GLOBE: Is the research still relevant after almost 20 years? Insights in the case of Germany.

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ABSTRACT,

This paper aims to investigate whether the GLOBE study, which was originally established by Robert House, still applies within German companies or if new research should take place. The main goal is to help incoming managers to understand German culture. To stay in the limited timeframe only three out of nine dimensions were used. The following study includes Power Distance, Future Orientation and Performance Orientation as the main representatives. After eight interviews with different managers who does work within Germany at different levels and in different sectors, it is possible to conclude that an update of the GLOBE study is needed. Opinions, point of views, ideas, values and much more changed in the last decades. Younger generations are taking over. Due to a tight labour market, those individuals can select the most suitable job. Most of the times it is an employment in which they have the most freedom, power, and a high level of flexibility. Next to it, a constant change is taking place. To mention recent factors which lead to changes in the business environment: Covid-19, technology, sustainability and much more.

In the results section the outcome of the interviews is being presented. During the next chapter the discussion does take place. A deeper look and reasons of why managers argued the way they did is being drawn. Less but still presence of Power Distance, a different approach of Future Orientation and a medium level of Performance Orientation are the main ideas. To conclude this research, a summary is included in which a look into future research takes place. Most crucial for this paper is the distinct evidence that an update of GLOBE should take place. Otherwise, managers from other countries could be confused and ill informed when they start working in Germany.

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Keywords
Management, GLOBE, Germany, Culture, Performance Orientation, Future Orientation, Power Distance

1. INTRODUCTION
1.1 The Background

International management – which represents the action of managing across borders – is found around the globe and due to globalization more and more important (Guedes, Faria, 2007). As a consequence of globalization, more managers have to be able to work within different companies, sometimes even simultaneously. Internationalization does help companies to increase their profits and to perform on a wider market. Crucially important is that the designated manager has to have a deep understanding of the culture. Good management of the national culture and understanding of the present culture is highly important. Therefore, consideration of the culture of the employees can promote the motivation of all employees, and extensive knowledge and create better and more effective marketing (Mohammed, et al. 2009). The culture does influence the values of the manager and it does influence the leadership style (Byrne et al., 2007).

To be a good and successful leader he/she needs a suitable leadership style. The leadership style depends on the employee, company, assignment and situation. An effective leader tries his/her best to influence employees to achieve a specific goal. Depending on the leadership style, how the goal is being achieved is being affected (Flores, 2017). Effective leadership depends on the leader (Sethuraman & Suresh, 2014). A leader is a person in power who must delegate people to achieve a certain task or goal (Flores, 2017). The person in charge must be able to change their behaviour according to the current situation (Sethuraman, Suresh, 2014).

These situations can depend on the culture which is present. But what exactly is understood under the concept of culture? Culture is a bundle of different values and norms as well as behaviours of a group within this culture (Smith et al., 1996). Schein (2010) explains culture with the help of an onion. All onions do have different layers. To explain culture, we must think that each onion has at least three layers. The first one is the outside of this specific onion (in this case looking at the national culture). This represents the artifacts of culture. In other words, how the people dress, what they look like, architecture etc. (Schein 2010, Parmentier, 2003). Everything can be seen with one brief look. Afterwards is the second layer. This layer includes the values and norms of the culture. The last and final layer is about the shared basic assumptions. The illustration of the onion indicates that there are several layers to each culture and that they are not always easy to detect (Schein, 2010 & Parmentier, 2003).

To be a successful global manager adapting to the present culture is an important skill. The values, attitudes and behaviours are contributing to the way people are reacting to situations. But the importance of cultural adaption has been researched only in the last couple of decades (Miroshnik, 2002). This points out, that managers who have been in a national working business for a longer period, which starts to work abroad and on a more national level in a more frequent manner, must start learning to adapt to culture within their daily business and their leadership style.

Not adapting to the culture can result in dramatically failure of the companies and the failure of the leader. Ignorance or misunderstanding of culture can bring up problems like confusion, failure and loss of cooperation with the locals (Podrug, 2011).

When having a look at how the national culture influences the work of the managers, it must be acknowledged, that next to national culture also organizational culture does influence the leadership style. Even though both types of culture can be different within one country it is being agreed that the organizational culture is nested within the national culture (Pothukuchi, 2002). According to Brodbeck (2002), there is no significant difference between cultural and organizational culture. Hence, within this research, the focus will be on the national culture.

One of the important value perspectives is the GLOBE study (Global Leadership and Organizational Behavior Effectiveness) which started to emerge within the early 1990s (Dorfman et al., 2012). The study was first introduced by Robert House. The project demonstrates the similarities to Trompenaars´ idea of national culture. The research conducted by House is based on the dimensions which were created and established by Hofstede (see Appendix 10.1). House extended the research of Hofstede by including societal-level variables, leader attributes, organizational practices as well as behaviour (House et al., 2013).

While the research from Brodbeck et al. (2002) did differentiate between east and west Germany, this paper will not make a difference due to time limitations.

Cultural practices, trust and leadership ideals are within the focus of the GLOBE study. It was done by more than 200 researchers (Dorfman, 2012). The culture within this project is defined as "[…] Shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations. […]" (GLOB, n.d. & Emrich, 2004).

House defined nine different dimensions of culture. These dimensions are Performance Orientation, Assertiveness, Future Orientation, Human Orientation, Institutional Collectivism, In-Group Collectivism, Gender Egalitarianism, Uncertainty Avoidance and Power Distance (GLOBE, n.d. & House et al., 2012 & Brodbeck et al., 2002). After a personal conversation with a manager who does work within an international cooperating company within my network, three dimensions crystallize to be the most important. Those dimensions are Future Orientation, Performance Orientation and Humane Orientation. While GLOBE identified Power Distance and performance orientation as the universally most important dimensions (GLOBE, n.d.).

Including all nine dimensions will blast the time frame. Hence, only Future Orientation, Performance Orientation and Power Distance will be examined within this paper. This will include the opinion of the manager while at the same time the estimation of the GLOBE study.

