

Research Integration and Future Direction of Differential Climate Perception

Xiaoyue Ma and Lei Zhao

School of Shanghai, Shanghai University, Shanghai, China

Abstract

Differential order climate perception is the perception of the relationship between leaders and members formed in the local context of China . Differential order climate perception refers to employee's perception of leadership differences, preferential distribution and other climate . This variable is the embodiment of differential order climate at the individual level . At present, domestic scholars have made a preliminary exploration on the perception of differential order atmosphere, and have made a study on its concept definition, measurement and mechanism of action . However, there are few empirical studies on this variable . Most scholars study the variables of "relationship", "circle culture" and "organizational differential order atmosphere" . There are few studies on the perception of differential order atmosphere . Among them, the impact mechanism is very limited . Research is relatively single and lack of innovation . In this paper, the connotation, measurement and impact mechanism of differential climate perception are sorted out, and the shortcomings of existing research are analyzed and discussed . The future research directions are prospected, which will provide guidance for scholars to conduct research.

Keywords

Differential order climate perception; Differential order pattern; Silence behavior; Organizational citizenship behavior; Localization research.

1. Introduction

With the upsurge of research on Chinese localization, variables based on Chinese localization situation have been studied and explored, including differential atmosphere perception . Unlike the western leadership-member exchange theory, the relationship between leaders and employees in Chinese local organizations is complex, not only limited to the ability and time to allocate resources, but also includes the alienation from leaders and the matching of resources such as loyalty to leaders . Leader's different treatment of employees leads to a difference order atmosphere, which is aggravated by high power distance culture and personal tradition . Therefore, based on these differences, the research on leader-subordinate exchange and difference order atmosphere is different . This also demonstrates the importance of studying the difference order climate .

In the localized organizational field, when employees perceive the differential treatment of leaders, the preferential distribution and the orderly atmosphere of superiority and inferiority, they form the perception of the differential atmosphere . The perception of this kind of atmosphere will influence employee's behavior through some mechanism . Current scholars have two different views on its effect: some scholars believe that.

2. The Concept and Measurement of Differential Atmosphere Perception

2.1. Section Headings the Concept of Differential Atmosphere Perception

Difference order atmosphere perception refers to employee's perception of difference order atmosphere in an organization, while the concept of difference order atmosphere in an organization originates from difference order pattern. Fei Xiaotong (1948) first put forward the concept of differential order pattern in "Rural China". This concept was originally from a sociological point of view. He said in his article that there are similarities and differences between the social structure of our native land and the pattern of the Western world. He compared the Western society to the bundle of firewood, and regarded the same bundle of firewood as the group pattern, while the Chinese society is different from it, such as throwing stones in it. A circle of ripples on the surface of the water pushed out. He called this ripple-like social structure a differential pattern. In this pattern, everyone is the center of the water pattern, and the pushing of the water pattern will form a connection, thus forming a close personal relationship network. The closer the distance to the center, the closer the relationship with the central figures, and the people in the center of the circle will take different treatment according to the distance. In such a differential pattern, self-centered interpersonal communication and relationship will be formed. Firstly, self-centeredness shows that all the criteria of value judgment are self-centered, and they construct their own interpersonal network and form different circles according to their alienation from their relatives. Secondly, the expansion of relationships is based on self-centeredness. Because of individual differences, the circles formed by each individual are different in size, and will change with age and other objective conditions. Form interpersonal networks of different size[1].

Huang Guangguo (1984) put forward the rule of human relations under the background of difference order pattern. He believed that interpersonal exchange was a form of resource allocation determined by relationship, and different intensity of relationship would lead to unequal resource allocation. Under the two dimensions of emotionality and instrumentality, Huang Guangguo put forward three strategies of interpersonal exchange: emotional relationship, mixed relationship and instrumental relationship. He believed that the fairest way of exchange was instrumental relationship, that is, the relationship formed by people in order to achieve common goals, such as the relationship between businessmen and customers, and the most stable one among the three relationships was emotional relationship. Species are mostly used between spouses, family members and siblings. Mixed relationships lie between the two. Although the exchange parties know each other, their emotional relationships are not as good as those between relatives, so they only have a certain degree of stability and fairness. They are mostly used between teachers, students, neighbors, colleagues and other roles. Huang Guangguo believes that when people communicate, the first step is often to judge the relationship and its intensity, thus making a reasonable allocation of resources. This rule of interpersonal communication is an extension and expansion of Fei Xiaotong's pattern of difference order. On this basis, relations such as relatives, neighborhoods, geography and strangers are put forward [2].

