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A Configurational and Experimental Approach to Compare British and Chinese Cultural Profiles of generation Y

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Abstract

This study provides new activity-based classifications for cultural differences and similarities, in contrast to the cultural dimensions of hierarchy, group behavior, uncertainty avoidance and time-orientation. In terms of cultural activity types, Lewis (1999) distinguishes linear-active, multi-active and reactive cultures. Moving away from a country perspective based on political boundaries to a cultural community approach, it is not only time-orientation, but also the way cultures communicate, negotiate, and contract that shape activity types. This article conceptualizes, hypothesizes and tests observations with a set-theoretic tool - fuzzy set QCA. The analysis focuses on two distinct cultural profiles – the British and Chinese. The outcome of the configurational and experimental analysis shows that young managers from Britain and China have more similarities than differences.

Keywords:

Fuzzy set Analysis,

QCA,

Negotiation experiments

Cultural Profiles

Activity Levels

1. Introduction

In a recent study, Piaskowska and Trojanowski (2012) investigate the importance of a ‘global mindset’ in managers and the relevance of international experience. The relevance of the formative period and its implications for understanding managers from different cultures are more important than ever. Cultural theorists develop categories to capture the similarities and differences of managing across national boundaries. Social scientists and cultural anthropologists over a period of 70 years (Weber, 1930; Mead, 1934, Radcliffe-Brown, 1952; Hofstede, 1984, 2001; House et al. 2002) view culture as a system of socially transmitted behavior patterns which serves to relate human communities to their ecological settings. Pettigrew (1979) considers that the elements of culture are “in varying degrees interdependent, and there is convergence in the way they relate to the functional problems of integration, control and commitment” (p. 576). Trice and Beyer (1984) even come up with “two basic components of culture: (1) its substance, or the networks of meanings contained in its ideologies, norms and values and (2) its forms, or the practices whereby these meanings are expressed, affirmed and communicated to members (p. 654)”. Values and beliefs lead to the functioning of groups within and compared to others. Furthermore, cultural behavior has an impact on professional (Thorne, 2000) and organizational (Harris and Ogbonna, 2002) levels of managing.

Cultural research benefits considerably from Hofstede’s (1983, 2001) work on cultural dimensions and his adjustment to the changing world of globalization. This direction of research influences the classifications of Trompenaars and Hampden-Turners (1994) and the GLOBE study’s indices (House, Javidan, Hanges and Dorfman, 2002). All these authors consider hierarchy (power distance), group behavior (individualism/collectivism), achievement and time-orientation as dimensions of national cultures. Into these classifications of national culture comes Lewis (1996) with a somewhat different classification of cultures based on his practical managerial experience of a global company.

The idea of considering activity models as a guide for differences is a new approach into the cognitive schemes of cultures. Lewis (2006) distinguishes between linear-active, multi-active and reactive cultural types. The motivation of this article is to use an empirical investigation to find out how close or distant British and Chinese managers are. This research project develops a questionnaire to investigate cultural issues and tests them against each activity type. The study hypothesizes culture, communication, negotiation and uncertainty. It opens up the opportunity for further research into the cooperation and collision of culture moving towards a cognitive side of cultural groups.

This article enlarges the current debate of cultural categories in a direction to provide a theoretical framework for cultural profiles. The antecedents of the cultural types influence managerial communication, negotiation and contracting and correlate with activity levels in cultural communities. This research allows empirical studies of cultural similarities and differences, but also the learning effects into cultural behavior in global business.

2. Cultural Categories – Theoretical Underpinning, Criticism and New Territories

Anthropologists (Tyler, 1871; Hall, 1959) very early define culture as ‘that complex whole which includes knowledge, belief, art, morals, laws, customs and nay other capabilities and habits acquired by man as a member of society’ (Tyler, 1871). Cultural theorists (Hall, 1959; Hofstede, 1983, 2001; Schwartz, 1994,1997; Trompenaars and Hampden-Turner, 1993; Inglehart and Baker, 2000; House et al. 2002, 2004) classify culture into dimensions and indices. Hall (1971) is still influential in management research with his classification into high and low context cultures. Schwartz (1994, 1997) develops a societal perspective with 10 values in a circular system, and Inglehart’s World Value Survey (Inglehart and Baker, 2000) implements considerations from economics, religion, law and survival to compare cultures in clusters. Managerial behavior and its

cultural differences affect every-day decision making and the focus is therefore on those cultural dimensions and classifications which are necessary for these activities.

2.1. Cultural Dimensions

The leading cultural theories hypothesize hierarchy, group behavior, assertiveness, uncertainty avoidance, communication and time-orientation as central to the differences of national cultures (Hofstede, 1983, 2001; Trompenaars and Hampden-Turner, 1993; House et al. 2002, 2004).

