

International Journal of Cross Cultural Management

<http://ccm.sagepub.com/>

Chinese Host Country Nationals' Willingness to Support Expatriates : The Role of Collectivism, Interpersonal Affect and Guanxi

Arup Varma, Shaun Pichler, Pawan Budhwar and Soumendu Biswas

International Journal of Cross Cultural Management 2009 9: 199

DOI: 10.1177/1470595808101155

The online version of this article can be found at:

<http://ccm.sagepub.com/content/9/2/199>

Published by:



<http://www.sagepublications.com>

Additional services and information for *International Journal of Cross Cultural Management* can be found at:

Email Alerts: <http://ccm.sagepub.com/cgi/alerts>

Subscriptions: <http://ccm.sagepub.com/subscriptions>

Reprints: <http://www.sagepub.com/journalsReprints.nav>

Permissions: <http://www.sagepub.com/journalsPermissions.nav>

Citations: <http://ccm.sagepub.com/content/9/2/199.refs.html>

Chinese Host Country Nationals' Willingness to Support Expatriates

The Role of Collectivism, Interpersonal Affect and Guanxi

Arup Varma

School of Business Administration, Loyola University Chicago, USA

Pawan Budhwar

Aston Business School, Birmingham, UK

Shaun Pichler

School of Labor and Industrial Relations, Michigan State University, USA

Soumendu Biswas

Xavier Institute of Social Sciences, Ranchi, India

ABSTRACT The willingness of host country nationals (HCNs) to provide support to the expatriate has received a lot of attention in the literature on international assignments. Surprisingly, though, the number of empirical studies examining this relationship is extremely limited. This study examines the role of HCNs' collectivistic orientation, interpersonal affect, and guanxi in relation to their willingness to support expatriates. Using data from 212 HCNs in China, it is found that HCNs' perceived relationship quality with the expatriate has a significant impact on their willingness to provide assistance, both role information and social support, to expatriates. Further, it is found that relationship quality is related to perceived cultural similarity. The results reinforce the importance of paying attention to the perceptions and reactions of HCNs towards expatriates. Implications of the findings are discussed, and suggestions are offered for future research.

KEY WORDS • expatriates • host country nationals • role information • social categorization • social support

In recent years, multinational corporations (MNCs) have significantly increased their operations in Asian countries, specifically in China. Indeed, the increasing interest of MNCs, especially those from the USA and European nations, in setting up shop in

China can be attributed directly to the economic transition that the country has been undergoing for almost two decades. Since the mid-1980s, the shift in economic perspectives in the People's Republic of China (PRC) from a rural and agrarian setup to an industrialized and urban country has made it an important destination for international strategic and economic ventures (Child and Lu, 1996). However, in terms of assignment difficulty, China is often viewed as the country where expatriates are faced with a rather challenging environment (*Global Relocation Trends 2003/2004 Survey Report*). In this connection, it should be noted that although China is steadily moving towards a market-based economy, certain social traditions, such as collectivism and *guanxi* are still deep-rooted in the Chinese culture. Not surprisingly, these cultural traditions often make it difficult for expatriates from other cultures to adjust to the Chinese environment (Tung and Worm, 2001; Warner, 1995). Furthermore, high power distance, centralized decision-making, and the emphasis on harmony are much sanctified features of the Chinese system of management (Chew and Lim, 1995), making it critical for expatriates to adapt and modify their behaviors.

Clearly, the inability to easily identify with or understand the host country nationals' (HCNs') cultural mores and mannerisms is likely to have a significant impact on the expatriate's work and social life (Fish and Wood, 1994). Furthermore, HCNs are likely to have certain social expectations of the expatriate, which are likely to be unmet because of a lack of understanding, possibly leading to a failure of the expatriate's assignment (Solomon, 1994). In addition, while work and social relationships in the western social context are clearly delineated, work life and social life in the East often overlap (Yg and Huo, 1993). Consequently, expatriates to China must recognize the importance of relationships, in both personal and professional interactions (Warner, 1995). In this

connection, numerous authors (e.g. Black et al., 1991; Caligiuri, 2000) have argued that HCNs play a critical role in the adjustment of expatriates by offering both role information and social support.

Indeed, numerous authors (see e.g. McEvoy and Parker, 1995) have argued that cross cultural adjustment ability is one of the most critical factors determining expatriate success. Here, cross cultural adjustment refers to how psychologically comfortable an individual is living abroad, or the reduction of uncertainty and anxiety in the new environment (Caligiuri, 2000). Clearly, HCNs can play a critical role in helping the expatriate adjust to the new environment, by providing the information needed by the expatriate. From helping the expatriate learn about the new work environment by providing relevant role information, to helping him/her with information on local living conditions – that is, by providing social support – HCNs can be very helpful in the expatriate's transition and adjustment.

However, what is often unclear is the conditions under which HCNs decide to help (or not help) expatriates. As is obvious, helping newcomers adjust to a new work environment is not typically part of an individual's job description. If HCNs feel some kind of kinship with the expatriate, they may decide to go out of their way to help the expatriate with his/her adjustment. This phenomenon is best explained by the similarity attraction paradigm (Byrne, 1971), which posits that similarity between two individuals increases their liking for each other. This liking, in turn, influences their interactions and behavior. Thus, if HCNs perceive the expatriate to be similar in some manner, they are likely to treat the expatriate as 'one of their own', and help him/her by sharing crucial information. In this connection, several authors (e.g. Gupta and Govindrajana, 2000; Vance and Paik, 2000) have noted the importance of 'homophily', defined as the extent to which individuals share important traits, such as

values and beliefs. In situations where the degree of homophily is high, the flow of information between individuals is likely to be high. On the other hand, if HCNs perceive the expatriate to be different (low homophily), they may demonstrate counterproductive behaviors such as withholding relevant information, and categorize the expatriate as an outsider (see e.g. Aycan, 1997; Toh and DeNisi, 2007).

In terms of the antecedents of HCNs' reactions to expatriates, or for that matter to anyone who is deemed an outsider, it is important to understand the role of cultural context in guiding individual thought and behavior. As Peterson and Thomas (2007) have argued, the cultural context of the host country exerts unique influences on both HCNs and expatriates. In the case of HCNs, the cultural context is likely to have a deep and long-lasting impact, as their values, attitudes, and beliefs are developed under the guidance of local cultural norms, and it is these attitudes that in turn guide their behavior. As Peterson and Thomas (2007) note, culture has a strong effect on how people view the world around them, and what they deem acceptable, or 'normal'. In the case of expatriates, local cultural norms may re-define the frame of reference that the expatriates use for decision-making – for example, the definition of ethical behavior may be significantly different in the host location when compared to the home location. This may often lead to cognitive dissonance on the part of the expatriate, and he or she may call on the HCN to better understand local norms and their genesis. The interaction between the HCN and the expatriate, clearly, takes on an added dimension, as the HCN becomes the conduit through which the expatriate attempts to understand the cultural context and reduce uncertainty. However, as Liu and Shaffer (2005) note, the success of the information-seeking process initiated by the expatriate is dependent on the individual relationships that provide information and advice. As Caligiuri

(2000) has noted, HCNs often are the best source of information on local norms and culture, and can help the expatriate by providing role information and social support that could help him or her adjust better to a new job and culture.