Not only these dimensions of culture are within the interest of the original study, but also leadership styles were included (Dorfman et al., 2012). The GLOBE study was mainly concerned with the phenomenon of organizational leadership (House, 2002). It is illustrated that for example, a leader within a company with high Power Distance, has the ultimate power of authority. The leader is highly respected (Dorfman et al., 2012). The GLOBE study created a leader attributes and behaviour questionnaire. This questionnaire was helpful to discover the traits, skills and behaviours that leaders have (Dorfman et al., 2012). The project tried to find out, whether there are universal attitudes and

behaviours which do contribute to being an effective leader (House, 20002).

To conduct this GLOBE research, they did use different leadership theories. Among those theories were Team-Oriented, Participative, Humane and Self-Protective leadership (House et al., 2013), but the most important one is the culturally implicit leadership theory (CLT) (GLOBE, n.d.).

No matter which research is being conducted, it is stated that the leadership style is being influenced by the presence of culture. It does not matter if the culture is either national or organizational (Podrug, 2011).

1.2 Research Gap

Due to globalization cultural-focused research understanding culture is becoming more and more important (Shi & Wang, 2011). The GLOBE model is valuable within the field of international business and management (Shi & Wang, 2011). And hence, the main concept within this paper.

The GLOBE research was conducted around the early 1990s (Dorfman, 2012) and published in 2004 (GLOBE, n.d.). Today, in 2022, more than 20 years have been passed compared to the GLOBE study. During these times of constant change, it is important to be critical and attentive. Next to the original study, Brodbeck et al., (2002) & Bluszcz et al., (2016) published research regarding Robert House, GLOBE within Germany.

The GLOBE project is still one of the most important pieces. But House et al. (2002) was not the first researcher who took culture as the main concept. Hofstede was one of the first theorists who focused on culture and who tried to understand the concept of culture even more (Beugelsdijk, 2016), Comparing the GLOBE study to Hofstede, GLOBE is being considered to be more recent and less criticized (Shi & Wang, 2011). Hence, within this research Hofstede´s dimension will not be at the centrum of the research, but the GLOBE study by House.

GLOBE is quite often used when having a look at culture and how it does influence the leadership style. Having a closer look at the GLOBE study and if it is still valid and relevant during these times of change is important. Within this research, the main focus will be whether the study can be used and if the numbers are still correct or need to be adapted. Germany will serve as a case study.

1.3 Research Question

As stated, the focus will be on only three out of the nine dimensions. One reason is the limited timeframe. Concentrating on only three will help to have a better focus and on receiving more relevant information. The main dimensions will be *Future Orientation, Performance Orientation and Power Distance*. But the main reason why only three dimensions are chosen is the GLOBE project itself and the short discussion with the manager. The GLOBE study (GLOBE, n.d.) and the manager mentioned that Performance Orientation is quite important. Due to the fact, that Power Distance was considered by GLOBE (n.d.) crucially important this research will focus on this dimension as well. Performance Orientation is included, because of the valuable opinion of the consulted manager.

Addressing the following research question will provide new insights into the GLOBE model and consulting it will help to find out whether the study is still relevant or not. Furthermore, it will help international as well as national managers to see and understand the importance of adapting to the present culture. Coming to a new country can bring challenges. This paper can help those international managers to prepare for their arrival in Germany.

In the upcoming chapters, this research will focus on following research question:

To what extent are Future Orientation, Performance Orientation and Power Distance still relevant for managers working in Germany?

2. THEORY
2.1 The GLOBE study

The GLOBE study builds upon different theories. In the following chapters, three dimensions Future Orientation, Performance Orientation and Power Distance are going to be explained comprehensively. Furthermore, having a closer look at the study will help to understand it in more deatils.

Brodbeck et al. (2002) conducted a GLOBE study within Germany. This study was supposed to help executives from the U.S and other countries to have a better understanding of German cultural values as well as practices. Additionally, they wanted to connect the culture to effective leadership. Based on this study and its findings, this paper will assess whether it is still up to date or if there is a need to do the GLOBE study again.

More than 450 middle managers from 18 different organizations took part in the GLOBE study. Managers had to answer a standardized questionnaire and had to tell the researcher how the current practice is, the so-called "as-is" value and how the ideal values "should-be" (Brodbeck, 2002).

Within the first figure, you can see the "as-is" dimensions and their values which were created by Brodbeck et al. (2002). It is only a summarized overview, of the three most important dimensions.

These Boxplots represent the allocation of the cultural practices. The boxes have a distribution of four quartiles. Each quarter represents 25% from lowest to highest scores. The median is represented as the black bar (Brodbeck et. al., 2002). Everything else from the original picture is not relevant for this research and hence was being cut out (the original pictures can be seen in Appendix 10.2 & 10.3).

Figure 1. "As-is Dimensions" for Societal Cultural Practices in Germany (Brodbeck et al., 2002)
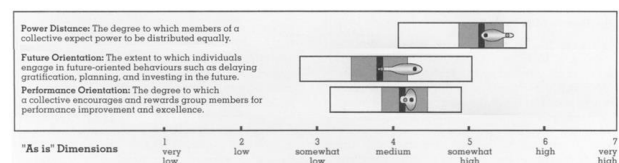
Within the second figure, the "should-be" dimension is illustrated.

Figure 2. "Should-be Dimensions" for Societal Cultural Practices in Germany (Brodbeck et al., 2002)
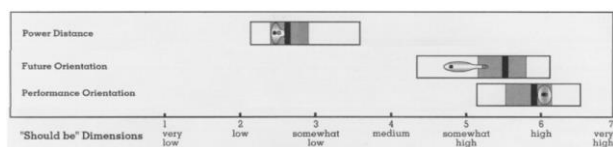
In addition to the research being done by Brodbeck et al. (2002), scores were created for east and west Germany by Bluszcz et al. (2016). To simplify the scores the mean from both scores is being used. Just like the dimensions from Brodbeck et al. (2002), Bluszcz et al. (2016) used scores for the "as-is" and "should-be" dimensions. For this project, they called the dimensions "practices" and "values". To simplify this, within this research we will use the terms "as-is" and "should-be". For both studies, the scores reach from 0 (very low) to 7 (very high) (Brodbeck et al., 2002 & Bluszcz et al., 2016). Including the second study, brings a bit of validation and an opportunity to compare both studies.

