

CROSS CULTURAL MANAGEMENT RESEARCH: TOPICS, PARADIGMS AND METHODS

A JOURNAL BASED LONGITUDINAL ANALYSIS BETWEEN 2001 AND 2016

Authors

Prof. Dr. Christoph Barmeyer & Madeleine Bausch

Lehrstuhl für Interkulturelle Kommunikation, Universität Passau

Abstract

Cross Cultural Management research comprises a variety of disciplines with different thematic, paradigmatic and methodological assumptions. Since there has been no systematic analysis of the development of topics, paradigms and methods yet, this paper draws a landscape of these analyzing 614 articles published in two leading journals between 2001 and 2016. Results show that cultural dimensions and HRM are main topics and that quantitative papers still outweigh qualitative contributions. However, a sudden drop of the latter in 2016 might indicate an upcoming paradigmatic shift in CCM. Using computer-aided tools, this study serves as a basis for future literature reviews.

Keywords: Cross Cultural Management research; longitudinal analysis; academic journals; topics; paradigms; methods

Introduction

Cross Cultural Management (CCM) as a young and interdisciplinary research field is exposed to undergoing thematic, methodical and paradigmatic changes due to its great plurality of approaches, problems, researchers and disciplines. Basically, CCM is an intersection of distinct fields of social sciences that all stem from diverse research traditions. Researchers from diverse backgrounds and institutions bring together a great variety on ontological, epistemological and methodological assumptions about the characteristics of culture and its influence on organizations and management. So does not only international management approach the challenges of interculturality in organizations, but also organizational sociology, psychology, anthropology, ethnology, cultural studies or linguistics (Chanlat et al., 2013). The development of CCM has been described by several authors (Adler, 1983; Boyacigiler et al., 2004; Peterson/Soendergaard, 2012; Philips/Sackmann, 2015). So, for example, regarding the topics, Nancy Adler showed already in 1983 in her seminar work that, between 1971 and 1980, only 3.6 percent of the articles published in American management journals addressed cross-cultural issues (p. 230). Nowadays, there *are* several journals specializing in CCM; a sort of landscape of a scholarly community that encompasses specific theoretical and conceptual frames, research questions and topics, assumptions and paradigms, approaches and methods, authors and institutions, however, is still missing.

Although there has been research on the development of topics, paradigms and methods in related disciplines like International Management (Acedo/Casillas, 2005; Stahl/Tung, 2015), HR Management (Gmür 2003; 2007; Davoine/Gmür, 2012), or topics like women in management (Davidson/Burke, 2000), female expatriation (Salamín/Hanappi, 2014), multicultural teams (Santistevan/Karjalainen 2015) up to now there is no systematic analysis of the development of those in CCM.

To give an overview of the actual landscape of CCM, this paper seeks to depict the development in CCM research between 2001 and 2016 asking for which thematic, methodical and paradigmatic changes can be distinguished. Moreover, within the scope of this paper, important authors from contributing institutions are identified. To answer these questions, we conducted a quantitative and qualitative analysis based on 614 articles published in two journals of CCM research – the *International Journal of Cross Cultural Management* and *Cross Cultural & Strategic Management*. International academic journals can be considered as important and central elements in a scientific community, because they bring together scholars, authors and readers in a specific research field.

This article is divided in four sections. First, an overview of the development of the field of CCM as well as the conceptional assumptions upon which this work is based are given. The second part describes the research methodology and the text-analyzing online tool *Voyant* (Sinclair/Rockwell, 2017) which was used for data visualization. The third part then presents the results obtained after implementing the software and offers a qualitative analysis. The concluding section offers some remarks and recommendations for further research based on the additional relations that can be extracted from the data.

Conceptual background

The field of Cross Cultural Management (CCM): development, disciplines and topics

Cross Cultural Management (CCM) research stems from a long evolutionary development based on International Business (IB), International Management (IM), Comparative Management (CM) and International cross cultural Management (ICCM) (Phillips/Sackmann, 2015; Pudelko et al., 2015). Different from International Business – which particularly considers all functional activities of a company regarding the reciprocal influence between the macro level of the environment and the meso level of the organization – and Comparative Management – which compares the specificity of management in different systems still on a macro and meso level – CCM focuses on phenomena of agency, behavior, interaction and influences among actors on the micro-level of individuals in organizations (Adler/Gunderson, 2008; Barmeyer/Mayrhofer, 2008; Usunier, 1998).

In general, CCM research is concerned with managing human behavior in organizations and the role of culture (Holden, 2002, p. 46). Nancy Adler, one of the pioneering researchers in this field, defines it as follows:

“Cross Cultural Management studies the behavior of people in organizations around the world and trains people to work in organizations with employees and client populations from several cultures. It describes organizational behavior within countries and cultures; compares organizational behavior across countries and cultures; and, perhaps most importantly, seeks to understand and improve the interaction of co-workers, clients, suppliers, and alliance partners from different countries and cultures.” (Adler/Gunderson 2008, p.13)

CCM basically evolved from the research field of International Business (IB) which emerged in the USA towards the end of the 1970s (Harris et al., 2011). Because of a wider network of world trade and a growing mobility of companies and personnel around the globe, international business between countries and organizations called for the need of instructions for successful communication with export partners. Nevertheless, the research area was supposed to expand significantly around the globe much later around the 1980 and 1990s, when further issues in international trade, cross-border mergers and acquisitions as well as an increasing number of joint-ventures shed the light on country contexts, cultural value system and their consideration for global business activities (Oesterle/Wolf, 2011; Pudelko et al., 2015). Hofstede's study *Culture's Consequences* (1980) was a milestone in the field of CCM (Beugelsdijk et al., 2017; McSweeney, 2009; Kirkman et al., 2002).

CCM subsists by contributions from different disciplines such as business studies, economics, cultural anthropology, psychology, sociology and linguistics (Barmeyer/Franklin, 2016; Chanlat, 2013; Holden, 2002). This fact reflects the strength to incorporate a variety of theoretical reference frameworks, paradigms and research methods into one field of research, but also brings the danger of a lack of conceptual depth and methodological blurriness. The larger number of scholars from more disciplines generated a significant expansion during the last years.

Stemming from the positivist research tradition of IB, CCM represents rather macro-analytically and quantitatively oriented methods, which instead of explaining behavior in intercultural situations emphasizes statistically abstract generalizations (Boyacigiller et al., 2004, p. 141). Along with the gradual entry of humanistic and social disciplines into business studies (Chanlat, 1998), its prevailing positivist position got tackled by the interpretive paradigm

(D'Iribarne, 2009; Redding, 2005). The main critique by scholars positioned in the latter was the denial of context and agency (Bjerregaard et al., 2009). Generalizable assumptions about human values and behavior in management could not be held by the expanding community as quantitative methodology was criticized to be too short to understand and explain agency in an international context (e.g. Brannen/Doz, 2010; Pudelko et al., 2015). So, influencing research fields like anthropology and ethnography, among others, led then to the rise of interpretative research designs and qualitative methods in International and Cross Cultural Management in the 1990s and 2000s (Brannen/Salk, 2000; Sackmann/Phillips, 2004; Phillips/Sackmann, 2015).

In the literature, a shift from the “hard factors” of business studies towards the integration of “soft factors” like culture and human behavior could be recognized (Adler, 1983; Pudelko et al., 2015), as well as the transformation from a separating view of context and culture towards the embeddedness of units of analysis in a cultural context. Moreover, regarding the level of analysis of the concept of culture, Boyacigiller et al., (2004), Sackmann and Philips (2004) and Pudelko et al. (2015, p. 5) examine some changes from culture comparison to intercultural interaction, from a static perspective of culture towards a dynamic one, and a shift from deductive to inductive methods, i.e. from theory testing to theory generation. Nowadays, there exist also publications that are based on critical perspectives and postcolonial paradigms (Jack/Westwood, 2009; Mahadevan, 2017; Primecz et al., 2016).

Those multidisciplinary contributions finally lead to an “imbalance among paradigms” (Primecz et al., 2009) which is sought to be further analyzed within this study. Bringing together managerial and cultural perspectives, common topics are concerned with the intersections of these areas.

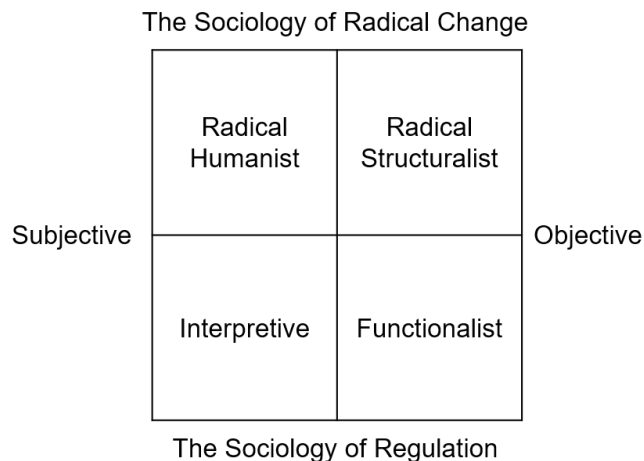
Classical topics of CCM in textbooks (Adler/Gunderson 2008; Browaeys/Price, 2008; Schneider et al., 2014; Thomas/Peterson, 2017; Usunier, 1992) or edited volumes (Barmeyer/Franklin, 2016; Bhagat/Steers, 2009, Chanlat et al., 2013; Holden et al., 2015) are, in addition to cultural concepts and cultural dimensions, comparative or intercultural leadership, teams project groups, intercultural challenges in assignments abroad or international mergers. Organizational topics such as strategy, structure, diversity, knowledge management and change, the development of intercultural competences – as well as cultural intelligence – intercultural negotiations or intercultural marketing (Usunier 1992) are also covered. Moreover, common topics in CCM are intercultural communication (Gudykunst et al., 1988; Adler/Gunderson, 2008), negotiated meanings, identities and working practices (Brannen/Salk, 2000; Primecz et al., 2011; Ting-Toomey, 2012). Other topics are more concerned with HRM, as career paths and patterns across cultures (Evans et al., 1989; Davoine/Ravasi, 2013), Expatriation (Black et al., 1999), management styles (Laurent, 1983) and language studies (Brannen, 2004; Pudelko et al., 2014) which considerably gained importance within IHRM over the last years (Welch et al., 2005; Brannen/Mughan, 2017). All these authors from manifold research streams and topics follow different research paradigms and methods, which will be addressed in the next sections.

Research Paradigms

A research paradigm is defined as the model or pattern that guides the way in which practitioners approach and interpret knowledge. It offers accumulated results of practices and tools, upon which a scientific community can investigate more specifically parts the existing knowledge (Kuhn, 1970, p. 23-24). In relation to social sciences, Burrell and Morgan (1979) define a paradigm as “the philosophical assumptions which underwrite different approaches to social science” (p. 1).