Table 1 summarizes the similarities and differences of these authors.

Table 1 here

The main criticism of Hofstede's work focuses on the constructs of the study due to the lack of correspondence between the measurement items and conceptual definitions in the cultural dimensions (Javidan, House, Dorfman, Hanges and Sully du Luque. 2006; Woodside, Hsu and Marshall, 2011). The GLOBE study (House, Javidan, Hanges, and Dorfman, 2002; House, Hanges, Javidan, Dorfman, and Gupta, 2004) as the most recent international study which counteracts this criticism still uses the classifications for power distance, collectivism, uncertainty avoidance, time-orientation and adds humane- and performance-orientation to make it relevant for leadership and organizational studies. With new challenges from globalization, managers can now move a step further to understand the deep-rooted behavioral patterns between cultures. Lewis (2006) acknowledges these concerns in his classification of linear-active, multi-active and reactive groups further to his observations of managers from different cultural backgrounds studying languages in his company.

2.2. Activity Levels

Lewis (2006) focuses on activity, time perspectives and communication styles and distinguishes task-oriented, highly organized planners (linear-active culture); people-oriented, loquacious ‘inter-relators’ (multi-active culture) and introvert, respect-oriented listeners (reactive culture). Lewis’s ethnographic understanding of the cultural groups informs Ott (2011) who adds the negotiation perspective and correlates activity types to the initial offers, rejection of offers, acceptance and length of negotiation process. Behavior and strategies vary according to upbringing, cultural cognitive program and learning. Ott (2011) distinguishes the characteristics of these types into importance of time, strategic configurations, information, negotiation styles and action profiles. Table 2 positions the cultural characteristics of the different activity levels.

Table 2 here

Compared to previous research, the classification of these activity types identifies communication, negotiation, contracting, attitude towards uncertainty, activity levels as key issues. Adjusting to the new challenges of globalization, antecedent conditions of culture affect communication, negotiation, contracting, risk taking, information and knowledge sharing. The framework and the hypotheses below take these constructs into account.

Figure 1 here

Hall’s (1959) high and low context communication offers insights into the conveying of meaning. Nevertheless, the weakness is that cultures which do not communicate directly and eloquent cultures are both high context cultures. This study stresses that communication needs to consider conversational patterns, interruption and silence as well as the emotional sphere into a joint set of communication. Communication is a complex set of conversation patterns, interruption and silence.

H1 (*Communication*): The joint sets of Emotion, Interruption and Conversation are significant for communication as outcome condition.

Communication and negotiation are a good basis for the analysis of differences between cultures. Ott and Kimura (2016) use the activity model to show that reactive cultures combine patience, win-win and international strategies as joint sets in their initial offer when negotiating. This study considers two hypotheses, that a) negotiation is a function of patience, contracting and time and b) a function of price, rejection of offers and time. Both hypotheses are relevant to finding the joint sets of what makes international negotiations so challenging.

H2a (*Negotiation*): The joint set of price, rejection of offers and time is significant for negotiations of activity-based types.

H 2b (*Negotiation*): The joint set of patience, contract and time is significant for negotiations.

Negotiations end with a formal agreement which is part of a contracting approach which is as well dependent on cultural background as a matter of time-orientation or relationship building. Contract is in some cultures the outcome of the negotiation and contracting becomes a function of risk, information and price (as initial offer).

H3 (*Contracting*): The joint sets of risk, information and price are significant for contracting as outcome.

A lot of culture research takes uncertainty and risk attitude into account (Hofstede, 2001; House et al, 2002,2004; Weber and Hsee, 1998). Cultures differ in terms of perception, attitude and action when it comes to uncertainty. This research considers attitude towards uncertainty to be a function of attitude towards risk, information sharing and knowledge acquisition.

H4 (*Uncertainty*): The joint sets of risk perception, information and knowledge sharing are significant for the attitude towards uncertainty.

One of the most important research subjects in culture research is the time-orientation (Hofstede, 1983, 2002; House et al.2004; Lewis, 2006; Ott, 2011). The hypothesis differs from the others in regards to time as a function of emotion, patience and task-orientation.

H5 (*Time*): The joint sets of task-orientation, emotion and patience are significant for the time-orientation.

This investigation uses the classification of the three activity types to find how antecedent condition influence communication, negotiations, contracting, uncertainty attitude and influence activity level as necessary and sufficient conditions. The framework offers a set theoretic explanation for cultural profiles and gives a better understanding of the complexities of culture.

