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IN THE CHINESE CONTEXT**

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Dual Effects of Managerial Pro-Social Rule Breaking on Employee Behavior in the Chinese Context

Xiaoguang LIU¹, Jizu LI²

Abstract

Currently, the phenomenon that social rule is overshadowed by power and favor exchange still exists in Chinese culture and society. Consequently, the problem of managerial pro-social rule breaking (MPSRB) occurs frequently in enterprise management. However, the consequences of MPSRB are relatively ambiguous and controversial. Using interview data obtained from Beijing, Shanghai, Tianjin, and Xi'an in China, the categories of MPSRB and their influence on employee behavior were explored in this study by integrating universalism and particularism from the perspectives of trust in leadership and institutional trust. Results show that in the Chinese context, MPSRB can be classified as benevolence-based, practicability-based and justice-based, and its influence on employees' organizational trust (i.e., trust in leadership and institutional trust) is dualistic and opposite, that is, MPSRB improves employees' trust in leadership while decreasing institutional trust. Through the mediating effect of trust in leadership, MPSRB improves relation-oriented employee behavior. By contrast, MPSRB reduces task-oriented employee behavior through the mediating effect of institutional trust. These findings can actively contribute toward the enhancement of Chinese organizational behavior and social behavior intervention theories. Furthermore, the results are beneficial for enterprises with respect to the positive interventions and guidance of managers and employees' behaviors by developing scientific and rational management measures necessary for further improvement in organizational effectiveness.

Keywords: managerial pro-social rule breaking, trust in leadership, institutional trust, behavior intervention, Chinese context.

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Introduction

All non-Confucian schools of thought were banned and Confucianism was espoused as the orthodox state ideology in the early Han dynasty (Li & Nie, 2012). Hence, the Chinese society is always characterized by interpersonal favor and supremacy of power. These features persist and engender the lack of authority of rules in the domain of judiciary and public management. People who have power can easily break the rules. Specifically in Chinese enterprises, the phenomenon of managers breaking organizational rules is more widespread. Early studies on negative leadership have only focused on managers' malicious rule breaking, which is on the motive of personal gain. Scholars have agreed that such behavior generates employees' negative responses (Erickson, Shaw & Agabe, 2007). Some scholars have increasingly focused on managerial pro-social rule breaking (MPSRB), which is well-intentioned and defined as a manager's act of violating a formal organizational policy, regulation, or prohibition to promote the welfare of the organization or other stakeholders (Bryant, Davis, Hancock & Vardaman, 2010).

Most current studies on pro-social rule breaking (PSRB) concentrate on the level of employees. The construct of PSRB initially proposed by Morrison (2006) was featured as a voluntary and intentional violation and targeting at formal rules (Dahling, Chau, Mayer & Gregory, 2012), and was viewed as a form of positive employee behavior. Morrison (2006) considered employee PSRB for three reasons, namely, improving work efficiency, helping subordinates, and helping customers. This three-dimensional structure was further used to establish the general PSRB scale (Dahling, Chau, Mayer & Gregory, 2012) and facilitate analysis at the level of managers (Bryant, Davis, Hancock & Vardaman, 2010).

Employee PSRB is constantly studied as a dependent variable which is influenced by organizational climate, personality, work character, and leadership style (Vardaman, Gondo, & Allen, 2014; Li, Tian & Liu, 2015). However, manager PSRB should be examined as an independent variable to emphasize its effect on employee behavior. However, this effect is intuitively ambiguous. Semantically, MPSRB simultaneously contains positive and negative components for employee behavior. From the "rule-breaking" viewpoint, MPSRB can reduce employee job satisfaction through bad management attribution, psychological contract breach, and the perception of procedure injustice (Bryant, Davis, Hancock & Vardaman, 2010). However, from the "pro-social" viewpoint, MPSRB may induce positive employee behaviors, particularly in Chinese enterprises, where interpersonal favor and *guanxi* are emphasized (He, Li & Ling, 2013).

