



EXAMINING THE IMPACT OF SUPERVISOR-SUBORDINATE RELATIONSHIPS ON PERFORMANCE OUTCOMES IN HIGHER EDUCATION INSTITUTIONS

Resham Naz¹, Shahid Mehmood², Ali Haider^{*3}

^{1,2,*3}Department of Business Administration, University of Islamabad Pakistan

¹reshamnaz331@gmail.com, ²shahidm234@yahoo.com, ^{*3}alihaiderk4@gmail.com

Keywords

Supervisor-Subordinate Guanxi, Job Crafting, Job Resources, Employee Performance, Higher Education Sector, Pakistan

Article History

Received on 15 January 2025
Accepted on 12 February 2025
Published on 31 March 2025

Copyright @Author

Corresponding Author: *

Ali Haider

Abstract

This study investigates the impact of personal relationships beyond the workplace—conceptualized through the Chinese notion of Guanxi—on employee performance in Pakistan. Focusing on supervisor-subordinate Guanxi (SSG), which reflects strong interpersonal ties outside of work, the research explores how these relationships influence employees' access to job resources, job crafting behaviors, and overall performance. The study conceptualizes SSG as a form of social capital that enhances autonomy, support, and developmental opportunities, encouraging employees to proactively shape their work environment, increase resources, and manage job demands effectively. Data from 300 employee-supervisor dyads in Pakistani organizations were analyzed using multilevel path modeling. Findings indicate that high-quality SSG positively affects job resources and job crafting. Furthermore, job resources mediate the relationship between SSG and job crafting, while job crafting mediates the effect of SSG on both task performance and organizational citizenship behaviors. These results underscore the importance of informal supervisor-subordinate relationships in enhancing performance and demonstrate how social connections outside work can shape critical job behaviors and outcomes.

INTRODUCTION

Understanding how people interact at work has become an essential part of organizational research. In particular, the relationship between supervisors and their subordinates plays a key role in influencing job performance, motivation, and trust. In Chinese-influenced cultures, this dynamic is often shaped by guanxi—a social concept centered around personal ties, mutual obligation, and long-term trust (Chen & Chen, 2004). When applied to workplace settings, supervisor-subordinate guanxi (SSG) goes beyond formal job descriptions, forming an informal network of loyalty and reciprocal support (Law et al., 2000). Although studies have examined this concept in the business and public sectors (Graen & Uhl-Bien, 1995), its role in higher education remains less explored. Academic institutions are unique; they

function with both hierarchical structures and collegial norms. As universities increasingly emphasize accountability and performance evaluation, it becomes important to understand how informal relationships—like SSG—impact staff outcomes. In cultures where personal connections matter, these relationships could affect how subordinates perform, share knowledge, or engage with their work (Chen & Chen, 2004).

This study focuses on the influence of supervisor-subordinate Guanxi on the performance of staff in higher education sector in Pakistani context. By collecting and analyzing real-world data, the research aims to offer insights into how these relationships operate in academic settings and what that means for institutional success. Researchers suggests that there



is a wide range of engagement for an employee in job crafting and job design but it happens when there is a non-rigid form of relations between a supervisor and subordinate. It is very essential in today's fast moving world to have cordial relations not only within the organization but outside the corporate world as well. Critical relations not only disrupt the workplace but also result in absenteeism, turnover and job burnout.

Background of the study

In fact, there are indeed many studies that highlighted the importance of trust factor in maintaining organizational effectiveness and its survival as well. If we talk about the limpet on effectiveness of an organization, trust will negatively affect the processing cost of management affairs, prevent consideration, and at the same time it will decline the future uncertainty and will help to highlight more effective use of resources within the organization, and this will lead to revamp organizational effectiveness (Burt & Knez, 1997; Robinson, 1996). In addition, trust it can also promote mutual assistance and cooperation among the members of the organization, to make interpersonal communication smoother and making subordinates more willing to cooperate with the decision-making of the boss.

It is very essential for the members to agree with the goals of the organization, as it will not only can improve the work output of the group and the organization, but also help maintain the survival of the organization (Bradch & Eccles, 1989). Generally speaking, in the field of organizational behavior, trust research can at least be based on the level of analysis of the research object. Analysis is divided into two categories, one is within the organization, and the other is between the organizations. In terms of within the organization, between the boss and subordinates, relationship between vertical trust, and horizontal trust relationship between work partners or colleagues (Kramer, 1996). In terms of inter-organizational levels, bilateral trust relationships between suppliers and buyers, inter-vendor trust in relationship marketing, strategic alliances (Morgan & Hunt, 1994).

In some of the former cases, Supervisors with whom they have good Guanxi and who are more devoted

and loyal are highly regarded by their subordinates. (Farh et al. 1998). As per social capital perspective, if a supervisor is high quality Guanxi than the level of confidence will definitely more in his/her subordinates and this will help them to provide with some extra and additional opportunities and information which will help them to make their task more effective while performing. (Cheung and Wu, 2011)

The direct advantages of effectively incorporating emotions from decision-making processes are most likely a linear behavior of the indirect advantages of social capital and hence the direct advantages of effectively incorporating emotions from decision-making processes. Employees should be aided in identifying a high level of social capital, which will provide them greater access to important information and other resources that will help them perform better at work. EI may additionally facilitate job performance more directly, by enabling employees to make or upgrade the concern that facilitate a specific task and down-regulate the emotions that interfere with an individual with a high level of EI is conscious of the associations between emotion and cognition, and capable of adjusting the older to facilitate the newer. In a nutshell we can say that this will definitely guide a person not only to take simple decisions but will also help them to try to an equivalent, which will have deep impact on the overall performance of their job. (see Côté and Miners, 2006)

There have been several studies conducted individually that show EI can improve work performance. Kluemper et al. (2013), for example, the capacity to manage emotions has been discovered to promote job performance and organizational citizenship behavior directed toward the individual, as well as reduces the risk of workplace deviance. The pattern of results held even when a proxy for cognitive IQ and a test of the primary five personality traits were added in the research. The most recent meta-analysis (2011) was done by O'Boyle Jr. et al., who used dominance studies to quantify the relative augmentation of emotional intelligence, cognitive intelligence. As a result, the Big Five personality characteristics have been attached to work performance. Even if there are other, more reliable signs available.



The entire arithmetic mean of the grouping of discrete behavioral episodes that a person engages in over a normal period of time is characterized as job performance. This definition of performance may be a slightly revised version of one offered in a previous article in relation to a hypothesis of individual variations in task and contextual performance (Motowidlo, Borman, & Schmit, 1997). One key concept in this formulation is that performance can be a behavior attribute. It's particularly an aggregation of several, distinct behaviors that occur over a period of time. A second essential concept is that performance relates to the expected value of conduct to the organization. A performance construct, according to this definition, is a variable that distinguishes between sets of behaviors done by different people and sets of behaviors done by the same people across time. The difference is made based on to what extent the various behaviors are expected to add to or detract from organizational success in the aggregate. In a nutshell, performance variance is a difference in the expected organizational value of conduct.

