

:

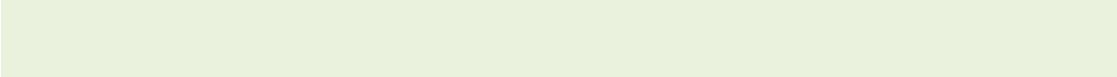
μ μ

μ

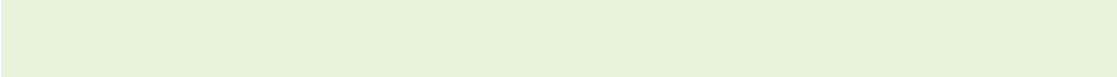
μ

(smaf 1009)

: μ .



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1:	
1.1	3
1.2	3
1.3	5
1.4	8
1.5 μ	9
1.6	10
1.7	11
2:	
2.1	13
2.2 μ μ	13
2.3 μ μ μ	17
2.4	18
3:	
3.1	19
3.2 μ μ μ :	
John Kotter James Hedkett (1992)	
) / (strong culture).....	20
) (strategically appropriate	
culture).....	21
) μ (adaptive cultures).....	22
3.3 μ :	
W.Z. van de Post, T.J. de Coning E.vdM. Smith (1998)	
)	24
)	26
) μ μ	26
3.4 μ μ :	
Deshpande John Farley (1999) Rohit	
)	27
) , μ	28
)	28
) μ	30
) μ	30
3.5 μ μ μ :	
(2001) Flamholtz Eric	31
3.6 μ	
: Md. Zabid Abdul Rashid, Murali Sambasivan and Juliana	
Johari (2003)	
)	32
)	32
)	33
)	34
)	34
) μ	36



	.....	36
	μ .....	36
	μ .....	37
3.7	μ : Eric Flamholtz Rangapriya Kannan-Narasimhan (2005)	
	) .....	37
	) .....	38
	) .....	38
	) μ .....	40
	4: ,	
4.1.	.....	43
4.2.	μ .....	44
4.3.	, & .....	46
4.3.1	.....	46
4.3.2	μ & .....	47
4.3.3	& .....	49
4.3.4	& .....	51
4.3.4.1	& .....	54
4.3.5	& .....	55
4.4.	: μ & .....	56
4.4.1	.....	56
4.4.2	- Hofstede.....	56
4.5.	vs .....	61
4.6.	μ .....	64
4.7.	& .....	65
4.7.1.	.....	65
4.7.2.	vs .....	67
4.7.3.	vs .....	68
4.7.4.	μ .....	68
4.7.5.	.....	68
4.7.6.	μ .....	71
4.7.6.1	.....	71
4.7.6.2	.....	71
4.7.6.3	.....	73
4.7.7.	μ μ - .....	78
4.8.	& .....	80
4.8.1.	.....	80
4.8.2.	.....	81
4.8.3.	μ .....	82
4.8.4.	.....	83
4.8.5.	μ μ - .....	85
	5: .....	87
	.....	90





1.1

μ , μ  
 μ .  
 , μ  
 1871 (Taylor .) μ ( μ , 2003).  
 μ  
 μ μ μ μ  
 μ μ (Philip R. Harris, 2004).  
 ,  
 Schermerhorn (1994), Daft (1995) Ferrell Fraedrich (1997).  
 μ μ ,  
 μ :  
 (Kotter & Heskett, 1992; Schein, 1993) μ μ  
 (Kluckholn & Strodbeck, 1973; Roceach, 1973),  
 μ . , μ μμ  
 Rijamampianina, 1999 .  
 ,  
 μ μ Denison (1990)  
 μ  
 (Daft, 1995).

1.2

« » μ  
 « » μ ,  
 μ , μ , μ  
 . ,  
 μ .  
 μ μ .  
 μ  
 « μ », μ μ μ μ ,  
 μ , μ . ( μ , 2003)

, μ  
 μ μ  
 μ (Crang, 1998). , μ μ Boyd  
 Richerson (1985), μ , μ  
 μ μ , ,  
 μ .  
 μ μ μ  
 μ ( μ , 2002). μ ,  
 , μ μ μ  
 μ μ μ (Allaire & Firsirotu, 1984; Hofstede, 1994).  
 μ , North (1990)  
 μ μ μ μ μ  
 μ μ μ /  
 μ μ μ μ .  
 μ Weber (1930) μ  
 μ μ  
 μ . ,  
 , μ  
 μ μ μ (Greif, 1994)  
 μ  
 μ :  
 Taylor E. (1871). μ , , ,  
 , μ , μ  
 μ .  
 Heskovits M.J. (1948). μ .  
 Kroeber A. L. and Kluckhohn C. (1952). , μ μ  
 μ μ μ μ .  
 Becker and Geer (1970). μ .  
 Van Maanen J. and Schein E. H. (1979). ,  
 μ μ .  
 Schwartz M. C. and Jordon D.K. (1980).  
 μ μ μ  
 μ .





