

CONTENTS

Foreword	xv
<i>Harry C. Triandis</i>	
Preface	xxi
<i>Robert J. House</i>	
PART I: Introduction	1
<i>Robert J. House</i>	
1. Illustrative Examples of GLOBE Findings	3
<i>Robert J. House</i>	
Increased Globalization of Business	4
The Increased Importance of Sensitivity to Cultural Differences	5
Differing Views and Conceptualizations of Leadership	5
An Illustration of Differences and Cultural Practices	6
Differences in Leadership Practices	7
Plan of This Book	7
2. Overview of GLOBE	9
<i>Robert J. House</i>	
<i>Mansour Javidan</i>	
Major Questions Concerning the Effects of Cultures on the Practice of Leadership	9
The Need for Cross-Cultural Leadership Theory and Research	10
The GLOBE Research Program	11
Leader Behavior and Attributes	14
Qualitative Research	15
Construct Definitions of Leadership and Culture	15
GLOBE Operational Definition of Culture	15
The GLOBE Conceptual Model	16
The Integrated Theory	17
Two Fundamental Cross-Cultural Issues	19
The GLOBE Questionnaire Scales	20
Phase 2 Hypotheses	23
Strengths of the GLOBE Research Design	24
Contributions	24
Appendix: Structural Contingency Theory	26

3.	A Nontechnical Summary of GLOBE Findings	29
	<i>Mansour Javidan</i>	
	<i>Robert J. House</i>	
	<i>Peter W. Dorfman</i>	
	Societal Cultures	30
	Societal Culture and Organizational Culture	37
	Culture and Societal Effectiveness	37
	Culture and Leadership	39
	Leadership Profiles of Cultural Clusters	42
	Culture Dimensions and Leadership CLTs	45
	PART II: Prior Literature	49
	<i>Peter W. Dorfman</i>	
4.	Cultural Influences on Organizational Leadership: Literature Review, Theoretical Rationale, and GLOBE Project Goals	51
	<i>Peter W. Dorfman</i>	
	<i>Robert J. House</i>	
	Cultural Convergence: How Far Will It Go?	53
	Varied Perspectives of Leadership	54
	Western-Dominated Leadership Research	56
	The GLOBE Definition of Leadership	56
	Varied Perspectives on Culture	57
	Prior Empirical Research: Culture and Leadership	57
	Leadership Topics Studied Within a	
	Cross-Cultural Leadership Framework	58
	Non-Western Conceptualizations of Leadership	62
	Three Competing Propositions: Cultural Congruence, Cultural Difference, and Near Universality of Leader Behaviors	64
	Conclusion: Cultural Influences on Leadership and GLOBE Goals	66
	Summary: Anticipated Theoretical and Practical Contributions of Project GLOBE	67
5.	The Impact of Societal Culture and Industry on Organizational Culture: Theoretical Explanations	74
	<i>Marcus W. Dickson</i>	
	<i>Renee S. BeShears</i>	
	<i>Vipin Gupta</i>	
	GLOBE's Cultural Dimensions: Values and Practices	75
	Levels of Impact on Organizational Culture	75
	Explanatory Mechanisms	77
	Additional Mechanisms of Influence	85
	Concluding Examples and Research Agenda	86
	PART III: Research Methodology	91
	<i>Paul J. Hanges</i>	
6.	Research Design	95
	<i>Robert J. House</i>	
	<i>Paul J. Hanges</i>	
	Sampling Design	96

