

Paper Session  
Program Session #: **1516** | Submission: **18369** | Sponsor(s): **(IM)**  
Scheduled: **Tuesday, Aug 13 2013 1:15PM - 2:45PM** at **WDW Yacht and Beach Club Resort in Grand Harbor Salon II**

**Cross- and Intra-national Perspectives on Pay Satisfaction, Leadership and Work-Family Support**  
*Pay Satisfaction & Leadership*

Chair: **Mary Ann Gaal**; Franklin Pierce U.;

*Search Terms: Cross-Cultural Management , Motivation , Work-Family Balance*

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**IM: Are Money Smart People Satisfied with Pay and Life? A Theory of Monetary Intelligence**

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Author: **Thompson S. H. Teo**; National U. of Singapore;

Author: **Fernando Arias-Galicia**; U. Autónoma del Estado de Morelos;

Author: **Ilya Garber**; Saratov State U.;

Author: **Peter Vlerick**; U. of Ghent;

Author: **Bolanle E. Adetoun**; Economic Commission of West Africa;

Author: **Modupe F. Adewuyi**; Mercer U.;

Author: **Adebowale Akande**; Potchefstroom U.;

Author: **Michael W. Allen**; U. of Sydney;

Author: **Abdulgawi Salim Alzubaidi**; Sultan Qaboos U.;

Author: **Mark G. Borg**; U. of Malta;

Author: **Luigina Canova**; U. of Padua;

Author: **Brigitte Charles Pauvers**; U. of Nantes;

Author: **Bor-Shiuan Cheng**; National Taiwan U.;

Author: **Randy Ki-Kwan Chiu**; Hong Kong Baptist U.;

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Author: **Abdul Hamid Safwat Ibrahim**; Iman U.;

Author: **Chin-Kang Jen**; National Sun Yat-sen U.;

Author: **Ali Mahdi Kazem**; Sultan Qaboos U.;

Author: **Kilsun Kim**; Sogang U.;

Author: **Jian Liang**; Shanghai JiaoTong U.;

Author: **Roberto Luna-Arocas**; U. of Valencia;

Author: **Eva Malovics**; U. of Szeged;

Author: **Anna Maria Manganelli**; U. of Padua;

Author: **Alice S. Moreira**; Federal U. of Para;

Author: **Richard T Mpoyi**; Middle Tennessee State U.;

Author: **Anthony Ugochukwu Obiajulu Nnedum**; Nnamdi Azikiwe U.;

Author: **Johnsto E. Osagie**; Florida A & M U.;

Author: **Mehmet Ferhat Ozbek**; Gumushane U.;

Author: **AAhad Osman-Gani**; IIUM U.;

Author: **Francisco Costa Pereira**; Lusófona U.;

Author: **Ruja Pholsward**; Rangsit U.;

Author: **Horia Pitariu**; Babes-Bolyai U.;

Author: **Marko Polic**; U. of Ljubljana;

Author: **Elisaveta Sardzoska**; U. St. Cyril and Methodius;

Author: **Petar Skobic**; ALDI, Inc.;

Author: **Allen F. Stembridge**; Andrews U.;

Author: **Theresa Li-Na Tang**; Tang Global Consulting Group;

Author: **Martina Trontelj**; U. of Ljubljana;

Author: **Caroline Urbain**; U. of Nantes;

Author: **Jingqiu Chen**; Shanghai JiaoTong U.;

In this study, we develop a theory of Monetary Intelligence, and explore satisfaction with pay and life from the virtuous money smart perspective: In order to enjoy high pay satisfaction and life satisfaction, money smart individuals must become good stewards and curb their love-of-money motive. We collect data from 6,586 managers in 32 geopolitical entities across six continents. After controlling for Gross Domestic Product (GDP) per capita and individual income, results support our theory: Money smart people simultaneously focus on their intellectual virtues of prudence and “fulfillment”—enhancing stewardship behavior (the works) and “contentment”—reducing affective motive (love of money) and keeping cognitive meaning in perspective which are associated with enviable higher pay satisfaction than life satisfaction. GDP is related to life satisfaction, but not to pay satisfaction; while income is related to both. Counter-intuitively, neither GDP nor income is related to the feelings that money brings happiness. Across three levels of the income pyramid, managers in high (low) GDP countries have higher (lower) life satisfaction than pay satisfaction. Our novel discoveries not only demonstrate the application of a new theory of monetary intelligence in a global context but also illustrate intra-personal, inter-personal, and cross-cultural differences in the pursuit of happiness in people’s lives.

*Search Terms: Money Attitudes , Satisfaction , Cross-cultural*

**Paper (and optional supplemental information) is Available to Registrants Only:** Please login at the left.

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**IM: Responding to Leader Support: Effects of Economic Development, Relational Orientation and Residency**

Author: **Amy Wei Tian**; U. of Western Australia;

Author: **John Cordery**; U. of Western Australia;

Although cross-national differences in reciprocity behavior have been extensively documented, scholars have devoted limited attention to intra-national variations in work-related social exchange behavior. We predict that regional variations in economic development within China will result in different levels of reciprocity behavior, reflecting differences in the strength of employees’ relational orientations. We also predict that the likelihood of reciprocation will be greater when employees are separated from their familiar social networks. We present the results from two studies carried out within a large Chinese retail organization to show how regional economic development moderates the relationship between supervisor support and organizational citizenship behavior, and to demonstrate a three-way interaction between relational orientation, local residence status, and supportive

leadership affecting employee work effort.

*Search Terms: Reciprocity , supervisor support , culture*

**Paper (and optional supplemental information) is Available to Registrants Only:** Please login at the left.

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**IM: 'Rationalizing' Organizational Support for Work-family Balance (WITHDRAWN)**

Author: **Eleni Stavrou**; U. of Cyprus;

Author: **Christiana Ierodiakonou**; U. of Cyprus;

This study uses multi-level data from firms across 21 countries to empirically test an integrative framework of work-family balance (WFB). This framework combines the resource-based view of the firm with institutional theory and links the WFB policy context with firm practices and performance. HLM analyses reveal that both organizational and national-level factors relate to the use of firm mechanisms to support WFB. National WFB policies also have some bearing on firm performance. We conclude that firm use of WFB-support mechanisms relates to both normative and institutionally moderated economic rationality. Implications for practitioners, policy-makers, and researchers are discussed.

*Search Terms: Work-Family Balance , Comparative , National Policies*

**Paper is NOT Available:** Please contact the author(s).

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**IM: National Culture and Economic Performance: A Cross-cultural Study**

Author: **Tor Grenness**; Norwegian School of Management;

**Abstract** This paper examines the impact of national culture on variations in economic performance among the European Union countries. In order to explain differences in economic performance we have used two data sets: The scores of the EU countries on Hofstede's five cultural dimensions, and the scores on economic performance from The Global Competitiveness Report (GCR) presented by The World Economic Forum. What we found was that countries with high scores on Power Distance and Uncertainty Avoidance score low on economic performance, while high scores on Individualism have a positive effect on economic performance. Although a multiple regression analysis did not reveal valid results about which dimension that consistently explains variations in economic performance, the overall explained variation of the model is high enough to support the conclusion that national culture contributes to explain variations in economic performance across the European Union countries.

*Search Terms: cross-cultural differences , national culture , economic performance*