

Contents

<i>From the Preface to the First Edition (1980)</i>	xv
<i>Preface to the Second Edition</i>	xvii
<i>Summary of the Book</i>	xix
1. Values and Culture	1
Summary of This Chapter	1
Definitions and Distinctions	1
<i>Mental Programs</i>	1
<i>Describing Mental Programs in Measurable Terms</i>	4
<i>Values</i>	5
<i>Measuring Values</i>	7
<i>Culture</i>	9
<i>National Cultures and Their Stability</i>	11
<i>National Character and National Stereotypes</i>	13
<i>Cultural Relativism</i>	15
Studying Culture	15
<i>Comparing Cultures: Changing the Level of Analysis</i>	15
<i>Avoiding Ethnocentrism</i>	17
<i>The Need for a Multidisciplinary Approach</i>	19
<i>Language and Translation</i>	21
<i>Matching Samples: Functional Equivalence</i>	23
<i>Modal and Marginal Phenomena</i>	24
Dimensions of Culture	24
<i>The Specific and the General</i>	24
<i>Searching for Dimensions of Culture</i>	26
<i>Dimensions Versus Typologies</i>	28
<i>Five Basic Problems of National Societies</i>	28
<i>Other Dimensions of Culture in the Literature: Theory Based</i>	29
<i>Other Dimensions of Culture in the Literature: Empirical</i>	31
Culture Change	34
<i>The Process of Culture Change</i>	34
<i>Culture Change and the IBM Data</i>	34
Notes	36

2. Data Collection, Treatment, and Validation	41
Summary of This Chapter	41
The Research Settings	41
<i>The IBM Corporation</i>	41
<i>The Use of Attitude Surveys in IBM</i>	43
<i>Questionnaire Translation and Survey Administration</i>	46
<i>The IBM Survey Database</i>	48
<i>A Second Research Setting: IMEDE Business School</i>	49
Data Treatment	49
<i>Frequency Distributions and Central Tendency Within Groups</i>	49
<i>ANOVA: Country, Occupation, Gender, and Age</i>	50
<i>Comparing 40 Countries: Matching Occupations</i>	51
<i>Extension to 50 Countries Plus Three Regions</i>	52
<i>Selecting Stable Questions</i>	52
<i>Eclectic Analysis: Power Distance and Uncertainty Avoidance</i>	53
<i>Work Goal Importance Data: Eliminating Acquiescence</i>	56
<i>Work Goal Importance: Ecological Factor Analysis</i>	58
<i>Putting the Four Dimensions Together</i>	58
<i>Value Shifts in IBM Between 1967-69 and 1971-73</i>	60
<i>Correlations Between Index Scores</i>	60
<i>Country Clusters</i>	62
<i>Multilingual Countries: Belgium, Switzerland, and Yugoslavia</i>	63
Validation	65
<i>The Reliability of Country Dimension Scores</i>	65
<i>Replicating the IBM Research</i>	66
<i>Comparing With Data From Other Sources</i>	67
<i>Economic, Geographic, and Demographic Indicators</i>	68
<i>Adding a Fifth Dimension</i>	69
<i>Studying Organizational Cultures</i>	71
<i>Support and Criticisms of the Approach Followed</i>	73
Notes	73
3. Power Distance	79
Summary of This Chapter	79
Inequality and Power Distance	79
<i>On Animal and Human Inequality</i>	79
<i>Inequality in Society</i>	80
<i>Inequality in Organizations</i>	82
<i>The Concept of Power Distance</i>	83
<i>Power Distance and Human Inequality</i>	84
Measuring National Differences in Power Distance in IBM	84
<i>Organization of Chapters 3 Through 7</i>	84
<i>A Power Distance Index for IBM Countries</i>	85
<i>Power Distance Index Scores by Occupation</i>	88
<i>Gender Differences in Power Distance</i>	90
<i>Country Power Distance Index Scores and Other IBM Survey Questions</i>	90
Validating PDI Against Data From Other Sources	91
<i>Straight Replications of the IBM Survey</i>	91
<i>PDI Versus Studies of General Values in Society</i>	92
<i>Summary of General Connotations of the Power Distance Index Found in Survey Material</i>	96