Figure 1 here

4. Configurational and experimental analysis

In line with the postulate of fsQCA research design (Ragin, 2009, Rihoux and Ragin, 2008; Schneider and Wagemann, 2012), this study combines a qualitative and an experimental approach to understand cultural profiles on an individual and dyad level.

4.1. Study 1: Configurational Analysis with fsQCA

4.1.1. Data

The participants of the study are final year Management students - after a year in management placements to return to these firms after graduation. They have intensive experience in managerial roles and decision-making in these jobs. The Chinese respondents are Master students in International Management taking up posts in industry after their graduation. Both student groups participate in negotiation experiments and fill in the questionnaire which investigates their cultural behavior in situations of general cognitive choices. The questionnaire has 4 pages and comprises 14 questions with three sub-questions for linear-active, multi-active and reactive behavior. The scaling is from 0 to 10 to accommodate the fuzzy set membership *ex ante*. 64 participants divide into 39 British and 25 Chinese respondents for an in-depth analysis. The small number of respondents and the qualitative approach allows the use of fsQCA as an analytical tool for an in-depth analysis.

4.1. 2. Fuzzy set Qualitative Comparative Analysis (FsQCA) - Results

Considering culture as a 'complex whole' (Tyler, 1871; Woodside et al., 2011, Woodside and Zhang, 2013), this article approaches cultural behavior as joint sets of conditions which combine to a complex being and for this reason fuzzy-set Qualitative Comparative Analysis (fsQCA) provides an appropriate method (Ragin, 1987, 2009). Scholars from various disciplines and backgrounds (Fiss, Cambre and Marx, 2013; Homayouni, Tang Sai & Napsiah, 2009; Kvist, 2007; Schneider and Wagemann, 2012;) use fsQCA to classify societal and organizational behavior as well as cultural values (Fotiadis, Yeh & Huan, 2016; Ott and Kimura, 2016). Geckhamer (2011) uses fsQCA to analyze the cross-cultural differences in compensation schemes and to classify types which benefit this analysis. Consistency and coverage levels help the interpretation of results in terms of necessary and sufficient outcomes. Consistency level is ideally close to 1 to enable inferences that a subset exists and that all cases share a condition do also share the outcome. A consistency benchmark of 0.90 is a good measure for necessary and sufficient condition (Geckhamer, 2011). Raw coverage is the overall coverage of a combination that may overlap with other combinations.

Consistency. Consistency shows how closely the pairing of antecedent and outcome scores constitutes a perfect subset relationship. (Ragin, 2008; Woodside et al, 2011).

$$\text{Consistency } (X_i \leq Y_i) = \sum \min(X_i, Y_i) / \sum X_i$$

Coverage – Size of the Joint Set. Coverage assesses the degree to which a cause or causal recipe accounts for instances of the outcome (Ragin, 2008; Woodside et al, 2011). Several paths to the same outcome, can lead to a small size of the coverage. Coverage gauges empirical relevance or importance. Coverage $(X_i \leq Y_i) = \sum \min(X_i, Y_i) / \sum Y_i$

4.1.2.1. Calibration of Conditions and Outcome

Table 3 below shows the conditions and their role in the framework with the break points and the scale of fuzzy membership. In this case the scaling uses 0 to 10 as clear indicator of fuzzy memberships of the conditions. Respondents give therefore weights to their types and take account of their complex cultural setting.

Table 3 here

4.1.2.2. Results of fsQCA

The analysis uses all three activity types and assigns outcomes to each behavior for the concurrent conditions of communication, negotiation, contracting, and attitude towards uncertainty as necessary conditions. Then, the elimination of those results which have a low consistency level leads to the truth table analysis of the hypotheses H1, H2, H3 and H4. Finally, the focus of the sufficient condition for activity types shows the relevance of the framework for cultural profiles.

Table 4 here

Necessary Condition. Communication (H1) as a function of emotion, confrontation and interruption offers high consistency levels for reactive behavior of British and Chinese cultural profiles. In comparison, the joint sets of negotiations (H2a and H2b) suggest that British and Chinese respondents show a linear-active path for negotiation as a function of initial offer, rejection of offers and time. Cultural differences exist for the joint sets of negotiations as a function of patience, time and contract.

Communication and negotiation are necessary for contracting (H3) which is itself a function of risk, information and price. Attitude towards uncertainty (H4) is a function of risk, information and knowledge. British and Chinese cultural profiles show a more reactive assessment with high consistency levels in bold. Then, both cultural profiles differ when attitude towards uncertainty is a function of function of risk perception, information sharing and knowledge acquisition. The next step, as a result, focuses on those overlaps of British and Chinese values for reactive (communication, contracting and time-orientation) and linear-active (negotiation) behavior in the truth table analysis.

