

Organizational Commitment of Five Working Groups of MNCs

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Abstract

Purpose - The purpose of this study is to confirm that five different working positions show different Organizational Commitment (OC) and factors influencing OC levels in the Chinese MNCs.

Design/methodology/approach - The study collected data of 326 employees in different positions in Chinese MNCs abroad and in domestic country. To test hypotheses, ANOVA analysis and linearity regression are used with SPSS 26 and AMOS 26 software on the collected data.

Findings - Results shows that different working groups do not show significant difference of AC and CC level. However, there are significant difference of NC among the five groups in the Chinese MNCs. Employee's position and marital status are positively related to CC and NC. Tenure is positively related to AC.

Research implications or Originality - Our research offers insight for further research direction on OC difference research. It provides implication for Chinese MNCs to consider more about strategies how to stimulate host country employee's normative commitment.

Keywords: Organizational Commitment; Affective Commitment; Normative Commitment; Continuance Commitment; Position; Marital Status; Tenure

JEL Classifications: M1, M2

I. Introduction

Affecting by pandemic of COVID-19, the global economy is decreasing these years since 2019. In addition to irregular working hours, the fact that employees do not produce the expected returns from work can be viewed as the main reason of employees leaving their organizations (Guzeller & Celiker, 2020). It is crucial for companies to be clear about employees' turnover due to loss of talent, additional hiring and training for replacement, etc. (Stamolampros et al., 2019). Organizational commitment (OC), the concept utilized as a predictor of employee retention, has become the concern of managers and human resource departments in an increas-

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ing number of organizations (Idris, 2014). For instance, human resource (HR) experts believe that it is critical for them to fully understand which factors generate employee commitment and apply the knowledge to leverage employee retention and productivity (Steel et al., 2002). These days, a great many studies have been conducted to find out the relationship between OC and job performance, job satisfaction and turnover intention (Eliyana & Ma'arif, 2019; Hendri, 2019; Jufrizen et al., 2021; Loan 2020; Pratama et al., 2022; Soomro & Shah, 2019).

In order to fully understand commitment in different organizations, previous researchers have done a vast majority of studies. For example, Nguyen and Fookien (2013) found that expatriate employees in MNCs show higher OC towards subsidiaries than parent firms. It has been proved that local employees who work in MNCs show a higher level of OC towards subsidiaries than their parent company (Nguyen et al., 2015). Banai & Reisel (1993) indicated no differences in OC levels between expatriate managers and domestic managers in subsidiaries in MNCs. Gregersen and Black (1992) indicated that there were distinctions for antecedents of OC to both parent companies and subsidiaries. However, the knowledge of OC differences and antecedents of OC still needs exploring (Presbitero et al., 2019). Especially for MNCs, they assigned expatriate managers abroad, inpatriate managers transferring from different branches to headquarters. How to attract, select, and retain them to work effectively outside their national borders (Mendenhall & Oddou, 1985; Stroh & Caligiuri, 1998; Tung, 1988; Tung & Miller, 1990; Adler & Bartholomew, 1992) is of great significance for MNCs human resource management. In addition, China is of great cultural difference from Western countries (e.g., Hofstede 2001), which characterized by collectivism and Confucian values. Chinese culture emphasizes harmony, loyalty, "face" and "guanxi" (Lockett 1988 ; Earley 1989 ; Warner 1993). Chinese employees consider themselves as members of the organization, put priority on Confucian values, such as responsibility, duty and loyalty (Rarick, 2007). Therefore, China may be a potential challenge to Western paradigms which had developed in the West due to Chinese distinctive cultural value from Western countries. Therefore, we propose two research questions: (1) Does HQ officials show higher level of OC than expatriate managers, inpatriate managers, host country managers and host country employees in the MNCs in the context of China? (2) Why those people show these differences? This paper aims to answer these two questions.

Through a survey of Chinese MNCs, the study found that employees in different working positions indeed show different level of NC. Although expatriate and inpatriate managers might feel independent working in an unfamiliar environment, due to sufficient support from their headquarters and colleagues, they do not show much difference in their level of AC. In addition, although headquarter officials and host country managers possess more knowledge and skills, they have more opportunities to change their position in pursuit of more fame or other priorities instead of continuing in the same organizations. However, due to the lower economy globally, they choose to stay in their organizations. Finally, host country employee showed the lowest NC in the organization. Their need, desire or preference could not be met from the job they perform compared with other positions in the organizations.

