

From power distance to long-short term orientation Güç mesafesinden uzun-kısa zaman oryantasyonluğa

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ABSTRACT: This article is a review that synthesizes related studies to analyze research on Hofstede's cultural typologies. Hofstede's cultural typologies inspired this article whose aim is to provide a detailed description of Hofstede's cultural typologies as well as an overview of typology research. The main goal is to make research on cultural typologies easily accessible within the scope of the study's field of inquiry. Accordingly, the study focuses on articles published from the year 2000 onwards. A total of 901 articles were examined and it was concluded that there has been a growing interest in cultural studies in general and that this interest is likely to continue. Previous articles have found that cultural typologies vary across nations. As a result of the detailed analysis, it was determined that there is a general concentration on power distance, individualism-collectivism, and there are limitations on long-short-term orientation and uncertainty avoidance typologies.

Keywords: Power distance, Individualism-collectivism, Uncertainty avoidance, Femininity-masculinity, Long-short term orientation

ÖZ: Bu makale Hofstede'nin kültürel tipolojileri üzerine yapılan araştırmaları analiz etmek amacıyla benzer çalışmaların bir araya getirildiği bir derlemedir. Hofstede'nin kültür tipolojileri bu çalışmaya ilham kaynağı olmuştur. Hofstede'nin kültürel tipolojilerinin ayrıntılı bir açıklamasının yanı sıra tipoloji araştırmalarına genel bir bakış sunmayı amaçlamaktadır. Çalışmanın sorgu alanı çerçevesinde kültürel tipolojilere ilişkin araştırmaları kolayca erişilebilir hale getirmek temel hedeftir. Bu hedef doğrultusunda 2000 ve sonrasında yayımlanan makaleler üzerinde durulmuştur. Toplamda 901 makale incelenmiştir. Genel anlamda kültürel çalışmalara ilginin arttığı ve artmaya devam edeceğine dair bir sonuç bulunmuştur. Önceki araştırmalar, kültürel tipolojilerin uluslar arasında farklılık gösterdiği sonucuna varmıştır. Yapılan detaylı inceleme sonucunda güç mesafesi, bireycilik-kolektivizm üzerine genel bir yoğunlaşma, uzun-kısa vadeli yönelim ve belirsizlikten kaçınma tipolojilerine yönelik sınırlamaların olduğu saptanmıştır.

Anahtar Kelimeler: Güç mesafesi, Bireysellik-toplulukçuluk, Belirsizlikten kaçınma, Femininlik-maskülenlik, Uzun-kısa zaman oryantasyonluk

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GENİŞLETİLMİŞ ÖZET

Her toplumda mevcut olmasına rağmen, insanlar güç eşitliğini yani bir diğer adıyla güç mesafesini farklı derecelerde kabul eder. Hofstede (1980)'nin temellerini attığı ardından kültür çalışan diğer araştırmacıların da tanımını yaptığı güç mesafesi kavramı, insanların adaletsizliklere ve hiyerarşilere tahammül etme veya kabul etme derecesidir (Han vd., 2017). Güç mesafesi Khatrı (2009) tarafından çalışan ile yönetim arasında algılanan tutarsızlık veya güç farkı olarak tanımlanmıştır. Güç mesafesinin yüksek olduğu toplumlarda eşitsizlik toplumsal düzenin temel taşı olarak görülmektedir. Eşitsizlikte herkesin haklı olduğu bir düzen bulunmaktadır. Yüksek ve düşük güç mesafeli düzene sahip toplumlar arasındaki temel fark, gücün eşit olmayan bir şekilde dağılımına nasıl baktığıdır, güç mesafesi oldukça düşük olan bir ülkede bile ülkenin kurumları içinde eşitsizlik derecesi yüksek olabilir. Güç mesafesi ile birlikte insanların eşit olmaması, biyolojik farklılıklar dolayısıyla dayanıklılık farklılıkları, yetenekler dolayısıyla sosyal farklılıklar, güç ve zenginlik farklılıkları toplumsal sorunlar olarak ortaya çıkabilir (Kemikkıran, 2015). Hofstede (1980) tarafından ortaya atılan kültür tipolojilerinin ikinci boyutu bireycilik/toplulukçuluktur. Hofstede ve Minkov (2010)'a göre bireycilik ve toplulukçuluk toplumsal düzeyde aynı boyutun iki kutbudur. Bir ülkedeki bireyler kültürel yönelimleri açısından farklılık gösterse de genel olarak toplumu karakterize eden bazı sabit değerler vardır ve bu kültürel değerler kişiden kişiye değişiklik gösterir (Bergmüller, 2013). Toplulukçuluk, kişinin kendi davranışlarının grup üyeleri açısından sonuçlarıyla daha fazla ilgilenme ve kolektif çıkarlara ulaşmak için kişisel çıkarlardan fedakârlık etmeye istekli olma eğilimini ifade etmektedir. Bireycilik ise kişinin kendi ihtiyaçları/çıkarları doğrultusunda davranışının sonuçlarıyla ilgilenme eğilimidir. Hofstede (1980)'nin üçüncü kültür tipolojisi belirsizlikten kaçınmadır. Belirsizlikten kaçınma düzeyi düşük olan kültürlerdeki insanlar genellikle belirsizliğe tahammül eder, onu yaşamın doğal bir parçası olarak görür, tuhaf ve yapılandırılmamış ortamlarda rahattırlar. Bu kişiler hayata daha aktif bir bakış açısına sahip, riske daha toleranslı, farklı bakış açılarına açık ve düzenleme ihtiyacını en aza indirmektedir (Bozer ve Delegach, 2019). Belirsizlikten kaçınmanın düşük olduğu kültürler, normatif koşullara karşı hoşgörülü bir tutumla ve esnek bir geleceğe verilen olumlu değerle karakterize edilir. Bu durum da onların nadiren belirsizliği ortadan kaldırmaya çalışmasına neden olur. Ortamdaki belirsizlik genellikle belirsizlikten kaçınmanın yüksek olduğu toplumlarda insanlar için büyük bir tehlike oluşturur. Kişisel bilgileri kabul etmeleri daha düşüktür (Kong, 2013). Güvenliği garanti ederek amaçları, belirsizlik olasılığını azaltmaktır. Örneğin Japonya, Yunanistan, Rusya gibi ülkelerde belirsizlikten kaçınma oldukça yüksektir ve bireylerin tercihleri büyük bir oranla tahmin ya da kontrol edilebilir durumlardan yana olur. Belirsizlikten kaçınma oranı yüksek ülkeler kontrol edemedikleri durumlar karşısında tolerans göstermelidir (Cyr, 2013).

