Szent István University
Doctoral School of Management and Business Administration

Identifying competitive cultural orientations made from executive's narratives

Doctoral theses

Gábor Mikulás, 2011.

Doctoral School of Management and Business Administration
  Field of Science: Management and Business Administration

Head of School: **Dr. István Szűcs**, Professor
  Doctor of Hungarian Academy of Sciences (Economic Sciences)
  SZIE, Department of Economics and Social Sciences
  Institute of Economic Analysis and Methodology

Supervisor: **Dr. Levente Komor**, University Docent
  SZIE, Department of Economics and Social Sciences
  Institute of Social Sciences

………………………………….   …………………………………...
   Approval of the Head of School   Approval of the Supervisor

Table of content

Website of the project: http://www.gmconsulting.hu/szervezeti-kultura/versenykepessegi-orientaciok-vezetoi-szovegekbol/#eng

Introduction

It is a question of trustworthiness among information services, that the decision-making process is based on information package collected from more resources, or more aspects, the cogency is better in this way after all. Resources might be the previous articles, business transaction data, related company information of those affected in the case or declarations of authorized ones which can be collected by telephone or personal conversations. These can be the most valuable sources though these may content data, which are not (yet) available e.g. on printed format. A further distinction of this information is that they are "weak signals" (Zanassi, 2001, Day—Shoemaker, 2006), which refer to the predictive changes not „shrilly" (e.g. a sales diagram), but merely refer simply (e.g. narratives of the colleagues) to them. These narratives – in case they are original, which means they are not manipulated by PR-specialists, journalists, or other interpreters – not only content factual data but refers to further information hiding deep in the contexts which are not identified by wider audience. These items of information can be identified by text analysis, offering valuable, unique, and often predictive information to the customer of information professional. The information service may be widened and may be more valuable with these techniques (see also: Wormell, 1999). Also the toolkit of culture research may help to get this information.

Based on the Sapir—Whorf-hypotheses (Sapir, 1929) – which lays emphases on the importance of contact between conscience and the language – the conscious or unconscious identity-strengthening function of the narrative seems to be evident. The perpetual vocalization of typical narrative items strengthens, and creates again the group values, the status and tasks of the individual. With the help of these tools they maintain the internal coherence of the group, and clearly define the borders of it (as the external persons do not use the typical forms). (Flower, 1985) That is why it is no wonder that according to the narrative psychology the human experience – also with the cultural orientation – is being organized into narrative forms. The social representation – e. g. the organizational cultural construm – can be shared and discussed with the narrative organization of its content.

This study uses the methodology of the international GLOBE-project. Its purpose is to map the cultural orientations based on narrative communication, and to express the level of competitiveness of the organizations involved.

1. Research of culture and competitiveness

The organizational culture is *"shared motives, values, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives and are transmitted across age generations"*. (House et al. 2004) In the last 30 years, several scientists established their methodology for mapping the cultural orientations. The

GLOBE-project (Global Leadership and Organizational Behavior Effectiveness; its website is: http://www.thunderbird.edu/sites/globe/) identifies different levels in nine cultural dimensions based on a questionnaire given to middle level managers of the organizations (House et al, 2002) on the level of nations and organizations as well. These dimensions – cultural orientations – are demonstrated in table 1.

Power Distance	(1) … is the degree to which members of an organization or society expect and agree that power should be stratified and concentrated at higher levels of an organization or government. (2)… is defined as the degree to which members of an organization or society expect and agree that power should be unequally shared.
Uncertainty Avoidance	(1) ... is the extent to which members of an organization or society strive to avoid uncertainty by relying on established social norms, rituals, and bureaucratic practices. (2) ... defined as the extent to which members of an organization strive to avoid uncertainty by reliance on social norms, rituals, and bureaucratic practices to alleviate the unpredictability of future events.
Institutional Collectivism	(1) ... is the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action. (2) ... is the degree to which organizational and societal institutional norms and practices encourage and reward collective distribution of resources and collective action.
In-Group Collectivism	… is the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families
Gender egalitarianism	(1) is the degree to which an organization or a society minimizes gender role differences while promoting gender equality (2) is the degree to which an organization or a society minimizes gender role differences.
Assertiveness	... is the degree to which individuals in organizations or society are assertive, confrontational, and aggressive in social relationships
Performance orientation	… is the degree to which an organization or society encourages and rewards group members for performance improvement and excellence.
Future orientation	(1) ... is the degree to which individuals in organizations or societies engage in future oriented behaviors such as planning, investing in the future, and delaying individual or collective gratification. (2) ...) ... is the degree to which individuals in organizations or societies engage in future oriented behaviors such as planning, investing in the future, and delaying gratification.
Humane orientation	... is the degree to which individuals in organizations or society encourages and rewards individuals for being fair, altruistic, friendly, generous, caring, and kind to others.

