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Organizational practices across cultures: An exploration in six cultural contexts (Article)

Fischer, R.^a, Ferreira, M.C.^b, Assmar, E.M.L.^b, Baris, G.^c, Berberoglu, G.^c, Dalyan, F.^c, Wong, C.C.^d, Hassan, A.^e, Hanke, K.^f, Boer, D.^g

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Abstract

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This study examined organizational practices in a sample of 1239 employees from various organizations in Argentina, Brazil, Malaysia, New Zealand, Turkey, and the United States. Twenty-four items measuring employee-orientation, formalization, and innovation practices showed a clear factorial structure across all samples, along with good reliabilities. Significant organizational position differences were found for employee-orientation and innovation practices. Sector differences were found for formalization and innovation practices. Cultural differences were found for employee-orientation and innovation practices, which can be explained using macroeconomic indicators, tightness-looseness, and individualism. Our study demonstrates the importance of individual, organizational, economic, and cultural level for understanding perceptions of organizational practices across a wider range of societies. © The Author(s) 2013.

Author keywords

Cultural differences Employee orientation Formalization Individualism Innovation Organizational practices Tightness-looseness

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