

Web of Science



Search Search Results

Tools Searches and alerts Search History Marked List

Free Full Text from Publisher

Full Text from Publisher



Save to Other File Formats

Add to Marked List

1 of 2

Does organizational formalization facilitate voice and helping organizational citizenship behaviors? It depends on (national) uncertainty norms

By: Fischer, R (Fischer, Ronald)^[1]; Ferreira, MC (Ferreira, Maria Cristina)^[2]; Van Meurs, N (Van Meurs, Nathalie)^[3]; Gok, K (Gok, Kubilay)^[4]; Jiang, DY (Jiang, Ding-Yu)^[5]; Fontaine, JRJ (Fontaine, Johnny R. J.)^[6]; Harb, C (Harb, Charles)^[7]; Ciecuch, J (Ciecuch, Jan)^[8]; Achoui, M (Achoui, Mustapha)^[9]; Mendoza, MSD (Mendoza, Ma Socorro D.)^[10] ...More
[View ResearcherID and ORCID](#)

JOURNAL OF INTERNATIONAL BUSINESS STUDIES

Volume: 50 Issue: 1 Pages: 125-134

DOI: 10.1057/s41267-017-0132-6

Published: FEB 2019

Document Type: Article

[View Journal Impact](#)

Abstract

Prosocial work behaviors in a globalized environment do not operate in a cultural vacuum. We assess to what extent voice and helping organizational citizenship behaviors (OCBs) vary across cultures, depending on employees' perceived level of organizational formalization and national uncertainty. We predict that in contexts of uncertainty, cognitive resources are engaged in coping with this uncertainty. Organizational formalization can provide structure that frees up cognitive resources to engage in OCB. In contrast, in contexts of low uncertainty, organizational formalization is not necessary for providing structure and may increase constraints on discretionary behavior. A three-level hierarchical linear modeling analysis of data from 7,537 employees in 267 organizations across 17 countries provides broad support for our hypothesis: perceived organizational formalization is weakly related to OCB, but where uncertainty is high; formalization facilitates voice significantly, helping OCB to a lesser extent. Our findings contribute to clarifying the dynamics between perceptions of norms at organizational and national levels for understanding when employees may engage in helping and voice behaviors. The key implication is that managers can foster OCB through organizational formalization interventions in uncertain environments that are cognitively demanding.

Keywords

Author Keywords: organizational citizenship behavior; culture; uncertainty; formalization; multilevel analysis

KeyWords Plus: EXTRA-ROLE BEHAVIORS; INTERNATIONAL-BUSINESS; JOB-SATISFACTION; BUREAUCRACY; CONCEPTUALIZATIONS; MANAGEMENT; CONSTRUCT; CULTURES; IMPACT; LEADER

Author Information

Reprint Address: Fischer, R (reprint author)

+ Victoria Univ Wellington, Sch Psychol, POB 600, Wellington 6012, New Zealand.

Addresses:

- + [1] Victoria Univ Wellington, Sch Psychol, POB 600, Wellington 6012, New Zealand
- + [2] Univ Salgado de Oliveira, Rio De Janeiro, Brazil
- + [3] Middlesex Univ, Sch Business, Int Management & Innovat Dept, London, England
- + [4] Winona State Univ, Coll Business Adm, Dept Business Adm, Winona, MN 55987 USA
- + [5] Natl Chung Cheng Univ, Dept Psychol, Chiayi, Taiwan
- + [6] Univ Ghent, Dept Personnel Management Work & Org Psychol, Ghent, Belgium
- + [7] Amer Univ Beirut, Dept Psychol, Beirut, Lebanon
- + [8] Univ Zurich, Univ Res Prior Program Social Networks, Zurich, Switzerland
- + [9] Arab Open Univ, Kuwait, Al Ardia Aradia, Kuwait
- + [10] Rutgers State Univ, UBHC, Union, NJ USA
- + [11] Int Islamic Univ Malaysia, Kuala Lumpur, Malaysia
- [12] Hillmorton Hosp, Canterbury Dist Hlth Board, Christchurch, New Zealand

Citation Network

In Web of Science Core Collection

2

Times Cited

Create Citation Alert

All Times Cited Counts

2 in All Databases

[See more counts](#)

