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**A QUANTITATIVE PILOT STUDY ON MEASURING TASK
ORIENTATION, RELATIONSHIP ORIENTATION, AND WORKPLACE
INCIVILITY OF CHINESE WORKING ADULTS IN LIGHT OF TYPE OF
ENTERPRISES, POSITION, AGE, WORKING EXPERIENCE, GENDER, AND
EDUCATIONAL LEVEL**

Master Thesis

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I have written this Research paper/Bachelor Thesis independently. Any ideas or data taken from other authors or other sources have been fully referenced.

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Abstract

In the process of global economic integration, organizational culture has played an important role in economy and management. This study collected quantitative data from 339 highly educated Chinese adult workers in two different types of enterprises (state-owned enterprise and private-owned enterprise) and compared three dimensions (task orientation, relationship orientation, and workplace incivility), as well as some basic information of the respondents (Type of Enterprises, Position, Age, Working Experience, Gender, and Educational Level) to analyze the main influencing organizational culture factors for Chinese corporations. The finding from survey data demonstrates that task orientation is the common organizational culture among Chinese adult workers, while task orientation and relationship orientation are positively correlated. Besides, workplace incivility is a negative dimension in Chinese corporate culture.

Keywords: task orientation; relationship orientation; workplace incivility; culture; organizational culture; China

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1. INTRODUCTION

Numerous research has demonstrated that organizational culture (O.C.) influences enterprises and employees at various levels. Xin et al. (2002) concluded their investigation based on Chinese enterprises that the influence of corporate culture is not only related to the performance and growth of the enterprise, but also affect at the individual level, which can be observed directly, including organizational members personal resource allocation decisions, retention, the perceived attractiveness of a firm, and commitment. Karma and Vadi agreed that task orientation and interpersonal relationships are essential dimensions when studying organizational culture (Karma & Vadi, 2016). As a part of a larger project research about designing a new O.C. questionnaire in East Asia conducted by Tran, Jaakson and Vadi (2021), the article aims to explore the dimensions of task orientation, relationship orientation and workplace incivility in Chinese working adults. To the extent that this study is to answer what is the main characteristic of China's enterprise organizational culture and the interplay between the dimensions. To explore these questions, the author uses the Organizational Culture Questionnaire (OCQ) guided by Vadi, (Vadi, Allik, & Realo, 2002), and Tran, (Tran, 2019), to collect personal profile data about task orientation, relationship orientation and Workplace incivility in China.

There are three main reasons for choosing China as the research object. Firstly, China has experienced unprecedented economic reforms since the 1990s; the structure and environment of Chinese firms have taken place great changes: massive restructuring of state-owned sectors, the continuous rise of private sectors, and the growing influx of multinational companies (Xin et al., 2002). The changes in Chinese enterprises' structure have had a massive impact on the Chinese enterprise culture (Tsui & Lau, 2012). Besides, China's corporate financial structure has shifted from "the workshop of the world" in the 1990s to being a high-technology industry in recent years (Tsui & Lau, 2012). Driven by the great wheel of history and the continuous efforts of Chinese enterprises and people, Chinese enterprises have an increasingly significant impact on various industries of the world economy. Furthermore, due to the conflict between modern science and technology civilization and traditional Chinese history and culture, there is a vast difference between the contemporary young and the older generation Chinese working adults. The conflicts of management philosophy and working attitudes between the two generations is evident in the corporate culture. Moreover, as diverse types and sizes of enterprises in the management model are different, there is no standard of them.

Despite the comprehensive discussion of Chinese corporate culture, the literature still lacks studies that concentrate on task and relationship orientation in China. Besides, none of the research has put workplace incivility as a part of the organizational culture. Moreover, the article would be the first paper comparing the interplay of type of enterprises, position, age, working experience, gender, and educational level in the three dimensions of organizational culture in China.

The structure of the study is arranged as follows. The following section will show the foundation of organizational culture in the Chinese context and the results of previous studies on task orientation, relationship orientation, and workplace incivility done by scholars. The third section is the methodology of this research, processing data, and the correlation between data results. The fourth and fifth sections discuss the data results obtained, investigate its causes, and the introspection of limitations in this research. The last section is the conclusions drawn from all research and analysis and suggestions for existing problems.

2. LITERATURE OVERVIEW

2.1. The Chinese Context

With the opening of the People's Republic of China (PRC) to the external, the world's economic landscape has been changed. The speculation about China's emergence as a world economic power in the 21st century has come true (Tsui & Lau, 2012). As the country with the world's largest population (more than 25% of the world's total population) and the world's third-largest land area (9,634,057 square kilometers), the opening of China's market has excited multinational companies around the world, with China's formal accession to the World Trade Organization in 2001. It represents opportunities, wealth, and challenges for the global international companies in opening China's market. With the second world ranking of GDP in 2020, China's GDP (\$14.343 trillion) has increased more than ten times comparing with 2001 (\$1.339 trillion) ("The World Development Indicators of China," 2020). Therefore, plenty of encouraging evidence shows that China has enormous potential for growth and expansion in both domestic and global finance.

