

## Cross-Cultural-Management

# Overview of 70 years research

### Excerpt of MASTER'S THESIS

“Managing International Cooperations: Evaluation of models measuring national cultural differences and their implications for business, illustrated with the examples of India, Japan & Germany”

[The Title of this publication deviates from the original title of the chapter in the master's thesis]

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# 1. Models of measuring cultural differences

## 1.1 Overview

There are currently five studies that measure and describe the differences between national and sub-national cultures in business, which are relevant for management:

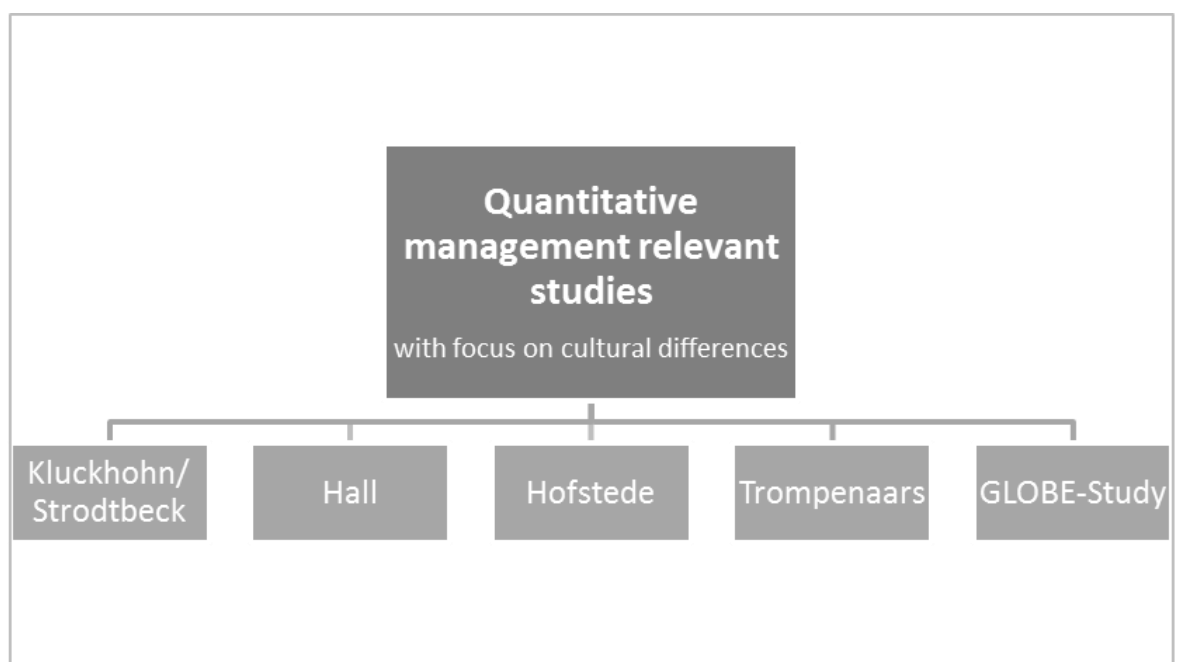


Fig. 4: Overview of relevant quantitative models of cultural differences.  
Source: Kutschker, Schmid, 2011, p. 703, (Author's adaptation).

As can be seen in the following chart, the indicated time horizons of all five models of the research period and the main publication is included.