54

Cited References

[View Related Records](#)

Most recently cited by:

Fischer, Ronald; Ferreira, Maria Cristina; Van Meurs, Nathalie; et al.
[Does organizational formalization facilitate voice and helping organizational citizenship behaviors? It depends on \(national\) uncertainty norms \(vol 50, pg 125, 2017\).](#)
JOURNAL OF INTERNATIONAL BUSINESS STUDIES (2019)

Weiss, Matthias; Salm, Laura Joan; Muethel, Miriam; et al.
[Team personal-life inclusion in socially-versus task-oriented countries: A cross-cultural study of Chinese versus German teams.](#)
JOURNAL OF INTERNATIONAL BUSINESS STUDIES (2018)

[View All](#)

Use in Web of Science

Web of Science Usage Count

2

2

Last 180 Days

Since 2013

[Learn more](#)

This record is from:
Web of Science Core Collection
- Social Sciences Citation Index

[Suggest a correction](#)

+ [13] Benue State Univ, Dept Psychol, Makurdi, Nigeria

+ [14] Pwani Univ, Dept Psychol & Publ Hlth, Kilifi, Kenya

E-mail Addresses: Ronald.fischer@vuw.ac.nz

If you would like to improve the quality of the data in this record, please [suggest a correction](#).

Funding

Funding Agency	Grant Number
Victoria University of Wellington, New Zealand	
School of Psychology at Victoria University of Wellington	
Marie-Curie Cofund Senior Fellowship	
Polish National Science Centre	2011/01/D/HS6/04077

[View funding text](#)

Publisher

PALGRAVE MACMILLAN LTD, BRUNEL RD BLDG, HOUNDMILLS, BASINGSTOKE RG21 6XS, HANTS, ENGLAND

Categories / Classification

Research Areas: Business & Economics

Web of Science Categories: Business; Management

Document Information

Language: English

Accession Number: WOS:000460611800008

ISSN: 0047-2506

eISSN: 1478-6990

Other Information

IDS Number: HOORO

Cited References in Web of Science Core Collection: 54

Times Cited in Web of Science Core Collection: 2

[See fewer data fields](#)

◀ 1 of 2 ▶

Cited References: 54

Showing 30 of 54 [View All in Cited References page](#)

(from Web of Science Core Collection)

- The Sociological Ambivalence of Bureaucracy: From Weber via Gouldner to Marx** Times Cited: 36

By: Adler, Paul S.
ORGANIZATION SCIENCE Volume: 23 Issue: 1 Pages: 244-266 Published: JAN-FEB 2012
- An overview of Hofstede-inspired country-level culture research in international business since 2006** Times Cited: 26

By: Beugelsdijk, Sjoerd; Kostova, Tatiana; Roth, Kendall
JOURNAL OF INTERNATIONAL BUSINESS STUDIES Volume: 48 Issue: 1 Pages: 30-47 Published: JAN 2017
- Title: [not available] Times Cited: 4,075

By: Burns, T.; Stalker, G.M.
The Management of Innovation Published: 1961
Publisher: Tavistock, London
- Title: [not available] Times Cited: 669


By: Cameron, K. S.; Quinn, R. E.
Diagnosing and changing organizational culture Published: 1999
Publisher: Addison-Wesley, Reading
- A meta-analytic comparison of self-reported and other-reported organizational citizenship behavior** Times Cited: 58

By: Carpenter, Nichelle C.; Berry, Christopher M.; Houston, Lawrence

JOURNAL OF ORGANIZATIONAL BEHAVIOR Volume: 35 Issue: 4 Pages: 547-574 Published: MAY 2014