Within the next paragraphs will be an explanation for each dimension in a deeper manner.

Next to the focus on the cultural dimensions, leadership was once again included. Participants of the study had to mention the characteristics and attributes which did contribute to their leadership (Brodbeck et al., 2002). Six different leadership dimensions were included. These dimensions are Charismatic / Value-Based, Team Oriented, Self-Protective, Participative, Human Orientation and Autonomous (Brodbeck et al., 2002). Depending on the culture, the leadership styles and their characteristics will adapt. Again to limited access of managers and the restricted timeframe, the focus was rather on the different dimensions than on the leadership style.

2.2 Dimensions of the GLOBE study
2.2.1 Future Orientation

According to the GLOBE study, this dimension is all about "[…] the extent to which individuals engage in future-oriented behaviour […]" (Dorfman et al., 2012). The concept of future-oriented behaviour includes the ability to invest in the future, managing as well as delaying gratification and planning (Dorfman et al., 2012 & GLOBE, n.d. & Brodbeck et al., 2002).

It is all about creating future scenarios and whether the employees have a focus at the present stage or on what the future could hold (House et al., 2002).

From the pictures above it is possible to see the different scores. The median of the "as-is" score is between "somewhat low" (3) and "medium" (4) but on a trend toward "medium" (4). The mean is almost touching the "medium" score (Brodbeck et al., 2002). This indicates that German managers do not have a great focus on the future orientation of their practices and their company nor a sole focus on the present. This can be validated by looking at the work from Bluszcz et al. (2016) they gave the practices a score of 4.22.

On the other side managers do want and know that a shift should happen in an ideal world. In the future, they should focus more on future activities and their impact on it. This can be seen in the second figure. There is a plot between "somewhat high" (5) and

"high" (6) with a mean in the middle of both, but till a bit closer towards "somewhat high" (Brodbeck et al., 2002) and the other research Germany gains a score of 5.21 (Bluszcz et al., 2016).

2.2.2 Performance Orientation

Performance Orientation is "[…] the degree to which a collective encourages and rewards group members for performance improvement and excellence. […]" (Dorfman et al., 2012). In other words, whether employees within the company are being encouraged to continually improve their performance or not (House et al., 2002).

In the graphic, the medium of Performance Orientation is a little bit higher than "medium" (4) but still below "somewhat high" (5) with a mean almost touching the "medium" (Brodbeck et al., 2002). Here both studies agree. Performance Orientation got a score of 4.29 (Bluszcz et al., 2016).

In comparison within the "should-be" graphic, the performance does almost get the score of a six which means "high" and a mean of "high". This dimension is the one which is the most important one, according to the German managers (Brodbeck et al., 2002). While in the other study the score is even a bit higher, it received a score of 6.256 (Bluszcz et al., 2016).

2.2.3 Power Distance

The third dimension is Power Distance. Which is being described as "[…] the degree to which members of a collective expect power to be distributed equally. […]" (Brodbeck et al., 2002). This describes scenarios in which employees are expected to accept rules and tasks from their leader without discussion (House, 2012).

The "as-is" dimensions were a bit higher than "somewhat high" (5) but still below "high" (6) and a mean a bit higher than "somewhat high". Managers thought that the current situation is, that followers (in this case employees) do what is expected of them without asking questions (Brodbeck et al., 2002). The second study again agrees. It gives the "as-is" dimension a score of 5.59 (Bluszcz et al., 2016).

But that is not what managers thought the "should-be" situation should look like. They wanted a working environment in which the Power Distance is not as high. They wanted an environment where employees do ask questions and integrate their own and maybe more creative/innovative ideas. The dimensions should be between "low" (2) and "somewhat low" (3). The mean is almost exactly between "low" (2) and "somewhat low" (3) (Brodbeck et al., 2002). It is the lowest score of all dimensions. It is only a 2.7 (Bluszcz et al., 2016). Which illustrates the need for a change and less Power Distance within German companies.

3. METHODOLOGY
3.1 Sample
3.1.1 Sample Size

Within this paper are eight semi-structured interviews with different German managers. Not looking at the level of the manager within the company will help to have a broader field and hear different ideas and insights into the business world. Choosing German managers who do work within a national context, will help to represent the values of the German national

culture. The sample is representative of Germany since managers from all kinds of industries were interviewed. The background of the managers in which they work includes maintenance & repair, sales, packaging industry, battery, bank, engine, human resource and consulting sector.

Due to Covid-19, one female manager could not participate, and a replacement had to be found within a short timeframe. However, finding another female manager who wanted to participate was not possible. Hence, a male manager stepped in. Wherefore three female managers and five male managers were being interviewed. Instead of an equal distribution of the genders.

The company details and personal information are removed due to confidentiality reasons.

3.1.2 Germany as a Case Study

Since the case study was being done by Brodbeck et al. (2002) managers from east and west Germany took part in this paper will focus on Germany as well. But separating Germany into east and west would go beyond the scope as well as timeframe.

Another reason for choosing Germany as the designated country is the advantage of being German myself. Speaking the language and already knowing German managers can help to do the interviews more smoothly and have no translation issues. This could help to save a lot of time. In addition, using the access to multiple perspectives from German managers who work within an international context will lead to valuable insights.

3.2 Method

This paper and research falls into the category of qualitative research. It was done by having semi-structured interviews. The set of premeditated questions can be found in Appendix number 10.4. The interviews helped to collect primary information. Semi-structured interviews help to have a guiding interview protocol while being able to be flexible and adapt to new developments during the interview (Blog, 2020). During the interviews, this kind of structure was quite helpful. Not sticking to a prepared and formalized list of interview questions helped to create open discussions and receive helpful additional information, which is crucially important for this research. Even though most of the managers are speaking regularly English, the language of the interview was German to guarantee a smoother conversation of high quality.