Luo Jiade (2010) put forward the circle theory of human relationship exchange based on the thinking of difference order pattern. The theory holds that resource owners in organizations divide employees into inside and outside circles, and adopt different management methods for inside and outside circles: inside circles are the core team of leaders composed of team members and close relatives, which have a high sense of belonging and leadership. More attention will also be paid to this part of the staff. Family-like care also exists among "insiders", and exchanges between them and leaders are more frequent, following the "law of demand" as stated by Huang Guangguo (1984). Exchange between "insiders" and leaders is a long-term

relationship contract; in an organization, only a small number of outsiders, the remaining employees are classified as outsiders, compared with insiders, they will get less resources, leaders pay less attention to outsiders, more business. Luo Jiade also points out that this division is dynamic. Insiders will lose the trust of leaders because of negligence, and thus be divided into outsiders. Outsiders will be valued by leaders to form insiders because of their excellent working ability. This dynamic classification, to a large extent, improves the enthusiasm of employees [3]

Xu Huilong (2007) divides employees into outsiders, acquaintances and their own circles on the basis of leadership-subordinate exchange theory. The exchange relationship between leaders and employees in the "inner circle" focuses on emotional relationship, while the relationship between leaders in the "outer circle" focuses on instrumental relationship. The relationship between leaders and employees in the "middle circle" focuses on mixed relationship. Supported by the leadership-subordinate theory, Xu Huilong believes that the direction of employee's efforts in an organization is to keep moving towards the interior and eventually reach the "inner circle" with more resources and opportunities, so this classification is also dynamic [4].

The difference order pattern proposed from the sociological perspective was first noticed by Taiwanese scholars, and then introduced into management. In recent years, most Taiwanese and mainland scholars have put forward some new concepts on this basis, such as difference order atmosphere, difference order leadership, team difference order atmosphere and so on. Under the background of Confucian culture in China, the atmosphere of difference order has become more and more obvious in various organizations, and the atmosphere of difference order has attracted more and more attention of scholars. Zheng Boxun (1995) classified the employees in the organization on the basis of the predecessors, and put forward the criteria of classifying the employees according to the criteria of affinity, loyalty and talent, centered on the resource owner. Among them, it refers to whether employees and resource owners are related or quasi-related, such as siblings, fellow countrymen, etc. Loyalty refers to loyalty, whether employees are loyal to resource owners and unconditionally obey leadership orders, that is, employee loyalty to the organization; talent refers to the ability of employees to put forward tasks for resource owners can be fully and successfully completed, with strong competence and self-reliance. I have a strong sense of efficacy, motivation and performance. On this basis, Zheng Boxun also pointed out that this classification standard is not unchanged, it is also dynamic, there will be heterotopic relationship, heterotopic loyalty and adversity and heterotopic talent.

With the development of differential pattern, many scholars began to improve the concept of differential pattern. Bu Changli (2003) further perfected the theory of differential pattern and put forward its modern connotation. On the basis of Chinese Confucian ethics, she supplemented and explained the concept of difference order pattern in the local situation of China. The "Five Luns" of Confucian ethics, such as monarch and minister, father and son, couple, brother and friend, summarized the five basic relationships among people, and provided a theoretical basis for the expression of Chinese interpersonal relations. Confucian "benevolence" not only has the meaning of "relatives", but also has the meaning of "relatives". "The meaning of 'love has difference' is a good illustration of the expression of 'difference pattern' in the local situation of China. She pointed out that the pattern of difference order has the modern connotation of rational allocation of scarce resources in society. The traditional pattern of difference order pattern has been endowed with the modern connotation and still plays an important role. It still has a strong interpretation of contemporary Chinese interpersonal relations and social structure. Yan Yunxiang (2006) further supplemented the connotation of Fei Xiaotong's difference order pattern. He proposed that the difference order pattern was not only a horizontal self-centered

"difference", but also a vertical rigid hierarchical "order", which played a great role in promoting later scholars' research[5].

The sociological concept of differential order pattern was introduced into management by Liu Jun (2009). Liu Jun believes that circle phenomenon and difference pattern are ubiquitous in Chinese society and organizations, which affect the individual behavior of employees, thereby affecting the interpersonal communication rules, and ultimately affect the performance of teams and organizations. Therefore, he put forward the concept of team difference order atmosphere, which was recognized by later scholars and applied to the research process of management[6].

