

THE HANDBOOK OF - «
CROSS-CULTURAL
MANAGEMENT
RESEARCH

EDITED BY
PETER B. SMITH
UNIVERSITY OF SUSSEX

MARK F. PETERSON
*FLORIDA ATLANTIC UNIVERSITY,
MAASTRICHT UNIVERSITY*

DAVID C. THOMAS
SIMON FRASER UNIVERSITY

HOCHSCHULE
LIECHTENSTEIN
Bibliothek

Detailed Contents

List of Tables **xxlii**

List of Figures **xxv**

PART I: ORIENTATION

1.	Introduction	3
	<i>Peter B. Smith, Mark F. Peterson, & David C Thomas</i>	
	The Essence of Culture: Systems of Values, Beliefs, and Meanings	4
	Dimensions of National Culture	5
	The Importance of Distinguishing Levels of Analysis	7
	Links Between People and Organizations	9
	Psychological Dimensions	9
	Cognitive Theory	10
	Organizational Structures and Processes	11
	Culture Theory	11
	Role Theory	11
	Network Theory	12
	Neo-institutional Theory	12
	Positioning People Within Organizations and Societies	13
	Managing a Multiple-Nation Workforce	13
2.	Cognitive Structures and Processes in Cross-Cultural Management	15
	<i>Mark F. Peterson & Robert E. Wood</i>	<i>m</i>
	Motives and Motivation Processes	16
	Content Theories of Motivation	16
	Process Theories of Motivation	17
	Personality Constructs	18
	Cognitive Perspectives for Cross-Cultural Management Research	20
	Social Cognitive Theory and the Development of Socialized Cognition	21

Cultural Expertise: An Outcome of Cultural Socialization	23
Conclusions From Cognitive Theory	23
Working Memory and Long-Term Memory: Content and Recall	24
Values and Beliefs	J&
Direct Influence of Nonconscious Procedural Knowledge on Behavior	" r f ^ t
Processing Levels and Switching Levels	25
Affect and Cognition	26
Research Agenda	26
Cognitive Representations	26
Conscious and Automatic Levels of Processing	28
Conscious Control	29
Automatic Control	29
Reconsidering Psychological Dimensions	30
A Cognitive View of Societal Culture and Individual Values	30
Cognition, Self-Construal, and Individualism-Collectivism	31
Systems of Knowledge	32
Conclusion	32
3. Social Structures and Processes in Cross-Cultural Management	35
<i>Mark F. Peterson Si Peter B. Smith</i>	
Nations as Cultures	37
How Is Culture Created, Maintained, and Disseminated?	38
Regulative Mechanisms	39
Normative Mechanisms	39
Cognitive Mechanisms	40
Combinations of Institutional Mechanisms	40
Functional Explanations	41
Where Should Cultural Boundaries Be Drawn?	41
The Political Theory of National Sovereignty	42
Conclusion: Do Nations Matter?	43
Do Nations Cluster Into Bounded Sets That Have Cultural Significance?	43
Conclusion: Do Clusters of Nations Matter?	44
Do Social Boundaries Found Within Nations Have Cultural Significance?	44
Within-Nation Variability in Individual Values	45'
Within-Nation Regional Delimiters of Culture	-M^V 45
Nongeographic Demographic Groups	46

Conclusion: Within-Nation Variability and Subcultures	47
Conclusion: Nations, Civilizations, and Within-Nation Cultural Boundaries	•;4^
Individuals Within Social Structures:	48
Roles, Rules, and Norms	
Formal Rules	50
Unwritten Rules	56
Specialists	M
Colleagues	•18
Superiors and Subordinates	56
Own Experience (Self)	57
Widespread Beliefs	57
Family and Friends	57
Conclusion	57
4. Methods and Measurements in Cross-Cultural Management	59
<i>Kwok Leung</i>	
Methodological Challenges in Cross-Cultural Management Research	59
Cross-Cultural Equivalence	60
Conceptual Equivalence	60
Scalar Equivalence	61
Dealing With Limitations in Conceptual and Scalar Equivalence	62
Methodological Equivalence	62
Design of Cross-Cultural Studies	63
Four Types of Cross-Cultural Studies	63
Overcoming Cultural Bias in Research Design	64
Establishing Causality in Cross-Cultural Management Research	65
The Covariate Approach	65
The Cultural Manipulation Approach	66
Methodological Issues in Intercultural Management Research	67
Emerging Methodological Issues in Cross-Cultural Management Research	• 69
Equivalence Versus Similarity	69
Western Versus Indigenous Approaches	70
Dimensional Approaches Versus Midrange Theories	71
Multilevel Analysis	72
Conclusion	73

