

7-2008

Collectivist values for productive teamwork between Korean and Chinese employees

Yifeng CHEN
yifeng@ln.edu.hk

Dean TJOSVOLD
tjosvold@ln.edu.hk

Follow this and additional works at: <http://commons.ln.edu.hk/capswp>



Part of the [International and Intercultural Communication Commons](#)

Recommended Citation

Chen, Y. (2008). Collectivist values for productive teamwork between Korean and Chinese employees (CAPS Working Paper Series No.192). Retrieved from Lingnan University website: <http://commons.ln.edu.hk/capswp/3>

This Paper Series is brought to you for free and open access by the Centre for Asian Pacific Studies 亞洲太平洋研究中心 at Digital Commons @ Lingnan University. It has been accepted for inclusion in CAPS Working Paper Series by an authorized administrator of Digital Commons @ Lingnan University.



Working Paper Series
Centre for Asian Pacific Studies

No. 192 (Jul 08) CAPS

Collectivist Values for Productive Teamwork
between Korean and Chinese Employees

Chen Yifeng and Dean Tjosvold

Lingnan University
Hong Kong

Collectivist Values for Productive Teamwork
between Korean and Chinese Employees

Chen Yifeng and Dean Tjosvold

July 2008

© Chen Yifeng and Dean Tjosvold

Chen Yifeng is Assistant Professor of the Department of Management, Lingnan University.

Dean Tjosvold is Chair Professor of Management in the Department of Management, Lingnan University.

Centre for Asian Pacific Studies
Lingnan University
Tuen Mun
Hong Kong
Tel: (852) 2616 7427
Fax: (852) 2465 5786
Email: caps@LN.edu.hk
<http://www.LN.edu.hk/caps/>

CAPS and CPPS Working Papers are circulated to invite discussion and critical comment. Opinions expressed in them are the author's and should not be taken as representing the opinions of the Centres or Lingnan University. These papers may be freely circulated but they are not to be quoted without the written permission of the author. Please address comments and suggestions to the author.

Collectivist Values for Productive Teamwork between Korean and Chinese Employees

Chen Yifeng and Dean Tjosvold*

Abstract

The global marketplace increasingly demands that cultural diverse people work together but studies have documented important barriers to inter-cultural collaboration. Researchers have argued the need to study inter-cultural interaction directly in order to develop knowledge that diverse people can use to overcome obstacles and work productively. This study proposes that collectivist values are a basis upon which Korean and Chinese colleagues working in joint ventures in China develop quality collegial relationships and thereby work productively together. Chinese employees completed measures of collectivist and individualist values in their relationships with a Korean colleague. The Korean partners completed measures of collegial relationships, productivity, and confidence of future collaboration. In addition to supporting that collectivist values can promote quality collegial relationships, findings support the theorizing that quality relationships facilitate productive collaborative work. Results suggest that collectivist values can be an important basis for Korean and Chinese employees to develop a common platform where they work together productively across cultural boundaries.

Organizations are developing subsidiaries and joint ventures in foreign countries to capture opportunities to improve quality and customer service as well as to lower costs (Buvik & Gronhaug, 2000; Charman, 2000; Davies & Ko, 2006; Hitt, Harrison & Ireland, 2001; Lane, Salk & Lyles, 2001). But foreign employees must be able to work with local employees to realize these advantages. Indeed, researchers have argued that productive relationships and interactions are critical for effective organizational work (Elicker, Levy, and Hall, 2006; Gersick, Bartunek, and Dutton, 2000; Li & Scullion, 2006; Toh & DeNisi, 2004; Wang, Law, Hackett, Wang, and Chen, 2005). However,

* The authors appreciate the financial support of the Research Grants Council of Lingnan University, Project No: DB07A3 to the first author. This is a revised version of a paper presented at the Workshop on “The Koreas at Sixty: Retrospect and Prospect”, hosted by the Centre for Asian Pacific Studies, Lingnan University, 8 May 2008.

colleagues, especially when they come from diverse cultures, often find it difficult to collaborate (Earley, & Gibson, 2002; Earley & Mosakowski, 2000). Cross-cultural researchers have recently called for developing frameworks that can help diverse people overcome obstacles and work together productively (Bond, 2003; Leung, 2006; Smith, 2003).

This paper examines how Chinese employees can work with their Korean colleagues productively in joint ventures in China. China is Korea's largest trading partner and the source of much of its international trade surplus. It proposes that when they develop a collectivist team culture compare to an individualistic one Chinese and Korean teammates strengthen their collegial relationships; these quality collegial relationships in turn help them work productively and develop confidence in future collaboration.

Relationships for Cross-Cultural Teamwork

Working across diverse cultures has long been thought to present a number of barriers and difficulties (Adair, Okumura & Brett, 2001; Rao and Hashimoto, 1996; Ratiu, 1983). Research is needed to understand and develop cross-cultural communication, especially as organizations are increasingly relying upon multicultural teams to innovate and to solve a wide range of problems (Wheelan, Buzalo & Tsumura, 1998). People from diverse cultures are advised to become more aware of their own perspectives in how they communicate. Then they can learn to alter their behavior and develop trusting relationships with each other (Matveev; Nelson, 2004; Triandis and Singelis, 1998; Lam, 2000).

