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PARRA, Isabel Cristina

Proctoids: Are they a Myth or Reality Culture

Proctoids: Are they a Myth or Reality

A Holistic Analysis of Procter & Gamble Corporate Culture

Isabel Cristina Parra [1]

ABSTRACT

This research aims at demonstrating Procter & Gamble corporate culture an validating Proctoids as members of a real culture. An empirical interview methodology is applied and the respective Hofstede dimensions are obtained. The results suggest that a homogeneous culture does exist within the organization analized.

KEY WORDS:

1.INTRODUCTION

Procter & Gamble is one of the most recognized and famous companies in the world; after 170 years of experience, this company is a symbol of success and experience and all over the world people have used at least one of its products.

Numerous cases from this company have been created and studied. A great number of universities teach in many of their classes the strategies, structure, alignment and history of this Company (i.e Universidad EAFIT and Escuela de Ingeniería de Antioquia in Medellin and Universidad Andes and Universidad Javeriana in Bogotá). Being one of the first multinationals in the world, with 300 successful brands around the globe, constant innovations and reinventions of marketing, and a capacity to sustain and keep on growing over time are some of the many reasons that have put this company in the spotlight.

A large number of marketing, sales and business books, study, mention and illustrate this company as an example of several subjects (i.e. different volumes of Kotler Marketing Directions books). In fact, there are books written about the history, success and strategies made by P&G such as: Soap Opera: The Inside Story of Procter & Gamble By Alecia Swasy, and Winning With the P&G 99 by Charles L. Decker(1998).

Many authors have recognized the corporate culture of Procter as one of the main reasons for having such an admirable history (Gupta & Wang, 2008). GE, IBM, Cisco, P&G and McKinsey are some of the leading examples of how a global enterprise that is prepared for the future should be run. Every one of these companies has a very strong culture that defines who they are and what makes them different and superior to their competitors.

P&G culture is known to be very strong and standardized all over the world; the employees of Procter call themselves and are also called by others: Proctoids. This appellation, started as a way for Mr. Procter and Mr. Gamble to avoid differentiating women and men within the company (Spisto 2009). Nowadays this term is the perfect way for P&Grs to describe themselves as a different type of persons, with a different life style, and it refers to the noun that is given to the citizens of the "P&G World, Country or nation".

This paper will not try to find Procter & Gamble's reason for success or study their strategies and actions. The purpose of this exploratory study is to address a broader question; the existence of Procter & Gamble's corporate culture.

My aim is to prove and confirm Procter & Gamble's corporate culture in order to validate Proctoids as members of a real culture.

First of all, I need to explore theoretical approaches on culture and corporate culture in order to identify key variables and characteristics that will help me

create a comparison matrix; some small facts of national culture will be used as well. Then, I will empirically evaluate Procter's corporate culture based on Hofsteed Dimension by examining Proctoids perceptions, values, principles, behaviors and beliefs.

The study of P&G Culture will be based on an in-depth literature review. And the assessment will be based on this data and the results obtained in a quantitative research.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Procter & Gamble

Founded in 1837 by William Procter, a candle maker, and James Gamble, who made soap, P&G is one of the world's largest consumer products companies. Procter and Gamble (P&G) is an American global corporation which manufactures a wide range of consumer goods, classified in 24 categories. Based in Cincinnati, Ohio, P&G now secures a Fortune 500 position. With more than 138,000 employees in over 80 countries worldwide, the company operates within three particular categories: beauty care, household care and health and well-being with a total of 300 brands. (P&G.com)

2.2 Proctoids

Diversity is a key factor of Procter & Gamble success and a strong corporate culture adds up to its world's reputation. P&G'rs call themselves Proctoids and over the years their language has broadened and their values, principles and rituals have become stronger.

Some people may say that Proctoids speak in their own language and that they use this as a way to keep their projects and initiatives in a highly confidential way. But the truth is that over all these years of growth, Procter & Gamble had to come up with standardized behaviors, assumptions, practices and norms that helped it become even more global and diverse. Over time they adopted an organizational model that was established in all their global units and was passed on to new comers, and so on.

