

Loyalty of Professional Managers in Chinese Family Enterprises: The Determinants and Formation Mechanism

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KEYWORDS Managers' Turnover Intention. Betray to Employers. Transmitting Mechanism of Effects. Chinese Family System

ABSTRACT The lack of professional managers' loyalty is a serious problem that Chinese family firms are confronted with currently. This paper develops and tests a formation process model of managers' loyalty, explained the transmitting channels and generating mechanism of relevant factors. The empirical results indicate that manager firstly takes some perception on the factors related to himself, organization, employer, job and job alternatives; then high level of perception results in the change of the job satisfaction (JS), organization commitment (OC) and job initiative; the latter in turn brings about better job state and lower job searching intention; at last, loyalty is maintained. This study focused on the decision making process through which turnover intention occurs, deepens understanding about the formation mechanism of professional managers' loyalty to family enterprises in China.