

Supervisory Loyalty: Test of Chinese Indigenous Constructs in the United States

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Supervisory loyalty (Loyalty to supervisor) is the most significant character in the dyadic relationship between subordinates and supervisors in Chinese Business enterprises. Based on several Chinese indigenous studies including case studies and large-scale questionnaire administrations, researchers have built the constructs and measurement of Chinese supervisory loyalty. In comparison with Western concept, Chinese supervisory loyalty not only has commonality with Western construct, identification and internalization, but also has Chinese indigenous constructs, such as sacrifice and dedication, task assistance, obedience and compliance, and initiative supportiveness. Obviously, the concept of supervisory loyalty is much more comprehensive in Chinese than in Western contexts. One would explain these differences as social culture influences, however, the concept of supervisory commitment, which derived from organizational commitment in Western context, would limit the scope of the concept. As a result, we believe

that constructs developed under Chinese context would be also true in Western context and compensate the gap in international literature. For this purpose, cross-culture study using supervisory loyalty scale developed in Chinese context and the content were validated by content validity analysis. Using 160 dyadic samples from the United States and 400 dyadic samples from Taiwan, the results showed that those indigenous supervisory loyalty constructs developed under Chinese context are also valid in the United States, and the relationships between the two constructs of supervisory loyalty-Western and Chinese indigenous commonality, and employee outcomes are similar in most cases among two locations. Implications and future directions were discussed and provided.

Keywords: *Cross-culture study, indigenous culture commonality construct, organizational commitment, supervisory commitment, supervisory loyalty*

