

## Understanding Culture Trough Cross-Cultural Studies

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### *Abstract*

*The purpose of this paper is to review some related academic papers to understand cross cultural concepts. It begins with a briefly introduction to culture definition, the relation of culture and international business, the Culture's consequences after 25 years; something old and new in cross cultural studies and a failure of analysis in cross cultural studies. Then, deeply understanding to cross cultural studies, based on methodological concepts and theoretical frameworks of universal dimensions of cultural variability, it is discussed the cross cultural research in terms of the types, the key issues, problem and proposed solutions, and the process.*

**Keywords:** *culture, cross-culture, cross-cultural studies*

### *Abstrak*

*Tujuan dari makalah ini adalah untuk mengutarakan beberapa artikel akademik yang berkaitan untuk memahami konsep lintas budaya (cross-culture). Makalah ini dimulai dengan pengantar singkat mengenai definisi budaya, budaya dan hubungannya dengan bisnis internasional, culture's consequences karya Hofstede setelah 25 tahun, beberapa hal baru dan lama dalam studi lintas budaya, dan kesalahan analisis dalam studi lintas budaya. Untuk lebih memahami studi lintas budaya, didasarkan pada konsep metodologi dan kerangka teoretis dari berbagai dimensi budaya, makalah ini mendiskusikan penelitian-penelitian lintas budaya dalam hal tipe-tipe, masalah-masalah kunci, permasalahan dan solusi yang disarankan, serta proses penelitian.*

**Kata kunci:** *: budaya, lintasbudaya, studilintasbudaya*

## INTRODUCTION

Culture, defined by Mead (1951)in(Darlington, 1996)as a body of learned behavior, a collection of belief, habits and tradition, shared by a group of people and successively learned by people who enter the society. This is widely accepted as anthropological definition. While Hofstede (1991) describe culture as the collective programming of mind which distinguishes the members of one group or category of people from another (Darlington, 1996). As well as Mead, Hofstede assumed that culture not inherited, but is learned. Along with evolution of culture, cultural impacts to other aspect also attract researchers and scholars. In our context, in management, business and organization. The cross-cultural study of organizations concerned with systematic investigation of the behavior and experience of participants in different cultures. Many articles published in this area, and seemed to have come closer to a better understanding of how culture effect organization. Subjective culture – referred as a group's characteristic way of perceiving and interpreting its social environment (Bhagat, et al., 2004) – is one of form of culture's effect in organization.

This paper is an effort in understanding cross-culture through reviewing some academic papers. It is used some major papers regarding the issues surrounding cross-culture. The papers respectively are: Culture and international business: recent advances and their implication for future research (Leung, et al., 2005); A quarter century of Culture's consequences: a review of empirical research incorporating Hofstede's cultural values framework (Kirkman, et al., 2006); Culture's consequences: Something old and something new (Smith, 2002); Hofstede's model of national cultural differences and their consequences: A triumph of faith – a failure of analysis (McSweeney, 2002); What did GLOBE really measure? Researchers' minds versus respondents minds (Hofstede, 2006) ; Conceptualizing and Measuring Cultures and Their Consequences: A Comparative Review of GLOBE's and Hofstede's Approach (Javidan, et al., 2006); When elephants fight, the grass gets trampled: the GLOBE and Hofstede Project (Smith, 2006); Leading Cultural Research in the Future (Earley, 2006)– P. Christopher Earley – Journal of International Business Studies Vol. 37 No. 6, pp 922-931 – Nov 2006; Otherwise, some articles also enrich this review: Culture: A theoretical review (Darlington, 1996); The Confucius connection: from cultural roots to economics growth (Hofstede & Bond, 1988); and The role of subjective culture in organizations (Bhagat, et al., 2004)

Through Culture and international business: recent advances and their implication for future research paper, the authors (Leung, Bhagat, Buchan, Erez and Gibson 2005) discuss about national culture as issue in economic and legal and organizational form and structures in the era of globalization across nation that tend to unite although in term of partial globalization. Culture could change in accordance with dynamic view of culture, that culture is represented by cognitive structures and process that are sensitive to environmental influences. As implication, three of the moderator of culture impact such as social identification, stage of group development and technological uncertainty can simultaneously characterize a given cause-effect relationship between culture and individual outcome. According to authors, the concept of culture changes can simplify in the Figure 1 The dynamic nature of cultural change.