The theoretical achievement of China's organizational culture is remarkable, which promotes the performance and growth of the Chinese enterprise (Xin et al., 2002). In the 1980s, Chinese scholars gradually began to study corporate culture. Since the mid-1990s, Chinese academia has set off a boom in the study of organizational culture from theory to practice (Yang, K.-S., 1993). In terms of the definition, creation, and function of organizational culture, Chinese scholars have achieved fruitful theoretical research results. It urges Chinese managers

to constantly realize the importance of organizational culture in management practice. The Chinese superiors try to improve the members' behavior and organizational performance to achieve the effectiveness of organizational management by controlling and adjusting their organizational culture (Yang, K.-S., 1993).

Xin et al. (2002) inductively defined the nature of corporate culture in a sample of Chinese state-owned enterprises (SOEs). They found ten cultural dimensions related to the external adaptation of common corporate values, internal integration, and the impact of organizational culture on the three organizations by using content analysis of open-ended surveys and two case studies. Since the 1990s, China has undergone unprecedented economic reforms, with the large-scale restructuring of SOEs, continuous emerging of private enterprises, and the constant influx of modern management ideas and practices. Simultaneously, the state-owned enterprises' internal management structure has also experienced a dramatic change, which transferred from the traditional bureaucratic system of centralized control to the modern management system of delegating power to the enterprise level. These SOEs have undergone significant changes in terms of leadership and corporate culture (Xin et al., 2002).

Although voluminous Western scholars have published literature on organizational culture, little is known about complicated China's organizational culture and its influence in a background of global context. For example, despite the economic structure of China has transferred from a planned economy to a market economy from the 90s (Tsui & Lau, 2012), the mentality of the "Iron Rice Bowl" is still entrenched in the minds of many Chinese, especially the grassroots employees experiencing the outbreak of unemployment due to COVID-19 in 2020, who are more inclined to work for the state or government system.

Confucianism is a traditional culture in China and helpful for the Chinese to shape a strong network of relationships among their friends, colleagues, and business partners in the workplace (G. Mujtaba, Cai, Lian, & Ping, 2013). Besides, as a collectivist society, China is a classic paternalistic leadership country (Farh & Cheng, 2000) because Chinese people like working in groups, emphasizing stability, respecting authority, and following rules and regulations. It is a common understanding that Paternalistic leadership is a typical fatherlike leadership style in Chinese culture. The features of paternalistic leadership are authoritarianism, benevolence, morality, and integrity. Cheng conducted an interview study about organizational cultural values in Taiwan in 1990 (Cheng, 1990). His research involved nine cultural dimensions of Taiwan corporations, and some of the dimensions are peculiar. The main dimensions include upright and honesty, social responsibility, performance orientation,

and neighborhood harmony. Based on the study, he emphasizes that identifying organizational culture dimensions plays a critical role in the Chinese context.

Moreover, since collectivism is a characteristic widely shared across Asian cultures (Triandis, Bontempo, Villareal, Asai, & Lucca, 1988) and face is of utmost importance in most Asian cultures (Bond, 1991), relation-oriented culture is popular among Chinese (Yang, 1993). Chinese employees tend to respond to organizational cultural values, which attach importance to group goals and harmonious interpersonal relationships. Before studying the face culture in Asia, many Westerners had a stereotype of Asians, who are too concerned with a face to be fundamentally irrational. Hence, Western scholars analyze the face culture of Asians to avoid misunderstanding the organizational culture of Asian corporations (Bond, 1991). Ho (1976) defined face as "the respectability and deference which a person can claim for himself from others, under the relative position he occupies in his social network and the degree to which he is judged to have functioned adequately in that position as well as acceptably in his general conduct" and specified three situations when someone is deemed to lose face: fail to satisfy the expectations of others relating to his/her social status; fail to get a reception commensurate with his/her status; fail to fulfill their role in society. Tjosvold (1983) concluded that Asians tend to give up tangible benefits for the sake of saving face because they consider the feeling of pleasure and pride they get from having face to be far more valuable than the actual rewards. Hence, understanding China's historical background, the existing traditional organizational style: paternalistic leadership, and Asian face culture, can help us better analyze and understand the organizational culture of Chinese enterprises in terms of task-oriented, relationship-oriented, and workplace incivility.

2.2. Culture and organization culture

The concept of culture is complicated, with various definitions in different periods (Spencer-Oatey, 2012). Avruch (1998) concluded that the concept of culture is complex and involves many aspects, such as knowledge, belief, morality, law, etc., which also includes various abilities that people gain in society. In 1992, the concept of culture included the derivatives of experience, organized, learned, or created more or less by a group of individuals, containing the images or codes and their interpretations (meaning), formed from past generations, from contemporaries, or by the individuals themselves (Avruch, 1998). At the same time, Schein (1992) mentioned that culture is an iceberg with many layers. There are only a few visible characteristic parts that might be taken above the water. In contrast, the real unpredictable behemoth under the water was the espoused values and the fundamental basic values (Schein, 2010). Hofstede concluded that culture could be seen as a process used to

distinguish different groups and different types of people in 1994 (Hofstede & Minkov, 2005). Spencer-Oatey (2008) suggested that culture is about the values and standards of work, life, beliefs, and policies. Behavior conventions are standards that a group of people will follow by default but do not determine everyone's behavior (Spencer-Oatey, 2008). In conclusion, all cultural concepts are used to instruct people's life and work (Tran, 2019). No matter the culture, only when most employees could accept the organizational culture in the same organization would be effective (Chen, 2011). As Schein concluded, much management literature implicated that culture plays an essential role in guaranteeing effective performance, as the more substantial the culture, the more influential the organization (Schein, 2010). When a culture helps intensify organizational mission, purpose, and strategy, it could be considered practical (Ajmal & Helo, 2010).

