 (Protecting your 'face')	4.45	
CV22 (Patience)	6.02	
CV23 (Courtesy)	6.23	
CV24 (Moderation, following the middle way)	4.98	
CV27 (Prudence)	5.74	
CV31 (Loyalty to supervisors)	5.61	
CV35 (Benevolent authority)	5.48	
CV36 (Resistance to corruption)	5.85	
CV37 (Sincerity)	6.13	
CV38 (Repayment of both the good or the evil that another person has caused you)	4.84	
CV39 (A sense of cultural superiority)	5.30	
CV40 (Wealth)	5.63	

Note. 1 = very unimportant, 2 = unimportant, 3 = somewhat unimportant, 4 = normal, 5 = somewhat important, 6 = important, 7 = very important.

Implied in Table 6.2, all CVs variables are reckoned important by the hotel respondents. With all items scoring above point 4.0 (the level of normal), the author acknowledged the magnitude of CVs to the hotel employees. Reflecting China's cultural peculiarities and features, the traditional Chinese values still play a decisive role in guiding Chinese people's thoughts, beliefs, and actions. Of all the items, trustworthiness (CV5), filial piety (CV9), patriotism (CV10), solidarity with others (CV3) and self-cultivation (CV34) rank as the top five significant values to the surveyed hotel employees. Such an outcome mirrors the weight of nationalism, family, relationship, harmony, and education in China's society. It thus can be concluded that the international work setting of five-star international hotels has not led to dramatic or fundamental changes in employee values. Moreover, the present research provides some supportive evidence regarding the stability and consistency of the CVs scale developed and validated some 20 years previously (Chinese Culture Connection, 1987). But as addressed in the first qualitative interview by the hotel participants, there is the possibility that new values other than the existing 40 CVs items exist in the present era. Particularly for the younger generations who are excessively open-minded and receptive to new ideas, their values can be more or less altered. Such concern is covered in the research limitation section.

### **6.3.2 Objective 2---Directional or Moderating Effects of Chinese Values**

The second research objective pertained to whether CVs exercise a directional or moderating effect on hotel employee citizenship behaviors, the determination of which was the study's focus from the very beginning. As fully reported and



articulated in the data analysis chapter for the main survey, the study findings are in support of Model 1, which depicts the directional impacts of CVs. All postulated paths of the interrelated linkages are statistically significant and substantially reasonable, therefore validating the entire related hypotheses. Conversely, Model 2 has to be rejected due to the lack of adequate supportive evidence. As a result, CVs are verified as positively affecting employee OCB within the context of international five-star hotels in China. LMX and OC serve as effective mediators that clarify the nature of the relationship between the independent and dependent variables (CVs and OCB) and synergistically affect citizenship behaviors through CVs. Consequently, the second objective was also successfully achieved.

### **6.3.3 Objective 3---Interrelated Relationships among Constructs**

Another research objective in relation to the interrelated associations among the main constructs, namely CVs, LMX, OC, and OCB, was also attained. Through sophisticated analysis of the data, all hypothesized paths in Model 1 were statistically supported. More specifically, CVs positively impact LMX, OC, and OCB. In like manner LMX positively impacts OC and OCB. Finally, OC positively impacts OCB as well. In other words, the higher the importance of CVs to a hotel's subordinate employee, the more capable they are of forming close bonds with their immediate supervisors. Upon receiving numerous anticipated outcomes from their leaders, these employees would have an intention of strengthening their commitment to the hotels, which are represented by the leaders. At the end, the propensity of these employees to behave as good citizens is greatly

enhanced.

With the authentication of the presumed relations, the author carried the analysis a step further and compared the relative strength of each path using the critical ratio and the significance of factor covariances. The test statistic here, the critical ratio, represents the parameter estimate divided by its standard error (Byrne, 2001). Paths linking the exogenous variables to the endogenous variables are significant if the critical ratio value is larger than 1.96 ( $p < .05$ ). Although as illustrated below in Table 6.3, all parameters are statistically significant, the critical ratio values entail some distinctions worthy of mention. Among all the paths under study, that between CVs and LMX is the strongest (critical ratio = 9.925,  $p < .01$ ), which confirms the prime magnitude of CVs in affecting leader-follower relationships and the quality of exchange within the target hotels. Conversely, CVs exert the least powerful influence on employee OC (critical ratio = 2.000,  $p < .05$ ). Compared with LMX, CVs appear to be less influential in stimulating an employee's sense of faithfulness (critical ratio = 9.702,  $p < .01$ ). To put it another way, subordinates are more committed to their hotels if their associations with supervisors are satisfactory. Guanxi, or personal relationships, are thus affirmed to be vital in the five-star international properties in China. Furthermore, in terms of OCB, it is proven that an employee's value traits display the greatest influences on his or her potential to perform citizenship behaviors as opposed to LMX and OC. The critical ratio value of CVs and OCB stood at 8.299, which is much higher than that of LMX and OCB (critical ratio = 2.742,  $p < .01$ ), as well as OC and OCB (critical ratio = 6.595,  $p < .01$ ). It thus can be concluded that values function more powerfully on OCB than relationship and commitment factors, and an

employee's value orientation can explain his or her inclination to display OCB. Individuals who accord greater importance to Chinese values are more likely to become good citizens in the workplace. Such a finding yields scores of implications both theoretically and practically. In brief, with a penetrating understanding of the interconnected links, the author accomplished the third research objective.

**Table 6.3 Critical Ratio and the Significance of Factor Covariances**

Parameter	Critical Ratio	<i>p</i>
CVs→LMX	9.925	**
CVs→OC	2.000	*
CVs→OCB	8.299	**
LMX→OC	9.702	**
LMX→OCB	2.742	**
OC→OCB	6.595	**

*Note.* \* =  $p < .05$ , \*\* =  $p < .01$ .

#### **6.3.4 Practical Suggestions for China's Five-star International Hotels**

Lastly, the fourth objective was also realized in that the current study proposed and empirically substantiated a mechanism through which a hotel employee's citizenship behaviors could be provoked. With CVs, LMX, and OC as the major constitutes, the well-structured research model gives rise to a feasible means by which the target hotels can select, coach, or educate good citizens, which would be tremendously valuable to hotel practitioners.

First, an examination of the cultural values held by Chinese hotel staff nowadays would help resolve the problem of cultural misunderstandings among the expatriate managers. Local managerial personnel would benefit from such a study as well, since the values of the younger generation may have undergone

modification and development in the new era. When efficient communication between hotel employers and employees is achieved, the overall operation of human resources could obtain maximal benefits. In the end, this could help resolve the service quality issue that has puzzled Chinese hotels for many years.

More importantly, since OCB has been noted to posit relevant consequences on organizational effectiveness and success, service quality, and customer loyalty (MacKenzie, Podsakoff, & Fetter, 1991; Podsakoff, MacKenzie, & Hui, 1993), it is imperative that managers, and especially immediate supervisors, take appropriate action to shape an appropriate work climate that would increase the probability of employees exhibiting OCB through a series of practices in human resources management. In this respect, knowing how certain Chinese values help to foster employee OCB, hotel managerial staff could make adjustments in chief human resources management functions such as recruitment, selection, training, and education. Next, it has been assumed and testified by previous scholars that average performers can be trained to become OCB performers (Kelly & Caplan, 1993). In this regard, the 20 CVs items proven to be the stimulators of OCB could be added to a hotel's organizational training and education programs to coach employees in being good citizens. Thus, the findings of this study could help the Chinese international five-star hotels employ more valuable strategies to achieve the workforce of a "five-star" staff. In short, the goal of offering practical suggestions to the international five-star hotels in China for improving the major functions of human resources management was eventually obtained.

## **6.4 Research Contributions**

With the purpose of exploring the impact that CVs may function on OCB within the international five-star hotels in China, the current study stands to benefit both academics and practitioners alike.

### **6.4.1 Theoretical Contributions**

#### **6.4.1.1 Filling Research Gaps in the Existing Literature**

To begin with, the author of the current study had noticed evident research gaps in the existing organizational behavior studies. Despite the rising awareness of OCB's weighty impacts on organizations, OCB studies have been scattered and incomplete. The relationships between OCB and variables have normally been considered separately or disjointedly. Therefore, after comprehensively reviewing the existing OCB literature, Organ, Podsakoff, and MacKenzie (2006) suggested that future research should obtain better evidence of the causality between OCB and its presumed antecedents, build up various conceptual models, and discover possible mechanisms giving rise to citizenship behaviors. In response, the current study serves as an extension of OCB research by proposing and systematically investigating a culture-specific framework constituted by CVs, LMX, and OC, which could prompt the performance of OCB. To the author's knowledge, these latent constructs have never been incorporated into a single framework in past studies. The current investigation has for the first time constructed an integrated conceptual model and empirically examined the structural paths between the latent constructs. In this respect, it not only fills in the research gaps but also acts

as a platform for future research to search for additional possibilities and make a more intensive study of OCB.

#### **6.4.1.2 Exploring Organizational Citizenship Behavior from a Cultural Perspective**

The other main theoretical contribution of this research has been to uncover the role of cultural values in citizenship behaviors and illustrate the feasibility of exploring OCB using a cultural approach. With the substantiation of Model 1, all the hypotheses associated with CVs' directional impacts were proven to be true. On the premise that CVs have a strong effect on the citizenship behaviors of hotel employees, the current research puts forward an implication that OCB studies could be extended to distinct nations or cultural regions. It is the author's anticipation that in different cultural contexts, OCB may contain different content, take different forms, and be inspired by different factors. Values deeply rooted in other societies might act upon citizenship behaviors through dissimilar methods or in reverse directions compared with CVs. The proposition that value traits can predict OCB requires additional empirical evidence, but at least this study points out a feasible research area and sets the stage for future OCB investigations.

#### **6.4.1.3 Extending Organizational Citizenship Behavior Research to China's Hospitality Industry**

Prior investigations of LMX, OC, and OCB have been conducted mainly within a Western context such as the US. There are few studies, if any, which have examined these significant variables in China, and even less research has centered

on the Chinese hospitality industry. In particular, very little OCB research has been conducted within the setting of five-star international hotels in China regardless of the fact that citizenship behaviors could bring about many advantageous outcomes for these hotels. Actually, China's five-star international properties constitute an ideal experimental condition for research owing to their unique organizational culture, advanced operation system and relentless pursuit of quality service. In light of this, the current research aids with theory advancement and intensifies the acknowledgement of OCB within a specific research context. By addressing the academic omission and extending OCB studies to the five-star international hotels in Mainland China, this study provides profound insights and understanding for future researchers to carry on OCB investigations within China's hospitality industry.

#### **6.4.1.4 Verifying the Etic Nature of Measurements**

Furthermore, this study is also important as it verifies the etic nature of a group of measurements, thus presenting valuable information for future research. As previously noted, the selection of scales to assess the main latent constructs was based on various considerations such as the research setting, construct dimensionality, instrument reliability and validity, and so forth. To make the most appropriate choice, the author reviewed a large body of literature and employed a preliminary test to thoroughly examine the available measurements.

Specifically speaking, Pilot Test (II) scrutinized the LMX and OC scales that were originally developed in a Western context and substantiated their internal consistency and content validity. More importantly, comparative study of the three

groups of OCB scales generated in the Western, Taiwan, and Chinese contexts was executed at the preliminary stage as well. The Taiwan OCB scale exhibits the highest reliability as well as the greatest suitability for factor analysis. Owing to the contextual similarities between China and Taiwan, this scale was finally applied to measure OCB in the main survey. Eventually, the questionnaire of the main survey consisted of 89 items: 38 CVs items, 12 LMX items, 19 OC items, and 20 OCB items. Except for the CVs scale, the other three scales demonstrate generalizable features across cultural boundaries, and hence could be utilized within similar settings in the future. Such a finding provides a solid basis for a significant body of future research.

#### **6.4.1.5 Supporting the Effectiveness of the Triangulation Research Method**

Lastly, the study also offers implications concerning the selection of research methods for succeeding investigations. Clearly stated in previous chapters, the author employed both qualitative and quantitative methods, with the latter as the focus. During the stage of preliminary tests, a group of hotel practitioners was first interviewed, followed by a quantitative pilot test. Later, in-depth interviews with academic professionals on methodological issues were organized and another quantitative pilot test was conducted. Finally, the main survey was carried out in a deductive manner. Such a triangulation method was adopted owing to:

- **Research design.** This research is exploratory and causal in nature. The hypotheses to be tested were generated on the basis of research models. Hence, quantitative approach was focused. However, qualitative method



was also considered as a way to overcome the potential bias of a single method approach (lack of in-depth understanding the phenomenon).

- **Research objectives.** To make practical contributions, it is considered significant to ask some in-depth questions to the industry experts so that the research goes toward a right direction.

The research outcome affirms that the combination of both methods is indeed beneficial in that the specific limitations of a given method can be compensated by the advantages of another. To avoid relying too heavily on the quantitative data, the author twice carried out interviews at the preliminary phase to acquire advice of hoteliers and academicians. Even exceeding the author's anticipations, a multitude of opinions, ideas, and suggestions were expressed by the interviewees that precluded many obstacles and mistakes from occurring. To give an instance, the author received significant guidance in how to carry out the survey under the current research context. Issues like sampling, questionnaire design, distribution and collection, analysis methodologies, and the like were well elucidated. More importantly, after understanding the research objectives and potential contributions, many hotel participants revealed their willingness to render substantial support. They became the most important contact people and helped the author approach a sufficient number of international five-star hotels to accomplish this research. Therefore, this study confirms the effectiveness of the triangulation research method in constituting a counterbalance between qualitative and quantitative techniques, another theoretical contribution that may benefit future research.

## **6.4.2 Practical Contributions**

### **6.4.2.1 Deepening Cultural Understanding and Improving Communication**

First, the work conducted so far has shown that although substantial changes have taken place in China resulting from its political and economic reform, the Chinese value system appears to have remained stable. For employees of the international five-star hotels who have more frequent exposure to exotic cultures, the traditional Chinese values are still highly pivotal. It is no wonder that misunderstandings or sometimes conflicts arise between the expatriate managers and their Chinese inferiors, colleagues, guests, or cooperators. To foreign hoteliers, and particularly those sent by the Western hotel management companies, Chinese culture is both multifaceted and complex. Chinese people think and behave in an exceptionally different manner that often goes above the expatriates' understanding. Communication is difficult, and personal relationships can be even extremely complicated. As a consequence, without comprehensive knowledge of Chinese values, expatriates may sometimes find themselves trapped in a helpless dilemma, which negatively impairs their working efficiency and outcomes. Given the magnitude of CVs, this research could provide sufficient impetus for the international five-star hotels in China to reinforce value training and education among the expatriate hoteliers so that they can mentally acclimatize themselves to working in Mainland China. Although there has been debate about the "westernization" of China, at least this study shows how important Chinese values are in guiding hotel employees' actions and performance.

#### **6.4.2.2 Offering Practical Suggestions on Human Resources Management**

Additionally, the current research uncovers 20 CVs items that exert a strong and direct influence on employee citizenship behaviors. From these results, the author has drawn several crucial inferences concerning the key operational aspects of human resources management, such as training and education, recruitment, and selection.

- CVs are proven to positively relate with LMX. It implies that subordinates with certain value traits are more capable of building up closer bonding with their supervisors. To form a favorable and harmonious working environment, hotels could promote these 20 value items in the daily management through special events and activities, training programs, etc.
- CVs are proven to positively relate with OC. Although such an association is relatively weak, it still indicates the important role of values in affecting the attachment of employees to the hotels. To solve the human resources issues hotels in China are facing (e.g. low commitment and loyalty), hotels could implant these value items to the strategic management instead of solely focusing on factors such as compensation and job satisfaction that have been proven to influence OC in the previous research.
- CVs are proven to positively relate with OCB. First, the international five-star properties could take the 20 value items into account when recruiting and selecting staff. Candidates attaching higher importance to these CVs would be likely to become the hotels' good citizens since values to a large degree guide one's work behaviors. To determine the degree of

importance of the value items to a specific candidate, hotels could incorporate either structured or unstructured value questions into job interviews, or organize behavioral interviews to understand a candidate's perspectives and values. Besides qualifications, experience, knowledge, and ability, an applicant's values should also be regarded as a vital criterion during the selection process. Second, in light of their essentiality in affecting citizenship performance, the 20 CVs items should be highly promoted within the international five-star hotels to help cultivate as many good citizens as possible. Through various training and education programs such as lecture presentations, games, discussions and debates, role playing, and the like, a hotel's human resources department might commit to formulating the fundamental "value" norms or regulations in the workplace. The outlook of employees on life and the world in general should be addressed and emphasized, since in the long run, it will affect their inclination to demonstrate citizenship behaviors.

■ LMX is proven to positively relate with OC. Such a finding suggests the essential role the immediate supervisors play in retaining the hotel employees. Acknowledging they could make critical difference in employee's productivity and stability, the hotel leaders could adopt more employee-focused elements in their daily management. As a party of the dyad relationship, they are also capable of enhancing the quality of exchange between them and their subordinates. Eventually, quality LMX can lead to higher commitment level of the employees.