Hofstede (1980) tarafından sonradan eklenen uzun/kısa vadeli yönelim Konfüçyüsçü felsefeyle ilişkilendirilmiş olup, insanların şimdiki veya gelecek zaman hakkındaki düşünme şeklini ifade eden tipolojidir. Bu boyut, hem geleneklere uyma gibi kısa vadeli unsuru hem de tutarlı bağlantılar ve utanç duyguları gibi uzun vadeli özellikleri kapsayan zamansal yönelimdeki farklılıklarla ilgilidir (Oliveria vd, 2023). Kültürlerarası ilişkiler üzerine yapılan araştırmalar, nispeten daha az dikkat çeken bu iddiayı doğrulamıştır (Yu vd. 2021). Uzun vadeli kültürler önceki geleneklere, gelecekteki faydalara, tutumluluk ve azim gibi ilgili özelliklere büyük önem verir. Kişinin geleceği ne kadar planladığını ve düşündüğünü, ayrıca geçmişin geleneklerine ne kadar değer verdiğini ortaya koymaktadır. Kısa vadeli kültürler sosyal taahhütleri yerine getirmek ve anı yaşamak gibi nitelikleri vurgular (Hagedorn vd, 2012). Uzun vadeli kültürlerin ve bireylerin, geleceğe yönelik olma ve tahminleri erteleyebilme olasılıkları yüksek olduğundan önleyici önerilerin uzun vadeli etkilerine ve kendi görevlerini yerine getirme yeteneklerine inanma olasılıkları daha yüksektir (Zhang, 2021).

Yöntem

Bu makalede Hofstede (1980)'nin kültürel tipolojileri üzerine yapılan araştırmaları analiz etmek amacıyla benzer çalışmalar bir araya getirilmiştir. Hofstede'nin çalışmalarıyla ilgili yayınlarda neler başarıldığına dair kapsamlı bir genel bakış sağlamayı amaçladığı için özellikle önemlidir. Güncel kalmak amacıyla 2000'li yıllarda yayımlanan makaleler üzerinde durulmuştur. IEEE Xplore, ALM dijital kütüphanesi, Emerald Insight gibi önemli veri tabanlarına “Güç mesafesi”, “Belirsizlikten kaçınma”, “Bireycilik-toplulukçuluk”, “Kadınlık-erkeklik”, “Uzun-kısa zaman yönelimi”, “Kültür tipolojileri” terimleri yazılarak, sorgulanması sağlanmıştır. Bu veri tabanları önemli tam metin hakemli makaleler sundukları için tercih edilmiştir. Toplam 901 makale incelenmiş olup, tekrarlanan çalışmalar elenmiştir. Genel anlamda kültürel çalışmalara ilginin arttığı ve artmaya devam edeceğine dair inanç mevcuttur. 1980'lerden bu yana kültürel tipolojiler çeşitli endüstri ve disiplinle ilişkilendirilmiştir.

Sonuç ve öneriler

Araştırmanın temel amacı, güç mesafesi, bireysellik ve kolektivizm, belirsizlikten kaçınma, feminenlik ve maskülenlik, uzun-kısa vadeli yönelim tipolojilerini ele alan çalışmalara genel bir bakış sunmaktır. Hofstede (1980)'nin kültürel tipolojileri bu çalışmaya ilham kaynağı olmuştur. Bu makale, kültür tipolojilerini açıklayan makaleleri tek elde derlemektedir. Kültürel tipolojiler üzerine yapılan araştırmaların çoğunluğu güç mesafesi, bireycilik ve kolektivizm üzerine olmuştur. Uzun-kısa vadeli yönelim ve belirsizlikten kaçınma konularındaki araştırmaların genişletilmesi tavsiye edilmektedir. Bu çalışma da sınırlılıklara sahiptir. Çok sayıda çalışma Hofstede (1980)'nin kültürel tipolojilerini araştırmaktadır. Bu, özetlenen makale sayısı ile ilgili bir sınırlamadır. İlgili konuların hem niteliksel hem de niceliksel araştırmalara konu olması önerilmektedir.

Kültüre dayalı çalışmalar hem ulusal hem de bireysel olarak yürütülmelidir. Çağdaş araştırmalar, uygulamaları Hofstede (1980)'nin kültürel tipolojilerinin öncüsü olarak vurgulayarak, kurumlar arası bağlantılar olgusunun kapsamını genişletmekte ve buna bir açıklama getirmektedir. Büyük örneklemelerle ve demografik açıdan çeşitli uluslararası bireylerle gelecekte araştırma yapılması tavsiye edilmektedir.

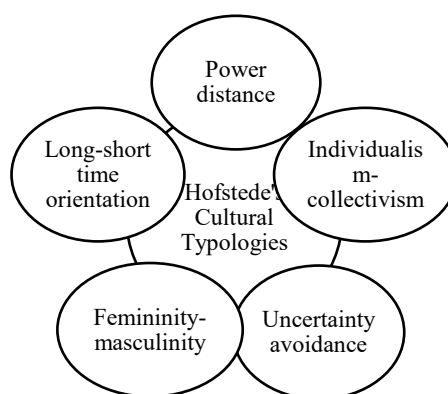
Güç mesafesi yüksek olan toplumda yer alan, dolayısıyla güç mesafesinin yüksek olduğu varsayılan kurumda kararların yöneticiler tarafından verilmesi, güçlü olanların kendilerini ve aldıkları kararları savunmak zorunda olmamaları nedeniyle etik davranma yönünde üzerlerinde duygusal anlamda baskı hissedebilirler. Bu görüş doğrultusunda araştırmalara etik kavramı ile kültür tipolojilerinin iç içe geçtiği araştırmalar yapmaları tavsiye edilmektedir. Pratik açıdan da yöneticilerin ve çalışanların birbirlerine karşı davranış biçimlerinin incelenmesi ve gerektiğinde bu konuda alanında uzman kişilerden dersler veya seminerler almaları önerilmektedir.