Although many researchers have investigated the barriers for cross-cultural communication (e.g. Kealey and Protheroe, 1996; Redmond and Bunyi, 1991; Samovar and Porter, 1991), an understanding of how to facilitate cross-cultural interaction is insufficiently developed. There is a need to develop knowledge that helps diverse individuals communicate and interact productively (Hofner Saphiere, 1996; Wiseman and Shuter, 1994).

Kimmel (2000) proposed that diverse people should together develop a common foundation, called a "micro-culture", to serve as the basis for productive inter-cultural communication and interaction. Similarly, Leung (2006) has suggested that a common, mutually acceptable frame of reference, labeled "cultural tuning", can facilitate effective inter-cultural interaction. Individuals consider their own norms, motives, and cognitive processes while also developing shared, mutually acceptable understanding of how they can

work together. They should also reflect and learn from each other to refine their common platform.

Cross-cultural researchers have argued that studying intercultural interactions directly would develop relevant knowledge for diverse people to form a common platform for collaboration (Bond, 2003; Smith, 2003). Smith (Leung, Smith, Wang & Sun, 1996; Smith, Kruzela & Groblewska, 2000) for example has investigated how diverse managers and employees manage “events” in order to identify mutually acceptable ways to deal with barriers.

This study proposes that high quality relationships can very much contribute to productive interaction between Korean and Chinese colleagues as they are asked to work together in joint ventures in China. Asian people are thought to be especially concerned about interpersonal relationships (Xin, and Pearce, 1994; Child and Markoczy, 1993; Pan and Zhang, 2004). Relationships are widely recognized as very much affecting business in Asia and developing quality relationships is expected to facilitate organizational work (Hui, Law, and Chen, 1999).

Researchers in the West have also begun to recognize the value of relationships for organizational work (Chen & Chen, 2004; Elicker, et al, 2006; Gersick, et al, 2000). Studies have shown that high quality relationships can foster trust and reduce prejudice (Cook, 1984, 1978; Stephen, 1986). Recent research has emphasized that quality relationships between managers and employees are key to effective leadership (Graen & Uhl-Bien, 1995) and result in commitment, where employees perform useful tasks (Boyd and Taylor, 1998; Deluga, 1998; Howell and Hall-Merenda, 1999).

With high quality relationships, members combine and channel their members’ tacit as well as explicit knowledge to promote innovation (Leonard & Sensiper, 1998; Nonaka, 1990; Simonin, 1999). These relationships are an alternative to hierarchy with its heavy investments in contracting and monitoring (Ouchi, 1981). Many employees, especially professionals who traditionally distrust hierarchy, may welcome teamwork as a more acceptable means of social control. High quality team relationships are a complex, embedded competence that can be difficult to replicate (Barney, 1991, 2001; Wernerfelt, 1994).

Based on the above reasoning, it is hypothesized that:

H1: To the extent that Chinese and Korean colleagues develop high quality relationships, they work productively and become confident that they will work effectively in the future.

The next section explores how these quality relationships can be established. It argues that Koreans and Chinese can draw upon their own

cultures, both of which emphasize collectivist values. When they are able to develop collectivist in contrast to individualistic values in their relationship, they develop quality collegial relationships that in turn help them collaborate and become confident in future teamwork.

Collectivist and Individualist Values

Collectivist and individualist values consist of a set of related dimensions. Collectivist compared to individualistic values emphasize a collective rather than personal self, that in-group goals are important rather than personal goals, and that social norms rather than individual attitudes should determine behavior (Kashima, Siegel, Tanaka, & Kashima, 1992; Kim, Triandis, Kagitcibasi, Choi, & Yoon, 1994; Markus and Kitayama, 1991; Mills & Clark, 1982; Triandis, 1995; Yamagushi, 1994).

In addition to playing a role in cross-cultural psychology, international management, politics, and religion, these values have been fundamental in theorizing and research on differences between organizing in the West and the East (Adelman & Morris, 1967; Bakan, 1966; Hofstede, 1993; Inkeles & Smith, 1974; Kim, Triandis, Kagitcibasi, Choi, & Yoon, 1994; Triandis, 1995; Taylor, 1989). Theorists argue that these values affect leadership, conflict management, and relationship development. But more empirical evidence is needed to document the processes by which these values have far reaching effects on people and their interaction (Oyserman, Coon, & Kimmelmeier, 2002).

However, Chinese and other collectivist people do not necessarily have or even value close relationships. Many observers of Chinese social relations (e.g., Butterfield 1983) have noted that in comparison with Westerners, Chinese have a much stronger tendency to divide people into categories and treat them accordingly. Indeed, they may see Koreans and other non-Chinese as members of an out-group who are then walled into a different social network (Hui and Graen, 1997). However, Chinese and Koreans can both develop collectivist relationships and, if they do, they may then strengthen their relationships.

