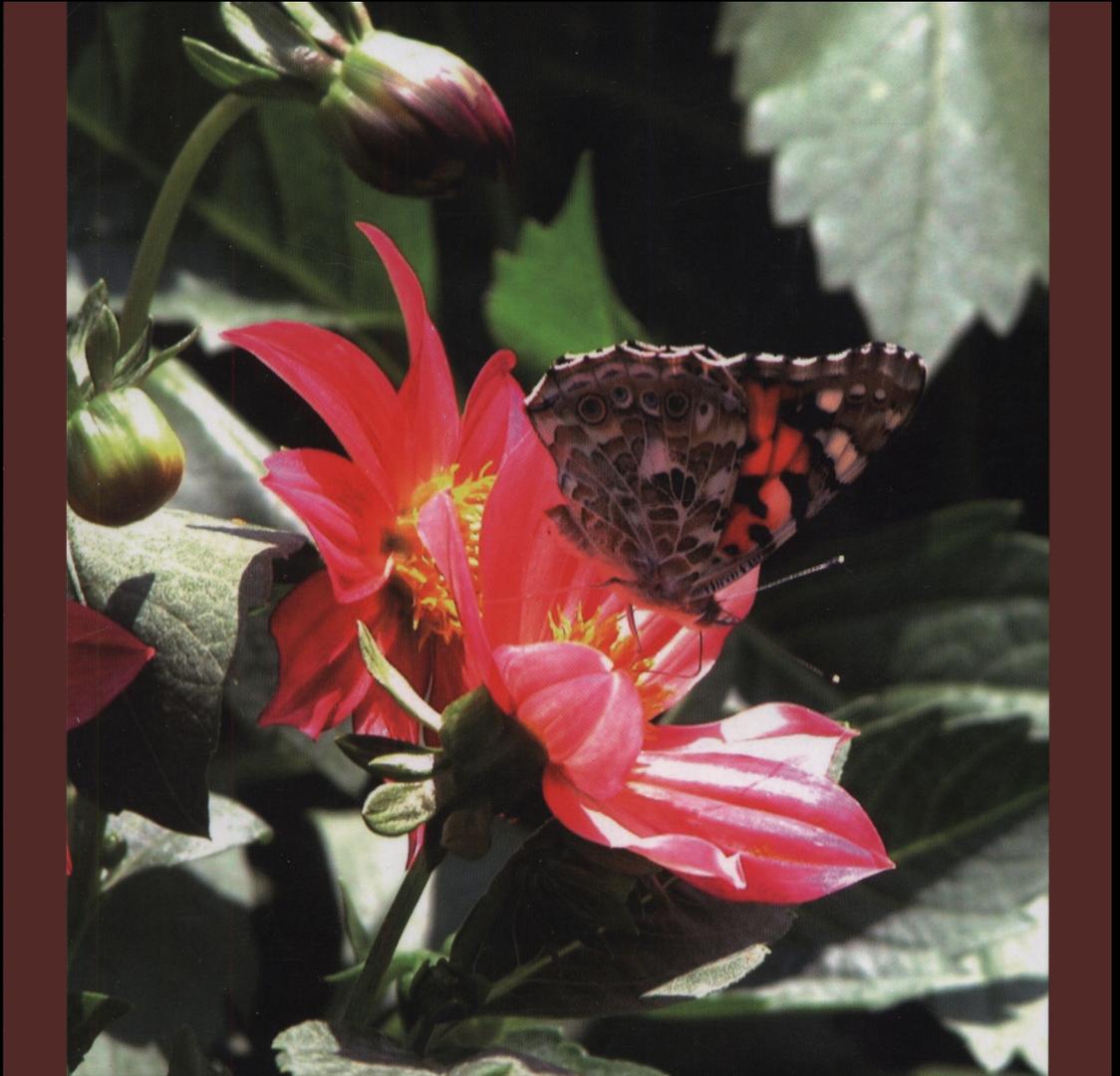


組
織
管
理
研
究

Management and Organization Review

SPECIAL ISSUE

Social Exchange in Organizations



The Journal of the
International Association for Chinese Management Research


WILEY-
BLACKWELL



**International Association for Chinese Management Research
Officers**

Founding President

Anne S. Tsui *Arizona State University*
Peking University

Past President

Xiao-Ping Chen *University of Washington*

President

Shuming Zhao *Nanjing University*

Senior Vice-Presidents and Presidents Elect

Jia Lin Xie *University of Toronto*
Jing Zhou *Rice University*

**Vice-President and Program Chair for 2010
Conference**

Chao Chen *Rutgers University*

**Program Co-Chair and Chair of Local
Arrangements Committee for 2010 Conference**

Xiongwen Lu *Fudan University*

Executive Secretary/Treasurer

Eva Xin Yao *University of Colorado at Boulder*

Representatives at Large

Carl Fey *Stockholm School of Economics*
Baiyin Yang *Tsinghua University*
Xiaohua Yang *Queensland University of Technology*
Anthea Yan Zhang *Rice University*



