Uncertainty Avoidance in Romanian organizational culture

Gabriela Marinescu
"Gr. T. Popa" University, Iasi, Romania

Abstract

Uncertainty is one of the key points of international affairs and it plays a critical role in business decisions (Hofstede, 2001). This study is part of the project named "Managerial Behaviour in Romanian Organizations", which is a wide explanatory research made by The Romanian Scientific Society of Management. We took into consideration various domains of economic activity and organizations from all over the country. The main objective of our paper is to analyze Uncertainty Avoidance (UA) as national cultural dimension. We tested UA in Romanian organizations. The research covers the period 2008 – 2012. The cultural dimension under this research emphasizes the preference for strict laws and regulations over ambiguity and risk. This hypothesis was validated in this study. The results, corroborated with others, will be used for international comparison, so as to elaborate the Romanian pattern of organizational culture and managerial behavior.

1. Introduction

Research into intercultural communication has become a dynamic area of study over the last ten years and is likely to become even more so as the process of globalization continues to grow so fast. Many specific areas have caught the attention of researchers but one of the most interesting is Uncertainty Avoidance (UA) and its effects on international business and modern organizations. Uncertainty Avoidance is a cultural dimension of uttermost importance so as to differentiate nations by organizational cultures. The perception of uncertainty affects our thoughts about organizations. According to the Hofstede's findings (www.geert-hofstede.com), Romania has a high risk-averse culture. People in our country have a low tolerance for uncertainty and ambiguity. Estimates of Hofstede's model are relative; they are not the result of field research. There are few previous studies of how values in the workplace are influenced by culture (Lungescu, 2005; Hofstede; Interact and Gallup Romania in 2005 and GLOBE in 2006). A global study regarding cultural dimensions and managerial behavior specific to the organizational practice from Romania has never been a preoccupation for theoreticians and specialists in the field. Romania is characterized as a country with a high score of uncertainty avoidance (www.geert-hofstede.com) or this cultural dimension seems to be moderately (Lungescu, 2005).

This paper tries to analyze uncertainty avoidance and its influence over managerial behavior and over organizational management using a representative sample for Braila County. This study, as part of the macroeconomic project entitled Management Behavior in Romanian Organizations aims to identify the matter and rate in which the dimensions of organizational culture defined by Geert Hofstede (www.geert-hofstede.com) and others are found and developed in the Romanian economy. Using renowned models (The Hofstede Model, GLOBE),

the research paper analyzes how the national culture influences the organizational management. This paper demonstrates that cultural differences between nations are very important. The uncertainty avoidance dimension expresses the degree to which the members of an organization work stressed by uncertainty and ambiguity. An important issue is how people are able to manage uncertainty and risk. UA is a cultural dimension founded on the deepest level; i.e. on the level of values (www.geert-hofstede.com). And values are changing. If Romania has a high UA, our country maintains codes of belief and behavior and it is intolerant in confronting with unorthodox ideas and values. Weak UA societies maintain a more relaxed attitude in which practice counts more than principles. Nowadays, practices are more tangible than values and we are convinced that this research is very important to better understand cultural differences between countries. The research covers the period 2008 – 2012 and the sample investigated is made up of 132 respondents, managers and employees from 15 organizations from Braila County. Other models are measuring different components of the UA construct and the results are normally different. In these circumstances, the research could help cross-cultural researchers develop more complex theories and more practical recommendations for organizations.

2.   Literature/review

Our intention of the use of the UA dimension of national culture in Romanian organizations and managerial behavior brings out several interesting insights. First, Hofstede's UAI (Hofstede 2006, 2010) continues to be an important source of data for cross-cultural researchers. Thus, Hofstede (2001, 2008 and 2012) remains one of the most influential researchers in the field of national cultures. Hofstede's work has been expanded by a very large empirical study conducted by the GLOBE group (House, Hanges, Javidan, Dorfman, & Gupta, 2004). Second, using The GLOBE findings, we have analyzed UA organizational practices in present time and values in the future (Overview of GLOBE Research Findings). Third, we chose to use both Hofstede and GLOBE models, but also others interesting studies (Hanges & Dickson, 2004, House et al. 2004, Javidan et al. 2006,Sully de Luque and Javidan 2004; Parker, 2009; Maseland & van Hoorn 2009; Venaik and Brewer, 2010). The studies of cultural dimensions are a phenomenon with many consequences on societies, including a better understanding of cultural differences between countries. Uncertainty Avoidance has caught the attention of researchers of over the world (Shenkar, 2001; Parboteeah, Addae, &Cullen, 2005a; Scholtens & Dam, 2007; Tung 2008). It also affects international affairs because of the tendency for high-UA societies to avoid the ambiguity and uncertainty that tend to be more visible in international business transactions than in domestic transactions (Hofstede, 2001; Shenkar, 2001). UA is an important dimension of national culture that can help explain the extent to which Romanian organizations engage in international business and therefore, at a macro level, the degrees to which countries are globalized.