PART II: LINKS BETWEEN PEOPLE AND ORGANIZATIONS

5.	Motivation and Job Satisfaction Across Nations: How Much Do We Really Know?	77
	<i>Xu Huang</i>	
	The Theoretical Challenge to Universal Motivation Theories	79
3?	Empirical Evidence of Cross-National Variability	81
d,:	Early Cross-Cultural Studies of Work Motivation	S2
•V	Systematic Examinations of Motivational Processes Across Cultures	'jfa--
	In Defense of Universalist Motivation Theories	jp&
	Universal Values, Beliefs, and Goals	@6
	Satisfaction at the Nation Level	•\$&
"5	Universalist Theories of Self-Enhancement and Self-Determination	87
e "	How Much Do We Really Know?	89
	What Motivates Employees Across Nations?	89
	Mechanisms of Cultural Effect	91
-•	Socioeconomic Factors Versus Cultural Forces	• 92
	Conclusions	' W
6.	Organizational Commitment: Complication or Clarification?	95
	<i>S. Arzu Wasti</i>	-^
	Dimensions of OC	96
*?	Antecedents of OC	• • 104
	Work-Related Antecedents	104
	Justice	104
	Organizational Support and Leadership	105
	Teamwork	106
	Institutional Effects	107
<?a	Individual-Related Antecedents	109
	Outcomes of OC	110
	Turnover and Turnover Intentions	110
	In-Role and Extra-Role Performance (OCB)	111
	Discussion	113
	Future Directions	114
7.	Psychological Contracts Around the Globe: Cultural Agreements and Disagreements	117
	<i>Rene Schalk <S Joseph Soeters</i>	
S\	Characteristics of Psychological Contracts	119
	Content	vt- • 119
	Features	••••'• • 1 2 0
	Evaluation	120
	The World as One Culture and as Many	121

Aspects of Cross-Cultural Differences in Psychological Contracts	123
An Exchange of Promises	123
Mutually Agreed On	124
Between Two or More Parties	124
Voluntariness	125
Where Each Accesses a Gain	125
Psychological Contracts Across the Globe	125
Conclusions and Suggestions for Future Research	132
8. Organizational Justice and Reward Allocation	135
<i>Ronald Fischer</i>	
Dimensions of Justice	137
Distributive Justice	139
Distributive Justice Rules	139
Distributive Justice Criteria	140
Distributive Justice Practices	142
Procedural Justice	142
Procedural Justice Rules	143
Procedural Justice Criteria	144
Procedural Justice Practices	144
Interpersonal Justice	145
Summary of Rules, Criteria, and Practices	145
Justice Perceptions	146
Reactions to Perceived Injustice	146
Areas for Future Development	150
9. International Careers	151
<i>Ken Inkson & Svetlana N. Khapova</i>	
The Special Nature of Careers in International Contexts	152
Contextual Influences on International Careers	153
Migration and International Careers	154
Two Types of International Career	155
Current Issues in International Careers	157
Issues in International Organizational Careers	157
Expatriate Assignments and Careers	157
International Careers and Gender	157
The New Global Managers	158
International Careers and Human Resource Management	159
Issues in International Boundaryless Careers	160
Individual Factors Predisposing Boundaryless International Careers	160
Self-Initiated Foreign Experiences	161
The Boundaryless Career's Challenge to Management	162
Conclusion	163

