

[Home](#) > [Journal of International Business Studies](#) > [Article](#)

A framework to update Hofstede's cultural value indices: economic dynamics and institutional stability

| Article | Published: 22 May 2008

| Volume 39, pages 1045–1063, (2008) [Cite this article](#)[Save article](#)[View saved research](#) >[Journal of International Business](#)[Studies](#)[Aims and scope](#) →[Submit manuscript](#) →[Linghui Tang](#) ¹ & [Peter E Koveos](#)² **6781** Accesses  **327** Citations  **3** Altmetric [Explore all metrics](#) →

Abstract

This study offers an update of the Hofstede cultural value dimensions. We argue that changes in economic conditions are the source of cultural dynamics, while the endurance of institutional characteristics provides the foundation for cultural stability. It is found that national wealth, measured by GDP per capita, has a curvilinear relationship with individualism, long-term orientation, and power distance scores. Relatively speaking, uncertainty avoidance and masculinity mainly reflect some rather stable institutional traditions, such as language,

religion, climate, ethnic homogeneity, and legal origin, and are less likely to change over time.

 This is a preview of subscription content, [log in via an institution](#)  to check access.

Access this article

[Log in via an institution](#) →

Subscribe and save

Springer+

from €37.37 /Month

- Starting from 10 chapters or articles per month
- Access and download chapters and articles from more than 300k books and 2,500 journals
- Cancel anytime

[View plans](#) →

Buy Now

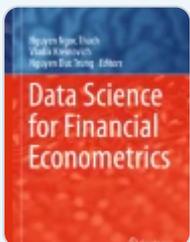
[Buy article PDF 39,95 €](#)

Price includes VAT (Poland)

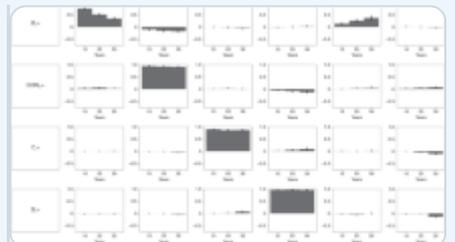
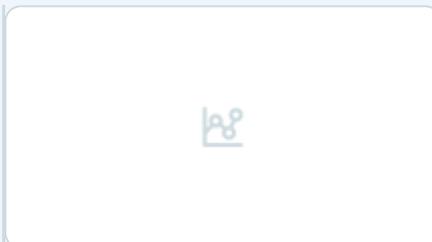
Instant access to the full article PDF.

[Institutional subscriptions](#) →

Similar content being viewed by others



Reconsidering Hofstede's



[Reconsidering Hofstede's Cultural Dimensions: A Different View on South and Southeast Asian Countries](#)

Chapter | © 2021

[Hofstede's cultural dimensions and R&D intensity as an innovation strategy: a view from different institutional](#)

Article | 22 July 2020

[The cultural foundations of modern democracies](#)

Article | 02 December 2019

Explore related subjects

Discover the latest articles, books and news in related subjects, suggested using machine learning.

[Cultural Economics](#)

[Cultural Psychology](#)

[Cultural Sociology](#)

[Cultural Theory](#)

[Economic Sociology](#)

[Institutional and Evolutionary Economics](#)

[Cross-Cultural Dynamics and National Values](#)

References

Adelman, I., & Morris, C. T. 1967. Society, politics, and economic development: A quantitative approach. Baltimore, MD: John Hopkins University.

[Google Scholar](#)

Berry, J. W. 1994. Ecology of individualism and collectivism. In U. Kim, H. Triandis, C. Kagitcibasi, S. Choi & G. Yoon (Eds), Individualism and collectivism: Theory, method and application: 77-84. Thousand Oaks, CA: Sage.

[Google Scholar](#)

Blalock, H. 1972. Social statistics. New York: McGraw-Hill.

[Google Scholar](#)

Carl, D., Gupta, V., & Javidan, M. 2004. Power distance. In R. House, P. Hanges, M. Javidan, P. Dorfman & V. Gupta (Eds), Culture, leadership, and organizations: 513-559. Thousand Oaks, CA: Sage Publications.