3.   The methodology and model

Aiming to comply with the needs of the economic environment through a most efficient and abiding managerial performance as well as to assure Romanian organizational culture an interregional comparability on a national and international level, the research has been orientated towards identifying a larger number of elements, sides and aspects that characterize the existing culture and subcultures from different geographic areas of the country as well as from the main fields of economic activity. The methodological guidelines of this study represent an adjustment of the Hofstede method regarding the dimensions of organizational culture and of the GLOBE (http:/www.grovewell.com/pub-GLOBE-dimensions.html) method respecting managerial behavior to the Romanian socio-cultural context. The research used some similar

researches as well as to representative specialty literature. For the collecting of data series, an ample research has been organized based on the statistic survey among economic organizations from all over the country. The data collected from the research sample required the definition of a SPSS database and the information has been used for the calculation of econometric markers with the aid of a specific informatics program. From the analysis of the answers it turns out that the UA relation is expressed by:

- adoption of novelties and latest developments;
- attitude;
- assertiveness;
- organization;
- plans;
- procedures, rules;
- problem solving;
- strategies.

In the study sequence we have acted methodically in target/objective establishment, defining the sample to be investigated, questionnaire planning, data collecting from the field and processing, result analysis. We chose a sample/testing group as representative as possible from various points of view, for the observing units, as well as for the survey units. This is why we used a stratified sampling technique which required the successive observation of the iterations from table 1, beginning from the highest level – meaning that of the existing units from the official records at 12.31.2008.

Iterations	Defining the level	Sampling technique
Stage I	**Sample of observation units**	
Starting base (Level 0)	Economic units from Romania that figure in the evidence of the Trade Register at 12.31.2008	
Level 1	Observation units (only units with at least 50 employees)	Uni Criteria selection
Level 2	Number of observation units in the county	Algorithm
Level 3	Observation units from representative activity ranges for the economy of the county, according to the CAEN code and number of employees	Two Criteria random selection
Stage II	**Sample of survey units (respondents)**	
Level 4	The number of respondents from the observation units of level 3	Multi Criteria algorithms according to 4.1.- 4.5.
Sublevel 4.1.	The number of respondents according to the types of activity in the organization (administration, production, trading, finances-accounting etc.)	Random
Sublevel 4.2.	The number of respondents on hierarchical levels: managers (top, middle and lower), non-managers	Random
Sublevel 4.3.	The number of respondents according to gender: males, females	Random
Sublevel 4.4.	The number of respondents according to age groups	Random
Sublevel 4.5.	The number of respondents according to the level of education	Random
Stage III	**Naming respondents from level 4 according to the criteria defined in sublevels 4.1.-4.5.**	

Table 1-- Stratified sampling

The questions (from the questionnaire) reflect a wide typological specter according to:
  a) the type of questions: closed questions (gender, age, studies etc.) and open questions (opinions);
  b) the abstracting degree: factual questions (gender, age, studies etc.) and abstract questions regarding judgment values;
  c) logics: at first questions to assess the current situation and then questions regarding the assessment of the (future) desired situation;
  d) the evaluation scale: the value judgments comprise the entire spectrum of opinions: from highly positive to highly negative, with intermediary degrees: total consent, partial consent, indecision, partial dissent, total dissent, respectively from total acceptance (Yes) to total abnegation (No);

  The questionnaire is characterized by the following features:
  - it ensures the anonymity of the participation and the confidentiality of the answers;
  - it accepts the voluntary nature to the survey participation and the answer to all questions;
  - it contains methodological information for guiding respondents regarding the content of the questionnaire, the manner of filling it in and other orientation information;
  - before its finalization, both its content and its graphic form were tested in the economic and academic environment.