Vadi et al. (2002) emphasized that due to the pursuit of the efficiency and success of the organization, the definition of O.C. is popular. Numerous descriptions of organizational culture can be found in the existing literature. The concept of "organizational cultures" first appeared in the article "On Studying Organizational Culture" in 1979. Then, a more standard term "corporate culture" became famous in 1982 (Hofstede, Neuijen, Ohayv, & Sanders, 1990) from two books, *In Search of Excellence* and *Theory Z*, which were best-selling books and revitalized the field of Management and educated managers about the importance of organizational culture and its impact on productivity and adaptability (Trice & Beyer, 1993). Since then, a substantial body of research has been published concerning corporate culture and leadership, including the new concepts introduced by Edgar Schein (Park, Ribière, & Schulte, 2004). Schein (2010) defines organizational culture as a set of values, norms, and assumptions shared by executive members, and he believes that both task and relationship orientations are equally important. Based on Schein's work, a composite model of organizational culture was created by Cummings and Worley, which includes four major elements: artifacts, norms, espoused values and beliefs, and basic underlying assumptions (Cummings & Worley, 2014). Barney (1986) mentions that organizational culture with the characteristics of importance, scarcity, and inimitability could be a source of sustained competitive advantage. Schneider (2000) concluded that organizational culture could be more simply defined as the character or the personality of an organization, often described as "the ways things are done in an organization." Organizational climate and culture scholars continue to explore and understand the ways corporate participants experience organizations. Besides, Detert et al. (2000) distinguished eight aspects of O.C. in terms of work, task, and co-workers exist among the others, which is reasonable for people to believe organizational culture is shaped by all these

orientations. Although the definitions of organizational culture are not identical in different periods, the scholars express similar opinions, people-oriented rather than material-oriented. Moreover, they agree that organizational culture includes the beliefs and values of the organization. And organizational culture affects organizational activities and guides the behaviour of members in the organization.

Based on Hofstede's categorization models about cross-cultural issues in 72 countries, China's cultural aspects have been investigated in the Hofstede studies as he identified rankings off a variety of countries in the world concerning the five cultural orientations: Powder distance (PDI); Uncertainty avoidance (UAI); Individualism/Collectivism (IDV); Masculinity/femininity (MAS) and Long-term orientation/short-term orientation (LTO)(Hofstede, 2001). With each country located in between the two extremes, the five dimensions were validated by empirical questionnaires. Although the frequency of each combination varies, these dimensions are contained in all possible combinations, which are statistically independent. For instance, Germany is close with Austria in terms of geography, whereas they are different from each other in terms of power distance and Masculinity/femininity (Hofstede, 2001). Therefore, it is essential to explore the correlation of cultural values among various ranges with a similar background and close geography. Due to the similar cultural background and close geography (Q. H. Tran, 2020), comparing the organizational culture of Chinese and Vietnamese is significantly based on Hofstede's theory in order to explore Chinese cultural orientations.

The following are the five dimensions of country cultures and different index scores of China and Vietnam:

- Powder distance (PDI) refers to the degree to which members with less power or junior positions in organizations and institutions could accept the unequal distribution of power, which focuses on how the people in the society suffer inequality (Hofstede, 2001). With a high score of 80 (China) and 70 (Vietnam), the Chinese are more used to taking orders from their superiors no matter in family life or work (Tran, 2019).

- Uncertainty avoidance (UAI) demonstrates the level of flexibility shown by the organization members to deal with transactions in unknown circumstances, which is a fundamental problem of any group. This ambiguity can reflect members' willingness to avoid risk when facing ideas and actions that violate norms (Hofstede, 2001). Chinese and Vietnamese have the same score in UAI (30), indicating that people have a low appetite for risk aversion (Tran, 2019).

- Individualism/Collectivism (IDV) determines the extent of interdependence among a country to remain its people (Hofstede, 2001). As for individualism countries, individuals are decisive and independent. They consistently pay attention to themselves and their families, which is the trend in compact organizations. Whereas people of collectivist countries tend to keep a tight relationship with others. People with collectivist values tend to gather together to achieve specific organizational goals (Vadi et al., 2002). They believe that the group can guarantee their safety and happiness when they show absolute loyalty (Tran, 2019). The same low score (20) for both Chinese and Vietnamese are both collectivist societies (Tran, 2019).

- Masculinity/femininity (MAS) refers to the impact of gender on a country. When masculinity is a higher score, which indicates the country is task-oriented, valuing material qualities and job satisfaction. While femininity is a low score, showing the nation emphasizes interdependence, social respect, and work-life balance. Hofstede against the poles of both masculinity and femininity (Hofstede, 2001). Chinese (66) are more masculine than Vietnamese (40), which means Chinese are more task-oriented than Vietnamese (Tran, 2019).

- Long-term orientation and short-term orientation (LTO) refer to the extent of people in the country to the appreciation to the future, which composes of the characteristics of persistence and foresight (Hofstede, 2001). The high score of China (87) and Vietnam (80) reveals China is a long-term society due to its character of loyalty and kindness (Tran, 2019).

