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## **CULTURE AND HOFSTEDE (1980) IN INTERNATIONAL BUSINESS STUDIES: A BIBLIOMETRIC STUDY IN TOP MANAGEMENT JOURNALS**

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ARTIGO – GESTÃO DE PESSOAS EM ORGANIZAÇÕES

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## **ABSTRACT**

*How countries differ in their fundamental cultural traits and how these differences impact firms and businesses has been a recurring topic in international business research. Geert Hofstede's (1980) work on culture and the cultural dimensions has had high impact on research carried out in international business studies and has been used in a wider array of business/management disciplines to delve into a large variety of phenomena. In this study, we conduct a bibliometric analysis of the articles published in eight top ranked business journals that quoted Hofstede's work, over a period of thirty years. Hofstede's work is used as a key marker for culture. In a sample of 655 articles, we conducted citation and co-citation analyses to better understand the ties binding scholars, theories and ideas. Moreover, a longitudinal analysis of both co-citation and research topics allow us to observe and better understand how much does Hofstede – and culture – matter in international business studies and how research emphasis has changed over time. For instance, we noted how the emphasis of research has shifted from methodological concerns to help explaining, contextualizing why firms made the choices they did, and how operations ought to be managed. We discuss broadly the results, pointing some implications, especially for theory and scholars.*

**Key words:** Hofstede, Culture, International Business Research, Bibliometric Study, Review.

## **CULTURA E HOFSTEDE (1980) NA INVESTIGAÇÃO EM NEGÓCIOS INTERNACIONAIS: UM ESTUDO BIBLIOMÉTRICO EM PERIÓDICOS INTERNACIONAIS DE ADMINISTRAÇÃO**

### **RESUMO**

A forma pela qual os países diferem nas suas características culturais fundamentais e como essas diferenças impactam as empresas e negócios têm sido um tópico recorrente na investigação em negócios internacionais. A obra de Geert Hofstede (1980) sobre cultura e dimensões culturais tem tido forte impacto na investigação realizada em negócios internacionais e tem sido utilizada em diversas disciplinas de Administração para pesquisas de uma grande variedade de fenômenos. Neste artigo, realizou-se um estudo bibliométrico dos artigos publicados em oito periódicos internacionais de maior reputação, que citam o trabalho de Hofstede, durante um período de trinta anos. Numa amostra de 655 artigos, análises de citações e cocitações permitem entender as ligações entre autores, teorias e ideias. A análise longitudinal de cocitações e dos temas investigados permite observar e compreender quanto e como Hofstede – e a cultura – impactam a investigação em negócios internacionais e como o foco da investigação tem se alterado ao longo do tempo. Exemplificando, notou-se como a ênfase da pesquisa se moveu de preocupações metodológicas para a explicação e contextualização de por que as empresas fazem as escolhas que fazem e como as operações devem ser geridas. Discutiram-se globalmente os resultados, apontando implicações especialmente para a teoria e acadêmicos.

**Palavras-chave:** Hofstede, Cultura, Investigação em Negócios Internacionais, Estudo Bibliométrico, Revisão.

## ***CULTURA Y HOFSTEDE (1980) EN LA INVESTIGACIÓN DE NEGOCIOS INTERNACIONALES: UN ESTUDIO BIBLIOMÉTRICO EN PERIÓDICOS INTERNACIONALES DE ADMINISTRACIÓN.***

### **RESUMEN**

*Cómo los países se diferencian en sus características culturales fundamentales y cómo esas diferencias impactan las empresas y negocios ha sido un tópico recurrente en la investigación en negocios internacionales. La obra de Geert Hofstede (1980) sobre cultura y dimensiones culturales ha tenido fuerte impacto en la investigación realizada en negocios internacionales y ha sido utilizada en diversas disciplinas de Administración para investigaciones de una gran variedad de fenómenos. En este artículo realizamos un estudio bibliométrico de los artículos publicados en ocho periódicos internacionales de importante reputación, que citan el trabajo de Hofstede, durante un período de treinta años. En una muestra de 655 artículos, análisis de citas y citas en conjunto permiten entender las conexiones entre autores, teorías e ideas. El análisis longitudinal de las citas en conjunto y de los temas investigados permite observar y comprender cuánto y cómo Hofstede – y la cultura – impactan la investigación en negocios internacionales y cómo el foco de la investigación se ha alterado a lo largo del tiempo. Por ejemplo, notamos como el énfasis de la investigación se movió de preocupaciones metodológicas para la explicación y contextualización de por qué las empresas hacen las opciones que hacen y cómo las operaciones deben ser gestionadas. Discutimos globalmente los resultados, apuntando implicaciones especialmente para la teoría y académicos.*

**Palabras-llave:** Hofstede, Cultura, Investigación en Negocios Internacionales, Estudio Bibliométrico, Revisión.

## **1. INTRODUCTION**

Competition and firms' operations are increasingly international in nature, and, being aware of the opportunities and threats emerging in foreign countries, managers can hardly fail. Indeed, many executives monitor what their foreign competitors are doing, how the industry is evolving and how the economy in foreign countries is progressing as they do in their own country. Therefore, be it launching a new product, setting a new subsidiary, engaging in an additional cross-border acquisition or broadening their business network taking one more partner, executives are required to understand the challenges of operating in foreign locations. We often refer to this growing interdependence as globalization, but despite the terminology used, these changes have also spurred International Business (IB) research to delve into new domains, or simply dig deeper into reasonably known phenomena. National culture and how countries differ in their cultural traits, norms, values, beliefs, behaviors and ways of doing things (KOGUT; SINGH, 1988; MOROSINI; SHANE; SINGH, 1998; BROUTHERS, K.; BROUTHERS, L., 2001; SHENKAR, 2001), has thus captured substantial research attention.

The influence of culture in international business (IB) studies is well established. Culture and cultural differences seem to permeate a wide array of IB decisions. Over the past three decades, culture has been an important facet when researching such IB decisions as the selection of entry modes (KOGUT; SINGH, 1988; BARKEMA; VERMEULEN, 1997, 1998; MOROSINI et al., 1998) and location (ERRAMILLI; AGARWAL; KIM, 1997). However, its influence also extends to research on such phenomena as expatriation and human resource management (AYCAN et al., 2000), management and performance of multinationals (GOMEZ-MEJIA; PALICH, 1997), to point only a few.

Perhaps the most notable contribution to the current state of development of our understanding on how much does culture actually matter was that of the Dutch scholar Geert Hofstede's work and more notably his 1980 book on Culture's consequences. In several of his following publications, Hofstede refined and extended his

original contribution. Hofstede (1980) created a cultural taxonomy for the study of how cultures differ. Specifically, he advanced four cultural dimensions of national culture (albeit later expanded to five and updated). Arguably, one of the hallmarks of Hofstede's work was to make quantifiable cultural attributes that were previously taken as an undefined broad understanding of how people in different countries behaved, their attitudes and cultural traits. Ferreira and colleagues (2009) noted that a majority of the extant IB research had included cultural dimensions or considerations either as the dependent variable, the independent or as a controlling one.

Our primary purpose in this paper is not to fully review Hofstede's cultural dimensions, as such reviews may be found in other papers (EARLEY; GIBSON, 2002; TARAS; KIRKMAN; STEEL, 2010). For instance, Hofstede (2001) himself examined how his culture has been included in empirical studies and Boyacigiller and Adler (1991) claimed the need to overcome the parochialism in IB research concerning how we deal and treat culture. We specifically aim at understanding what has truly been the impact of Hofstede's work (which we use as a proxy for culture) and what can we learn from it. Methodologically we conduct a bibliometric study of the articles quoting Hofstede's (1980) work that were published in eight top ranked business/management journals that are either IB specific or that are known for publishing IB research: Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, International Business Review, Journal of International Business Studies, Organization Science, Strategic Management Journal and Journal of World Business. We identified 665 articles quoting Hofstede (1980) over the thirty-one years from 1980 to 2010, published in these journals that comprise our sample. This selection allows us to identify IB specific articles but also international strategy and international management.