Although scholars have investigated MPSRB, two questions remain unsolved. First, the categories of MPSRB in the Chinese context are unknown. Second, conflicting views exist about the influence of MPSRB on employee behavior.

This paper attempts to answer those questions through an exploratory interview. The conclusions have significance for Chinese enterprises to identify effective intervention measures to regulate and induce the proper perceptions and behaviors of managers and employees, which are helpful in dealing with the dilemma between the rigidity of rules and the flexibility of humanity and synthesizing both management styles of “rule of law” and “rule of virtue.”

Theoretical background

Socio-cultural roots of MPSRB in Chinese enterprises

The prevalence of MPSRB in Chinese enterprises can be attributed to its specific background of social structure and culture. It is how Chinese people consider the relationship between power, favor, and rules.

Confucianism emphasizes the ethics that regulate the relationships between emperor–officer, father–son, husband–wife, older–younger brother, and friend–friend. It also advocates the power of a monarch, a father, and a husband. Thus, the hierarchical order of the Chinese society is built, which emphasizes the distinction between noble and humble (Hwang, 1987). Superiors master resources and possess power, whereas inferiors should unconditionally obey authority according to the principle of “respecting seniors” in Chinese (Yan, 2006). Rule is always made by person who has power and is used to control the superior, but it cannot limit the power itself.

The modern Chinese society has changed dramatically. However, the ethics that govern the five pairs of relationships are still inherited and transplanted to the enterprise management, which trigger the prevalence of authoritarian leadership (Chan, Huang, Snape & Lam, 2012). By contrast, employees show high power distance and traditionality which includes submission to authority, filial piety, conservatism, endurance, and fatalism (Farh, Hackett & Liang, 2007). Hence, managers’ power dominates over the rules.

People’s basic feelings about truth, goodness, and beauty are spontaneous and natural. To adapt and regulate these psychological needs, Chinese ancient sages have developed a set of rules for life, namely etiquette which is impersonal. However, given its subjectivity, the sentiment toward different people varies according to the closeness of the interpersonal relationship. Therefore, social rules in the early Confucianism originally come from feelings (Ho, 1999). Chinese always take into account both feelings and rules when dealing with things. Rules have to make concessions to sentiment if necessary (Zhai, 2004). Furthermore, feeling and rule are constantly interwoven with interpersonal relationship. Feeling is considered more for acquaintances, whereas rule is considered more for strangers (Fei, 1992).

These lead to China's specific mode of social exchange based on interpersonal affection or favor rather than contract or rules (Hwang, 1987). Thus, Chinese managers always give up rules when such rules are in conflict with favor. In other words, favor exchange dominates over rules.

Consequences of MPSRB

Based on the principles of universalism, everyone is equal before the rules. Unconditional compliance with the rules without any consideration of results can help achieve justice. However, MPSRB in enterprises can undermine the authority of rules and increase transaction costs (North, 1990), which engender employees' perceptions of unfairness, psychological contract breach and negative attribution, further resulting in decreased job satisfaction (Bryant, Davis, Hancock & Vardaman, 2010).

However, based on the principles of particularism in China, the feeling and favor in a specific situation should also be considered. If necessary, bending the rules to fit the human nature is just (Zhai, 2004). Hence, employees always appreciate their managers who exhibit such behavior of MPSRB which is helpful in taking care of the weak, improving efficiency, and achieving outcome fairness, and then adopt more positive attitudes and behaviors as return for managers' kindness (He, Li & Ling, 2013).

China is currently undergoing an economic transformation. Consequently, although Chinese employees hold the core of Confucian tradition, they are increasingly influenced by the western culture. Therefore, they are bi-cultural employees who simultaneously internalize western and Confucian culture and identify both principles of universalism and particularism (Saad, Damian, Benet-Martínez, Moons & Robins, 2013). Hence, MPSRB in a Chinese enterprise may be a double-edged sword, which simultaneously induces positive and negative employee behaviors through different paths.

