



# Advocating the Use of Cultural Archetypes in Cross-Cultural Studies

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# Empirical Research Incorporating Cultural Values

	<i>Individual level</i>	<i>Group/organization level</i>	<i>Country level</i>	<i>Total</i>
Culture as a main effect	64	6	78	148
Culture as a moderator	23	5	4	32
Total	87	11	82	180

Source: Kirkman/Lowe/Gibson (2006): A quarter century of Culture's Consequences: a review of empirical research incorporating Hofstede's cultural values framework, in JIBS (37), 285-320.



Often **single dimensions** are focused on!

Most commonly applied dimension is collectivism!

Fischer et al. (2009): Individualism-collectivism as descriptive norms: Development of a subjective norm approach to culture measurement. *Journal of Cross-Cultural Psychology*, 40(2): 187–213.

Often **country** is used as a **proxy of culture**!

Reviews point to up to 79% of studies!

Schaffer/Riordan (2003): A review of cross-cultural methodologies for organizational research: A best-practices approach. *Organizational Research Methods*, 6(2): 169–215.



## Oversimplification!

# Recommendations for Cross-Cultural Researchers



## Consider the group property of culture

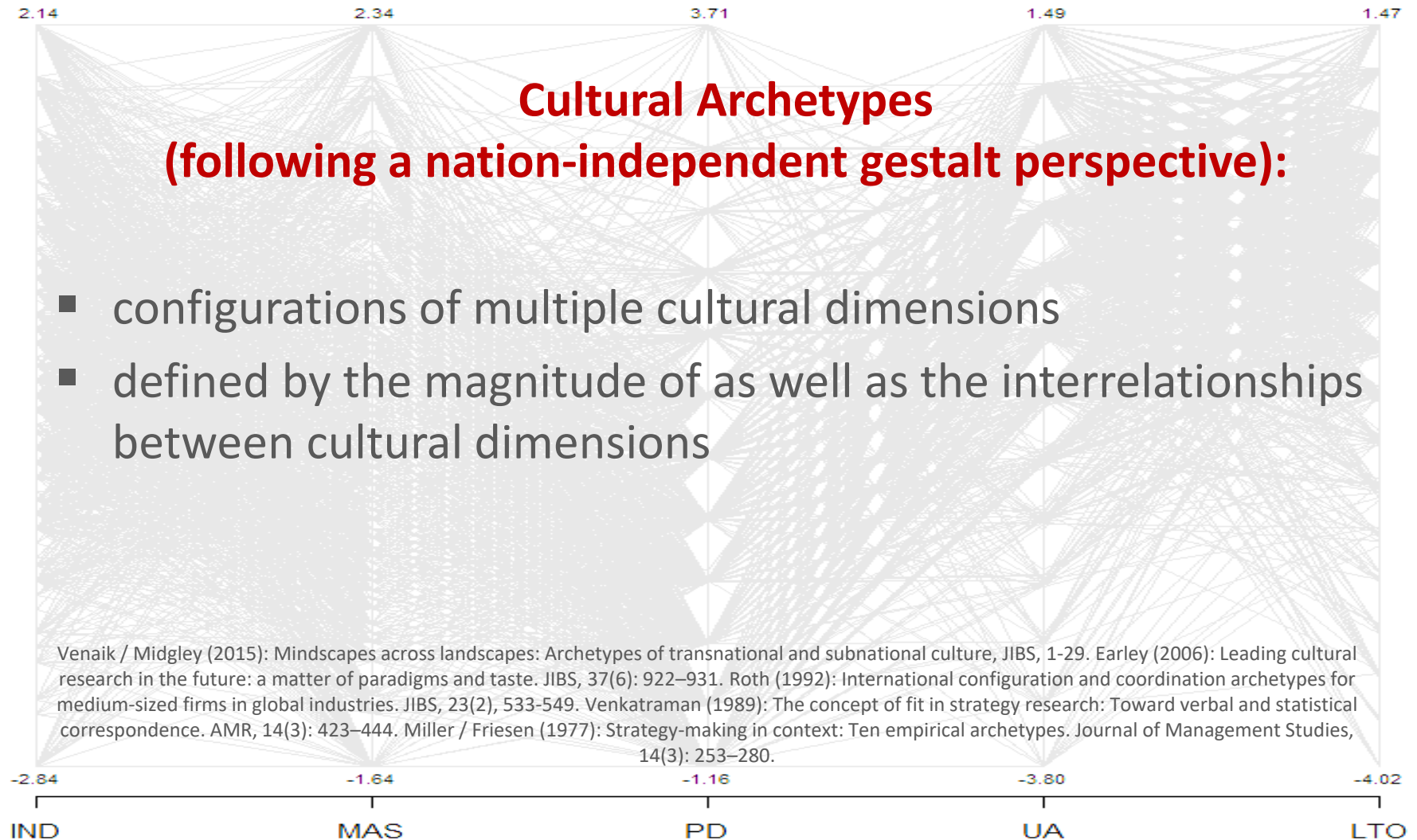
- Considerable within-nation variation of many culture dimensions
- Focus on the **variance of culture held by the individuals in a nation!**