Our paper makes the following contributions. First, although previous studies have examined differences in organizational commitment for expatriate managers from other host-country employees (Banai & Reisel, 1993), inpatriate managers who are transferred from subsidiaries to headquarters are ignored when comparing differences of OC levels between employees. So, our study supplements the understanding of OC dimensions. Secondly, compared with US

employees, there were no differences for employees in levels of OC in non-Western countries, such as Japan and Korea (Luthans et al., 1985). However, it is interesting to find out that there were significant differences in NC among different positions of employees in China. Finally, previous researchers identified individuals' variables, such as age, rank, and seniority, as the antecedents for OC differences (Banai & Reisel, 1993; Gregersen & Black, 1992; Nguyen et al., 2013; Taylor et al., 2008; Wang et al., 2010). Our study firstly found out that employees' position in the firm and their marital status could be crucial factors influencing their OC levels. Tenure is proved to be crucial antecedents for AC in the context of China. Practically, through understanding the difference of different groups of employees' organizational commitment levels, it is easy for managers to apply HRM strategies. For expatriate and inpatriate managers, MNCs should make compensation materially and spiritually to assist them well adapt to the new working environment. In addition, to maintain talents in the host country, MNCs should adjust their payment according to their contributions to the company.

II. The Theoretical Background and Hypothesis

Scholars has widely studied the construct of OC, from employees' sense of identification and involvement in the 80s (Mowday et al., 1974; Mowday et al., 1979), to employees' psychological attachment in the later years (Smith et al., 1999; Richards & Schat, 2011). However, the most widely adopted model is three-component model developed by Meyer and Allen (1990). They propose that organizational commitment is the three states of mind that employee experience simultaneously, including affective, normative, and continuance organizational commitment. Affective commitment (AC), the first component of organizational commitment is defined as emotional attachment, identification, and involvement of employees in the organization and reflects their desire to stay with their organization (Allen & Meyer, 1990, p. 67). Continuance Commitment (CC), driven by employees' employment needs, is typically defined as employees' awareness of the costs related to leaving their organization (Allen & Meyer, 1990, p. 67). Normative commitment (NC), refers to an employee's 'feeling of obligation to continue employment' due to their internalization of the normative stress imposed on them (Allen & Meyer, 1990, p. 67).

Previous researches have got some achievements focusing on OC. Banai and Reisel (1993) found no difference in OC levels between expatriate and domestic managers. However, it has been found that domestic managers in Japanese firms showed higher levels of AC, NC and CC than manager did in MNCs (Benton & Magnier-Watanabe, 2014). There are other researches examining employees working in MNCs or joint ventures. Johnson et al. (2002) found that OC levels of managers international joint ventures was stronger in joint venture than in parent firm. Then in 2015, Nguyen et al. found that local employees working in MNCs showed higher level of OC toward the subsidiary than that toward the parent company.

1. Affective commitment (AC) and employees of different positions in the organization

Islam and Amin (2021) proposed potential assessment theory. They believe that the success

for organization's gaining its goals is heavily relied on competence of its human resources. Competence is assessed on the basis of human resource potential in the form of academic ability, training, working experience and job proficiency. The higher human resource competence is, the more likely they are satisfied with their job and improve their performance. Social identity theory suggests that when organizations invest in their employees, employees are likely to accept these corporate investments in a positive way (Cropanzano & Mitchell, 2005). In other words, when an organization invests in the employment relationship, employees are obligated to return the investment (Kuvaas & Dysvik, 2010). Headquarter officials and host country managers are working in China mainland. They believe that they are members of the organization. In addition, some foreign headquarter officials have stayed in China and worked in the organization for an extended period; they love the organization they are working for. They cognitively recognize others with shared characteristics as an 'in-group'. They consider that they belong to the organization in which they are working. They possess a strong sense of membership in the organization. Therefore, they are willing to assist the organization in achieving its goals.

Meanwhile, Leader-Member exchange theory (LMX) indicated that different binary relation has been cultivates between leaders and their subordinates (Liden & Graen, 1980), which results in high-LMX with their subordinates rather than others. Based on model of Hollenbeck and Klein's (1987), supportiveness from supervisors is a key element to employee commitment. If supervisors grant more support and encouragement to subordinates, subordinates are likely to reinforce their determination to achieve their goals, which definitely enhances their commitment to their organizations (Klein & Kim, 1998). However, due to the distance between expatriate managers and headquarters, expatriate managers developed a feeling of independence and believed that their headquarters have totally forgotten them. Inpatriate managers who were transferred to branches to work gain less support and encouragement from their supervisors; they tend to reduce their determination to achieve their goals, which undermines their affective commitment to their organization accordingly (Klein & Kim, 1998). Given the theory above, we propose the following hypothesis:

H1: HQ officials and host country managers show higher affective commitment to their organization than expatriate managers, inpatriate managers, and host country employees.

