

### EMOTIONAL EXPERIENCE OF INDIVIDUALIST- COLLECTIVIST WORKGROUPS: FINDINGS FROM A STUDY OF 14 MULTINATIONALS LOCATED IN AUSTRALIA

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#### Abstract

The increasing diversity in the workforce the world over means that the effectiveness of contemporary organizations largely rests on their ability to be open to the differences associated with different cultures. Prejudice or the negative affective response to perceived dissimilar others, however, is a significant barrier that organizations must deal with to realize this goal. This paper makes a unique contribution to the area of diversity management by considering how cognitive and affective reactions to dissimilar others impacts on individual, group and organizational outcomes such as hope, intergroup anxiety, trust, perceived fairness, deviant behavior and task performance and, importantly, how organizational human resource management practices can alter the consequences of dissimilarity in the workforce.

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