A Cross-Regional Study of Work Goals in China

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Cluster analysis shows that China can be clustered into three groups in a meaningful way. After clustering China into three groups based on statistical data, we surveyed Chinese employees to examine the work goals differences among the three groups. Chinese employees considered opportunities for promotions and interpersonal relations as important work goals in all three regions. In contrast, job security was considered the most important goal by the employees in region 1 (low economic development and harsh weather), whereas the employees in region 3 (high economic development and less harsh weather) ranked job security as a less important work goal (i.e., the 10th most important work goal).

Keywords: work goal, China, climate, cross-regional study

Introduction

The fact that work plays an enormously important role throughout the industrialized world is reflected by the sheer amount of time that people spend in preparing for work, their commitment to work, and the social and economic consequences of work for organizations and society (MOW, 1987). Understanding work goals across countries can significantly benefit MNCs (multinational corporations) in their design and employment of effective human resource management systems, daily managerial operations, and organizational vitality (Chan & Pearson, 2001). The importance of work goals is attracting considerable attention from practitioners and researchers. Prior to the 1990s, scholars performed a comprehensive cross-national study in industrialized countries to identify and understand the meaning that employees attach to work. In the late 1990s, many countries changed their social systems from socialism to capitalism and adopted the ideology of competitive markets (Elenkov, 1997; Koubek & Brewster, 1995). With the proliferation of market ideology, scholars have called for an examination of the importance of work goals in transition countries given that the transitional system facilitates a shift in the priority levels of work goals. A few studies (Pearson & Chatterjee, 1999; Chan & Pearson, 2001; Corney & Richards, 2001; Hsu, 1987) have examined managerial work goals in transition countries.

Despite the growing body of knowledge on work goals, relatively few researchers have attempted to examine the regional differences in work goals in China from the perspective of the intra-national context. This

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study attempts to extend previous studies by examining work goals across regions in China.

First, from the theoretical perspective, we must account for the work goal differences across regions to extend and complement the previous research on the work goal differences across countries (assuming that cultural homogeneity exists within the country being studied) (Harpaz, 1990).

Second, we have limited information on why employees from different nations give different levels of importance to work goals. Economic development could be one of the most important factors that determine the differences in work goal importance (Shenkar & Ronen, 1987; Van de Vliert, 2007). We examine whether this argument is also true for the intra-national context in China. In addition, this study adds the temperature factor to explain the work goal differences in the intra-country context because climate is also an important driver of the differences in work value across countries (Hofstede, 1980; Gupta & Hanges, 2004; Van de Vliert, 2007).

Third, MNCs consider large countries, such as India, China, Canada, and Brazil, to be attractive markets because of their huge market potential. However, large countries are more likely to have heterogeneous market characteristics across regions. In particular, China has diverse dialects, traditions, and ethnic groups. The fact that China displays differences in economic development across regions is important given that economic development is a main driver of changing cultural values, including work goals. Some regions are relatively undeveloped, with low gross regional products (GRP) and incomes far below those of other regions in China. For example, the gross regional products of Guangdong and Xining were 35,696 and 961 million yuan in 2010, respectively, with Guangdong having a GRP 37 times greater than that of Xining. Another important factor determining the importance of work goals is climate, particularly temperature. The difference in geographical temperature between the northern and southern parts of China is greater than the differences in geographical temperature among countries. Specifically, the average temperatures of Changchun and Sanya are approximately 4.8℃ and 26.9℃, respectively. This temperature difference is approximately 22℃ and greater than that between Finland and Ecuador.

Two important factors determining work goal differences are economic development and temperature. These differences appear to be great across regions in China. This study adopts Van de Vliert's (2007) model and applies it to China to examine the regional differences in work goals. It is reasonable to expect China to have work goal differences across regions from an intra-national context. We provide an important contribution to the intra-national research by examining this combination of economic development and temperature differences across regions due to Chinese heterogeneity.

Theoretical Background

Herzberg and his colleagues (1959) reviewed 16 studies and drew a detailed composite ranking of the importance of fourteen job facets: security, interest, opportunity for advancement, appreciation, company management, intrinsic aspects of the job, wages, supervision, social aspects of the job, work conditions, communication, hours, ease, and benefits.