If we look at the findings of other researchers, we can see how important individual variations are in determining how to view the link between EI and work success. As cognitive intelligence declines, the association between EI and work performance becomes increasingly favorable, according to Côté and Miners (2006). To put it another way, In order to achieve excellent work performance, EI compensated for lower levels of cognitive competence. EI works in a similar way with other individual variations, thus it becomes more noticeable when other mechanisms of obtaining a high degree of job performance are lacking, or present but in inadequate amount. For example, there is a study by Doucet and Oldham (2006) which stated that there is a stronger relationship of EI with job performance for employees at a call service center with poor degrees of conscientiousness and agreeability, as both of these factors has great influence on which job performance when it showed at a greater degree.

Employees may use job crafting in different ways: first, they can have more control over the activities they complete, second, they can ensure the way jobs are expected, and lastly, they can choose which social

situations and connections to confront at work (Berg, Dutton, & Wrzesniewski, 2013). Many of us seek meaningful employment in our period, but fast market shifts make getting and retaining it challenging. Many people, including individuals, researchers, and practitioners, can benefit from theoretical approaches like PCO and job crafting to better figure out how to encourage essential additions in the prevailing situation. Despite the fact that, as technology and new economic systems has advanced, regardless, the uncertainty of longer-term meaningful labour has risen as technology and new economic systems have developed. Increasing precocity, outsourcing clerical labour to machines, or following ambitions of being self-employed in one's passion are all problems and possibilities for meaningful employment in the automation and platform economies. In any case, study and scholarship must continue to look into these topics in order to help individuals find meaning in an ever-changing world.

Job crafting may be characterized as a tool that plays an important role in changing the boundaries and circumstances of employment duties and work connections, as well as changing the job's overall definition. (Wrzesniewski & Dutton, 2001). Employees can modify how work is conceived and carried out, how often and with whom they engage at work (i.e., shifting relationship boundaries), and how they cognitively attach value and value to their job as a result of this (i.e. changing meaning). Job-crafting practices lead to a variety of beneficial outcomes, including job engagement, job satisfaction, resilience, and flourishing (Berg et al., 2008). As a result, job crafting has been identified as a critical notion in organizational psychology, despite the fact that little research has been conducted in this area.

Job crafting is based mostly on qualitative study and study into specific job areas. According to Lyons (2008), job crafting occurs at work, often without managers' awareness. Lyons conducted a study to determine how frequently job crafting occurs and discovered that 78 percent of the sample (N = 105) reported at least one job-crafting effort, with a significant percentage of those job-crafting activities aimed toward work tasks and relationships. Job satisfaction, according to Ghitulescu (2006), is a predictor of task discretion based on abilities, task



complexity, and task results. 164 employees reported their job crafting behaviors (excluding task crafting, which was judged by the supervisor) and supervisors reported the employees' effectiveness within a manufacturing environment where supervisors assessed the employees' efficacy (i.e. efficiency and quality). The findings revealed that employees' capabilities strongly predicted task crafting, task discretion and task complexity both predicted relational crafting, and task complexity predicted cognitive crafting.

Additionally, the outcomes of the work crafting behaviors in Ghitulescu's (2006) study states that: The first dimension of relational crafting (i.e. strength of interaction) had a positive effect on the efficiency of a labor along with the quality of the output, labor whereas the second dimension range of interaction with others (i.e. of relational crafting) had a big negative effect on quality. Task crafting only predicted commitment, whereas cognitive crafting predicted both affective outcomes of job satisfaction and commitment. None of the affective outcomes were predicted by relational crafting. According to these results, the three dimensions of job crafting are partially predicted on the basis of different antecedents which are predicted partially by themselves via different outcomes.

All of the workplace's physical, psychological, social, and organizational elements might either be functional in order to fulfill the work's goals or lessen job demands and therefore the associated physiological and psychological costs; last but not least, it aids in personal growth and development. (344 A.B. Bakker et al. / Journal of Vocational Behavior 62 (2003) 341–356) Resources also include the size of the attractive pay range, higher career options, and, of course, job security that a company provides to its employees, at the interpersonal level (e.g., coworker and supervisor support that tends to develop a positive working relationship). At the extent of the organization of labor (e.g., role clarity, participation in decision-making), and at the task level (e.g., performance feedback, skill variety, task significance, task identity, autonomy; cf. Hackman & Oldham.

1.2 Research Problem

Supervisor–subordinate guanxi (SSG), a concept rooted in Chinese culture, remains under-researched globally and virtually unexplored within the Pakistani context. Unlike traditional Western frameworks of workplace relationships, SSG uniquely captures both personal and professional relational dynamics. However, existing studies largely adopt one-sided perspectives, focus predominantly on Chinese settings, and rarely consider the role of psychological capital alignment or the effects of modern work environments such as remote or hybrid teams.

In Pakistan, SSG is often misunderstood or dismissed as favoritism rather than recognized as a strategic relational resource that can enhance employee motivation, trust, and organizational performance. Additionally, organizational politics—especially in performance appraisals—further complicate supervisor-subordinate dynamics, influencing job satisfaction, loyalty, and turnover intentions. While previous research has linked performance appraisal politics with negative outcomes, the specific role of SSG in mitigating or exacerbating these effects is insufficiently studied.

This research addresses these critical gaps by exploring how SSG functions in the Pakistani telecom sector, particularly its impact on employee outcomes like job satisfaction, turnover intention, and supervisor loyalty. It also considers the interplay of digital communication and appraisal politics, offering a culturally relevant and timely contribution to the understanding of relational dynamics in modern organizations.

Research Questions:

1. How does supervisor–subordinate guanxi influence the availability of job resources for subordinates?
2. What is the role of job resources in enhancing subordinates' job crafting behavior?
3. To what extent does job crafting mediate the relationship between job resources and subordinate performance?
4. How does supervisor–subordinate guanxi indirectly impact subordinate performance through job resources and job crafting?



Research Objectives

1. To examine the effect of supervisor-subordinate guanxi on the enhancement of job resources in the workplace.
2. To analyze how job resources influence subordinates' proactive job crafting behaviors.
3. To investigate the mediating role of job crafting between job resources and subordinate performance.
4. To explore the indirect effect of supervisor-subordinate guanxi on subordinate performance via job resources and job crafting.

