




Lecture 1

Culture and Business

Background

- Globalization
- Organization
- Culture

- 
- The economic interconnections among countries increased dramatically with the advance of free trade areas in the 1990s.
 - The number of multinational corporations rose from 7 000 till 65 000 since 1990.
 - People come across with specific problems

Globalization

First of all whether we like it or not, globalization is here...to stay.

- Many employees and managers deal with people from other cultures on a constant basis

International business

- Successful international corporations are those that recognize the diversity of the world marketplace, and are able to cope with the uncertainties of doing business in continually changing market environments.
- Implementing strategies across world markets requires in-depth understandings of national cultures and international trends.
- International business managers must know not only what is going on but why. They must be able to interpret international events and assess their significance in wider national, regional, or worldwide contexts.

Globalization

- We do not understand people from other cultures as readily and intuitively as people from our *own* culture =>
- Cross-cultural psychology of organizational behavior helps organization members to gain better understanding of other cultures, of their culture and of the consequences of people from different cultures working together

Organizational Behavior

- Organizational Behavior (OB) is "the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself." [1] OB can be divided into three levels: the study of (a) individuals in organizations (micro-level), (b) work groups (meso-level), and (c) how organizations behave (macro-level) [2]

1. Moorhead, G., & Griffin, R. W. (1995). *Organizational behavior: Managing people and organizations* (5th edition). Boston. Houghton Mifflin.
2. Wagner, J. A., & Hollenbeck, J. R. (2010). *Organizational behavior: Securing competitive advantage*. New York: Routledge

Subject

- The field of cross-cultural psychology of organizational behavior (CCPOB) research includes international and intercultural comparative research about aspects of management and intercultural research into multinational organizations.


CCPOB is a fairly new field that is based on theories and research from:

- Cross-cultural management
- Cross Cultural Psychology
- Social Psychology
- Human Resources
- Anthropology

Goals

Cross-cultural psychology of organizational behavior seeks:

- to understand how national cultures affect management practices;
- to identify the similarities and differences across cultures in various management practices and organizational contexts;
- to increase effectiveness in global management.

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- The central focus of this discipline concerns **culture**, so we begin by reviewing some key issues faced by researchers into CCPOB.

D. Matsumoto:

- «In my view, culture is the product of the interaction between universal biological needs and functions, universal social problems created to address those needs, and the contexts in which people live. Culture is created as people adapt to their environments in order to survive, and it results from the process of individuals' attempts to adapt to their contexts in addressing the universal social problems and biological needs».

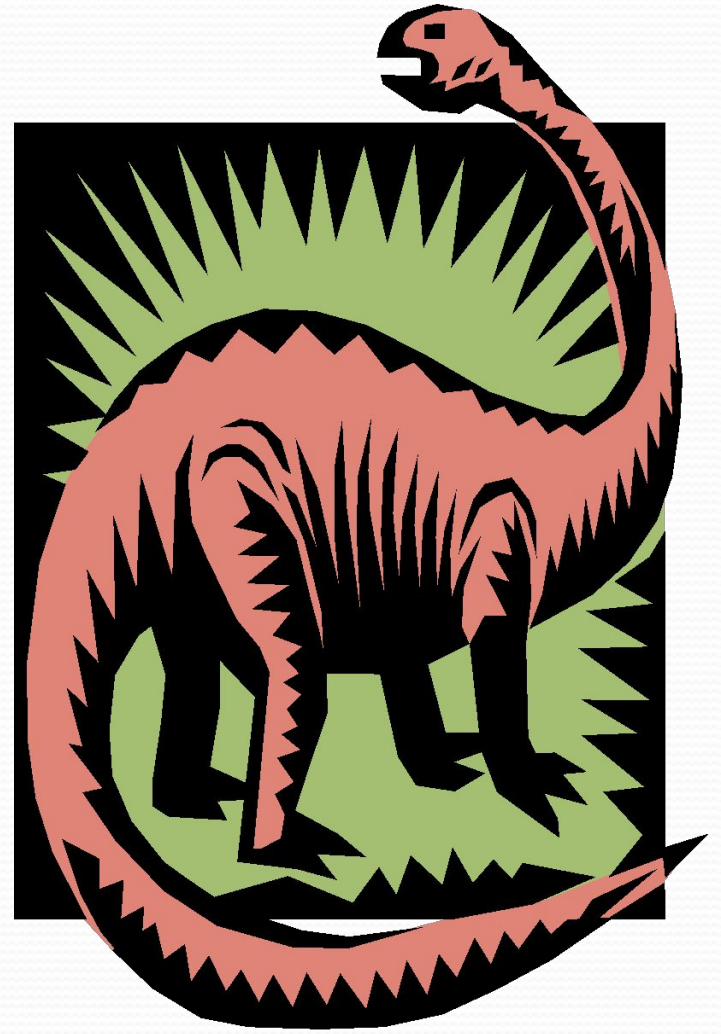
D. Matsumoto:

- «I define *culture as a shared system of socially transmitted behavior that describes, defines, and guides people's ways of life, communicated from one generation to the next generation*».

Culture is always evolving and changing

“It is not the strongest who survive, or the fastest. It is the ones who can change the quickest.”

- Charles Darwin



Surface Culture

Language

Dress

Art & Music

Food

Gestures

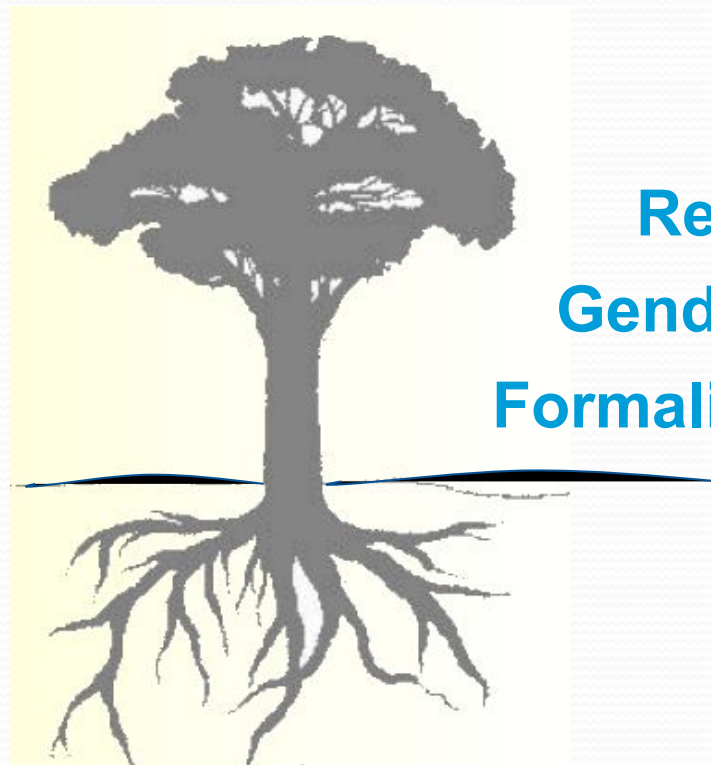
Personal Space

Holidays

Religion

Gender Roles

Formality



Time

Values

Communication & Learning Styles

Methods of Decision Making

Relationships

Attitudes

Work Ethic

Negotiating Styles

Deep Culture

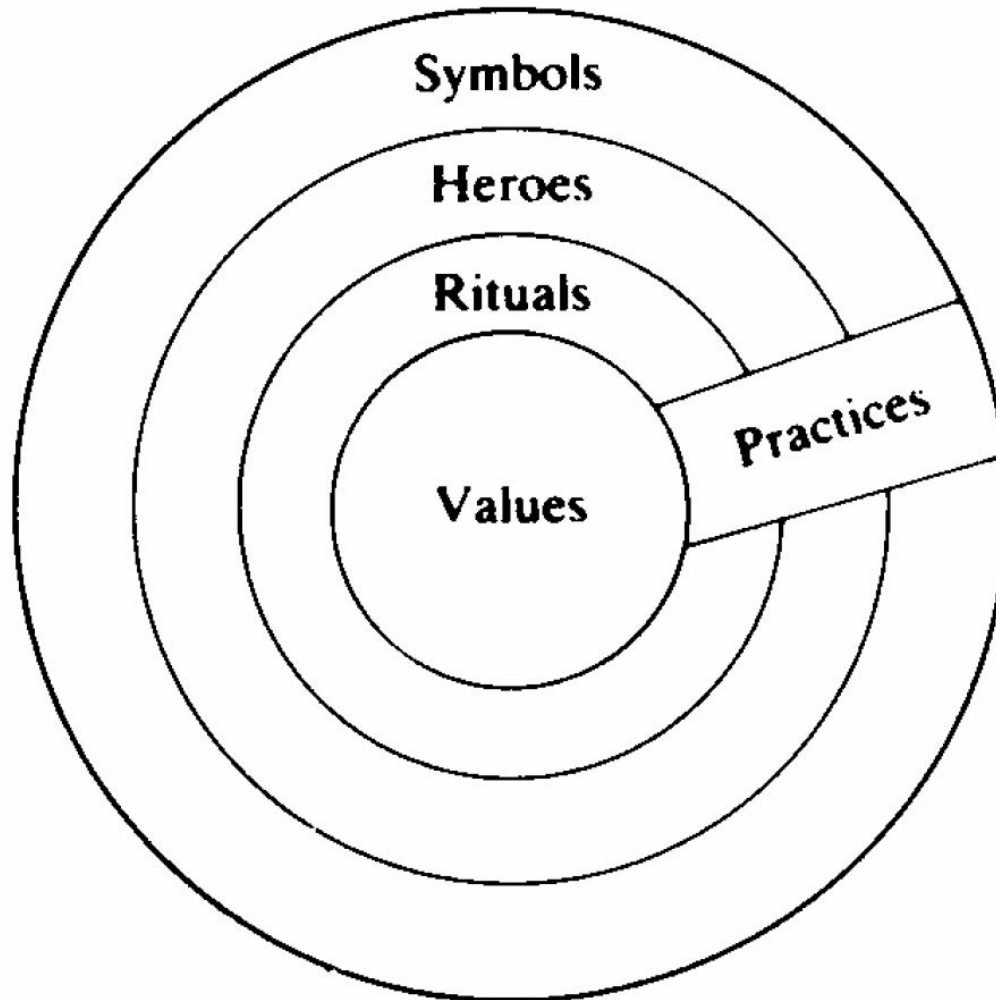


Hofstede:

- **Culture:**

It is the collective programming of the mind which distinguishes the members of one group or category of people from another.