# 1:

μ , μ , μ  
 μ . μ μ μ ,  
 . μ μ (μ  
 μ μ μ  
 μ , μ , , μ , μ , μ , μ , μ  
 μ , , , , .). μ  
 . μ Clyde Kluckhohn, ,  
 , μ ,  
 . μ  
 , μ μ μ μ  
 μ . μ μ  
 μμ μ !  
 μ μ μ μ μ  
 μ , μ ,  
 manager, μ , μ μ  
 , μ . μ  
 μ μ  
 μ , μ μ  
 μ μ , μ , μ , μ  
 μ .  
 :  
 1) :  
 μ μ μ , μ μ  
 μ , .. μ μ , μ  
 μ , , .  
 2) : μ  
 μ μ , μ μ ,  
 μ μ , . μ μ  
 μ , , ,  
 μ μ .



# 1:

9)  $\mu$  :  $\mu$   
(  $\mu$   
).  $\mu$   $\mu$   $\mu$  ,  $\mu$  ,  
;  
 $\mu$   $\mu$  ,  $\mu$  , .);  
 $\mu$   $\mu$   $\mu$   $\mu$   $\mu$  ;  
 $\mu$   $\mu$   $\mu$  ;

10) :  
 $\mu$   $\mu$   $\mu$  ;  $\mu$   
 $\mu$  ;  
 $\mu$  ,  $\mu$   $\mu$  , .  
 $\mu$  ,  $\mu$  ,  
 $\mu$  ;  
 $\mu$  , ,  
; ( . . / $\mu$  )  
( . .  $\mu$  ,  $\mu$   
 $\mu$  ); ( . .  
 $\mu$   $\mu$  ,  $\mu\mu$  );  
 $\mu$  ;  
 $\mu$   $\mu$   $\mu$   $\mu$   
 $\mu$   $\mu$   $\mu$  .  $\mu$   $\mu$   $\mu$   
 $\mu$  ,  $\mu$   $\mu$   $\mu$  .  
 $\mu$   $\mu$   
 $\mu$   $\mu$   $\mu$   $\mu$  .  $\mu$   $\mu$   
 $\mu$  ,  $\mu$   
 $\mu$  ,  $\mu$   $\mu$   $\mu$  (Philip R. Harris, 2004)

## 1.4

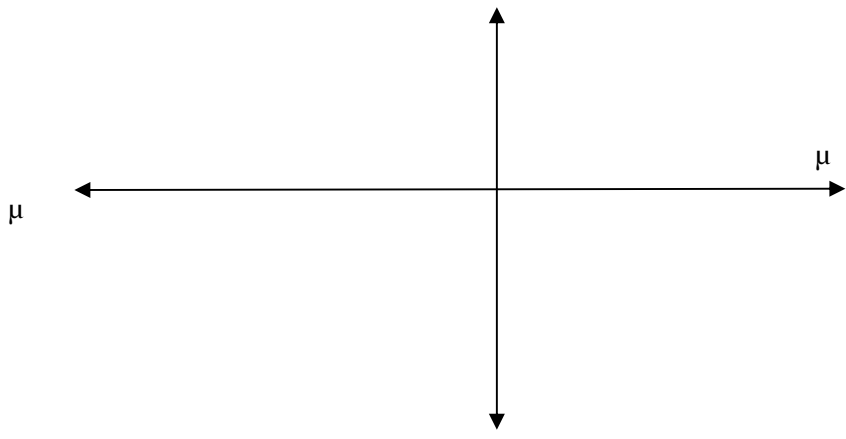
$\mu$   $\mu$  Schermerhorn (1994), Daft (1995) Ferrell Fraedrich (1997),  
:  
:  
 $\mu$   $\mu$   
 $\mu$   
 $\mu$   $\mu$   $\mu$

# 1:

μ ,  
μ  
:  
μ μ μ  
, μ μ  
μ μ

## 1.5 μ

μ ( ,  
, μ ,  
) , μ : (Kotter &  
Heskett, 1992; Schein, 1993) μ μ (Kluckhohn & Strodtbeck,  
1973; Rockeach, 1973), μ .  
, μ μμ  
(Rijamampianina, 1999):



μ μ ,  
μ μ μ  
μ μ μ  
, μ  
μ .



# 1:

2. : μ , μ

3. μ / μμ : μ μμ μ  
μ μ ,

4. μ : ,  
μ μ , μ μ μ μ  
,

	/	/
		μ / μμ
		μ

1.1: 4

Denison

μμ .  
,  
μ . μ μ ,  
μ μ , μ μ  
, μ μ  
.

## 1.7

μ . Demisson

(Daft, 1995):

μ (adaptability culture): μ  
μ , μ  
μ .  
μ μ μ .  
(mission culture):  
μ μ μ .

# 1:

$\mu\mu$  (involvement culture):  $\mu$   $\mu\mu$   
 $\mu$   $\mu$  ,  
.  
 $\mu$   $\mu$   $\mu$   $\mu$   $\mu$   $\mu$   
.  
(consistency culture): ,  
 $\mu$  ,  $\mu$  ,  
 ,  $\mu$  .

