

ORGANIZATIONAL BEHAVIOR IN BRAZILIAN AND ANGOLAN WORKERS: Differences and similarities

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ABSTRACT

Organizational behavior research has been consolidated since the 1970's and has received increasing attention in view of the changes in the relation between individuals and the organizations they work in. This study aimed to describe variables of organizational behavior (resilience, professional self-efficacy, professional development, satisfaction at work, organizational identification, engagement at work and power bases of supervisor) in Brazilian and Angolan workers, comparing their differences and similarities. Therefore, a survey was developed, using 265 questionnaires applied in Brazil and 202 in Angola, using instruments with evidences of psychometric validity. Besides the descriptive analyses, t-tests were applied for comparison of means. Based on the results, it can be concluded that there are more differences than similarities in the perceived organizational behavior in both countries. These results are discussed in the light of the literature in the area and cultural characteristics of both countries.

Keywords: *Angola, Brazil, organizational behavior, cross-cultural*

1. INTRODUCTION

In the past generations, people used to have a job for life. Nowadays, having a job that can be called lifelong, which a person maintains until retiring, is rare (Magalhães & Bendassolli, 2013). In that context, research on organizational behavior gains particular characteristics, as the organizations are more concerned with the relation man-work and with the human behavior inside organizations, leading to a growing number of studies in the area (Borges-Andrade & Pagotto, 2010; Campos, Duarte, Cezar, & Pereira, 2011).

Organizational Behavior research is divided into micro (focused on individuals), meso (focused on groups and teams) and macro (focused on organizations and society) studies. The organizational context undoubtedly influences the behavior of its individuals and groups and receives influence from them (Mowday & Sutton, 1993). This research was focused on micro Organizational Behavior, with emphasis on personal variables and on the workers' perception of their professional environment. In that sense, seven variables were chosen that can influence human behavior at work, which are: satisfaction at work, professional self-efficacy, resilience, organizational identification, professional development, engagement at work and power bases of the supervisor.

To study these variables, workers from two distinct countries were considered: Brazil and Angola. The choice of these countries was due to the fact that they are both Portuguese-speaking, are former Portuguese colonies and stand out as regional power (Brazil is the main power in Latin America and Angola the second largest power in Africa, behind South Africa only). To rank the two countries, the website Portal Brasil (2014) was consulted. Thus, Angola has 20.9 million inhabitants (2012), with 57% of urban and 43% of rural population (2010). The life expectancy is low (42.7) (2010) and its Human Development Index - HDI (0.403) ranks it in the 146th place (2010). In economic terms, Angola is going through great development. The Gross Domestic Product – GDP corresponds to US\$ 114343 billion (2012), with 12% relating to agriculture, 51% to industry and 37% to services (2012). The annual per capita income of the Angolan population is US\$ 6412.00 (2010) and the estimated workforce consists of 7.5 million (2012).

Considering the same indicators, Brazil presents very distinct data from Angola, whether due to the size and distribution of the population or to the social and economic indicators. In total, the country has 202.14 million inhabitants (2012), with 84% of urban and 16% of rural population (2010). The life expectancy corresponds to 74.1 years (2011) and the country's Human Development Index - HDI (0.718) ranks it in the 84th place globally (2011). Brazil is a developing country with a Gross Domestic Product – GDP of US\$ 4838 trillion (2013), 5% from agriculture, 21% industry and 59% services (2013). The annual per capita income of the Brazilian population is US\$ 11145.86 (2012) and the estimated workforce consists of 104.7 million workers (2011).

In view of these two countries' reality, this research investigates the following research problem: How do Brazilian and Angolan workers perceive the different variables of organizational behavioral and what differences and similarities exist between the two countries' results? Hence, this study aims to describe some variables of organizational behavior in Brazilian and Angolan workers and to compare their differences and similarities. It should be highlighted that investigating the context in organizational behavior research based on objective measures and samples with a systematic variation of contextual aspects is an ancient demand (Mowday & Sutton, 1993), given the nature of the area. Gelfand, Erez and Aycan (2007) presented an exclusive study on cross-cultural organizational behavior, which aims to combine or contrast two or more cultural groups in the processes and behavior at work. In that sense, this research contributes by presenting data on a set of seven variables related to organizational behavior and to compare the results in two distinct countries.