The language of Proctoids is taught from the first day of work and a dictionary that is given to all "New Potential Proctoids" and key partners, such as agencies.

Indeed, newcomers have a lot to learn about how to fit in at P&G, where employees nicknamed as Proctoids are known for their discipline, loyalty, and strong corporate culture (Abelson, 2005).

2.3 Procter & Gamble Corporate Culture

In order to deliver with excellence, P&G is organized in multifunctional teams that offer an expanded range of assignments and career opportunities. This structure increased the level of diversity and along came the need to standardize their behavior.

Today's corporate culture is the evolution of this organizational model that started many years ago. Over time Procter realized that a common culture had to be formed in order to keep a good environment and alignment. The corporate values, principles and practices became stronger because they started to pass from one employee to another; from one generation to another.

When talking about changing and creating a culture, David Crisp (1992), HR consultant and former senior vice-president of HR for HBC says; "It's all about habits. It takes many weeks of practice to build a new habit," "You have to remind them every day for weeks and weeks and weeks".

(Gupta & Wang, 2008) Creating a strong one-company culture does not mean a lack of diversity. P&G operates in almost every country on earth and has a large portfolio of brands, none of which are called P&G. Yet, you could go to any corner of the P&G empire and CEO Alan Lafley would hope that you get the same answer to key questions such as what the job of a brand manager is, why we should win on the marketplace, what the two moments of truth are, and so forth. Companies that efficiently manage to build a strong one-company culture pay particular attention to investing in corporate infrastructure, communications and IT infrastructure, HR infrastructure, intellectual infrastructure and emotional infrastructure. It is the reality of a strong infrastructure that makes it easy for a company such as P&G to appoint an Indian male as the general manager of its beauty care business in China or to take a high-end facial cream, SK-II, developed by its Japanese subsidiary and to roll it out globally.

2.4 Culture & Corporate Culture

Culture consists of explicit and implicit patterns of behaviors acquired and transmitted by symbols, that contribute to the distinctive achievements of human groups, including their embodiment in artifacts; the essential core of culture consists of traditional ideas and especially their attached values. Culture systems may, on the one hand, be considered as products of action, and on the other hand, as conditioning elements of future action (Kroeber & Kluckholn, 1961).

Organizational culture is made out of rules and norms of behavior (Klie, Aug 2008). According to Kroeber and Kluckhohn (1952) an entity's culture is the predominant values and behaviors of its members and such values and behaviors are acquired through a common history and experience.

Organisational Culture can influence how people set personal and professional goals, perform tasks and manage resources to achieve them. Organisational Culture affects the way in which people consciously and subconsciously think, make decisions and ultimately the way in which they perceive (Hansen & Wernerfelt, 1989; Schein, 1990).

Schein (1983) sees organizational culture as the pattern of basic assumptions which a group has invented, discovered or developed in learning to cope with its problem of external adaptation and internal integration.

The analysis of organizational culture has opened the perspective for cross-border influences of culture, resulting in the awareness that culture can actually make certain structures and processes in different countries more similar. By means of the multinational company, corporate culture can have a unifying effect across borders (Evans *et al*. 1989).

Defining an organization's culture requires being able to identify common organizational references. For example, how do employees describe their colleagues? What are some of the common phrases or stories they tell each other? (LaGuardia, Mar 2008)

Based on the discussions, observations and analysis above, the following hypotheses are presented:

H1: Proctoids are just the result of corporate standardized practices, and there is still a long way to go before it can really be called a culture.

H2: Proctoids are the result of a strong corporate culture.

3. RESERACH METHODOLOGY

3.1 Values survey module: Dimensions of Culture

Based on the information and data collected from the literature review and my observations, an empirical analysis of P&G Culture under Hofsteed Dimensions will be made, complemented with a quantitative investigation.

While there are several instruments available for the measurement of values, e.g. Rokeach (1973), Hofstede (1980) Kahle (1985) and Trompenaars (1993), by far the most widely recognized and used is that of Hofstede. (Thomas & Benedixen, 2000). The Hofstede-IBM Study was a research that used a data bank containing 116.000 questionnaires on the values of employees in the multinational business organization IBM in 72 countries, and collected between 1967 and 1973. These employees represent extremely well matched subjects of each country's population, because they do the same jobs with the same technology in the same kind of organization, have the same education levels and can be matched by age and sex (Pervez

& Usunier, 2nd Edition). As a result, the research dropped the 4 different cultural dimensions that can be seen in different countries and cultures.

