

ANALYSIS REGARDING GLOBAL APPROACHES ABOUT ORGANIZATIONAL BEHAVIOUR EFFECTIVENESS RESEARCHES

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Abstract

The concept of organizational culture is fundamental to explain critical phenomena in the functioning of organizations, phenomena such as the creation of a hierarchy of values on which depends either the strategic direction of the system or the determination of fundamental attitudes towards the internal and external environment. The paper presents comparative results of GLOBE research in various countries, research based on the correlation between national culture, organizational culture and leadership. In order to determine main differences, in terms of organisational culture and leadership between countries are took in account important countries from different continents and regions. For the study relevance are considered countries from different clusters in terms of societies and related to the cultural dimensions.

Keywords: *national culture, organizational culture, GLOBE research, organizational behaviour, leadership, middle managers*

JEL classification: *C90, D23, Z1*

1. Introduction

Organizational culture has a strong impact on the various organizational processes, employees and their performance, and any sustainable change within the enterprise must begin with changes in the values of employees' beliefs and values. However, according to Schein, culture is the most difficult attribute to change from all other organizational attributes, such as those related to products, services, leadership, and the physical attributes of the organization [1].

Organizational culture is created by leaders who impose their own values and beliefs in a group. If the group is successful and the beliefs are confirmed, then we have a culture that will define for later generations of members what kind of leadership is accepted, so in other words, culture now defines leadership. Leadership means today the ability to move beyond the culture that created the leader and to begin the evolving processes of change towards solutions to adapt to the new conditions. The leadership goal and the supreme challenge is to perceive the limits of one's own culture and to make the adaptability of culture evolve [2].

At the planetary scale, there has been carried out an extensive research on organizational behavior and leadership. It's about GLOBE (Global Leadership and Organizational Behavior Effectiveness) research that has been done in nearly 70 countries across the globe, including Romania [3].

In the GLOBE concept, leadership is a person's ability to motivate, influence, and enable others to contribute to the success and efficiency of their organization. Conceptually, GLOBE's leadership model has a character that reflects the traits, expected behavior, and leadership attributes that can be identified in different cultures. Thus, six dimensions of leadership have been identified (grouping 21 primary variables): charismatic value-based, team-oriented, self-protective,

participative, human – oriented and autonomous [4]. One of the first findings of this research was to group all the studied societies into a number of clusters: Anglo, Nordic Europe, Eastern Europe, Latin Europe, Germanic Europe, Latin America, Sub –Saharan Africa, Middle East, Southern Asia and Confucian Asia.

One of the main challenges raised in this research was to determine measurement standards that could highlight the similarities and differences between different societies and organizational cultures. In respect with this aim after a huge effort in terms of literature reviews and two pilot studies were proposed nine “cultural dimensions” that serve as independent variables for the researchers: Performance Orientation, Uncertainty Avoidance, Human Orientation, Institutional Collectivism, In-Group Collectivism, Assertiveness, Gender Egalitarianism, Future Orientation and Power Distance [5].

The overall objective of GLOBE investigations was to develop, starting from an empirical basis, a theoretical model that describes, highlights and predicts the impact of specific cultural values on organizational processes and leadership as well as on their effectiveness.

Within each of the nine cultural dimensions, GLOBE researchers analyzed respondents about practices or “*as is*” and values or “*should be*” and did so both in the broader society and in the specific organization. The analysis is designed based on these issues: “*as is*” and “*should be*” related to these nine cultural dimensions, already mentioned.

2. Comparative aspects of GLOBE research in different countries of the world

In the following, five countries will be compared to represent different parts of the world and to be part of different clusters: USA, Germany, Russia, Brazil and France [4,6].

Table 1 shows the results of the “As is” for the United States, Germany, Russia, Brazil and France in terms of absolute scores (on a seven-point Likert scale) and the comparative ranking with other countries on the cultural dimensions of GLOBE.

Table 1 “As is” results and places obtained by the analyzed countries

Country Cultural dimension	USA		Germany		Russia		Brazil		France	
	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank
Power Distance	4.88	46	5.54	14	5.52	14	5.33	26	5.28	29
Uncertainty Avoidance	4.15	28	5.16	3	2.88	61	3.60	50	4.43	17
Human Orientation	4.15	27	3.40	57	3.94	37	3.66	52	3.40	56
Institutional Collectivism	4.20	31	3.56	57	4.50	17	3.83	51	3.93	44
In-Group Collectivism	4.25	52	4.52	47	5.63	18	5.18	39	4.37	50
Assertiveness	4.55	10	4.73	4	3.68	54	4.20	25	4.13	30
Gender Egalitarianism	3.34	34	3.06	46	4.07	3	3.31	30	3.64	19
Future Orientation	4.15	16	3.95	23	2.88	62	3.81	30	3.48	46
Performance Orientation	4.49	9	4.09	30	3.39	59	4.04	34	4.11	30

The following paragraphs will graphically represent the levels of these nine cultural dimensions for the countries mentioned above.

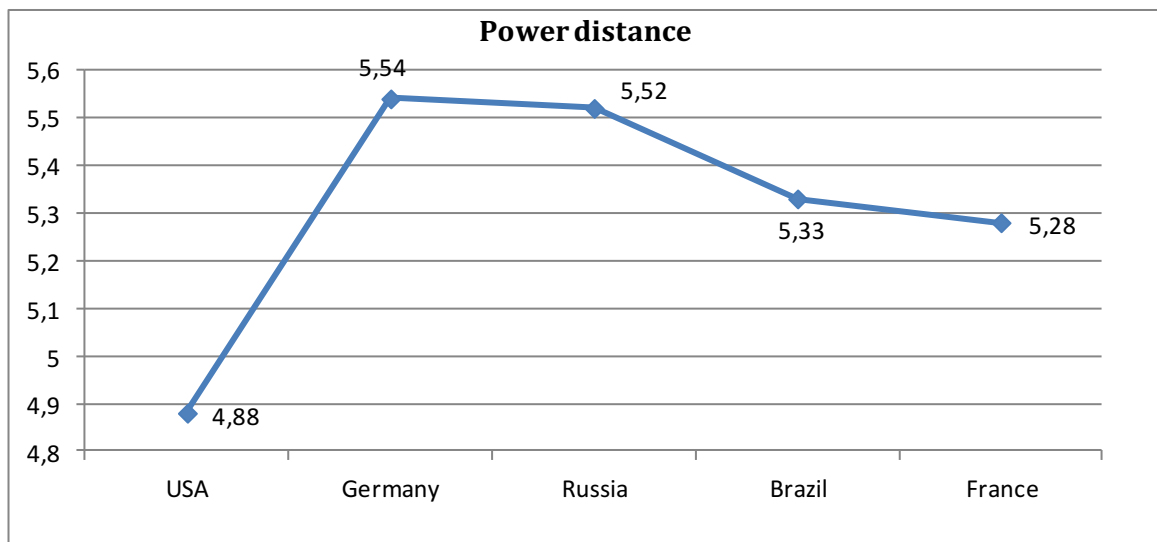


Figure 1 Level differences across countries in the cultural dimension: power distance

