

How do managers respond to Failures: a comparison between Korea and the U.S.A.

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Abstrak

This study investigated how managers in Korea and the U.S.A, representing collectivistic and individualistic cultures respectively, differ in their behavioral intentions to take certain actions after their groups have failed to achieve the goals. Based on previous research, it was predicted that Korean managers, in contrast with the US managers, would take more responsibility for group failure. A field simulation methodology was used to test the hypothesized relationships. A simulated incident of group failure was presented to practicing managers in the subjects were asked to indicate their behavioral intentions. A study of 165 managers suggested that there were cultural differences in managerial responses to group failure. As hypothesized, Korean managers were more likely to claim personal responsibility for group failure, relative to the US managers.