The authors also examine the usefulness of experimental methods, which are rarely used by international business researchers. Experimental approach in study of culture has the ability to control a manipulate variables in a systematic manner. As a contribution, I think this paper offer some novelties in cultural studies literature. Reviewed the first and second research question, those are cultural convergence and divergence and cultural change, the authors lead us to novel constructs of culture – the third research question –, that is new concept for understanding cultural differences in business practices. With the partial globalization and some roles of international trade such as role of computer in communication and role of multiculturalism and cultural identity, culture changes, converges and diverges. These imply the international business practices. The dynamics of culture as a process of cultural changes usher us to the novelties of cultural concept.

The novel cultural constructs can be identified by of course Hofstede's work in search of novel trait-like, static cultural dimensions and breakthroughs in cognitive psychology, which increasingly portray the human mind as dynamic, elastic, and situated (p.365). The novel cultural dimensions were proposed by some scholars and researches, after the one dimension added by Hofstede based on his Confucian Work Dynamism that is short vs long term orientation. Schwartz (1994) has identified seven cultural-level dimensions of values: conservatism, intellectual autonomy, affective autonomy, hierarchy, egalitarian commitment, mastery and

harmony. Smith et al. (1996) have identified two cultural-level dimensions: egalitarian commitment vs conservatism, and utilitarian involvement vs loyal involvement. Gupta and House (2004) have identified nine cultural-level dimensions: performance orientation, assertiveness orientation, future orientation, humane orientation, institutional collectivism, power distance, and uncertainty avoidance. The most recent large scale attempt to novel the cultural dimension is global study on social axioms orchestrated by Leung and Bond, which is based on generalized expectancies that introduces by Rotter (1996). Leung et al. (2004) have yielded two factors: dynamic externality and societal cynicism (p.365-366). In sum, at least three dimensions have been identified, these are performance orientation, humane orientation and social cynicism.

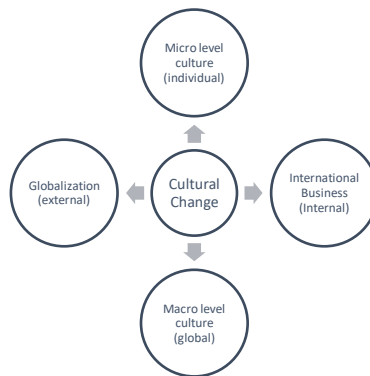


Figure 1 The dynamic nature of cultural change

In brief, authors conclude four themes apparent in this paper. Firstly, a simplistic view of culture in much previous research which tends to examines the static influence of a few culture elements. Then, a rising a more complex view of culture's effect will be necessarily gave by a more complex conceptualization of culture. Culture can be an antecedent, moderator or mediator, and a consequences variable. Third, authors have provided specific theoretical rationale and concrete directions for such research effort. Lastly, a multi-method approach to research has been advocated for decades that its importance cannot be magnified.

Since the authors used an experimental approach, this research can give us an empirical evidence of moderating influences of individual, group, and situational characteristics. Thus, this conclusion become important in term of finding of new concept in culture and a rarely used methodology. However, it can be more extended and refined with combination of correlational approach to the experimental one to enrich the understanding of international business phenomena and to develop affective practical advice for international managers.

But, actually this paper has important contribution in term of the bravery of the authors to use the experimental approach, which is sorely underrepresented in international business research, but which has unique capacity to provide the comprehensive specification in culture model.

In the end of this part, Table 1 shows us the six theoretical frameworks for universal dimensions of cultural variability (Matsumoto & Yoo, 2006), containing the common dimensions that often used in cross-cultural research.

**Table 1 Six Theoretical Framework for Universal Dimensions of Cultural Variability (Matsumoto & Yoo, 2006)**

<b>Framework</b>	<b>Dimensions</b>
Hofstede's (2001) dimensions of work-related values	Individualism vs. collectivism Power distance Uncertainty avoidance Masculinity vs. femininity Long- vs. short-term orientation
Schwartz's (2004) dimensions of values	Embeddedness Hierarchy Intellectual autonomy Affective autonomy Egalitarianism Mastery Harmony
Smith, Dugan, and Trompenaars's (1996) dimensions of values	Egalitarian commitment vs. conservatism Utilitarian involvement vs. loyal involvement
House, Hanges, Javidan, Dorfman, and Gupta's (2003) dimensions of leadership values	Performance orientation Assertiveness orientation Future orientation Human orientation Institutional collectivism Family collectivism Gender egalitarianism Power distance Uncertainty avoidance
Inglehart's (1997) dimensions of attitudes, values, and beliefs	Traditional vs. secular-rational orientation Survival vs. self-expression values
Bond et al.'s (2004) dimensions of social axioms (beliefs)	Dynamic externality Societal cynicism