- LMX is proven to positively relate with OCB. As stated in previous chapter, China is a relationship-oriented nation. The significance of LMX on employees' citizenship behavior confirms the importance of leader-member association in the targeted hotels. Thus, relationship management should arouse sufficient attention among the hoteliers. Their efforts in maintaining good relationship with their subordinates would be repaid by the discretionary and beneficial performance of the latter.
- OC is proven to positively relate with OCB. It is thereby important for the supervisory staff to implement effective strategies to nurture committed employees, as they are more willing to be the good citizens of the hotels. Antecedents of OC especially the value items discovered in this research could be focused and utilized as the motivators of commitment.

#### **6.4.2.3 Drawing Adequate Attention to Organizational Citizenship Behavior**

Furthermore, this research elucidates both OCB and a mechanism through which it can be stimulated within the international five-star hotels in China. As far as the author knows, awareness of OCB and the possible ways to systematically arouse such beneficial behaviors has been rare in China's hotel industry. According to most of the hoteliers the author contacted and interviewed, hotels have primarily addressed "in-role" performance, regulations, and policies. Yet, it is apparent that when a staff member voluntarily shoulders extra responsibilities in an attempt to make more contributions to the hotel, he or she at the first place will endeavor to execute his or her regular duties well. Additionally, although staff members are always encouraged to make "extra" contributions to their employers, they may not

have a full realization of OCB and its vital role in hotel operation. Thereby for the sake of enhancing recognition, the author offered very explicit explanations and instructions when administering the research, and was able to enlighten the interviewees on the definition, essentiality, and forms of citizenship behaviors. Given the survey's scale, the study to a certain extent has captured the attention of and aroused interest in OCB within the target hotels.

### **6.5 Research Limitations**

The author of the current study put great effort into designing a highly appropriate research methodology. Nevertheless, this study still has some limitations that need to be addressed and that should be avoided in future research.

**Nature of the Study.** The first limitation of the research results from its nature as a cross-sectional study. Though requiring a period of months, the main research data were gathered at the same point in time owing to the author's concerns over the time, effort, and costs involved in collecting data over several time periods. Therefore, compared with longitudinal studies, this research may be less powerful in identifying cause-and-effect relationships among the main constructs of interest. To resolve this problem, future researchers are encouraged to conduct a well-planned longitudinal study to compare changes, assess improvement and detect possible causal relations so that the observed relationships can be ascertained with adequate evidence.

**Sample Bias.** Another limitation of the research lies in its selection of the sample, which comprised Chinese employees from the target international five-star hotels

using quota sampling method. Despite the tireless efforts the author made in collecting sample data from a variety of cities that would be geographically representative, selection bias may still exist. A type of purposive sampling selected on a convenience basis, quota sampling may result in samples that are not totally representative of the population, hence restricting the generalizability of the findings. Moreover, as stated, other than self-administration, the author also turned to a group of people who helped distribute and collect the questionnaires both in the pilot tests and the main survey. The use of the snowball technique in collecting the data was the result of the formidable difficulties involved in approaching the targeted interviewees. Although the author gave clear instructions with reference to the sample selection, the possibility of homogeneous bias should be noted since the contact people (mostly hotel employees) may have tended to recruit interviewees among their acquaintances.

**Questionnaire Bias.** Next, the questionnaire itself could be another limitation of the current study since it is less effective than personal interviews in collecting people's subjective perceptions of and opinions toward specific matters. Bias may have arisen from the way the interview questions were asked and the survey was administered. Following the advice of the hoteliers and scholars who took part in the interviews, the author made great effort into questionnaire design in an attempt to minimize this potential limitation. But without a rich knowledge and full understanding of the study, the hotel employees were likely to provide prejudiced opinions that could negatively affect the research results. Even if the interviewees were clear about the research purpose and survey questions, other factors such as time restrictions or passive attitudes could also reduce the exactness of the data. In a

word, use of a questionnaire may have led to a communication barrier between the investigator and the respondents.

**Selection of Instruments.** Moreover, the limitations having to do with variable instruments and data analysis techniques also need to be addressed here. Concerning the identification and selection of measurements, the author took a very cautious attitude and made the final decision on the basis of both the literature and the pilot test results. Nonetheless, it remains probable that the research findings could have some biases owing to the utilization of specific scales. This is particularly the case for the scale of the CVs, which have been generated for more than two decades. Despite the steadiness of the existing CVs items, the younger generation (the eighties or nineties generation) may reflect some degree of discrepancy in values, as a number of hoteliers mentioned in the qualitative interview. Thus, the current CVs scale may not contain all items relevant to Chinese values in the present era. Additionally, the internal consistency of the items under investigation is also related to the selection of instruments. To achieve higher reliability, future studies could adopt effective methods such as employing distinct measurement scales, using clearer expression and translation to describe the measures, or doing item analysis during data analysis, etc.

**Data Analysis Techniques.** Finally, the techniques used in data analysis could be a barrier limiting the potential contributions of this study. For instance, the author encountered many difficulties in assessing the research models on account of the large number of variables and a very complex model structure. With an attempt to generate solutions, the author employed partial aggregation technique, through



which the most primary research objectives were accomplished. While this technique seemed to be suitable for the present study, it did limit the level of analysis to a combined or overall model of second-order factors. Such an abstraction in representing the constructs of interest indicates another limitation of the research findings, and should therefore be pointed out.

### **6.6 Direction for Future Research**

A final issue concerns a number of areas that are in need of future research. To begin with, the vast majority of OCB studies have been conducted in a Western context. To the author's knowledge, China's hotel industry has been largely overlooked despite the great weightiness of OCB to hotel operations, service quality, and customer loyalty. It is thereby necessary to empirically examine OCB, and in particular the probable means by which Chinese hotel employees could be inspired to execute citizenship behaviors. For this prime purpose, the present research exposes a systematic mechanism that articulates OCB within China's international five-star properties. Accordingly, future research might build upon the findings of this study and continue assessing various propositions and mechanisms that could arouse citizenship behaviors among the employees of Chinese hotels so that a range of labor force problems could be resolved. Other researchers may also extend the research context to diverse properties to see whether the findings in this study would still hold when the setting is changed. Hotels of a lower star rating (4-star, 3-star, 2-star, and 1-star) or of other economic types (in particular the state-owned hotels) may be considered so that more facets and features of OCB could be discovered.

A limitation of the study is the use of sample that could constrain the representativeness of the research findings. In this respect, future studies may replicate and test the research results using a more diverse sample. When the situation allows, researchers could specify and utilize a more randomized sampling methods to acquire more generalized outcomes. Also as mentioned earlier in the limitation subsection, in this study selection bias may have arisen from the way in which the data were collected. During the data collection process, the author faced a great many difficulties in approaching the target hotels. It seems that the value and potential contributions of academic surveys have not been widely or adequately acknowledged in China's hotel industry. Hence, for those who intend to investigate the same or a similar context in the future, more appropriate strategies need to be applied to overcome such obstacles.

Last of all, this research was executed at the individual level to examine the effects of CVs on employee citizenship behaviors from the subordinate's point of view. Recognizing that one of the main constructs, LMX portrays a dyad relationship involving supervisors and subordinates, the author set a prerequisite that all survey participants must have an immediate supervisor. By doing so, the author made it clear that this study sought to test the presumed associations among the constructs from the subordinates' perspective. This is mainly because for leaders and followers in certain LMX relationships, the perceived quality of exchange may vary (Maslyn & Uhl-Bien, 2001). LMX evaluated as high quality by leaders may not be perceived as such by the followers. Thus, without elucidation of the side from which LMX is studied, research may result in distorted evidence and conclusions. Future research might thus turn its attention to

this issue and replicate the findings of this study to the supervisory level so that more inferences can be drawn.

## **6.7 Chapter Summary**

In closing, this chapter sets out to elaborate several issues, including the research findings, evaluation of research objectives, research contributions, justification of research limitations, and suggestions for future research. Through use of the triangulation technique comprising both qualitative and quantitative methods, the study generated substantial evidence that validated all hypotheses concerning the directional influences of CVs. CVs are hence proven to positively affect the citizenship behaviors of hotel employees under the effective mediation of LMX and OC.

With the substantiation of Model 1, all research objectives were successfully obtained, enabling the author to make a number of theoretical and practical contributions to the advantage of both the academic field and the hotel industry. In spite of the valuable insights this research has provided, like all studies it was faced with several inevitable limitations that could impair its generalizability and contributions. By listing the probable biases of the study, the author wishes to excite sufficient attention and call for future researchers to address these issues. Lastly, the thesis ends with the author's suggestions for succeeding investigations. The author sincerely hopes that OCB research can be carried over to diverse settings within China's hotel industry and that the findings discovered in the current context will pave the way for future studies.

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## Appendices

### Appendix 1. Number of Star-Rated Hotels by Locality

Locality	Total of Star-Rated Hotels	5-star	4-star	3-star	2-star	1-star
<b>TOTAL</b>	<b>14,099</b>	<b>432</b>	<b>1,821</b>	<b>5,712</b>	<b>5,616</b>	<b>518</b>
Beijing	836	52	126	272	335	51
Tianjin	114	8	26	53	23	4
Hebei	441	7	78	199	149	8
Shanxi	349	7	55	121	165	1
Inner Mongolia	242	5	15	68	138	16
Liaoning	551	16	67	263	180	25
Jilin	243	5	39	89	102	8
Heilongjiang	285	3	34	110	125	13
Shanghai	310	37	54	126	89	4
Jiangsu	895	42	155	396	300	2
Zhejiang	1,118	30	134	389	508	57
Anhui	451	5	61	156	212	17
Fujian	426	14	76	193	132	11
Jiangxi	345	6	48	165	126	0
Shandong	810	19	114	387	284	6
Henan	488	6	57	227	194	4
Hubei	597	9	54	220	289	25
Hunan	569	14	45	215	277	18
Guangdong	1,126	61	168	566	311	20
Guangxi	393	12	38	191	147	5
Hainan	260	20	54	116	55	15
Chongqing	242	9	45	107	78	3
Sichuan	532	13	66	196	236	21
Guizhou	279	2	24	99	137	17
Yunnan	904	11	53	197	525	118
Tibet	86	0	6	38	38	4
Shannxi	332	5	30	167	125	5
Gansu	280	2	30	104	128	16
Qinghai	117	1	12	43	53	8
Ningxia	57	0	6	37	14	0
Xinjiang	421	11	51	202	141	16

Source: CNTA (2009)

## Appendix 2. Items of Chinese Values (CVs)

CVs Items	
<b>Integration</b>	
1.	Tolerance of others 容忍
2.	Harmony with others 随和
3.	Solidarity with others 团结
4.	Non-competitiveness 不重竞争
5.	Trustworthiness 信用
6.	Contentedness with one's position in life 安分守己
7.	Being conservative 保守
8.	A close, intimate friend 知己之交
9.	Filial piety (Obedience to parents, respect for parents, honoring of ancestors, financial support of parents) 孝(服从父母, 尊敬父母, 尊崇祖先, 赡养父母)
10.	Patriotism 爱国
11.	Chastity in women 贞洁
<b>Confucian Work Dynamism</b>	
12.	Ordering relationships by status and observing this order 尊卑有序
13.	Thrift 俭
14.	Persistence (Perseverance) 耐力(毅力)
15.	Having a sense of shame 知耻
16.	Reciprocation of greetings, favors and gifts 礼尚往来
17.	Personal steadiness and stability 稳重
18.	Protecting your "Face" 要面子
19.	Respect for tradition 尊敬传统
<b>Human-heartedness</b>	
20.	Kindness (Forgiveness, compassion) 仁爱(恕, 人情)
21.	Sense of righteousness 正义感
22.	Patience 耐心
23.	Courtesy 有礼貌
<b>Moral Discipline</b>	
24.	Moderation, following the middle way 中庸之道
25.	Keeping oneself disinterested and pure 清高
26.	Adaptability 适应环境
27.	Prudence (Carefulness) 慎(小心)
28.	Having few desires 寡欲
<b>Remaining Items (Items that did not load on the four factors)</b>	
29.	Industry (Working hard) 勤劳
30.	Humbleness 谦虚
31.	Loyalty to supervisors 忠于上司
32.	Observation of rites and social rituals 礼仪
33.	Knowledge (education) 学识(教育)
34.	Self-cultivation 修养

35.	Benevolent authority 恩威并施
36.	Resistance to corruption 廉洁
37.	Sincerity 诚恳
38.	Repayment of both the good or the evil that another person has caused you 报恩与报仇
39.	A sense of cultural superiority 文化优越感
40.	Wealth 财富

(Chinese Culture Connection, 1987)

### Appendix 3. Items of Leader-member Exchange (LMX)

<b>LMX Instruments</b>	
<b>Affect</b>	
1.	I like my supervisor very much as a person.
2.	My supervisor is the kind of person one would like to have as a friend.
3.	My supervisor is a lot of fun to work with.
<b>Loyalty</b>	
4.	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.
5.	My supervisor would come to my defense if I were "attacked" by others.
6.	My supervisor would defend me to others in the organization if I made an honest mistake.
<b>Contribution</b>	
7.	I do work for my supervisor that goes beyond what is specified in my job description.
8.	I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals.
9.	I do not mind working my hardest for my supervisor.
<b>Professional Respect</b>	
10.	I am impressed with my supervisor's knowledge of his/her job.
11.	I respect my supervisor's knowledge of and competence on the job.
12.	I admire my supervisor's professional skills.

(Liden & Maslyn, 1998)

#### Appendix 4. Items of Organizational Commitment (OC)

OC Items	
<b>Affect Commitment</b>	
1.	I would be very happy to spend the rest of my career in this organization.
2.	I really feel as if this organization's problems are my own.
3.	I do not feel like "part of the family" at my organization.
4.	I do not feel "emotionally attached" to this organization.
5.	This organization has a great deal of personal meaning for me.
6.	I do not feel a strong sense of belonging to my organization.
<b>Continuance</b>	
7.	It would be very hard for me to leave my organization right now, even if I wanted to.
8.	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.
9.	Right now, staying with my organization is a matter of necessity as much as desire.
10.	I believe that I have too few options to consider leaving this organization.
11.	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
12.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.
13.	If I had not already put so much of myself into this organization, I might consider working elsewhere.
<b>Normative</b>	
14.	I do not feel any obligation to remain with my current employer.
15.	Even if it were to my advantage, I do not feel it would be right to leave my organization now.
16.	I would feel guilty if I left my organization now.
17.	This organization deserves my loyalty.
18.	I would not leave my organization right now because I have a sense of obligation to the people in it.
19.	I owe a great deal to my organization.

\*Items denoted with ® are reverse scored

(Meyer & Allen, 1997)

**Appendix 5. Items of Organizational Citizenship Behavior in the Western Context (WOCB)**

<b>WOCB Items</b>	
<b>Altruism</b>	
1.	I help others who have heavy workloads.
2.	I am always ready to lend a helping hand to those around me.
3.	I help others who have been absent.
4.	I am willing to help others who have work-related problems.
5.	I help orient new people even though it is not required.
<b>Conscientiousness</b>	
6.	I am one of my most conscientious employees.
7.	I believe in giving an honest day's work for an honest day's pay.
8.	My attendance at work is above the norm.
9.	I do not take extra breaks.
10.	I obey company rules and regulations even when no one is watching.
<b>Sportsmanship</b>	
11.	I am the classic "squeaky wheel" that always needs greasing. ®
12.	I consume a lot of time complaining about trivial matters. ®
13.	I tend to make "mountains out of molehills". ®
14.	I always focus on what's wrong, rather than the positive side. ®
15.	I always find fault with what the organization is doing. ®
<b>Courtesy</b>	
16.	I try to avoid creating problems for co-workers.
17.	I consider the impact of my actions on co-workers.
18.	I do not abuse the rights of others.
19.	I take steps to try to prevent problems with other workers.
20.	I am mindful of how my behavior affects other people's jobs.
<b>Civic Virtue</b>	
21.	I keep abreast of changes in the organization.
22.	I attend meetings that are not mandatory, but are considered important.
23.	I attend functions that are not required, but help the company image.
24.	I read and keep up with organization announcements, memos, and so on.