For data collecting flexible procedure was preferred.

4.   Findings
4.1.   Representativeness

In this research paper the questionnaire was applied on a representative sample made up of 132 persons, employees of 15 companies that activate in the processing industry.
The representativeness of the observation units is reflected in the structure of the company samples taken into consideration, depending on: the field of activity, the type of organization and its dimension according to the number of employees.
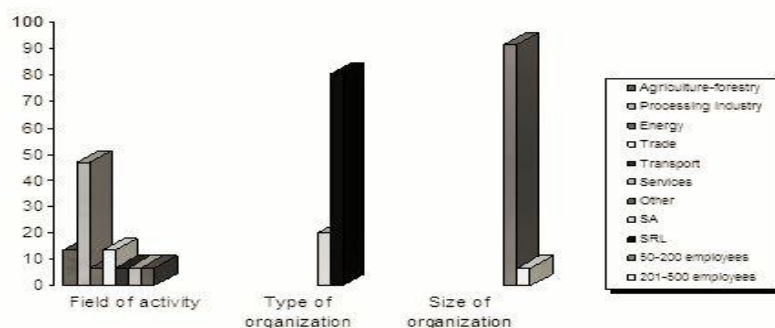

Figure no. 1 – The graphic representation of the observation units

The representativeness of the survey units (respondents) expresses their structure according to gender, age, educational level, hierarchy and managerial background as follows:
  - according to gender: 75 males (56,82%) and 57 females (43,18%);
  - according to age: 29 young people under 30 years old (21,97%), 63 people aged between 30 and 44 years old (47,73%), 39 people aged between 45 and 60 years old (29,55%) and one person over 60 years old (0,76%);

- according to educational level: one person (0,76%) with elementary education, 17 people with middle education (12,88%) and 114 people with higher education (86,36%);
- according to hierarchy: 65 managers from all the organizational levels: 9 top managers (6,82%), 21 medium managers (15,91%), 35 base/low managers (26,52%) and 67 performers/doers (50,76%);
- according to managerial background:
    - with managerial background within institutions: 8 top managers (11,11%), 17 medium managers (14,29%), 28 base/low managers (80,00%) and 41 performers/doers (61,19%);
    - with managerial background based only on individual study: 1 top manager (11,11%), 3 medium managers (14,29%), 4 base/low managers (11,43%) and 6 performers/doers (8,96%);
    - without managerial background: 1 medium manager (4,76%), 3 base/low managers (8,57%) and 20 performers/doers (29,85%).

4.2. Uncertainty Avoidance intensity- Findings

UA was identified through these forms: adoption, attitude, assertiveness, organization, plans, procedures / rules, problem solving, strategies.

1.   Adoption of novelties and latest developments:
- new management styles (Q1);
- personal training (Q2);
- cultural organizational changing (Q3);
- new organizational structures (Q4).
2.   Attitude
- encouraging proactive behavior (Q6);
- forming future leaders (Q7);
- forming and maintaining a stable work environment, quiet, reliable and collaborative (Q8);
- effective use of time dedicated to a consensus on issues (Q9).
3.   Assertiveness (Q10)
4.   Organization
- work tasks in specific job (Q11);
- detailed instructions for job tasks (Q12);
- teamwork (Q13).
5.   Plans
- perception of future (Q14);
- experimental changes before implementation(Q15);
- compliance plans (Q16, Q17).
6.   Procedures and rules
- accurate work tasks (Q18, Q19);
- detailed instructions and work procedures (Q20);
- motivation depend on   individual performances motivation (Q21).
7.   Problem solving
    - by established procedures (Q22, Q23).
8.   Strategies
    - marketing strategies(Q24), communication (Q25), human resources (Q26).

