

CHANGING CULTURES IN THE MIRROR OF GLOBE RESEARCH


Gyula Bakacsi

*Department of Management and Organization
Budapest University of Economic Sciences and Public Administration
Budapest, Hungary*

MULTI-APPROACH OF CULTURE



- ⌘ CULTURE OF OWNERSHIP (SOCIAL-ECONOMIC SYSTEMS)
- ⌘ CULTURE OF MANAGEMENT PARADIGMS ("EMPOWERMENT")
- ⌘ NATIONAL CULTURES
- ⌘ GLOBALIZATION CROSS-CULTURAL

- ⌘ FOOT-NOTE: GLOBALIZATION & EMPOWERMENT
  ANGLO-SAXON CULTURE (!?)

GLOBE RESEARCH

- ⌘ GLOBAL LEADERSHIP AND ORGANIZATIONAL BEHAVIOR EFFECTIVENESS
- ⌘ CROSS-CULTURAL COMPARATIVE STUDY OF CULTURE AND LEADERSHIP
- ⌘ SAMPLE: 59 COUNTRIES, 61 CULTURES
- ⌘ MIDDLE MANAGERS
- ⌘ THREE INDUSTRIES: FOOD, FINANCIAL SERVICES, TELECOMMUNICATION

CULTURAL VARIABLES

- ⌘ POWER DISTANCE
- ⌘ UNCERTAINTY AVOIDANCE
- ⌘ INSTITUTIONAL COLLECTIVISM (INDIVIDUALISM/COLLECTIVISM)
- ⌘ GENDER EGALITARIANISM (MASCULINITY/FEMININITY)
- ⌘ ASSERTIVENESS
- ⌘ GROUP & FAMILY COLLECTIVISM (TRIANDIS)
- ⌘ FUTURE ORIENTATION
- ⌘ PERFORMANCE ORIENTATION
- ⌘ HUMANE ORIENTATION
- ⌘ DESCRIPTIVE (AS IS)
- ⌘ NORMATIVE (SHOULD BE)
- ⌘ NATIONAL LEVEL
- ⌘ ORGANISATIONAL LEVEL
- ⌘ 1-7 SCALE

FOCUS: FUTURE ORIENTATION



- ⌘ SOURCES: PUBLICATION AND MANUSCRIPTS OF GLOBE COMMUNITY
- ⌘ MOSTLY REFERRED SOURCE:
ASHKANASY-MAYFIELD-TREVOR-ROBERTS:
FUTURE ORIENTATION, CHAPTER OF GLOBE
STUDY BOOK TO BE PUBLISHED IN 2001
(MANUSCRIPT 2001)

FUTURE ORIENTATION AS CULTURAL VARIABLE



- ⌘ KLUCKHOHN-STROEDBECK (1961): BASIC VALUE ORIENTATION HELD BY ALL CULTURES
- ⌘ TROMMSDORF (1983): ONE ASPECT OF TIME ORIENTATION, DEALING WITH SUBJECTIVE EXPERIENCE OF TIME
- ⌘ FRANKE-HOFSTEDE-BOND (1991): CONFUCIAN DYNAMISM EXPLAINS ENTREPRENEURSHIP AND ECONOMIC GROWTH OF NATIONS
- ⌘ TROMPENARS (1998): MONOCHRONIC (SEQUENTIAL) AND POLICHRONIC (SYNCHRONOUS)

FUTURE ORIENTATION

- ⌘ THE DEGREE TO WHICH A COLLECTIVITY (SOCIETY OR ORGANIZATION) ENCOURAGES AND REWARDS FUTURE-ORIENTED BEHAVIORS SUCH AS PLANNING AND DELAYING GRATIFICATION (HOUSE ET AL., 1991).
- ⌘ INVOLVES NOT ONLY ANTICIPATING FUTURE EVENTS, BUT ALSO RELATES TO THE WAY PEOPLE GIVE MEANING TO THEIR LIVES AND ENVIRONMENT (NURMI, 1991)
- ⌘ CAPACITY TO REFLECT CONTINUOUSLY ON ASSUMPTIONS AND EXPECTATIONS ABOUT THE FUTURE (NOVÁKY, HIDEG, KAPPETER, 1994)