The questions are connected to the research and advice given by Brodbeck et al. (2002), Dorfman et al. (2012) and House et al. (2002). In the paper of House et al. (2002) are examples of specific questionnaire items for each of the cultural dimensions. Within the other two papers, the dimensions are explained in more detail and items which describe the dimension are talked about (Brodbeck et al. (2002) & Dorfman et al. (2012). This was quite helpful to create the interview questions easily.

Question 1 focuses on obtaining general information about the background of the manager. On the other side, it made the start of the interview smoother, and the situation was more relaxed. The following two questions were about culture and its influence on their work. This should help to find out, what they think of culture in general.

Afterwards, question 4 until question 9c were all about the different cultural dimensions and how the managers perceive them. Crucially important were the sub-questions. Those questions gave insights into the current numbers ("as-is" and "should-be") and whether those dimensions changed over the years or not.

The last two questions were included to receive additional information, which might have not been talked about during the questions before. Quite interesting was question number 11. Due to the fact, that the original paper was for U.S. managers coming to Germany (Brodbeck et al. (2002), including this question, helped to gain insights into what today's managers would advise foreign managers if they came to Germany. The interview was finished with question number 12. This was used to see whether the manager had to mention any additional key detail, which they thought were important to mention.

Depending on the manager the length of the interview varied between 15 minutes and 45 minutes with a mean of 22 minutes.

All interviews were being done via online meetings due to the current Covid-19 situation and the geographical distance. The platform which was being used was Microsoft Teams. The benefit of using this platform was the ability to record the sessions and the software was able to transcript the whole meeting. This saved again a lot of time.

3.3 Analysis

To analyze the interview questions within the given timeframe is only possible when doing a content analysis. Due to the time limitation, a profound analysis was not possible. Content analysis helps to concentrate on the presence, frequencies, and location of certain words (Ethnography, Observational Research, and Narrative Inquiry, 1994-2012).

This tool helped to create an observation of the most frequently used words and elements which were being used during the interviews. The answers were analyzed and categorized according to the different dimensions. Going through the most relevant parts of the answers obtained from the interviews and connecting them to the three cultural dimensions helped to create a better focus on what is important for this paper. The summary can be found in section 4.3.

The interview results will be presented in the following chapter of this paper. The chapter will only present the results without analyzing anything. The results are going to be presented either as direct but anonymous quotations or as summarized outputs. The output for each dimension will be illustrated as boxplots and in a table. This should guarantee easy understanding. Within this paper, only the most important statements which were mentioned during the interviews are cited. Either statements which represent the majority of the managers are presented or outliers. Those outliers are included to help further research to see potential conflicts.

Later the results are summarized, discussed, analyzed and lastly, a conclusion will be made. A look at the three dimensions will take place and what the different managers had to say. Followed by a discussion and explanation of the reasons. It will be finished by looking at whether the study is still up-to-date or if a new survey has to take place, as well as having a look into the future.

To include the opinion and the insights from the managers, this paper will include quotes from the different managers. Due to confidential reasons and to protect the privacy of the managers no name nor acronym will be used after the quotation.

4. RESULTS
4.1 Cultures

During the interviews, it became clear that culture is everywhere. While talking to one manager he mentioned that already in infancy, we, as humans, are subconsciously being thought the different values of culture and we start to internalize them. This became clear during the interviews. Culture is being learned and internalized depending on the upbringing and environment. Culture does influence the way of working and our way of thinking all the time. Subconsciously we always include culture during the decision process without knowing it. But culture does change constantly, especially within companies. Depending on the management level and the cultural background of that person. All of those points were mentioned during the interviews.

All managers agreed that the German culture does influence their behaviour at their workplace. Punctuality, honesty, diligence, and clear documentation are just a few values which were mentioned by the managers. One manager explained that German values and its culture is being valued and favoured around the globe. Sometimes those stereotypes are advantageous. That international companies rely on the German organization; the high-grade work and they keep one's word.

But how did the cultural dimensions change over the last 20 years? All results will be found within the next chapters. Just like the original study, within this study, there is a differentiation between the "as-is" and "should-be" dimensions.

4.2 Dimensions

Beneath this paragraph is an overview of the new scores of each Dimension which are the result of the interviews.

Figure 3. "As-is Dimensions" and "Should-be Dimensions" for Societal Cultural Practices in Germany – Outcome of the Interview
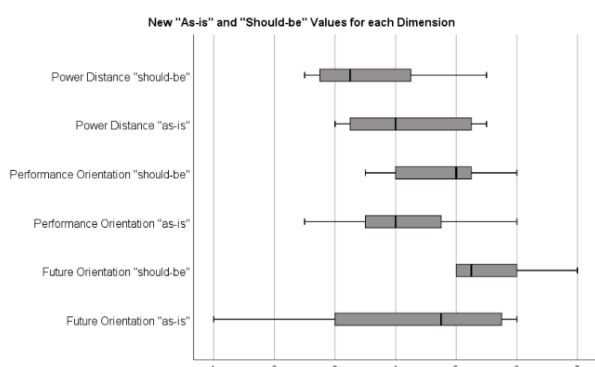
4.2.1 Future Orientation

After eight interviews the new mean value of Future Orientation "as-is" is 4.25. The new value for the "should-be" dimension is 5.56. The overview of the outcomes can be found in section 4.3 of this paper. Above an overview of the values and the outcome of the interviews are illustrated as boxplots. This should help to compare the original study with the newly done study more easily.

But what is behind those numbers? Depending on the manager the answer varied. One manager explained having a look at the present and the future cannot be separated. Another manager mentioned that "[…] for Germans the future is what counts and what is from high importance […]". Constant planning ahead and organization are quite important within the German culture. A female manager brought up that for her job of high importance is to look at the daily business and how to change the present to have a brighter future. At the end of the year, they will investigate the future and plan and prepare for the next business year. But this will be the only time in which they will inspect what the future could hold.