Several years later, Weiss, Dawis, England, and Lofquist (1964) designed a study to measure 20 vocationally relevant dimensions: ability utilization, achievement, activity, advancement, authority, compensation, creativity, security, supervision-human relations, variety, and working conditions. Porter and

Lawler (1965) showed that lower-level needs, such as pay, are rated as more important by workers than by managers. Quinn (1971) found that American workers did not consider any single work facet to be primarily important but that they generally considered access to sufficient resources to adequately perform their work to be an important aspect of their jobs.

Many cross-national comparative studies have focused on work goals since Haire, Ghiselli, and Porter's (1964) study on the national differences in managerial thinking (England, 1967; Hofstede, 1980; Kelly & Worthley, 1981; Kraut, 1975). For example, there are similarities in the importance of job facets among different nationalities (Haire, Ghiselli, & Porter, 1966; Sirota & Greenwood, 1971). Other studies (Bigoness & Hofstede, 1987) have shown that the rankings of work goals by importance remained highly similar from country to country. In contrast, other studies have reported significant work goal differences across countries. For example, British managers place greater importance on individual achievement and autonomy than French managers.

Haire et al. (1966) examined work goal importance by using an 11-item scale, which was later utilized by Redding (1976). Sirota and Greenwood (1971) used 14 work goals, and Ronen and Kraut (1977) listed 22 work goals. However, all of the scales used are based on a modified version of Maslow's (1954) list of categories, which appears to be a reasonable basis for comparison. The first international study on the importance of managerial work goals was conducted from 1981 to 1983 (MOW, 1987). This study evaluated the importance of work and focused on seven developed industrial nations, including the United States of America, Japan, and Western Europe, by sending surveys to over 8,000 managers.

More recently, scholars conducted several studies on work goals by including several Asian countries that have adopted the ideology of competitive markets. In particular, Shenkar and Ronen (1987) examined the work goals of four Asian countries (i.e., China, Hong Kong, Taiwan, and Singapore), and their results showed that the similarity between the scores for the People's Republic and those of the other countries are lower than the similarity of the scores among those countries. Their study suggested that the PRC managers prioritized autonomy and challenging work over promotion and pay. Other several studies, including Chatterjee and Pearson (2000) and Pearson and Chatterjee (1999a), reported shifts in the managers' work goals during the reform of the economic system.

In sum, the previous research can be summarized as follows. From 1960 to the 1970s, most studies showed systematic differences in the importance of work goals among different occupational groups. Later, prior to the 1990s, scholars performed a comprehensive cross-national study to identify and understand the meaning that employees attach to their work in industrialized countries. In the late 1990s, many countries changed their social systems from socialism to capitalism and adopted the ideology of competitive markets (Elenkov, 1997; Koubek & Brewster, 1995). With the proliferation of competitive market ideology, the changes in work goals in the transition countries attracted considerable attention given that the transitional system facilitated a shift in the importance of work goals. A few studies (Pearson & Chatterjee, 1999; Chan & Pearson, 2001) have examined the differences in managerial work goals among transition countries. Despite the growing body of knowledge on work goals, relatively few studies have attempted to examine the regional differences in work goals in China based on the intra-national context.

Methodology

Research Model

Cultural adaptations. We included economic development in this model because previous studies implied that this factor had the greatest impact on the differences in work goal importance (Ronen & Shenkar, 1985; Van de Vliert, 2007). In harsh weather (e.g., both colder and hotter climates), more income is thought to lead to less dangerous climatic threats. Additionally, temperature is also an important factor that affects work goal differences (Van de Vliert, 2007; Van de Vliert et al., 2004). Ambient temperature is related to physiology because humans have to maintain constant levels of high body temperature. As a consequence, humans must invest more time and effort into thermal comfort if they are living in colder or hotter regions (Van de Vliert, 2007). Both colder and hotter climates require people to develop more and better protective devices by adjusting to their work circumstances, work regulations, and work activities. Likewise, this study adds the temperature factor to explain work goal differences in the intra-country context given that climate is also an important driver of work value differences across countries (Hofstede, 1990, 2001). It is reasonable to assume that there are relations between greater climatic deviations from comfortable temperatures and greater cultural adaptations. If demand is matched by adequate resources to meet the demand, psychosocial functioning improves. However, if a mismatch occurs in which there are inadequate resources to meet the demand, psychosocial functioning is impaired. The climate-economic-culture model provided a valid foundation for the cross-cultural differences between the motives for volunteer work and the motives for paid work.