2.1

, μ μ  
 .  
 , μ μ  
 Schein (1989), John Kotter James Heskett (1992)  
 Eamonn P. Sweeney and Glenn Hardaker (1994). Schein (1989),  
 , μ ,  
 , μ  
 μ μ  
 μ Harvard John Kotter James Heskett (1992)  
 μ μ μ μ .  
 μ μ  
 Eamonn P. Sweeney and Glenn Hardaker (1994), Roger Darby (1995), Z. Irani, A.  
 Beskese and P.E.D. Love (2004) Eric Flamholtz (2001).  
 , Barney (1985a)  
 μ μ μ μ .  
 μ μ  
 μ μ  
 (Lippman&Rumelt,1982). μ , μ  
 (Jay B. Barney, 1986).  
 , μ μ Ross A. Wirth (2006),  
 μ μ μ  
 μ μ .

2.2

μ μ  
 μ 1972  
 Harvard Business Review μ μ ,  
 Pettigrew (1979) μ .  
 '80 ,  
 μ .



## 2:

Schein (1989)

1. **Artifacts** (artifacts):  
Visible, observable elements of culture, such as organizational structure, processes, and artifacts.
2. **Shared values** (Shared values):  
Values that are shared and expressed in words, such as mission statements and codes of ethics.
3. **Basic assumptions** (basic assumptions):  
Deeply embedded, taken-for-granted beliefs that form the core of an organization's culture. These assumptions are often unconscious and difficult to change.

Schein's model of organizational culture is often represented as an iceberg. The visible part above the waterline represents artifacts, the middle part represents shared values, and the submerged part represents basic assumptions. The submerged part is the most difficult to change because it is deeply embedded and often unconscious.

John Kotter and James Heskett, Harvard Business School, published the book *Culture and Performance* in 1992. They found that organizations with a strong, consistent culture performed better than those without. They also found that culture change is a long and difficult process that requires top management support and a clear vision.

## 2:

( )

μ μ μ μ , μ , ,

μ

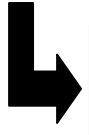
μ μ μ .

μ μ μ , μ μ

:

- μ μ μ μ μ
- μ μ μ μ
- μ « »
- μ μ μ μ μ μ μ μ :

\_\_\_\_\_



\_\_\_\_\_



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\_\_\_\_\_

## 2:

management μ

μ μ . μ

μ μ (Eamonn P. Sweeney and Glenn Hardaker, 1994).

μ management μ

μ μ μ

μ μ

manager μ ,

μ , μ μ ,

μ managers

μ

(Roger Darby, 1995).

, ,

μ , μ μ μ

μ

μ

μ μ

, μ

μ μ

, μ

μ μ

μ μ

. (Eamonn P. Sweeney and Glenn Hardaker, 1994).

μ μ μ μ

μ

μ μ μ

μ μ

μ μ μ μ

μ μ μ μ

(Karathanos, 1998

Z. Irani, A. Beskese and P.E.D. Love, 2004).

2.3

(Barney,1985a).



## 3.1

John Kotter and James Heskett, 1992 Corporate Culture and Performance, 1998  
 W.Z. van de Post, T.J. de Coning, E.vdM. Smith, 1999  
 Rohit Deshpande and John Farley « » 1999  
 Sambasivan and Juliana Johari 2003 Md. Zabid Abdul Rashid, Murali 202

Eric Flamholtz  
 Rangapriya Kannan-Narasimhan (2005)

**3.2 John Kotter James Heskett (1992)**

John Kotter James Heskett, Harvard 1992  
 Corporate Culture and Performance,

(strong culture)

207

μ , μ R.O.I. μ μ .

μ μ

μ . μ μ μ .

μ μ μμ μ

, Kotter Heskett 207 , μ

μ μ . μ

μ μ .

μ μ μ ,

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( μ μ ).

μ μ μ

μ . . . .

)

(strategically appropriate culture/fits it's

context)

μ

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μ μ . μ

, μ

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μ , .

, μ

μ .

μ μ μ μ .

μ μ

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μ , μ

, μ μ

μ μ μ .

207 μ ,

22 μ . μ

μ μ , .

μ μ μ , μ

μ μ μ μ , μ ,



μ

μ .

μ μ

μ μ .

) μ (adaptive cultures)

μ μ μ

. μ

, μ μ

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μ , μ

, μ Managers.

μ .

μ μ , μ μ

μ μ .

μ μ μ

μ Kotter Heskett. μ

μ , managers μ ,

μ .

μ , , μ .

μ , managers μ μ

, .

μ μ μ ,

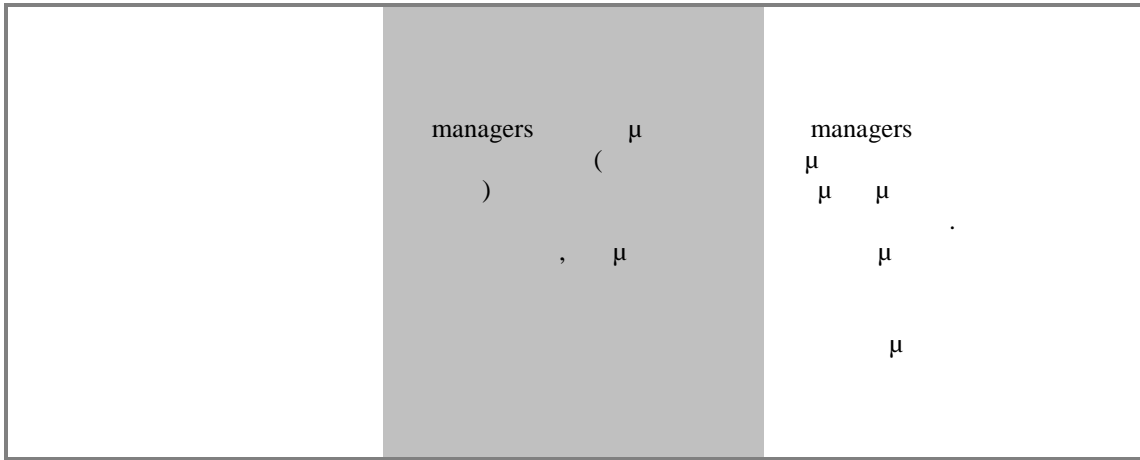
managers

. μ μ

μ .

