

acculturation process in M&As 134	Chinese gong-si
achievement motivation 309–11	centralized decision-making 109–10
active mechanisms of cultural influence 49, 60	organization design and culture 91-4
actorhood, global cultural process 157-8, 161-3	Chinese <i>guanxi</i> capitalism 33
affinal kinship 32	cognitive anthropology research, cross-cultural conflict and
AG (German public stock company) 94	negotiation 339, 350–2
aggregate constructs 505–7	cognitive CQ (cultural intelligence) 27
allocentric characteristics 183	cognitive dissonance 49
Anglo cluster 18–19, 82, 84–5	cognitive mechanisms of cultural influence 49, 60
Arabic cluster 18–19, 456–7	cognitive styles, relationship with economic activities
assertiveness cultural dimension 126, 129, 130	35–6
associative versus abstractive reasoning 184–5	collaborative decision-making 108, 112–14
attribution	collective constructs 505–7
fundamental attribution error 474	collectivism, and group behavior 53, 57 see also
in trust relationships 385–90, 397, 404–5	individualism-collectivism cultural dimension
isomorphic 474	combination mode of knowledge creation and diffusion
isomorphic 171	177–8, 179, 180
behavior	communication science research, cross-cultural conflict and
cultural influences 52, 53, 55, 57–8, 59–60	negotiation 337–8, 357–60
regulation by social norms 25	comparative law research, cross-cultural conflict and
behavior modification training 464	negotiation 337, 346–8
behavioral CQ (cultural intelligence) 27	complex versus simple knowledge 177, 180
beliefs	confirmatory factor analysis 501–3
characteristics of 51	conflict and negotiation cross-cultural research
context-free 24–5	cognitive anthropology perspective 339, 350–2
cultural influences 51, 53, 54, 56–7, 59	communication science perspective 337–8, 357–60
bias	comparative law perspective 337, 346–8
cross-cultural research methodology 493–500	experimental economics perspective 339, 352–5
Western/US bias in leadership research 223, 231	international relations perspective 340–1, 360–4
Boeing, acquisition of McDonnell Douglas 119	language and disputing perspective 340, 348–50
Britain see UK	legal anthropology perspective 336, 343–6
bureaucracy, origin of the concept 72	organizational behavior perspective 335, 342–3
business groups in Japan and Korea 27	primatology perspective 341, 355–7
S	value of interdisciplinary perspectives 334–5, 364
Canadian firms, organization design and culture 84, 85	conformity, moderator of cultural influence 53, 54
capital market perspective on cultural differences in M&As	Confucian principles 91–3
136	consanguineal kinship 32
centralized decision-making 108–10	conscientiousness, moderator of cultural influence 53, 55
centralized stakeholder models 76–8	consultative decision-making 108, 110–12
China	coping, definition 421 see also stress at work
Confucian principles 91–3	core cultural dimensions
cultural conflict in a transition economy 38–9	hierarchy-equality 10–11
guanxi 27, 33, 91–2	individualism-collectivism 10, 11–13
kinship systems 32–3	mastery-harmony 10, 13–14
preferred managerial style 74	monochronism-polychronism 10, 14–16
Chinese family firms 92–3 see also Chinese gong-si	universalism-particularism 10, 16–17
2	