## Consolidate cultural values: a configuration approach

- *"Culture is a latent construct, and most definitions refer to **culture as a pattern**. It is **not a list of independent dimensions** but is the integrated complex set of interrelated and potentially interactive characteristics of a group of people."*
- **Future research should develop patterns** that may describe a particular nation or groups of nations!

Tsui et al. (2007): Cross-national, cross-cultural organizational behavior research: Advances, gaps, and recommendations. *Journal of Management*, 33(3): 426–478.

# The Idea of Cultural Archetypes



# Hypotheses

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- H1: There are cultural archetypes representing specific configurations of cultural dimensions which are independent of national boundaries.*
- H2: The use of cultural archetypes allows better to capture the complex and multifaceted nature of culture when measuring its impact in cause-effect-relations compared to either using single cultural value dimensions or countries as proxies.*



# Research Design (1/2)

**1** Measuring Cultural Dimensions

**2** Develop cultural archetypes

**3** Illustrate predictive validity of archetypes

THE SAMPLE (n=2175):

Survey of business students (in classroom), in 10 countries (in 8 cultural clusters)

Factor analysis

Hofstede's concept

COL, MAS,

PD, UA, LTO

\*as extraction communalities and factor loadings for some items were low some were excluded

\*\*we assessed measurement invariance employing multi-group confirmatory factor analysis

Yoo/Donthu/Lenartowicz (2011): Measuring Hofstede's five dimensions of cultural values at the individual level: Development and validation of CVSCALE. *Journal of International Consumer Marketing*, 23(3-4): 193–210.