Climate-economic-culture model in the intra-country context. Based on these arguments, this study adopts Van de Vliert's (2007) model, the climate-economic-culture model, and extends it to the intra-country context in China. We assume that this model is also valid for the intra-national context in China. According to Vliert (2007), thermal climate and collective wealth are the two most important factors of all present-day cultures because modern people have learned to use their money to cope with extreme temperatures. For example, whereas people in the richest countries with the harshest climates (e.g., Australia, Canada, Norway, and the USA) considered working for fun to be the most important goal, working for money was the strongest motive in the poorest countries with the harshest climates (e.g., Armenia, Azerbaijian, Georgia, Macedonia, and Moldova).

To adopt the climate-economic-culture model and apply it to the intra-national context in China, we performed our analysis in two stages. First, we performed cluster analysis to classify China into regions based on statistical data related to economic development and temperature. Second, we surveyed Chinese employees to determine the work goals differences across regions in China.

We used the *2010 Chinese Statistical Yearbook* to divide China into regional groups by using cluster analysis based on temperature and economic development in all 31 regions (see Appendix A). We used cluster analysis to cluster China with word's method, where the distances between the samples have to be Euclidean distances. The cluster analysis divides China into clusters to provide a meaningful and useful grouping by acquiring the natural structure of the data. Based on the dendrogram and the rapid increase in the coefficient of word's method, China was divided into three clusters. Thirty-one regions can be grouped as follows: group 1 can be classified as the cold-low-economic-development regions; group 2 is the

temperate-low-economic-development regions; group 3 is the temperate-high-economic-development regions. Region 1 includes nine regions, such as Inner Mongolia, Liaoning, and Jinlin. Region 2 includes 18 regions, and region 3 includes three regions, such as Jiangsu, Shandong, and Guandong (see Figures 1-2). We used temperature to dichotomize China at theoretically meaningful points based on the analysis reported by Vliert (2007). Vliert adopted 22℃ as a point of reference for a temperate climate. In practice, reference points that were somewhat lower or higher than 22℃ appeared to have almost identical cultural consequences (Van de Vliert, 2007). Region 1 can be classified as a cold region, and regions 2 and 3 can be classified as temperate regions. Van de Vliert (1999) recorded the average daytime temperature of the capital city in each country and showed the temperature of Beijing in China to be 18.4℃. However, the temperature of Beijing in this study is 13.4℃. We can attribute the temperature difference of 5℃ to the fact that the present study uses the average temperature of the capital cities of 31 provinces. Because regions 2 and 3 have average temperatures of 17℃ and 18℃, we group them as temperate regions. We dichotomized China into cold and temperate regions because there is no place with an average temperature over 30℃, such as Mali, Haiti and El Salvador. In terms of economic development, there are no meaningful theoretical points. However, it is reasonable to divide the country based on cluster analysis given that cluster analysis classifies a set of observations into two or more mutually exclusive unknown groups and that this study mainly focused on the work goal differences within China. In the Chinese context, the GRP of 9,700 and 32,360 (100 million yuan) was meaningful points for dividing China into groups.
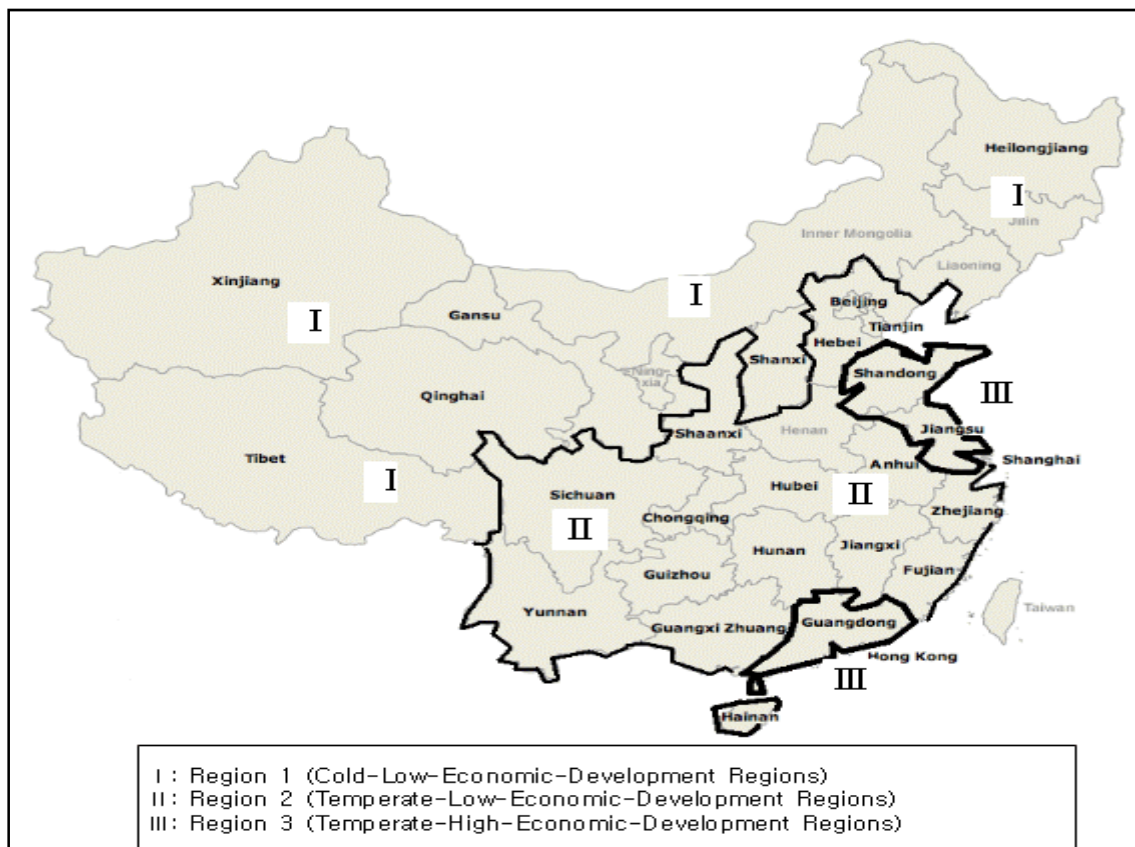