Dansereau, F., & Yammarino, F. J. 2006. Is more discussion about levels of analysis really necessary? When is such discussion sufficient? *Leadership Quarterly*, 17 (5): 537-552.

[Article](#) [Google Scholar](#)

Den Hartog, D. 2004. Assertiveness. In R. House, P. Hanges, M. Javidan, P. Dorfman & V. Gupta (Eds), *Culture, leadership, and organizations*: 395-436. Thousand Oaks, CA: Sage Publications.

[Google Scholar](#)

Dickson, M. W., Resick, C. J., & Hanges, P. J. 2006. Systematic variation in organizationally-shared cognitive prototypes of effective leadership based on organizational form. *Leadership Quarterly*, 17 (5): 487-505.

[Article](#) [Google Scholar](#)

Earley, P. C. 2006. Leading cultural research in the future: A matter of paradigms and taste. *Journal of International Business Studies*, 37 (6): 922-931.

[Article](#) [Google Scholar](#)

Edwards, S. 1996. Why are Latin America's savings rates so low? An international comparative analysis. *Journal of Development Economics*, 51 (1): 5-44.

[Article](#) [Google Scholar](#)

Emrich, C., Denmark, F., & Hartog, D. 2004. Cross-cultural differences in gender egalitarianism. In R. House, P. Hanges, M. Javidan, P. Dorfman & V. Gupta (Eds), *Culture, leadership, and organizations*: 343-394. Thousand Oaks, CA: Sage Publications.

[Google Scholar](#)

Franke, R. H., Hofstede, G., & Bond, M. H. 1991. Cultural roots of economic performance: A research note. *Strategic Management Journal*, 12 (Summer Special Issue): 165-173.

[Article](#) [Google Scholar](#)

Franke, R. H., Hofstede, G., & Bond, M. H. 2002. National culture and economic growth. In M. J. Gannon & K. L. Newman (Eds), *The Blackwell handbook of cross-cultural management*: 5-15. Oxford: Blackwell.

[Google Scholar](#)

Gomez-Mejia, L. R., & Palich, L. E. 1997. Cultural diversity and the performance of multinational firms. *Journal of International Business Studies*, 28 (2): 309-336.

[Article](#) [Google Scholar](#)

Guiso, L., Sapienza, P., & Zingales, L. 2003. People's opium? Religion and economic attitudes. *Journal of Monetary Economics*, 50 (1): 225-282.

[Article](#) [Google Scholar](#)

Guiso, L., Sapienza, P., & Zingales, L. 2006. Does culture affect economic outcomes? *Journal of Economic Perspectives*, 20 (2): 23-48.

[Article](#) [Google Scholar](#)

Hanges, P. J., & Dickson, M. W. 2006. Agitation over aggregation: Clarifying the development of and the nature of the GLOBE scales. *Leadership Quarterly*, 17 (5): 522-536.

[Article](#) [Google Scholar](#)

Heuer, M., Cummings, J. L., & Hutabaratt, W. 1999. Cultural stability or change

among managers in Indonesia? *Journal of International Business Studies*, 30 (3): 599–610.

[Article](#) [Google Scholar](#)

Hofstede, G. 1980. *Culture's consequences: International differences in work-related values*. Beverly Hills, CA: Sage.

[Google Scholar](#)

Hofstede, G. 2001. *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations*. Thousand Oaks, CA: Sage Publications.

[Google Scholar](#)

Hofstede, G. 2006. What did GLOBE really measure? Researchers' minds *versus* respondents' minds. *Journal of International Business Studies*, 37 (6): 882–896.

[Article](#) [Google Scholar](#)

Hofstede, G., & Bond, M. H. 1984. Hofstede's culture dimensions: An independent validation using Rokeach's value survey. *Journal of Cross-Cultural Psychology*, 15 (4): 417–433.

[Article](#) [Google Scholar](#)

Hofstede, G., & Bond, M. H. 1988. The Confucius connection: From cultural roots to economic growth. *Organizational Dynamics*, 16 (4): 4–12.

[Article](#) [Google Scholar](#)

Hofstede, G., & McCrae, R. 2004. Personality and culture revisited: Linking traits and dimensions of culture. *Cross-Cultural Research*, 38 (1): 52–88.