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, distance to power (fig.1), Germany tends to be the country with the highest distance to power (5.63) and to the opposite pole with the smallest distance to power lies the USA (4.88).

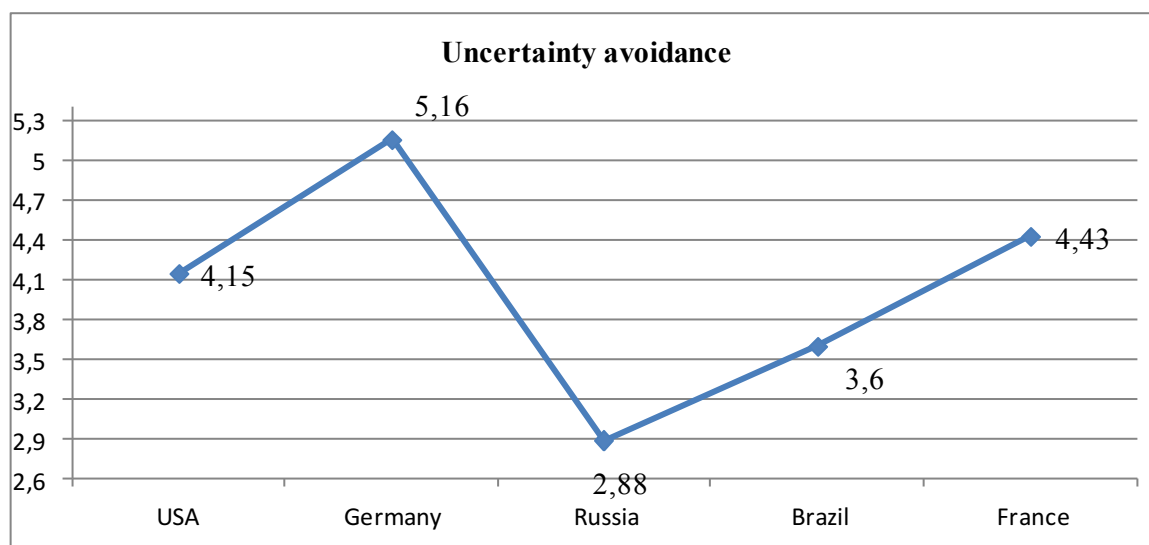


Figure 2 Level differences across countries in the cultural dimension: uncertainty avoidance

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing the differences in research data from cultural dimensions, avoiding uncertainty (fig.2), Germany tends to be the country with the highest degree of uncertainty avoidance (5.16) and at the other end with the least degree of avoidance of uncertainty is Russia (2.88).

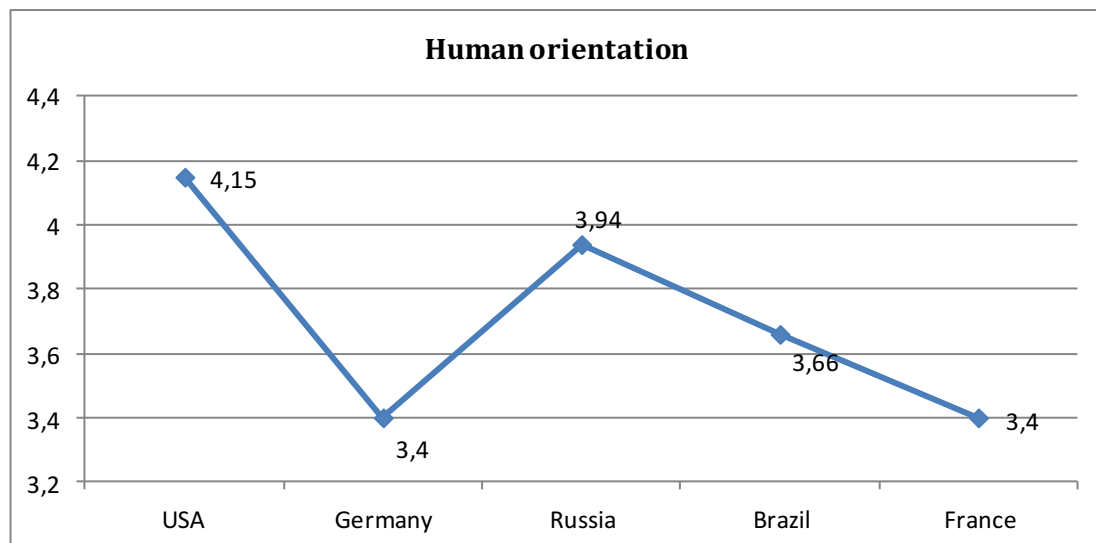


Figure 3 Level differences across countries in the cultural dimension: human orientation

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing the differences in research data from cultural dimensions, human orientation (fig.3), the USA tends to be the country with the highest human orientation (4.15) and the opposite with the lowest degree of human orientation is found in Germany and France (3.40).

