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Industrial/Organizational Perspectives Introduction

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INTRODUCTION

Because ongoing themes in Industrial/Organizational psychology at IACCP conferences have been reasonably consistent over the years, research, theory, and, especially, applications in this area have been important in the development of cross-cultural psychology. For example, both the six-volume 1980 *Handbook of cross-cultural psychology* (edited by Harry Triandis and his team of coeditors) and its three-volume revision in 1997 (edited by Berry and colleagues) have chapters on organizational and industrial applications. Many cross-cultural psychologists focus on topics in this domain of research, and the Yogyakarta conference included a number of papers that fall in this category. In this section there are two chapters from India, two from Indonesia, and one from Brazil.

The first chapter features what has proven to be the most prominent paradigm or idea during the past twenty years – that of individualism and collectivism. Ghosh examined the pattern of individualist-collectivist orientations across different occupational groups in Calcutta, India. Vertical and horizontal dimensions of individualism-collectivism were measured by a scale developed by Triandis and Gelfand. Ghosh found that in his sample of Indian executives, entrepreneurs, and college teachers in Calcutta, both individualist and collectivist orientations exist among the different groups, but that entrepreneurs scored significantly higher than the other groups in the dimension of horizontal individualism. Ghosh cautions, however, against the assumption that this pattern will be the same in other parts of India or in other cultures.

The second chapter, and the first of two from Indonesia, features the topic of intercultural sensitivity (ICS) and its importance in adjusting to overseas assignments, especially in such contexts as selecting managers for employment in other societies. As Panggabean points out, ICS in its various forms (such as cultural empathy and cultural awareness) has been mentioned often in the literature. She summarizes efforts to identify characteristics of Indonesian ICS in multicultural and international works groups. Her focus was on Indonesian and German workers as well as students, many of whom participated in computerized management game simula-

tions, Syntex and Syntalk. While these simulations were not designed to study ICS, Paanggabean could use them for this purpose. Using transcriptions of the dialogue produced in the games, Panggabean provides numerous details of ICS. Also featured in the research was the Indonesian concept of *rasa*, which entails a person's ability to "feel" and "sense" others.

In the third chapter, Sinha and Rai examined various aspects of leadership and competencies affecting relationships in different service organizations. Transformational leadership is an important concept in their chapter. This concept includes charisma, intellectual stimulation, and individualized consideration. The authors report results from two states in north India. The studies involved middle managers from numerous branches of major nationalized banks. Using various questionnaires, the researchers gathered data concerning transformational leadership, competencies, self-control, performance, and culture. The latter concept, culture, was measured on a "strong-weak" continuum, where a strong culture is one in which core values are intensely held. For better organizational functioning, training for competencies and self-control is recommended by Sinha and Rai, as well as the enhancement of the transformational aspects of leadership style.

In the chapter focusing on Brazil, Ferreira and her colleagues examined "organizational culture" in both public and private Brazilian companies, using a questionnaire developed and validated by Ferreira and others. Four value sub-scales measured cooperative professionalism, hierarchical power structure, competitive professionalism and employee satisfaction. An additional four sub-scales were associated with others aspects of managerial practices. The authors also contrast the values adopted by private companies with those adopted by public companies, and how the values relate to different kinds of customers. The authors mention that the results of their study concur with a similar study recently conducted in Brazil. As one of the first studies of this kind in Brazil, Ferreira et al. correctly caution that this initial exploratory approach is primarily suggestive of the directions future research may take.

The last chapter in the section, and the second one with an Indonesian emphasis, is also exploratory. Dwi Riyanti, examines success of small-scale entrepreneurs in Indonesia. Her study includes measures of personality, age and extent of experience, as well as the nature of innovative behavior shown by entrepreneurs. To help in the analysis of the data,

which were collected using questionnaire-type scales as well as extensive demographic information, an entrepreneur achievement model was proposed by the author and analyzed with various psychometric techniques. Employing structural equation modeling, three models were used in attempts to explain the data. Age, (i.e., entrepreneurial age and not calendar age) was significantly related to business success. A variety of other relationships were shown, and this study begs similar excursions into the nature of entrepreneurial success amid the multicultural complexity of Indonesia.