core cultural dimensions (CCD) model 9–19	different views of the leader's role 220
country clusters 17–19	expatriate staff performance 236–8
directions for future research 19-21	functional universals 224
qualitative measures 17–19	GLOBE project 220-4, 226, 227-8, 229-30, 232-4
quantitative measures 17	implications for leaders 234–8
country clusters (cultural dimensions) 17–19, 232–3	indigenous perspective 231–2
CQ (cultural intelligence) 27	individualism-collectivism dimension 226
cross-border acquisitions 118–41	leader characteristics 233
absorption acquisition 120, 121	leadership styles 233–4
"best of both" merger 121	masculinity-femininity dimension 226-8
acculturation perspective 134	power distance 229–30
capital market perspective 136	practical applications 234–8
complementary capabilities 136–7	recent research findings 220–3
cross-national comparison studies 121–4	research goals 223–4
cultural differences and post-merger outcomes (models)	research related to cultural dimensions 225–31, 232
132–9	search for cultural contingencies 225–33, 234
cultural distance paradigm 124-6	search for leadership universals 223–5, 233, 234
cultural fit (culture compatibility) perspective 133	simple universals 224
cultural influences on employees 128, 129	uncertainty avoidance dimension 228–9
cultural influences on human capital 128, 129	variform functional universals 225
cultural influences on organizational capital 128–30	variform universals 224
cultural influences on social capital 130–2	Western/US bias 223, 231
drivers 118	cross-cultural organizational behavior 27
findings of the GLOBE research program 126-32	cross-cultural research
future research directions 139–41	future research agenda 519–24 see also specific
impact of national cultural differences 118–20	subjects
implementation challenges 118–20	historical perspective 518–19
influence of globalization 118	cross-cultural research methodology
integration approaches 120–1	appropriate level of theory and data 504–12
integration concept 120	assessment of agreement within a group 507–8
intercultural interaction studies 124–6	bias 493–500
national culture and post-merger integration 127–32	choice of instrument 492–3
organizational alignment and post-merger outcome	collective and aggregate constructs 505–7
127–32	comparability of scores across cultures 492–504
organizational learning theories 137–9	construct bias 494–6, 498–9
positive aspects of cultural differences 136–7	cross-cultural applications of standard instruments 492–3
post-acquisition performance 118	equivalence 493–4, 500–3
predictors of post-acquisition performance 118	explaining cross-cultural differences 503–4
preservation acquisition 120, 121	exploratory and confirmatory factor analyses 501–3
resource based view of the firm 136–7	item bias 494, 497, 498, 500
reverse merger 121	meaning of a construct after aggregation 509–10
social constructivist view 139	method bias 494, 496–7, 498–500
social identity theory 134–5	multilevel issues in organizational research 491–2,
transformation merger 120–1	504–12
trust-theoretical perspective 135–6	relationship between different constructs across levels
cross-cultural leadership research	511–12
alternatives to the cultural dimensions approach 231–3	unpackaging observed score differences 504
applications in human resource practices 234–8	variance approach to levels research 508–9
applications in personnel selection 236	ways to improve robustness 491–2
applications in reward systems 234–5	cultural analysis of institutions 31–2
applications in work teams 235–6	cultural causation
challenges for researchers 219–20, 221	evidence for 46–7
comparison with intra-cultural research 219	factors affecting predictability 49–50
cross-cultural definition of leadership 220, 223	nature of 48–50
cultural dimensions work of Hofstede 225–31, 232	cultural cognitions 49
culture clusters 232–3	cultural contingencies in leadership, search for 225–33, 234
different meanings of leadership 219–20	cultural differences, positive aspects in M&As 136–7



cultural dimensions	Drucker, Peter 174
behavior regulation by social norms 25	dynamic externality 25
core cultural dimensions (CCD model) 9–19	
dynamic externality 25	East European cluster 18–19
general beliefs that are context-free 24–5	East/Southeast Asian cluster 18–19
GLOBE model 6–7, 8, 24	eco-cultural model 34–5
Hall model 4, 5, 23	ecological variables 35–6
Hofstede model 4, 5, 23–4	ecology, influence on work behaviors 34-6
Kluckhohn and Strodtbeck model 3–4, 24	economic activities, relationship with cognitive styles 35-6
major dimensions 23–4	economic uncertainty, and cultural influence 53, 58–9
novel dimensions 24–5	economics see experimental economics
quantitative measures 7, 17	employee participation
Schwartz model 5–6, 7, 23–4	future research 115
social axioms that are context-free 24–5	trends across cultures 107–14
societal cynicism 25	employees
societal tightness-looseness 25	cultural influences on 128, 129
Trompenaars model 4–5, 6	impact of cross-border acquisitions 128, 129
see also specific cultural dimensions	environmental resources, classification 36
cultural distance 29, 124–6	environmental richness, and cultural influence 53, 59
cultural fit (culture compatibility) models of M&A	equity theory 311
integration 133	equivalence, cross-cultural research methodology 493-4,
cultural influence model	500–3
dependent variables 50–2	ethnocentricity 472–3
group-level moderators 53, 55–8	executive compensation 316–17
implications for practice 61–2	expatriate staff adjustment and performance 26-7
implications for research 61	cross-cultural research applications 236-8
implications for theory 60–1	expectancy/valence theory 312–13
individual-level moderators 52–5	experimental economics, cross-cultural conflict and
mechanisms of cultural influence 60	negotiation 339, 352–5
moderator variables 52–60	explicit knowledge 175–9, 180
situational moderators 53, 58–60	exploratory factor analysis 501–3
cultural influences	externalization mode of knowledge creation and diffusion
mechanisms 49, 60	178, 180
on behavior 52, 53, 55, 57–8, 59–60	
on beliefs 51, 53, 54, 56–7, 59	face (Confucian principle) 91–2
on perception 50-1, 53, 54, 56, 58-9	family collectivism cultural dimension 127, 129, 130
on values 51, 53, 54–5, 57, 59	Fayol, Henri 72
cultural intelligence (CQ) 27	feminine cultures 13-14 see also masculinity-femininity
cultural jolts 36–8	cultural dimension
cultural scripts for social interaction 49	fictive kinship 32
cultural universals 31–4	foreign cultures, effects of exposure to 53, 54
culture	foreign subsidiaries
and institutional support for industries 79-81	cross-border transfer of knowledge 38
as a causal variable 48–50	diffusion of organizational practices 38
definition 47–8	management of 29-30
evidence of relevance for managers 46–7	France, preferred managerial style 73–4, 75
culture assimilators 463–4	French société anonyme (SA), organization design and
culture clash 130–2	culture 97–100
culture clusters (country clusters) 17–19, 232–3	fundamental attribution error 474
culture theory jungle, problems for researchers 3, 7	future orientation cultural dimension 126, 129, 130
DaimlerChrysler merger 119	gender differentiation cultural dimension 126-7, 129, 130
diagnosis related groups (DRGs) 199 see also patient	gender egalitarianism 455–7
classification systems	General Electric (GE), knowledge management 187
diffusion of cultural elements, cultural jolts 36–8	German konzern, organization design and culture 94-7, 98
disconfirmed expectation 471–4	Germanic cluster 18–19
distributed stakeholder models 76–8	Germany, preferred managerial style 73-4