The studies are sorted according to their temporal horizon from left to right:

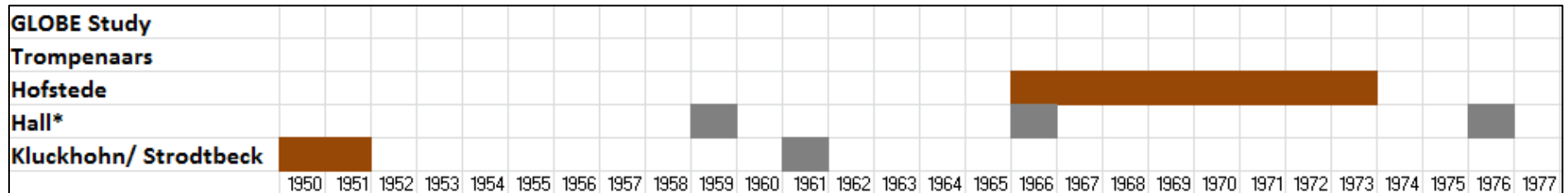


Fig. 5: Study periods (brown bars) and publications (grey bars) of the five studies major studies 1950 – 1977. Source: Own Illustration.

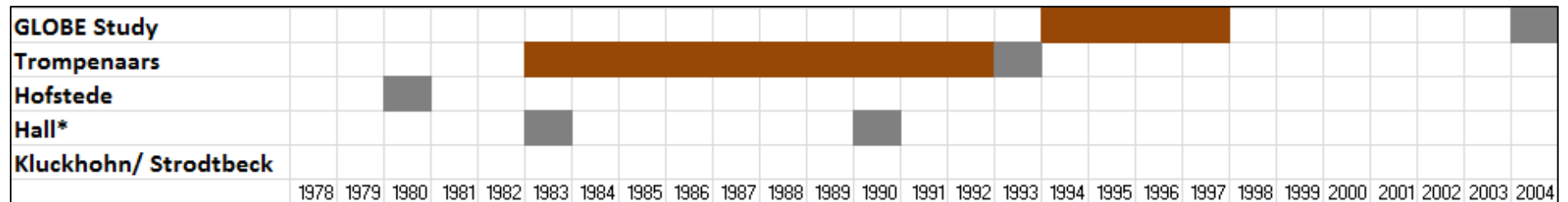


Fig. 6: Study periods (brown bars) and publications (grey bars) of the five studies major studies 1978 – 2004. Source: Own Illustration.

The studies differ significantly in the analysis depth. This graphical overview illustrates the amount of questionnaire items that were used for the definition of the dimensions:

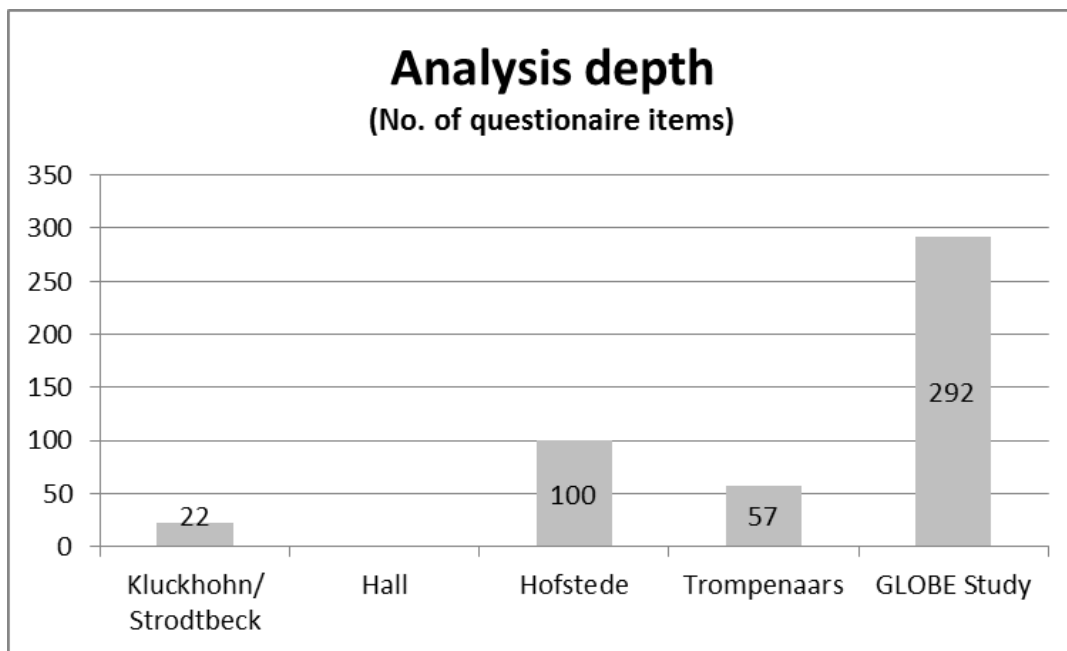


Fig. 7: Statistical overview of analysis depth by questionnaire items of the five studies.<sup>1</sup>  
Source: Own Illustration.

Also, with respect to fragmentation of culture into different dimensions, the displayed models vary significantly.

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<sup>1</sup> Each study was designed by the displayed number of items and used for the poll; however for the analysis a reduced amount of items were applied by the authors. Nevertheless, this overview allows a good estimate of the analysis depth for definition of cultural dimensions. (For further comments see appendix: Exhibit 4) Due to the fact that Hall's dimensions did not result of one study, the count for questionnaire items of Hall remains zero.

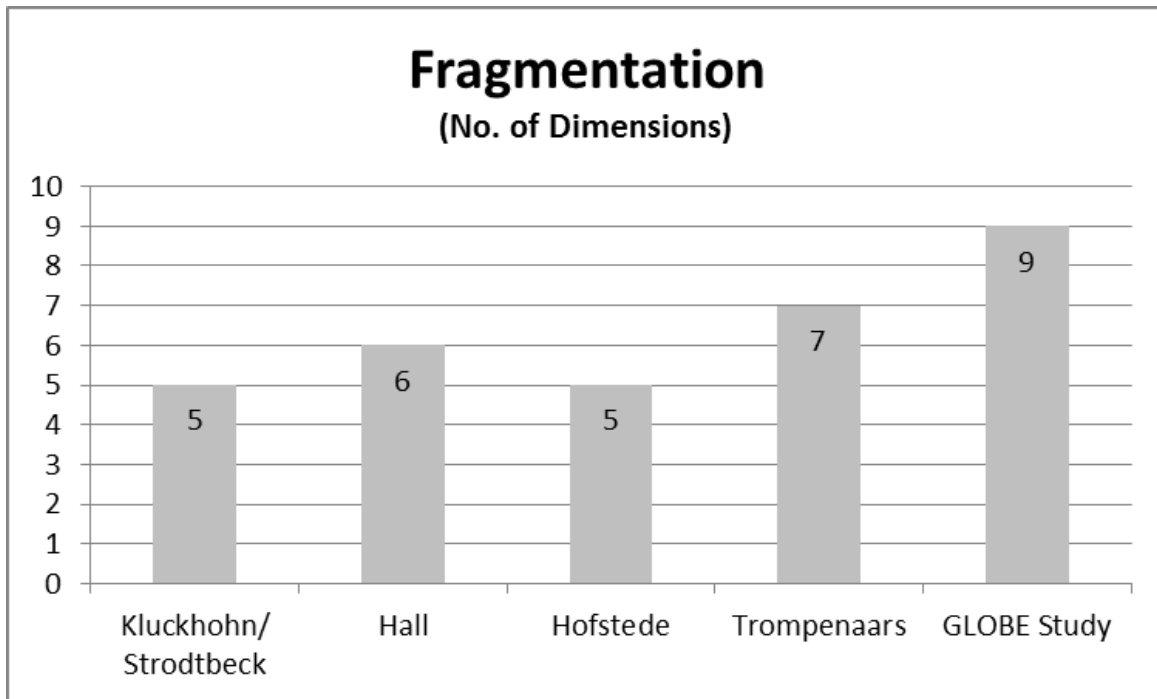


Fig. 8: Overview of the number of dimensions by which the term 'culture' was defined by each study.<sup>2</sup>

Source: Own Illustration.