2. Continuance Commitment and Employees of different positions in the organization

Mitchell and colleagues (2001) describe job embeddedness as "a net or web in which an individual can become stuck". HQ officials, managers and employees are classified based on their skills, knowledge and competence. Especially for HQ officials and managers, they need to deal with extra plans for development for the organizations than employees. Similarly, they burden more pressure from work than employees. Based on Conservation of Resources Model (Hobfoll, 1989), people prioritize broad domains of activity (e.g., work, family, and leisure) to which they prefer to allocate resources and then determine how to distribute them. Time and energy are commodities to be exhausted. Once used up, they cannot be utilized on other tasks, whether in the same domain or other fields. When demands from work or family require

a reallocation of resources that could not fit one's priorities, there are possibilities of intra-role or inter-role stress (Hobfoll, 1989). Intra-role stress arises when resources required to satisfy demands within a specific domain are lost or not offered. The resources scarce may be either perceptual or actual. For example, expatriate managers or inpatriate managers have made an enormous sacrifice for the organization by accepting an international assignment or being transferred to headquarters. They expect the firm to pay back by offering support and assistance (Guzzo et al., 1994). A perceived shortage of support may enable it more challenging for them to perform his/her job successfully (Kahn et al., 1964). Based on the above theory, we proposed the following hypothesis:

H2: Expatriate and inpatriate managers show lower Continuance Commitment to the organization than HQ officials, host country managers, and host country employees.

3. Normative Commitment (CC) and Employees of different positions in the organization

Person-job-organization (PJO) fit theory (Kristof-Brown et al., 2005) is found to be connected with the context of job satisfaction and organizational commitment. According to needs-supplies (or values) perspective, Kristof-Brown et al. (2005) proposed that person-job (PJ) fit occurs when employees' needs, desires, or preferences are satisfied by the jobs that they perform. Thus, employees would be content with the job when the organization policies or met their needs, values or preferences. According to Chatman (1989), person-organization (PO) fit was 'the consistency between the values and norms of organizations and those of persons' (p. 339). The congruence of value between the organization and employees creates PO fit. Therefore, employees are likely to demonstrate higher job satisfaction and organizational commitment if their values align with organization policies. Conversely, a 'mismatch' between employees' values and their current specific job characteristics or organization may give rise to lower job satisfaction and organizational commitment. Compared with a higher payment and higher position in the organization of headquarter officials, host country managers, expatriate managers, and inpatriate managers, host country employees received lowest salary and lowest status in the organization. They believed that it is not wrong to abandon the organization if they find a better job. Although they share the same value and norms with their organization, lower job satisfaction leads to lower normative commitment (NC) to their organization.

H3: Host country employees show lower normative commitment to organizations than HQ officials, host country managers, expatriate managers, and inpatriate managers.

4. Marital Status, different positions in the MNCs, Tenure and AC, CC, and NC

Ghuman (2011) stated that the achievement of job satisfaction could mark the success of the organization. Expectancy theory pointed out that job satisfaction assessment is based on the goal achievement, and fulfillment of well-being. In order to gain more from the company, great amount of time and energy must be invested in their work. As a result, they make overt and volitional choices on time and energy at work and family roles. Obviously, when they

get married, their living expenses increase, and they need to earn more to support their families. They spend most of their time on work and show more attachment to their organizations with more intention to stay for a longer time in the company to earn a stable income for their family. Based on person-organization (PO) fit (Chatman, 1989), those married employees chose to stay longer with their organization, they accept organizations' value and norms. They then hold higher normative commitment.