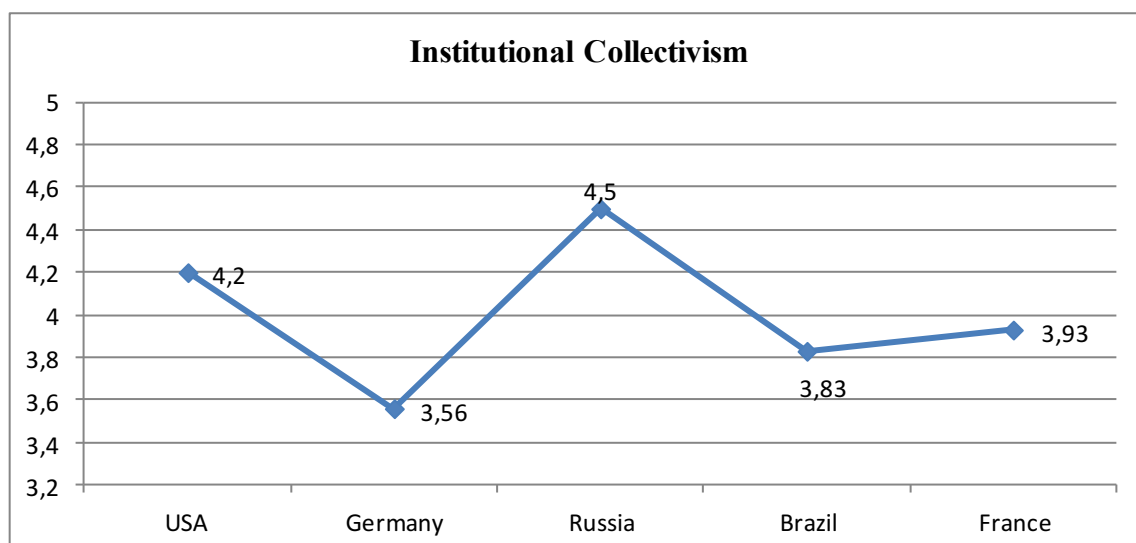


Figure 4 Level differences across countries in the cultural dimension: institutional collectivism

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing the differences in research data from cultural dimensions, institutional collectivism (fig.4), Russia tends to be the country with the highest degree of institutional collectivism (4.50) and at the opposite pole with the lowest degree of institutional collectivism is Germany (3.56).

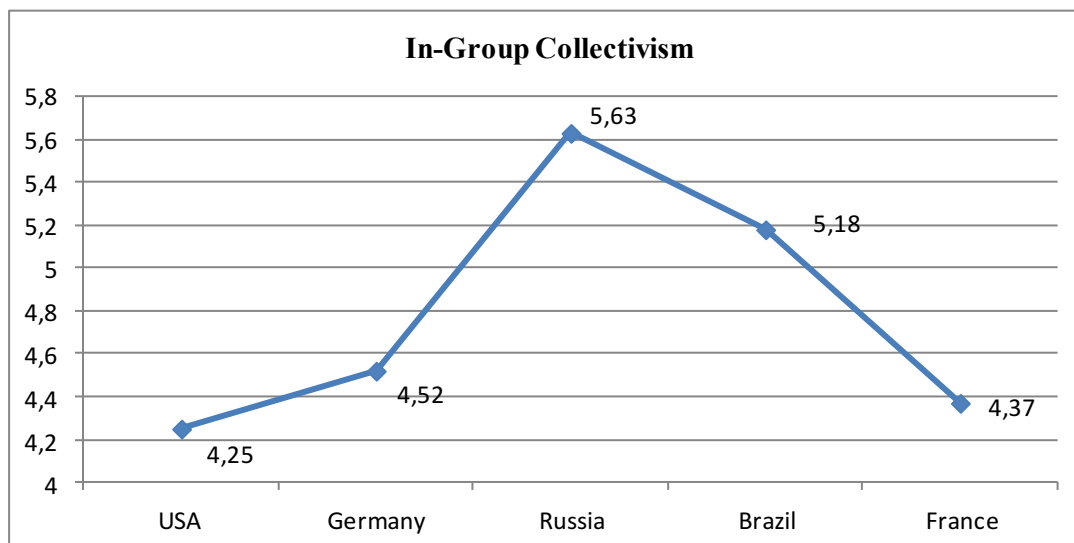


Figure 5 Level differences across countries in the cultural dimension: in-group collectivism

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing the differences in research data from cultural dimensions, in-group collectivism (fig.5), Russia tends to be the country with the highest degree of group collectivism (5.63) and at the other end with the lowest degree of group collectivism USA (4.25).

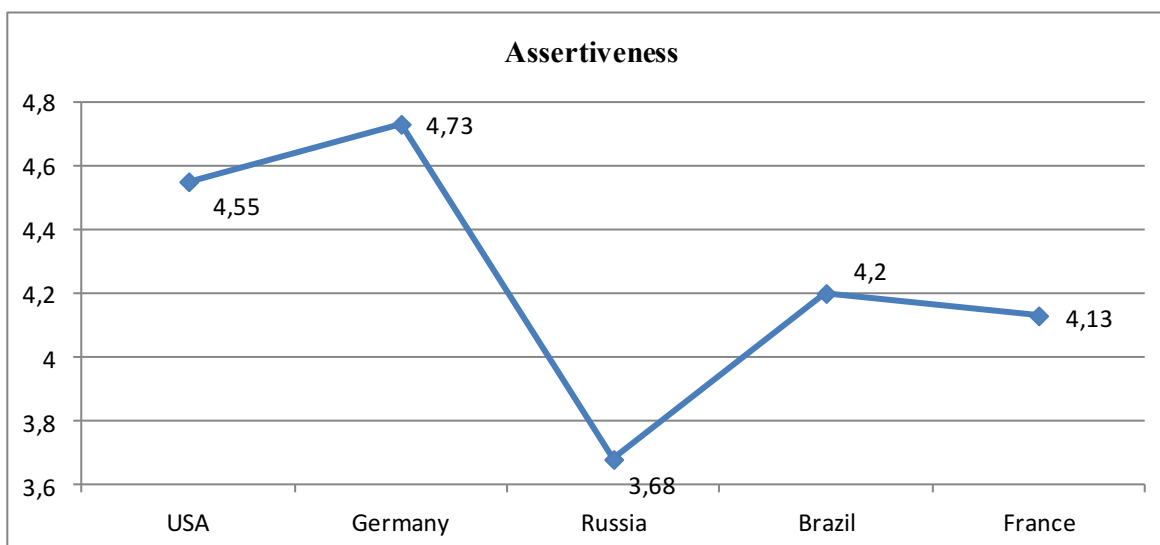


Figure 6 Level differences across countries in the cultural dimension: assertiveness

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, assertiveness (fig.6), Germany tends to be the country with the highest degree of assertiveness (4.73) and at the other end with the lowest degree of assertiveness is Russia (3.68).