Figure 1. Map of economic development and temperature.

	Economic Development				Economic Development	
	Low	High			Low	High
Temperature — Cold	Region 1 GRP = 5,088 TEM = 8℃	NA		**Temperature** — Cold	**Inner Mo., Liaonin, Jilin, Heilongjiang, Tibet, Gansu, Qinghai,** Ningxia, Xinjiang (N = 9)	**NA**
Temperate	Region 2 GRP = 9,700 TEM = 17℃	Region 3 GRP = 32,360 TEM = 18℃		Temperate	**Beijing,Tianjin, Shaanxi, Shangha, Henan, Anhui, Shanxi,** Zhejiang, Fujian, Jiangxi, Hubei, Hunan, Guangxi, Chongqi, Sichuan, Guizhou, Yunnan, Hebei, Hainan (N = 18)	**Jiangsu, Shandong, Guangdon (N = 3)**

GRP: Gross Regional Product (100 million yuan);   The bold regions were surveyed to test the differences in
TEM: Temperature.   work goals across regions.
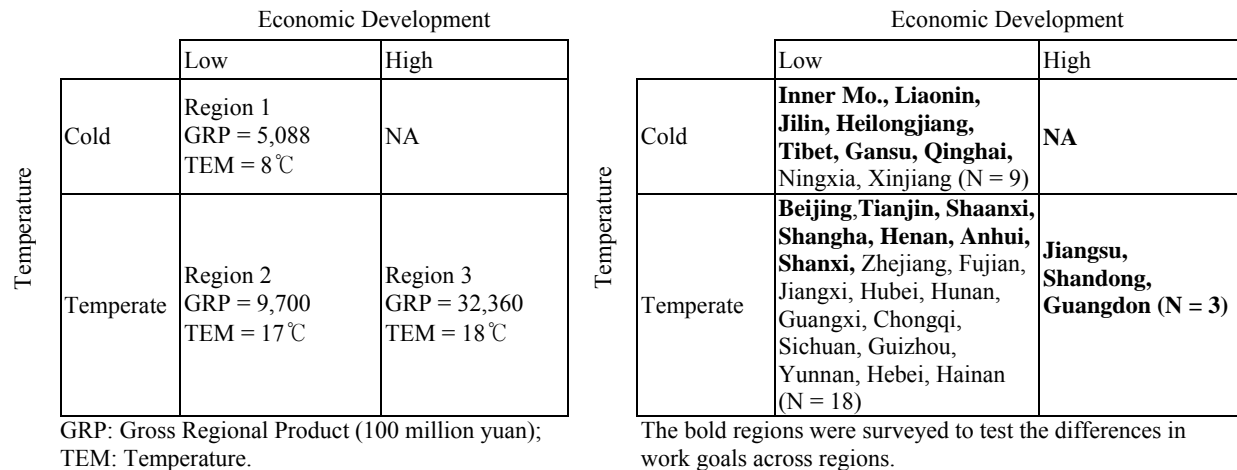
Figure 2. Model of economic development and temperature.