Introduction

Creating agreement on the vision, mission, goals, and means of pursuing them is essential to creating a positive workplace culture. Interest in culture has grown, particularly in the last few years. Individuals from various fields and backgrounds have found that traditional scientific theories and methodologies frequently fall short of explaining cultural ambiguity, diversity, and unpredictable behavior. The nonlinearity of human behavior makes it difficult to reduce to straightforward generalizations, which presents theoretical and practical challenges. Specifically, distinct historical meaning systems and cultural presumptions within various demographic groupings influence behavior (Chun et al., 2021). It is advised to look at novel approaches to culture from a theoretical perspective.

The field of crosscultural psychology is rapidly expanding due to Hofstede (1980)'s influence. Hofstede is considered the doyen of cultural studies. As shown in Figure 1, Hofstede (1980) developed typologies of power distance, individualism-collectivism, uncertainty avoidance, femininity-masculinity, and long-short time orientation. These typologies are pioneers in intercultural studies, but they also address the core issues that human society is trying to resolve (Chun et al., 2021).

Figure 1: Hofstede's cultural typologies



The degree to which cultures accept inequality is known as the power distance (Han et al., 2017). Collectivism describes the tendency to be more concerned with the consequences of one's own behavior for group members and to be willing to sacrifice personal interests to achieve collective interests. Individualism refers to the tendency to be concerned with the consequences of one's behavior in line with one's own interests and desires (Smith et al., 1998). The degree to which individuals within a society's institutions and organizations perceive a situation as unpredictable, uncharted territory, or chaotic is known as uncertainty avoidance (Khatri, 2009). Femininity is the overlap of gender roles, whereas masculinity is the high regard accorded to ideals that indicate achievement and appreciation in the workplace (Hofstede, 2011). The final additional factor long-short term orientation relates to how individuals conceptualize the short- or long-term (Tekic & Tekic, 2021). Understanding the impacts of variations in national cultures depends in large part on the use of the identified cultural dimensions in various studies.

Hofstede (1980)'s cultural typologies (power distance, individualism-collectivism, uncertainty avoidance, femininity-masculinity, long-short term orientation) are widely researched. This research is authentic in that it summarizes the research on cultural typologies that were made available in 2000 and later in a single study. At this point, the main purpose of the research is to provide a brief summary of

published articles on the dimensions of power distance, individualism-collectivism, uncertainty avoidance, femininity-masculinity, long-short term orientation. This type of research was conducted to provide guidance for researchers working on similar topics

The internal structure of the article is designed as follows: first, the introduction section and Hofstede's cultural typologies are explained. Then, published studies on cultural typologies are summarized, and the conclusions of the study are presented.

Literature review

Cultural typologies

One of Hofstede's groundbreaking studies is his examination of national cultures from 1980. Hofstede (1980) proposed five dimensions: power distance, uncertainty avoidance, femininity/masculinity, individualism/collectivism, and long-short term orientation. Each of these dimensions describes specific factors in culture. Different people accept equality of power to different degrees, even though it exists in every community. Power distance is the degree to which people tolerate or accept injustices and hierarchies (Han et al., 2017). Power distance is defined by Hofstede (1980) as the extent to which societies tolerate inequality. This factor is assessed both nationally and culturally. High power distance cultures have a strong hierarchy between bosses and subordinates. Power distance was defined by Khatri (2009) as the perceived discrepancy or difference in power between an employee and management. Daniels & Greguras (2014) claim that it is managers' opinions regarding how much status and privilege rights they possess and how much managers ought to endorse and accept those opinions. Denmark and New Zealand are two instances of low power distance countries while Malaysia and Turkey are two examples of high-power distance countries (Basabe & Ros, 2005). In societies with high power distance, inequality is viewed as the cornerstone of social order. For this reason, authority requires less legitimation in communities with large power distance than in countries with low power distance, according to Winterich & Zhang (2014). The primary distinction between cultures with high and low power distance actually has less to do with actual power imbalance than it does with how people view it. While inequality is a universal human experience, cultural acceptance of this inequity varies (Zhang et al., 2010).

According to Hofstede and Minkov (2010), individualism and collectivism are two poles of the same dimension at the societal level while individuals within a country may differ in terms of their cultural orientations, some fixed values characterize society in general and these cultural values vary between societies (Bergmüller, 2013). Collectivism describes the tendency to be more concerned with the consequences of one's own behavior for group members and to be willing to sacrifice personal interests to achieve collective interests. Individualism refers to the tendency to be concerned with the consequences of one's behavior in line with one's own needs/interests (Smith et al., 1998). People do not feel attached to an ingroup when they can belong to several ingroups in individualist and collectivist sociocultural contexts, and each group only supplies a little percentage of their material and emotional security. There are a lot more in-groups in individualistic societies, and a lot of people's conduct is focused on achieving objectives that are acceptable inside one or more groups but not within others. People's attachments to the in-group are usually stable in collectivist cultures (Darwish & Huber, 2003). Individualistic cultures prioritize the initiative and success of the individual, whereas collectivist civilizations prioritize ideals such as interpersonal peace, collective cohesion, and behavior toward fellow members (Tower et al., 1997). Individualist cultures emphasize the autonomy and independence of the person, whereas collectivist cultures see people as entrenched within the group. Countries like Taiwan, Japan, and Colombia are examples of the collectivism dimension, whereas the USA, Canada, and Australia are examples of Hofstede's individuality dimension (Rinne et al., 2012).

Over the past 20 years, investigations conducted across cultures have suggested that there might be some variations in uncertainty avoidance. According to Hofstede (2001), this refers to the extent to which individuals within a society's structures and institutions perceive situations as unpredictable, unfamiliar, or chaotic (Khatri, 2009).

Societies that strive to minimize ambiguity tend to establish laws and regulations, adhere to religious and ritualistic practices, and pursue clearer legislative frameworks. In scientific endeavors, they attempt to develop broad principles that can be used in particular circumstances. People who live in societies where ambiguity is less avoided are at ease with turmoil, creativity, and unpredictability. They think that everyone has the power to change both their own and other people's lives. It is easier for members of such groups to learn from practical experiences and ongoing experimentation (Joy & Kolb, 2008).