No. crit.	Form of expression of the cultural dimension; practice of reference (Pa, Pd)		Econometric indicators/markers				
			Average score	Standard deviation	Median	Asymmetry coefficient	Variation coefficient
			$\overline{X}$	σ	Me	C_{as}	V
0	0.1	0.2	1	2	3	4	5
1	Adoption of novelties and latest developments	Pa	3,39	0,10	3,42	-1,07	3,05%
		Pd	4,26	0,08	4,27	0,00	1,79%
2	Attitude	Pa	3,54	0,30	3,65	-1,06	8,49%
		Pd	4,53	0,24	4,66	-1,66	5,20%
3	Assertiveness	Pa	2,50	0,00	2,50	0,00	0,00%
		Pd	3,55	0,00	3,55	0,00	0,00%
4	Organization	Pa	3,54	0,15	3,48	1,40	4,09%
		Pd	4,48	0,16	4,54	-1,12	3,66%
5	Plans	Pa	3,62	0,08	3,67	-1,57	2,29%
		Pd	4,38	0,09	4,39	-0,14	1,99%
6	Procedures, rules	Pa	3,66	0,23	3,58	1,13	6,27%
		Pd	4,39	0,13	4,37	0,44	2,85%
7	Problem solving	Pa	3,95	0,09	3,95	0,01	2,21%
		Pd	4,06	0,67	4,05	0,04	16,50%
8	Strategies	Pa	3,41	0,12	3,42	-0,33	3,62%
		Pd	4,46	0,10	4,41	1,64	2,21%
9	TOTAL	Pa	3,52	0,40	3,54	-0,16	11,42%
		Pd	4,35	0,31	4,39	-0,35	7,22%

Table no. 4 - Synthesis indicators of the "Uncertainty Avoidance" – UA cultural dimension

The indicators were calculated for each form of expression of the "uncertainty avoidance" cultural dimension. For example, the graphic representation of the average score calculated for the eight forms of expression of the "uncertainty avoidance" cultural dimension for current practice highlights differences compared to the total n for the "assertiveness" form of expression, a score that is lower by 1,02 (2,50 - 3,52) being represented as follows:
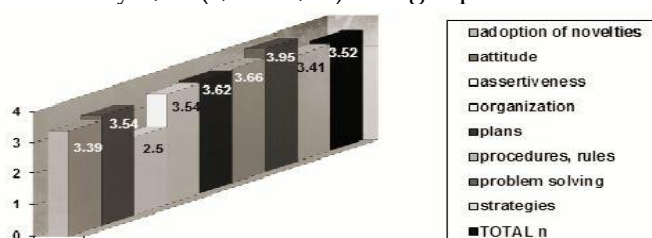

Figure no. 2 – The graphic representation of average score „now"

The graphic representation of the average score calculated for the eight forms of expression of the "uncertainty avoidance" cultural dimension for future projection highlights differences compared to the total n for the "assertiveness" form of expression, a score that is lower by 0,80 (3,55 – 4,35) being represented as follows:
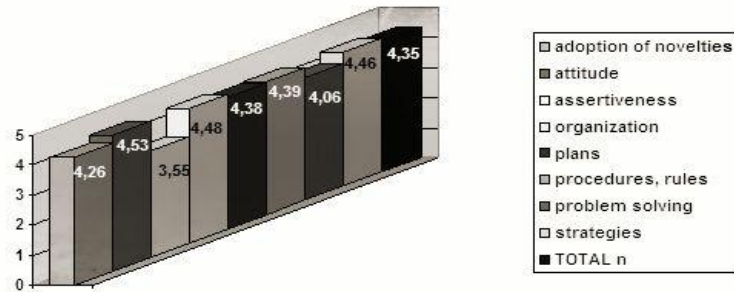
Figure no. 3 – The graphic representation of average score „should be"

Also, the difference of the average score of the total n between current practice and the desired situation is of 0,83 (3,52 - 4,35%). The score of 3,39 of the " form adoption of novelties and latest developments" of expression in the current situation signifies the fact that in the company new organizing structures are being adopted, including the change of the legal status of the organization which should lead to the increase of competitiveness, signifies that the management frequently adapts its style and methods of management to organizational dynamics, signifies that the management operates for creating a "learning" culture, and also signifies that changes are adopted in the content of organizational culture components in order to satisfy the requests of European integration and not only, but a greater opening towards " adoption of novelties and latest developments" is needed if one takes into consideration the obtained score of 4,26 for the desired situation.