global community 150	progress and challenges 252-67
global cultural processes 154-8, 159-63	pyramid model of global leadership 258-9
actorhood 157-8, 161-3	global management, cultural approach 25-8
professionalization 156-7, 160-1, 163	global management research (cultural perspective)
rationalization 154-6, 160, 163	area-specific theoretical frameworks 26–7
global culture 150–8	conflict between culture and institution 36-8
cross-cultural studies 150–1	cross-cultural organizational behavior 27
cultural dimensions 150-1	cultural intelligence (CQ) 27
cultural processes 154–8	cultural orientation of the individual 26
features of global culture 152–4	culture change processes 26
global identity 153–4	expatriate adjustment and performance 26–7
multi-level approach to culture 151–2	indigenous theoretical constructs 27–8
global culture and organizations	influence of ecology 34–6
impact on global work values 159–63	integration with the institutional perspective 30–9
model of interrelationships 163–7	positive intercultural dynamics 27
multi-cultural organizations 158–9	situations where culture matters 25–6
paths for future study 167	transition economies 38–9
relations between structure, culture and behavior 163–7	global management research (institutional perspective) 28-39
global identity 153–4	conflict between culture and institution 36–8
global leadership	cultural analysis of institutions 31–2
ambiguity of various factors 248, 249	cultural jolts 36–8
competencies 248–9	diffusion of cultural elements 36–8
complexity of the context 248, 249	foreign subsidiaries 29–30
cultural variations 248–9	influence of ecology 34–6
definitions 246–8	influence of kinship systems 32–3
distinction from leadership in general 247–8	influence of religious and supernatural systems 34
flux in the global context 248, 249	institutional distance 29
global context 248–9	integration with the cultural perspective 30–9
interdependent factors 248, 249	interplay with cultural dimensions 29–30
multiplicity of factors 248, 249	neglected social institutions 31–4
sensemaking 248–9	overlap with the cultural perspective 30–1
Global Leadership and Organizational Behavior	relationship to national differences 28–9
Effectiveness research program see GLOBE research	relevance of cognitive styles 35–6
program	transition economies 38–9
global leadership development	global work values 159–63
HRM programmatic focus 261, 262–3	impact of actorhood 161–3
particular requirements 247–8	impact of actoriood 101 5 impact of professionalization 160–1, 163
personal responsibility focus 262–3	impact of rationalization 160, 163
process models 261	globalization
research progress and challenges 260–7	cultural and institutional perspective 149–50
selection of candidates for development programs 263–6	definitions 149
global leadership process models	global culture 150–8
effectiveness cycle 250–1	realist perspective 149
interrelated processes 249–50	world society 150
sensemaking 251–2	globalization studies
global leadership research	cross-cultural studies 150–1
antecedents of global leadership 259–60	cultural dimensions 150–1
approaches 245	multidisciplinary approach 148–9
conceptual frameworks 257–9	multi-level approach to culture 151–2
drivers 245	variety of disciplinary perspectives 148
effectiveness outcomes 260	GLOBE research program (House)
future research directions 260, 266–7	assertiveness cultural dimension 126, 129, 130
global leadership competencies 257	cultural dimensions 126–32
global mindset 252, 256–7	cross-cultural leadership research 220–4, 226, 227–8,
integrated framework of global leadership 258	229–30, 232–4
multidimensional construct of global leadership 257–8	cultural fit (culture compatibility) and M&A integration
potential leadership gap 245	
potentiai reauciship gap 243	133