GLOBE Measures	98
Unique Strengths of the GLOBE Research Design	101
7. The Linkage Between GLOBE Findings and Other Cross-Cultural Information	102
<i>Mansour Javidan</i>	
<i>Markus Hauser</i>	
The Human Development Report	105
Global Competitiveness Rankings by the World Economic Forum	108
World Development Indicators	109
The World Values Survey	109
Creating the Relevant Archival Data Factors	110
The Impact of National Wealth	117
8. The Development and Validation of the GLOBE Culture and Leadership Scales	122
<i>Paul J. Hanges</i>	
<i>Marcus W. Dickson</i>	
Phase 1: Questionnaire Scale Development	122
Phase 2: Final Sample and Confirmation of Measurement Scales	128
Conclusions	145
9. Multisource Construct Validity of GLOBE Scales	152
<i>Vipin Gupta</i>	
<i>Mary Sully de Luque</i>	
<i>Robert J. House</i>	
Developing Unobtrusive Measures of the GLOBE	
Societal Cultural Practices Scales	153
Questionnaire Validation Measures for	
GLOBE Societal Value Scales	162
Conclusions	172
10. Regional and Climate Clustering of Societal Cultures	178
<i>Vipin Gupta</i>	
<i>Paul J. Hanges</i>	
Part A: Regional Clustering of Societal Cultures	178
Empirical Test of Societal Clusters	189
Implications for Theory Building	203
Part B: Climatic Clustering of Societal Cultures	205
Conclusions	215
11. Rationale for GLOBE Statistical Analyses: Societal Rankings and Test of Hypotheses	219
<i>Paul J. Hanges</i>	
<i>Marcus W. Dickson</i>	
<i>Mina T. Sipe</i>	
Ranking of GLOBE Societies and the Application of Test Banding	219
Statistical Analyses Testing Main GLOBE Hypotheses	221
Summary and Conclusion	231

PART IV: Empirical Findings

235

Mansour Javidan

12. Performance Orientation

239

Mansour Javidan

Comparison of High Versus Low Performance-Oriented Societies	243
GLOBE Measures of Performance Orientation	246
GLOBE Findings on Performance Orientation	248
GLOBE Performance Orientation and Other Economic and Social Indicators	252
Performance Orientation and Society Demographics	259
Comparison of GLOBE Findings With Relevant Literature	264
Performance Oriented as a Dimension of Organizational Culture	265
The Relationship Between Societal and Organizational Practices and Societal and Organizational Values	266
Performance Oriented as a Leadership Characteristic	266
Society Demographics and Leadership Performance Orientation	268
The Relationship Between Performance Orientation as a Societal Dimension and Performance Oriented as a Leadership Characteristic	272
Interpretation of HLMs Using Performance Orientation to Predict Culturally Endorsed Leadership	273
Summary and Conclusions	276

13. Future Orientation

282

Neal Ashkanasy

Vipin Gupta

Melinda S. Mayfield

Edwin Trevor-Roberts

Historical and Philosophical Overview	282
Concept of Future Orientation	285
Correlates of Future Orientation	294
Summary of Conceptual Overview	300
GLOBE Measures of Future Orientation	301
GLOBE Findings on Societal Future Orientation	303
Comparison of GLOBE Findings With Previous Studies	311
Economic and Social Correlates of GLOBE Societal Future Orientation	314
Future Orientation and Geographical Clusters	320
GLOBE Findings on Organizational Future Orientation	323
GLOBE Findings on Future Orientation and Visionary Leadership	324
GLOBE Future Orientation and Culturally Endorsed Leadership	329
Summary and Conclusions	331

14. Cross-Cultural Differences in Gender Egalitarianism: Implications for Societies, Organizations, and Leaders

343

Cynthia G. Emrich

Florence L. Denmark

Deanne N. Den Hartog

Introduction	343
Hofstede's Masculinity/Femininity Dimension of Societal Culture	344