Table 1. Cultural orientations of the GLOBE-project (House et al., 2002)

The questionnaire of the research asks separated about the experienced (*as is* or *descriptive*) and the perceived (normative) state referring both on national and organizational levels. In this way similar themes (*should be* or *questions*) were raised in 2x2 variations. Examples of the questions:
- Organization, as is /descriptive: *The pay and bonus system in this organization is*

designed to maximize… (individual interests – collective interests).
- Organization, should be / normative: *In this organization, the bonus system should be maximize… (individual interests – collective interests).*
- Society, as is / descriptive: *The economic system in this society is designed to maximize (individual interests – collective interests).*
- Society, should be / normative: *I believe that the economic system in this society should be designed to maximize (individual interests – collective interests).* (House et al. 2002)

The answerers could score choose between 7 grades. (The standard questionnaire also contained further questions which are not dealt here.

1.1 Competitive cultural patterns

Bakacsi (2007) marked 6 of the 9 cultural orientations which predicatively specify the competitiveness of countries. (Competitiveness, definition of the World Competitive Yearbook: the competitiveness *analyses, how the countries and the companies manage their whole amount of competences aiming to reach wealth and profit.)* (Garelli, 2005) According to her research – in which the results of the GLOBE countries were correlated with country-level competitiveness index stated 10 years later – it can be stated that,
- the predictive competitiveness correlates positive with the national level descriptive values of the *uncertainty avoidance*, *institutional collectivism*, the *performance orientation* and the *future orientation*. The descriptive, national level values of *power distance index* and the *in-group collectivism* (being proud on the own group) is predicatively and negatively correlates with the competitiveness.

This experience partly correlates, partly does not contradict the result of other methodologies, e. g.:
- By Hofstede, the *individualism*, the *long distance orientation* and the *uncertainty avoidance* (the latter has not the same content as by the GLOBE) correlate positively, and the *power distance index* correlates negatively with the competitiveness. (Hofstede, 2001).
- In the researches of Trompenaars and Hampden-Turner the competitiveness is predicted by the positive values of *acquired positioned orientation* and the *future orientation*, and the negative values of the *emotional orientation*) (Gaál—Kovács, 2006; according to national culture data of Trompenaars).

(It has to be mentioned that the competitiveness might have alternate ways to this benchmark.)

According to the research relevant management science it can be assumed that due to the long distance refine the culture of the leader and the organization tends to become the same or becomes very similar to each other. Also the literature search results let us presume that the competitiveness cultural orientations are the same on national (societal) and on organizational level. That means e. g. that the strong power distance hinders competitiveness on national and organizational levels as well, or on a certain domain, the stronger performance orientation helps to reach their aims on national and company levels as well.

The research looked for the answer to the question of wherein the orientations of competitiveness can be identified in the narratives of CEOs via the content analysis. The second objective is the predictive competitive characterization of organizations based on the obtained results.

1.2 Narrative researches

Several qualitative methods are able to extract hidden or partly hidden contents from texts. The texts of interviews were tested with two (plus one) narrative analyzing processes:
- content analysis (qualitative)
- motivation research (qualitative)
- additional analysis:
    a. measuring the appearance of some narrative themes
    b. counting some phrases (quantitative)
    c. text pragmatics (qualitative).

The use of all these three techniques provides strong data
- on one hand for the description of organizational culture of the tested organizations
- in the other hand, in triangulation with quantitative GLOBE-results, it could be specified: which cultural orientations can be identified with good effect with the use of narrative tools.

Content analysis. Although the content analysis and the discourse analyses has pretty much wide literature, during the literature search, no methodology was found made with the aim of cultural discovery purpose, neither in Hungarian, nor in international databases. There were some of them which were convenient for one or two cultural orientations. E. g. for power distance or for identifying the two individualism—collectivism aspect, there were several narrative markers. For other orientations like uncertainty avoidance or performance orientation there were hardly any. (For example: the use of a difficult syntax which is difficult to understand for the target group or the use of over average number of nominals, tends to refer to power distance. The use of the phrases and style of a named or unnamed group refers to collectivism.)

Motivation research: determining the proportion of competitive orientations derived by the motivation system described by Ágnes Kapitány and Gábor Kapitány (1993) in the texts. For the motivation research, the organizational specificities of the speech have to be detected. Conclusion to the motivation of the speaker can be derived from their presence, proportion and connections. The domains of motivations:
- establishing contacts
- environmental effects
- organizing items of knowledge
- following authority and patterns
- need for fulfilling tasks
- need for ethics
- ownership

- need for „dominance"
- freedom, individualized lifestyle
- need for purpose of life.

