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Overview of GLOBE

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As stated in Chapter 1, GLOBE is an acronym for the *Global Leadership and Organizational Behavior Effectiveness Research Program.* The GLOBE research program consists of three phases, and possibly additional phases to follow. The three phases involved three related empirical studies, and Phases 1 and 2 are reported in this book. GLOBE Phase 1 was devoted to the development of research instruments and is reported in Chapter 8 by Hanges and Dickson. Phase 2 is devoted to the assessment of the nine core attributes of societal and organizational cultures. When quantified, these attributes are referred to as cultural dimensions. In Phase 2, we also ranked 62 cultures according to their societal dimensions and tested hypotheses about the relationship between these cultural dimensions and several important dependent variables described below. These rankings and tests of hypotheses are reported in Chapters 12 through 21 of this book. Phase 2 also investigates the interacting effect of societal cultural dimensions and industry (finance, food processing, and telecommunications) on organizational practices and culturally endorsed implicit theories of leadership.

The third phase of Project GLOBE is currently underway. In this phase, we are investigating the impact and effectiveness of specific leader behaviors and styles of CEOs on subordinates' attitudes and performance. Phase 3 will identify the impact over 3 to 5 years of the leader behavior of CEOs on organizational effectiveness. Phase 3 will also include tests of the moderating effects of culture on relationships between organizational practices and organizational effectiveness.

Major Questions Concerning the Effects of Cultures on the Practice of Leadership

We are just beginning to understand how culture influences leadership and organizational processes. Numerous research questions remain unanswered. What cultural attributes affect societies' susceptibility to leadership influence? To what extent do cultural forces influence the expectations that individuals have for leaders and their behavior? To what extent will leadership styles vary in accordance with culturally specific values and expectations? To what extent does culture moderate relationships among organizational processes, organizational form, and organizational effectiveness? What principles and laws of leadership and organizational processes transcend cultures? Can such principles be discovered and empirically verified? Although we do not have comprehensive answers to these questions,

progress has been made in several areas (see Dorfman, 2004; House, Wright, & Aditya, 1997 for an extensive review of relevant leadership literature).

GLOBE is a programmatic research effort designed to explore the fascinating and complex effects of culture on leadership, organizational effectiveness, economic competitiveness of societies, and the human condition of members of the societies studied. To address these issues we conducted an extensive quantitative and qualitative study of 62 cultures. The specific cultures studied will be described below.

Specific objectives of GLOBE include answering the following fundamental questions:

1. Are there leader behaviors, attributes, and organizational practices that are universally accepted and effective across cultures?
2. Are there leader behaviors, attributes, and organizational practices that are accepted and effective in only some cultures?
3. How do attributes of societal and organizational cultures influence whether specific leader behaviors will be accepted and effective?
4. How do attributes of societal and organizational cultures affect selected organizational practices?
5. How do attributes of societal cultures affect the economic, physical and psychological welfare of members of the societies studied?
6. What is the relationship between societal cultural variables and international competitiveness of the societies studied?

The Need for Cross-Cultural Leadership Theory and Research

Given the increasing globalization of industrial organizations and the growing interdependencies among nations, the need for a better understanding of cultural influences on leadership and organizational practices has never been greater. Leaders confront situations that are highly complex, constantly evolving, and difficult to interpret. Managers of global firms are facing unprecedented fierce and rapidly changing competition.

The 21st century may very well become known as the century of the "global world" (McFarland, Senen, & Childress, 1993). Although there is some controversy with respect to the effects of leaders on organizational effectiveness, we believe that effective organizational leadership is critical to the success of international operations. We also believe that the amount of influence, prestige, and privilege given to leaders varies widely by culture. In some cultures, there are severe constraints on what leaders can and cannot do. In other cultures, leaders are granted a substantial amount of power over followers and are given special privileges and high status.

Globalization of industrial organizations presents numerous organizational and leadership challenges. They include the design of multinational organizational structures, the identification and selection of leaders appropriate to the cultures in which they will be functioning, the management of organizations with culturally diverse employees, as well as cross-border negotiations, sales, and mergers and acquisitions. Unfortunately, the literature provides little in the way of guidance for leaders facing these challenges (House, Wright, & Aditya, 1997; House & Aditya, 1997). Cross-cultural research and the development of cross-cultural theory are needed to fill this knowledge gap.

There are compelling reasons for considering the role of societal and organizational culture in influencing leadership and organizational processes. What we need are theories of leadership and organizations that transcend cultures. However, there are inherent limitations in applying theories across widely varying cultures. What functions effectively in one culture may not in another culture. Cross-cultural research on leadership and organizations will help us test our knowledge in other cultures, identify boundary conditions for our theories, fine-tune existing theories by incorporating cultural variables, and identify potentially universal aspects of leadership (Berry & Dason, 1974; Dorfman, 2004).

Although research literature relevant to the above questions has increased substantially in the past 15 years, it is often atheoretical, fraught with methodological problems, and fragmented across a wide variety of publication outlets. More questions than answers persist regarding

the culturally contingent aspects of leadership. Project GLOBE is designed to contribute theoretical developments and empirical findings to fill this knowledge deficiency.

The GLOBE Research Program

GLOBE is a worldwide, multiphase, multimethod project intended to answer the questions raised above. The concept of a global research program concerned with leadership and organization practices was conceived in the summer of 1991. In the spring of 1993 a grant proposal was written that followed a substantial literature review and development of a pool of 735 questionnaire items. GLOBE was funded in October 1993, and the recruiting of GLOBE country co-investigators (referred to hereafter as CCIs) to collect data in 62 societies began.[1] One hundred seventy social scientists and management scholars from 62 cultures representing all major regions of the world are currently engaged in this long-term programmatic series of cross-cultural studies. Table 2.1 lists the countries in which cultures were studied as part of the GLOBE research reported in this book.

The CCIs, together with the principal investigators and research associates, comprise the members of the GLOBE community. The CCIs are responsible for leadership of the project in a specific culture in which they have expertise. Their activities include collecting quantitative and qualitative data, ensuring the accuracy of questionnaire translations, writing country-specific descriptions of their cultures, interpreting the results of quantitative data relevant to their culture, and contributing insights from their unique cultural perspectives to the ongoing GLOBE research. In most cases, CCIs are natives of the cultures from which they are collecting data and reside in that culture. Some of the CCIs have extensive experience in more than one culture. Most cultures have a research team of between two and five CCIs working on the project.

The initial activities of the project as a whole were coordinated by the GLOBE coordinating team (GCT), which consists of members from a variety of cultures. The members of this team are listed in the front of this book. More than 100 articles and book chapters have been written based on the GLOBE data that have been collected to date.