The Larger Context of Gender Egalitarianism	348
Comparison of High Versus Low Gender Egalitarianism Societies	351
GLOBE Measures of Gender Egalitarianism	359
GLOBE Findings on Gender Egalitarianism	360
GLOBE Gender Egalitarianism and Other Economic and Social Indicators	364
Gender Egalitarianism and Society Demographics	371
Gender Egalitarianism and Other Gender-Related Measures	374
Gender Egalitarianism as a Dimension of Organizational Culture	380
The Relationship Between Societal and Organizational Practices and Societal and Organizational Values	381
Interpretation of HLMs Using GLOBE Gender Egalitarianism to Predict Culturally Endorsed Leadership	381
Gender Differences on CLT Leadership Ratings and Cultural Dimension Values and Practices	384
Summary and Conclusions	386
15. Assertiveness	395
<i>Deanne N. Den Hartog</i>	
Literature on the Concept of Assertiveness	395
A Psychological Perspective	397
The GLOBE Measures of Assertiveness	406
The Findings: The Overall and Industry Scores on Societal Assertiveness	408
GLOBE Assertiveness and Hofstede's (1980) Masculinity Scale	412
GLOBE Assertiveness and Other Economic and Social Indicators	415
Assertiveness, Climate, and Country Demographics	418
Assertiveness as a Dimension of Organizational Culture: Background	425
The Relationship Between Societal and Organizational Practices and Societal and Organizational Values	426
Assertiveness as a Predictor of Culturally Endorsed Leadership Theories	427
Summary and Conclusions	431
16. Individualism and Collectivism	437
<i>Michele J. Gelfand</i>	
<i>Dharm P. S. Bhawuk</i>	
<i>Lisa Hisae Nishii</i>	
<i>David J. Bechtold</i>	
Historical Overview	438
Overview of Empirical Research on Individualism and Collectivism	440
Overall Summary	449
Correlates of Individualism and Collectivism at the Societal Level of Analysis	450
Implications of Individualism and Collectivism for Organizations	453
Implications of Individualism and Collectivism for Leadership	458
Overview of GLOBE Research on Individualism and Collectivism	461
GLOBE Measures	463
GLOBE Results: Societal Level	466
GLOBE Results: Organizational Level	490

	GLOBE Results: Relationship Between Societal and Organizational Practices and Societal and Organizational Values	491
	GLOBE Findings: Individualism and Collectivism and Implicit Theories of Effective Leadership	492
	Differences in Perception of Leadership Across Levels	501
	Conclusion	502
17.	Power Distance	513
	<i>Dale Carl</i>	
	<i>Vipin Gupta</i>	
	<i>Mansour Javidan</i>	
	Roots of Power Distance	513
	Comparison of High Versus Low Power Distance Societies	527
	GLOBE's Conceptualization and Measures of Power Distance	537
	GLOBE Findings on Power Distance	538
	GLOBE Power Distance and Hofstede's Power Distance Index	543
	Power Distance and Other GLOBE Cultural Dimensions	544
	Industry and Power Distance	545
	Geographical Regions and Power Distance	547
	Climatic Regions and Societal Power Distance	549
	Power Distance and Culturally Endorsed Leadership	551
	Power Distance and Archival Data	556
	Summary and Conclusions	559
18.	Humane Orientation in Societies, Organizations, and Leader Attributes	564
	<i>Hayat Kabasakal</i>	
	<i>Muzaffer Bodur</i>	
	Literature on the Concept of Humane Orientation	565
	Comparison of High Versus Low Humane Orientation Societies	569
	GLOBE Measures of Humane Orientation	571
	GLOBE Findings: Humane Orientation	572
	Humane Orientation and Other Economic and Social Indicators	575
	Humane Orientation and Country Demographics	580
	Humane Orientation as a Dimension of Organizational Culture	583
	Humane Orientation as a Leadership Characteristic	587
	The Relationship Between Humane Orientation as a Societal Dimension and the Humane-Oriented Leadership Dimension	591
	Interpretation of HLMs Using Humane Orientation to Predict Culturally Endorsed Leadership	592
	Summary and Conclusions	595
19.	Uncertainty Avoidance	602
	<i>Mary Sully de Luque</i>	
	<i>Mansour Javidan</i>	
	Concept of Uncertainty Avoidance	603
	Correlates of Uncertainty Avoidance	608
	GLOBE Research on Uncertainty Avoidance	618
	Comparison of GLOBE Findings with Previous Studies	626
	Economic and Social Correlates of GLOBE Uncertainty Avoidance	629
	Uncertainty Avoidance Regional Clusters	635
	GLOBE Findings on Organizational Uncertainty Avoidance	638