Literature Review

Supervisor-Subordinate Guanxi (SSG) represents a critical interpersonal construct, especially within Chinese organizational culture, influencing employee outcomes, leadership behavior, and organizational effectiveness. Scholars have increasingly recognized its potential in various workplace dimensions.

SSG contributes significantly to employee well-being and performance. Guan and Frenkel (2021) found that high-quality SSG enhances work vitality and learning through improved leader-member exchange and meaningful work. In the academic sector, Zeng et al. (2024) reported that SSG promotes voice behavior, mediated by organizational identification and shaped by traditional cultural values. Similarly, Ma and Li (2023) highlighted that self-efficacy mediates the link between SSG and work engagement, underscoring its psychological impact.

SSG also serves as a precursor to empowering leadership. According to Cao et al. (2022), supervisors demonstrate more empowering behaviors when mutual trust and strong SSG exist. In hospitality settings, SSG has been linked to enhanced job satisfaction through affective motivation and supervisor support (Zhang et al., 2023). A broader review by Ma et al. (2023) emphasizes the need to study SSG across different cultural and organizational contexts.

Within the Pakistani context, SSG remains underexplored and often misunderstood as favoritism. Yet, studies by Cheung and Wu (2011) and Ding and Yu (2020) demonstrate its positive role in participative management and subordinate performance. Ali et al. (2019) and Li et al. (2018) linked SSG to transformational leadership and job satisfaction, respectively, while others noted its

impact on fairness perceptions and organizational risk (Zhang et al., 2019; Liu et al., 2020).

Rooted in Confucian values, guanxi functions as a mechanism for building resource-based networks (Ou et al., 2014; Chen et al., 2015). While instrumental guanxi supports firm-level outcomes, personal guanxi reinforces interpersonal harmony. Psychological capital—such as hope, optimism, and resilience—plays a pivotal role in relational success. Zhang et al. (2012) argue that psychological capital alignment between supervisors and subordinates leads to synergistic outcomes, known as the "1+1>2" effect.

Theoretical support for these interactions comes from Interpersonal Interaction Theory (Graham et al., 2018), suggesting that trait alignment strengthens both leader-member exchange (LMX) and SSG. High congruence in psychological capital fosters shared goals, trust, and workplace optimism (Luthans et al., 2007), while misalignment may generate conflict and deteriorate relationship quality (Chen et al., 2015).

Guanxi also involves cultural practices like trust-building, gift exchanges, and reciprocity (Lovett et al., 1999; Ewing, 2000). Although modernization may influence its expression, cultural continuity ensures its relevance in evolving workplace forms (Burt & Burzynska, 2017).

Finally, performance appraisal systems have been shown to affect supervisor-subordinate dynamics. Biased appraisals, often shaped by interpersonal politics, can erode trust and loyalty (Kuvaas, 2007; Brown et al., 2010). Shifting management mindsets, particularly in post-reform contexts, may further transform how guanxi functions in the workplace (McComb, 1999).

MFY Cheung, W Wu - (2011) basically supervisor-subordinate guanxi highlights the favor that two parties give to every other not only at their workplace but outside the organization also. Though it does impact to participatory management which is probably going to be more important within the development of a corporation. H Ding, E Yu (2020) this paper undertakes the impact of healthy relations of subordinate and supervisor on the performance and it states that there's a beneficial influence on performance of subordinate when he or she shares a friendly and out of the box relation with one another



M Ali, AZ Sheikh, I Ali, P Jinji (2019) this study explores how the relationship between subordinate and supervisor i.e SSG impacts the organizational effectiveness and transformational leadership in a corporation. Consistent with their findings the relation between organizational effectiveness and leadership transform. In order to figure out supervisor – subordinate guanxi on the concepts of affective adapter, personal life subsumption, and respect to supervisor, a three-dimensional model was created throughout this study. Two of the three studies found that the theory is invalid, while the third found that it had a positive influence on turnover and commitment action is sort of positive and therefore the subordinate – supervisor relations impact more positively.

A study evaluates how job satisfaction is effected by the supervisor subordinate guanxi on the idea of participatory management, turnover objection, and organizational commitment. Z Li, P Duverger, L Yu - (2018) this study explored the abiding roles of supervisor-subordinate guanxi and employee creativity within the anticipated organizational support-organizational commitment-turnover intention link.(2013).The results of this study states that the personal-life admittance of supervisor-subordinate guanxi matters quite various impression management channels in achieving better performance.

P Yan -(2018)now this study is quite different from previous studies on supervisor- subordinate guanxi as specifically focused on employee's voice behavior. It's the trust of supervisor on his subordinate that reflect in her/his behavior via their voice. The result of this study clearly indicates that it positively affect the subordinate and other organizations must take it seriously to promote supervisor – subordinate guanxi.S Zhang, J Liang, J Zhang - (2019) the influence of supervisor-subordinate guanxi on subordinates' views of fairness was the subject of this study. These findings show the importance of the psychological processes of justice's boundary cultural circumstances and suggest beneficial methods for multinational managers doing business in China.C Liu, N Wang, H Liang -(2020). Under this research study, the risky factor of subordinate – supervisor guanxi was highlighted for the sake of organization's safety and security. In the context of information

security, low-commitment personnel are more vulnerable to perceived costs.

Guanxi is a well-known and ancient Chinese cultural trait rooted in ritual. (Ou et al., 2014). (Bari &Fanchen, 2017; Huang &Aaltio, 2014). Guanxi more precisely instrumental guanxiis one which isregarded by academics as an important part of entrepreneurial behavior in improving firm performance (Chen et al., 2015).To address mutual commercial demands, a network of backward and forward integrated entrepreneurs or enterprises known as instrumental guanxi was developed (Bari &Fanchen, 2017). Instrumental guanxi is founded on utilitarian principles and emphasizes the reciprocal economic advantages of members. Furthermore, organizations preserve the utilitarian characteristics at both the individual and organizational levels (Chen & Chen, 2004; Murray & Fu, 2016). Several research have looked at the function of instrumental guanxi in the birth and growth of venture capital (Burt &Burzynska, 2017). In a highly competitive market environment, if a company wants to gain an advantage status, not only requires employees to complete their tasks, but also increasingly relies on employee's workers' contextual performance, such as interpersonal promotion progress and work dedication (Van Scotter &Motowidlo, 1996) weekEdge performance is a kind of "not directly directed to production or service activities" but the structure of behavioral performance of organized social and psychological environments; it can promote Communication and cooperation within the organization are essential to the long-term development of the organization(Borman &Motowidlo, 1993). Currently, the study found that the week edge performance is largely derived from the individual's positive psychological qualities (Boer,Hooft, & Bakker, 2015). Among them, psychological capital as a positive collection of psychological qualities Integration is an important inducing factor of peripheral performance (Dawkins, Martin,Scott, & Sanderson, 2013; Luthans & Youssef-Morgan,2017; Newman, Previous research mainly focused on unilateral perspective, either pay attention to the psychological factors of subordinates (Zhong Lifeng, 2007; Hyosun&Hyehyun, 2015; Norman, Avey, Nimnicht, & Pigeon 2010), or explore leadership



psychological factors (Ren Hao, Wen Zhonglin, ChenQi Shan, Ye Baojuan, 2013), lack of integration of the two. In recent years, many studies have confirmed that the fit between leaders and subordinates (reasonable collocation) can maximize the performance of subordinates (Zhang, Wang, & Shi, 2012), producing the effect of "1+1> 2". To further reveal to show the relationship between psychological capital and peripheral performance, the research perspective needs to be turn to both sides to discuss leadership-subordinate psychological capital consistency it is the influence of surrounding performance.