Independent Variables

The first significant question addressed by Project GLOBE concerns the differentiating attributes of societal and organizational cultures. To address this issue we developed 735 questionnaire items on the basis of prior literature and our own theorizing. Responses to these questions by middle managers in two pilot studies were analyzed by conventional psychometric procedures (e.g., item analysis, factor analysis, cluster analysis, generalizability analysis). These analyses resulted in the identification of nine major attributes of cultures and six global leader behaviors of culturally endorsed implicit theories of leadership (referred to as CLTs throughout the remainder of this book). These analyses are reported in greater detail in Chapter 8 by Hanges and Dickson.

When quantified, these cultural attributes are referred to as cultural *dimensions* and serve as the independent variables of Project GLOBE. The nine cultural dimensions we identified as independent variables are Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, and Humane Orientation. We developed original scales for each of these dimensions. There were two forms of questions for each dimension. The first of these two forms measured managerial reports of actual practices in their *organization* and managerial reports of what *shoule be* (values) in their organization. The second form measured managerial reports of practices and values in their *societies.* Thus we have 18 scales to measure the practices and values with respect to the core GLOBE dimensions of culture. A description of the two forms, and the levels of analysis at which they are applied, is presented below.

Following are the definitions of the core GLOBE cultural dimensions.

Uncertainty Avoidance is the extent to which members of an organization or society strive to avoid uncertainty by relying on established social norms, rituals, and bureaucratic practices.

Table 2.1 Countries Participating in GLOBE

Albania	Finland	Kazakhstan	South Africa (Black sample)
Argentina	France	Kuwait	South Africa (White sample)
Australia	Georgia	Malaysia	South Korea
Austria	Germany-East (former GDR)	Mexico	Spain
Bolivia	Germany-West (former FRG)	Morocco	Sweden
Brazil	Greece	Namibia	Switzerland
Canada (English-speaking)	Guatemala	The Netherlands	Switzerland (French-speaking)
China	Hong Kong	New Zealand	Taiwan
Colombia	Hungary	Nigeria	Thailand
Costa Rica	India	Philippines	Turkey
Czech Republic	Indonesia	Poland	United States
Denmark	Iran	Portugal	Venezuela
Ecuador	Ireland	Qatar	Zambia
Egypt	Israel	Russia	Zimbabwe
El Salvador	Italy	Singapore	
England	Japan	Slovenia	

People in high uncertainty avoidance cultures actively seek to decrease the probability of unpredictable future events that could adversely affect the operation of an organization or society and remedy the success of such adverse effects.

Power Distance is the degree to which members of an organization or society expect and agree that power should be stratified and concentrated at higher levels of an organization or government.

Collectivism I, *Institutional Collectivism,* is the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.

Collectivism II, *In-Group Collectivism,* is the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families.

Gender Egalitarianism is the degree to which an organization or a society minimizes gender role differences while promoting gender equality.

Assertiveness is the degree to which individuals in organizations or societies are assertive, confrontational, and aggressive in social relationships.

Future Orientation is the degree to which individuals in organizations or societies engage in future-oriented behaviors such as planning, investing in the future, and delaying individual or collective gratification.

Performance Orientation is the degree to which an organization or society encourages and rewards group members for performance improvement and excellence.

Humane Orientation is the degree to which individuals in organizations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others.

We hypothesized that these dimensions significantly differentiate societies and organizations and can be used to address the questions raised above. The scores on the dimensions do indeed differentiate cultures as hypothesized. We found significant differentiation among cultures and significant respondent agreement within cultures for all dimensions. The analyses and findings are presented in Chapter 8 by Hanges and Dickson.

Origins of the Dimensions

The first six culture dimensions have their origins in the dimensions of culture identified by Hofstede (1980). The scales to measure the first three dimensions are designed to reflect the same constructs as Hofstede's (2001) dimensions labeled Uncertainty Avoidance, Power Distance, and Individualism.

Our measure of individualism and collectivism derives from a factor analysis of a set of items intended to measure collectivism in general. This factor analysis resulted in two dimensions: In-Group Collectivism and Institutional Collectivism. Institutional Collectivism may take the form of laws, social programs, or institutional practices designed to encourage collective behavior. The Institutional Collectivism dimension has not been studied in prior research. In-Group Collectivism has its roots in research conducted by Triandis (1995). This dimension reflects the degree to which people have pride and loyalty in their families and organizations.

On the basis of Hofstede's discussion of his masculinity dimension, we developed two dimensions labeled Gender Egalitarianism and Assertiveness. We found it necessary to develop our own measures reflecting these two variables because Hofstede's measure of masculinity, the MAS index, is confounded by many items that we judged to be irrelevant to the concept of masculinity. The MAS index lacks face validity, and is confounded by items that appear to measure multiple constructs. We will discuss this scale in more detail in Chapter 14.

Future Orientation is derived from Kluckhohn and Strodtbeck's (1961) Past, Present, Future Orientation dimension, which focuses on the temporal orientation of most people in the society. This dimension is conceptually, but only marginally, similar to the dimension called Confucian Work Dynamism by Hofstede and Bond (1988), and later referred to as Long-Term Orientation in Hofstede's second edition of *Culture's Consequences* (2001). We have serious reservations about the interpretation of the Confucian Work Dynamics as a measure of long-term orientation. We will discuss these reservations in more detail in Chapter 13.

Performance Orientation was derived from McClelland's (1961) work on need for achievement. McClelland's need for achievement is assumed to be a nonconscious motive and generally measured by the use of projective tests. Our measure of Performance Orientation differs from that of McClelland's measure of need for achievement in that it is measured by the use of closed-end questionnaire items. We will test the assumption that our measure of Performance Orientation predicts societal-level outcome variables such as economic performance.

Humane Orientation has its roots in Kluckhohn and Strodtbeck's (1961) dimension entitled Human Nature as Good versus Human Nature as Bad, as well as Putnam's (1993) work on the civic society and McClelland's (1985) conceptualization of the affiliative motive.

Uncertainty Avoidance has a long history of discussion in the organizational behavior literature but was most recently conceptualized by Cyert and March (1963) as an organizational attribute.

Power Distance was initially conceived of by Mulder (1971) as a measure of power differential between superiors and subordinates. Hofstede (1980) elevated the dimensions of power distance and uncertainty avoidance to the societal level of analysis.

Hofstede also included a measure he labeled masculinity. As stated above, we substituted the GLOBE measures of Gender Egalitarianism and Assertiveness, which we think better represents the theoretical construct of masculinity.