	managers μ μ μ , μ	managers μ , μ μ μ . μ μ

3:



managers ( , μ , ) μ  
 μ μ



Managers μ μ ,  
 , μ ,  
 ( . μ , ) μ μ  
 .  
 μ μ Kotter Heskett μ :  
 μ μ μ .  
 , μ μ μ  
 μ . μ , μ μ  
 μ

μ  
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 μ μ ,  
 μ μ .  
 μ μ , μ μ  
 , μ μ  
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 μ μ  
 , ( 1992 )  
 μ μ  
 μ μ  
 μ μ managers  
 .  
 μ μ μ μ μ  
 (μ μ μ μ ) ,  
 μ , , μ μ μ  
 , μ μ

**3.3** μ μ μ  
 : **W.Z. van de Post, T.J. de Coning E.vdM. Smith (1998)**

)  
 μ μ  
 1998 W.Z. van de Post, T.J. de Coning E.vdM. Smith,  
 μ μ μ  
 , « » μ  
 μ μ μ  
 μ μ μ 114  
 . 114 μ , μ  
 μ μ .

3:

- μ , μ μ
- μ 114 μ μ
- 15 . μ ,
- :
- 1. μ μ (conflict resolution): μ μ
- μ .
- 2. (culture management): μ μ
- μ μ μ .
- 3. μ (customer orientation): μ
- μ μ
- 4. (disposition towards change): μ
- μ μ μ
- 5. μμ μ (employee participation): μ
- μ μ μ .
- 6. (goal clarity): μ μ μ
- .
- 7. μ μ (human resource orientation): μ
- μ μ
- μ .
- 8. μ μ (identification with the organization): μ
- μ μ .
- 9. μ (locus of authority): μ ,
- μ .
- 10. (management style): μ μ
- μ
- 11. μ (organization focus): μ μ
- μ .
- 12. μ (organization integration): μ
- μ μ μ ,

13. (performance orientation):

μ μ μ

14. (reward orientation): μ

μ μ μ μ

μ , μ .

15. (task structure): μ μ μ

μ .

)

128 , μ

49 (38,3%). μ 9471

, μ

μ 3617 (38,2%). μ μ

μ 15 μ

49 . μ

. , μ μ μ μ μ μ ,

:

- (return on average equity)
- (return on average assets)
- (total asset growth rate)
- (share return)

) μ μ

μ , μ μ μ ,

. μ

μ μ ,

μ μ

μ μ .

μ , μ 15 ,

μ μ :

1. μ μ

μ μ .

2. μ μ .

- 3. μ .
- 4. μ μ
- μ .
- 5. μμ .
- 6. ,
- μ .
- 7. μ μ μ
- μ μ .
- 8. μ .
- 9. μ μ
- μ .
- 10. , μ
- μ μ .
- 11. ,
- μ .
- 12. μ μ μ μ
- μ μ .
- 13. μ μ
- μ .
- 14. μ μ μ
- μ , μ .
- 15. μ μ
- , μ .

**3.4** μ μ : **Rohit Deshpande John Farley (1999)**

)

1999 Rohit Deshpande John Farley  
 , μ  
 μ μ .  
 μ μ μ μ  
 :

- 1. μ μ
- 2. μ

3. μ μ

4.

μ

μ

μ

μ

μ

)

,

μ

μ

μ

μ

μ

μ

μ

▪ Competitive culture (

),

μ

μ

▪ Entrepreneurial culture,

μ

μ

μ

μ

μ

μ

μ

▪ Bureaucratic culture (

),

μ

μ

μ

▪ Consensual culture,

μ

(μ

μ

)

μ

μ

μ

( )

, μ

μ

μ

μ

μ

μ

)

μ

μ

μ

μ

μ

μ

μ

μ

μ

μ

μ







3.5 μ μ : Flamholtz Eric (2001)

2001 Flamholtz Eric μ «

μ μ » μ

μ μ . μ μ

μ μ . ,

μ μ μ μ μ μ

μ μ μ . μ

μ μ .

μ μ μ μ μ

μ μ μ

μ μ μ

μ μ μ μ μ ,

μ μ μ μ

μ μ ( μ « » -

).

μ μ μ μ μ μ

μ μ μ

μ .

μ μ μ (Siehl Kotter).

, μ

μ μ μ . ,

μ μ μ μ μ

. μ μ Kotter Heskett (1992) μ

μ μ

μ μ 22 μ .

, μ μ μ

μ μ μ μ μ . μ ,

μ μ μ . , ,

μ μ μ μ . ,

μ μ μ μ μ

μ μ μ μ .