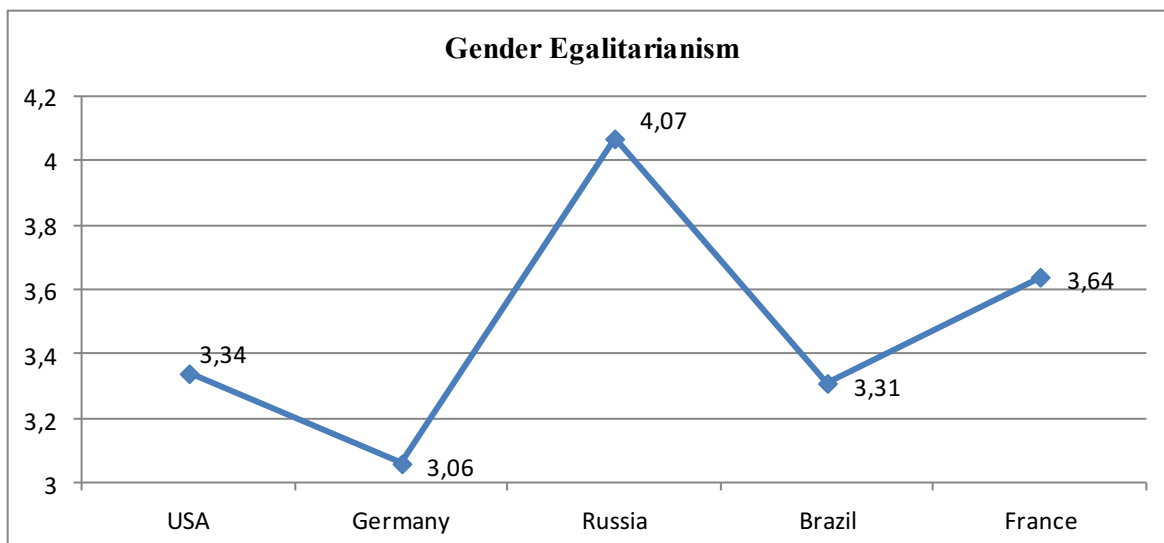


Figure 7 Level differences across countries in the cultural dimension: gender egalitarianism

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, gender egalitarianism (fig.7), Russia tends to be the country with the highest degree of gender equality (4.07) and at the other end with the lowest level of gender equality Germany is located (3.06).

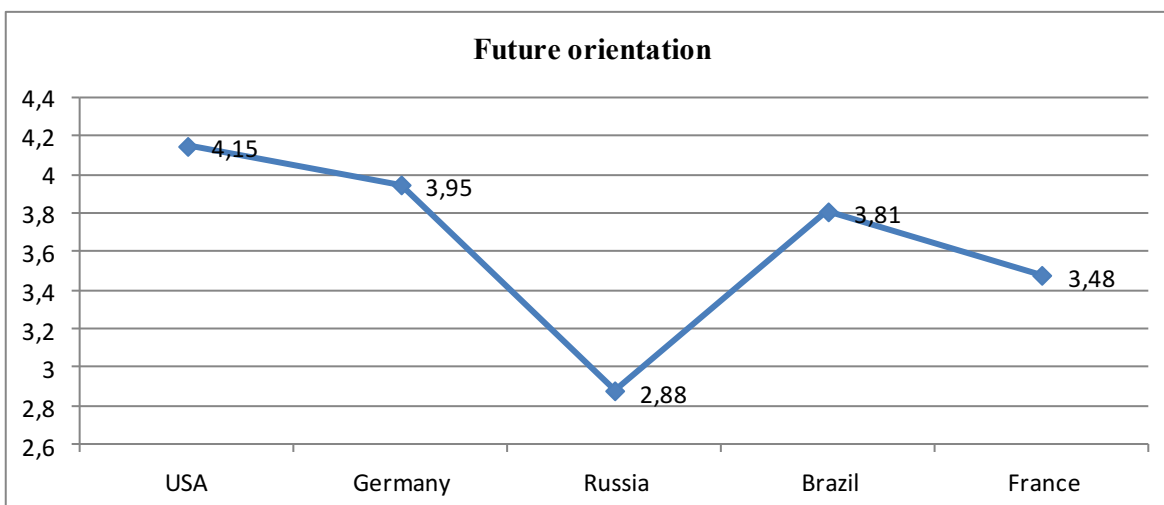


Figure 8 Level differences across countries in the cultural dimension: future orientation

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, future orientation (fig.8), the US tends to be the country with the highest degree of future orientation (4.15) and at the other end with the lowest degree of future orientation is found Russia (2.88).

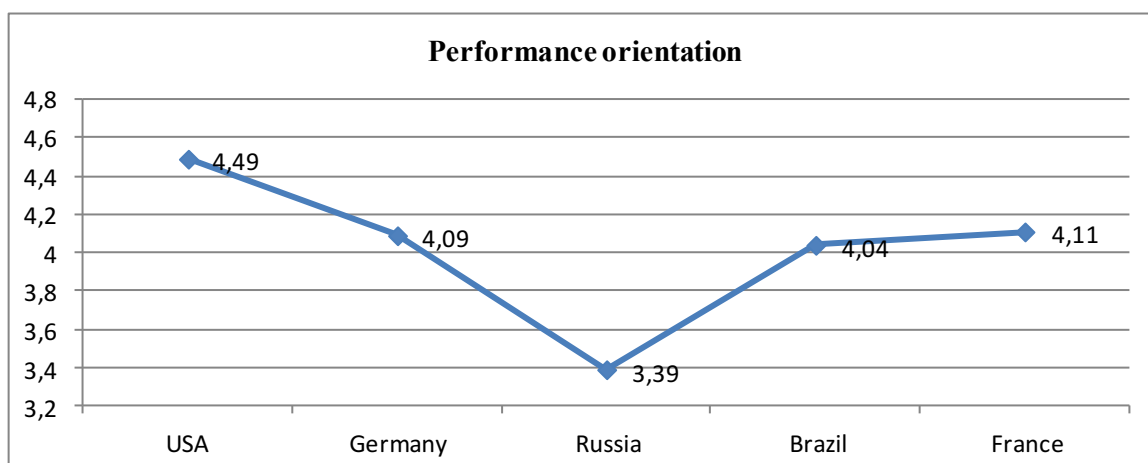


Figure 9 Level differences across countries in the cultural dimension: performance orientation

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing the differences in research data from cultural dimensions, performance orientation (fig.9), the US tends to be the country with the highest degree of performance-oriented (4.49) and at the other end with the lowest level of performance orientation is found Russia (3.39).