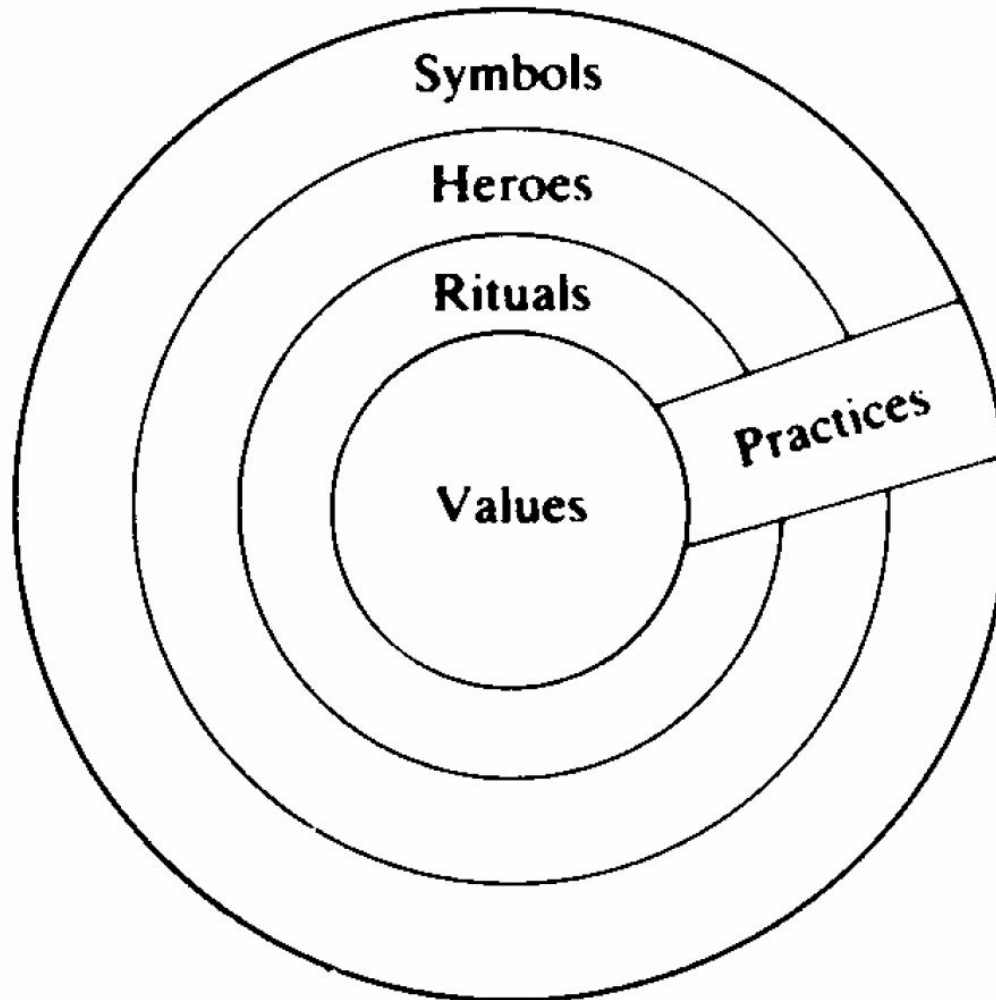
The 'onion diagram': Manifestations of culture at different levels of depth



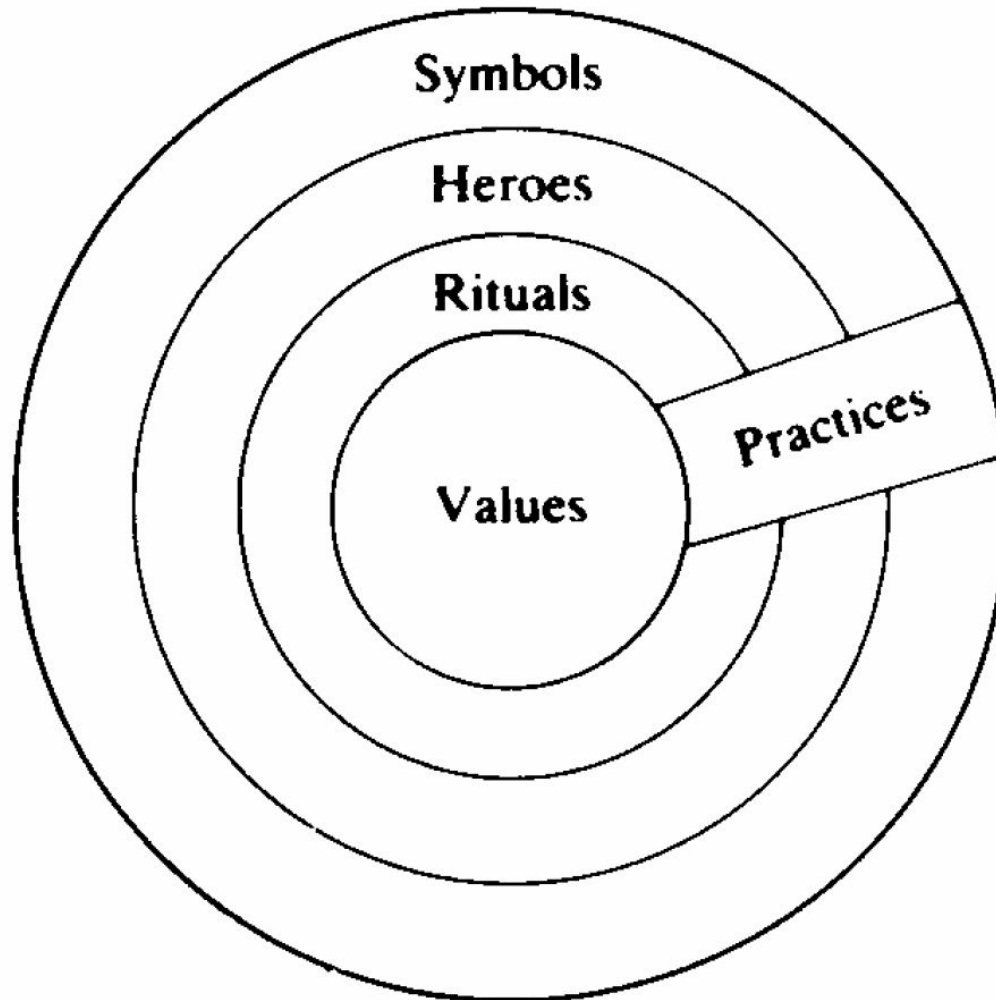
Cultural differences manifest themselves in several ways - symbols, heroes, rituals, and values.

- ***Symbols*** are words, gestures, pictures or objects that carry a particular meaning which is only recognized by those who share the culture.
- The words in a language or jargon belong to this category, as do dress, hairstyles, flags. New symbols are easily developed and old ones disappear.

The 'onion diagram': Manifestations of culture at different levels of depth



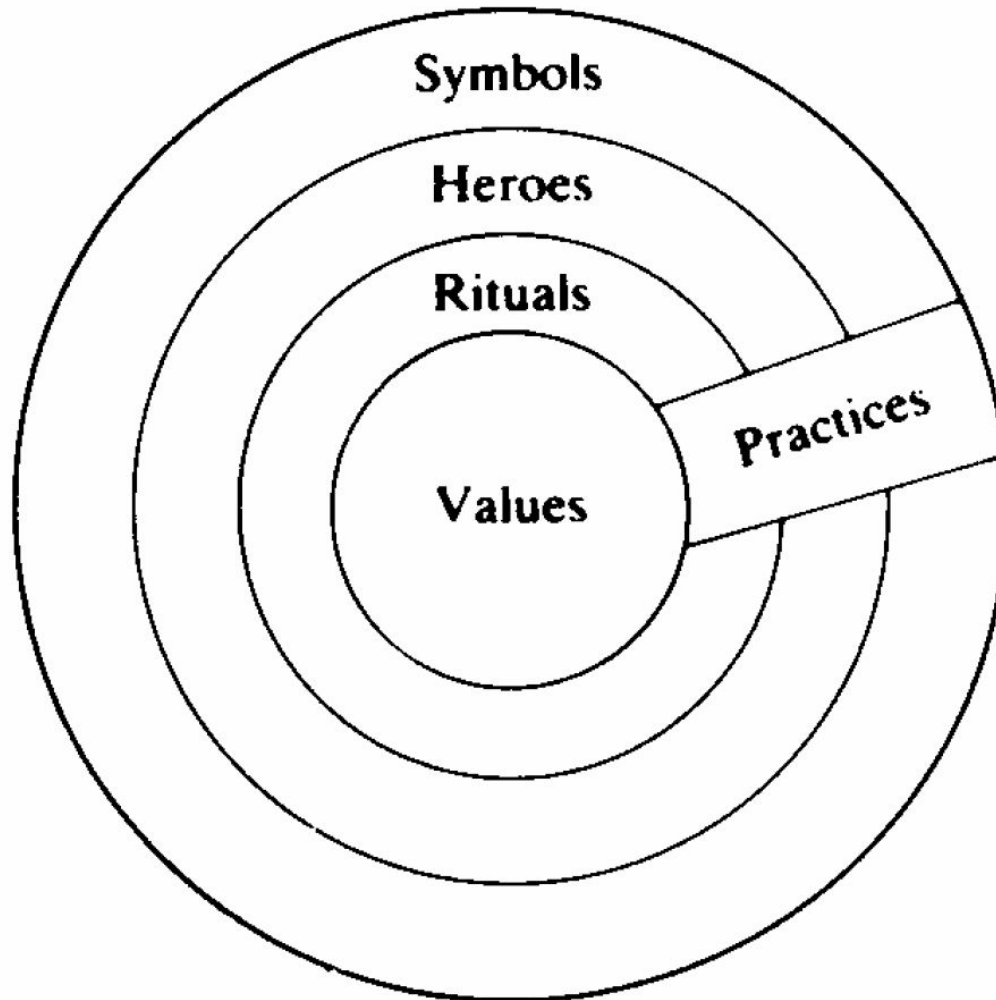
The 'onion diagram': Manifestations of culture at different levels of depth