The authors divide each motivation into three parts: *internal impetuses, aims* and *readiness for convenience*. According to their diagnoses we reach relative internal harmony if the three kinds of motivation presents equally in our personality making balance in us.

Additional analyses, text pragmatics. The factors determining the choice of used language type of social interactions and the analysis of the affects of the choice are also convenient for identifying cultural concerns. This method of text analysis – also includes quantitative research of some phrases – was used in the research project as an additional analyses.

2. Hypotheses of the research

Six hypotheses were drawn up:

1-2. GLOBE—content analysis conjunctions. The cultural orientations which can be significantly associated with the competitiveness (descriptive, organizational level average) conjunct with the same variables get by the
- content analysis
- motivation research
according the cultural orientation definitions of GLOBE.

3. Cultural orientations – with narrative analysis. The predictive competitive cultural orientations can be identified by coding narratives.

4. Support of organizational diagnose. The narrative analysis of cultural orientations may support the organizational development. The results of GLOBE-analysis (quantitative) and the narrative analysis (qualitative) support the making of organizational diagnosis. The conclusions drawn meanwhile may identify the critical points of the organization.

5. Pendulum effect – extracted from narrative research. The pendulum effect (Bakacsi, 1999), identified as a distinction between the normative and descriptive GLOBE-scores on national level can also be identified by narrative research.

6. Profit oriented—public sphere organizations dichotomy. Previous studies have found organizational cultural differences among profit oriented and public sphere organizations. It is assumed that the three research procedures also show these differences.

In the point 5.3 of table 8 shows how this study justified these hypotheses.

3. Methodology

The subjects of the case studies were four organizations engaged some forms of information processing services. Two of them were private enterprise (Hungarian-owned regional consulting and a publishing company owned by a foundation), one is a national level public authority, and one is the regional unit of the latter.

3.1 GLOBE-questionnaire

The GLOBE-questionnaire was filled out by middle managers of the selected organizations the data processing was made by the Hungarian GLOBE Center staff. These data also contents the national and organizational level answers in the normative and descriptive versions as well – in terms of nine orientations. The organizational average values of six competitive orientations were the subject of evaluation. The number and percentage of respondents (see Table 2):

organization and the persons filled out the questionnaire	No. of employees	filled out the questionnaire	proportion
publisher; middle managers and employers having leadership authorities	150	16	10,67
consulting form; middle level and project managers	200	39	19,50
authority, directors of regional organizations	16.000	119	0,74
regional organizations of the authority, middle managers	1522	20	1,31

Table 2 Data of the persons filled out the GLOBE questionnaire

3.2 Narrative identifying of orientations

The interviews were made with the heads of organizations. It was a requirement that the CEOs should spend at least five years of the current organization's culture since it can be assumed that between the organization and its chief executive officer would only be a long lasting relationship, if they mould to each other in cultural terms. The CEOs had their semi-structured interview in four fields: 1 company history, 2 their own careers, 3 plans of the organization, 4 two examples of a personal success and / or challenge. (three questions focused on the past, one on the future. Two is designed specifically for their organization, one referred to their own identity, and an optional personal topic.) The nearly one-hour long interviews resulted a corpus between 3,000 and 4,000 words. The description of these narratives reported the text corpora.

The questions of narrative analysis:
- how strong is the occurrence of contented motives of predictive competitive orientations in the texts
- how does it relate to the similar values received by the GLOBE questionnaire.

The preparation of texts analysis meant to be the splitting of the texts into units. This based on the idea: one thought – one unit. Further on, if within a thought another aspect comes to the fore, a new unit is made. A new unit also is made, if the speaker is positioned in another person point of view. The splitting may affect the number of orientation's variables.

Sometimes it happened that in the case of interposition the sandwiched in words were put after the host text (in such cases the orientation of the section was signed not twice, but once). This method is of course not always gives a clear splitting.

3.2.1 Content analysis

Without having a comprehensive narrative cultural tool, an own methodological framework was developed. The first step of this was a summary of the cultural aspects of qualitative and quantitative partial solutions found in the bibliographic research (eg, Ehmann, 2005, Flower, 1985, Pennebaker, 2002) (After the text processing, these experiences proved to be useful for the additional text characterization as well.) During the text analysis, the text of the interviews was coded by two independent encoders according to one some-page long instruction made by the method mentioned above. In cases of dispute a third party judged the decision (such a process is familiar to the GLOBE questionnaire in relation to its development) (House et al, 1998, and several other research, for example.: Privette, Landsman, 1983). Those codes have been processed which was identified as hit by at least two coders. ie, at least one positive or negative code of the six GLOBE-orientation. Positive codes were given to the high level of the certain orientations, negative codes indicated the low level of it. The positive and negative codes unbound each other. (Another procedure would have been utilized also, if the mention in itself is a positive value to some degree.)