The difference order pattern proposed by Fei Xiaotong is only a concept at the individual level, but based on the local situation in China, it is found that in Chinese society and organizations, the difference between leaders (the owner of resources), the alienation between employees and leaders is widespread, and further affects organizational performance by influencing individual behavior, thus forming a difference order atmosphere at the organizational level. Liu Zhenyu (2003) explored what attitudes and behaviors employees would have when they perceived the difference between leaders, that is, the atmosphere of difference. She further narrowed the organizational difference order atmosphere to individuals, introduced the concept of difference order atmosphere perception, and put forward the classical scale of difference order atmosphere, which was quoted by later scholars[7].

section headings are in boldface capital and lowercase letters. Second level headings are typed as part of the succeeding paragraph (like the subsection heading of this paragraph). All manuscripts must be in English, also the table and figure texts, otherwise we cannot publish your paper. Please keep a second copy of your manuscript in your office. When receiving the paper, we assume that the corresponding authors grant us the copyright to use the paper for the book or journal in question. When receiving the paper, we assume that the corresponding authors grant us the copyright to use the paper for the book or journal in question. When receiving the paper, we assume that the corresponding authors grant us the copyright to use.

2.2. Measurement of Differential Atmosphere Perception

At present, there is little research on the scale of difference order atmosphere, and the research on dimension and measurement is relatively poor. The scale widely cited by current scholars is still the scale proposed by Taiwanese scholar Liu Zhenyu. The scale divides the difference order atmosphere into three dimensions: preferential treatment, mutual dependence and the role of trustees. These include: I think some colleagues have influence on the decision-making of the supervisor; in the department, the supervisor has special trust in the deployment and other topics. The scale has good reliability and validity, and is widely used in scholars' research.

3. Influencing Factors of Differential Atmosphere Perception

3.1. Positive Influence

Zheng Boxun (1995) through the observation of Chinese local enterprises and the study of the existing literature, found that the behavior of leaders within Chinese organizations is based on Confucian ethics, and another important ethic that affects the behavior of Chinese organizations is familialism. Therefore, under the background of difference order pattern, Zheng Boxun put forward the classification criteria for employees of Chinese enterprises: relationship (members of organizations with blood or similar blood relationship), loyalty (loyalty of employees to leaders of enterprises), talent (members of organizations who can achieve organizational goals, fulfill organizational mission and have high performance for a long time). According to the classification criteria, Enterprises Industry leaders divide

employees into eight types: core business (loyalty / loyalty / talent), career support (Pro / loyalty / mediocrity), arrogance (Pro / inverse / talent), unfilial children (Pro / negative / mediocre), career partners (sparse / loyal / talented), ear and eye liner (sparse / loyal / mediocre), defensive targets (sparse / reverse / talent), and marginal personnel (sparse / adverse / mediocre), and leaders' interaction rules with eight types of employees .The basis of organizational behavior operation of adult Chinese enterprises[5].

When Lin Mingcun (2002) studied the behavior of enterprise organization leaders, the results showed that: enterprise leaders would divide employees into their own and outsiders . The classification criteria quoted Zheng Boxun' s criteria (1995) . Leaders treated the two categories of employees differently after classification, had more preferences for their own people, and had higher evaluation in work performance and performance appraisal[8].

In recent years, it has been found that knowledge sharing among employees can have a positive impact on enterprises . Xu Ying (2015) used the cross-level analysis method to study the influence of difference order atmosphere and organizational support on tacit knowledge sharing behavior .At the individual level, perceived organizational support, positive emotions and tacit knowledge sharing are positively correlated, in which positive emotions play a part of the mediating role; differential atmosphere is positively correlated with perceived organizational support, positive emotions and tacit knowledge sharing behavior[9].

3.2. Negative Influence

Liu Zhenyu (2003) defined the difference order atmosphere in the study, and explored what actions employees would take when they perceived the difference order atmosphere .Liu Zhenyu takes organizational justice as the mediating variable, and employee perceived difference order atmosphere as the independent variable . The research concludes that when employees perceive higher difference order atmosphere and the relationship between employees and leaders is farther away, employees perceive unfair treatment of the organization, which will lead to low level of trust among employees, thus reducing the cooperative behavior and political behavior of employees [9] .

