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Organizational culture and the individuals' discretionary behaviors at work: a cross-cultural analysis

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Stating "how things are done here," organizations are defining their culture. Organizational Culture (OC) is the set of values, norms, goals, and expectations shared by all members of an organization that aids in improving their commitment and performance. On the organizational level, it impacts behavior, productivity, and long-term survival by influencing organizational capability. Due to employee behavior being a competitive differential, this study examines how specific OCs influence individual behavior. In particular, how the different cultures in the Organizational Culture Assessment Instrument (OCAI) affect employees' main dimensions of Organizational Citizenship Behavior (OCB). A descriptive-confirmative *ex post facto* research was conducted by surveying 513 employees from over 150 organizations worldwide. The Kruskal–Wallis *H*-test was used to validate our model. The general hypothesis was confirmed, showing that the predominant organizational culture type affects the level and the kind of OCBs individuals demonstrate. It is possible to provide organizations with a breakdown of their employees' OCBs based on their OC type and which changes they can make to their organization's culture to increase the employees' OCB and, consequently, the efficiency of their organization.

KEYWORDS

organizational culture, organizational citizenship behavior, OCAI, cross-cultural, Kruskal–Wallis *H*-test

1. Introduction

Organizational Culture (OC) is a set of common values, norms, goals, and expectations shared by the organization's members (Quinn and Rohrbaugh, 1983). It is like an individual's identity, thus making them distinct from others (Appelbaum et al., 2004). A solid and well-defined OC is critical to increasing the company's productivity and long-term survival by enhancing the commitment and performance of its members (Sofiane, 1980; Sharooni et al., 2012; Jeong et al., 2019). It can be understood as organizational DNA, which determines individual and organizational behavior (Lockhart et al., 2020).

An organization's culture influences employee behavior in obvious and imperceptible ways (Erikson, 2011; Park C. H. et al., 2013). It impacts its members to develop attitudes and behaviors, such as attached or detached feelings and prosocial or antisocial behavior (Jain, 2015). Therefore, organizations pay more attention to behaviors within their OC since employees are more likely to meet their needs because of their high congruence with the OC (Tsai et al., 2012).

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Iulian Warter,Liviu Warter



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Handbook of Research on Impacts of International Business and Political Affairs on the Global Economy

Zakaria, Norhayati, 2016-01-19 The growth of global commerce depends on many different factors and strategies in order for multinational corporations to efficiently compete and thrive in the international marketplace In addition to business strategies corporations must also be aware of political affairs that may impact their global economic status The Handbook of Research on Impacts of International Business and Political Affairs on the Global Economy features dual perspectives on the business and political viewpoints for nations striving to maintain their economic standing in the era of globalization Providing insight into various economic factors impacting global businesses and international affairs this publication is a critical reference source for students policymakers international diplomats researchers scholars and practitioners interested in financial challenges in the era of globalization

Culture's Consequences Geert Hofstede, 2001-04-20 An important sophisticated and complex monograph Both the theoretical analysis and the empirical findings constitute major contributions to cross cultural value analysis and the cross cultural study of work motivations and organizational dynamics This book is also a valuable resource for anyone interested in a historical or anthropological approach to cross cultural comparisons

PERSONNEL PSYCHOLOGY PERSONNEL PSYCHOLOGY The Second Edition of this classic work first published in 1981 and an international best seller explores the differences in thinking and social action that exist among members of more than 50 modern nations Geert Hofstede argues that people carry mental programs which are developed in the family in early childhood and reinforced in schools and organizations and that these programs contain components of national culture They are expressed most clearly in the different values that predominate among people from different countries Geert Hofstede has completely rewritten revised and updated *Culture's Consequences* for the twenty first century he has broadened the book's cross disciplinary appeal expanded the coverage of countries examined from 40 to more than 50 reformulated his arguments and a large amount of new literature has been included The book is structured around five major dimensions power distance uncertainty avoidance individualism versus collectivism masculinity versus femininity and long term versus short term orientation

The California School of Organizational Studies Handbook of Organizational Consulting Psychology Rodney L. Lowman, California School of Organizational Studies at Alliant International University, 2003-02-17 Discover a wealth of issues in the field of consulting psychology with this landmark book Explore key topics in assessment and evaluation building teams executive coaching career counseling interpersonal conflicts and relationships benefit design personality testing and much more Learn to delineate and better understand the wide array of information you are faced with and become more adept and knowledgeable in the field of consulting psychology This comprehensive volume has expert contributors recruited by the volume's editor himself an eminent educator and practitioner in the field You will get Special issues in consulting to specific types of organizations including industry schools government non profit and international