2.3. Organizational Culture's causality relationship to task and relationship orientation

Many literature has mentioned the dimensions of organizational culture before, among which task-oriented and relationship-oriented are important components (Harrison, 1995; Schein, 2010; Schultz, 2012; Sheridan, 1992; Sherwood & DePaolo, 2016; Vadi et al., 2002). Schein (2010) underlines that the organizational culture is shaped primarily by two major factors: the organizational task and relationship orientations during O.C. development. Schultz (2012) also overviews that when studying the phenomenon of O.C., the task and relations are significant dimensions in 1995. At the same time, Harrison (1995) proposed the concept of task culture that organization goals are related to all organizational activities, and all members of the organization are supposed to devote themselves to the entity goals. Also, he put forward his opinion that the person-oriented O.C. should always be based on a friendly and harmonious working environment. Besides, Vadi et al. (2002) argued that the concept of organizational culture could be used as a framework to mark human relations in the organization. Through Fleishman's research, he concluded that task-oriented and relationship-oriented are the two general patterns and initial structures of leadership behavior in 1967 (Fleishman, 1967). On the one hand, the significance of task orientation is to achieve the final organization goals, which

requires employees proficient and focusing on their work to realize the value of their career (Tran, 2019). Oaklander and Fleishman (1964) found the superiors emphasize the clear division of responsibilities and pay attention to task orientation and achievement goals in initiating the structure of hospital settings. On the other hand, relationship orientation aims to preserve the organization's cohesion by creating an excellent working atmosphere (Tran, 2019). When considering the consideration style leaders, tend to enhance the collective sense of honor by respecting, recognizing, and believing their colleagues and employees (Nguyen, Mujtaba, & Boehmer, 2012). What is noteworthy is that the two different dimensions of leadership are integrated rather than a mutually exclusive state. Because, to some extent, successful leaders focus on both of these behaviors, and generally manage to score high on both (Blake & Mouton, 1966).

Previous studies by many scholars have confirmed that, in different countries, task orientation and relationship orientation are different in state-owned enterprises and private enterprises (Q. H. N. Tran, 2020). Generally speaking, the superiors of private enterprises are more task-oriented and less relationship-oriented than the leaders of state-owned enterprises. However, in different countries, as the influence of their traditional culture, education level, living standard, other factors, etc., are different, diverse countries have various task orientation and relationship orientation performance. For instance, employees in Vietnam scored higher on both task and relationship orientation compared to the Omani and German counterparts; Japanese respondents showed higher task and relationship orientation than Omani; American student respondents, on the other hand, were more task-oriented and less relational-oriented than Filipino counterparts (Nguyen et al., 2012, 2013a, 2013b).

2.4. Workplace Incivility

The purpose of workplace civility is to create a harmonious and respectful atmosphere in the workplace and show social care for others. Instead, Workplace Incivility (W.I.) is usually associated with a series of rude and impolite behaviors, especially behaviors that are discounted to others. Therefore, WI refers to behaviors that behave impolitely, rudely, or violate the principle of mutual respect in the workplace (Vasconcelos, 2020). Specific manifestations include grabbing credit from others, spreading rumors from colleagues, verbal attacks, ignoring the credit of subordinates, squeezing others out, lack of empathy, lack of sense of cooperation, interrupting others, despising others, etc. (Vasconcelos, 2020).

Workplace incivility is significantly related to Organizational Behavior, which is a topic of interdisciplinary status (Vasconcelos, 2020). So far, scholars have reached a consensus: W.I., as a significant problem, is ubiquitous and needs to be solved urgently (Vasconcelos,

2020). Generally, the focus of these researches on W.I. are its antecedents and consequences, but the existing research results also utilize W.I. as a measure, intermediary, and mediation role.

In most studies, W.I. is used as a prerequisite(Vasconcelos, 2020). Research on this basis usually focuses on understanding the role of W.I. Since interpersonal relationships cannot always be harmonious and peaceful, uncivilized phenomena of internal members and external stakeholders occur frequently, and these situations are usually related to unfriendly experiences. This has become the cornerstone of WI(Vasconcelos, 2020). It is worth mentioning that the study found that superiors generally initiate the behavior of W.I. in the organization to subordinates. There are many specific sources of inducement, such as the company's temporary change plan, scale reduction, merger and reorganization, and technical issues. All of the above will cause employees to produce negative emotions such as anger, tension, and fear, which will erode the relationship between employees and cause unnecessary trouble(Vasconcelos, 2020). First of all, W.I.'s disrespectful behavior will destroy the dignity and self-esteem of employees, thereby causing extreme pain to employees. Secondly, WI will increase the work pressure of employees, reduce their job satisfaction, and cause their psychological distress, thereby reducing the quality of work and reducing working hours to achieve the purpose of avoiding the Offenders. Eventually, it will increase organizational costs, whether it is a private enterprise or a state-owned enterprise(Vasconcelos, 2020). In essence, Workplace incivility has long been theorized as an essential part of the workplace abuse framework(Vasconcelos, 2020).

This empirical study puts forward hypotheses on the different performance of Chinese enterprise in task orientation, relationship orientation, and workplace incivility to explore the tie and difference among the three dimensions in China. The empirical survey questionnaire involved adult working people in state-owned and private enterprises in 23 provinces and four municipalities in China. The research questions help to show that:

- Assumption 1: Chinese respondents will have different scores for the task, orientation, relationship orientation, and workplace incivility
- Assumption 2: Chinese respondents in the state enterprises will have different scores for the task, orientation, relationship orientation, and workplace incivility as those counterparts in private enterprises.