The second stage of analysis examined the relative importance of work goals to compare the regional cluster groups in China. After clustering China into three groups based on statistical data, we surveyed Chinese employees to examine the work goal differences among groups from 1 to 3 for all 31 regions. This study includes 17 regions: eight regions out of the 10 in group 1, six regions out of the 17 in group 2, and all three regions in group 3 (see Table 2). However, we were not able to collect data from Hainan, which belongs to group 3. Finally group 1, group 2, and group 3 were selected to test the work goal differences among the regions in China.

Table 1

Demographics of Sample (N = 510)

Items	Group	No. (%)	Item	Group	No. (%)
Age	≤ 30	255 (50.0)	Department	Marketing	111 (21.8)
	31-50	243 (47.6)		Production	158 (31.0)
	> 50	12 (2.4)		Human resource	57 (11.2)
Gender	Male	310 (60.8)		R&D	28 (5.5)
	Female	200 (39.2)		Finance	40 (7.8)
Rank	Worker	324 (63.6)		Procurement	25 (4.9)
	Junior supervisor	94 (18.4)		Others	91 (17.8)
	Middle-level supervisor	70 (13.7)	Industry	Manufacturing	282 (55.3)
	Senior manager	22 (4.3)		Construction	33 (6.5)
Education	High school or lower	89 (17.5)		Finance	57 (11.2)
	Junior college	174 (34.1)		Wholesale	80 (15.7)
	College	202 (39.6)		Miscellaneous	58 (11.3)
	Master	33 (6.5)			
	Doctor	12 (2.3)			

Respondents

We used part of the data from a large scale project. A total of 526 workers participated in our study. The final analysis used a total of 510 effective respondents. Sample characteristics were presented in Table 1. The surveyed workers worked in a wide range of organizations characterized by industry, size, structure and

ownership. Although the majority of the respondents are men, over one-third of them are women, which underscores the growing role of women in China. Half of the respondents are under 30, and most have college degrees.

Table 2

Cluster Analysis

Group	Temp (℃)	Income (100 million Yuan)	Region	No. of respondents
1	8	5,088	Inner Mo.	14
			Liaoning	20
			Jilin	76
			Heilongj	20
			Tibet	25
			Gansu	25
			Qinghai	25
2	17	9,700	Beijing	9
			Tianjin	10
			Shaanxi	25
			Shanghai	26
			Henan	49
			Anhui	15
			Shanxi	18
3	18	32,360	Jiangsu	14
			Shandong	41
			Guangdong	98

In terms of the department, half of the respondents are working in the production and marketing departments. Less than 10 percent of the respondents worked in the R&D and finance departments. Most (i.e., over half) of the respondents were from the manufacturing industry, followed by the wholesale, finance and building industries.

Measurement

We assessed 11 work goals with an instrument derived from Harpaz (1990) in an extensive international study. We measured the respondents' work goals by asking them to rate the importance of various work goals in a series of seven-point Likert scales (1 = "not at all important" and 7 = "extremely important"), which are presented in Appendix B. The questionnaire, which was initially written in English, was translated into Chinese, and a back-translation was followed to guarantee the equivalence of the language.

All 11 items have been widely used by other studies (Harpaz, 1990; MOW International Research Team, 1987; Lundberg & Peterson, 1994; Pearson & Chatterjee, 2000). We ranked all of the items and calculated their mean scores to estimate their relative importance.

Results

Table 3 presents the means, standard deviations, and inter-correlational matrix of the respondents' work goals. Table 4 presents the mean scores of the respondents' work goals and their rankings of the 11 work goals in three area groups.

