Łukasz Sułkowski
Społeczna Akademia Nauk

Globalization of culture and contemporary management models

Abstract: *The paper is a preliminary analysis of the processes of cultural convergence and divergence leading to the diagnosis of co-existence of these phenomena in the modern world. We are dealing with at least two integration trends in contemporary culture, which may result in different variants in the future, based on the scenario of both convergence and divergence. The key role of cultural integrator in most societies plays a growing culture of postmodern consumerism, which also affects the sphere of management.*
Keywords: *cultural convergence, divergence cultural, culture of consumerism*

Introduction

One of the fundamental questions of culture in the process of globalization is the problem of the unification of patterns of values and social norms. Contrary to appearances, it is not easy to determine the direction of global cultural change. Certainly, the convergence and divergence coexist, but we do not know which one prevails. Therefore we do not know whether we strive towards creating a more unified cultural patterns, or even contrary to the deepening differentiation. The key mechanisms of convergence are: westernization of culture, creating a culture of consumerism and popular culture. The key mechanisms of divergence is the increase of the diversity between the conflicted centers of civilization eg. the Western world and the Islamic world. The paper is a preliminary analysis of the processes of cultural convergence and divergence leading to the diagnosis of co-existence of these phenomena in the modern world.

Cultural convergence and divergence

The evolution of societies, cultures, which consequently affects the organizations, is today significantly associated with the process of globalization. Globalization means changes in the economic and technological spheres, but also in the sphere of culture [Thurow, 1999, p. 157]. It leads to transformation of cultures that are evolving in the direction of some common trends related to: the development of consumer culture, cultural syncretism (supermarket, bazaar culture), and multiculturalism [Grewal, 2008]. S. Huntington sees the process of globalization as clash of civilizations, among which an important role is played by Western civilization. In the sphere of culture the clash between civilizations can be of attempts by the state to impose a society of culture to other countries [Huntington, 2008, p. 310]. S. Huntington believes that contemporary globalization is just a variation of cultural imperialism based on the economic and political power, and thus an attempt to westernization of the world. The opposite of this cultural imperialism can be spontaneous spread of the most expansive patterns. Regardless of assumptions concerning the distribution of culture, having the character of cultural imperialism or spontaneous spread, the globalization of culture can be defined as the gradual convergence of values, norms and cultural patterns on a scale of many countries.

Although most theorists agree that globalization causes cultural convergence mechanism, many works appear that emphasize the cultural divergence, which can be caused by globalization. A. Appadurai believes that cultural globalization does not lead to the homogenization. Since the effects of the elements of globalization are not uniform, a variety, a new cultural configurations that do not lead to the unification are created [Appadurai, 2006, p. 307]. A.D. Smith believes that globalization projects are utopian as competing with each other national cultures use the instrumental elements of globalization in order to improve their competitive position. That is why aversion to globalization is growing, which can lead to conflicts of national and global society [Smith, 1991, p. 188].

The globalization of culture in the network society

M. Castells in the trilogy "The Information Age: Economy, Society, and Culture" examines the complex and multidimensional process of creating a social network, which complicates the simple distinction between convergence and divergence culture. On the one hand, there is deepening of economic globalization, and the network society which is based on Web-based communication technologies is developing. On the other hand, the importance of collective identity which is no longer based on ethnic and national criteria increases. M. Castells describes the complex and multi-direction macrotrends of the modern world, such as:

- The rise of the importance of network society together with the importance of deepening economic globalization.
- The development of network forms of organization of economic, social and cultural activities.
- Increasing flexibility and instability of employment forms.
- The growing individualization of work processes.
- Development of virtual media, which are globalized, interactive and diversified.
- The collapse of traditional nation-states and industrial to post-industrial trans-national structures.
- The dramatic growth of collective identity, sub-cultures and counter-cultures that are a challenge to globalization processes [Castells, p. 2].

Thus, in-depth analysis of complex processes of the formation of a network society at the shift of the XX and XXI century shows that the convergence processes of globalization and the dissemination of the culture of consumption at the same time are accompanied by widening the gap based on the importance of the new collective identity.