μ  
 . , μ  
 μ , μ  
 , μ μ  
 μ ( ). μ , μ  
 μ μ μ  
 .  
 μ μ μ , μ  
 . μ μ  
 μ (ROA-return on assets,ROI-return on  
 investment ). , μ μ  
 .

- )
1. μ μ μ
  2. μ μ μ
  3. μ μ μ
- )

μ μ 1-5 μ μ μ  
 (1) μ μ (5). 25 μ  
 24 μ . μ  
 μ μ , μ μ  
 (1997-1999). μ 2001.  
 μ μ Kuala Lumpur  
 μ μ μ μ  
 . 1.036 μ μ μ  
 202(19.5%). μ 1

2.  
 μ μμ SPSS μ  
 , , Pearson  
 μ (MANOVA). ( Cronbach alpha)  
 μ μ 0.7283 0.9172 μ μ 0.7188  
 0.9341 .

1.

<b>Types of business activities</b>		
		19.8
$\mu$		9.9
		17.8
		6.9
$\mu$	$\mu$	23.8
		5.9
		3.0
Trusts		4.0
		6.9
		2.0
<10		49.5
10-15		33.7
>15		16.8
$\mu$	$\mu$	
<300		37.6
301-700		44.6
>701		17.8

2.

<40	$\mu$	74.8
41-50		24.8
>51		0.5
		12.4
		87.6
CEO		0.5
		81.2
		18.3
$\mu$	$\mu$	
		12.4
		51.5
		33.5
		2.5
<10		56.4
11-15		38.1
>15		5.4
<4		44.1
4-6		40.1
>6		15.8

3:

Information Technology	33.7
	20.8
	13.4
Marketing	18.8
	13.4

)

3

43%

38%

300( .1).

31%

( )

3.

	23.8
	42.6
	3.0
	30.7

24%

62.4

4

3:

$\mu$  ,  
 $\mu$  ,  $\mu$  ,  
 $\mu$   $\mu$  .

4.

$\mu$	31.7 62.4 5.9
-------	---------------------

32%  $\mu$  .  
 $\mu$   $\mu$   $\mu$   
 $\mu$  .  $\mu$  2,  
 11-15  $\mu$  38% ,  
 6%  $\mu$   $\mu$   
 .

$\mu$ \ $\mu$	$\mu$	$\mu$	$\mu$
$\mu$	0.429 <sup>2</sup>	-0.399 <sup>2</sup>	-0.156 <sup>1</sup>
	-0.273 <sup>2</sup>	0.181 <sup>1</sup>	0.114
	0.081	-0.126	0.061
	-0.151 <sup>1</sup>	0.219 <sup>2</sup>	0.018
$\mu$ : <sup>1</sup>	$\mu$	0.05, <sup>2</sup>	$\mu$
	0.01		

3.7

$\mu$   $\mu$  : **Eric Flamholtz**  
**Rangapriya Kannan-Narasimhan (2005)**

)

Eric Flamholtz Rangapriya Kannan-Narasimhan  $\mu$   
 2005 European Management Journal.  $\mu$   
 $\mu$  ,



μ  
μ  
μ μ . μ μ  
μ μ . μ μ  
)  
μ Flamholtz 2001  
μ μ . μ μ , EBIT  
( μ μ μ μ μ μ μ μ μ  
. μ μ μ μ μ μ μ  
μ μ μ μ μ μ μ  
μ . μ  
)  
μ μ μ . . . .  
μ 950 , 74% 702 μ μ  
μ μ μ  
. μ μ μ  
μ , μ  
μ μ μ μ μ  
. μ μ μ μ μ μ μ μ

μ

1. μ μ μ μ μ μ μ μ
2. μ μ μ μ μ μ μ μ
3. Managers μ μ μ μ μ μ μ μ
4. μ μ μ μ μ μ μ μ
5. μ μ μ μ μ μ μ μ
6. Managers μ μ μ μ μ μ μ μ
7. μ μ μ μ μ μ μ μ
8. μ μ μ μ μ μ μ μ μ
9. Managers μ μ μ μ μ μ μ μ
10. μ μ μ μ μ μ μ μ
11. μ μ μ μ μ μ μ μ

3:

- 12.                               μ
- 13.                               μ                               μ
- 14.                               μ                               μ                               μ
- 15.                               μ
- 16.
- 17.
- 18.                               μ
- 19.                               Managers
- μ                               μ                               μ
- 20.                               μ                               μ
- 21.                               μ
- 22.                               μ μ
- 23.                               μ
- 24.                               μ
- 25.                               μ                               ,
- 26.                               μ μ                               μ
- 27.                               μ
- 28.                               μ                               μ                               μ                               standards
- 29.                               μ

μ

μ                               μ                               μ                               μ

μ                               μ                               μ                               μ

μ                               μ                               μ

μ                               μ                               μ                               μ

μ                               μ                               μ                               μ

μ

- 1.                               μ
- 2.                               μ
- 3.                               μ                               μ
- 4.                               μ
- 5.                               μ                               μ                               μ
- 6.                               μ
- 7.
- 8.
- 9.                               μ                               μ
- 10.                               μ                               μ

	11.	Managers				
	12.					
	13.					
	14.					
	15.					
	16.					
	17.					
	18.					
	19.					
	20.					
	21.					
	22.					
	23.					
	24.					standards
	25.					
	26.					
	27.					
	28.	Managers				
	29.	Managers				

)

(Denison & Mishra, 1995)

(Kotter & Heskett, 1992),

46%

41%, 38%, 22%.