Interpersonal interaction theory; Graham, Dust, & Ziegert, 2018; Kiesler, 1983) believed that when the personal characteristics of both parties of the interaction match, the mutual action process will be more harmonious, effective and satisfying. Based on this theory, this study believes that the consistency of the psychological factors between the supervisor and the subordinate can make the double to form a good interactive relationship, and then improve the peripheral performance of the subordinate's effect. In academia, characterize the variable of "leader-subordinate interaction" Mainly: "Leader-Subordinate Exchange (LMX)" proposed by western scholars and "Supervisor-subordinate guanxi (SSG)" proposed by eastern scholars LMX refers to the exchange relationship between leaders and subordinates. The overall quality of the exchange relationship in the adjustment work (Graen & Uhl-Bien, 1995). What needs to be emphasized is that the concept of LMX is "fair" in principle, it describes the working relationship between the leader and the subordinates, as follows: Support leadership's work decisions (Scandura & Graen, 1984); and in the Chinese context, interpersonal interaction also follows the "human feelings" rule, as for the leader-subordinate interaction will extend to private life, resulting in contacts outside of work, the following members visit the leader's home after get off work, this interactive state is collectively referred to as the leader-subordinate relationship (supervisor subordinate guanxi, SSG) (Law, Wong, Wang, & Wang, 2000). SSG means that leaders and subordinates established relationship by the association, this relationship includes the work, personal communication and emotional interaction

outside the country, such as eating, giving gifts, etc. (Chen & Tjosvold, 2007). In summary, the two concepts of LMX and SSG represents the "work relationship" and "personal relationship" between the leader and the subordinate. "Relationship", the two together interpret the leadership-subordinate interaction involved two major areas (work and life). The psychological factors of supervisors and subordinates will form four types at the duality level basic combination: high-high, low-low, high-low, low-high (Zou Yanchun, Cheng Yucong, Liang Jiawen, 2019). The first two belong to the same situation, and the latter two are inconsistent. Some of the questions this study undertakes are: firstly it indicates the comparison between "inconsistency", the psychological capital of leaders and subordinates as it is more consistent, whether the higher the LMX and SSG; secondly In the case of consistency, it is compared with the situation of "low leader-low subordinate", the situation of "high leader-high subordinate". In fact, whether LMX and SSG are higher; and thirdly LMX and SSG states whether you are in the leadership-subordinates' psychological capital consistency and subordinates' peripheral performance play an intermediary role between supervisor and his/he subordinate.

The impact of the two parties' characteristics on the interpersonal interaction is typically explained by the Theory of Interpersonal Interaction (Graham et al., 2018; Kiesler, 1983). The idea is that if the two interacting parties have similar personal characteristics, they will be able to identify with each other's points of view during the interaction process, predict the opposite party's expectations, and thus make the entire interactive process more harmonious. According to this theory, when leaders and subordinates have similar levels of psychological factors, they can develop a LMX and SSG-like interactive relationship. "Subordinates' role-playing ability meeting the leadership's role expectations" is critical to the formation of LMX at work (Scandura & Graen, 1984). When leaders are consistent, subordinates can understand and predict the leader's work optimism and hope level, and may infer the leadership's role in supporting this expectation; this suggests that it is easier for subordinates to adapt their performance to the leader to market the LMX event (Chen, Wen, Peng,



& Liu, 2015) Furthermore, psychological capital influences people's work styles (Avey, Luthans, & Youssef, 2008). As a result, when the leader and thus the subordinate have an equal level of psychological capital, both parties will adopt a more consistent response to figure problems (such as insisting on an unremitting or circuitous strategy), and work style and pace will be more in line with each other. In life, the consistency of leadership-subordinate psychological capital is also an important factor to consider. In line with the concept of human interaction (Kiesler, 1983). Leaders and subordinates believe they have similar levels of psychological capital to reach a consensus on views and concepts in everyday interactions. For example, when discussing a topic in lifestyle, people with high psychological capital are more likely to express positive opinions (Luthans, Youssef, and Avolio 2007), and leaders with high psychological capital will also make positive remarks. Both parties can sense that their remarks are being harmed by the opposition's support at this point. In this situation, the leader's and thus the subordinates' tolerance generates psychological resonance within the process of life interaction, promoting priority. (Law et al., 2000). In a nutshell, with similar psychological factors leaders and subordinates have common topics in lifestyle, or explore some common interests and hobbies to market the event of private relationships.

According to interpersonal interaction theory, disagreement between leaders and subordinates increases the likelihood of interpersonal conflict (Graham et al., 2018). When the level of psychological capital between the leader and the subordinate is inconsistent, the two Fang's goal setting, cognitive perspective, and response in work and life disagreements are more likely to occur, resulting in "parting ways" and low LMX and SSG. For instance, when the leader's psychological capital is higher than the lower. The leader will eventually set aggressive work or life goals and assign challenging tasks or higher expectations to subordinates (Newman et al., 2014). Because of their poor psychological capital, the subordinates disagree with or accept the leader's aims or expectations at this moment. When a subordinate's psychological capital is higher than the supervisor's, the subordinates will set positive goals for themselves

and be hopeful and optimistic about achieving them (Luthans et al., 2007); when the leader's psychological capital is low, the subordinates will set simple goals with no hope of achieving them; in this case, the leader will be subordinates set simple goals with no hope of achieving them; in this case, the leader will be subordinates set simple goals. Their expectations are incompatible with one other's, and this may result in interpersonal conflict (Graham et al., 2018). As a result of the contradiction in psychological capital between the leader and the subordinate, the two sides will "go their own ways and not seek each other." This is detrimental to the growth of LMX and SSG.

