

Abstract

In Western cultures, integrity is used as a construct to predict counterproductive behaviors (CPB) and job performance of employees, but no similar construct has been found in the Chinese culture. This study used “junzi” (an ideal person) in Confucian thought as a basis for an indigenous construct to predict job performance and CPB of Chinese employees. Based on the personality characteristics of *junzi* from the Analects (Confucius’s sayings), we identified 13 personality traits from the Chinese Personality Assessment Inventory and developed scales in studiousness and helpfulness to predict the supervisory ratings of job performance and CPB of 123 Chinese employees. Regression analyses showed that Ren Qing (Relationship Orientation), Responsibility, Diversity and Helpfulness were significant predictors of the supervisor-rated job performance and CPB, which imply considerable construct validity for the concept of *junzi*. The implications and limitations of the study are discussed, and future research directions are suggested.