On the other hand, the comparative analysis on the "Should Be" indicator highlights other significant elements of leadership and organizational culture (table 2).

Table 2 "Should be" results and places obtained by the analyzed countries

Country Cultural dimension	USA		Germany		Russia		Brazil		France	
	Score	Rank	Score	Rank	Score	Score	Rank	Score	Rank	Score
Power Distance	2.85	20	2.69	35	2.62	42	2.35	55	2.76	28
Uncertainty Avoidance	4	51	3.94	53	5.07	19	4.99	20	4.26	45
Human Orientation	5.53	22	5.44	30	5.59	17	5.68	6	5.67	7
Institutional Collectivism	4.17	53	4.68	33	3.89	60	5.62	2	4.86	27
In-Group Collectivism	5.77	23	5.22	54	5.79	20	5.15	57	5.42	47
Assertiveness	4.32	16	3.23	53	2.83	59	2.91	58	3.38	46
Gender Egalitarianism	5.06	7	4.90	13	4.18	49	4.99	10	4.40	38
Future Orientation	5.31	40	5.23	43	5.48	34	5.69	24	4.96	57
Performance Orientation	6.14	16	6.09	21	5.54	55	6.13	17	5.65	51

Source: <http://globeproject.com/results>

Analyzing the data in table 2 we come to the conclusion that the cultural dimensions to which the USA has the highest rank are: power distance (20), gender egalitarianism (7) and performance orientation (16); Russia has the highest rank on uncertainty avoidance (19), human orientation (17) and in-group collectivism (20); Brazil has the highest rank on human orientation (6), institutional collectivism (2) and future orientation (24) while Germany and France, fail, somewhat weird, to any size. On the opposite pole with the lowest rankings are: USA on institutional collectivism (53); Germany on uncertainty avoidance (53); Russia on institutional collectivism (60) and assertiveness (59); Brazil on power distance (55), in-group collectivism (57) and assertiveness (58) while France on gender egalitarianism (38) and future orientation (57).

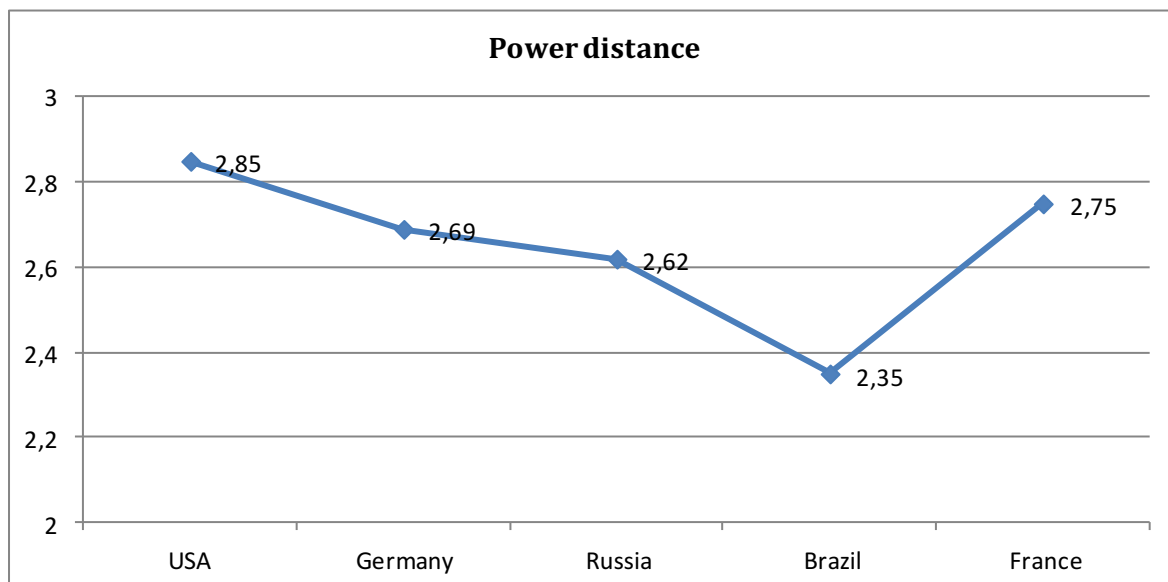


Figure 10 Level differences across countries in the cultural dimension: power distance

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, power distance (fig.10), USA middle managers believe that in their country the distance to power dimension should be the highest (2.85) and the country where middle managers believes that the distance to power should be the smallest is Brazil.

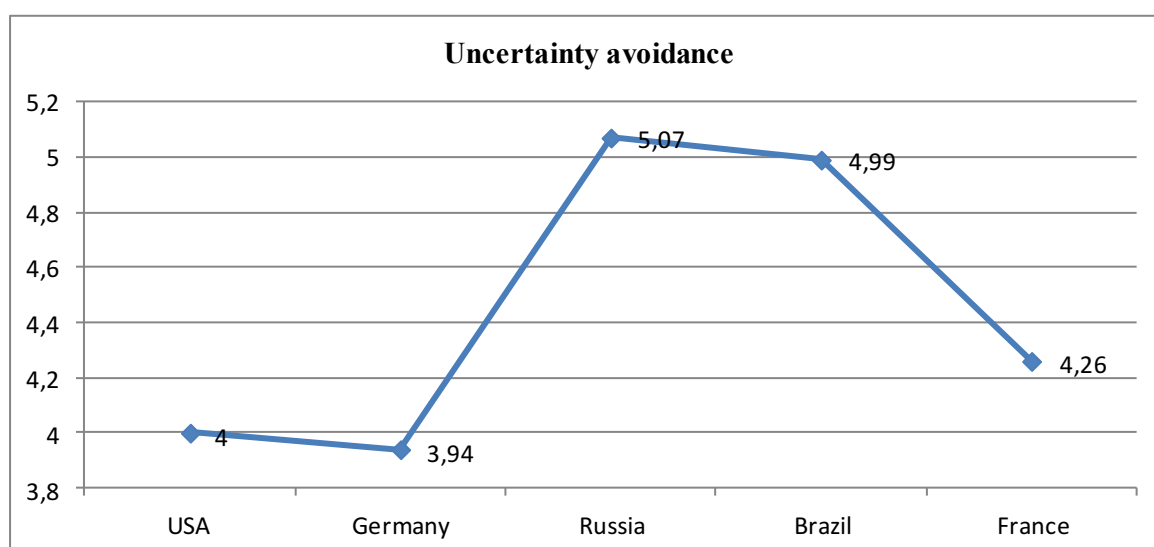


Figure 11 Level differences across countries in the cultural dimension: uncertainty avoidance

Analyzing the differences in research data from cultural dimensions, uncertainty avoidance (fig.11), Russia's middle managers believe that in their country the uncertainty avoidance dimension should be the highest (5.07), and middle managers in Germany and the USA consider that should be the lowest (3.94) or (4.00) respectively.