[Article](#) [Google Scholar](#)

House, R., Hanges, P., Javidan, M., Dorfman, P., & Gupta, V. (Eds) 2004. Culture, leadership, and organizations: The GLOBE study of 62 societies. Thousand Oaks, CA: Sage Publications.

[Google Scholar](#)

Inglehart, R. 1990. Culture shift in advanced industrial society. Princeton, NJ: Princeton University Press.

[Google Scholar](#)

Inglehart, R. 1997. Modernization and postmodernization: Cultural, economic, and political change in 43 societies. Princeton, NJ: Princeton University Press.

[Google Scholar](#)

Inglehart, R., & Abramson, P. R. 1994. Economic security and value change. *American Political Science Review*, 88 (2): 336-354.

[Article](#) [Google Scholar](#)

Inglehart, R., & Baker, W. 2000. Modernization, cultural change, and the persistence of traditional values. *American Sociological Review*, 65 (1): 19-51.

[Article](#) [Google Scholar](#)

Inglehart, R., & Oyserman, D. 2004. Individualism, autonomy, self-expression: The human development syndrome. In H. Vinken, J. Soeters & P. Ester (Eds), *Comparing cultures: Dimensions of culture in a comparative perspective*: 74-96. Leiden: Brill.

[Google Scholar](#)

Inkeles, A. 1993. Industrialization, modernization and the quality of life.

[Article](#) [Google Scholar](#)

Javidan, M., House, R. J., Dorfman, P. W., Hanges, P. J., & Sully de Luque, M. S. 2006. Conceptualizing and measuring cultures and their consequences: A comparative review of GLOBE's and Hofstede's approaches. *Journal of International Business Studies*, 37 (6): 897-914.

[Article](#) [Google Scholar](#)

Kashima, E. S., & Kashima, Y. 1998. Culture and language: The case of cultural dimensions and personal pronoun use. *Journal of Cross-Cultural Psychology*, 29 (4): 461-486.

[Article](#) [Google Scholar](#)

Kirkman, B., Lowe, K., & Gibson, C. 2006. A quarter century of *Culture's consequences*: A review of empirical research incorporating Hofstede's cultural values framework. *Journal of International Business Studies*, 37 (3): 285-320.

[Article](#) [Google Scholar](#)

Kluckhohn, F., & Strodtbeck, F. L. 1961. *Variations in value orientations*. Evanston, IL: Row, Peterson.

[Google Scholar](#)

Kogut, B., & Singh, H. 1988. The effect of national culture on the choice of entry mode. *Journal of International Business Studies*, 19 (3): 411-432.

[Article](#) [Google Scholar](#)

Kuznets, S. 1955. Economic growth and income inequality. *The American Economic Review*, 45 (1): 1-28.

Lenartowicz, T., Johnson, J., & White, C. 2003. The neglect of intra-country cultural variation in international management research. *Journal of Business Research*, 56 (12): 999-1008.

[Article](#) [Google Scholar](#)

Leung, K. 2006. The rise of East Asia: Implications for research in cultural variations and globalization. *Journal of International Management*, 12 (2): 235-241.

[Article](#) [Google Scholar](#)

McSweeney, B. 2002. Hofstede's model of national cultural differences and their consequences: A triumph of faith - a failure of analysis. *Human Relations*, 55 (1): 89-118.

[Article](#) [Google Scholar](#)

Parker, P. 1997. *National culture of the world: A statistical reference*. Westport, CT: Greenwood Press.

[Google Scholar](#)

Peterson, M. 2004. Book review of *Culture, leadership and organizations: The GLOBE study of 62 societies*. *Administrative Science Quarterly*, 49 (4): 641-647.

[Google Scholar](#)

Peterson, M. F., & Castro, S. L. 2006. Measurement metrics at aggregate levels of analysis: Implications for organization culture research and the GLOBE project. *Leadership Quarterly*, 17 (5): 506-521.

[Article](#) [Google Scholar](#)

Ralston, D. A., Egri, C. P., Stewart, S., Terpstra, R. H., & Yu, K. 1999. Doing business in the 21st century with the new generation of Chinese managers: A study of generational shifts in work values in China. *Journal of International Business Studies*, 30 (2): 415-428.