Truth table analysis. British and Chinese respondents show strongly reactive characteristics when communication is a function of emotion, conversation patterns and interruption. Both cultures are linear-active when negotiation is a function of price offers, rejection of offers and time orientation with consistency level beyond the threshold. Contracting and time-orientation are as well clearly reactive for British and Chinese respondents. The coverage level highlight a considerable size of the joint set with almost all above 0.70 – only contracting provides 0.6 for Chinese types.

Table 5 here

Sufficient conditions. To show the asymmetric relationships, the XY plot in the figure below provides a clear indicator that British and Chinese cultural profiles are a result of emotion, patience and time-orientation as antecedent (cognitive) conditions. They influence activity levels and the findings - for both cultural profiles show consistency level 0.89 and 0.92 as well as coverage level of 0.5 and 0.53 - are strong results for the causal path of antecedent condition and outcome.

Figure 2 here

The results for British and Chinese respondents suggest that their cultural profile is similar and reactive which is a surprise. In the next step, the experimental approach looks into the dyad perspective of negotiations to shed more light into result that British are multi-active and Chinese are linear-active when it comes to negotiations.

4.2. Study 2: Experimental Analysis of Intra-Sino, Intra-British and Sino-British negotiations

4.2.1. Research Design

The study benefits from dyad negotiations of a well-researched design. The choice of participants is consistent with the respondents from cultural assessment. The Final Year Students return to their placement employers after graduation. They know how to make decisions and perform managerial tasks of financial, marketing and HR relevance. The MBA students are on a middle management level using their MBA for promotion. The Chinese Master students are from a cohort of different regional Chinese backgrounds – thus avoiding the Chinese monoculture assumption. Both Chinese and British Master students build a control group to understand intra-cultural negotiation behavior. The study uses 30 dyads experiments to explore the dyads of Intra-British, Intra-Chinese and Anglo-Chinese negotiation experiments towards an activity-based approach (Ott, 2011).

The experiment considers a dyad negotiation of a buyer and seller with a product and a market value of £10. The target is to negotiate the price, quantity, delivery conditions, payment and contract length. The participants receive an information package with instructions and can communicate with each other via email. This procedure allows the observation of the communications, negotiations and decision-making process. The novelty of this approach is the documentation of the relationship building process. This new approach combines the quantitative and qualitative side of negotiating.

4.2.2. Results of Study 2

The results show only the agreements of nine dyads with equilibrium in the Intra-British, Intra-Sino and the Sino-British negotiations in Figure 3.

Figure 3 here

British Equilibrium: The negotiation lasts two stages with a high initial offer of 40% above the market price. Buyer starts with quantity and terms and considerable concessions, but gradual concessions (many) of seller. The equilibrium is at £ 11.20.

Chinese Equilibrium: The negotiation starts with a very long initial phase of the relationship building via quantities, concessions are quick and big. The equilibrium is at £11.50.

Sino-British Equilibrium: Negotiations take place over quantity/terms in combination with choices of higher price/quantity correlations and lower price/more quantity 15/4.5 – The equilibrium is between £8 and 9.8 dependent on the roles.

4.3. Limitations

This investigation shows the assessment of Chinese and British managers-to-be in terms of cultural profiles. A bigger sample size contributes to a more generalizable outcome; Future research needs to look into other cultures as well. The investigation is in English and at a British university which can be a reason that the Chinese students' behavior might show a reaction to expectations of them. However, one of the authors with empirical and practical expertise from working with Chinese managers suggests that when it comes to leadership behavior in management training courses, Chinese managers tend to show multi-active behavior, which relates to the relationship side of the targets, as well as reactive behavior. When Chinese respondents are in an educational setting such as

business degrees at US or British Universities, then their behavior tends to be much more towards linear-active. The latter is therefore a matter of in-depth analysis with Chinese samples and in a context which compares intra- and intercultural Chinese investigations. These differences can be part of a 'Cultural Chameleon' approach (Thorne, 2000), which not only happens between national cultures, but also between professional cultures as an interesting approach to adaptation. Further research can bring light to this phenomenon as well.

5. Discussion and Conclusion

The investigations into culture as 'complex whole' (Tyler, 1871) come up with a complex analysis into the characteristics and the conditions of culture as an outcome of habits, behavior, beliefs, values, attitudes, morals, knowledge and risk attitudes. This article offers an adequate theoretical and empirical tool.

Practical implications. The article investigates future managers from Britain and China in a pioneering study to capture the joint sets leading to communication, negotiation, contracting, and uncertainty attitude. The hypotheses of these conditions focus on the joint sets for the cultural profiles. The linear-active, multi-active and reactive cultural profiles play an important role and these cultures show similarities and differences due to their attributes and attitudes. British and Chinese future manager have in fact much more in common. This finding is not only different to the cultural dimensions (Hofstede, 1983, 2001; House et al. 2002, 2004) regarding hierarchy, individualism, assertiveness, uncertainty avoidance and time-orientation, but also a step in a new direction.