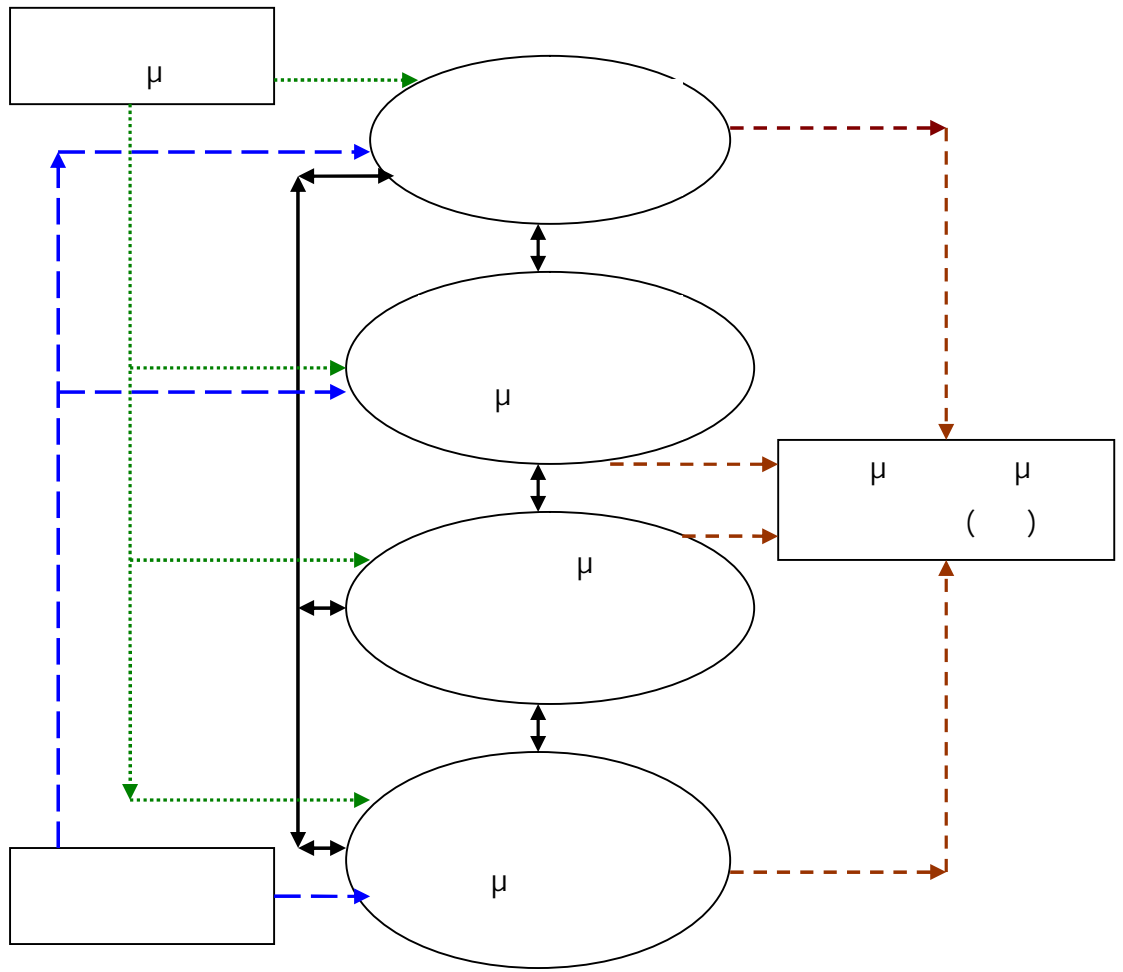
3:

μ μ μ μ μ  
 μ μ μ .  
 .  
 μ μ μ .  
 μ , μ μ μ μ μ ,  
 μμ μ μ μ .  
 μ μ μ  
 μ , ( μ μ ) .  
 μ μ ,  
 μ μ .

	μμ
	46%
μ	41%
μ	38%
μ	22%

μ μ  
 μ μ .  
 μ μμ ,  
 μ « » μ μ μ ,  
 μ , 2005 μ μ .

3:



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Hofstede

4.2

(Merger), (Acquisition), (Hostile Takeover), Management Buy Out), (L.B.O., Leverage Buy Out) (Joint Venture),



**(Merger).**

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**(Acquisition).**

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**( keover - ostile Takeover).**

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 “ ” (Hostile Takeover).  
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 (packman defense), ) μ “  
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 μ μ μ (asset restructuring, liability  
 restructuring), ) μ . . .  
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**(Management Buy Out).**

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✿ μ (Joint Venture).

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✿ μ (Leverage Buy Out).