## **METHODOLOGICAL CONCEPT**

There are two main methodological concepts in cross-cultural research: comparison and testing (Olatundun, 2009). Comparison is essential in cross-cultural research that is search for comparable cultural patterns in multiple societies, especially the comparison of cultural traits taken out of cultural context. Beside comparison, cause and effect in cross-cultural behavior is needed to test through hypotheses or theory testing to explain the cultural variation existence in ethnographies recorded.

Observation method in cross-cultural research (Olatundun, 2009):

1. Case study method is a carefully drawn biography that may be obtain through interviews, questionnaires, and psychological test.
2. Survey method is a method of scientific investigation in which a large sample of people is questioned about their attitudes or behavior. It can be direct survey, indirect survey or focus group method.
3. Testing method is the usage of psychological tests like intelligence, aptitude, and personality to measure traits and characteristic among population with the standardized, valid and reliable instruments and established norms.

4. Naturalistic-observation is scientific method in which organism are observed in their natural environments.
5. Laboratory-observation is a method where a certain place is found in which theories, techniques, and methods are tested and demonstrated.
6. Correlational method is a scientific method that studies the relationship between cross-cultural variables.
7. Experimental method is used to hunt for causes of cultural variation in societies involving treatments, experimental subjects and control subjects.

In designing cross-cultural research, selecting cultures, subject and procedures (Van de Vijver & Leung, 1997) are important. Methodological issues arising in studies by cross-cultural researchers are (a) the change from exploration to explanation of cross-cultural differences which implication for the design of cross-cultural studies, and (b) the so-far-hesitant usage of recently developed statistical techniques, such as item response theory, structural equation modeling and multilevel modeling (Van de Vijver & Leung, 2000).

## **DISCUSSION**

### **A quarter century of Culture's consequences**

Bradley L. Kirkman, an Associate Professor of Management and Mays Research Fellow in the Mays Business School at Texas A&M University, together with his colleagues Kevin B. Lowe, an Associate Professor of Business Administration in the Joseph M. Bryan School of Business and Economics at the University of North Carolina Greensboro and Cristina B. Gibson, an Associate Professor of Organization and Strategy in the Paul Merage School of Business at the University of California-Irvine, have done an important review in summarizing empirical research incorporating Hofstede's cultural values framework for along almost twenty five years.

It will be too many words to introduce the author's work in reviewing 180 articles in 40 business and psychology journals and two international annual volumes between 1980 and 2002, so I summarize it in diagram (figure and table). Figure 2 Classification scheme used for literature review and number of articles included, depicts classification with corresponding number of articles reviewed. To ease interpretation, authors further organize findings by using subject matters heading from business and psychology as shown in Table 1 Research subject matter by level of analysis. This table shows the topics on the vertical axis and the level of analysis on horizontal axis.

In the 45 pages paper A quarter century of Culture's Consequences: a review of empirical research incorporating Hofstede's cultural values framework, Kirkman, Lowe, and Gibson only stated a short question: what is empirically verifiable about Hofstede's cultural values framework. It seems contradict, such a short question answer through such a long paper. Indeed, the authors review 180 studies published in 40 business and psychology journals and 2 international annual volume between 1980 and 2002 to consolidate the short research question. This is the reason why the research question become important. All over 22 years, since Geert Hofstede released his phenomenal masterpiece Cultural Consequences: International Differences in Working Related Values (Sage, 1980), researchers have utilized his framework in a wide variety of empirical studies. Many researches using a variety of framework have shown that national culture values are related to workplace's aspects. Most of that researches are influenced

by Hofstede's cultural classification. But, a comprehensive review of the impact of Hofstede's framework is lacking (p.285). So that, the authors tried to summarize and synthesize empirical research that is applied the framework to organization. Besides summarizing existing research, authors also purpose to direct and inform future research. This paper becomes worthy as a review of influence of Hofstede work for a quarter of century.