2. THEORETICAL FRAMEWORK

Schneider (1985) defined organizational behavior as the junction of studies of individuals, groups and organizations with currents of organizational psychology and management theory, with emphasis on psychology (social and psychometrics), sociology (organizational, work and occupational) and administration (scientific and human relations). In fact, organizational behavior is one of the most relevant themes in Administration as well as in Organizational Psychology because it focuses on the study of human attitudes and behaviors at work. The first chapter the Annual Review Psychology published with a review on the theme dates back to 1979, when it was highlighted that organizational behavior was turning into a distinct discipline focused on the behavior of individuals and groups in the organizational context (Mitchell, 1979). Between 1979 and 1989, five reviews of Organizational Behavior were published in the Annual Review Psychology, some of which observed the influence of macro-aspects, while others focused on the micro-approach, systematically including reflections on the methodological aspects.

In the study by Borges-Andrade and Pagotto (2010) on the state of the art of Brazilian research on Organizational and Work Psychology – OWP, the evolution of the publications on organizational behavior in Brazil is evidenced. The authors mention that the studies on organizational behavior equally benefitted the public and private economic sectors and that the service sector by far benefitted the most, followed by the industrial sector, while the primary segment lagged behind with few studies.

The review by Sobral and Mansur (2013), in turn, aimed to present an “x-ray” of the evolution in the scientific production in the field of Organizational Behavior in the last decade, based on the systematic survey of the main Brazilian Administration journals and annals of the National Meeting of the Association of Graduate and Research Programs in Administration - EnANPAD. Concerning the organizational behavior themes the Administration researchers discussed most, the organizational culture and the relation individual-organization stand out (predominantly themes like organizational commitment, identity and psychological contracts), followed by organizational learning and diversity (mainly articles on discrimination and gender relations). The authors found that the most investigated categories in Brazil significantly differ from those published internationally, which were focused on groups and themes, followed by leadership and attitudes and behaviors at work.

Hence, in view of the findings of the review on organizational behavior by Sobral and Mansur (2013), in this study, both variables highlighted in international studies and others more characteristic of Brazilian studies were investigated. In line with international publications, variables were investigated related to attitudes and behaviors at work (specifically organizational identification, resilience, satisfaction and engagement in work), as well as variables related to leadership (power bases of supervisor). What learning focused on work is concerned, the variables professional self-efficacy and professional development were included. Each of these variables is briefly presented next.

2.1 Resilience

The term resilience originates in the Latin verb *relisire*, which means “jumping backwards”, “returning to the natural condition”. Peltz, Moraes and Carlotto (2010) discuss the concept in different approaches, including Biology, Psychology, Sociology and Theology and the meta-analysis by Lee et al. (2013) shows the increase of research in the area. In Psychology, the authors emphasize the importance of family relations, mainly in childhood, when individuals construct the capacity to bear and overcome adverse situations. Other studies relate resilience with emotional intelligence (Liu, Wang, & Lu, 2013; Schneider, Lyonsb, & Khazon, 2013).

In the organizational context, the term resilience is new (Tavares, 2001), but has been focused on in professional organizations (Barlach, Limongi-França, & Malvezzi, 2008; Youssef & Luthans, 2007), suggesting that it should be included in research models that consider variables of organizational behavior. Studies in the area have

presented the correlation between resilience and organizational behavior variables like leadership antecedents (Howard & Irving, 2014) and organizational learning, focusing on career resilience (Abu-Tineh, 2011).

2.2 Professional self-efficacy

The concept of self-efficacy derives from Bandura's Social-Cognitive Theory, who considers human beings as non-reactive, self-regulated, self-reflexive and proactive individuals. According to Bandura (1977), self-efficacy is defined as individuals' beliefs in their capacities to organize and execute the actions desired to achieve a certain goal. In that sense, the construct refers to each individual's judgment of his capacities to undertake a task. According to the author, people's beliefs with regard to their capacities derive from four main sources, namely: performance accomplishments, vicarious experience, verbal persuasion and physiological states. Hence, self-efficacy results from the set of beliefs constructed in the course of life.

Professional self-efficacy, in turn, refers to the individuals' assessment of their capacity to deal with the professional demands, that is, the greater the perceived competency for professional practice, the higher the self-efficacy scores. It is important to consider, however, that the same experience interpreted by different people can lead to different efficacy beliefs in different situations for the same person, mainly in function of the individual and collective cognitive processes in the active construction of reality and in the interpretation of information from the environment (Bandura, 1977). It should be highlighted that self-efficacy research has also been focused on professional occupations (Hirschi, 2012), professional orientation (Ambiel & Noronha, 2011) and professional development (Cabaroglu, 2014).