More Information

Cambridge University Press 978-0-521-87742-8 — Cambridge Handbook of Culture, Organizations, and Work Edited by Rabi S. Bhagat , Richard M. Steers Index

Index 531

effects of mergers on employees 128, 129 indigenous theoretical constructs 27-8 effects of mergers on human capital 128, 129 individual-level moderators of cultural influence 52-5 effects of mergers on organizational capital 128-30 individualism-collectivism cultural dimension 10, 11-13 effects of mergers on social capital 130-2 cross-cultural leadership research 226 family collectivism cultural dimension 127, 129, 130 defining attributes of individualism and collectivism future orientation cultural dimension 126, 129, 130 477-83 gender differentiation cultural dimension 126-7, 129, organizational knowledge creation and diffusion 179-80, 130 181-2, 183 gender egalitarianism 455-7 Indonesia, preferred managerial style 74 industrial democracy 96 humane orientation cultural dimension 127, 129, 130 impact of national culture on M&As 126-32 ingroup-outgroup awareness, and cultural influence 53, 57 institutional collectivism cultural dimension 127, 129, innovation and culture changes in components and elements over time 204-8 M&A integration and cultural fit (culture compatibility) complexity of the relationship 213 components of innovation 200-4 model of national culture 6-7, 8, 24 cultural jolts 36-7 national culture and post-merger integration 127-32 diffusion time 209-12 organizational alignment and post-merger outcome directions for future research 213 elements of innovation components 202, 203 performance orientation cultural dimension 127, 129, innovation as unit of analysis 199-200 130 levels at which innovations diffuse 208 power distance cultural dimension 127, 129, 130 morphological time 209-12 uncertainty avoidance cultural dimension 127, 129, 130 morphology of innovation 202, 208-12, 213 GmbH (German limited partnership firm) 94 morphology of innovation research approach 197, 198 goal-setting theory 312 operational (micro) level diffusion 208, 209 patient classification systems (PCSs) example 198-212 group cohesion, and cultural influence 53, 57 group development, stages 53, 57-8 reinvention concept 212-13 group harmony, Confucian principle 92 research approaches 197-8 group homogeneity, and cultural influence 53, 56 social constructivist approach 212 group identification, and cultural influence 53, 56 super-structural level diffusion 208-9 group-level moderators of cultural influence 53, 55-8 technological determinist approach 212 group orientation, individualism-collectivism dimension time dimensions of the diffusion process 209-12 institutional collectivism cultural dimension 127, 129, 130 10.11 - 13group polarization, and cultural influence 53, 56-7 institutional distance 29 guanxi 27, 33 institutional environment and strategic choices 79-81 Confucian principle 91-2 institutional logics, cultural differences 28 definition 91–2 institutional perspective on global management research 28 - 39Hall model of national culture 4, 5 conflict between culture and institution 36-8 hé-xié (group harmony) 92 cultural analysis of institutions 31-2 cultural jolts 36-8 hierarchy-equality cultural dimension 10-1 Hofstede, Geert diffusion of cultural elements 36-8 cross-cultural leadership research 225-31, 232 foreign subsidiaries 29-30 model of national culture 4, 5, 23-4 influence of ecology 34-6 House, Robert see GLOBE research program (House) influence of kinship systems 32-3 influence of religious and supernatural systems 34 human capital cultural influences on 128, 129 institutional distance 29 impact of cross-border acquisitions 128, 129 integration with the cultural perspective 30-9 interplay with cultural dimensions 29-30 human resources practice, cross-cultural research applications 234-8 neglected social institutions 31-4 humane orientation cultural dimension 127, 129, 130 overlap with the cultural perspective 30-1 relationship to national differences 28-9 Hyundai Motor Company 79-80 relevance of cognitive styles 35-6 identification with culture, and cultural influence 53, 54-5 transition economies 38-9 idiocentric characteristics 183 institutional support for industries, influence of culture incentive systems 314-16 79-81 independent knowledge 177, 180 integration approaches in M&As 120-1