Equity theory of Adams (1965) explained the relationships between remuneration and organizational commitment. On behalf of shareholders, CEOs shoulder the highest level of accountability and responsibility for MNCs (Kaplan, 2013; Wibowo & Kleiner, 2005). These headquarter officials (CEOs, presidents, etc.) are typically talented in leadership and competencies and are perceived as scarce resources in the company. Consequently, those headquarter officials are highly paid with a remuneration structure to maintain employment in the MNCs and promote organization's performance. Expatriate managers are executives from MNC headquarters to foreign subsidiaries, and inpatriate managers are transferred from subsidiaries to MNC headquarters. The adequate fit of environment and themselves can affect their motivation, behavior, and overall psychological and mental health (HOLMBECK et al., 2007). Therefore, organizations are obliged to offer standards of living of their origin and provide additional compensation to assist them in accomplishing their assignments. As a result, expatriate and inpatriate managers are well-paid with various allowances, premiums, and insurance (Dowling et al., 1999). It is common for expatriates and inpatriates to have significant pay differences with host country managers and employees (Toh & DeNisi, 2003). Therefore, they feel more attached to their organizations and cultivate more affective commitment and normative commitment afterwards.

Human capital theory could also explain the relationship between tenure and OC dimensions. The longer employees stay in an organization, the more time and energy they invest in the company. Reichers (1986) suggested that managing newcomers' commitment to organizations is problematic since their structural and behavioral bonds have not been developed due to lack of chance. However, with months or years of working in the organization, more psychological and behavioral linkages are produced to commit to their organization. Meanwhile, investment and scare chances to be employed might strengthen employees' attachment to firms (Cohen, 1993). Nevertheless, these have rare connections with the obligation to continue to be employed in the organization.

Based on the theories mentioned above, we propose the following hypotheses:

H4a: Marital status will be positively associated with their Continuance Commitment and Normative Commitment;

H4b: Different positions in the organization will be negatively associated with their Affective Commitment and Normative Commitment;

H4c: Tenure will be positively associated with their Affective Commitment;

III. Methodology

1. Respondents

Respondents who worked in abroad and subsidiaries of multinational companies of China are investigated in this study. All the respondents are informed with consent of the information collected in the questionnaire. Companies are of various industries. Three hundred fifty questionnaires are sent to respondents of via WeChat or QQ (two popular social apps in China). Excluding invalid responses, finally, we got 326 valid responses. They were from 5 working position groups: HQ officials, expatriate managers, host country managers, inpatriate managers, and host country employees. Given these are Chinese MNCs, 212 (65%) respondents were Chinese, 28 (8%) were Korean, 34 (10%) were Englishmen, 36 (11%) were Americans, 12 (4%) were Japanese and 4 (2%) were of other nationalities. The sample comprised 181 males and 145 females (See Table 1). Since these companies are Chinese multinational companies, whose headquarters are mainly located in China. The samples for expatriate and inpatriate are not sufficient. But headquarter officials, host country managers, and host country employees are ample to analyze. So, these respondents surveyed in the questionnaire are applicable.

Table 1. Data Sample

		Headquarter Official	Expatriate Manager	Local Manager	Inpatriate Manager	Local Employee	Total
Nationality	Chinese	65	32	50	34	31	212
	Korean	6	5	6	5	6	28
	Englishman	7	6	3	15	3	34
	American	4	6	8	9	9	36
	Japanese	1	1	5	3	2	12
	Other	0	1	0	2	1	4
Gender	Male	49	26	46	36	24	181
	Female	34	25	26	32	28	145
Age	20-30	5	17	32	21	28	103
	31-40	50	25	31	21	19	146
	41-50	26	7	6	15	3	57
	Over 50	2	2	3	11	2	20
Education	High School	7	5	4	4	7	27
	College	20	11	14	19	18	82
	Bachelor's Degree	47	29	40	35	20	171
	Master or above	9	6	14	10	7	46
Marital Status	Single	24	20	30	28	30	132
	Married	56	28	41	37	20	182
	Divorced	3	3	1	3	2	12
Total		83	51	72	68	52	326

2. Instruments

The subjects were asked to respond to English, Chinese and Korean versions of the Organizational Commitment Questionnaire (Allen and Meyer, 1990). Firstly, the questionnaire was compiled in English. Then it was translated into Chinese-version and Korean-version by professionals. To check the accuracy of the Chinese and Korean versions, they were translated back into English again. 24 items were used to assess three dimensions of organizational commitment, respectively: AC (Affective Commitment), CC (Continuance Commitment), and NC (Normative Commitment). The responses were reported from 1 to 7 (strongly disagree to strongly agree).

The questionnaire was included two sections. The initial section was demographic information, such as gender, age, education, marital status, nationality, position, and tenure. The second section replicates Allen and Meyer's (1990) questionnaire items on organizational commitment because these items were well-established and dominated organizational commitment research (Meyer et al, 2002). Hence, we adopted these items in our study (See Appendix).