The organizational trust of employees can aid in the understanding of these dual effects. Costigan, Ilter & Berman (1998) proposed the two types of organizational trust. One is interpersonal trust, which is mainly targeted at managers in this paper, namely trust in leadership. It refers to the positive expectations of employees regarding the ability, integrity, truthfulness, goodwill, competence, reliability, and benevolence of their direct and indirect leaders (Mayer, Davis & Schoorman, 1995). The other type is impersonal trust, which can also be called institutional trust. It refers to employees' belief that the necessary institution is in place to enable one to act in anticipation of a successful future endeavor (McKnight, Cummings & Chervany, 1998).

The relationship between a supervisor and a subordinate in a Chinese enterprise is a form of acquaintance tie, which is a mixture of instrumental and affective components (Luo, 2011). The instrumental component refers to a long-term

transaction relationship, which is equal, only about work, and universalistic. This type of relationship requires clear rules to decrease transaction costs and mold employee expectations and behaviors (North, 1990). However, MPSRB can diminish employees' institutional trust and their expectation that the organization will keep its promise, which lead employees to adopt vertical uncooperative behaviors, such as slacking and hitchhiking (Miller, 1992).

The affective component refers to a favor exchange relationship, which is quasi-family, inclusive of personal-life, and particularistic. This type of relationship is less utilitarian, more tolerant, and more helpful in building long-term stable cooperation (Chen, Friedman, Yu, Fang & Lu, 2009). MPSRB can show some positive traits of managers, such as goodness, sense of justice, and active spirit, which improve employees' trust in leadership. Hence, employees are more willing to follow managers and adopt positive work behaviors in return.

Methodology

Studies on MPSRB are in the initial stage, particularly in the Chinese context. "What" is MPSRB? "What" type of employee behavior will be spurred by MPSRB? "Why" is such behavior possible? A semi-structured deep interview is advantageous for addressing these exploratory questions. Thus, interviews were conducted in this study to answer those questions.

Procedure of interview

First, the concept and the socio-cultural background of MPSRB in Chinese organizations were introduced to interviewees. Subsequently, the interviewees were chiefly asked the following three questions: What are the categories and reasons of MPSRB in the Chinese context? How and why does MPSRB influence trust in leadership and institutional trust? What type of employee behavior will be induced by MPSRB through trust in leadership and institutional trust? Interviewees were instructed to provide living examples when stating crucial opinions. Each interview continued for 20-25 minutes.

Samples of interview

Twenty-one employees from Beijing, Tianjin, Shanghai, and XI'an in China were invited to be interviewed. The criteria for selecting the samples included the following: between 30 and 35 years old, have a bachelor's degree or above and a full workload, and belong to organizations whose workforce size exceeded 100. Of the samples, 13 are males, 10 are from state-owned enterprises, 6 are from private enterprises, and 5 are from foreign-funded enterprises. The average number of years of employment is 3.8.

Interview data coding

The interview tapes were transcribed into text, which was coded later. The steps of coding are as follows (Flick, 2014). The first step is open coding. In this study, the text data were decomposed into several independent units, called meaningful sentence, which consisted of continuous sentences expressing the same views. Every meaningful sentence was then summarized into a conceptual word or phrase, called first-order theme. The second step is axial coding. In this study, all of the conceptual words were categorized. Those first-order themes were merged into second-order and further third-order themes based on their association and differentiation. The third step is selective coding. To explain the questions posed earlier, an initial theoretical framework was proposed in this study on the basis of the relationships among themes at all orders.

Result Analysis and Discussion

Categories of MPSRB

Table 1 shows the analysis results on the categories of MPSRB. It mainly presents the coded themes at all orders, the frequency of occurrence of each first-order theme and its percentage in the entire sample of size of 21, which is the same below. The results indicate that MPSRB in the Chinese context can be identified as three types, which correspond to the three characters of Chinese indigenous cultural values.