\*Items denoted with ® are reverse scored  
(Podsakoff et al., 1990)

## Appendix 6. Items of Organizational Citizenship Behavior in Taiwan (TOCB)

TOCB Items	
<b>Identification with the Company</b>	
1.	Willing to stand up to protect the reputation of the company
2.	Eager to tell outsiders good news about the company and clarify their misunderstanding
3.	Makes constructive suggestions that can improve the operation of the company
4.	Actively attends company meetings
<b>Altruism</b>	
5.	Willing to assist new colleagues to adjust to the work environment
6.	Willing to help colleagues solve work-related problems
7.	Willing to cover work assignments for colleagues when needed
8.	Willing to coordinate and communicate with colleagues
<b>Conscientiousness</b>	
9.	Complies with company rules and procedures even when nobody watches and no evidence can be traced
10.	Takes one's job seriously and rarely makes mistakes
11.	Does not mind taking on new or challenging assignments
12.	Tries to self-study to increase the quality of work outputs
13.	Often arrives early and starts to work immediately
<b>Interpersonal Harmony</b>	
14.	Uses illicit tactics to seek personal influence and gain with harmful effect on interpersonal harmony in the organization ®
15.	Uses position power to pursue selfish personal gain ®
16.	Takes credits, avoids blame, and fights fiercely for personal gain ®
17.	Often speaks ill of the supervisor or colleagues behind their backs ®
<b>Protecting Company Resources</b>	
18.	Conducts personal business on company time (e.g. trading stocks, shopping, going to barber shops ®)
19.	Uses company resources to do personal business (e.g. company phones, copy machines, computers, and cars ®)
20.	Views sick leave as benefit and makes excuse for taking sick leave ®

\*Items denoted with ® are reverse scored  
(Farth, Earley, & Lin, 1997)

**Appendix 7. Items of Organizational Citizenship Behavior in the People's Republic of China (COCB)**

<b>COCB Items</b>	
<b>Taking Initiative</b>	
1.	I volunteer for overtime work.
2.	I take on extra responsibilities.
3.	I share useful work-related information.
<b>Helping Coworkers</b>	
4.	I help coworkers in nonwork matters.
5.	I help colleagues in work-related matters.
<b>Voice</b>	
6.	I make constructive suggestions.
7.	I prohibit behavior harmful to organization.
<b>Group Activity Participation</b>	
8.	I participate in activities organized by employee groups (e.g. games).
9.	I participate in company-organized group activities.
<b>Promoting Company Image</b>	
10.	I promote company image and products to outsiders.
<b>Self Training</b>	
11.	I engage in self-training.
<b>Social Welfare Participation</b>	
12.	I contribute to public welfare (e.g., donate blood, plant trees).
13.	I serve community (e.g., assist elders).
<b>Protecting and Saving Company Resources</b>	
14.	I save company resources (e.g., equipment, electricity).
15.	I use personal resources to aid company (e.g., personal social connections).
16.	I defend company against disasters.
<b>Keeping the Work Place Clean</b>	
17.	I keep workplace clean and neat.
<b>Interpersonal Harmony</b>	
18.	I maintain harmonious relationships and diffuse conflict.

(Farh, Zhong, & Organ, 2002)



## Appendix 8. List of Interview Questions for Qualitative Interview (I)

### Part I. Introduction

First of all, thank you very much for undertaking to give me this great opportunity to interview you. My name is Jin Wang. As a PhD candidate of School of Hotel and Tourism Management, The Hong Kong Polytechnic University, I am currently majoring in hotel management and researching in the field of hotel human resources management.

As this year will be the final year of my PhD study, I would like to conduct data collection to satisfy the requirements of my PhD thesis. To be more specific, I will seek for the answers of the major research questions through qualitative interviews and questionnaire surveys with the hotel staff in the five-star international hotels in the PRC. This stage is of great significance to the completion of my thesis. Therefore, I am deeply grateful to you for your help and support. Now, please allow me to clarify some important issues of my research to you. My PhD thesis aims at investigating the influences of Chinese values on employee organizational citizenship behavior (OCB) within the context of 5-star international hotels in the People's Republic of China.

Today's interview will take approximately 20 minutes. During the interview, I will raise some general issues in relation to the main research questions of my thesis. When mentioning some terms, definitions or theories, I will give some brief explanations beforehand so as to enhance your understanding of each question. Your participation in this study is completely voluntary. There are no foreseeable risks associated with this interview. However, if you feel uncomfortable answering any questions, you can refuse to answer or withdraw from the interview at any point. Moreover, your answers of each interview question will be strictly confidential, as will your personal information. If you have questions at any time about the study or the procedure, please feel free to contact me at [hmjwang@polyu.edu.hk](mailto:hmjwang@polyu.edu.hk), or 00852-3400 3143.

Thank you very much for your time, now let us get started.

### Part II. Memorandum of Interview

Name of Interviewee: \_\_\_\_\_  
Title of Interviewee: \_\_\_\_\_  
Affiliation: \_\_\_\_\_  
Interview time: \_\_\_\_\_  
Venue of interview: \_\_\_\_\_

---

### Part III. Information of Interviewees

---

1. What is your name?
2. Which hotel are you currently working for?
3. What is your post in the hotel?
4. Have you ever worked in five-star international hotels in China?  
If **yes**, for how long?  
If **no**, what kind of hotels have you served so far?
5. In your previous employment, which departments have you worked for?
6. What are the chief responsibilities of your current job?

---

### Part IV. Chinese Values Questions

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Schwartz (1992) concluded that values “(1) are concepts or beliefs; (2) pertain to desirable end states or behavior; (3) transcend specific situations; (4) guide selection or evaluation of behavior and events; and (5) are ordered by relative importance”. Chinese values that reveal concepts and beliefs indigenous to the Chinese worldview were studied by the Chinese Culture Connection (1987) and found to contain four dimensions, including integration, Confucian work dynamism, human-heartedness and moral discipline with 40 cultural items. Now, please have a look at the attached 40 items of Chinese values.

1. In your work experience, have you ever had the opportunity to meet people from different cultural backgrounds?
  2. Could you please explain which of the following group/groups the majority of these people mentioned as above belong to?
    - A. Colleagues
    - B. Clients
    - C. Business partners
    - D. Friends
    - E. Other (please explain)
  3. During social intercourse, have you ever sensed a distinction in world outlook, views on life and values between you and people from other cultures?
  4. What is your opinion of the stability of Chinese values? Are these 40 value items still dominant in affecting hotel employee behaviors? Please explain.
  5. Do you agree with the opinion that compared with other classes or types of hotels, the 5-star international hotels have paid more attention to the cultivation and education of employees' values? Please explain.
  6. Do you agree with the opinion that compared with employees of other classes or types of hotels, employees of the five-star international hotels differ in their values and ideology as a result of more frequent access to exotic cultures in their jobs? Please explain.
-

---

### **Part V. Leader-Member Exchange Questions**

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Leader-member exchange (LMX) refers to “*a working relationship that is characterized by the physical or mental effort, material resources, information, and/or emotional support exchanged between the leader and the member*” (Liden, Sparrowe, & Wayne, 1997).

1. Based on your observation and experience, do you agree that compared with foreign employees, Chinese employees put more emphasis on developing and maintaining harmonious relationships with their supervisors/managers within the context of five-star international hotels? Please explain.
2. In your opinion, can values such as “harmony”, “solidarity with others”, and “ordering relationships by status and observing this order” still exert influences on the relationships between hotel subordinates and supervisors/managers? Please explain.
3. Based on your observation and experience, does the relationship between subordinates and supervisors/managers affect the work performance of subordinates?

---

### **Part VI. Organizational Commitment Questions**

---

Organizational commitment (OC) refers to “*the relative strength of an individual's identification with and involvement in a particular organization*” (Porter, Steers, Mowday, & Boulian, 1974).

1. In your opinion, compared with foreign employees, do Chinese employees devote themselves more to the hotel with higher consciousness of responsibility and greater care to the hotel's life, actuality and future?
2. In your opinion, do some value items in Chinese value list such as “loyalty to supervisors”, “tolerance”, “working hard”, and so forth, still have an effect on the commitment of Chinese employees in five-star international hotels?

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### **Part VII. Organizational Citizenship Behavior**

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Organizational citizenship behavior (OCB) refers to individual behavior that is “*discretionary, not directly or explicitly recognized by the formal reward system and in the aggregate promotes the efficient and effective functioning of the organization*” (Organ, Podsakoff & MacKenzie, 2006). Examples of OCB include voluntary aiding, conscientiousness, assumption of extra duties, or punctuality and attendance exceeding company norms, etc.

1. In your previous experience, what are the main factors that could arouse your interest or intentions to display OCB? Please use some examples to explain.
-

---

2. In your opinion, do some value items in the Chinese value list such as “industry”, “loyalty to supervisors”, “trustworthiness”, and so forth, still exert influences on employees’ willingness to display OCB for the hotel they belong to?

3. Do you agree that all of the 40 value items can exert influences on employees’ OCB in five-star international hotels in PRC?

If **yes**, please explain.

If **no**, please point out some value items that may have no influence on employee OCB

4. Has the hotel you are currently working for ever referred to the significance and value of employee OCB to the functioning of the hotel? Has the hotel you are currently working for ever offered any training or education programs to increase employees’ interest in and eagerness to demonstrate OCB?

---

### **VIII. Conclusive Questions**

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1. Do you have any suggestions or advice on my PhD thesis? Please explain.
2. Do you agree that employee OCB plays an important role in the overall functioning of hotels, especially the five-star international hotels in the PRC? Please explain.
3. Would you like to offer me more help and support in my pilot test and final survey to facilitate the completion of this study?
4. Do you wish to share the research results after the completion of the thesis?
5. Do you have any other related questions to discuss with me now?

---

**THE END**

**Thank you very much for your assistance!**

## Appendix 9. Questionnaire for Pilot Test (I)

### Questionnaire for PhD Research

Dear Participants :

I am currently studying at the School of Hotel and Tourism Management, The Hong Kong Polytechnic University. As a PhD candidate majoring in hotel human resources management, I am devoted to the study of the influence of **Chinese values** on hotel employee **organizational citizenship behavior** (OCB) within the context of international five-star hotels in the People's Republic of China.

I would hereby like to invite you to participate in this survey regarding some important questions in my research. Your understanding and support will be highly valued and appreciated.

This questionnaire comprises **3 pages** and will take about **10 minutes** to finish. Please fill it out upon reflection. I sincerely promise that all responses will be anonymous and your personal information will be kept strictly **confidential**. No data will be released for other purposes.

As my research results will greatly rely on your responses, please read and **answer all** these questions carefully to avoid omission. Please **use ☐ to mark your answers**.

Please feel free to contact me at [hmjwang@polyu.edu.hk](mailto:hmjwang@polyu.edu.hk) or 00852-3400 3143 for any questions or inquiries. Thank you very much for your assistance and I wish you all the best!

Yours sincerely,

Jin Wang ( PhD Candidate )

March 17<sup>th</sup>, 2008

Please answer all these questions carefully. Please use ✓ to mark your answers.

## Part I. Chinese Values and Organizational Citizenship Behavior

### Have you heard of Organizational Citizenship Behavior?

**Organizational citizenship behavior (OCB)** refers to a certain individual behavior that is discretionary (e.g., voluntary aiding, conscientiousness, assumption of extra duties, concerns about the life of the organization, etc). Please note that OCB is neither a requirement of the job contract nor an order from your supervisors. Moreover, such behavior will not be recognized by the formal reward system. However, in the aggregate, it will contribute to organizational effectiveness and the development of the hotel you are currently working for.

### As a Chinese person, do you have a deep understanding of Chinese values?

In the year 1987, an international network of researchers conducted an investigation of the **main values of Chinese people**. The investigation ended up with 40 items of Chinese values shown as below. These value items represent the behavioral inclination, ethics, as well as the attitudes of Chinese people.

Among all the 40 Chinese value items, which items would **influence your willingness to conduct OCB** and become the organization's "citizen" for the benefits of the organization in the long run? (Please use ✓ to mark your answer).

(1)	Tolerance of others	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(2)	Harmony with others	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(3)	Solidarity with others	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(4)	Non-competitiveness	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(5)	Trustworthiness	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(6)	Contentedness with one's position in life	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(7)	Being conservative	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(8)	A close, intimate friend	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(9)	Filial piety (Obedience to parents, respect for parents, honoring of ancestors, financial support of parents)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(10)	Patriotism	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(11)	Chastity in women	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(12)	Ordering relationships by status and observing this order	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(13)	Thrift	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(14)	Persistence (Perseverance)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(15)	Having a sense of shame	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(16)	Reciprocation of greetings, favors and gifts	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(17)	Personal steadiness and stability	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(18)	Protecting your "Face"	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(19)	Respect for tradition	<input type="checkbox"/> Yes	<input type="checkbox"/> No

(20)	Kindness (Forgiveness, compassion)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(21)	Sense of righteousness	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(22)	Patience	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(23)	Courtesy	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(24)	Moderation, following the middle way	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(25)	Keeping oneself disinterested and pure	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(26)	Adaptability	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(27)	Prudence (Carefulness)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(28)	Having few desires	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(29)	Industry (Working hard)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(30)	Humbleness	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(31)	Loyalty to supervisors	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(32)	Observation of rites and social rituals	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(33)	Knowledge (education)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(34)	Self-cultivation	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(35)	Benevolent authority	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(36)	Resistance to corruption	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(37)	Sincerity	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(38)	Repayment of both the good or the evil that another person has caused you	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(39)	A sense of cultural superiority	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(40)	Wealth	<input type="checkbox"/> Yes	<input type="checkbox"/> No

## Part II. Personal Information

- ◆ Gender: ☐ Male, ☐ Female
- ◆ Marital Status: ☐ Single, ☐ Married, ☐ Others
- ◆ Age: ☐ below 25, ☐ 26-35, ☐ 36-45, ☐ 46-55, ☐ 56 or above
- ◆ Education: ☐ High School, ☐ Technical Secondary School, ☐ Institute,  
☐ Undergraduate, ☐ Master, ☐ PhD
- ◆ Years of working in hotel industry:  
☐ < 1 year, ☐ 1-3 years, ☐ 4-6 years, ☐ 7-10 years, ☐ > 10 years
- ◆ Years of working in this hotel:  
☐ < 1 year, ☐ 1-3 years, ☐ 4-6 years, ☐ 7-10 years, ☐ > 10 years
- ◆ Position in this hotel:  
☐ Departmental Head or above, ☐ Supervisor or foreman,  
☐ Full-time employee, ☐ Part-time employee, ☐ Others

**The End**

Thank you again for your kind assistance!

## Appendix 10. Chinese Version of Questionnaire for Pilot Test (I)

### 博士论文调研

尊敬的受访者：

本人现就读于香港理工大学旅游及酒店业管理学院，主修酒店业人力资源管理方向。博士论文《论中国价值观对中国国际五星级酒店员工组织公民行为的影响》重点研究酒店员工组织公民行为与中国核心价值观的关联。

在此，本人诚邀您参与本次调研。您的理解与支持将积极地推动这项学术研究取得贡献性的成果。

该问卷共有三页，大约会占用您 10 分钟 的宝贵时间，请您按照您的真实想法填写。问卷将采取匿名形式。本人郑重承诺不会泄露您的个人信息，所有的数据将只用于学术研究并予以保密，不会为您带来任何方面的风险与困扰。

由于研究结果的可信度取决于阁下对问题的回答，请您填写此问卷时，细心阅读各项问题，避免遗漏，并根据您的真实感受，用 ☐ 标记选择的答案。

如有任何疑问，请您及时与本人取得联络。我的电子邮箱地址为：hmjwang@polyu.edu.hk。联络电话为：00852-3400 3143。诚挚地感谢您的帮助并祝您万事如意。

此致

敬礼！

调研人：王瑾（博士候选人）

2008 年 3 月 17 日



(请您根据真实意愿或想法解答下列问题。在选择性问题前，请标志✓表示选择。)

## 前期问卷调查第一部分：中国价值观与组织公民行为的关系

您是否了解什么是员工的“组织公民行为”？

组织公民行为，顾名思义是当您把自己看为组织的“公民”时而自愿、自动、自发从事的行为（如：自愿帮助同事、顾全大局、主动承担额外的工作任务、时刻关心酒店的命运等）。这样的行为纯粹发自您的内心，而不是来自工作合同的要求或上级领导的命令。您的这些“公民”行为不会为您带来额外的薪酬方面的奖励，但就整体而言这些行为的总和将有益于您所属酒店的成长与发展。

作为一名中国人，您是否对“中国价值观”有着深刻的理解？

1987年由众多学者们组成的调研小组就中国人的价值观进行了深入的研究并归纳总结出40个中国价值要素（如下所示）。这些要素反映了当时中国人的行为取向、对事物的评价和态度等。

在以下这40个中国价值要素中，您会因为受到哪些价值观的影响而自愿成为组织的“公民”并为组织的长远利益而做出不懈地努力？（请在各个价值要素旁边用✓做“是”或“否”的标记）。

(1)	容忍	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(2)	随和	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(3)	团结	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(4)	不重竞争	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(5)	信用	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(6)	安分守己	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(7)	保守	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(8)	知己之交	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(9)	孝	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(10)	爱国	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(11)	贞洁	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(12)	尊卑有序	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(13)	节俭	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(14)	耐力（毅力）	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(15)	知耻	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(16)	礼尚往来	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(17)	稳重	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(18)	要面子	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(19)	尊敬传统	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(20)	仁爱（恕，人情）	<input type="checkbox"/> 是	<input type="checkbox"/> 否

(21)	正义感	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(22)	耐心	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(23)	有礼貌	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(24)	中庸之道	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(25)	清高	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(26)	适应环境	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(27)	小心（谨慎）	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(28)	寡欲	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(29)	勤劳	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(30)	谦虚	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(31)	忠于上司	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(32)	礼仪	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(33)	学识（教育）	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(34)	修养	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(35)	恩威并施	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(36)	廉洁	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(37)	诚恳	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(38)	报恩与报仇	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(39)	文化优越感	<input type="checkbox"/> 是	<input type="checkbox"/> 否
(40)	财富	<input type="checkbox"/> 是	<input type="checkbox"/> 否

### 前期问卷调查第二部分:个人信息

- ◆ 您的性别: ☐ 男; ☐ 女
- ◆ 您的婚姻状况: ☐ 未婚; ☐ 已婚; ☐ 其他
- ◆ 您的年龄: ☐ 25 岁以下; ☐ 25-35 岁; ☐ 36-45 岁; ☐ 46-55 岁; ☐ 56 岁或以上
- ◆ 您的教育程度: ☐ 高中及以下; ☐ 职业技术专科; ☐ 大专; ☐ 本科; ☐ 硕士;  
☐ 博士
- ◆ 您在酒店领域工作了多久?  
☐ 少于 1 年; ☐ 1 年-3 年; ☐ 4 年-6 年; ☐ 7 年-10 年; ☐ 10 年以上
- ◆ 您在这家酒店工作了多久?  
☐ 少于 1 年; ☐ 1 年-3 年; ☐ 4 年-6 年; ☐ 7 年-10 年; ☐ 10 年以上
- ◆ 您在所属酒店的职位:  
☐ 部门经理及以上; ☐ 主管（或领班）; ☐ 正式员工; ☐ 临时工（包括实习生）;  
☐ 其他（请注明\_\_\_\_\_）

**问卷结束**

再次感谢您的协助！

## Appendix 11. List of Interview Questions for Qualitative Interview (II)

### Part I. Introduction

First of all, thank you very much for giving me this great opportunity to interview you. My name is Jin Wang. As a PhD candidate of School of Hotel and Tourism Management, The Hong Kong Polytechnic University, I am currently majoring in hotel management and researching in the field of hotel human resources management.