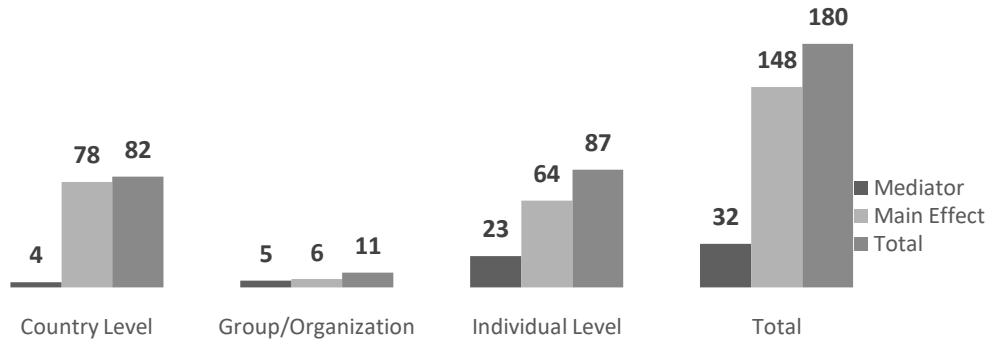


Figure 2 Classification scheme used for literature review and number of articles included

As a long paper, it is reasonable that this paper has also a long conclusion. The conclusion identifies theoretical and methodological implications and gaps in research that represent potential opportunities for future researchers. In term of theoretical implication, the authors concluded the similarities and differences in relationship across level, explore findings (within and) across countries, include theoretical relevant contextual moderators and mediators, explore new territory in term of predictor and criterion variables-mind the gaps and examine theoretically relevant culture value interaction effects. This summarizing can be shown in Table 4 Number of inclusions of cultural values by type of effect and level of analysis (p.310). In term of methodological implications, there are some conclusion provided by authors: data that used in these reviews were primary data (survey-based) as well as secondary data (country scores or cultural distance indices); the importance of testing for cultural values as mediators, instead of main effect; focus more attention on construct, measure, and sample equivalence; and effect sizes.

This conclusion become important because this paper can contribute as the summarization of culture previous research in effort to conduct future research. One of the key questions raised by this review is not so much does culture matter, but rather than when culture matter most. Authors believe that examining a contingency view of the impact of cultural values is a fruitful area for future research (p.313). Since the paper focused on what has been learned from Hofstede-inspired research, it has said less about what his frame work does not tell us. In my opinion, the limitation of this research is excluding areas such marketing and finance because of the traditional delineation of these fields, and the variance in the quality of methodology used in review, however readers should note that authors took different degrees to care control for methodological concern such as response bias or halo effect, so caution should be exercised in interpreting the findings (p.287). Nevertheless, the limitations can be an opportunity for future research. So, future research can question what complementary cultural values exist beyond Hofstede's five dimensions, what cultural value might be unique to particular countries/region,

what individual attributes might be more proximate to employee feelings or actions than cultural values. Authors hope that this review can help researchers improve the use of Hofstede's framework and motivates future researchers to look beyond this paradigm to break new ground with regard to cross-cultural investigations. Author encourage researchers to adopt the recommendation in order to more accurately and effectively utilize Hofstede's framework, and especially to review tables and appendices to identify valid research questions not yet asked at various level of analysis.

**Table 2** Research subject matter by level of analysis

<b>Subject</b>	<b>Individual</b>	<b>Group/Organizational</b>	<b>Country</b>
Change management	4	1	
Conflict management	4	2	1
Decision-making	4		
HRM	5		4
Leadership	5	1	3
OCB	2		
Work-related attitudes	13		9
Negotiation	11		
Reward allocation	8		
Behavior relating to group process and personality	20	9	2
Entrepreneurship		2	1
Social network			2
Entry modes			22
FDI			6
Joint venture characteristics and performance			19
Alliance formation	1		2
Innovation and research and development			4
Societal outcome			8
Motivation	5		
Organization justice	5		

### **Culture's consequences: Something old and something new**

Culture's consequences: Something old and something new. This review article and response delivered to readers by a Professor in Social Psychology at University of Sussex, Peter B. Smith. His research interests focus upon cross-cultural studies in social and organizational psychology, particularly in relation to leadership, social influence, and teamwork. He also the author of some books in leadership, organization and social psychology and more than 100 journal articles and book chapters. I think he is an appropriate man to stand for reviewing Hofstede's phenomenal masterpiece Culture's Consequences. As we known that Hofstede has

published this book in two editions. Within 12 years (1982 to 1990), there are so many things happen to this book as response from researchers and scholars, in term of pro and contra. However, many articles published inspired by this book. And, so does after the second edition was published.