Uncertainty in the environment typically poses a greater hazard to people in societies with high levels of uncertainty avoidance. Their acceptance of personal information is lower (Kong, 2013). By guaranteeing safety, their goal is to reduce the likelihood of uncertainty (Cyr, 2013). People from cultures with low levels of uncertainty avoidance typically tolerate uncertainty, view it as a natural part of life, and are at ease in strange and unstructured settings. These people have a more active outlook on life, are more risk-tolerant, receptive to different viewpoints, and minimize the need for regulations (Bozer & Delegach, 2019). Low uncertainty avoidance cultures are characterized by a tolerant attitude toward normative conditions and a positive orientation toward a flexible future, which results in a reduced emphasis on eliminating uncertainty. As a result, trusting an unfamiliar interaction partner encourages acceptance of uncertainty and indicates a readiness to embrace vulnerability when interacting with the target (Mari, 2022).

In feminine cultures, men and women are expected to share similar responsibilities, show interest in interpersonal relationships, and demonstrate empathy toward the vulnerable and less powerful. The masculinity index, according to Hofstede (1980), goes from 0 to 100. The degree of masculinity in a nation's culture increases with its index ranking. In cultural terms, a low femininity index score corresponds to a high masculine score. In cultural terms, a low masculinity index score corresponds to a high femininity score. This indicates that there is little distinction between the roles played by men and women, and that men and women collaborate equally in many professions. Men might be sensitive, and women can put in a lot of effort to succeed in the workplace. However, Hofstede (1980) contends that the degree of analysis—for example, comparing the cultures of entire nations or comparing individuals within a society—determines whether femininity and masculinity are viewed as one or two aspects.

Masculinity refers to “the distribution of values between genders” (Hofstede, 2011). Men typically work and adopt roles that are assertive, ambitious, aggressive, competitive, and materialistic in nations where there is a strong male culture. Rather than prioritizing quality of life, the goal in these nations is to maximize economic growth and welfare. Social and emotional role disparity between genders is attempted to be minimized in feminine countries (DasGupta & Roy, 2023).

Long-term orientation, a subsequent component added by Hofstede, was first intended to illustrate the distinction between Eastern and Western principles. Because of its relationship to Confucian philosophy, it is also known as Confucian work dynamism (Tang & Koveos, 2008). The way that people think about the present or the future is related to a recently introduced dimension known as long-short term orientation. This dimension pertains to variations in temporal orientation, encompassing both short-term elements like tradition observance and favor-exchanging, as well as long-term characteristics like

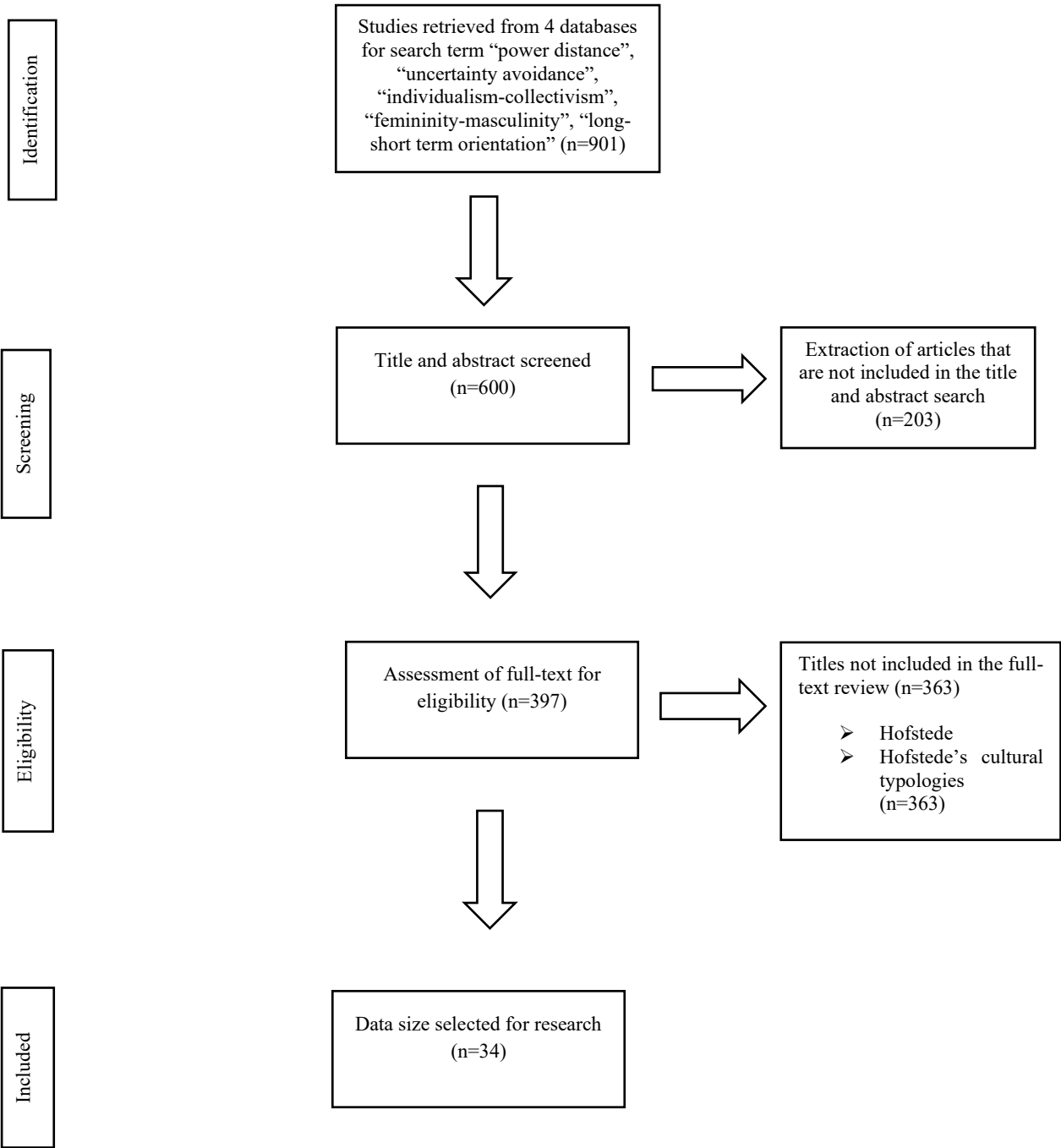
consistent connections and sentiments of shame (Oliveria et al., 2023). Research on cross-cultural relationships has validated this component, which has received comparatively less attention (Yu et al., 2021). Short-term orientation is a society's support of both past and current ideals, whereas long-term orientation is a society's endorsement of future perspective, pragmatism, tenacity, and thrift (Tekic & Tekic, 2021). Long-term-oriented cultures place a high importance on previous customs, future benefits, and associated characteristics like thrift and tenacity. It describes how much someone planned for and considers the future, as well as how much he cherishes the customs of the past. On the other hand, short-term oriented societies emphasize qualities like upholding social commitments and living in the moment (Hagedorn et al., 2012). It follows that long-term cultures and individuals are more likely to believe in the long-term impacts of preventative suggestions as well as their own abilities to fulfill their own duties since they are more likely to be future-oriented and able to postpone predictions (Zhang, 2021).