3.2.2 Motivation research

The motivations above are not clearly corresponding to the cultural orientations, however closer relationship can be drawn between them. For example: need for dominance (as motivation) with the power distance index (as a cultural orientation). Accordance out of the content analysis, the encoding of the motivation research was carried out by only one encoder, which means that the received data is only indicative.

3.2.3 Additional analysis

For further enhancement of the characterization of organizations an additional tripartite analysis was made.
1. Searching for narrative themes not strictly related to the competitive orientations but belonging to the subjects of content and motivation researches. These are:
   • *How the interviewee characterizes successes and failures* (references in the syllabus, what subjects are mentioned)
   • *How career is interpreted* (predicting the ulterior attitudes in the life of the organization)
   • *Referring to competitors* (it helps to identify the relationship with the "them" group)
   • *Recurring themes* (indication of important topics for the interviewee)

• *Conflicts* (predicts the future models of their treatment, or the method of problem solving)

• *The presence of personal confidential connections or the absence of them* (refers to the individual's social capabilities)

• *Clients, as a subject* (refer to the essential purpose of the organization-related attitudes)

• *Collocations* (see, e. g.: Perrin-Petry, 2003). (Those segments where there are plenty of codes and collocations based on content analysis denote the content rich segments of text.

2. Quantitative analysis of certain words and terms. Although concerning its level it is not comparable to and not that complex as the automated content analysis (see, e. g.: Ehmann, 2002, László, 2005), as complementary data it may complete the statements obtaining from qualitative methods (similar work is e. g.: Pennebaker-Lay, 2002). Only few words are the subject of the analysis:

• terms increasing the importance: *very, important, extraordinary* (may help to identify the impetus of "importance-attachment"

• conjunctions: *but, because, so* (may help to identify the contrasting, explaining and reasoning attitudes), in motivation research the word "*so*" may indicate logical argumentation and self-correction, related to accepting power distance

• The phrases of *my group*: the organization's own name, names of persons (may support other data relating to collectivisms)

• terms awaiting of confirmation: *I think, do you agree?* (relating terms of uncertainty).

3. Text pragmatics (a further qualitative analysis) (prepared by László Pál Galuska).

3.6 Elaborating data; triangulation

The research is approached the competitive orientations from three (plus an additional analysis) directions. These were completed by the literature research on competitiveness orientations in the fields of psychology, sociology and management science.

The coincidences between the results of content analysis, motivation research and GLOBE-results were explored by SPSS. The input data were:

1. GLOBE: aspects of competitive orientations: normative organizational, normative national, descriptive organizational, descriptive national (dimensions: power distance, uncertainty avoidance, in-group collectivism, institutional collectivism, performance orientation, future orientation)

2. Content analysis: appearance of competitiveness orientations in the narrative items of company history, personal history, company plans, success and challenge

3. Motivation research: appearance of competitiveness orientations in the narrative items of company history, personal history, company plans, success and challenge.

Correlation research included the GLOBE—content analysis, the GLOBE—motivation research and the content analysis—motivation research.

Due to the nature of the case study (small numbers of items) the results should be treated with caution, however, several well-known patterns from literature are drawn by them. For example the pendulum effect (Bakacsi, 1999), which demonstrates the difference between normative and descriptive values on national level. For example: low institutional collectivism is experienced in national politics (descriptive data) and would like to have much higher result (normative data). This refers to the distinction between what people think to be followed and what they actually follow.

4. Results

4.1 GLOBE—content analysis and GLOBE—motivation research

During the GLOBE—content analysis and the GLOBE—motivation researches, in two of the six competitiveness orientations appeared to have patterns convenient to draw conclusions. These orientations were the *power distance* (see table 3) and the *institutional collectivism* (table 5). In the case of in-group collectivism (table 4) only conjunctions were detected. (In the tables the conjunctions above the 0,7 Pearson value are with fat characters, the negative conjunctions are in grey background.)