These assumptions about the nature of the social world relate to the ontological, epistemological, methodological and human nature of the research practice (1979, 1). Romani (2008) related the four paradigms to CCM research and extended it including the paradigm proposal of Deetz (1996). However, this study focuses on the original model proposed by Burrell and Morgan (1979), which depicts the subjective – objective and interpretive – functionalist dichotomy:

Figure 1: Paradigms in Social Science, Burrell/Morgan (1979, p. 22)



Due to this complexity of the classification of contributions located in the paradigms of radical humanist and radical structuralist approaches, the following study examines the journal articles regarding the positivist and interpretive paradigm.

The functionalist or also called positivist paradigm is placed on the objective continuum and is rooted within both the natural and the social science research practices and “seek[s] to explain and predict what happens in the social world by searching for regularities and causal relationships between its constituent elements” (Burrell/Morgan, 1979, p. 5). These regularities are transformed into laws and predictive models, such as cultural universals and dimensions (Romani et al., 2014, p. 18), which allows the objective comparison of cultures and behavioral patterns. Examples of positivist models are social value systems and ranks that compare societies using dimensions, such as the work of Hofstede (1980; 2001), Trompenaars (1993), Schwartz (1994; 2012), the GLOBE project (House et al., 2004), or the World Values Survey (Inglehart et al., 2005).

On the contrary, the interpretive paradigm places itself on the subjective side of the investigative dimensions. Unlike in the field of natural sciences, there is no utility in finding laws in the regularities of the social world (Burrell/Morgan, 1979, p. 5; Hatch/Yanow, 2005, p. 65), since the goal of social science research should be rather *understanding* (Weber, 1949). From the interpretive paradigm, people are seen as “sense-makers” who create social realities (Romani et al., 2014, p. 18, Weick, 1995). This particularity gives reality a relativist perspective (Neuman, 2014, p. 109) that rejects the role of the researcher as an “observer” and focuses on the point of view of the particular individuals involved in the studied phenomena (Burrell/Morgan, 1979, p. 5).

Based on this classification and in reference to paradigms in organization studies conducted by Gioia/Pitre (1990), Primecz et al. (2009) show that there are indeed contributions existent in all of the mentioned four paradigms in CCM, but contributions located in the positivist paradigm outweigh fairly the ones in the other three paradigms. Although there were and are intents to approach culture in business studies like in cultural dimensions (e.g. Hofstede, 1980; 2001), the cultural distance model (Kogut/Singh, 1988; Shenkar, 2001) or the CAGE-Model (Ghemawat,

2001), the underlying paradigm mainly prevails in a positivist nature; the dynamics of culture are still widely neglected (Schmid/ Oesterle, 2009; Brannen/Doz, 2010; Phillips/Sackmann, 2015). So, culture is still mostly used either as an independent or dependent variable, or even as a moderator that affects management concerns.

Some CCM researchers therefore conclude that there is still a gap between the paradigms used in CCM on the interface to International Business (Brannen/Doz, 2010; Pudelko et al., 2015), and therefore a lack of integration between positivist and interpretive perspectives and methods. Therefore, Primecz et al. (2009) plead for a metaparadigmatic approach also in CCM, which, citing Gioia and Pitre (1990), allows “a pluralistic, multiple-perspectives view” (p. 595) to comprehend social phenomena in their nature.

Research Methods

Basically, social science practitioners apply either *qualitative*, *quantitative* or *mixed methods* (Opp, 2014, p. 111). Those can be in line with the abovementioned paradigms. So, quantitative research methods are mostly related to the functionalist paradigm (Deetz, 1996, p. 193; Romani et al., 2014, p. 23–24). They are characterized by the validation or refutation of a hypothesis which is based on the statistical evaluation of the empirical data collected through quantitative tools like surveys, demographic data, economy-related figures or experiments (Neuman, 2014, p. 176). These methods aim to reduce the complexity of social phenomena to a set of quantifiable and statistically verifiable variables (Creswell, 2003, p. 18; Bortz/Döring, 2006, p. 138).

Unlike quantitative methods, qualitative methods often draw on the interpretive paradigm and collect data from reality in the form of words and images. They take into account the research data in relation to its social context and discover the meanings of the phenomena studied (Neuman, 2014; Flick, 2014). The main goal of qualitative research is to discover relationships, connections, relations (Kleining, 1982, p. 229) applying tools like interviews, audio-visual recordings, documents, transcriptions, images, and content-analysis (Neuman, 2014, p. 176).

Quantitative and qualitative methods can be used complementary in a *mixed-methods design*. It is asserted that combining both methods offers a broader and more complete understanding of phenomena (Jick, 1979; Kleining, 1982; Creswell/Clark, 2011). In order to select and make sense of the research object, as well as defining hypotheses, qualitative methods should be applied prior to quantitative ones (Kleining, 1982). After the validation of hypothesis by quantitative methods, qualitative research can explain phenomena with a higher degree of detail (Flick, 2014b).

Although researchers are aware of that combining methods offer the most reliably results for research, there can be observed a dominance of quantitative research methods in CCM and the lesser use of mixed methods (Bortz/Döring 2006, 302). One of the few mixed-methods study in the field of CCM is GLOBE (House et al., 2004), combining quantitative surveys with follow-up qualitative interviews with managers around the globe.

Methodology

It can be taken for granted that academic Anglo-Saxon journals are more and more the most important publication media in the academic world (Gmür, 2003; Schmid/ Oesterle, 2009). In line with the assumption about the growing importance of journal publications (Harzing, 2010; Davoine/Gmür, 2012) our analysis is based on journal publications in two relevant journals of the research field of CCM: the *Cross Cultural & Strategic Management*¹ (Emerald Publishing, 2017) and the *International Journal of Cross Cultural Management* (SAGE, 2017). Over a period of 16 years (2001-2016), conducted between July and October 2017. Table 1 shows an overview of the journals selected:

Table 1: Examined two journals

	<i>Cross Cultural & Strategic Management</i>	<i>International Journal of Cross Cultural Management</i>
Foundation year	1994	2001
Publisher	Emerald Publishing	SAGE
Orientation ²	<p><i>“dedicated to providing a forum for the publication of high quality cross cultural and strategic management research in the global context”</i></p> <p><i>“interdisciplinary in nature”</i></p> <p><i>“interested in theoretical and empirical papers that investigate new and unique ideas and/or are multilevel (micro-meso-macro) and/or are multidisciplinary in nature”</i></p>	<p><i>“publishes the highest quality original research in cross cultural aspects of management, work and organization”</i></p> <p><i>“emphasis is on intercultural and transcultural studies”</i></p> <p><i>“includes both original qualitative and quantitative empirical work as well as theoretical and conceptual work which adds to the understanding of management across cultures”</i></p>
Impact factor (2016)	0.778	0,703

Both journals hold international importance and include “Cross Cultural Management” in their titles. They feature high quality articles with a broad range of methodologies and outcomes, and therefore are an excellent indicator for the trends and topics of interest in this field of study.

For this study, a total number of 653 articles published from 2001 until 2016 were considered. Table 2 shows the number of articles published in both journals. After excluding book reviews and editorial articles, 614 articles were used for analysis.

¹ Former published as: Cross Cultural Management: An International Journal

² Citations from websites of CCSM and IJCCM

Table 2: Number of articles considered

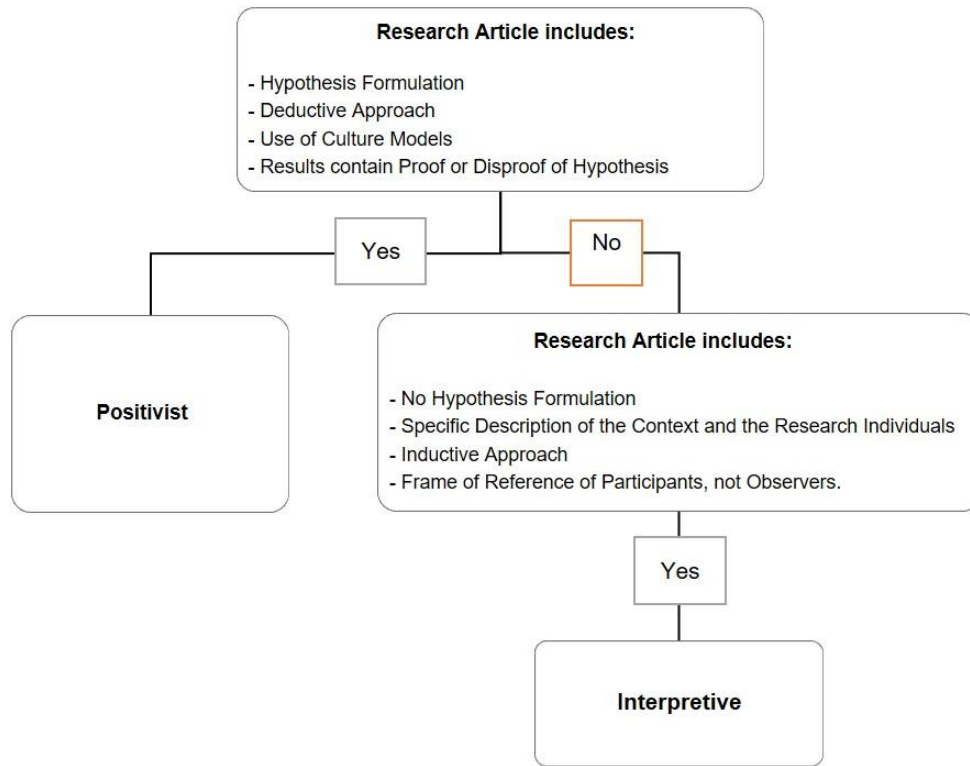
Journal	Number of Articles considered
Cross Cultural & Strategic Management Journal	386
International Journal of Cross Cultural Management	267
Total:	653
After excluding book reviews and editorial articles	614

First, all articles were collected in a content management system and further exported to an excel sheet with the indication of journal, year, issue, authors, titles and keywords. Further, information about the content and the topics was added, as well as paradigms and methods. The latter were classified qualitatively by content analysis.

The topic classification followed mainly the keywords and the topics mentioned in the abstract. The authors of the articles tend to clearly specify the topics and scope of their research, so this way, every time a new research topic was mentioned, it was listed in a spreadsheet, in which each topic was associated in columns with related subjects. There was no limitation on the number of topics assigned to each article, since the main goal was to find the best describing terms that would cover all topics researched. The final list of non-repeating topics contained 329 different terms extracted from all publications of both journals. These were subsequently sub-classified under 29 umbrella-terms to reduce the complexity of the visualization. This was again achieved by finding appropriate term-correspondences with already existing more-generic terms (Stahl/Tung, 2015, p. 393).