Before comparing the work goal differences across regions, we considered the overall pattern of work goals in China to determine its relative importance in the total sample. The Chinese respondents ranked job

security as the most important aspect of their work lives, followed by the opportunity for promotion, interpersonal relations and pay. The next most important work goals were the opportunity to learn, working conditions, and interesting work. However, variety, autonomy, and convenient work hours were the least important work goals.

Table 3

Means, Standard Deviations, and Intercorrelations for All Work Goals

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Economic development	12,303.22	10,602.28												
2. Temperature	12.34	4.60	0.70**											
3. Opportunity to learn	5.16	1.03	0.00	0.32										
4. Interpersonal relations	5.44	0.62	-0.03	0.32	0.88**									
5. Opportunity for promotion	5.51	0.56	-0.19	0.22	0.63**	0.64**								
6. Convenient work hours	5.04	0.44	0.12	0.13	0.36	0.42	0.14							
7. Variety	4.47	0.56	0.02	-0.31	-0.79**	-0.60*	-0.42	0.05						
8. Interesting work	5.08	0.71	0.27	0.08	-0.16	0.00	-0.50*	0.64**	0.34					
9. Job security	5.51	0.53	-0.66**	-0.39	-0.30	-0.30	0.20	-0.17	0.27	-0.32				
10. Match between person & job	5.32	10.21	0.50*	0.29	0.23	0.29	-0.20	0.18	-0.16	0.23	-0.60*			
11. Pay	5.20	0.45	0.10	0.21	0.65**	0.71**	0.42	0.49*	-0.38	0.17	-0.44	0.28		
12. Working conditions	5.12	0.74	0.29	0.43	0.49*	0.57*	0.02	0.76**	-0.29	0.59*	-0.55*	0.38	0.63**	
13. Autonomy	4.95	0.68	0.44	0.40	0.38	0.39	-0.10	0.73**	-0.05	0.61**	-0.60*	0.33	0.63**	0.87**

Notes. $^*p < 0.05$; $^{**}p < 0.01$.

Table 4

Mean Ranks of and Differences in Work Goals Across Regions in China

Work goals	Region 1 (A)		Region 2 (B)		Regions 3 (C)		Total		Mean contrasts
	Mean	Rank [a]	Mean	Rank [a]	Mean	Rank [a]	Mean	Rank [a]	
Opportunity to learn	4.63	9	5.62	3	5.34	3	5.16	5	n.s.
Interpersonal relations	5.07	3	5.81	1	5.42	2	5.44	3	A < B**
Opportunity for promotion	5.33	2	5.70	2	5.47	1	5.51	2	n.s.
Convenient work hours	4.86	6	5.25	8	4.97	9	5.04	9	n.s.
Variety	4.73	8	4.22	11	4.43	11	4.47	11	n.s.
Interesting work	4.90	5	5.27	7	5.27	5	4.91	7	n.s.
Job security	5.80	1	5.06	10	4.79	10	5.52	1	A > C**; B > C*
Match between person & job	4.78	7	5.34	6	5.04	8	5.06	8	n.s.
Pay	4.98	4	5.40	5	5.22	6	5.19	4	n.s.
Working conditions	4.62	10	5.57	4	5.17	7	5.11	6	A < B*
Autonomy	4.58	11	5.17	9	5.30	4	4.95	10	n.s.

Notes. $^*p < 0.05$; $^{**}p < 0.01$; [a] rank 1 is the most important work goal, and rank 11 is the least important.

In the comparison of the work goals in the three regional groups in China, the employees in the three different regions held similar work goal preferences and dissimilar work goals at the same time. The results

show that the employees in the three different regions held similar preferences with regard to the opportunity to learn, opportunity for promotion, convenient work hours, variety, interesting work, match between person and job, pay, and autonomy.

For example, the opportunity for promotion was revealed to be the second most important work goal overall and highly valued in all three regions.

Although the employees in regions 2 and 4 considered the opportunity to learn a high priority, there were no significant differences among these three regions with respect to this work goal.

A *t*-test employed to detect the differences in work goals revealed that the employees from the three regions exhibited different preferences regarding interpersonal relations, job security and working conditions. In particular, the employees in cluster 1 held significantly higher preferences for job security than the employees in cluster 2 and cluster 3. Working conditions were considered significantly more important for the employees in cluster 2 than those in cluster 1. Overall, the general rankings of work goals show some remarkable similarities and substantial differences.