	Content analysis				Motivation research			
	Norm. org.	Norm. nat.	Desc. org.	Desc. nat.	Norm. org.	Norm. nat.	Desc. org.	Desc. nat.
Comp. hist.	**0,744**	**0,738**	**0,860**	**-0,826**	**0,987(*)**	0,451	0,662	-0,446
Person. hist.	**0,773**	**0,795**	**0,803**	**-0,859**	-0,034	**0,719**	0,368	**-0,810**
Comp. plans	**0,786**	0,633	0,272	-0,545	0,694	0,492	0,089	-0,372
Success, chall.	**0,866**	-0,034	0,461	0,061	0,140	**0,951(*)**	0,233	**-0,962(*)**

Table 3 Conjunctions of power distance

	Content analysis				Motivation research			
	Norm. org.	Norm. nat.	Desc. org.	Desc. nat.	Norm. org.	Norm. nat.	Desc. org.	Desc. nat.
Comp. hist.	0,365	**0,736**	0,604	**-0,835**	0,583	0,225	0,722	-0,295
Person. hist.	-0,206	0,174	-0,215	-0,188	-0,641	-0,057	**-0,720**	0,133
Comp. plans	-0,028	**0,972(*)**	-0,387	**0,993(****	0,519	-0,512	0,390	0,468
Success, chall.	0,162	0,565	0,312	-0,643	0,175	0,003	0,105	-0,081

Table 4 Conjunctions of in-group collectivism (no consistent patterns referring to similarity can be identified)

	Content analysis				Motivation research			
	Norm. org.	Norm. nat.	Desc. org.	Desc. nat.	Norm. org.	Norm. nat.	Desc. org.	Desc. nat.
Comp. hist.	**-,970(*)**	**-0,941**	**-0,945**	0,561	-0,551	-0,467	-0,079	0,560
Person. hist.	-0,594	-0,653	**-0,864**	0,271	**-,966(*)**	**-0,939**	-0,674	**0,792**
Comp. plans	**0,943**	**0,855**	**0,795**	-0,518	**0,741**	**0,859**	0,477	**-,951(*)**
Success, chall.	-0,512	-0,542	**-0,866**	0,083	-0,605	**-0,710**	**-0,764**	0,475

Table 5 Conjunctions of institutional collectivism

4.2 Content analysis—motivation research – control of the used methods

The Table 6 demonstrates that with the methods of content analysis and the motivation research in which question-groups could the conjunction of orientations be detected.

	power distance	uncertainty avoidance	in-group collectivism	institutional collectivism	performance orientation	future orientation	Σ
Comp, hist. (past)	**0,712**	-0,159	0,190	0,370	0,558	0,166	*1,837*
Pers. hist. (past)	0,604	-0,191	**0,827**	0,378	-0,368	0,050	*1,299*
Comp. plans (future)	**0,974**	0,053	0,359	0,491	-0,172	-0,249	*1,457*
Success, chall. (past)	-0,321	0,126	**0,814**	**0,887**	-0,672	-0,306	*0,527*
Σ	*1,969*	*-0,172*	*2,190*	*2,125*	*-0,654*	*-0,338*	

Table 6 Conjunctions between content analysis and motivation research

The conjunctions among the two methods were the highest in the case of the institutional collectivism, lower in the power distance, and least of all in the performance orientation. The orientations could be identified most clearly in the company history, least clearly in the theme of more free styled success and challenge.

4.3 Further results

Also the pendulum effect has been shown in several places by the analyses. It was detected by more orientations in the GLOBE—content analysis: power distance, uncertainty avoidance, in-group and institutional collectivism. In the motivation research group it appeared only by the institutional collectivism. A "beautiful" pattern appears at the common intersection of institutional collectivism (Table 5). Where the interviewees on national level (it is an external factor) wish low institutional collectivism (normative values) they detect high level of it (descriptive value).

The differences between profit oriented and public sphere organizations were also detected. Apart from the content analysis, dichotomies are already well-known from the literature appeared in all of the applied narrative analyses (the lower power distance, stronger uncertainty avoidance, higher institutional collectivism, performance- and future orientation of the profit oriented organizations), even if not consistently. The power distance is a powerful dichotomy (as it is also by the motivation research), which has higher level by the public sphere organizations.

5. Most important conclusions

5.1 Identifiable predictive competitive orientations in the narratives

Except personal experiences (successes and challenges) the narrative signs of power distance suggest that the interviewee

- prefers power distance on organizational and national levels as well
- does not experience high power distance on national level.

Such a pattern – in comparison the patterns of competitiveness specified by the research of Bakacsi – predicts lower competitiveness. Put simply: those who use the motives of power distance in their narratives a lot, intend to keep the power distance maintained however, this attitude let their own competitiveness decline.

Analyzing the patterns of institutional collectivism, we might draw the following interrelations (Table 7):

	interviewee on the organizational level…	interviewee on the national level…
Markers of the institutional collectivism in the narratives referring to the *past*	institutional collectivism recognizes ☻ requires ☻	institutional collectivism recognizes ☺ requires ☻
Markers of the institutional collectivism in the narratives referring to the *future*	institutional collectivism recognizes ☺ requires ☺	institutional collectivism recognizes ☻ requires ☺

Table 7 Narrative and cultural correlations of institutional collectivism (levels: ☺ high, ☻ low)

In words:

- In the narratives of those, who speak about wider understanding and cooperation find them less important nowadays and in the future. They think a narrower perspective also in their wider community.
- Those, who speaks about wider understanding and cooperation relating to their *plans and future* is interested in these also in their wider and narrower atmosphere.