For the present study, the VSM94 instrument (Hofstede 1994) will be used.

The Values Survey Module 1994 (VSM 94) is a 26-item questionnaire developed to compare culturally determined values of people; it allows scores to be computed based on the five dimensions of culture: Power Distance, Individualism, Uncertainty Avoidance, Long-term Orientation and Masculinity. On the basis of four questions per dimension: for this, 5 x 4 = 20 questions are required. The remaining six questions are demographic (VSM 94).

The instrument includes a self completion questionnaire in the presence of the interviewer; Hofstede (1994) recommends that a minimum of 20 respondents be used to measure the dimensions of cultures.

3.2 Exploratory study and questionnaire development

In order to find the key elements and characteristics of the behavior, attitudes and beliefs of P&Grs, an ad-hoc quantitative research with a questionnaire is going to be applied.

This research will be descriptive and confluent and the questionnaire will have a structured design with face to face, internet and telephone interviews.

The questionnaire is the tool that will be used to collect the necessary data; first of all there will be an exploratory questionnaire in order to obtain the most frequent answers and then design an organized and complete final questionnaire based principally on the Cultural Awareness Training Tool (CATT).

The Cultural Awareness Training Tool (CATT) is an engaging, interactive cross-cultural program that provides an understanding of culture for people who are living and working in diverse environments, presented by The Culture Wizard (www.rw-3llc.com/Pricoa/countryprofiles.html).

The CATT is an online questionnaire; it includes 40 questions that "paint a picture" of the cultural profile of the interviewee. The online tool provides the possibility to compare the interviewee culture profile with other countries profile.

3.3 Population and Sampling

All P&G employees around the world constitute the population for this research (More than 138,000 employees in over 80 countries worldwide).

The sample that will be used to make the research is a convenience sample, because it will be structured by people from Bogotá's' General Office, Medellin's and some employees of Venezuela and Chile. In order to qualify, responding employees had to have at least 5 years of work inside the company. Respondents work in different areas of the company.

As a random factor the research will use a map of the Company divided by regions and countries and use a method to pick the members.

In the first part of the investigation, the minimal sample size is 20. But for the quantitative research a total of 97 employees were interviewed. This number is the sample size necessary to produce accurate results with a 95% confidence degree and a 10% margin of error. Due to the size of the total population (>100,000) it is assumed as infinite and as I don't have any registered data or history the deviation is 0,25 (S).

$$n = (Z_2 S) / E_2$$

Where:

⇢ n is the sample size
⇢ Z is the critical value of the confidence degree = 1,96 (Z0,975)
⇢ S is the variation. (σ ^2 = 0,25)
⇢ E is the margin of error. = 10%

n = 96,04   **97**

Data Collection and Analysis:

1. For the purpose of this study, some of the demographic questions of Hofstede survey were removed and some contexts were modified in order to obtain a better understanding and improved results. Attached; In red you can see all the changes that were made.

   (VSM 94) The 20 content questions allow index scores to be calculated on the five dimensions of value systems as components of cultures.

   All content questions are scored on five-point scales (1-2-3-4-5). Index scores are derived from the mean scores on the questions of the sample respondents. The calculations will be made in an excel sheet.

   And the analysis will be made based on the parameters of the instruments and the definitions given by Hofstede to each one of the dimensions.

2. Each question was an attempt to obtain special parameters of Procter's employees, their social relationships, behaviors, beliefs, and others. The analysis is based on the frequency and the impact of the occurrence in the culture.

   The results of the analysis are compared with the available literature on culture management and corporate culture.

   Results can be biased by the size of the sample and they should be validated through a wider investigation.