Collectivist Values as a Common Framework

Although cultural values have been used to predict behavior, it is understood that cultural values are continually in flux and manifested in various ways (Morris, Williams, Leung, Larrick, Mendoza, Bhatnagar, Li,

Kondo, Luo, & Hu, 1998; Yamagishi, Kikuchi, & Kosugi, 1999; Yamagishi & Yamagishi, 1994). Research is needed to understand how the situation and the expression of values alter their effects.

Research on collectivist and individualistic values has traditionally been conducted at the individual and cultural levels. Studies have assessed how individual differences in values predict behavior and personality and the role of cultural differences on behavior and outcomes (Wheeler, Reis, & Bond, 1989). Values, although not often collectivist and individualistic ones, have been studied at the group and organizational level. Corporate culture is thought to have major effects on the dynamics and success of organizations (Deal & Kennedy, 1982; Pfeffer, 1994). This study uses collectivist and individualist values at the interpersonal level to develop a specific understanding of their effect on collaborative dynamics and outcomes (Tjosvold, Law & Sun, 2003). Values measured at the interpersonal level may well have a stronger, more demonstrable relationship to collaborative productivity than values measured at the individual or cultural level.

Rather than the traditional cross-cultural research of comparing individuals or samples from different cultures regarding the strength and effects of values (Leung, 1997), we explore the role of collectivist and individualist values in Korean ventures in China. The present research aims to develop our understanding of the effects of collectivist and individualistic values on collegial dynamics and outcomes.

Hypotheses

Based on the above reasoning, it is hypothesized that:

H2: To the extent that Koreans and Chinese colleagues have collectivist values, they develop high quality relationships.

H3: To the extent that Koreans and Chinese colleagues have individualistic values, they develop low quality relationships.

Insert Figure 1 about here

The Study's Model

Although research has focused on differences between the West and the East, it is useful to test theories developed in one culture to another (Morris, Leung, Ames, & Lickel, 1999). Indeed, the collectivist-individualist framework is thought to be useful to apply to diverse cultures. There is a need

to develop a more specific understanding of the processes by which collectivist and individualist values affect interaction and productivity (Oyserman, et al, 2002). This study proposes that collectivist and individualistic values have significant effects to the extent that they alter the quality of the relationship between diverse people. Resulting strong relationships from collectivist values help diverse people exchange resources and ideas that result in productive work and confidence in future collaboration. This study tests this model in Korean joint ventures in China.

Method

Participants

Respondents from Sino-Korean ventures, located in different provinces in Chinese Mainland, were invited to participate in the study. Each respondent had worked with their co-worker for at least six months so that they could report on an on-going relationship. Confidential survey was considered a viable approach to collecting data on sensitive issues (Chen & Tjosvold, 2006). To reduce potential concern for being involved in evaluating others and being evaluated, the researchers explained to the participants that their responses would be held totally confidential and be used for research only. To assure respondents that their responses would not be revealed to others, researchers collected completed questionnaires directly from the participants.

We distributed 200 pairs of the questionnaire and received 143 copies completed by Chinese and 110 copies completed by Koreans, among which were 74 valid dyadic data. We first distributed the questionnaires to Korean employees, asking them to identify a Chinese colleague that they often work with. They identified the Chinese partner and then responded to the questions based on their experience with this partner. We then asked the Chinese partner to response to the questionnaire according to their experience with that Korean partner.

Measures

Collectivism and Individualism

Scales for collectivist and individualist values were taken from Triandis and Gelfand (1998). The six collectivism items measured the emphasis on in-group solidarity and equality. A sample item for the collectivism scale is “The

well-being of each of us is important to this team”. (Appendix A has the items for all scales.) Participants were asked to rate on a 7-point scale (1=strongly agree, 7=strongly disagree) their degree of agreement to the seven statements. The coefficient alpha for collectivism is .73.

The seven individualism items measured the emphasis on the self and equality. A sample item for this scale is “This team would rather depend on ourselves than on each other.” Participants were asked to rate on a 7-point scale (1=strongly agree, 7=strongly disagree) their degree of agreement to the seven statements. Both scales demonstrated acceptable reliability. The coefficient alpha is .92 for individualism.

Co-worker Relationships

The study used a 5-item co-worker relationship developed from previous studies (Graen & Uhl-Bien, 1995; Law, et al, 2000). The items measure how employees build co-worker relationship. A sample item is “This colleague and I are inclined to pool our available resources to solve the each other’s problems”. Participants were required to rate on 7-point scales (from 1=strongly disagree to 7=strongly agree) their level of agreement to the items. The coefficient alpha of the scale was .84.

Productive Team Measures

Productivity was measured by a 5-item scale developed from Van der Vegt, Emans, and Van de Vliert, (2000). A sample item is “I achieve a high standard of task accomplishment.” Participants were required to rate on 7-point scales (from 1=strongly disagree to 7=strongly agree) their level of agreement to the items. Coefficient alpha for this 5-item team productivity scale is .87.

The confidence of future collaboration asked the extent to which the partners were willing to work together in the future (Tjosvold and Andrews, 1991; Chen and Tjosvold, 2005). A sample item is “I hope I can work with this colleague in the future”. Respondents were required to rate on a 7-point scale (from 1=strongly disagree to 7=strongly agree) their level of agreement to the statements. Coefficient alpha for this 4-item scale is .78.