2.3 Engagement at work

Engagement at work is characterized as a positive work-related psychological condition, reflected in the desire to truly contribute to the organizational success (Albrecht, 2010). According to Schaufeli and Bakker (2010), engagement in work is a diffuse affective-cognitive psychological condition that is manifested in three dimensions: dedication, vigor and absorption by work. Dedication refers to the engagement in one's work and to the feelings that it is significant and arouses enthusiasm and pride. Vigor is related to the experience of work as something stimulating, which justifies efforts and perseverance, sustained by a high level of energy directed at the work. Finally, absorption is characterized by employees who do not notice the passage of time and are unable to disconnect from work, maintaining a high level of concentration.

2.4 Organizational power bases

Power has been defined as an individual's potential to influence another individual (Nyberg, 1981). If leadership is understood as an effort to influence, power corresponds to the potential influence, that is, the resource that permits the exercise of influence (Garcia & Santa-Barbara, 2009). In accordance with Hersey, Blanchard and Natemeyer (1979), it is not exactly the leader's power that allows him/her to influence followers, but their perception of that leader's power. In that sense, investigating the power bases is something relevant, as it is based on this perception that people attribute more or less power to their leaders.

The model of French and Raven (1959) was the first to propose the study of the social power bases and contained five bases, which are: enforcement, reward, legitimacy, reference and expertise. This study was based on the Supervisor's Power Bases Model of Hinkin and Schriesheim (1989), which rests on four power bases, which can be defined as follows: (a) Legitimate Power Base – acknowledgement by one person that the other has the legal power to influence him/her and that (s)he has to accept that influence; (b) Expertise Power Base – acknowledgement by one person that the other masters specific knowledge and that, therefore, should not be questioned; (c) Enforcement Power Base – Acknowledgement by one person that the other has control over things that threaten him/her; and (d) Reward Power Base – acknowledgement by one person that the other can offer him/her some kind of award or reduce some kind of punishment.

2.5 Professional development

Professional development refers to "continuing education or training that is expected or required from people employed in a profession" (Van den Bos, 2010, p. 274) and can be considered as the result of formal and informal learning actions that allow people to expand their professional competences (Mourão, Monteiro, & Viana, 2014). Therefore, professional development includes people's identity transformations, as well as the collective competences developed in the job context (Paquay, Wouters, & van Nieuwenhoven, 2012). In that sense, it depends on formal as well as informal learning actions.

Professional development is directly related to the professional's daily activities and is part of a broader continuing learning process (Guskey, 2000). Therefore, it corresponds to the growth and maturing of the knowledge, skills and attitudes gained in the course of the workers' lives (Paquay et al., 2012). In that sense, Professional

development should not only be the sum of a set of courses taken throughout one's career, but a process that includes a maturing of the workers' reflexive capacity. Beyond the formal and informal learning actions, professional development also comprises criticism, with consciously planned orientation and guidance for professional activities.

2.6 Organizational identification

The theories of social identity and self-categorization rest on the need for the human being to be part of some group with a profile similar to his/hers (Tajfel, 1978; Pratt, 1998). Organizational identity, then, is based on the studies of Albert and Whetten (1985) and is part of the individual identity (Oliveira, 2008). Thus, starting from the analysis of the organization's positive points, the employees can identify with the organizational conducts and values, absorbing and assuming them as their own.

The model proposed by Pratt (1998) presents two types of identification: identification by affinity (recognition) and identification by imitation (identical). In the first, people believe that the organization presents certain values and beliefs similar to theirs, in a process in which "peers look for peers", signaling a kind of "parenthood" between the organization and the individuals. In the identification by imitation, the individuals consciously incorporate beliefs and values of the organization in their identity, modifying the view of the "I" by incorporating their beliefs about the organization in an internalization process of the organizational values and interests (Oliveira, 2008; Mourão et al., 2014).

2.7 Satisfaction at work

Satisfaction at work can be considered a pleasant or positive emotional condition, which results from some work or work experiences, in accordance with Locke's proposal (1976). Satisfaction at work is one of the human behaviors favorable to organizations and, as such, has been a source of great interest since the past century (Judge & Kammeyer-Mueller, 2012). Since the first studies, the concepts appear related to motivation, but it should be clarified that, although associated, these are distinct concepts (Sangwan, 2013).