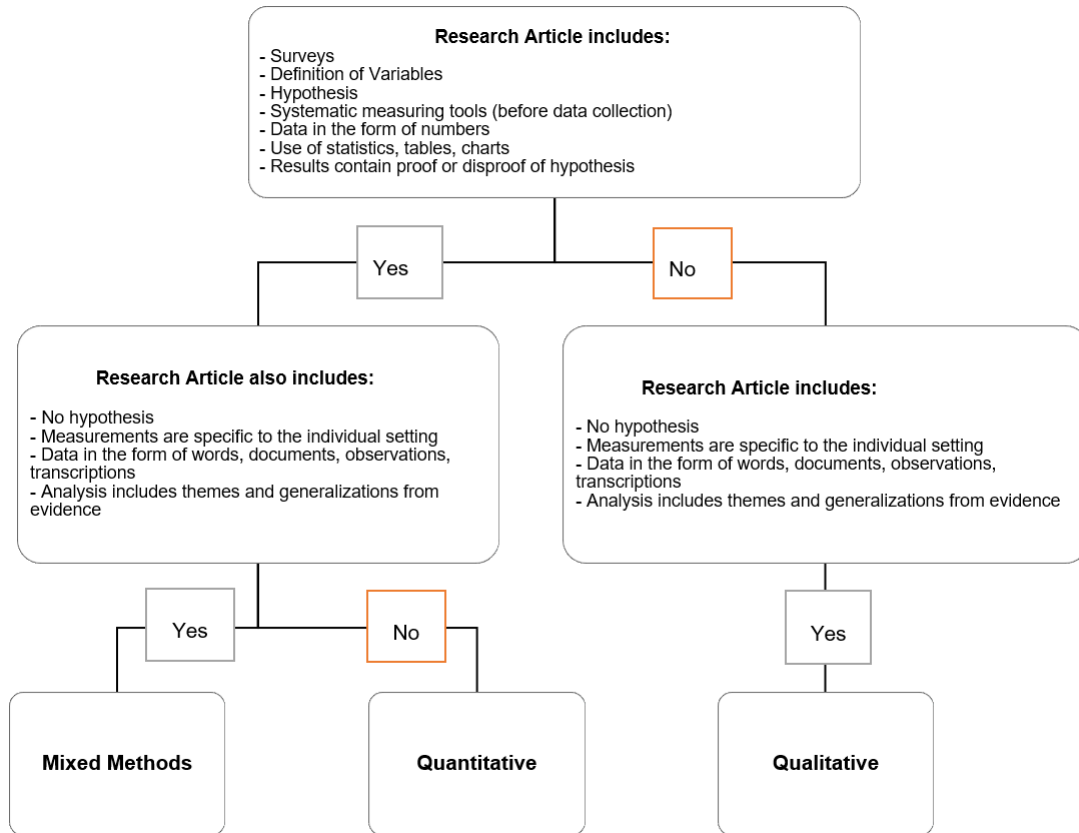
Following, the paradigm classification of the articles is based on the horizontal axis of the paradigm diagram presented by Burrell and Morgan (1979). This simplified version of the diagram separates the research approaches between the objective, functionalist and the subjective, interpretive approach to social sciences research (Barmeyer et al., 2016, p. 3-4). Functionalist approaches were identified by the presence of a deductive method (Kleining, 1982) or the use of generalist and regulative models and theories of national and organizational culture. Interpretivist articles were identified after sorting out the articles with positivist approaches and finding detailed descriptions of the research subjects and its context; a descriptive and inductive analysis of data; and the lack of generalizing and regulative models or theories. These characteristics were normally found in research articles based on in-depth interviews, case studies and some studies of theoretical nature. The extraction logic used for this classification is based on the model of Booth et al. (2016):

Figure 2: Research map for positivist and interpretive approaches based on Booth et al. (2016)



Regarding the classification of the research method of each article, the first step was sorting out all theoretical and conceptual articles. Next, abstracts and the methodology section were scanned for any mention from the authors about the qualitative, quantitative or mixed methods nature. This was then compared and confirmed by observing if there was any quantitative procedure, such as surveys or statistical tools, when evaluating their studies. In the absence of any of these elements, there were found mostly qualitative approaches in the form of interviews' analysis or case studies (Kleining, 1982; Niedzwetzki, 1984; Flick, 2014a). In fewer cases, the articles based their research on both, qualitative and quantitative methods, these ones were classified as mixed methods (Jick, 1979). The extraction logic used for this part of the classification follows as well the format of Booth et al. (2016):

Figure 3: Research map for quantitative, qualitative and mixed methods based on Booth et al. (2016)



We used *Voyant Tools* (Sinclair/Rockwell, 2017) as a tool for statistical visualization. It offers a variety of representation possibilities for different data formats, from which the line graph representation “*trends*” and “*mandala*” were used. “*Trends*” depicts the distribution of a word’s occurrence over a period; “*mandala*” shows the occurrence relation between topics and publication years.

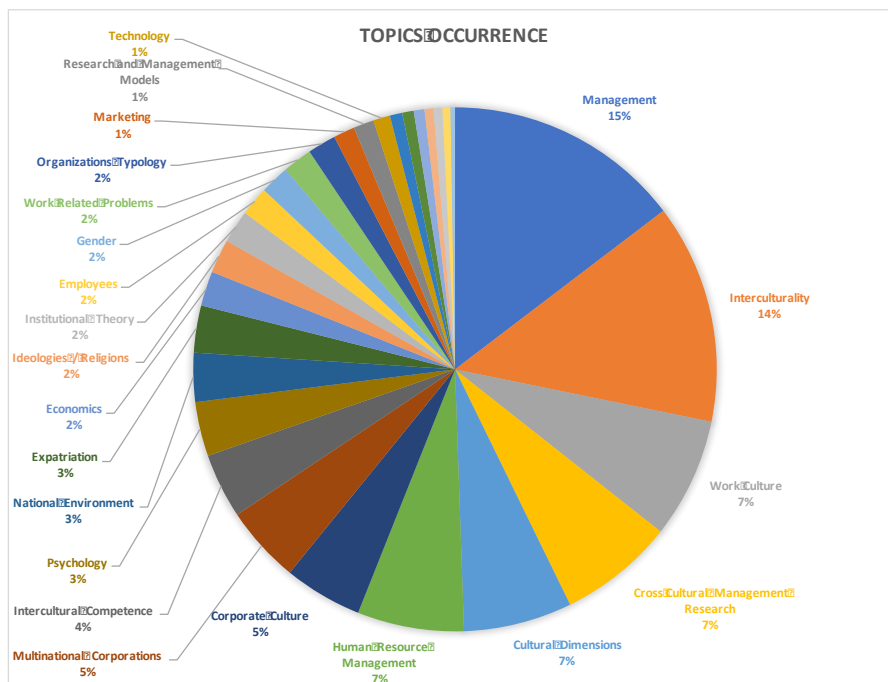
Results

The following section contains the description and analysis of the results found in the two journals. In a first step, the data of the merged journals together will be presented, following the data of every journal on its own in a second step. After visualizing and describing the results, the analysis follows.

Development of research topics and authors

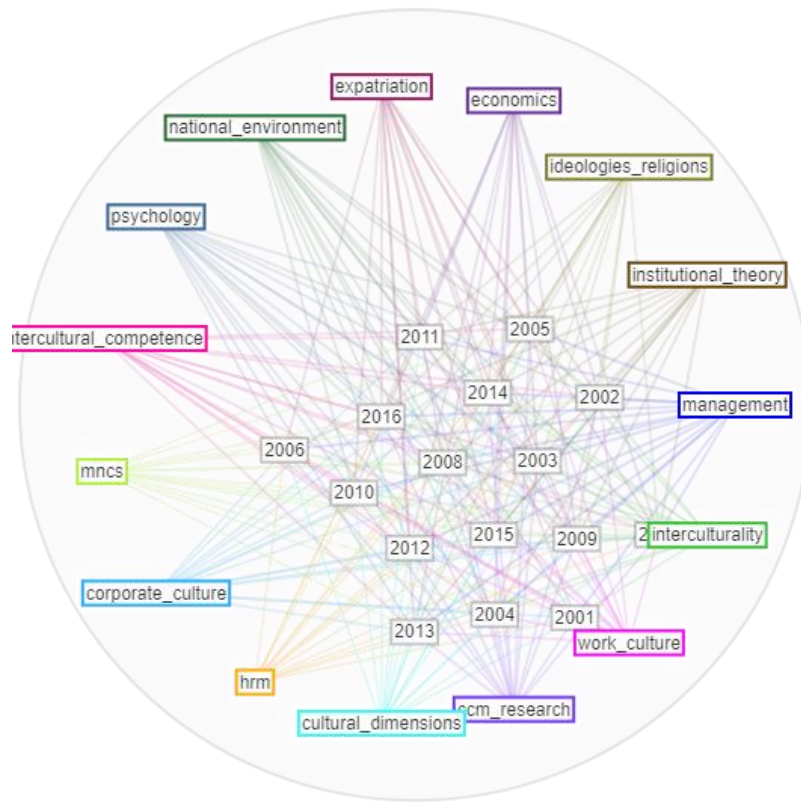
The graph shows the five most common topics found in both journals. “Management” as a main topic is represented in 40,9% of the articles and has a relative occurrence of 14,65% (in relation to the total number of topics listed). The relative occurrence of these first five topics represent 49,59% of the whole corpus.

Figure 4: Most common topics in merged journals



The *mandala* representation shown below comprises the 15 most common topics in the corpus and their relation to their year of publication. The proximity of each term to the linked segments (years) represents a higher frequency of occurrence of that topic in those given years. By hovering over the topics, their relations to the segments are highlighted. In this case, the most distant topics from this group (Psychology, National Environment, Expatriation and Economics) represent a lower popularity in the corpus.

Figure 5: Fifteen most common topics in merged journals



Due to the overall thematic alignment of cross cultural and intercultural management in multinational organizational settings (MNC) in both journals, the terms “management”, “interculturality”, “work culture”, “CCM research” and “MNCs” were substracted from the top 15 because of being too general. Finally, the top 10 topics from the two merged journals were:

Table 3: 10 most common topics in merged journals

Top 10 topics in merged journals	
1	Cultural Dimensions
2	HRM
3	Corporate Culture
4	Intercultural Competence
5	Cross cultural Psychology
6	National Environment
7	Expatriation
8	Economics
9	Ideology
10	Institutional Theory

Regarding the authors with most publications, our analysis led to the results visible in table 4 and 5. Authors with a minimum of three publications were considered, resulting that in *International Journal of Cross Cultural Management* (IJCCM) 14 authors and in *Cross Cultural & Strategic Management Journal* (CCSM) 15 authors are listed. On the first sight, the European and US-American anchorage of the two journals becomes clear: in the European journal IJCCM most authors are from European institutions, whilst most authors in CCSM are assigned to US-American institutions.