The independent variables were measured as follows: Dummy variables were assigned for the same nationality and different nationalities for different groups of employees. Employees of the same nationality as the firm were coded with 0, while others of different nationalities with the firm were coded with 1. Five roles working in the MNCs were coded with 5 numbers. Tenure was measured from months to years. For marital status, we use dummy variables. Married was coded 1, while others 0.

3. Procedure

It was distributed via WeChat and QQ (two popular social communication apps in China) to specific groups of respondents online by ourselves, respectively. However, we got only 120 respondents. In order to achieve more respondents, we asked for help from Sojump and <http://www.wenjuan.com> with payment (19 RMB per sample). They are specialized survey companies in mainland China. They work with numerous companies in mainland China. So, they could find more respondents for our survey randomly. We got 200 more respondents. Due to the specialty of the sample, we bought 30 top-level HQ officials' samples (CEO, president, or vice-presidents of MNCs) from Shanghai Zhongyan technology company with 800 RMB per sample. They send the questionnaire to them purposively with respondents' consent and payment. Then we got 350 respondents in total. They are from 23 provinces, 88 cities and 4 municipalities in mainland China and three foreign counties (Canada, Korea, and Russia). They are from various industries of Chinese MNCs.

4. Data Analysis

Prior to testing the hypotheses, a reliability test was conducted on all questions items using Cronbach's alpha. The results suggested that AC, CC and NC has high internal consistency ($\alpha = 0.86 ; 0.76 ; 0.78$). Then the study conducted KMO sample fitness test and Bartlett sphericity test with SPSS26.0 showing KMO value of .886, indicating that the data is applicable for factor analysis through principal component analysis and maximum variance method. Based

on Allen and Meyer's model, we extracted 3 principal component factors.

Then the validity and reliability of OC construct is assessed with the help of Confirmatory Factor Analysis (CFA) using AMOS 26. After removing items with standardized estimate less than 0.5, eleven items (3 items for AC, 4 items for CC and 4 items for NC) were reserved for analyzing OC dimensions (See table 2). The three-factors model construct proved acceptable values ($\chi^2/df=1.631$, $GFI=0.964$, $AGFI=0.942$, $CFI=0.981$, $RMSEA=0.044$). Subsequent ANOVA analysis was used to identify differences between different levels of AC, CC, and NC among employees of various positions in the MNCs.

A correlation analysis was used to test position, marital status, tenure, AC, CC, and NC for all respondents. Following the correlation analysis, a linearity multiple regression analysis was applied to identify the association between these antecedents and three dimensions of OC.

Table 2. Eleven Reserved Items for CFA

Scale items	AC	CC	NC
I would be very happy to spend the rest of my career with my organization.	.70		
I enjoy discussing about my organization with people outside it.	.70		
I really feel as if this organization's problem are my own.	.67		
It would be very hard for me to leave my organization right now, even if I wanted to.		.66	
Too much in my life would be disrupted if I decided to leave my organization now.		.73	
Right now, staying with my organization is a matter of necessity as much as desire.		.78	
I feel that I have very few options to consider leaving this organization.		.65	
One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.			.60
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.			.76
I was taught to believe in the value of remaining loyal to one organization.			.71
Things were better in the days when people stayed in one organization for most of their careers.			.82

IV. Results

(Table 3) shows the results of the ANOVA test for the different levels of AC, CC, and NC among employees in various positions in the MNCs or firms in mainland China. The results show that there is no significant differences among the mean score of AC level among different groups of employees, headquarter official (4.71), host country manager (4.52), expatriate manager (4.41), inpatriate manager (4.13) and host country employee (4.35). So, hypothesis 1 is not supported. This might due to the fact that organizations has realized the complex situation for expatriate and inpatriate managers. These who work in a different cultural background might make them feel frustrated or burnout, however, organizational support could reduce the level of working stress and psychological problems (Takatsuka & Yimcharoen , 2021).