Informative guidelines for professional practice procedures Organized sections on individual group and organizational issues And much more **Research Anthology on Rehabilitation Practices and Therapy** Management Association, Information Resources, 2020-08-21 The availability of practical applications techniques and case studies by international therapists is limited despite expansions to the fields of clinical psychology rehabilitation and counseling As dialogues surrounding mental health grow it is important to maintain therapeutic modalities that ensure the highest level of patient centered rehabilitation and care are met across global networks Research Anthology on Rehabilitation Practices and Therapy is a vital reference source that examines the latest scholarly material on trends and techniques in counseling and therapy and provides innovative insights into contemporary and future issues within the field Highlighting a range of topics such as psychotherapy anger management and psychodynamics this multi volume book is ideally designed for mental health professionals counselors therapists clinical psychologists sociologists social workers researchers students and social science academicians seeking coverage on significant advances in rehabilitation and therapy *Cultural Influences on Architecture* Koç, Gülşah, Claes, Marie-Therese, Christiansen, Bryan, 2016-10-19 A society's culture is a contributing factor to the structure and design of its architecture As contemporary globalism brings about the evolution of the world architectural style evolves along with it which can be observed on an international scale Cultural Influences on Architecture is a pivotal reference source for the latest research on the impact of culture on architecture through the aspects of planning and production and highlights the importance of communicative dimension in design Featuring exhaustive coverage on a variety of relevant perspectives and topics such as the evolution of construction systems benefits of nature based architecture and fundamentals of social capital this publication is ideally designed for researchers scholars and students seeking current research on the connection between culture and architecture on a global level *Innovations in International and Cross-Cultural Management* P. Christopher Earley, Harbir Singh, 2000-06-13 Presenting cross cultural research on a wide range of organizational topics this book ranges from the individual to the macro level Among the issues examined are organizational trust in international settings HRM issues in international joint ventures developing strategic advantage across borders and social partnerships for sustainable growth **Community, Identity and the State** Moshe Gammer, 2004-08-27 The studies in this volume originated from an international conference on Community Identity and the State held at Tel Aviv University in 2001 The first two chapters examine whether modernisation Westernisation and democratisation are identical and whether democracy is connected to a certain specific type of social structure The third examines similarities in the political economic and social development of Second World and Third World countries while the fourth discusses the relationship between criminal and normal structures in Russian society Subsequent chapters focus on nationalism using case studies from Argentina Syria and Morocco on the Ulama and national movements in the Middle East on Islamic nationalism in Iran and on the discourse between pan Africanism and Islam The final two chapters examine the effects on tribal politics of the

exploitation of oil in Abu Dhabi and the problems of the Kurds in northern Iraq Organizations Alike and Unlike (RLE: Organizations) Cornelis Lammers, David Hickson, 2013-08-21 This volume contrasts the life and problems of organizations in many parts of the world and highlights the differences between those societies as reflected in their different institutional sectors such as manufacturing commerce social services and government administration In so doing the book contributes to the theoretical foundations of the sociology of organizations by revealing previously unseen relationships between societies and institutions offering an original synthesis of available research *The Handbook of Cross-Cultural Management Research* Peter B. Smith, Mark F. Peterson, David C. Thomas, 2008-05-22 Renowned international experts Peter B Smith Mark F Peterson and David C Thomas editors of the *The Handbook of Cross Cultural Management* have drawn together scholars in the field of management from around the world to contribute vital information from their cross national studies to this innovative comprehensive tome Chapters explore links between people and organizations providing useful cultural perspectives on the most significant topics in the field of organizational behavior such as motivation human resource management and leadership and answering many of the field s most controversial methodological questions Key Features Presents innovative perspectives on the cultural context of organizations In addition to straightforward coverage of structures and processes this Handbook addresses locally distinctive indigenous views of organizational processes from around the world and considers the interplay of climate and wealth when analyzing how organizations operate Offers an integrated theoretical framework At the start of each substantive section the Editors provide context for the upcoming chapters by discussing how prevalent cultures in different parts of the world place emphasis on particular aspects of organizational processes and outcomes Boasts a global group of contributing scholars This Handbook features contributing authors from around the world who represent an outstanding mix of respected long standing scholars in cross cultural management as well as newer names already impacting the literature Provides an authoritative agenda for the future development of the field All chapters conclude with a list of promising avenues for further research and a focus on issues that remain unresolved Intended Audience This Handbook is an ideal resource for researchers instructors professionals and graduate students in fields of business management and psychology *Work and Employment in a Globalized Era* Yaw A. Debrah, Ian G. Smith, 2014-03-18 Looking at the change in work brought about by globalization this text examines how global competitive pressures in Asia are transforming workplace relations and impacting on strategies of managers as well as the responses and behaviours of trade unions and employees The volume brings together research from Australia and New Zealand as well as from China Japan Malaysia and Singapore to illuminate our understanding of what is actually happening to organizations workforces employee groupings and individual employees as a result of globalization and the intensification of global competition in Pacific Asia **Understanding National Culture and Ethics in Organizations** Iulian Warter, Liviu Warter, 2020-09-30 Understanding National Culture and Ethics in Organisations A Study of Eastern and Central

