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From a Cross-Cultural Perspective: Conflict and Cooperation in Shaping the Future of Europe

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cultural tightness and how the consequences of this tightness will be. Organizational cultural tightness is relatively new concept in the literature. In this study, I have two contributions to literature. First, I conceptualize the organizational cultural tightness using Gelfand at al.'s (2011) approach. Second, I built a double effect theory (both positive and negative) about organizational cultural tightness. To test my theory, I collected 277 data from service sector employees from Turkey. According to findings, organizational cultural tightness has related to both positive and negative on organizational outcomes. For example, organizational cultural tightness has both positive and negative effects on OCB and job satisfaction. OCT has also negative indirect effects on creativity and performance via work alienation.

2. Organizational logics: Multicultural context

V. Khotinets
Udmurt State University, Russia

At the age of information technologies, management culture undergoes serious changes with the shift to new methods and principles of labour organization. On the other hand, management culture itself is inseparable part of national/regional culture. The research involved 202 executives of organizations from Central and Western Russia. In this empirical research I used Hofstede's methods of VSM and Cameron and Quinn's method of OCAI. With a path model (structural equation modeling (SEM)) it was identified the impact of regional cultures on organizational cultures. I analyze the research accomplishments of that the enterprises of Central Russia demonstrate high rate of Power Distance and Short-term Orientation that leads to multi-level hierarchical management structure. Whereas personnel need manager participation and care. In contrast, Western Russia businesses demonstrate lower level of Power Distance, although the personnel's activity is restricted to specialization. These values determine innovation-oriented adhocracy culture. However the personnel feel the shortage of stability and control. The existing congruence of national/regional culture and organizational culture provides a large potential for reviewing organizational logics that aims to predict and design effective management models in multicultural enterprises.

3. Withdrawal behaviour and counterproductive work behaviour of employees: Leadership as the fulcrum

W. Żółć
National University of Singapore, Singapore

We have examined the relationship between leadership style, employee turnover intentions, and counterproductive work behaviours using a cross sectional survey design by purposively sampling eight (8) branches of one of Ghana's premier banks with 170 respondents. There was a significant positive relationship between autocratic leadership style, employee turnover intentions, and counterproductive work behaviour but a significant negative connection between democratic leadership styles, employee turnover intentions, and counterproductive work behaviours. There was a significant negative relationship between laissez faire leadership style and turnover intentions but significant positive correlation with CWB. Banking employees under autocratic leaders are more prone to CWBs and intentions to quit job. Employees under democratic leadership style are less likely to have turnover intentions and engage in CWBs. The study recommends leadership training in team building and participatory decision making competence of leaders to minimize employee turnover intentions and CWBs.