The present study was designed to investigate the social categorization of expatriates by Chinese HCNs, and the resultant willingness of Chinese HCNs to offer role information and social support to expatriates. Further, since research on interpersonal relationships between HCNs and expatriates is generally lacking in the international assignments literature, we chose to investigate how factors such as Chinese HCNs' collectivism, interpersonal affect, and *guanxi*, impact their willingness to provide support to expatriates. Moreover, we investigated how these perceptions and potential behaviors might vary according to expatriate nationality; that is, Indian versus American. The reasons for choosing these three nations for our investigation were the dominant role of the US on the world economic scene, and the emerging role of the projected future economic leaders, China and India (see e.g. Khanna, 2007). In the following sections, we discuss the relevant literature and develop our hypotheses.

Social Categorization of Expatriates

Research based on social identity theory has shown that individuals often tend to categorize themselves and others into in-groups and out-groups, and that this categorization process helps people understand how they should behave in specific social contexts (Hogg and Terry, 2000). From a cognitive perspective, the categorization of others helps individuals ascribe certain qualities and traits to others, which in turn helps them decide their own reactions to others. Social identity research has also consistently indicated that when a differentiating category (e.g. perceived values similarity) becomes salient, differential treat-

ment to in- and out-group members results; that is, favoritism and discrimination, respectively (Tajfel, 1981).

Social categorization becomes problematic in the context of expatriate adjustment when perceived differences among HCNs cause expatriates to be viewed as out-group members, thus ultimately resulting in unfavorable, or at least less than ideal, treatment (e.g. Reynolds et al., 2000). As Toh and DeNisi (2007) have noted, HCNs can often be the catalyst and 'best on-site trainers', by providing the expatriate with information that he/she needs to get started on the assignment. Needless to say, expatriates need a whole range of information – from finding the local market and best places to live, to learning about the subtle and often unwritten rules of the workplace. However, the expatriate cannot expect HCNs to automatically offer the needed information, since helping expatriates is rarely a formal part of an HCN's job description. We propose that dissimilarities between an expatriate and his/her host-country colleagues further limit the extent to which a HCN is willing to provide support to the expatriate. Specifically, social identity theory proposes that the more a differentiating characteristic – that is, HCN vs. expatriate – is salient and relevant, the more likely categorization and differential treatment are to result. Not only are expatriates often visibly 'different' from HCNs given national and cultural differences, organizations often establish differential pay policies that favor expatriates over HCNs (Toh and DeNisi, 2003), thus exacerbating perceived (and perhaps real) differences.

The Chinese Cultural Context

For centuries, Chinese thought and behavior have been guided by Confucianism, whose basic tenets highlight the establishments and adherence to social hierarchy and status (Tan, 1986). This, in turn, dictates the arrangement of interpersonal relationships, which directs

individuals' interaction among themselves. Furthermore, the impact of Confucian value systems such as conformity, collectivism, large power distance, harmonious interpersonal relationships, and interpersonal trust, on the Chinese value system (Chew and Lim, 1995) is also likely to have a strong influence on workplace interactions. Indeed, numerous researchers have noted that Chinese society is marked by a strong sense of collectivism (Hofstede, 2001; Triandis, 1995). According to Hofstede (2001), collectivistic societies are characterized by a powerful sense of group membership. In such societies, people distinguish between in-group and out-group members. They believe that they can totally depend on their in-group members in exchange for absolute devotion to them, while interaction with out-group members is to be minimized. In China, collectivism is manifested in individual behaviors reflecting socially accepted norms, and a deep sense of empathy with those who belong to the same social environment (Lockett, 1988). As such, individual behaviors of Chinese HCNs are often guided by a code of conduct that takes into account their family clans and the society (Westwood, 1992). These behaviors, in turn, are reflected in the level of *guanxi*, or relationship quality that exists between Chinese HCNs and others.

Guanxi

In Chinese, '*guan*' refers to a 'locked door' and '*xi*' means 'system of links' (Law et al., 2000). The broader implication of *guanxi* is the relationship between co-workers by helping them open 'locked doors' and find the 'system' that 'links' them to each other. As Farh et al. (1998) observe, there are several socio-psychological factors that affect the way *guanxi* operates in the Chinese scheme of managerial decisions with respect to workplace interactions. Indeed, *guanxi* relationships are attached culturally to an individual's social class, seniority, age, and social status,

both within his or her family, and in society. As such, these relationships have a significant bearing on the professional conduct of individuals in Chinese organizations (Wright et al., 2002). According to Wong (1998), the four main elements of *guanxi* are trust, favor, dependence, and adaptation. This, in turn, leads to in-group-based decisions. A study of the relevant literature indicates that the process of *guanxi* is based very heavily on trust, which creates a 'reciprocal obligation that is impossible to deny' (Xu, 1996). Furthermore, there is a strong emphasis on hierarchical relationships that predict the degree of interpersonal relationships among Chinese workers (Adkins and Naumann, 2001). Indeed, traditional Confucian values, like respect for elders and a belief in the hierarchical social system, have sustained *guanxi* in the Chinese ethos (Boisot and Liang, 1992). We next discuss a related and relevant concept that has found some currency in the literature, but hitherto been tested primarily in North American organizations – the construct of 'interpersonal affect'. We felt that it was critical to include affect in this investigation, as it would help us establish if interpersonal affect and *guanxi* are distinct constructs.

Interpersonal Affect

Interpersonal affect has been conceptualized as a like–dislike reaction (Zajonc, 1980) that operates on a continuum. According to Zajonc (1980), affect is an involuntary reaction that constitutes the core of interpersonal relationships. In this connection, Lefkowitz (2000) has argued that perceived values similarities influence the extent of interpersonal affective interactions among individuals. In other words, individuals are more likely to be attracted to, and develop a liking for, those they perceive as holding similar values (Tsui and Gutek, 1984). Antonioni and Park (2001) further argue that perceived values similarity can lead to positive affect even between those with diverse socio-cultural backgrounds.