As this year will be the final year of my PhD study, I would like to conduct data collection to satisfy the requirements of my PhD thesis. To be more specific, I will seek for the answers of the major research questions through qualitative interviews and questionnaire surveys with the hotel staff in the five-star international hotels in the PRC. This stage is with great significance to the completion of my thesis. Therefore, I am deeply grateful to you for your help and support.

Now, please allow me to clarify some important issues of my research to you. My PhD thesis aims at investigating the influence of Chinese values on employee organizational citizenship behavior (OCB) within the context of five-star international hotels in the People's Republic of China. To achieve this research objective, I have established a conceptual model comprising several major constructs including Chinese values, leader-member exchange, organizational commitment as well as organizational citizenship behavior.

So far, I have completed a pilot test with the purpose of deleting the irrelevant Chinese value items. In that survey, 330 hotel employees were interviewed and asked to mark the value items that they considered to have no relation with their willingness to display OCB. I have since started preparing the design of the final questionnaire and would like to raise some related questions with you. Your suggestions will be highly appreciated.

If you have any other advice after this interview, please feel free to contact me at [hmjwang@polyu.edu.hk](mailto:hmjwang@polyu.edu.hk), or 00852-3400 3143. Thank you very much for your time, now let us get started.

### Part II. Memorandum of Interview

Name of Interviewee: \_\_\_\_\_

Title of Interviewee: \_\_\_\_\_

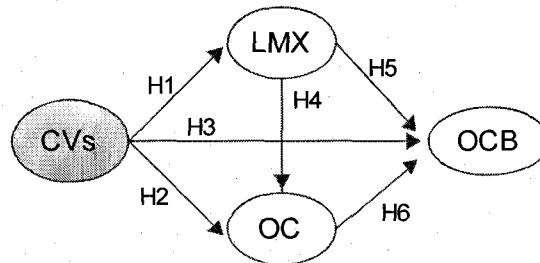
Affiliation: \_\_\_\_\_

Interview time: \_\_\_\_\_

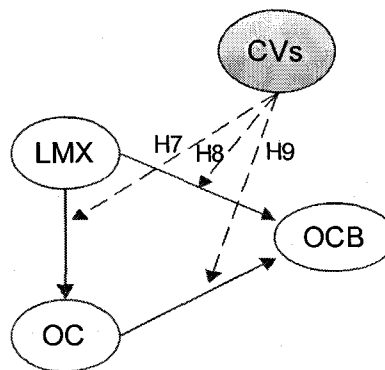
Venue of interview: \_\_\_\_\_

## Part III. Main Research Issues

### 1. Conceptual Model



Model 1: The Directional Effects of CVs



Model 2: The Moderating Effects of CVs

### 2. Hypotheses of the Study

- H1. Chinese values will have a positive influence on leader-member exchange relationship.
- H2. Chinese values will have a positive influence on employee organizational commitment.
- H3. Chinese values will have a positive influence on employee organizational citizenship behavior.
- H4. Leader-member exchange relationship will have a positive influence on employee organizational commitment.
- H5. Leader-Member exchange relationship will have a positive influence on employee organizational citizenship behavior.
- H6. Employee organizational commitment will have a positive influence on employee organizational citizenship behavior.
- H7. Chinese values will have a moderating effect on the relationship between leader-member exchange and employee organizational commitment.
- H8. Chinese values will have a moderating effect on the relationship between leader-member exchange and employee organizational citizenship behavior.
- H9. Chinese values will have a moderating effect on the relationship between employee organizational commitment and organizational citizenship behavior.

Part IV. Chinese Values (Result of Pilot Test I.)			
No.	Chinese Value Items	Percent of Yes (%)	Percent of No (%)
1	Tolerance of others	68.2	31.8
2	Harmony with others	86.7	13.3
3	Solidarity with others	95.2	4.8
4	<b>Non-competitiveness</b>	<b>26.4</b>	<b>73.6</b>
5	Trustworthiness	96.7	3.3
6	Contentedness with one's position in life	61.2	38.8
7	<b>Being conservative</b>	<b>41.8</b>	<b>58.2</b>
8	A close, intimate friend	78.2	21.8
9	Filial piety (Obedience to parents, respect for parents, honoring of ancestors, financial support of parents)	92.4	7.6
10	Patriotism	90.9	9.1
11	<b>Chastity in women</b>	<b>41.2</b>	<b>58.8</b>
12	Ordering relationships by status and observing this order	76.7	23.3
13	Thrift	75.5	24.5
14	Persistence (Perseverance)	90.0	10.0
15	Having a sense of shame	87.3	12.7
16	Reciprocation of greetings, favors and gifts	80.3	19.7
17	Personal steadiness and stability	85.8	14.2
18	<b>Protecting your "Face"</b>	<b>37.9</b>	<b>62.1</b>
19	Respect for tradition	77.6	22.4
20	Kindness (Forgiveness, compassion)	90.3	9.7
21	Sense of righteousness	91.8	8.2
22	Patience	89.1	10.9
23	Courtesy	96.1	3.9
24	Moderation, following the middle way	56.4	43.6
25	<b>Keeping oneself disinterested and pure</b>	<b>17.3</b>	<b>82.7</b>
26	Adaptability	92.4	7.6
27	Prudence (Carefulness)	77.3	22.7
28	<b>Having few desires</b>	<b>24.5</b>	<b>75.5</b>
29	Industry (Working hard)	90.3	9.7
30	Humbleness	89.1	10.9
31	Loyalty to supervisors	73.0	27.0

32	Observation of rites and social rituals	93.9	6.1
33	Knowledge (education)	89.7	10.3
34	Self-cultivation	95.2	4.8
35	Benevolent authority	71.8	28.2
36	Resistance to corruption	84.5	15.5
37	Sincerity	93.0	7.0
38	Repayment of both the good or the evil that another person has caused you	71.8	28.2
39	A sense of cultural superiority	52.4	47.6
40	Wealth	67.0	33.0

(\*\*\* Items in **Bold Red** are marked as unrelated to OCB)

### Part V. Interview Questions

- ◆ Q1. As shown above, after the first pilot test, six Chinese value items were marked as unrelated to employee organizational citizenship behaviors in the dichotomous test. What are your suggestions for handling these items?
- ◆ Q2. After reviewing the literature, I realize that a variety of instruments are available to measure the constructs of LMX, OC, and OCB. Could you please make any suggestions on selecting the instruments for this research?
- ◆ Q3. Subsequent to my brief explanation of the main objectives and the conceptual model, do you have any suggestions for the design of the **final questionnaire**?
- ◆ Q4. Subsequent to my brief explanation of the main objectives and the conceptual models, do you have any suggestions concerning sampling and data collection within the context of China's international five-star hotels?
- ◆ Q5. Subsequent to my brief explanation of the main objectives and the conceptual models, do you have any suggestions concerning data analysis techniques for the main survey?

**THE END**

Thank you very much for your assistance!

## Appendix 12. Questionnaire for Pilot Test (II)

### Questionnaire for PhD Research

Dear Participants:

I am currently studying at the School of Hotel and Tourism Management, The Hong Kong Polytechnic University. As a PhD candidate majoring in hotel human resources management, I am devoted to the study of the influence of Chinese values on hotel employee organizational citizenship behavior (OCB) within the context of international five-star hotels in the People's Republic of China.

I would hereby like to invite you to participate in this survey regarding some important questions of my research. Your understanding and support will be highly valued and appreciated.

This questionnaire comprises **8 pages** and will take about **15 minutes** to finish. Please fill it out upon reflection. I sincerely promise that all responses will be anonymous and your personal information will be kept strictly **confidential**. No data will be released for other purposes.

As my research results will greatly rely on your responses, please read and **answer all** these questions carefully to avoid omission. Please **use ✓ to mark your answers**. Please choose only **ONE answer** for each statement.

Please feel free to contact me at [hmjwang@polyu.edu.hk](mailto:hmjwang@polyu.edu.hk) or 00852-3400 3143 for any questions or inquiries. Thank you very much for your assistance, and I wish you all the best!

Yours sincerely,  
Jin Wang (PhD Candidate)

August 15, 2008

## PART I. Chinese Values

- In 1987, an international network of researchers conducted an investigation of the **main values of Chinese people**. The investigation ended up with **40 items** of Chinese values shown as below. These value items represent the behavioral inclinations, ethics and attitudes of Chinese people. Are these values still important to you? Please select the answer that most appropriately explains the degree of importance of each value item.

1=VUI=Very Unimportant; 2=UI=Unimportant; 3= SUI=Somewhat unimportant;  
4=N=Neutral; 5=SI=Somewhat important; 6=I=Important; 7=VI=Very important.

	Chinese Value Items	VUI → VI						
		VUI	UI	SUI	N	SI	I	VI
(1)	Tolerance of others	1	2	3	4	5	6	7
(2)	Harmony with others	1	2	3	4	5	6	7
(3)	Solidarity with others	1	2	3	4	5	6	7
(4)	Non-competitiveness	1	2	3	4	5	6	7
(5)	Trustworthiness	1	2	3	4	5	6	7
(6)	Contentedness with one's position in life	1	2	3	4	5	6	7
(7)	Being conservative	1	2	3	4	5	6	7
(8)	A close, intimate friend	1	2	3	4	5	6	7
(9)	Filial piety (Obedience to parents, respect for parents, honoring of ancestors, financial support of parents)	1	2	3	4	5	6	7
(10)	Patriotism	1	2	3	4	5	6	7
(11)	Chastity in women	1	2	3	4	5	6	7
(12)	Ordering relationships by status and observing this order	1	2	3	4	5	6	7
(13)	Thrift	1	2	3	4	5	6	7
(14)	Persistence (Perseverance)	1	2	3	4	5	6	7
(15)	Having a sense of shame	1	2	3	4	5	6	7
(16)	Reciprocation of greetings, favors and gifts	1	2	3	4	5	6	7
(17)	Personal steadiness and stability	1	2	3	4	5	6	7
(18)	Protecting your "Face"	1	2	3	4	5	6	7
(19)	Respect for tradition	1	2	3	4	5	6	7
(20)	Kindness (Forgiveness, compassion)	1	2	3	4	5	6	7
(21)	Sense of righteousness	1	2	3	4	5	6	7
(22)	Patience	1	2	3	4	5	6	7
(23)	Courtesy	1	2	3	4	5	6	7
(24)	Moderation, following the middle way	1	2	3	4	5	6	7
(25)	Keeping oneself disinterested and pure	1	2	3	4	5	6	7
(26)	Adaptability	1	2	3	4	5	6	7
(27)	Prudence (Carefulness)	1	2	3	4	5	6	7
(28)	Having few desires	1	2	3	4	5	6	7
(29)	Industry (Working hard)	1	2	3	4	5	6	7
(30)	Humbleness	1	2	3	4	5	6	7
(31)	Loyalty to supervisors	1	2	3	4	5	6	7
(32)	Observation of rites and social rituals	1	2	3	4	5	6	7
(33)	Knowledge (education)	1	2	3	4	5	6	7
(34)	Self-cultivation	1	2	3	4	5	6	7
(35)	Benevolent authority	1	2	3	4	5	6	7



(36)	Resistance to corruption	1	2	3	4	5	6	7
(37)	Sincerity	1	2	3	4	5	6	7
(38)	Repayment of both the good or the evil that another person has caused you	1	2	3	4	5	6	7
(39)	A sense of cultural superiority	1	2	3	4	5	6	7
(40)	Wealth	1	2	3	4	5	6	7

### Part II. Leader-Member Exchange

- Below are **12 descriptions** about the **relationship** between you and your immediate supervisor. Please select the answer that most appropriately explains the degree to which you agree with each statement.

1=SD=Strongly disagree; 2=D=Disagree; 3=SLD=Slightly disagree;  
4=N=Neutral; 5=SLA=Slightly agree; 6=A=Agree; 7=SA=Strongly agree.

	Descriptions of Relationship	SD → SA						
		SD	D	SLD	N	SLA	A	SA
(1)	I like my supervisor very much as a person.	1	2	3	4	5	6	7
(2)	My supervisor is the kind of person one would like to have as a friend.	1	2	3	4	5	6	7
(3)	My supervisor is a lot of fun to work with.	1	2	3	4	5	6	7
(4)	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	1	2	3	4	5	6	7
(5)	My supervisor would come to my defense if I were "attacked" by others.	1	2	3	4	5	6	7
(6)	My supervisor would defend me to others in the organization if I made an honest mistake.	1	2	3	4	5	6	7
(7)	I do work for my supervisor that goes beyond what is specified in my job description.	1	2	3	4	5	6	7
(8)	I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals.	1	2	3	4	5	6	7
(9)	I do not mind working my hardest for my supervisor.	1	2	3	4	5	6	7
(10)	I am impressed with my supervisor's knowledge of his/her job.	1	2	3	4	5	6	7
(11)	I respect my supervisor's knowledge of and competence on the job.	1	2	3	4	5	6	7
(12)	I admire my supervisors' professional skills.	1	2	3	4	5	6	7

### Part III. Organizational Citizenship Behavior (1)

- Below are **24 descriptions** about your **working behavior**. Please select the answer that most appropriately explains the degree to which you agree with each statement.

1=SD=Strongly disagree; 2=D=Disagree; 3=SLD=Slightly disagree;  
4=N=Neutral; 5=SLA=Slightly agree; 6=A=Agree; 7=SA=Strongly agree.

	Descriptions of Working Behavior	SD → SA						
		SD	D	SLD	N	SLA	A	SA
(1)	I help others who have heavy workloads.	1	2	3	4	5	6	7
(2)	I am always ready to lend a helping hand to those around me.	1	2	3	4	5	6	7

(3)	I help others who have been absent.	1	2	3	4	5	6	7
(4)	I am willing to help others who have work-related problems.	1	2	3	4	5	6	7
(5)	I help orient new people even though it is not required.	1	2	3	4	5	6	7
(6)	I am one of my most conscientious employees.	1	2	3	4	5	6	7
(7)	I believe in giving an honest day's work for an honest day's pay.	1	2	3	4	5	6	7
(8)	My attendance at work is above the norm.	1	2	3	4	5	6	7
(9)	I do not take extra breaks.	1	2	3	4	5	6	7
(10)	I obey company rules and regulations even when no one is watching.	1	2	3	4	5	6	7
(11)	I am the classic "squeaky wheel" that always needs greasing.	1	2	3	4	5	6	7
(12)	I consume a lot of time complaining about trivial matters.	1	2	3	4	5	6	7
(13)	I tend to make "mountains out of molehills".	1	2	3	4	5	6	7
(14)	I always focus on what's wrong, rather than the positive side	1	2	3	4	5	6	7
(15)	I always find fault with what the organization is doing.	1	2	3	4	5	6	7
(16)	I try to avoid creating problems for co-workers.	1	2	3	4	5	6	7
(17)	I consider the impact of my actions on co-workers.	1	2	3	4	5	6	7
(18)	I do not abuse the rights of others.	1	2	3	4	5	6	7
(19)	I take steps to try to prevent problems with other workers.	1	2	3	4	5	6	7
(20)	I am mindful of how my behavior affects other people's jobs.	1	2	3	4	5	6	7
(21)	I keep abreast of changes in the organization.	1	2	3	4	5	6	7
(22)	I attend meetings that are not mandatory, but are considered important.	1	2	3	4	5	6	7
(23)	I attend functions that are not required, but help the company image.	1	2	3	4	5	6	7
(24)	I read and keep up with organization announcements, memos, and so on.	1	2	3	4	5	6	7

#### PART IV. Organizational Citizenship Behavior (2)

■ Below are 20 descriptions about your working behavior. Please select the answer that most appropriately explains the degree to which you agree with each statement.