6. **Functional relations among constructs in the same content domain at different levels of analysis: A typology of composition models** Times Cited: **1,353**
By: Chan, D
JOURNAL OF APPLIED PSYCHOLOGY Volume: 83 Issue: 2 Pages: 234-246 Published: APR 1998
7. **Who suffers more from job insecurity? A meta-analytic review** Times Cited: **318**
By: Cheng, Grand H. -L.; Chan, Darius K. -S.
APPLIED PSYCHOLOGY-AN INTERNATIONAL REVIEW-PSYCHOLOGIE APPLIQUEE-REVUE INTERNATIONALE Volume: 57 Issue: 2 Pages: 272-303
Published: APR 2008
8. **Employees' Social Context and Change-Oriented Citizenship: A Meta-Analysis of Leader, Coworker, and Organizational Influences** Times Cited: **33**
By: Chiaburu, Dan S.; Lorinkova, Natalia M.; Van Dyne, Linn
GROUP & ORGANIZATION MANAGEMENT Volume: 38 Issue: 3 Pages: 291-333 Published: JUN 2013
9. **Country familiarity in the initial stage of foreign market selection** Times Cited: **5**
By: Clark, Daniel R.; Li, Dan; Shepherd, Dean A.
JOURNAL OF INTERNATIONAL BUSINESS STUDIES Volume: 49 Issue: 4 Special Issue: SI Pages: 442-472 Published: MAY 2018
10. **International business responses to institutional voids** Times Cited: **22**
By: Doh, Jonathan; Rodrigues, Suzana; Saka-Helmhout, Ayse; et al.
JOURNAL OF INTERNATIONAL BUSINESS STUDIES Volume: 48 Issue: 3 Special Issue: SI Pages: 293-307 Published: APR 2017
11. **Relationships of Role Stressors With Organizational Citizenship Behavior: A Meta-Analysis** Times Cited: **116**
By: Eatough, Erin M.; Chang, Chu-Hsiang; Miloslavic, Stephanie A.; et al.
JOURNAL OF APPLIED PSYCHOLOGY Volume: 96 Issue: 3 Pages: 619-632 Published: MAY 2011
12. **Organizational practices across cultures: An exploration in six cultural contexts** Times Cited: **4**
By: Fischer, Ronald; Ferreira, Maria Cristina; Leal Assmar, Eveline Maria; et al.
INTERNATIONAL JOURNAL OF CROSS CULTURAL MANAGEMENT Volume: 14 Issue: 1 Pages: 105-125 Published: APR 2014
13. **TECHNOLOGY, STRUCTURE, AND WORKGROUP EFFECTIVENESS - A TEST OF A CONTINGENCY-MODEL** Times Cited: **102**
By: FRY, LW; SLOCUM, JW
ACADEMY OF MANAGEMENT JOURNAL Volume: 27 Issue: 2 Pages: 221-246 Published: 1984
14. **National culture: The missing country-level determinant of corporate governance** Times Cited: **8**
By: Griffin, Dale; Guedhami, Omrane; Kwok, Chuck C. Y.; et al.
JOURNAL OF INTERNATIONAL BUSINESS STUDIES Volume: 48 Issue: 6 Pages: 740-762 Published: AUG 2017
15. **Survey questionnaire translation and assessment** Times Cited: **73**
By: Harkness, J.; Pennell, B. E.; Schoua-Glusberg, A.
Methods for testing and evaluating survey questionnaires Pages: 453-473 Published: 2004
Publisher: John Wiley & Sons, Hoboken, NJ
[\[Show additional data\]](#)
16. **HOW DOES BUREAUCRACY IMPACT INDIVIDUAL CREATIVITY? A CROSS-LEVEL INVESTIGATION OF TEAM CONTEXTUAL INFLUENCES ON GOAL ORIENTATION-CREATIVITY RELATIONSHIPS** Times Cited: **107**
By: Hirst, Giles; Van Knippenberg, Daan; Chen, Chin-Hui; et al.
ACADEMY OF MANAGEMENT JOURNAL Volume: 54 Issue: 3 Pages: 624-641 Published: JUN 2011
17. Title: [not available] Times Cited: **10,254**
By: Hofstede, G.
Culture's consequences: Comparing values, behaviors, institutions and organizations across nations Published: 2001
Publisher: Sage Publications
18. Title: [not available] Times Cited: **12,957**
By: Hofstede, G.
Culture's consequences: international differences in work-related values Published: 1980