Cluster analysis

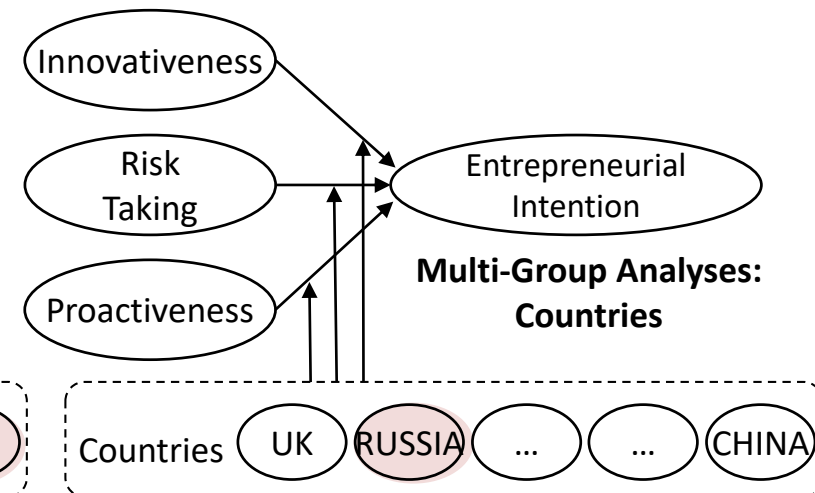
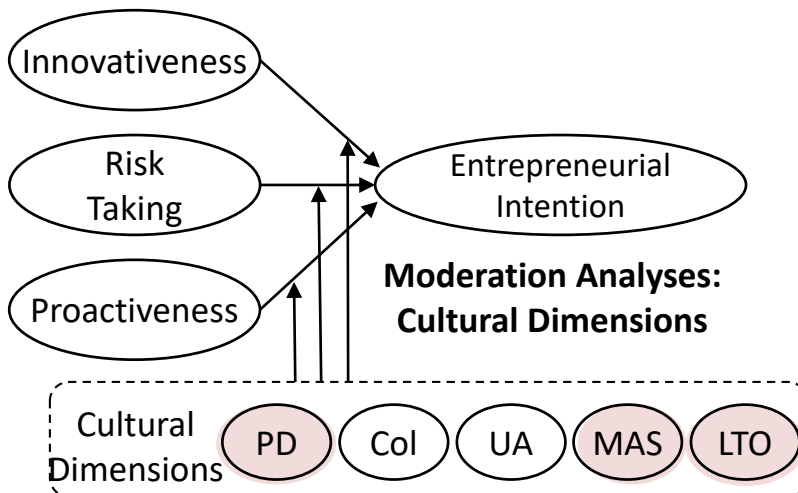
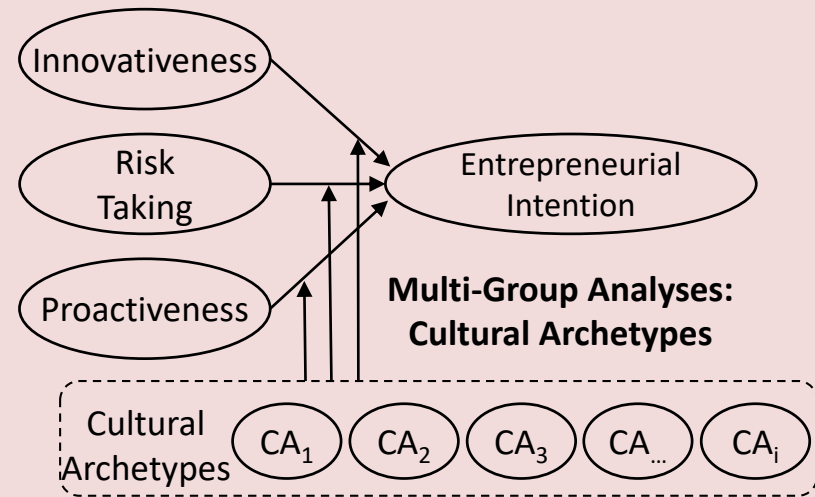
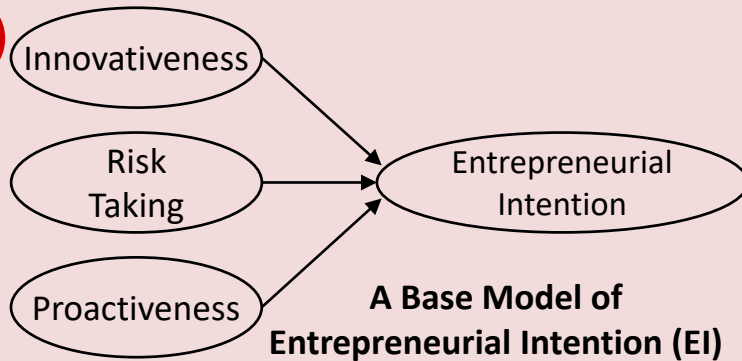
a) Hierarchical clustering (Ward)

b) Centroid-based clustering (k-means)