In the last two decades of the 20th century, the researchers have enhanced their studies on emotions in the occupational context, discussing the cognitive approach to the understanding of the satisfaction concept (Brief & Weiss, 2002). In that sense, satisfaction at work starts to be considered as deriving from the stimuli the occupational context offers as well as from the cognitive aspect that allows the individual to create a proper meaning for it (Judge & Kammeyer-Mueller, 2012). It should also be highlighted that several studies have been developed that relate satisfaction at work with personnel management actions (Santos & Mourão, 2011; Siqueira & Kurcgant, 2012).

3. METHOD

This section typifies the research and describes the methodological strategy that guided the research, in function of the research problem, the objectives formulated and the theoretical foundations. The analyses developed allowed the researchers to describe results of organizational behavior variables in samples of Brazilian and Angolan workers, to indicate similarities and differences between the countries using comparative analysis procedures. Next, the analysis and observation units are detailed, as well as the social subjects investigated and the procedures for data collection and analysis.

Based on some of the categories and typologies to classify scientific studies proposed by Babbie (2014) and aiming to achieve the objectives put forward here, this research is defined as a quantitative, *ex-post facto*, cross-sectional, descriptive and comparative study, characterizes by a survey with face-to-face application of questionnaires to a convenience sample.

Comparative studies permit a better understanding of the research problem as it better verifies its idiosyncrasies. For the sake of comparison, similar sample sizes were considered as analysis units in the countries investigated. The analysis level of this research will be individual (Chanlat, 1993) and the analysis units will be the two countries Brazil and Angola.

In accordance with the definition by Babbie (2014), the observation units in this research were subjects who work at public, private or service organizations for at least one year. The establishment of a job contract and minimum length of experience as conditions for inclusion in the research are justify by the research problem, which requires a formal relationship with the institution and a judgment of how certain facts happen in the organization (mainly to assess the supervisor's power bases, the organizational identification, the professional development and the engagement at work). Another inclusion criterion was the nationality, as the subjects in Brazil should be native Brazilians and the same was true for Angola. That is an important aspect due to the comparative results in the two

countries. As an exclusion criterion, the presence of 15% or more of missing data was determined, resulting in the exclusion of four questionnaires (0.8% of the sample). Next, the research participants, the data collection instruments and the collection and analysis procedures are defined.

3.1 Participants

The research participants were 467 workers with a job contract and more than one year of experience, as determined in the inclusion criteria, with 265 questionnaires applied in Brazil and 202 in Angola. The Brazilian and Angolan samples were similar regarding the sex and age profile of the participants, with a predominance of men in both samples and a mean age of about 33 years. As regards the education, the Brazilian sample contains a lower percentage of people with primary education and a higher percentage of graduated people than the Angolan sample.

The size of the organizations the participants worked for was measured based on the number of employees (up to 100 – small; between 101 and 500 – medium; and more than 500 employees – large). The Angolan sample contains more participants working for small companies than the Brazilian one, in which employees of large organizations were predominant. The proportion of people working in management functions is also greater in Angola. The distribution according to the type of organization shows that employees of private organizations predominated in both countries, although the African country shows a higher percentage of public servants and a similar percentage of service workers than the Latin American country. The participants' activity area was predominantly the service sector in both countries, but Angola showed a higher percentage of people working in agriculture, while Brazil showed a larger number of industrial workers. As regards the length of experience, the differences between the countries were small, with a slightly higher mean total length of experience among the Brazilians than among the Angolans. The experience in different work organizations in the course of one's professional life is also slightly higher in Brazil than in Angola. Table 1 details the sample's sociodemographic profile, showing the absolute values and percentages, as well as the means (M) and standard deviations (SD) for the ratio variables.

INSERT TABLE 1

3.2 Instruments

In this study, valid tools were used, some of which were single-factor scales (resilience, professional self-efficacy, professional development and satisfaction at work), while others were multiple-factor scales (organizational identification, engagement in work and power bases of the supervisor). Besides these scales, questions on sociodemographic and functional data were also included to characterize the sample.

The Satisfaction at Work Scale consists of five questions, answered on a five-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree). One example of an item is: "If I had to choose a job, I would choose mine." Silva and Ferreira (2009) validated this measure with a single-factor structure. The internal consistency of this single-factor, calculated by means of Cronbach's Alpha, corresponded to 0.89 for the Brazilian sample and 0.92 for the Angolan sample.

The one-dimensional scale by Mourão, Porto and Puente-Palacios (2014) was used to assess the perceived professional development. The scale consists of eight items, assessed on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). One example is: "My professional development since I have started working has been considerable". The internal consistency index (Cronbach's Alpha) of the scale corresponded to 0.84 for the data collection in Brazil and 0.80 for Angola.

