Contents

| Acknowledgments Preface | | ix |
|----------------------------|--|-----|
| | | x |
| | Edgar H. Schein | |
| PAR | T I. CULTURE, CLIMATE, AND MULTILEVEL ANALYSIS | 1 |
| 1. | Introduction to <i>The Handbook of Organizational Culture and Climate</i> , Second Edition | 3 |
| | Neal M. Ashkanasy, Celeste P. M. Wilderom, & Mark F. Peterson | |
| 2. | Organizational Culture: Meaning, Discourse, and Identity Mats Alvesson | 11 |
| 3. | Organizational Climate Research: Achievements and the Road Ahead | 29 |
| | Benjamin Schneider, Mark G. Ehrhart, & William H. Macey | |
| 4. | Multilevel Issues in Organizational Culture and Climate Research | 50 |
| | Francis J. Yammarino & Fred Dansereau | |
| PAR | T II. TOWARD POSITIVE WORK CULTURES AND CLIMATES | 77 |
| 5. | Toward Positive Work Cultures and Climates | 79 |
| | Celeste P. M. Wilderom | |
| 6. | Healthy Human Cultures as Positive Work Environments | 85 |
| | Charmine E. J. Härtel & Neal M. Ashkanasy | |
| 7. | Establishing a Positive Emotional Climate to Create 21st-Century Organizational Change | 101 |
| | Tanya Vacharkulksemsuk, Leslie E. Sekerka, & Barbara L. Fredrickson | |
| 8. | Fostering a Positive Organizational Culture and Climate in an Economic Downturn | 119 |
| | Philip C. Gibbs & Cary L. Cooper | |

| 9. | Enhancing Firm Performance and Innovativeness Through Error Management Culture | 137 |
|-----|---|-------|
| | Nina Keith & Michael Frese | |
| 10. | Organizational Culture, Multiple Needs, and the Meaningfulness of Work | 158 |
| | M. Teresa Cardador & Deborah E. Rupp | |
| | T III. STATE-OF-THE-ART REVIEWS ON SIAL-ORGANIZATIONAL PROCESSES | 181 |
| | | |
| 11. | State-of-the-Art Reviews on Social-Organizational Processes CELESTE P. M. WILDEROM | 183 |
| 12. | Culture and Performance Sonja A. Sackmann | 188 |
| 13. | Transformational Leadership and Organizational Culture: Toward Integrating a Multilevel Framework CHAD A. HARTNELL & FRED O. WALUMBWA | 225 |
| 14. | Team Climate and Effectiveness Outcomes MICHAEL A. WEST & ANDREAS W. RICHTER | 249 |
| 15. | Exploring the Link Between Organizational Culture and Work–Family Conflict | 271 |
| | Linda Duxbury & Laura Gover | |
| 16. | Interorganizational Macrocultures: A Multilevel Critique Gerard P. Hodgkinson & Mark P. Healey | 291 |
| | T IV. ORGANIZATIONAL DYNAMICS AND IDENTITY: INING THE NEW PARADIGM | 317 |
| 17. | Organizational Dynamics and Identity: Defining the New Paradigm NEAL M. ASHKANASY | 319 |
| 18. | Organizational Culture in a Wider Field: Is There a Post Post-Culture? STEPHEN LINSTEAD | 323 |
| 19. | Material and Meaning in the Dynamics of Organizational Culture and Identity With Implications for the Leadership of | 2 / 1 |
| | Organizational Change Mary Jo Hatch | 341 |

| 20. | Three Dimensions of the Tip of the Iceberg: Designing the Work Environment | 359 |
|-----|--|-----|
| | Iris Vilnai-Yavetz & Anat Rafaeli | |
| 21. | Breaking the Silence: The Role of Gossip in Organizational Culture AD VAN ITERSON, KATHRYN WADDINGTON, & GRANT MICHELSON | 375 |
| 22. | Changing Organizational Culture for Sustainability SALLY V. RUSSELL & MALCOLM MCINTOSH | 393 |
| | T V. ORGANIZATIONAL CULTURE AND GANIZATION THEORY | 413 |
| 23. | Organizational Culture and Organization Theory Mark F. Peterson | 415 |
| 24. | The Role of Organizational Culture in Strategic Human Resource Management WENDY R. CARROLL, KELLY DYE, & TERRY H. WAGAR | 423 |
| 25. | Links and Synchs: Organizations and Organizational Culture From a Network Point of View Mark Meckler | 441 |
| 26. | Organizational Identity: Culture's Conceptual Cousin GLEN E. KREINER | 463 |
| | T VI. INTERNATIONAL THEMES IN ORGANIZATIONAL TURE RESEARCH | 481 |
| 27. | International Themes in Organizational Culture Research MARK F. PETERSON | 483 |
| 28. | Organizational Culture in a Societal Context: Lessons From GLOBE and Beyond CATHERINE T. KWANTES & MARCUS W. DICKSON | 494 |
| 29. | Personal Values, National Culture, and Organizations: Insights Applying the Schwartz Value Framework LILACH SAGIV, SHALOM H. SCHWARTZ, & SHARON ARIELI | 515 |
| 30. | The Role of Organizational Culture and Underlying Ideologies in the Success of Globally Distributed Teams Aycan Kara & Mary Zellmer-Bruhn | 538 |

| 31. | Corporate Culture in Chinese Organizations | 561 |
|------------------------|---|-----|
| | Daniel Denison, Katherine Xin, Ashley M. Guidroz, & Lily Zhang | |
| 32. | A Global Perspective on Gender and Organizational Culture BETTY JANE PUNNETT | 582 |
| 33. | An International Perspective on Ethical Climate K. Praveen Parboteeah, Kelly D. Martin & John B. Cullen | 600 |
| Inde | x | 617 |
| Abo | ut the Editors | 635 |
| About the Contributors | | 637 |