Questionnaire Translation and Pilot Test

Questionnaires originally written in English were translated into Chinese for Chinese employees, and were translated into Korean for Korean employees then checked by being translated back into English to ensure conceptual consistency. The translation and back-translation were undertaken by translators working in a Sino-Korean company, thus sufficiently educated in three languages as recommended by Bracken and Barona (1991).

The first version of the questionnaire was pre-tested to make sure that every question was stated appropriately so that respondents could clearly understand every concept and question. The pilot-test was conducted among 10 employees (5 Chinese and 5 Korean) in a multinational company in Qingdao. Based on their feedback, a few questions were rephrased for clarity, then, the final version was ready for data collection. All the items for the seven scales are shown in the appendix.

Results

Correlational analyses were used as an initial test of the hypotheses. Structural equation analyses more directly tested the model postulating quality relationships mediate between collectivist and individualist values and outcomes.

Correlational Findings

Zero-order correlations provide an initial examination and support of the hypotheses linking collectivist and individualistic values, quality collegial relationships, and outcomes (Table 1). Consistent with H1, Korean employees who reported a high collegial relationship also rated their productivity as high ($r = .33, p < .01$), and looked forward to future collaboration with their Chinese collegial ($r = .25, p < .05$). Results support H2 and H3 in that Korean employees indicated that they and their Chinese colleagues had a quality collegial relationship to the extent that their Chinese colleagues reported collectivist interpersonal values ($r = .28, p < .01$). In contrast, Korean employees indicated that they and their Chinese colleagues had a low quality collegial relationship to the extent their Chinese colleagues reported individualist values, but this correlation just tended to be statistically significantly ($r = -.21, p < .10$).

Insert Table 1 about here.

Structural Equation Results

Structural equation analyses through AMOS 5.0 were used to explore the relationship between values, collegial relationships, and outcomes. Table 2 shows the path estimates for the model tested in this study. Results support Hypothesis 1 that with high quality collegial relationships they work productively and become confident that they will work productively in the future. Collegial relationship had a significant effect on productivity ($\beta=.26$, $p<.01$) and confidence in future collaboration ($\beta=.20$, $p<.05$).

Results indicate that collectivist values ($\beta=.42$, $p<.01$) have significant positive effects on collegial relationships ($\beta=.42$, $p<.01$) between Korean and Chinese teammates whereas individualist values have significant negative effects on collegial relationships ($\beta=.19$, $p<.05$) between Korean and Chinese teammates. These results support Hypothesis 2 and 3.

Insert Table 2 about here.

The hypothesized Mediating Effects model was compared with the Direct Effects model. The χ^2 , NFI and CFI of the Mediating Effects model was $\chi^2 = 20.01$ (d.f.=6), .98 and .99. These fits are not significantly superior to those of the Direct Effects model, $\chi^2 = 34.33$ (d.f.=6), .97 and .97. But none of path coefficient was significant. These results were interpreted as indicating that collegial relationships mediate the relation between values and outcomes.

Discussion

Results suggest that collectivist values can be a basis for Korean and Chinese partners to develop a common platform for collaboration, called a “micro-culture” by Kimmel (2000) and “cultural tuning” by Leung (2006). To the extent that collectivist values become part of the relationship’s culture, then Korean and Chinese colleagues were able to overcome barriers to intercultural work, develop quality relationships, and collaborate productively. However, when they emphasize individualistic values, then Koreans and Chinese colleagues may experience significant difficulties that frustrate relationships and productivity.

Findings extend our understanding of the role of collectivist and individualist values on group dynamics and suggest the processes by which

they have their effects. The more relationships had collectivist values the more colleagues believed that they had quality relationships. Individualist values can have quite contrasting effects by reducing quality relationships and thereby affecting productivity.

To the extent Korean and Chinese colleagues believed that they had quality relationships, they were more productive and more confident in future collaborative work. These findings support recent theorizing on the value of strong interpersonal relationships for organizational work. Theorists and researchers in the West have joined those from Asia to argue that quality relationships are a foundation for effective organizations (Elicker, et al, 2006; Gersick, et al, 2000; Graen & Uhl-Bien, 1995). Indeed, Barney (1991, 2001) and others have argued that quality relationships are a vital competitive advantage; they are not only very valuable but they are rare and difficult to develop.

Results also address the general discussion on the effects of collectivist and individualistic values on productivity and modernization. Some theorists have argued that collectivist values, while maybe valuable for interpersonal relationships, are more suited for an agrarian economy whereas individualistic values foster more openness, conflict, and innovation necessary for organizations to compete in the emerging global marketplace (Adelman & Morris, 1967; Inkeles & Smith, 1974). Indirect evidence can be brought to bear in that more developed countries typically are high on individualistic values but low on collectivist ones. Indeed, individualistic values seem to become more dominant as economies develop (Ralston, Egri, Stewart, Terpstra, & Kaicheng, 1999).