This result – comparing it to the pattern of competitiveness of Bakacsi – predicts lower competitiveness in the themes of past, and predicts an increased competitiveness by the themes of future.

5.2 Evaluation of the examined organizations

The tests made possible to come to the conclusions concerning the predictive competitiveness of the organizations, of each single organization, comparing them to each other, and comparing them to the Hungarian national GLOBE results. The weight of the comments

was influenced by the conjunctions of the content analysis and the motivation research results. The interpretations of these got bigger emphasis.

The analysis of the two profit-oriented and the two authorities offered the opportunity of drawing comments on both profit-oriented and non-profit sides. Although they were assonant with the results of the relevant literature, the case studies of this work make it impossible to draw general conclusions.

There were several unique patterns of organization and their managers identified by different narrative signs which might be drawn as presumptions, phenomena to a further research or to opportunities to organizational development. Some examples:
- the interviewee – also as the company's alpha leader – took into account different aspects, but typically implement their own ideas.
- in one of the companies, due to the readiness of middle level manager to the greater challenges, with the help of small investment, the increase of competitiveness would be possible.
- the conscious increase of institutional collectivism – the understanding the interests of external groups– may reduce the losses sourcing from power conflicts.

These institution-specific comments may complement and specify the organizational diagnosis of intra-organizational or confirm / refute their comments.

5.3 Testing the hypotheses

The research hypotheses were partly confirmed.

1. GLOBE—content analysis conjunctions. Values - which can be significantly associated with the competitiveness – of the cultural orientations identified by GLOBE-method (descriptive, organizational level average measures) conjunct of the values with the same variables which are obtained by the *content analysis* according the cultural orientation definitions of GLOBE.	In case of *power distance*, the positive conjunctions exceed 0.7 Pearson's value by the normative organizational and the motives of the past themes (see Table 3). In case of *institutional collectivism*, negative conjunctions were found by the past theme narratives of normative national, normative organizational, descriptive organization values, and positive conjunction by the future theme. Just the opposite as the descriptive national values. Although the 0.7< Pearson's-value were found only half of the 16 conjunctions, this pattern is usable (see Table 5). *This hypothesis can be verified partly in the cases of power distance and the institutional collectivism. In other orientations only random conjunctions can be found.*

2. GLOBE—content analysis conjunctions. Values - which can be significantly associated with the competitiveness – of the cultural orientations identified by GLOBE-method (descriptive, organizational level average measures) conjunct of the values with the same variables which are obtained by the *motivation research* according the cultural orientation definitions of GLOBE.	In case of *power distance* (with one exception) only in the description of national values showed negative conjunctions. This is approved by values above 0.7 Pearson-in five cases. (see Table 3) In case of *institutional collectivism* – similarly to the conjunctions of content analysis –, negative conjunctions were found by the past theme narratives of normative national, normative organizational, descriptive organization values, and positive conjunction by the future theme. Just the opposite by the descriptive national values. Although the 0.7< Pearson's-value were found only half of the 16 conjunctions, this pattern is usable (see Table 5). *This hypothesis can be verified partly in the cases of power distance and the institutional collectivism. In other orientations only random conjunctions can be found.*
3. Cultural orientations – with narrative analysis. The predictive competitive cultural orientations can be identified by coding narratives.	The power distance index and the institutional collectivism are identifiable also with narrative analysis. *This hypothesis can be verified partly in the cases of power distance and the institutional collectivism. In other orientations only random conjunctions can be found.*
4. Supporting organizational diagnose. The narrative analysis of cultural orientations may support the organizational development. From the results of the GLOBE-analysis (quantitative) and the narrative analysis (qualitative) conclusions can be drawn which may identify the critical issues of the organizational diagnose.	With the help of the GLOBE-questionnaire, narrative methods (content analysis, motivation research) and additional researches (e. g. text pragmatics) critical characteristics – see "Assumptions" in the text - can be identified which may support the progress of organizational diagnosis. *This hypothesis can be verified.*
5. Pendulum effect – extracted from narrative research. The pendulum effect identified as a distinction in between the normative and descriptive GLOBE-scores on national level is also identifiable by narrative research.	The pendulum effect is identifiable also with narrative researches (content analysis and motivation research) although not with the same emphasizes as it is in the literature (Bakacsi, 1999). *This hypothesis can be verified.*