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4:

Hofstede, (Brown, 1998):

*(Power Distance)*

*(Uncertainty Avoidance)*

*(Individualism)*

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 (masculinity)  
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 μ (femininity),  
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 μ μ μ μ (Confucian dynamism)  
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χώρα	PDI	UAI	IDV	MAS
Αγγλία	35	35	89	66
Αργεντινή	49	86	46	56
Αυστραλία	36	51	90	61
Αυστρία	11	70	55	79
Βέλγιο	65	94	75	54
Βραζιλία	69	76	38	49
Βενεζουέλα	81	76	12	73
Γαλλία	68	86	71	43
Γερμανία	35	65	67	66
Γιουγκοσλαβία	76	88	27	21
Δανία	18	23	74	16
Ελβετία	34	58	68	70
Ελλάδα	60	112	35	57
Ιαπωνία	54	92	46	95
Ισπανία	57	86	51	42
Ινδία	77	40	48	56
Ιράν	58	59	41	43
Ιρλανδία	28	35	70	68
Ισραήλ	13	81	54	47
Ιταλία	5	75	76	70
Καναδάς	39	48	80	52
Κολομβία	67	80	13	64
Μεξικό	81	82	30	69
Νέα Ζηλανδία	22	49	79	58
Νορβηγία	31	50	69	8
Νότιος Αφρική	49	49	65	63
Ολλανδία	38	53	80	14
Πακιστάν	55	70	14	50
Περού	64	87	16	42
Πορτογαλία	63	104	27	31
Σιγκαπούρη	74	8	20	48
Σουηδία	31	29	71	5
Ταϊβάν	58	69	17	45
Ταϊλάνδη	64	64	20	34
Τουρκία	66	85	37	45
ΗΠΑ	40	46	91	62
Φιλιππίνες	94	44	32	64
Φιλανδία	33	59	63	26
Χιλή	63	86	23	28
Χονγκ Κονγκ	68	29	25	57
μέσος όρος	52	64	50	50
τυπική απόκλιση	20	24	25	20

4.1:  $\mu$  40 (Hofstede, 1980)

$\mu$ : PDI= , UAI= , IDV=  $\mu$  , MAS=

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Hofstede (1980) introduced the concept of 'cultural dimensions' which are used to describe the differences between cultures. Hofstede's model consists of four dimensions: individualism vs. collectivism, power distance, uncertainty avoidance, and masculinity vs. femininity. Hofstede's research was based on a survey of 40,000 employees of IBM in 44 countries. Hofstede's findings have been widely cited and have influenced the way we think about culture and management. Hofstede's model has been used to explain differences in business practices, communication styles, and organizational structures. Hofstede's model has been used to explain differences in business practices, communication styles, and organizational structures. Hofstede's model has been used to explain differences in business practices, communication styles, and organizational structures.

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Hofstede (1980) introduced the concept of 'cultural dimensions' which are used to describe the differences between cultures. Hofstede's model consists of four dimensions: individualism vs. collectivism, power distance, uncertainty avoidance, and masculinity vs. femininity. Hofstede's research was based on a survey of 40,000 employees of IBM in 44 countries. Hofstede's findings have been widely cited and have influenced the way we think about culture and management. Hofstede's model has been used to explain differences in business practices, communication styles, and organizational structures. Hofstede's model has been used to explain differences in business practices, communication styles, and organizational structures.

Adler (1991) introduced the concept of 'cultural dimensions' which are used to describe the differences between cultures. Adler's model consists of four dimensions: individualism vs. collectivism, power distance, uncertainty avoidance, and masculinity vs. femininity. Adler's research was based on a survey of 40,000 employees of IBM in 44 countries. Adler's findings have been widely cited and have influenced the way we think about culture and management. Adler's model has been used to explain differences in business practices, communication styles, and organizational structures. Adler's model has been used to explain differences in business practices, communication styles, and organizational structures.

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& Chrysler Mercedes-Benz, Volkswagen Rolls-Royce, British AMOCO, Group Schneider Square D. Even.



Stephen Rhinesmith, *A manager's guide to globalization* (1996) : «  
 – Siemens AG, Toshiba Corporation, IBM.  
 Fishkill, Hudson River Valley 100  
 Wall Street Journal (3, 1994)  
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Hofstede (1980)

*Consequences*

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*Culture's Cultures and Organizations*

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*Doing Business Internationally* (Medina – Walker, Walker, & Schmitz, 2002).

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Peters & Waterman

In Search of Excellence (1984)

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**4.7.1**

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 (Pablo, 1994). Haspeslagh Jemison (1991)

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μ μ Riika M. Sarala (2010)

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( . . Elsass & Veiga, 1994; Nahavandi & Malekzadeh, 1988) μ ( . . Buono, 2003; Buono & Bowditch, 1989; Ivancevich, Schweiger, & Power, 1987; Marks and Mirvis, 1985; Olie, 2005; Panchal & Cartwright, 2001; Sales & Mirvis, 1984; Sinetar, 1981) μ

- μ ( . Birkinshaw, Bresman & Hakanson, 2000; Larsson & Finkelstein, 1999; Very et al., 1996). ,

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Stahl and Voight (2005)

Weber, Shenkar Raveh (1996),

Haspeslagh

Jemison (1991),

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Haspelagh and Jemison (1991)

« ». Teerikangas & Very (2006)

50%

(Butler, Ferris & Napier, 1991).

(Haspelagh and Jemison, 1991)

(Soderberg & Vaara, 2003).