1=SD=Strongly disagree; 2=D=Disagree; 3=SLD=Slightly disagree;  
4=N=Neutral; 5=SLA=Slightly agree; 6=A=Agree; 7=SA=Strongly agree.

Descriptions of Working Behavior	SD → SA						
	SD	D	SLD	N	SLA	A	SA

(1)	I am willing to stand up to protect the reputation of the company.	1	2	3	4	5	6	7
(2)	I am eager to tell outsiders good news about the company and clarify their misunderstanding.	1	2	3	4	5	6	7
(3)	I make constructive suggestions that can improve the operation of the company.	1	2	3	4	5	6	7
(4)	I actively attend company meetings.	1	2	3	4	5	6	7
(5)	I am willing to assist new colleagues to adjust to the work environment.	1	2	3	4	5	6	7
(6)	I am willing to help colleagues solve work-related problems.	1	2	3	4	5	6	7
(7)	I am willing to cover work assignments for colleagues when needed.	1	2	3	4	5	6	7
(8)	I am willing to coordinate and communicate with colleagues.	1	2	3	4	5	6	7
(9)	I comply with company rules and procedures even when nobody watches and no evidence can be traced.	1	2	3	4	5	6	7
(10)	I take job seriously and rarely make mistakes.	1	2	3	4	5	6	7
(11)	I don't mind taking on new or challenging assignments.	1	2	3	4	5	6	7
(12)	I try hard to self-study to increase the quality of work outputs.	1	2	3	4	5	6	7
(13)	I often arrive early and start to work immediately.	1	2	3	4	5	6	7
(14)	I use illicit tactics to seek personal influence and gain with harmful effect on interpersonal harmony in the organization.	1	2	3	4	5	6	7
(15)	I use position power to pursue selfish personal gain.	1	2	3	4	5	6	7
(16)	I take credits, avoid blame and fight fiercely for personal gain.	1	2	3	4	5	6	7
(17)	I often speak ill of the supervisor or colleagues behind their backs.	1	2	3	4	5	6	7
(18)	I conduct personal business on company time (e.g. trading stocks, shopping, going to barber shops).	1	2	3	4	5	6	7
(19)	I use company resources to do personal business (e.g. company phones, copy machines, and cars).	1	2	3	4	5	6	7
(20)	I view sick leave as benefit and make excuse for taking sick leave.	1	2	3	4	5	6	7

### PART V. Organizational Citizenship Behavior (3)

■ Below are **18 descriptions** about your **working behavior**. Please select the answer that most appropriately explains the degree to which you agree with each statement.

1=SD=Strongly disagree; 2=D=Disagree; 3=SLD=Slightly disagree;

4=N=Neutral; 5=SLA=Slightly agree; 6=A=Agree; 7=SA=Strongly agree.

	Descriptions of Behavior	SD → SA						
		SD	D	SLD	N	SLA	A	SA
(1)	I engage in self-training.	1	2	3	4	5	6	7

(2)	I volunteer for overtime work.	1	2	3	4	5	6	7
(3)	I contribute to public welfare (e.g., donate blood, plant trees).	1	2	3	4	5	6	7
(4)	I keep workplace clean and neat.	1	2	3	4	5	6	7
(5)	I participate in activities organized by employee groups (e.g. games).	1	2	3	4	5	6	7
(6)	I make constructive suggestions.	1	2	3	4	5	6	7
(7)	I promote company image and products to outsiders.	1	2	3	4	5	6	7
(8)	I help coworkers in nonwork matters.	1	2	3	4	5	6	7
(9)	I take on extra responsibilities.	1	2	3	4	5	6	7
(10)	I save company resources (e.g., equipment, electricity).	1	2	3	4	5	6	7
(11)	I help colleagues in work-related matters.	1	2	3	4	5	6	7
(12)	I maintain harmonious relationships and diffuse conflict.	1	2	3	4	5	6	7
(13)	I prohibit behavior harmful to organization.	1	2	3	4	5	6	7
(14)	I serve community (e.g., assist elders).	1	2	3	4	5	6	7
(15)	I share useful work-related information.	1	2	3	4	5	6	7
(16)	I use personal resources to aid company (e.g., personal social connections).	1	2	3	4	5	6	7
(17)	I participate in company-organized group activities.	1	2	3	4	5	6	7
(18)	I defend company against disasters.	1	2	3	4	5	6	7

### PART VI. Organizational Commitment

- Below are **19 descriptions** about your **commitment** toward the hotel you are currently working for. Please select the answer that most appropriately explains the degree to which you agree with each statement.

1=SD=Strongly disagree; 2=D=Disagree; 3=SLD=Slightly disagree;  
4=N=Neutral; 5=SLA=Slightly agree; 6=A=Agree; 7=SA=Strongly agree.

	Descriptions of Commitment	SD → SA						
		SD	D	SLD	N	SLA	A	SA
(1)	I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5	6	7
(2)	I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
(3)	I do not feel like "part of the family" at my organization.	1	2	3	4	5	6	7
(4)	I do not feel "emotionally attached" to this organization.	1	2	3	4	5	6	7
(5)	This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7

(6)	I do not feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7
(7)	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
(8)	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1	2	3	4	5	6	7
(9)	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6	7
(10)	I believe that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7
(11)	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6	7
(12)	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	1	2	3	4	5	6	7
(13)	If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6	7
(14)	I do not feel any obligation to remain with my current employer.	1	2	3	4	5	6	7
(15)	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5	6	7
(16)	I would feel guilty if I left my organization now.	1	2	3	4	5	6	7
(17)	This organization deserves my loyalty.	1	2	3	4	5	6	7
(18)	I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
(19)	I owe a great deal to my organization.	1	2	3	4	5	6	7
<b>PART VII. Demographic Information</b>								

◆ **Gender:** ☐ Male ☐ Female

◆ **Marital Status:** ☐ Single ☐ Married ☐ Others

◆ **Birthplace:** \_\_\_\_\_ Province of PRC; Other countries or places \_\_\_\_\_

◆ **Age:** ☐ below 25, ☐ 25-35, ☐ 36-45, ☐ 46-55, ☐ 56 or above

**Education :** ☐ High School, ☐ Technical Secondary School, ☐ Institute, ☐ Undergraduate, ☐ Postgraduate

◆ **Years of working in this hotel:**

☐ < 1 year, ☐ 1-3 years, ☐ 4-6 years, ☐ 7-10 years, ☐ > 10 years

◆ **Position in this hotel:**

☐ Departmental head or above, ☐ Supervisor or foreman, ☐ General staff

◆ **Status:** ☐ Full-time employee, ☐ Part-time employee, ☐ Others

◆ **Is your immediate supervisor a Mainland Chinese?** ☐ Yes; ☐ No  
(Please indicate the nationality of your immediate supervisor \_\_\_\_\_)

**The End**

Thank you again for your kind assistance!

## Appendix 13. Chinese Version of Questionnaire for Pilot Test (II)

### 博士论文调研

尊敬的受访者：

本人现就读于香港理工大学旅游及酒店业管理学院，主修酒店业人力资源管理方向。博士论文《论中国价值观对中国国际五星级酒店员工组织公民行为的影响》重点研究酒店员工组织公民行为与中国核心价值观的关联。

在此，本人诚邀您参与本次调研。您的理解与支持将积极地推动这项学术研究取得贡献性的成果。该问卷共有八页，大约会占用您 15 分钟的宝贵时间，请您按照您的真实想法填写。问卷将采取匿名形式。本人郑重承诺不会泄露您的个人信息，所有的数据将只用于学术研究并予以保密，不会为您带来任何方面的风险与困扰。

由于研究结果的可信度取决于阁下对问题的回答，请您填写此问卷时，细心阅读各项问题，避免遗漏，并根据您的真实感受，用 ✓ 标记选择的答案。每一道问题，请您只选择一个答案。如有任何疑问，请您及时与本人取得联系。我的电子邮箱地址为：[hmjwang@polyu.edu.hk](mailto:hmjwang@polyu.edu.hk)。联络电话为：00852-3400 3143。

诚挚地感谢您的帮助并祝您万事如意！

此致

敬礼！

调研人：王瑾（博士候选人）

2008 年 8 月 15 日



## 第一部分：中国价值观研究

- 1987年由众多学者们组成的调研小组就中国人的价值观进行了深入的研究并归纳总结出**40个中国价值要素**（如下所示）。这些要素反映了当时中国人的行为取向、对事物的评价和态度等。

下面这些价值观对您是否仍然重要？请根据各个价值观要素对您的重要性做出选择。  
选择标准如下：

1=非常不重要；2=不重要；3=有点不重要；  
4=中立；5=有点重要；6=重要；7=非常重要。

	中国价值观要素	非常不重要 —————> 非常重要						
		非常不重要	不重要	有点不重要	中立	有点重要	重要	非常重要
(1)	容忍	1	2	3	4	5	6	7
(2)	随和	1	2	3	4	5	6	7
(3)	团结	1	2	3	4	5	6	7
(4)	不重竞争	1	2	3	4	5	6	7
(5)	信用	1	2	3	4	5	6	7
(6)	安分守己	1	2	3	4	5	6	7
(7)	保守	1	2	3	4	5	6	7
(8)	知己之交	1	2	3	4	5	6	7
(9)	孝	1	2	3	4	5	6	7
(10)	爱国	1	2	3	4	5	6	7
(11)	贞洁	1	2	3	4	5	6	7
(12)	尊卑有序	1	2	3	4	5	6	7
(13)	节俭	1	2	3	4	5	6	7
(14)	耐力（毅力）	1	2	3	4	5	6	7
(15)	知耻	1	2	3	4	5	6	7
(16)	礼尚往来	1	2	3	4	5	6	7
(17)	稳重	1	2	3	4	5	6	7
(18)	要面子	1	2	3	4	5	6	7
(19)	尊敬传统	1	2	3	4	5	6	7
(20)	仁爱（恕，人情）	1	2	3	4	5	6	7
(21)	正义感	1	2	3	4	5	6	7
(22)	耐心	1	2	3	4	5	6	7
(23)	有礼貌	1	2	3	4	5	6	7
(24)	中庸之道	1	2	3	4	5	6	7
(25)	清高	1	2	3	4	5	6	7
(26)	适应环境	1	2	3	4	5	6	7
(27)	小心（谨慎）	1	2	3	4	5	6	7
(28)	寡欲	1	2	3	4	5	6	7
(29)	勤劳	1	2	3	4	5	6	7



(30)	谦虚	1	2	3	4	5	6	7
(31)	忠于上司	1	2	3	4	5	6	7
(32)	礼仪	1	2	3	4	5	6	7
(33)	学识(教育)	1	2	3	4	5	6	7
(34)	修养	1	2	3	4	5	6	7
(35)	恩威并施	1	2	3	4	5	6	7
(36)	廉洁	1	2	3	4	5	6	7
(37)	诚恳	1	2	3	4	5	6	7
(38)	报恩与报仇	1	2	3	4	5	6	7
(39)	文化优越感	1	2	3	4	5	6	7
(40)	财富	1	2	3	4	5	6	7

## 第二部分：上级-部属交换理论研究

- 下面共有 **12** 项关于您与直属上司之间关系的描述。请您根据真实情况进行选择。  
判断标准如下：

1=完全不赞同；2=大部分不赞同；3=有些不赞同；  
4=中立；5=有些赞同；6=大部分赞同；7=完全赞同。

	关系描述	完全不赞同 —————> 完全赞同						
		完全不赞同	大部分不赞同	有些不赞同	中立	有些赞同	大部分赞同	完全赞同
(1)	我非常欣赏我上司的为人。	1	2	3	4	5	6	7
(2)	我的上司是那种别人希望与之结交朋友的人。	1	2	3	4	5	6	7
(3)	和我的上司共事是一件很快乐的事情。	1	2	3	4	5	6	7
(4)	即使在对情况不完全了解的情况下，我的上司也会在上级面前极力维护我的工作表现。	1	2	3	4	5	6	7
(5)	当我被别人“攻击”时，我的上司会站在我这一边，维护我。	1	2	3	4	5	6	7
(6)	当我无意中犯错时，我的上司会在公司其他人面前维护我。	1	2	3	4	5	6	7
(7)	为了我的上司，我愿意承担工作职责范围外的额外工作。	1	2	3	4	5	6	7
(8)	为了达到上司的工作目标，我愿意付出高于一般要求的努力。	1	2	3	4	5	6	7
(9)	我不介意为上司竭尽全力工作。	1	2	3	4	5	6	7
(10)	我上司的专业知识给我留下深刻的印象。	1	2	3	4	5	6	7
(11)	我尊重上司的专业知识与工作能力。	1	2	3	4	5	6	7
(12)	我敬仰上司的专业技能。	1	2	3	4	5	6	7

### 第三部分：组织公民行为研究 (1)

■ 下面共有 **24** 项关于您的工作表现的描述。请您根据真实情况进行选择。  
判断标准如下：

1=完全不赞同；2=大部分不赞同；3=有些不赞同；  
4=中立；5=有些赞同；6=大部分赞同；7=完全赞同。

	工作表现描述	完全不同意 —————> 完全赞同						
		完全 不赞同	大部分 不赞同	有些 不赞同	中立	有些 赞同	大部分 赞同	完全 赞同
(1)	我会帮助那些工作任务繁重的同事。	1	2	3	4	5	6	7
(2)	我愿意随时随地向身边人伸出援助之手。	1	2	3	4	5	6	7
(3)	我会帮助因故缺勤的同事处理相关工作。	1	2	3	4	5	6	7
(4)	我会帮助其他同事解决与工作相关的问题。	1	2	3	4	5	6	7
(5)	即使没有被要求,我也会主动帮忙培训新同事。	1	2	3	4	5	6	7
(6)	我尽职尽责、勤勤恳恳地工作。	1	2	3	4	5	6	7
(7)	我相信努力工作一定会获得回报。	1	2	3	4	5	6	7
(8)	我的工作出勤率比一般员工高。	1	2	3	4	5	6	7
(9)	工作时我不会额外休息。	1	2	3	4	5	6	7
(10)	即使在没有人注意我的时候,我也会自觉遵守酒店的规章制度。	1	2	3	4	5	6	7
(11)	没有别人的鞭策我不会进步。	1	2	3	4	5	6	7
(12)	即使是琐碎的小事我也会抱怨很久。	1	2	3	4	5	6	7
(13)	我总是小题大作、言过其实。	1	2	3	4	5	6	7
(14)	我总是消极地看问题、找毛病。	1	2	3	4	5	6	7
(15)	我总是挑酒店的毛病。	1	2	3	4	5	6	7
(16)	我会尽量避免给同事带来麻烦。	1	2	3	4	5	6	7
(17)	我做事前会考虑是否会给同事造成影响。	1	2	3	4	5	6	7
(18)	我不会侵犯别人的权利。	1	2	3	4	5	6	7

(19)	我会采取措施避免和其他同事产生矛盾。	1	2	3	4	5	6	7
(20)	我会留意我的行为将对其他人的工作造成怎样的影响。	1	2	3	4	5	6	7
(21)	我能够与时俱进，跟上酒店的变化。	1	2	3	4	5	6	7
(22)	对于我觉得重要的会议，即使不是必须参加的，我也会参加。	1	2	3	4	5	6	7
(23)	对于有利于树立酒店形象的活动，即使没有人要求，我也会主动参加。	1	2	3	4	5	6	7
(24)	我会阅读和关注酒店的告示、通知等相关信息。	1	2	3	4	5	6	7

#### 第四部分：组织公民行为研究 (2)

■ 下面共有 **20 项** 关于您的 **工作表现** 的描述。请您根据真实情况进行选择。  
判断标准如下：

1=完全不赞同；2=大部分不赞同；3=有些不赞同；  
4=中立；5=有些赞同；6=大部分赞同；7=完全赞同。

	工作表现描述	完全不同意 —————→ 完全赞同						
		完全 不赞同	大部分 不赞同	有些 不赞同	中立	有些 赞同	大部分 赞同	完全 赞同
(1)	我愿意站出来维护酒店的声望。	1	2	3	4	5	6	7
(2)	我乐于把酒店的正面消息告诉给外人，并消除他们的误解。	1	2	3	4	5	6	7
(3)	我会提出能改善酒店经营管理的建设性意见。	1	2	3	4	5	6	7
(4)	我会积极地参加酒店的各项会议。	1	2	3	4	5	6	7
(5)	我愿意帮助新同事适应工作环境。	1	2	3	4	5	6	7
(6)	我愿意帮助同事解决工作与有关的问题。	1	2	3	4	5	6	7
(7)	当同事需要我的时候，我愿意替他们完成工作。	1	2	3	4	5	6	7
(8)	我愿意和同事进行良好的合作与沟通。	1	2	3	4	5	6	7
(9)	即使没有人注意我或无据可查，我也会自觉遵守酒店的规章制度。	1	2	3	4	5	6	7