6. Profit oriented—public sphere organizations dichotomy. Previous studies have found organizational culture differences among profit oriented and public sphere organizations. It is assumable that the three research procedures also show these differences.	In spite of the small number of tested organizations the dichotomies are identifiable in several aspects. The distinctions found earlier only partly found in this research. *This hypothesis can be verified partly.*

Table 8 Testing the hypotheses

It is worth extending the research in more directions. The most important ones seem to be:
- The method of identifying cultural orientations made by content analysis and the motivation research should be refined.
- The experiences of case studies can be examined through organization-amount with statistical measures.
- As a consequence of World Crisis some parts of the competitiveness conception may be altered. The uncovering of these results may also change the narrative patterns of competitiveness.
- It is better to use the automatizable quantitative method of content analysis (e.g. with NOOJ, Atlas.ti software).

The research results may expendit several practical works. E. g.:
- *Organizational development within the consulting industry*. The research refines the diagnosis of organizational cultural orientations which influence the competitiveness. The main instruments of this work are the questionnaire and the interview. Both the questionnaire and the narrative data patterns promote the organizational diagnosis and make it more exact.
- *Human resource consulting*. Mapping the cultural orientations with interview method contributes the optimization of the working team combinations. It also promotes the proper suiting or pairing of persons and working tasks.
- *Head hunting- and recruitment in general*. The selection of the worker fits to the organization's purposes and existing culture enhances the efficiency of the organization. The content analysis of the recruitment interview puts forward the selection of the person having a competitive culture fits to the organization's aims.
- *Credit rating process*. The credit rating in the banks is expendited by content analysis. If the applicant's financial data and business plan and the content analysis of the applicant's interview during the decision procedure show the same direction the security of crediting process increases. In case of controversial directions, further data analyses have to be involved. This enhances the security of credit rating process.
- *Information consulting*. The traditional company information may be completed by narrative analysis on the head of the company, with the emphasis on predictive competitive aspect. This possibly raises the value of the information service. Such an information package may contribute the selection of the proper subcontractor, business partner or predicting the competitive potential of competitors in the future.

A vision can be an application on mobile phones which evaluates the live narrative and displays the level of predictive competitiveness orientations.

6. Summary

The results of the research proved that the content analysis and the motivation research also convenient to identify predictive cultural orientations. The methods can be used together and also separately from each other. If they are used together it is possible to control the method and the results. It is also possible to involve further research results from the fields of linguistics, social
psychology, economics and management science which may strengthen the results were drawn here. The conjunctive results of the different methods can be used to predict competitiveness of different organizations.

References

Bakacsi Gy.: Kultúra és gazda(g)ság – A gazdasági fejlődés és fejlettség és a GLOBE kultúraváltozóinak összefüggései. Vezetéstudomány 38 (2007) Különszám p. 35-45

Bakacsi Gy.: The Pendulum Effect: Culture, Transition, Learning. In: Makó Cs., Warhurst, Ch. (eds.): The management and organisation of firm in the global context. Institute of Management Education, University of Gödöllő, Department of Management and Organisation, Budapest University of Economic Sciences, Budapest (1999) p. 111-118

Day, G. S., Schoemaker, P. H. J.: Scanning the periphery. Harvard Business Review (2005) november p. 135-148.

Ehmann B.: A szöveg mélyén : a pszichológiai content analysis. Új Mandátum, Budapest (2002)

Flower R.: Handbook of discourse analysis. Vol. 4.: Discourse analysis in society. New York, Academic Press, 1985, p. 61-82

Gaál Z., Kovács Z.: Jöttünk! Láttunk. Győztünk? Harvard Businessmanager 8 (2006) 6 p. 6-19

Garelli, S.: Competitiveness of nations : The fundamentals : World competitiveness Yearbook. IMD, Lausanne (2005)

Hofstede, G.: Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations (2nd ed.). Thousand Oaks, CA, Sage (2001)

House et al.: Culture, leadership, and Organizations. The GLOBE study of 62 societies (Vol. 1.) Sage, Thousand Oaks, CA (2004)

House, R., Javidan, M., Hanges, P., Dorfman, P.: Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE. Journal of World Business 37 (2002) p. 3-10

House, R.J., Hanges, P.J., Dickson M.W., Dorfman, P.W., et al.: Development and validation of scales measuring organizational culture, societal culture and preferences for leader behaviors and attributes. Working paper, University of Maryland. 1998. (The Globe Project). 77 p. http://homepage.psy.utexas.edu/HomePage/Faculty/Pennebaker/Reprints/PsychSciAgenda.pdf

Kapitány Á., Kapitány G.: Hogyan beszélnek vágyaink és törekvéseink. - Budapest : Szorobán, 1993. - 285 p.