**Illustrative Example:  
Entrepreneurial Intent  
(PLS-SEM)**

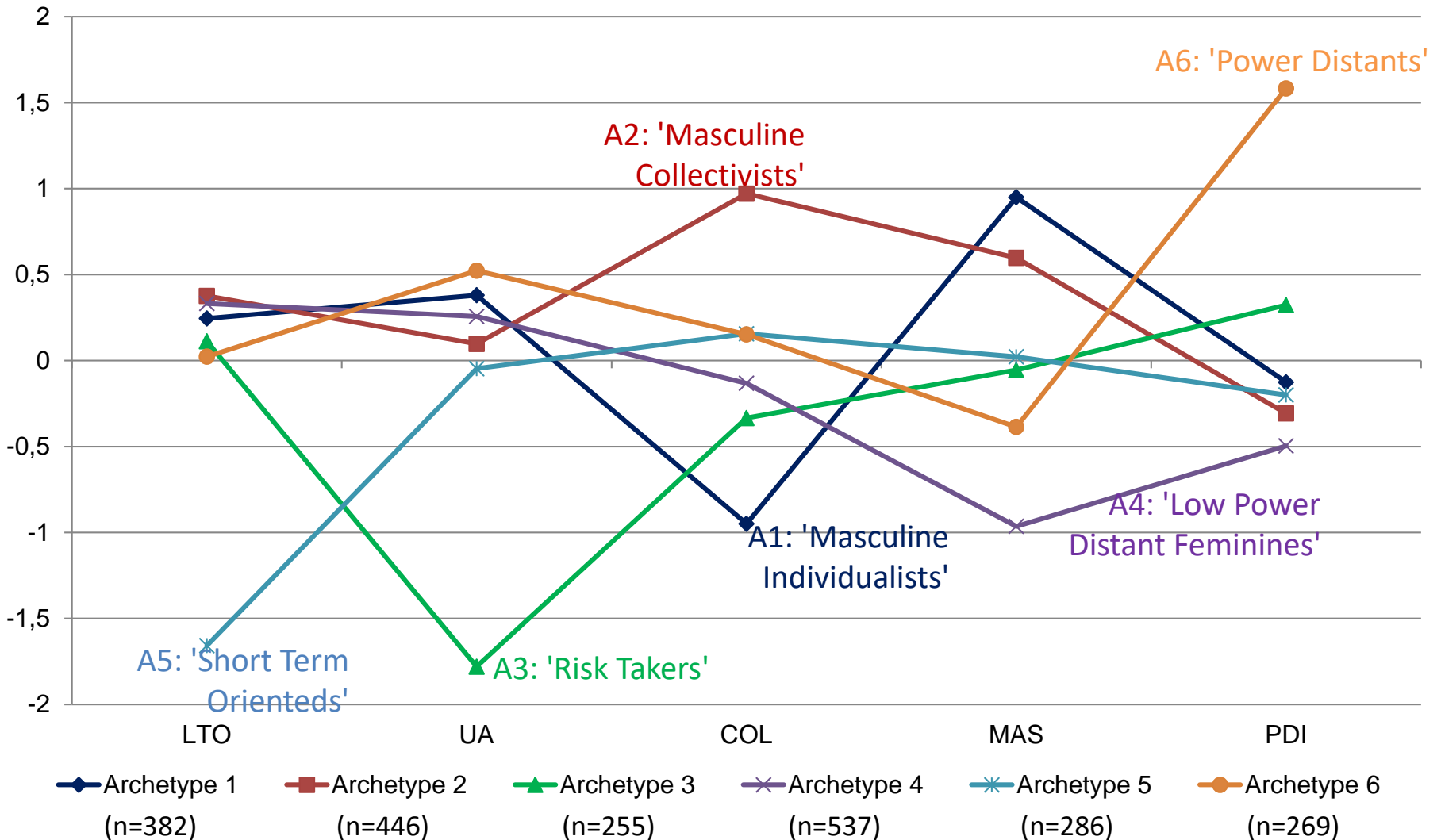
# Research Design (2/2)