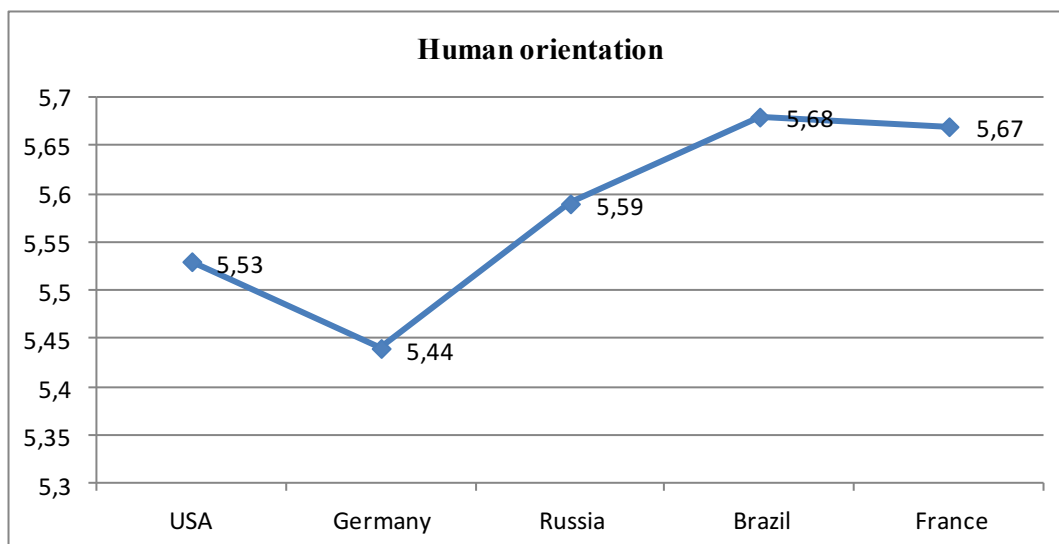


Figure 12 Level differences across countries in the cultural dimension: human orientation

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, human orientation (fig.12), middle managers in Brazil and France consider that in their countries the human orientation dimension should be highest (5.68), respectively (5.67) and managers Germany means that the country should be the smallest (5.44).

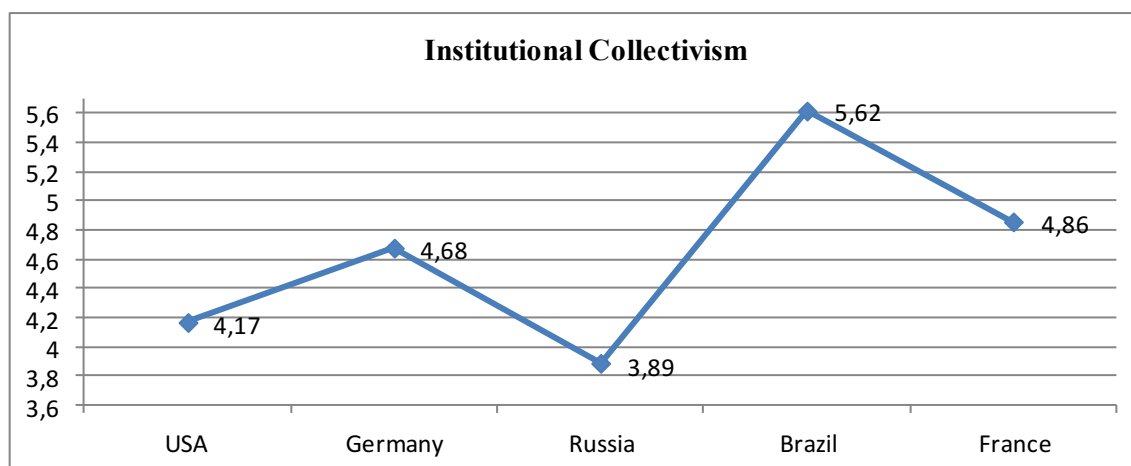


Figure 13 Level differences across countries in the cultural dimension: institutional collectivism

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing the differences in research data from cultural dimensions, institutional collectivism (fig.13), middle managers in Brazil consider that in their country the dimension of

institutional collectivism should be the highest (5.62) and the country where middle managers think it should be the smallest is Russia (3.89).

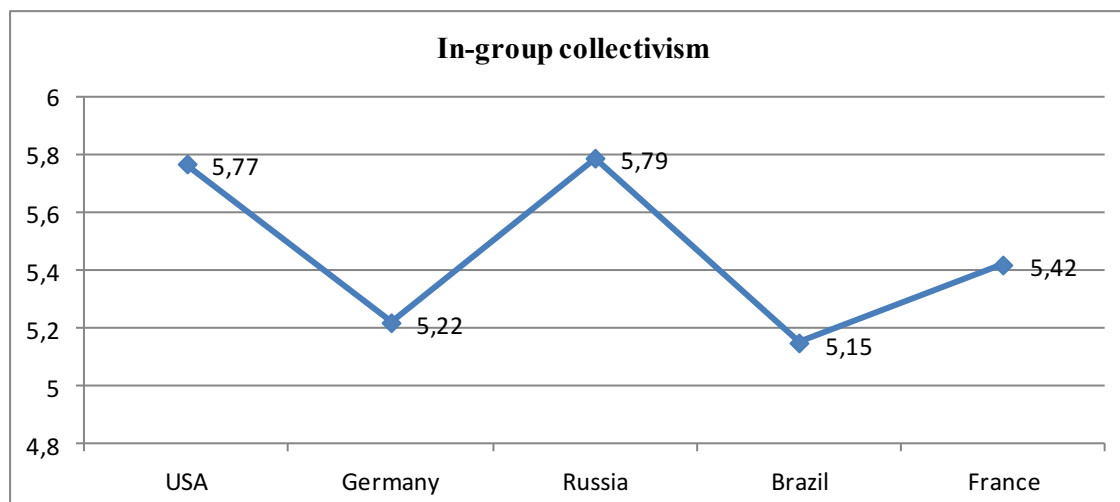


Figure 14 Level differences across countries in the cultural dimension: in-group collectivism

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, in-group collectivism (fig. 14), middle managers in Russia and the United States, the group collectivism should be the highest in their country (5.79), respectively (5.77) and middle managers in Brazil and Germany believe that it should be the smallest (5.15) and (5.22) respectively.

