

Chapter 11

Guanxi and Organizational Behaviors in Chinese Society

Abstract The cultural perspective and institutional perspective on *guanxi* were combined to construct a theoretical framework for analyzing *guanxi* practices in five types of business organizations in Chinese society, namely, patrilinealism, patriarchalism, market despotism, paternalism, and monopoly. Those five types of organizations were classified along with a combination of three dichotomous dimensions. Based on the premise that *guanxi* practices are used to establish interpersonal trust, a conceptual framework was proposed to explain the features and domains for five prototypes of trust in Chinese society, and researches on *guanxi* practices between organizations were discussed with a special concern about its negative connotations. Various patterns of *guanxi* practices within organizations were analyzed to explain the organizational culture and leadership in Chinese businesses. The theoretical frameworks provided in this chapter may clarify several crucial issues related to the *guanxi* usage in Chinese society.

Keywords *Guanxi* practices • Cultural perspective • Institutional perspective • Patrilinealism • Patriarchalism • Paternalism • Market despotism • Information asymmetry • *Gao guanxi* • *La guanxi* • *Xinyong*

“*Guanxi*” is a key concept for understanding social behavior in Chinese society. For social scientists researching Chinese society, it is very easy to find a set of special terms related to *guanxi* that have been widely used by Chinese people in day-to-day social interactions. For instance, everyone has his own *guanxiwang* (social network). *Guanxihaw* means a person who has close relationships with powerful others. In order to achieve a desired goal that is within the power of a particular powerful figure to grant, one needs to utilize one’s *guanxi* with the powerful figure, or *la guanxi* (pull relations) with somebody in his social network; this is called *gao guanxi* (doing relations). This type of terminology suggests a distinctive social phenomenon, which may be internalized to constrain individual behavior and become a

Organizational Behavior In Chinese Society



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Organizational Behavior In Chinese Society:

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Handbook of Chinese Organizational Behavior Xu Huang, Michael Harris Bond, 2012-01-01 I was once approached by a colleague with the question "You're an expert on China, right?" My reply was "No, I don't think anyone is an expert on China." This book is an essential study for those travelling in that direction. Romie Frederik Littrell, *Journal of International Business*. This state-of-the-art Handbook encompasses theoretical and empirical research on Chinese organizational behavior over the last two decades of its renaissance, with prominent scholars providing critical reviews of empirical studies in Chinese societies on 14 important topics. This comprehensive Handbook explores limitations and challenges arising from attempts to develop indigenous theories and constructs applicable to Chinese social reality. Key contributors integrate the literature in their topic areas, providing directions for pushing forward the frontiers of research into a more culturally sensitive and powerful representation of Chinese organizational behavior. Areas examined include emotional intelligence, creativity and motivation, leadership, team conflicts, trust, power, and business ethics. Experienced practitioner input is included. Scholars interested in research on international business and Chinese work behaviors and their effective management will find much of value in this compilation. Students of management, including organizational behavior, human resource management, strategic management, and international management, will also find information and guidance that will prove invaluable, as will practitioners who have business connections in China and other Chinese societies.

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

Social Interaction in Chinese Society Sidney L. Greenblatt, Richard W. Wilson, Amy Auerbacher Wilson, 1982
The Oxford Handbook of Leader-member Exchange Talya N. Bauer, Berrin Erdogan, 2015 Leader-member exchange is the foremost dyadic leadership theory. According to this approach, high quality

trust and respect based relationships between leaders and employees are the cornerstone of leadership The Oxford Handbook of Leader Member Exchange takes stock of the literature to examine its roots what is currently known research gaps and future opportunities

China's Domestic Private Firms: Anne S. Tsui, Yanjie Bian, 2014-12-18 One of the most important outcomes of market reforms in China over the past 20 years has been the emergence of a significant domestic private sector which now accounts for almost a third of China's GDP and is by far the country's most important source of employment growth This book is the first in depth analysis of the management and operation of these domestic private firms which are defined as companies or organizations created by PRC citizens including township enterprises and collectives The book provides a comprehensive and multidisciplinary perspective on the factors important to the successful operation and growth of these firms It begins with a review of the literature on the topic in three different disciplines economics sociology and management each followed by several chapters covering recent developments in these areas Featuring contributions by distinguished scholars and China experts the work concludes with an insightful chapter on the future of China's public sector in the global economy

New Media and Chinese Society Ke Xue, Mingyang Yu, 2017-10-24 This book focuses on the influence of social media on Chinese society The respective chapters present research by top tier communication scholars from prominent Chinese universities and offer revealing findings on the interplay between media social media economics and politics To that end both qualitative and quantitative methods based on classical theories of communication and economics are drawn upon The book explores four main areas the challenges and opportunities for Chinese journalism and communications changes in Chinese economic development influences and forecasts for Chinese politics and the impacts on Chinese culture As the chapter contributors hail from diverse regions within China and represent three generations of communication scholars the book offers a comprehensive guide helping readers understand the impact of social media on China's development from a broad range of perspectives and sharing insights on its impacts around the world