The top three authors in IJCCM between 2001 and 2016 are J. Selmer from Aarhus University, followed by M. F. Peterson from Maastricht University and Evert van de Vliert of the University of Groningen. These results are also in line with the two most common topics – cultural dimensions and HRM, as stated above.

Table 4: Most publishing authors in International Journal of Cross Cultural Management

Rank	Author	Number of publications	Institution	Topics (selection)
1	Selmer, Jan	7	Aarhus University	CCM; HRM; expatriation; intercultural trainings
2	Peterson, Mark F.	6	Maastricht University	CCM
3	van de Vliert, Evert	6	University of Groningen	cultural dimensions, cross cultural comparison; cross cultural psychology
4	Carr, Chris	5	University of Edinburgh Business School	comparative performance, HRM, financing
5	Fischer, Ronald	4	Victoria University Wellington (NZ) Centre for Applied Cross cultural Research	Cross cultural psychology; CCM
6	Harzing, Anne-Wil	4	Middlesex University London	Intercultural communication; Language; Journal Rankings
7	Lauring, Jakob	4	Aarhus University	Intercultural communication; Language; expatriation
8	Mahadevan, Jasmin	4	Hochschule Pforzheim	identity; anthropology
9	Maznevski, Martha	4	Ivey Business School	global teams, global leadership, culture and identity, and empowering individual differences
10	Parboteeah, K. Praveen	4	University of Wisconsin	national cultures and values
11	Perketi, André A.	4	University of Queensland Business School	attributions, cultural intelligence, ethics, family business networks, international careers, n-cultural individuals, cross cultural leadership.

12	Cullen, John B.	3	Washington State University	CCM; ethical aspects of organizational culture
13	Holden, Nigel	3	Centre for International Business University of Leeds	CCM general
14	Smith, Peter B.	3	University of Sussex	HRM; Arabic World

In comparison, the most publishing authors in CCSM are C. Härtel from University of Queensland and R. Burke from Schulich School of Business. Here again, the thematical dedication to HRM stands out.

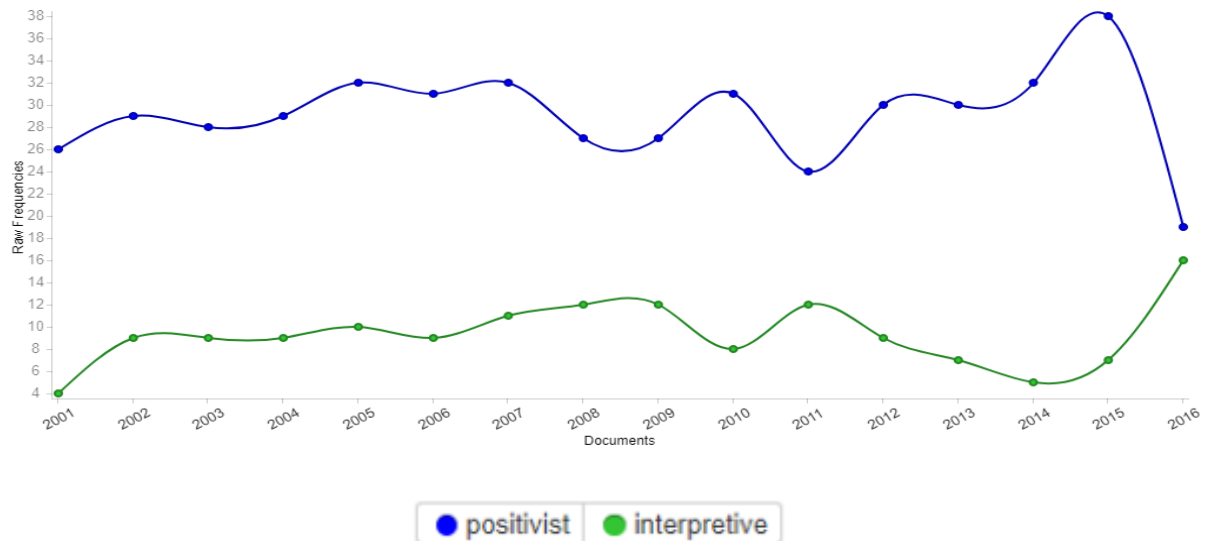
Table 5: Most publishing authors in Cross Cultural & Strategic Management Journal

Rank	Author	Number of publications	Institution	Topics
1	Härtel, Charmine	12	University of Queensland Business School	HRM; Diversity
2	Burke, Ronald J.	6	Schulich School of Business	HRM; female manager
3	Fontaine, Rodrigue	5	International Islamic University Malaysia	CCM; Asia (Malaysia)
4	Selmer, Jan	5	Aarhus University	HRM; Expatriation
5	Yasin, Mahmoud	5	East Tennessee State University	CCM, performance, management
6	Yavas, Ugur	5	East Tennessee State University	Performance management; marketing
7	Richardson, Stanley	4	Multimedia University Malaysia	CCM; Asia (Malaysia)
8	Fujimoto, Yuka	4	Sunway University Business School Malaysia	HRM; Diversity; cross cultural teams
9	Peppas, Spero	4	Georgia Gwinnett College	Diversity; ethics
10	Ali, Abbas J.	3	Indiana University of Pennsylvania	Islam; work context; business ethics
11	DelCampo, Robert G.	3	Anderson School of Management (University of New Mexico)	HRM; work identity, Hispanics
12	Blancero, Donna Maria	3	Benteley University	work identity, Hispanics
13	Harzing, Anne-Will	3	Middlesex University London	Intercultural communication; Language; Journal Rankings
14	Fisher, Gregory	3	Flinders University Australia	HRM; expatriation
15	Lauring, Jakob	3	Aarhus University	HRM; expatriation

Development of research paradigms

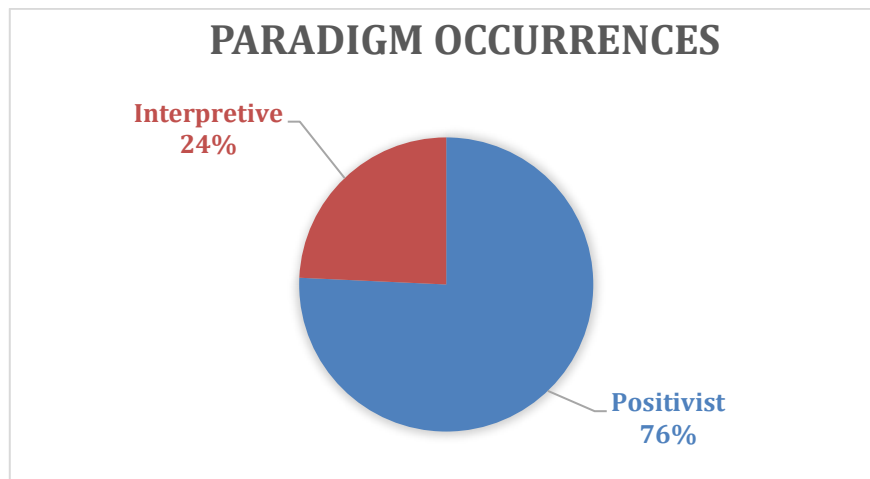
The selected visualization form for this set of data was *trends*. The topics used for the visualization were *positivist* and *interpretive*. Graph 1 shows a plot of the research paradigms occurrences in the merged journals over time.

Graph 1: Research paradigms in merged journals by year



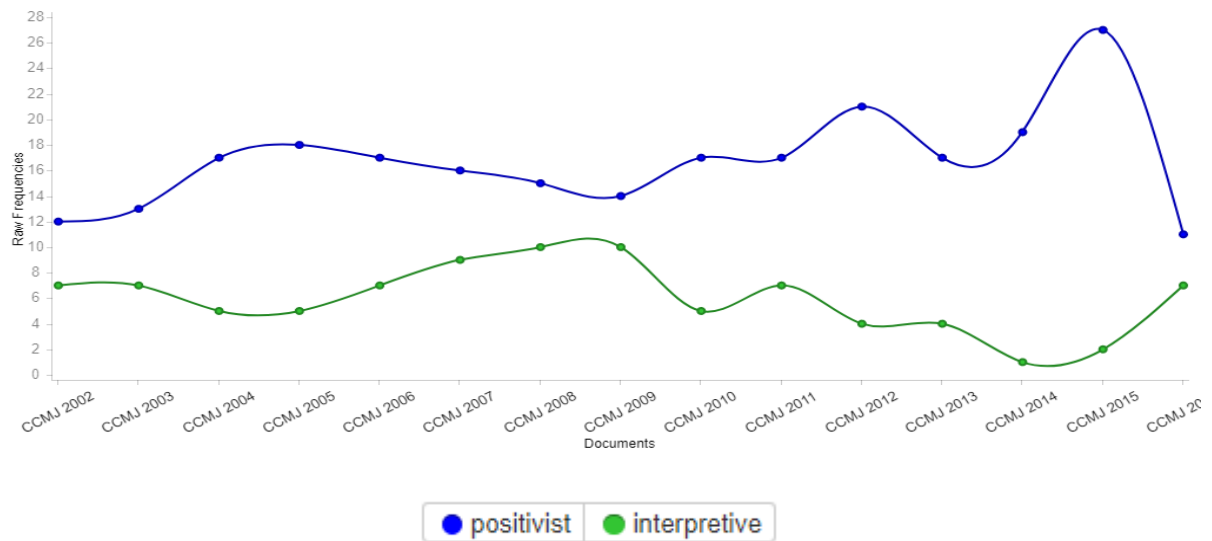
Graph 1 of the paradigm represented in both journals shows the clear dominance of publications with positivist approaches for the totality of the period examined. However, after positivist publications reached its highest peak in 2015, there is a sudden and significant reduction in the number of positivist publications in 2016, which coincides with the highest peak of the number of papers with interpretive approaches in the same year. Publications with a positivist approach appeared 465 times in both journals, representing 76% of the corpus. The interpretive approach was used in 149 articles, which denote 24% of the total publications:

Figure 6: Research paradigm in merged journals in %



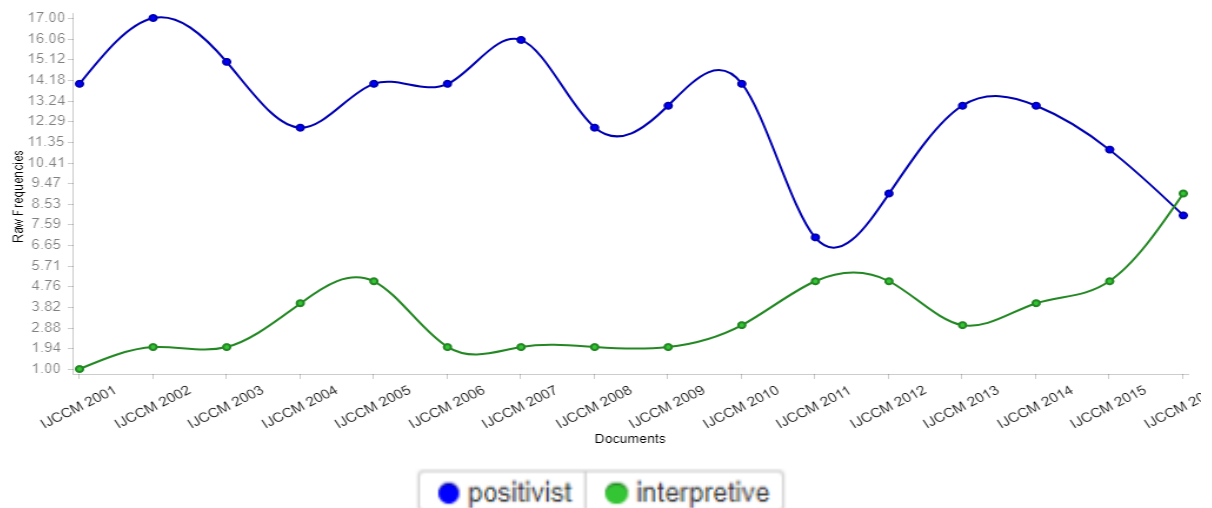
From a total of 341 articles in the CCSM, the research paradigms were implemented with the following frequency: positivist 251 (73,6%); interpretive 90 (26,39%).

Graph 2: Research paradigm in CCSM per year



From a total of 258 articles in the IJCCM, the research paradigms were implemented with following frequency: positivist 202 (78,29%); interpretive 56 (21,7%).

Graph 3: Research paradigm in IJCCM per year



Regarding the research paradigms, the positivist approach is, by far, the most used in cross cultural research publications, representing 76% of the papers published in both journals. These results are in line with existing studies about the prevailing positivist paradigmatic state-of-the art in CCM (Primecz et al., 2009; Brannen/Doz, 2010; Phillips/Sackmann, 2015). Despite the call for a paradigmatic shift from positivist to interpretivist contributions in CCM (e.g. Primecz et al., 2009; Brannen/Doz, 2010), the claim of these authors seems to be unheard by the research community. Even, against the aspiration to encourage contributions from an interpretive paradigm, the contrary seems to manifest as publications located in a positivist paradigm rather increased than decreased after 2008. Indeed, this development of the maintenance of positivist approaches may be linked to

the predominant idea within the scientific community of positivist-quantitative methodologies as the only source of scientific accuracy, which therefore hold a higher esteem in scientific legitimacy (Niedzwetzki, 1984; Babones, 2015). Nevertheless, the sudden decrease of positivist papers in 2016 allows the hope for the further rise of interpretive designs, which should be reviewed by a subsequent analysis.

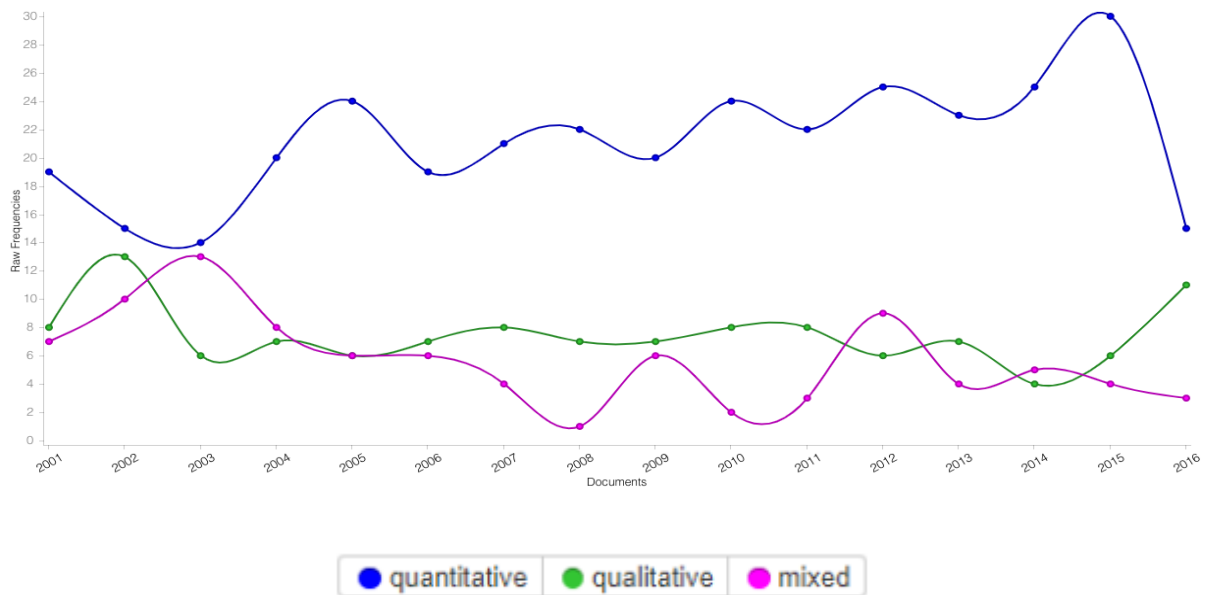
However, when examining both journals separately [graphs 2 and 3], it becomes clear that the nature of the research paradigms in each journal is slightly different. The CCSM shows a lower variation in the relation between positivist and interpretive research paradigms than the IJCCM, which exhibits a higher variation of the number of both research paradigms. It can be stated that the IJCCM is in general a more positivist-oriented journal, publishing over four percent more positivist papers than the CCSM. However, whereas positivist papers slightly increase in CCSM at the expense of interpretive contributions (divergence), in IJCCM the both perspectives rather approach since 2006 (convergence). Nevertheless, the number of interpretive papers exceeded that of the positivist ones in the last year of analysis (2016) only in the IJCCM. Although the CCSM followed a similar trend in the last year of publications, the change was more notorious in the IJCCM.

In this regard, one aspect that stands out as one of the factors inducing the research and/or publications, may be the influence exerted by certain recognized authors in the research field. This is shown by the great number of articles that offer solely reviews or complementary research of positivist studies on topics such as “cultural dimensions” or “cultural models” (D'Iribarne, 2009; Ybema/Byun, 2009). On the other hand, the special issue on CCM research presented by the IJCCM in the year 2009³, may also be responsible for the spike in interpretive publications that took place during the following three years. However, proving the causality of these two factors would need a complementary study, such as a co-authorship review.

Development of research methods

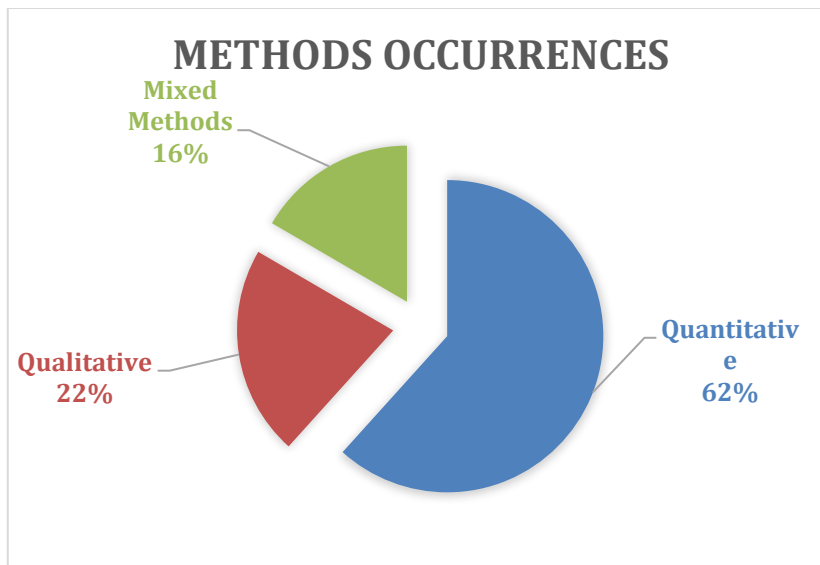
Following, the development of research methods will be presented. The logic follows the same as above. Graph 4 shows the plot of the research methodologies over time in the merged journals:

Graph 4: Research methods in merged journals by year



A subsequent representation of the method occurrences [Figure 7] shows that quantitative research method is used in 338 articles, which represent 62% of the corpus. The qualitative research method follows it with 119 articles, that represent 22%; and mixed methods are only used in 91 articles, representing 16% of the corpus.

Figure 7: Research methods in merged journals in %

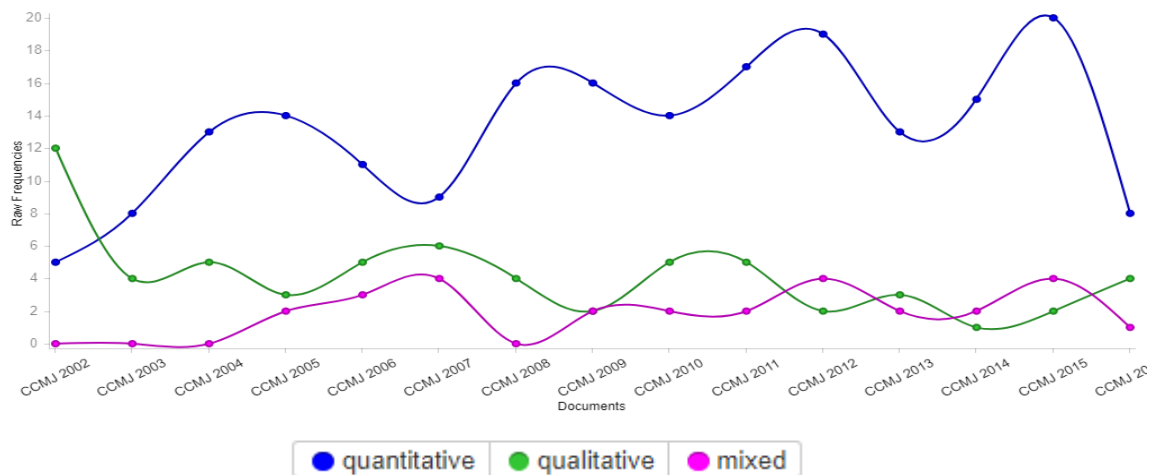


In line with the results regarding the research paradigms, there is a clear dominance in the use of quantitative methods in CCM publications in the two journals. The slightly growing pattern of quantitative research methods exhibited in graph 4 is only interrupted by a significant decline in the year 2016 - a reduction of almost 50% in relation to the preceding year - which coincides with an increase in the number of papers with qualitative research methods. However, the overall occurrence of papers with quantitative methods is almost three times larger than that of papers with

qualitative or mixed methods. After their peak in 2002, qualitative publications stay relatively constant, and finally rise again between 2014 and 2016. Mixed methods show three peaks during the period analyzed, while they are almost equal with the numbers of quantitative papers published in 2003. Nevertheless, despite the existing recommendations of combining research methods in social sciences (Jick, 1979; Brannen/Doz, 2010; Flick, 2014a), the mixed methods approach is the less used technique in the publications reviewed. The rare application of mixed methods research design can be explained by the complexity of integrating both approaches. When using mixed methods researchers need to have the sufficient expertise in quantitative as well as qualitative methods, which is quite effortful for a single person or a small group as well as time consuming for researchers involved.