It must be stated that the leader's psychological capital, and therefore the subordinates', is consistent, with "high-high" and "low-low" agreement. In contrast to objects, leaders and subordinates are consistent in "high-high" and "low-low" under similar circumstances, they will form a consensus and resolve work issues Way (Chen et al., 2015; Zhang et al., 2012), and establish mutual interests and hobbies in life, so increasing the work field LMX and SSG inside the realm of life. Specifically, when leaders and subordinates both have high levels of psychological capital at the same time, both parties have a standard accumulation of extreme objectives, cognition and coping styles may stimulate and transmit energy, and the LMX and SSG grow harmoniously. When a leader and his or her subordinates both have low levels of psychological capital at the same time, even though neither party's level of ability, hope, optimism, or resilience is high, they all establish very simple goals (Luthans & Youssef-Morgan, 2017), into comparable negative cognitions and coping methods, which can diminish disparities in the interaction process and increase the occurrence of interaction between the two parties to a certain level.

Money isn't required to support a guanxi network. Friends are more inclined to describe themselves as members of a network. As a result, forming one's own preferred Guanxi is similar to making acquaintances in China. Being trustworthy and loyal not only builds a friendship, but it also strengthens Guanxi initiation. In both good and bad times, friends can calculate each other. The political event in China in 1989 serves as a good illustration.



Foreign corporations that stayed found that their relationships with the Chinese were improved since they were seen as friends who didn't forsake the Chinese when they needed them. (Seligman, 1999).

Another excellent technique to begin guanxi is to give gifts. It can represent the giver's kindness and respect for the recipient, as well as the receiver's readiness to develop a Guanxi network, on the one hand. On the other side, it produces a sense of duty, as the receiver owes the giver a debt that must be repaid over time, and therefore the experience of obligation is the key that joins two persons in their Guanxi network (Lovett et al., 1999). Banquet hosting and social events can also be utilized to establish a Guanxi network.

Furthermore, Kipnis (1997). Relationships, locality, and friends were recognized as four overlapping basis for developing Guanxi networks, but Kiong and Kee (1998) listed six: locality, workplace, social clubs, and friendship. Home locations refer to the birthplace of one's father's ancestors in China, and Chinese people see locality relationships as an extension of their Guanxi network (Redding, 1993). The first duty for a Chinese individual who is placed in a replacement scenario and learns that he or she lacks connections is to make one. The country of origin isn't much of an excuse to help migrants build essential relationships, find job, and establish a home here. The country of origin isn't much of an excuse to help migrants establish essential contacts, find job and a place to live, or borrow money.

Because an initial favor is unquestionably granted when it is owed in a Guanxi network, it also means that there is no guarantee that the ledger will be balanced at some point. As a result, repaying favors is critical to maintaining the Guanxi network. When favors are exchanged, what happens? One cannot continue to seek favors indefinitely to repay a historical debt, because once the debt is deemed paid, the sense of obligation may fade. As a result, additional obligations or voluntary favors should be presented to each side in order to renew their Guanxi (Seligman, 1999).

According to Sino-Singaporean Guanxi study (Ewing, 2000), maintaining and nurturing Guanxi takes a lot of work, and the key is shared benefits, exchange of favors, mutual trust, discussing future business chances, and staying in touch (regular

contacts) with partners. Few studies in China indicate the long-term viability of Guanxi networks. However, some business experts believe that with the improvement in China's legal framework and infrastructure and as some of the structural conditions for a relation-based society fade away, Guanxi will become less important. On the other hand, according to a number of sociology studies, cultural heritage will be preserved even as the importance of Guanxi networks declines. Studies of Hong Kong and Taiwanese business cultures are commonly cited as instances of Guanxi's survival in a contemporary and mature market. By comparing and contrasting these business behaviors with those in China, it is possible to conclude that Mainland Chinese society will place a greater emphasis on material values with more demanding and assertive Guanxi partners in the future, as it attempts to establish a replacement moral foothold in an increasingly modern and open environment.

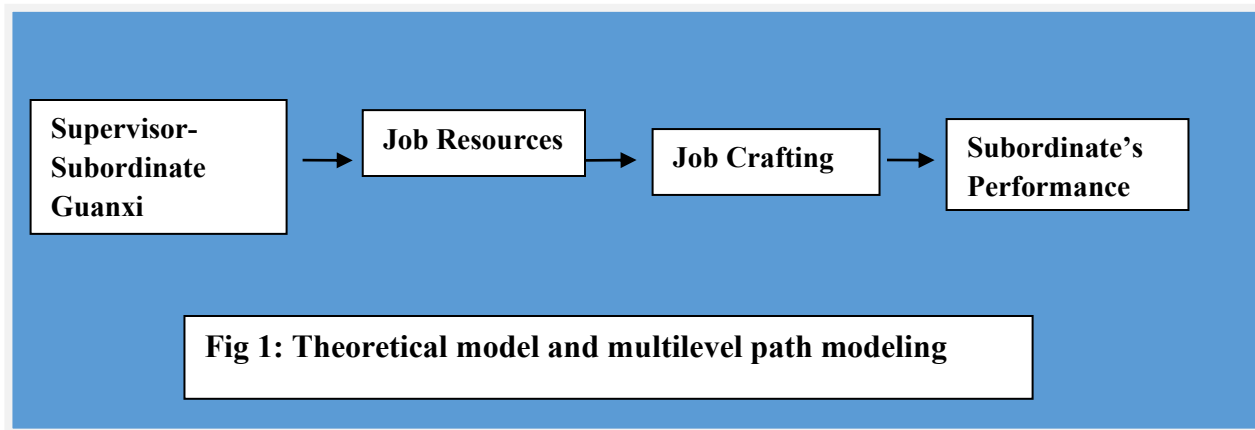
There are differences of opinion between researchers and practitioners of performance appraisal, according to Kuvaas (2007), citing Banks and Murphy (1985). The effects of appraisal on superior-subordinate relationships are far more important to practitioners. On the other hand, the researchers attempted to place a greater emphasis on refining the rating procedures and, as a result, As a result, the procedures are being improved to make them more precise and helpful to the firm and its employees. The correctness of the assessment ratings determines the success of the performance evaluation procedure. Brown et al., (2010) suggested that the standard of appraisal is determined by the appraiser's approach and behavior toward performance appraisal. Many researchers believe that the majority of appraisers and supervisors are opposed to the appraisal process for a variety of reasons (Brown et al., 2010). Some of the reasons appraisers resist performance appraisals of their subordinates are the unsatisfactory returns they will receive for the work they need done during the method, as well as their fear of the performance appraisal results (Latham et al., 1993). When appraisers resist the appraisal, according to Harris

(1994), Benedict & Levine (1988) and Larson (1989), they will try to moratorium the method,



mangle the ratings to some extent, and use other available strategies.

Based on above literature review following conceptual framework of the study has been developed.



Hypotheses of the Study

H1: There is a positive relationship between Supervisor-subordinate Gaunxi and Job resource.