Cultural differences manifest themselves in several ways - symbols, heroes, rituals, and values.

- ***Rituals*** are collective activities, technically superfluous in reaching desired ends, but which, within a culture, are considered as socially essential: they are therefore carried out for their own sake. Ways of greeting and paying respect to others, social and religious ceremonies are examples (weddings, funerals, initiation to the church).
- Symbols, heroes, rituals can be subsumed under the term ***practices***.

The 'onion diagram': Manifestations of culture at different levels of depth



- The core of culture is formed by *values*.
- *Values are broad tendencies to prefer certain states of affairs over others.*



Why are basic values important?

- motivate choice of behavior--*what we do*
- justify past behavior--*why we do it*
- standards to evaluate people & events--
who and what we like, underlie our attitudes
- direct attention and perception--*what we notice*
- can serve as social indicators—*reflect fundamental societal change*

- 
- Values are feelings with an arrow to it: they have a plus and a minus side.

evil vs. good

ugly vs. beautiful

unnatural vs. natural

abnormal vs. normal

paradoxical vs. logical

irrational vs. rational

Hofstede

- survey data about the values of people in over 50 countries around the world. These people worked in the local branches of one large multinational corporation – IBM.

Hofstede

A statistical analysis of the answers on questions about the values of similar IBM employees in different countries **revealed common problems, but with solutions differing from country to country**, in the following areas:

1. Social inequality, including the relationship with authority;
2. The relationship between the individual and the group;
3. Concepts of masculinity and femininity: the social implications of having been born as a boy or a girl;
4. Ways of dealing with uncertainty, relating to the control of aggression and the expression of emotions.

The four basic problem areas represent **dimensions of cultures**. A **dimension is an aspect of a culture that can be** measured relative to other cultures.

The basic problem areas correspond to dimensions which Hofstede named as:

**power distance (from small to large),
collectivism versus individualism,
femininity versus masculinity, and
uncertainty avoidance (from weak to strong).**

- More recently, a fifth dimension of differences among national cultures was identified, opposing a **long-term orientation in life to a short-term orientation or Confucian dynamism**

Dimensions of national cultures

1. **Power distance (PDI)** This dimension deals with the fact that all individuals in societies are not equal – it expresses the attitude of the culture towards these inequalities amongst us.

Power distance is defined as *the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.*

Key differences in the relationship among people in organisations placed in *small and large power distance societies*

<i>Small power distance</i>	<i>Large power distance</i>
Inequalities among people should be minimized	Inequalities among people are both expected and desired
Decentralization is popular	Centralization is popular
Narrow salary range between top and bottom of organization	Wide salary range between top and bottom of organization
Subordinates expect to be consulted	Subordinates expect to be told what to do
The ideal boss is a resourceful democrat	The ideal boss is a benevolent autocrat or good father
Privileges and status symbols are frowned upon	Privileges and status symbols for managers are both expected and popular
Native management theories focus on role of employees	Native management theories focus on role of managers
Countries?	Countries?

Dimensions of national cultures

2. **Individualism / Collectivism (IDV)**: The fundamental issue addressed by this dimension is *the degree of interdependence a society maintains among its members*. It has to do with whether people's self-image is defined in terms of "I" or "We".

In Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist societies people belong to 'ingroups' that take care of them in exchange for loyalty.

Key differences in the relationship among people in organisations placed in collectivist and individualist societies.

<i>Collectivist</i>	<i>Individualist</i>
Identity is based in the social network to which one belongs	Identity is based in the individual
Collective interests prevail over individual interests	Individual interests prevail over collective interests
Relationship employer-employee is perceived in moral terms, like a family link	Relationship employer-employee is a contract supposed to be based on mutual advantage
Relationship prevails over task	Task prevails over relationship
Countries?	Countries?

Dimensions of national cultures

3. Masculinity / Femininity (MAS):

A high score (masculine) on this dimension indicates that the society **will be driven** by competition, achievement and success, with success being defined by the winner / best in field – a value system that starts in school and continues throughout organisational behaviour.

A low score (feminine) on the dimension means that the **dominant values in society are caring for others and quality of life**. A feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable. *The fundamental issue here is what motivates people, wanting to be the best (masculine) or liking what you do (feminine).*

Dimensions of national cultures

Masculinity belongs to societies in which social gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success whereas women are supposed to be more modest, tender, and concerned with the quality of life.

Femininity belongs to societies in which social gender roles overlap i.e., both men and women are supposed to be modest, tender, and concerned with the quality of life.

Key differences in the relationship among people in organisations placed in feminine and masculine societies.

<i>Feminine</i>	<i>Masculine</i>
People and warm relationships are important	Money and things are important
Everybody is supposed to be modest	Men are supposed to be assertive, ambitious, and tough
Work in order to live	Live in order to work
Managers use intuition and strive for consensus	<i>Managers</i> expected to be decisive and assertive
Resolution of conflicts by compromise and negotiation	Resolution of conflicts by fighting them out
Countries?	Countries?

Dimensions of national cultures

- **4. Uncertainty avoidance (UAI).** The dimension Uncertainty Avoidance has to do with the way that **a society deals with the fact that the future can never be known: should we try to control the future or just let it happen?**
- This ambiguity brings with it anxiety and different cultures have learnt to deal with this anxiety in different ways. *The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these* is reflected in the UAI score.

Dimensions of national cultures

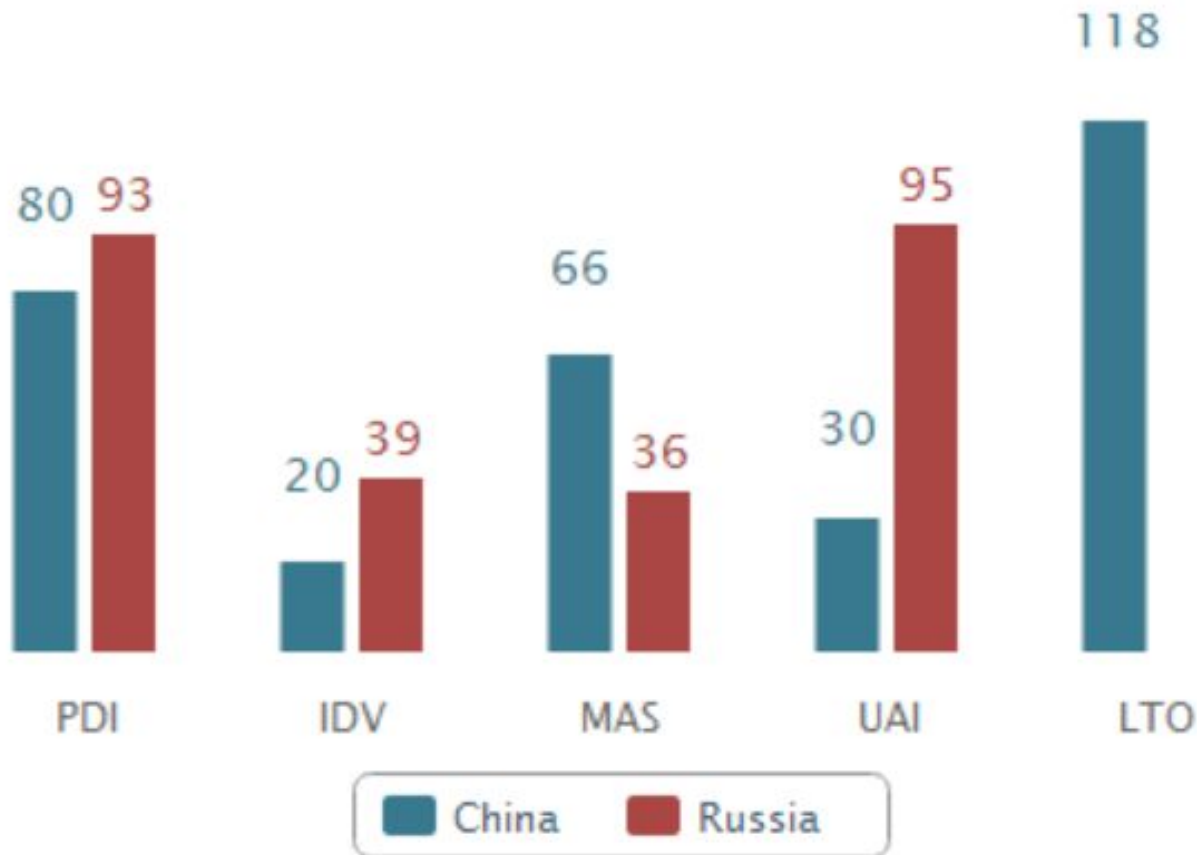
Uncertainty avoidance can be defined as *the extent to which the members of a culture feel threatened by uncertain or unknown situations and try to avoid such situations. This feeling is, among other things, expressed through nervous stress and in a need for predictability: a need for written and unwritten rules.*

Key differences in the relationship among people in organisations placed in weak and strong uncertainty avoidance societies

<i>Weak uncertainty avoidance</i>	<i>Strong uncertainty avoidance</i>
Uncertainty is a normal feature of life and each day is accepted as it comes	The uncertainty inherent in life is felt as a continuous threat which must be fought
Aggression and emotions should not be shown	Aggression and emotions may be shown
What is different, is curious	What is different, is dangerous
Tolerance of deviant and innovative ideas and behavior	Suppression of deviant ideas and behavior; resistance to innovation
Countries?	Countries?