(10)	我很认真地对待工作并极少犯错。	1	2	3	4	5	6	7
(11)	我不介意接手新工作或有挑战性的工作。	1	2	3	4	5	6	7
(12)	我很努力地自学，以提高工作质量。	1	2	3	4	5	6	7
(13)	我经常提前到岗，然后立即开始工作。	1	2	3	4	5	6	7
(14)	为谋取个人影响力和个人获利，我会使用不正当的手段，就算破坏了酒店的内部和谐也在所不惜。	1	2	3	4	5	6	7
(15)	我会利用职权来为个人牟利。	1	2	3	4	5	6	7
(16)	我常居功自傲，逃避责任，不惜一切手段为个人牟利。	1	2	3	4	5	6	7
(17)	我常在背后说同事或上级的坏话。	1	2	3	4	5	6	7
(18)	我会在上班时间干自己的事（炒股、购物、去理发店等）。	1	2	3	4	5	6	7
(19)	我会用酒店的资源干自己的事（私用酒店的电话、影印机、电脑、汽车等）。	1	2	3	4	5	6	7
(20)	我觉得病假是我应得的待遇，我会找借口请病假。	1	2	3	4	5	6	7

### 第五部分：组织公民行为研究 (3)

■ 下面共有 **18** 项关于您的工作表现的描述。请您根据真实情况进行选择。  
判断标准如下：

1=完全不赞同；2=大部分不赞同；3=有些不赞同；  
4=中立；5=有些赞同；6=大部分赞同；7=完全赞同。

	工作表现描述	完全不赞同 —————> 完全赞同						
		完全不赞同	大部分不赞同	有些不赞同	中立	有些赞同	大部分赞同	完全赞同
(1)	我会进行自我培训。	1	2	3	4	5	6	7
(2)	我会主动加班工作。	1	2	3	4	5	6	7
(3)	我参与公共事业（例如献血、植树等）。	1	2	3	4	5	6	7

(4)	我会保持工作环境的整洁有序。	1	2	3	4	5	6	7
(5)	我参加各种员工团体组织的活动（如比赛等）。	1	2	3	4	5	6	7
(6)	我会提出建设性意见。	1	2	3	4	5	6	7
(7)	我会在外人面前宣传公司形象、推广公司产品。	1	2	3	4	5	6	7
(8)	我会帮助同事处理工作以外的事情。	1	2	3	4	5	6	7
(9)	我会承担额外的职责。	1	2	3	4	5	6	7
(10)	我会节约酒店资源（例如设备、电力等）。	1	2	3	4	5	6	7
(11)	我会帮助同事处理与工作相关的事情。	1	2	3	4	5	6	7
(12)	我会努力维持和谐的关系，尽量化解矛盾。	1	2	3	4	5	6	7
(13)	我会阻止有损于酒店利益的行为发生。	1	2	3	4	5	6	7
(14)	我参加社区服务（例如帮助长者）。	1	2	3	4	5	6	7
(15)	我会与他人分享与工作相关的有用信息。	1	2	3	4	5	6	7
(16)	我会利用个人资源以帮助酒店解决问题（例如个人社会关系）。	1	2	3	4	5	6	7
(17)	我参加酒店组织的小组活动。	1	2	3	4	5	6	7
(18)	酒店遭遇灾难时，我会与酒店共进退。	1	2	3	4	5	6	7

### 第六部分：员工组织承诺研究

■ 下面共有 **19** 项关于您对就职酒店**组织承诺**的描述。请您根据实际情况进行选择。  
判断标准如下：

1=完全不赞同；2=大部分不赞同；3=有些不赞同；  
4=中立；5=有些赞同；6=大部分赞同；7=完全赞同。

组织承诺描述	完全不同意 —————> 完全赞同						
	完全 不赞同	大部分 不赞同	有些 不赞同	中立	有些 赞同	大部分 赞同	完全 赞同



(1)	我很愿意一直在这家酒店工作。	1	2	3	4	5	6	7
(2)	我真的把酒店的事情当作是自己的事情。	1	2	3	4	5	6	7
(3)	我不觉得我是酒店这个大家庭的一分子。	1	2	3	4	5	6	7
(4)	我不觉得我和这家酒店在情感上有多少联系。	1	2	3	4	5	6	7
(5)	这家酒店对我而言有很多个人意义。	1	2	3	4	5	6	7
(6)	我对这家酒店没有很强的归属感。	1	2	3	4	5	6	7
(7)	即使想跳槽,现在我也很难离开这家酒店。	1	2	3	4	5	6	7
(8)	如果现在决定离开这家酒店,我的生活在很大程度上会被打乱。	1	2	3	4	5	6	7
(9)	现在我愿意也必须留在这家酒店工作。	1	2	3	4	5	6	7
(10)	我觉得除了留在这家酒店以外,没有太多选择的余地。	1	2	3	4	5	6	7
(11)	离开这家酒店的后果之一是我将很难找到能替代这家酒店的工作。	1	2	3	4	5	6	7
(12)	我会继续在这家酒店工作的主要原因之一是考虑到离开后的个人损失,因为其他酒店的待遇可能会比这里更差。	1	2	3	4	5	6	7
(13)	如果没有对这家酒店投入这么多,我或许会考虑到别处工作。	1	2	3	4	5	6	7
(14)	我不觉得自己有责任留下继续为这家酒店工作。	1	2	3	4	5	6	7
(15)	即使离开这家酒店会对我有利,我也不觉得这是正确的事情。	1	2	3	4	5	6	7
(16)	现在离开这家酒店,我会感觉内疚。	1	2	3	4	5	6	7
(17)	这家酒店值得我忠诚以待。	1	2	3	4	5	6	7

(18)	现在我不会离开这家酒店,我要对在这里工作的其他人负责。	1	2	3	4	5	6	7
(19)	我非常感激这家酒店。	1	2	3	4	5	6	7

### 第七部分: 个人信息

- ◆ 您的性别: ☐ 男; ☐ 女
- ◆ 您的婚姻状况: ☐ 未婚; ☐ 已婚; ☐ 其他
- ◆ 您的出生地: 中国\_\_\_\_\_省; 其他国家或地区 (请注明\_\_\_\_\_)
- ◆ 您的年龄: ☐ 25 岁以下; ☐ 25-35 岁; ☐ 36-45 岁; ☐ 46-55 岁; ☐ 56 岁或以上
- ◆ 您的教育程度: ☐ 高中及以下; ☐ 职业技术专科; ☐ 大专; ☐ 本科; ☐ 硕士或以上
- ◆ 您在酒店领域工作了多久? ☐ 少于 1 年; ☐ 1 年---3 年; ☐ 4 年---6 年; ☐ 7 年---10 年; ☐ 10 年以上
- ◆ 您在这家酒店工作了多久? ☐ 少于 1 年; ☐ 1 年---3 年; ☐ 4 年---6 年; ☐ 7 年---10 年; ☐ 10 年以上
- ◆ 您在所属酒店的职位: ☐ 部门经理及以上; ☐ 主管 (或领班); ☐ 普通员工
- ◆ 您的工作合同类别: ☐ 正式员工; ☐ 临时工 (包括实习生); ☐ 其他 (请注明\_\_\_\_\_)
- ◆ 您的直属上司是中国人吗? ☐ 是; ☐ 否 (请注明您直属上司的国籍\_\_\_\_\_)

**问卷结束**  
再次感谢您的协助!

**Appendix 14. Principal Component Analysis (PCA) Results of the Leader-Member Exchange (LMX) Scale in Pilot Test (II)**

LMX Items	Communalities	Component	
	Extraction	1	2
LMX1 (I like my supervisor very much as a person)	.700	.857	
LMX2 (My supervisor is the kind of person one would like to have as a friend)	.661	.846	
LMX3 (My supervisor is a lot of fun to work with)	.790	.813	
LMX8 (I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals)	.715	.491	
LMX9 (I do not mind working my hardest for my supervisor)	.735	.554	
LMX10 (I am impressed with my supervisor's knowledge of his/her job)	.732	.827	
LMX11 (I respect my supervisor's knowledge of and competence on the job)	.681	.953	
LMX12 (I admire my supervisor's professional skills)	.627	.907	
LMX4 (My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question)	.594		.842
LMX5 (My supervisor would come to my defense if I were "attacked" by others)	.795		.832
LMX6 (My supervisor would defend me to others in the organization if I made an honest mistake)	.820		.907
LMX7 (I do work for my supervisor that goes beyond what is specified in my job description)	.762		.625
Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization Rotation converged in 5 iterations			



**Appendix 15. Principal Component Analysis (PCA) Results of the Western (WOCB), Taiwan (TOCB), and Chinese Organizational Citizenship Behavior (COCB) Scales in Pilot Test (II)**

WOCB Items	Communalities	Component				
	Extraction	1	2	3	4	5
WOCB1. I help others who have heavy workloads.	.685	.754				
WOCB2. I am always ready to lend a helping hand to those around me.	.712	.778				
WOCB3. I help others who have been absent.	.626	.713				
WOCB4. I am willing to help others who have work-related problems.	.685	.757				
WOCB5. I help orient new people even though it is not required.	.594	.677				
WOCB 11. I am the classic “squeaky wheel” that always needs greasing.	.380		.594			
WOCB12. I consume a lot of time complaining about trivial matters.	.697		.804			
WOCB13. I tend to make “mountains out of molehills”.	.824		.885			
WOCB14. I always focus on what’s wrong, rather than the positive side	.800		.872			
WOCB15. I always find fault with what the organization is doing.	.661		.790			
WOCB16. I try to avoid creating problems for co-workers.	.712			.796		
WOCB17. I consider the impact of my actions on co-workers.	.774			.837		
WOCB18. I do not abuse the rights of others.	.702			.775		
WOCB19. I take steps to try to prevent problems with other workers.	.659			.718		
WOCB22. I attend meetings that are not mandatory, but are considered important.	.776				.846	
WOCB23. I attend functions that are not required, but help the company image.	.819				.869	
WOCB24. I read and keep up with organization announcements, memos, and so on.	.531				.459	
WOCB7. I believe in giving an honest day’s work for an honest day’s pay.	.380					.518
WOCB8. My attendance at work is above the norm.	.698					.818
WOCB9. I do not take extra breaks.	.652					.646
WOCB10. I obey company rules and regulations even when no one is watching.	.691					.678
Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization Rotation converged in 7 iterations						
TOCB Items	Communalities	Component				
	Extraction	1	2	3		
TOCB1. I am willing to stand up to protect the reputation of the company.	.698	.692				
TOCB2. I am eager to tell outsiders good	.645	.721				

news about the company and clarify their misunderstanding.				
TOCB3. I make constructive suggestions that can improve the operation of the company.	.539	.713		
TOCB4. I actively attend company meetings.	.638	.772		
TOCB7. I am willing to cover work assignments for colleagues when needed.	.440		.521	
TOCB8. I am willing to coordinate and communicate with colleagues.	.576		.655	
TOCB9. I comply with company rules and procedures even when nobody watches and no evidence can be traced.	.681		.682	
TOCB10. I take job seriously and rarely make mistakes.	.667		.783	
TOCB11. I don't mind taking on new or challenging assignments.	.397		.610	
TOCB12. I try hard to self-study to increase the quality of work outputs.	.632		.755	
TOCB13. I often arrive early and start to work immediately.	.487		.662	
TOCB14. I use illicit tactics to seek personal influence and gain with harmful effect on interpersonal harmony in the organization.	.635			.804
TOCB15. I use position power to pursue selfish personal gain.	.602			.800
TOCB16. I take credits, avoid blame and fight fiercely for personal gain.	.638			.832
TOCB17. I often speak ill of the supervisor or colleagues behind their backs.	.588			.724
TOCB18. I conduct personal business on company time (e.g. trading stocks, shopping, going to barber shops).	.650			.741
TOCB19. I use company resources to do personal business (e.g. company phones, copy machines, and cars).	.588			.702
TOCB20. I view sick leave as benefit and make excuse for taking sick leave.	.583			.735
Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization Rotation converged in 7 iterations				
COCB Items	Communalities	Component		
	Extraction	1	2	
COCB3. I contribute to public welfare (e.g., donate blood, plant trees).	.564	.718		
COCB14. I serve community (e.g., assist elders).	.684	.772		
COCB16. I use personal resources to aid company (e.g., personal social connections).	.573	.751		
COCB4. I keep workplace clean and neat.	.495		.643	
COCB8. I participate in activities organized by employee groups (e.g. games).	.382		.412	
COCB10. I save company resources (e.g., equipment, electricity).	.705		.791	
COCB11. I help colleagues in work-related matters.	.737		.778	

COCB12. I maintain harmonious relationships and diffuse conflict.	.732		.802
COCB13. I prohibit behavior harmful to organization.	.666		.751
COCB18. I share useful work-related information.	.514		.658
Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization Rotation converged in 14 iterations			

**Appendix 16. Principal Component Analysis (PCA) Results of the Organizational Commitment (OC) Scale in Pilot Test (II)**

OC Items	Communalities	Component			
	Extraction	1	2	3	4
OC1. I would be very happy to spend the rest of my career in this organization.	.685	.690			
OC2. I really feel as if this organization's problems are my own.	.672	.656			
OC9. Right now, staying with my organization is a matter of necessity as much as desire.	.507	.510			
OC15. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	.487	.624			
OC16. I would feel guilty if I left my organization now.	.527	.595			
OC17. This organization deserves my loyalty.	.735	.801			
OC18. I would not leave my organization right now because I have a sense of obligation to the people in it.	.586	.744			
OC19. I owe a great deal to my organization.	.623	.702			
OC10. I believe that I have too few options to consider leaving this organization.	.720		.811		
OC11. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	.788		.863		
OC12. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	.668		.799		
OC13. If I had not already put so much of myself into this organization, I might consider working elsewhere.	.337		.410		
OC3. I do not feel like "part of the family" at my organization.	.675			.818	
OC4. I do not feel "emotionally attached" to this organization.	.716			.831	
OC6. I do not feel a strong sense of belonging to my organization.	.450			.585	
OC14. I do not feel any obligation to remain with my current employer.	.424			.571	
OC5. This organization has a great deal of personal meaning for me.	.552				.720
OC7. It would be very hard for me to leave my organization right now, even if I wanted to.	.664				.791
OC8. Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	.575				.589
Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization Rotation converged in 7 iterations					

## Appendix 17. Questionnaire for the Main Survey

### Questionnaire for PhD Research

Dear Participants:

I am currently studying at the School of Hotel and Tourism Management, The Hong Kong Polytechnic University. As a PhD candidate majoring in hotel human resources management, I am devoted to the study of the influence of Chinese values on hotel employees' organizational citizenship behavior (OCB) within the context of international five-star hotels in the People's Republic of China.

I would hereby like to invite you to participate in this survey regarding some important questions of my research. Your understanding and support will be highly valued and appreciated. This questionnaire comprises 6 pages and will take about 15 minutes to finish. Please fill it out upon reflection. I sincerely promise that all responses will be anonymous and your personal information will be kept strictly confidential. No data will be released for other purposes.

As my research results will greatly rely on your responses, please read and answer all these questions carefully to avoid omission. Please use ✓ to mark your answers. Please choose only ONE answer for each statement. Please feel free to contact me at [hmjwang@polyu.edu.hk](mailto:hmjwang@polyu.edu.hk) or 00852-3400 3143 for any questions or inquiries. Thank you very much for your assistance, and I wish you all the best!

Yours sincerely,

Jin Wang (PhD Candidate)

October 1, 2008

## PART I. Chinese Values

- In 1987, an international network of researchers conducted an investigation of the **main values of Chinese people**. The investigation ended up with the following Chinese value items. These value items represent the behavioral inclination, ethics, and attitudes of Chinese people.

Are these values still important to you?

Please select the answer that most appropriately explains the degree of importance of each value item.

1=VUI=Very Unimportant; 2=UI=Unimportant; 3= SUI=Somewhat unimportant;

4=N=Neutral; 5=SI=Somewhat important; 6=I=Important; 7=VI=Very important.