Yet researchers have argued that quality relationships are critical, especially for organizations to transfer knowledge, innovate and in other ways compete in the demanding, global marketplace (Barney, 1991, 2001 Gersick, et al, 2000). It may be that economic development both increases the demands that diverse people work together to produce for this marketplace and strengthens individualistic values and thereby the difficulties for partners to collaborate. Future research is needed to explore the speculation that economic development promotes individualist values, thereby undermining the quality relationships colleagues need to work productively in developed economies with their intensely competitive marketplaces.

Limitations

The sample and operations restrict the implications of this study. The data are self-reported and subject to biases, and may not accurately describe

the relationships, although recent research suggests that self-reported data are not as limited as commonly expected (Spector, 1992). These data are also correlational and do not provide direct evidence of causal links between values, quality relationships, and outcomes. However, Chinese colleagues completed measures of values, and their Korean partners completed measures of productivity and confidence for future collaboration. This procedure should reduce the possibilities of same source method as an alternative explanation of the results.

Spector and Brannick (1995) have argued that the most effective way to overcome recall and other methodological weaknesses is to test ideas with different methods. It would be desirable to provide direct experimental verification of the role of collectivist and individualist values on quality relationships and productivity in diverse settings.

Practical Implications

In addition to developing theoretical understanding, the hypotheses, if they can continue to be supported, have important practical implications for structuring diverse teams, especially in collectivist cultures. Results indicate that collectivist values can be very useful for developing work relationships that in turn help diverse people work together productively. Managers can help their teams create a team vision and mission that incorporate collectivist values (Tjosvold, 1989). To support these values, colleagues together develop shared goals and rewards, team identity and vision, and social norms that emphasize joint action and success (Kim, et al, 1994; Triandis, 1995; Yamagishi, 1994). In this way teams can develop a micro-culture of collectivist values that support their collaboration.

This study contributes to the emerging effort to develop the empirical base for how diverse colleagues can develop a common platform to help them cope with the challenges of working across cultural boundaries. Korean and Chinese colleagues, to the extent that they drew upon collectivist values and established them in their relationship, had quality collegial relationships that promoted productivity and confidence. However, individualistic values are also a possibility and these values were found to hinder cross-cultural relationships development and collaboration. This study's results coupled with previous research suggest that collectivist values and quality collegial relationships provide a basis for productive, inter-cultural work in China and perhaps other countries as well.

References

- Adair, W. L., Okumura, T. & Brett, J. M. (2001). Negotiating Behavior When Cultures Collide: The United States And Japan. *Journal of Applied Psychology*, 86, 371-385.
- Adelman, I. & Morris, C. T. (1967). *Society, politics and economic development: A quantitative approach*. Baltimore: Johns Hopkins Press.
- Bakan, D. (1966) *The duality of human existence*. Chicago: Rand McNally
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120.
- Barney, J. (2001). Is the Resource-Based" View" a Useful Perspective for Strategic Management Research? Yes. *The Academy of Management Review*, 26, 22-40.
- Bond, M.H. (2003). Cross-Cultural Social Psychology and the Real World of Culturally Diverse Teams and Dyads. In *Cross-Cultural Foundations: Traditions for Managing in a Cross-Cultural World*, eds. D. Tjosvold and K. Leung. Ashgate Publishing: Aldershot, Hampshire, UK.
- Boyd, NG. and R.R. Taylor.(1998). A developmental approach to the examination of friendship in leader-follower relationships. *Leadership Quarterly*, 9, 1-25.
- Bracken B.A. & Barona A. (1991) State of the art procedures for translating, validating and using psychoeducational tests in cross-cultural assessment. *School Psychology International*, 12, 119–132.
- Butterfield, F.(1983). *China: Alive in the Bitter Sea*. London, UK: Coronet Books.
- Buvik, A. & Gronhaug, K. (2000) *Inter-firm Dependence, Environmental Uncertainty and Vertical Co-Ordination in Industrial Buyer-Seller Relationships*. *Omega*, 28, 445-454.
- Charman, C.D. (2000). A CEO roundtable on making mergers succeed. *Harvard Business Review*, May-June, 145-154.
- Chen YF, D Tjosvold(2006). Participative leadership by Western managers in China: The role of relationships. *Journal of Management Studies*, 1727-1752.
- Chen, G. & Tjosvold, D. (2005). Conflict Management for Effective Top Management Teams and Innovation in China. *Journal of Management Studies*, 42 (2): 277-300.