RUSSIA AND CHINA CULTURES IN THE HOFSTEDE'S "WORLD OF CULTURES"

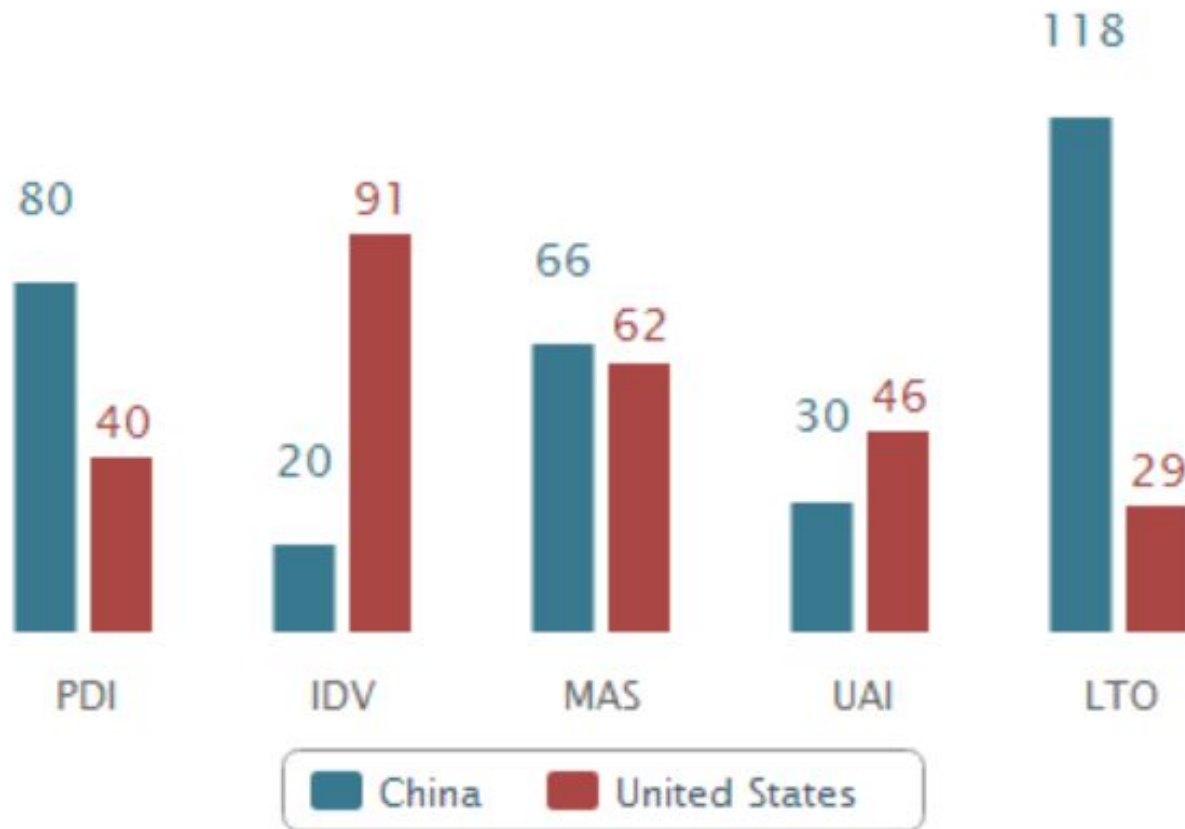
China
in comparison with the below



Source: <http://geert-hofstede.com/russia.html>

CHINA AND USA CULTURES IN THE HOFSTEDE'S "WORLD OF CULTURES"

