

GLOBE Culture Dimensions, Definitions, and Scale Items

1. Uncertainty Avoidance: The extent to which a society, organization, or group relies (and should rely) on social norms, rules, and procedures to alleviate unpredictability of future events. The greater the desire to avoid uncertainty, the more people seek orderliness, consistency, structure, formal procedures, and laws to cover situations in their daily lives.

1.1 Form Beta (Societal culture values and practices)

1.1.1 Practices (as is)

1.1.1.1 V1_1: In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation (strongly agree: 1; strongly disagree: 7).

1.1.1.2 V1_16: In this society, most people lead highly structured lives with few unexpected events (strongly agree: 1; strongly disagree: 7).

1.1.1.3 V1_19: In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do (strongly agree: 1; strongly disagree: 7).

1.1.1.4 V1_24: This society has rules or laws to cover (almost all situations: 1; very few situations: 7).

1.1.2 Values (should be)

1.1.2.1 V3_1: I believe that orderliness and consistency should be stressed, even at the expense of experimentation and innovation (strongly agree: 1; strongly disagree: 7).

1.1.2.2 V3_16: I believe that a person who leads a structured life that has few unexpected events (has a lot to be thankful for: 1; is missing a lot of excitement: 7).

1.1.2.3 V3_19: I believe that societal requirements and instructions should be spelled out in detail so citizens know what they are expected to do (strongly agree: 1; strongly disagree: 7).

1.1.2.4 V3_24: I believe that society should have rules or laws to cover (almost all situations: 1; very few situations: 7).

1.1.2.5 V3_25: I believe that leaders in this society should (provide detailed plans concerning how to achieve goals: 1; allow the people freedom in determining how best to achieve goals: 7).

2 Assertiveness: The degree to which individuals are (and should be) assertive, confrontational, and aggressive in their relationship with others.

2.1 Form Beta (Societal culture values and practices)

2.1.1 Practices (as is)

2.1.1.1 V1_6: In this society, people are generally (assertive: 1; non-assertive: 7).

2.1.1.2 V1_10: In this society, people are generally (dominant: 1; non-dominant: 7).

2.1.1.3 V1_14: In this society, people are generally (tough: 1; tender: 7).

2.1.2 Values (should be)

2.1.2.1 V3_2: In this society, people should be encouraged to be (aggressive: 1; non-aggressive: 7).

2.1.2.2 V3_10: In this society, people should be encouraged to be (dominant: 1; non-dominant: 7).

2.1.2.3 V3_14: In this society, people should be encouraged to be (tough: 1; tender: 7).

3 Gender Differentiation/Egalitarianism: The degree to which a collective minimizes (and should minimize) gender inequality.

3.1 Form Beta (Societal culture values and practices)

3.1.1 Practices (as is)

3.1.1.1 V1_17: In this society, boys are encouraged more than girls to attain a higher education (strongly agree: 1; strongly disagree: 7).

3.1.1.2 V1_22: In this society, there is more emphasis on athletic programs for (boys: 1; girls: 7).

3.1.1.3 V1_36: In this society, it is worse for a boy to fail in school than for a girl to fail in school (strongly agree: 1; strongly disagree: 7).

3.1.1.4 V1_37: In this society, people are generally (physical: 1; non-physical: 7).

3.1.1.5 V1_38: In this society, who is more likely to serve in a position of high office (men: 1; women: 7)?

3.1.2 Values (should be)

3.1.2.1 V3_17: I believe that boys should be encouraged to attain a higher education more than girls (strongly agree: 1; strongly disagree: 7).

3.1.2.2 V3_22: I believe that there should be more emphasis on athletic programs for (boys: 1; girls: 7).

3.1.2.3 V3_26: I believe that this society would be more effectively managed if there were (many more women in positions of authority than there are now: 1; many less women in positions of authority than there are now: 7).

3.1.2.4 V3_38: I believe that it should be worse for a boy to fail in school than for a girl to fail in school (strongly agree: 1; strongly disagree: 7).

3.1.2.5 V3_39: I believe that opportunities for leadership positions should be (more available for men than for women: 1; more available for women than for men: 7).