Indeed, as Varma et al. (1996) observed, the cognitive processes of individuals are, to a large extent, dependent on the interpersonal affect shared by them. Previous research (see Lefkowitz, 2000, for a detailed review) has confirmed that interpersonal affect often guides an individual's behavior towards other individuals. In other words, when people 'like' someone, they are more likely to engage with them, and befriend them. In previous studies, it has been found that when individuals like someone, they are more likely to want to work with them (see Tsui and Gutek, 1984), and offer assistance to them. Clearly, in the case of expatriates, if the HCNs 'like' them, they are more likely to be offered required assistance, as opposed to if the HCNs dislike them. Interpersonal affect, then, may allow an HCN and an expatriate to develop a better relationship and may also increase the likelihood that the HCN will provide support to the expatriate.

Thus, we argue that the level of collectivism in Chinese society will influence the extent to which Chinese HCNs will be attracted towards their expatriate co-workers, and the amount of social and role-related exchanges or *guanxi* displayed by them. Based on the conceptualization above, we propose our first and second hypotheses as follows.

Hypothesis 1: Collectivism will have a positive influence on Chinese HCNs' interpersonal affect towards their expatriate co-workers.

Hypothesis 2: The level of *guanxi* displayed by Chinese HCNs towards their expatriate co-workers will be positively determined by the HCNs' level of collectivism.

HCNs' Support to Expatriate Co-workers

The literature review above suggests that interpersonal affect and *guanxi* should increase the likelihood that an HCN will help an expatriate with his/her social and work life while on assignment in China. Previous

literature on expatriate issues (e.g. Adkins and Naumann, 2001) has argued that expatriates need support from the HCN, both in and out of the workplace, if they are to succeed on the assignment. Role information guides individuals on appropriate and acceptable behaviors in the workplace. In this connection, Louis (1980) has argued that by virtue of their experience and background, HCNs have access to role information that is vital for expatriates' success. Clearly, expatriates would have a higher probability of success if this information was made available to them by HCNs. However, as we note above, HCNs are likely to share such information only with those whom they perceive to have common values, and those they accept into their inner-circle of *guanxi* (e.g. Toh et al., 2004).

When expatriates are relocated on international assignments, quite often they have to rely on their co-workers from the host country to provide them with social support in order to facilitate their transition. In this connection, expatriate categorization as in-group or out-group members can have a significant influence on the willingness of HCNs to provide social support to their expatriate co-workers (Fisher, 1985). Inclusion of expatriates in the HCNs' friendship and/or interest group would provide moral and emotional help and would make expatriates feel accepted in their new environment (Kirmeyer and Lin, 1987). Given that moving to a new country can often be a traumatic experience, any help the expatriate can receive is likely to go a long way in helping the adjustment process. This becomes even more critical in a country like China, where foreigners sometimes face severe problems with respect to legal, medical, educational, logistical, and cultural matters (*Global Relocation Trends 2003/2004 Survey Report*). Indeed, it is clear that *guanxi* can have a significant bearing on expatriates' experience in China, and may play a major role in their success on Chinese business assignments (Tsui and Farh, 1997).

As such, we predict:

Hypothesis 3: Interpersonal affect, as perceived by the Chinese HCNs, will have a positive impact on their willingness to offer general support to expatriates.

Hypothesis 4: Chinese HCNs' *guanxi* towards expatriates will have a positive impact on their willingness to offer general support to expatriates.

Further, research (e.g. Toh et al., 2004) has described the fact that individuals use their social values and norms to assign in-group or out-group status to outsiders, and that this kind of labeling guides their behavior towards them. Thus, individuals would be more likely to display helpful behaviors towards those whom they designate as their in-group, and exhibit negative or neutral behaviors towards those assigned to the out-group (e.g. Reynolds et al., 2000). As we note above, culturally unique norms, such as *guanxi*, are often driven by prominent features or characteristics of the expatriate. In the case of expatriates from the USA and India, perceived cultural similarity is most likely to be used by Chinese HCNs as guidance while deciding their inclusion or non-inclusion in a very unique social norm like *guanxi*. India has a long and historical relationship with China and is culturally more similar to it than the USA. From the centuries-old link of sharing Buddhist philosophy, to the shared Asian heritage, these two countries share many links (see Khanna, 2007). On the other hand, China has been a remote country to western nations like the USA for centuries, and it is only lately that these nations have taken some cautious steps to interact with one another.

Given this reality, we expect that Chinese HCNs will react differently to expatriates from the USA and those from India, and as such, we predict:

Hypothesis 5: Chinese HCNs will be likely to display significantly higher levels of (a) *guanxi*, (b) interpersonal affect, and (c) general support towards Indian expatriates, compared to US expatriates.

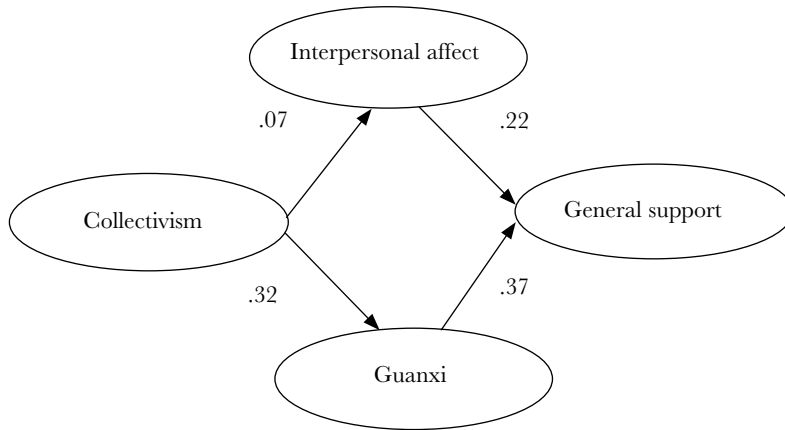


Figure 1 The path diagram indicating relationships among the latent constructs

Moreover, given the long-standing tradition of deference to the male elder in Chinese culture, we examined how *guanxi* might differ according to expatriate gender. In this connection, the only published empirical study investigating HCN reactions to expatriates found that Indian HCNs preferred to work with female expatriates from the USA significantly more than with male expatriates from the USA, confirming that a gender-based differentiation exists in the social categorization of expatriates (Varma et al., 2006). However, it is well known that India is a male-dominated society (Hofstede, 1996), with the result that the majority of Indian expatriates are male. As such, it is likely that Chinese HCNs are more exposed to male Indian expatriates, and given the cultural similarities we allude to above, we believe that Chinese HCNs are more likely to include Indian male expatriates into their circle than male expatriates from the USA. In this connection, Farh et al. (1998) and Chattopadhyay (2003) have noted the salience of gender similarity in such interactions. However, given the limited number of female expatriates being sent by companies from both India and the USA (see e.g. Stroh et al., 2000), we don't expect any significant differences in Chinese HCN reac-

tions to female expatriates from India versus the USA. As such, we predict:

Hypothesis 6: Chinese HCNs would be likely to display significantly higher levels of (a) *guanxi*, (b) interpersonal affect, and (c) general support towards male expatriates from India than those from the USA – but that this difference would be less pronounced for women.