Another insight came from a male manager. He clarified that the viewpoint depends on education. A person with an academic education will mostly consider the future. While a person with a non-academically education will study the present. This can be connected to an argument from another director. Within his company the managers and directors (and himself) must create a strategy to shape the future. While all other employees must implement the strategy daily. Having a look in the future is not required.

Most managers wish to have a higher future orientation than they currently have. Only looking at the present cannot be the solution. "[…] within this fast-changing environment, we need to see what the future holds and how we [as the company] can influence it. […]". Not looking into the future can be dangerous. According to one director, those who do not look toward the future will stand still and be left behind. This is the reason why one manager said: "[…] We have to invest in the future. Hence, we invest in training and education, as well as in trainees. Around 10% of our staff are young people. […]".

4.2.2 Performance Orientation

The new calculated mean value for performance orientation "as-is" is 4.13. The new value for the "should-be" dimension is 4.77.

Performance orientation was for all managers quite important. One way or another the employees are honoured for their performance and their work. Within most companies, the employees and managers are receiving monetary benefits when outstandingly concluding a task. But not only money is part of the subsidies. Bike leasing, company fitness, further education, insurance, and feedback are other compensations, according to different managers.

There are different possibilities to find out which employee should receive a benefit according to their performance. Either the year passed and depending on the income all employees will receive an extra percentage of the income. Or different systems and tools are being used to oversee the performance. One manager explained "[…] employees can collect stars and points on which they will be evaluated […]". Employees can evaluate other employees, and, on that basis, they will guarantee that every single employee is seen and rewarded. This is especially helpful in companies in which more than 100 employees are working. This will help to see who did what and who needs to be rewarded for it.

One manager mentioned that there is no or very little Performance Orientation. And "[…] it depends on the financial scope of the company […]".   This can especially be seen in companies where saving measures are part of the day-to-day business. There, of course, other rules, and exceptional circumstances are implemented. The company is trying its best to provide jobs to its employees. But at the same time bonuses are reduced. Hence, the performance orientation depends on the company and the current situation of the company.

4.2.3 Power Distance

The last dimension during the interviews was Power Distance. Here again the "as-is" and the "should-be" values were determined. The new mean value of Power Distance "as-is" is 4.19. The new value for the "should-be" dimension is 3.44.

While most of the hierarchical levels were flat, the "[…] need of someone in power is necessary. Someone who will make the final decision is from high importance. Otherwise, the company will not function. […]".

Within one company not only do employees at higher positions have the power to make decisions, but also people with professional expertise. Similar procedure at another company. Since there are only two hieratical levels employees are expected to perform independently and fast. "[…] sometimes there is no possibility to ask others. Sometimes quick action is required. […]".

Discussions are desired. "[…] but health, rules and laws have to be meet. […]". Young and fresh eyes can come up with new and smarter solutions. According to one manager in German culture, it is valued to have discussions if they are making sense and there is a need for it. Otherwise, it is only a waste of time.

Only one company had a higher level of Power Distance. Following rules and finishing tasks within the given timeframe is required. There is a clear allocation of power and the expectation to do what is told.

4.3 Results summarized

Figure 4. "As-is Dimensions" and "Should-be Dimensions" for Societal Cultural Practices in Germany – Numbers given by the managers during the Interview

	M1 (m)	M2 (m)	M3 (m)	M4 (m)	M5 (m)	M6 (f)	M7 (f)	M8 (f)	Mean Value
Future Orientation "as is"	5.5	6	5.5	1	3	3	4	6	**4.25**
Future Orientation "should be"	6	6	5	7	5	5	5.5	5	**5.56**
Performance Orientation "as is"	4	6	3.5	4.5	3.5	4	5	2.5	**4.13**
Performance Orientation "should be"	4	6	5	3.5	5	4	5	5.5	**4.75**
Power Distance "as is"	5.5	3	4	5.5	3.5	3	5	4	**4.19**
Power Distance "should be"	5.5	3	4	2.5	3.5	2	4.5	2.5	**3.44**

Values 1-7:   1 (very low)
                     7 (very high)

Manager: M

Sex: m (Male)
                     f (Female)

Above a bigger picture of the table can be seen. Here the answers of all participants can be seen and the mean value for each dimension. This will help to understand where the numbers are coming from.

Even though most of the managers do have German heritage and origin and they do work in Germany, the opinions differ. The answer does depend on the size of the company, their position, how long they are within the company and in which sector they are working.

5. DISCUSSION
5.1 Cultures effect

When walking around there are always prejudices. Germans are punctual, do not have humour, are diligent, and always dressed formally, finding German friends is difficult and much more stereotypical (Fintbia, 2021). Within each prejudice lays a grain of truth and many of those prejudices were mentioned and confirmed by the managers. Being punctual, honest, tolerant, and diligent was mentioned by at least six managers. "[…] Not looking at the time although the closing time of the office already passed, is normal. […]", is just one example of the diligence of German managers. According to Horkheimer (1963), prejudices are based on experience, truth and decisions. Hence, those values are honoured and mostly expected.

During the interviews, one manager mentioned the advantage of being German in the business world. According to him are Germans favoured because of their high quality of work and that they do keep their promise within the given timeframe. Maybe this manager was the only one mentioning this advantage, because of his background. He did have experience working abroad as well as having another cultural background than the other managers. Schulz and Soontiens (2004) are agreeing with this manager. According to them, the German products are seen as of high quality and hence have a strong position in the worldwide market. Germans are masters of keeping a record of everything. This brings tidiness to the project which is highly valued around the globe.

An interesting finding was that depending on the size of the company, the German culture is more or less present. An enterprise, which is active in multiple countries across the globe, but with a headquarter in Germany, maybe less German culture-oriented than a small family-owned company within Germany. During the interviews, it became clear that the culture of the company (organizational culture) is nowadays more crucial and pathbreaking than the culture of the country (national culture). In bigger companies, the probability is higher than more international employees are working. Hence, the culture will change and is dependent on the nationality of the staff.