Thanks to the organizational support from their organizations, these who assigned to a foreign subsidiary or transferred to work in the headquarters feel great care and produce more attachment to their organization. Similarly, the results do not show great significant differences among different positions of employees in CC levels, headquarter official (4.6), host country manager (4.1), expatriate manager (4.64), inpatriate manager (4.46) and host country employee (4.37). Therefore, hypothesis 2 is not supported. Although those expatriate and inpatriate managers might experience great stress working in the unfamiliar environment with new colleagues, they could adjust these well by receiving support from their organizations by increasing interactions with host nationals in work and non-work situation (Takatsuka & Yimcharoen, 2021). All these interaction could help them adjustment well in unfamiliar environment then achieve success in their assignment, thus continue to work for their organizations. However, the result demonstrates significant differences of NC levels among employees of various organizational positions. Headquarter officials (4.73), host-country managers (5.07), host country manager (4.38) and inpatriate manager (4.36) showed a higher level of normative commitment than host country employees (4.15). It shows that host country employees possess the lowest level normative commitment to their organization. So, hypothesis 3 is supported.

Table 3. Means and Standard Derivation ANOVA Analysis for HQ Officials, Host Country Managers, Expatriate Managers, Inpatriate Managers, Host Country Employees on AC, CC and NC

Roles in the Organization													
	Headquarter official (n=83)		Host country manager (n=51)		Expatriate Manager (n=72)		Inpatriate manager (n=68)		Host country employee (n=52)				
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	SS	F	SIG
AC	4.71	1.38	4.52	1.31	4.41	1.36	4.15	1.35	4.35	1.39	12.71	1.73	.143
CC	4.60	1.30	4.10	1.03	4.64	1.32	4.46	1.28	4.37	1.11	12.83	2.17	.072
NC	4.73 ¹	1.21	4.38 ²	1.08	5.07 ³	1.08	4.36 ⁴	1.28	4.15 ⁵	1.07	29.32	5.48	.000

¹ Turkey HSD - Test, sig dif ($p < .05$) between headquarter official and host country employee

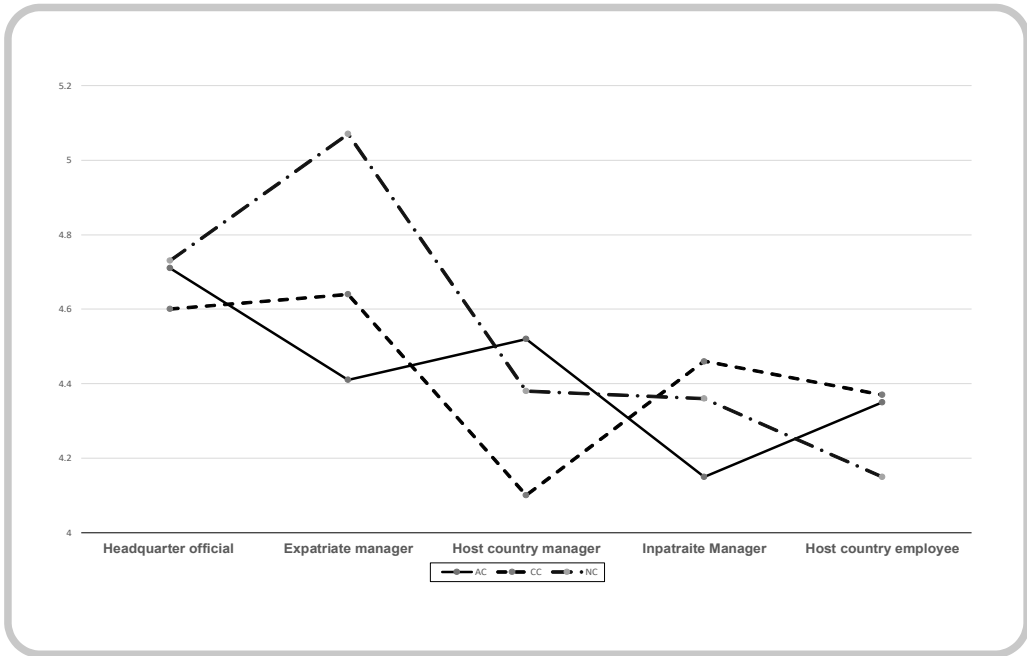
² Turkey HSD - Test, sig dif ($p < .05$) between host country manager and expatriate manager

³ Turkey HSD - Test, sig dif ($p < .05$) between expatriate manager, host country manager, inpatriate manager and host country employee

⁴ Turkey HSD - Test, sig dif ($p < .05$) between inpatriate manager and host country employee

⁵ Turkey HSD - Test, sig dif ($p < .05$) between host country employee, headquarter official and expatriate manager