- Chen, Z. P. & Chen, C. C. (2004). On the intricacies of the Chinese guanxi: A process model of guanxi development. *Asia Pacific Journal of Management*, 21, 305-324.
- Child, J. and L. Markoczy. (1993). Host-country managerial behaviour and learning in Chinese and Hungarian joint ventures. *Journal of Management Studies*, 30, 611-631.
- Cook, S. (1984). Cooperative interaction in multiethnic context. In N. Miller and M. Brewer, *Group in contact: The psychology of desegregation*. New York: Academic Press, 156-186.
- Cook, S. (1978). Interpersonal and attitudinal outcomes in cooperating interracial group. *Journal of Research in Developmental Education*, 12, 97-113.
- Davies, H. & Ko, D. (2006). Up-grading and performance: The role of design, technology and business strategy in Hong Kong's electronics industry. *Asia Pacific Journal of Management*, 22, 179-199.
- DeLuga, G, PE. (1998). Differential airflow, pressure have key relationship in pressurization. RandD magazine Laboratory Design Newsletter, January.
- Earley, P. C. & Gibson, C. B. (2002). *Multinational Work Teams: A New Perspective*. Mahwah, NJ: Erlbaum.
- Earley, P. C. & Mosakowski, E. (2000). Creating Hybrid Team Cultures: An Empirical Test of Transnational Team Functioning. *Academy of Management Journal*, 43, 26-49.
- Elicker, J. E., Levy, P. E., and Hall. R. J. (2006). The role of leader-member exchange in the performance appraisal process. *Journal of Management*, 32, 53-551.
- Graen, G. B., & Uhl-Bien, M. (1995) Relationship-Based Approach to Leadership: Development of Leader-Member Exchange (LMX) Theory of Leadership over 25 Years: Applying a Multi-Level Multi-Domain Perspective. *Leadership Quarterly*, 6, 219-247.
- Gersick, C., J. Bartunek, and J. Dutton. (2000). Learning from Academia: The importance of relationships in professional life. *Academy of Management Journal*, 43, 1026-1044.
- Hofner Saphiere, D.M. (1996). Productive Behaviors of Global Business Teams. *International Journal of Intercultural Relations* 20, 227-59.
- Hofstede, G. (1993). Cultural constraints in management theories. *The Academy of Management Executive*, 7, 81-94.
- Howell, J.M. and K. Hall-Merenda. (1999). The ties that bind: the impact of leader-member exchange, transformational and transactional leadership,

- and distance on predicting follower performance. *Journal of Applied Psychology*, 84, 680-694.
- Hui, C., G. Graen. (1997). Guanxi and professional leadership in contemporary Sino-American joint ventures in mainland China. *Leadership Quarterly*, 8, 451-465
- Hui, C., K.S. Law, and Z.X. Chen. (1999). A structural equation model of the effects of negative affectivity, leader-member exchange, and perceived job mobility on in-role and extra-role performance: a Chinese case. *Organizational Behavior and Human Decision Processes*, 77, 3-21.
- Inkeles, A. & Smith, D. H. (1974). *Becoming modern*. Cambridge, Mass. Harvard University Press.
- Kashima, Y., Siegel, M., Tanaka, K., & Kashima, E. S. (1992) Do people believe behaviors are consistent with attitudes? Toward a cultural psychology of attribution processes. *British Journal of Social Psychology*, 331,111-124.
- Kealey, D. J., Protheroe, D.R. (1996) The Effectiveness of Cross-cultural Training for Expatriates: An Assessment of the Literature on the Issue. *International Journal of Intercultural Relations* 20,141-65.
- Kim, U., Triandis, H. C., Kagitcibasi, C. Choi, S. & Yoon, G.(1994). *Individualism and collectivism: Theory, method and applications*. Newbury Park, CA: Sage.
- Kimmel, P. R. (2000). Culture and Conflict. In M. Deutsch and P. T. Coleman (eds), *The handbook of conflict resolution: Theory and practice* (453-474). San Francisco: Jossey-Bass.
- Lam, L. L. (2000) *Working with Chinese expatriates in business negotiations : portraits, issues, and applications*. Westport, Conn.: Quorum.
- Leonard, D. & Sensiper, S. (1998, Spring). The role of tacit knowledge in group innovation. *California Management Review*, 40, 112-132.
- Leung, K. (2006). Effective conflict resolution for intercultural disputes. In T. Garling, G. Backenroth-Ohsako, & B. Ekehammar (Eds.), *Diplomacy and Psychology: Prevention of armed conflict after the cold war* (pp. 254-272). Singapore: Marshall Cavendish Academic.
- Leung, K. (1997). Negotiation and reward allocations across cultures. In New perspectives on international industrial/organizational psychology, eds. P.C. Barley and M. Erez, 640-675. San Francisco: Jossey-Bass.
- Leung, K., P.B. Smith, Z.M. Wang, and H. Sun. (1996). Job satisfaction in joint venture hotels in China: An organizational justice analysis. *Journal of International Business Studies*, 27, 947-962.