PAST, PRESENT AND FUTURE ORIENTATION

- ⌘ WHERE THE BOUNDARIES OF THE PRESENT EXISTS WITH RELATION TO THE PAST AND THE FUTURE (BLUEDORN, 2001)
- ⌘ PAST ORIENTED SOCIETIES USE THE PAST TO ANTICIPATE FUTURE
- ⌘ PRESENT ORIENTED SOCIETIES RESOLVE CURRENT PROBLEMS WITHOUT REGARD TO LONG-TERM IMPLICATIONS
- ⌘ FUTURE ORIENTED SOCIETIES FOCUS ON THE LONG-TERM IMPLICATIONS OF PAST AND PRESENT ACTIONS

QUESTIONNAIRE ITEMS FOR FUTURE ORIENTATION (PRACTICE - AS IS) ALL REVERSLY CODED

⌘ IN THIS SOCIETY, THE ACCEPTED NORM IS TO

1 - PLAN FOR THE FUTURE 7 - ACCEPT THE STATUS QUO

⌘ IN THIS SOCIETY, PEOPLE PLACE MORE EMPHASIS ON:

1 - SOLVING CURRENT PROBLEMS 7 - PLANNING FOR THE FUTURE

⌘ THE WAY TO BE SUCCESSFUL IN THIS ORGANIZATION IS TO:

1 - PLAN AHEAD 7 - TAKE EVENTS AS THEY OCCUR

⌘ IN THIS ORGANIZATION THE ACCEPTED NORM IS TO

1 - PLAN FOR THE FUTURE 7 - ACCEPT THE STATUS QUO

QUESTIONNAIRE ITEMS FOR FUTURE ORIENTATION (VALUES - SHOULD BE) ALL REVERSLY CODED

⌘ I BELIEVE, THE ACCEPTED NORM IN THIS SOCIETY *SHOULD BE* TO

1 - PLAN FOR THE FUTURE 7 - ACCEPT THE STATUS QUO

⌘ I BELIEVE, THAT PEOPLE WHO ARE SUCCESSFUL *SHOULD*:

1 - PLAN AHEAD 7 - TAKE EVENTS AS THEY OCCUR

⌘ IN THIS ORGANIZATION THE ACCEPTED NORM *SHOULD BE* TO:

1 - PLAN FOR THE FUTURE 7 - ACCEPT THE STATUS QUO

⌘ IN THIS ORGANIZATION PEOPLE *SHOULD*:

1 - WORRY ABOUT CURRENT CRISIS 7 - PLAN FOR THE FUTURE

WORLD AVERAGE ON FUTURE ORIENTATION

AVERAGES ARE ON A 1 TO 7 SCALE

1 - WEAK FUTURE ORIENTATION

7 - STRONG FUTURE ORIENTATION

	PRACTICE (AS IS)		VALUES (SHOULD BE)	
WORLD AVERAGE	3,84		5,46	
ST.DEV.	0,47		0,51	
MINIMUM	2,88	Russia	4,33	Denmark
MAXIMUM	5,07	Singapore	6,2	Thailand

CORRELATION WITH OTHER CULTURAL VARIABLES PRACTICE (AS IS)

⌘ UNCERTAINTY AVOIDANCE	+ 0,7396
⌘ PERFORMANCE ORIENTATION	+ 0,6330
⌘ INSTITUTIONAL COLLECTIVISM (INDIVIDUALISM/COLLECTIVISM) *****	+ 0,4530
⌘ POWER DISTANCE	- 0,4337
⌘ GROUP & FAMILY COLLECTIVISM (TRIANDIS) *****	- 0,3844
⌘ ASSERTIVENESS	- 0,2082
⌘ GENDER EGALITARANISM (MASCULINITY/FEMININITY)	- 0,0394
⌘ HUMANE ORIENTATION	+ 0,0718

CORRELATION WITH OTHER CULTURAL VARIABLES ESPOUSED VALUE (SHOULD BE)