Smith tried to compare the two editions of the book under the title what is something old and something new in Culture's consequences. He arranges this paper in discussing levels of analysis problem, cross-cultural measurement validity, and the treatment of time, and discuss some issues regarding five dimensions on specific chapters of the books. We can see this paper as a book commentary between the two editions of the book.

Through this paper, Peter B. Smith just address a simple question, what is something old and what something new in Hofstede's Culture's consequences. As we know that Hofstede has published his first edition of Culture's consequences in 1980, and then 1992 the second edition released to public. Since the first edition, Hofstede's work has influenced on development of cross-cultural research generally in social sciences. Even though Hofstede's approach has been not endorsed universally, researchers tended their work in term of acceptance or rejection of the Hofstede key dimension. In the second edition, the publication of greatly revised and substantially expended second edition (Hofstede 2001) to this landmark work is an event requiring detailed scrutiny (p.119). He spent up to seven years to prepare the work with very extensive literature search and data analysis. He added dimension Long Term Orientation and work on organizational culture that spread in some additional chapters.

After discussed three important aspects and some focused issues of the five dimensions, authors stated that with the detail level and the thickness of the second Culture's consequences edition, make the book become not easy to read. It is destined to become more a book of reference than an introduction to the (culture) field (p.133). With this book, future study can continue in identifying new dimensions, stop thinking dimensionally, or trying another analysis level. This book become a masterpiece of Hofstede who allow his career only tightly focused in a single expanding theme – cross-culture – and still fewer researchers have achieved the impact of his work. This conclusion become important to motivate other scholars to intense on their field of study, especially culture, and make this field clearer and stronger to the public, and become a established theory. This article has contribution to the review literature of cross-culture field of study, because it is discussed with critical perspective of social psychologist, Peter B. Smith.

### **A triumph of faith – a failure of analysis**

According to my opinion, Hofstede's model of national cultural differences and their consequences: A triumph of faith – a failure of analysis paper is the most review paper that we have to observe deeply. The tendency title – a failure of analysis – lead us to think again about Hofstede's Culture's consequences. The author, Brendan McSweeney is a Professor and Director of Research at the Department of Accounting, Finance and Management, University of Essex. He published in a wide range of journals including Accounting, Organization, and Society, Journal of International Business Studies and Political Quarterly on organization change, intangibility, time, representational properties of financial measurement, explanation for changes in public sector management, and other issues. This competence is appropriate to evaluate Hofstede's research methodology.



Just after delivered introduction, McSweeney shortly began with Hofstede's model regarding national culture. The author believed that Hofstede traits conceptualize national culture as implicit, core, systematically causal, territorially unique and shared with two definitions appeared: common individual national culture and statistical average. In Hofstede's findings he discusses about Hofstede's research methodology such as the use of questionnaires, time of survey, small number of respondents in some countries, the homogeneity of the population, narrowness the population surveyed, single company-IBM. Here there are some assumptions (pp.95-108): (1) three discrete components: organizational, occupational and national, (2) the national is identifiable in the micro-local in the version 1-the national is uniform and version 2-an average tendency is the average tendency, (3) national culture creates questionnaire response, (4) national culture can be identified by response difference analysis, (5) it's the same in any circumstances within a nation. Within the assumptions, the author explained organizational culture, occupational, differences, the fifth dimension Confucian Dynamism or long versus short term orientation. In the next section, the author discussed stories as proof, that data obtained from a single MNC does have the power to uncover the secrets of entire national cultures (p.108). The plausibility of systematically causal national cultures, the author stated the failure of Hofstede's stories to show causal link between his dimension of a particular national culture and a specific national action is not surprising, given the earlier critique of his construction of his national cultural cameos (p.109). Hofstede also was inconsistent in his conception of culture, that within nation there are other cultures (sub-cultures) and not only to the possible effect of non-national cultures but also the possible influence of the non-cultural, and then the heterogeneity of nation.