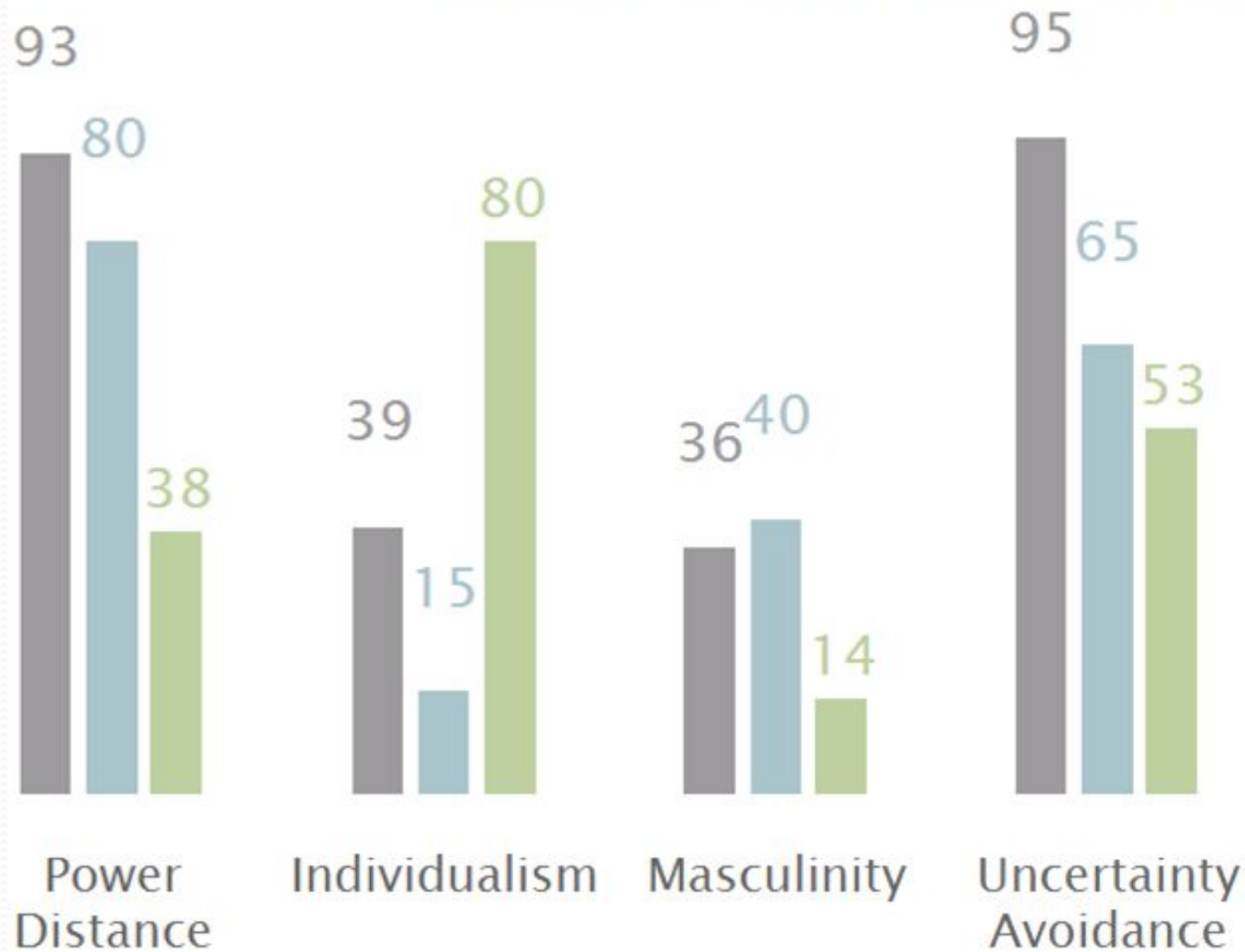
China
in comparison with the below



Source: <http://geert-hofstede.com/russia.html>

Russia

in comparison with Ghana and Netherlands



Russia

Ghana

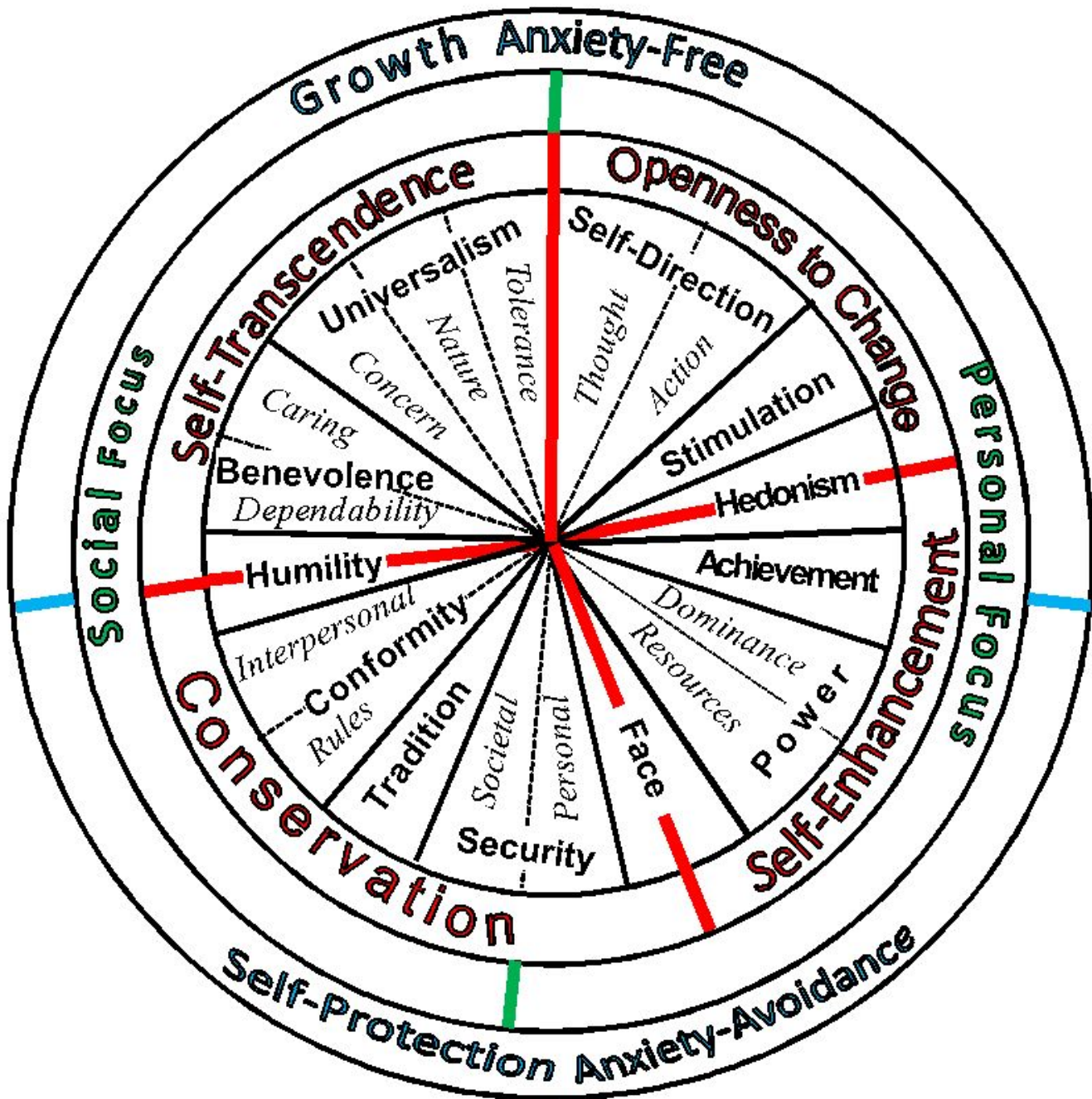
Netherlands



- <http://geert-hofstede.com>

Basic Values

Beliefs about the importance of abstract goals as guiding principles in life

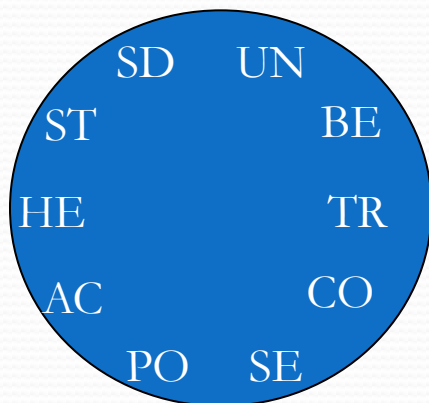


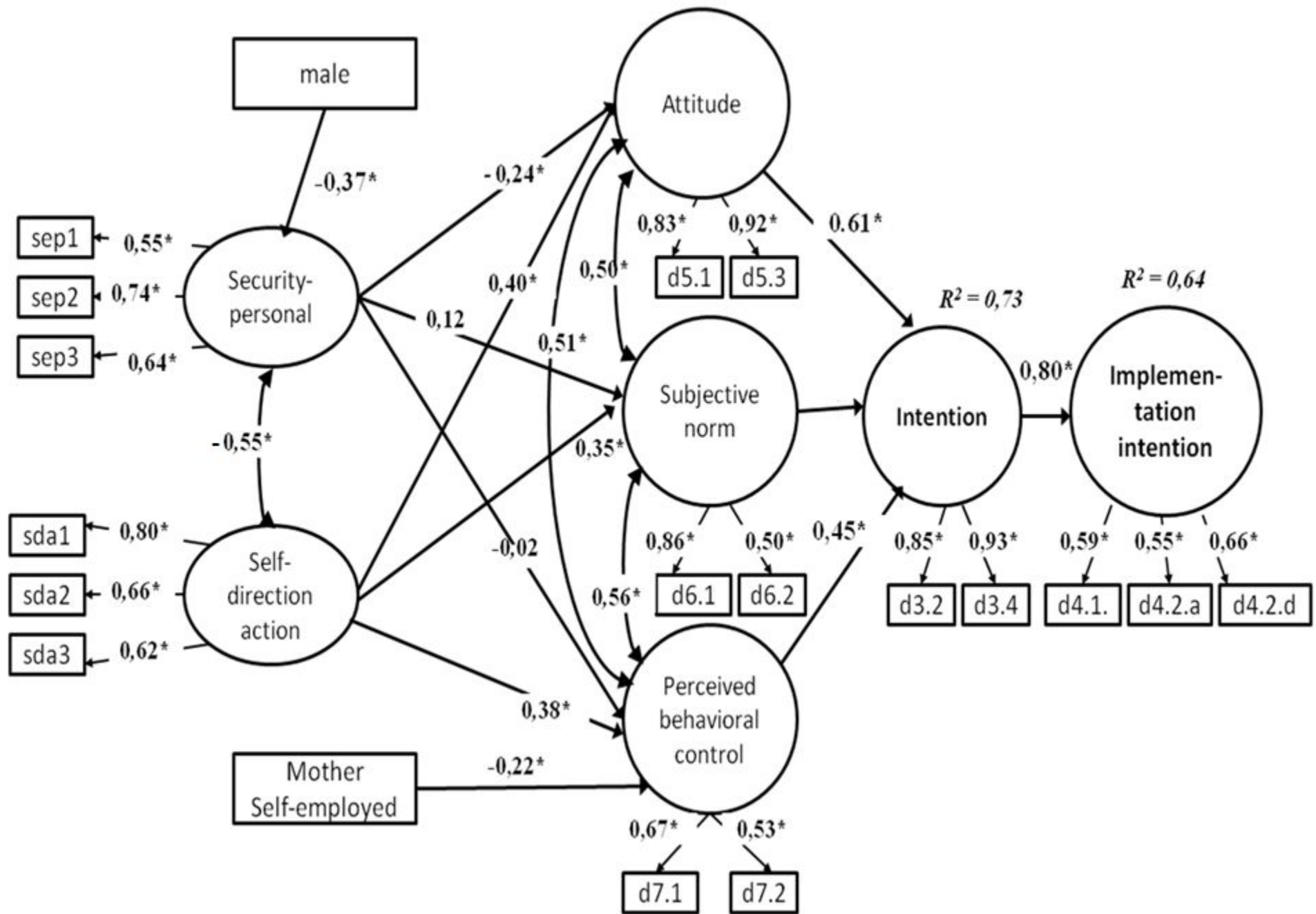
Attitudes and Values


(Values-Attitudes-Behaviour)

Some Correlates of Value Priorities

- choose to study econ., business **PO/AC vs BE**
- adopting technological innovations **ST/SD vs SE/TR/CO**
- authoritarianism & nationalism **PO/SE/CO vs SD/UN**
- egalitarian gender atts **SD/UN vs CO/TR**