Origins and Implications of Country Power Distance Differences	97
<i>The Power Distance Societal Norm</i>	97
<i>Power Distance in the Family</i>	98
<i>Power Distance, Schools, and Educational Systems</i>	100
<i>Power Distance in Work and Organization</i>	102
<i>Power Distance, Worker Participation, and "Industrial Democracy"</i>	106
<i>Power Distance and Political Systems</i>	110
<i>Power Distance and Religion, Ideology, and Theories of Power</i>	113
<i>Power Distance and Aviation Safety</i>	115
<i>Predictors of PDI: Latitude, Population Size, and Wealth</i>	115
<i>Power Distance and Historical Factors: D'Iribarne's Contribution</i>	117
<i>Power Distance and Historical Factors: The Roman Empire and Colonialism</i>	119
<i>The Future of Power Distance Differences</i>	121
Statistical Analysis of Data Used in This Chapter	123
<i>Calculating the Power Distance Index by Country</i>	123
<i>Power Distance Index Scores by Occupation</i>	125
<i>Straight Replications of the IBM Survey</i>	126
<i>Results of Other Survey Studies Significantly Correlated With PDI</i>	126
<i>Indexes at the National Level Significantly Correlated With PDI</i>	128
<i>PDI Versus Eight Geographic, Economic, and Demographic Indicators</i>	132
<i>Trends in PDI</i>	135
Notes	137
4. Uncertainty Avoidance	145
Summary of This Chapter	145
The Concept of Uncertainty Avoidance	145
<i>Time, Future, Uncertainty, and Anxiety</i>	145
<i>Uncertainty Avoidance in Organizations</i>	146
<i>Uncertainty Avoidance Is Not the Same as Risk Avoidance</i>	148
Measuring National Differences in Uncertainty Avoidance in IBM	148
<i>An Uncertainty Avoidance Index for IBM Countries</i>	148
<i>Uncertainty Avoidance Versus Power Distance</i>	150
<i>Occupation and Gender Differences in the Scores on the</i>	
<i>Uncertainty Avoidance Items</i>	151
<i>Country UAI Scores and Other IBM Survey Questions</i>	153
Validating UAI Against Data From Other Sources	154
<i>Straight Replications of the IBM Survey</i>	154
<i>UAI, Anxiety, and Emotions: Studies by Lynn and Others</i>	155
<i>UAI and Subjective Well-Being</i>	157
<i>UAI Versus Studies of General Values in Society</i>	158
<i>Summary of General Connotations of the Uncertainty Avoidance</i>	
<i>Index Found in Survey Material</i>	159
Origins and Implications of Country Uncertainty Avoidance Differences	159
<i>The Uncertainty Avoidance Societal Norm</i>	159
<i>Uncertainty Avoidance in the Family</i>	161
<i>Uncertainty Avoidance, Schools, and Educational Systems</i>	162
<i>UAI and Achievement Motivation: McClelland's Data</i>	163
<i>Uncertainty Avoidance in the Work Situation</i>	165
<i>Uncertainty Avoidance and Consumer Behavior</i>	170
<i>Uncertainty Avoidance and Political Systems</i>	171
<i>Uncertainty Avoidance and Legislation</i>	174
<i>Uncertainty Avoidance, Nationalism, and Xenophobia</i>	175
<i>Uncertainty Avoidance and Religions</i>	176

<i>Uncertainty Avoidance, Theories, and Games</i>	177
<i>Predictors of UAI</i>	179
<i>Uncertainty Avoidance and Historical Factors</i>	179
<i>The Future of Uncertainty Avoidance Differences</i>	181
Statistical Analysis of Data Used in This Chapter	183
<i>Calculating the Uncertainty Avoidance Index by Country</i>	183
<i>Calculating Differences in Item Scores by Occupation</i>	183
<i>Country UAI, Average Age of Respondents, and Other IBM Survey Questions</i>	184
<i>Straight Replications of the IBM Survey</i>	186
<i>Studies of Stress and Well-Being</i>	188
<i>McClelland's Study of Motivation</i>	190
<i>Results of Other Surveys Correlated With UAI</i>	190
<i>Indexes at the National Level Correlated With UAI</i>	197
<i>UAI Versus Eight Geographic, Economic, and Demographic Indicators</i>	198
<i>Trends in UAI</i>	198
Notes	199