3



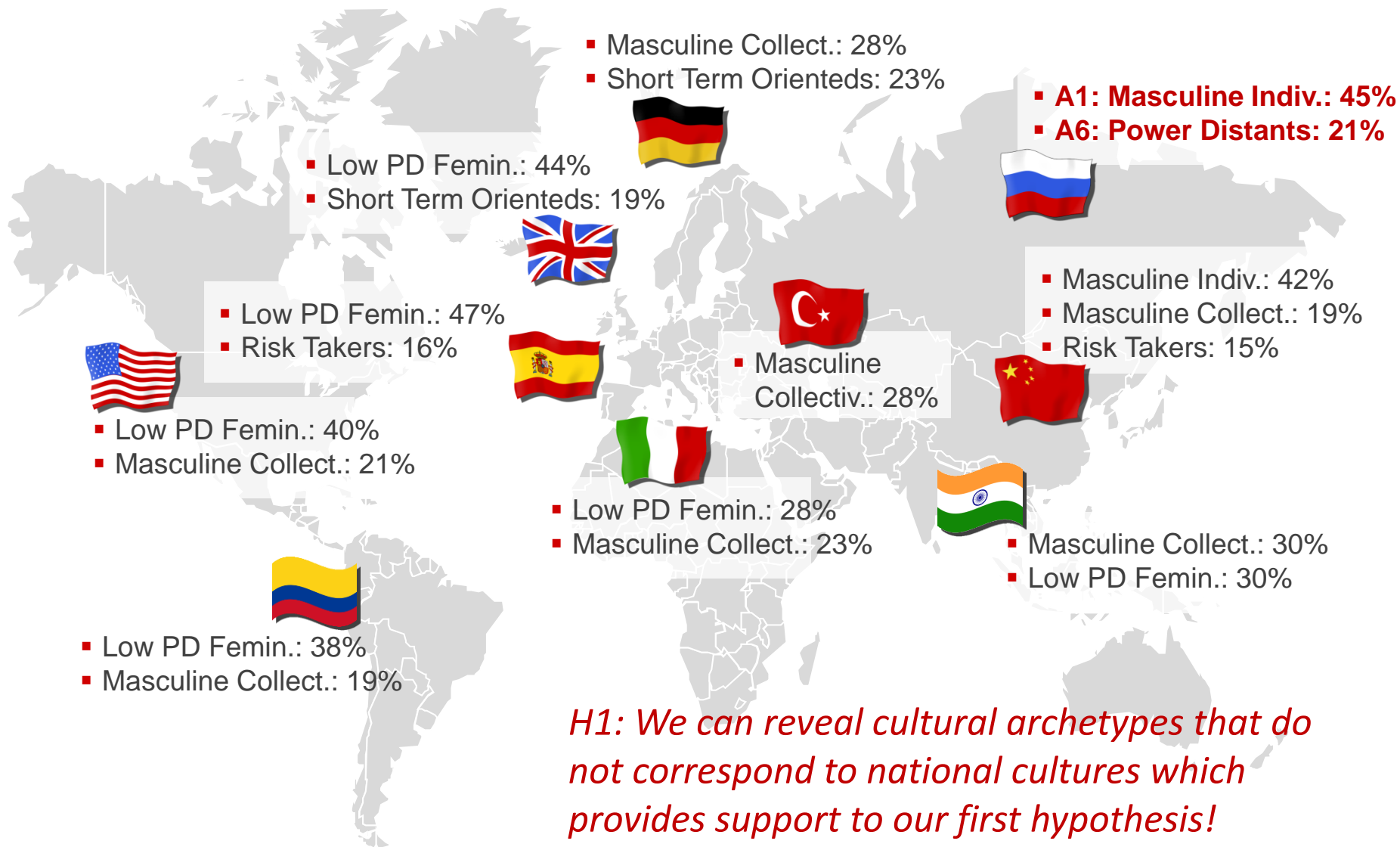


# Description of Cultural Archetypes (k-means) 2





# Distribution of Cultural Archetypes across Countries 2

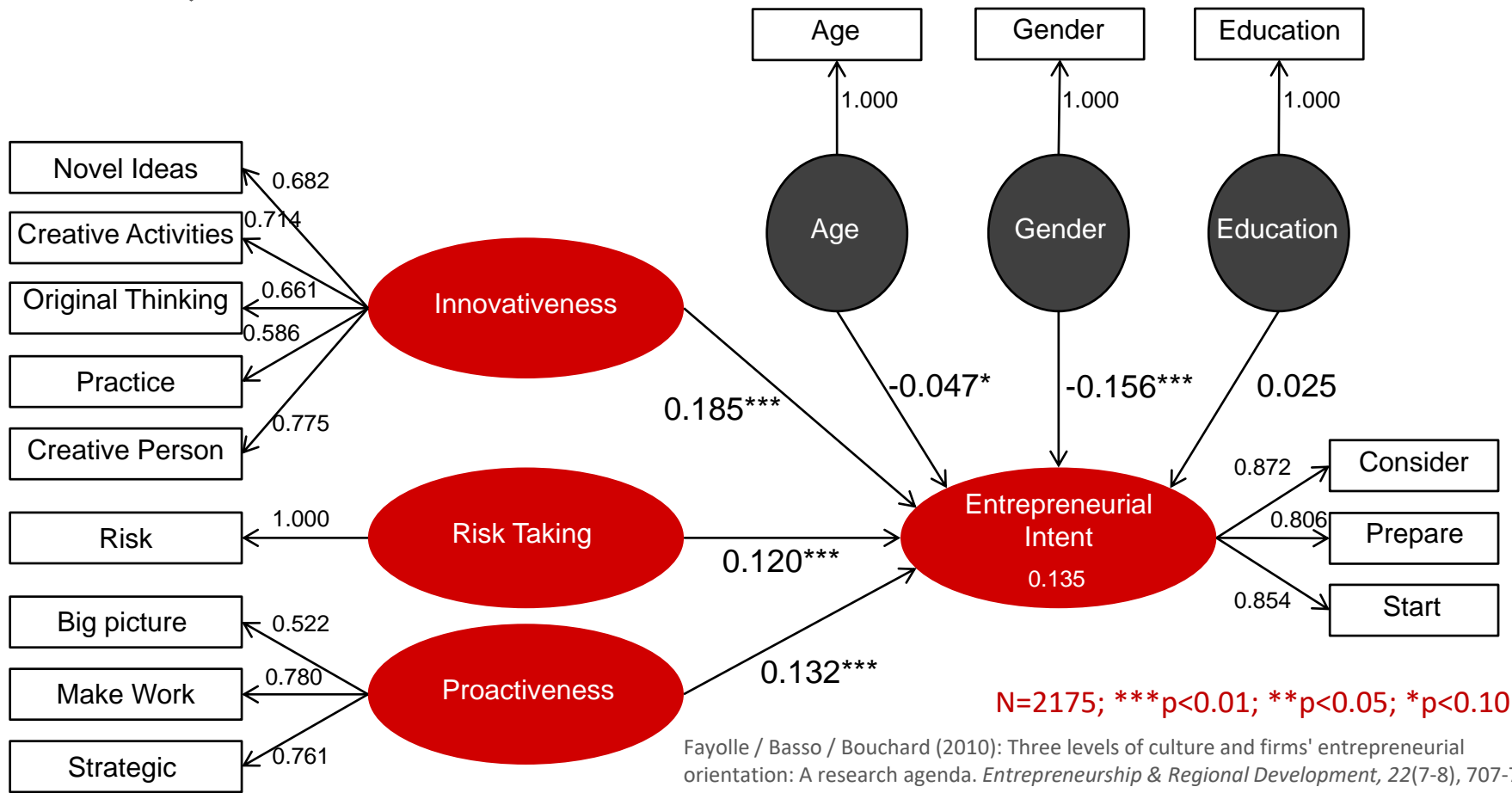


*H1: We can reveal cultural archetypes that do not correspond to national cultures which provides support to our first hypothesis!*

# Results of the EI-Model 3

**Moderated by formal and informal context**  
 (Aggregate psychological traits; social legitimation; dissatisfaction approach)

Moriano et al. (2012): A cross-cultural approach to understanding entrepreneurial intention. *Journal of Career Development*, 39(2), 162-185.



N=2175; \*\*\*p<0.01; \*\*p<0.05; \*p<0.10

Fayolle / Basso / Bouchard (2010): Three levels of culture and firms' entrepreneurial orientation: A research agenda. *Entrepreneurship & Regional Development*, 22(7-8), 707-730.

# Results of the Multi-Group Analyses using Archetypes 3

<p style="color: red; font-size: small;">***p&lt;0.01; **p&lt;0.05; *p&lt;0.10; significance determined using clustered regressions which produces robust standard errors</p>	Effects on entrepreneurial intent (path coefficients)						R-square