Table 1. *Categories of MPSRB*

Coded Themes			Frequency	Ratio (%)
Third-order	Second-order	First-order		
MPSRB	Benevolence-Based MPSRB	Helping subordinate to pull through	8	38.1
		Being lenient with subordinates' mistakes	11	52.4
		Taking care of weak subordinates	7	33.3
		Allowing the intercession from subordinates	9	42.9
	Practicality-Based MPSRB	Improving work efficiency	7	33.3
		Simplifying working routines	6	28.6
		Evading improper rules	8	38.1
		Ensuring the satisfaction of customers	4	19.0
	Justice-Based MPSRB	Correcting deviation caused by rules	5	23.8
		Guaranteeing employees' reasonable interests	4	19.0
		Achieving justice in managers' heart	4	19.0

Benevolence-based MPSRB. The core of Confucianism is benevolence. People should extend love from family to everyone around and exert benevolence on friends, colleagues, and even strangers (Fei, 1992). When a subordinate is in trouble and helpful organizational rules are lacking, the manager always prefers to break the rules to help his subordinate. Only by doing so, managers meet the requirement of benevolence of Confucianism and are viewed as benevolent leaders. Otherwise, they will be regarded as cold-blooded and will be subjected to substantial social pressure. Hence, the first type of MPSRB in the Chinese context is benevolence-based. It denotes the “managers’ act of intentionally breaking formal organizational rules for sympathizing with and caring about their subordinates.”

Practicality-based MPSRB. In the Chinese value system, the absolute values such as religious belief and final justice, which are above secular matters, are lacking. The highest goal of Chinese people is to synthesize the three secular values of life, wealth, and career. The spiritual value from the western culture is only the method of achieving secular values (Hwang, 1994). Thus, Chinese value is highly utilitarian, objective, and practical. Specifically in modern Chinese enterprises, the highest self-actualization need of people in the workplace is only the pursuit of work achievement (Hwang, 1994). Hence, breaking rules is reasonable for managers if organizational rule is tedious, inefficient, disturbing customers, or impeding work achievement. The second type of MPSRB is practicality-based. It denotes the “managers’ act of intentionally breaking formal organizational rules for improving work efficiency and work achievement.”

Justice-based MPSRB. Any rule is flawed. Even the best rules may result in unfairness (Cropanzano & Byrne, 2001). The most ideal state of rule is only achieving Rawls’s quasi-procedural justice. By contrast, people universally do not trust and revere rules because power and favor exchange overshadow rules in the long history of China. Consequently, Chinese people prefer substantive justice to procedural justice. The pursuit of justice depends more on the judge’s personality and wisdom rather than rules (Weber, 1951). In Chinese enterprises, a rule will inevitably be bent or broken if it results in distributive unfairness because both managers and employees believe that justice is rooted in human heart. The third type of MPSRB is justice-based. It denotes the “managers’ act of intentionally breaking formal organizational rules to ensure distributive fairness about evaluation, promotion, salary, and training.”

We put forward the following proposition based on the preceding analysis:

- *Proposition 1: In the Chinese organizational context, managers display three types of MPSRB, namely, benevolence-based, practicality-based, and justice-based MPSRB.*

Effect of MPSRB on the organizational trust of employees

Table 2 shows the analysis results on the effect of MPSRB on the organizational trust of employees. The results indicate that MPSRB in the Chinese context improves employees’ trust in leadership but simultaneously reduces their institutional trust.