H2: There is a positive relationship between Supervisor-subordinate Gaunxi and Job crafting.

H3: There is a positive relationship between Supervisor-subordinate Gaunxi and subordinate's performance.

H4: There is a positive relationship between Supervisor-subordinate Gaunxi and subordinate's performance through mediating effect of job resource and job crafting.

Target Population

In this study we are targeting supervisors and subordinates of different organization in Karachi, and for this purpose questionnaires has been filled by supervisors and subordinates.

Data Analysis

SSGDV: JOB RESOURCES

Table- 1:Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.487	.137		18.160	.000
SSG	.415	.041	.504	10.064	.000

a. Dependent Variable: JOB_RESOURCES

Result shown in the table-1 coefficient of supervisor-subordinate Gaunxi is 0.415 with sig value of 0.000 which is less than 0.05 which indicates a significant relationship of SSG with Job resources.

Sample Size and Sampling Technique

In this study, the sample size was 300. Primary source data has been collected through A 5-point Likert Scale questionnaire-based survey. Items are adapted to measure subordinate- supervisor quanxi in relation to variables (job crafting and job performance).

Data Collection Instrument

The study uses questionnaire developed by Tims et al. (2012) and adapted from Van Dyne and Le Pine (1998) and variables like Job crafting was assessed using the 21 - item job crafting scale developed by Tims et al. (2012) and another variable Job performance was measured with three items adapted from Farh et al. (1991) .

Table- 2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.413	1	29.413	101.281	.000 ^b
	Residual	86.542	298	.290		
	Total	115.955	299			

a. Dependent Variable: JOB_RESOURCES

b. Predictors: (Constant), SSG

Job resources are taken as dependent variable whereas Supervisor-subordinate Gaunxi is independent variable. In the above table sig value is less than 0.05 which means there is significant relationship between job resources and supervisor-subordinate Gaunxi and therefore hypothesis is accepted.

Table -3 :Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504 ^a	.254	.251	.53890

a. Predictors: (Constant), SSG

In the above table we can see that R^2 is 0.251 or 25.1 % which means that there is 25.1% variation in job resources due to SSG.

JOB RESOURCE DV: JOB CRAFTINGTable: 4:Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.280	.158		8.099	.000
	JOB_RESOURCES	.710	.041	.710	17.427	.000

a. Dependent Variable: JOB_CRAFTING

Result shown in the table 4.reveal that coefficient of Job resources is 0.710 with sig value of 0.000 which is less than 0.05 which indicates a significant relationship of Job resources with Job crafting.

Table-5:ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.427	1	58.427	303.689	.000 ^b
	Residual	57.332	298	.192		
	Total	115.759	299			

a. Dependent Variable: JOB_CRAFTING

b. Predictors: (Constant), JOB_RESOURCES

Job crafting is taken as dependent variable whereas Job resources is independent variable. In the above table sig value is less than 0.05 which means there is a significant relationship betwixt job resources and job crafting and therefore hypothesis is accepted.

**Table-6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 ^a	.505	.503	.43862

a. Predictors: (Constant), JOB_RESOURCES

In the above table we can see that R^2 is 0.503 or 50.3 % which means that there is 50.3% variation in job crafting is due to job resources.

JOB CRAFTING DV: SUB_ORD_PERFORMANCE**Table-7: Coefficients^a:**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.431	.205		6.984	.000
	JOB_CRAFTING	.583	.051	.555	11.513	.000

a. Dependent Variable: SUB_ORD_PERF

Result shown in the table 7 coefficient of job crafting is 0.583 with sig value of 0.000 which is less than 0.05 which indicates a significant relationship of Job crafting with Subordinate performance.

Table-8: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.337	1	39.337	132.548	.000 ^b
	Residual	88.439	298	.297		
	Total	127.777	299			

a. Dependent Variable: SUB_ORD_PERF

b. Predictors: (Constant), JOB_CRAFTING

Subordinate performance is taken as dependent variable whereas Job crafting is independent variable. In the above table sig value is less than 0.05 which means that there is a significant relationship between Job crafting and Subordinate performance, therefore hypothesis is accepted.

Table-9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 ^a	.308	.306	.54477

a. Predictors: (Constant), JOB_CRAFTING

In the above table we can see that R^2 is 0.306 or 30.6 % which means that there is 30.6% variation in subordinate performance due to Job crafting.

SSGMEDIATOR: JOB CRAFTING DV: SUB_ORD_PERFORMANCE**Table-10: Mediation Estimates**

Effect	Label	Estimate	SE	Z	p	% Mediation
Indirect	a × b	0.148	0.0260	5.69	< .001	35.7
Direct	c	0.267	0.0425	6.26	< .001	64.3



Effect	Label	Estimate	SE	Z	p	% Mediation
Total	$c + a \times b$	0.415	0.0438	9.46	< .001	100.0

Result shown in table 10 indicates that p-value is less than 0.05 and mediation percentage is 35.7 so we can say that there is small but significant indirect effect. Whereas, in case of direct effect p-value is less than 0.05 and mediation percentage is 64.3 so we can say that there direct moderate significant direct effect.

Table-11: Path Estimates

			Label	Estimate	SE	Z	P
SSG	→	JOB_CRAFTING	a	0.326	0.0437	7.46	< .001
JOB_CRAFTING	→	SUB_ORD_PERF	b	0.455	0.0517	8.81	< .001
SSG	→	SUB_ORD_PERF	c	0.267	0.0425	6.26	< .001

Table 11 explain that Job crafting has indirect effect on Subordinate performance, whereas Supervisor subordinate Gaunxi has indirect effect on Job crafting and direct effect on Subordinate performance. Therefore, our hypothesis that there is significant relationship between Supervisor-subordinate Gaunxi and subordinate's performance through mediating effect of Job resource and Job crafting is accepted.

Hypothesis Assessment Summary

S. No.	Hypotheses	p-values	Empirical conclusion
H1	There is a positive relationship between Supervisor-subordinate Gaunxi and Job resource.	0.00	Accepted
H2	There is a positive relationship between Supervisor-subordinate Gaunxi and Job crafting.	0.00	Accepted
H3	There is a positive relationship between Supervisor-subordinate Gaunxi and subordinate's performance	0.00	Accepted
H4	There is a positive relationship between Supervisor-subordinate Gaunxi and subordinate's performance through mediating effect of Job resource and Job crafting.	0.00	Accepted

Summary and Conclusion

This study explored the concept of Supervisor-Subordinate Guanxi (SSG), drawing from its Chinese cultural roots, to examine its relevance and impact within the Pakistani workplace context. Addressing a notable research gap, the study investigated how SSG influences job resources, job crafting, and ultimately, subordinate performance. The findings reveal that strong supervisor-subordinate relationships positively affect the availability of job resources, which in turn promote job crafting behaviors and enhance job performance.