Even more variation can be seen with the statistical base of each model. With a quick glance it is obvious that Hofstede polled the most persons in his study. Even by totaling the polling numbers of all other studies together, not even half of Hofstede's quantity is reached.

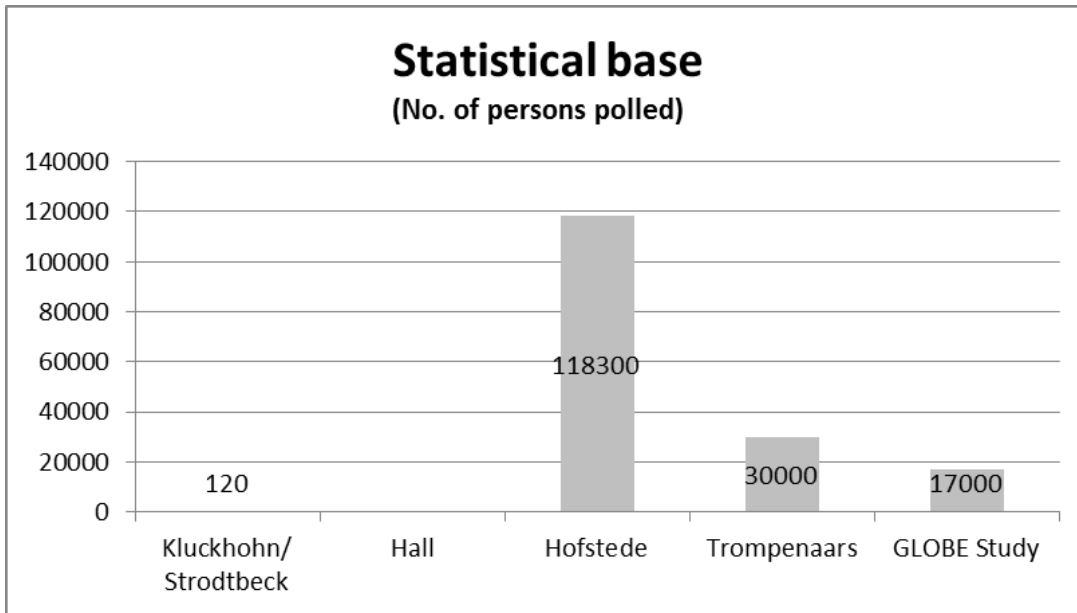


Fig. 9: Illustration of the statistical base of each study. Persons polled.<sup>3</sup>  
Source: Own Illustration.

<sup>2</sup> Author's selectin of Hall's most important dimensions.

<sup>3</sup>For further comments see appendix: Exhibit 4.

The next chart displays the data spread of how many companies the study was based on. GLOBE has the deepest spread of all with over 800 different companies used for their analysis, whereas it can quickly be seen that the methodology of Hofstede lacks a wide spread of companies, since it was only focused on IBM employees.