4. FINDINGS AND DISCUSSION

P&G
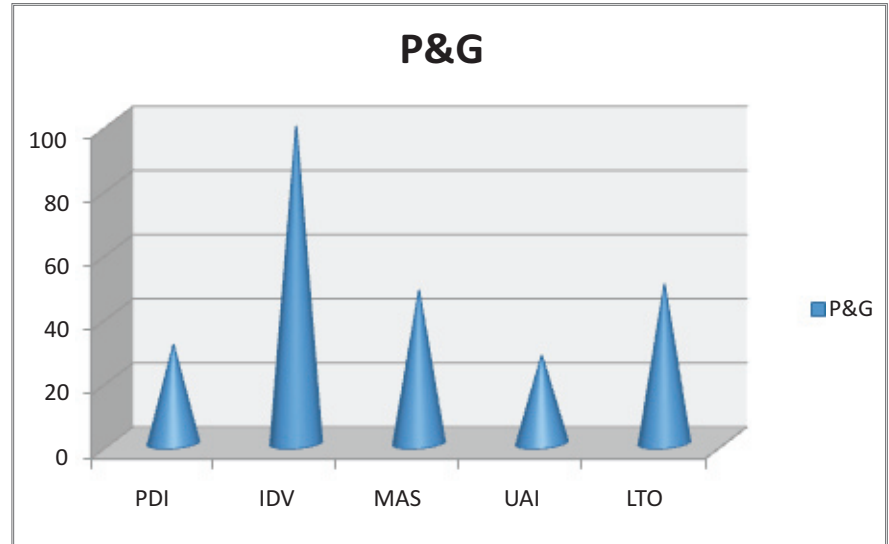
Source: Current research results tabulated

Results are shown in table 1.1

The high Individualism (IDV) (98,75) ranking indicates a more individualistic atti-tude and relatively loose bonds with others. The populace is more self-reliant and looks out for themselves and their close family members. This results is mainly the most relevant, because "There are only seven (7) countries in the Geert Hof-stede research that have Individualism (IDV) as their highest Dimension: USA (91), Australia (90), United Kingdom (89), Netherlands and Canada (80), and Italy (76)" (www.geert-hofstede.com).

Masculinity (MAS) (47,5) indicates a higher degree of gender differentiation of roles. The male dominates a significant portion of the society and power struc-ture. This situation generates a female population that becomes more assertive and competitive, with women shifting toward the male role model and away from their female role.

LTO (49.47) ranking is indicative of the societies' belief in meeting its obligations and tends to reflect an appreciation for cultural traditions.

Power Distance (PDI) (30,5) indicative of a greater equality between societal lev-els, including government, organizations, and even within families. This orienta-tion reinforces a cooperative interaction across power levels and creates a more stable cultural environment.

A low ranking in the Uncertainty Avoidance Dimension (27,25) is indicative of a society that has fewer rules and does not attempt to control all outcomes and

results. It also implies a greater level of tolerance for a variety of ideas, thoughts, and beliefs.

Using the result and shown graphics posted by Geert Hofstede on his Website, a comparison with Colombia and the United States was possible.

As seen on the differences of the results, P&Gs culture is completely contradictory with the Colombian culture and is very similar to the United States culture.

This similarity can be explained by the fact that P&G is a North American company, so it would be logic and fair to conclude that Mr. Procter and Mr. Gamble founded their company's principles and values based on their national culture.