In international transactions knowing about communication, negotiation and contracting differences is more beneficial for dynamic interactions between cultures. In this respect, the findings that the British and Chinese managers are reactive and linear-active types in communication, negotiation and contracting paves the way for more cooperation in the long run. Experimental

evidence shows that the reactive approach is as well dominant in the negotiations and an equilibrium between British and Chinese negotiators is a combination of relationship building and reactive negotiation behavior.

Empirical implications. The comparison between the two distinct cultures – the British and Chinese – leads to the testing of a concept with an equifinal approach and an experimental design. The fsQCA shows its strength in the iteration of the study with a complex questionnaire providing already a fuzzy membership scaling in the data collection, which benefits the calibration and analysis. Necessary conditions eliminate those results which are not an overlap of high consistency values. The truth table analysis for the main hypotheses leads to the next level of showing the asymmetric relationship of sufficient and necessary conditions in an XY-plot. The agreement zones of the dyad negotiation equilibria between inter- and intra-national negotiators complement the fsQCA and support previous research of reactive negotiations (Ott and Kimura, 2016). The results are a surprise and show that Sino-British negotiations find their equilibrium on a lower level than the negotiations of the control groups.

Theoretical implications. The set theoretical findings of this research emphasize that the activity levels are necessary and sufficient for communication, negotiation, contracting, attitude towards uncertainty and time-orientation. The cultural profiles are clearly a complex whole of antecedent and concurrent conditions for the outcome of different activity levels. This is a new approach and the results clearly point to the cultural distinctions. Negotiation is a function of price offers, rejection of offers and time-sensitivity, resulting in a contact which is in turn a function of risk, information and price. Like other cultural theorists, time-orientation and risk attitude are of interest to this investigation, but as antecedent conditions supporting concurrent conditions. The cultural component of attitude towards uncertainty is a function of risk perception, information and knowledge sharing.

This coherent approach from conceptualizing, hypotheses building to the empirical investigation with fsQCA and experiments strengthens the results of cultural activity profiles. The

outcome of the analysis is that the use of fuzzy set QCA aligns with the complexity of culture and provides equifinal solutions in support of the framework of cultural profiles.

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TABLES:

Table 1: Cultural Dimensions of Hofstede, Trompenaars/Hampden-Turner and the GLOBE

Hofstede 1983)	Trompenaars/Hampden-Turner (1993)	GLOBE (2002)
Power Distance	Universalism vs. particularism	Power Distance
Individualism	Individualism vs. communitarianism	Collectivism I (Societal) and II (In-group)
Masculinity	Neutral vs. Emotionsl	Assertiveness and Gender Egalitarianism
Uncertainty Avoidance	Specific vs. diffuse	Uncertainty Avoidance
Long-term Orientation	Achievement vs. ascription	Time Orientation
	Attitude towards time	Humane Orientation
	Attitude towards environment	Performance Orientation
IBM, 117,00 employees 70 countries	30 companies, 30, 000 participants, 50 countries	Three industries, 700 companies, 200 researchers in 62 countries

Table 2: Characteristics of the Linear-active, Multi-active and Reactive Cultures

LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE	FOCUS
<ul style="list-style-type: none"> works in strict time limit is dominated by time schedule divides projects 	<ul style="list-style-type: none"> works at any time time schedule is not predictable projects influence other projects 	<ul style="list-style-type: none"> works flexible time reacts to time schedule regards the whole picture 	Importance of time
<ul style="list-style-type: none"> sticks to the plan believes in facts 	<ul style="list-style-type: none"> changes plans changes facts 	<ul style="list-style-type: none"> makes small changes statements are promises 	Strategic configuration (Process orientation)
<ul style="list-style-type: none"> obtains information from a statistics, handbooks and databases 	<ul style="list-style-type: none"> obtains information first hand (orally) 	<ul style="list-style-type: none"> Uses both 	Information
<ul style="list-style-type: none"> pursues correct procedure finishes actions 	<ul style="list-style-type: none"> considers relationships as important finishes human transactions 	<ul style="list-style-type: none"> reacts in a quiet way reacts on partner 	Action profile (Activity)
<ul style="list-style-type: none"> confronts with logic interrupts rarely 	<ul style="list-style-type: none"> confronts emotional interrupts often 	<ul style="list-style-type: none"> avoids confrontation Does not interrupt 	Negotiation style
<i>Culture Examples</i>			
US (WASPs), Germanics, Swedish Australians,	Mediterranean, Eastern European, Latin American; Arab African, Indian, Pakistan,	Japanese, Chinese, Taiwanese, Singaporean, Korean; Finnish	