Figure. 1. Means of Plots of AC, CC and NC Among Five Working Roles



The results of correlation are shown in (Table 4). Marital status significantly positively correlated with AC, CC, and NC ($r=.120$, $r=.120$, $r=.131$, $P<.05$). So, H4a is supported. Positions of employees are negatively correlated with AC ($r=-.116$, $P<.05$) and NC ($r=-.204$, $P<.01$). Since positions is numbered with 1 to 5, the higher the number, the lower position employee is in the firm. Therefore, H4b is supported. Finally, tenure is shown to be significantly positively related with AC, CC and NC ($r=.183$, $P<0.01$; $r=.117$, $r=.129$, $P<.05$). Thus, H4c is supported. Tenure showed significant positive relation with AC, CC, and NC ($r=.183$, $P<.05$; $r=.117$, $r=.129$, $P<.05$). H4c is supported.

Table 4. Results of Correlation

	1	2	3	4	5	6	7
1. AC	1						
2. CC	-.189**	1					
3. NC	.027	.506**	1				
4. Marital Status	.120*	.120*	.131*	1			
5. Position	-.116*	-.076	-.204**	-.151**	1		
6. Tenure	.183**	.117*	.129*	.286**	-.065	1	
7. Same vs. different nationality	-.011	-.041	-.007	-.010	.117*	.262**	1

**Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

(Table 5) shows the results of linearity regression analysis. It shows that marital status is a crucial antecedent for continuance commitment ($\beta = .158, P < .01$) and normative commitment ($\beta = .148, P < .01$). Position in the MNCs is a critical antecedent for affective commitment ($\beta = -.144, P < .05$) and normative commitment ($\beta = -.173, P < .05$). Employees' tenure in the MNCs is another crucial antecedent for affective commitment ($\beta = .185, P < .01$).

Table 5. Linearity Multiple Regression Standardized Beta Coefficients

Independent Variable	Affective Commitment	Continuance Commitment	Normative Commitment
Marital Status	NS	.158**	.148**
Position	-.144*	NS	-.173*
Tenure	.185**	NS	NS
Same vs. different nationality	NS	NS	NS
R ²	.050	.042	.075
Adjusted R ²	.035	.027	.060
F	3.34	2.81	5.17

*sig < .05

**sig < .01

***sig < .001

NS= Not significant

V. Discussion and Conclusion

1. Discussion

Our paper applied Potential assessment theory, Social identity theory, Human capital theory and Leader-member exchange theory to explain difference among different positions of employees OC in MNCs. Different from our expectation, headquarter officials and host country managers do not possess a higher-level affective commitment and continuance commitment to their organizations than expatriate manager and inpatriate managers in Chinese MNCs. Previous literature showed that 57% of expatriate assignment failed due to inability of adjusting to the new environment (Olsen & Martins, 2009), inadaptability to deal with responsibility in overseas work (Heijden et al., 2009). However, situation changed with organization increasing concern with this phenomenon. Organization has found out measures to handle the situation, such as making preparation for expatriates, providing continuous training, offering global corporate career support (Haile & White, 2019). Therefore, those expatriate or inpatriate managers who work in another country background do not feel frustration or depressed at work and out of work. They produce more emotions attachment to their organization from support and training programs. Thus, the success of adjustment make them willing to have long-term assignment work for their organization.

Our paper also found that employees' marital status, working positions in the MNCs, and tenure are three significant antecedents to explain employees' differences at OC level. Those

married employees have more challenge and difficulties to pursuit their career development due to support and commitment from family, especially spouse (Kadarko et al., 2016). Meanwhile, they face more pressure than the unmarried employees in supporting family and children. In our survey, most of host country employees are young people. They demand benefits, rewards and compensation equity from their organization (Nguyen, 2020). When their demands cannot be met from organizations, they feel unsatisfied from working for their organization. In addition, based on human capital theory (Becker, 1985). Employees in different positions possess distinctive knowledge and ability based on their education and experience. All these could be productive and creative in their work. Thus, organizations invest and reward them accordingly. So, different compensation and treatment could produce different attitude, behavior, and psychological reactions toward their organizations. Finally, age is confirmed to be positively related to commitment (Morris & Sherman, 1981). When employees' age grows, working experience and positions in the organization in the MNCs increase. So does their values. So when the new employed young work for the organization, they might not hold the same value or norm with their organizations.