This study has thus the value of contributing to our understanding of how his culture has been included on IB research over the past three decades, and contributes beyond existing

literature reviews (LEUNG et al., 2005; KIRKMAN; LOWE; GIBSON, 2006; MINKOV; HOFSTEDE, 2011) by not only the methodology employed but also as it provides an overall perspective on the field. This perspective is captured by not restricting the analysis to a single journal, using a large dataset, and three procedures of analysis. The co-citation analyses permitted a better understanding of the intellectual ties among scholars. The longitudinal analysis of how the research themes in the articles published evolved using Hofstede further allowed to detect research shifts.

This paper is organized as follows. Firstly, we very briefly review Hofstede's contribution and more broadly how culture matters in a variety of organizational contexts in international business studies. Secondly, we describe the method employed and the samples. The results, in the third section, are followed by a broad discussion, pointing out limitations and avenues for future inquiry.

## 2. CULTURE AND HOFSTEDE

The influence of Hofstede's work on culture and how it is being compared across countries is recognized beyond the academy. A ranking of the *Wall Street Journal*, published in May 2008, on the most influential business thinkers, identified Hofstede as the sixteenth most influential scholar, following others such as Hamel, Thomas Friedman, Kotler, Mintzberg, Michael Porter, and ahead of many well reputed scholars, including Clayton Christensen, Jack Welch and Tom Peters. Moreover, citation analyses on the top business/management journals showed that Hofstede's work, especially his 1980 book *Culture consequences: International differences in work-related values*, is among the most cited by scholars.

Traditionally, prior to Hofstede's work, research on cross-cultural issues, but also research on other IB-related subjects, tended to treat culture both as a single variable and as something that was out there, highly complex, multidimensional, largely unquantifiable and that had a somewhat unmeasurable impact on an array of decisions and practices. Put differently, culture was an omnipresent black box that often "explained" why some otherwise unaccounted

differences would exist between two countries, their people and firms.

Hofstede's work came to advance research in several ways. It showed that culture could be quantified and actually compared across nations. It showed that researchers could fragment culture into smaller, perhaps more manageable and identifiable pieces. For this purpose, he advanced four cultural dimensions. This disaggregation is important as it allows a better comprehension of the specific cultural traits that may influence a given phenomenon or action. In addition, it contributed substantially to other theoretical advancements that followed. For instance, both Schwartz's (1994) work on values, and project GLOBE's (HOUSE et al., 2004) cultural attributes and measurements have benefitted from Hofstede's work.

Hofstede's studies on culture sought to identify and characterize individual traits that were used as national profiles of a society, to better understand how societies differ. In fact, Hofstede (1991:21) conceptualized culture as "the collective programming of the mind which distinguishes the members of one group from another" and much of the research has then emphasized these groups as national identities. Described briefly, Hofstede's dimensions were: power distance (related to the social inequality and how people deal with authority being unequally distributed), individualism-collectivism (and the prevalence of the individual and the group as guiding individuals' behaviors), masculinity-femininity (and the drive towards achievement versus the concern with others) and uncertainty avoidance (pertaining to how individuals in different countries deal with uncertainty). In later works, Hofstede and Bond (1988) added a fifth dimension — confucian dynamism (also termed as long term orientation) —, and in the 2010 edition of the book *Cultures and Organizations: Software of the Mind*, a sixth dimension — indulgence vs. self-restraint.

## 3. METHOD

In this article, we conducted a set of bibliometric analyses based on citation and co-citation data, extending to the examination of the more prolific authors and institutions and the research themes delved into that have used Hofstede's 1980 work on culture's consequences. It is worth noting, however, that albeit we use



*Hofstede's (1980) as a key marker – his contribution is arguably disputed – we aim at the broader understanding of how culture truly matters on IB research.*

### **3.1. Bibliometric study**

*In this paper we conducted a bibliometric analysis of the articles published in eight top journals for IB research that cited Hofstede's (1980) work on culture. Bibliometric studies are not novel in business/management research as scholars occasionally have the need to systematize existing knowledge by reviewing the state of the art of the extant research. Therefore, bibliometric studies are conducted to observe trends (WHITE; MCCAIN, 1998), themes examined (SCHILDT; ZAHRA; SILLANPÄÄ, 2006; FURRER; THOMAS; GOUSSEV SKAIA, 2008), GOUSSEUSKAIA publication record of the scholars in a certain field (CORNELIUS; LANDSTRÖN; PERSSON, 2006), or the impact of a single scholar (FERREIRA, 2011), the research record of authors and institutions (SHANE, 1997), which articles are most cited (RATNATUNGA; ROMANO, 1997), and the intellectual structure of discipline (RAMOS-RODRÍGUEZ; RUIZ-NAVARRO, 2004).*

*Bibliometric studies rely on the examination of data collected from a variety of documental sources. More often they rely on articles published in refereed journals, since these works have already been validated by the usual double-blind reviewing process by peers, but they may resort to other sources such as books, monographs, reports, theses and dissertations, working papers, and so forth. In this paper, we use only the articles published in top management/business journals.*

### **3.2. Procedures of analysis**

*This study involved three core procedures: examining citations, co-citations and identifying the research themes. Citation analysis consists of examining the frequency with which a certain paper has been used, or cited, by others. Scholars cite other works when writing their own papers for a variety of reasons. In some instances, to build upon an argument; in other cases, to establish a gap, set opposing rationales, or simply to criticize. Regardless of the motivation, citing others is a crucial element in any research. White and McCain (1998) noted that a work that is more*

*cited has a larger impact in the discipline and that by examining citations over time we capture trends in the contribution of a specific work, author or theory.*

*The second procedure consisted on building co-citations networks. Co-citations analyses are based on identifying and observing how pairs of articles are cited together in the extant research. The co-citation analysis allow us identify ties among articles and is based on the assumption that a pair of articles jointly cited has some proximity (WHITE; GRIFFITH, 1981). Ramos-Rodriguez and Ruiz-Navarro (2004) use co-citation data to infer the intellectual structure in the domain of strategic management. Papers that are more often co-cited are those more relevant in a given matter (RAMOS-RODRÍGUEZ; RUIZ-NAVARRO, 2004).*

*The third procedure entailed identifying and classifying the themes of the articles citing Hofstede (1980). To identify what the papers are about would ideally entail an extensive content analysis of each article. Given our sample of 655 articles that endeavor was neither feasible nor the analysis would return substantial meaning, beyond a mere casuistic description. An alternative is to capture the research theme of each article based on the author-supplied keywords and then develop a procedure to examine them empirically. Using the author-supplied keywords to infer the themes of the articles is reasonable since the authors chose keywords that better reflect the actual content of their manuscripts both for indexing purposes but also to potential readers.*

*The procedure used for identifying the theme followed Furrer, Thomas and Goussevskaia (2008). In essence, using ISI Web of Knowledge and the software Bibexcel, we were able to draw all the author-supplied keywords of the articles in the sample. Then, two coders independently examined all the keywords and classified each into one of the 23 major themes previously defined (see Appendix), based on Furrer et al. (2008) and adapted to reflect IB research and culture. Any inconsistencies were resolved among the coders and with the main researcher. The 655 articles comprised a total of 1,167 keywords but it is worth noting that the database does not contain the author-supplied keywords of articles published from 1980 to 1990, for that reason we*

cannot include this period in the analyses. Despite the obvious drawbacks vis-à-vis an in-depth content analysis, we are confident that this procedure yields a reasonable proxy for the content of each paper.