The Politics of Chinese Communism Ilpyong J. Kim, 2023-07-28 The political system established by the Chinese Communist Party in 1949 had its origins in many respects in the Chinese Soviet Republic of 1931-1934 based in southern Kiangsi province about 400 miles southwest of Shanghai The Kiangsi period was important because it gave the Chinese Communists their first opportunity to govern an extensive area and a large population and in so doing to develop methods of mass mobilization as well as new techniques for conducting party and government affairs Kim explores the evolution of the Chinese Communist movement during the Kiangsi soviet period especially its organizational concepts behavioral patterns and development techniques of mass line politics He seeks answers to several questions What notions of organization shaped the Kiangsi political system Who formulated the policies How were they implemented at the rice roots level of government By analyzing Mao Tse tung's writings on organization and comparing them with those of other Chinese Communist theoreticians he achieves fresh insights into Mao's approach to administration and bureaucratic organization The distinct contribution of this

book lies in its focus on such issues as how the Chinese Communist leaders viewed organizational problems within their movement especially following the failure of the 1947 revolution how they responded to these problems and how they maintained a balance of power among the party the government and the Red Army while administering the expanding territorial base and managing complex organizations This title is part of UC Press's Voices Revived program which commemorates University of California Press's mission to seek out and cultivate the brightest minds and give them voice reach and impact Drawing on a backlist dating to 1893 Voices Revived makes high quality peer reviewed scholarship accessible once again using print on demand technology This title was originally published in 1973 The Oxford Handbook of Organizational Citizenship Behavior Philip M. Podsakoff, Scott Bradley MacKenzie, Nathan P. Podsakoff, 2018 The Oxford Handbook of Organizational Citizenship Behavior provides a broad and interdisciplinary review of state of the art research on organizational citizenship behaviors OCBs and related constructs such as contextual performance spontaneous organizational behavior prosocial behavior and proactive behavior in the workplace Contributors address the conceptualization and measurement of OCBs the antecedents correlates and consequences of these behaviors and the methodological issues that are common when studying OCBs In addition this handbook pushes future scholarship in this and related areas by identifying substantive questions methods and issues for future research The result is a single resource that will inform and inspire scholars students and practitioners of the origins of this construct the current state of research on this topic and potentially exciting avenues for future exploration This handbook is designed to meet the needs of a broad spectrum of researchers and advanced undergraduate and graduate students in a variety of disciplines including management organizational behavior human resources management and industrial and organizational psychology as well as those interested in studying citizenship behavior in a variety of organizational contexts including marketing nursing engineering sports and education

The Oxford Handbook of Chinese Psychology Michael Harris Bond, 2010 In recent years China has witnessed unprecedented economic growth emerging as a powerful influential player on the global stage Now more than ever there is a great interest and need within the West to better understand the psychological and social processes that characterize the Chinese people The Oxford Handbook of Chinese Psychology is the first book of its kind a comprehensive and commanding review of Chinese psychology covering areas of human functioning with unparalleled sophistication and complexity In 42 chapters leading authorities cite and integrate both English and Chinese language research in topic areas ranging from the socialization of children mathematics achievement emotion bilingualism and Chinese styles of thinking to Chinese identity personal relationships leadership processes and psychopathology With all chapters accessibly written by the leading researchers in their respective fields the reader of this volume will learn how and why China has developed in the way it has and how it is likely to develop In addition the book shows how a better understanding of a culture so different to our own can tell us so much about our own culture and sense of identity A book of extraordinary breadth The Oxford Handbook of Chinese

Psychology will become the essential sourcebook for any scholar or practitioner attempting to understand the psychological functioning of the world's largest ethnic group. *Religion and Its Impact on Organizational Behavior* Al-Aali, Ebtihaj, Masmoudi, Meryem, AlSaffar, Gardenia Jassim, 2022-02-18 Religion and its effect on individuals in organizations is critical to understand as organizational behavior and culture are dependent upon individual employees. Evaluating the link between religion and organizations is important in today's world in order to develop organizations and understand employee motivations, perspectives, and ideals. Further research into this link is needed to ensure organizations operate successfully and prosper. *Religion and Its Impact on Organizational Behavior* seeks to enhance the understanding of theories, concepts, procedures, and processes related to the impact and effect that religion has on the behavior of individuals in organizations. Covering a range of topics such as personality and religion, human perception of religion, and work-related attitudes, this book is ideal for practitioners, industry professionals, business owners, policymakers, researchers, academicians, instructors, and students.