For two managers recent changes at the management level took place. While for one manager the change was obvious and more dramatic, for the other manager the change process was more creeping and small steps took place. This illustrates that every time a staff change took place, the culture of the company will change as well. This change needs time and constant work and communication from both sides. From the side of the manager and all other employees. For employees who do work for the company for a longer period, have to accept the change and must be willing to change. Otherwise, the change will not work. This is confirmed by the author Christensen, M. (2014). In this paper,

it is clearly stated that the process of change is depended on communication.

But most important for this paper is how the dimensions changed over the last couple of years. Hence, a deeper look will take place within the next chapters.

5.2 Dimensions
5.2.1 Future Orientation

The "as-is" number is 4.25 which is higher than the medium. Looking at the daily business is important. "[…] the daily issues must be processed, orders must be delivered to the customers on time, salary is transferred on time and so on […]". All of those points can only be finished and regulated if the company does focus on the current situation.

Compared to the original study the "as-is" value raised by 0.03. Managers 20 years ago had other ideas of what Future Orientation should look like. A shift towards a more future-oriented working environment. Even though the number might seem to be very little and does not contain any importance, it is a small step in another direction. Small steps are necessary to bring change. In this case, it can be seen as incremental change. The direction is towards being more future-oriented. This can be connected to the "should-be" value. In the original study, the "should-be" value was 5.21 (Bluszcz et al., 2016). Today the managers want an even higher focus on the future orientation. Hence, the value increased to 5.56. Even though the difference is minimal, there is a shift and a trend to focus rather on the future than on the present. Step by step the Future Orientation is changing to what the managers want it to be. It may not be enough now. But change does need time.

Reasons for the shift could be that fast response, and action is required to make decisions that matter. In other words, a plan for possible futures must be made, to help employees decide in which direction their individual decision depending on their tasks should go. Therefore, managers must look into the future and decide on a strategy to help others know in which direction the company will go.

The wish to have a higher future orientation and leave the current focus on the present behind increases. New technologies enter the market almost daily. New engines are invented, and greener solutions are being introduced to the world. Hence, companies must adapt. They must investigate the future and try to find the best solution for their company. By either adapting to the technology, which is already published, or they must invest in R&D and developing their solutions. Only looking at the daily business is in this case, not enough.

Another factor is the current Covid-19 situation. Before the virus, almost all companies more or less knew how to act in the future and what their goal is. But social distancing, health problems and more factors mixed a lot of things up and the old plans did not work anymore. Trying to plan and having a backup plan is useful when unexpected events take place. Maybe trying to come up with more future scenarios could be helpful and prevent closing the company. Especially in sectors where IT, power and engines are the main business. Having a look into the future and deciding on greener alternatives can only be done, by having a look at the future and not focusing only on the present.

The best solution for companies is to see the current present and to work towards a better future. A mixture of both tenses is crucial. Ignoring one tense completely and the company could fail. But the focus should be rather on the future and how to follow and maybe influence the changing environment. It is important to know, that having a look into the future is only possible while knowing the present and keeping the past in mind.

Having a look at table (4.2) it is possible to see one outlier. While more or less seven managers agreed on the score for Future Orientation "as-is", one manager only gave a 1. A reason could be that he did not understand the scale correctly. Another is that he did understand it, but he sees the "As-is" dimension completely different compared to the other managers. Neither the less, the score is included in the mean score of the new value.

To conclude, Future Orientation as a dimension from the GLOBE study changed over the last couple of years. Hence, an update would help incoming managers to understand which presence is more crucial in German companies. Otherwise, foreign managers could be confused, when entering Germany and the cultural business world.

5.2.2 Performance Orientation

All employees are expected to perform daily and to finish their job within the given period and frame. But how, when and with what they are rewarded depends on the company and the designated manager. According to Bhattacharya & Mukherjee (2009) rewards help to inspire, engage, motivate and energize all employees.

One manager explained that the most dependent point on how the employees are rewarded depends on the amount of financial freedom the company has. If the year was not successful for the company the rewards will be smaller than compared to years in which the company made a surplus. But not only financial benefits are welcomed by managers and employees. Sometimes feedback and showing the employee that they are seen and heard can help to increase their motivation of the employee.

During the interviews, only one manager talked about a company which is not doing as well as it should be due to market changes. Financial sources are minimal, and saving is the new main goal. On that account, rewards and benefits are not as easily spread around the company. Instead, the reward for the performance is, protecting the job of the employee and trying to keep the position inside the company. But many employees are not accepting this as a reward. "[…] they do not see it as a reward, and I think that is a shame because that is actually what it should be like." Not acknowledging it, could result in bad performance. To resolve such problems, communication is the most important tool. Explaining to the employees, what is going on and involving them can help to get back on track. Both sides can benefit from it. Giving the employee more feedback is a great opportunity to spread a cheaper remuneration and to let the employee know that they are seen and acknowledged. But both sides must be equally engaged. As soon as one side does not invest as much as the other party, it could result in the closing of the company. This is an important finding of this research. It helped to include another point of view that otherwise could have confounded the output. Future researchers on this topic do have to keep in mind, to include businesses which are not doing as well as they could. They will present an important point of view on Performance Orientation in situations in which it is not easy to give employees what they want.

One manager mentioned that negative feedback is as important as positive feedback. Explaining to the employee what he/she did wrong can help them to increase their potential and improve their work. Showing that it is fine to make mistakes is essential. If not, the employee can feel stupid and attacked. Which will in return weaken the work even more. Redoing the mistake couple of times does not help the company or the employee. Hence, explaining what he/she did wrong is important. Here is important that the manager does pay attention to how she/he mediates the dislike of the work. If the tone of voice is too harsh, the performance of the employee could decrease even more. The authors Audia and Locke (2003) are agreeing. Within their article, it is explicitly explained why negative feedback is important to include in the work-life. The manager must know that negative feedback is seen as problematic and how to deliver such feedback in a friendly manner.