### 3.3. Data and sample

The data collection procedure evolved in several steps. First, we searched the entire track

record of ISI web of knowledge to identify the citations to the works of Hofstede (Table 1). The search for all articles citing Hofstede in the entire database of ISI identified Hofstede's (1980) work with the greatest number of citations: 7,997. Thus, we selected this work as the core of our analysis in the following sections. It is worth noting that the two most cited works were books rather than journal articles.

**Table 1 – Hofstede's most cited works: 1980 to 2010**

Author (s)	Reference	Number of citations in ISI
Hofstede, G. (1980)	<i>Culture's consequences: International differences in work related values</i> , Beverly Hills, CA: Sage.	7,997
Hofstede, G. (1991)	<i>Cultures and organizations: Software of the mind</i> , London: McGraw-Hill.	3,081
Hofstede, G. & Bond, M. (1988)	<i>The Confucius connection: From cultural roots to economic growth</i> , <i>Organizational Dynamics</i> , 16(4): 4-18.	507
Hofstede, G., Neuijen, B., Ohayv, D. & Geert, S. (1990)	<i>Measuring organizational cultures: A qualitative and quantitative study across twenty cases</i> , <i>Administrative Science Quarterly</i> , 35(2): 286-316.	440
Hofstede, G. (1993)	<i>Cultural constraints in management theories</i> , <i>Academy of Management Executive</i> ; 7(1): 81-94.	387
Hofstede, G. (1983)	<i>The cultural relativity of organizational practices and theories</i> , <i>Journal of International Business Studies</i> , 14(2): 75-89.	352
Hofstede, G. (1980)	<i>Motivation, leadership, and organization. Do American theories apply abroad</i> , <i>Organizational Dynamics</i> , 9(1): 42-63.	280
Hofstede, G. (1983)	<i>National cultures in four dimensions: A research-based theory of cultural differences among nations</i> , <i>International Studies of Management &amp; Organization</i> ; 13(1-2): 46-74.	188
Hofstede, G. & Bond, M. (1984)	<i>Hofstede's cultural dimensions: An independent validation using Rokeach's Value Survey</i> , <i>Journal of Cross-Cultural Psychology</i> ; 15(4): 417-433.	180

The citation data comprises all Journals available in ISI.  
Source: citation data retrieved from ISI Web Knowledge (27.06.2011).

Then, to build our sample, we searched ISI web of knowledge, delimiting the search using four criteria: first, we searched only in journals of management, economics and business, and second, to delimited the search to the period from 1980 to 2010. We further considered only "articles" and "reviews" thus leaving out editorial notes, book reviews and other materials. Using these procedures we identified 6,592

articles citing Hofstede (1980). Fourth, we selected only the journals in table 2. These are top management/business journals that have been classified among the top ranked for publishing IB-related research (see Harzing's journal quality list – available at [www.harzing.com/jql.htm](http://www.harzing.com/jql.htm)). The final sample comprises 655 works for additional analyses.

Table 2 – Journals selected and citations to Hofstede (1980)

Journal title	Years available in ISI web of knowledge (1)	Number of articles published (1980-2010) (2)	Number articles citing Hofstede (1980)	Total citations (3)	C
Academy of Management Journal	1958 - 2011	1,935	74	17,239	3.8
Academy of Management Review	1983 - 2011	1,998	79	15,782	4.0
Administrative Science Quarterly	1956 - 2011	1,876	28	11,539	1.5
International Business Review	2005 - 2011	288	58	1,129	20.1
Journal of International Business Studies	1976 - 2011	1,649	264	6,307	16.0
Organization Science	1997 - 2011	432	81	9,120	18.8
Strategic Management Journal	1992 - 2011	941	32	15,626	3.4
Journal of World Business	1980 - 2011	1,828	39	1,035	2.1
<b>Total</b>		10,947	655	77,777	6.0

Notes: (1) not all journals had their entire track record available in ISI. (2) number of articles published and available for additional analysis. (3) number of citations to all articles published in the journal. (4) Percentage of the articles published in the journal that cited Hofstede (1980).

Source: data retrieved from ISI Web Knowledge. Computations by the authors.

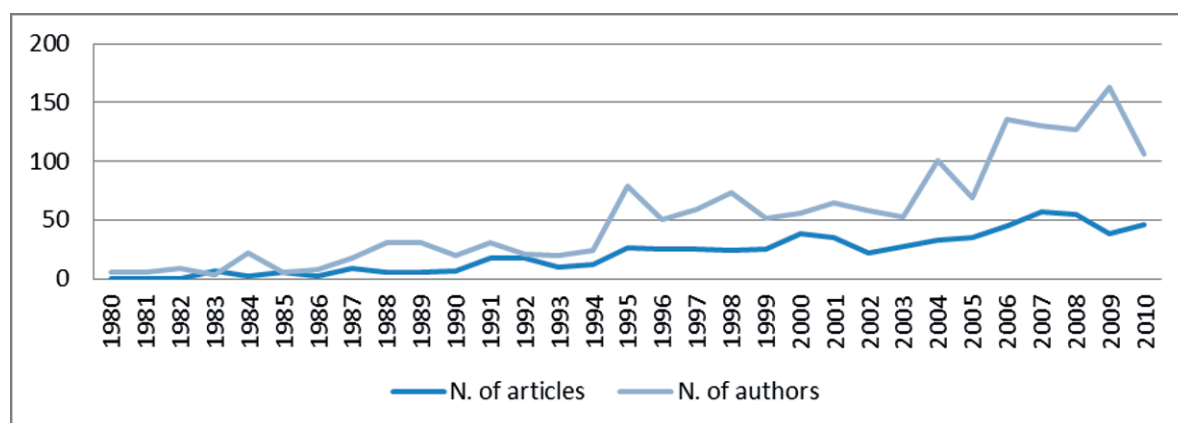
Albeit all journals published IB and culture-related research, it is not surprising that articles citing Hofstede's (1980) work were more prevalent in specialized IB-related journals: *Journal of International Business Studies* (16%) and *International Business Review* (20.1%). However, we also identified a substantial number of articles published in other journals quoting Hofstede, which denotes that IB studies are relevant in these journals, and that cultural issues are a research concern beyond the immediate IB domain and find applications in other management disciplines from marketing to strategy, human resources, and so forth.

#### 4. RESULTS

##### 4.1. The impact of Hofstede (1980): citation frequency

The number of articles citing Hofstede's (1980) work has steadily increased over the past thirty years (1980 to 2010) (Figure 1). In the decade 1980-1990, 43 articles cited Hofstede, from 1991 to 2000, 221 articles cited Hofstede, and in the third decade, 2001 to 2010, the number of articles citing Hofstede jumped to 391. This longitudinal analysis allows us to assess Hofstede's (1980) impact on the scientific community over time, and its remarkable increase. It is also prima facie evidence that culture, and national culture or cultural differences between countries specifically, has been gaining researchers' interest.

Figure 1 – Citations to Hofstede (1980): Articles and authorship: 1980-2010



Source: data retrieved from ISI Web Knowledge.