McSweeney closed his article with some important remarks. Firstly, we have to beware of utilizing international cultural differences and similarities texts, because beside Hofstede's Culture's consequences, there is also six volume of the Handbook of cross-cultural psychology (Triandis, 1980). Secondly, the quantity of data and the sophistication of Hofstede statistical analysis could impress some, but the assumption necessarily lead to inaccurate empirical descriptions regardless of the quality of data and statistical manipulation used. Such his apparently sophisticated analysis of extensive data necessarily relies on a number of profoundly flawed assumption to measure the software of the mind. These caused Hofstede's claims become excessive and unbalanced. Finally, Hofstede's limited characterization of culture, its confinement within the territory of states and its methodological flaws, mean that it is a restricted rather than enhancer of understanding particularities. Extreme, singular, theories such as Hofstede's model of national culture are profoundly problematic (p.113). These conclusions are important, and I think they can make our eyes more open to explore deeply about the national culture.

## **CROSS-CULTURAL RESEARCH**

According to Sekaran (1983), from 1960 onward, management researchers have shown interest in the concept of culture because it was believed that culture has an influence on managerial behavior and performance. It was not an easy effort in culture research on management that Ajiferuke&Boddewyn (1970) stated that culture still remains the black box that was made to stand for many unspecified influences. However, Hofstede (1984) research is frequently suggested to be the beginnings of a foundation that could help scientific theory

building in cross-cultural research. His well-reviewed and highly praised research, encompassed data from 67 nations had large longitudinal data and utilized multivariate analysis to conceive general theories of national culture (Firkola & Lim, 2003).

Cross-cultural research is a scientific method of comparative research which focuses on systematic comparison that compare culture and explicitly aims to answer questions about the incidence, distributions, and causes of cultural variation and complex problem across a wide domain, usually worldwide (Olatundun, 2009).

### **Types of Cross-Cultural Studies**

Van de Vijver & Leung (2000), distinguished four types of cross-cultural studies based on two dimensions: the distinction between exploratory and hypothesis-testing, and the distinction between studies with and without the consideration of contextual factors. The four types are:

1. Generalizability studies, with characteristics: strong theoretical framework; no measurement of contextual factors
2. Theory-driven studies that have strong theoretical background and use contextual information
3. Psychological differences studies, with no theory based and does not consider contextual factors
4. External validation studies that not have strong theoretical based, but consider contextual factors

These types can be drawn in Table 2 Types of Cross-Cultural Studies (Van de Vijver & Leung, 2000).

Table 3 Types of Cross-Cultural Studies (Van de Vijver & Leung, 2000)

<b>Consideration of Contextual Factor</b>	<b>Oriented More Toward Hypothesis Testing</b>	<b>Oriented More Toward Exploration</b>
No	Generalizability studies	Psychological differences studies
Yes	Theory-driven studies	External validation studies

These types have their own strengths and weaknesses that are summarized in Table 5.

Table 3 Major Strength and Weakness of the Four Type of Cross-Cultural Studies (Van de Vijver & Leung, 2000)

<b>Type of Study</b>	<b>Major Strength</b>	<b>Major Weakness</b>
<b>Generalizability studies</b>	Study of equivalence	No contextual variables included
<b>Theory-driven studies</b>	Study of relationship of cultural factors and behavior	Lack of attention to alternative interpretations
<b>Psychological differences studies</b>	Open-mindedness about cross-cultural differences	Ambiguous interpretation
<b>External validation studies</b>	Focus on interpretation	Choice of covariates may be meaningless

More specific in term of research in the field of cross-cultural studies, Olatundun (2009) described type of cross-cultural research, as follows:

1. Regional comparative cross-cultural research, which is an attempt to define classification of cultures and to make inferences about process of diffusion within cultural region.
2. Small-scale regional comparison, smaller scale comparative study to discern what accounts for some aspect of cultural variation within the region if history, geography and language were held constant
3. Large-scale within region research, which generally tries to arrive at classification of cultures in order to make inferences about process of diffusion and historical ancestry, within-region comparatists are interested in trying to see how the cultures in the region are related to each other.
4. Holocultural analysis or worldwide cross-cultural analysis, that is usually designed to test or develop a proposition through the statistical analysis of data on a sample of ten or more non-literate societies from three or more geographical region of the world.
5. Coding, which implies that data can be coded directly from ethnographic sources or is usage of previously coded data from coded ethnographic sources or previous holocultural studies.
6. Inferential studies that used to answer important or challenging questions such as “so what?” or “what does it mean?”
7. Emic vs. etic model. Emic models view behavior as culture-specific phenomenon which must be understood in the context of a particular culture, while etic model view behavior as universal phenomenon which must understood in comparison to behavior in other cultures.

