

'Cultural Change Orientation'. A new measure based on 'as is' and 'should be' scores.

Submission to IACCM 2013, at Rotterdam, Netherlands

Abstract

Purpose:

Several authors underline the dynamic nature of national culture, and focus on the drivers of cultural change, the way changes happen, and the sociological dynamics connected to it (Fink, Holden, 2002; Inglehart, 1997; Feichtinger and Fink, 1998; Bikhchandani et al., 1992). However, within the studies related to national culture, only a few contributions are given on the managerial implication of cultural change (Meyerson and Martin, 1987).

In addition, cultural change is generally connected to some organizational or social values, but authors do not find a specific connection with cultural dimensions, which on the contrary usually give a static measure of national culture. House et al. (2004) give a more dynamic view of cultural dimensions. In the GLOBE project, House et al (2004) identify two measures of each dimension: 'as is' (practices) and 'should be' (values). As is' scores measure individuals' perception of the present culture, while 'should be' scores measure how the culture should be according to individuals' wishes. Values indicate consequently as the direction of national cultures towards the desired level of each dimension. According to these considerations, our paper aims at finding a new measure of country's willingness to change -namely Cultural Change Orientation (CCO). We propose the new indicator and make some reflection on its implications for management and entrepreneurship.

Design:

We work on GLOBE's cultural dimensions, and process both 'as is' and 'should be' scores in order to get to a new measure of each dimension. We define the new indicators by statistically processing the gaps between 'should be' and 'as is' scores for every countries. In order to investigate CCO's implications, the new indicator has been related to the factors characterizing the evolution of local entrepreneurial systems.

Findings:

We find a new measure of each dimension, which is an indication of individual's willingness to change, namely Cultural Change Orientation (CCO). We investigate if, and how CCO is related to the development of countries' entrepreneurial systems.

Research limitations/implications:

Our paper contributes to fill a gap existing in managerial literature. Starting from GLOBE's cultural dimensions, we get a measure of CCO, which may be useful to interpret the effects of national cultural change on managerial phenomena, such as innovation, entrepreneurship or internationalization. Despite its implications, our paper has some limitations, connected to the necessity to improve the empirical analysis, and verify the impact of CCO on specific phenomena.

What is original/ what is the value of the paper?

The paper gives an interesting contribution to cross-cultural literature. It represents the only study that define a quantitative measure of cultural change considering at the same time the influence of both cultural practices and values. In addition, it contributes to the managerial literature on cultural changes by highlighting the impact of CCO on the development of countries' entrepreneurial systems.

Keywords: GLOBE's cultural dimensions, as is, should be, Change Orientation