[Article](#) [Google Scholar](#)

Read, R. 1993. Politics and policies of national economic growth. Unpublished doctoral dissertation, Stanford University.

Ronen, S., & Shenkar, O. 1985. Clustering countries on attitudinal dimensions: A review and synthesis. *Academy of Management Review*, 10 (3): 435-454.

[Google Scholar](#)

Schwartz, S. 1994. Beyond individualism/collectivism: new cultural dimensions of values. In U. Kim, H. Triandis, C. Kagitcibasi, S. Choi & G. Yoon (Eds), *Individualism and collectivism: Theory, method and application*: 85-119. Thousand Oaks CA: Sage.

[Google Scholar](#)

Shenkar, O. 2001. Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences. *Journal of International Business Studies*, 32 (3): 519-536.

[Article](#) [Google Scholar](#)

Smith, P. B. 2002. Culture's consequences: Something old and something new. *Human Relations*, 55 (1): 119-135.

[Article](#) [Google Scholar](#)

Smith, P. B. 2006. When elephants fight, the grass gets trampled: The GLOBE and Hofstede projects. *Journal of International Business Studies*, 37 (6): 915-921.

Smith, P. B., Peterson, M., & Schwartz, S. 2002. Cultural values, sources of guidance, and their relevance to managerial behavior: A 47-nation study. *Journal of Cross-Cultural Psychology*, 33 (1): 188-208.

Smith, P. B., Bond, M. H., & Kagitcibasi, C. 2006. *Understanding social psychology across cultures: Living and working in a changing world*. Thousand Oaks, CA: Sage.

Stulz, R. M., & Williamson, R. 2003. Culture, openness, and finance. *Journal of Financial Economics*, 70 (3): 313-349.

Sully de Luque, M., & Javidan, M. 2004. Uncertainty avoidance. In R. House, P. Hanges, M. Javidan, P. Dorfman & V. Gupta (Eds), *Culture, leadership, and organizations*: 602-653. Thousand Oaks, CA: Sage Publications.

Triandis, H. C. 1989. The self and social behavior in differing cultural contexts. *Psychological Review*, 96 (3): 506-520.

Trompenaars, F. 1993. *Riding the waves of culture: Understanding diversity in global business*. Chicago: Irwin.

Weber, M. 1958. *The Protestant ethic and the spirit of capitalism*. New York: Scribner's.

[Google Scholar](#)

Yeh, R. S., & Lawrence, J. 1995. Individualism and Confucian dynamism: A note on Hofstede's cultural root to economic growth. *Journal of International Business Studies*, 26 (3): 655-669.

[Article](#) [Google Scholar](#)

Acknowledgements

We want to thank Mark Peterson, Geert Hofstede, two anonymous referees, and participants of the 2005 *JIBS* paper development workshop for extremely helpful comments and suggestions.

Author information

Authors and Affiliations

Department of Economics, Finance, and International Business, School of Business, The College of New Jersey, Ewing, NJ, USA

Linghui Tang

Department of Finance, Whitman School of Business, Syracuse University, Syracuse, USA

Peter E Koveos

Corresponding author

Correspondence to [Linghui Tang](#).

Additional information

Accepted by Mark F Peterson, Departmental Editor, 10 January 2008. This paper has been with the authors for four revisions.

APPENDIX

See [Table A1](#).

Table a1 Hofstede's and our Updated Cultural Indices

Rights and permissions

[Reprints and permissions](#)

About this article

Cite this article

Tang, L., Koveos, P. A framework to update Hofstede's cultural value indices: economic dynamics and institutional stability. *J Int Bus Stud* **39**, 1045–1063 (2008). <https://doi.org/10.1057/palgrave.jibs.8400399>

Received

12 December 2005

Published

22 May 2008

DOI

<https://doi.org/10.1057/palgrave.jibs.8400399>

Revised

04 January 2008

Issue date

01 September 2008

Accepted

10 January 2008

Keywords

[culture change](#)

[cultural framework](#)

[Hofstede](#)

[GLOBE](#)

Search

Search by keyword or author



Navigation

[Find a journal](#)

[Publish with us](#)

[Track your research](#)