4 Performance Orientation: The degree to which a collective encourages and rewards (and should encourage and reward) group members for performance improvement and excellence.

4.1 Form Beta (Societal culture values and practices)

4.1.1 Practices (as is)

4.1.1.1 V1_15: In this society, teen-aged students are encouraged to strive for continuously improved performance (strongly agree: 1; strongly disagree: 7).

4.1.1.2 V1_18: In this society, major rewards are based on (only performance effectiveness: 1; only factors other than performance effectiveness (for example, seniority or political connections): 7).

4.1.1.3 V1_20: In this society, being innovative to improve performance is generally (substantially rewarded: 1; not rewarded: 7).

4.1.2 Values (should be)

4.1.2.1 V3_15: I believe that teen-aged students should be encouraged to strive for continuously improved performance (strongly agree: 1; strongly disagree: 7).

4.1.2.2 V3_18: I believe that major rewards should be based on (only performance effectiveness: 1; only factors other than performance effectiveness (for example, seniority or political connections): 7).

4.1.2.3 V3_20: I believe that being innovative to improve performance should be (substantially rewarded: 1; not rewarded: 7).

4.1.2.4 V3_32: I believe that people should set challenging goals for themselves (strongly agree: 1; strongly disagree: 7).

5 Humane Orientation: The degree to which a collective encourages and rewards (and should encourage and reward) individuals for being fair, altruistic, generous, caring, and kind to others.

5.1 Form Beta (Societal culture values and practices)

5.1.1 Practices (as is)

5.1.1.1 V1_9: In this society, people are generally (very concerned about others: 1; not at all concerned about others: 7).

5.1.1.2 V1_21: In this society, people are generally (very sensitive toward others: 1; not at all sensitive toward others: 7).

5.1.1.3 V1_25: In this society, people are generally (very friendly: 1; very unfriendly: 7).

5.1.1.4 V1_32: In this society, people are generally (very tolerant of mistakes: 1; not at all tolerant of mistakes: 7).

5.1.1.5 V1_33: In this society, people are generally (very generous: 1; not at all generous: 7).

5.1.2 Values (should be)

5.1.2.1 V3_9: In this society, people should be encouraged to be (very concerned about others: 1; not at all concerned about others: 7).

5.1.2.2 V3_21: In this society, people should be encouraged to be (very sensitive toward others: 1; not at all sensitive toward others: 7).

5.1.2.3 V3_27: In this society, people should be encouraged to be (very friendly: 1; very unfriendly: 7).

5.1.2.4 V3_31: In this society, people should be encouraged to be (very tolerant of mistakes: 1; not at all tolerant of mistakes: 7).

<p>6 In-Group Collectivism (Collectivism 2): The degree to which individuals express (and should express) pride, loyalty, and cohesiveness in their organizations or families.</p>

6.1 Form Beta (Societal culture values and practices)

6.1.1 Practices (as is)

6.1.1.1 V1_11: In this society, children take pride in the individual accomplishments of their parents (strongly agree: 1; strongly disagree: 7).

6.1.1.2 V1_23: In this society, parents take pride in the individual accomplishments of their children (strongly agree: 1; strongly disagree: 7).

6.1.1.3 V1_28: In this society, aging parents generally live at home with their children (strongly agree: 1; strongly disagree: 7).

6.1.1.4 V1_39: In this society, children generally live at home with their parents until they get married (strongly agree: 1; strongly disagree: 7).

6.1.2 Values (should be)

6.1.2.1 V3_11: In this society, children should take pride in the individual accomplishments of their parents (strongly agree: 1; strongly disagree: 7).

6.1.2.2 V3_23: In this society, parents should take pride in the individual accomplishments of their children (strongly agree: 1; strongly disagree: 7).

6.1.2.3 V3_29: How important should it be to members of your society that your society is viewed positively by persons in other societies (It should not be important at all: 1; It should be very important)?

6.1.2.4 V3_34: Members of this society should (take no pride in being a member of the society: 1; take a great deal of pride in being a member of the society: 7).

7 Institutional Collectivism (Collectivism 1): The degree to which organizational and societal institutional practices encourage and reward (and should encourage and reward) collective distribution of resources and collective action.