Contrary to some earlier studies that positioned job crafting as a direct predictor of performance, this research identifies job resources as the more

immediate influence. Job crafting acts as a mediator between SSG and performance, shaped by the availability of supportive resources. These results support the job demands-resources (JD-R) model, affirming that well-resourced employees are more likely to engage in proactive behaviors that improve outcomes.

Overall, the study highlights SSG as a valuable relational resource that strengthens workplace dynamics and enhances employee effectiveness.



While traditionally underappreciated in Pakistan, SSG is gradually gaining recognition for its role in fostering trust, motivation, and long-term organizational performance. Encouraging positive interpersonal connections between supervisors and subordinates—both within and beyond the workplace—can be a key driver of employee satisfaction and productivity.

Limitations and Future Research Directions

While this study offers meaningful insights into the influence of Supervisor-Subordinate Guanxi (SSG) on job performance, several limitations should be noted. First, the cross-sectional research design restricts the ability to infer causality between SSG, job resources, job crafting, and performance outcomes. Second, the sample was limited to 300 participants from Pakistani organizations, which may not capture the full diversity of industries or regions, thereby limiting the generalizability of findings. Third, reliance on self-reported data introduces potential biases, such as social desirability and recall bias. Finally, as guanxi is a culturally rooted concept originating in China, its application in the Pakistani context may be influenced by cultural differences, which could affect interpretation and behavior.

To address these limitations, future research should adopt longitudinal designs to better establish causal relationships over time. Additionally, exploring other mediating variables—such as motivation, engagement, or organizational commitment—could offer a deeper understanding of how SSG influences performance. Cross-cultural comparisons would also enrich the literature by identifying how relational dynamics vary across contexts. Furthermore, examining how SSG functions across different organizational structures and industries may reveal important moderating factors. Lastly, practical intervention studies aimed at improving supervisor-subordinate relationships could provide actionable insights into enhancing job resources and employee performance.

Acknowledgement: “This Research was conducted out during **Dr. Hameed Akhtar Sanjrani’s** tenure at SZABIST Karachi. He is currently affiliated with FUUAST Karachi. The author gracefully acknowledges the valuable contributions and support

of all individuals and institutions involved in this research”

References:

- Au, A., & Wong, D. (2000). The impact of guanxi on the ethical decision-making process of auditors. *Journal of Business Ethics*, 28(1), 87–93.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, 10(2), 170–180.
- Bakker, A. B., Demerouti, E., & Schaufeli, W. (2003). Dual processes at work in a call centre: An application of the job demands–resources model. *European Journal of Work and Organizational Psychology*, 12(4), 393–417.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83–104.
- Berg, J. M., Wrzesniewski, A., & Dutton, J. E. (2010). Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity. *Journal of Organizational Behavior*, 31(2–3), 158–186.
- Bian, Y., & Ang, S. (1997). Guanxi networks and job mobility in China and Singapore. *Social Forces*, 75(3), 981–1005.
- Bindl, U., & Parker, S. K. (2010). Proactive work behavior: Forward-thinking and change-oriented action in organizations. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology* (Vol. 2, pp. 567–598). American Psychological Association.
- Bliese, P. D. (2000). Within-group agreement, non-independence, and reliability: Implications for data aggregation and analysis. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations* (pp. 349–381). Jossey-Bass.
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, 1(3), 185–216.



- Burris, E. R., Rodgers, M. S., Mannix, E. A., et al. (2009). Playing favorites: The influence of leaders' inner circle on group processes and performance. *Personality and Social Psychology Bulletin*, 35(9), 1244-1257.
- Campbell, D. J. (2000). The proactive employee: Managing workplace initiative. *Academy of Management Perspectives*, 14(3), 52-66.
- Cao, X., Chen, Z., & Sun, J. (2022). Supervisor-subordinate guanxi and empowering leadership: The roles of subordinate performance and trust in subordinates. *European Journal of Work and Organizational Psychology*, 31(3), 403-415.
- Chen, N., & Tjosvold, D. (2007). Guanxi and leader-member relationships between American managers. *Management and Organization Review*, 3(1), 7-25.
- Chen, X., & Chen, C. C. (2004). On the intricacies of the Chinese guanxi: A process model of guanxi development. *Asia Pacific Journal of Management*, 21(3), 305-324.
- Chen, Y., Friedman, R., Yu, E., Fang, W., & Lu, X. (2009). Supervisor-subordinate guanxi: Developing a three-dimensional model and scale. *Management and Organization Review*, 5(3), 375-399.
- Cheng, J. W., Chiu, W. L., & Tzeng, G. H. (2013). Do impression management tactics and/or supervisor-subordinate guanxi matter? *Knowledge-Based Systems*, 40, 123-133.
- Cheung, M. F., & Wu, W. P. (2011). Participatory management and employee work outcomes: The moderating role of supervisor-subordinate guanxi. *Asia Pacific Journal of Human Resources*, 49(3), 344-364.
- Cheung, M. F., Wu, W. P., Chan, A. K., & Wong, M. M. (2009). Supervisor-subordinate guanxi and employee work outcomes: The mediating role of job satisfaction. *Journal of Business Ethics*, 88(1), 77-89.
- Chu, G., & Ju, Y. (1990). *The Great Wall in Ruins*. State University of New York Press.
- Ding, H., & Yu, E. (2020). Subordinate-oriented strengths-based leadership and subordinate job performance: The mediating effect of supervisor-subordinate guanxi. *Leadership & Organization Development Journal*. <https://doi.org/10.1007/s10490-006-9029-9>
- Gold, T., Guthrie, D., & Wank, D. (2002). Introduction. In *Social connections in China: Institutions, culture, and the changing nature of guanxi* (pp. xiii-xxi). Cambridge University Press.
- Gray, S., & Vint, H. (1995). The impact of culture on accounting disclosures: Some international evidence. *The European Accounting Review*, 4(1), 45-67.
- Gray, S. J. (1988). Towards a theory of cultural influence on the development of accounting systems internationally. *Abacus*, 24(1), 1-15.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years. *Leadership Quarterly*, 6(2), 219-247.
- Grant, A. M., & Parker, S. K. (2009). Redesigning work design theories: The rise of relational and proactive perspectives. *The Academy of Management Annals*, 3(1), 317-375.
- Grizzle, J. W., Zablah, A. R., Brown, T. J., Mowen, J. C., & Lee, J. M. (2009). Employee customer orientation in context: How the environment moderates the influence of customer orientation on performance outcomes. *Journal of Applied Psychology*, 94(5), 1227-1242.
- Guan, X., & Frenkel, S. (2021). How supervisor-subordinate guanxi influences employee thriving: The mediating role of leader-member exchange and work meaningfulness. *Asia Pacific Journal of Human Resources*, 59(2), 201-224.
- Hakanen, J. J., & Roodt, G. (2010). Using the job demands-resources model to predict engagement: Analysing a conceptual model. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 85-101). Psychology Press.