Based on the discussion above, we present a conceptual model of the relationships between the study variables in Figure 1.

Method

For our study, we collected data from 212 HCNs in China. The HCNs were students in graduate programs in business administration at two Chinese universities. The students were approached by the first author, and asked to participate in this study on a voluntary basis. Both programs are offered in English by American universities, and the participants are selected based on high scores in the Test of English as a Foreign Language, thus demonstrating a reasonable command of English. Forty-eight percent of the participants were male and 52% were female. The participants' average age was 31.7 years, and they had between 2 and 17 years of work

experience, with an average of 9 years of full-time experience. Forty-six percent ($n = 97$) of the participants had Bachelor's degrees, 49% ($n = 104$) held Master's degrees, and 2% ($n = 5$) held Doctoral degrees. Six participants did not report their educational level; however, since having a Bachelor's is a minimum requirement for gaining admission into the MBA programs, it is clear that they held at least Bachelor's degrees.

Seventy-five percent of the participants were employed with, or had in the past worked for, a multinational organization. Also, 78% of the respondents either had worked in the past, or were currently working with expatriates/foreign nationals. Finally, 89% of participants had interacted with expatriates/foreign nationals outside of work. Initial analyses showed no significant differences in the responses of those who had worked and/or interacted with expatriates, and those who had not. As such, all responses were combined for analysis purposes.

The participants were given a questionnaire that provided them with basic information about a foreigner (i.e. expatriate) including the expatriate's age, race/ethnic origin, educational background, work experience, and job title. The participants were asked to think of the described expatriate as a potential co-worker, and responded to questions on measures of collectivism, interpersonal affect, *guanxi*, and the likelihood that they would provide the expatriate with general support (i.e. role information and social support) in the process of his/her adjustment into the new job and location.

To ensure that the terms used in the English version of the questionnaire had equivalent terms in Chinese, the survey was first translated into Chinese, and then back into English, by two different individuals. Barring a couple of words on the collectivism scale (which were subsequently modified), and a few prepositions, the two English versions of the survey were almost identical.

Finally, the present study was designed

as a between-subjects study, manipulating two factors – country of origin of expatriate (USA, India) and gender. As such, participants received one of four versions of the survey questionnaire. In condition 1, the expatriate was a male from the USA; in condition 2, the expatriate was a male from India; in condition 3, the expatriate was a female from the USA; in condition 4, the expatriate was a female from India. The biographical information about the expatriate (e.g. education and experience) was kept constant in all four conditions.

Measures

Collectivism was measured with a 5-item measure adapted from Clugston et al. (2000). Respondents indicated, on a scale from 1 = strongly disagree to 7 = strongly agree, the extent to which they perceived the importance of group welfare against individual benefits and gains. The Cronbach alpha for this scale was .81 for the entire sample. A sample item from this scale is 'Group welfare is more important than individual rewards.'

Interpersonal affect was measured with a 4-item scale adapted from Tsui and Barry (1986). The items were measured on a 7-point scale with 1 = strongly disagree and 7 = strongly agree. The Cronbach alpha for this scale was .86 for this sample. A sample item from this scale is 'I would like to spend time with this person.'

Guanxi was measured using a 6-item scale drawn from Law et al. (2000). The questionnaire items (e.g. 'On special occasions, such as my co-worker's birthday, I would definitely visit him/her and send gifts.') were presented on a 7-point Likert type scale ranging from 1 = strongly disagree to 7 = strongly agree. The Cronbach alpha for this scale was .87.

General support was measured through a 9-item measure rated on a 7-point scale with 1 = strongly agree and 7 = strongly disagree. Out of these nine items, five measured the role information (e.g. 'I would be willing to provide the expatriate information on the

behaviors valued by the organization.')} provided by HCNs to expatriates, as suggested by Morrison (1993). The questions were designed to measure the extent to which HCNs were willing to provide various types of information such as guidance and/or tips on the behaviors and attitudes valued and expected by the organization. The remaining four items developed by Caplan et al. (1980) measured social support provided by HCNs to expatriates. These items assessed the extent to which the HCN was willing to provide support to the expatriate outside of the workplace (e.g. 'I would be willing to listen to the personal problems of the expatriate.'). Internal consistency of the measure was found to be .85 in our study.

Results

In Table 1, we report the means, standard deviations, and correlations of the study variables. The relationships between the variables in the model were tested using regression analysis and structural equation modeling. The overall path model linking the latent constructs was examined by subjecting data to structural equation modeling (SEM). We began our analyses by regressing all the seven control variables (HCNs' age, gender, education, multinational work experience, work experience with expatriates, length of work experience with expatriates, and socialization with expatriates) on *guanxi*. The control variables were drawn from previous literature on expatriates, and were thus deemed appropriate for inclusion in our study. Except for HCNs' education (standardized $\beta = .20, p < .05$), none of the other control variables had any significant impact on *guanxi*.¹ It should be mentioned here that the biographical information presented for the hypothetical expatriate listed the expatriate as having an Bachelor's degree in Business Administration – as we note above, all our participants were pursuing their MBAs, and more than half already had Master's degrees or higher qualifications.

As stated earlier, Hypotheses 1 through 4 were tested through regression analysis. The regression estimates for the key variables are presented in Table 2. As shown in the table, collectivism was not significantly related to interpersonal affect, or the extent to which the HCN liked the expatriate co-worker, thus failing to support Hypothesis 1. Collectivism was positively related to *guanxi*, which is consistent with Hypothesis 2. Interpersonal affect and *guanxi* were both positively related to general support, thus supporting Hypotheses 3 and 4, respectively.

In order to calculate the fit of the proposed model to data, we applied the AMOS 4.0 SEM procedure (Arbuckle and Wothke, 1999). Further, we used the maximum likelihood estimation (MLE) algorithm to determine the fit indices. As such, we report the Goodness-of-Fit Index (GFI) and the Root Mean Square Error of Approximation (RMSEA) as the absolute fit measures. According to Byrne (2001), absolute fit measures are used to compare between the hypothesized model and an absence of any other model. We also report the Incremental Fit Index (IFI), the Tucker-Lewis Index (TLI), and the Comparative Fit Index (CFI). These indices indicate a comparison between the model that we have hypothesized and the model with maximum constraints. Finally, we also considered the normed chi-square value as an acceptable measure of fit.