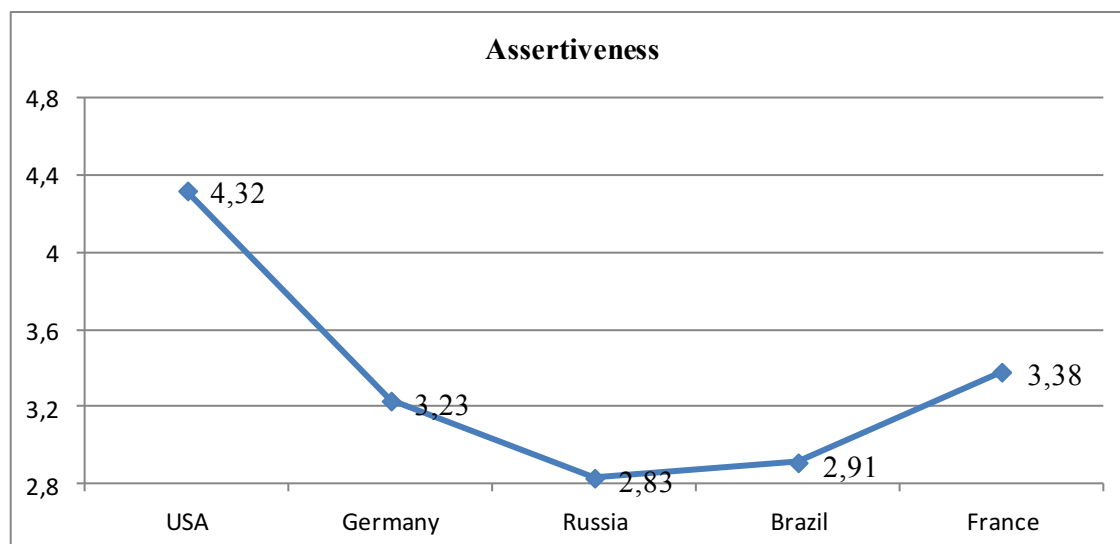


Figure 15 Level differences across countries in the cultural dimension: assertiveness

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, assertiveness (fig.15), USA middle managers believe that in their country the assertiveness dimension should be the highest (4.32) and the country where middle managers think the size should either the lowest is Russia (2.83).

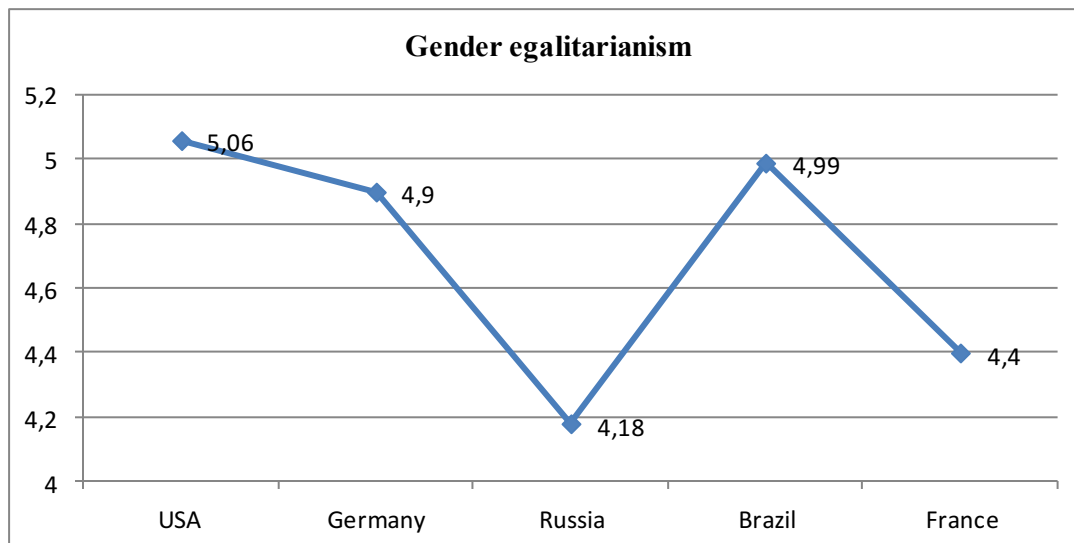


Figure 16 Level differences across countries in the cultural dimension: gender egalitarianism

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, gender egalitarianism (fig.16), middle managers in the US and Brazil consider that their gender dimension should be among the highest (5.06) and (4.99) respectively Russia's middle managers think the size should be the smallest (4.18).