- Assumption 3: Chinese respondents' position on head/director will have different scores for the task, orientation, relationship orientation, and workplace incivility as those on staff.
- Assumption 4: Chinese respondents aged over 30 will have the task, orientation, relationship orientation, and workplace incivility as counterparts aged below 30.
- Assumption 5: Male Chinese respondents will have the task, orientation, relationship orientation, and workplace incivility as the female counterparts.
- Assumption 6: Chinese respondents' highest education is Bachelor/ Vocational School will have the task, orientation, relationship orientation, and workplace incivility as Master/Ph.D. counterparts.
- Assumption 7: Chinese respondents' working experience over 5 years will have the task, orientation, relationship orientation, and workplace incivility as counterparts' working experience below 5 years.

3. Study methodology and analysis

3.1.Verification of data's validation

This study investigates whether interviewees working in Chinese government sectors and private sectors pay more attention to task orientation or relationship orientation and the influence of workplace incivility on employees. It can indicate whether the working unit (state-owned enterprises; private-owned enterprises), type of Enterprises, position, age, working experience, gender, and educational level in the Chinese interviewees are related to the task orientation, relationship orientation, and working environment. The primary survey method used is the working paper of Tran's questionnaire on organizational culture, which is a current investigation and mainly used to test whether respondents follow task and relationship orientation. Since the interviewees are Chinese, the questions of the questionnaire are translated from English into Chinese. After collecting the data, the results are translated from Chinese into English for analysis.

The questionnaires were delivered to working adults using WeChat in the specific types of industry in China according to Tencent's big data analysis web platform of questionnaire (<https://wj.qq.com/>), which took over one month from designing questionnaires to collecting back from respondents. As the questionnaires are delivered accurately and the interviewees are bound to WeChat accounts, the answers' authenticity can be guaranteed. However, since when the respondents answered the questionnaire privately through their phones and the author did

not appear, 52% of the respondents did not answer all the questionnaire contents, and their answers were regarded as invalid questionnaires. Therefore, a total of 705 questionnaires were sent out, and 339 valid questionnaires were collected with a response rate of 48%.

In the questionnaire survey, there are four parts. The first three main parts are a total of 27 questions, which involve the basic information related to task-oriented, relations-oriented workplace incivility, respectively. Responses were measured on a scale of 10, 1= strong disagreement, 10 = strong agreement. The last part is the basic personal information of the interviewees, including their age, gender, region, education level, years of work, and type of work unit, which will be helpful for horizontal comparison and cross-analysis of the data. Altogether, of 339 respondents, 80 respondents are male, and 259 are female, which accounts for 23.6% and 76.4%, respectively. Of the 339 subjects, 165 respondents (48.7%) work in the state-owned enterprise, while 174 respondents (51.3%) work in the private enterprise. Also, 59 subjects (17.4%) are head/director in the organization, and 280 subjects (82.6%) are staff in organizations. Besides, in terms of educational status, 84.6% appeared to have a Bachelor/Vocational school background, 15.4% of the respondents are Master/Ph.D. 85.3% of responders are younger than 30, and 14.7% are older than 30. Finally, 84.6% of responders work no more than five years, and the other responders work over five years.

In the whole process of analysis, the author selected SPSS ver26 to run factor analysis. To ensure the validation of the 27 questions, the author analyzed the elements' reliability in the first three main parts, respectively. Considering the items' component matrix scores should be higher than 0.4, and their Cronbach's alpha scores have to be over 0.7 as a criterion, 21 items are valid after rotating the factor loadings, shown in **Table 1**.

Table 1. The results of factor analysis: the Chinese sample

Dimensions	Items	Component	Cronbach's Alpha
Task Orientation	Q1. The goals of the organization are known	0.738	0.885
	Q2. New employees are adopted quickly	0.694	
	Q3. Every person is evaluated in their performance	0.757	
	Q4. Many people have been working together for a long time	0.690	
	Q5. The organization does not create a pleasant work environment	0.755	
	Q6. People are acknowledged for their good work	0.699	
	Q8. People may compromise the task rather than be impolite to each other	0.677	
	Q10. It is difficult for members of organizations to perform tasks well	0.676	
	Q11. People are proud to be a part of the organization	0.797	
Relationship Orientation	Q12. People know how to communicate with each other	0.712	0.730
	Q13. The opinion of the employees coincides with the manager's view	0.680	

	Q14. People are not afraid of making mistakes	0.718	
	Q17. Collective events are not often organized	0.617	
	Q19. People tend to use access to superiors to undermine their colleague's position	0.591	
Workplace Incivility	Q21. People feel ashamed while talking about their organization	0.618	
	Q22. Many people would like to leave their organization	0.722	
	Q23. People think more about their own needs than of the goals of the organization	0.739	
	Q24. Our organization limits employees' abilities and creativity	0.775	0.856
	Q25. Leaders do not recognize employee contribution	0.780	
	Q26. There is a conservative atmosphere in our organization	0.725	
	Q27. Many important decisions that affect employees are not considered carefully	0.762	

Source: Author's own calculations

The first part factors contain the questions about the task and how the organization ensures the task's achievement, which is marked as task orientation. The second part involves the elements relating to working adults' feelings, emotions, and how they acquire and maintain organizational cohesion, which is labeled as relationship orientation. The third workplace incivility factors are the discourteous situations that would happen in the typical workplace. Because component scores of Q7, Q9, Q15, Q16, Q18, Q20 (-0.691, -0.057, -0.377, -0.296, -0.244, -0.151) are lower than the critical value (0.4), they are invalid and excluded out of the following study, especially excluded out of accounting Cronbach's alpha scores, fully component scores shown in Appendix 1. Besides, as the reliability test showing the Cronbach's alpha scores are 0.885, 0.730, 0.856 (higher than 0.7) for task orientation, relationship orientation, and workplace incivility, respectively, it demonstrates the validation of questionnaires in social science study.