532 Index

integration concept in M&As 120 language and disputing research, cross-cultural conflict and Intel 81 negotiation 340, 348-50 intellectual capital 177 see also organizational knowledge Latin American cluster 18-19 intercultural sensitizers 463 Latin European cluster 18-19 intercultural training programs, evaluation of effectiveness leadership behavior across cultures, GLOBE study 6-7, 24 see also cross-cultural leadership research; intercultural training research global leadership behavior modification training 464 learning-how-to-learn process 471-4 culture assimilators 463-4 legal anthropology research, cross-cultural conflict and negotiation 336, 343-6 evaluation of training programs 463-6 evolution of the field 463-6 Lewin, Kurt 115 intercultural sensitizers 463 lineal descent, moderator of cultural influence 53, 54 relevance to globalization 462 reviews of the field 462-3 M&As (mergers and acquisitions) see cross-border role of culture theory 464-5 acquisitions theory building process 463-6 Malaysian bumiputra firms, organization design and culture intercultural training theoretical framework 466-83 100 - 1attribution 474 management style and culture 81-106 basic processes of intercultural learning 468-74 Canadian firms 84, 85 cognitive stages of expertise development 470-1 Chinese gong-si 91-4 cultural-theoretical framework 477-83 comparison across cultures 105-6 defining attributes of individualism and collectivism French société anonyme (SA) 97-100 477-83 German konzern 94-7, 98 disconfirmed expectation 471-4 Japanese keiretsu 85-91 ethnocentricity 472-3 Malaysian bumiputra firm 100-1 fundamental attribution error 474 Mexican grupo 101-3 future research issues 483-4 Nigerian firm 103-5 UK firms 84-5 isomorphic attribution 474 learning-how-to-learn process 471-4 US corporation 82-5 levels of cross-cultural competence 469-70 see also global management model of cross-cultural expertise development 468-9 managerial role 71-6 self-preservation (security and survival) 474-6 cultural differences in concept and practice 73-4, 76 socio-political-economic framework 476-7 decisional role 73, 76 internalization mode of knowledge creation and diffusion definitions of management 72-3 178, 180 informational role 73, 76 international relations research, cross-cultural conflict and interpersonal role 73, 76 negotiation 340-1, 360-4 national differences in preferred style 73-4, 76 Iran, preferred managerial style 73 strategic management cycle (model) 74, 77 traditional views of management 72-3 Islam influence on business practices 34 masculinity-femininity cultural dimension masculine society 456-7 cross-cultural leadership research 226-8 isomorphic attribution 474 masculine cultures 13-14, 454-7 Italy, preferred managerial style 73, 74, 75 well-being of children 455 women's work and career experiences 454-7 Japan, preferred managerial style 73, 74, 75 Maslow's hierarchy of needs 309 Japanese firms, strategic focus 80-1 mastery-harmony cultural dimension 10, 13-14 mergers and acquisitions (M&As) see cross-border acquisitions Japanese keiretsu consultative decision-making 110-2 merit pay systems 314-16 organization design and culture 85-91 metacognitive CQ (cultural intelligence) 27 job satisfaction and work motivation 322-4 Mexican grupo, organization design and culture 101-3 Mintzberg, Henry 72-3 Mitsubishi Business Group 87-8 kinship systems, importance in management research 32-3 Kluckhohn and Strodtbeck model of national culture 3-4, models of national culture common themes 7-9 knowledge, organizational see organizational knowledge comparative analysis 7-9 knowledge disavowal 185 core cultural dimensions (CCD) model 9-19 Kogut and Singh index of cultural distance 124-6 country clusters 17-19