	Chinese Value Items	VUI	VI					
		VUI	UI	SUI	N	SI	I	VI
(1)	Tolerance of others	1	2	3	4	5	6	7
(2)	Harmony with others	1	2	3	4	5	6	7
(3)	Solidarity with others	1	2	3	4	5	6	7
(4)	Non-competitiveness	1	2	3	4	5	6	7
(5)	Trustworthiness	1	2	3	4	5	6	7
(6)	Contentedness with one's position in life	1	2	3	4	5	6	7
(7)	Being conservative	1	2	3	4	5	6	7
(8)	A close, intimate friend	1	2	3	4	5	6	7
(9)	Filial piety (Obedience to parents, respect for parents, honoring of ancestors, financial support of parents)	1	2	3	4	5	6	7
(10)	Patriotism	1	2	3	4	5	6	7
(11)	Chastity in women	1	2	3	4	5	6	7
(12)	Ordering relationships by status and observing this order	1	2	3	4	5	6	7
(13)	Thrift	1	2	3	4	5	6	7
(14)	Persistence (Perseverance)	1	2	3	4	5	6	7
(15)	Having a sense of shame	1	2	3	4	5	6	7
(16)	Reciprocation of greetings, favors and gifts	1	2	3	4	5	6	7
(17)	Personal steadiness and stability	1	2	3	4	5	6	7
(18)	Protecting your "Face"	1	2	3	4	5	6	7
(19)	Respect for tradition	1	2	3	4	5	6	7
(20)	Kindness (Forgiveness, compassion)	1	2	3	4	5	6	7
(21)	Sense of righteousness	1	2	3	4	5	6	7
(22)	Patience	1	2	3	4	5	6	7
(23)	Courtesy	1	2	3	4	5	6	7
(24)	Moderation, following the middle way	1	2	3	4	5	6	7

(25)	Adaptability	1	2	3	4	5	6	7
(26)	Prudence (Carefulness)	1	2	3	4	5	6	7
(27)	Industry (Working hard)	1	2	3	4	5	6	7
(28)	Humbleness	1	2	3	4	5	6	7
(29)	Loyalty to supervisors	1	2	3	4	5	6	7
(30)	Observation of rites and social rituals	1	2	3	4	5	6	7
(31)	Knowledge (education)	1	2	3	4	5	6	7
(32)	Self-cultivation	1	2	3	4	5	6	7
(33)	Benevolent authority	1	2	3	4	5	6	7
(34)	Resistance to corruption	1	2	3	4	5	6	7
(35)	Sincerity	1	2	3	4	5	6	7
(36)	Repayment of both the good or the evil that another person has caused you	1	2	3	4	5	6	7
(37)	A sense of cultural superiority	1	2	3	4	5	6	7
(38)	Wealth	1	2	3	4	5	6	7

## Part II. Leader-Member Exchange

- Below are **12 descriptions** about the **relationship** between you and your immediate supervisor. Please select the answer that most appropriately explains the degree to which you agree with each statement.

1=SD=Strongly disagree; 2=D=Disagree; 3=SLD=Slightly disagree;  
4=N=Neutral; 5=SLA=Slightly agree; 6=A=Agree; 7=SA=Strongly agree.

	Descriptions of Relationship	SD → SA						
		SD	D	SLD	N	SLA	A	SA
(1)	I like my supervisor very much as a person.	1	2	3	4	5	6	7
(2)	My supervisor is the kind of person one would like to have as a friend.	1	2	3	4	5	6	7
(3)	My supervisor is a lot of fun to work with.	1	2	3	4	5	6	7
(4)	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	1	2	3	4	5	6	7
(5)	My supervisor would come to my defense if I were "attacked" by others.	1	2	3	4	5	6	7
(6)	My supervisor would defend me to others in the organization if I made an honest mistake.	1	2	3	4	5	6	7
(7)	I do work for my supervisor that goes beyond what is specified in my job description.	1	2	3	4	5	6	7
(8)	I am willing to apply extra efforts, beyond those normally required, to meet	1	2	3	4	5	6	7

	my supervisor's work goals.							
(9)	I do not mind working my hardest for my supervisor.	1	2	3	4	5	6	7
(10)	I am impressed with my supervisor's knowledge of his/her job.	1	2	3	4	5	6	7
(11)	I respect my supervisor's knowledge of and competence on the job.	1	2	3	4	5	6	7
(12)	I admire my supervisors' professional skills.	1	2	3	4	5	6	7

### PART III. Organizational Commitment

- Below are **19 descriptions** about your **commitment** toward the hotel you are currently working for. Please select the answer that most appropriately explains the degree to which you agree with each statement.

1=SD=Strongly disagree; 2=D=Disagree; 3=SLD=Slightly disagree;  
4=N=Neutral; 5=SLA=Slightly agree; 6=A=Agree; 7=SA=Strongly agree.

	Descriptions of Commitment	SD → SA						
		SD	D	SLD	N	SLA	A	SA
(1)	I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5	6	7
(2)	I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
(3)	I do not feel like "part of the family" at my organization.	1	2	3	4	5	6	7
(4)	I do not feel "emotionally attached" to this organization.	1	2	3	4	5	6	7
(5)	This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
(6)	I do not feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7
(7)	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
(8)	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1	2	3	4	5	6	7
(9)	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6	7
(10)	I believe that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7



(11)	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6	7
(12)	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	1	2	3	4	5	6	7
(13)	If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6	7
(14)	I do not feel any obligation to remain with my current employer.	1	2	3	4	5	6	7
(15)	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5	6	7
(16)	I would feel guilty if I left my organization now.	1	2	3	4	5	6	7
(17)	This organization deserves my loyalty.	1	2	3	4	5	6	7
(18)	I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
(19)	I owe a great deal to my organization.	1	2	3	4	5	6	7

#### PART IV. Organizational Citizenship Behavior

Below are 20 descriptions about your working behavior. Please select the answer that most appropriately explains the degree to which you agree with each statement.

1=SD=Strongly disagree; 2=D=Disagree; 3=SLD=Slightly disagree;  
4=N=Neutral; 5=SLA=Slightly agree; 6=A=Agree; 7=SA=Strongly agree.

	Descriptions of Working Behavior	SD → SA						
		SD	D	SLD	N	SLA	A	SA
(1)	I am willing to stand up to protect the reputation of the company.	1	2	3	4	5	6	7
(2)	I am eager to tell outsiders good news about the company and clarify their misunderstanding.	1	2	3	4	5	6	7

(3)	I make constructive suggestions that can improve the operation of the company.	1	2	3	4	5	6	7
(4)	I actively attend company meetings.	1	2	3	4	5	6	7
(5)	I am willing to assist new colleagues to adjust to the work environment.	1	2	3	4	5	6	7
(6)	I am willing to help colleagues solve work-related problems.	1	2	3	4	5	6	7
(7)	I am willing to cover work assignments for colleagues when needed.	1	2	3	4	5	6	7
(8)	I am willing to coordinate and communicate with colleagues.	1	2	3	4	5	6	7
(9)	I comply with company rules and procedures even when nobody watches and no evidence can be traced.	1	2	3	4	5	6	7
(10)	I take job seriously and rarely make mistakes.	1	2	3	4	5	6	7
(11)	I don't mind taking on new or challenging assignments.	1	2	3	4	5	6	7
(12)	I try hard to self-study to increase the quality of work outputs.	1	2	3	4	5	6	7
(13)	I often arrive early and start to work immediately.	1	2	3	4	5	6	7
(14)	I use illicit tactics to seek personal influence and gain with harmful effect on interpersonal harmony in the organization.	1	2	3	4	5	6	7
(15)	I use position power to pursue selfish personal gain.	1	2	3	4	5	6	7
(16)	I take credits, avoid blame and fight fiercely for personal gain.	1	2	3	4	5	6	7
(17)	I often speak ill of the supervisor or colleagues behind their backs.	1	2	3	4	5	6	7
(18)	I conduct personal business on company time (e.g. trading stocks, shopping, going to barber shops).	1	2	3	4	5	6	7

(19)	I use company resources to do personal business (e.g. company phones, copy machines, and cars).	1	2	3	4	5	6	7
(20)	I view sick leave as benefit and make excuse for taking sick leave.	1	2	3	4	5	6	7

### PART V. Demographic Information

<b>◆ Gender:</b> <input type="checkbox"/> Male, <input type="checkbox"/> Female
<b>◆ Marital Status:</b> <input type="checkbox"/> Single, <input type="checkbox"/> Married, <input type="checkbox"/> Other
<b>◆ Birthplace:</b> Province of PRC
<b>◆ Age:</b> <input type="checkbox"/> below 25, <input type="checkbox"/> 25-35, <input type="checkbox"/> 36-45, <input type="checkbox"/> 46-55, <input type="checkbox"/> 56 or above
<b>◆ Education:</b> <input type="checkbox"/> High School, <input type="checkbox"/> Technical Secondary School, <input type="checkbox"/> Institute, <input type="checkbox"/> Undergraduate, <input type="checkbox"/> Postgraduate
<b>◆ Years of working in hotel industry:</b> <input type="checkbox"/> < 1 year, <input type="checkbox"/> 1-3 years, <input type="checkbox"/> 4-6 years, <input type="checkbox"/> 7-10 years, <input type="checkbox"/> > 10 years
<b>◆ Years of working in this hotel:</b> <input type="checkbox"/> < 1 year, <input type="checkbox"/> 1-3 years, <input type="checkbox"/> 4-6 years, <input type="checkbox"/> 7-10 years, <input type="checkbox"/> > 10 years
<b>◆ Position in this hotel:</b> <input type="checkbox"/> Departmental head or above, <input type="checkbox"/> Superior or foreman, <input type="checkbox"/> General staff
<b>◆ The hotel department your work for:</b> <input type="checkbox"/> Front Office, <input type="checkbox"/> House keeping, <input type="checkbox"/> Food and Beverage, <input type="checkbox"/> Human Resources Management, <input type="checkbox"/> Sales and Marketing, <input type="checkbox"/> Engineering, <input type="checkbox"/> Security, <input type="checkbox"/> Public Relations, <input type="checkbox"/> Purchasing, <input type="checkbox"/> Accounting, <input type="checkbox"/> Recreation, <input type="checkbox"/> Others (Please indicate _____)
<b>◆ Status:</b> <input type="checkbox"/> Full-time employee, <input type="checkbox"/> Part-time employee, <input type="checkbox"/> Others
<b>◆ Is your <u>immediate supervisor</u> a Mainland Chinese?</b> <input type="checkbox"/> Yes, <input type="checkbox"/> No
<b>◆ Have you worked in foreign countries (or regions)?</b> <input type="checkbox"/> Yes (Please indicate the name of that country or region _____), <input type="checkbox"/> No

**The End**

Thank you again for your kind assistance!

## Appendix 18. Chinese Version of Questionnaire for the Main Survey

### 博士论文调研

尊敬的受访者：

本人现就读于香港理工大学旅游及酒店业管理学院，主修酒店业人力资源管理方向。博士论文《论中国价值观对中国国际五星级酒店员工组织公民行为的影响》重点研究酒店员工组织公民行为与中国核心价值观的关联。

在此，本人诚邀您参与本次调研。您的理解与支持将积极地推动这项学术研究取得贡献性的成果。该问卷共有六页，大约会占用您 15 分钟 的宝贵时间，请您按照您的真实想法填写。问卷将采取匿名形式。本人郑重承诺不会泄露您的个人信息，所有的数据将只用于学术研究并予以保密，不会为您带来任何方面的风险与困扰。由于研究结果的可信度取决于阁下对问题的回答，请您填写此问卷时，细心阅读各项问题，避免遗漏，并根据您的真实感受，用✓ 标记选择的答案。每一道问题，请您只选择一个答案。如有任何疑问，请您及时与本人取得联络。我的电子邮箱地址为：hmjwang@polyu.edu.hk。联络电话为：00852-3400 3143。诚挚地感谢您的帮助并祝您万事如意！

此致  
敬礼！

调研人：王瑾（博士候选人）  
2008 年 10 月 1 日

## 第一部分：中国价值观研究

- 1987年由众多学者们组成的调研小组就中国人的价值观进行了深入的研究并归纳总结出下列中国价值要素。这些中国价值要素反映了当时中国人的行为取向、对事物的评价和态度等。

下面这些价值观对您是否仍然重要？请根据各个价值观要素对您的重要性做出选择。

选择标准如下：

1=非常不重要；2=不重要；3=有点不重要；

4=中立；5=有点重要；6=重要；7=非常重要。

	中国价值观要素	非常不重要 —————> 非常重要						
		非常不重要	不重要	有点不重要	中立	有点重要	重要	非常重要
(1)	容忍	1	2	3	4	5	6	7
(2)	随和	1	2	3	4	5	6	7
(3)	团结	1	2	3	4	5	6	7
(4)	不重竞争	1	2	3	4	5	6	7
(5)	信用	1	2	3	4	5	6	7
(6)	安分守己	1	2	3	4	5	6	7
(7)	保守	1	2	3	4	5	6	7
(8)	知己之交	1	2	3	4	5	6	7
(9)	孝	1	2	3	4	5	6	7
(10)	爱国	1	2	3	4	5	6	7
(11)	贞洁	1	2	3	4	5	6	7
(12)	尊卑有序	1	2	3	4	5	6	7
(13)	节俭	1	2	3	4	5	6	7
(14)	耐力（毅力）	1	2	3	4	5	6	7
(15)	知耻	1	2	3	4	5	6	7
(16)	礼尚往来	1	2	3	4	5	6	7
(17)	稳重	1	2	3	4	5	6	7
(18)	要面子	1	2	3	4	5	6	7
(19)	尊敬传统	1	2	3	4	5	6	7
(20)	仁爱（怨，人情）	1	2	3	4	5	6	7
(21)	正义感	1	2	3	4	5	6	7

(22)	耐心	1	2	3	4	5	6	7
(23)	有礼貌	1	2	3	4	5	6	7
(24)	中庸之道	1	2	3	4	5	6	7
(25)	适应环境	1	2	3	4	5	6	7
(26)	小心（谨慎）	1	2	3	4	5	6	7
(27)	勤劳	1	2	3	4	5	6	7
(28)	谦虚	1	2	3	4	5	6	7
(29)	忠于上司	1	2	3	4	5	6	7
(30)	礼仪	1	2	3	4	5	6	7
(31)	学识（教育）	1	2	3	4	5	6	7
(32)	修养	1	2	3	4	5	6	7
(33)	恩威并施	1	2	3	4	5	6	7
(34)	廉洁	1	2	3	4	5	6	7
(35)	诚恳	1	2	3	4	5	6	7
(36)	报恩与报仇	1	2	3	4	5	6	7
(37)	文化优越感	1	2	3	4	5	6	7
(38)	财富	1	2	3	4	5	6	7

## 第二部分：上级-部属交换理论研究

■ 下面共有 **12** 项关于您与直属上司之间关系的描述。请根据真实情况进行选择。  
判断标准如下：

1=完全不赞同；2=大部分不赞同；3=有些不赞同；  
4=中立；5=有些赞同；6=大部分赞同；7=完全赞同。

	关系描述	完全不赞同 —————> 完全赞同						
		完全不赞同	大部分不赞同	有些不赞同	中立	有些赞同	大部分赞同	完全赞同
(1)	我非常欣赏我上司的为人。	1	2	3	4	5	6	7
(2)	我的上司是那种别人希望与之结交朋友的人。	1	2	3	4	5	6	7
(3)	和我的上司共事是一件很快乐的事情。	1	2	3	4	5	6	7
(4)	即使在对情况不完全了解的情况下，我的上司也会在上司面前极力维护我的工作表现。	1	2	3	4	5	6	7

(5)	当我被别人“攻击”时，我的上司会站在我这一边，维护我。	1	2	3	4	5	6	7
(6)	当我无意中犯错时，我的上司会在公司其他人面前维护我。	1	2	3	4	5	6	7
(7)	为了我的上司，我愿意承担工作职责范围外的额外工作。	1	2	3	4	5	6	7
(8)	为了达到上司的工作目标，我愿意付出高于一般要求的努力。	1	2	3	4	5	6	7
(9)	我不介意为上司竭尽全力工作。	1	2	3	4	5	6	7
(10)	我上司的专业知识给我留下深刻的印象。	1	2	3	4	5	6	7
(11)	我尊重上司的专业知识与工作能力。	1	2	3	4	5	6	7
(12)	我敬仰上司的专业技能。	1	2	3	4	5	6	7

### 第三部分：员工组织承诺研究

- 下面共有 **19** 项关于您对就职酒店组织承诺的描述。请根据真实情况进行选择。  
判断标准如下：

1=完全不赞同；2=大部分不赞同；3=有些不赞同；  
4=中立；5=有些赞同；6=大部分赞同；7=完全赞同。

	组织承诺描述	完全不同意 —————> 完全赞同						
		完全 不同意	大部分 不同意	有些 不同意	中立	有些 赞同	大部分 赞同	完全 赞同
(1)	我很愿意一直在这家酒店工作。	1	2	3	4	5	6	7
(2)	我真的把酒店的事情当作是自己的事情。	1	2	3	4	5	6	7
(3)	我不觉得我是酒店这个大家庭的一分子。	1	2	3	4	5	6	7
(4)	我不觉得我和这家酒店在情感上有多少联系。	1	2	3	4	5	6	7
(5)	这家酒店对我而言有很多个人意义。	1	2	3	4	5	6	7
(6)	我对这家酒店没有很强的归属感。	1	2	3	4	5	6	7
(7)	即使想跳槽，现在我也很难离开这家酒店。	1	2	3	4	5	6	7