Source: http://www.geert-hofstede.com/

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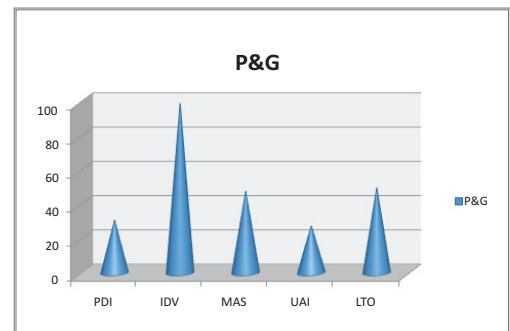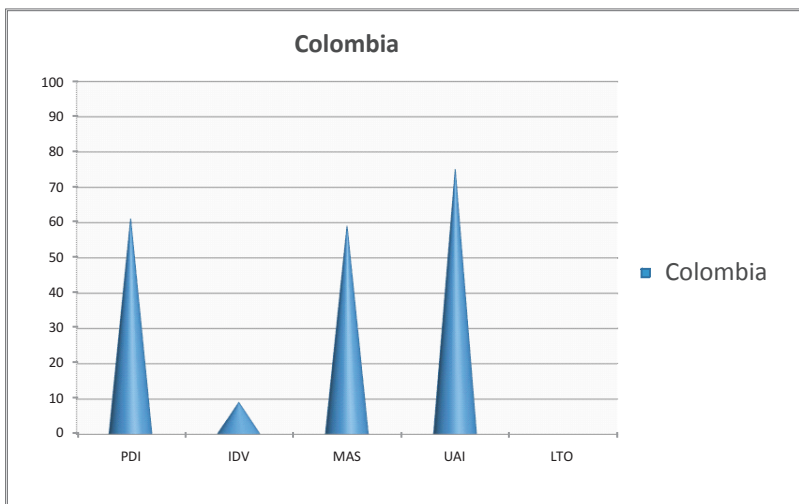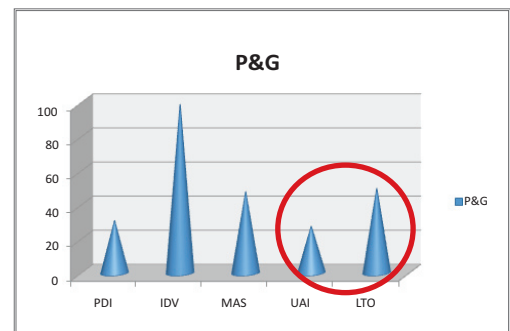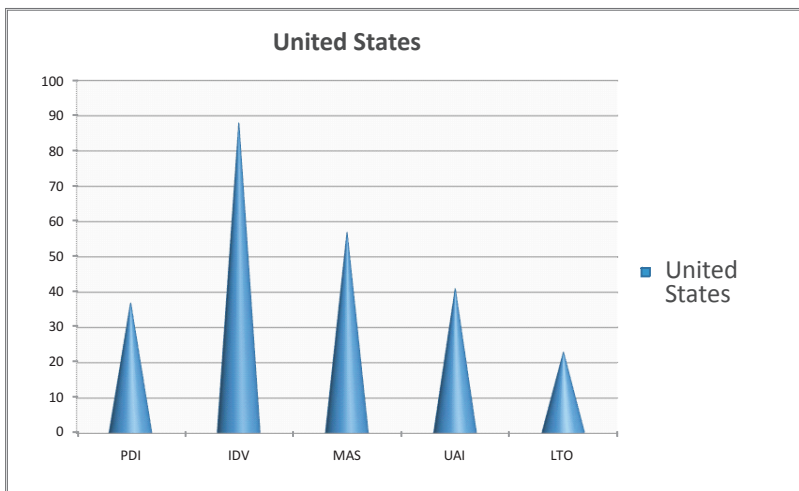
There is a difference between the UAI and LTO dimension index but this responds to the fact that Hofstede's Study was made on 2003 whereas my research was made on 2009, and thus includes among other factors, the recent

financial crisis, that has a negative impact on the UAI index and on the contrary increases the LTO dimension. In times of crisis, people tend to value future rewards and stability, tend to control more their decisions and try to escape from ambiguous situations.

In the ad-hoc research, the results are very consistent with Hofstede's dimension analysis. An assessment of the results was made in order to answer the online questionnaire and obtain an overall cultural profile of Procter & Gamble. The purpose of this assessment was to obtain a proper graphic with the comparison of the same countries' cultures; Colombia and the United States.