Our substitution avoids the confusion and interpretation difficulties of Hofstede's measure of masculinity.

Dependent Variables

A major question addressed by the GLOBE research program concerns the relationships between the nine core GLOBE cultural dimensions and several dependent variables. The dependent variables consisted of leadership dimensions derived from culturally endorsed implicit leadership theory (CLT), the Human Development Index, indices of economic prosperity (gross national product [GNP] per capita), measures of the psychological and physical welfare of members in each culture, as well as several additional variables related to the human condition. Javidan and Hauser describe these additional variables in detail in Chapter 7. Analyses of the relationship between the core GLOBE dimensions and dependent variables are presented in Chapters 12 through 21.

Leader Behavior and Attributes

A major question addressed by GLOBE is the extent to which specific leader characteristics and actions are universally endorsed as contributing to effective leadership, and the extent to which these qualities and actions are linked to cultural characteristics. We identified 21 primary leader attributes or behaviors that are universally viewed as contributors to leadership effectiveness and 8 that are universally viewed as impediments to leader effectiveness. Furthermore, 35 specific leader attributes or behaviors are considered to be contributors in some cultures and impediments in other cultures. All of these findings are presented in Chapter 21.

Finally, we identified six *global* leader behaviors. These global leader behaviors (leadership dimensions) are briefly defined as follows:

Charismatic/Value-Based Leadership. A broadly defined leadership dimension that reflects ability to inspire, to motivate, and to expect high performance outcomes from others based on firmly held core values. The GLOBE Charismatic/Value-Based leadership dimension includes six leadership subscales labeled (a) visionary, (b) inspirational, (c) self-sacrifice, (d) integrity, (e) decisive and (f) performance oriented.

Team-Oriented Leadership. A leadership dimension that emphasizes effective team building and implementation of a common purpose or goal among team members. This leadership dimension includes five subscales labeled (a) collaborative team orientation, (b) team integrator, (c) diplomatic, (d) malevolent (reverse scored), and (e) administratively competent.

Participative Leadership. A leadership dimension that reflects the degree to which managers involve others in making and implementing decisions. The GLOBE CLT Participative leadership dimension includes two subscales labeled (a) nonparticipative and (b) autocratic (both reverse scored).

Humane-Oriented Leadership. A leadership dimension that reflects supportive and considerate leadership but also includes compassion and generosity. This leadership dimension includes two subscales labeled (a) modesty and (b) humane orientation.

Autonomous Leadership. A newly defined leadership dimension that refers to independent and individualistic leadership attributes. This dimension is measured by a single subscale labeled autonomous leadership, consisting of individualistic, independence, autonomous, and unique attributes.

Self-Protective Leadership. From a Western perspective, this newly defined leadership behavior focuses on ensuring the safety and security of the individual and group through status enhancement and face saving. This leadership dimension includes five subscales labeled (a) self-centered, (b) status conscious, (c) conflict inducer, (d) face saver, and (e) procedural.

Project GLOBE also addresses how organizational practices are influenced by societal cultural forces. We describe the research questions, hypotheses, and research design pertinent to the relationship between societal culture as well as both leadership and organizational aspects of GLOBE in Chapters 12 through 21.

Qualitative Research

Project GLOBE also uses qualitative methods to provide richly descriptive and scientifically valid accounts of cultural influences on leadership and organizational processes. Qualitative aspects of Project GLOBE include measurement of societal culture, organizational culture, and leadership attributes and behaviors reported to enhance or impede effectiveness. Contemporaneous with the quantitative analysis, culture-specific qualitative research has been conducted extensively in 25 cultures and will be reported in a subsequent book in which each culture is described in detail in separate chapters (Chokkar, Brodbeck, & House, in press). Qualitative culture-specific interpretations of local behaviors, norms, and practices were developed through content analysis of data derived from interviews and focus groups, of published media.

Construct Definitions of Leadership and Culture

Leadership has been a topic of study for social scientists for much of the 20th century, yet there is no universal consensus on the definition of leadership (Bass, 1990; Yukl, 2002). Scholars have advanced a wide variety of definitions. The core of almost all such definitions concerns influence—that is, how leaders influence others to help accomplish group or organizational objectives.

The variety of definitions is appropriate because the purpose of the research should drive the definition of leadership. Smith and Bond (1993) specifically note,

> If we wish to make statements about universal or etic aspects of social behavior, they need to be phrased in highly abstract ways. Conversely, if we wish to highlight the meaning of these generalizations in specific or emic ways, then we need to refer to more precisely specified events or behaviors. (p. 58)

We understand and expect that the evaluative and semantic interpretation of the term leadership and the ways in which leadership and organizational processes are enacted are likely to vary across cultures. However, we also expect that some aspects of leadership will be universally endorsed as effective or ineffective.

In August of 1994, the first GLOBE research conference was held at the University of Calgary in Canada. Fifty-four researchers from 38 countries met to develop a collective understanding of the project and to initiate its implementation. The researchers spent considerable time generating a working definition of leadership that reflected their diverse viewpoints. A consensus emerged: The GLOBE definition of leadership is *the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members.*

As with leadership, there is no universally agreed-upon definition among social scientists for the term *culture*. Generally speaking, culture is used by social scientists to refer to a set of parameters of collectives that differentiate each collective in a meaningful way. The focus is on the "sharedness" of cultural indicators among members of the collective. The specific criteria used to differentiate cultures usually depend on the preferences of the investigator and the issues under investigation. The criteria tend to reflect the discipline of the investigator.

For Project GLOBE, culture is defined as *shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations*. It is important to note that these are psychological attributes and that this definition can be applied at both the societal and organizational levels of analysis.

GLOBE Operational Definition of Culture

The most parsimonious operationalizations of *societal* culture consist of commonly experienced language, ideological belief systems (including religion and political belief systems), ethnic heritage, and history. In a similar way, the most parsimonious operationalizations of *organizational* culture consist of commonly used nomenclature within an organization,

shared organizational values, and organizational history. For purposes of GLOBE research, culture is operationally defined by the use of indicators reflecting two distinct kinds of cultural manifestations: (a) the commonality (agreement) among members of collectives with respect to the psychological attributes specified above; and (b) the commonality of observed and reported practices of entities such as families, schools, work organizations, economic and legal systems, and political institutions.