Index 533

cultural dimensions 3-7, 8 organizational behavior research, cross-cultural conflict and directions for future research 19-21 negotiation 335, 342-3 divergence between models 3-7, 8 organizational capital GLOBE model 6-7, 8, 24 see also GLOBE research cultural influences on 128-30 program impact of cross-border acquisitions 128-30 Hall model 4, 5 organizational culture, strength of 53, 57 Hofstede model 4, 5, 23-4 organizational decision making Kluckhohn and Strodtbeck model 3-4, 24 centralized 108-10 major cultural dimensions 23-4 collaborative 108, 112-14 novel cultural dimensions 24-5 consultative 108, 110-2 qualitative measures 17-19 future research 115 quantitative measures 7, 17 trends across cultures 107-14 Schwartz model 5-6, 7, 23-4 organizational knowledge Trompenaars model 4-5, 6 complex knowledge 177, 180 monochronism-polychronism cultural dimension 10, cross-border transfer 38 definitions 175-9 morphology of innovation 202, 208-12, 213 explicit knowledge 175-9, 180 research approach 199-200 independent knowledge 177, 180 see also innovation and culture intellectual capital 177 motivation see work motivation and culture simple knowledge 177, 180 motivational CO (cultural intelligence) 27 spiral of knowledge creation and diffusion 177-80, multilevel issues in organizational research 491-2, 504-12 188-9 systemic knowledge 177, 180 multinational corporations (MNCs), paternalism and power distance 184 tacit knowledge 175-9, 180 Munsterberg, Hugo 72 organizational knowledge creation and diffusion barriers 179 national culture see models of national culture collectivistic cultures 179-80 national differences, relationship to institutional combination mode 177-8, 179, 180 perspectives 28-9 externalization mode 178, 180 natural disasters, impacts of threat of 36 individualistic cultures 179-80 need theories of work motivation 309-11 influence of cultural variations 179-80 needs hierarchies 309 internalization mode 178, 180 negotiation see conflict and negotiation cross-cultural interorganizational collaborations 179 research modes of creation and diffusion 177-80 Netherlands, preferred managerial style 73, 74, 75 socialization mode 178-9, 180 Nigeria, preferred managerial style 73 subsidiaries located in dissimilar cultures 179-80 Nigerian firms, organization design and culture 103-5 organizational knowledge cross-border transfer 181-5 Nissan 79 allocentric characteristics 183 Nordic cluster 18-19 idiocentric characteristics 183 Novartis 119 MNC paternalism 184 model 189-91 objective culture 30-1 relevance of cultural variations 188-92 openness, moderator of cultural influence 53, 54 role of associative versus abstractive reasoning 184-5 organization design, strategy-structure nexus 78-9 role of individualism-collectivism 181-2, 183 organization design and culture 81-106 role of power distance 183, 184 transfer from collectivistic cultures 182 Canadian firms 84, 85 Chinese gong-si 91-4 transfer from individualistic cultures 181-2 comparison across cultures 105-6 organizational knowledge management French société anonyme (SA) 97-100 effects of knowledge disavowal 185 future research 114-15 identification of best practices 187-8 German konzern 94-7, 98 importance of commitment by management 187 Japanese keiretsu 85-91 incompatible organizational processes 187 Malaysian bumiputra firm 100-1 lack of signature skills in participants 187 Mexican grupo 101-3 lack of technical skills in participants 187 Nigerian firm 103-5 relevance of cultural variations 174-5, 188-92 UK firms 84-5 role of trust 185-7 US corporation 82-5 source of competitive advantage 174, 188



534 Index

organizational knowledge studies, multidisciplinary influence on business practices 34 approach 188 renqing (personal obligations) 92 organizational learning theories, M&A integration process research methodology see cross-cultural research methodology resource-based view of the firm, complementary organizational practices, diffusion between cultures 38 capabilities in M&As 136-7 reward systems, cross-cultural research applications 234-5 palancas (contacts and connections) 102 passive mechanisms of cultural influence 49, 60 rewards and incentives, effects on work motivation 313-17 paternalism risk preferences, and work motivation 316 see also definition 184 uncertainty avoidance in MNCs and their subsidiaries 184 patient classification systems (PCSs) (innovation example) Schwartz model of national culture 5-6, 7, 23-4 scientific management 72 changes at the operational level 209 changes in components and elements over time 204-8 self-efficacy components of PCS 202-4 moderator of cultural influence 53, 55 diagnosis related groups (DRGs) 199 role in work motivation 313 elements of PCS components 202, 203 September 11 attacks 34 history of development 198-9 siesta, impact on work 28 information component 202, 203 signature skills 187 innovation and culture example 198-212 simple versus complex knowledge 177, 180 knowledge component 202, 203 Sinha, Jai 231-2 morphology of innovation 208-12 situated culture 58 situational moderators of cultural influence 53, 58-60 national differences in implementation 204-12 organizational arrangements 203, 204 social adaptability, moderator of cultural influence 53, 54 physical artifacts component 202, 203 social axioms that are context-free 24-5 processes component 203-4 social capital research on the morphology of innovation 199-200 cultural influences on 130-2 impact of cross-border acquisitions 130-2 perceived equity 311 perception social constructivist view cultural influences 50-1, 53, 54, 56, 58-9 innovation 212 schemas (cognitive frameworks) 50-1 M&A integration 139 performance orientation cultural dimension 127, 129, 130 social identity theory, and M&A integration 134-5 social interaction, cultural scripts 49 personal work values 306-8 personality, moderator of cultural influence 52-5 social loafing 317-18 personnel selection, cross-cultural research applications social mechanisms of cultural influence 49, 60 social norms, behavior regulation by 25 Peru, preferred managerial style 73 social reality construction within groups 53, 56 pok chow (self-managing group of workers) 101 social richness, and cultural influence 53, 59 political volatility, and cultural influence 53, 59 socialization mode of knowledge creation and diffusion power distance cultural dimension 178-9, 180 cross-cultural leadership research 229-30 societal cynicism 25 GLOBE study 127, 129, 130 societal tightness-looseness dimension 25 impact on organizational knowledge transfer 183, 184 Spain, preferred managerial style 73, 74, 75 power relationships, hierarchy-equality dimension 10-1 stakeholder groups primatology research, cross-cultural conflict and influence of culture on 76 negotiation 341, 355-7 influence on strategy formulation 76-8 professionalization, global cultural process 156-7, 160-1, stakeholder models, centralized vs. distributed 76-8 strategic choices, influence of institutional environment Protestantism, association with capitalism 34 79 - 81strategic management cycle (model) 74, 77 quality circles 90 strategy-structure nexus 78-9 strategy-structure relationships, future research 114 rank (Confucian principle) 92 rationalization, global cultural process 154-6, 160, 163 categories of work stress interventions 431 reinvention concept in innovation 212-13 cultural differences in employee assistance programs religious and supernatural systems (EAPs) 431-3 cultural differences in organizational interventions 431-3 importance in management research 34



