

National Peculiarities of American and Chinese Corporate Cultures

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Numerous studies in the sphere of corporate communication reveal ample research in corporate culture models. Nevertheless, the majority of these studies do not integrate national cultural peculiarities into the corporate cultures of organizations. The current paper aims at analyzing the national peculiarities of American and Chinese cultures that shape corporate cultures. The research questions being the influence of cultural peculiarities on corporate culture models, the paper presents analyses of two main issues: national cultural traits and corporate culture.

Hofstede's cultural framework is used to analyze American and Chinese cultures on six dimensions: individualism vs collectivism, power distance, masculinity vs femininity, uncertainty avoidance, and long-term vs short-term orientation [2,3]. Based on Hofstede's dimensions, GLOBE research introduces other dimensions such as performance orientation, assertiveness, future orientation, humane orientation, institutional collectivism, in-group collectivism, gender egalitarianism, power distance, uncertainty avoidance [4,5]. American culture scores high on performance orientation, assertiveness, future orientation, power distance. Chinese culture scores high on performance orientation, humane orientation, institutional collectivism, in-group collectivism, power distance and uncertainty avoidance.

Having identified cultural dimensions, the paper introduces three corporate models and their variables. Deal and Kennedy suggest six cultural elements to characterize corporate culture: history, beliefs and values, rituals and ceremonies, stories, heroic figures, and the cultural network [1]. Schein provides a model of corporate culture, which consists of three levels: artifacts, espoused beliefs and values, and basic underlying assumptions [7]. Based on the 7S model, corporate culture consists of three hard elements and four soft elements [6]. Hard elements are transparent and easy to change: strategy, structure, and systems. Soft elements require extra work to be changed: style, staff, skills, and shared values.

GLOBE dimensions are further combined with parameters from three corporate culture models described above: Schein's model, Deal and Kennedy's model and 7s model. Cultural peculiarities and corporate culture parameters constitute a corporate matrix used further for the case study analysis of two e-commerce companies, Amazon and Alibaba. As the corporate matrix includes both national peculiarities and corporate culture parameters, the comparative analysis of two companies establishes a connection between national peculiarities and corporate cultures as well as demonstrates the influence of these cultural traits on corporate communication. To identify the differences between companies, corporate information is gathered from the official websites of the companies: amazon.com and www.alibabagroup.com. The sources of information are mission statements, codes of conduct, visual cues, corporate values, memos, reviews, mission statements, job advertisements, leadership principles, press releases, corporate news.

The application of the corporate matrix reveals the following findings:

- 1) American and Chinese cultures differ in 6 dimensions out of 9 (namely, assertiveness, future orientation, humane orientation, institutional collectivism, in-group collectivism, uncertainty avoidance). These differences shape corporate cultures of organizations such as Amazon and Alibaba.
- 2) The corporate culture of Alibaba Group is based on high humane orientation, high institutional collectivism, and high in-group collectivism. These dimensions are directly reflected in all elements of its corporate culture.
- 3) The corporate culture of Amazon is based on high assertiveness and high future orientation. These dimensions are explicitly illustrated mostly through leadership practices and corporate communication.
- 4) Corporate cultures are shaped by national peculiarities of cultures, where organizations perform. These cultural features are reflected through corporate parameters and corporate communication patterns.

Despite a wide range of research in the sphere of corporate culture, cultural peculiarities still remain an important aspect to be analyzed. This paper introduces a corporate matrix which combines two aspects of corporate culture and corporate communication: cultural and corporate. Based on these two components, a corporate culture matrix is devised. The use of the matrix facilitates the comprehensive analysis of corporate cultures in American and Chinese companies: Amazon and Alibaba. The results of the research will present the importance of cultural peculiarities in corporate culture and corporate communication.

Источники и литература

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