Conclusions and Discussions

Some previous studies argued that interesting work is by far the most prominent work goal. In contrast, this study showed that the opportunity for promotion and interpersonal relations appeared to be consistently important work goals in China, regardless of regions. After China adopted an open door policy to develop its economy, employees began to consider the opportunity for promotion as an important goal because it was instrumental to higher remuneration. In addition, "guanxi" makes all the difference in ensuring that a business will be successful in China. It is common for the individuals of an organization to visit the residences of their acquaintances from other organizations by bringing gifts such as wine and cigarettes. "guanxi" literally means relationships and stands for any type of relationship. Based on these arguments, the importance of "gaunxi" may explain why interpersonal relations were an important work goal to the employees in all three groups.

In contrast, convenient work hours and variety appeared to be of less importance to all of the employees in the three regions. It is not surprising that "variety" was considered the least important work goal given that Bu and McKeen (2001) found that Chinese business students appeared to have a stronger need for simple and predictable tasks. These researchers also explained that Chinese people exhibit a much greater tendency to avoid uncertainty than Canadians (Bu & McKeen, 2001). Prior scholars have also argued that the country's decades-long, top-down, bureaucratic socialist system reinforces the tendency to avoid risk among its citizens (Child & Markoczy, 1993).

There were no significant differences in work goal preferences among the three regions with regard to the opportunity to learn, opportunity for promotion, convenient work hours, variety, interesting work, match between an individual and a job, pay and autonomy. However, the three regions appeared to show significant differences with respect to three work goals: interpersonal relations, job security, and working conditions.

From a regional comparative perspective, the employees in region 1 (i.e., low economic development and harsh weather) considered security the most important goal, whereas the employees in region 3 (i.e., high economic development and less harsh weather) ranked security as the 10th most important work goal. This finding is in line with the findings of the traditional management literature (Mintzberg, 1973; Van de Vliert,

2007). The fact that the employees in region 1 gave the highest ranking to job security may be an indication of the greater impact that harsh weather and the low level of economic development has had on these regions. Income inequality has risen since the pre-reform era and has been propelled by the rural-urban income gap, as coastal urban locations benefited first from the opening of China's economy. In terms of interpersonal relations, there were significant differences among the three regions, although the employees in all three regions considered this work goal a high priority. However, workers did not show significant differences with respect to pay. Pay was considered a moderately important work goal in all three regions and was ranked as the 4th, 6th and 3rd most important work goal in regions 1, 2, and 3, respectively. Even employees in the temperate-high-economic-development regions considered pay an important work goal. These results are consistent with those of the previous studies, which found that salary was an important work goal for most societies (Chatterjee & Pearson, 2007).

Based on these results, some practical implications for MNCs were suggested in Figure 3. Managers in multinational corporations (MNCs) can better understand the basis for the similarities and differences among the regions in China. With this knowledge, managers can more effectively motivate their employees and predict the results of their policies and practices across provincial boundaries (Ronen & Kraut, 1977).

The results indicate that MNCs in China need to seek localization and standardization strategies to motivate their employees. MNCs may develop standard human resource policies with regard to six work goals (i.e., the opportunity to learn, opportunity for promotion, convenient work hours, variety, interesting work, match between an individual and a job, pay and autonomy) regardless of the regions given that there were no significant differences among the regions for these goals. In particular, MNCs should motivate their employees by emphasizing the opportunities for promotions and interpersonal relations.

		Economic development	
		Low	High
Temperature	Cold	Region 1 Inner Mongolia, Jilin, Liaoning, Heilong, Tibet, Gansu, Qinghai Localization: Relative emphasis on job security in these regions	NA
		Standardization: Opportunity to learn, opportunity for promotion, convenient work hours, variety, interesting work, match between individual & job, pay, autonomy	
	Temperate	Region 2: Beijing, Tianjin, Shaanxi, Shanghai, Henan, Anhui, Shanxi, Localization: Relative emphasis on interpersonal relations and work conditions in these regions	Region 3: Jiangsu, Shandong, Guangdong

Figure 3. Implications for Localization and Standardization Strategies.