The strong and unchanging values, beliefs, and identities of short-term oriented civilizations are preserved through a sense of obligation to repay gifts and favors. These civilizations value tradition highly. Long-term oriented cultures are thought to be more flexible to changing conditions than short-term oriented cultures, which tend to preserve stability and use traditions as control mechanisms. The comprehensiveness, speed, and inventiveness of strategic decision-making processes are all enhanced by a long-term focus. Businesses must accurately assess national cultures with relation to long-term orientation to make wise judgments (Chun et al., 2021).

Methodology

This article synthesizes related studies to analyze research on Hofstede's (1980) cultural typologies. Its significance lies in offering a comprehensive overview of the contributions made in publications that build upon Hofstede's framework. In order to stay up-to-date, we focus on articles published in the 2000s. The terms "Power distance", "Avoidance of uncertainty", "Individualism-collectivism", "Femininity-masculinity", "Long-short time orientation", and "Culture typologies" have been questioned in IEEE Xplore, ALM digital library, Emerald Insight, SpringerLink, and Science Direct. Then, every article that follows is examined for more references. A total of 901 articles were examined. Duplicate studies were eliminated. To find prospective articles, 901 article titles and abstracts were evaluated. The studies' full-text assessments were determined by their adherence to the inclusion criteria. As a result of this detailed review. Figure 2 shows the process of adding and selecting articles. Li et al. (2024), Kambur and Yildirim (2022), Toorajipour et al. (2021), Singh & Tharman (2019) also worked on systematic reviews. In this context, several articles related to the covered subjects have been collected. The search terms employed are expected to capture the majority-if not all-of the research concerning cultural typologies. The study did not employ methods like surveys, observations, or interviews. Research on cultural typologies was consolidated, with groups formed according to the specific interests of individual scholars. The majority of previously published research either offers applications in a certain subject or gives new researchers the fundamental knowledge they need to get started in or comprehend the topic. Broadly speaking, there is a belief that interest in cultural studies has grown and will keep growing. Since its creation in the 1980s, cultural typologies have been connected to every industry and discipline. This article contains the reviewed studies. Additionally, to help readers comprehend better, the combined papers are divided into five subgroups, including power distance, individualism versus collectivism, avoiding uncertainty, femininity versus masculinity, and long-short time orientation.

Figure 2: Procedure for selecting articles



Findings and discussion

Power distance

Mulki (2015) proposed that high power distance reduces individuals' sense of obligation toward others, thereby diminishing altruistic behavior. According to the results, there was a lack of control, which is consistent with the mediating function of perceived responsibility. Ethical needs and social relationship norms are constraining conditions that overcome the negative impact of power distance on charitable behavior. Contributions to charities are impacted by cultural differences. According to Fock et al. (2013), employees in high power distance societies do not benefit from empowerment. Three forms of

reinforcement—leadership empowerment, psychological empowerment, and discretionary empowerment—are used in the current study to investigate this result. In order to evaluate the impact of the power distance dimension on these three forms of empowerment, participants in China and Canada completed surveys. It has been demonstrated that, similar to cultures with large power distance, the impact of discretionary empowerment on worker satisfaction is less noticeable in China. It has been found that in Canada, a society with a lower power distance, the impact of psychological and leadership empowerment on worker satisfaction through the competence component is more pronounced. In terms of organizational advancement, employee empowerment, and general organizational health, power distance has also been framed negatively. This study clarifies whether collectivist societies may attain low power distance or what factors can enable this power distance to function in nations with high levels of both collectivism and power distance (Ghosh, 2011). It can be argued that authoritarian power should be replaced by functional, expert, reference, and knowledge bases to have individualized thoughts and foster benevolent paternalism in high power distance cultural orders. Table 1 summarizes this information.

Table 1: Overview of compiled studies on power distance

Types	Contents of the paper	References	Types	Contents of the paper	References
Survey	The relationship between power distance and leadership styles and salespeople's attitudes and behaviors was investigated with data obtained from salespeople in India. The results show that leadership for employees is effective in encouraging employee effort and improving job performance.	Mulki (2015)	Survey	It has been emphasized that competitive advantage in contemporary organizations can emerge from ideas that employees convey to their managers to improve processes, products and services. He has researched the effects of power distance orientation on employee participation, the nature of job descriptions, corporate communication, and decision making. It has been determined that in cultures where the power distance dimension is high, managers are satisfied with making decisions and employees are given limited discretion.	Botero & Dyne (2009)
Survey	It has been suggested that high power distance leads to a weaker perception of responsibility towards others, which in turn reduces charitable behavior.	Winterich & Zhang (2014)	Theory		Khatri (2009)
Survey	It has been concluded that empowerment is ineffective for employees in societies with high power distance.	Fock et al. (2013)	Survey	Employees' "power distance" orientation and their group's shared perceptions of transformational leadership were found to be positively related to employees' perceptions of procedural justice.	Kirkman et al. (2009)
Survey	The effect of cultural fit between micro and macro cultures regarding power distance on Mexican employees' communication behavior, job satisfaction, and organizational commitment was examined. The findings supported the value of cultural fit between societal culture and organizational culture.	Madlock (2012)	Survey	Based on a review of cross-cultural research, they examined cultural dimensions, including individualism-collectivism and hierarchy, in a macrosocial context. They revealed that power distance and collectivism are associated with lower social development, income disparities, socio-political corruption index and competitiveness index.	Basabe & Ros (2005)
Theory	The compatibility of organizations with high power distance cultural structures was examined. In this study, it is explained whether low power distance can be achieved in collectivist cultures or what aspects can make this power distance functional in countries where collectivism and power distance are high.	Ghosh (2011)	Survey	As a result of the empowerment process, participants from both high and low power distance cultures were found to be more satisfied with their jobs in the empowered situation and less satisfied with their jobs in the disempowered situation. It was emphasized that participants from cultures with high power distance had a good performance in business life, and participants from low power distance had a similarly good performance.	Eylon & Au (1999)