The articles are increasingly published in co-authorship (Figure 1). Examining the articles that cited Hofstede (1980) we assessed authoring patterns. Perhaps the increasing difficulties of academic publishing, with stricter norms and reviewing requests, has led scholars to joining efforts towards making their research into top ranked journals. The citation analysis is clear in showing that Hofstede's work has been increasingly used in IB-related research. This growth occurs in spite of other cultural models that were and continue to be developed and in spite of the critiques that are recurrently debated and well known. Ferreira et al. (2009) had already noted the pervasiveness of culture-related emphasis in IB studies.

#### 4.2. Co-citation analyses and mapping

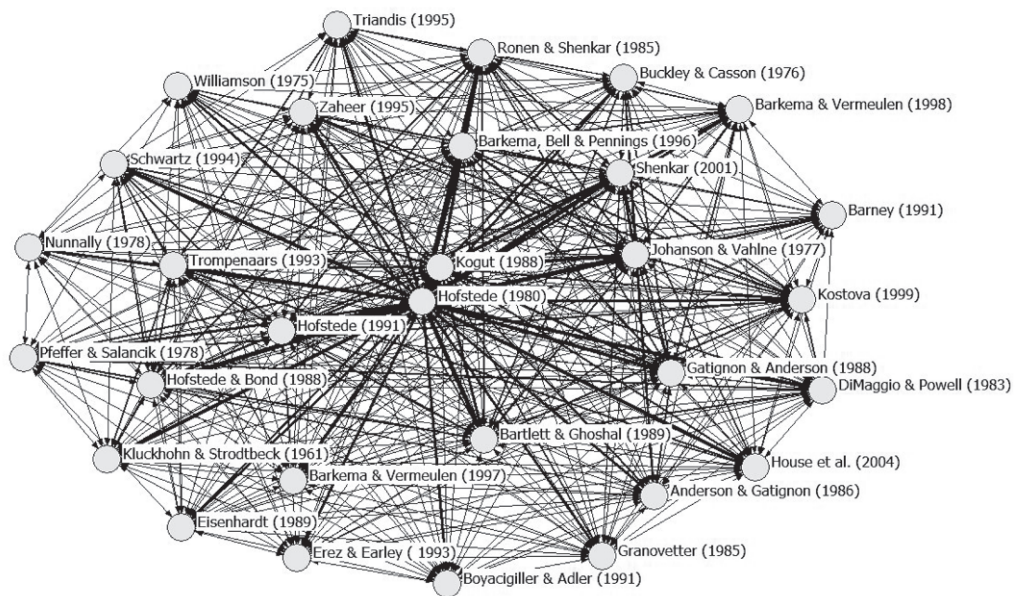
The 655 articles identified as citing Hofstede (1980) used a combined total of 43,760 bibliographic references. The references used are the core component of co-citation analysis. In addition to the analysis of the entire period (Figure 2), we conducted a longitudinal analysis (Figures 3 to 5). For a better understanding of possible patterns, we split the time frame into three periods: 1980-1990, 1991-2000 and 2001-2010. An initial observation showed that in the period from 1980 to 1990, an eleven years period, the articles used 1,863 references, in the second period, from 1991 to 2000, 13,769 references and the articles published during 2001 to 2010, used 28,128 references. This is a remarkable increase in the number of references used, that surpasses the simple increase in the number of papers published. On average, each paper used 43 references in the first period, 62 in the second and 72 references in the third period (the last decade).

The co-citation networks are drawn with software Ucinet which permits identifying and grouping pairs of references. The software positions the dots in such a manner that the farther away from the center, the weaker the tie. That is, the less often the pair of works is co-cited by others, the further away from the center it will appear in the figure. The stronger ties highlight higher co-citation frequencies. It is worth noting that the network depicts only the 30 most salient co-citations by the 655 articles in our sample. Including more works would render undistinguishable ties in the networks.

The co-citation network in figure 2 refers to the entire period under examination: 1980 to 2010, a thirty one year period. At the core, or center, there is a stronger tie, or co-citation, between Hofstede (1980) and Kogut and Singh (1988) work on cultural distance. This tie is built of 217 co-citations - that is, 217 articles have jointly cited these two works. Second, the tie to Hofstede (1991), with 108 co-citations and to Johanson and Vahlne (1977), with 94 co-citations. These are followed by other strong ties, such as to Ronen and Shenkar (1985), Shenkar (2001), Bartlett and Ghoshal (1989), Hofstede and Bond (1988), Schwartz (1994), House et al. (2004) and Trompenaars (1993). Although it is evident the strong ties to other cultural studies and classifications, we also observe ties to a variety of phenomena such as internationalization (JOHANSON; VAHLNE, 1977; KOSTOVA, 1999), entry modes (GATIGNON; ANDERSON, 1988; BARKEMA; VERMEULEN, 1998), institutional theory (DIMAGGIO; POWELL, 1983), resource dependence theory (PFEFFER; SALANCIK, 1978) and methodological issues (NUNNALLY, 1978).



**Figure 2 – Co-citation network: 1980-2010**

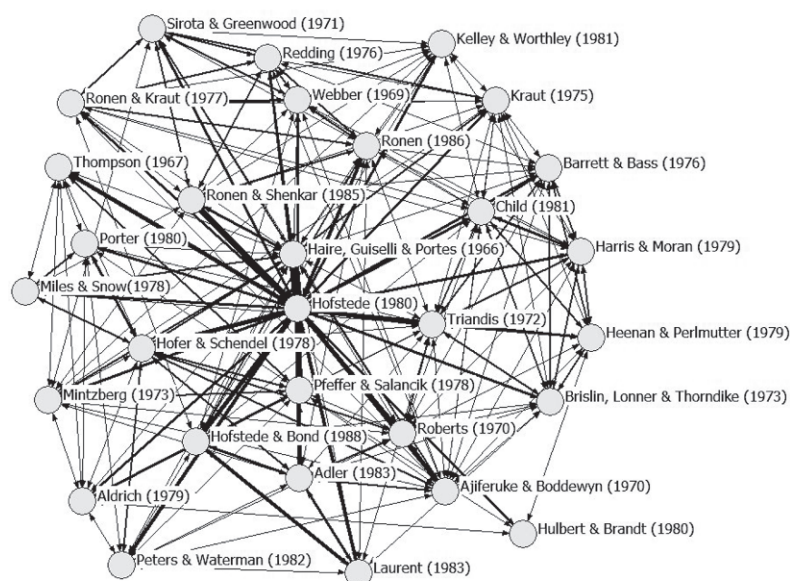


Source: Data retrieved from ISI Web Knowledge. Computations by the authors with software Bibexcel and drawn with Ucinet.

To examine shifts over time, we split the sample into three periods (Figures 3 to 5). Figure 3 depicts the co-citation network in the first period, 1980 to 1990. The ties are particularly stronger to Haire, Ghiselli and Porter (1966), Pfeffer and Salancik (1978), Hofstede and Bond (1988), Adler (1983), Hofer and Schendel (1978)

and Triandis (1971). These ties reflect both work on culture and its conceptualization, and studies dealing with managerial thinking. At the periphery a large variety of works that have come to be well known in both the strategic management and international business literature.

