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 organ-
izational 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 differenti-
ated into internal EOM and external EOM (use of evi-
dence from inside and outside the organization). Fur-
thermore, results demonstrate that organizations differ
in their level of internal and external EOM. Conclu-
sions The fact that organizations differ in their level
of EOM and that employees share perceptions of how
their organization acquires and uses knowledge sug-
gests that EOM can be conceptualized as an organiza-
tional climate. Organizational EOM climate might well
be able to predict organizational performance, which
future studies have to confirm. Furthermore, organi-
sational climate literature suggests that for a climate
to emerge, specific foundation issues need to be estab-
lished, which should be identified and confirmed by fu-
ture research, too.

A COMPARATIVE STUDY BETWEEN PUBLIC AND PRIV
ATE PORTUGUESE ORGANIZATIONS CONSIDER-
ING 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 orienta-
tion 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 hyp-
thesis. 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 or-
ganizations with different ages, different sectors of the
economy and different sizes. We analyzed their web
sites and the documents published on them. This al-
lowed 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 or-
ganizational values and each value was related to a
description. The determination of the differences be-
tween 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 spe-
cific 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 char-
acteristics. 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 con-
textualization 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 com-
mmitment relationship. We focus on two types of com-
mmitment: 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. Attitu-
dinal organizational commitment is the degree of in-
volvement that a person has with his or her employ-
ing organization (cf. Hakim & Viswesvaran, 2005).
Job involvement is the degree to which employees psy-
chologically 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’ commit-
mment, which is likely to reduce effective performance.
We, therefore, hypothesize that ethnic diversity will be