

Project GLOBE:

**Deciphering Cultures And Their
National, Organizational, And
Managerial Implications**

**Robert J. House
Mansour Javidan**

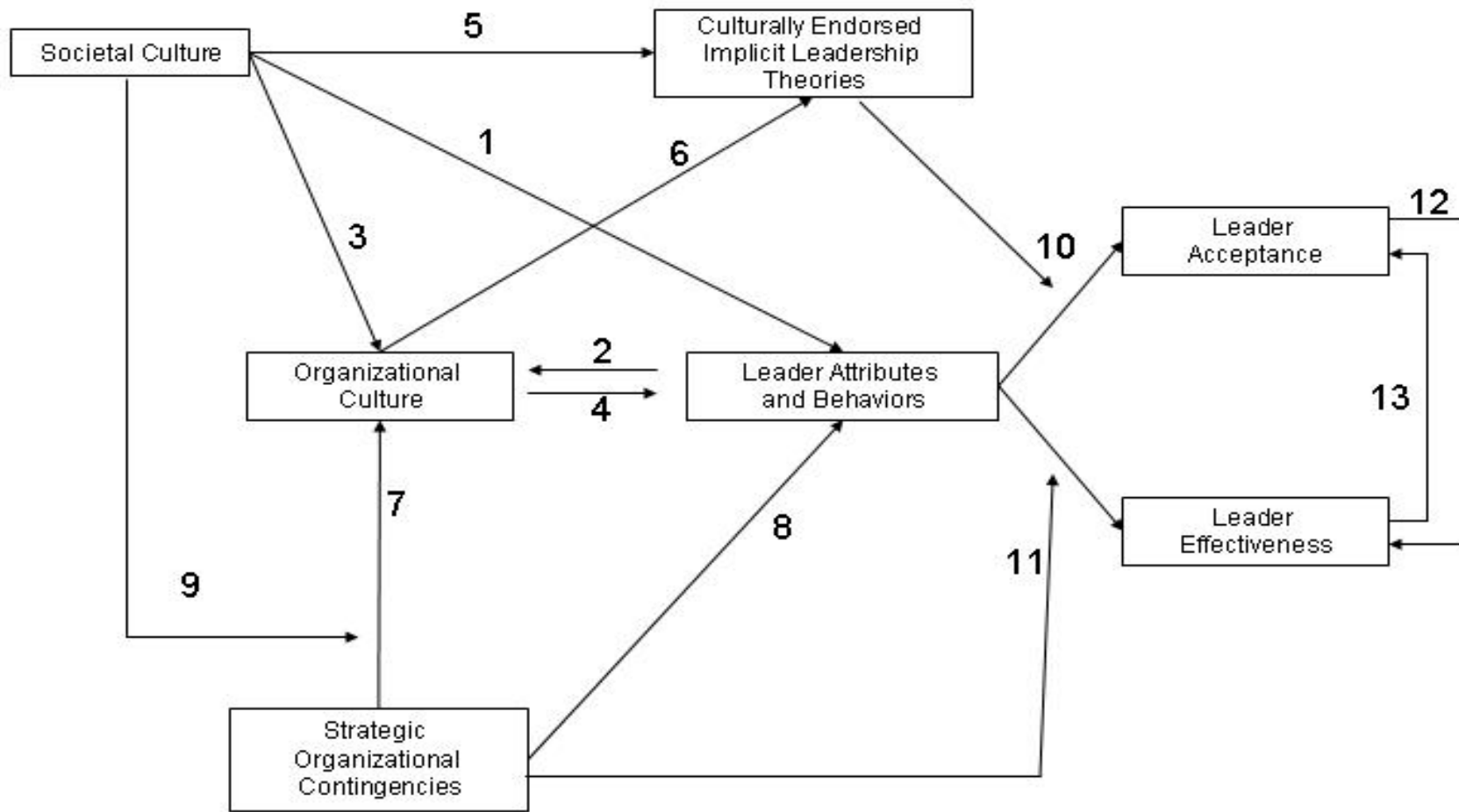
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THE GLOBE RESEARCH PROGRAM

GLOBE is a multi-phase, multi-method research program designed understand the relationship between culture and leadership, organizational, and societal effectiveness.

THE GLOBE RESEARCH PROGRAM

160 social scientists and management scholars from 62 cultures representing all major regions throughout the world are engaged in this long-term programmatic series of cross-cultural leadership studies.



GLOBE Countries Listed by Geographic Regions of the World

Albania	Finland	Japan	Singapore
Argentina	France	Kazakhstan	Slovenia
Australia	Georgia	Kuwait	South Africa (Black sample)
Austria	Germany (former FRG)	Malaysia	South Africa (White sample)
Bolivia	Germany (former GDR)	Mexico	Spain
Brazil	Greece	Namibia	Sweden
Canada (English speaking)	Guatemala	Netherlands	Switzerland

GLOBE Countries Listed by Geographic Regions of the World

China	Hong Kong	New Zealand	Taiwan
Colombia	Hungary	Nicaragua	Thailand
Costa Rica	India	Nigeria	Turkey
Czech	Indonesia	Philippines	United
Republic			States
Denmark	Iran	Poland	Venezuala
Ecuador	Ireland	Portugal	Zambia
Egypt	Israel	Qatar	Zimbabwe
El Salvador	Italy	Russia	
England			

**GLOBE measures both cultural practices
(as is) and cultural values (should be).**

Culture Construct Definitions

Power distance:

The degree to which members of a collective expect power to be distributed equally.

Specific Questionnaire Item

Followers are (should be) expected to obey their leaders without question.

Country Rankings on Power Distance

Lowest Power Distance Countries in GLOBE	Medium Power Distance Countries in GLOBE	Highest Power Distance Countries in GLOBE
Denmark 3.89	England 5.15	Russia 5.52
Netherlands 4.11	France 5.28	Spain 5.52
South Africa	Brazil 5.33	Thailand 5.63
(Black sample) 4.11	Italy 5.43	Argentina 5.64
Israel 4.73	Portugal 5.44	Morocco 5.80
Costa Rica 4.74		

Culture Construct Definitions

Uncertainty Avoidance:

The extent to which a society, organization, or group relies on social norms, rules and procedures to alleviate unpredictability of future events.

Specific Questionnaire Item

Most people lead (should lead) highly structured lives with few unexpected events.

Country Rankings on Uncertainty Avoidance

Lowest Uncertainty Avoidance Countries in GLOBE		Medium Uncertainty Avoidance Countries in GLOBE		Highest Uncertainty Avoidance Countries in GLOBE	
Russia	2.88	Israel	4.01	Austria	5.16
Hungary	3.12	U.S.	4.15	Denmark	5.22
Bolivia	3.35	Mexico	4.18	German	
Greece	3.39	Kuwait	4.21	(former WEST)	5.22
Venezuela	3.44	Ireland	4.30	Sweden	5.32
				Switzerland	5.37

Culture Construct Definitions

Humane Orientation:

The degree to which a collective encourages & rewards individuals for being fair, altruistic, generous, caring and kind to others.