The core cultural dimensions specified above are measured in terms of two manifestations of cultures: *modal practices* and *modal values* of collectives. Modal practices are measured by the responses of middle managers to questionnaire items concerning "What Is," or "What Are," common behaviors, institutional practices, proscriptions, and prescriptions. This approach to the assessment of culture grows out of a psychological and behavioral tradition in which it is assumed that cultures should be studied as they are interpreted by their members (Segall, Lonner, & Berry, 1998) and that shared values are enacted in behaviors, policies, and practices.

Values are expressed in response to questionnaire items concerning judgments of "What Should Be," which are intended as a measure of the respondents' values concerning the practices reported by the respondents. These may be referred to as *contextualized values* as opposed to more abstract values such as values concerning justice; independence; freedom; and a world of order, beauty, and peace. Emphasis on values grows out of an anthropological tradition of culture assessment (Kluckhohn & Strodtbeck, 1961). GLOBE researchers tested the assumptions presented above and the results are presented in Chapters 12 through 19.

The GLOBE Conceptual Model

The theory that guides the GLOBE research program is an integration of implicit leadership theory (Lord & Maher, 1991), value–belief theory of culture (Hofstede, 1980; Triandis, 1995), implicit motivation theory (McClelland, 1985), and structural contingency theory of organizational form and effectiveness (Donaldson, 1993; Hickson, Hinings, McMillan, & Schwitter, 1974). The key features of the first three theories are briefly outlined below. The integrated theory is then described. The acronym for GLOBE Culturally Endorsed Implicit Theory of Leadership is CLT and this acronym will be used throughout the book. Because tests of structural contingency theory are not reported in this book, this theory is not described here. For a more detailed description of the integrated theory, see House, Wright, and Aditya (1997).

Implicit Leadership Theory

According to this theory individuals have implicit beliefs, convictions, and assumptions concerning attributes and behaviors that distinguish leaders from followers, effective leaders from ineffective leaders, and moral leaders from evil leaders. These beliefs, convictions, and assumptions are referred to as individual implicit theories of leadership.

It is believed that implicit leadership theories held by individuals influence the way they view the importance of leadership, the values they attribute to leadership, and the values they place on selected leader behaviors and attributes. The following propositions express the major assertions of implicit leadership theory.

1. Leadership qualities are attributed to individuals, and those individuals are accepted as leaders on the basis of the degree of congruence between the leader behaviors they enact and the implicit leadership theory held by the attributers.
2. Implicit leadership theories constrain, moderate, and guide the exercise of leadership, the acceptance of leaders, the perception of leaders as influential, acceptable, and effective, and the degree to which leaders are granted status and privileges.

Substantial experimental evidence supports this theory (Hanges, Braverman, & Rentsch, 1991; Hanges et al., 1997; Lord & Maher, 1991; Sipe & Hanges, 1997). A major part of the GLOBE research program is designed to capture the CLTs of each society studied. We found that if aggregated to the societal level of analysis, responses to the leadership questionnaire reflect the culturally endorsed implicit theory of leadership of the

societies studied. The evidence for this is that there is a high and significant within-society agreement with respect to questions concerning the effectiveness of leader attributes and behavior. Further, aggregated leadership scores were significantly different among the societies studied. Thus, each society studied was found to have a unique profile with respect to the culturally endorsed implicit theory of leadership.

Value–Belief Theory

According to value–belief theory (Hofstede, 2001; Triandis, 1995), the values and beliefs held by members of cultures influence the degree to which the behaviors of individuals, groups, and institutions within cultures are enacted, and the degree to which they are viewed as legitimate, acceptable, and effective. Collectively, the core GLOBE cultural dimensions described earlier reflect not only the dimensions of Hofstede's and Trandis's theories but also McClelland's theory of human motivation and economic development (McClelland, 1985). The humane, power distance, and performance orientation of cultures are conceptually analogous to the affiliative, power, and achievement motives in McClelland's theory of human motivation.

Implicit motivation theory is a theory of nonconscious motives originally advanced by McClelland, Atkinson, Clark, and Lowell (1953). In its most general form, the theory asserts that the essential nature of long-term and complex human motivation can be understood in terms of three implicit (nonconscious) motives: achievement, affiliation, and power (social influence). This theory also identifies three explicit (conscious) motives related to achievement, affiliation, and power that are predictive of short-term, noncomplex behavior. In contrast to behavioral intentions and conscious values, which are predictive of discrete task behaviors for short periods of time under constant situational forces (Ajzen & Fishbein, 1970), implicit motives are predictive of (a) motive arousal in the presence of particular stimuli; (b) spontaneous behavior in the absence of motive-arousal stimuli; and (c) long-term individual *global* behavior patterns, such as social relationship patterns, citizenship behavior, child-rearing practices, and leadership styles.

We will test the assumption that middle manager reports of explicit motives, if aggregated to the societal or organizational level, function in the same way that McClelland asserts implicit motives function. Whereas McClelland's theory is an individual theory of both nonconscious and conscious motivation, the GLOBE theory is a theory of motivation resulting from cultural forces. Cross-cultural tests of some of the major aspects of the integrated theory are reported in Chapters 12 through 21 of this volume.

The Integrated Theory

The central proposition of the integrated theory is that the attributes and entities that differentiate a specified culture are predictive of organizational practices and leader attributes and behaviors that are most frequently enacted and most effective in that culture.

The integrated theory also consists of the following propositions, which are shown in the system diagram in Figure 2.1:

1. Societal cultural norms of shared values and practices affect leaders' behavior. Substantial empirical evidence supports this assertion (Dorfman, 2004; House, Wright, & Aditya, 1997; Schein, 1992; Schneider, 1987; Schneider, Goldstein, & Smith, 1995). First, founders and original members of organizations are immersed in their own societal culture. Consequently their leader behavior and management practices are likely to reflect behavior patterns favored in that culture. Subordinates of the original founder of an organization and subsequent leaders also use management practices that reflect the values shared by members of the culture. For example, founders and subsequent leaders establish selection criteria for hiring and promotions, serve as role models by setting personal examples, and socialize organizational members in a manner that reflects the broader culture in which they function. Further, dominant cultural norms induce global leader behavior patterns and organizational practices that are expected and viewed as legitimate.