⌘ PERFORMANCE ORIENTATION	+ 0,6957
⌘ GROUP & FAMILY COLLECTIVISM (TRIANDIS)	+ 0,6531
⌘ UNCERTAINTY AVOIDANCE	+ 0,5917
⌘ INSTITUTIONAL COLLECTIVISM (INDIVIDUALISM/COLLECTIVISM)	+ 0,4840

⌘ HUMANE ORIENTATION	+ 0,3805
POWER DISTANCE	- 0,3424

⌘ ASSERTIVENESS	- 0,1684
⌘ GENDER EGALITARANISM (MASCULINITY/FEMININITY)	- 0,0836

THE EXTREMES

⌘ PRACTICE (AS IS)	⌘ VALUES (SHOULD BE)
⌘ TOP 5:	⌘ TOP 5:
⊠ SINGAPORE 5,07	⊠ THAILAND 6,20
⊠ SWITZERLAND 4,73	⊠ NAMIBIA 6,12
⊠ SOUTH AFRICA (B) 4,64	⊠ ZIMBABWE 6,07
⊠ NETHERLANDS 4,61	⊠ NIGERIA 6,04
⊠ MALAYSIA 4,58	⊠ EL SALVADOR 5,98
⌘ LOWEST 5:	⌘ LOWEST 5:
⊠ GUATEMALA 3,24	⊠ SWEDEN 4,89
⊠ HUNGARY 3,21	⊠ GERMANY (W) 4,85
⊠ POLAND 3,11	⊠ SWITZERLAND 4,79
⊠ ARGENTINA 3,08	⊠ CHINA 4,73
⊠ RUSSIA 2,88	⊠ DENMARK 4,33

FUTURE ORIENTATION BY CULTURAL CLUSTERS (PRACTICE: AS IS)

	As is		Should be	
	Germanic Europe	4,4	0,31	5,01
Nordic Europe	4,36	0,11	4,77	0,37
Confucian Asia	4,26	0,5	5,39	0,42
Anglo culture	4,09	0,33	5,35	0,23
Southern Asia	3,99	0,41	5,86	0,21
Tribal Africa	3,92	0,46	5,87	0,38
WORLD AVERAGE	3,84	0,47	5,46	0,51
Latin Europe	3,79	0,49	5,31	0,38
Arabic culture	3,58	0,3	5,83	0,07
Latin American	3,54	0,28	5,75	0,22
Eastern Europe	3,37	0,32	5,37	0,22

FUTURE ORIENTATION BY CULTURAL CLUSTERS (VALUES: SHOULD BE)

	Should be		As is	
	Tribal Africa	5,87	0,38	3,92
Southern Asia	5,86	0,21	3,99	0,41
Arabic culture	5,83	0,07	3,58	0,3
Latin American	5,75	0,22	3,54	0,28
WORLD AVERAGE	5,46	0,51	3,84	0,47
Confucian Asia	5,39	0,42	4,26	0,5
Eastern Europe	5,37	0,22	3,37	0,32
Anglo culture	5,35	0,23	4,09	0,33
Latin Europe	5,31	0,38	3,79	0,49
Germanic Europe	5,01	0,18	4,4	0,31
Nordic Europe	4,77	0,37	4,36	0,11

VALUES AND PRACTICES

⌘ CORRELATION BETWEEN PRACTICE (AS IS) AND VALUES (SHOULD BE) VARIABLES:

⌘ COUNTRY MEANS (N=61): - .414

⌘ SIGNIFICANT AT 0.05 LEVEL (2-TAILED)

⌘ CLUSTER MEANS (N=10): - .578

⌘ BYPASS: THE PENDULUM EFFECT

THE PENDULUM EFFECT (BAKACSI, 1999)

⌘ HYPOTHESES:

⌘ THE MORE A CULTURE PERCEIVES ITSELF AS LIVING IN THE PRESENT, THE MORE IT WANTS TO DEVELOP A LONGER FUTURE ORIENTATION.