To assess the resilience, the short version of the Connor-Davidson Resilience Scale (2003) was adopted, validated by Campbell-Sills and Stein (2007). This one-dimensional instrument consists of 10 items, to be answered on five-point scales ranging from 1 (not at all true) to 5 (almost always true). One example of an item: "I am able to deal with any problem that happens to me." The consistency index (Cronbach's Alpha) obtained in both countries corresponded to 0.85.

For the self-efficacy, the Scale of Perceived General Self-Efficacy was used, validated in Brazil by Martins and Onça (2010), which consists of a single factor and ten items, ranging from 1 (never true) to 4 (always true). One example of an item: "Even when things are difficult, I achieve very good performances." The consistency level (Cronbach's Alpha) obtained in the study under discussion corresponded to 0.81 in Brazil and 0.79 in Angola.

The Organizational Identification Scale has a two-dimensional structure and consists of 17 items, with a Likert scale that ranges from 0 (I strongly disagree) to 10 (I strongly agree). The factors on this scale are: identification by affinity (example: "I know when an organization is similar to me") and identification by imitation (example:

“I share the values of my organization”). The consistency levels (Cronbach’s Alpha) obtained in the Brazilian study were, respectively, 0.79 and 0.88. In the Angolan study, the Cronbach’s Alpha coefficients were similar (0.82 and 0.87, respectively).

Hinkin and Schriesheim (1989) proposed the Scale of Power Bases of the Supervisor, which was semantically adapted to Portuguese and had its factorial structure confirmed by Martins and Guimarães (2007). Initially, the scale consisted of 20 items, while the final version included 16 items, four for each of the dimensions, that is: Legitimate Power Base (example: “My supervisor makes me feel that I have commitments to comply with”); Expertise Power Base (example: “My supervisor provides me with technical knowledge necessary for work”); Enforcement Power Base (example: “My supervisor can make my work hard”); and Reward Power Base (example: “My supervisor can get special benefits for me”). A Likert-type response scale was used, ranging from 0 (I strongly disagree) to 10 (I strongly agree). The consistency levels (Cronbach’s Alpha) found in the Brazilian study corresponded to 0.79, 0.83, 0.84 and 0.71, respectively. In the Angolan study, the Cronbach’s Alpha coefficients were equal to 0.81, 0.80, 0.81 and 0.73, respectively.

To measure the engagement at work, the Utrecht Work Engagement Scale (UWES) by Schaufeli, Salanova, González-Romá and Bakker (2002) was used. The tool consists of 17 items on a five-point Likert scale, ranging from one (never) to five (always). The scale is three-dimensional and includes the dimensions: vigor (example: “In my work I feel full of energy”); dedication (example: “I feel proud of the work I do”) and absorption (example: “When I am working, time flies”). The internal consistency of the scale, calculated by means of Cronbach’s Alpha coefficient, was equal to 0.91, 0.93 and 0.80 in the Brazilian sample and 0.87, 0.90 and 0.78 in the Angolan sample.

3.3 Data collection and analysis procedures

The data collection instruments was applied in all Brazilian regions with the help of a network of students from a distance course in administration. For the application, printed questionnaires were distributed and collected. The instructions to complete the questionnaire resulted in a self-applied tool. The time to complete the instrument was free and the return rate corresponded to 72%.

For the sake of greater data reliability, a system was developed to monitor the data collection process. The research team received online training to apply the questionnaires and material with detailed procedures to follow during the data collection. For every six researchers, there was one leader who received and verified the completion of the questionnaires and reported to the general research coordinator. The data were collected during four weeks. The participants were informed about the research objective and the secrecy of individual answers was guaranteed, as well as access to the research results.

For the statistical analyses, the software Statistical Package for the Social Sciences – SPSS and AMOS were used, both in version 21.0. Descriptive and exploratory analyses were developed to investigate the exactness of the data input, the distribution of missing cases and the frequency distribution, according to the orientations by Tabachnick and Fidell (2013). Next, the inferential tests started, adopting Student’s t-test for independent samples, in combination with Levene’s test for equality of variances.

4. RESULTS

The results will be presented in view of the general research objective. The data will be displayed in three parts, the first two related to the descriptive analysis of the results in each country and the third to the comparative analysis, considering the samples of Brazilian and Angolan workers.