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 , Nahavandi and Malekzadeh (1988) μ «  
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 & Veiga, 1994) « μ » μ μ  
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 Catwright and Cooper (1993) « »  
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 (1989) Newman and Krzystofiak (1993) μ

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(Haspelagh and Jemison, 1991).  
 (Chatterjee, 1986; lubatkin, 1983, 1987).  
 (Buono and Bowditch, 1989; Napier, 1989; Schweiger, Ivancevich & Power, 1987).  
 Peters and Waterman (1982)  
 Barney (1986)



Sales and Mirvis (1984) Buono, Bowditch and Lewis  
 (1985)

Napier, Schweiger and Kosglow (1993) Olie (1994)  
 (1993) Napier et al.

Olie (1994)

(Olie, 2005).

Zaheer et al. (2003)

Risberg (2001) Hasegawa (2000) Blasko,  
 Netter and Sinkey (2000)

Nummela (2005)

Santi (2001)

Fang, Fridh and Schultzberg (2004)

( . . Gertsen & Soderberg, 2000; Riad, 2005; Vaara & Tienari,  
 2003).

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Riika M. Sarala (2010), μ

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(Hofstede, 1980, 1991; House, Hanges, Javidan, Dorfman & Gupta, 2004; Inglehart, Basanez, Diez-Medrano, Halman & Luijkz, 2004; Schwartz, 2004; Trompenaars & Hampden-Turner, 1998).

Datta and Puia (1995)  
Brock (2005)

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Schein (1990)  
Cartwright and McCarthy (2005)

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(Nahavandi & Malekzadeh, 1993; Olie, 1994).

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David and Singh (1993)

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Weber et al. (1996)

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Weber and Camerer (2003)

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(2005), μ μ μ μ

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(Birkinshaw et al., 2000; Buono & Bowditch, 1989; Nahavandi & Malekzadeh, 1988; Sales & Mirvis, 1984; Very et al., 1997).

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(Chatterjee, Lubatkin, Schweiger & Weber, 1992; Nahavandi & Malekzadeh, 1988; Pablo, 1994). μ μ

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(Nahavandi & Malekzadeh, 1988). μ

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(Haunschild et al., 1994). (Sales & Mirvis, 1984; Sidle, 2006). (Sidle, 2006). (Nahavandi & Malekzadeh, 1988; Sales & Mirvis, 1984). Haunschild et al. (1994) (Sales and Mirvis (1984) Nahavandi & Malekzadeh (1988), (Larsson & Lubatkin, 2001; Siehl & Martin, 1981).

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(Marks & Mirvis, 2001; Very et al., 1997).

4.7.6.3.3

(Buono & Bowditch, 1989; Sales and Mirvis, 1984).

(Haunschild et al., 1994).

Empson (2001)

Nahavandi & Malekzadeh (1988)

(Birkinshaw et al., 2000; Nahavandi & Malekzadeh, 1988; Very et al., 1997).





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(Goulet and Schweiger, 2006). μ μ  
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(Olie, 1994; Very et al., 1996, 1997).  
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 (Sales & Mirvis, 1984), μ  
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**4.8.1**

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 & (O’Shaughnessy & Flanagan. 1998)  
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Hofstede (1980) has identified four dimensions of national culture: individualism vs. collectivism, power distance, uncertainty avoidance, and masculinity vs. femininity. These dimensions are used to explain differences in behavior and communication styles across cultures. Hofstede's model is based on the assumption that culture is a set of shared values and beliefs that influence individual behavior. Hofstede (1980) has identified four dimensions of national culture: individualism vs. collectivism, power distance, uncertainty avoidance, and masculinity vs. femininity. These dimensions are used to explain differences in behavior and communication styles across cultures. Hofstede's model is based on the assumption that culture is a set of shared values and beliefs that influence individual behavior.

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(Nahavandi & Malekzadeh, 1988)

(Very et. al, 1993).

**4.8.3**

Berry (1980a, 1980b, 1984) has identified three dimensions of national culture: individualism vs. collectivism, power distance, and uncertainty avoidance. These dimensions are used to explain differences in behavior and communication styles across cultures. Berry's model is based on the assumption that culture is a set of shared values and beliefs that influence individual behavior.

Berry (1980a, 1980b, 1984) has identified three dimensions of national culture: individualism vs. collectivism, power distance, and uncertainty avoidance. These dimensions are used to explain differences in behavior and communication styles across cultures. Berry's model is based on the assumption that culture is a set of shared values and beliefs that influence individual behavior.

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Nahavandi & Malekzadeh (1988)

Nahavandi & Malekzadeh, Cartwright and Cooper (1993), Larsson and Lubatkin (2001), Ingela Jons, Fabian Froese & Yong Suhk Pak (2007), Larsson and Lubatkin (2001),

4.8.4

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(Cartwright and Cooper, 1993), & (O'Shaughnessy & Flanagan, 1998).

(Buono et. al, 1985; Larsson & Finkelstein, 1999).

(Jons, 2002).

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(Schein, 1986). Selmer and Leon (2002) Hong Kong

(Berry, 1997; Rosenthal et al., 1989).

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4.8.5 μ μ -

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Larsson and Lubatkin (2001)

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