Cultural diffusion

The mechanism globalization of culture can be defined as the diffusion of different elements of culture leading to cultural convergence [Linton, 1975, pp. 261-278]. The first principle of cultural diffusion, defined by R. Linton says that „if you do not interact with any other conditions, the elements of culture are mostly adopted by the society, which is in contact with the places of the origin of these elements, and later by the public to more distant or less direct contacts. „The development of communication technologies, international trade and international relations makes it out as opposed to the past, not at all geographic contact between cultures is a prerequisite for diffusion. Chances disseminate the values, patterns and cultural norms on a global scale will have the culture, which is dominated by the communication patterns and international trade. It is worth noting that the faster the diffusion of cultural patterns, and slower norms and values. Values are the core and the most prevalent element of culture. The creation and dissemination of global culture relate primarily to cultural patterns, and then to norms and values. The assimilation of global culture in local culture is not followed uniformly. Probably the communication and exchange centers are quickly taking over the global culture, while peripherals longer remain closer to the local culture.

The vulnerability of the culture of the society to assimilate other cultural patterns is different. It depends on the strength, integrity and diversity of these patterns. Strong, consistent, more isolated and distinct local cultures should

be more resistant to assimilation of foreign designs. A.K. Koźminski points to three possible models of intercultural management: cultural domination, cultural coexistence and cultural cooperation [Koźmiński, , 2010, pp. 217-218]. Different reactions towards global culture can be presented by local cultures. Extreme cases are the complete and rapid assimilation and total rejection. Among them are located intermediate reactions, such as selective adaptation, hybridization (compromise between global patterns and local culture) and cultural duality (duality of cultural patterns) [Krzysztofek, 2002, pp. 74-76].

Study taking into account the age differences among the respondents indicate that in groups of younger respondents differences between the cultures of European societies are much lower than among the elderly [Sułkowski, 2002]. This suggests that a slow convergence between different cultural circles in Europe is taking place. It seems that it is a logical consequence of the process of European integration and globalization, with its in-depth contacts and intercultural communication. The question arises about the direction of cultural integration. It seems that culture values of Anglo-Saxon with the highest rate of individualism, low power distance, uncertainty avoidance low level and relatively high masculinism are gaining importance.

Westernization global culture?

Nowadays, as it seems, most likely to dominate the global culture are the cultural patterns of the United States, to which the closest is the circle of Anglo-Saxon culture. American culture has not been built on a strong ethnic or national patterns [Dean, INTERNET, http://ematusov.soe.udel.edu/final. paper.pub], as most cultures of other societies, but on the patterns of multi-ethnic, mass and consumer society. This implies the possibility of multi-ethnic concomitant values of the two cultures - the country of origin (ethnicity) and country of residence (American). However, gradually a process of displacement of ethnic identity or supplement the American culture takes place. American culture has made the assimilation of patterns of mass culture that contribute to the its spread. In the future, this should lead to changes in the organizational cultures of many countries towards the U.S. model, so individualism, equality, and a high tolerance for uncertainty. Assuming the strength of the expansion of the culture of the Anglo-Saxon model, their distribution can be observed in many countries. Patterns of consumer behavior of buyers are being spread - the question is whether they are the only U.S. models, or models of modern free market economies in general. Versatile product, global brands, which can be regarded as a manifestation of American universalism are the most popular [Compare: Hampden-Turner, 1998, pp. 26-49]. Individual, charismatic styles of management of organizations are being developed, by the assumption of creating strong and committed leadership team around leaders that support

the decision making process. The principles of entrepreneurship, assuming the pursuit of success, initiative, self-confidence and the ability to create vision of the organization by individuals, as well as patterns of bold, visionary and expansive activities of the organization adapted to the rapid changes in the environment are being disseminated. American mass culture shapes the patterns of global identity of workers and consumers, displacing very different configurations of local cultures [Compare: Yip, 2001]. Through the development of the American mainstream management spread the ideas of analytic, individualistic and egalitarian management of organizations[1]. In the field of cultural rules in American society the consumer hedonism of economic principles took up over Protestant ethic limiting consumption and accumulation for the purposes of luxury [Bell, 1994, p. 56]. Global cultural patterns spread primarily through the media, which results in a departure from the culture of the written word, and move towards the direction of visualization. One can predict the change in patterns of national cultures towards the standardization similar to American models.