In contrast, MNCs also need to develop differentiated motivation strategies depending on the locations in which they operate. Although MNCs should focus more on helping their employees keep good interpersonal relations than the other work goals, the employees in regions 2 in particular (e.g., Beijing, Tianjin, Shaanxi,

Shanghai, Henan, Anhui, Fujian, and Zhejiang) should be relatively more satisfied by good interpersonal relations than the employees from other regions. Western firms investing in these regions in China should carefully improve their interpersonal relations given that these firms usually have fewer informal meetings, where workers stay up late at night to reinforce their teamwork, than Asian firms.

The non-financial rewards of work seem to be powerful incentives that are currently highly valued by Chinese employees. Nevertheless, the importance of "job security" to the employees in region 1 (e.g., Inner Mongolia, Jilin, Liaoning, and Heilong) cannot be overlooked.

Chinese employees in all of the regions indicated that variety is a relatively insignificant goal. It could be interesting to examine the factors that determine why variety is less important across all three regions. Prior scholars have also argued that the country's decades-long, top-down, bureaucratic socialist system reinforces the tendency to avoid risk among its citizens (Child & Markoczy, 1993). Thus, it is important for firms, especially western firms, to work to develop concrete operating procedures and clear job descriptions.

Future studies may apply this research model to India because India has multiple languages, temperature differences, and economic development patterns. Furthermore, one may apply this research model to a cross-national study. Such a study will provide insight into the potential factors (asides from temperature and economic development) that determine work goal differences across countries.

Some limitations of this study should be noted. Unfortunately, this study could not test the possible differences in work goals among all 31 regions in China. In particular, we did not include cold-high-economic-development regions. A study with a larger sample that includes all four regions in this research model is needed to form more constructive recommendations to investors and managers.

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Appendix A: Capital City, Gross Regional Product, Temperature in 31 Regions

	Regions	Capital city	Gross regional product (100 million Yuan)	Annual average temperature (C, capital city)
1	Beijing	Beijing	10,488.03	13.4
2	Tianjin	Tianjin	6,354.38	13.3
3	Hebei	Shijiazhuang	16,188.61	14.6
4	Shanxi	Taiyuan	6,821.32	10.9

(Appendix A continued)

	Regions	Capital city	Gross regional product (100 million Yuan)	Annual average temperature (C, capital city)
5	Inner Mongolia	Hohhot	7,761.8	7.4
6	Liaoning	Shenyang	13,461.57	8.6
7	Jilin	Changchun	6,424.06	7.2
8	Heilongjiang	Harbin	8,310	6.6
9	Shanghai	Shanghai	13,698.15	17.2
10	Jiangsu	Nanjing	30,312.61	16.1
11	Zhejiang	Hangzhou	21,486.92	17.5
12	Anhui	Hefei	8,874.17	16.4
13	Fujian	Fuzhou	10,823.11	20.4
14	Jiangxi	Nanchang	6,480.33	18.5
15	Shandong	Jinan	31,072.06	14.6
16	Henan	Zhengzhou	18,407.78	15.6
17	Hubei	Wuhan	11,330.38	17.6
18	Hunan	Changsha	11,156.64	18.3
19	Guangdong	Guangzhou	35,696.46	22.4
20	Guangxi Zhuang	Nanning	7,171.58	20.8
21	Hainan	Haikou	1,459.23	23.4
22	Chongqing	Chongqing	5,096.66	18.5
23	Sichuan	Chengdu	12,506.25	16.3
24	Guizhou	Guiyang	3,333.4	14.1
25	Yunnan	Kumming	5,700.1	15.4
26	Tibet	Lhasa	395.91	8.9
27	Shaanxi	Xian	6,938.73	14.9
28	Gansu	Lanzhou	3,176.11	10.6
29	Qinghai	Xining	961.53	5.7
30	Ningxia Hui	Yinchuan	1,098.51	9.9
31	Xinjiang Uygur	Urumqi	4,203.41	8.7

Appendix B

We used the following items with a 7-point response format to elicit the data on work goals. Respondents were asked the following questions. How important are the following work goals: (1) many opportunities to learn new things, (2) good interpersonal relations (i.e., relations with supervisors and co-workers), (3) good opportunities for promotions, (4) convenient work hours, (5) a lot of variety, (6) interesting work, (7) good job security, (8) a good match between your job requirements and your abilities and experience, (9) good pay, (10) good physical working conditions (e.g., light, temperature, cleanliness, and low noise level), and (11) a lot of autonomy (i.e., you decide how to do your work).