Theoretically, this paper contributes to the following aspects. Initially, our study gives a comparatively comprehensive picture of employees' difference levels of OC in different positions in the MNCs. This supplements OC theory in the context of MNCs. In addition, Japan and Korean, two non-western countries, showed no differences in employees' OC levels (Luthans et al., 1985). However, there are noticeable different NC levels among employees in different positions working in MNCs. Host country employees showed the lowest normative commitment among all positions. This improves scholars' understanding in this domain. Furthermore, variables, such as age, rank and seniority are confirmed to be antecedents for OC differences (Gregersen & Black, 1992; Banai & Reisel, 1999; Taylor et al., 2008; Wang et al., 2010; Nguyen et al., 2013). Our study proved that positions in the MNCs and employees' marital status are two major antecedents for OC in the context of Chinese MNCs.

Based on our study, MNEs should consider host country employee's demands apart from salary and adjust their organizational culture to retain these young people in their organizations. For instance, an individual's intrinsic desire for training is associated with psychological aspects which positively impact employee outcomes, such as turnover and commitment (Au et al., 2008; Rowold, 2007). Therefore, more attractive training programs could be offered to those young to enable them become emotionally and psychologically attached to the organizations. Meanwhile, organization should consider more about organization culture to influence on the young host country employees to make them commit more to their organizations.

Our paper focused on analyzing OC difference of employees in different positions in MNCs. However, different working roles could also serve as moderators to analyze the relationship between MNC strategies and OC dimensions. Meanwhile, OC dimensions could also be acted as moderators to analyze the association between organizational factors and employees' behaviors. For example, affective commitment has been found to partially mediate the connection between organizational support from the parent company and organizational citizenship behaviour (Liu, 2009).

This paper only identified antecedents of OC dimensions, marital status, positions working in the firm, and tenure. However, it did not cover outcomes of OC for company performance. For example, future researchers could investigate whether OC level could assist firm financial

performance in the parent company or subsidiary by stimulating employees to contribute more to engage in their jobs.

2. Conclusion

Due to the fact that global economy is decreasing, it is of great significance of human resource experts to fully understand which factors generate more employee commitment and apply knowledge to leverage employee retention and productivity (Steel et al., 2002). The purpose of our paper is to confirm whether employees in different positions in Chinese MNCs show different level of OC dimensions (AC, CC and NC). Based on potential assessment theory, social identity theory, human capital theory and leader-member exchange theory, although there is no significant different AC and CC levels among all working groups in MNCs, our study finds out host country employees show the lowest normative commitment among all working positions. Further analysis shows that marital status, positions and employees tenure are crucial antecedents for OC dimensions. Our research result complement OC theory and provide new research directions for scholars who are concerned. For Chinese MNCs human resource managers, apart from paying attention to expatriate managers and inpatriate managers, they should focus on host country employees as well. Employees' psychological issue arose from family or work dissatisfaction might lead to lower OC level to their organization. Future research could try to explain more variables affecting OC dimension in diverse context.

Appendix A

Questionnaire for Affective Commitment, Continuance Commitment, and Normative Commitment

1. Strongly disagree
2. Disagree quite a lot
3. Disagree just a little
4. I am not sure
5. Agree just a little
6. Agree quite a lot
7. Strongly agree

Affective Commitment
I would be very happy to spend the rest of my career with this organization.
I enjoy discussing about my organization with people outside it.
I really feel as if this organization's problem are my own.
This organization has a great deal of personal meaning for me.
I think that I could easily become as attached to another organizations as I am to this one.
I do not feel like 'part of the family' at my organization.
I do not feel 'emotionally attached' to this organization.
I do not feel a 'strong' sense of belonging to my organization.
Continuance Commitment
It would be very hard for me to leave my organization right now, even if I wanted to.
Too much in my life would be disrupted if I decided to leave my organization now.
Right now, staying with my organization is a matter of necessity as much as desire.
I feel that I have very few options to consider leaving this organization.
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifices - another organization may not match the overall benefits I have here.
I am not afraid of what might happen if I quit my job without having another one lined up.
It wouldn't be too costly for me to leave my organization now.
Normative Commitment
I think that people these days move from company to company too often.
One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.
I was taught to believe in the value of remaining loyal to one organization.
Things were better in the days when people stayed in one organization for most of their careers.
I do not think to be a 'company man' or 'company woman' is sensible anymore.
I do not believe that a person must always be loyal to his or her organization.
Jumping from organization to organization does not seem at all unethical to me.

(source: These questionnaire items are adopted from Allen and Meyer, 1990)

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