Individualism-collectivism

According to Rajkumar' study (2021), collectivism's cross-cultural variations may have developed as a defense against infectious diseases through natural selection. It examined the relationship between the individualism and collectivism index and the prevalence, mortality and case fatality rates of covid-19 across countries. It has been found that measures of collectivism are adversely correlated with COVID-19 prevalence, mortality, and case fatality rate, whereas individualism is positively correlated with these parameters. Italians are less individualistic than Americans, according to research from Hofstede (2019). This may represent a culture that is unsuitable for Italians with an individualist orientation, given that Italy is situated between the USA and Asian countries in terms of individualism/collectivism. Social psychologists emphasize that cultural inclinations toward individualism or collectivism are a significant factor in explaining behavioral differences between individuals. Hajikhameneh & Kimbrough (2019) focused on these tendencies. It can be generally concluded that individuals seek trade more frequently than collectivists. A trustworthy indicator of the national culture's individualism vs collectivism dichotomy was offered by Minkov et al. (2017). Since the suggested index has demonstrated a good correlation with other measures of closely related categories, it represents a novel and legitimate assessment of individualism and collectivism. The study was based on self-construals. According to Rinne et al. (2012), the Hofstede value dimensions serve as a gauge for the cultural component. Research employing Hofstede's individuality scores showed convergent validity with individualism and collectivism assessments. According to Schimmack et al. (2005), response style variations between countries were the cause of the absence of convergent validity. When response styles were statistically controlled, data from the worldwide student survey showed that there is convergent validity between horizontal individualism and Hofstede's individualism dimension. The findings support the idea that cultural background affects students' individualistic and collectivist tendencies in both male and female cultures. It is assumed that Egyptian culture is collectivist and German culture is individualist. Formal norms and procedures take center stage in collectivist civilizations, but one's personal experience is trusted in individualistic cultures.

Uncertainty avoidance

In their study, Küçükkömürlü & Özkan (2022) highlighted that people's inclination to shun uncertainty indicates that they would rather not be involved in politics. The findings showed that trust has a moderating influence on the association between uncertainty avoidance and political interest, that uncertainty is linked to a decline in political interest, and that trust's moderating effect is unique to uncertainty avoidance. Family firms have a culture of collectivism and avoiding uncertainty, which is ingrained in the business and has the potential to either strengthen or impair corporate governance practices. According to Nurim et al. (2019), uncertainty avoidance and collectivism will reduce the efficacy of corporate governance practices. The effect of Hofstede's uncertainty avoidance dimension of national culture on an individual's protection motive intent to voluntarily implement information security control was examined by Aurigemma & Mattson (2018). Because people experience significant degrees of uncertainty about threats and voluntary safety-related measures that can be taken, uncertainty avoidance is especially pertinent to protective motivation theory and voluntary safety-related actions. Uncertainty avoidance, perceived threat vulnerability, and perceived threat intensity were found to affect protection incentives to voluntarily embrace the executive, based on a study of 227 people from various countries. The study's primary practical contribution is that, to optimize the efficacy of security-related training, information security managers should be aware of the behavioral patterns of those receiving it. Stojcic et al. (2016) focused on the cultural aspect of uncertainty avoidance in an attempt to explain prosocial behaviors across 79 different nations. Uncertainty avoidance in Hofstede's view reflects how society manages future uncertainty and the degree of anxiety that results from it. The uncertainty avoidance score measures how much members of the culture feel frightened by unknown or uncertain

circumstances and adjust their beliefs and perspectives accordingly. When charity is intimately linked to uncertainty avoidance in terms of financial, social, and personal resources, it effectively illustrates how uncertainty avoidance is related to lower levels of prosocial action. Table 2 summarizes this information.

Table 2: Overview of compiled studies on uncertainty avoidance

Types	Contents of the paper	References	Types	Contents of the paper	References
Survey	The results revealed that uncertainty is associated with a decrease in political interest, that trust has a moderating effect on the relationship between uncertainty avoidance and political interest, and that the moderating effect of trust is specific to uncertainty avoidance	Küçükkömürler & Özkan (2022)	Survey	The study focused on the impact of cultural dimensions, especially uncertainty avoidance, on the interpretation of verbal probability expressions. Therefore, Spanish and German participants were asked to avoid ambiguity and guess the numerical equivalents of the verbal probability expression. The results showed that there were no differences in both uncertainty avoidance and interpretation of probability expressions between Spanish and German. It has been examined how uncertainty avoidance affects decisions involving uncertain and risky alternatives. Uncertainty avoidance tends to encourage risk aversion.	Bocklisch et al. (2013)
Survey	The culture of collectivism and uncertainty avoidance in family businesses is part of the company's value and can strengthen or weaken its corporate governance practice. The results show that collectivism and uncertainty avoidance will weaken the effectiveness of corporate governance practice.	Nurim et al. (2019)			
Survey	Using trade data on electronic products from 90 countries in the period 2008-2014, it is revealed that cultural distance has a negative impact on bilateral trade in general. Using a survey of 227 individuals from different countries, uncertainty avoidance, perceived threat vulnerability, and perceived threat severity were found to have an impact on protection motivations to voluntarily adopt the executive.	Wang et al. (2020)	Survey	It tried to explain prosocial behaviors among 79 different countries by focusing on the cultural dimension of uncertainty avoidance. It has been successfully demonstrated how uncertainty avoidance is associated with lower levels of prosocial behavior, where philanthropy is closely associated with uncertainty avoidance in economic, social, and personal resources.	Ruiz & Garcia (2019)
Survey	The moderating role of culture in terms of uncertainty avoidance in two countries with different cultural patterns was investigated. Significant differences were identified between British and Spanish bank customers in terms of the impact of innovation, workplace and leadership on bank reputation. However, when uncertainty avoidance was considered as a moderator variable, the results revealed that the differences found only in terms of workplace and leadership were due to this variable.	Aurigemma & Mattson (2018)	Survey	Cyr (2013) surveyed eight countries for differences in user perceptions of website design, website trust, and transaction security. Users in countries such as Canada and the USA, where uncertainty avoidance is low and institutional trust is high, have a positive perception of website design.	Cyr (2013)