**Leadership of Hong Kong University of
Science and Technology**

President Paul Ching-Wu Chu
Vice President for Academic Affairs Roland T. Chin

Leadership of HKUST Business School

Dean Leonard Cheng
Senior Associate Dean Steven J. DeKrey
Associate Deans Kalok Chan
Kate Chan
J.T. Li
Angela Ng

北京大學



光華管理學院
Guanghua School of Management

Leadership of Peking University

Presidents Qifeng Zhou
Weifang Min
Vice Presidents Wen Hai
Chuanjin Ju
Yang Ke
Jianhua Lin
Limei Wang
Zhipan Wu
He Yang
Sulan Yue
Guoyou Zhang
Yan Zhang

**Leadership of Guanghua School of
Management**

Dean Weiyang Zhang
Vice Deans Hongbin Cai
Zhengfei Lu
Changqi Wu
Xinzhong Gary Xu
Jiali Zhang
Yichi Zhang



MANAGEMENT AND ORGANIZATION REVIEW

Volume 5 Issue 3

November 2009

Special Issue: Social Exchange in Organizations

From the Guest Editors

LYNN M. SHORE, JACQUELINE A-M. COYLE-SHAPIRO, XIAO-PING CHEN,
and LOIS E. TETRICK

Social Exchange in Work Settings: Content, Process, and Mixed Models 289

Articles

CHRISTINA L. STAMPER, SUZANNE S. MASTERSON, and JOSHUA KNAPP

A Typology of Organizational Membership: Understanding Different Membership
Relationships Through the Lens of Social Exchange 303

JEROEN DE JONG, RENÉ SCHALK, and NELE DE CUYPER

Balanced versus Unbalanced Psychological Contracts in Temporary and
Permanent Employment: Associations with Employee Attitudes 329

ZHE ZHANG, DIFANG WAN, MING JIA, and LIHONG GU

Prior Ties, Shared Values and Cooperation in Public–Private Partnerships 353

YING CHEN, RAY FRIEDMAN, ENHAI YU, WEIHUA FANG, and XINPING LU
Supervisor–Subordinate *Guanxi*: Developing a Three-Dimensional Model
and Scale 375

RAYMOND LOI, YINA MAO, and HANG-YUE NGO

Linking Leader–Member Exchange and Employee Work Outcomes:
The Mediating Role of Organizational Social and Economic Exchange 401

Chinese Abstracts 423

Author Index 427

Title Index 428

Information for Contributors and Submission Guidelines 429

Call for Papers

MOR Special Issue: Indigenous Management Research in China 431

MOR Special Issue: Business Leadership in the Chinese Context 433

© 2009 Blackwell Publishing Ltd ISSN 1740-8776

EDITOR-IN-CHIEF

Anne S. Tsui, Arizona State University, USA,
and Peking University, China

MANAGING EDITOR

Karin A. Heffel Steele, Arizona State University,
USA
W. P. Carey School of Business, Department of
Management

SENIOR EDITORS

Yanjie Bian, University of Minnesota, USA
Economic sociology; social stratification and
mobility; social networks and social capital;
Chinese society

John Child, University of Birmingham, UK
Management and economic reform in China;
organization and performance of strategic
alliances; internationalization of firms;
evolution of new organizational forms

Joseph Galaskiewicz, University of Arizona,
USA
Formal organizations; social networks; urban
community; comparative economic analysis;
and philanthropic institutions

Doug Guthrie, New York University, USA
Economic sociology; corporations; sociology
of China; organizational learning; guanxi;
corporate social responsibility

Kwok Leung, City University of Hong Kong,
China
Justice and conflict; cross-cultural research
methodology; cross-cultural psychology;
international business