**Figure 3 – Hofstede (1980) co-citations network: 1980-1990**



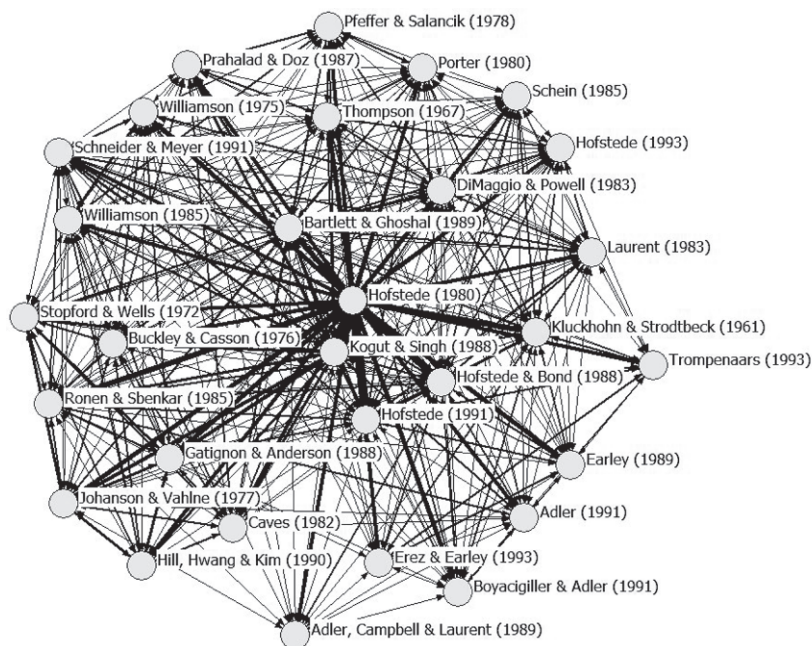
Note: during this period were published 43 articles citing Hofstede (1980).

Source: Data retrieved from ISI Web Knowledge. Computations using Bibexcel and figure drawn with Ucinet.

Figure 4 shows the co-citation network for the period 1991 to 2000. The ties are especially strong to Kogut and Singh (1988), Hofstede (1991), Hofstede and Bond (1988), Bartlett and Ghoshal (1989), Ronen and Shenkar (1985), Kluckhohn and Strodbeck (1961) and Johanson and Vahlne (1977). This network is remarkably

different from the previous. Examining the entire network, we identify works that we may group in the transaction costs theory, theory of the multinational firm, internationalization as an evolutionary process, and several related to defining, conceptualizing and measuring culture in international business studies.

Figure 4 – Hofstede's (1980) co-citations network: 1991-2000



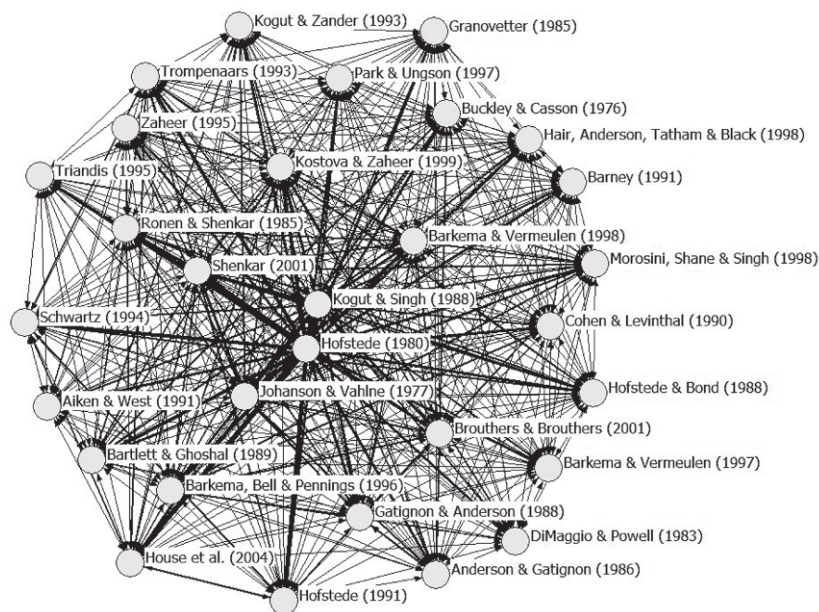
Note: during this period were published 221 articles citing Hofstede (1980).

Source: Data retrieved from ISI Web Knowledge. Computations using Bibexcel and drawn with Ucinet.

Figure 5 shows the co-citation network for the third period: 2001 to 2010. The more salient ties connect Hofstede (1980) to Kogut and Singh (1988), Shenkar (2001), Hofstede (1991), Johanson and Vahlne (1977), House et al. (2004), Kostova (1999), Bartlett and Ghoshal (1989) and

Trompenaars (1993). In this network, we are also able to identify works on transaction costs and on culture but in contrast to the prior period, we observe many works we identify with a resource-, knowledge-, capabilities-based view of the firm.

Figure 5 – Hofstede (1980) co-citations network: 2001-2010



Note: during this period were published 391 articles citing Hofstede (1980).

Source: Data retrieved from ISI Web Knowledge. Computations using Bibexcel and drawn with Ucinet.

It is especially interesting to see the remarkable changes that occurred over time. Even more notable is to observe that the concept of cultural distance (KOGUT; SINGH, 1988) gained rapid acceptance by academia. The third period denotes a substantial shift to the resource-based view, learning, knowledge and internal aspects of the firm, in contrast to a more transaction cost based view of the second period. However, it may seem surprising how Johanson and Vahlne's (1977) work has moved to the center of the figure in the third period, from a rather peripheral position in the decade 1991-2000.

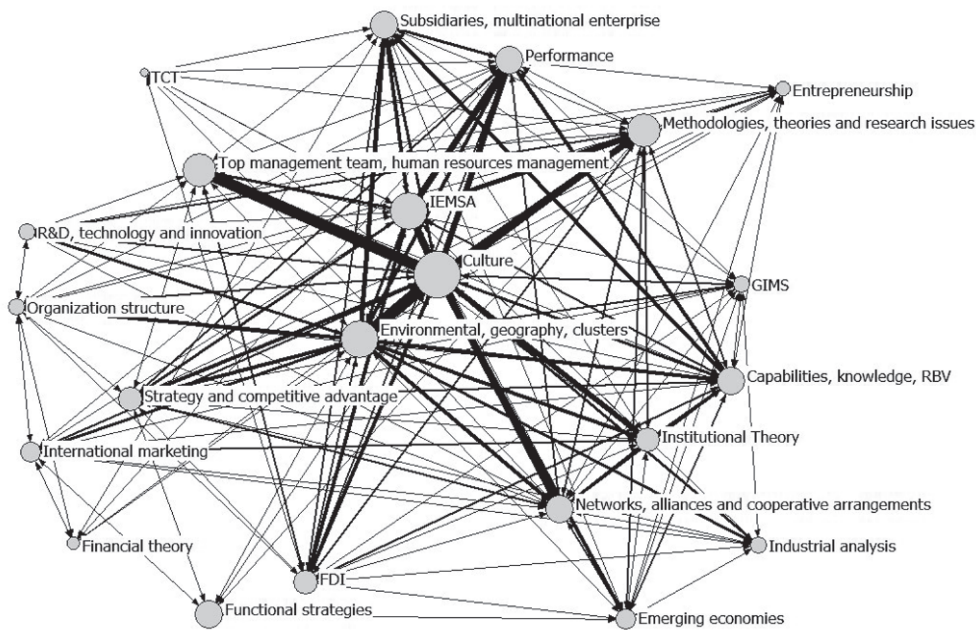
#### 4.3. The themes delved into

The third analysis comprised examining the themes researched. To some extent, we may observe the themes delved into with the previous co-citation analysis, but a more fine-grained approach may be made. Figures 6 to 8 reveal the themes' networks in the three periods. These figures entail a procedure that relies on the cross correlations of the themes.

An examination of the following figures denotes substantial differences across periods. In Figure 6, including all data from 1991 to 2010, we observe stronger linkages to Environment, geography, clusters, Internationalization, entry modes and strategic advantage - IEMSA and Top management teams, human resource management.