Specific Questionnaire Item

People are generally (should be generally) very tolerant of mistakes.

Country Rankings on Humane Orientation

Least Humane Oriented Countries in GLOBE	Medium Humane Countries in GLOBE	Most Humane Oriented Countries in GLOBE
Germany	Hong Kong 3.90	Indonesia 4.69
(Former WEST) 3.18	Sweden 4.10	Egypt 4.73
Spain 3.32	Taiwan 4.11	Malaysia 4.87
France 3.40	U.S. 4.17	Ireland 4.96
Singapore 3.49	New Zealand 4.32	Philippines 5.12
Brazil 3.66		

Culture Construct Definitions

Institutional Collectivism:

The degree to which individuals are integrated into groups within the society.

Specific Questionnaire Item

Leaders encourage (should encourage) group loyalty even if individual goals suffer.

Country Rankings on Individualism/Collectivism

Most Individualistic Countries in GLOBE		Medium Individualistic Countries in GLOBE		Most Collectivist Countries in GLOBE	
Greece	3.25	Hong Kong	4.13	Denmark	4.80
Hungary	3.53	U.S.	4.20	Singapore	4.90
Germany		Egypt	4.50	Japan	5.19
(former East)	3.56	Poland	4.53	South Korea	5.20
Argentina	3.66	Indonesia	4.54	Sweden	5.22
Italy	3.68				

Culture Construct Definitions

- In-Group Collectivism

The degree to which individuals have strong ties to their small immediate groups

- Specific Questionnaire Item

- In this society, children live with parents until they get married.

Country Rankings on In group Collectivism

Least Family Collective Countries in GLOBE		Medium Family Collective Countries in GLOBE		Most Family Collective Countries in GLOBE	
Denmark	3.53	Japan	4.63	Egypt	5.64
Sweden	3.66	Israel	4.70	China	5.80
New Zealand	3.67	Qatar	4.71	Morocco	5.87
Netherlands	3.70	Austria	4.85	India	5.92
Finland	4.07	Italy	4.94	Iran	6.03

Culture Construct Definitions

Assertiveness:

The degree to which individuals are assertive, dominant & demanding in their relationships with others.

Specific Questionnaire Item

People are (should be) generally dominant.

Country Rankings on Assertiveness

Least Assertive Countries in GLOBE	Medium Assertive countries in GLOBE	Most Assertive Countries in GLOBE
<p>Sweden 3.38</p> <p>New Zealand 3.42</p> <p>Switzerland 3.47</p> <p>Japan 3.59</p>	<p>Egypt 3.91</p> <p>Ireland 3.92</p> <p>Philippines 4.01</p> <p>Ecuador 4.09</p> <p>France 4.13</p>	<p>Spain 4.42</p> <p>U.S. 4.55</p> <p>Greece 4.58</p> <p>Austria 4.62</p> <p>Germany 4.73</p> <p>(former EAST)</p>

Culture Construct Definitions

Gender Egalitarianism:

The degree to which a collective minimizes gender inequality.

Specific Questionnaire Item

Boys are encouraged (should be encouraged) more than girls to attain a higher education. (Scored inversely.)

Country Rankings on Gender Differentiation

Most Gender Differentiated Countries in GLOBE		Medium Gender Differentiated Countries in GLOBE		Least Gender Differentiated Countries in GLOBE	
South Korea	2.50	Italy	3.24	Sweden	3.84
Egypt	2.81	Brazil	3.31	Denmark	3.93
Morocco	2.84	Argentina	3.49	Slovenia	3.96
India	2.90	Netherlands	3.50	Poland	4.02
China	3.05	Venezuela	3.62	Hungary	4.08

Culture Construct Definitions

Future Orientation:

The extent to which a collective encourages & rewards future-oriented behaviors such as delaying gratification, planning & investing in the future.

Specific Questionnaire Item

More people live (should live) for the present than for the future. (Scored inversely.)

Country Rankings on Future Orientation

Least Future Oriented Countries in GLOBE		Medium Future Oriented Countries in GLOBE		Most Future Oriented Countries in GLOBE	
Russia	2.88	Slovenia	3.59	Denmark	4.44
Argentina	3.08	Egypt	3.86	Canada	
Poland	3.11	Ireland	3.98	(English-Speaking)	4.44
Italy	3.25	Australia	4.09	Netherlands	4.61
Kuwait	3.26	India	4.19	Switzerland	4.73
				Singapore	5.07

Culture Construct Definitions

Performance Orientation:

The degree to which a collective encourages & rewards group members for performance improvement & excellence.