⌘ PENDULUM: STRONG AND SIGNIFICANT NEGATIVE CORRELATION ON

⌘ COUNTRY MEANS

⌘ COUNTRY RANKS

⌘ COUNTRY BANDS (GROUPS)

THE PENDULUM EFFECT (BAKACSI, 1999)

Variable	Country means		Country ranks				Country groupings		Label
	Pearson Correlation	Sign. (2-tailed)	Kendall Tau-c	Sign.	Spearman Correlation	Sign.	Gamma	Sign.	
Uncertainty avoidance	-.604	>.01	-.330	>.01	-.481	>.01	-.624	>.01	Pendulum
Power distance	-.552	>.01	-.334	>.01	-.472	>.01	-.629	>.01	Pendulum
Individualism/Collectivism	-.538	>.01	-.381	>.01	-.515	>.01	-.564	>.01	Pendulum
Assertiveness	-.267	>.05	-.164	>.05	-.262	>.05	-.331	Not sign.	Somewhat pendulum
Future orientation	-.261	>.05	-.226	>.01	-.326	>.01	-.427	>.05	Somewhat pendulum
Humane orientation	-.237	Not sign.	-.238	>.01	-.367	>.01	-.368	>.05	Somewhat pendulum
Performance orientation	-.170	Not sign.	-.175	>.05	-.271	>.05	-.277	Not sign.	Somewhat pendulum
Gender egalitarianism	+.273	>.05	+.210	>.05	+.298	>.05	+.347	>.05	(somewhat) complementary

GERMANIC EUROPEAN CLUSTER

	As is		Should be	
Cluster mean	4,40		5,01	
Stdev	0,31		0,18	
Austria	4,46	B	5,11	B
Germany (East)	3,95	B	5,23	B
Germany (West)	4,27	B	4,85	B
Switzerland	4,73	A	4,79	B
The Netherlands	4,61	A	5,07	B

NORDIC EUROPEAN CLUSTER

	As is		Should be	
Cluster mean	4,36		4,77	
Stdev	0,11		0,37	
Danmark	4,46	B	4,35	C
Finland	4,24	B	5,07	B
Sweden	4,39	B	4,89	B

CONFUCIAN ASIA CLUSTER

	As is		Should be	
Cluster mean	4,26		5,39	
Stdev	0,50		0,42	
China	3,75	C	4,73	B
Hong-Kong	4,24	B	5,76	A
Japan	4,29	B	5,25	B
Korea	3,97	B	5,69	A
Singapore	5,07	A	5,51	A
Taiwan	3,96	B	5,2	B

CLUSTER OF ANGLO CULTURES

	As is		Should be	
Cluster mean	4,08		5,33	
Stdev	0,31		0,21	
Australia	4,09	B	5,15	B
Canada (English)	4,44	B	5,35	B
England	4,28	B	5,06	B
Ireland	3,98	B	5,22	B
New-Zealand	3,47	C	5,54	A
South-Africa (white)	4,13	B	5,66	A
USA	4,15	B	5,32	B

SOUTHERN ASIAN CLUSTER

	As is		Should be	
Cluster mean	3,99		5,86	
Stdev	0,41		0,21	
India	4,19	B	5,61	A
Indonesia	3,86	B	5,7	A
Iran	3,7	C	5,83	A
Malaysia	4,58	A	5,89	A
Philippines	4,15	B	5,93	A
Thailand	3,43	C	6,2	A

TRIBAL (INDIGENOUS) AFRICA CLUSTER

	As is		Should be	
Cluster mean	3,92		5,87	
Stdev	0,46		0,38	
Namibia	3,49	C	6,12	A
Nigeria	4,09	B	6,04	A
South-Africa (black)	4,64	A	5,2	B
Zambia	3,62	C	5,9	A
Zimbabwe	3,77	C	6,07	A

LATIN EUROPEAN CLUSTER

	As is		Should be	
Cluster mean	3,76		5,33	
Stdev	0,52		0,42	
France	3,48	C	4,96	B
Israel	3,85	C	5,25	B
Italy	3,25	D	5,91	A
Portugal	3,71	C	5,43	B
Spain	3,51	C	5,63	A
Switzerland (Fr)	4,73	A	4,79	B