Comparing the original GLOBE study indicates that a shift happened. The old score of the "as-is" situation is 4.29 and the "should-be" value was 6.29 (Bluszcz et al., 2016). But managers do not agree anymore with those scores. The "as-is" value dropped by 0.16. Due to Covid-19, many employees are working from home. On the positive side, employees have the opportunity to decide where to work and they have a more flexible schedule. On the other side, there are negative effects. One result of working from home is that they do work overtime, and this is not being acknowledged by managers. As one consequence of the distance and not seeing the time the employee invested, the score dropped.

The "should-be" score changed from 6.29 (Bluszcz et al., 2016) to 4.75. This is a huge difference. Managers are more or less happy with the Performance Orientation within their company. A bit higher Performance Orientation could be done, but since wages are already raised, more rewards cannot be done without risking the bankruptcy of the company. Another factor, as mentioned before, is the Covid-19 situation and the opportunity to work from home. Employers are not able to see how much their staff is working and how much time they invested. Due to the lack of complaints, from employees, they do not have the opportunity to reward them as much as they should be rewarded. Here more open discussions must take place. Otherwise, one side could feel ignored and once again, the performance could drop.

Most the managers are satisfied with their current situation. Hence, the "should-be" situation has already reached its limitation/goal. Only three managers wish that there will be a raise in the Performance Orientation. One claimed that the current management is inert. They want to give all employees the same possibility on what and how much they get as compensation. Equalization was quite important for one director. This can be explained by looking at the difference of the industries. While few industries can reward their employees more frequently, other segments do not have this possibility. Hence, in a few segments, low Performance Orientation is normal. Another reason could be, that the company is dependent on its partners. The company must follow the guidelines of the partner company. They must synchronize their performance orientation. Hence, they have to follow guidelines and have less scope and freedom to act in the way they want to.

Summarizing Performance Orientation. Performance Orientation is important, and employees need to be rewarded for their work and excellence. Otherwise, the energy, motivation and engagement will be lost. Showing the employee that they are important to the company and seen by the managers is welcome

and important. To conclude, for this dimension the GLOBE study should be updated since the Performance Orientation did take a shift over the last couple of years.

5.2.3 Power Distance

During the interviews, most of the managers agreed that there is a need for someone in power. Someone who will make the final decision as soon as it is of high importance. Otherwise, the company will not function. And the main goals can not be reached. This explains why there is a certain amount of importance of Power Distance for each manager. Even though there is a wish to have an as flat as possible hierarchy, someone is needed who will make the final decision. There are even employees who do not want to have the responsibility to make decisions. Hence, someone who will have the final saying is needed.

Accountability must be taken by someone, and he/she must be able to delegate work and decision-making. But this is depends on the employee. There are different leadership styles, and they must be adopted dependent on the employee. What works for one may not work for another. The manager must be able to see which employee outstandingly does the work and who may want to learn more. Those employees must be supported and may get more power. This will help the manager to concentrate on other things and finish multiple goals at once. This does work the other way around as well. One leadership style does not work in each setting. The leader must be able to adapt (Bush, 2018).

But not only someone with power is allowed to make decisions. Opinions from employees who have either professional expertise, a fresh mindset and ideas or a limited timeframe to come to the decision are allowed to work in a specific way in the best interest of the company. Of course, this must be within a given framework. Sometimes employees are allowed to make decisions, but before they are finalized, they must be approved by the head manager.

Inspecting both studies. In the GLOBE study, the score for the "as-is" situation was 5.59 (Bluszcz et al., 2016) the newly calculated score is only 4.19. Since in the study of Bluszcz et al. (2016) a lower Power Distance was wished, it is going in the desired direction. Less hierarchical systems. More opinions are being included, more voices are heard, and more people who are allowed to make decisions are being found in German companies. 20 years ago, the managers wanted a really low Power Distance only a score of 2.7 (Bluszcz et al., 2016). But today´s managers are seeing the importance of someone leading and being in power. This is the reason why the new score is 3.44.

This can be explained by a change in demography. The generation of baby boomers is getting older and older. They are almost reaching the age of 65 (Cohn and Taylor, n.d.), which in Germany means that they will retire soon (Fuchs, 2006). A young generation will take over and hence a new leadership style and Power Distance will be implemented.

The labour market is getting tighter. People with special skills are hard to find. The younger generation is expecting more. They know their value and are more open to discussing what they want. They can decide where to start to work, due to a high range of open job positions, according to one manager. Consequently, they will choose companies where they have more power and

freedom. This could be one reason why the score of Power Distance has dropped.

As mentioned before the importance of Power Distance is being accepted and valued. Hence, the "should-be" score of today's managers is not as low as the score a long time ago. To conclude, managers changed their point of view toward Power Distance. For incoming managers, it could be difficult to be correctly prepared, when coming to Germany. Hence, an update would help them be set.

6. CONCLUSION

20 years have passed since the GLOBE study has been created for the country Germany. More female managers are present at higher levels in companies, more importance on creating a greener future, more IT is constantly being used, due to Covid-19 more possibilities to do home office and of course younger generations are taking over. Hence, a lot of things changed. But how did it influence the original GLOBE study? And what is the conclusion of the prior research question? To refresh the memory, the research question was:

To what extent are Future Orientation, Performance Orientation and Power Distance still relevant for managers working in Germany?

Comparing the scores from Brodbeck et al. (2002) and Bluszcz et al. (2016) it is possible to see that they did change. Maybe not as much as expected but there is a new point of view on these three dimensions. New generations are taking over. Following new ideas, values, norms and traditions will be implemented. Hence, the original GLOBE study must be redone.

Choosing Future Orientation, Performance Orientation and Power Distance as the main dimensions, within this paper, helped find out whether there is the timeliness of this data or not. Due to the fact, that the numbers changed we must consider each variable independently.

Starting with Future Orientation. The original goal of the managers was to be more future-oriented. In the eyes of today's manager, a mixture of present and future is important, with a bit more weight on the future. But both studies agree that there is a need to look more into the future than at the present.

Not as agreeing is the dimension Performance Orientation. While the managers in the original study wanted a score of 6.26 (Bluszcz et al., 2016), managers nowadays are fine with staying below 5 "somewhat high". Not encouraging and rewarding groups and individuals for all improvements they made are accepted. Today's managers are almost happy with how the performance orientation is. A few more acknowledgements are welcomed by employees. Non-financial rewards are as highly desired as financial rewards. Here is an update of the original study needed.