4.1 Results in Brazil

The results obtained in the sample of Brazilian workers show that, with regard to the supervisor’s power bases, the expertise power stands out ($M = 7.75$), while the enforcement power obtained the lowest means ($M = 6.09$). What the professional development is concerned, the mean score was moderately high ($M = 5.02$), as it was superior to the median of the scale (4.0). The Brazilian workers’ organizational identification was practically the same for the dimensions identification by affinity ($M = 7.73$) and by imitation ($M = 7.45$). Satisfaction at work exceeded the scale median (5.0), but did not reach high levels ($M = 6.61$). In terms of engagement at work, the three dimensions obtained mean scores superior to the median (3.0) of the scale (vigor, $M = 3.71$; dedication, $M = 3.87$; and absorption, $M = 3.70$). Finally, resilience and professional self-efficacy received very similar mean scores, superior to the median of the scale ($M = 3.82$; $M = 3.83$, respectively). Table 2 shows descriptive statistics (mean, standard deviation, minimum and maximum) for the organizational behavior variables in the Brazilian sample.

INSERT TABLE 2

4.2 Results in Angola

The results of the study on the organizational behavior variables with Angolan workers point towards a predominance of legitimate power ($M = 7.88$), followed by expertise power ($M = 7.67$) as the supervisor's power bases, against a very low average for the enforcement power ($M = 2.35$) and an intermediate average for the reward power ($M = 6.69$). What professional development is concerned, the score was moderately high ($M = 5.29$), surpassing the median of the scale (4.0). The organizational identity of the Angolan workers is related more to imitation ($M = 7.65$) than to affinity ($M = 6.97$). Satisfaction at work exceeded the median of the scale ($M = 7.10$). It should be highlighted that the lowest score for this variable was 5.2. In terms of engagement at work, it was observed that the three dimensions obtained average scores superior to the median (3.0) of the scale (vigor, $M = 3.61$; dedication, $M = 3.66$; and absorption, $M = 3.49$). Finally, resilience and professional self-efficacy also obtained average scores superior to the median of the scale ($M = 3.84$; $M = 3.62$, respectively). Table 3 displays the descriptive statistics for the organizational behavior variables in the Angolan sample.

INSERT TABLE 3

4.3 Comparative results Brazil and Angola

The analyses of the t tests applied show that, among the supervisor's power bases, significant differences were found between the mean scores for legitimate power [$t(465) = -4.97, p < 0.01$], enforcement power [$t(465) = 6.37, p < 0.01$] and reward power [$t(465) = -3.44, p < 0.01$], among which the expertise power is the only power base with similar scores between both countries [$t(465) = 0.48, p < 0.63$]. What the professional development is concerned, the difference was also significant [$t(465) = -2.46, p < 0.02$], with the Angolans tending to perceive greater professional evolution than the Brazilians. With respect to the organizational identification, there are similarities between the workers from both countries in terms of the identification by imitation [$t(465) = -1.36, p < 0.16$], but significant differences in the identification by affinity [$t(465) = -5.40, p < 0.01$]. The satisfaction of work also differed between the countries [$t(465) = -2.92, p < 0.01$] and was higher in Angola. As regards the engagement at work, the vigor dimension indicates similarities between the two countries [$t(465) = 1.68, p < 0.09$], while the dedication [$t(465) = 3.18, p < 0.01$] and absorption [$t(465) = 3.74, p < 0.01$] dimensions show significantly different means between the African and the Brazilian country. The results regarding resilience show that Brazil and Angola are similar [$t(465) = -0.32, p < 0.75$], but the same does not happen for the professional self-efficacy variable, with significantly distinct means [$t(465) = 3.28, p < 0.01$] between the two countries, with higher scores in Brazil. Table 4 displays the inferential statistical results that indicate the similarities and differences of means in the different constructs.

INSERT TABLE 4

5. DISCUSSION OF THE RESULTS

The general objective in this research was to describe organizational behavior variables in Brazilian and Angolan workers, comparing the differences and similarities with regard to the following variables: resilience, professional self-efficacy, professional development, satisfaction at work, organizational identification, engagement at work and power bases of the supervisor. To support this comparison, from the theoretical and methodological viewpoints, the study design has to be considered as cross-cultural (Gelfand et al., 2007) and the countries as cultural proxies. Hence, the differences between the countries were analyzed in view of the studies of the Hofstede Centre, which currently includes studies in 70 countries, among which Brazil and Angola. In each of these countries, five macro cultural values are assessed, which are: power distance, uncertainty avoidance, individualism versus collectivism, quantity versus quality of life and short versus medium-term orientation. These data contribute to understand the results obtained, as they provide parameters of cultural differences and similarities between the two countries.

