

Researchers of HR management and organizational behavior have often suggested that employees' preconceived beliefs about organizational environments will be likely to affect their work behavior and levels of effort. However, research that has empirically documented the link between human resource and organizational behavior is scant. This study explores the effects of HPWS on individual-level employee performance through a climate for initiative and a climate for psychological safety, and it infers whether psychological capital can moderate the mediated relationship. We apply the moderated mediation framework to develop our propositions, providing research with a better understanding of a linkage with two fields. *(For more information, please contact: Hsiao-Yun Liang, National Cheng Kung University, Taiwan: ireneyun0916@gmail.com)*

Flexible Work Arrangements in Europe and North America - HRM Practices and Cultural Factors that Promote their Use/Disuse

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Flexible work arrangements are easy to implement and provide benefits to both organizations and employees. This work in progress analyzes the HRM practices that are associated with the use of flex time to understand how flex time is embedded in the broader HRM system of the organization. The influence of power distance and uncertainty avoidance on the spread of flex time across countries is also investigated. Preliminary results indicate that flex time is used in organizations that invest in the attraction and retention of employees through extensive selection practices, career development, information sharing, pay for performance, and diversity programs. Flex time is much less likely to be used in cultures high on power distance and uncertainty avoidance. We use data from 25 countries and 5428 companies. *(For more information, please contact: Maya Kroumova, New York Institute of Technology, USA: mkroumov@nyit.edu)*

Regional Food Culture and Perceived Organizational Justice for High-Skilled Labor in China

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Based on regional food culture and style, this paper attempts to explain intra-national differences in perceived organizational justice for high-skilled labor in China. Using a national survey conducted in 2006, our empirical results indicate that a significant difference exists in workers' attitude toward distributive, procedural, and interactive justice in six large cities in China. In particular, the regional difference is well explained by the local food culture, except for the largest migration city: Shenzhen. The managerial implications of the culture-dependent fairness perception are discussed in the paper as well. *(For more information, please contact: Linghui Tang, College of New Jersey, USA: tang@tcnj.edu)*

Fostering Organizational Citizenship Behavior in Asia: The Mediating Role of Trust and Satisfaction on OCB in China and Indonesia

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This study examines the relationships between servant leadership (SL) and organizational citizenship behavior (OCB) as mediated by trust and satisfaction in the context of China and Indonesia. Hierarchical regression models indicate that trust and satisfaction mediates the effect of SL on OCB in China and Indonesia. Cross-cultural comparisons showed positive impact of servant leadership on OCB in both countries. Culture specific differences, however, were found regarding the impact of trust and satisfaction on organizational citizenship behavior-individual (OCBI) and organizational citizenship behavior-organizational (OCBO) in Indonesia and China, respectively. Findings are discussed in relation to the national contexts found in China and Indonesia, as well as, implications for international human resource management. *(For more information, please contact: Andre Anugerah Pekerti, University of Queensland, Australia: a.pekerti@business.uq.edu.au)*