From a total of 289 articles in the CCSM, the research methods are implemented with the following frequency: quantitative 198 (68%); qualitative 63 (22%); mixed methods 28 (10%).

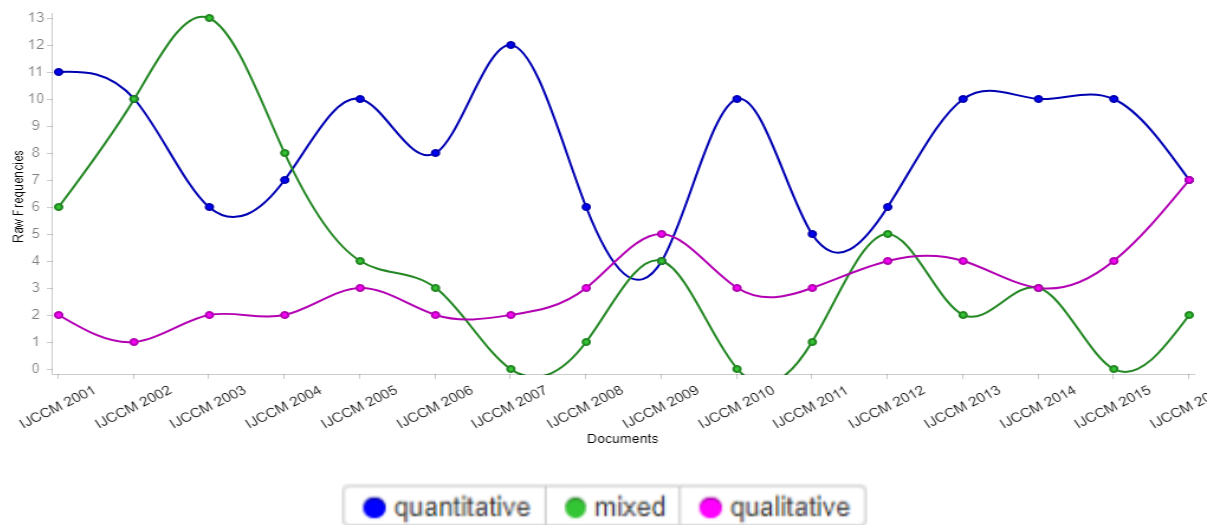
Graph 5: Research methods in CCSM by year



As well as in graph 4 of the merged journals, also in CCSM can be observed an overall rise of quantitative publications. Overpassing the number of qualitative papers in 2002, there can be recorded a drop in 2006, followed by a rise and preponderance of qualitative and mixed methods in the decade to follow. Only in 2013 and after their peak in 2015 the number declines. After starting with 12 publications in 2002, the number diminishes considerably in the years to follow in favor of quantitative methods. Mixed methods publications stay relatively low in number with a maximum of only four papers in 2007, 2012 and 2015.

From a total of 244 articles in the IJCCM, the research methods are implemented with the following frequency: quantitative 132 (54%); qualitative 50 (21%); mixed methods 62 (25%).

Graph 6: Research methods in IJCCM by year



Here, the variations are much more visible: quantitative papers vary considerably in number of the years, revealing the highest peak of 12 publications in 2007, followed by the lowest of four only two years after.

From graph 5 and 6, which consider both journals separately, it is possible to recognize the evident preference for publications with quantitative research methods in the CCSM. The number of publications with mixed and qualitative research methods in the IJCCM is almost the same as the number of quantitative papers. From a total of 244 papers in the IJCCM, 54% had quantitative; 25% mixed; and 21% qualitative research methods. On the other hand, the publications with a quantitative research method represent 68,5% of the papers in the CCSMJ; and only 21,8% are qualitative and 9,7% combine methods. However, since 2015 the CCSMJ show a significant decline in the number of papers with quantitative methods. After the peak with 13 papers in 2002, qualitative publications approach the quantitative ones in number in some years (2002; 2004; 2008; 2012). Nevertheless, there can be recorded an overall decline in qualitative contributions after 2002.

The longitudinal changes of the research methods seen in both journals follow a similar pattern as those of the research paradigms. This trend is not surprising and has already been addressed by many authors, who recognize the hegemony of quantitative practices in the social sciences (Deetz, 1996; Vijverberg, 1997; Oesterle/Wolf, 2011; Flick, 2014a; Romani et al., 2014; Babones, 2015). A reason for the changes of applied methods in published papers may be due to the appointments of the editors in chief of the respective journals. The editors in charge function as gatekeepers for the approval or disapproval of papers submitted. So, the decrease of quantitative papers may be influenced by the appointment of Rosalie L. Tung as the Editor in Chief of the CCSM in 2015. In a paper published in 2016, she mentions the need to change and adapt the traditional strategies and methodologies used in cross cultural disciplines in order to understand the challenges encountered in a more interconnected and heterogeneous world (Tung, 2016, p. 149). Her more reflective perspective may be one of the factors that have influenced the change in the direction of the selection of the papers (Oesterle/Wolf, 2011) published in the CCSM.

Also, Terence Jackson, current Editor in Chief of the IJCCM is characterized for a special interest in promoting indigenous research and CCM research in Sub-Saharan Africa from a non-

traditional perspective (Jackson, 2017). This may be one of the factors influencing the more heterogeneous research methodologies found in the papers published recently in the IJCCM.

The decline of qualitative papers and the rise of quantitative ones can be attributed to the scientific legitimacy of positivist, generalizable results (Niedzwetzki, 1984; Babones, 2015). Moreover, the dominance of quantitative papers might be due to the selection of the two Anglophone journals. As the Anglophone research community is characterized by a research heritage of performance and effectiveness, it is used to be more of quantitative nature than, for instance, the francophone one (Santistevan/Karjalainen 2015).

Concluding Remarks

This is the first study that examines systematically research topics, paradigms and methodical approaches of CCM over time in two leading academic journals of the research field: *Cross Cultural & Strategic Management* and *International Journal of Cross Cultural Management*. The study resulted from the need to draw a landscape of the research field and shows the thematic, paradigmatic and methodological changes taking place in CCM publications between 2001 and 2016. So, this study compliments the very few former studies in this field (e.g. Adler, 1983; Boyacigiler et al., 2004; Peterson/Soendergaard, 2012; Philips/Sackmann, 2015). In general, the journals show that, in comparison to 1983 (Adler 1983), CCM nowadays can be seen as an own discipline which does intersect with other disciplines but, however, puts light on own topics. Results of this work even proof the variety of research topics, the dominance of the positivist paradigm and the influence of quantitative methods in the publications of both journals.

Regarding the topics, a quantitative analysis shows the persistent importance of Hofstede's heritage of the cultural dimensions in recent CCM, cross cultural HR management and practices as well as the dominant consideration of corporate culture. Further most common topics were: intercultural competence, cross cultural psychology, national cultures, expatriation (as part of HRM), economics, ideology and institutional theory as a common theory used by CCM scholars. Those topics are mainly in line with the foci of the top authors in both journals.

Further, the general dominance of positivist and quantitative contributions over interpretive and qualitative (Brannen/Doz, 2010; Pudelko et al., 2015) could be proven in both journals. Here, a clear trend could be recognized in the relation between research methods and paradigms (Babones, 2015). Despite the claim for an increase of qualitative research designs from an interpretive perspective in CCM (e.g. Primecz et al., 2009; Brannen/Doz, 2010), this aspiration seemed to be largely unheard by the research community. Yet, the contrary was the case as publications located in the positivist paradigm rather increased until 2015. This could be due to the fact of the enduring higher esteem of generalizable results as proof for scientific accuracy and therefore scientific legitimacy (Niedzwetzki, 1984; Babones, 2015), and to the Anglophone contributions, which are showed to follow a quantitative research tradition (Santistevan/Karjalainen 2015). Nevertheless, the sudden decrease of positivist papers in 2016 might indicate a paradigmatic shift in CCM and allows the hope for the further rise of interpretive designs. An analysis of the following publications is necessary to proof if this trend holds on.

By further analysis, the question of which factors determine the dominance of the three elements arises. Concerning topics, there is surely a sort of *Zeitgeist*, that in an increasingly globalized world contributes to the emergence of research topics which show practical relevance for international organizations.

Paradigms and methods are strongly influenced by academic disciplines. But what is the role of academic journals here? How are thematic and editorial orientations influenced? In the choice of accepted papers, not only the scientific standards – which are culturally and temporarily based conventions – play a key role, but also the editorial board and the editors in chief (Oesterle/Wolf, 2011). Although the shift of editors in chief and the publication of special issues may explain methodological changes observed along the examined period, it is difficult to determine the exact causality, i.e. the extent to which the publications influence the work of researchers or vice versa that determines the trends discovered in this study. The development observed in the year 2016 and the causal relations underneath are worthy complementary research efforts. Particularly, it would be necessary to examine the further development of the research papers taking place in the years following 2016 in both publications. In relation to this, an overview of the publications of the IJCCM in 2017 clearly confirms the trend observed in 2016, which would mean that a notable change towards a more qualitative and interpretive research is taking place within the publications of the two journals examined. The claim for more qualitative research in CCM seems finally to be heard by the growing community.

However, there are some evident limitations in our study and indications for future research.

The first concerns the choice and selection of the corpus. It might be in doubt that academic journals only represent the field, as textbooks, monographs or edited volumes also play a key role within a research field. An analysis of these publications could be promising in further research.

A second one is linked to the fact that only two journals, both of English speaking countries were examined. This is of course problematic: The analysis of publications in international journals is also an analysis of Anglo-Saxon literature and thoughts. Chanlat (2014) and Tietze (2013) therefore also focus on the hegemony of Anglo-Saxon thought and writing, with the result that ideas, theoretical frameworks and results from other linguistic regions are less visible. In particular, the French works of Philippe d'Iribarne's (2009) school and other Francophone researches (Chanlat, Davel & Dupuis 2013, Dupuis 2014) can be attributed to an interpretive rather than a functionalist paradigm. Contributions in other languages from French, German, Spanish, Russian or Chinese journals were not considered. This important linguistic enlargement could be done in the future by an international research team.