3.2. Test with task orientation, relationship orientation, and workplace incivility

Table 2 demonstrates the three dimensions' correlation coefficients. The author found that task orientation positively correlates with relationship orientation (Pearson correlation=0.690**; Sig.=0.000). This shows that among the collected Chinese adult laborers, the more task-oriented people are, the more likely they are to be relationship-oriented. The author attributed this phenomenon to the fact that the Chinese are deeply influenced by the Confucian culture and centralized power culture, which will be discussed in-depth in the next section. However, workplace incivility is not related to both task orientation (Pearson correlation=0.045; Sig.=0.414) and relationship orientation (Pearson correlation=0.018; Sig.=0.741) which shows that workplace incivility is a negative factor in the three dimensions of Chinese companies' organizational culture.

Table 2. Correlation model of the selected factors

Dimensions	Task orientation	Relationship orientation	Workplace incivility
Task orientation	1		
Relationship orientation	0.690**(Sig.=0.000)	1	
Workplace incivility	0.045(Sig.=0.414)	0.018(Sig.=0.741)	1

Notes: *p < 0.5 and **p < 0.05.

Source: Author's own calculations

The t-test results of the three dimensions can be seen in **Table 3**. The mean and standard deviation of task orientation is the highest score among the three dimensions. Besides, as the task and relationship orientations' P-value is 0.000, which is less than 0.005, the first assumption is accepted at the significance category of 0.005. According to Xin et al. (2002) research, China's economic reforms in the 1990s resulting in many of China's enterprises transforming from state-owned enterprises to private-owned enterprises in the wave of market economy reforms, which has become an essential ingredient in the gradual transformation of China's adult labor force from relationship-oriented and task-oriented.

Table 3. Orientation scores (S.D.) of Chinese working adults

Dimensions	Mean (S.D.)	Number	P
Task orientation	6.710(1.743)	339	0.000
Relationship orientation	6.050(1.643)	339	0.000
Workplace incivility	5.023(1.767)	339	0.000

Source: Author's own calculations

Table 4 shows the scores of the interviewed Chinese adult workers in the three dimensions of basic information. Among them, assumption 2 is accepted only in the aspect of task orientation ($F=10.184$, $P=0.002$), which shows that among Chinese enterprises, private enterprises are more pursuing than state-owned enterprises the realization of organizational interests and goals. It's worth noting that staffs' scores in task-oriented (Mean=6.846, S.D.=1.543, $F=32.144$, $P=0.000$) and relationship-oriented (Mean=6.116, S.D.=1.535, $F=13.048$, $P=0.000$) are higher than head and director, which means assumption 3 is accepted in terms of task and relationship orientation. It indicates that to pursue professional advancement, Chinese adult workers pay great attention to personal job performance and the maintenance of interpersonal relationships among colleagues. In addition, assumption 4 is also accepted in the task-oriented dimension because on the basis of $F=10.014$, $P=0.002$, the mean value and S.D. value of people older than 30 years old are higher than those of people younger than 30 years old. It shows that with age, workers will be more practical and hardworking, and their work efficiency will be higher than that of young workers, and young workers would be

relatively impetuous. The same reasoning can prove that people with long working experience (> 5 years) tend to be more task-oriented, which is conformed with the calculation results, so assumption 7 is accepted in the dimension of task-oriented ($F=11.265$, $P=0.001$). However, there are no statistically noteworthy distinctions identified for assumption 5 and assumption 6 among the three dimensions.

Table 4. Orientation scores (S.D.) of Chinese responders' basic information

Dimensions	Number	Information	Mean (S.D.)	F	P
Task orientation	165	State enterprises	6.590(1.925)	10.184	0.002
	174	Private enterprises	6.824(1.547)		
	80	Male	6.649(1.811)	0.516	0.473
	259	Female	6.729(1.724)		
	59	Head and Director	6.064(2.393)	32.144	0.000
	280	Staff	6.846(1.543)		
	52	Master/Ph.D.	6.737(1.865)	1.114	0.292
	287	Bachelor/Vocational school background	6.705(1.723)		
	289	Younger than 30	6.685(1.664)	10.014	0.002
	50	Older than 30(including 30)	6.858(2.158)		
	288	Working below 5 years	6.731(1.648)	11.265	0.001
	51	Working over 5 years	6.588(2.218)		
Relationship orientation	165	State enterprises	5.939(1.768)	2.426	0.120
	174	Private enterprises	6.154(1.512)		
	80	Male	6.100(1.700)	0.242	0.623
	259	Female	6.034(1.638)		
	59	Head and Director	5.736(2.068)	13.048	0.000
	280	Staff	6.116(1.535)		
	52	Master/Ph.D.	6.062(1.955)	4.178	0.042
	287	Bachelor/Vocational school background	6.047(1.584)		
	289	Younger than 30	6.015(1.586)	4.063	0.045
	50	Older than 30(including 30)	6.337(1.914)		
	288	Working below 5 years	5.997(1.580)	6.581	0.011
	51	Working over 5 years	6.349(1.949)		
Workplace incivility	165	State enterprises	4.900(1.914)	6.727	0.010
	174	Private enterprises	5.140(1.612)		
	80	Male	5.229(2.031)	3.793	0.052
	259	Female	4.960(1.676)		
	59	Head and Director	4.835(1.997)	2.917	0.089
	280	Staff	5.063(1.716)		
	52	Master/Ph.D.	4.764(1.826)	0.159	0.690
	287	Bachelor/Vocational school background	5.070(1.755)		
	289	Younger than 30	5.023(1.734)	1.474	0.225
	50	Older than 30(including 30)	5.026(1.967)		
	288	Working below 5 years	4.969(1.694)	5.966	0.015
	51	Working over 5 years	5.331(2.128)		