10. Organizational Citizenship Behavior in the Global Context	165
<i>Larry Jiing-Lih Farh, Rick D. Hackett, & Zhi-jun Chen</i>	
National Culture	166
Criteria for Selecting Studies for Review	168
Review of the Literature	168
The Influence of National Culture on the Construct	169
Domain of OCB	
Etic and Emie Aspects of OCB	170
Summary Comments	172
The Influence of National Culture on Differences in OCB	173
Multiple-Nation Studies	173
Summary Comments	174
Single-Nation Studies	175
Summary Comments	176
Moderating Effects of National Culture on	176
Predictor-OCB Relationships	
Multiple-Nation Studies	177
Summary Comments	177
Single-Nation Studies	178
Summary Comments	179
Moderating Effects of National Culture on	180
OCB-Outcome Relationships	
Summary Comments	180
Future Research Direction	180
More Rigor	181
Broaden the Research Base	181
Unpack Nation-Level Effects by Studying	181
Psychological Determinants	
More Indigenous Research	183
11. Work and Family: Cross-National and International Contexts	185
<i>Mila Lazarova & Michelle Lowe</i>	
Expatriate Work-Family Research	186
Research Across Different National Contexts	188
Comparative Work-Family Research	190
Institutional Differences	190
Cultural Differences	193
Conclusions and Directions for Future Research	197
12. Cross-Cultural Skills and Abilities: From Communication Competence to Cultural Intelligence	201
<i>David C Thomas & Stacey R. Fitzsimmons</i>	
Effective Intercultural Interactions	202
The Historical Basis for Studying Cross-Cultural Skills and Abilities	202

Models of Intercultural Effectiveness	J\$..
Components Models	'jlt&
Coping and Adjustment Models	\$04
Developmental and Learning Models	'M&'
A Typology of Cross-Cultural Skills and Abilities	JII§
Information Skills	"I§§
Interpersonal Skills	210
Action Skills	212
Analytic Skills	213
Conclusion	215

**PART III: ORGANIZATIONAL
STRUCTURES AND PROCESSES**

13. Cross-Cultural Approaches to Leadership	219
<i>Zeynep Aycan</i>	
Theoretical Approaches to Leadership in a Cultural Context	221
A Critical Review of Cross-Cultural Leadership Research	224
Culture as a Main Effect Influencing Leadership	225
The Trait Approach	225
The GLOBE Project	226
Followers	227
The Behavioral Approach	227
The Ohio State Tradition	228
PM (Performance Maintenance)	229
Leadership Theory	
The Event Management Model	229
The Transformational/Charismatic Approach	230
Gender	231
Culture as a Moderator of the Relationship Between Leadership and Outcomes	231
Ohio State Measures	232
Leader's Contingent Reward, Participativeness, Supportiveness, and Directiveness	232
Leader-Member Exchange	233
Transformational Leadership	233
Culture as a Source of Meaning:	234
The Case of Paternalistic Leadership	
Paternalistic Leadership	235
Conclusions and Future Research Directions	237
14. Cross-Cultural Influence Strategies and Power Sources	239
<i>Ping-Ping Fu S Jun Liu</i>	
The Existing Literature: A General Review	240
Studies of Power Sources	240
Studies of Both Power and Influence	241

Studies of Influence Tactics or Strategies Outside the United States	242
Comparative Studies	242
Single-Nation Studies	244
Limitations of Cross-Cultural Influence	244
Studies and Latest Trends	
The Scenario-Based Approach	245
Globally Developed Instruments	245
Influence Strategies	246
Samples	246
Summary	247
A New Approach	247
Power Sources	247
Influence Strategies	249
The Relationship Between Sources of Power and Influence Strategies	250
Cultural Values	250
Propositions and Implications	251
Conclusion	251
15. Teams Within and Across Cultures	253
<i>Nir Halevy Si Lilach Sagiv</i>	
Multicultural Teams	254
Face-to-Face With Cultural Diversity: Colocated Multicultural Teams	256
Group Identification	256
Communication	256
Intragroup Conflict	257
Bridging National Culture, Space, and Time: Virtual Multicultural Teams	258
Group Identification	258
Communication	259
Intragroup Conflict	260
Multicultural Teams: Challenges for Future Research	261
Teams Within National Cultures	262
Comparative Studies of Teams in Different National Cultures	262
Individual-Level Cultural Values, Team Processes, and Outcomes	264
Teams Within National Cultures: Challenges for Future Research	266
Conclusion	267
16. Culture and Negotiation	269
<i>Jeanne M. Brett & Susan Crotty</i>	
The Dimensional Approach to Studying Cultural Effects on Negotiations	