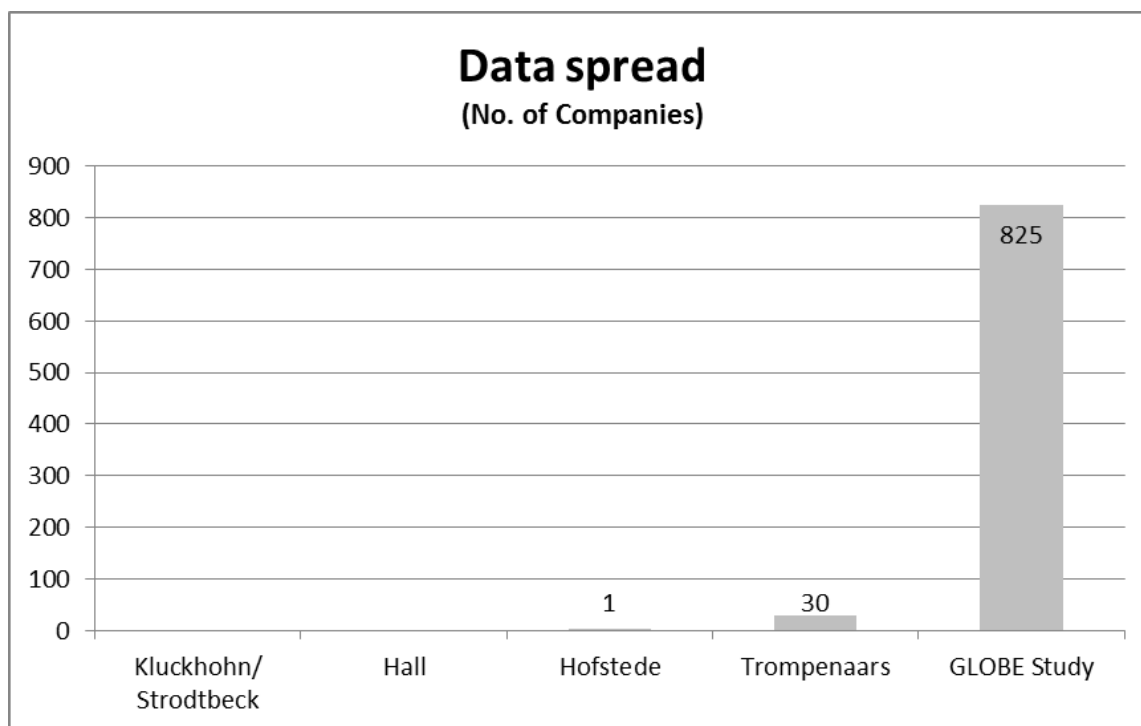


Fig. 10: Displays the companies used for the analysis of each study.<sup>4</sup>  
Source: Own Illustration.

<sup>4</sup> Hofstede's data only refers to IBM. The Asia study of Hofstede was not considered in this overview. Kluckhohn/Strodtbeck's research subject was not companies and therefore the value is stated at 0. (For further comments see appendix: Exhibit 4).

The following chart illustrates the number of cultures the studies evaluated.

