

# Cambridge Handbook of Culture, Organizations, and Work

Edited by

**RABI S. BHAGAT**

*University of Memphis*

**RICHARD M. STEERS**

*University of Oregon*

• HOCHSCHULE  
LIECHTENSTEIN  
Bibliothek

**CAMBRIDGE**  
UNIVERSITY PRESS

# Contents

List of figures	x
List of tables	xi
List of contributors	
Preface	xv

## PART I. CULTURAL FOUNDATIONS

1. The culture theory jungle: divergence and convergence in models of national culture  
*Luciara Nardon and Richard M. Steers*
2. Culture, organizations, and institutions: an integrative review 23  
*Kwok Leung and Soon Ang*
3. When does culture matter? 46  
*Cristina B. Gibson, Martha L. Maznevski, and Bradley L. Kirkman*

## PART II. CULTURE AND ORGANIZATION THEORY

4. Culture and organization design: strategy, structure, and decision-making 71  
*Richard M. Steers, Luciara Nardon, and Carlos Sanchez-Runde*
5. Cross-cultural perspectives on international mergers and acquisitions 118  
*Gtinter K. Stahl and Mansour Javidan*
6. Global culture and organizational processes 148  
*Miriam Erez and Gili S. Drori*
7. Cultural variations in the creation, diffusion and transfer of organizational knowledge 174  
*Rabi S. Bhagat, Annette S. McDevitt, and Ian McDevitt*

8. Cultural variations and the morphology of innovation 197  
*John R. Kimberly and Colleen Beecken Rye*

### PART III. CULTURE AND ORGANIZATIONAL BEHAVIOR

9. Understanding leadership across cultures 219  
*Marcus W. Dickson, Deanne N. Den Hartog, and Nathalie Castaho*
10. Global leadership: progress and challenges 245  
*Joyce S. Osland, Sully Taylor, and Mark E. Mendenhall*
11. The role of cultural elements in virtual teams ... 272  
*Taryn L. Stanko and Cristina B. Gibson*
12. Cultural drivers of work behavior: personal values, motivation, and job attitudes 305  
*Carlos Sanchez-Runde, Sang Myung Lee, and Richard M. Steers*
13. Interdisciplinary perspectives on culture, conflict, and negotiation 334  
*Lynn Imai and Michele J. Gelfand*
14. The complexity of trust: cultural environments, trust, and trust development 373  
*Nancy R. Buchan*
15. Cultural variations in work stress and coping in an era of globalization 418  
*Rabi S. Bhagat, Pamela K. Steverson, and Ben C. H. Kuo*
16. Cultural values and women's work and career experiences 442  
*Ronald J. Burke*
17. Intercultural training for the global workplace: review, synthesis, and theoretical explorations 462  
*Dharm P. S. Bhawuk*

PART IV. FUTURE DIRECTIONS IN  
THEORY AND RESEARCH

- , 18. Improving methodological robustness  
in cross-cultural organizational research 491  
*Fons J.R. van de Vijver and Ronald Fischer*
19. Culture, work, and organizations:  
a future research agenda 518  
*Rabi S. Bhagat*
- Index 527