

Postgraduate Seminar Series

Topic Defence Seminar – Examining the Linkage Between Confucian Values (Junzi), Employee Outcomes and Corporate Performance

- **Date:** 11 September 2026 (Friday)
- **Time:** 14:00--15:30
- **Venue:** LYH310
- **Presenter:** Mr. Michael CHMIELINSKI (PhD student of MKT)

Abstract: Despite extensive evidence that ethical climate enhances organizational performance, prevailing frameworks remain rooted in Western constructs, leaving culturally “indigenous” ethics underexplored. This study examines how Confucian Junzi virtues, namely benevolence (Ren), righteousness (Yi), propriety (Li), wisdom (Zhi), and trustworthiness (Xin), operate at the organizational level to influence employee attitudes and organizational outcomes. Drawing on virtue ethics scholarship, we develop a conceptual model positioning perceived organizational Junzi as an antecedent of employee job satisfaction, which subsequently affects turnover intention, retention, and employee commitment. We further examine psychological safety as a key moderator of the relationship between Junzi virtues and job satisfaction.

A pilot study was first conducted with employees in Hong Kong to validate the instrument and establish preliminary evidence for the hypothesised relationships. The main study will employ a survey design administered to employees of firms across three industries: financial services, education, and commerce and three ownership categories: Hong Kong-owned, Mainland China-owned, and foreign-owned firms. By extending virtue ethics research beyond Western paradigms and incorporating a Confucian perspective, this study contributes to the literature on ethical leadership, organizational culture, and cross-cultural management. The findings are expected to enhance understanding of how organizational moral character shapes employee attitudes, workplace relationships, and organizational effectiveness.

All are welcome

- For any inquiries, please contact us at hkibs@ln.edu.hk or call us at 2616-8374.