The study accomplished in Brazil shows that the expertise power predominates, which means that the Brazilian workers attribute more power to those workers who demonstrate technical knowledge, constituting sufficient reason not to question them (Hinkin & Schriesheim, 1989; Martins & Guimarães, 2007). On the other hand, the fact that the enforcement power obtained the lowest mean scores can indicate that the workers do not acknowledge the use of group control based on threat and that the establishment of leaderships is changing (Howard & Irving, 2014). The fact that the Brazilian workers' organizational identification takes place in practically the same way in the identification dimensions by affinity and by imitation signals that there are people who believe that the organization presents certain values and beliefs similar to theirs, while others consciously incorporate organizational beliefs and values in their identity, in an internalization process of organizational values and interests (Oliveira, 2008; Mourão, Monteiro, & Viana, 2014).

What the study results in Angola are concerned, the fact that the legitimate power stands out among the power bases of the supervisor deserves further discussion. This result rests on the cultural trait of great hierarchy that characterizes the Angolan society, confirmed by the high score in the value power distance, which is considerably lower in the Brazilian society, which scores corresponding to 83 and 69, respectively (Hofstede Centre, 2014). This result also receives support from the greater pragmatism that exists in Brazil, while the Angolans are marked by a more normative culture (scores of 44 and 15, respectively, according to the Hofstede Centre, 2014).

What the professional development is concerned, the mean score was moderately high in both countries, indicating a work-oriented formal and informal learning perception (Mourão, Porto, & Puente-Palacios, 2014), in Brazil and in Angola, highlighting the latter, possibly because of the country's more enhanced growth rate. The satisfaction at work was also higher in Angola, with a very high minimal score in this variable. This result may be related to the fact that the unemployment in the African country, despite the great reduction in the last decade, remains very high (26%), while Brazil experiences the moment of the lowest unemployment rates (5%) in its time series (Trading Economics, 2014).

6. CONCLUSION

The objective in this article was to describe some organizational behavior variables of Brazilian and Angolan workers and to compare their differences and similarities. From the viewpoint of the descriptive results, the highest scores in the variables professional development and satisfaction at work in both countries stand out, but in an even more enhanced form in Angola. The higher scores for the legitimate (Angola) and expertise power bases (Brazil) should also be mentioned, which may signal that the workers recognize leadership models focused on enforcement or exchange (reward) less than models based on formal leadership and leadership based on technical knowledge.

From the comparative viewpoint, based on the results, it can be concluded that there are more divergences than similarities in the perceived organizational behavior between both countries. On the one hand, the variables that revealed similarities between both countries were the expertise power as the supervisor's power base, organizational identification by imitation, resilience and the force dimension of commitment to work. On the other hand, contrasts were identified between the two cultural groups with regard to the other power bases of the supervisor (legitimate, enforcement and reward power), self-efficacy and professional development, satisfaction with work, organizational identification by affinity and the dedication and absorption dimensions of the engagement at work.

The explanations for these differences, to some extent, relate to the context these countries are part of, besides possible organizational and cultural differences. In that sense, the study suggests further research, considering taxonomies of cultural values. Studies that include these taxonomies can be useful to indicate beliefs, standards and sophisticated forms of combining local culture and perspectives on cultural differences. The sample could also be extended to other countries and continents to expand the horizons of the current findings.

The main limitations in this study are the use of a convenience sample and the restriction of the study to two single countries. But despite these restrictions, the study offers a relevant contribution as it compares the results of seven organizational behavior variables in two countries that stand out in their regions. In that sense, these research results can contribute to the theoretical enrichment of research in the area, as well as to arouse reflections for the workers and work organizations in both countries regarding a set of phenomena, namely: organizational identification, resilience, satisfaction and engagement at work, power bases of the supervisor, self-efficacy and professional development.

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Table 1.
 Sociodemographic profile of the sample

Variables	Categories	Brazil				Angola			
		n	%	M	SD	n	%	M	SD
Sex	Male	153	57.7			116	57.4		
	Female	112	42.3			86	42.6		
Education	Primary	18	6.8			22	10.9		
	Secondary	97	36.6			82	40.6		
	Undergraduate	105	39.6			59	29.2		
	Graduate	45	17.0			28	13.9		
Type of work organization	Public	62	23.4			72	35.6		
	Private	182	68.7			116	57.4		
Activity sector	Service sector	21	7.9			14	6.9		
	Agriculture	20	7.5			30	14.9		
	Industry	91	34.3			24	11.9		
Organizational size	Services	152	57.4			140	69.3		
	Small	75	28.3			88	43.7		
	Medium	46	17.4			39	19.3		
Exercise of management function	Large	144	54.3			75	37.1		
	Yes	74	27.9			86	42.8		
	No	191	72.1			115	57.2		
Age				33.41	8.68			33.02	9.55
Length of experience in current organization				6.93	6.38			6.89	6.59
Total length of experience				14.37	8.64			11.76	9.35
No. of organizations worked for				3.73	2.20			2.25	1.50