The attributes and behaviors of leaders are also a reflection of prevailing organizational practices in their industries. Industrial practices

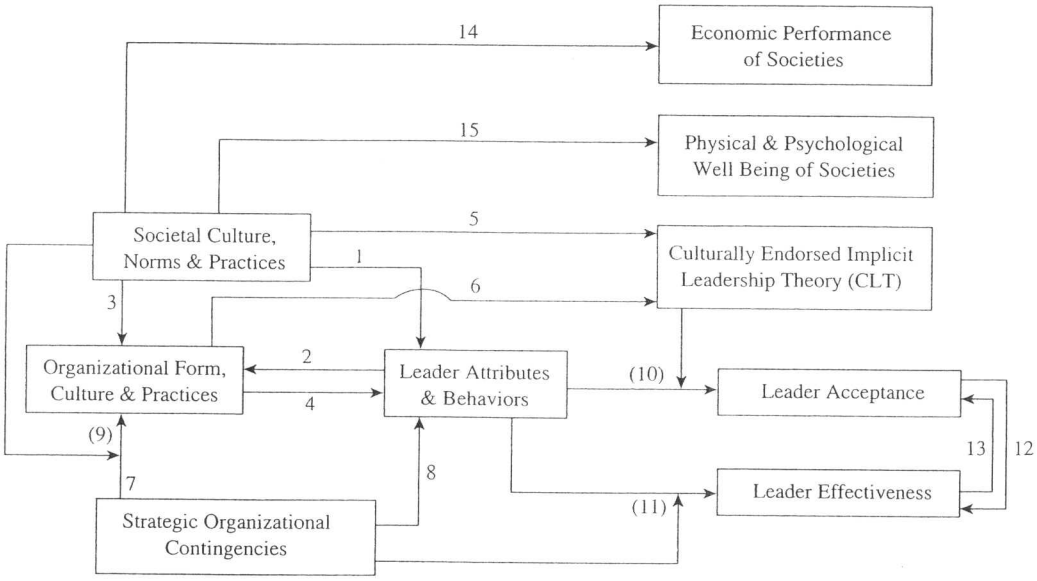

Figure 2.1 Theoretical Model

are to a nontrivial extent indicative of societal cultural dimensions (e.g., Kopelman, Brief, & Guzzo, 1990).

2. Leadership affects organizational form, culture, and practice. Founders and subsequent leaders continue to influence and maintain the organizational culture (Bass, 1985; Miller & Droge, 1986; Schein, 1992; Thompson & Luthans, 1990; Yukl, 2002).

3. Societal cultural values and practices also affect organizational culture and practices. Although societal culture has a direct impact on organizational culture, over time, organizational cultures influence the broader societal culture. Collective meaning that results from the dominant cultural values, beliefs, assumptions, and implicit motives endorsed by societal culture results in common leadership and implicit organization theories held by members of the culture (House, Wright, & Aditya, 1997; Lord & Maher, 1991).

4. Organizational culture and practices also affect leaders' behavior. Over time, founders and subsequent leaders in organizations respond to the organizational culture and alter their behaviors and leader styles accordingly (Lombardo, 1983; Schein, 1992; Trice & Beyer, 1984).

5,6. Societal culture and organizational culture and practices influence the process by which people come to share implicit theories of leadership. Over time, CLT profiles are developed in each culture in response to both societal and organizational culture and practices. CLT profiles are composed of the six CLT leadership dimensions.

7. Strategic organizational contingencies (organizational environment, size, and technology) affect organizational form, culture, and practices. Organizational practices are largely directed toward meeting the requirements imposed by organizational contingencies (Burns & Stalker, 1961; Donaldson, 1993; Lawrence & Lorsch, 1967; Tushman, Newman, & Nadler, 1988).

8. Strategic organizational contingencies affect leader attributes and behavior. Leaders are selected to meet the requirements of organizational contingencies. They will then continue to adjust behavior on the basis of these contingencies.

9. Relationships between strategic organizational contingencies and organizational form, culture, and practices will be moderated by cultural forces. For example, in low uncertainty avoidance cultures we expect that forces toward

formalization will be weaker, and therefore the relationship between such forces and organizational formalization practices will be lower. In low power distance cultures, we expect that forces toward centralization of decision making will be weaker, and therefore the relationship between such forces and decentralization and delegation practices will be lower. We specify such moderating effects in detail below when we discuss Phase 3 hypotheses.

10. Leader acceptance is a function of the interaction between CLTs and leader attributes and behaviors. Accordingly, leader attributes and behaviors that are congruent with CLTs will be more accepted than leader attributes and behaviors that are not congruent with CLTs.

11. Leader effectiveness is a function of the interaction between strategic organizational contingencies and leader attributes and behaviors. Leader attributes and behaviors that meet the requirements of strategic organizational contingencies will result in increased leader effectiveness.

12. Acceptance of the leader by followers facilitates leader effectiveness. Leaders who are not accepted by members of their organization will find it more difficult and arduous to influence these members than leaders who are accepted.

13. Leader effectiveness, over time, will increase leader acceptance. Effective leaders will, over time, demonstrate their competence by being effective. Demonstration of competence will change attitudes of some of the organizational members toward the leader and result in increased acceptance of the leader. Further, over time, followers who do not accept the leader will either be dismissed or will leave their organization voluntarily.

14. Societal cultural practices are related to economic competitiveness of nations. Societies that are high on power distance and low on uncertainty avoidance and performance orientation will be less competitive internationally, because these dimensions of culture are assumed to impede competitive performance.

15. Societal cultural practices are related to the physical and psychological well-being of their members. Cultures that are high on power distance and low on humane orientation practices will have members who are dissatisfied with life in general. Further, in such societies members will have less social support and less access to medical care.

In summary, the differentiating values and practices of each culture and the organizational contingencies faced by each organization will be predictive of the leader attributes and behaviors and organizational practices that are most frequently perceived as acceptable and most frequently enacted. Further, selected attributes of cultural practices will predict the economic competitiveness of nations and physical and psychological well-being of their members.

The theory is depicted in Figure 2.1 in the form of a systems model. The complexity of the model, however, mitigates being tested comprehensively. Rather, individual linkages or subsets of linkages can be tested, and the validity of the model can be inferred from such tests. House, Wright, and Aditya (1997) present a more detailed, fine-grained elaboration of the relationships depicted in Figure 2.1.

Two Fundamental Cross-Cultural Issues

Two central aspects of cultures are frequently discussed in cross-cultural literature: culturally generalizable and culturally specific aspects. Culturally generalizable phenomena are common to all cultures to some extent. A phenomenon is culturally generalizable if all cultures can be assessed in terms of a common metric and cultures can be compared in terms of such phenomena. In contrast, culturally specific phenomena occur in only a subset of cultures, and are not comparable across all cultures.

Project GLOBE uses a variety of methods to make cross-cultural comparisons. The primary sources of data used to measure the core GLOBE dimensions are questionnaire responses of middle managers in three selected

industries: financial services, food processing, and telecommunications. Data were collected from approximately 17,000 managers in 951 organizations throughout the world. At least three cultures in each major region of the world are included in the sample (see Chapter 10 by Gupta and Hanges in this volume, for a description of the regions studied). When aggregated to the culture level of analysis, responses to the questionnaire provide measurement of the practices and values relevant to the nine core GLOBE dimensions.