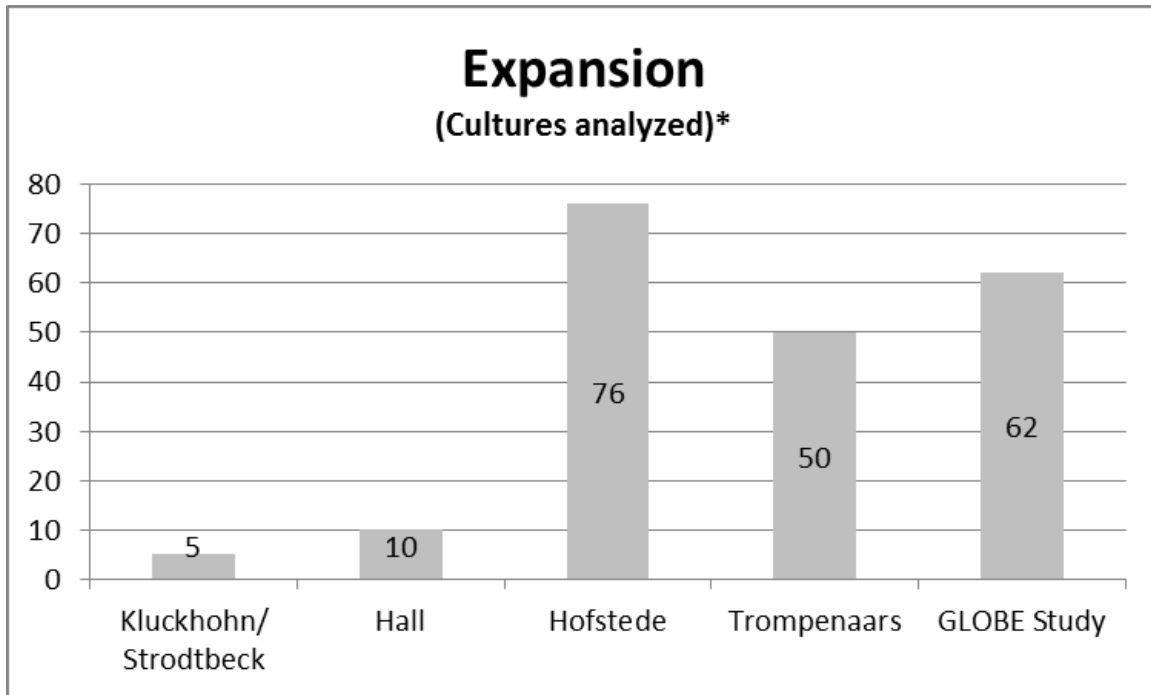


Fig. 11: Shows cultures analyzed by each study.<sup>5</sup>  
Source: Own Illustration.

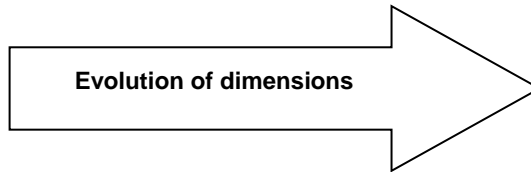
The latest three studies show the highest cultural expansion.

It can be summarized that the Hofstede and the GLOBE study are distinguished by the compelling amount of data analyzed in comparison to the other studies:

Hofstede, in the framework of his IBM study, polled more people when compared to all the other presented studies combined and had the highest country differentiation. The GLOBE study, which is the latest of all studies, clearly needs to be highlighted because of its polling methodology with almost 300 questionnaire items and its spread of data from more than 800 companies across three industries, that is unmatched by other models.



The next overview shows the evolution of dimensions. It can be seen that authors were inspired by others, overtook and adapted dimensions into their own concepts.



Kluckhohn/ Strodtbeck	Hall	Hofstede	Trompenaars	GLOBE Study
Nature of man				Humane Orientation
Relationship of man & nature			Internal vs External control	
Relationship among humans		Individualism/ Collectivism	Individualism/ Collectivism	Institutional Collectivism/ In-Group Collectivism
Time orientation	Time orientation	Long-term vs. Short-term orientation	Time Orientation	Future Orientation
Activity orientation				
	Context orientation			
	Space orientation			
	Information speed			
		Power distance		Power distance
		Uncertainty avoidance		Uncertainty Avoidance
		Masculinity/ Femininity		Gender egalitarianism/ Assertiveness
			Universalism vs. Particularism	
			Neutral vs. Emotional	
			Spezific vs Diffuse	
			Achievement vs Ascription	
				Performance orientation

Fig. 12: Overview of evolution and origin of different cultural dimensions used by the authors.<sup>6</sup>  
Source: Own Illustration.

Some of the dimensions need to be highlighted. As can be seen, an important dimension for example is time orientation, which originated from Kluckhohn/ Strodbeck and was taken over or adapted by authors of all the other models. Another interesting example is the communication context orientation of Hall that was never used by the other authors for their dimensions, which might be due to the special focus of Hall onto communication.

Finally, the dimension of performance orientation that was introduced first by the GLOBE study is important to mention, as it emerged relatively late within the research of cultural differences. The GLOBE study also divided dimensions originating from Hofstede into two dimensions, namely Masculinity/ Femininity into Gender Egalitarianism and Assertiveness and Individualism/ Collectivism into Institutional Collectivism and In-Group Collectivism.

Let us focus now on the five different models being used to quantitatively measure cultural differences and how they define their dimensions.

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<sup>6</sup> Simplified overview: There are partial deviations in the exact definition; respectively, the questionnaire items, which led to the dimensions, were not exactly equal. Author's selection of Hall dimensions, displayed here.

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