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Abstract: Using a field sample from China, we compared the impacts of leader-member exchange (LMX) and supervisor-subordinate guanxi on employees’ voice behaviors, including their promotive and prohibitive voice. Empirical results showed that guanxi has a stronger effect on employee voice behaviors via its effect on psychological safety and ownership. Examination of boundary conditions revealed that employees’ perception regarding procedural justice weakened the effect of guanxi and strengthened the effect due to LMX. We discuss implications for both theory and practices.