ARABIC CLUSTER

	As is		Should be	
Cluster mean	3,58		5,83	
Stdev	0,30		0,07	
Egypt	3,86	B	5,8	A
Qatar	3,78	C	5,92	A
Morocco	3,26	C	5,85	A
Kuwait	3,26	C	5,74	A
Turkey	3,74	C	5,83	A

LATIN AMERICAN CLUSTER

	As is		Should be	
Cluster mean	3,54		5,75	
Stdev	0,28		0,22	
Argentina	3,08	D	5,78	A
Bolivia	3,61	C	5,63	A
Brazilia	3,81	C	5,69	A
Columbia	3,27	C	5,68	A
Costa Rica	3,6	C	5,2	B
Ecuador	3,74	C	5,94	A
El Salvador	3,8	C	5,98	A
Guatemala	3,24	D	5,91	A
Mexico	3,87	B	5,86	A
Venezuela	3,35	C	5,79	A

EASTERN EUROPEAN CLUSTER

	As is		Should be	
Cluster mean	3,37		5,37	
Stdev	0,32		0,22	
Albania	3,83	C	5,33	B
Georgia	3,41	C	5,55	A
Greece	3,4	C	5,19	B
Hungary	3,21	D	5,7	A
Kazakhstan	3,57	C	5,05	B
Poland	3,11	D	5,2	B
Russia	2,8	D	5,5	A
Slovenia	3,59	C	5,42	B
Czeck Republick	3,63	C	2,95	C

FUTURE ORIENTATION AND ECONOMIC HEALTH

Economic Prosperity	Consumption and Growth
Economic Productivity	Overall productivity of the economy
Government support for Prosperity	The extent to which the government and the political body is supportive of economic progress
Societal support for competitiveness	General social attitude towards and support for business competitiveness
World competitiveness ranking	IMD, 1999
World competitiveness ranking	World Economic Forum, 1998

FUTURE ORIENTATION AND ECONOMIC HEALTH

	Economic Prosperity	Economic Productivity	Government support for Prosperity	Societal support for competitiveness	World competitiveness ranking (IMD, 1999)
					Spearman Rho
N=	56	48	40	40	41
Values (should be)	-0,587	-0,517	-0,580	-0,170	0,537
Practices (as is)	0,57	0,419	0,663	0,495	-0,603
	significant at the 0,01 level (2-tailed)				

FUTURE ORIENTATION AND HUMAN CONDITION (WORLD VALUES SURVEY)

Societal health	Quality of life, safety, and security
Human health	Physical health of the populace
Life expectancy	
State of mind	The extent to which people are happy and satisfied
Psychological health	Emotional well-being
Satisfaction with work life	The extent of people's happiness with their jobs
Human Development Index	UN measure of longevity, knowledge, and psychological health

FUTURE ORIENTATION AND HUMAN CONDITION

	Societal health	Human health	Life expectancy	State of mind	Psychological health	Satisfaction with work
N=	40	56	56	28	27	28
Values (should be)	-0,540	-0,138	-0,492	-0,373	0,406	-0,235
Practices (as is)	0,700	0,138	0,197	0,587	-0,184	0,516
	significant at the 0,01 level (2-tailed)					

FUTURE ORIENTATION AND NATIONAL SAVINGS (WORLD DEVELOPMENT INDICATORS OF WORLD BANK, 2000)

Gross Domestic Savings	Gross Domestic Savings
Net Domestic Savings	Gross Domestic Savings subtracted capital consumption of assets
Genuine Domestic Savings	Net Domestic Savings corrected for education, natural resources and environment depletion

FUTURE ORIENTATION AND NATIONAL SAVINGS

	Gross Domestic Savings	Net Domestic Savings	Genuine Domestic Savings	
N=	46	46	46	
Values (should be)	0,411	0,351	0,420	
Practices (as is)	-0,222	-0,150	-0,225	
	significant at the 0,01 level (2-tailed)			
	significant at the 0,05 level (2-tailed)			