According to Hair et al. (1998), the recommended fit values for GFI, IFI, TLI and CFI are > 0.90 . Likewise, while an RMSEA of 0.0 indicates perfect fit, values that are less than 0.07 are considered good fits. The range of the normed chi-square is generally accepted as $1.00 < \text{normed chi-square} < 3.00$ (Hair et al., 1998). Finally, we report the Adjusted Goodness-of-Fit (AGFI) as well as the Parsimony-adjusted Goodness-of-Fit (PGFI) measures.

For the model as depicted in Figure 1, the normed χ^2 value is 1.32. The GFI is 0.93, which is above the recommended value. IFI

Table 1 Variable descriptive statistics, reliability estimates (alpha) and intercorrelations

	Mean	s.d.	1	2	3	4	5	6	7	8
1. Gender ¹	.52	.50	—							
2. Age	31.71	3.48	-.264**	—						
3. Education	2.55	.55	-.161*	.280**	—					
4. Work Exp.	9.00	3.24	-.150*	.913**	.180**	—				
5. Affect	4.36	.97	-.093	-.199**	.176*	-.250**	(.81)			
6. Collectivism	5.27	.86	-.056	-.053	-.099	-.114	.055	(.86)		
7. Guanxi	4.37	1.04	-.109	-.087	.174*	-.155*	.561**	.324**	(.87)	
8. Support	4.93	.72	-.075	-.085	.036	-.060	.443**	.343**	.417**	(.85)

* $p < .05$, ** $p < .01$. ¹Correlations involving a dichotomous variable are point-biserial. Gender was coded such that 0 = male and 1 = female.

is equal to .98, the TLI value is 0.96, and the CFI value is 0.97. These are also above the recommended values for the respective indices. With the threshold value of RMSEA being 0.07, the value of RMSEA for the proposed model is 0.04. Finally, the AGFI and the PGFI values are equal to .86 and .48 respectively. These results are consistent with the hierarchical regression analyses above, and lend further support to our proposed model. The proposed path between collectivism and interpersonal affect should be re-evaluated in future research, however, since this was not significant in regression analysis.

Next, Hypotheses 5 and 6 were tested using one-way Analysis of Covariance (ANCOVA), comparing four groups of expatriates, controlling for the demographic characteristics of HCNs. Post hoc tests were conducted using Tukey's HSD test. Results indicate that HCNs' characteristics of the expatriate were significantly related to HCN interpersonal affect [$F_{(3, 208)} = 2.90, p < .05$], *guanxi* [$F_{(3, 208)} = 3.78, p < .01$], and general support [$F_{(3, 209)} = 4.46, p < .01$] (see Table 3). Results from Tukey's tests indicate that HCNs were more likely to have higher levels of *guanxi* and general support for Indian women than men or women from the USA. Results also indicated that HCNs were more likely to have higher affective regard for women expatriates from India as compared to women from the USA (although this was only marginally significant, $p < .10$).

This pattern of results is consistent with Hypotheses 5a through 5c in that HCNs differentiated expatriates on the basis of their nationality. That said, HCNs were not more likely to have higher levels of affect, *guanxi* or support for male expatriates from India than from the USA, which fails to support Hypotheses 6a through 6c. In fact, HCNs only differentiated female Indian expatriates from US expatriates; across all dependent variables, HCNs favored women expatriates from India.

Table 2 Results of regression analyses

Variable	Interpersonal Affect				Guanxi				General Support							
	b	SE	b	95% CI	β	b	SE	b	95% CI	β	b	SE	b	95% CI	β	
Gender	-.13	.12	-.18	-.38, .11	-.07	-.18	.15	-.47, .11	-.18	-.04	.10	-.23, .14	-.03			
Age	-.01	.04	-.01	-.08, .09	-.01	-.01	.05	-.12, .09	-.05	-.08	.03	-.14, -.01	-.38*			
Education	.40	.11	.42	.16, .60	.25**	.42	.22	.16, .68	.22**	-.06	.09	-.24, .11	-.05			
Work Experience	-.09	.05	-.04	-.18, -.01	-.32*	-.04	-.12	-.15, .07	-.12	.09	.04	.02, .16	.41**			
ΔR ²				.14**				.07**				.03				
F				8.30**				3.58**				1.47				
<i>Step 2: Predictor Variables</i>																
Collectivism	.06	.06	.34	-.06, .18	.07	.34	.07	.20, .48	.32**							
ΔR ²				.01				.10**								
F				6.87**				7.80**								
Affect										.30	.07	.17, .43	.37**			
Guanxi										.15	.05	.05, .26	.22*			
ΔR ²												.24**				
F												11.94**				

* $p < .05$, ** $p < .01$.

Table 3 Results of analysis of covariance

	Indian-Male		Indian-Female		US-Male		US-Female		Overall F
	Expatriate (a)		Expatriate (b)		Expatriate (c)		Expatriate (d)		
	M	SD	M	SD	M	SD	M	SD	
Guanxi	4.48	1.14	4.72 ^{c,d}	1.02	4.16 ^b	.98	4.16 ^b	.94	3.78, $p < .01$
Interpersonal affect	5.41	.86	5.49	.86	5.10	.85	5.12	.83	2.90, $p < .05$
Support	4.98	.78	5.20 ^{c,d}	.77	4.72 ^b	.65	4.82 ^b	.64	4.46, $p < .01$

Note. Cell means across 4 expatriate groups with different superscripts are significantly different at $p < .05$.

Discussion

Summary of Key Research Findings

The present study was designed to examine the impact of HCNs' endorsement of cultural norms on their willingness to offer help to expatriates. Specifically, we were interested in studying the impact of collectivism on HCNs' inclusion or exclusion of expatriates from *guanxi* networks, and their interpersonal affect towards expatriates. In addition, we were interested in studying the degree to which *guanxi* and interpersonal affect were associated with Chinese HCNs' willingness to provide role information and social support to Indian and American expatriate co-workers. Finally, we were interested in investigating whether expatriate country of origin and gender had an impact on HCNs interpersonal affect, *guanxi* and willingness to offer support to expatriates.

We found support for our proposed model – that is, Chinese HCNs' proclivity to categorize expatriates into in-groups and out-groups via affective behavior has a significant impact on their willingness to offer role information and social support to expatriates. Given how important it is for expatriates to receive different types of information (both in and out of the workplace) from HCNs, this finding is worthy of attention.