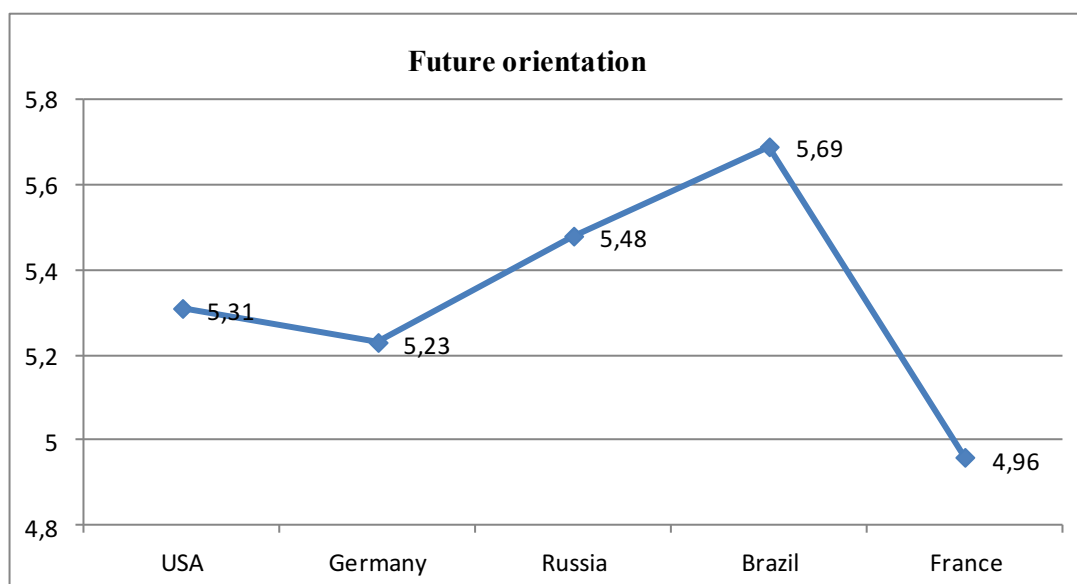


Figure 17 Level differences across countries in the cultural dimension: future orientation

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing the differences in research data from cultural dimensions, future orientation (fig.17), Brazilian middle managers consider that in their country the orientation towards the future

should be the highest (5.69) and the country where middle managers consider the size should be the smallest is France (4.96).

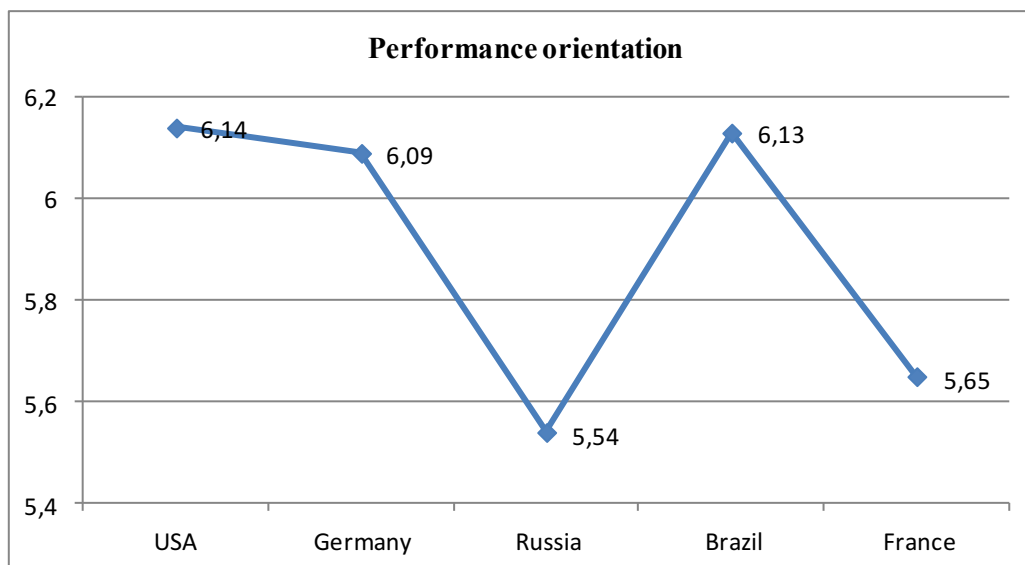


Figure 18 Level differences across countries in the cultural dimension: performance orientation

Source: <http://globeproject.com/results> [Accesed 11.06.2018]

Analyzing differences in research data from cultural dimensions, performance orientation (fig.18), middle managers in the US and Brazil consider that in their countries the performance-oriented dimension should be among the highest (6.14) and 6.13 respectively, and managers the middle of Russia considers that the size should be the smallest (5.54).

3. Conclusions

According to the data in Table 1, we conclude that the USA is the country with the smallest distance from power among the analyzed countries (4.88) occupying the 46th position. We can say that the US organizations are less hierarchical where individual employees are encouraged to make independent decisions. Russia and Germany have a high power distance, which means that societies recognize and respect the differences and inequalities that exist in life, especially in terms of wealth, class and age. In enterprises, the hierarchy is critical and there is usually a boss who has the whole responsibility.

The cultural dimension of avoiding uncertainty shows that the tendency of German society tends to avoid uncertainty compared to other societies. They are based on institutionalized rules and procedures to reduce ambiguity and uncertainty about stress and anxiety. Brazil appears to be less comfortable in manipulating uncertainty (3.60 Brazil). Human orientation in the USA is better developed than in the rest of the analyzed countries. Also the USA is having well-developed human orientation, human relationships, sympathy and support for others, especially those who are weak and vulnerable, are highly appreciated.

In contrast, in countries like Germany and France with lower human orientation, self-supply is a predominant value. People are expected to solve their own problems and the children are expected to be independent. Middle managers in the USA have the highest degree of institutional collectivism compared to other middle managers (i.e. in Germany) where the level is the lowest. This indicates that USA managers are very interdependent on the organization and considers it very

important to make personal sacrifices to fulfill their organizational obligations. Regarding in-group collectivism, when comparing strengths, social practice scores reveal that Russia is the most important of this size compared to the rest of the countries where the lowest level is found in the USA and France.

Germany has the highest level of assertiveness with a score of 4.73. The high level of assertiveness in Germany indicates that managers are more confident in their relationships with others. Interpersonal interaction at the workplace tends to be aggressive and assertive and the style of communication that people use tends to be simple and strict. Countries such as Russia and France where assertiveness is the smallest compared to the rest of the analyzed but average strengths compared to all the GLOBE project countries tell us that assertiveness reflects the "intellectual" perceptions of the realities in the economically developed nation, respect for bureaucratic rules, constraints on assertive behaviors and respect for hierarchical authority.

Following the analysis made in this paper, we came to the conclusion that countries with similar characteristics are:

Cultural dimension	Countries with similar values
Power distance	Germany (5.54) and Russia (5.52)
Human orientation	Germany (3.40) and France (3.40)
Institutional collectivism	Brazil (3.83) and France (3.93)
In-group collectivism	Germany (4.52) and France (4.37)
Assertiveness	Brazil (4.2) and France (4.13)
Gender egalitarianism	USA (3.34) and Brazil (3.31)
Future orientation	Germany (3.95) and Brazil (3.81)
Performance orientation	France (4.11) and Germany (4.09)

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