

Identifying similarities between national cultural values and the promotion of employee PDM: a cluster analysis of European countries

Marta Valverde Moreno, Mercedes Torres Jiménez, Ana Lucia Casademunt
Universidad Loyola Andalucía

Abstract

After demonstrating in previous research that employee direct participation in decision-making (PDM), is related to cultural values of the countries where organisations are located, this paper aims to go a step further identifying groups of similar countries considering those variables. For this purpose, a cluster analysis was conducted over PDM values (previously estimated with factor analysis applied over the data from the 6th Employee Working Conditions Survey (EWCS (which takes into account the employees' perceptions who work in organisations established in 31 European countries) and Hofstede's cultural dimensions. Results show three groups of European countries. The countries with the highest participation have low levels of masculinity, power distance and high level of indulgence. On the contrary, lowest participative cluster is related to high levels of masculinity, power distance, high long orientation, and low indulgence. Finally, the cluster with an intermediate participation represents high uncertainty avoidance. This analysis aims to shed a light for European organisations offering a picture of how the combination of different national culture values is related with the promotion of employees' PDM.

Keywords: Cross-cultural; decision making; Europe; Hofstede; participation