The Individual-Level or Entity/Trait Approach	"	25J
Critique of the Individual-Level or Entity/Trait Approach		272
The Cultural Group Approach		.2
Negotiator Cognitions		272
Negotiation Norms		273
Negotiation Outcomes		274
Negotiation Strategy		275
Communication Styles in Negotiation		275
Critique of the Cultural Group Approach		277
The Dynamic Constructivist Approach		278
Critique of the Dynamic Constructivist Perspective	"*•	281
Unresolved Issues and Opportunities for Research		281
Conclusion		283
17. The Culture of Global Organizations		285
<i>Miriam Erez & Efrat Shokef</i>		
The Nature of MNEs		286
Culture as a Multilevel Dynamic Construct		287
A Global Work Culture		288
Values of the Global Work Culture		288
Task-Related Values		289
Competitive Performance Orientation		290
Customer Orientation		291
Innovation and Change		291
Interpersonal Values		291
Interdependence		292
Trust		292
Individual-Related Values		293
Personal Development		293
Openness to Cultural Diversity		294
Organizational Social Responsibility		294
An Empirical Examination of the Global Work Culture Value Typology		295
Summary and Discussion		297
Future Research Directions	,	299
18. Knowledge Management and Knowledge Transfer in Multinational Enterprises: Cultural and Institutional Perspectives		301
<i>Jon E. Lervik</i>		
Context-Sensitive Approaches		302
Cross-Cultural Perspectives		304
Cultural Distance		304
Culturally Conditioned Senders and Recipients		305
Cultural Congruence		306

Recontextualization	306
Comparing the Four Mechanisms	306
Neo-institutionalism	307
Institutional Factors Affecting Organizations	307
Opposing Pressures in MNE Subsidiaries	308
Internalization of Meaning	309
Comparing Neo-institutional Approaches	310
European Comparative Institutionalism	310
Comparative Studies of Economic Organization	310
Regulatory Factors and Managerial Autonomy	311
Normative and Cognitive Factors	312
Education and Training Systems	312
Agency, Negotiation, and Adaptation	313
Outcome of Comparative Approaches	314
Discussion and Conclusion	315
Unresolved Issues	315
Culture Versus Institutions	315
Home Versus Host Country Context	315
Methods and Assumptions About Transfer	316
Growth Areas	316
Embedded Knowledge	316
Richer, Multilevel Contexts	317
Agency and Adaptation	317
19. Indigenous Aspects of Management	319
<i>Peter B. Smith</i>	
Societal Systems of Capitalism	320
More Specific System Elements	321
Emic Approaches	323
Getting Things Done	324
Guanxi	324
Jeitinho	325
Wasta	325
European Approaches	326
African Issues	327
Ingratiation	327
Getting Things Done: Summary	327
Creating Harmony	328
Face	328
Simpatia	329
European Approaches	330
Ubuntu	330
Creating Harmony: Summary	331
Strengthening the Contribution From Indigenous Studies	331

20. Climate, Wealth, and Organization	--	
<i>f vert Van de Vliert</i>		
Climate and National Culture in Organizations		334
Demands Proposition		335
Resources Proposition		336
Match Proposition		336
Leadership Proposition		336
Evidence and Generalizability		337
Climate-Wealth Foundation of Organization Construction		337
Climato-economic Foundation of		338
Bureaucratic Organization		
Climato-economic Foundation of "****"		339
Organic Organization		
Climato-economic Foundation of "Free" Organization		340
Climato-economic Niches of Organizational Structures		341
Predictions and Test		341
Predictors: Climate and Wealth		341
Secondary Analysis		341
Results and Discussion		342
Climato-economic Niches of Organizational Strategies		345
Predictions		345
Secondary Analysis		345
Results and Discussion		346
Three Tentative Conclusions		347
Three Remaining Puzzles		348
The Winter-Plus-Summer Puzzle		348
The Time-It-Takes Puzzle		349
The Levels-of-Culture Puzzle		349