5. Individualism and Collectivism	209
Summary of This Chapter	209
The Individual and the Collectivity	209
<i>Individualism in Society</i>	209
<i>Individualism in Organizations and Organization Theories</i>	212
Measuring National Differences in Individualism in IBM	214
<i>An Individualism Index for Countries in the IBM Sample</i>	214
<i>Societal Versus Individual Individualism and Collectivism, and Whether Ind and Col Are One or Two Dimensions</i>	215
<i>Individualism Versus Power Distance and Uncertainty Avoidance</i>	216
<i>Individualism and Occupation, Gender, and Age</i>	218
<i>Country Individualism Index Scores and Other IBM Survey Questions</i>	218
Validating IDV Against Data From Other Sources	219
<i>Distinguishing IDV From PDI and GNP/Capita</i>	219
<i>Straight Replications of the IBM Survey</i>	219
<i>IDV Versus Schwartz's Values Surveys of Teachers and Students</i>	220
<i>IDV Versus Smith and Dugan's Analysis of Trompenaars's Data</i>	221
<i>IDV Versus Inglehart's Analysis of the World Values Survey</i>	223
<i>IDV Scores and Other Studies of General Values</i>	224
<i>Summary of Value Connotations of the Individualism Index Found in Surveys and Related Material</i>	225
Origins and Implications of Country Individualism Differences	225
<i>The Individualism Societal Norm</i>	225
<i>Individualism and Collectivism in the Family</i>	225
<i>Individualism and Collectivism Versus Personality and Behavior</i>	231
<i>Individualism and Collectivism in Language Use and Group Identity</i>	233
<i>Individualism and Collectivism, Schools, and Educational Systems</i>	234
<i>Individualism and Collectivism in the Work Situation</i>	235
<i>Collectivism and the Applicability of Management Methods</i>	240
<i>Individualism and Consumer Behavior</i>	241
<i>Health and Disability in Individualist and Collectivist Societies</i>	242
<i>Individualism or Collectivism, Political Systems, and Legislation</i>	243
<i>Individualism and Collectivism, Religions, and Ideas</i>	249
<i>Predictors of IDV: Wealth and Latitude</i>	250
<i>Individualism and Historical Factors</i>	253
<i>The Future of Individualism Differences</i>	254

Statistical Analysis of Data Used in This Chapter	255
<i>Calculating the Individualism Index by Country</i>	255
<i>Work Goal Dimensions by Occupation</i>	257
<i>Country IDV Scores and Other IBM Survey Questions</i>	258
<i>Earlier Studies of Work Goals in IBM</i>	258
<i>Straight Replications of the IBM Survey</i>	260
<i>Results of Other Surveys Correlated With IDV</i>	264
<i>Indexes at the National Level Correlated With IDV</i>	268
<i>IDV Versus Eight Geographic, Economic, and Demographic Indicators</i>	269
<i>Trends in IDV</i>	272
Notes	273
6. Masculinity and Femininity	279
Summary of This Chapter	279
Sexes, Genders, and Gender Roles	279
<i>Absolute, Statistical, and Social Sex Differences</i>	279
<i>Gender Differences in Work Goals</i>	281
Measuring National Differences in Masculinity in IBM	284
<i>A Masculinity Index for Countries in the IBM Sample</i>	284
<i>Masculinity and Occupation, Gender, and Age</i>	285
<i>Country MAS Scores and Other IBM Survey Questions</i>	290
<i>MAS and Work Centrality in IBM</i>	291
<i>Societal Versus Individual Masculinity and Femininity, and Whether Mas and Fem Are One or Two Dimensions</i>	292
<i>Masculinity Versus Individualism</i>	293
Validating MAS Against Data From Other Sources	294
<i>The Need to Control for Wealth Differences</i>	294
<i>Straight Replications of the IBM Survey</i>	295
<i>MAS Scores Versus Other Values Surveys</i>	296
<i>Summary of Connotations of the Masculinity Index Found in Surveys and Related Material</i>	297
Origins and Implications of Country Masculinity Differences	297
<i>The Masculinity Societal Norm</i>	297
<i>Masculinity and Femininity in the Family</i>	298
<i>Masculinity, Schools, and Educational Systems</i>	303
<i>Masculinity and Femininity in Gender Roles</i>	305
<i>Masculinity and Consumer Behavior</i>	310
<i>Masculinity and Femininity in the Workplace</i>	311
<i>Masculinity, Femininity, and Political Priorities</i>	317
<i>Masculinity, Femininity, and Political Mores</i>	321
<i>Masculinity and Sexual Behavior</i>	322
<i>Masculinity, Femininity, and Religion</i>	327
<i>Masculinity and Geographic, Economic, and Demographic Factors</i>	331
<i>Masculinity and (Pre)Historical Factors</i>	331
<i>The Future of Masculinity/Femininity Differences</i>	333
Statistical Analysis of Data Used in This Chapter	335
<i>Computing MAS for Old and New Cases</i>	335
<i>Country MAS Scores and Other IBM Survey Questions</i>	335
<i>Straight Replications of the IBM Survey</i>	335
<i>Results of Other Studies Correlated With MAS</i>	337
<i>MAS Versus Eight Geographic, Economic, and Demographic Indicators</i>	339
<i>Trends in MAS</i>	340
Notes	341