Westernization and the culture of consumerism

The direction of cultural change associated with globalization and westernization of lifestyles leads towards issues of contemporary consumer culture. In the societies of Western Europe and the U.S. in the past few decades there has been a slow change of consumer culture. Protestant ethic values representing the shape of the early culture of consumerism in the early twentieth century are no longer valid. Economy, moderation and rationality are no longer virtues for the modern consumer. The present ideal is based on consumption: ostentatious, excessive and irrational in economic terms. This change is, on the one hand the result of free market development and business enterprises, on the other hand, however, carries a significant challenge for management sciences [Sułkowski, 2006, pp. 221-228].

Consumption is derived from the Latin consumptio meaning consumption, the use or even destruction of goods. It is virtually synonymous with the Polish word "spożycie" [Bywalec, Rudnicki, 2002, s. 13]. The economic meaning of consumption is "the process of using goods and services to meet the needs of men" [Golka, 2004, p. 7]. Sphere of consumption can be analyzed through the prism of: human needs, satisfaction of needs (consumption items such as tangible and intangible goods), ways to meet the needs (consumer behavior) and the effects of meeting the needs (effects) [Bywalec,Rudnicki, 2002, s. 15].

Consumer attitudes were accompanied by social groups ever since, however before the Industrial Revolution, they applied only to the elite. T. Veblen at the

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[1] It is worth noting that American management models are also subject to the influence of other cultures (eg, participative management culture derived from Japanese management).

turn of the century pointed to the aristocracy and the bourgeoisie as the "leisure class" dealing with the ostentatious use of wealth [Veblen, 1998]. However, the ongoing economic and social change in developed countries has led to the creation of consumer culture. D. Bell among the most important reasons for this change describes the development of technology and the increase in the standard of living, which consequently led to a cultural transformation. Mass consumption was made possible thanks to the use of electricity in households, the expansion of the production line in the industry and the formation of the mass media. Society of consumptions has a mass character, which supported by rapid urbanization taking place in developed countries in the first half of the twentieth century.

Bell, describing the departure from the ethics of the Protestant ethic of consumption in the U.S., also points to the spread of installment sales and marketing birth [Bell, 1994, pp. 92-106]. It seems that marketing is a perfect reflection of the consumer civilization and has an influence on it. From the marketing fusion of power of money and knowledge on how social influence the modern consumer is born. After all, consumerism is also associated with other aspects of management, like strategic management and human resource management.

Consumption has become a core metaphor for the contemporary culture and is often seen in binary opposition to several other processes, both in the economic and political: consumption versus production, consumption versus investment, consumption and citizenship, consumption versus ecology [Aldridge, 2006, s. 16]. Management processes organizations are also subject to the nature of consumption, often interpreted as a cultural variable.

Modernist consumer culture has developed in free market industrial societies in the second half of the nineteenth and the first half of the twentieth century. It culminated in the creation of scientific management with its ideology of Taylorism and Fordism. These are the labels of industrial modernization of mass society. The foundations of these concepts are based on assumptions using mass production economies of scale, which is supported by a uniform consumption [Jessop, 1991, pp. 82-105].

Taylorism and Fordism grew out of the spirit of: capitalism, the Protestant ethic, l neopositivism and industrialization. The scientific organization of work demonstrated by a deterministic division of labor necessary for elementary sequences that undergo rigorous management control. Ideal modernist consumer acted reasonably: calculated costs, did not buy unnecessary and too costly things, saved and tried to optimally allocate his own resources. Consumers of that sort bought the things they really needed, which were, to a large extent, the result of technological progress and the development of

science. He was treated in a uniform mass way, which reduces the unit cost of the product. Modernist consumer belonged to a growing middle class, and the mass production of fast-growing companies was focused around him.