China Exchange News, 1980 A review of education, science, and academic relations with the PRC. **Chinese Business** Chee-Kiong Tong, 2014-05-06 The nature, institutional foundations, and issues surrounding the apparent success of Chinese business networks is examined in this book. Major concepts such as *guanxi*, *xinyong*, and *gangqing* exploring the nature of trust, relationships, and sentiments in Chinese business networks are re-examined. A significant amount of literature has been devoted to the study of Chinese business, and it largely falls into two broad schools: the culturalist approach, arguing for an essentialist formulation to explain success, and the market approach, suggesting that there is nothing inherently unique about Chinese business. This book critiques both these approaches and argues, based on primary data collected in various countries and with case studies of a large number of Chinese businesses, that another approach—the institutional embedded approach—provides a better explanation for the success and failure of Chinese business and Chinese business networks.

Masculinities in Chinese History Bret Hinsch, 2013-08-30 *Masculinities in Chinese History* is the first historical survey of the many ways men have acted, thought, and behaved throughout China's long past. Bret Hinsch introduces readers to the basic characteristics of historical Chinese masculinity while highlighting the dynamic changes in male identity over the centuries. He covers the full span of Chinese history from the Zhou dynasty in distant antiquity up to the current era of disorienting rapid change. Each chapter, focused on a specific theme and period, is organized to introduce key topics such as differences between the sexes and the mutual influence of ideas regarding manhood and womanhood, masculine honor, how masculine ideals change, the use of high culture to bolster masculine reputation among the elite, and male role models from the margins of society. The author concludes by exploring how capitalism, imperialism, modernization, revolution, and reform have rapidly transformed ideas about what it means to be a man in contemporary China.

Research in Indigenous Chinese Psychology 心理, 2019-10-01 Early Experiments and Social Personality Research. Research in Personality Transformation and Modernity. *Research in Indigenous Chinese Psychology: The Theory of Guanxi and*

Chinese Society J. M. Barbalet, 2021 The concept of guanxi is an extremely significant and distinct feature of Chinese social political economic and business relations This book examines its nature and history introducing a novel research approach which captures the psychological dispositions cultural expressions and institutional frameworks that underpin the phenomenon

Social Mentality in Contemporary China Yiyin Yang, 2019-11-27 This book not only seeks to theoretically analyze the concept chief characteristics and framework of social mentality but also explores the influence of social mentality on such elements of social functioning as individuals groups societies markets and countries and the influence of such elements as cultural social economic political and mental factors on social mentality Besides this book discusses the structure of social mentality tools for measuring it and an indicator system What s more it explores the role of the social mentality mechanism in the construction of harmonious societies

Foundations of Chinese Psychology Kwang-Kuo Hwang, 2011-12-04 Mainstream psychology emanated from European American and Judeo Christian philosophical and scientific traditions The application of this viewpoint which embeds colonial and imperialist concepts is less relevant to Asian and other indigenous cultures Although it has been accepted by non Western scholars in an attempt to emulate Western scientific practice the mainstream viewpoint is in a process of transformation to accommodate geographically relevant perspectives In this light *Foundations of Chinese Psychology* bridges the gap between western and eastern traditions and elaborates on theories based on local phenomena findings and experiences by research methods that are contextually appropriate Using a guiding principle of cultural psychology one mind many mentalities this book advocates the balancing of a global psychology concept without sacrificing that of a specific locality and people It analyzes the basics of Confucianism and compares them to Western ethical thinking arriving at a series of theories concerning social exchange face achievement motivation organizational behaviors and conflict resolution Beyond the specifics of a particular culture this book exemplifies the act of constructing autonomous social science that may be emulated in other non Western settings It also serves as an excellent guide for cross cultural research as well as a caveat on the limitations of presumptive individualism and exclusionary perspectives

Guanxi in Contemporary Chinese Business Jane Nolan, Chris Rowley, 2020-12-30 Does guanxi still matter in 21st century Chinese business and management Is it really still a culturally distinct form of social interaction impenetrable by outsiders Or does it simply resemble the countless other elite networks embedded in business and political spheres across the globe This book answers these questions through a combination of new empirical insight and nuanced conceptual development Research examples include investigations of multinational enterprise corporate performance governance structures in Chinese private firms organisational justice in Chinese banks entrepreneurial learning and knowledge acquisition and the gendered and sexualized nature of guanxi in the workplace In terms of firm performance there is still much to be gained by MNE and Chinese firms through cultivating guanxi in different domains including the political sphere at both the local and national level However in terms of employee performance there is evidence that some

younger employees have a strong desire to move towards more merit based systems and resent being judged on guanxi connections Similarly some women may find themselves shut out when attempting to navigate conventional guanxi relationships based on Confucian paternalism In brief these practices may also exclude a large pool of emerging talent This book clearly shows that guanxi is a complex concept that holds a persistent power in Chinese societies To understand it fully we must acknowledge the dynamic nature of both its dark and light sides The chapters in this book were originally published in a special issue of the Asia Pacific Business Review

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intended for the prosperous colony of batavia the ship was to return home with a large supply of spices

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