	Innovative ness	Proactive- ness	Risk Taking	Age	Education	Gender	
Full set of data (n = 2175)	0.185***	0.132***	0.120***	-0.047**	0.025	-0.156***	0.135
A1: Masculine Indiv. (n = 382)	<b>0.271***</b>	0.108	<b>0.132***</b>	0.003	0.052	<b>-0.137***</b>	0.192
A2: Masculine Coll. (n = 446)	<b>0.234***</b>	<b>0.141***</b>	<b>0.100**</b>	-0.026	-0.024	<b>-0.147**</b>	0.161
A3: Risk Takers (n = 255)	<b>0.157*</b>	0.039	0.125	0.045	0.026	<b>-0.197**</b>	0.106
A4: Low PD Fem. (n = 537)	<b>0.225**</b>	<b>0.225***</b>	<b>0.139***</b>	-0.034	0.011	<b>-0.070***</b>	0.179
A5: Short Term Or. (n = 286)	<b>0.146**</b>	<b>0.154**</b>	0.118	-0.131	0.027	-0.065	0.121
A6: Power Dis- tants (n = 269)	<b>0.207*</b>	0.052	0.064	-0.124	0.067	<b>-0.190**</b>	0.112

# Findings about Cross-Cultural Entrepreneurial Intentions

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**Proposition 1:** Innovativeness has a positive and significant effect on EI for all cultural archetypes.