Regarding the "attitude" we can estimate that employees of the organizations in general and especially young people are encouraged to fight for the improvement of professional performance, that managers are constantly preoccupied with forming future leaders from the next generation that should assure greater success for the organization and act for conflict solving by speaking to the ones involved in tension or conflict, as well as the efficient use of time dedicated to a consensus in controversial problems, leading to the idea that attitude is emphasized in the organization taking into consideration the score of 3,54 for the current situation, while for the desired situation a higher score of 4,53 is obtained, leading to the conclusion that people want attitude to have an important part in management of the organization.

"Assertiveness" attained a score of 2, 50 for present, meaning that in the organization inferiors/juniors are asked – but not enough – to comment upon the decisions of their superiors if they don't agree with them. The score of 3,55 obtained for the desired situation highlights the fact that respondents consider that inferiors/juniors should be asked to comment upon the decisions of their superior if they disagree with them.

"Organization" obtained a score of 3, 54 for the current situation, meaning that in the company tasks are well mentioned in the job description, that detailed instructions are assured regarding the manner in which established targets can be reached as well as the fact that there is concern for team creating and/or leading, leading to the idea that there is a good organization in the company. Comparing with the obtained score for the desired situation of 4, 48 one may notice that employees want an amelioration of the organization. Regarding the "plans" section that reached a score of 3,62 we may notice that in general the main concern of people from the

organization is for future plans, experimentation and innovation appeal to in order to obtain changes (in technology, organization, strategy, management, culture etc.), the stages of activity and problem solving within the organization are made based on already-established plans and work meetings are planned in advance (1-2 weeks earlier). The score of 4,38 for the situation desired by the employees highlights the fact that planning should have a more important part in management of the organization.

As for "procedures, rules" we can observe that the score of 3, 66 is attained for the current situation, meaning that in general, in the organization work tasks are well enough mentioned in job description, that the exact mentioning of the work tasks stimulates the stages of employee activity, that instructions and work procedures are well enough detailed and precisely expressed, as well as personnel motivation that is mainly based on standards and performance markers and not on charisma. Regarding the procedures and rules in the desired situation, the 4.39 score highlights the fact that procedures and rules of organizations should be improved.

"Problem solving", with a score of 3.95 for the current situation, shows the fact that there is prioritization of goals and objectives within the organization and that the changes that occur do not result in adequate reactions. The 4.06 score for the wanted situation outlines the need for improving the way in which new problems are resolved or managed. Regarding the "strategies" section, the attained score of 3,41 indicates the fact that in the organization new marketing strategies are adopted, that are meant to promote new products/services or to enter new markets, new communication and negotiation strategies as well as new human resource strategies and politics. The score of 4, 46 from the desired practice highlights the fact that strategies should play a more important role in the management of the organization.

No. crit.	The form of expression of the cultural dimension	Pa			Pd		
		Average score $\overline{X}$	No. of respondents f_i	$x_i \cdot f_i$	Average score $\overline{X}$	No. of respondents f_i	$x_i \cdot f_i$
1	Adoption of novelties and latest development	3,39	511	1.730	4,26	502	2.141
2	Attitude	3,54	496	1.758	4,53	490	2.219
3	Assertiveness	2,50	126	315	3,55	119	423
4	Organization	3,54	382	1.354	4,48	375	1.679
5	Plans	3,62	499	1.808	4,38	491	2.153
6	Procedures, rules	3,66	509	1.864	4,39	501	2.201
7	Problem solving	3,95	241	953	4,06	243	987
8	Strategies	3,41	381	1.299	4,46	378	1.686
9	Total n	3,52	3.145	11.081	4,35	3.099	13.489

Table no. 5 - Average score for "Uncertainty Avoidance" – UA cultural dimension

$$\overline{X} = \frac{\sum x_i \cdot f_i}{\sum f_i} = \frac{11.081}{3.145} = 3,52 \text{ for current practice}$$

$$\overline{X} = \frac{\sum x_i \cdot f_i}{\sum f_i} = \frac{13.489}{3.099} = 4,35 \text{ for the desired projection}$$