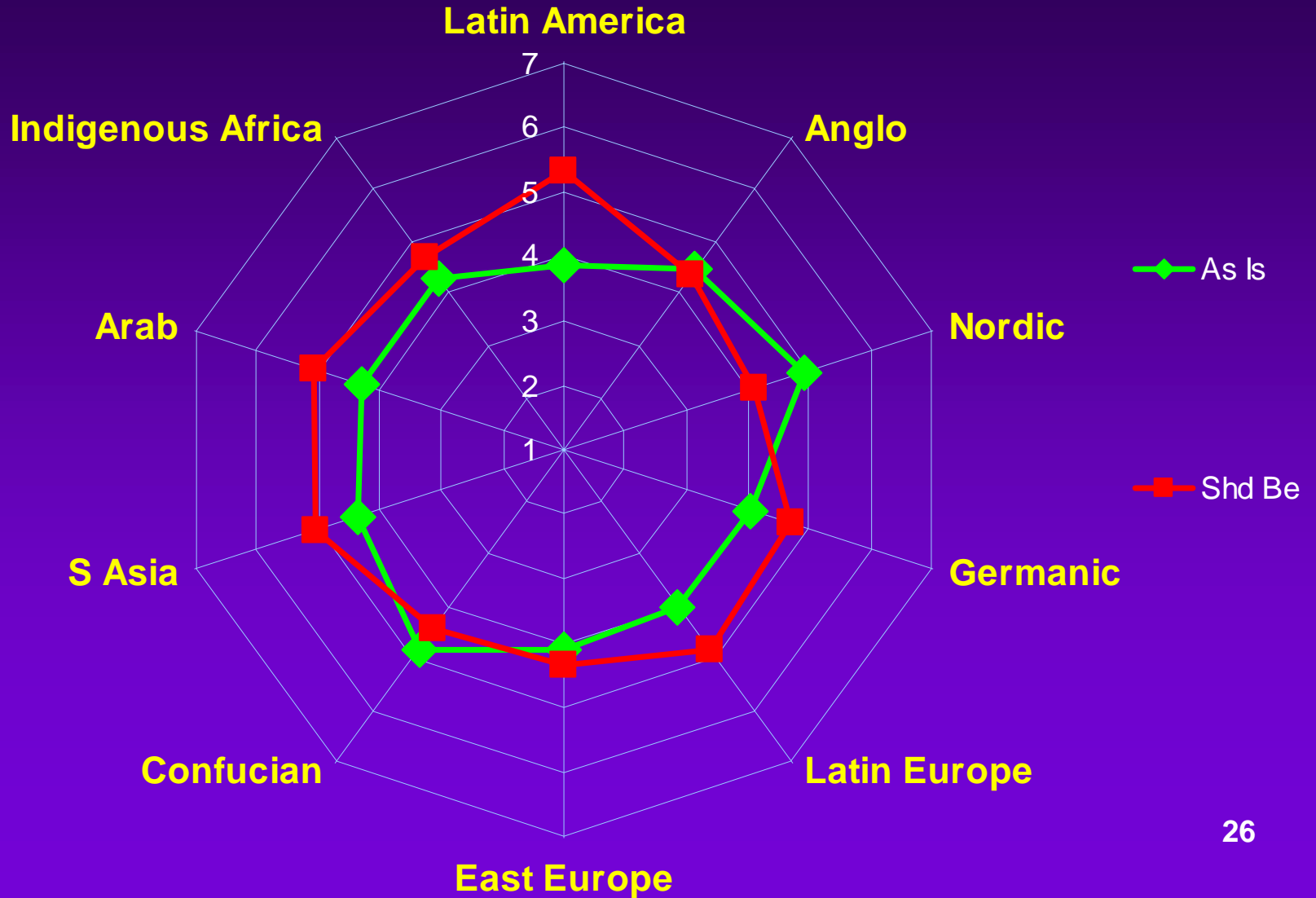
Specific Questionnaire Item

Students are encouraged (should be encouraged) to strive for continuously improved performance.

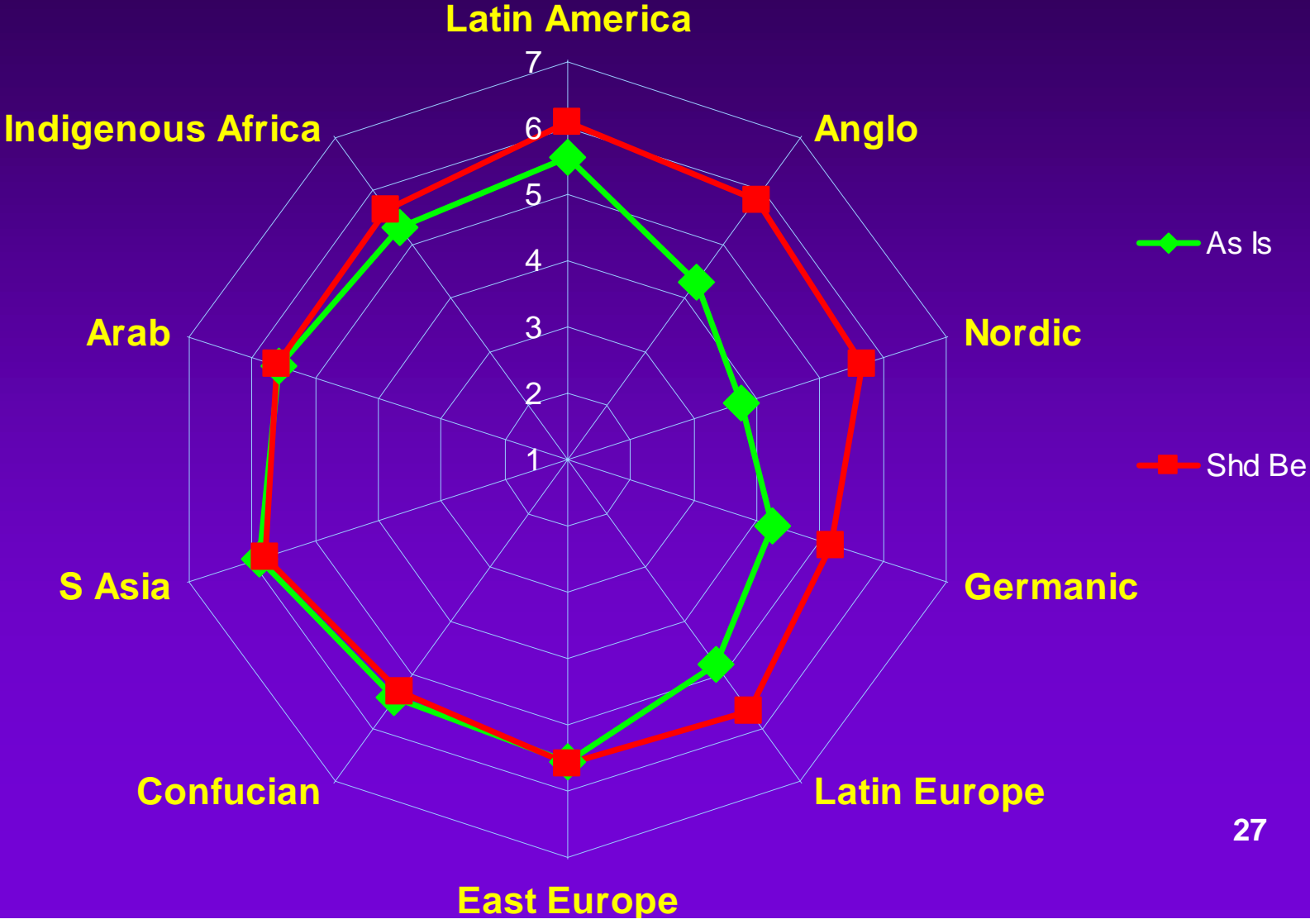
Country Rankings on Performance Orientations