(8)	如果现在决定离开这家酒店,我的生活很大程度上会被打乱。	1	2	3	4	5	6	7
(9)	现在我愿意也必须留在这家酒店工作。	1	2	3	4	5	6	7
(10)	我觉得除了留在这家酒店以外,没有太多选择的余地。	1	2	3	4	5	6	7
(11)	离开这家酒店的后果之一是我将很难找到能替代这家酒店的工作。	1	2	3	4	5	6	7
(12)	我会继续在这家酒店工作的主要原因之一是考虑到离开后的个人损失,因为其他酒店的待遇可能会比这里更差。	1	2	3	4	5	6	7
(13)	如果没有对这家酒店投入这么多,我或许会考虑到别处工作。	1	2	3	4	5	6	7
(14)	我不觉得自己有责任留下继续为这家酒店工作。	1	2	3	4	5	6	7
(15)	即使离开这家酒店会对我有利,我也不觉得这是正确的事情。	1	2	3	4	5	6	7
(16)	现在离开这家酒店,我会感觉内疚。	1	2	3	4	5	6	7
(17)	这家酒店值得我忠诚以待。	1	2	3	4	5	6	7
(18)	现在我不会离开这家酒店,我要对在这里工作的其他人负责。	1	2	3	4	5	6	7
(19)	我非常感激这家酒店。	1	2	3	4	5	6	7

#### 第四部分：组织公民行为研究

- 下面共有 **20 项** 关于您的 工作表现 的描述。请根据真实情况进行选择。  
判断标准如下：

1=完全不赞同；2=大部分不赞同；3=有些不赞同；  
4=中立；5=有些赞同；6=大部分赞同；7=完全赞同。

	工作表现描述	完全不赞同 —————> 完全赞同						
		完全不赞同	大部分不赞同	有些不赞同	中立	有些赞同	大部分赞同	完全赞同
(1)	我愿意站出来维护酒店的声望。	1	2	3	4	5	6	7



(2)	我乐于把酒店的正面消息告诉给外人，并消除他们的误解。	1	2	3	4	5	6	7
(3)	我会提出能改善酒店经营管理的建设性意见。	1	2	3	4	5	6	7
(4)	我会积极地参加酒店的各项会议。	1	2	3	4	5	6	7
(5)	我愿意帮助新同事适应工作环境。	1	2	3	4	5	6	7
(6)	我愿意帮助同事解决工作与有关的问题。	1	2	3	4	5	6	7
(7)	当同事需要我的时候，我愿意替他们完成工作。	1	2	3	4	5	6	7
(8)	我愿意和同事进行良好的合作与沟通。	1	2	3	4	5	6	7
(9)	即使没有人注意我或无据可查，我也会自觉遵守酒店的规章制度。	1	2	3	4	5	6	7
(10)	我很认真地对待工作并极少犯错。	1	2	3	4	5	6	7
(11)	我不介意接手新工作或有挑战性的工作。	1	2	3	4	5	6	7
(12)	我很努力地自学，以提高工作质量。	1	2	3	4	5	6	7
(13)	我经常提前到岗，然后立即开始工作。	1	2	3	4	5	6	7
(14)	为谋取个人影响力和个人获利，我会使用不正当的手段，就算破坏了酒店的内部和谐也在所不惜。	1	2	3	4	5	6	7
(15)	我会利用职权来为个人牟利。	1	2	3	4	5	6	7
(16)	我常居功自傲，逃避责任，不惜一切手段为个人牟利。	1	2	3	4	5	6	7
(17)	我常在背后说同事或上级的坏话。	1	2	3	4	5	6	7
(18)	我会在上班时间干自己的事（炒股、购物、去理发店等）。	1	2	3	4	5	6	7

(19)	我会用酒店的资源干自己的事(私用酒店的电话、影印机、电脑、汽车等)。	1	2	3	4	5	6	7
(20)	我觉得病假是我应得的待遇, 我会找借口请病假。	1	2	3	4	5	6	7

**第五部分: 个人信息**

◆ 您的性别:

☐ 男; ☐ 女

◆ 您的婚姻状况:

☐ 未婚; ☐ 已婚; ☐ 其他

◆ 您的出生地:

中国 ( ) 省; 其他国家或地区 (请注明 \_\_\_\_\_)

◆ 您的年龄:

☐ 25 岁以下; ☐ 25---35 岁; ☐ 36---45 岁; ☐ 46---55 岁; ☐ 56 岁或以上

◆ 您的教育程度:

☐ 高中及以下; ☐ 职业技术专科; ☐ 大专; ☐ 本科; ☐ 硕士或以上

◆ 您在酒店领域工作了多久?

☐ 少于 1 年; ☐ 1 年---3 年; ☐ 4 年---6 年; ☐ 7 年---10 年; ☐ 10 年以上

◆ 您在这家酒店工作了多久?

☐ 少于 1 年; ☐ 1 年---3 年; ☐ 4 年---6 年; ☐ 7 年---10 年; ☐ 10 年以上

◆ 您在这家酒店的职位:

☐ 部门经理及以上; ☐ 主管 (或领班); ☐ 普通员工

◆ 您在酒店哪个部门工作:

☐ 前厅部; ☐ 客房部; ☐ 餐饮部; ☐ 人力资源部; ☐ 市场营销部; ☐ 工程部;  
☐ 保安部; ☐ 公关部; ☐ 采购部; ☐ 财务部; ☐ 康乐部; ☐ 其他

◆ 您的工作合同类别:

☐ 正式员工; ☐ 临时工 (包括实习生); ☐ 其他 (请注明 \_\_\_\_\_)

◆ 您的直属上司是中国人吗?

☐ 是; ☐ 否 (请注明您直属上级的国籍 \_\_\_\_\_)

◆ 您是否有在除中国以外的其他国家 (或地区) 工作过?

☐ 是; (请注明国家或地区的名称 \_\_\_\_\_) ☐ 否

问卷结束。  
再次感谢您的协助!

### Appendix 19. Univariate Normality Test Results

Variable	Mean	Skewness	Kurtosis
CV1	5.7232	-.908	1.009
CV2	5.8355	-.926	.877
CV3	6.3737	-1.463	2.450
CV4	4.4732	-.507	-.441
CV5	6.5306	-1.919	4.256
CV6	5.3329	-.742	.277
CV7	4.4171	-.151	-.561
CV8	5.7883	-.874	.568
CV9	6.4847	-1.878	3.869
CV10	6.3827	-1.832	3.621
CV11	5.6288	-.984	.746
CV12	5.5434	-1.056	1.371
CV13	5.6607	-.710	.194
CV14	6.0995	-.961	.841
CV15	6.0472	-1.116	1.342
CV16	5.6237	-.850	.929
CV17	5.8648	-.947	.918
CV18	4.4031	-.451	-.255
CV19	5.2742	-.416	-.114
CV20	5.6990	-.783	.851
CV21	5.9732	-1.117	2.125
CV22	6.0038	-.924	1.066
CV23	6.2143	-1.092	1.430
CV24	4.9477	-.207	-.212
CV25	5.9503	-.671	.068
CV26	5.7207	-.753	.384
CV27	6.0918	-.941	.737
CV28	5.8712	-.827	.449
CV29	5.5804	-.661	.039
CV30	5.9643	-.646	.109
CV31	6.0472	-.913	.732
CV32	6.2270	-1.257	2.272
CV33	5.4834	-.356	-.500
CV34	5.8482	-.785	.268
CV35	6.1212	-1.047	1.031
CV36	4.8214	-.359	.444
CV37	5.2806	-.643	.409
CV38	5.5995	-.714	.160
LMX1	5.5191	-.836	.535
LMX2	5.4732	-.949	1.034
LMX3	5.5548	-.782	.625
LMX4	4.9847	-.806	.539
LMX5	5.0880	-.827	.661
LMX6	4.9911	-.813	.646
LMX7	5.3099	-.929	.913
LMX8	5.5791	-.865	.756
LMX9	5.5319	-.856	.703
LMX10	5.6518	-1.104	1.487
LMX11	5.8457	-1.006	1.305
LMX12	5.8265	-.927	.613

OC1	5.1735	-.737	.680
OC2	5.4337	-.474	.185
OC3	5.2921	-.692	-.148
OC4	5.1798	-.416	-.595
OC5	5.0791	-.729	.825
OC6	4.4834	-.066	-.663
OC7	4.3482	-.398	-.103
OC8	4.3622	-.362	-.388
OC9	4.7054	-.319	-.202
OC10	3.5344	.004	-.671
OC11	3.4885	.121	-.642
OC12	3.6505	-.106	-.761
OC13	4.0855	-.236	-.301
OC14	4.6684	-.108	-.356
OC15	4.0906	-.139	-.051
OC16	4.3138	-.459	-.152
OC17	5.0281	-.527	.276
OC18	5.0995	-.582	.314
OC19	5.3737	-.781	1.023
OCB1	5.7232	-.509	-.311
OCB2	5.8584	-.779	.644
OCB3	5.5651	-.421	-.132
OCB4	5.5599	-.585	.314
OCB5	5.9694	-.718	.285
OCB6	5.9898	-.684	.334
OCB7	5.7054	-.897	1.220
OCB8	6.0816	-.834	.419
OCB9	5.8929	-.736	.715
OCB10	5.7411	-.565	.332
OCB11	5.7028	-1.341	2.706
OCB12	5.8418	-.828	1.184
OCB13	5.5599	-1.134	1.993
OCB14	6.5089	-2.273	5.407
OCB15	6.4630	-1.878	3.177
OCB16	6.5434	-2.209	5.289
OCB17	6.4668	-1.921	3.873
OCB18	6.3074	-1.520	2.019
OCB19	6.2270	-1.456	1.808
OCB20	6.2997	-1.787	3.927

## Appendix 20. Descriptive Statistics

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
CV1	745	1.00	7.00	5.75	1.03375
CV2	745	2.00	7.00	5.88	.94995
CV3	745	3.00	7.00	6.38	.78457
CV4	745	1.00	7.00	4.51	1.61403
CV5	745	2.00	7.00	6.54	.75956
CV6	745	1.00	7.00	5.37	1.30495
CV7	745	1.00	7.00	4.48	1.55802
CV8	745	2.00	7.00	5.81	1.03406
CV9	745	2.00	7.00	6.49	.80167
CV10	745	1.00	7.00	6.41	.92441
CV11	745	1.00	7.00	5.65	1.27051
CV12	745	1.00	7.00	5.60	1.16351
CV13	745	2.00	7.00	5.66	1.05139
CV14	745	3.00	7.00	6.12	.83669
CV15	745	2.00	7.00	6.06	.93953
CV16	745	1.00	7.00	5.64	1.04131
CV17	745	2.00	7.00	5.88	.93713
CV18	745	1.00	7.00	4.45	1.47308
CV19	745	1.00	7.00	5.31	1.17375
CV20	745	1.00	7.00	5.73	.99200
CV21	745	1.00	7.00	6.00	.89126
CV22	745	2.00	7.00	6.02	.86588
CV23	745	3.00	7.00	6.23	.77781
CV24	745	1.00	7.00	5.00	1.27505
CV26	745	3.00	7.00	5.96	.89167
CV27	745	2.00	7.00	5.74	.97305
CV29	745	3.00	7.00	6.10	.87700
CV30	745	3.00	7.00	5.89	.94713
CV31	745	2.00	7.00	5.61	1.08907
CV32	745	3.00	7.00	5.98	.85009
CV33	745	3.00	7.00	6.05	.89725
CV34	745	2.00	7.00	6.24	.80488
CV35	745	2.00	7.00	5.48	1.06765
CV36	745	2.00	7.00	5.85	.98990
CV37	745	3.00	7.00	6.13	.86998
CV38	745	1.00	7.00	4.84	1.26715
CV39	745	1.00	7.00	5.30	1.22334
CV40	745	1.00	7.00	5.63	1.17632
LMX1	745	1.00	7.00	5.54	1.10761
LMX2	745	1.00	7.00	5.49	1.14782
LMX3	745	1.00	7.00	5.57	1.09406
LMX4	745	1.00	7.00	5.00	1.40802
LMX5	745	1.00	7.00	5.12	1.33116
LMX6	745	1.00	7.00	5.03	1.31805

LMX7	745	1.00	7.00	5.34	1.23917
LMX8	745	1.00	7.00	5.60	1.10119
LMX9	745	1.00	7.00	5.56	1.14151
LMX10	745	1.00	7.00	5.70	1.07404
LMX11	745	2.00	7.00	5.88	.96937
LMX12	745	2.00	7.00	5.86	1.04740
OC1	745	1.00	7.00	5.20	1.23316
OC2	745	1.00	7.00	5.44	1.06624
OC3	745	1.00	7.00	5.31	1.51543
OC4	745	1.00	7.00	5.19	1.47239
OC5	745	1.00	7.00	5.09	1.27833
OC6	745	1.00	7.00	4.49	1.55033
OC7	745	1.00	7.00	4.36	1.46353
OC8	745	1.00	7.00	4.35	1.51434
OC9	745	1.00	7.00	4.72	1.39952
OC10	745	1.00	7.00	3.54	1.53928
OC11	745	1.00	7.00	3.48	1.59134
OC12	745	1.00	7.00	3.65	1.56347
OC13	745	1.00	7.00	4.09	1.45458
OC14	745	1.00	7.00	4.68	1.39856
OC15	745	1.00	7.00	4.10	1.37754
OC16	745	1.00	7.00	4.34	1.45715
OC17	745	1.00	7.00	5.05	1.25834
OC18	745	1.00	7.00	5.12	1.28622
OC19	745	1.00	7.00	5.40	1.17099
OCB1	745	2.00	7.00	5.74	1.01395
OCB2	745	1.00	7.00	5.86	.99793
OCB3	745	2.00	7.00	5.56	.99846
OCB4	745	1.00	7.00	5.56	1.07120
OCB5	745	3.00	7.00	5.97	.89365
OCB6	745	3.00	7.00	5.99	.86045
OCB7	745	1.00	7.00	5.72	1.03098
OCB8	745	3.00	7.00	6.09	.87820
OCB9	745	1.00	7.00	5.90	.94829
OCB10	745	2.00	7.00	5.76	.94649
OCB11	745	1.00	7.00	5.72	1.16226
OCB12	745	3.00	7.00	5.86	.89108
OCB13	745	1.00	7.00	5.59	1.17429
OCB14	745	1.00	7.00	6.53	.88702
OCB15	745	2.00	7.00	6.50	.84897
OCB16	745	2.00	7.00	6.57	.76750
OCB17	745	2.00	7.00	6.50	.82488
OCB18	745	2.00	7.00	6.34	.90652
OCB19	745	2.00	7.00	6.26	.96226
OCB20	745	1.00	7.00	6.32	.96375
Valid N (listwise)	745				

## Appendix 21. Model Goodness of Fit Summary (Model 1)

<b>CMIN</b>					
Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	42	607.971	111	.000	5.477
Saturated model	153	.000	0		
Independence model	17	4919.696	136	.000	36.174
<b>RMR, GFI</b>					
Model	RMR	GFI	AGFI	PGFI	
Default model	.068	.907	.872	.658	
Saturated model	.000	1.000			
Independence model	.243	.370	.291	.329	
<b>Baseline Comparisons</b>					
Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.876	.849	.897	.873	.896
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000
<b>Parsimony-Adjusted Measures</b>					
Model	PRATIO	PNFI	PCFI		
Default model	.816	.715	.731		
Saturated model	.000	.000	.000		
Independence model	1.000	.000	.000		
<b>NCP</b>					
Model	NCP	LO 90	HI 90		
Default model	496.971	423.363	578.089		
Saturated model	.000	.000	.000		
Independence model	4783.696	4558.074	5015.994		
<b>FMIN</b>					
Model	FMIN	F0	LO 90	HI 90	
Default model	.817	.668	.569	.777	
Saturated model	.000	.000	.000	.000	
Independence model	6.612	6.430	6.126	6.742	
<b>RMSEA</b>					
Model	RMSEA	LO 90	HI 90	PCLOSE	
Default model	.078	.072	.084	.000	
Independence model	.217	.212	.223	.000	
<b>AIC</b>					
Model	AIC	BCC	BIC	CAIC	
Default model	691.971	694.054	885.734	927.734	
Saturated model	306.000	313.587	1011.848	1164.848	
Independence model	4953.696	4954.539	5032.123	5049.123	
<b>ECVI</b>					
Model	ECVI	LO 90	HI 90	MECVI	
Default model	.930	.831	1.039	.933	
Saturated model	.411	.411	.411	.421	
Independence model	6.658	6.355	6.970	6.659	
<b>HOELTER</b>					
Model	HOELTER .05		HOELTER .01		
Default model	168		182		
Independence model	25		27		