Table 2. *Effect of MPSRB on the Organizational Trust of Employees*

Coded Themes			Frequency	Ratio (%)
Third-order	Second-order	First-order		
Trust in leadership	Integrity	Managers handle affairs impartially.	7	33.3
		Managers have a sense of justice.	4	19.0
		Managers are selfless.	4	19.0
	Goodness	Managers are sympathetic.	8	38.1
		Managers show concern about the benefit of subordinates.	9	42.9
		Managers treat people with sincerity.	7	33.3
	Ability	Managers have a sense of responsibility.	4	19.0
		Managers can ensure the reasonable interests of subordinates.	6	28.6
		Managers are conscious of transformation.	4	19.0
		Work is unsystematic.	3	14.3
Institutional trust	Situational normality	The work process lacks standards.	5	23.8
		The job specification cannot be executed.	11	52.4
		Rules are inadequate to ensure personal interests.	7	33.3
	Structural assurance	The organizational reward and punishment system is not sound.	8	38.1
		The organization lacks channels for complaints.	5	23.8
		Good policies would fail after a manager leaves.	7	33.3
	Reliability	The execution of rules is inconsistent at different times.	11	52.4
		The execution of rules varies from person to person.	15	71.4

Positive effect of MPSRB on trust in leadership. MPSRB in Chinese enterprises can improve employees’ trust in leadership, which involves integrity, goodness, and ability of leaders. This finding is consistent with the factors of interpersonal trust proposed by Mayer, Davis & Schoorman (1995). From a utilitarian perspective, MPSRB manifests the good personal quality and virtue of leaders who care for the interests of subordinates. Therefore, employees deem that such leaders will be friendly and treat them equally, and their reasonable interests are unlikely to be infringed. Moreover, MPSRB manifests the outstanding abilities of managers in controlling, improving efficiency, boosting revenue, breaking outmoded conventions, and maintaining distributive fairness, which will engender calculative

trust in leadership because employees believe that they can share the benefits spurred by those abilities. From an affective perspective, managers often directly aid some employees through the behavior of MPSRB, which moves their relationship into the stage of friendship or favor, thereby facilitating the establishment of affective trust. The principle of “favor exchange” in Chinese also states that in face of the kindness from leaders, subordinates should use high affective trust as return (Hwang, 1987).

Negative effect of MPSRB on institutional trust. MPSRB can undermine the credibility and authority of formal rules. When a manager breaks an improper rule in a specific situation, this type of behavior can serve as a heuristic cue to reduce employees’ trust in the overall organizational rule system despite his good motivation. Based on representativeness heuristic (Tversky & Kahneman, 1974), employees’ judgment of whether organizational rules are trusty depends on their past experiences. The managers’ act of breaking one rule represents the high possibility of other rules being broken as well. Thus, MPSRB implies that not only bad rules need not to be complied with, but also other good rules may be easily broken, which certainly diminish the institutional trust of employees. Institutional distrust is embodied in three aspects, namely, situational normality, structural assurance, and reliability. Situational normality refers to a state in which employees realize that job specification is ambiguous, not mandatory, and not well established. Structural assurance denotes a state in which employees realize that organizational rules (e.g., HR policies) are imperfect as well as incapable of effectively limiting the opportunistic behavior of managers and ensuring their reasonable interests. The two dimensions are consistent with the view of McKnight, Cummings & Chervany (1998). Moreover, the third dimension in the Chinese situation is reliability, which pertains to a state in which employees worry that the same organizational rule cannot be consistently executed for different times, situations, and individuals.

We put forward the following propositions based on the preceding analysis:

- *Proposition 2: In the Chinese organizational context, MPSRB positively affects employees’ trust in leadership.*

- *Proposition 3: In the Chinese organizational context, MPSRB negatively affects employees’ institutional trust.*

Effect of MPSRB on employee behavior

Table 3 shows the analysis results on the effect of MPSRB on employee behavior. Leadership behavior always affects employee attitudes and behaviors through the mediating effect of organizational trust (Jung & Avolio, 2000). Trust in leadership and institutional trust differ in their foundation and mechanism. The

former is based on the interpersonal social exchange relationship, whereas the latter is based on the implementation and efficiency of institutions. Therefore, MPSRB exerts two different types of effects on employee behavior through the two forms of trust. The results of the interviews support this inference. That is, MPSRB can improve relation-oriented employee behavior through trust in leadership but can reduce task-oriented employee behavior through institutional distrust.