More Information

Cambridge University Press 978-0-521-87742-8 — Cambridge Handbook of Culture, Organizations, and Work Edited by Rabi S. Bhagat , Richard M. Steers Index

Index 535

definition of stress 419 trust developing countries 419-20 definition 374-5 factors affecting the experience of stress 419 role in organizational knowledge management 185-7 future research issues 433-6 trust development and culture 390-410 impacts of globalization 418-20 attributions in the trust relationship 397, 404-5 job-related stress 319 definition of cultural dimension 390 negative effects of stress 419 degree of identification 391-2 stress-coping and culture 421-8 diagnosticity of information 396, 404 acculturation effects 426 East Asian trust trajectory 406-8 cultural differences in coping 422-3 general propensities to trust 401 cultural dimensions which are influential 424-8 implications for managers 409-10 definition of coping 421 intuitive/rational stance 394-6, 401-4 differences in employee assistance programs (EAPs) 431-3 macro-level influences 390-406 differences in organizational interventions 431-3 micro-level influences 390-406 ethnic differences in coping 423-4 motivation (intrinsic/extrinsic) 393, 398 individualism-collectivism dimension 427-8 nature of trust 393 influence of the socio-political environment 423 potential for future research 409-10 psychological stance (intuitive/rational) 394-6, 401-4 interdependent versus independent self-construal 425-6 Western-based assumptions 422 relationship accounting mechanism 397, 405-6 stress process, conceptual model of cross-cultural variations risk preferences 402-4 428-31 transitional economy trust trajectory 407, 408-9 trust trajectories 406-9 stress research weighted trust expectations 398-400 demand-control-support model 420 framework of occupational stress (House) 420 trust development model 374-90 future research issues 433-6 attribution formation 385-90 benevolence-based trust 382 historical perspective on cross-cultural studies 420-1 person-environment fit theory 420 competence-based trust 379 theoretical frameworks 420 courtship 381 uncertainty theory of occupational stress 420 dangers of over- and under-accounting 388-9 'strong' situations, cultural influence 53, 58-9 definition of trust 374-5 structure, relationship to strategy 78-9 effects of diagnosticity of information 386-7 subjective culture 30-1 extrinsically-motivated trust relationships 380 Sub-Sahara African cluster 18-19 factors influencing trust judgements 383-4 Sweden, preferred managerial style 73, 74, 75 factors influencing trusting behavior 384-5 systemic knowledge 177, 180 incentive-based trust 380-2 influence of intuitive and emotional factors 382-3 tacit knowledge 175-9, 180 interaction between motivation and identity 378-9 'Tall Poppy Syndrome' (Australia and New Zealand) 27-8, intrinsically-motivated trust relationships 381 55 level of identity between parties 377-8, 378-9 Taylor, Frederick 72 motivation to trust 378-9 nature of trust 377-8 teams see virtual teams; work teams Technik concept 97 outcome attribution 385-90 technological determinist approach to innovation 212 psychological stance of trust 382-5 relationship accounting mechanism 385-6, 388 technological environment, and cultural influence 53, 59 technology, diffusion of cultural elements 36-8 relationships with legal contracts 380 thermoclimate, influence on work behaviors 35-6 relationships with network governance 380-1 relationships with relational contracts 381-2 tightness-looseness cultural dimension 25 time orientation, monochronism-polychronism dimension socially-based trust 380-1 10, 14-16 trust trajectory 389-90 Toshiba, consultative decision-making 112 weighted trust expectations 374-5, 377, 378-82 training see intercultural training trust games, culture and economic behavior 354-5 transitional economies trust-theoretical perspective on M&A integration 135-6 cultural jolts 38-9 institutional perspective 28-9 UK, preferred managerial style 73-4, 75 organizational management 38-9 UK firms, organization design and culture 84-5 trust trajectory 407, 408-9 ultimatum games, culture and economic behavior 352-4