**Proposition 2:** Proactiveness has a positive and significant effect on EI which is contingent on cultural archetypes.

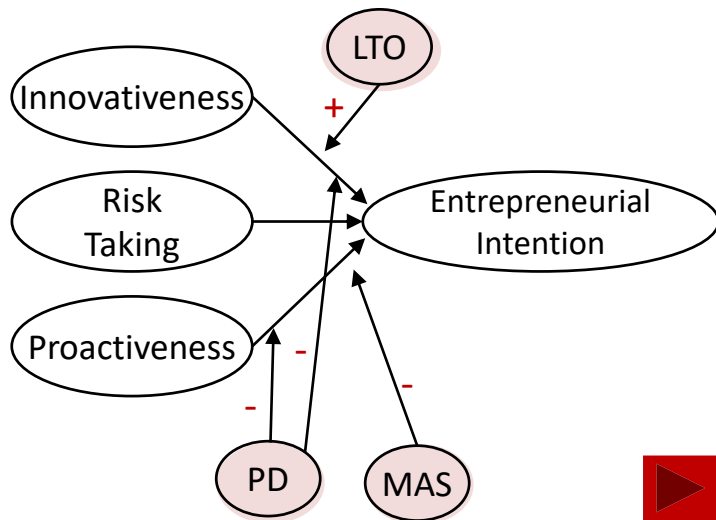
For archetypes with a rather high collectivism, an average uncertainty avoidance and a rather low power distance (A2, 4, 5), proactiveness is comparably more important to EI.

**Proposition 3:** Risk taking has a positive and significant effect on EI which is contingent on cultural archetypes.

For archetypes with a rather high long-term orientation and a rather low power distance (A1, 2, 4), risk-taking is comparably more important to EI.



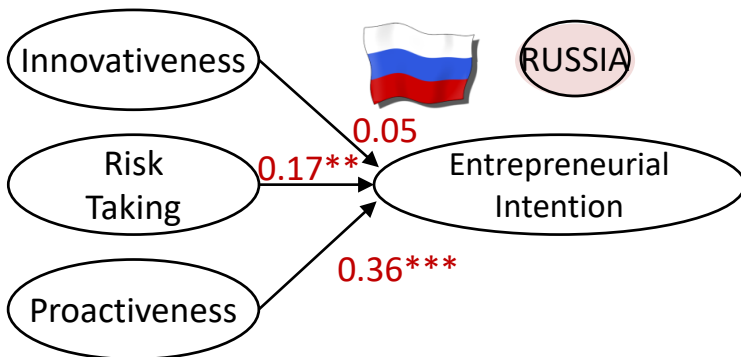
# Findings about Cross-Cultural Measurement



## Moderation of single cultural dimensions:

- innovativeness has a higher effect on EI in LTO cultures (e.g. A6)
- innovativeness and proactiveness have a lower effect on EI in high PD cultures (e.g. A6)
- proactiveness has a lower effect on EI in masculine cultures (e.g. A2)

➔ Interrelationships of culture, e.g. LTOxPD?



## Multi-group analyses: Russia (A1: 45%; A6: 21%)

- proactiveness by far most important determinant of EI
- risk taking also significant determinant of EI
- innovativeness no significant determinant of EI

➔ Is this country effect really due to culture?

# Findings about Cross-Cultural Measurement

Interaction-moderation models of individual culture dimensions



Country as a proxy of culture



Specify impact of certain culture dimensions



Neglects the effects stemming from real-life (inter-)configuration of dimensions



Involves (but not directly measures) (inter-)configurations



Nearly impossible to disentangle the effects of culture from those attributed to institutional environments

**H2: Cultural archetypes offer a more realistic picture of cultural configurations and the complex sub-national configurations involved in any measurement of culture on the national level; they are superior when assessing the strengths of culture's moderating effects on cause-and-effect relationships.**



**Limitations: 5 dimensions of Hofstede, simple EI model, student sample, 8 cultural clusters, cluster analyses.**



**Thank you!**

**Please cite this paper as:**

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