Firkola& Lim (2003) had summarized the key issues, problems and proposed solutions in the field of cross-cultural management research as shown in Table 4 Summary of Key Issues, Problems and Solutions (Firkola & Lim, 2003)

Table 4 Summary of Key Issues, Problems and Solutions (Firkola & Lim, 2003)

<b>Issues</b>	<b>Problem</b>	<b>Solution</b>
Definition	1. Lack of common and operational definition	1. Use widely referenced definition
Sampling	1. Number of cultures 2. Representativeness of samples 3. Non-independence of samples 4. Opportunistic sampling	1. Increase sample numbers 2. Use of matched samples 3. Use of “Cultunit” 4. Fact of life
Instrumental and Measurement	1. Equivalence of variables 2. Translation issues  3. Scaling	1. Equivalent concepts 2. Back translation and equivalent meaning 3. Equivalent scale

Table 4 Continued...

<b>Issues</b>	<b>Problem</b>	<b>Solution</b>
Data Collection	<ol style="list-style-type: none"> <li>1. Non-equivalence of responses</li> <li>2. Biases</li> <li>3. Cross-sectional versus longitudinal data</li> </ol>	<ol style="list-style-type: none"> <li>1. Uniform procedures</li> <li>2. Pretesting and advice from local researchers</li> <li>3. Use of longitudinal data</li> </ol>
Data analysis and Interpretation	<ol style="list-style-type: none"> <li>1. Qualitative versus quantitative</li> <li>2. Bivariate versus multivariate analysis</li> <li>3. Ecological fallacy</li> </ol>	<ol style="list-style-type: none"> <li>1. Triangulation</li> <li>2. Use of multivariate analysis</li> <li>3. Check external validity</li> </ol>

**The Cross-Cultural Research Process**

The research process in cross-cultural study is circular in nature with build in evaluation mechanism at each stage of the process, which may cause the researchers to re-evaluate decisions made at previous stages. McGrath (1982) stated that cross-cultural research should be viewed as a series of logically ordered – though chronologically chaotic – choices about potential cultural keys (Olatundun, 2009).

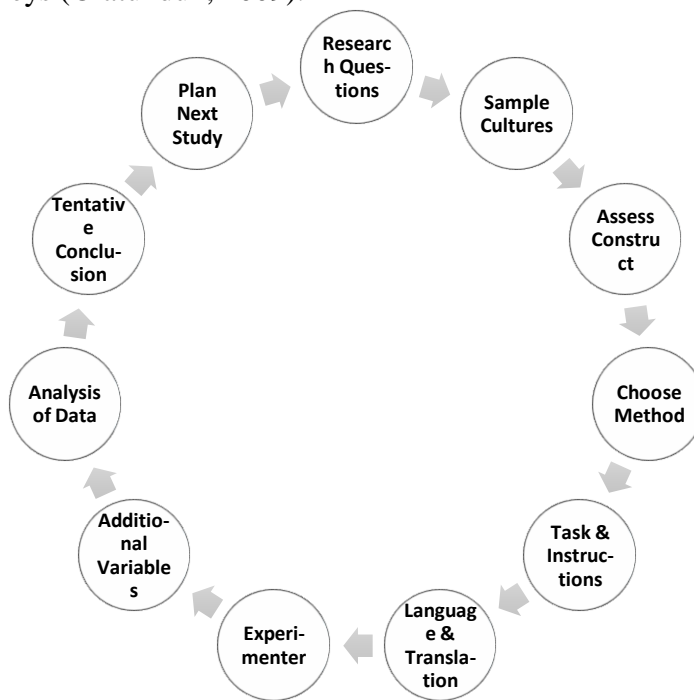


Figure 4 Cross-Cultural Research Process (Olatundun, 2009)

**CONCLUSION**

Culture can be understood by having a good grip on cross-cultural studies. Culture as a body of learned behavior is a complex definition that cannot be realized offhand. Thus, understanding cross-cultural studies might lead us to understanding culture itself. Once again,

Hofstede's thought of culture has been utilized as a theoretical framework along with the GLOBE works and some concepts from Schwartz, Smith, House, Inglehart, Bond, and their colleagues. Case study, survey, testing method, observation, correlational method, and experimental method can be served as methodological concepts. Of all of that, it is obtained classification scheme and culture analysis level, detail level, and the thickness of culture's consequences. However, it will lead us to rethink the culture. Our understanding of culture is strengthened by cross-cultural studies in a variety of types and processes in management research.

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