Source: Lewis, (2006) and Ott (2011)

Table 3: Break-points for Calibrating Fuzzy Sets

Variable (and label)	Definition for coding and role in concept	Coding gradations	Breakpoints
Price	The price is the initial proposal of a negotiation. Different margins for types: can be +5/10% L, +20% R or even +50% M (Chaney and Martin, 2004; Ott, 2011)	0 to 10 0 empty 0.5 mid level 1 full set	0.20; 0.5; 0.8
Rejection of Price	Rejection of the price is connected to the activity-levels and the meaning of the word 'No' (Roth, et al, 1991; Ott, 2011)	0 to 10 0 empty 0.5 mid level 1 full set	0.2; 0.5; 0.8
Interruption	Cultures tend to have a different approach towards interruption and conversation (Lewis, 2006)	0 to 10 0 empty 0.5 mid level 1 full set	0.3; 0.6;
Patience	The level of patience is important in cultural communication and negotiation as well as contracting. Reactive cultures have the highest level of patience (Lewis, 2006; Ott and Kimura, 2016)	0 to 10 0 empty 0.5 mid level 1 full set	0.25, 0.5,0.8
Risk-orientation (antecedent)	Risk has been studied by many scholars in connection with culture and was often referred to as uncertainty avoidance (Hofstede, 1982; Trompenaars/Hampden-Turner, 1997; House et al, 2004),	0 to 10 0 empty 0.5 mid level 1 full set	0.25, 0.5,0.8
Information sharing	Information exchange and its impact on profits is important in international negotiations (Adair and Brett, 2004, 2005; Brett and Okumura, 1998)	0 to 10 0 empty 0.5 mid level 1 full set	0.25, 0.5,0.8
Communication (outcome for H1)	Communication is a complex cultural composition of emotion, conversation, language, non-verbal and interruption behavior (Hall, 1959; Lewis, 2006)	0 to 10 0 empty 0.5 mid level 1 full set	0.2; 0.5; 0.8
Contract (outcome for H3)	Contracts are the goal, the definition and issue of the negotiation (Ott, 2011)	0 to 10 0 empty 0.5 mid level 1 full set	0.2; 0.5; 0.8
Time-	Time is an important factor in cultural	0 to 10	0.25,

orientation (outcome)	studies. Different cultures put different meaning into time short, medium and long-term	0 empty 0.5 mid level 1 full set	0.5,0.8
Activity levels Cultural Profiles (Outcome)	Task-orientation depends on cultural activity types (linear-active cultures are most task-oriented, whereas the multi-active cultures are the least dependent on task)	0 empty set, 0. 0.3 almost 0.5 mid level, reactive 0.7 almosst full	0.3; 0.6;

Table 4: Necessary Conditions for the British and Chinese culture

Consistency	Linear-active		Multi-active		Reactive	
Communication/Emotion	0.96	B	0.87	B	0.97	B
Emotion * Communication *Conversation H1	0.95	C	0.85	C	0.96	C
Negotiation	0.93	B	0.93	B	0.86	B
Price * Rejection of Offer * Time H2a	0.98	C	0.95	C	0.89	C
Negotiation	0.94	B	0.98	B	0.93	B
Patience*Contract *Time H2b	0.97	C	0.96	C	0.90	C
Contracting	0.89	B	0.93	B	0.95	B
Risk * Information *Price H3	0.91	C	0.93	C	0.99	C
Attitude towards Uncertainty:	0.92	B	0.98	B	0.93	B
Risk *Information *Knowledge H4	0.96	C	0.93	C	0.97	C
Time	0.96	B	0.97	B	0.98	B
Task* Emotion*Patience H5	0.91	C	0.96	C	0.99	C

Table 5: Cultural Profiles – Truthtable analysis

	Communication	Negotiations	Contracting	Time-orientation
Necessary Conditions	Emotion * Interruption * Conversation H1	Price * Rejection of Offer* Time H2	Risk * Information * Price H3	Task* Emotion* Patience H5
	Reactive	Linear-active	Reactive	Reactive
Consistency	0.96 B 0.96 C	0.93 B 0.98 C	0.95 B 0.99 C	0.98 B 0.99 C
Coverage	0.73 B 0.79 C	0.74 B 0.71 C	0.69 B 0.59 C	0.77 B 0.79 C

FIGURES:

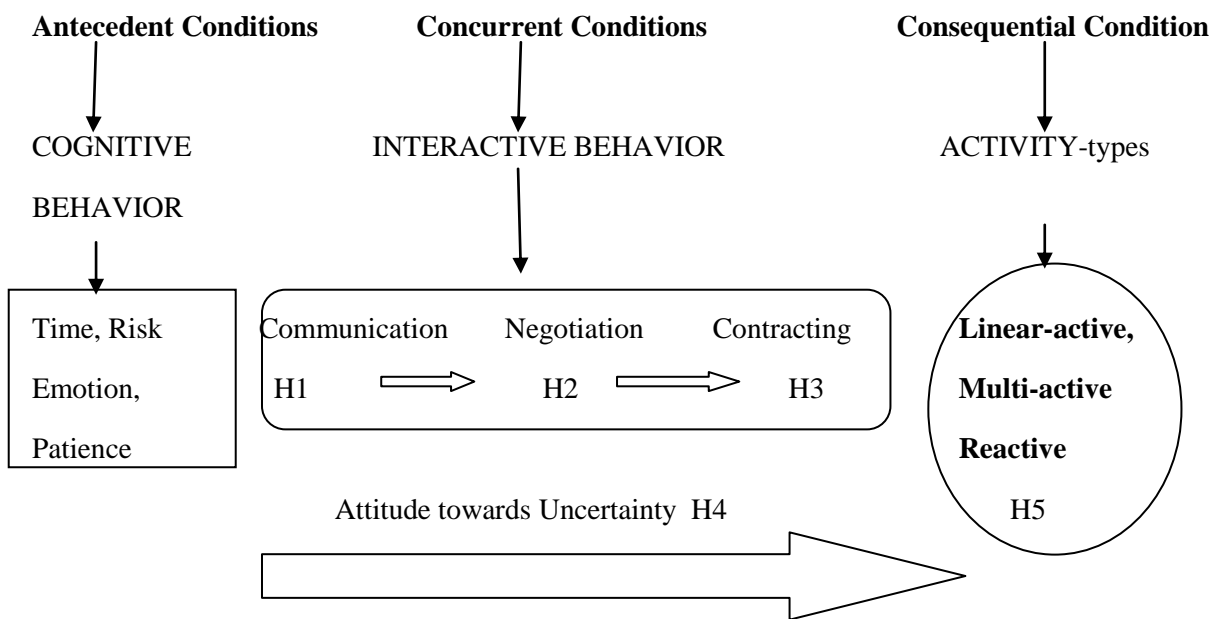
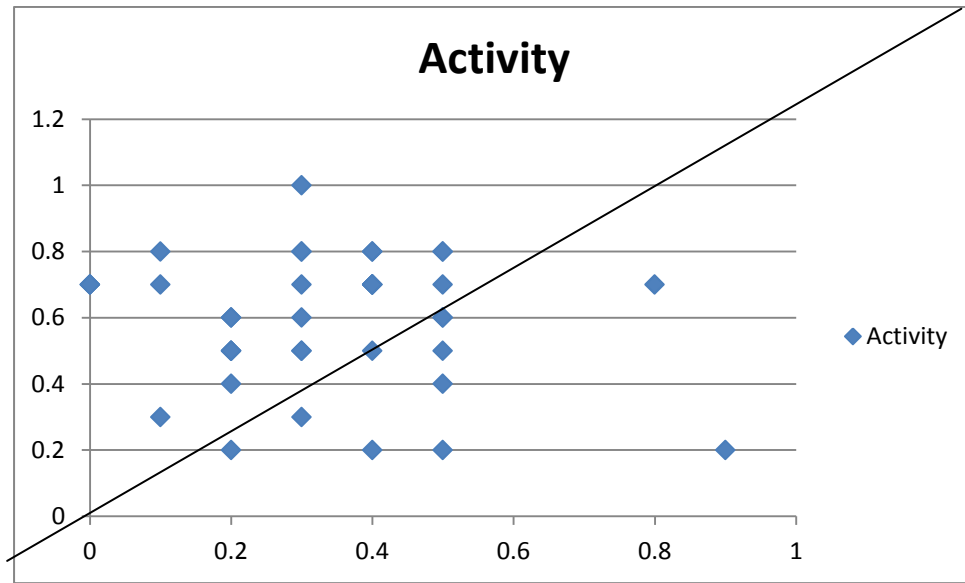