Marshall Meyer, University of Pennsylvania,
USA
Management in China; measurement of
organizational performance; organizational
design; organizational change

Michael Morris, Columbia University, USA
Social judgment; conflict resolution; cultural
differences in social judgment and interaction
patterns

Oded Shenkar, Ohio State University, USA
International business and management;
Chinese and Japanese management systems;
international strategic alliances; organization
theory and design

SENIOR EDITOR AND CHINESE ABSTRACT EDITOR

Jiing-Lih Farh, Hong Kong University of Science
and Technology, China
Indigenous study of Chinese organizational
behavior; leadership; employee values and
change; work attitudes; in-role and extra-role
performance; research methods

CONSULTING EDITORS

Soon Ang, Nanyang Technological University,
Singapore
Cultural intelligence; individual differences;
global leadership; managing global talent;
outsourcing

Xiao-Ping Chen, University of Washington,
USA
Organizational behavior; industrial and
organizational psychology; cross-cultural
management; Chinese *guanxi*

Justin Tan, York University, Canada, and Peking
University, China
Strategic management; entrepreneurship;
innovation

Patrick Wright, Cornell University, USA
Human resource management; human capital
measurement; strategic human resource
management; leadership and management
development; governance, ethics, and
corporate social responsibility; competitive
advantage; employee motivation; personnel
selection

Shuming Zhao, Nanjing University, China
Human resource management; multinational
business management

EDITORIAL ADVISORY BOARD

Paul Beamish, University of Western Ontario, Canada
Leonard Cheng, Hong Kong University of Science and Technology, China
Siwei Cheng, Chinese Academy of Sciences, China
Angelo DeNisi, Tulane University, USA
Michael Hitt, Texas A&M University, USA
Chung-Ming Lau, Chinese University of Hong Kong, China
Thomas Lee, University of Washington, USA
Arie Lewin, Duke University, USA
Nan Lin, Duke University, USA
Fred Luthans, University of Nebraska, USA
George Milkovich, Cornell University, USA
Richard Mowday, University of Oregon, USA
Victor Nee, Cornell University, USA
Lyman W. Porter, University of California, Irvine, USA
Gordon Redding, INSEAD, France

Denise Rousseau, Carnegie Mellon University, USA
Sara L. Rynes, University of Iowa, USA
Claudia Bird Schoonhoven, University of California, Irvine, USA
W. Richard Scott, Stanford University, USA
Peter Smith, University of Sussex, UK
Barry Staw, University of California, Berkeley, USA
Mary Ann Von Glinow, Florida International University, USA
Andrew Walder, Stanford University, USA
Malcolm Warner, University of Cambridge, UK
David A. Whetten, Brigham Young University, USA
Kuo-Shu Yang, National Taiwan University, Taiwan
Sheldon Zedeck, University of California, Berkeley, USA
Weiying Zhang, Peking University, China

EDITORIAL REVIEW BOARD

David Ahlstrom, Chinese University of Hong Kong, China
Sam Aryee, Aston University, UK
Neal Ashkanasy, University of Queensland, Australia
Winton Au, Chinese University of Hong Kong, China
Ingmar Bjorkman, Swedish School of Economics, Finland
Max Boisot, University of Birmingham, UK
Brian Boyd, Arizona State University, USA
Daniel Brass, University of Kentucky, USA
Jeanne Brett, Northwestern University, USA
Lance Brouthers, Kennesaw State University, USA
Yang Cao, University of North Carolina, Charlotte, USA
Chao Chen, Rutgers University, USA
George Chen, Australian National University, Australia
Bor-shiuan Cheng, National Taiwan University, Taiwan
Andrew Delios, National University of Singapore, Singapore
Gregory Dess, University of Texas, Dallas, USA
Charles Dhanaraj, Indiana University, USA
Carolyn Egri, Simon Fraser University, Canada
Robert Hoskisson, Arizona State University, USA
Christopher Hsee, University of Chicago, USA
Kwang-Kuo Hwang, National Taiwan University, Taiwan
Andrew Inkpen, Thunderbird, USA
Lisa Keister, Duke University, USA
Simon Lam, University of Hong Kong, China
Gary Latham, University of Toronto, Rotman, Canada