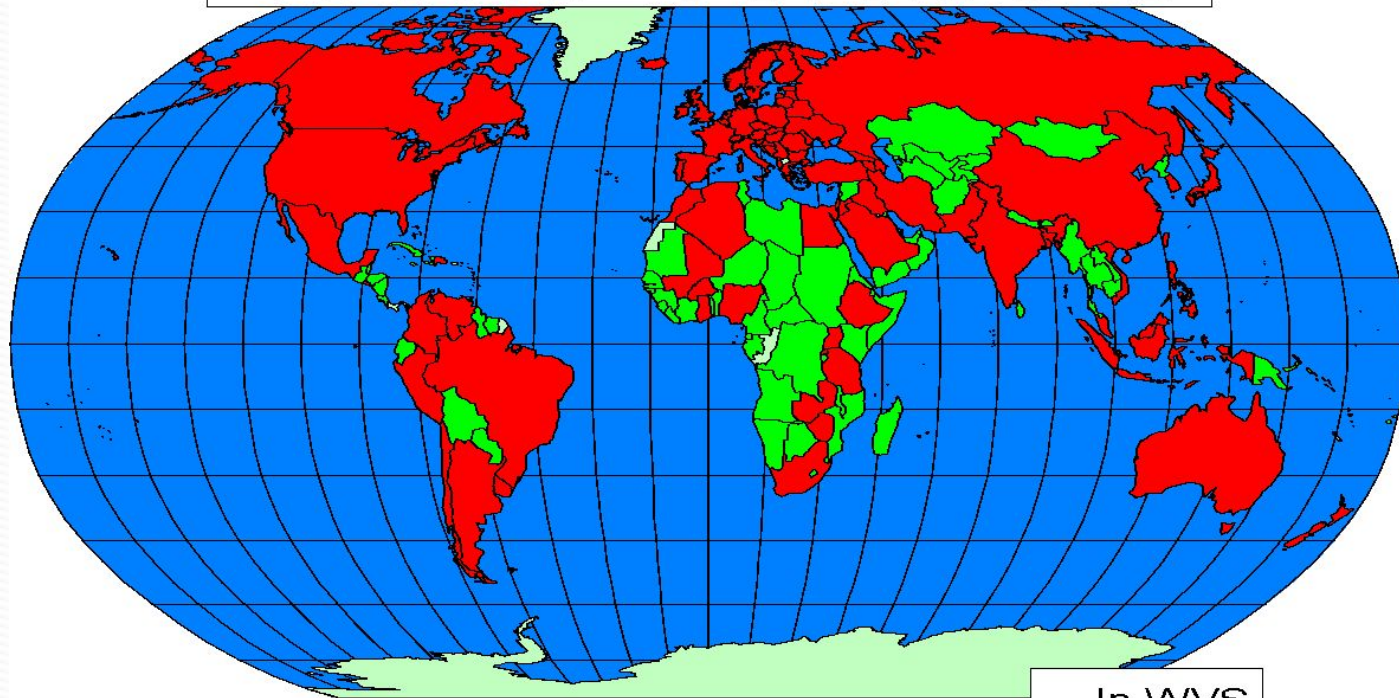
- 
- The higher the Self-Direction (Action) value, the more positive is the attitude toward starting a new business.
 - The higher the Self-Direction (Action) value, the higher the perceived behavioural control.
 - The higher the Security (Personal) value, the more negative is the attitude toward starting a new business.

The 19 Values in the Refined Theory, Each Defined in Terms of Its Motivational Goal

Value	Conceptual definitions in terms of motivational goals
Self-direction–thought	Freedom to cultivate one’s own ideas and abilities
Self-direction–action	Freedom to determine one’s own actions
Stimulation	Excitement, novelty, and change
Hedonism	Pleasure and sensuous gratification
Achievement	Success according to social standards
Power–dominance	Power through exercising control over people
Power–resources	Power through control of material and social resources
Face	Security and power through maintaining one’s public image and avoiding humiliation
Security–personal	Safety in one’s immediate environment
Security–societal	Safety and stability in the wider society
Tradition	Maintaining and preserving cultural, family, or religious traditions
Conformity–rules	Compliance with rules, laws, and formal obligations
Conformity–interpersonal	Avoidance of upsetting or harming other people
Humility	Recognizing one’s insignificance in the larger scheme of things
Benevolence–dependability	Being a reliable and trustworthy member of the ingroup
Benevolence–caring	Devotion to the welfare of ingroup members
Universalism–concern	Commitment to equality, justice, and protection for all people
Universalism–nature	Preservation of the natural environment
Universalism–tolerance	Acceptance and understanding of those who are different from oneself

89 Nations in the WVS 1980-2015

World Values Survey



In WVS

- In WVS\$89
- Not (99)



The WVS has over the years demonstrated that people's beliefs play a key role in economic development.




- Analysis of WVS data made by political scientists Ronald Inglehart and Christian Welzel asserts that there are two major dimensions of cross cultural variation in the world: **Traditional values** versus **Secular-rational values** and **Survival values** versus **Self-expression values**.
- The global cultural map (below) shows how scores of societies are located on these two dimensions. Moving upward on this map reflects the shift from Traditional values to Secular-rational and moving rightward reflects the shift from Survival values to Self-expression values.



- **Inglehart: Traditional values versus Secular-rational values**

- *Traditional values* emphasize the importance of religion, parent-child ties, deference to authority and traditional family values. People who embrace these values also reject divorce, abortion, euthanasia and suicide. These societies have high levels of national pride and a nationalistic outlook.
- *Secular-rational values* have the opposite preferences to the traditional values. These societies place less emphasis on religion, traditional family values and authority. Divorce, abortion, euthanasia and suicide are seen as relatively acceptable. (Suicide is not necessarily more common.)

- 
- **Inglehart: Survival values versus Self-expression values**
 - *Survival values* place emphasis on economic and physical security. It is linked with a relatively ethnocentric outlook and low levels of trust and tolerance.
 - *Self-expression values* give high priority to environmental protection, growing tolerance of foreigners, gender equality, and rising demands for participation in decision-making in economic and political life.

Comparing cultures (Ronald F. Inglehart)

WVS6, 2015

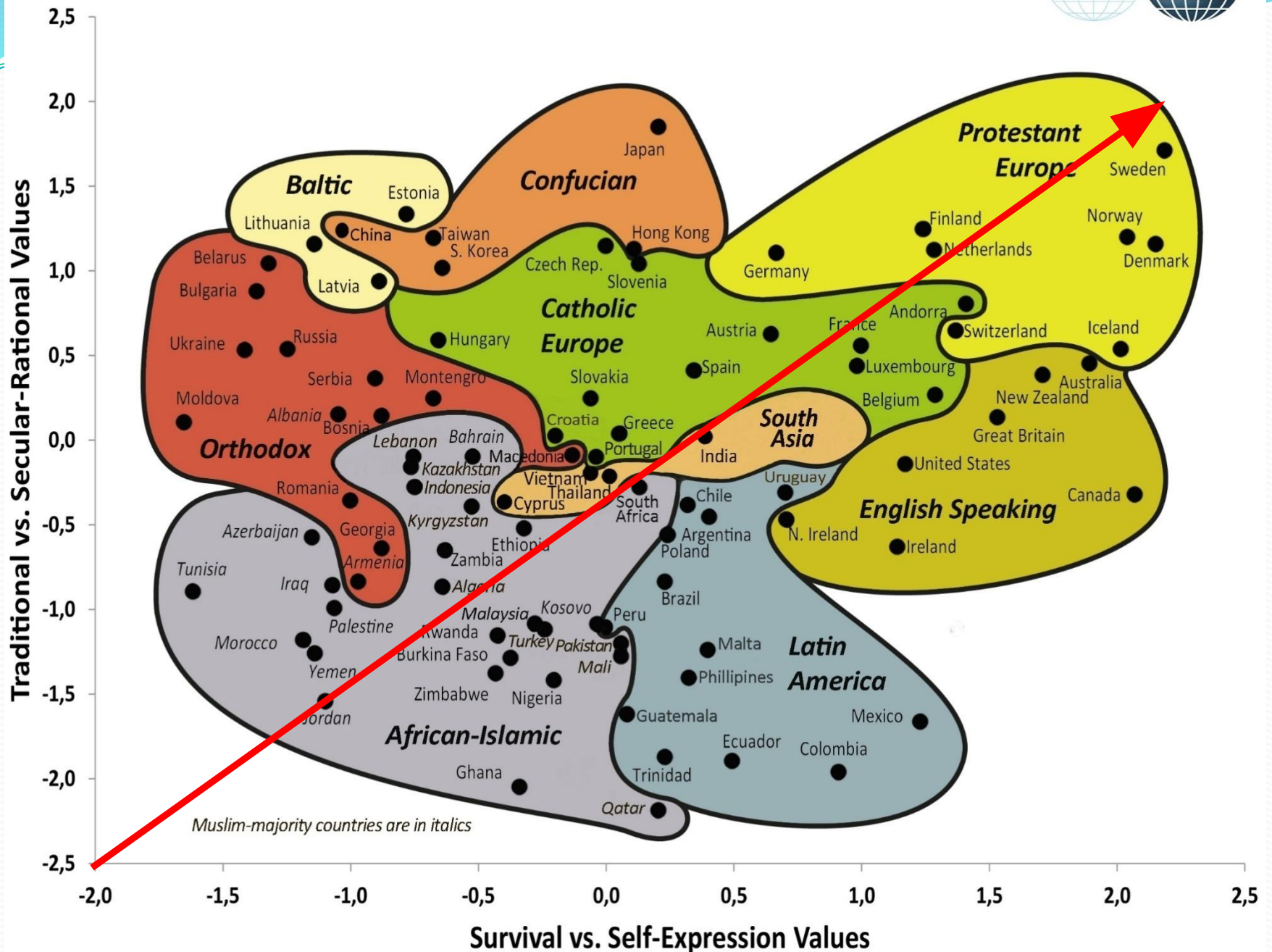
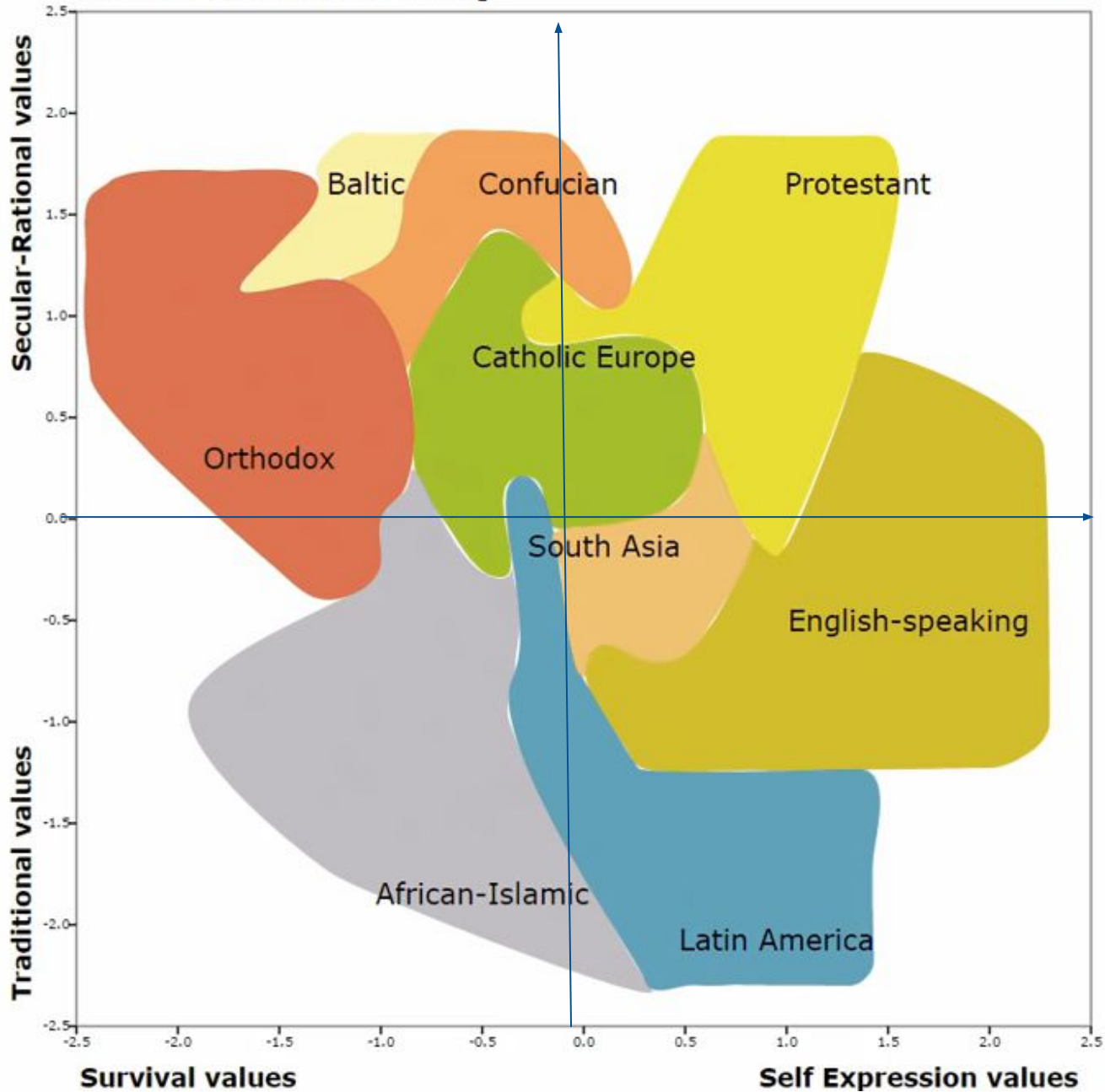