**PART IV: MANAGING A
MULTIPLE-NATION WORKFORCE**

21. Comparative Human Resource		353
Management Policies and Practices		
<i>Chris Brewster Si Wolfgang Mayrhofer</i>		
A Caveat: Choosing the Level of Detail		£\$\$.
Comparing HRM Around the Globe	--	355
Conceptual Differences		356
Differences in Practices		357
Explaining the Differences in Comparative		359
HRM: Culture and Institutions		
Evidence of Convergence?		\$\$!
Convergence	;)Br5W	361
The Power of Nation-States		363

Conclusions	363
Unresolved Issues	364
Future Research	364
22. Expatriate Selection and Evaluation	367
<i>Rosalie L Tung Si Arup Varma</i>	
Expatriate Selection	369
Expatriate Selection in Countries Other Than the United States	370
Selection Mechanisms Used	371
Gender Bias in Expatriate Selection	372
New Developments**	373
Expatriate Evaluation	373
Contextual Factors in Evaluations	374
Key Factors in Expatriate Evaluation	375
Objectives and Standards	376
Feedback	376
Supervisor-Subordinate Relationships	376
Discussion	377
23. Global Diversity Management	379
<i>Mustafa F. Ozbilgin</i>	
Historical Development of the Diversity Management Concept	381
Diversity Management: Performance Imperative Perspective	381
Equal Opportunities Perspective	381
Transcending False Dichotomies: Equal Opportunities Versus Diversity Management	382
Single-Nation Diversity Management Research	383
Types of Diversity	384
Impact of Diversity and Diversity Management	386
Descriptive and Prescriptive Models of Diversity Management	386
Engaging the Organization With Diversity Management: Achieving Buy-In	387
Backlash Against Diversity Management	388
Where Next for Diversity Management Studies?	389
Global Diversity Management: From Practice to Theory	390
Locating Global Diversity Management in Organizational Structures	391
Toward a Model of Global Diversity Management	392
Why Do Firms Choose to Have Global Diversity Management Approaches?	394
The Challenges Facing Global Diversity Management	90S
Discussion	395

24. Cross-Cultural Training: Applications and Research	397
<i>Richard W. Brislin, Brent R. MacNab, Si Farzana Nayani</i>	
Goals of CCT	398
The Need for CCT	399
Historical Development of CCT	400
Development of CCT Methods.	401
Types of CCT Programs	401
Cognitive Approaches	402
Self-Awareness Training	403
The Attributional Approach	403
Behavioral Approaches	403
CCT Effectiveness	403
Recommendations for Future CCT Research	406
Final Thoughts, Practical Recommendations, and Future Considerations	408
25. Managerial Roles in the International Context	411
<i>Davina Vora</i>	
Typologies of Managerial Roles	412
Typologies of Managerial Roles: A Historical Background	412
International Role Typology Research: A Convergence Around Four Managerial Roles	413
Role Theory and Boundary Spanning Theory	422
Role Theory: A Summary	422
Role Stress in the International Context	422
A Contingency Approach	424
Role Typologies	424
Role Stress	424
An Explanation for Contextual Differences: Sources of Meaning	426
Areas for Future Research	428
26. Cultural Dynamics and Impact of Cultural Distance Within Mergers and Acquisitions	431
<i>Gunter K. Stahl</i>	
Cultural Variations in Mergers and Acquisitions	432
Beyond the Cultural Distance Paradigm: Research Into the Performance Effects of Cultural Differences in Mergers and Acquisitions	434
Linking Cultural Differences to Integration Outcomes: Theoretical Perspectives on the Role of Culture in Mergers and Acquisitions	436
The Cultural Fit or Culture Compatibility Perspective	437
The Acculturation Perspective	437
Social Identity Theory	440

The Capital Market Perspective	441
The Resource-Based View of the Firm	442
Organizational Learning Theories	443
The Impaa of Cultural Differences on Postmerger Performance: An Integrative Model	444
Open Questions and Future Research Directions	447
References	449
Name Index	537
Subject Index	551
About the Editors	557
About the Contributors	559