7. Long- Versus Short-Term Orientation	351
Summary of This Chapter	351
East Versus West	351
<i>Cultural Biases in the Researchers' Minds</i>	351
<i>The Chinese Value Survey</i>	352
<i>Long-Term Orientation as a Fifth Dimension</i>	353
Measuring and Validating National Differences in Long-Term Orientation	355
<i>A Long-Term Orientation Index for 23 Countries</i>	355
<i>Replications of the Measurement of Long-Term Orientation</i>	355
<i>Validating LTO Against Other Studies of Values</i>	355
<i>LTO and Savings Rates: Read's Study</i>	358
<i>Summary of Validations and Connotations of the Long-Term Orientation Index Found in Surveys and Related Material</i>	359
Implications of Country Long-Term Orientation Differences	359
<i>LTO and Family, Social Relationships, and Work</i>	359
<i>LTO and Ways of Thinking</i>	362
<i>LTO and Economic Growth</i>	365
<i>Long- and Short-Term Orientation in the Hindu and Muslim Worlds</i>	368
<i>African Values: A New Dimension?</i>	369
<i>The Future of Long-Term Orientation</i>	370
Notes	370
8. Cultures in Organizations	373
Summary of This Chapter	373
Organizations and National Cultures	373
<i>There Are No Universal Solutions to Organization and Management Problems</i>	373
<i>The Functioning of Organizations</i>	375
<i>Culture and Organization Theories: Nationality Constrains Rationality</i>	378
<i>Planning, Control, and Accounting</i>	381
<i>Corporate Governance</i>	384
<i>Motivation and Compensation</i>	385
<i>Leadership and Empowerment</i>	388
<i>Management Development and Organization Development</i>	390
<i>Performance Appraisal and Management by Objectives</i>	391
Organizational Cultures	391
<i>The "Organizational Culture" Construct</i>	391
<i>Differences Between Organizational and National Cultures</i>	393
<i>The IRIC Organizational Culture Research Project</i>	395
<i>Dimensions of Organizational Cultures</i>	397
<i>Validating the Practice Dimensions</i>	400
<i>Organizational Subcultures</i>	405
<i>The Usefulness of the Organizational Culture Construct</i>	408
<i>How Universal Are the Six Organizational Culture Dimensions?</i>	410
<i>Individual Perceptions of Organizational Cultures</i>	411
<i>Implications of the Level of Analysis: Gardens, Bouquets, and Flowers</i>	413
<i>Occupational Cultures</i>	414
Notes	415

9. Intercultural Encounters	423
Summary of This Chapter	423
Intercultural Communication and Cooperation	423
<i>General Principles</i>	423
<i>Language and Discourse</i>	425
<i>Culture Shock and Expatriate Failure</i>	425
<i>Training in Intercultural Competence</i>	427
Political Issues	429
<i>Minorities, Migrants, and Refugees</i>	429
<i>International Politics and International Organizations</i>	431
<i>Intercultural Negotiations</i>	435
<i>Economic Development, Nondevelopment, and Development Cooperation</i>	437
Multinational Business	440
<i>The Functioning of Multinational Business Organizations</i>	440
<i>International Acquisitions, Mergers, and Joint Ventures</i>	445
<i>International Marketing, Advertising, and Consumer Behavior</i>	448
Schools, Tourism, and a Look Ahead	451
<i>Intercultural Encounters in Schools</i>	451
<i>Intercultural Encounters in Tourism</i>	452
<i>The Influence of New Technology</i>	453
<i>Cultural Relativism, Convergence, and Divergence</i>	453
Notes	454
10. Using Culture Dimension Scores in Theory and Research	461
Summary of This Chapter	461
Applications of the Dimensional Model	461
<i>The Fortunes of Continued Research in Six Areas</i>	461
<i>Fields of Application</i>	462
<i>Replications and Their Pitfalls</i>	463
<i>Extensions to New Countries</i>	464
<i>Using the Dimensional Model as a Paradigm</i>	465
Closing Remarks	466
Notes	466
Appendixes	
Appendix 1	467
<i>Questions From the IBM Attitude Survey Questionnaire Referred to in This Book</i>	
Appendix 2	475
<i>Country Scores on A, B, and C Questions (except A5-A32 and C1-C8)</i>	
Appendix 3	483
<i>Standardized Country and Occupation Scores for Work Goals</i>	
<i>(questions A5-18 and C1-C8)</i>	

Appendix 4	491
<i>Replicating the IBM-Style Cross-National Survey</i>	
Appendix 5	499
<i>Summary of Country Index Scores (including additions)</i>	
Appendix 6	503
<i>Summary of Significant Correlations of Country Index Scores With Data From Other Sources</i>	
Appendix 7	521
<i>Two Case Studies From the IRIC Organizational Cultures Research Project</i>	
Appendix 8	523
<i>The Author's Values</i>	
<i>References</i>	525
<i>Name Index</i>	569
<i>Subject Index</i>	585
<i>About the Author</i>	596