Table 3. Correlations of Inglehart's cultural measurements with the objective indices of development and subjective indicators of well-being

Indices	Secular-Rational values	Self-Expression values
Human Development Index	0,45***	0,66***
Quality of Life Index	0,31***	0,69***
Political Rights	0,44***	0,62***
Civil Liberties	0,41***	0,62***
Life Expectancy	0,44***	0,57***
GDP per capita, US \$	0,40***	0,65***
Perceived Corruption	-0,35***	-0,64***
Satisfaction with life		0,65***
Satisfaction with economic conditions		0,55***
Satisfaction with government		0,44**
Satisfaction with democracy		0,64***
Satisfaction with the state of education		0,45**
Satisfaction with the state of healthcare		0,442**
I agree that "immigrants enrich cultural life in this country"		0,37**
I agree that "this country is the best place for immigrants"		0,29*
Happiness (ESS)		0,62***
Innovation Capacity Index (ICI)	0,68**	0,69**

*** $p < 0.001$. ** $p < 0.01$. * $p < 0.05$.

The Cultural Map





So,

- 1) values are related to the economy
- 2) values create social environment for business

**A cross-cultural research on
social axioms:
Implications for socio-economic
behavior**

Social axioms

- Generalized beliefs about people, social groups, social institutions, the physical environment, or the spiritual world as well as about categories of events and phenomena in the social world
- **These generalized beliefs are encoded in the form of an assertion about the relationship between two entities or concepts.**
(Leung and Bond, 2009)

social axioms and values

- A typical axiom has the structure "A is related to B"
 - Competition leads to progress
 - Health leads to success in work
 - Powerful people tend to exploit others.
 - Hard working people will achieve more in the end.
- Values
 - Competition (good – bad)
 - health (important – unimportant)
- Axioms reflect worldviews, whereas personality and values are mostly self-referencing

The social axioms survey

- Five common factors has been identified:
 - Social cynicism
 - A negative view of human nature and social events

Social Cynicism

Item	Factor Loading
1. Powerful people tend to exploit others.	.60
2. Power and status make people arrogant.	.59
3. Kind-hearted people usually suffer losses.	.57
4. Kind-hearted people are easily bullied.	.53
5. People will stop working hard after they secure a comfortable life.	.45
6. Old people are usually stubborn and biased.	.45
7. The various social institutions in society are biased towards the rich.	.44

The social axioms survey

Leung, Bond, et al., *Journal of Cross-Cultural Psychology*

- Five common factors has been identified:
 - Reward for application
 - The belief that effort will lead to positive outcomes

Reward for Application

Item	Factor Loading
1. One will succeed if he/she really tries.	.63
2. Hard working people will achieve more in the end.	.59
3. Adversity can be overcome by effort.	.56
4. Every problem has a solution.	.50
5. Knowledge is necessary for success.	.49
6. One who does not know how to plan his or her future will eventually fail.	.45

- 
- Social complexity
 - Multiple solutions to problems and the uncertainty of events

Social Complexity

Item	Factor Loading
1. People may have opposite behaviors on different occasions.	.60
2. Human behavior changes with the social context.	.54
3. One's behaviors may be contrary to his or her true feelings.	.54
4. One has to deal with matters according to the specific circumstances.	.48
5. Current losses are not necessarily bad for one's long-term future.	.40
6. There is only one way to solve a problem.*	.39

* Reverse item

- 
- Fate control
 - Belief in fate AND the possibility of improving fate

Fate Control

Item	Factor Loading
1. Individual characteristics, such as appearance and birthday, affect one's fate.	.60
2. There are many ways for people to predict what will happen in the future.	.60
3. There are certain ways to help us improve our luck and avoid unlucky things.	.52
4. Most disasters can be predicted.	.51
5. Fate determines one's successes and failures.	.48
6. Good luck follows if one survives a disaster.	.48



- Religiosity

- The existence of a supreme being and positive consequences of religious belief

Religiosity

Item	Factor Loading
1. Belief in a religion helps one understand the meaning of life.	.75
2. Religious faith contributes to good mental health.	.72
3. There is a supreme being controlling the universe.	.62
4. Belief in a religion makes people good citizens.	.61
5. Religion makes people escape from reality.*	.59
6. Religious beliefs lead to unscientific thinking.*	.54
7. Religious people are more likely to maintain moral standards.	.51

* Reverse item

Citizen	Social Cynicism	Social Complexity	Reward for Application	Religiosity	Fate Control
American	2.65	4.10	3.66	3.18	2.46
Belgian	2.97	4.03	3.36	2.58	2.58
Brazilian	2.81	3.98	3.54	3.39	2.49
British	2.75	4.11	3.46	2.81	2.35
Canadian	2.63	4.20	3.74	3.10	2.43
Chinese	3.03	4.08	3.74	2.92	2.90
Czech	2.77	4.10	3.29	3.10	2.62
Dutchman	2.62	4.18	3.18	2.73	2.56
Estonian	3.16	4.11	3.81	2.70	2.81
Filipino	2.84	4.09	4.03	3.52	2.60
Finn	2.76	4.08	3.59	3.07	2.54
French	3.05	4.08	3.56	2.60	2.62
Georgian	3.37	3.88	3.69	3.65	3.00
German	3.32	4.33	3.76	2.93	2.77
Greek	3.32	4.02	3.73	3.13	2.37
Hong Kong Chinese	3.13	4.08	3.70	3.44	2.69
Hungarian	2.96	4.13	3.40	2.99	2.67
Indian	3.04	3.92	4.19	3.37	2.97
Indonesian	2.72	3.96	4.14	4.22	2.91
Iranian	2.89	3.79	4.12	4.15	2.85
Israeli	2.76	4.16	3.60	2.60	2.53
Italian	2.74	4.01	3.28	2.72	2.29
Japanese	3.16	4.04	3.50	2.65	2.59

Citizen	Social Cynicism	Social Complexity	Reward for Application	Religiosity	Fate Control
Korean	3.16	3.98	3.85	3.10	2.98
Latvian	3.05	4.02	3.58	3.10	2.77
Lebanese	3.05	4.11	3.77	3.10	2.47
Malaysian	2.88	3.93	4.29	4.30	2.96
New Zealander	2.77	4.14	3.59	2.83	2.34
Nigerian	2.98	3.89	4.04	3.67	3.08
Norwegian	2.66	4.37	3.53	2.55	2.01
Pakistani	3.29	3.77	4.15	4.40	3.15
Peruvian	3.29	3.67	3.88	3.21	2.48
Portuguese	2.87	3.90	3.61	3.09	2.43
Romanian	3.23	3.72	3.74	3.29	2.55
Russian	3.09	3.86	3.82	3.12	2.97
Singaporean	2.93	4.14	3.78	3.24	2.52
Spaniard	2.89	4.14	3.48	2.40	2.27
Taiwanese	3.30	4.22	3.87	3.22	3.01
Thai	3.22	3.80	3.98	3.43	3.14
Turk	2.94	4.14	3.97	3.48	2.68