Europe reveals some leading questions in business research linking ethics and national culture with a particular emphasis on Eastern European countries **The Changing Governance of Higher Education and Research** Dorothea Jansen, Insa Pruiskens, 2014-10-21 This book analyses and describes the effects of the reforms of the European science systems on research Taking the multilevel governance of the science system into account the authors describe the effects of the reforms on different aspects research collaborations and research lines PhD education performance profiles research funding and legal aspects The first part of the book deals with PhD education from an economic perspective How successful are Research Training Groups and is heterogeneity really a factor of success What kind of PhD education leads to success The second part focuses on the interactions of governance and research How do changes at the national and organisational level influence research cooperation research lines and research performance The third part reflects the Europeanisation and Internationalisation of research and research funding To what extent are research collaborations becoming international How is the role of European funding agencies changing Handbooks of Management Accounting Research 3-Volume Set Christopher S. Chapman, Anthony G. Hopwood, Michael D. Shields, 2009-01-30 Winner of the Management Accounting section of the American Accounting Association notable contribution to Management Accounting Literature Award Volume One of the Handbook of Management Accounting Research series sets the context for the Handbooks with three chapters outlining the historical development of management accounting as a discipline and as a practice in three broad geographic settings Volume Two provides insights into research on different management accounting practices Volume Three features contributions from some of the most influential researchers in various areas of management accounting research consolidates the content of volumes one and two and concludes with examples of management accounting research from around the world Volumes 1 2 and 3 are also available as individual product ISBN Volume 1 978 0 08 044564 9 ISBN Volume 2 978 0 08 044754 4 ISBN Volume 3 978 0 08 055450 1 Three volumes of the popular Handbooks of Management Accounting Research series now available in one complete set Examines particular management accounting practices and specific organizational contexts Adopts a global perspective of management accounting practice Award Winner of the Management Accounting section of the American Accounting Association notable contribution to Management Accounting Literature Award *The Influence of Islamic Values on Management Practice* G. Forster, 2014-11-18 The Influence of Islamic Values on Management Practice is a cultural study examining how Islamic values influence management practice Using Morocco as a case study and with academic research and actual business managers working in this context the book explores and explains how national characteristics including Islam shape management practice **Culture and Organizational Behaviour** Jai B. P. Sinha, 2009-01-06 Culture and Organizational Behaviour is a textbook for management studies that highlights the effect of the confluence of Western and Indian cultural influences It adheres to the syllabi of the organizational behaviour courses followed in most major universities and management institutes The book presents basic knowledge of organizational

behaviour as developed in the West adds to these the latest global research findings and situates them in the Indian cultural perspective It also highlights the issues that emanate from the interface of the Indian culture and organizational behaviour

Key Features Contains updated case studies from Indian organizations Focuses on current and emerging strategies in organizational structures leadership power and politics Covers topics like balancing work and other responsibilities power and politics and conflict and negotiation which though extremely crucial to organizational behaviour have perhaps not got due attention in the existing literature Presents the relatively unexplored effects of Indian culture on organizational behaviour Provides a platform where both theoretical and practical issues can be addressed by managers researchers students and teachers alike

Psychology In India. Volume 2: Social And Organizational Processes Girishwar Misra, 2009-09 Revised version of papers presented at the National Workshop for Fifth ICSSR Survey of Psychological Research held at Delhi during 23-24 October 2006

A Handbook of Work and Organizational Psychology De Charles, P J D Drenth, THIERRY HENK, 2013-05-24 Organizational processes and the organization environment interaction are discussed in this volume of the Handbook of Work and Organizational Psychology Both organizational and environmental characteristics affect the behaviour of individuals and groups but such characteristics are in turn also influenced by behavioural features This volume on organizational psychology covers subject areas such as organization theory organizational culture and change leadership decision making and participation motivation and satisfaction payment systems effective communication and social organizational aspects of automation The final chapter describes the impact upon behaviour and attitudes of the transition of a socialist led society to a market economy

International Entrepreneurship Antonella Zucchella, Birgit Hagen, Manuel G. Serapio, 2023-08-14 Thoroughly revised and updated International Entrepreneurship explains the opportunities and challenges facing internationalising entrepreneurial ventures With a new section on international sustainable entrepreneurship and new cases and examples throughout this second edition of a successful textbook will be indispensable for students of international entrepreneurship

Routledge Library Editions: Organizations (31 vols) Various, 2021-12-02 Reissuing volumes originally published between 1949 and 1995 this 31 volume set examines the theory and behaviour of organizations Topics covered include the sociology of work leadership and organizations politics at work theory and practice of company organization patterns of business organization company strategy and organizational design

Routledge Library Editions: British Sociological Association Various, 2021-07-14 The volumes in this set originally published between 1969 and 2001 is comprised of original books published in conjunction with the British Sociological Association The set draws together original research by leading academics based on study groups and conference papers in the areas of youth race the sociology of work gender social research urban studies class deviance and social control law development and health Each volume provides a rigorous examination of related key issues This set will be of particular interest to students and academics in the field of sociology health and social care gender studies and criminology respectively

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