Source: Author's own calculations

The results show that the task orientation of the interviewees is higher than the relationship orientation in the organizational culture of Chinese companies. The main reason that author attributed to is China's corporate reorganization and reforms in the 1970s, which is a significant manifestation of the transformation from national centralization to private

centralization. This result agrees with Tran's(Tran, 2019) research findings of Vietnamese organizational culture due to the similarities between China and Vietnam's national conditions and culture. Besides, Chinese respondents indicated that Chinese private enterprises are more task-oriented than state-owned enterprises because it is conducive to enterprises obtaining more benefits and achieving their goals. Furthermore, the study results show that the respondents' task orientation and relationship orientation are positively correlated, which means the more task-oriented people follow, the more they care about relationship orientation. Working experience and age are two critical indicators for workers and corporations. Because the workers with more than five years of working experience have higher scores on the task-oriented dimension than those with less than five years working experience, and the older workers (age>30) tend to be more task-oriented than younger workers. Also, people in different positions have different performance in task orientation and relationship orientation. Staffs score higher than head/director. However, throughout the research process, workplace incivility is a negative factor, and gender and education did not impact the three dimensions.

4. Discussion and implication

4.1. The status of the task and relationship orientation in Chinese organizational culture

The study results show that task orientation is the dominant organizational culture of modern Chinese companies: in terms of enterprise type, the task orientation of private companies is more evident than that of state-owned enterprises; in terms of age, the task orientation of older workers is higher than that of young people; in terms of seniority, people with richer work experience tend to be more task-oriented than new young workers; in terms of position, employees are more task-oriented than their superiors. The high task orientation of the Chinese adult workers has a profound impact on improving company performance and job promotion. The gene of diligence preserved from the farming era makes the Chinese believe that working hard can bring them a better life. Besides, due to the impact of China's system reforms in the 1970s and the economic reforms in the 1990s, most of China's state-owned enterprises transitioned to private enterprises. Besides, the continuous influx of foreign enterprises and the considerable workload brought by the title of "world factory" make it possible for the Chinese to experience the benefits of financial freedom. The transition from the absolute average of collectivism to the modern economy's notion - "the more work, the more rewards" has prompted them to work harder and pursue wealth and quality of life. Furthermore, under Chinese paternalistic culture, 30 years old is always a watershed for Chinese people to get married and establish a family. Married workers need to take on the

responsibility of supporting their families. Such pressure is also an important reason why they are more task-oriented than unmarried young people.

Also, although relationship orientation does not show any significant level in terms of business type, age, etc. the task-oriented people tend to be relationship-oriented because the results show that task orientation and relationship orientation are positively correlated, which indicates relationship orientation also plays a vital role in Chinese organizational culture. This is because the face culture, the traditional Confucian culture, and collectivism profoundly impact the Chinese people. Friendly and introverted Chinese are used to maintaining harmonious relationships with their neighbors, relatives, and friends. Even if some families have hundreds of members, they will keep in touch regularly and regard achieving the family's glory as their lifelong goal. It is expected that individuals follow group objectives rather than themselves (Tran, 2019). Chinese who grew up in such a social and cultural background will behave in the same way in their workplace. This is consistent with the relationship orientation that attaches great importance to collective cohesion and a harmonious working environment.

To sum up, affected by the traditional and cultural environment, Chinese working adults generally show task-oriented and relations-oriented in corporate culture. They prefer obeying the authority and rules and create harmonious interpersonal relationships to gain job offers and achieve the final collective goal.

4.2.The negative factors in Chinese organizational culture

The research results show that workplace incivility is a negative influence factor in Chinese organizational culture. W.I. is unrelated to task-oriented and relationship-oriented and shows no significant level at worker's working experience, gender, position, education, age, and length of service. The author attributes this to a typical nepotist society in China, which is a performance of Confucianism and the face culture. In China, there are many sayings about nepotist society, such as "Give yourself some room for whatever you do in case we meet again,", "You depend on your parents at home and your friends outside." and so on. The meaning conveyed among them is the importance of maintaining harmonious interpersonal relationships with colleagues and competitors. This leads to the fact that there will always be Chinese people in the workplace playing bleeding hearts and even peacemakers to avoid workplace incivility, even if which would lead to losing material benefits. And when there is occasional workplace incivility, it will be resolved quickly, which is hard to produce psychological pressure on employees.