7.1 Form Beta (Societal culture values and practices)

7.1.1 Practices (as is)

7.1.1.1 V1_7: In this society, leaders encourage group loyalty even if individual goals suffer (strongly agree: 1; strongly disagree: 7).

7.1.1.2 V1_12: The economic system in this society is designed to maximize (individual interests: 1; collective interests: 7).

7.1.1.3 V1_29: In this society, being accepted by the other members of a group is very important (strongly agree: 1; strongly disagree: 7).

7.1.1.4 V1_35: In this society (group cohesion is valued more than individualism: 1; individualism is valued more than group cohesion: 7).

7.1.2 Values (should be)

7.1.2.1 V3_7: I believe that in general, leaders should encourage group loyalty even if individual goals suffer (strongly agree: 1; strongly disagree: 7).

7.1.2.2 V3_12: I believe that the economic system in this society should be designed to maximize (individual interests: 1; collective interests: 7).

7.1.2.3 V3_36: In this society, most people prefer to play (only individual sports: 1; only team sports: 7).

7.1.2.4 V3_37: I believe that (group cohesion is better than individualism: 1; individualism is better than group cohesion: 7).

<p>8 Power Distance: The extent to which the community accepts and endorses authority, power differences, and status privileges.</p>

8.1 Form Beta (Societal culture values and practices)

8.1.1 Practices (as is)

8.1.1.1 V1_5: In this society, a person's influence is based primarily on (one's ability and contribution to the society: 1; the authority of one's position: 7).

8.1.1.2 V1_13: In this society, followers are expected to (obey their leaders without question: 1; question their leaders when in disagreement: 7).

8.1.1.3 V1_26: In this society, people in positions of power try to (increase their social distance from less powerful individuals: 1; decrease their social distance from less powerful people: 7).

8.1.1.4 V1_27: In this society, rank and position in the hierarchy have special privileges (strongly agree: 1; strongly disagree: 7).

8.1.1.5 V1_34: In this society, power is (concentrated at the top: 1; shared throughout the society: 7).

8.1.2 Values (should be)

8.1.2.1 V3_5: I believe that a person's influence in this society should be based primarily on (one's ability and contribution to the society: 1; the authority of one's position: 7).

8.1.2.2 V3_13: I believe that followers should (obey their leader without question: 1; question their leader when in disagreement: 7).

8.1.2.3 V3_28: I believe that people in positions of power should try to (increase their social distance from less powerful individuals: 1; decrease their social distance from less powerful people: 7).

8.1.2.4 V3_33: When in disagreement with adults, young people should defer to elders (strongly agree: 1; strongly disagree: 7).

8.1.2.5 V3_35: I believe that power should be (concentrated at the top: 1; shared throughout the organization: 7).

9 Future Orientation: The extent to which individuals engage (and should engage) in future-oriented behaviors such as planning, investing in the future, and delaying gratification.

9.1 Form Beta (Societal culture values and practices)

9.1.1 Practices (as is)

9.1.1.1 V1_3: The way to be successful in this society is to (plan ahead: 1; take life events as they occur: 7).

9.1.1.2 V1_4: In this society, the accepted norm is to (plan for the future: 1; accept the status quo: 7).

9.1.1.3 V1_8: In this society, social gatherings are (planned well in advance (2 or more weeks in advance): 1; spontaneous (planned less than an hour in advance): 7).

9.1.1.4 V1_30: In this society, more people (live for the present than live for the future: 1; live for the future than live for the present: 7).

9.1.1.5 V1_31: In this society, people place more emphasis on (solving current problems: 1; planning for the future: 7).

9.1.2 Values (should be)

9.1.2.1 V3_3: I believe that people who are successful should (plan ahead: 1; take life events as they occur: 7).

9.1.2.2 V3_4: I believe that the accepted norm in this society should be to (plan for the future: 1; accept the status quo: 7).

9.1.2.3 V3_8: I believe that social gatherings should be (planned well in advance (2 or more weeks in advance): 1; spontaneous (planned less than an hour in advance): 7).

9.1.2.4 V3_30: I believe that people should (live for the present: 1; live for the future: 7).