The results of our study also support the predictions that cultural values and norms (i.e. collectivism and *guanxi*) play a signifi-

cant role in guiding HCNs' behavior toward expatriates. In our study, we found that collectivism was significantly related to Chinese HCNs' *guanxi* towards expatriates. We had further hypothesized that since the Chinese should perceive Indians to be culturally closer to them as compared to expatriates from the USA, they would be more likely to like Indian expatriates (i.e. interpersonal affect), would be more likely to include individuals of Indian origin into their *guanxi*, and would provide more support to Indian expatriates. Our results supported these predictions. Interestingly, while national origin of expatriate had a significant main effect on Chinese HCNs' levels of interpersonal affect, *guanxi*, and willingness to offer support to expatriates, the gender of the expatriate did not have a significant effect. We discuss this finding further in the section below on implications.

The finding that Chinese HCNs were more willing to include expatriates from India (as compared to US expatriates) into their *guanxi* networks is reflective of the perceived homophily, based on relative cultural similarity. This might also be reflective of the fact that the USA has been sending expatriates to China for much longer than India, and Chinese HCNs believe that Indians need more adjustment help. Overall, we believe our study has offered new insights into the expatriate–HCN interaction, adding to the literature on expatriates. We discuss the theoretical and practical implications of our study below.

Theoretical and Practical Implications

Our results offer several theoretical and practical implications. First, we are not aware of any published study that has empirically investigated HCN attitudes and behaviors toward expatriates, using variables such as *guanxi* and interpersonal affect. Specifically, we have developed and tested a model showing the antecedents of HCNs' willingness to support expatriates. In addition, we have demonstrated that *guanxi* and interpersonal affect, while related, are distinct constructs. While interpersonal affect may be related to role information and social support, this is not a function of its relationship to collectivism. On the other hand, it seems that *guanxi* is positively related to role information and social support, and that *guanxi* increases as a function of collectivism.

From a practical perspective, our findings offer several suggestions for organizations. First, MNCs based in the USA, and other western countries, should perhaps explore the possibility of sending Indian (and other Asian) employees for expatriate assignments to China. This suggestion should especially be explored in cases where the expatriate has to be sent at short notice since there may not be enough time to offer him or her sufficient cross cultural training. Next, the finding that gender did not have a significant effect on Chinese HCNs' level of interpersonal affect, *guanxi*, or willingness to offer support to expatriates is noteworthy. Clearly, female expatriates are as likely to be successful in China as male expatriates. Thus, MNCs should make sure that their selection systems for expatriate assignments to China include both qualified male and female expatriates. This could go a long way in addressing the issue of low numbers of females on expatriate assignments (see e.g. Stroh et al., 2000).

It is clear that HCN categorization of expatriates can go a long way in helping them succeed on their assignments. In this connection, several authors have called for

organizations to provide support mechanisms to help the expatriate adjust to the foreign environment. Perhaps it is time to include the HCN as an important 'support' factor. Future research should explore how organizations might help reduce the in-group and out-group categorization of expatriates by HCNs in collectivistic cultures, such as China. In this connection, other researchers (e.g. Varma et al., 2006) have proposed that factors like gender of the expatriate may play a major role in categorization. We found some evidence of this in the present study, and hope that future studies will investigate this relationship in more depth. Perhaps better orientation programs designed to demonstrate the similarities between the expatriate and the HCN may help increase perceived HCN-expatriate homophily.

Next, in our study, we found that *guanxi* plays a big role in the Chinese culture. In turn, *guanxi* is based primarily on trust. As such, potential expatriates could be trained to attempt, through their actions and words, to build trust with HCNs. This is likely to help them be invited to be a part of the HCNs' in-group, thus easing their cultural adaptation and leading to higher probability of a successful stint. Here, we would also like to suggest that HCNs be offered training in cultural awareness and sensitivity to expatriates and their backgrounds, so as to expose them to the values and beliefs of potential expatriate co-workers. This may help reduce perceptions of dissimilarity and thus the resultant categorization.

Limitations

Our study has some limitations, and we discuss these below. First, all participants had experience as executives in middle to senior management positions, and their opinions may not be reflective of all Chinese nationals. Second, we specifically noted in the survey questionnaire that the expatriate was a potential co-worker of the participants. It is very possible that the attitudes and behaviors

of the HCNs would be different if the expatriate were potentially the HCN's supervisor or subordinate. Next, our manipulation was done through paper-based survey questionnaires. Future research could perhaps include a video clip of the expatriate, or examine HCN attitudes toward real and current expatriate co-workers.

Also, since all our data were collected at the same point through a single instrument, it is important to discuss the possibility of common method variance (CMV). While CMV is a potential threat in terms of the measured variables, correlations in the .3 to .5 range do not seem surprising, and are indeed similar to correlations between similar variables reported in past research. Also, given our methodology – that is, using manipulated and measured variables, our results that are attributable to expatriate characteristics (i.e. the manipulated variables) cannot be attributed to CMV, especially given the between-subjects design.

Conclusion

In this study, we were interested in examining the factors that affect Chinese HCNs' decision to offer support to American and Indian expatriates. Our choice of China as the host country was guided by the rapidly emerging role of China on the world economic scene. We chose to study the attitudes and behaviors of Chinese HCNs toward expatriates, given the increasing number of expatriates being placed on assignment in China. Undoubtedly, the USA is one of the largest investors in China and this guided our choice of US expatriates for our investigation. We also chose to study and compare the HCNs' attitudes and behaviors toward Indian expatriates given the relative cultural similarities between China and India, as well as the substantial increase in mutual trade between China and India.

The choice of China as the host country allowed us to investigate critical variables

such as collectivism and *guanxi* in the context of expatriate issues, given China's unique cultural history. In the context of HCN–expatriate interactions, these variables are bound to play a critical role as in a number of cases the expatriate is likely to be perceived as having dissimilar values from the expatriate.

The finding that collectivism had a significant impact on both *guanxi* and affect-based categorization has implications for both further research and MNCs sending expatriates to China. Further, the fact that Chinese HCNs did differentiate between US and Indian expatriates in terms of *guanxi* is a crucial finding and worthy of further examination. It is possible that the Chinese perceive Indians as culturally similar to themselves because of a common shared heritage in terms of Buddhist training and the fact that the nations are geographic neighbors. On the one hand, this suggests that US organizations could well consider sending Asian employees to China as expatriates as they would find it much easier to get adjusted to the new environment. Of course, it is possible that Chinese HCNs are well aware of India's growing importance on the world economic scene and would prefer to work with expatriates from India. Next, the finding that Chinese HCNs did not differentiate between female expatriates from India and the US in terms of inclusion into their *guanxi* networks is noteworthy, and perhaps a reflection of the continuing dearth of females on expatriate assignments.

Overall, we believe our study has shed light on several new dimensions of the HCN–expatriate interaction, and we are confident that organizations will find practical uses for our findings.