Looking at P&G as if it was one person provided a proper and aligned analysis.
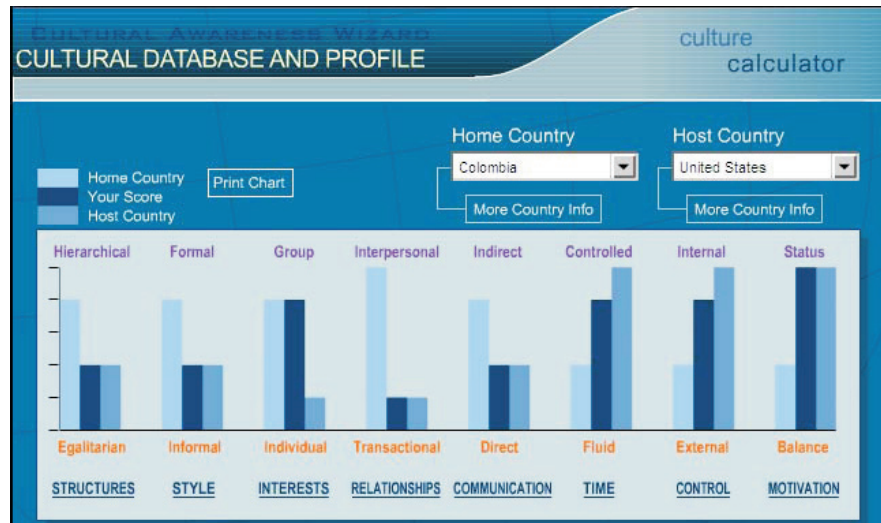
Source: Author's Assessment of the current research results.

According to the criteria given by The Culture Wizard; results illustrate that:

Hierarchical Vs. Egalitarian Structures: In societies in which hierarchy does not play an important role, anyone can grow up to be the president of a multimillion dollar business. It's not just a fairy tale told by mothers to their children or a fantasy people read in books.

Basically the culture is:

• How society is structured

• How power is earned

• Tolerance for social mobility

Formal Vs. Informal Style: Status, rank and power exist in every society. However, they are evidenced and displayed in very different ways. In informal cultures, the visible trappings of authority are obscure. Indeed, it can be very difficult for a

newcomer to make sense of the situation. A CEO, for example, may sit in an open cubicle alongside other employees, dress as casually as they do and drive a practical, family car. But make no mistake there is a level of deference and acknowledgement of status in informal cultures as well. Subtle gestures can take on great meaning, and business titles imply all the same levels of authority as they do in a formal culture.

Group Vs. Individual Interests: Collectivist cultures teach the value of being part of a group. Only through communal efforts can success be achieved. Loyalty to the larger group is paramount for the individual in a high group dependent society.
In this culture:

• There is a lower importance of individual rights vs. the greater good of the group or society

• There is a lower value of individual contributions vs. teamwork in accomplishing and rewarding business goals.

Interpersonal Vs. Transactional Relationships: Trust is a major component of this dimension. In Transactional Relationship cultures, associations develop quickly, and may last for only a short period of time. Neighbors who see each other socially every day might not stay in touch at all if one of them moves to another city. Social relationships may be superficial, with people sharing few of their private feelings. In Transactional Relationship cultures people expect to engage in business immediately, Transactional cultures move directly into business dealings without first forming a personal bond based on trust. They tend to rely heavily on legal systems and penalties to protect the rights of business and individuals.

Direct Vs. Indirect Communication: High-context cultures will have fewer meetings with relatively little new information being shared. Nonverbal communication is no less important.

Controlled Vs. Fluid Time: Not surprisingly, the concept of time ranges from having almost no material value (fluid time) to being the most important commodity you own (controlled time). Controlled-time cultures view time as something that is finite; an entity that can and must be controlled lest it be wasted and used up. Activities must be carefully scheduled to fit within a limited number of hours, and individuals must continually select and prioritize those activities

External Vs. Internal Control: Cultures that are high in change tolerance expect transitions to take place constantly, and view it as part of the natural order. They see it as necessary and accept it as such-like evolution. Leaders are expected to be change agents; they are seen as the visionaries of change and the helpers who will direct its course.

Basically the culture is:

• Open to change and innovation

• Willingness to take risks

Status Vs. Balance Motivation: In Status Motivation environments professional achievement defines an individual's sense of identity, self-worth, and status in the world. Hard work and personal achievement lead to a sense of wellbeing. Status and recognition are obtained by personal accomplishments and well accomplished jobs. People are valued for their measurable contributions. High Status Motivation cultures are goal oriented, measuring people's values against their abilities to achieve those goals. Performance objectives are clearly defined and on-the-job performance is measured against these objectives for bonuses, promotions, retention, or recruitment for participation in special projects.