The sampling strategy for the collection of questionnaire data "controls" for nation, industry, occupation broadly defined (managers), and organizational level broadly defined (middle management). The samples for Phase 2, in which hypotheses are tested, are described in more detail in Chapter 6 by House and Hanges. Sampling from middle managers permits us to make generalizations about the subcultures of middle managers in the three industries studied. This sampling strategy increases the internal validity of the study by ensuring that the units of analysis are well defined and internally homogeneous and therefore comparable.

Strictly speaking, we are studying the cultures of middle managers in 62 cultures. Thus, we must be cautious when making generalizations about national cultures. However, as we demonstrate in Chapter 9 by Gupta, Sully de Luque, and House, the core GLOBE societal practice and value dimensions are strongly and significantly correlated with unobtrusive measures that reflect the broader society. Also demonstrated in Chapter 9 is that the core GLOBE societal value measures are significantly correlated with independently collected indicators of societal values in the World Value Survey (Inglehart, Basanez, & Moreno, 1998). Thus we can conclude that both the GLOBE questionnaire responses reflect the broader culture in which the middle managers are embedded rather than the cultures of middle managers alone.

The term *construct* refers to the construction of conceptions or ideas by the investigator. A construct is a product of the investigator's creativity. The major constructs investigated in the GLOBE research program are the nine dimensions of cultures described previously. Examples of questionnaire items for each dimension are presented in Chapters 12 through 19.

The GLOBE Questionnaire Scales

In this section, we very briefly describe Phase 1 of Project GLOBE. Phase 1 is concerned with scale development and validation and is described in more detail in Chapter 8 by Hanges and Dickson. After briefly describing Phase 1, we will present an overview of the methodology and objectives for GLOBE Phase 2. The remainder of the book will then be devoted to literature reviews, and explication of the methodology of Phase 2, results, discussion, and conclusion.

Questionnaire Development and Validation

Two pilot studies were conducted. The first was designed to identify appropriate factor structures for the societal level, organizational level, and leadership questionnaires. The second study was designed to replicate the first study and determine whether the findings are stable. The two pilot studies and analyses of the data collected for Phase 2 all demonstrated that the scales had sound psychometric properties.

More specifically, the GLOBE scales are all unidimensional and demonstrate significant and nontrivial within-culture response agreement, between-culture differences, and respectable reliability of response consistency. Generalizability coefficients, which are joint measures of these psychometric properties, exceed .85 for all scales. These coefficients indicate that the scales can be meaningfully applied to measure leadership variables and cultural variables at the societal and organizational levels of analysis.

Statistical analyses reported in Chapter 8 by Hanges and Dickson also provide support for the construct validity of the culture scales, within the context of a nomological network. Further, correlations between unobtrusive measures and corresponding societal level organizational practice scales were all significant. Correlations between the societal values scales and independently gathered data relevant to

each scale were also found to be significant. (Inglehart et al., 1998) The findings also demonstrated strong convergent and discriminate validity of the societal-level scales. These findings are reported in more detail in Chapter 9 by Gupta, Sully de Luque, and House.

Statistical analyses also indicated justification for grouping the items into scales relevant to nine core GLOBE values. Analyses also indicated justification for aggregating the scales to the organizational and societal levels of analysis. We demonstrate that for all culture dimension scales measuring *values,* and for most cultural dimension scales measuring *practices,* there are significant and substantial relationships between organizational practices and the societies in which they are embedded.

Finally, the generalizability coefficient which is a joint measure of the above properties is .85 or above for all scales. This coefficient is well above the minimum standard for such research. The development and validation of these dimensions is described in more detail in Chapter 8 by Hanges and Dickson.

The Leadership Questionnaire

The GLOBE Leader Attributes and Behavior Questionnaire includes 112 leader attributes and behaviors items. Leader attributes were rated 1 through 7 with 1 indicating "This behavior or characteristic greatly inhibits a person from being an outstanding leader" to a high of 7 indicating "This behavior or characteristic contributes greatly to a person being an outstanding leader." Examples of the Leader Behavior Questionnaire items are presented Table 2.2.

These items are based on a review of the leadership literature as well as findings relevant to leadership resulting from focus groups, interviews, and analysis of media. Factor analysis yielded 21 leadership subscales. A second order factor analysis of the 21 scales yielded four factors. Two of the factors were subdivided into two subscales each, thus yielding six global leader behavior dimensions. We will report statistical analysis relevant to these dimensions after describing the societal and organizational culture questionnaire. The 21 leadership subscales and the six global leader behavior dimensions are presented by Hanges and Dickson (Chapter 8, this volume). The relationships between the six global leader behaviors and the nine cultural dimension scales are described in Chapter 21 by Dorfman, Hanges, and Brodbeck.

The Societal and Organizational Culture Questionnaires

Questionnaire items for the nine core GLOBE dimensions were written to elicit reports of current societal and organizational practices and respondents' values with respect to these practices. Questionnaire items were derived from a review of relevant literature, interviews, and focus groups conducted in several cultures, as well as extant organizational and culture theory. These items were designed to obtain data about both the societal and the organizational cultural variables. Respondents rated the items on a 7-point Likert-type scale. For some scales, the response indicators ranged from 1, indicating high agreement, to 7, indicating high disagreement. For other scales, the verbal anchors in the 7-point scale reflected the end points on a continuum (e.g., 1 = assertive, 7 = nonassertive). All culture scales, however, were 7-point scales. The items were written as "quartets" having isomorphic structures across the two levels of analysis (societal and organizational) and across the two culture manifestations (*As Is* and *Should Be*).

Table 2.3 contains an example of a quartet of parallel culture items showing essentially the same question in four forms: organization and society practices (questions with *As Is* response format) and organizational and societal values (questions with *Should Be* response format). Responses to *As Is* questions reveal the perceptions of middle managers concerning current practices in their societies and their organizations. Responses to *Should Be* questions reveal managers' values with respect to what they believe should be the practices in their societies or organizations.