Notes

The authors would like to thank the journal editors and three anonymous reviewers for their very helpful suggestions on an earlier version of this manuscript. We would also like to thank

Marl Albarillo and Ivy Cui Yue for their help with data collection.

- 1 While the control variables were not systematically related to *guanxi*, we did control for demographic variables in our analyses. We included gender, age, education and total work experience in subsequent analyses. We did not include additional measures of work experience (i.e. multinational experience or experience with expatriates) because of potential problems with multi-collinearity.

References

- Adkins, C.L. and Naumann, A.C. (2001) 'Situational Constraints on the Achievement-Performance Relationship: A Service Sector Study', *Journal of Organizational Behavior* 5(22): 453-65.
- Antonioni, D. and Park, H. (2001) 'The Effects of Personality Similarity on Peer Ratings of Contextual Work Behaviors', *Personnel Psychology* 54: 331-60.
- Arbuckle, J.L. and Wothke, W. (1999) *Amos 4.0 User's Guide*. Chicago, IL: Smallwaters Corporation.
- Aycan, Z. (1997) 'Acculturation of Expatriate Managers: A Process Model of Adjustment and Performance', in Z. Aycan (ed.) *New Approaches to Employee Management*, Vol 4, pp. 1-40. Greenwich, CT: JAI Press.
- Black, J.S., Mendenhall, M. and Oddou, G. (1991) 'Toward a Comprehensive Model of International Adjustment: An Integration of Multiple Theoretical Perspectives', *Academy of Management Review* 16(2): 291-317.
- Boisot, M. and Liang, X.G. (1992) 'The Nature of Managerial Work in the Chinese Enterprise Reforms: A Study of Six Directors', *Organization Studies* 13(2): 161-84.
- Byrne, B.M. (2001) *Structural Equation Modeling with AMOS: Basic Concepts, Applications and Programming*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Byrne, D. (1971) *The Attraction Paradigm*. New York: Academic Press.
- Caligiuri, P. (2000) 'Selecting Expatriates for Personality Characteristics: A Moderating Effect of Personality on the Relationship between Host National Contact and Cross-cultural Adjustment', *Management International Review* 40(1): 61-80.
- Caplan, R.D., Cobb, S., French, J.R.P.J., Van Harrison, R. and Pinneau, S.R.J. (1980) *Job Demands and Worker Health: Main Effects and Occupational Differences*. Ann Arbor: The University of Michigan.
- Chattopadhyay, P. (2003) 'Can Dissimilarity Lead to Positive Outcomes? The Influence of Open versus Closed Minds', *Journal of Organizational Behavior* 24: 295-312.
- Chew, I.K.H. and Lim, C. (1995) 'A Confucian Perspective on Conflict Resolution', *International Journal of Human Resource Management* 6(1): 1-30.
- Child, J. and Lu, Y. (eds) (1996) *Management Issues in China, Vol. 2, International Enterprises*. London: Routledge.
- Clugston, M., Howell, J.P. and Dorfman, P.W. (2000) 'Does Cultural Socialization Predict Multiple Bases and Foci of Commitment?', *Journal of Management* 26(1): 5-30.
- Farh, L.L., Tsui, A.S., Xin, K. and Cheng, B.S. (1998) 'The Influence of Relational Demography and Guanxi: The Chinese Case', *Organizational Science* 9(4): 471-88.
- Fish, A. and Wood, J. (1994) 'Integrating Expatriate Careers with International Business Activity: Strategies and Procedures', *International Journal of Career Management* 6(1): 313.
- Fisher, C.D. (1985) 'Social Support and Adjustment to Work: A Longitudinal Study', *Journal of Management* 11(3): 39-53.
- Global Relocation Trends 2003/2004 Survey Report*. (2004) Sponsored by GMAC Global Relocation Services, USA, National Foreign Trade Council Inc., USA, and SHRM Global Forum, USA.
- Gupta, A.K. and Govindrajana, V. (2000) 'Knowledge Flows within Multinational Corporations', *Strategic Management Journal* 21: 473-96.
- Hair, J.F.H., Anderson, R.E., Tatham, R.L. and Black, W.C. (1998) *Multivariate Data Analysis*, 5th edn. Englewood Cliffs, NJ: Prentice Hall.
- Hofstede, G. (1996) 'An American in Paris: The Influence of Nationality on Organizational Theories', *Organizational Studies* 17(3): 525-37.
- Hofstede, G. (2001) *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations across Nations*. Thousand Oaks, CA: Sage.
- Hogg, M.A. and Terry, D.J. (2000) 'Social Identity and Self-categorization Processes in Organizational Contexts', *Academy of Management Review* 25(1): 121-40.
- Khanna, T. (2007) 'China + India: The Power of Two', *Harvard Business Review* 85(12): 60-9.
- Kirmeyer, S.L. and Lin, T.R. (1987) 'Social Support: Its Relationship to Observed