From the graphic representation we see that between the score obtained for current practice and the one obtained for the desired projection there is a difference of 0,83 (3,52 - 4,35) that highlights the fact that respondents want that: adoption of novelties and latest developments; attitude; criticizing leadership; organization; plans; procedures, rules; problem solving and strategies to have a more important part in management of the organization.
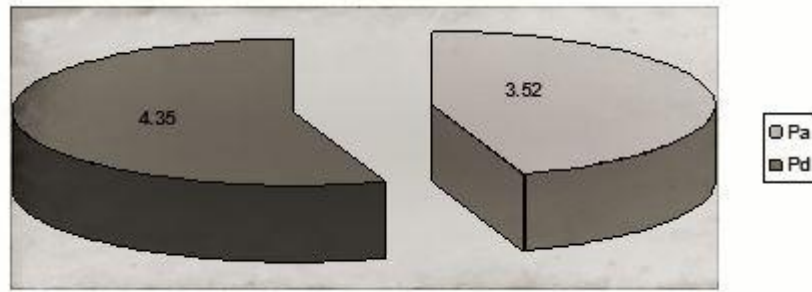

Figure no. 4 – The graphic representation of average score: "now" and "should be"

In order to highlight what form of expression had the most concluding significance for characterizing UA cultural dimension, we have calculated the median (Me).   The most concluding signification is held by "attitude" and "organization" as forms of expression regarding the current situation (Me = 3, 54), as for the desired perspective "procedures, rules" (Me = 4,39) has the most concluding significance. The analysis of other indicators revealed a high degree of homogeneity of responses and a high symmetry, for both now and in the future.

5.   Summary and conclusions
The results of our analysis partially confirm Hofstede's studies and other scientific findings. Given that UA is a complex concept and that the Hofstede, GLOBE and other studies measure specific aspects of UA, it is necessary that the interpretation of UA remains relatively open. Hofstede and GLOBE are highly valuable models on cross-cultural management. There are supported by powerful arguments as to their validity, and there is no consensus in the research community on which model should be preferred.

Based on the study of UA the following conclusions are to be drawn:
Our study examines the main effects of UA at organizational level. We have tested many variables like: Adoption of novelties and latest developments; Attitude; Assertiveness; Organization; Plans; Procedures and rules; Problem solving; Strategies. Each form of UA dimension was positioned in terms of both its cultural practices ("current practice") and its cultural values ("desired projection"). Results of the analysis show that in the analyzed organizations, people prefer avoiding uncertainty. Most respondents agree to have highly structured jobs with few unexpected events. Management requirements and instructions are spelled out in detail, so people know what they are expected to do. The organization has rules or procedures to cover work situations. Respondents want job stability and they don't like to be surprised by unknown situations. Members of this sample seek orderliness, stability, to cover situations in their daily lives. With a medium level of uncertainty avoidance in cultural practices and high on in the cultural values, the study confirms the GLOBE model. In the same time, our

results support Hofstede findings and UAI score for Romania: most respondents are seeking certainty and they desire detailed instructions, rules and procedures and stable work. We cannot fully compare the results, because Romania has not been yet included in Hofstede's and Globe's dataset and there are many differences in operationalization of the UA dimension.

In our research we used Hofstede map and GLOBE model only on considered assumptions' wear. The analysis of UA in the study conducted on the organizations from Romania also allows other conclusions regarding the national and international context. In Romania, the studied organizations are hierarchical and bureaucratic. They are defined by stability and control as well as internal focus and integration. Managers are political appointees and they want a well-defined structure for authority and decision making. Formal leaders coordinates, organizes, monitors and influences people and process by strict rules and procedures. Here, is difficult to introduce new ideas and concepts. Our results show that the respondents of our sample easily accept the novelties. The practice is quite different: we don't expect new methods or ideas to be widely embraced. Managers reject uncertainty proposals and everything will be examined in fine detail. In the sample, we found a highly structured and formal place to work. Rules and procedures govern behavior. Stability, performance, and efficient operations are the long-term goals. Management wants security and predictability. The people need statistics more than facts. These are some of the common traits found in countries with a high UAI. Our research confirms them.