The third limitation concerns the fact of only using three elements to analyze the research field of CCM. To get a more complete overview of the CCM field, research could be extended including elements of a scientific community like origin of the authors, importance of the academic institution, specific theoretical and conceptual frames and research questions. Moreover, within the paradigms, only two of the four paradigms from Burrell and Morgan (1979) were regarded: the functionalist and interpretive. A further study shall also include the radical humanist and radical structuralist paradigm.

A fourth limitation is that we focused only on journals of CCM and did not include in our research other academic journals that publish in IB/IM or organizations studies with CCM topics. In the future, the data corpus could be extended to journals in these fields like the *Journal of International Business Studies*, *International Business Review* or *Organization Studies*. Other longitudinal analysis of this kind, comprising of the publications from other journals, would make it possible to have more representative evidence of the nature of the research field, and the relations existing between the methodological orientation of each journal, the organizational world, and the scientific community in the field of CCM.

As a final statement, besides the relations analyzed in this study, there are countless other relations that can be further examined based on the raw data that was obtained from the classification of the journals. For example, it would be of great interest to combine and cross topics with research methods in paradigms to study if some CCM sub-fields show special characteristics regarding qualitative or quantitative methods and interpretive or positivist paradigms. In this sense, it is of importance to mention that the easier access to and the implementation of new computer-assisted tools enables the application of automatized methods that, as a complementary tool, enhance the work of researchers in social sciences. Just like it was in the case with *Voyant Tools*, it is recommended to look for and make use of other open-source tools that can be used for different research purposes.

References

- Acedo, Francisco José; Casillas, José Carlos (2005). "Current paradigms in the international management field. An author co-citation analysis," *International Business Review*, Vol. 14, N° 5, p. 619–639.
- Adler, Nancy J. (1983). "Cross cultural Management Research: The Ostrich and the Trend," *Academy of Management Review*, Vol. 8, N° 2, p. 226–232.
- Adler, Nancy J.; Doktor, Robert; Redding, S. Gordon (1986). "From the Atlantic to the Pacific Century - Cross cultural Management Reviewed," *Journal of Management*, Vol. 12, N° 2, p. 295–318.
- Adler, Nancy J.; Gunderson, Allison (2008). *International Dimensions of Organizational Behavior*, Mason, Ohio: Thomson/South-Western, 331 p.
- Babones, Salvatore (2015). "Interpretive Quantitative Methods for the Social Sciences," *Sociology*, Vol. 50, N° 3, p. 453–469.
- Barmeyer, Christoph (2012). *Taschenlexikon Interkulturalität*, Göttingen: Vandenhoeck & Ruprecht, 176 p.
- Barmeyer, Christoph; Mayrhofer, Ulrike (2008). "The contribution of intercultural management to the success of international mergers and acquisitions: An analysis of the EADS group," *International Business Review*, Vol. 17, N° 1, p. 28-38.
- Barmeyer, Christoph; Franklin, Peter (2016). *Intercultural Management: a case-based approach to achieving Complementarity and Synergy*, New York: Palgrave Macmillan, 360 p.
- Barmeyer, Christoph; Romani, Laurence; Pilhofer, Katharina (2016). "Welche Impulse liefert interkulturelles Management für Diversity Management? In Petia Genkova, Tobias Ringeisen (Eds.), *Handbuch Diversity Kompetenz. Gegenstandsbereiche*, Wiesbaden, Springer, p. 1–22.
- Bhagat, Rabi S.; Steers, Richard (2009). *Cambridge handbook of culture, organizations, and work*, Cambridge: University Press, 560 p.
- Bjerregaard, Toke; Lauring, Jakob; Klitmøller, Anders (2009). "A critical analysis of intercultural communication research in cross cultural management: Introducing newer

developments in anthropology," *Critical perspectives on international business*, Vol. 5, N° 3, p. 207-228.

Black, Stewart; Gregersen, Hal B.; Mendenhall, Mark E.; Stroh, Linda (1999). *Globalizing people through international assignments. Addison-Wesley series on managing human resources*, Reading: Addison-Wesley, 302 p.

Booth, Andrew; Papaioannou, Diana; Sutton, Anthea (2016). *Systematic approaches to a successful literature review*, Los Angeles: Sage, 336 p.

Bortz, Jürgen; Döring, Nicola (2006). *Forschungsmethoden und Evaluation. Für Human- und Sozialwissenschaftler*, Heidelberg: Springer, 900 p.

Boyacigiler, Nakiye; Kleinberg, Jill; Phillips, Margaret; Sackmann, Sonja (2004). "Conceptualizing Culture. Elucidating the streams of research in international cross cultural management", in Betty Jane Punnett and Oded Shenkar (Eds.), *Handbook for International Management Research*, Ann Arbor, University of Michigan Press, p. 99-167.

Brannen, Mary Yoko (2004). "When Mickey loses face: Recontextualization, semantic fit, and the semiotics of foreignness," *Academy of Management Review*, Vol. 29, N° 4, p. 593-616.

Brannen, Mary Yoko; Salk, Jane E. (2000). "Partnering across borders: Negotiating organizational culture in a German-Japanese joint venture," *Human relations*, Vol. 53, N° 4, p. 451-487.

Brannen, Mary Yoko; Doz, Yves L. (2010). "From a distance and detached to up close and personal: Bridging strategic and cross cultural perspectives in international management research and practice," *Scandinavian Journal of Management*, Vol. 26, N° 3, p. 236-247.

Brannen, Mary Yoko; Mughan, Terry (2017). *Language in International Business. Developing a Field*. Palgrave, 308 p.

Browaeys, Marie-Joëlle; Price, Roger (2008). *Understanding cross cultural management*, Edinburgh: Pearson education, 363 p.

Burrell, Gibson; Morgan, Gareth (1979). *Sociological Paradigms and Organisational Analysis*, Burlington: Ashgate, 448 p.

Chanlat, Jean-François (1998). *Sciences sociales et management, plaidoyer pour une anthropologie générale*, Québec: Presses de l'Université Laval, 114 p.

Chanlat, J.-F. (2014). Language and thinking in organization studies: The visibility of French OS production in the Anglo-Saxon OS field. *International Journal of Organizational Analysis*, Vol. 22, N°4, p. 504-533.

Chanlat, Jean-François; Davel, Eduardo; Dupuis, Jean-Pierre (2013). *Cross cultural Management. Culture and Management Across the World*, London: Routledge, 312 p.

Creswell, John (2003). *Research design. Qualitative, quantitative, and mixed methods approaches*, Thousand Oaks, London: Sage, 273 p.

D'Iribarne, Philippe (2009). "National Cultures and Organisations in Search of a Theory. An Interpretive Approach," *International Journal of Cross Cultural Management*, Vol. 9, N° 3, p. 309–321.

Davidson, Marilyn J.; Burke, Ronald J. (2000). *Women in management: Current research issues*, Thousand Oaks: Sage, 320 p.

Davoine, Eric/Gmür, Markus (2012). "Beyond the "anglo-saxonisation" of French- and German-language human resource management research: a comparative and longitudinal approach through cocitation networks," *Revue de Gestion des Ressources Humaines*, N° 86, p. 3-20.

Davoine, Eric; Ravasi, Claudio (2013). "The relative stability of national career patterns in European top management careers in the age of globalisation: A comparative study in France/Germany/Great Britain and Switzerland," *European Management Journal*, Vol. 31, N° 2, p. 152-163.

Deetz, Stanley (1996). "Describing differences in approaches to organization science: Rethinking Burrell and Morgan and their legacy," *Organization Science*, Vol. 7, N°2, p. 191-207.

Donaldson, Lex (2005). "Organization theory as a positivist science," in Haridimos Tsoukas (Ed.), *The Oxford handbook of organization theory*, Oxford, New York: Oxford University Press, p. 39-62.

Drobot, Loredana (2012). "Qualitative Research in Social Sciences and Education - Basic Paradigms and Research Methods," *Research in Pedagogy*, Vol. 2, N° 2, p. 11-20.

Dupuis, Jean-Pierre (2014). "New approaches in cross-cultural management research: The importance of context and meaning in the perception of management styles." *International Journal of Cross Cultural Management*, Vol. 14, N° 1, p. 67-84.

Emerald Publishing (2017). Cross cultural & Strategic Management. Available online at <http://www.emeraldinsight.com/journal/ccsm>, checked on 8/12/2017.

Evans, Paul; Lank, Elizabeth; Farquhar, Alison (1989). "Managing human resources in the international firm: Lessons from practice," in Paul Evans, Yves Doz and André Laurent (Eds.), *Human Resource Management in International Firms*, London: McMillan Press, p. 113-125.

Flick, Uwe (2014a). *An Introduction to Qualitative Research*, Los Angeles: Sage, 587 p.

Flick, Uwe (2014b). "Mapping the Field," in Uwe Flick (Ed.), *The SAGE handbook of qualitative data analysis*, Los Angeles: Sage, p. 3-18.

Genkova, Petia; Barmeyer, Christoph; Scheffer, Jörg (2011). „Methodologische Probleme interkultureller und kulturvergleichender Forschung,“ in Christoph Barmeyer, Petia Genkova and Jörg Scheffer (Eds.), *Interkulturelle Kommunikation und Kulturwissenschaft. Grundbegriffe, Wissenschaftsdisziplinen, Kulturräume*, Passau: Karl Stutz, p. 129-155.

Ghemawat, Pankaj (2001). "Distance still matters," *Harvard business review*, Vol. 79, N° 8, p. 137-147.

Gioia, Dennis A.; Pitre, Evelyn (1990). "Multiparadigm perspectives on theory building," *Academy of Management Review*, Vol. 15, N° 4, p. 584-602.

Gmür, Markus (2003). "Co-citation analysis and the search for invisible colleges: A methodological evaluation," *Scientometrics*, Vol. 57, N° 1, p. 27-57.

Gmür, Markus (2007). „Wird die deutschsprachige Organisationsforschung immer amerikanischer? Eine bibliometrische Analyse,“ *Die Unternehmung*, Vol. 61, N° 2, p. 227-248.

Gudykunst, William B.; Ting-Toomey, Stella; Chua, Elizabeth (1988). *Culture and interpersonal communication*, Thousand Oaks: Sage Publications, 280 p.

Halevi, Gali; Moed, Henk (2012). "The Evolution of Big Data as a Research and Scientific Topic. Overview of the Literature," *Research Trends*, Vol. 30, p. 3–6.