Uncertainty Avoidance and Formalization	640
Summary and Conclusion	644
20. Societal Culture and Industrial Sector Influences on Organizational Culture	654
<i>Felix C. Brodbeck</i>	
<i>Paul J. Hanges</i>	
<i>Marcus W. Dickson</i>	
<i>Vipin Gupta</i>	
<i>Peter W. Dorfman</i>	
Industry Sectors and Organizational Cultural Practices	655
Hypotheses	656
Method	658
Analysis	658
Results	659
Analyzing Industry-by-Society Interactions on Organizational Cultural Practices	661
Discussion	664
Comparing Effect Sizes: Society, Industry, and Society-by-Industry Interactions	666
Conclusion	666
21. Leadership and Cultural Variation: The Identification of Culturally Endorsed Leadership Profiles	669
<i>Peter W. Dorfman</i>	
<i>Paul J. Hanges</i>	
<i>Felix C. Brodbeck</i>	
Implicit Leadership Theory: Conceptual Underpinnings	670
The GLOBE Conceptual Model and CLT Hypotheses	673
Results	677
Managerial Implications	708
Conclusions	711
Appendix: Leadership CLT Scores for Societal Cultures	713
PART V: Conclusion	721
22. Conclusions and Future Directions	723
<i>Mansour Javidan</i>	
<i>Robert J. House</i>	
<i>Peter W. Dorfman</i>	
<i>Vipin Gupta</i>	
<i>Paul J. Hanges</i>	
<i>Mary Sully de Luque</i>	
Main Features of GLOBE's Theoretical Framework	724
Main Features of GLOBE's Methodological Framework	724
GLOBE's Major Empirical Contributions	726
Future Directions	727
Appendix A: Societal-Level Correlations Among GLOBE Societal Culture Scales	733
<i>Paul J. Hanges</i>	

Appendix B: Response Bias Correction Procedure Used in GLOBE	737
<i>Paul J. Hanges</i>	
Appendix C: Evidence for Contextual Effects	753
<i>Paul J. Hanges</i>	
<i>Mina T. Sipe</i>	
<i>Ellen G. Godfrey</i>	
Appendix D: Confidence Interval Estimation of Correlations	759
<i>Paul J. Hanges</i>	
Name Index	761
Subject Index	779
About the Editors	809
About the Contributors	813
Power Distance and Other GLOBE Findings	445
Industry and Power Distance	445
Geographical Regions	447
Climate Regions and Societal Dimensions	447
Power Distance and Culturally Endorsed Leadership	453
Power Distance and Archival Data	455
Summary Conclusions	455
Human Orientation in Institutional Settings	465
<i>Hayat Kabakçalı</i>	
<i>Mualla Biber</i>	
Leadership Profiles	465
Comparing Effect Sizes	465
The GLOBE Leadership Model and CFI Hypotheses	465
GLOBE Measures	475
GLOBE Findings: Human Orientation	475
Human Orientation and Other Economic Dimensions	475
Human Orientation and Cultural Dimensions	485
Human Orientation and Leadership Dimensions	485
Human Orientation as a Leadership Dimension	485
The Relationship Between Human Orientation and Leadership Dimensions	485
Societal Dimensions and the Human Orientation Leadership Dimension	485
Interpretation of HLM: Me Using Human Orientation to Predict Culturally Endorsed Leadership	485
Summary and Conclusions	485
Uncertainty Avoidance	485
<i>Mary Sally de Looze</i>	
Main Features of GLOBE's Theoretical Framework	485
Main Features of GLOBE's Methodological Framework	485
GLOBE's Major Empirical Contributions	485
Future Directions	485
GLOBE Findings	485
Economic and Social Correlates	485
Uncertainty Avoidance	485
GLOBE Findings on Uncertainty Avoidance	485