To eliminate the problem of common source bias respondents were divided into two groups within each organization studied. The Alpha group responded to questions designed to capture the respondents' reports of the core GLOBE dimensions with respect to their

Table 2.2 Sample Items and Response Alternatives From the Culturally Endorsed Leadership Theory (CLT) Questionnaire

Definition of Leadership	Ability to influence, motivate and enable others to contribute to success of their organization.
Sample CLT Items	*Sensitive:* Aware of slight changes in moods of others. *Motivator:* Mobilizes, activates followers. *Evasive:* Refrains from making negative comments to maintain good relationships and save face. *Diplomatic:* Skilled at interpersonal relations, tactful. *Self-interested:* Pursues own best interests.
Response Alternatives	Inhibits or contributes to outstanding leadership 1. Greatly inhibits 2. Somewhat inhibits 3. Slightly inhibits 4. Has no impact 5. Contributes slightly 6. Contributes somewhat 7. Contributes greatly

organizations (hereafter referred to as the organizational level of analysis). The Beta group responded to questions designed to capture respondents' reports for societal-level dimensions described above (hereafter referred to as the societal level of analysis). This division eliminated the problem of common source variance: one group described organizations, the other societies. However, both Alpha and Beta groups responded to the leader attributes and behavior questionnaire. This questionnaire was designed to capture the CLTs of the cultures studied.

Samples

National borders may not be an adequate way to demarcate cultural boundaries, because many countries have large subcultures. The country samples also need to be relatively homogeneous within cultures to make valid comparisons and therefore contribute to the internal validity of the study. For multicultural countries, whenever possible, we sampled the subculture in which there is the greatest amount of commercial activity. When possible, we also sampled more than one subculture (indigenous and Caucasian subcultures in South Africa, French and German subcultures in Switzerland, and East and West subcultures in Germany).

The units of analysis for Phase 2 of Project GLOBE consist of cultural-level aggregated responses of samples of typical middle managers in three industries: food processing, financial services, and telecommunications services. The food-processing industry is a relatively stable industry. The telecommunications and financial industries may be stable or unstable, depending on country and economic conditions. By including these industries, we have obtained more than 17,000 middle manager questionnaire responses from 951 organizations. Some of the organizations in our sample function in stable environments whereas others function in dynamic environments with high- and low-technology industries.

Cultures in at least three countries in each of the following geographic regions are represented in the GLOBE sample: Africa, Southern Asia, Europe (Eastern, Southern, and Northern), Latin America, North America, the Middle East, and the Pacific Rim as indicated in Table 2.1.

Table 2.3 Example of Parallel Items for the Culture Scales

Organization As Is The pay and bonus system in this organization is designed to maximize: 1 2 3 4 5 6 7 Individual Interests Collective Interests
Organization Should Be In this organization, the pay and bonus system *should* be designed to maximize: 1 2 3 4 5 6 7 Individual Interests Collective Interests
Society As Is The economic system in this society is designed to maximize: 1 2 3 4 5 6 7 Individual Interests Collective Interests
Society Should Be I believe that the economic system in this society *should* be designed to maximize: 1 2 3 4 5 6 7 Individual Interests Collective Interests

Phase 2 Hypotheses

The results of Pilot Studies 1 and 2 set the stage for Phase 2 by providing the requisite questionnaire scales to test hypotheses. A number of hypotheses were developed with respect to independent variables. Societal culture dimensions and organizational culture dimensions were used as independent variables. The dependent variables were CLTs, national prosperity, and welfare of the members of the cultures. Various propositions, hypotheses, and potential relationships regarding the independent and dependent variables are presented in chapters throughout the book. In addition, we ranked cultures and regions (referred to as culture clusters) on each of the nine core GLOBE cultural dimensions and the six CLT leadership dimensions.

Validation of the Societal-Level Scales in Phase 2

All instruments are subject to potential unknown biases. In addition to the traditional statistical procedure of standardization of scores used to eliminate response bias, we developed a

new procedure to estimate and remove response bias for each country with respect to the core GLOBE dimensions and CLTs (see Chapter 8 by Hanges & Dickson, Chapter 21 by Dorfman et al., and Appendix C which describes in more detail how we treated response bias).

Phase 2: Universal and Culturally Contingent CLT dimensions

One of the objectives of GLOBE is to determine whether there are CLT dimensions that are universally endorsed and dimensions that are differentially endorsed across cultures. Recall that CLTs are culturally endorsed dimensions composed of perceived effective or ineffective leader attributes or behaviors about which members within each culture agree. Profiles of CLT dimensions reflect what is commonly referred to as "leadership styles" in the leadership literature.

Shaw (1990) suggests that much of the cross-cultural literature indicates differences in managerial beliefs, values, and style. He also suggests that these differences are a reflection of societal cultural differences. Dorfman (2004) and House, Wright, and Aditya (1997) have reviewed the relevant cross-cultural literature extensively. They find support for Shaw's suggestion in studies by O'Connell, Lord, and O'Connell (1990) and Gerstner and Day (1994).

Using the means of Phase 2 leader attribute questionnaire subscales from 61 countries, we performed a multilevel confirmatory factor analysis to reconfirm the factor analyses conducted in two prior pilot studies. The factor structure of the Phase 2 leadership attribute and behavior questionnaire confirmed findings of the two prior pilot studies. Second-order factor analysis of the resulting 112 leader behavior and attribute items produced four factors: (1) Team-Oriented Charismatic/Value-Based leadership (2) Humane-Oriented leadership (3), Participative-Self-Protective leadership and (4) Autonomous leadership. Assisted by prevailing theory, we divided Factor 1 into Charismatic/Value-Based leadership and Team-Oriented leadership to create two dimensions. We also divided Factor 4 into two dimensions: Self-Protective leadership and Participative leadership (the scores of the nonparticipative subscales were reversed to reflect Participative leadership). These divisions preserved conceptual clarity while providing dimensions related to current leadership theory and prior empirical studies.

The 21 subscales are grouped into six higher-order leader behavior–attribute dimensions, which are presented in Chapter 8. As previously stated, we refer to the higher-order dimensions as *global* CLT dimensions because they represent classes of leader behavior rather than specific leader behaviors. We refer to the 21 first-order factors as primary CLT subscales. These subscales measure more-specific leader attributes and behaviors. Composite profiles of the six CLT dimensions represent what is generally referred to as leadership styles.

Strengths of the GLOBE Research Design

Project GLOBE differs from previous cross-cultural research in several ways. The primary strength of this research is that we have not made assumptions about how best to measure cultural phenomena. Rather, we use multiple measurement methods to empirically test which methods are most meaningful. This is most evident in the development of four sets of measures assessing culture: (a) those based on shared values of organizational or society members, (b) those based on reported current organizational and societal practices, (c) unobtrusive measures, and (d) those based on scales derived from the World Value Survey.