Table 3. *Effect of MPSRB on Employee Behavior*

Coded Themes			Frequency	Ratio (%)
Third-order	Second-order	First-order		
Improving relation-oriented behavior	Follow behavior	Carrying out leader's work deployment	11	52.4
		Firmly supporting leader's decisions	14	66.7
		Completing the extra role task arranged by leader	8	38.1
	Organizational citizenship behavior	Actively helping others	9	42.9
		Actively participating in organizational activities	8	38.1
		Actively participating in public welfare activities	5	23.8
Reducing task-oriented behavior	Work engagement	The most important is fault free but not contribution	9	42.9
		Simply obeying commands at work is sufficient	7	33.3
		Not trying their best in the job	7	33.3
		Lack of intrinsic motivation in the job	5	23.8
	Innovative behavior	Rarely improving the workflow	6	28.6
		Considering that any attempt at a new method at work is dangerous	4	19.0
		Rarely identifying a new method for routine work	4	19.0

MPSRB improves relation-oriented behavior: Trust in leadership as a mediating variable. Through the mediating effect of trust in leadership, MPSRB promotes relation-oriented behaviors, including follow behavior and organizational citizenship behavior. Employees chiefly focus on their interpersonal supervisor-subordinate relationship and try best to maintain and promote the quality of favor exchange between them via a positive relation-oriented behavior if employees highly trust their leaders. From a utilization perspective, employees who trust the ability, goodness, and integrity of their leader consider that following and supporting their leader in the workplace is beneficial because they believe that their leader will return equal or even more interests to them. From an affective perspective, trust in leadership strengthens the loyalty and intimacy of employees to their leader, which spur employees to follow the pace of leaders, support leaders' decision, and obey leaders' command (Bjugstad, Thach, Thompson & Morris, 2006). In addition, trust in leadership can improve employees' positive attitude toward work, which improves the willingness of being a good citizen,

good colleague, and good subordinate. From either altruism or impression management motive, employees are inclined to maintain interpersonal harmony via organizational citizenship behaviors, such as helping colleagues, participating in public welfare activities, and engaging in collective activities (Wu, Huang, Li & Liu, 2012).

MPSRB reduces task-oriented behavior: Institutional trust as a mediating variable. Through the mediating effect of institutional trust, MPSRB can reduce task-oriented behaviors, including work engagement and innovative behavior. The vertical cooperative relationship between managers and employees can be viewed as a problem of repeated trust game. Employees have low expectations of managers who keep their oral cooperative promise without any institutional guarantee. Only a sophisticated institution design that embodies employees' reasonable interests can induce employees to adopt cooperative behaviors (Miller, 1992). Employees who lack institutional trust decide their work effort on the basis of the tradeoff between cost and benefit rather than intrinsic motivation, which reduces enthusiasm and engagement at work. Some long-lasting complex tasks such as innovation activities require ordered operation, rational allocation of resources, fair distribution of interests, effective decision procedure, and coordination between departments. Such tasks necessitate an effective and sound organizational institution, particularly for large enterprises. However, institutional distrust can spur employees to predict that their complex innovative actions will not be effectively supported by institutions, or personal innovation benefits cannot be ensured by institutions, which reduce the level of innovative behavior (Ellonen, Blomqvist & Puumalainen, 2008).

Integrating the aforementioned analysis and Propositions 2 and 3, we put forward the following propositions:

- *Proposition 4: In the Chinese organizational context, MPSRB can improve the relation-oriented employee behavior through the mediating effect of trust in leadership.*

- *Proposition 5: In the Chinese organizational context, MPSRB can reduce the task-oriented employee behavior through the mediating effect of institutional trust.*

Theory framework of the double-edged sword effect of MBSRB

On the basis of open and axial coding and according to the preceding propositions and the relationships between relative themes, this paper establishes an explorative theoretical framework to identify the types and explain the consequences of MPSRB. The framework suggests that MPSRB is a double-edged sword for employee behavior in the Chinese context. The influence mechanism is illustrated in *Figure 1*.