Also, the author found that gender and education level do not have any influence or difference in the three dimensions. This shows that gender will not affect the organization's

work efficiency, organizational goals, and a harmonious working environment. Gender equality has become an essential product of modern Chinese social and economic development. The level of education does not impact these three dimensions, which are directly related to the popularization of education for all in China and the improvement of the overall academic level. Participants in this study have all received higher education, and 61.9% are bachelor's degrees. This universality makes it difficult for education to be a research object that needs to be verified.

5. Limitation and introspection for further research

In this study, there are several obvious limitations. First of all, given that China is a country with a vast population and the constraints of finances and time, the 339 valid questionnaires collected cannot fully represent the attitudes of all Chinese adult workers. Secondly, due to China's vast territory, people in different regions and provinces will have various regional and cultural influences. Because of geographical restrictions, although, to some extent, the research results are representative, they will not be suitable according to different local situations. Third, as the organizational culture includes not only the three orientations of task orientation, relationship orientation, and workplace incivility, it is not comprehensive to only study the Chinese organizational culture under the three dimensions. Finally, due to time limitations to collect data, the author only conducts a quantitative analysis of Chinese organizational culture. This study does not integrate with qualitative analysis. Therefore, based on this research, the following research can expand the number of research, increase the research methods, and conduct horizontal comparisons with other countries adjacent to China to achieve a broader coverage and more universal research results.

6. Conclusion

In summary, this study shows that Chinese adult workers are more task-oriented, but task orientation and relationship orientation are positively correlated. Besides, workplace incivility is a negative dimension in Chinese corporate culture. The older and longer working experience the Chinese adult workers are, the more they tend to be task-oriented. Workers in private enterprises are more task-oriented than those in state-owned enterprises. The results of this research will help Chinese private companies and state-owned companies to discover the differences in the organizational culture of their employees and their respective advantages, which could practically deal with issues related to organizational culture. Furthermore, China's organizational culture is immensely suitable for foreign companies to invest in China.

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APPENDICES

Appendix 1: The results of factor analysis: the Chinese sample

Dimensions	Items	Component
Task Orientation	Q1. The goals of the organization are known	0.738
	Q2. New employees are adopted quickly	0.694
	Q3. Every person is evaluated in their performance	0.757
	Q4. Many people have been working together for a long time	0.690
	Q5. He organization does not create a pleasant work environment	0.755
	Q6. People are acknowledged for their good work	0.699
	Q7. The manager can be easily contacted if necessary	-0.691
	Q8. People may compromise the task rather than be impolite to each other	0.677
	Q9. All the important issues are discussed with each other	-0.057
	Q10. It is difficult for members of organizations to perform tasks well	0.676
	Q11. People are proud to be a part of the organization	0.797
Relationship Orientation	Q12. People know how to communicate with each other	0.712
	Q13. The opinion of the employees coincides with the manager's view	0.680
	Q14. People are not afraid of making mistakes	0.718
	Q15. Positive changes in relationships at the workplace take place constantly	-0.377
	Q16. There is a distance between leaders and followers.	-0.296
	Q17. Collective events are not often organized	0.617
	Q18. There is a strong feeling of togetherness in difficult situations	-0.244
	Q19. People tend to use access to superiors to undermine their colleague's position	0.591
	Q20. People are free to share information and knowledge	-0.151
Workplace Incivility	Q21. People feel ashamed while talking about their organization	0.618
	Q22. Many people would like to leave their organization	0.722
	Q23. People think more about their own needs than of the goals of the organization	0.739
	Q24. Our organization limits employees' abilities and creativity	0.775
	Q25. Leaders do not recognize employee contribution	0.780
	Q26. There is a conservative atmosphere in our organization	0.725
	Q27. Many important decisions that affect employees are not considered carefully	0.762

Source: Author's own calculations

Resümee

**KVANTITATIIVNE PILOT-UURING ÜLESANNETELE PÜHENDUMUSE,
SUHTELE ORIENTEERITUSE JA TÖÖKOHAGA KAASNEVA EBAVIISAKUSE
HINDAMISEKS HIINA RAHVUSEST TÄISEALISTE TÖÖTAJATE HULGAS VÕTTES
ARVESSE ETTEVÕTTE TÜÜPI, AMETIKOHTA, VANUST, TÖÖKOGEMUST, SUGU
JA HARIDUSE TASET**

Jie Xiong

Kokkuvõttes näitab see uuring, et täiskasvanud Hiina rahvusest töötajad on rohkem ülesannete täitmisele orienteeritud, samas on ülesannetele orienteeritus ja suhete suunitlus positiivses korrelatsioonis. Pealegi kuulub töökohtadel kohatav ebaviisakus Hiina ettevõtete kultuuris ära põlatud alasse. Mida vanemad ja töökogenenumad Hiina rahvusest täiskasvanud töötajad on, seda rohkem kipuvad nad olema ülesannetele orienteeritud. Samas eraettevõtete töötajad on rohkem ülesannetele orienteeritud kui seda on riigiettevõtted. Selle uuringu tulemused aitavad Hiina eraettevõtetel ja riigiettevõtetel avastada erinevusi oma töötajate organisatsioonikultuuris ning nende eeliseid, mis võimaldaksid reaalselt tegeleda organisatsioonikultuuriga seotud küsimustega. Lisaks on välisettevõtete jaoks Hiina organisatsioonikultuur vägagi sobilik viis Hiinasse investeerimiseks.

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