Harris, Philip R.; Moran, Robert T.; Moran, Sarah V. (2011). *Managing cultural differences: Global leadership strategies for the twenty-first century*, Burlington: Elsevir, 570 p.

Harzing, Anne-Wil (2010). *The publish or perish book*. Melbourne: Tarma software research.

Hatch, Mary J.; Yanow, Dvora (2005). "Organization theory as an interpretive science," in Haridimos Tsoukas (Ed.), *The Oxford handbook of organization theory*, Oxford, New York: Oxford University Press, p. 63–87.

Hofstede, Geert (1980; 2001). *Culture's Consequences: International Differences in Work-related Values*, Thousand Oaks: SAGE, 328 p. / 616 p.

Holden, Nigel (2002). *Cross cultural management: A knowledge management perspective*, Harlow: Pearson education, 328 p.

Holden, Nigel; Michailova, Snezhina; Tietze, Susanne (2015). *The Routledge Companion to Cross cultural Management*, London, New York: Routledge, 506 p.

House, Robert; Hanges, Paul; Javidan, Mansour; Dorfman, Peter; Gupta, Vipin (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*, Thousand Oaks: Sage, 848 p.

Inglehart, Ronald; Puranen, Bi; Pettersson, Thorleif; Nicolas, Juan D.; Esmer, Yilmaz (2005). *The World Values Survey*.

Jackson, Terence (2017). *Terence Jackson. Cross cultural Management, Sub-Saharan Africa*. Available online at <https://terencejackson.net/>, checked on 10/21/2107.

Jack, Gavin; Westwood, Robert (2009). *International and cross cultural management studies: A postcolonial reading*, Hampshire: Macmillan, 367 p.

Jick, Todd (1979). "Mixing Qualitative and Quantitative Methods: Triangulation in Action," *Administrative Science Quarterly*, Vol. 24, N° 4, p. 602–611.

Ketchen, David; Boyd, Brian; Bergh, Donald (2007). "Research Methodology in Strategic Management," *Organizational Research Methods*, Vol. 11, N° 4, p. 643–658.

Kleining, Gerhard (1982). "Umriß zu einer Methodologie qualitativer Sozialforschung," *Kölner Zeitschrift für Soziologie und Sozialpsychologie*, Vol. 34, N° 2, p. 224–253.

Kogut, Bruce; Singh, Harbir (1988). "The effect of national culture on the choice of entry mode", *Journal of International Business Studies*, Vol. 19 N° 3, p. 411–432.

Kuhn, Thomas S. (1970). *The structure of scientific revolutions*, Chicago: University of Chicago Press, 212 p.

Laurent, André (1983). "The cultural diversity of western conceptions of management," *International Studies of Management & Organization*, Vol. 13, N° 1-2, p. 75–96.

Mahadevan, Jasmin (2017). *A Very Short, Fairly Interesting and Reasonably Cheap Book About Cross cultural Management*, Thousand Oaks: SAGE, 168 p.

Maxim, Paul S. (1999). *Quantitative research methods in the social sciences*, New York, Oxford: Oxford University Press, 416 p.

Negandhi, Anant R. (1983). "Cross cultural Management Research: Trend and Future Directions," *Journal of International Business Studies*, Vol. 14, N° 2, p. 17–28.

Neuman, W. Lawrence (2014). *Social research methods. Qualitative and quantitative approaches*, Harlow, Essex: Pearson.

Niedzwetzki, Klaus (1984). „Möglichkeiten, Schwierigkeiten und Grenzen qualitativer Verfahren in den Sozialwissenschaften. Ein Vergleich zwischen qualitativer und quantitativer Methode unter Verwendung empirischer Ergebnisse," *Geographische Zeitschrift*, Vol. 72, N° 2, p. 65–80.

Oesterle, Michael-Jörg; Wolf, Joachim (2011). "50 Years of Management International Review and IB/IM Research. An Inventory and Some Suggestions for the Field's Development," *Management International Review*, Vol. 51, N° 6, p. 735–754.

Opp, Karl-Dieter (2014). *Methodologie der Sozialwissenschaften. Einführung in Probleme ihrer Theorienbildung und praktischen Anwendung*, Wiesbaden: Springer, 280 p.

Peterson, Mark F.; Søndergaard, Mikael (2012). „The Foundations of Cross Cultural Management", *Revista Psicologia: Organizações e Trabalho*, Vol. 12, N° 1, p. 17-32.

Phillips, Margaret; Sackmann, Sonja (2015). "Cross cultural management rising," in Nigel Holden, Snejina Michailova, and Susanne Tietze (Eds.), *The Routledge Companion to Cross cultural Management*, London, New York: Routledge, p. 8-18.

Primecz, Henriett; Romani, Laurence; Sackmann, Sonja (2009). "Cross cultural management research: Contributions from various paradigms," *International Journal of Cross cultural Management*, Vol. 9, N° 3, p. 267-274.

Primecz, Henriett; Romani, Laurence; Sackmann, Sonja (2011). *Cross cultural management in practice: Culture and negotiated meanings*, Cheltenham: Edward Elgar Publishing, 192 p.

Primecz, Henriett; Mahadevan, Jasmin; Romani, Laurence (2016). "Why is cross cultural management scholarship blind to power relations? Investigating ethnicity, language, gender and religion in power-laden contexts," *International Journal of Cross Cultural Management*, Vol. 16, N° 2, p. 127-136.

Pudelko, Markus.; Tenzer, Helene; Harzing, Anne-Wil (2014). "Cross cultural management and language studies within international business research: past and present paradigms and suggestions for future research." in Nigel Holden, Snejina Michailova, and Susanne Tietze (Eds.), *The Routledge Companion to Cross cultural Management*, London, New York: Routledge.

Pudelko, Markus.; Tenzer, Helene; Harzing, Anne-Wil (2015). „Past and present paradigms and suggestions for future research," in Nigel Holden, Snejina Michailova, and Susanne Tietze (Eds.), *The Routledge Companion to Cross cultural Management*, London, New York: Routledge, p. 85-94.

Redding, Gordon (2005). "The thick description and comparison of societal systems of capitalism," *Journal of International Business Studies*, Vol. 36, N° 2, p. 123-155.

Romani, Laurence; Primecz, Henriett; Topçu, Katalin (2011). "Paradigm interplay for theory development: A methodological example with the Kulturstandard method," *Organizational Research Methods*, Vol. 14, N° 3, p. 432-455.

Romani, Laurence (2008). *Relating to the Other. Paradigm Interplay for Cross cultural Management Research*, Stockholm: Stockholm School of Economics (Institute for International Business).

Romani, Laurence; Primecz, Henriett; Bell, Roger (2014). "There is nothing so practical as four good theories," in Bettina Gehrke and Marie-Thérèse Claes (Eds.), *Global Leadership Practices: A Cross cultural Management Perspective*, Basingstoke: Palgrave MacMillan, p. 13–47.

SAGE (2017): International Journal of Cross cultural Management. SAGE Publishing. Available online at <http://journals.sagepub.com/home/ccm>, checked on 08/12/2017.

Sackmann, Sonja; Phillips, Margaret (2004). "Contextual influences on culture research: Shifting assumptions for new workplace realities," *International Journal of Cross Cultural Management*, Vol. 4, N° 3, p. 370-390.

Salamin, Xavier; Hanappi, Doris (2014). "Women and international assignments - A systematic literature review exploring textual data by correspondence analysis," *Journal of Global Mobility*, Vol. 2, N° 3, p. 343–374.

Santistevan, Diana; Karjalainen, Helena (2015). "The impact of culture on international management research: a comparison on Francophone and Anglophone research communities," *Management International/International Management/Gestión Internacional*, Vol. 19, p.180-200.

Schmid, Stefan; Oesterle, Michael-Jörg (2009). "Internationales Management als Wissenschaft–Herausforderungen und Zukunftsperspektiven," in Michael-Jörg Oesterle and Stefan Schmid (Eds.), *Internationales Management. Forschung, Lehre, Praxis*, Stuttgart: Schäffer-Poeschel, p. 3-36.

Schneider, Susan; Barsoux, Jean-Louis; Stahl, Günter K. (2014). *Managing across cultures* (3rd ed.). London: Pearson Financial Times Prentice Hall.

Schwartz, Shalom H (2012). "An overview of the Schwartz theory of basic values," *Online readings in Psychology and Culture*, Vol. 2, N° 1.

Sinclair, Stéfan; Rockwell, Geoffrey (2017): *Voyant Tools*.

Stahl, Günter; Tung, Rosalie (2015). "Towards a more balanced treatment of culture in international business studies. The need for positive cross cultural scholarship," *Journal of International Business Studies*, Vol. 46, N° 4, p. 391–414.

Thomas, David C.; Peterson, Mark F. (2017). *Cross cultural management: Essential concepts*, Thousand Oaks: Sage Publications, 336 p.

Tietze Susanne; Dick Penny (2013): "The Victorious English Language: Hegemonic Practices in the Management Academy." *Journal of Management Inquiry*, Vol. 22, N°1, p. 122–134.

Ting-Toomey, Stella (2012). *Communicating across cultures*. New York: Guilford Press, 310 p.

Trompenaars, Fons (1993). *Handbuch globales Managen: Wie man kulturelle Unterschiede im Geschäftsleben versteht*, Econ, 271 p.

Tung, Rosalie (2016): "New perspectives on human resource management in a global context," *Journal of World Business*, Vol. 51, N° 1, p. 142–152.

Usunier, Jean-Claude (1998). *International and Cross cultural Management Research*, London: Sage Publications, 206 p.

Usunier, Jean-Claude (1992). *Commerce entre cultures. Une approche culturelle du marketing international*, Paris: Presses Universitaires de France, 456 p.

Vijverberg, Wim (1997). "The Quantitative Methods Component in Social Sciences Curricula in View of Journal Content," *Journal of Policy Analysis and Management*, Vol. 16, N° 4, p. 621–629.

Weber, Max (1949). *The Methodology of the Social Sciences*, Glencoe: The Free Press, 188p.

Weick, Karl E. (1995). *Sensemaking in organizations*, Thousand Oaks: Sage Publications, 248 p.

Welch, D.; Welch, L.; Piekkari, R. (2005). „Speaking in tongues: The importance of language in international management processes," *International Studies of Management & Organization*, Vol. 35, N° 1, p. 10-27.

Winch, Peter (1990). *The Idea of a Social Science and its Relation to Philosophy*, London: Routledge, 168 p.

Wright, Richard W. (1970). "Trends in International Business Research," *Journal of International Business Studies*, Vol. 1, N° 1, p. 109–123.

Ybema, Sierk; Byun, Hyunhae (2009). "Cultivating Cultural Differences in Asymmetric Power Relations," *International Journal of Cross Cultural Management*, Vol. 9, N° 3, p. 339–358.