Femininity-masculinity

The financial success of a company as well as its environmental, social, and governance performance, are adversely impacted by a national culture that values gender equality and assestiveness. DasGupta & Roy (2023) examined whether national cultural aspects at the country level affect governance, social, and environmental performance to either improve or worsen an international firm's financial performance. It has been discovered that a firm's financial performance can be further strengthened by modifying its environmental, social, and governance performance. These factors include low power distance, high individualism, high masculinity, high uncertainty avoidance, long-term orientation, and a tolerant national culture. Conversely, it is expected that characteristics such as high-power distance, femininity, collectivism, low uncertainty avoidance, and short-term orientation will negatively impact the firm's financial performance and discourage companies from pursuing higher levels of environmental, social, and governance performance. Tehrani et al. (2021) examined the relationship between Hofstede's femininity dimension, associated with quality of life, and the masculinity dimension, characterized by a drive for success reflected in material wealth. It has been observed that companies with a femininity culture dimension in developed and developing countries have a significant positive impact on their market values when the Dow Jones Sustainability Index (DJSI) is added. The relationship between women's cultural values and leadership styles can be examined through a gender perspective. In 2016, Rayyan et al. investigated how 115 female managers in Jordan perceived task-oriented leadership. Women should be approached with a "human" focus, not as a sexual object. According to the report, Jordanian women manage task leadership and employ individuals while embracing masculine rather than feminine qualities.

According to Hofstede's theory, gender inequalities in gender role orientation are minimal in feminine countries. In 2008, Calvo-Salguero and colleagues examined masculinity and femininity in a sample of 164 adult workers in Spain. The specific goal is to ascertain whether differences in femininity and masculinity between the two genders, as well as within the same gender, are correlated with age and educational attainment. The two variables predicted disparities in women but not in men, according to the results. The only time there is a gender difference in terms of femininity and masculinity is between the ages of 20 and 39, and in low-education situations. The results support Hofstede's hypothesis.

Long-short term orientation

Utilitarian behavior is positively impacted by long-term orientation and avoiding uncertainty. Coimbra et al. (2023) research concentrated on the actions of shoppers at supermarkets. They sought to comprehend the interplay between contextual factors, cultural aspects, and life satisfaction in connection to hedonic and utilitarian incentives. There is proof that utilitarian motivation is influenced by life satisfaction but not hedonic motivation. The typologies of power distance, individualism vs collectivism, femininity versus masculinity, and long-short temporal orientation were developed by Hofstede (1980). Kovacs (2022) examined how law enforcement might be enhanced if the Hofstede (1980) aspects were integrated into leadership awareness during leadership training. According to Jung et al. (2020), tourists from South Korea, who represent a long-term orientation culture, place a high value on augmented reality applications' educational components, while tourists from Ireland, who represent a short-term orientation culture, rate augmented reality escape experiences. Studying intercultural communication is essential in today's world due to the increasing prevalence of global communication exchanges. By examining the connection between frontline strategies of harmony and collaboration and cultural long-term orientation, or Confucian dynamism, Merkin et al. (2004) added to the body of studies already conducted. Research indicates that individuals belonging to a long-term orientation culture are more likely than those from short-term orientation cultures to employ cooperative and adaptable face tactics. Hong Kong, which was previously believed to have a high long-term orientation component, only

received a middling score according to the study. This research casts doubt on the notion that cultures can be categorized according to a nation's borders and supports the application of Hofstede's Value Survey Criterion in assessing cultural shifts. Societies that prioritize the long term also value pragmatic virtues like thrift, endurance, and flexibility in the face of change. These qualities are especially focused on future benefits. Short-term orientation places a strong emphasis on upholding social norms and honoring traditions. Hofstede & Minkov (2010) conducted a study on the national value dimension of long- and short-term orientation, which Bond discovered among students in 23 different countries. National scores on this dimension have been linked to specific values related to the family, education, employment, the environment, and, in the right historical contexts, economic progress. China's economic success was predicted in 1988 based on dimension scores. The updated scores allow for updated forecasts regarding global economic developments. Table 3 provides a summary of this information.

Table 3: Overview of compiled studies on long-short time orientation

Types	Contents of the paper	References	Types	Contents of the paper	References
Survey	It has been stated that long and short-term orientation at the national level is an important turning point to observe national cultural differences from the formation of specialized trust to generalized trust. Research findings have shown that individuals in countries or regions with a long-term orientation have low overall trust levels.	Zheng et al. (2023)	Survey	Based on two cultural dimensions and Carroll's four-dimensional model of corporate social responsibility, the relationship between individual/collectivistic values and individuals' expectations regarding different types of responsibility was tested. This study surveyed panelists in two countries: South Korea and the United States. Rather than using national scores as proxy variables for culture, multidimensional aspects of cultural variables were tested in the samples. The findings show that horizontal collectivism and the planning dimension of long-term orientation are positively related to corporate social responsibility expectations, while long-term orientation is negatively related to corporate social responsibility expectations. It suggests that skepticism about corporate social responsibility may be more closely related to individual perspectives, particular contexts, or particular companies rather than cultural factors that have implications for international theoretical communication.	Kim et al. (2019)
Survey	The study focused on how consumers behave when shopping in supermarkets. It has been found that life satisfaction affects utilitarian motivation, but not hedonic motivation. The study also shows that consumers who are satisfied with their lives tend to be more rational in their purchases. Uncertainty avoidance and long-term orientation positively affect utilitarian behavior.	Coimbra et al. (2023)			
Theory	Yıldız & Altan (2023) reviewed the literature to investigate the role of culture in the sharing economy. 89 articles were analyzed through literature review. Power distance, uncertainty avoidance, individualism/collectivism, masculinity, long-short term	Yıldız & Altan (2023)	Survey	Building on the egocentric concept, the study predicted that managers working under different compensation plans and with different levels of long-term orientation would make different ethical judgments regarding excessive investments. There is evidence that managers who have a compensation plan that discourages overinvestment are	Kusuma et al. (2018)