Least Performance Oriented Countries in GLOBE		Medium Performance Oriented Countries in GLOBE		Most Performance Oriented Countries in GLOBE	
Russia	2.88	Sweden	3.72	USA	4.49
Argentina	3.08	Israel	3.85	Taiwan	4.56
Greece	3.20	Spain	4.01	New Zealand	4.72
Venezuela	3.32	England	4.08	Hong Kong	4.80
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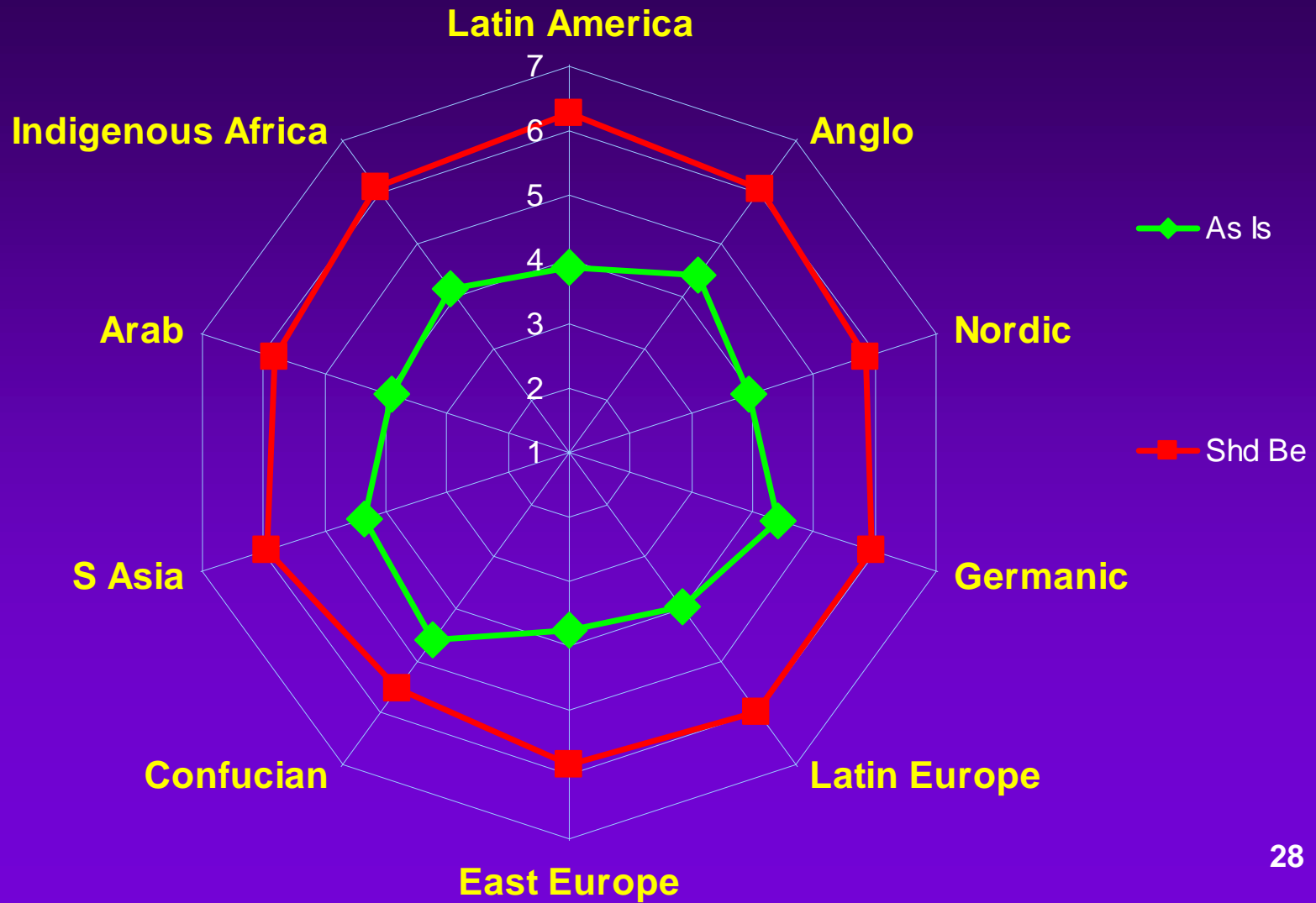
Institutional Collectivism