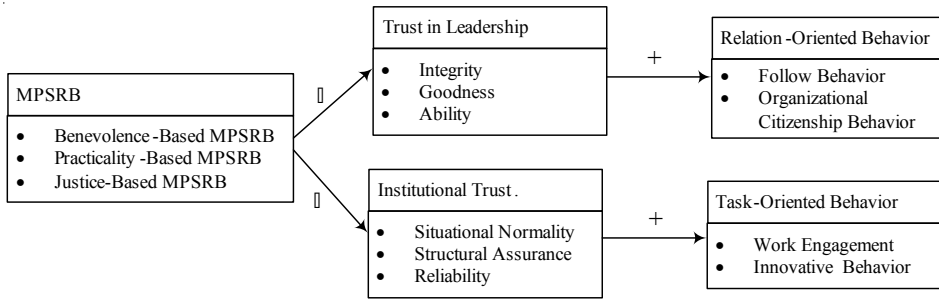


Figure 1. *Theory Framework of How MPSRB Influence Employee Behavior*

Conclusion

In Chinese enterprises, the phenomenon of MPSRB prevails. However, relative research remains in the initial stage, and some practical problems lack theoretical explanation. For example, the categories of MPSRB are unknown, and its effect on employee behavior is controversial. An interview involving 21 employees from Beijing, Tianjin, Shanghai, and XI'an in China was conducted to answer the two questions. From the viewpoint of the Chinese indigenous traditional culture and social structure, the root of MPSRB's prevalence can be attributed to power and favor exchange overshadowing rules in China, which may play a double-edged role for employee behavior. Three conclusions are drawn from the results of the interviews. Firstly, MPSRB in China can be identified as three types, namely, benevolence-based, practicality-based, and justice-based MPSRB. Secondly, MPSRB positively influences employees' trust in leadership, which includes trust in the latter's integrity, goodness, and ability. MPSRB negatively influences employees' institutional trust, including trust in situational normality, structural assurance, and reliability of the organizational institution. Lastly, through the mediating effect of organizational trust, the influence of MPSRB on employee behavior consists of two sides. That is, through trust in leadership, MPSRB increases relation-oriented behaviors, including follow behavior and organizational citizenship behavior, whereas through institutional trust, MPSRB reduces task-oriented employee behaviors, including work engagement and innovative behavior.

These findings have some implications for behavioral interventions in organizational management. Enterprises should create an organizational culture of "rule of law," which allows managers and employees to realize the importance of the credibility of rules. Consequently, managers control their impulse of breaking rules despite improper rules, and employees prefer procedural justice to

distributive fairness. By contrast, enterprises should duly stop writing rules and maintain sufficient discretion for managers, which are helpful for managers and employees to avoid the dilemma between rule and favor as well as strengthen and utilize the “rule of virtue,” supervisor–subordinate guanxi and two-way trust embedded in the Chinese indigenous culture.

This study also has some limitations. Firstly, the theoretical framework based on the interviews is merely explorative and lacking in refinement. Most of the causal relationships proposed in this paper require additional empirical tests. Secondly, some important moderating factors involving employee values and organizational characteristics are excluded. Thirdly, the different types of employee behaviors mentioned as dependent variables are partial. In future studies, based on the further conceptualization and operationalization of MPSRB and other constructs, we will more rigorously verify the cause-and-effect relationship, consider some moderating variables (i.e., power distance, Zhongyong thinking, Confucian dynamism, organization scale, and ethnical climate), and identify more types of employee behaviors that are positively and negatively influenced by MPSRB.

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