Figure 1: A framework for cultural activity types

Consistency 0.891

British Activity Level - Reactive

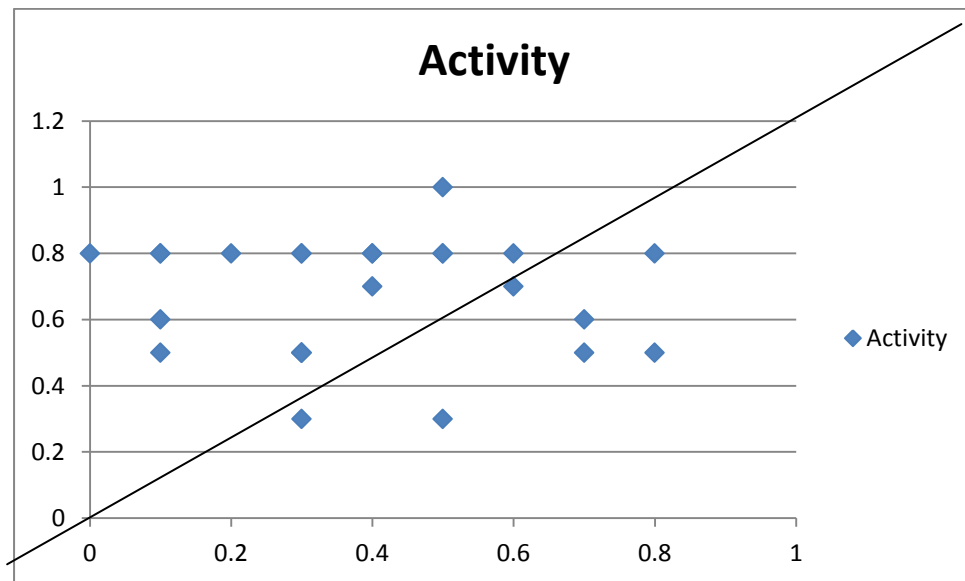


Emotion*Patience*Time-orientation

Coverage 0.5

Consistency 0.918

Chinese Activity Level



Emotion*Patience*Time-orientation

Coverage 0.536

Figure 2: XY-plot for British and Chinese reactive activity levels

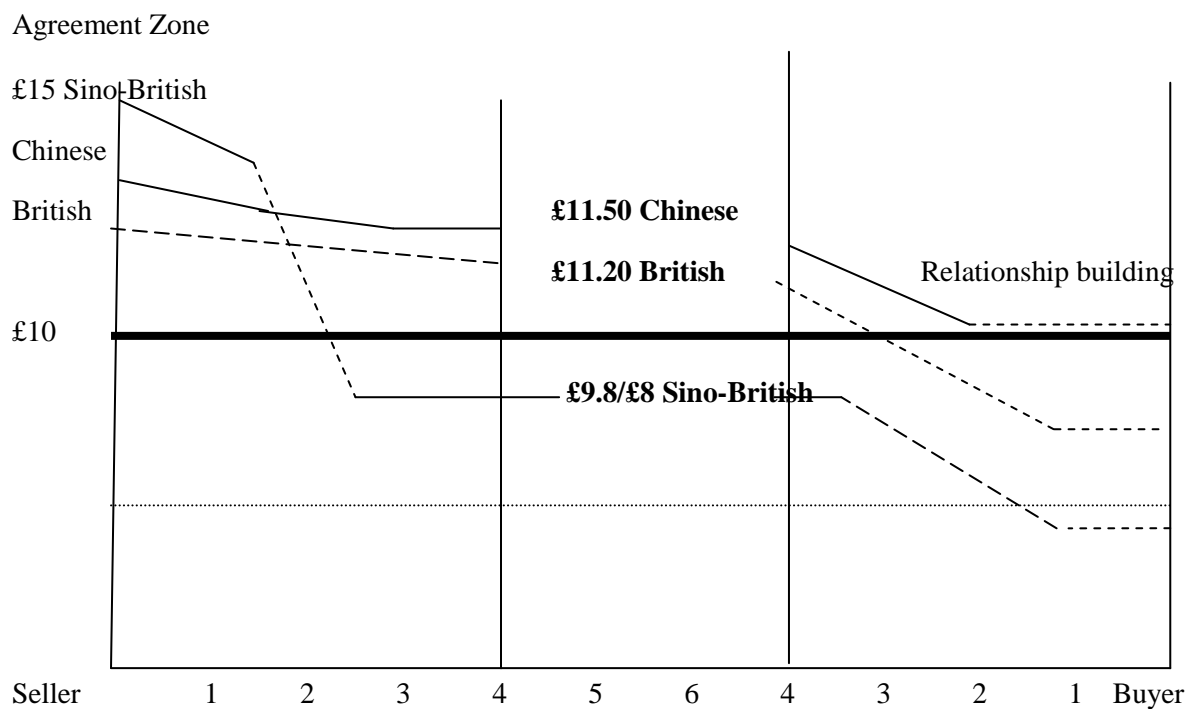


Figure 3: Experimental Evidence of different negotiation behavior between intra- and international negotiations of the British and Chinese