We developed new measures and collected original data for our independent variables rather than relying on measures developed at other times in other places from other samples. Because the organizational culture, societal culture, and leadership measures used in Phase 2 were completed by different respondents, we were able to eliminate the frequently encountered problem of common source bias. The psychometric properties of the GLOBE scales and tests of their validity exceed normal empirical research standards and are described in Chapter 8 by Hanges and Dickson.

Contributions

The results of the GLOBE research program fill a substantial knowledge gap concerning

the cross-cultural forces relevant to effective leadership, effective organizational practices, national prosperity, and the physical and psychological welfare of members of cultures. The research findings will be useful not only in resolving several important theoretical social science issues but also in answering a wide range of practical questions.

Practical Relevance

The quantitative findings presented in this book will provide substantial enlightenment concerning the processes by which culture influences leadership and organizational practices. Chapter 1 represents an illustration of how knowledge of the GLOBE core dimensions can be useful for practical purposes. In subsequent chapters, the reader will find a specification of universal and culturally contingent leader attributes and behaviors, as well as commonly enacted and most-favored leader behavior patterns and organizational practices found in the cultures studied. The reader will also be able to develop an understanding of the role of cultural influences on the reported effectiveness of leader behaviors and organizational practices. In addition, leader behaviors that are culturally offensive are identified and described (see Chapters 12 through 21).

Finally, we related our independent variables to objective dependent variables taken from independently collected archival data. The dependent variables are country prosperity (GNP per capita), scores on the Human Development Index, and indicators of the psychological and physical well-being of the members of the cultures studied. This information will be useful as content for leadership training and career development programs intended to prepare individuals who will manage and lead others in unfamiliar cultures.

The country scores on our independent variables will be useful for the adjustment and effective interaction of individuals who work with others from the cultures studied. More specifically, this information will be useful to expatriates, managers of diverse cultural and ethnic groups both domestic and abroad, individuals involved in the management of public and private international affairs, and those who conduct negotiations with commercial and political organizations in other cultures.

Knowledge of the culturally endorsed implicit theories of leadership in each culture, and the reported most- and least-effective leader attributes and behaviors will be useful to those working with members of the cultures studied. Activities such as selecting, counseling, and training these individuals will be facilitated by the results of this study. Potential managers can benefit from information regarding the kinds of behaviors and organizational practices that are acceptable and effective and unacceptable and ineffective in the cultures studied. Recall that our sample of cultures includes at least three societies from each major region of the world. Further, recall that we collected data from three quite diverse industries; within each industry, organizations face substantially different problems, forms of competition, and demands from external sources. We found a high degree of correlation among the findings across the three industries. Also recall that our findings are supported by independently collected data. For these reasons, we believe that our findings are quite generalizable.

Information regarding the constraints imposed on leaders by cultural norms will be useful to decision makers who need to anticipate and respond to the actions of leaders of other cultures. Knowledge about cultural and organizational norms and practices can be used to inform the formulation of meaningful prescriptions for strategy and policy formulation, organizational improvement, human resource management practices, and the design of organization structures and incentive and control systems.

Beneficial Social and Economic Applications

The research program is expected to have several additional beneficial social and economic applications. Countries that share similar regional resources and backgrounds can make comparisons to determine similarities and differences among themselves and share ways to improve intercountry relationships, economic productivity, and quality of life for their citizens. The empirical findings have also led to increased intercultural communication among

educators who normally would not have contact with each other. The GLOBE CCIs have been extremely active in practicing cross-cultural communications. GLOBE-related research has been presented in more than 250 conference papers and more than 100 working papers, chapters of books, or journal articles.

Many of the CCIs serve as university faculty members, social scientists, and consultants. Being indigenous to their cultures, many CCIs are influence and change agents within those cultures. We expect that the GLOBE findings will be useful to individuals functioning as change agents within their societies.

Ancillary Social Science Contributions

The resulting data can be used for multiple purposes beyond the hypotheses of the study. For example, the worldwide Phase 2 data can be used to compare countries with their trading partners or their major competitors with respect to cultural, organizational, or leadership practices. These comparisons can lead to strategies to improve trade or to facilitate harmonious and productive relationships across borders. We have already witnessed more than 50 research projects and papers presented at scholarly conferences in which cultural and managerial practices have been compared among subsets of the GLOBE participating nations.

Relationships between the independent variables of this study and economic prosperity have also been subjected to analysis. The societal-level data can be used in subsequent analyses of important issues such as the construction of econometric or sociological models. The data collected for our independent variables can be related to firm-level practices such as forms of production systems and organization, transfer of technology, pricing, risk taking when entering new markets, investment in research and development, and foreign investment practices. The measures of culture can also be related to national levels of saving, distribution of wealth and social privileges, consumption levels and patterns, issues of economic growth and development, regulatory practices, and national productivity and efficiency. Further, the GLOBE societal culture dimensions can be also be related to such outcomes as mortality rates, life expectancy rates, hygiene practices, preventative or remedial medical practices, stress levels, suicide rates, frequency of ethnic and border conflicts, indicators of social unrest, and violations of human rights. To date, cultural influences on such variables have largely been ignored.

Chapter 7 by Javidan and Hauser reports relationships between GLOBE societal level variables and economic prosperity of nations, the Human Development Index, and measures of the psychological and physical welfare of the members of cultures. The worldwide data has been used to determine relationships between societal level GLOBE dimensions and many indices of social and physical well-being.

The following chapter presents a nontechnical summary of the major research findings resulting from Phases 1 and 2 of the GLOBE research program.

Appendix: Structural Contingency Theory

Although a report of research findings relative to this theory is not included in this book because the results of Phase 3 are not yet available, we describe this theory for the sake of completeness. The central proposition of this theory is that there is a set of demands that are imposed on organizations that must be met for them to ensure survival and guarantee effectiveness. These demands are referred to as *organizational contingencies*. It is asserted that these contingencies influence organizational form and practice and that congruence between the demands of the contingencies and organizational form and practice is associated with organizational effectiveness. Although this is a popular theory, its empirical verification is limited to small sample studies of organizations in industrialized countries (Child, 1981). Hickson, Hinings, McMillan, and Schwitter (1974) have asserted that the propositions of structural contingency theory are universal and culturally transcendent. This assertion rests on the assumption that organizational contingencies impose demands on organizations that are so powerful and universal that it is imperative for all organizations to respond in essentially the same way to function effectively and thus

survive in competitive environments. We refer to this assertion as the *task environment imperative.* Child (1981) has presented a serious challenge to this assertion.

Endnote

1. We excluded the Czech Republic from the analysis because of pervasive response bias.

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