- Li, S. and Scullion, H. (2006). Bridging the distance: Managing cross-border knowledge holders. *Asia Pacific Journal of Management*, 23, 71-92.
- Markus, H. R. & Kitayama, S. (1991) Culture and self: Implications for cognition, emotion and motivation. *Psychological Review*, 98, 224-253.
- Matveev, A. V., Nelson, P. E.(2004). Cross-cultural communication competence and multicultural team performance: perceptions of American and Russian managers. *International Journal of Cross Cultural Management*, 14, 253-270.
- Mills, J. & Clark, M. S. (1982) *Exchange and communal relationships*. In L. Wheeler (Ed.) *Review of Personality and Social Psychology*. (Vol. 3) Beverly Hills, CA: Sage.
- Morris, M. W., Leung, K., Ames, D. & Lickel, B. (1999). Views from inside and outside: Integrating emic and etic insights about culture and justice judgment. *Academy of Management Review*, 24, 781-796.
- Morris, M. W., Williams, K. Y., Leung, K., Larrick, R., Mendoza, M. T., Bhatnagar, D., Li, J., Kondo, M., Luo, J. L., & Hu. J. C. (1998). Conflict management style: Accounting for cross-national differences. *Journal of International Business Studies*, 29, 729-748.
- Nonaka, I. (1990, Spring). Redundant, overruling organization: A Japanese approach to managing the innovation process. *California Management Review*, 27-38.
- Ouchi, W. (1981). *Theory Z: How American business can meet the Japanese challenge*. Reading, MA: Addison-Wesley.
- Oyserman, D., Coon, H.M, & Kemmelmeier, M. (2002). Rethinking individualism and collectivism: Evaluation of theoretical assumptions and meta-analyses. *Psychological Bulletin*, 128, 3-72.
- Pan F.K. and Zhang. (2004). Cross-cultural challenges when doing business in China. *Singapore Management Review*, 26(1).
- Pfeffer, J. (1994). *Competitive advantage through people: Unleashing the power of the work force*. Boston: Harvard Business School Press.
- Ralston, D. A., Egri, C. P., Stewart, S., Terpstra, R. H., & Kaicheng, Y. (1999). Doing business in the 21st century with the new generation of Chinese managers: A study of generational shifts in work values in China. *Journal of International Business Studies*, 30, 415-428.
- Rao, A. & Hashimoto, K. (1996). Intercultural Influence: A Study of Japanese Expatriate Managers in Canada. *Journal of International Business Studies*, 27, 443-466.

- Ratiu, I. (1983). Thinking Internationally: A Comparison of How International Executives Learn. *International Studies of Management and Organisation*, 13, 139-150.
- Redmond, M.V. and Bunyi, J.M. (1991). The Relationship of Intercultural Communication Competence with Stress and the Handling of Stress as Reported by International Students. *International Journal of Intercultural Relations*, 17, 235-54.
- Samovar, R.E. Porter (eds). *Intercultural Communication: A Reader*, 6th edn, 353 -65. Belmont, CA: Wadsworth.
- Simonin, B. L. (1999). Transfer of marketing know-how in international strategic alliances: An empirical investigation of the role and antecedents of knowledge ambiguity. *Journal of International Business*, 30, 463-490.
- Smith, P.B. (2003). Meeting the challenge of cultural difference. In *Cross-Cultural Foundations: Traditions for Managing in a Cross-Cultural World*, eds. D. Tjosvold and K. Leung. Ashgate Publishing: Aldershot, Hampshire, UK.
- Smith, P.B., P. Kruzela, B. Groblewska, et al. (2000). Effective ways of handling work events in central and eastern Europe. *Social Science Information*, 39, 317-333.
- Spector, P. E. (1992) A Consideration of the Validity and Meaning of Self-Report Measures of Job Conditions. In C. L. Cooper and I. T. Robertson (eds) *International Review of Industrial and Organizational Psychology*. (123-151). Chichester: Wiley.
- Spector, P. E., & Brannick, M. T. (1995). *The nature and effects of method variance in organizational research*. In C. L. Cooper & I. T. Robertson (eds.) *International Review of Industrial and Organizational Psychology*. 249-274. Chichester: Wiley.
- Stephen, W. G. (1986). The contact hypothesis in intergroup relationship. In *Group processes and intergroup relationships*, ed. C. Hendrick, 13-40. Newbury Park, CA: Sage.
- Taylor, C. (1989). *Sources of the self: The making of modern identity*. Cambridge, Mass: Harvard Press.
- Tjosvold, D. (1989). *Team organization: An enduring competitive advantage*. Chichester: Wiley.
- Tjosvold, D., Andrews IR. (1991). Power and Interdependence in Work Groups: Views of Managers and Employees. *Group & Organization Management*, 16(3), 285-299.