At a global level, Romania is an East European country with a long history. The population is not multicultural, and we are living for many years by rejecting of uncertainty and risk. Uncertainty avoidance can be also explained in terms of political reforms in Romania. The statistics registered during the study are material evidence of the stress and alienation that have enveloped the population as a consequence of the abusive and politically dominant behavior of the leaders. The analysis draws attention to these aspects without generalizations. A high UAI has a big impact on the youth that becomes disoriented and less courageous. At the same time, we can say that the respondents want to become more involved in their organizational culture. The research is helpful as it provide a foundation upon which space planners can begin to structure their solutions and thus account for the important role that culture plays. Each different country has different cultural attributes and preferred methods and concerns for work. The means of assessing UA dimension culture are relatively simple and they give a new perception for a comprehensive investigation. From the statistical analysis of this topic one may conclude that the analyzed forms of UA places our organizations between countries with a high score. The study confirms the results of Hofstede and also of other specialists. The research is highly important in influencing managerial practices, in using advantages supplied by the specificity of each cultural dimension in management, communication, marketing, inter- and intra-organizational relations. This study has many limitations:
- the size of the sample it's not sufficient to conclude about the UA cultural dimension;
- research could be enlarged on the deepest UA characteristics: UA - stress, UA- practices; UA- values; UA and work motivation etc.
- the study was focused on the individual level (attitude, adoption of novelties, rules, procedures). This paper did not set objective to analyze the main effects of UA on organization-level decisions and on national culture characteristics.

The research will be completed with the analysis of the other cultural forms and dimensions, providing a significant theoretical and practical background to courageous organizations, which are aware of the influence of culture upon performance, credibility and viability. UA research is becoming more widespread and this is important for a good understanding of what organizational and national culture actually is and how it can be operationalized. The research could be a reference for academics and practitioners preoccupied by uncertainty avoidance. We intend to continue the research on cultural dimensions, because progress in this area equals more clarity, precision and congruence across studies in operationalization and measurement of UA. We are responsible for errors and omissions in the research. We are grateful for any constructive comments and suggestions, which help us in improving of this analyze.

References

Chelcea, S., 2007, Methodology of Sociological Research, Economic Publishing, Bucuresti, pp. 110-117. Book

Earley, P. C. 2006, Leading cultural research in the future: A matter of paradigms and taste. Journal of International Business Studies, 37(6): 922–931. Article

Erdem, T., Swait, J., & Valenzuela, A. 2006. Brands as signals: A cross-country validation study. Journal of Marketing, 70(1): 34–48. Article

Griffith, D. A., Cavusgil, S. T., & Xu, S. 2008, Emerging themes in international business research. Journal of International Business Studies, 39(7): 1220–1235. Article

Grove, C. N., 2005, Introduction to the GLOBE Research Project on Leadership

Worldwide, http://www.grovewell.com/pub-GLOBE-intro.html

Grove, C. N., 2005, Worldwide Differences in Business Values and Practices: Overview of GLOBE Research Findings, http://www.grovewell.com/pub-GLOBE-dimensions.html. Electronic article

Hofstede, G., Cultural Dimensions, http://www.geert-hofstede.com.

Hofstede, G., 2001, Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations, 2nd Edition, and Thousand Oaks CA: Sage Publications. Book

Hofstede, G. J., Pedersen, P., Hofstede, G., 2002, Exploring Culture: Exercises, Stories and Synthetic Cultures, Intercultural Press. Book

Hofstede, G., Hofstede, G. J., 2005, Cultures and Organizations: Software of the Mind, 2nd Edition, and McGraw-Hill USA. Book

Hofstede, G. 2006. What did GLOBE really measure? Researchers' minds versus respondents' minds. Journal of International Business Studies, 37(6): 882–896. Article

Hofstede,G.,2008,Manual: Formulas for index calculation.

http://feweb.uvt.nl/center/hofstede/manual.html. Electronic article

Hofstede, G., Hofstede, G. J., Minkov, M., 2010, Cultures and Organizations: Software of the Mind, 3rd Edition, and McGraw-Hill USA .Book

Javidan, M., House, R. J., Dorfman, P. W., Hanges, P. J. & De Luquet, M. S., 2006,

Conceptualizing and measuring cultures and their consequences: a comparative review of GLOBE's and Hofstede's approaches, Journal of International Business Studies, 37. Article

House, R. J., & Javidan, M., 2004, Overview of GLOBE. In R. J. House, P. J. Hanges, M. Javidan, P. W. Dorfman, & V. Gupta (Eds), Culture, leadership and organizations: The GLOBE study of 62 societies: 9–28. Thousand Oaks, CA: Sage. Book section