Last but not least, is the dimension of Power Distance. Within the original study, a huge change was desired. And today's managers are going in the direction which was desired by the old managers. But today's managers do wish to have a higher Power Distance than the managers 20 years ago. Hence, here again, an update of the original study must be made.

All in all, we have to be aware that times bring change. Concluding the studies by Robert House (2002) and Bluszcz et al. (2016), Brodbeck et al. (2002), and Dorfman et al. (2012) need to be updated. It did change quite some perspectives and types of work. Incoming foreign managers would not be prepared correctly when they use the old GLOBE study. It may work for Future Orientation, but Performance Orientation and Power Distance switched in a different direction.

Future research should try to find a higher number of managers, from all corners of Germany, with equal representation of genders and from more industries. This will help to get a more accurate score. Including all kinds of companies (also some who do not as well as they could) is important to get a full picture.

New studies should try to find out whether there is a difference between organizational and national culture. Due to the fact, that the cultural background of the employees within companies is more and more mixed. New studies should be made to see whether the organizational or national culture is more influential and more important. Even though Brodbeck (2002) mentioned there is no significant difference between cultural and organizational culture, maybe GLOBE should try figuring out which type of culture is more important.

Future studies should also look at the other dimensions of the GLOBE study to get a bigger picture. The GLOBE study is not as often repeated as it could be. A regular update should be made. Too much change is happening to still be able to use the old documents. Hence, this paper must be seen as a starting point to try to redo the GLOBE study and bring it into the current times.

7. LIMITATIONS

The most important limitation was the choice to only look out of nine dimensions at three. It could be that those three dimensions did shift, but the other ones could have gone in a whole other direction. Others could use this as a starting point to find out whether the other dimension needs an update or not.

Due to time limitations and the resulting limitation of only eight managers those results can be considered as a representation. But repeating this study once again, with more time and way more managers can help to get full insights. Another limitation is that most of the managers came from the south, north or west of Germany. This leaves the opinion of managers from the east out. Additionally, the problem of unequally distributed genders limited this study.

At the beginning of this paper, it is stated that originally the idea was to include leadership styles more. But after starting with the interviews, it was clear that including this factor, will blow up the scope. Others could use this research as a starting point to include the leadership styles in their research. Asking not only managers but also employees of different levels of power. This will help to understand the importance of culture even more.

8. ACKNOWLEDGEMENTS

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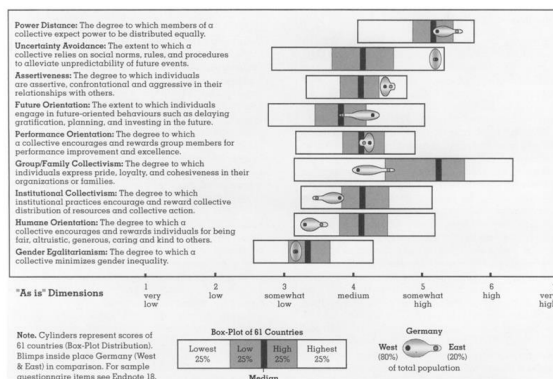
10. APPENDIX
10.1 Hofstede´s Dimension of Culture

Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long Term Orientation and Indulgence (Hofstede Insights, 2017).
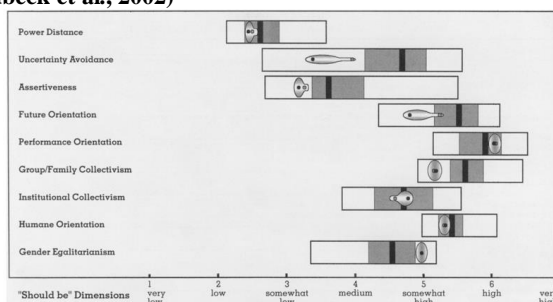
10.2 "As-Is" Dimension

Figure 1. Societal Cultural Practices in Germany Compared to 60 Countries World Wide: "As is" Dimensions (Brodbeck et al., 2002)

10.3 "Should-Be" Dimension

Figure 2. Societal Cultural Practices in Germany Compared to 60 Countries World Wide: "Should be" Dimension (Brodbeck et al., 2002)

10.4 Interview questions

1. Could you introduce yourself and tell me about your position?
2. To what extend do you think the German culture influences your way of working? For example, strict separation between private and work live. If yes, in what way?
3. How would you say does the German culture influences your behaviour at your workplace and your way of thinking?
4. To what extent do you perceive Power Distance (the degree to which members of a collective expect power to be distributed equally) within your workplace?
5. Connecting to the previous question. In what way is it expected from employees to obey their leader without question? Especially looking on employees of different hierarchical levels.
   a. On a scale from 1 (very low) to 7 (very high) how would you rate it and why?
   b. On a scale from 1 (very low) to 7 (very high) how would you wish the Power Distance dimension should be and why?
6. To what extent do you perceive Future Orientation (the extent to which individuals engage in future-oriented behavior) within your workplace?
7. Do the employees and you as the manager live for the present rather than for the future? Please give an example.
   a. On a scale from 1 (very low) to 7 (very high) how would you rate it and why?
   b. On a scale from 1 (very low) to 7 (very high) how would you wish the Future Orientation dimension should be and why?
8. To what extent do you perceive Performance Orientation (the degree to which a collective encourages and rewards group members for performance improvement and excellence) within your workplace?
   a. How are employees and managers encouraged to strive for improvement? On a scale from 1 (very low) to 7 (very high) how would you rate it and why?
   b. On a scale from 1 (very low) to 7 (very high) how would you wish the Performance Orientation dimension should be and why?
9. Do you think that within the last couple of years/months cultural changes in the company took place? (Connected towards the three dimensions)
10. If a manager from another country would come to Germany. What would you suggest him/her to know about German culture? Please answer, if possible, only in one sentence.
11. Do you want to mention anything else that you think could be of importance?