People in Status Motivation society's cultures will readily talk about their own achievements, what they do for a living, as well as personal accomplishments, such as how much money they make and how much they paid for their home.

In this research, we can also see the great similitude with the United States Culture and the contrast and great differentiation with the Colombian culture. The only perceivable "contradiction" is the dimension of interest in the CATT. But this can be seen as the importance for the people of P&G to work as a whole in their multifunctional teams in order to obtain greater results on business goals.

Searching among Procter's data, the perfect conclusion was found for the present research: "Cultural profile is a **composite** of many factors and may shift depending on the situation and the level of adaptability. When we consider all of the dimensions, values and orientations together we arrive at a picture of culture; a Cultural Profile. E*xploring this profile can give us an in-depth understanding of the patterns underlying the observable behaviors and customs you exhibit to others.* Each individual has his or her own unique cultural profile. Likewise, any given group of people has a cultural profile that reflects the general cultural orientations of the people within that group. We can talk about the dominant culture norms in Procter & Gamble, and we can talk about an individual P&Ger profile. We can also discuss cultural differences among the various geographic and socio-economic regions of Indonesia. *Culture is wholly learned"*.

Defining a person's culture or in this case a company's culture or any other culture, is almost an impossible task because for me, culture is not a static state, since as we grow our cultural profile changes every day and it depends on the different circumstances that we are going through.. From my point of view, Cultural Profile is the convergence of the individual culture, family culture, national culture, host culture, corporate culture, functional and professional culture, among others.

Table1.1

VALUES SURVEY MODULE 1994 (V S M 9 4)						
1. Have sufficient time for your personal or family life	1	2	3	4	5	Total
	15	5	0	0	0	20
Calculated Mean Score	15	10	-	-	-	1,25
2. Have good physical working conditions (good ventilation and lighting, adequate work space, etc.)	1	2	3	4	5	Total
	16	2	0	2	0	20
Calculated Mean Score	16	4	-	8	-	1,40
3. Have a good working relation-ship with your direct superior-	1	2	3	4	5	Total
	13	7	0	0	0	20
Calculated Mean Score	13	14	-	-	-	1,35
4. Have security of employment.	1	2	3	4	5	Total
	9	9	2	0	0	20
Calculated Mean Score	9	18	6	-	-	1,65
5. Work with people who cooperate well with one another	1	2	3	4	5	Total
	11	8	1	0	0	20
Calculated Mean Score	11	16	3	-	-	1,50
6. Be consulted by your direct superior in his/her decisions	1	2	3	4	5	Total
	5	9	5	1	0	20
Calculated Mean Score	5	18	15	4	-	2,10
7. Have an opportunity for advance-ment to higher level jobs	1	2	3	4	5	Total
	17	2	1	0	0	20
Calculated Mean Score	17	4	3	-	-	1,20
8. Have an element of variety and adventure in the job	1	2	3	4	5	Total
	10	5	5	0	0	20
Calculated Mean Score	10	10	15	-	-	1,75
9. Personal steadiness and stability	1	2	3	4	5	Total
	15	4	1	0	0	20
Calculated Mean Score	15	8	3	-	-	1,30
10. Thrift	1	2	3	4	5	Total
	3	9	6	2	0	20
Calculated Mean Score	3	18	18	8	-	2,35
11. Persistence (perseverance)	1	2	3	4	5	Total
	10	7	3	0	0	20
Calculated Mean Score	10	14	9	-	-	1,65
12. Respect for tradition	1	2	3	4	5	Total
	3	2	8	3	1	17
Calculated Mean Score	3	4	24	12	5	2,82