Citizen average of 40 countries

Citizen	CYN
Georgian	3,37
German	3,32
Greek	3,32
Taiwanese	3,30
Pakistani	3,29
Peruvian	3,29
Romanian	3,23
Thai	3,22
Estonian	3,16
Japanese	3,16
Korean	3,16
Hong Kong Chinese	3,13
Russian	3,09
French	3,05
Latvian	3,05
Lebanese	3,05
Indian	3,04
Chinese	3,03
Nigerian	2,98
Belgian	2,97
Hungarian	2,96
Turk	2,94
Singaporean	2,93
Iranian	2,89
Spaniard	2,89
Malaysian	2,88
Portuguese	2,87
Filipino	2,84
Brazilian	2,81
Czech	2,77
New Zealander	2,77
Finn	2,76
Israeli	2,76
British	2,75
Italian	2,74
Indonesian	2,72
Norwegian	2,66
American (Caucasian)	2,65
Canadian	2,63
Dutchman	2,62

Citizen	PLEX
Norwegian	4.37
German	4.33
Taiwanese	4.22
Canadian	4.20
Dutchman	4.18
Israeli	4.16
New Zealander	4.14
Singaporean	4.14
Spaniard	4.14
Turk	4.14
Hungarian	4.13
British	4.11
Estonian	4.11
Lebanese	4.11
American (Caucasian)	4.10
Czech	4.10
Filipino	4.09
Chinese	4.08
Finn	4.08
French	4.08
Hong Kong Chinese	4.08
Japanese	4.04
Belgian	4.03
Greek	4.02
Latvian	4.02
Italian	4.01
Brazilian	3.98
Korean	3.98
Indonesian	3.96
Malaysian	3.93
Indian	3.92
Portuguese	3.90
Nigerian	3.89
Georgian	3.88
Russian	3.86
Thai	3.80
Iranian	3.79
Pakistani	3.77
Romanian	3.72
Peruvian	3.67

Citizen	RA
Malaysian	4.29
Indian	4.19
Pakistani	4.15
Indonesian	4.14
Iranian	4.12
Nigerian	4.04
Filipino	4.03
Thai	3.98
Turk	3.97
Peruvian	3.88
Taiwanese	3.87
Korean	3.85
Russian	3.82
Estonian	3.81
Singaporean	3.78
Lebanese	3.77
German	3.76
Canadian	3.74
Chinese	3.74
Romanian	3.74
Greek	3.73
Hong Kong Chinese	3.70
Georgian	3.69
American (Caucasian)	3.66
Portuguese	3.61
Israeli	3.60
Finn	3.59
New Zealander	3.59
Latvian	3.58
French	3.56
Brazilian	3.54
Norwegian	3.53
Japanese	3.50
Spaniard	3.48
British	3.46
Hungarian	3.40
Belgian	3.36
Czech	3.29
Italian	3.28
Dutchman	3.18

Citizen	REL
Pakistani	4.40
Malaysian	4.30
Indonesian	4.22
Iranian	4.15
Nigerian	3.67
Georgian	3.65
Filipino	3.52
Turk	3.48
Hong Kong Chinese	3.44
Thai	3.43
Brazilian	3.39
Indian	3.37
Romanian	3.29
Singaporean	3.24
Taiwanese	3.22
Peruvian	3.21
American (Caucasian)	3.18
Greek	3.13
Russian	3.12
Canadian	3.10
Czech	3.10
Korean	3.10
Latvian	3.10
Lebanese	3.10
Portuguese	3.09
Finn	3.07
Hungarian	2.99
German	2.93
Chinese	2.92
New Zealander	2.83
British	2.81
Dutchman	2.73
Italian	2.72
Estonian	2.70
Japanese	2.65
French	2.60
Israeli	2.60
Belgian	2.58
Norwegian	2.55
Spaniard	2.40

Citizen	FATE
Pakistani	3.15
Thai	3.14
Nigerian	3.08
Taiwanese	3.01
Georgian	3.00
Korean	2.98
Indian	2.97
Russian	2.97
Malaysian	2.96
Indonesian	2.91
Chinese	2.90
Iranian	2.85
Estonian	2.81
German	2.77
Latvian	2.77
Hong Kong Chinese	2.69
Turk	2.68
Hungarian	2.67
Czech	2.62
French	2.62
Filipino	2.60
Japanese	2.59
Belgian	2.58
Dutchman	2.56
Romanian	2.55
Finn	2.54
Israeli	2.53
Singaporean	2.52
Brazilian	2.49
Peruvian	2.48
Lebanese	2.47
American (Caucasian)	2.46
Canadian	2.43
Portuguese	2.43
Greek	2.37
British	2.35
New Zealander	2.34
Italian	2.29
Spaniard	2.27
Norwegian	2.01

Correlations between Social Axioms and Socio-Economic-Political Indicators

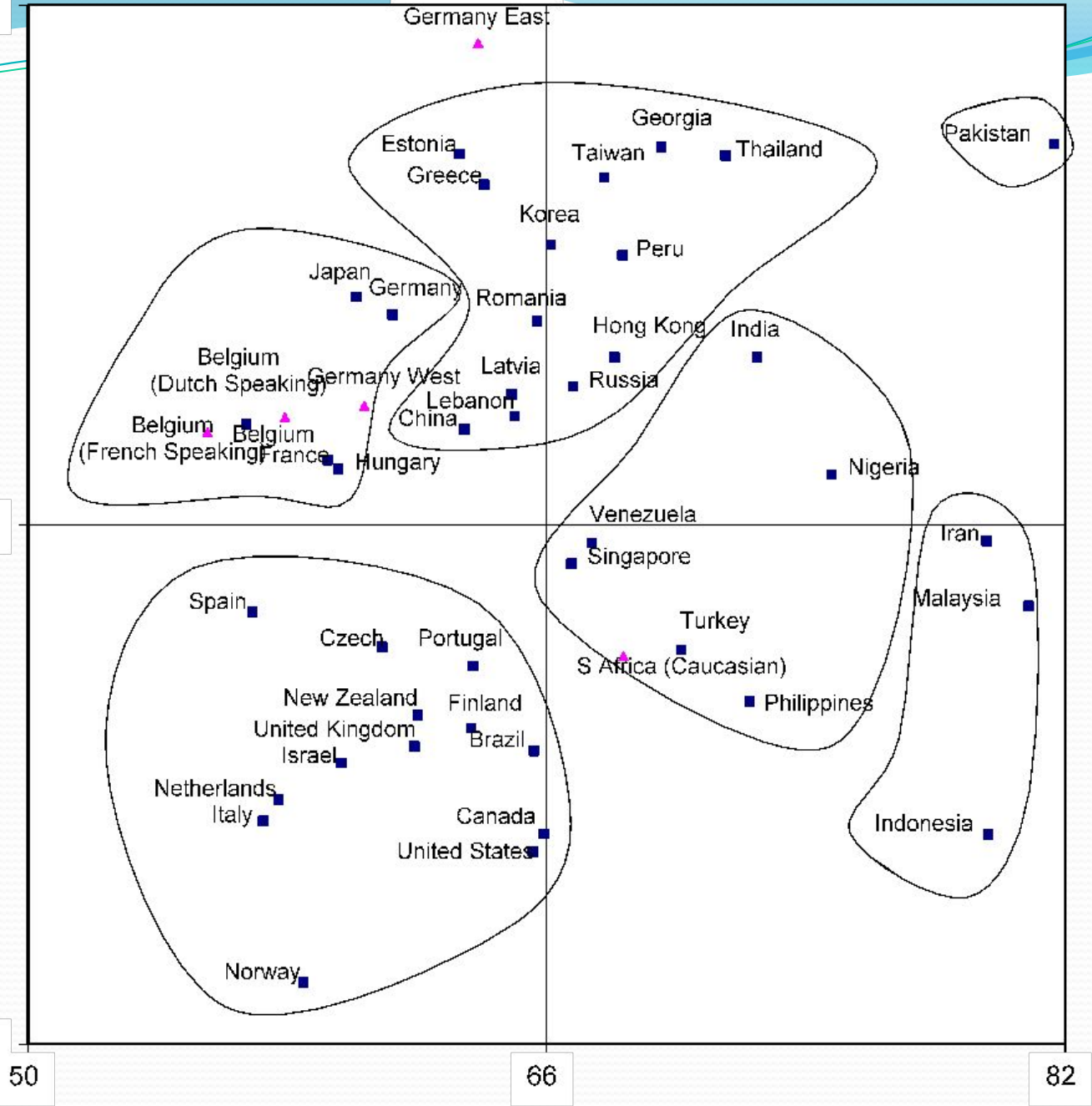
Variable	Source	N	Social Cynicism	Social Complexity	Reward for Application	Religiosity	Fate Control
GDP per capita 2000 (PPP US\$)	Human Development Report 2002, UN; The World Fact Book 2002	40	-.39	.62**	-.62**	-.62**	-.60*
Percent of GDP on education	Human Development Report 2001, UN	39				-.33	
Human development index 1999	Human Development Report 2001, UN	39			-.47*	-.48*	-.43*
Human rights	Humana (1992)	35			-.56*	-.43	-.44*
Political rights and civil liberties 1992/93-2001/02	Freedom House	39			-.48*	-.49*	
Women status	Population Crisis Committee (1988)	35			-.50*	-.53*	-.42*
Voter turnout at latest elections	Human Development Report 2000, UN	32		.38*			-.45*
Working hours per week	International Labour Organization	28			.51*	.49*	

67

Societal Cynicism Index

57

47



Dynamic Externality Index



Thank you!