- Halbesleben, J. R. B., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the "COR": Understanding the role of resources in conservation of resources theory. *Journal of Management*, 40(5), 1334–1364.
- Han, Z. L. P., & Zhu, Y. (2012). Supervisor-subordinate guanxi and trust in supervisor: A qualitative inquiry in the People's Republic of China. *Journal of Business Ethics*, 108(3), 313–324.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, 50(3), 337–421.
- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology*, 6(4), 307–324. <https://doi.org/10.1037/1089-2680.6.4.307>
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1), 116–122.
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 103–128.
- Hoogervorst, N., De Cremer, D., & Van Dijke, M. (2013). When do leaders grant voice? How leaders' perceptions of followers' control and belongingness needs affect the enactment of fair procedures. *Human Relations*, 66(7), 973–992. <https://doi.org/10.1177/0018726712472409>
- Hwang, K. K. (1987). Face and favor: The Chinese power game. *American Journal of Sociology*, 92(4), 944–974.
- James, L. R., Mulaik, S. A., & Brett, J. M. (2006). A tale of two methods. *Organizational Research Methods*, 9(2), 233–244.
- Karasek, R., Brisson, C., Kawakami, N., Houtman, I., Bongers, P., & Amick, B. (1998). The Job Content Questionnaire (JCQ): An instrument for internationally comparative assessments of psychosocial job characteristics. *Journal of Occupational Health Psychology*, 3(4), 322–355.
- Law, K. S., Wong, C.-S., Wang, D., & Wang, L. (2000). Effect of supervisor-subordinate guanxi on supervisory decisions in China: An empirical investigation. *International Journal of Human Resource Management*, 11(4), 751–765.
- Lin, N. (1982). Social resources and instrumental action. In P. V. Marsden & N. Lin (Eds.), *Social structure and network analysis* (pp. 131–147). SAGE.
- Lin, L. H., & Ho, Y. L. (2010). Guanxi and OCB: The Chinese cases. *Journal of Business Ethics*, 96(2), 285–298.
- Lin, N. (2001). Guanxi: A conceptual analysis. *Contributions in Sociology*, 133, 153–166.
- Liu, J., Hui, C., Lee, C., & Chen, Z. X. (2013). Why do I feel valued and why do I contribute? A relational approach to employee's organization-based self-esteem and job performance. *Journal of Management Studies*, 50(6), 1018–1040.
- Liu, X. Y., & Wang, J. (2013). Abusive supervision and organizational citizenship behaviour: Is supervisor-subordinate guanxi a mediator? *International Journal of Human Resource Management*, 24(7), 1471–1489.
- Luo, J. D., Cheng, M. Y., & Zhang, T. (2016). Guanxi circle and organizational citizenship behavior: Context of a Chinese workplace. *Asia Pacific Journal of Management*, 33(3), 649–671.
- Ma, C., & Li, X. (2023). Supervisor-subordinate guanxi and employees' work engagement: The mediating role of self-efficacy. *Social Behavior and Personality: An International Journal*, 51(6),
- Ma, C., Li, X., & Yu, J. (2023). Supervisor-subordinate guanxi: A literature review and future research directions. *Sustainability*, 15(1),



- Meijman, T. F., & Mulder, G. (1998). Psychological aspects of workload. In P. J. D. Drenth & H. Thierry (Eds.), *Handbook of work and organizational psychology* (pp. 5-33). Psychology Press.
- Miao, R. T. (2011). Perceived organizational support, job satisfaction, task performance and organizational citizenship behavior in China. *Journal of Behavioral and Applied Management*, 12(2), 105-127.
- Li, Z., Duverger, P., & Yu, L. (2018). Employee creativity trumps supervisor-subordinate guanxi: Predicting prequitting behaviors in China's hotel industry. *Tourism Management*, 69, 23-37.
- Liu, C., Wang, N., & Liang, H. (2020). Motivating information security policy compliance: The critical role of supervisor-subordinate guanxi and organizational commitment. *International Journal of Information Management*, 54, 102152.
<https://doi.org/10.1016/j.ijinfomgt.2020.102152>
- Muthén, L. K., & Muthén, B. O. (2012). *Mplus user's guide* (6th ed.). Muthén & Muthén.
- Ng, T. W., & Feldman, D. C. (2009). How broadly does education contribute to job performance? *Personnel Psychology*, 62(1), 89-134.
<https://doi.org/10.1111/j.1744-6570.2008.01130.x>
- Ng, T. W., & Feldman, D. C. (2010). Organizational tenure and job performance. *Journal of Management*, 36(5), 1220-1250.
<https://doi.org/10.1177/0149206309359809>
- Nielsen, K., & Abildgaard, J. S. (2012). The development and validation of a job crafting measure for use with blue-collar workers. *Work & Stress*, 26(4), 365-384.
- Niessen, C., Weseler, D., & Kostova, P. (2016). When and why do individuals craft their jobs? The role of individual motivation and work characteristics. *Human Relations*, 69(6), 1287-1313.
<https://doi.org/10.1177/0018726715610642>
- Oldham, G. R., & Fried, Y. (2016). Job design research and theory: Past, present and future. *Organizational Behavior and Human Decision Processes*, 136, 20-35.
- Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, 14(4), 547-557.
- Organ, D. W. (1994). Personality and organizational citizenship behavior. *Journal of Management*, 20(2), 465-478.
- Ouyang, Y. (2011). An exploration of LMX and personal guanxi on job performance: The mediating effects of CSR. *Journal of Global Business Issues*, 5(1), 1-10.
- Yan, P. (2018). Supervisor-subordinate guanxi and employee voice behavior: Trust in supervisor as a mediator. *Social Behavior and Personality: An International Journal*, 46(7), 1169-1178.
- Zeng, W., Huang, X., & Pan, X. (2024). Supervisor-subordinate guanxi and university teachers' voice behavior: Organizational identification as a mediator and traditionality as a moderator. *Current Psychology*.
- Zhang, C., Chen, L., & Sun, Y. (2023). Employees' motivations to maintain high-quality supervisor-subordinate guanxi: Impacts on task performance, autonomy support, and job satisfaction in hotels. *Cornell Hospitality Quarterly*.
- Zhang, S., Liang, J., & Zhang, J. (2019). The relationship between person-team fit with supervisor-subordinate guanxi and organizational justice in a Chinese state-owned enterprise. *International Journal of Selection and Assessment*, 27(1), 31-42.