	orientation dimensions were used. Additionally, economic, social sustainability and materialism were determined. Materialism, economy, sustainability and trust differed according to cultural dimensions. This situation shapes individuals' attitudes and intentions towards the sharing economy.		more likely to consider overinvestment in corporate social responsibility as unethical than managers who work on a schedule that encourages overinvestment.		
Theory	Kovacs (2022) investigated how Hofstede's dimensions of managerial communication are integrated in an environment based on other cultural and ethical foundations. It shows that it is useful to consider how the six dimensions created by Hofstede can improve law enforcement if they are incorporated into leadership awareness during leadership training.	Kovacs (2022)	Survey	The relationship between cultural long-term orientation or Confucian dynamism and frontline strategies of harmony and cooperation has been investigated. Members of a long-term orientation culture have been found to be more likely to use adaptive and cooperative face strategies than their short-term oriented counterparts.	Merkin et al. (2004)
Survey	It has been determined that all fear appeal variables, except violence at the individual level, are partially cultural in origin. After controlling for individual and cultural differences at the national level, the Chinese sample reported higher severity, sensitivity, and self-efficacy but lower compliance behaviors than the US sample. The results suggest that different fear appeal variables may operate differently when it comes to their cultural orientation.	Zhang (2021)	Survey	Byambaa (2015) examined the comparison of cultural distance between South Korea and Mongolia with the Hofstede Model. The study aims to show how Mongolian culture is different from South Korea and other East Asian countries. The results suggest that long-term-oriented societies encourage pragmatic virtues specifically geared towards future rewards, such as thrift, perseverance, and adaptability to changing circumstances. Short-term orientation emphasizes respecting tradition and fulfilling social obligations.	Byambaa (2015)
Survey	It has been investigated how the relationship between the experience economy provided by augmented reality applications and the perceived value of users will direct long- and short-term orientation. It has been determined that South Korean tourists, who are representatives of long-term orientation culture, highly value the educational factors of augmented reality applications, while Irish tourists, who are representatives of short-term orientation culture, evaluate	Jung et al. (2020)	Theory	Hofstede & Minkov (2010) investigated long- and short-term orientation, a national value dimension found by Bond among students in 23 countries. National scores on this dimension have been associated with certain family values, school outcomes, work values, environmental values, and, under appropriate historical conditions, economic growth. In 1988, dimension scores led to predictions of China's economic success. The new scores enable new predictions about economic developments in different parts of the world.	Hofstede & Minkov (2010)

	augmented reality escape experiences.	
Survey	Tang & Koveos (2008) investigated Hofstede's cultural value dimensions. National wealth, measured by GDP per capita, was found to have a curvilinear relationship with individualism, long-term orientation, and power distance scores. Uncertainty avoidance and masculinity primarily reflect some fairly stable theoretical traditions, such as language, religion, ethnic homogeneity, and legal origin, and have been found to be unlikely to change over time.	Tang & Koveos (2008)

Results and recommendations

The primary aim of this research is to provide a comprehensive overview of published works addressing power distance, individualism versus collectivism, uncertainty avoidance, femininity versus masculinity, and long-term versus short-term orientation. Hofstede's cultural typologies serve as the foundational framework for this study. This review consolidates existing research on these typologies into a single, cohesive publication. Culture is a complex concept and is not as straightforward as Hofstede's work may suggest. One of the most significant criticisms of Hofstede's approach to cultural typologies concerns the rationale for using the nation as the primary unit of measurement. Hofstede's research is not action-based. Action-based research includes fact-finding, planning, and corrective action. These steps are missing from Hofstede. To conduct effective cross-cultural research, there must be strong theory and good measurements. Another criticism of Hofstede's work is that the studies are decentralized. Hofstede accepted this criticism. Additionally, a survey is not a valid tool for measuring culture. The results of Hofstede's research are time-sensitive. For example, at the time the survey was conducted, Europe was struggling with World War II, so uncertainty avoidance was high nationwide at that time (Shaiq, 2011). The results of the survey do not provide necessary information about the culture of the entire country. New observation-based methods should be developed to measure culture and its dimensions most accurately. People who were born, grew up, and lived in the country to be measured should be preferred as samples. Researchers should be selected from the field. The period in which the research will be conducted and the conditions in the country should also be considered. More research is needed to unravel the levels of analysis issues regarding cultural values. In addition to larger and more varied samples, researchers should take individual-level cultural value orientations into account (Kirkman et al., 2009). Compared to other typologies, less emphasis is placed on the long-short term orientation and avoidance of uncertainty aspects of culture. The majority of research on cultural typologies has been on power distance and individualism vs collectivism. It is advised to expand research on the topics of long-term orientation and avoiding ambiguity. This research has certain limitations. Although numerous studies investigate Hofstede's cultural typologies, the number of articles included in this review is limited. Nonetheless, the summarized articles are expected to contribute meaningfully to the existing body of literature. It is recommended that related topics be further explored through both qualitative and quantitative research approaches.

Theoretical and practical implications

Studies on culture should be conducted at both national and individual levels. By highlighting practices as antecedents to Hofstede's cultural typologies, contemporary research expands the understanding of interinstitutional relationships and offers explanations for their dynamics. Future research is recommended to involve large sample sizes and demographically diverse international populations.

Given the widespread application of Hofstede's culture typologies in various industries and disciplines, the results of this comprehensive analysis hold substantial practical significance. One of an institution's most crucial foundational elements is its culture. The managers, staff, and institution's potential for success all contribute to its culture. It is advised that managers have open lines of communication with staff members to achieve business success. Engaging employees in the process of making critical decisions can boost their motivation and foster the growth of an innovative mindset within the organization. The culture of the company plays a crucial part in ensuring its survival. An organization's culture can be influenced by various factors, including evolving organizational norms, political considerations, a competitive labor market, and others. It is suggested at this moment to adopt innovations that could affect the institution's culture. It is also advised that managers draw conclusions to decide how best to optimize the culture's influence.

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Ethical approval

I hereby declare that since the research conducted is a review and does not include methods such as survey, observation or interview, it is among the studies that do not require ethics committee approval.

Conflict of interest

There is no potential conflict of interest in this study.