VALUES SURVEY MODULE 1994 (V S M 9 4)						
13. Tense at work?	1	2	3	4	5	Total
	0	4	15	1	0	20
Calculated Mean Score	-	8	45	4	-	2,85
14. How frequently, in your experience, are subordinates afraid to express disagreement with their superiors?	1	2	3	4	5	Total
	1	9	1	6	3	20
Calculated Mean Score	1	18	3	24	15	3,05
15. Most people can be trusted	1	2	3	4	5	Total
	3	5	8	4	0	20
Calculated Mean Score	3	10	24	16	-	2,65
16. One can be a good manager without having precise answers to most questions that subordinates may raise about their work	1	2	3	4	5	Total
	5	10	0	4	1	20
Calculated Mean Score	5	20	-	16	5	2,30
17. An organization structure in which certain subordinates have two bosses should be avoided at all costs	1	2	3	4	5	Total
	4	7	3	5	1	20
Calculated Mean Score	4	14	9	20	5	2,60
18. Competition between employees usually does more harm than good	1	2	3	4	5	Total
	1	2	4	10	3	20
Calculated Mean Score	1	4	12	40	15	3,60
19. A company's or organization's rules should not be broken - not even when the employee thinks it is in the company's best interest	1	2	3	4	5	Total
	12	2	1	4	1	20
Calculated Mean Score	12	4	3	16	5	2,00
20. When people have failed in life it is often their own fault	1	2	3	4	5	Total
	4	6	8	1	1	20
Calculated Mean Score	4	12	24	4	5	2,45
21. Are you:	M	F				Total
	12	8				20
22. How old are you?	a	b	c	d	e	f
	1	8	7	2	2	0
25. What is your nationality?	Col	Ven	Bras	Peru	USA	Total
	12	4	1	2	1	20

Source: Current research results tabulated

Power Distance Index (PDI)
Power Distance is defined as the extent to which the less powerful members of institutions and organizations within a society expect and accept that power is distributed unequally.
The index formula is
PDI = −35m(03) +35m(06) +25m(14) −20m(17) −20
in which m(03) is the mean score for question 03, etc.
The index normally has a value between 0 (small Power Distance) and 100 (large Power Distance), but values below 0 and above 100 are technically possible.

PDI=	**30,50**

Individualism Index (IDV)	
Individualism is the opposite of Collectivism. Individualism stands for a society in which the ties between individuals are loose: a person is expected to look after himself or herself and his or her immediate family only. Collectivism stands for a society in which people from birth onwards are integrated into strong, cohesive in-groups, which continue to protect them throughout their lifetime in exchange for unquestioning loyalty.	
The index formula is	
IDV = −50m(01) +30m(02) +20m(04) −25m(08) +130	
in which m(01) is the mean score for question 01, etc.	
The index normally has a value between 0 (strongly collectivist) and 100 (strongly individualist), but values below 0 and above 100 are technically possible.	

IDV=	**98,75**

Masculinity Index (MAS)	
Masculinity is the opposite of Femininity. Masculinity stands for a society in which emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life. Femininity stands for a society in which emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life.	
The index formula is	
MAS = +60m(05) −20m(07) +20m(15) −70m(20) +100	
in which m(05) is the mean score for question 05, etc.	
The index normally has a value between 0 (strongly feminine) and 100 (strongly masculine), but values below 0 and above 100 are technically possible.	

MAS=	**47,50**

Uncertainty Avoidance Index (UAI)	
Uncertainty Avoidance is defined as the extent to which the members of institutions and organizations within a society feel threatened by uncertain, unknown, ambiguous, or unstructured situations. The index formula is **UAI = +25m(13) +20m(16) −50m(18) −15m(19) +120** in which m(13) is the mean score for question 13, etc. The index normally has a value between 0 (weak Uncertainty Avoidance) and 100 (strong Uncertainty Avoidance), but values below 0 and above 100 are technically possible.	
UAI=	**27,25**
Long-term Orientation Index (LTO)	
Long-term Orientation is the opposite of Short-term Orientation. Long-term Orientation stands for a society that fosters virtues oriented towards future rewards, in particular perseverance and thrift. Short-term orientation stands for a society that fosters virtues related to the past and present, in particular respect for tradition, preservation of "face", and fulfilling social obligations. The index formula is **LTO = -20m(10) +20m(12) +40** (revised version 1999) in which m(10 is the mean score for question 10, etc. The index normally has a value between 0 (very short-term oriented) and 100 (very long-term oriented), but values below 0 and above 100 are technically possible.	
LTO=	**49,47**

Source: Current research results tabulated

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