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EBM in an organization. Method A new questionnaire to measure different types of knowledge acquisition and knowledge-based decision-making was applied to 11 public administration agencies. The items referred to the knowledge acquisition and decision-making of top managers or 'how this is done in the organization,' and they were given to employees at lower organizational levels. The data were analyzed using CFA and exploratory PCA of individual and aggregated data (when ICC and rwg indicated sufficient agreement within organizations). Results Our findings confirmed the two proposed knowledge-orientations: EOM and ESOM. Furthermore, EOM can be further differentiated into internal EOM and external EOM (use of evidence from inside and outside the organization). Furthermore, results demonstrate that organizations differ in their level of internal and external EOM. Conclusions The fact that organizations differ in their level of EOM and that employees share perceptions of how their organization acquires and uses knowledge suggests that EOM can be conceptualized as an organizational climate. Organizational EOM climate might well be able to predict organizational performance, which future studies have to confirm. Furthermore, organizational climate literature suggests that for a climate to emerge, specific foundation issues need to be established, which should be identified and confirmed by future research, too.

A COMPARATIVE STUDY BETWEEN PUBLIC AND PRIVATE PORTUGUESE ORGANIZATIONS CONSIDERING THEIR ORGANIZATIONAL VALUES.

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*Abstract:* Organizational values do not only influence the organization, but are influenced by organizational characteristics. Studies have been made to identify the relationship between organizational values and the legal form of organizations, but each organization is subject to the cultural context where it performs. To Felcman (1999) public organizations are characterized by a low orientation to people and to organizational goals, while private organizations have a low orientation to people but a high orientation to their goals. Culture is a regional concern and the results founded by Felcman do not necessarily relate to the reality of other countries but are a starting point to make hypothesis. Our study presents the significant differences between public and private organizations in Portugal

according to their organizational values. We divided Portugal in three regions (North, Centre and South) to compare differences between them. The 50% of the organizations belonged to the public sector and the other half to the private sector. We selected 300 organizations with different ages, different sectors of the economy and different sizes. We analyzed their web sites and the documents published on them. This allowed us to identify the explicit and implicit values that the organizations communicate. The analyzed values worked as elements of the actual and desired behaviour that the organizations wanted for their employees. We used content analysis in the identification of the organizational values and each value was related to a description. The determination of the differences between public and private organizations was made using the Mann-Whitney test. The mean-rank allowed us to identify which value was a characteristic of which specific legal form. This type of study may be a reference to researchers of other countries as a way to identify the organizational values on their specific culture. As a consequence, it also provides the procedure used to relate the identified values to the organizational characteristics. Through this study, the legal form can be used as a predictor of the presence of specific values and it sets the necessary basis for cultural comparisons between organizations, regions and countries, as a contextualization of organizational studies in Portugal.

TYPE OF GROUP CULTURE IN ETHNICALLY DIVERSE WORKGROUPS AND COMMITMENT

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*Abstract:* In this study, we examine the moderating role of organizational culture in ethnic diversity to commitment relationship. We focus on two types of commitment: attitudinal commitment and job satisfaction as it appears that the interpersonal issues related to national differences, in ethnically diverse groups, are likely to affect such types of commitment. Attitudinal organizational commitment is the degree of involvement that a person has with his or her employing organization (cf. Hakim & Viswesvaran, 2005). Job involvement is the degree to which employees psychologically relates to his or her job and to the work performed therein (cf. Hakim & Viswesvaran, 2005). Whether diversity brings work-related advantages or not, it appears to negatively affect members' commitment, which is likely to reduce effective performance. We, therefore, hypothesize that ethnic diversity will be