Employees’ Values, Organizational Communication Climate, and Organizational Commitment: A Study of Multinational Corporations in China

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ABSTRACT

Organizational commitment is directly related to the overall performance of an organization. It has been studied in Chinese culture, but not in intercultural contexts. This study examined the relationship among organizational commitment, individual values, and organizational communication climate in intercultural working environment. A total of 245 Mainland Chinese employed in multinational corporations located in Mainland China participated in the survey research. The results suggest that perceived organizational communication climate is the major factor influencing employees’ organizational commitment. Moderate correlations were detected between organizational affective commitment and organizational communication climate, whereas weak correlations were found between organizational continuance/normative commitment and organizational communication climate. The impact of individual values on organizational commitment was found to be insignificant. Meanwhile, the combined effect of individual values and organizational communication climate on organizational commitment was not significant either. Employees’ emotional attachment to their organizations and their job satisfaction seem to be associated with their level of involvement in the decision-making process and the level of power decentralization in their organizations.
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