Publisher: Sage, Beverly Hills, CA

19. **Uncertainty-identity theory** Times Cited: 293
 By: Hogg, Michael A.
 ADANCES IN EXPERIMENTAL SOCIAL PSYCHOLOGY, VOL 39 Book Series: ADVANCES IN EXPERIMENTAL SOCIAL PSYCHOLOGY Volume: 39 Pages: 69-126 Published: 2007
20. Title: [not available] Times Cited: 3,233
 By: House, R. J.; Hanges, P. J.; Javidan, M.; et al.
 Culture, Leadership and organizations: the GLOBE study of 62 societies. Published: 2004
 Publisher: Sage Publications., Thousand Oaks, CA
[\[Show additional data\]](#)
21. **Where intrinsic job satisfaction fails to work: national moderators of intrinsic motivation** Times Cited: 84
 **Associated Data**
 By: Huang, X; Van de Vliert, E
 JOURNAL OF ORGANIZATIONAL BEHAVIOR Volume: 24 Issue: 2 Pages: 159-179 Published: MAR 2003
22. **ESTIMATING WITHIN-GROUP INTERRATER RELIABILITY WITH AND WITHOUT RESPONSE BIAS** Times Cited: 2,489
 By: JAMES, LR; DEMAREE, RG; WOLF, G
 JOURNAL OF APPLIED PSYCHOLOGY Volume: 69 Issue: 1 Pages: 85-98 Published: 1984
23. **Involvement work systems and operational effectiveness: Exploring the moderating effect of national power distance** Times Cited: 10
 By: Jiang, Yuan; Colakoglu, Saba; Lepak, David P.; et al.
 JOURNAL OF INTERNATIONAL BUSINESS STUDIES Volume: 46 Issue: 3 Pages: 332-354 Published: APR 2015
24. **Friends, not foes?: Work design and formalization in the modern work context** Times Cited: 21
 By: Jaillierat, Tina L.
 JOURNAL OF ORGANIZATIONAL BEHAVIOR Volume: 31 Issue: 2-3 Special Issue: SI Pages: 216-239 Published: FEB 2010
25. Title: [not available] Times Cited: 1,785
 By: Kahn, R. L.; Wolfe, D. M.; Quinn, R. P.; et al.
 Organizational stress: Studies in role conflict and ambiguity Published: 1964
 Publisher: John Wiley & Sons, New York, NY
[\[Show additional data\]](#)
26. **A retrospective on Culture's Consequences: The 35-year journey** Times Cited: 18
 By: Kirkman, Bradley L.; Lowe, Kevin B.; Gibson, Cristina B.
 JOURNAL OF INTERNATIONAL BUSINESS STUDIES Volume: 48 Issue: 1 Pages: 12-29 Published: JAN 2017
27. **Person-organization fit: An integrative review of its conceptualizations, measurement, and implications** Times Cited: 1,561
 By: Kristof, AL
 PERSONNEL PSYCHOLOGY Volume: 49 Issue: 1 Pages: 1-49 Published: SPR 1996
28. **When Preference Is Not Satisfied but the Individual Is: How Power Distance Moderates Person-Job Fit** Times Cited: 24
 By: Lee, Yih-teen; Antonakis, John
 JOURNAL OF MANAGEMENT Volume: 40 Issue: 3 Pages: 641-675 Published: MAR 2014
29. **Values, schemas, and norms in the culture- behavior nexus: A situated dynamics framework** Times Cited: 44
 By: Leung, Kwok; Morris, Michael W.
 JOURNAL OF INTERNATIONAL BUSINESS STUDIES Volume: 46 Issue: 9 Special Issue: SI Pages: 1028-1050 Published: DEC 2015
30. **Group cultural values and political skills: A situationist perspective on interpersonal citizenship behaviors** Times Cited: 3
 By: Mahajan, Ashish; Toh, Soo Min
 JOURNAL OF INTERNATIONAL BUSINESS STUDIES Volume: 48 Issue: 1 Pages: 113-121 Published: JAN 2017

Showing 30 of 54 [View All in Cited References page](#)

Clarivate

Accelerating innovation

[© 2019 Clarivate](#) [Copyright notice](#) [Terms of use](#) [Privacy statement](#) [Cookie policy](#)

[Sign up for the Web of Science newsletter](#) [Follow us](#)