Table 2.
 Mean scores of organizational behavior variables in Brazil

Variables	Minimum	Maximum	Mean	Standard deviation	
Power bases of supervisor	Legitimate power	0.75	10.0	7.08	1.69
	Expertise power	1.67	10.0	7.75	1.58
	Enforcement power	0.00	10.0	4.03	2.83
	Reward power	0.50	9.00	6.09	1.83
Professional development	2.00	7.00	5.02	0.98	
Organizational identity	Identity by affinity	1.44	10.0	7.73	1.35
	Identity by imitation	0.38	10.0	7.45	1.71
Satisfaction at work	0.60	9.80	6.61	2.20	
Engagement at work	Vigor	1.83	5.00	3.71	0.70
	Dedication	1.60	5.00	3.87	0.74
	Absorption	1.67	5.00	3.70	0.62
Resilience	1.75	5.00	3.82	0.61	
Professional self-efficacy	1.33	5.00	3.83	0.62	

Table 3.
 Mean scores of organizational behavior variables in Angola

	Variables	Minimum	Maximum	Mean	Standard deviation
Power bases of supervisor	Legitimate power	2.50	10.0	7.88	1.76
	Expertise power	2.67	10.0	7.67	1.89
	Enforcement power	0.00	10.0	2.35	2.82
	Reward power	0.75	10.0	6.69	1.92
Organizational identity	Professional development	1.75	7.00	5.29	1.32
	Identity by affinity	0.00	9.78	6.97	1.67
	Identity by imitation	0.00	10.0	7.65	1.44
Engagement at work	Satisfaction at work	5.20	10.0	7.10	1.01
	Vigor	2.00	4.83	3.61	0.58
	Dedication	1.80	4.80	3.66	0.62
	Absorption	2.00	4.83	3.49	0.61
	Resilience	2.25	5.00	3.84	0.60
	Professional self-efficacy	1.67	5.00	3.62	0.71

Table 4.
 Results of t-tests comparing organizational behavior variables in Brazil and Angola

	Variables	Country	N	Mean	Standard deviation	t-tests
Power bases of supervisor	Legitimate power	Brazil	265	7.08	1.69	t = -4.97; gl = 465; p <0.01
		Angola	202	7.88	1.76	
	Expertise power	Brazil	265	7.75	1.58	t = 0.48 gl = 465; p <0.63
		Angola	202	7.67	1.89	
	Enforcement power	Brazil	265	4.03	2.83	t = 6.37 gl = 465; p <0.01
		Angola	202	2.35	2.82	
	Reward power	Brazil	265	6.09	1.83	t = -3.44 gl = 465; p <0.01
		Angola	202	6.69	1.92	
Organizational identity	Professional development	Brazil	265	5.02	0.98	t = -2.46 gl = 465; p <0.02
		Angola	202	5.29	1.32	
	Identity by affinity	Brazil	265	7.73	1.35	t = 5.43 gl = 465; p <0.01
		Angola	202	6.97	1.67	
	Identity by imitation	Brazil	265	7.45	1.71	t = -1.36 gl = 465; p <0.16
		Angola	202	7.65	1.44	
Engagement at work	Satisfaction at work	Brazil	265	6.61	2.20	t = -2.92 gl = 465; p <0.01
		Angola	202	7.10	1.01	
	Vigor	Brazil	265	3.71	0.70	t = 1.68 gl = 465; p <0.09
		Angola	202	3.61	0.58	
Dedication	Brazil	265	3.87	0.74	t = 3.18 gl = 465; p <0.01	
	Angola	202	3.66	0.62		
Absorption	Brazil	265	3.70	0.62	t = 3.74 gl = 465; p <0.01	
	Angola	202	3.49	0.61		
Resilience	Brazil	265	3.82	0.61	t = -0.32 gl = 465; p <0.75	
	Angola	202	3.84	0.60		
Professional self-efficacy	Brazil	265	3.83	0.62	t = 3.28 gl = 465; p <0.01	
	Angola	202	3.62	0.71		