Kenneth Law, Chinese University of Hong Kong, China
Mingfang Li, California State University, Northridge, USA
Peter Ping Li, California State University, Stanislaus, USA
Jar-Der Luo, Tsinghua University, China
Shige Makino, Chinese University of Hong Kong, China
Klaus Meyer, University of Bath, UK
Guido Moellering, Max Planck Institute for the Study of Societies, Germany
Keith Murnighan, Northwestern University, USA
Mike W. Peng, University of Texas, Dallas, USA
David Ralston, University of Oklahoma, USA
Kan Shi, Chinese Academy of Science, China
Andrew Spicer, University of South Carolina, USA
Lois Tetrick, George Mason University, USA
Dean Tjosvold, Lingnan University, China
Eric Tsang, University of Texas, Dallas, USA
Linn Van Dyne, Michigan State University, USA
William Wan, Texas Tech University, USA
Yijiang Wang, Tsinghua University, China
Elke Weber, Columbia University, USA
Robert Wood, University of New South Wales, Australia
Jia Lin Xie, University of Toronto, Canada
Aimin Yan, Boston University, USA
Michael Young, Hong Kong Baptist University, China
Zhi-Xue Zhang, Peking University, China
Jing Zhou, Rice University, USA
Xueguang Zhou, Stanford University, USA

AD HOC REVIEWERS

The *MOR* editorial team wishes to acknowledge and thank the following reviewers who have contributed to the review process from January 1, 2009, through October 1, 2009.

Kevin Au, Chinese University of Hong Kong, China
Bat Batjargal, Harvard University, USA
Chi-Nien Chung, National University of Singapore, Singapore
Jacqueline Coyle-Shapiro, London School of Economics, UK
Terence Fan, Singapore Management University, Singapore
Barry Gerhart, University of Wisconsin-Madison, USA
Thomas Gold, University of California-Berkeley, USA
Naina Gupta, Nanyang Technological University, Singapore
Susan Helper, Case Western Reserve University, USA
Ho-fung Hung, Indiana University, USA
Scott Kennedy, Indiana University, USA
Haiyang Li, Rice University, USA
Lin Lu, Shanghai Jiao Tong University, China

Xiaowei Luo, University of Illinois-Urbana-Champaign, USA
Shad Morris, Ohio State University, USA
Rory O'Shea, University College Dublin, Ireland
T.K. Peng, I-Shou University, Taiwan
Jon Pierce, University of Minnesota-Duluth, USA
Victor Satzewich, McMaster University, Canada
David Schaefer, Arizona State University, USA
Riki Takeuchi, Hong Kong University of Science and Technology, China
Junmin Wang, University of Memphis, USA
Martin Whyte, Harvard University, USA
C.S. Wong, Chinese University of Hong Kong, China
Xuanli Xie, Peking University, China
Jianjun Zhang, Peking University, China
Anthea Yan Zhang, Rice University, USA
Yanlong Zhang, Duke University, USA

MOR and the guest editorial team would like to offer special thanks to the reviewers who contributed their time and effort to the Social Exchange in Organizations Special Issue.

Soon Ang, Nanyang Technological University, Singapore
Bill Bommer, California State University-Fresno, USA
Chao Chen, Rutgers University, USA
Neil Conway, Birkbeck University of London, UK
Penny Dick, University of Sheffield, UK
Robert Eisenberger, University of Delaware, USA
Violet Ho, University of Richmond, USA
Deborah Kidder, University of Hartford, USA
Bard Kuvaas, Norwegian School of Management, Norway
Lisa Lambert, Georgia State University, USA
Scott Lester, University of Wisconsin-Eau Claire, USA
Jar Der Luo, Tsinghua University, China
Kate MacKenzie Davy, Birkbeck University of London, UK
Suzanne Masterson, University of Cincinnati, USA
Marie Mitchell, University of Georgia, USA

Anne O'Leary-Kelly, University of Arkansas, USA
Bonnie O'Neill, Marquette University, USA
Liz Ravlin, University of South Carolina, USA
Sandra Robinson, University of British Columbia, Canada
René Schalk, Tilburg University, Netherlands
Linda Shanock, University of North Carolina-Charlotte, USA
Raymond Sparrowe, Washington University in St. Louis, USA
Christina Stamper, Western Michigan University, USA
Susan Taylor, University of Maryland, USA
Amanuel Tekleab, Wayne State University, USA
Isaiah Ugboro, North Carolina A&T State University, USA
Christian Vandenberghe, HEC Montréal, Canada
Linn Van Dyne, Michigan State University, USA
Sandra Wayne, University of Illinois-Chicago, USA