- Communication with Peers and Superiors', *Academy of Management Journal* 30(1): 138–51.
- Law, K.S., Wong, C.S., Wang, D. and Wang, L. (2000) 'Effect of Supervisor–Subordinate Guanxi on Supervisory Decisions in China: An Empirical Investigation', *International Journal of Human Resource Management* 11(4): 751–65.
- Lefkowitz, J. (2000) 'The Role of Interpersonal Affective Regard in Supervisory Performance Rating: A Literature Review and Proposed Causal Model', *Journal of Occupational and Organizational Psychology* 73: 67–85.
- Liu, X. and Shaffer, M.A. (2005) 'An Investigation of Expatriate Adjustment and Performance: A Social Capital Perspective', *International Journal of Cross Cultural Management* 5(3): 235–54.
- Lockett, M. (1988) 'Culture and the Problems of Chinese Management', *Organizational Studies* 9(4): 475–96.
- Louis, M.R. (1980) 'Surprise and Sensemaking: What Newcomers Experience in Entering Unfamiliar Organizational Settings', *Administrative Science Quarterly* 25: 226–51.
- McEvoy, G. and Parker, B. (1995) 'Expatriate Adjustment: Causes and Consequences', in J. Selmer (ed.) *Expatriate Management: New Ideas for International Business*, pp. 97–114. Westpoint, CT: Quorum Books.
- Morrison, E.W. (1993) 'Longitudinal Study of the Effects of Information Seeking on Newcomer Socialization', *Journal of Applied Psychology* 78(2): 173–83.
- Peterson, M.F. and Thomas, D.C. (2007) 'Organizational Behavior in Multinational Organizations', *Journal of Organizational Behavior* 28: 261–79.
- Reynolds, K.J., Turner, J.C. and Haslam, S.A. (2000) 'When Are We Better Than Them and They Worse Than Us? A Closer Look at Social Discrimination in Positive and Negative Domains', *Journal of Personality and Social Psychology* 78: 64–80.
- Solomon, C.M. (1994) 'Success Abroad Depends on More Than Just Job Skills', *Personnel Journal* 73(4): 51–4.
- Stroh, L.K., Varma, A. and Valy-Durbin, S.J. (2000) 'Why Are Women Left at Home – Are They Unwilling to Go on International Assignments?', *Journal of World Business* 35(3): 241–55.
- Tajfel, H. (1981) *Human Groups and Social Categories: Studies in Social Psychology*. New York: Cambridge University Press.
- Tan, T.T.W. (1986) *Your Chinese Roots: The Overseas Chinese Stories*. Singapore: Times Books.
- Toh, S.M. and DeNisi, A.S. (2003) 'Host Country National (HCN) Reactions to Expatriate Pay Policies: A Proposed Model and Implications', *Academy of Management Review* 28(4): 606–21.
- Toh, S.M. and DeNisi, A.S. (2007) 'Host Country Nationals as Socializing Agents: A Social Identity Approach', *Journal of Organizational Behavior* 28: 281–301.
- Toh, S.M., Varma, A. and DeNisi, A.S. (2004) 'Host Country National Helping on the Adjustment of Expatriates', paper presented at the conference of the Society for Industrial/Organizational Psychology, Chicago, IL.
- Triandis, H.C. (1995) *Individualism and Collectivism*. Boulder, CO: Westview Press.
- Tsui, A.S. and Barry, B. (1986) 'Interpersonal Affect and Rating Errors', *Academy of Management Journal* 29(3): 586–99.
- Tsui, A.S. and Farh, J.L. (1997) 'Where Guanxi Matters', *Work and Occupations* 24: 56–79.
- Tsui, A.S. and Gutek, B.A. (1984) 'A Role Set Analysis of Gender Differences in Performance, Affective Relationships, and Career Success of Industrial Middle Managers', *Academy of Management Journal* 27: 619–35.
- Tung, R.L. and Worm, V. (2001) 'Network Capitalism: The Role of Human Resources in Penetrating the China Market', *International Journal of Human Resource Management* 12(4): 517–34.
- Vance, C.M. and Paik, Y. (2007) 'Forms of Host-country National Learning for Enhanced MNC Absorptive Capacity', *Journal of Managerial Psychology* 20(7): 590–606.
- Varma, A., DeNisi, A.S. and Peters, L.H. (1996) 'Interpersonal Affect and Performance Appraisal: A Field Study', *Personnel Psychology* 49: 341–60.
- Varma, A., Toh, S.M. and Budhwar, P.S. (2006) 'A New Perspective on the Female Expatriate Experience: The Role of Host Country National Categorization', *Journal of World Business* 41(2): 112–20.
- Warner, M. (1995) *The Management of Human Resources in Chinese Industries*. London: Macmillan.
- Westwood, R.I. (ed.) (1992) *Organizational Behavior: South East Asian Perspectives*. Hong Kong: Longman.
- Wong, Y.H. (1998) 'Relationship Marketing in China: The Magic and Myth of Guanxi', *Journal of International Marketing and Marketing Research* 23(1): 3–14.

Wright, P., Szeto, W.F. and Cheng, L.T.W. (2002) 'Guanxi and Professional Conduct in China: A Management Development Perspective', *International Journal of Human Resource Management* 13(1): 156–82.

Xu, K. (1996) 'Guanxi, the First Step in any China Venture', *Business Review Weekly* 18(21): 62–3.

Yg, C.A.B.O. and Huo, Y.P. (1993) 'Conceptions of Employee Responsibilities and Rights in the United States and the People's Republic of China', *International Journal of Human Resource Management* 4(1): 85–111.

Zajonc, R.B. (1980) 'Feeling and Thinking: Preferences Need No Inferences', *American Psychologist* 35: 151–75.

ARUP VARMA is in the Institute of Human Resources and Employment Relations, School of Business Administration, Loyola University

Chicago, 1 East Pearson Street, Chicago, IL 60611, USA.

[email: avarma@luc.edu]

SHAUN PICHLER is in the Department of Management, Mihaylo College of Business & Economics at California State University, Fullerton, Fullerton, CA 92831, USA.

[email: shaunpichler@gmail.com]

PAWAN BUDHWAR is in the South Wing 712 (OB and HRM), Aston Business School, Aston University, Birmingham B4 7ET, UK.

[email: p.s.budhwar@aston.ac.uk]

SOUMENDU BISWAS is in the Department of Management at the Management Development Institute, Mehrauli Road, Gurgaon-122007, India.

[email: sbiswas@mdi.ac.in]

Please address correspondence to Arup Varma.

Résumé

Le désir des autochtones chinois à soutenir les expatriés : le rôle du collectivisme, de l'affect interpersonnel et des Guanxi (Arup Varma, Shaun Pichler, Pawan Budhwar et Soumendu Biswas)

Le désir des autochtones, ou nationaux du pays d'accueil (NPA), à fournir un soutien aux expatriés a fait l'objet de beaucoup d'attention dans la littérature sur les postes internationaux. Étonnamment, le nombre d'études empiriques s'attachant à ce sujet est extrêmement limité. Dans cette étude, nous examinons le rôle de l'orientation collectiviste des NPA, de l'affect interpersonnel et des guanxi par rapport à leur désir d'aider les expatriés. À l'aide de données provenant de 212 NPA en Chine, nous découvrons que la qualité perçue par le NPA de sa relation avec l'expatrié a un impact significatif sur son désir de fournir une assistance, que ce soit en termes d'information ou de soutien social, aux expatriés. En outre, nous découvrons que la qualité de la relation est liée à la similarité culturelle perçue. Nos résultats insistent sur l'importance de prêter attention aux perceptions et réactions des NPA envers les expatriés. Nous examinons aussi les implications de nos résultats et offrons des suggestions de recherche future.

摘要

中国东道国员工支持外派人员的意愿：集体主义、人际情感和关系的作用

Arup Varma, Shaun Pichler, Pawan Budhwar and Soumendu Biswas

东道国员工支持外派人员的意愿在关于国际派遣研究的文献中得到大量关注。然而，令人奇怪的是，考察这种关系的实证研究却极为不足。在本研究中，我们考察了东道国员工的集体主义取向、人际情感以及关系等与他们支持外派人员的意愿之间的联系。运用从中国212名东道国员工得来的数据，我们发现，东道国员工感知到的与外派人员的关系质量对于他们提供支持的意愿有着显著影响。此外，我们还发现，关系质量与感知到的文化相似性相关。我们的研究结果强化了关注东道国员工对于外派人员的认知和反应的重要性。最后我们讨论了该研究的启示并提供了今后研究的建议。