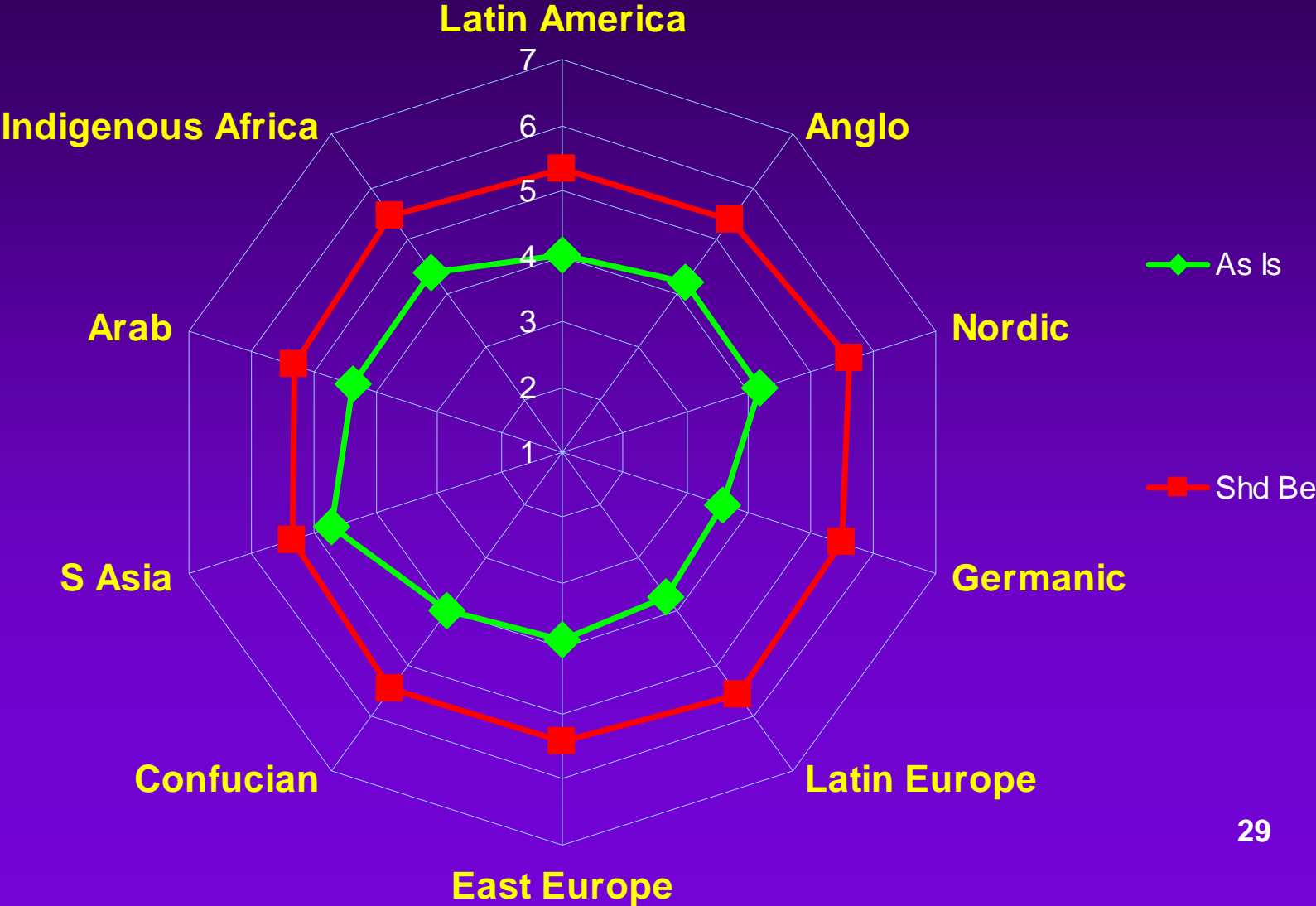
In-Group Collectivism



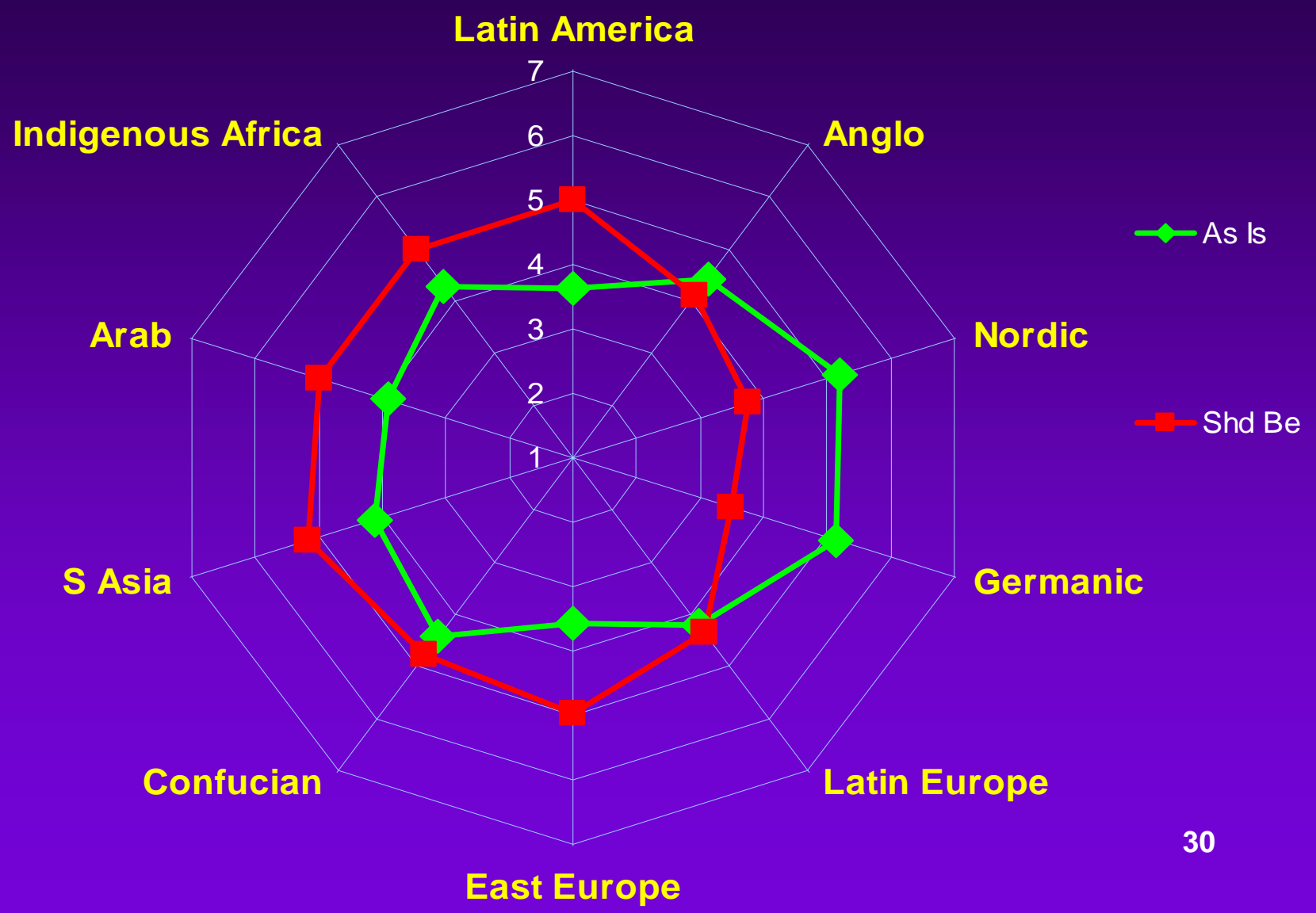
Performance Orientation



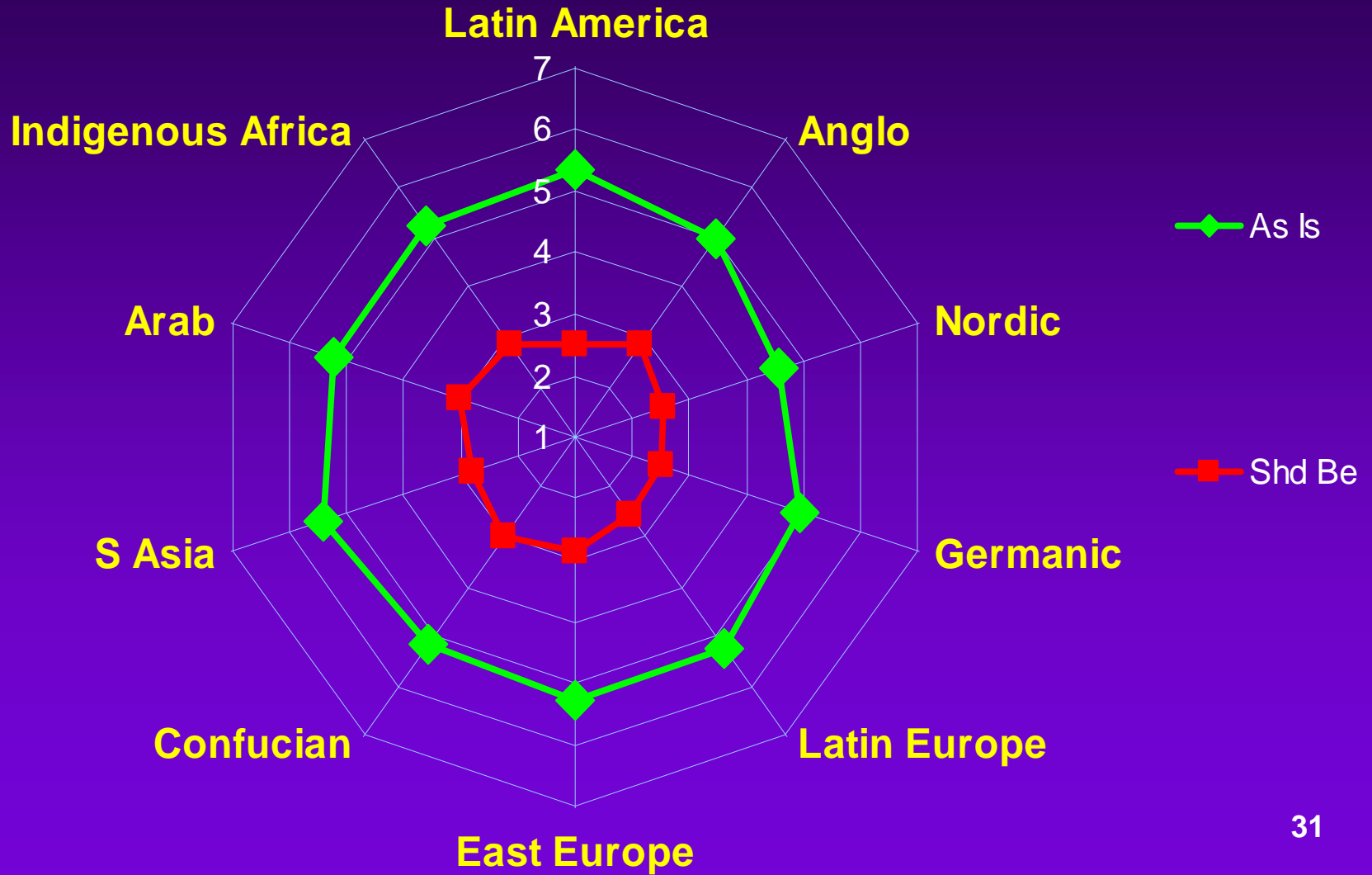
Humane Orientation



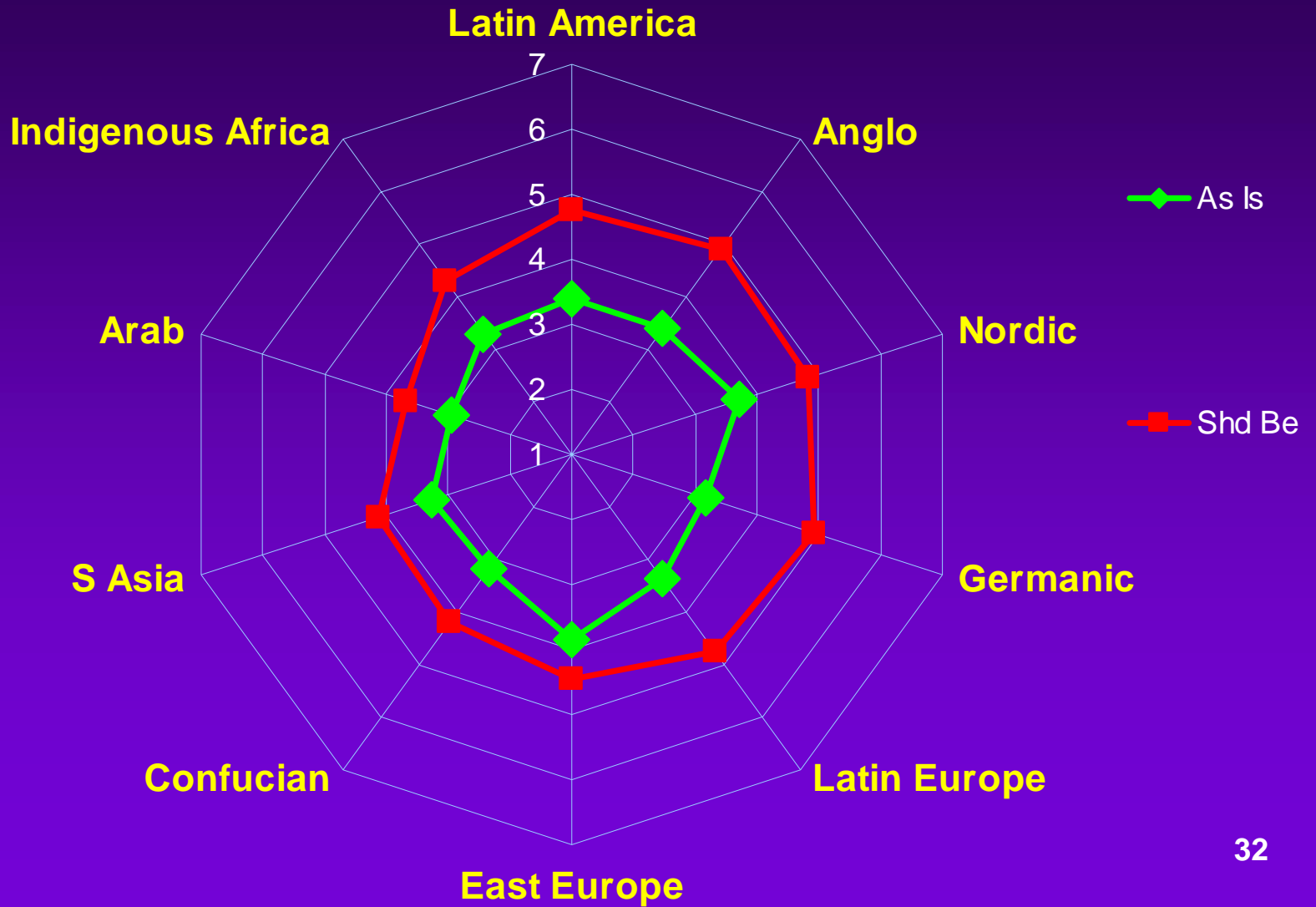
Uncertainty Avoidance



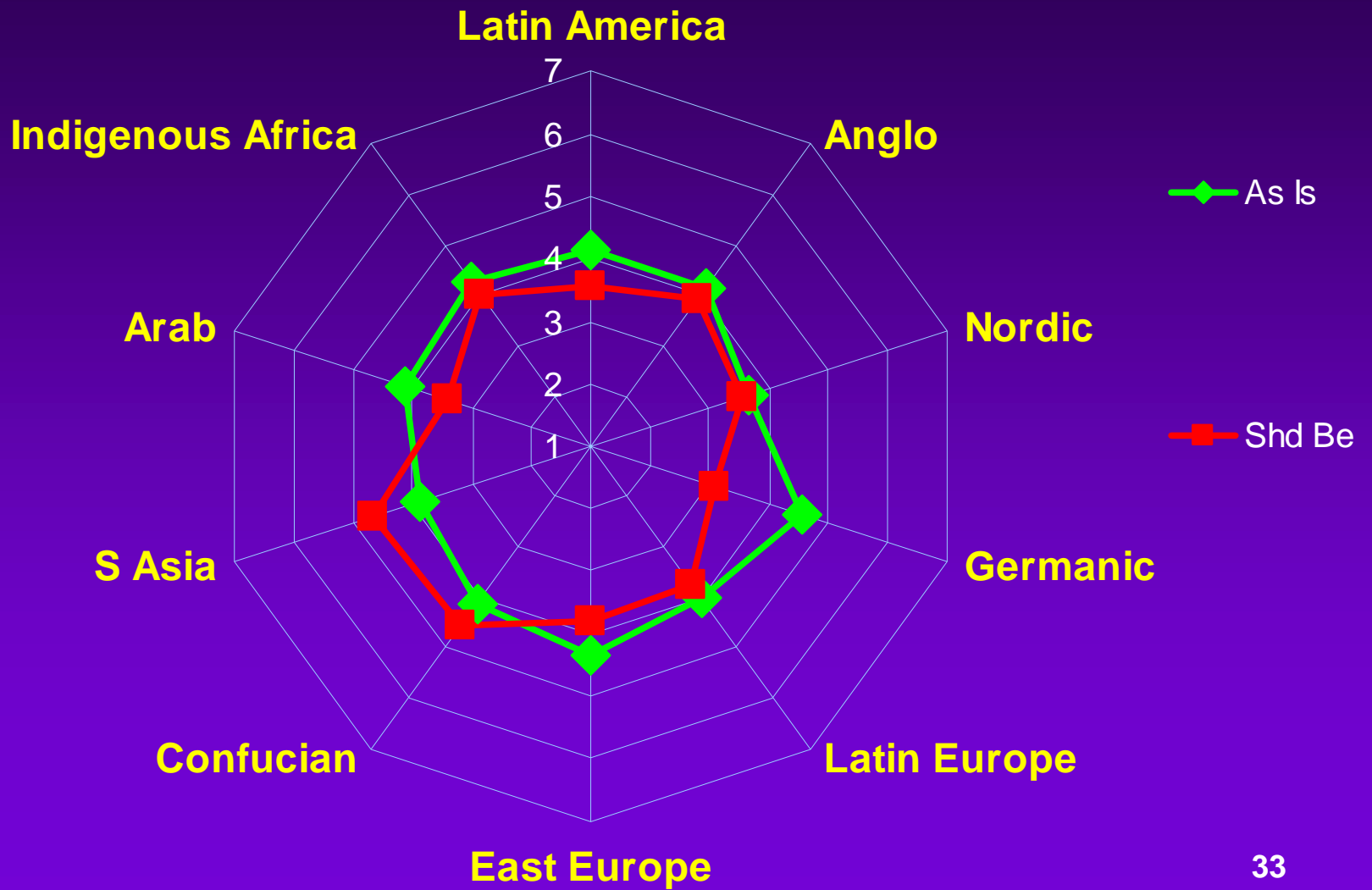
Power Distance



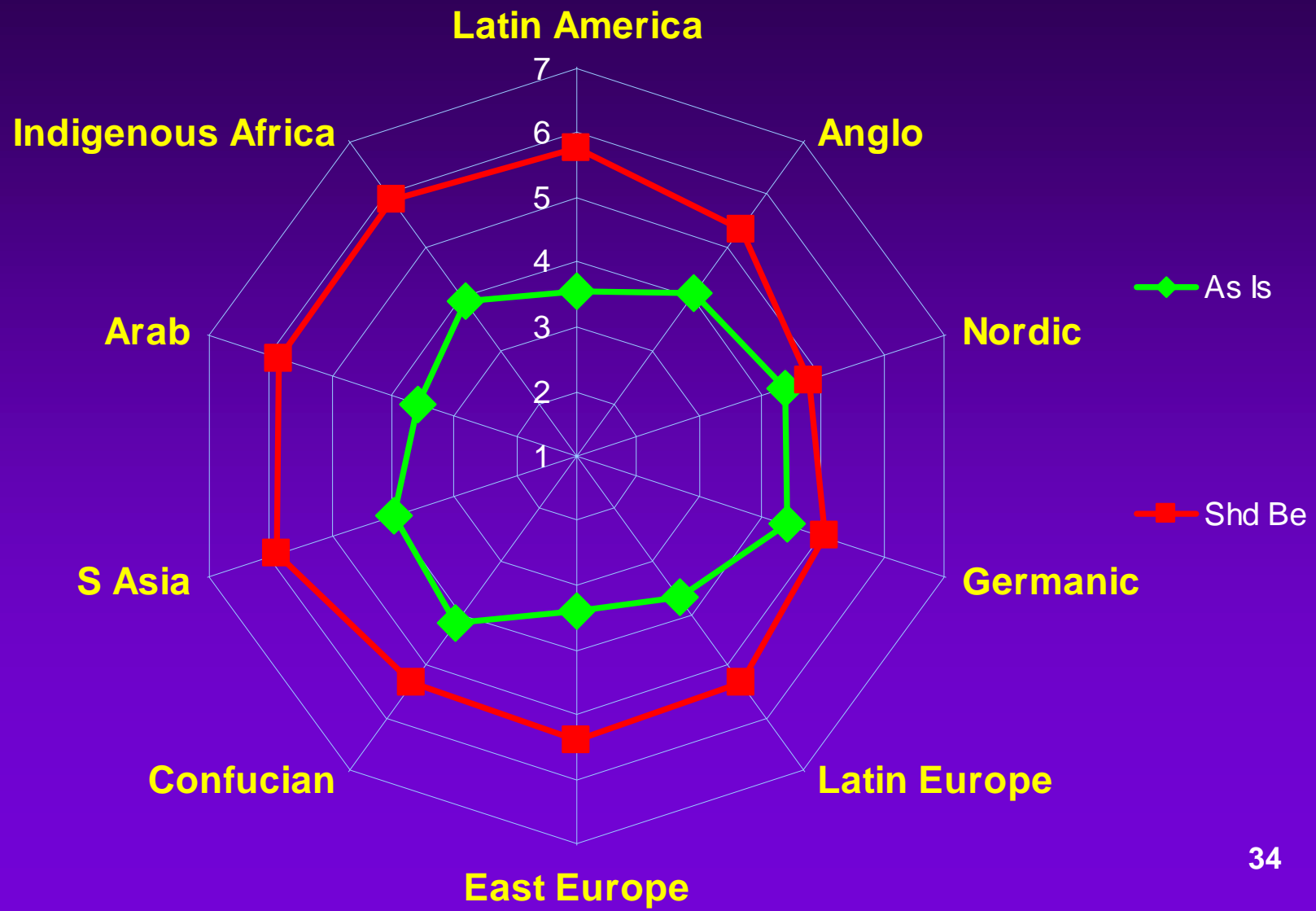
Gender Egalitarianism



Assertive Orientation



Future Orientation



IMPLICATIONS

- **Managerial**
- **Organizational**
- **National**

Global Implicit Leadership (CLT) Dimensions

1. Charismatic/Value Based, 4.5 - 6.4

- * **Charismatic 1: Visionary**
- * **Charismatic 2: Inspirational**
- * **Charismatic 3: Self-Sacrifice**
- * **Integrity**
- * **Decisive**
- * **Performance Oriented**

2. Team Oriented, 4.8 - 6.3

- * **Team 1: Collaborative Team Orientation**
- * **Team 2: Team Integrator**
- * **Diplomatic**
- * **Malevolent (reverse scored)**
- * **Administratively competent**

Global Culturally Endorsed Implicit Leadership (CLT) Dimensions

3. Self-Protective, 2.1 - 4.5

- * **Self-centered**
- * **Status conscious**
- * **Conflict inducer**
- * **Face saver**
- * **Procedural**