**Figure 6 – Major themes: 1991-2010**

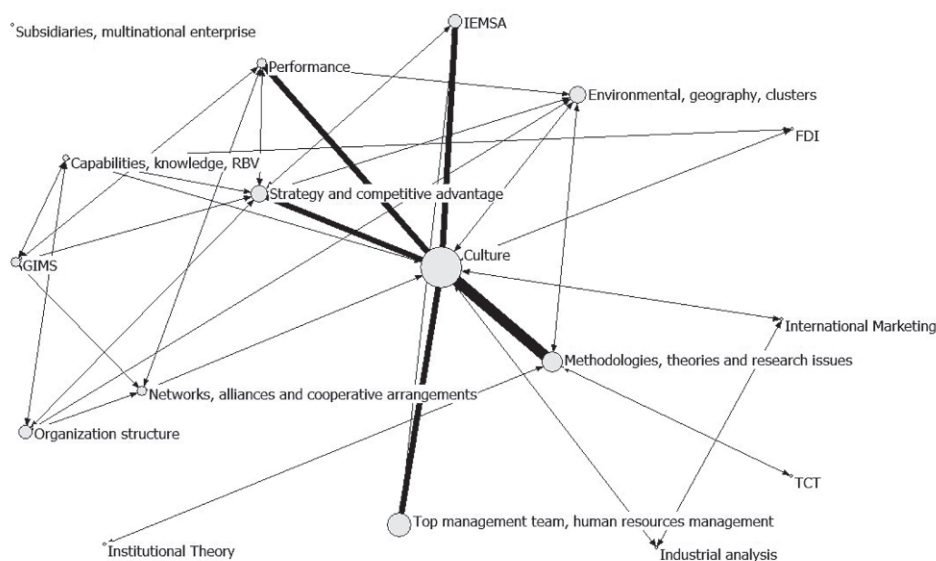


Source: Data retrieved from ISI Web Knowledge. Computations by the authors, with software Bibexcel and drawn using Ucinet.

A longitudinal analysis, separating the data in two periods allows us detect that the web of ties has noteworthy shifts over time – which is evidence of a shift in research emphasis. Specifically, in the first period 1991 - 2000, shown

in Figure 7, the tie is stronger linking Culture to Methodologies, theories and research issues, and moderate to Internationalization, entry modes and strategic advantage - IEMSA, Performance and Top management team.

**Figure 7 – Major themes: 1991-2000**



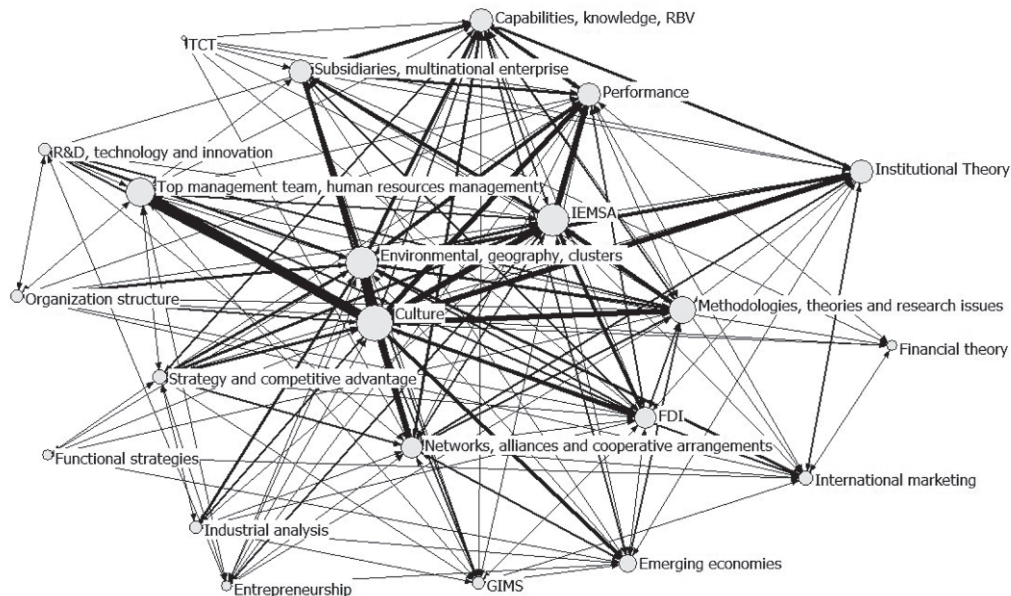
Source: Data retrieved from ISI Web Knowledge. Computations by the authors, with software Bibexcel and drawn using Ucinet.



The second period, 2001 to 2010, shown in Figure 8, includes a larger diversity of research themes, namely with a greater emphasis on Environmental, geography, cluster, Top management team, human resources management and Methodologies, theories and research issues.

We may also observe an increase of importance on firm-specific factors and a resource-capabilities-based view that has been noted to permeate a broad variety of IB-related phenomena and studies (see PENG, 2001).

Figure 8 – Major themes: 2001-2010



Source: Data retrieved from ISI Web Knowledge. Computations by the authors, with software Bibexcel and drawn using Ucinet.

## 5. DISCUSSION

In this article, we sought to understand the importance of culture in international business research. Specifically we examined the extent to which has one of the most notable works - Hofstede's (1980) – has, and continues to, impacted extant research. Albeit there are a number of taxonomies and classifications of culture, such as those of Schwartz, Trompenaars and more recently the Globe project, Hofstede has been recognized as one of the leading management scholars for its influence on an array of disciplines and fields of research. His 1980 work is one of the most cited works in all management/business literature. Moreover, we conduct an in-depth bibliometric analysis of articles published across eight highly ranked journals to actually disentangle how has Hofstede's work been used.

The seminal work of Hofstede (1980) has changed much of the IB research and how it is carried. His quantifiable taxonomy allowed researchers to truly incorporate culture in empirical studies. Other scholars have followed either advancing competing taxonomies or extending and testing on Hofstede. For instance, Schwartz (1994) work identified seven cultural values: Affective autonomy, Conservatism, Egalitarian commitment, Harmony, Hierarchy, Intellectual autonomy and Mastery. Another taxonomy was put forth by House and colleagues' (HOUSE et al., 2004) GLOBE project, comprising nine cultural dimensions: Assertiveness orientation, Family collectivism, Future orientation, Gender egalitarianism, Humane orientation, Institutional collectivism, Performance orientation, Power distance and Uncertainty avoidance. It is worth noting that the GLOBE project benefited from prior work, namely that of Hofstede, Kluckhohn and

Strodbeck and McClelland, among others. The usefulness of a more refined typology of the Hofstede's dimensions remains to be demonstrated. More recently, Leung and Bond sought to enlarge the cultural traits identified. The fact is that these and other works have provided convergent results to Hofstede and have thus supported the validity of Hofstede's (1980) cultural dimensions. Nonetheless, there is still much research that may be done using these other taxonomies as they have been less employed.

Concerning our results, a number of remarks are warranted. The co-citation networks are interesting not only to observe intellectual ties but also how the conversations evolved. The longitudinal analysis of the co-citation networks shows three distinct periods. In the first period, from 1980 to 1990, the network has at its core mostly other culture related works such as Triandis (1972), Haire and colleagues (1966), Ronen and Shenkar (1985), Ronen (1986) and then a variety of different perspectives on business, international business and strategy. Culture was fermenting and gaining its foothold in the field.