- Tjosvold, D., KS Law, HF Sun (2003). Collectivistic and Individualistic Values: Their Effects on Group Dynamics and Productivity in China. *Group Decision and Negotiation*, 12, 243–263.
- Toh, S. M. and DeNisi, A. S. (2004). A local perspective to expatriate success. *Academy of Management Executive*, 19, 132-146.
- Triandis, H, C. (1995). *Individualism and collectivism*. Boulder, CO: Westview Press.
- Triandis, H. C. & Gelfand, M. J. (1998). Converging measurement of horizontal and vertical individualism and collectivism. *Journal of Personality and Social Psychology*, 74, 118-128.
- Triandis, H.C. and Singelis, T.M. (1998). Training to Recognize Individual Differences in Collectivism and Individualism within Culture. *International Journal of Intercultural Relations* 22, 35-47.
- Wang, H., Law, K. S., Hackett, R. D., Wang, D. and Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship. *Academy of Management Journal*, 48, 420-432.
- Wernerfelt, B. (1994, Winter). An efficiency criterion for marketing design. *Journal of Marketing Research*, 462-470.
- Wheelan, S.A., Buzalo, G. and Tsumura, E. (1998). Development Assessment Tools for Cross-cultural Research. *Small Group Research*, 29, 359-70
- Wheeler, L., Reis, H. T., & Bond, M. H., (1989) Collectivism-individualism in everyday social life: The Middle Kingdom and the melting pot. *Journal of Personality and Social Psychology*, 57, 79-86.
- Wiseman, R.L. and Shuter, R. (eds) (1994) *International and Intercultural Communication Annual*, 18.
- Van der Vegt, G. S., Emans, B. J. M., & Van de Vliert, E. (2000). Team members' affective responses to patterns of intragroup interdependence and job complexity. *Journal of Management*, 26, 633-655.
- Xin, K. and J.L. Pearce. (1994). Guanxi: good connections as substitutes for institutional support. *Academy of Management Proceedings*, 39, 163-168.
- Yamagishi, T., Kikuchi, M. & Kosugi, M. (1999). Trust, gullibility, and social intelligence. *Asian Journal of Social Psychology*, 2, 145-161.
- Yamagishi, T. & Yamagishi, M. (1994). Trust and commitment in the United States and Japan. *Motivation and Emotion*, 18, 129-166.

Figure 1

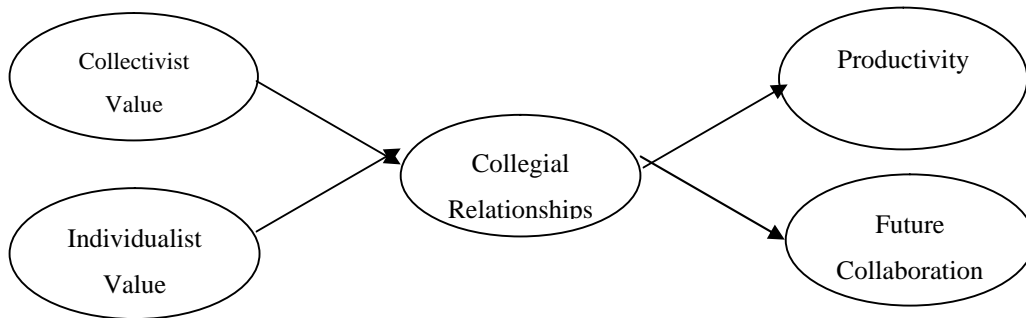


Table 1 Correlations among Variables

	Mean	Std. Deviation	(1)	(2)	(3)	(4)	(5)
(1) Collectivist	5.16	.91	(.73)				
(2) Individualist	4.84	1.61	.12	(.92)			
(3) Collegial Relationships	4.96	1.24	.28*	-.21 +	(.83)		
(4) Productivity	5.21	.99	.22+	.11	.33**	(.87)	
(5) Future Collaboration	5.82	1.00	.17	.21+	.25*	.43**	(.78)

Note: ^a Numbers in the diagonal are coefficient alpha estimates. * p<.05; ** p<.01. + p<.10

Table 2 Parameter Estimates for Structural Model

Hypothesized Model			Direct Effects Model		
Path from	Path to	Path Coefficient	Path from	Path to	Path Coefficient
Collectivist	Collegial Relationships	.42**	Collectivist	Productivity	.23
Individualist	Collegial Relationships	-.19*	Collectivist	Future Collaboration	.16
Collegial Relationships	Productivity	.26**	Individualist	Productivity	.05
Collegial Relationships	Future Collaboration	.20*	Individualist	Future Collaboration	.12
Model χ^2	20.01		Model χ^2	34.33	
d.f.	6		d.f.	6	
NFI	.98		NFI	.97	
CFI	.99		CFI	.97	

Note: **p<.01; *p<.05

Appendix A

Measures

Collectivism

Our team's happiness depends very much on the happiness of our colleagues.
My colleagues and I like sharing little things with each other.
The well-being of each of us is very important to this team.
If I were in financial difficulty, my colleagues would help within His/her means.
If I get a prize, my colleagues would feel proud.
To this team, pleasure is spending time with each other.

Individualism

My colleagues and I like to do their own thing.
Being unique individuals is important to my colleagues and me.
My colleagues and I would rather depend on ourselves than on each other.
My colleagues and I rely on ourselves most of the time, rarely on each other.
Our personal identity independent from each other is very important to us.
My colleagues and I own personal identity is very important to us.
My colleagues and I enjoy being unique and different from each other.

Co-worker Relationships

This colleague and I care about each other's work problems and needs.
This colleague and I recognize each other's colleague's potential.
This colleague and I are inclined to pool our available resources to solve each other's problems.
This colleague and I are confident in each other's capability.
This colleague and I are satisfied with each other's work.

Productivity

I have a high work performance.

I accomplish tasks quickly and efficiently.

I set a high standard of task accomplishment.

I achieve a high standard of task accomplishment.

I always beat our team targets.

Future collaboration

I hope I can work with this colleague in the future.

I hope this colleague can help me to recognize and correct my mistakes in the future.

I will try to seek opportunity to work with this colleague in the future.

I would be very pleased if this colleague continued to be in my team in the future.