

## Individual Level Outcomes of the Relationship between Social and Organizational Cultures

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Social cultures exert a strong effect on organizational culture, as individuals bring their learned assumptions to judgements and decisions in the work environment (Aycan, et al., 2000). Congruence in social and organizational cultures can result in greater employee satisfaction (Robert et al., 2000) while a lack of congruence can give rise to higher employee stress levels (Joiner, 2001). Archival data from one multinational organization was used to examine the effects of perceived congruence in power distance (PD) between national and social cultures. Participants from three locations (UK, US, Hong Kong) rated their organizational culture in terms of the degree to which they perceived the organization as hierarchical, and centralized in decision-making. Previous research has shown the socio-cultural environment in both the UK and the US as low, and Hong Kong as high in power distance (Hofstede, 2002). Using a median split to separate the group into those with higher and lower perceptions of power distance, an analysis of variance explored how these perceptions functioned within a social context to affect individual level outcomes. It was hypothesized that congruency between social and organizational cultures would lead to higher satisfaction and motivation, and lack of congruency would lead to higher stress, role conflict, and turnover intentions. An interaction between social context and organizational perceptions was found only for stress and motivation, with motivation significantly higher in the UK and the US when the organization was perceived as low PD than high PD, and stress significantly higher in these samples when the organization was perceived as high PD rather than low PD. A main effect for perceptions of PD in the organization was found for all outcomes in the sample from the US, for role conflict in the sample from the UK, and for no individual outcomes in the sample from Hong Kong.

### References

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### Results