A substantially different co-citation network emerges in the second period - 1991 to 2000 (see Figure 5). In addition to some of the mainstream theories, more notably the transaction costs theory (WILLIAMSON, 1975, 1985), the institutional theory (DIMAGGIO; POWELL, 1983; GATIGNON; ANDERSON, 1988) and theories of the firm specifically in the context of international business, we see the emergence of the multinational firm and the concern with how subsidiaries and headquarters should organize (PRAHALAD; DOZ, 1987; BARTLETT; GHOSHAL, 1989). Nonetheless, the large number of ties to other works on culture is remarkable (EARLEY, 1989; ADLER, 1991; EREZ; EARLEY, 1993; TROMPENAARS, 1993). Clearly this period is of consolidation with multiple other models emerging and questioning of what culture entails, its importance and how to construct it.

The third period (Figure 6), from 2001 to 2010, saw an enormous growth of studies based on the resource-, knowledge-, capabilities-based perspective (BARNEY, 1991). This also entails a different manner to incorporate culture into research. National cultures and cultural differences pose threats that firms need to

overcome to succeed in their foreign operations (ZAHEER, 1995; KOGUT; SINGH, 1988; KOSTOVA; ZAHEER, 1999). However, different countries also present opportunities to be explored and from which firms may draw knowledge and resources to increase a competitive advantage. The impact of culture on foreign entry modes (BARKEMA; VERMEULEN, 1997, 1998) has an influence on how much learning occurs and the knowledge firms absorb (COHEN; LEVINTHAL, 1990; KOGUT; ZANDER, 1993). Notwithstanding, there are substantial traces that the academia is not pacified and culture-based studies still abound. Nonetheless, there is clearly more variety – that comes to characterize the discipline itself.

Examining the research themes delved into noteworthy differences also appear. Albeit our data is more limited in this regard, the first period (see Figure 7), 1991 to 2000, shows especially strong ties linking culture to methodologies and research issues, to performance, internationalization and entry modes and to competitive advantage. At least to some extent, this is the reflection of earlier concerns on the reasons why firms go abroad and how should they go about it. Many issues are much less attended to, such as the institutional theory, industry analysis, organizational structures for internationalization, and so forth. The focus shifted markedly in the following period (see Figure 8), from 2001 to 2010. During this period, environment, geography and clusters came to the forefront of research, probably much tied to learning and knowledge matters. In addition, broadly, this period is marked by a focus on internal aspects of the multinational. That meant observing capabilities, knowledge and the RBV, entry modes to either exploit competences held or increase the pool of resources to better compete in the future, networks and partnerships, more research on the institutional pressures, and so forth. The emphasis of research has changed and culture gained a role in helping to explain and contextualize why firms made the choices they did and how operations ought to be managed.

### 5.1. Limitations and future research

This paper has some limitations worth considering. First, and perhaps the simplest to overcome in future research, was the narrow scope of included journals. Extending from our

eight journals to include, for example, disciplinary journals in the cross-cultural field or social psychology, business ethics, strategic management or international strategy, organizational behavior and so forth, may provide additional insights by probing into different disciplinary emphasis and research purposes. Indeed, constructs and theories are used in different disciplines in an also different manner and for distinct purposes.

Other limitations concern the method used. Citation and co-citation analyses have some drawbacks. However, we should point that citation frequency is a reasonable proxy to assess a paper's impact but future research may seek to observe the context in which citations are made. In addition, our analysis of the research themes did not entail a content analysis per se, but rather the use of the author-supplied keywords to infer the themes of their articles (FURRER et al., 2008). Although this approach is prima facie reasonable, as we explained, it does not fully capture or explain the context in which Hofstede's work is quoted. In some instances, the cultural dimensions may be used as the dependent variable, in other as independent or control variables and even in other papers scholars may cite Hofstede to criticize his cultural taxonomy while supporting the use of another. Future research may overcome this limitation with a content analysis and other statistical techniques.

Finally, we examined Hofstede and not other models. It is a fact that Hofstede's cultural dimensions hold highest notoriety and are the most cited. Moreover, alternative cultural taxonomies have resorted to Hofstede's taxonomy and several studies have noted high correlation among cultural dimensions. Therefore, we are reasonably confident that we have a sample that is also representative of the work on culture and international business.

The practitioner implications of this study are scarce and not beyond the obvious importance that culture bears on multiple aspects of running a firm. For scholars, we need to take a step back on occasion to examine how the contribution of some authors does imprint both the discipline and the research agenda. More importantly, observe how a certain area of knowledge has been evolving. In this questioning, we may thus comprehend how some contributions reshape how research is done

and allows us cross the current boundaries setting the pace and scope of future research endeavors. We believe that Hofstede's work is such a case, where by unpacking the black box that culture presented and by proposing a manner to measure cultural dimensions, it carried a huge impact on the field.

## 6. CONCLUDING REMARKS

It is undeniable the importance of culture in management studies. Cultural issues are the *raison d'être* of disciplines such as cross-cultural management but they are also a highly recurrent focus of international business research (FERREIRA; LI; GUISENGER; SERRA, 2009). While practitioners search for similarities across countries and cultures and researchers delve into their idiosyncrasies, if cultures were converging and cultural norms, beliefs and behaviors were becoming universal, then firms could also adopt similar practices and organizational forms regardless of the location. That is not the reality of business, and international business is not culture-free. Culture will continue to change and business practices and research will need to shift to accompany the novel needs and requirements for a better understanding.

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### Appendix – Author-supplied keywords grouped in major themes

*Complete list available from the authors*

<b>Culture</b> (n= 218)	Ambiguity; Attitudes; Beliefs; Chinese culture; Convergence and divergence of cultures; Cosmopolitans and locals; Cross cultural; Cross cultural leadership; Cross cultural management; Cross-country comparison; Cross-country differences; Cross-cultural adjustment; Cross-cultural distributive justice values; Cross-cultural ethics; Cross-cultural experiments; Cross-cultural research/measurement issues; Cross-cultural values; Cross-national diversity; Cross-national research; Cultural context; Cultural differences; Cultural dimensions; Cultural distance; Cultural distance and psychic distance; Cultural effectiveness; Cultural framework(s); Cultural intelligence; Cultural research paradigms and Globe; Cultural syndrome; Cultural theory; Cultural values; Culture and institutions; Culture and international business; Culture change(s); Dialogue; Dimensions of national culture and Globe Project; Egalitarian; Ethic; Ethical ideologies; Ethnicity; Global culture; Global management; Global mindset; Global perspectives; GLOBE; GLOBE practices; Hofstede; Individual attitudes; Individual differences; Individualism; Individualism/Collectivism; Intercultural management; Inter-organizational culture; Language; Language barriers Language design; Language diversity; Long term orientation; Masculinity; Materialism; Moral philosophy; Multiculturalism; National and cultural influences; National cultural difference; National culture; National values; Paternalism; Perceived Culture novelty; Politeness; Power; Power distance; Pride; Professional culture; Psychic distance; Psychic distance paradox; Psychological safety; Religiosity; Revisiting cultural distance paradox; Social culture; Socio-cultural and business ideology factors; Subordinate ethics; Temporal rhythms; Traditional Chinese workers; Uncertainty avoidance; Unethical negotiation tactics; Universalist perspective; Values; Values and benefits
<b>Internationalization, entry modes and strategic advantage</b> (n=143)	Acquisition(s); Alliance joint ventures; Alliance performance; Alliance relationships; Born global; Cross-Border; Cross-Border Investments; Cross-Border Merger(s) and Acquisition(s); Early Internationalization; Eclectic Paradigm; Entry Location; Entry Mode(s); Entry mode choice; Entry strategies; Entry timing; Establishment mode choice; Export intermediary; Export market performance; Exporting; Foreign; Foreign acquirer; Foreign acquisitions; Foreign entry; Foreign equity ownership; Foreign firms; Foreign market knowledge; Foreign Subsidiary Ownership Structure; Global projects; Globalisation; Globalization; Hyper competition; IJV; Internalization theories and foreign market entry; Internalization; Internalization theory; International; International acquisitions; International equity joint ventures; International joint venture(s); International management; International merger(s) and acquisition(s); Internationalization equity joint ventures; Joint venture(s); Joint venture termination; Learning from experience; Licensing; Market entry; Market orientation; Market selection; Merger(s); Merger(s) and acquisition(s); Modes of entry; Motivation; Post merger integration; S-curve; Semi globalization; Sequential investment; Wholly foreign owned enterprise.
<b>Environmental, geography, clusters and regional</b> (n= 109)	Complete list available from the authors
<b>Top management team, human resource management</b> (n=101)	Absenteeism; Career success; CEO compensation; CEO succession; CEO's; Cognitive diversity; Computer-mediated communication; Corporate culture; Corporate management; Decision-making; Emotion; Employee development; Employee diversity; Employee retention; Escalation of commitment; Executive cognition; Executive compensation; Executive demography; Executive values; Expatriate adjustment; Expatriates; Gender role attitudes; Global leaders; Global teams; Group development; Human Resource Management; International mentoring; Job characteristics; Job satisfaction; Labour market mobility; Leadership; Managerial cognition; Managerial decision making; Managerial discretion; Managerial perceptions; Multicultural teams; Multiple mentoring; Organization commitment; Organizational citizenship behaviour; Organizational power; Personality characteristics; Strategic choice