László J.: Történetek tudománya : bevezetés a narratológiába. - Budapest : Új Mandátum, 2005. - 261 p.

Pennebaker, J. W.: What our words can say about us: Toward a broader language psychology. Psychological Science Agenda 15 (2002) p. 8-9.

Pennebaker, W., Lay, T. C.: Language use and personality during crises: Analyses of Mayor Rudolph Giuliani's press conferences / James. Journal of Research in Personality 36 (2002) p. 271-82

Perrin, P., Petry, F. E.: Extraction and representation of contextual information for knowledge discovery in texts. In: Information sciences 151 (May, 2003) p. 125-152

Privette, G., Landsman, T.: Factor analysis of peak performance: The full use of potential. Journal of Personality and Social Psychology 44 (1983) 1 p. 195-200

Sapir, E.: The status of linguistics and science. Language (1929) 5 p. 207-14

Wormell, I.: Adding values to the retrieved information. FID Review 1 (1999) 4/5 p. 83-90

Zanassi, A.: Text mining: the new competitive intelligence frontier : real cases in industrial, banking and telecom / SMEs world. VSST2001 Conference Proceedings, Barcelona, Oct. 17, (2001)

Related publications and presentations of the author

A.-J. Olesen, I. Wormell, G. Mikulás: Information consulting – Guide to good practice, Oxford, Chandros, 2011. – 187 p. (Chandos Information Professional Series) ISBN 978 1 84334 662 3

Mikulás G.: Versenyképességi kulturális orientációk azonosítása vezetői narrációkból. 305-313 p. In: VI. Magyar Számítógépes Nyelvtudományi Konferencia, 2009. dec. 3-4., Szeged: JATEPressz, 2009. - 427 p. ISBN 978 963 482 982 9

Mikulás G.: Szervezeti kultúra az információs és könyvtári szolgáltatásban – keretrendszer és tapasztalatok. Könyvtári Figyelő 15 (2005) 3 p. 559-575

Mikulás G.: A kultúra kérdése – lépések a tudásmenedzsment felé. Könyv Könyvtár Könyvtáros 14 (2005) 1 p. 37-46

Mikulás G.: Internal or freelance broker of information? – The perspective of the info pro. 426-433 p. In: Librarianship in the information age : proceedings, BOBCATSSS, 2005. febr. 2., Budapest: BOBCATSSS, 536 p. ISBN 963 463 758 2

Mikulás G.—Köntös N.: L'externalisation et les bibliotheques municipales hongroises : un développement lent et laborieux. 219-226 p. In: Externalisation et sous-traitance dans les services d'information. Lyon: ADBS. 278 p. ISBN 2-84365-076-3

Mikulás G.: Rejtjelfejtés – Szövegelemzés az üzleti életben : [Szövegek feldolgozása és elemzése] Figyelő 48 (2003. dec. 18.) 51 p. 52-53

Mikulás G.: A szervezeti autokrácia bűne. In: Világgazdaság, Menedzser melléklet, 2003. ápr. 4., p. 17-19

Presentations:

Mikulás G., Habók L.: Szervezeti kultúra – a könyvtári versenyképesség eszköze. Magyar Könyvtárosok Egyesületének vándorgyűlése, Baja, 2010. júl. 16.
http://prezi.com/78qpz75ovift/szervezeti-kultura/

Mikulás G.: Tudatos írás és hírszerzői olvasás (tartalomelemzés az iskolapadban?) Íráskészség fejlesztése konferencia, Kecskemét, 2010. jún. 25.

Mikulás G.: Versenyképességi orientációk azonosítása vezetői narrációkban. Magyar Számítógépes Nyelvtudományi Konferencia, Szeged, 2009. dec. 8-9.

Mikulás G.: Kistérségi együttműködés, kapcsolatépítés – kulturális és versenyképességi háttér. Szindbád Kht.—Krúdy Gyula Városi Könyvtár, Várpalota, 2008. jún. 18.
http://www.krudylib.hu/pages/aktual/rendez/080618mikulas.ppt

Mikulás G.: Versenyképesség és népmese – csizma az asztalon? Népmese Napja, Tokaj, 2008. szept. 26-27.

Mikulás G.: Szervezeti Kultúra – lehetséges-e a változás? Méliusz-Napok, Debrecen, 2005. okt. 26.

Mikulás G.: A könyvtárosok és a szolgáltatói kultúra. Zenta, 2005. ápr. 15.

Mikulás G.: A proaktivitás kultúrája. Debreceni Tavaszi Pedagógiai Napok, Iskolai könyvtárosok szakmai napja, 2005. márc. 17.

Mikulás G.: Olvasás, információszerzés és versenyelőny. Nagykanizsa, Halis István Városi Könyvtár, 2002. máj. 13.