House,R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. 2004. Culture, leadership, and organizations: The GLOBE study of 62 societies. Thousand Oaks, CA: Sage. Book

Koopman, P., Den Hartog, D., & Konrad, E. 1999, National culture and leadership profiles in Europe: Some results from the GLOBE study. European Journal of Work and Organizational Psychology, 8(4): 503–520. Article

Leung, K., Bhagat, R., Buchan, N., Erez, M., & Gibson, C. 2005, Culture and international business: Recent advances and their implications for future research. Journal of International Business Studies, 36(4): 357–378. Article

Luca, A., Studiul despre valorile şi comportamentul românesc din perspectiva

dimensiunilor culturale după metoda lui Geert Hofstede, http://www.i-interact.ro. Electronic article

Lungescu, D., Mihuţ, I., Studiul Dimensiuni culturale în managementul românesc,

www.managementmarketing.ro/pdf/articole/1.pdf. Electronic article

Marinescu, G., 2010, Management Public Modern, Editura Tehnopress, Iaşi. Book

Marinescu, P., Managementul Instituţiilor Publice, ebooks.unibuc.ro/StiinteADM/

Marinescu/14.htm, p. 13.Electronic article

Maseland, R., & van Hoorn, A. 2009, Explaining the negative correlation between values and practices: A note on the Hofstede–GLOBE debate. Journal of International Business Studies, 40(3): 527–532. Article

Mihuţ, I., 2002, Euromanagement, Editura Economică, Bucureşti. Book

Năstase, M., 2004, Cultura organizaţională şi managerială, Editura ASE, Bucureşti.
Book

Parboteeah, K. P., Addae, H., & Cullen, J. 2005a, National culture and absenteeism: An empirical test. International Journal of Organizational Analysis, 13(4): 343–361.Article

Ridderstråle, J., Norstrôm, Kj., 2007, Karaoke Capitalism, Editura Publică, Bucureşti. Book

Roşca, C., Roşca, D., Sîrbu, M., s.a., COMOR-Exploratory Research on the Organizational Culture and the Managerial Behavior in Romania, Business and Leadership magazine, year 3, no. 1(5)/2010. Article

Roşca, D., Roşca, A.S., Sîrbu, M., 2011, The Methodological Framework of COMOR Research, Ovidius University Annals - Economic Sciences Serie, vol. XI, issue 1, pp. 1843-1847. Article

Sackman, S., 2001, Cultural Complexity in Organizations, John Wiley & Sons Ltd., New York. Book

Schwartz, S., Bardi, A., 2001, Value hierarchies across cultures, Journal of Cross-Cultural Psychology, vol. 32(3). Article

Schwartz, S. H., & Bilsky, W. 1990, Toward a theory of the universal content and structure of values: Extensions and cross-cultural replications. Journal of Personality and Social Psychology, 58(5): 878–891. Article

Shenkar, O. 2001, Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences. Journal of International Business Studies, 23(3): 519–535. Article

Scholtens, B., & Dam, L., 2007, Cultural values and international differences in business ethics. Journal of Business Ethics, 75(3):273–284. Article

State, O., 2004, Cultura organizaţiei şi managementul, Editura ASE, Bucureşti. Book

Sully de Luque, M., & Javidan, M., 2004, Uncertainty avoidance. In R. J. House, P. J. Hanges, M. Javidan, P. W. Dorfman, & V. Gupta (Eds), Culture, leadership and organizations: The GLOBE study of 62 societies: 602–653. Thousand Oaks, CA: Sage. Book section

Tang, L., & Koveos, P. E. 2008, A framework to update Hofstede's cultural value indices: Economic dynamics and institutional stability. Journal of International Business Studies, 39(6): 1045–1063. Article

Tung, R. L. 2008, The cross-cultural research imperative: The need to balance cross-national and intra-national diversity. Journal of International Business Studies, 39(1): 41–46.

Venaik, S. and Brewer, P., 2010, Avoiding uncertainty in Hofstede and GLOBE, Journal of International Business Studies 41, 1294–1315. Article

Zait, D., 2002, Management intercultural. Valorizarea diferenţelor culturale, Editura

Economică, Bucureşti, pp. 214-237.Book

www.i-interact.ro

www.geert-hofstede.com

www.ssmar.ase.ro/ COMOR project