	under uncertainty; Strategic commitment; Strategic Human Resource Management; Strategic leadership; Talent management; Target/destination country; Teamwork; Top Management Team(s); Transfer Of HR practices; Transnational teams; Turnover; Upper Echelons; Virtual teams; Work group.
<b>Methodologies, theories and research issues</b> (n= 74)	Complete list available from the authors
<b>Capabilities, knowledge, resource-based view</b> (n=57)	Absorptive capacity; Adverse selection; Allocation; Asymmetrical culture distance; Boundary-spanning; Capabilities; Capabilities and capability development; Capabilities transfer; Co-evolution; Competitive disadvantage; Cross-cultural competence; Dynamic capabilities; Experience; Experiential knowledge; Exploitation and exploration; Firm factors; Firm-specific advantages; Interdependence; International experience; Knowledge; Knowledge acquisition; Knowledge asset seeking; Knowledge flow; Knowledge management; Knowledge sharing; Knowledge spill-over; Knowledge-based perspective; Knowledge-based view; Learning; Local market competence; Neo-institutional theory; Organizational capabilities; Organizational learning; Organizational support; Organizational values; Political capabilities; Portfolio; Replication; Resources; Resource dependence theory; Retention; Skill; Synergy.
<b>Networks, alliances and cooperative arrangements</b> (n= 52)	Alliance; Alliance performance; Alliance relationships; Buyer-supplier strategy; Buyer-supplier relations; Collaboration; Cooperation; Cooperativeness; Inter-firm exchange; Inter-firm relationship; International alliances; International exchange; International partnerships; Interpersonal networks; Multiparty cooperation; Network; Network externalities; Number of partners; Partner cooperation; Partnership; Path; Personal relations; Political relationships; Relational norms; Relational risk; Relationship(s); Reputation spill over; Self-efficacy; Social beliefs; Social capital; Social networks; Social responsibility; Social trust; Strategic alliance between competitors; Strategic alliances; Trust; Trust fullness;
<b>Subsidiaries, multinational enterprises</b> (n= 43)	Complete list available from the authors.
<b>Performance</b> (n= 41)	Complete list available from the authors.
<b>Institutional theory</b> (n= 39)	Homophily; Institution(s); Institutionalism; Institutional context; Institution-based view of foreign affiliate; Institutional knowledge; Institutional economics; Institutional exceptions; Institutional environment; Institutional theory; Legitimacy; Legitimacy and competition; Normative control; Embeddedness; Imitation; National institutions; Neo-Institutional theory; Social institutions.
<b>Strategy and competitive advantage</b> (n= 33)	Best practices; Changing international strategy; Commitment; Competitive advantage; Competitive dynamics; Hybrid production; Hybridization; Influence strategies; Liability of foreignness; Market orientation; Political hazards; Response strategies; Strategic change(s); Strategic decision making; Strategic issues; Strategy Formation; Strategy formation; Strategy implementation; Temporary advantage; Threat
<b>Foreign direct investment</b> (n= 32)	Direction of investment; FDI location and timing; Foreign Direct Investment; Foreign expansion; Greenfield; Host country; International investments; Manufacturer-foreign distributor relationship; Opportunism; Risk and return in foreign direct investment; Wholly foreign owned enterprise.
<b>Emerging economies</b> (n= 26)	Bribery/corruption/fraud; Corruption; Developing countries; Emerging market(s); Emerging country; Emerging economies; Emerging market and Brazil; Entrepreneurship in transition economies; Management in transition economies; Property rights; Russian privatization; Transition economies; Transition economy; Transitional economies.
<b>International marketing</b> (n= 24)	Advertising in China; Advertising intensity; Brand novelty; Comparative advertising; Consumer ethics; International marketing Strategy; Internet shopping rate; Market novelty; Market segments; Marketing; Marketing strategy; Media choice; Middle East consumers; Online advertising; Performance in distribution channels; Press releases; Small firm marketing; Sponsorship; Television Viewing; Women in advertising.
<b>Industrial analysis</b> (n= 23)	Automobile; Automotive industry; Banks; Biotechnology; Comparative financial; Electronic communication; Financial institutions; Financial markets; Financial services; Financial systems; Hotel firms; Industry cultures; Industry position; Insurance; Insurance consumption; Retail sector; Retailer; Telecom industry; Telecommunications; Internet; Universal banks.
<b>R&amp;D, technology and innovation</b> (n= 22)	Breakthrough innovations; Diffusion; Digital-based economy; Innovation; Innovativeness; Innovation influence; International R&D units; New technologies; Patents; R&D; R&D management; Technical standards; Technological adoption; Technological change; Technological space; Technological systems; Technology; Technology transfers.
<b>Organization structure</b> (n= 20)	Authority; Control; Control theory; Coordination; Delegation; External locus of control; Firm configuration; Integration; Integration management; Keiretsu; Management control; MNC decentralization; Monitoring; Organization change; Organization restructuring; Organizations; Ownership concentration; Ownership level; Virtual organization.



<b>Entrepreneurship</b> (n= 18)	Corporative entrepreneurship; Entrepreneurial efficacy; Entrepreneurial managers; Entrepreneurial proclivity; Entrepreneurship; International entrepreneurship; International new ventures; Kazakhstan entrepreneurs; Kyrgyzstan entrepreneurs; Technology-based entrepreneurship.
<b>Global, international, multinational strategies</b> (n= 17)	Global competition; Global strategy; International business; International business strategy; International expansion; International strategy; Oligopolistic reaction; Political behaviour; Political risk; Risk; Strategy.
<b>Financial theory</b> (n= 10)	Disclosure; Information asymmetry; Integration process; Investor protection; Real options; Shareholder; Shareholder value; Shareholder value creation; Voluntary disclosure.
<b>Functional strategies</b> (n= 9)	Accounting; Contract completeness; Global supply chain; IGV contract; Manufacturing; OEM; Project management; Services; Value chain
<b>Transaction cost theory</b> (n= 6)	Distributor opportunism; Firm boundaries; Transaction Cost Economics; Transaction Cost Theory; Transactional characteristics.
<b>Others</b> (n= 50)	Complete list available from the authors
<b>Total</b>	1167