In order to adapt to the changes of economic development and environment, empowerment has gradually become a mainstream way of enterprise management . One aspect of empowerment is psychological empowerment: only when employees perceive empowerment psychologically, can they have positive emotions and thus show positive production behavior . Wang Ying (2013) starts from the background of difference pattern, and takes relationship as the basis for the adjustment of difference order atmosphere and employees' psychological empowerment .The results show that there is a significant negative correlation between the perception of difference order climate and the level of psychological empowerment of employees, as well as the four dimensions of psychological empowerment: work significance, autonomous decision-making, self-efficacy and influence[10].

At the organizational level, Peng Zhenglong (2011) explored the influence of team difference order climate on team innovation performance from the perspective of knowledge transfer . The results show that: team difference order climate is negatively correlated with knowledge sharing and team innovation performance, and knowledge sharing partially mediates the influence of team difference order climate on team performance[11] .

Liu Jun (2009) believed that the difference order pattern and circle phenomena in Chinese society were also common in organizations, and affected employees' behavior, rules of interaction between employees and organizational performance .From the organizational level, he tracked the data of 81 working teams and found that the political skill level of team employees positively affected the team difference order atmosphere . When the political level of employees was greater, the team difference order atmosphere became stronger, and the

team cohesion of employees decreased, thus impairing team performance . Team task dependence negatively affected the team difference order atmosphere [8].

4. Prospects for Future Research

Differential order climate perception refers to employee's perception of internal differential order climate in the field of local organizations .This variable has attracted the attention of many scholars . The first one to study the amount of change was Taiwan scholar Zheng Boxun, and then Liu Jun introduced it into the field of management .This paper integrates the connotation, measurement and influencing factors of differential climate perception, and puts forward the following suggestions and references for future research directions:

Firstly, the effect of differential climate perception .Differential order climate perception is the perceived difference between leaders and employees in an organization .As a variable that has always existed in Chinese local organizations, it will inevitably have some disadvantages, but if it can exist in organizations for a long time, it will certainly play a positive role .Some scholars believe that it has a positive effect, but there are few studies on the positive impact of this variable, or in the role of a variable, or in different situations, the perception of differential atmosphere will have a positive impact .

Secondly, the connotation and measurement of differential atmosphere perception .The connotations of such variables as perception of difference order atmosphere, difference order atmosphere, difference order pattern, organizational difference order atmosphere and relationship are not very clear . It is necessary to propose the connotations of these variables and appropriate classical scales .

Thirdly, the influencing factors of differential atmosphere perception .Many scholars have studied the effect of differential climate perception after it was proposed . However, few scholars have discussed what factors affect differential climate perception .It is hoped that successive scholars can conduct research and exploration in this regard .

References

- [1] Fei Xiaotong. Local China [M]. Beijing: Sanlian bookstore, 1948:31-34.
- [2] Huang Guangguo. Human feelings and face -- the game of power for Chinese people [a]. Collection of modernization and Sinicization [C]. Taipei: laureate books company, 1985:86-99.
- [3] Luo Jiade, Wang Jing. Circle theory: an analysis of Chinese organizational behavior from the perspective of social network [J]. Strategic management, 2010,2 (01): 12-24.
- [4] Xu Huilong, Liang Junping. Analysis of the "circle" phenomenon in organizations [J]. China human resources development, 2007 (12): 36-39.
- [5] Bu Changli. Theoretical interpretation and modern connotation of "differential order pattern" [J]. Sociological research, 2003 (01): 21-29.
- [6] Liu Jun, Zhang Kai, Zhong Lifeng. The formation and influence of work team's order atmosphere: An Empirical Analysis Based on tracking data [J]. Management world, 2009 (08): 92-101 + 188.
- [7] Liu Yuzhen. The influence of different order structure on the working attitude and behavior of subordinates [D]. Institute of enterprise management, Donghua University, Taiwan, 2003.
- [8] Lin Mingcun. Research on the influence of the difference order pattern of direct supervisors on leadership behavior and leadership effectiveness [D]. Institute of human resource management, Zhongshan University, Taiwan, 2002.
- [9] Xu Ying. A study on the relationship between differential order atmosphere, perceived organizational support and tacit knowledge sharing [J]. Science and technology management research, 2015,35 (09): 133-139.

- [10] Wang Ying. Research on the influence of different order atmosphere on employees' psychological empowerment [D]. Jiangxi University of Finance and economics, 2013.
- [11] Peng Zhenglong, Zhao Hongdan. Research on the influence mechanism of team order atmosphere on team innovation performance -- from the perspective of knowledge transfer [J]. Science research, 2011,29 (08): 1207-1215.