4. Participative, 2.0 - 4.6

- * **Autocratic (reverse scored)**
- * **Non-participative (reverse scored)**

Global Implicit Leadership (CLT) Dimensions

5. Humane, 3.6 - 5.5

- * **Modesty**
- * **Humane orientation**

6. Autonomous, 2.3 - 4.7

- * **Individualistic**
- * **Independent**
- * **Autonomous**
- * **Unique**

Universal Positive Leader Attributes

<u>Questionnaire</u>	<u>Corresponding</u>
<u>Items</u>	<u>Leadership Scale</u>
Trustworthy - - - - -	Integrity
Just - - - - -	Integrity
Honest - - - - -	Integrity
Foresight - - - - -	Charisma 1: visionary
Plans ahead - - - - -	Charisma 1: visionary

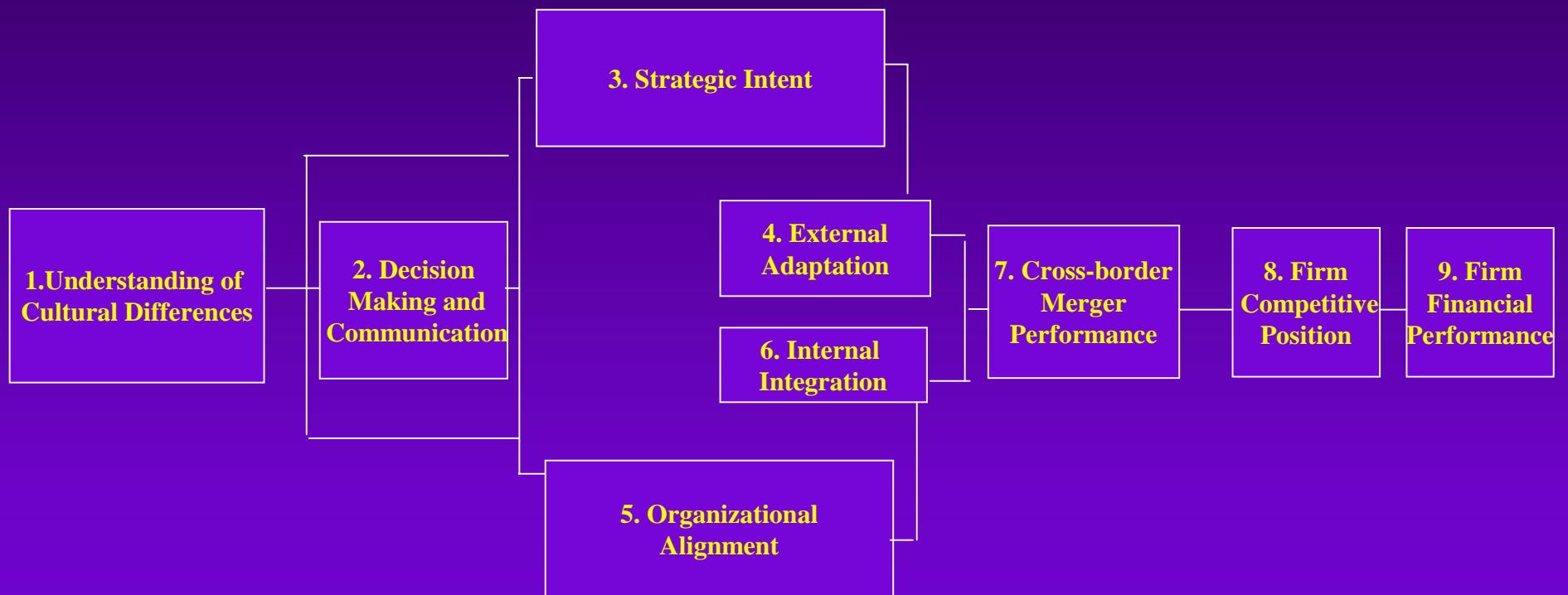
Universal Negative Leader Attributes

<u>Questionnaire</u>	<u>Corresponding</u>
<u>Items</u>	<u>Leadership Scale</u>
Loner - - - - -	Self-centered
Asocial - - - - -	Self-centered
Noncooperative - - - - -	Malevolent
Irritable - - - - -	Malevolent

Culturally Contingent CLT Items

Ambitious (2.85 – 6.73)	Evasive (1.52 – 5.67)
Cautious (2.17 – 5.78)	Independent (1.67 – 5.32)
Class Conscious (2.53 – 6.09)	Individualistic (1.67 – 5.10)
Compassionate (2.69 – 5.56)	Elitist (1.61 – 5.00)
Cunning (1.26 – 6.38)	

Impact Of Culture On Cross-Border Mergers



Cultural Practices and Economic Health

Cultural Practices	Economic Prosperity	Government Support for Prosperity	Societal Support for Competitiveness	World Competitiveness Index
Performance Orientation	.29* n=57	.50** n=40	.58** n=40	.61** n=41
Future Orientation	.54** n=57	.63** n=40	.48** n=40	.62** n=41
Institutional Collectivism	.33* n=57	.36* n=40		.40** n=41
Uncertainty avoidance	.60** n=57	.74** n=40	.44** n=40	.60** n=41

*Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Cultural Practices and Economic Health

Cultural Practices	Economic Prosperity	Economic Productivity	Government Support for Prosperity	Societal Support for Competitiveness	World Competitiveness Index
In-group Collectivism	-.78** n=57	-.67** n=40			-.45** n=41
Power Distance	-.53** n=57		-.65** n=40	-.47** n=40	-.53** n=41

*Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Cultural Practices and Human Condition

Cultural Practices	Societal health	Life expectancy	General satisfaction	Human Development Index (HDI)
Performance Orientation	.53** n=40		.514* N=37	
Future Orientation	.70** n=40		.56** n=38	
Gender Egalitarianism				.29* n=56
Uncertainty avoidance	.76** n=40	.28* n=38	.70** N=38	.28* n=56

*Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Cultural Practices and Human Condition

Cultural Practices	Societal health	Life expectancy	General satisfaction	Human Development Index (HDI)
In-group Collectivism	-.60** n=40	-.45** n=56	-.69** N=38	-.56** n=56
Power Distance	-.62** n=40	-.33** n=56	-.48** n=38	-.36** n=56
Humane Orientation		-.35** n=54		-.37** n=54

*Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Confirmed Hypotheses

The National Culture and The Role of Government

- **Societies that have stronger performance oriented cultures tend to have governments that are more supportive of economic development.**
- **Societies that have stronger power distance orientations tend to have less transparent governments.**
- **Societies that have stronger family oriented cultures, tend to have less transparent governments.**
- **Societies that have stronger family oriented cultures tend to have less active governments.**
- **Societies that are high on uncertainty avoidance tend to have more transparent governments.**

Thank you!

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