Trompenaars model of national culture 4-5, 6

uncertainty, and cultural influence 53, 58-9



uncertainty avoidance	Welch, Jack 128, 187
and work motivation 316	women at work
universalism-particularism cultural dimension 10, 16–17	barriers to advancement 443
uncertainty avoidance cultural dimension	childcare issues 445–6
GLOBE study 127, 129, 130	country comparisons 444, 445–7
cross-cultural leadership research 228–9	differences within countries 445
universalism-particularism cultural dimension 10, 16–17	employment legislation 447
universals in leadership, search for 223–5, 233, 234	future research issues 457
US, preferred managerial style 73, 74	minority women 446
US firms	occupational gender segregation 446
centralized decision-making 108–9	pay gap 446
organization design and culture 82–5	statistics for women in senior roles 442–3
strategic focus 80–1	women entrepreneurs 446
1	women pursuing education 446
values	working time of couples 449
cultural influences 51, 53, 54–5, 57, 59	see also women in management
definition 51	women in management
personal work values 306–8	career priority patterns across cultures 450–1
virtual teams	cross-cultural research 444-5, 446
conceptualizations of virtuality 273-4	factors influencing women's career success 451-4
definitions 272, 273	future research issues 457
factors which hamper innovation 274-6	international managers 451
future research 276–8	managers in Hong Kong and Britain 447–8
history of the study of teams 272	overcoming gender role stereotypes 451–4
influence of culture on performance 274-6	statistics 442–3
multidimensional construct 273-4	supporting women's career advancement 451-4
multinational teams 272	'think manager – think male' attitude 448–9
operationalizations of virtuality 274-6	working time of couples 449
virtuality in organizational models 281-3	women's work experiences
as dependent variable 282–3	effects of masculinity-femininity of the culture
as independent variable 281-2, 283-6	454–7
as moderator 282	effects on emotional well-being 449-50
future research 283	gender egalitarianism 455–7
virtuality in organizations	influence of national culture 454–7
consequences of virtuality 283–7	work behavior and culture
effects on attitudes and beliefs 284–5	appropriate motivational strategies 324–5
effects on technology use 285–6	challenges for researchers 305–6
future research 286–7	cultural drivers of work behavior (model) 319–21
non-significant effects 286	future research 324–7
performance outcomes 284	implications for management 324–5
team characteristics and processes 285	personal work values 306–8
virtuality research designs 278–81	work motivation and culture 309–19
case studies 279	achievement motivation 309–11
conceptual studies 279	appropriate motivational strategies 324–5
field studies 279–80	attitudes towards uncertainty, risk and control 316
future research 280–1	cognitive approaches 311–13
laboratory experiments 279	commitment 322–3
longitudinal designs 280	effects of belief structures 317–19
meta-analyses 278	effects of reinforcement 313
reviews 279	effects of rewards and incentives 313–17
Vodafone, hostile takeover bid for Mannesmann 123–4	
	effects of social or group norms 317–19
Volkswagen AG	equity theory 311
collaborative decision-making 113–14	executive compensation 316–17
stakeholders 77–8	expectancy/valence theory 312–13
(1-2	fixed versus variable compensation 316
'weak' situations, cultural influence 53, 58–9	free riders 317–18
Weber, Max 72	future research 324–7



Index 537

goal-setting theory 312 implications for management 324–5 incentive systems 314–16 job attitudes 322–4 job-related stress 319 job satisfaction 322–4 length of the working week 318 merit pay systems 314–16 need theories 309–11 perceived equity 311 productivity and working hours 318

reward preferences 313–14
role of self-efficacy 313
social loafing 317–18
stress 391
vacations 318–19
work versus leisure time 318–19
work stress *see* stress at work
work teams, cross-cultural research applications 235–6 *see also* virtual teams
work versus leisure time 318–19
world society 150