

## ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Global economy is experiencing major changes in the last few years. Multinational companies (MNCs) control more than ever capital movements, productivity, and employment. In this context, the questions related to the management of Human resources (HHRR) by MNCs are increasingly relevant. Despite the growing number of publications on these topics, there are still gaps about a series of variables: a) it doesn't exist a global vision of how the MNCs manage their HHRR practices bearing in mind that these companies adopt certain organizational structures which they need to operate in a global scale, b) it doesn't exist a thorough knowledge of how the praxis of HHRR in MNCs is being internationally spread, and c) there are no complete international studies comparing HHRR practices in different MNCs in various countries and the way they are transferred.

Consequently, from a cross-cultural point of view, we are interested in contributing to the knowledge of HHRR policies and practices in MNCs. We are going to focus in two objectives:

- 1) Draw a map of different MNCs operating in various countries, classifying them according to their organizational structure, country of origin, how they were established in the different countries where they operate, size, sector, and degree of international integration. It is a question of examining the relationship between the organizational structure of MNCs and the way the HHRR practices in MNCs are shaped and transferred.
- 2) Carry out a comparative analysis on an international level, analyzing similitudes and differences between different countries in the way in which policies and practices of HHRR in MNCs are shaped and transferred.

In accordance with these objectives, every participant country will carry out a comprehensive survey of the MNCs operating in that country. The aim is to obtain a number of indicators in order to measure the global tendencies and the internal organization, while at the same time analyzing the links and balance between centralized direction and local autonomy.

In summary, the cross-cultural analysis of HHRR practices in multinational companies will be mainly centered on the following aspects:

- a) Systems of retribution and performance evaluation. Are the MNCs analyzed converging towards a global pattern of compensation linked to

performance evaluation? Are the models of performance evaluation in the MNCs becoming internationally standard?<sup>1</sup>

- b) Training and professional development. What are the strategies carried out for acquiring cross-national training in MNCs? To what extent are these strategies influenced by the different models of education of the countries of origin? How is this training transmitted amongst the different types of MNCs?<sup>2</sup>
- c) Working relations. Do the different models found in MNCs depend on the country of origin? How are the MNCs responding to the requirements of the European Work Committees and to their demands to be informed and consulted?
- d) Employees' participation and communication. Are there systematic differences on communication and employee involvement policies among the MNCs from different countries? Do the MNCs adopt centralized policies to promote corporate culture?<sup>3</sup>
- e) Managing diversity. How are the practices of managing diversity being carried out in MNCs? How are these practices affecting selection, evaluation performance, training and promotion?

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<sup>1</sup> Birkinshaw, J. 2002. "How Long Division Can Add Up to Bigger Numbers", *Financial Times* 7, August. Westney, E. and Zaheer, S. 2001. "The Multinational Enterprise an Organization", in *Oxford Handbook of International Business*, Oxford University Press, 349-480.

<sup>2</sup> Tregaskis, O. 2003. "Learning networks, power and legitimacy in multinational subsidiaries", *International Journal of Human Resource Management*, 14, 3, 431-448. Bird, A., Taylor, S. and Beechler, S. 1998. "A Typology of International Human Resource Management in Japanese Multi-National Corporations", *Human Resource Management*, 37, 2, 159-172.

<sup>3</sup> Sisson, K. 1997. "Towards new forms of work organisation: can Europe realise its innovative potential?" Luxembourg: *Office for the Official Publications of the European Communities*.