Gradually the aspirations of some members of the middle class grew. They began to expect from the products to stand out, granting the status and strong identity, which allowed to lay claim to higher status groups. Since the mid-twentieth century role of services in the economy began to grow. Changes in the direction of post-industrial economy, therefore, led to the departure of Taylor-Ford paradigm in management sciences. D. Bell, writing about the birth of the post-industrial society, rightly saw the transformation approach towards an information-oriented symbolic activities - services and consumption [Bell, 1998]. A. Toffler among the major trends in modern society mentioned:
– create a indeterministic information society
– an increase in the pace of life and the pressure of changes
– consumerism in "society throwing things away"
– increase in the diversity and capabilities of individual and collective choices [Toffler, 1998].

These processes lead to a new, post-modern culture of consumerism, which in the sphere of management can be defined as posttaylorism or postfordism. It is characterized by: the dominance of services in the economy, flexible production and distribution, decentralization of management, individualization of marketing, and orientation of the of the organization towards knowledge.

Comparing modern and postmodern culture of consumerism, it is worth mentioning a few key differences. Postmodern culture departs from the assumptions of consumer rationality, pointing to signs of conspicuous consumption, wasteful, irrational, and even exploitive and destructive. The basis for making the decision to purchase is no longer a modernist need, but an ephemeral whim. The modernist consumer - oriented on a permanent and tangible material goods, and the post-modern on service, often as interpretative symbolic character. Modernist enterprises were oriented at production of goods, today the predominant focus on consumption.

Culture of consumerism and management

The development of postmodern consumer culture carries significant implications for management. Adapting the organization to new cultural trends requires changes in the areas, such as: strategic management, marketing, information management, and ultimately leads to the conversion of other functional areas of the organization.

The strategy of organization that works in a culture of postmodern consumerism should focus on: flexibility, openness and speed of decision-making. As a result, organizations adapted to the trends of globalizing consumer

culture are a multicultural, pluralistic, networked, decentralized and based on heterarchic and symbolic goods. Organizations working in the information society will be based on self-steered, flexible teams of employees.

Marketing is in a deep transformation. Modernist culture of consumerism was oriented to economic rationalism of consumers activities and meeting their customers' recognized needs. Modern consumer culture is a less rational-economic, and more interpretative-symbolic. Marketing is based on the formation of liquid identity of a postmodern consumer. Promoted brand appeal primarily through meaning assigned to them, not by their material content. Mass culture sells meanings, forms and satisfies a momentary whims of consumers. Ideology of macdonaldisationa and disneysation leads to creation of hyper-reality - delusion and utopia of happy consumption. To face such major changes, marketing activities of market organizations should be of interest to the majority of workers, not only specialized cells. For this purpose, multi-skills people who can quickly adapt to changing requirements are needed. Multicultural marketing must take into account the fundamental importance of language and cultural differences, creating a multi-dimensional, interactive networking and relationships with customers. Thus, the development of methods and relationship and partner marketing that will be adapted to the local cultural context seems likely to take place. The assumption of social constructionism and the importance of symbolic goods encourage marketers to focus on creating and promoting meanings that have a chance to enter the cultural discourse. Reality is created by communication. Thus, the development of Internet communications, interactive television, telephony and video calls reinforces the primacy of the symbol created over aspects of the material world.

Information management is becoming a key challenge to the organization immersed in the culture of contemporary consumption. The development of network management systems and relationship marketing requires extensive communication with clients. Although on the turbulent global market it is difficult to find durable strategic solutions, it is a good contact with the consumer and the formation of satisfying its needs and desires are the foundation of business success in the market. Internet, intranet, systems of collection and processing of information about customers and competition across the industry and constantly gaining in importance. Cells which are specialized in managing the processes of internal and external information in organizations are created and developed.

The contemporary dominant postmodern consumerism culture that developed in the second half of the twentieth century and early twenty-first century in developed societies, differs significantly from the predecessor

of modern culture. First of all it is related to the development of the global market, an increase in the intensity of competition and culture of new forms of communication. The consumer is subjected to the pressure of mass culture and cultural industries that shape its identity. Functioning in a new cultural formation presents new challenges for manufacturers and sellers of consumer goods market. They change strategies, organizational structure and culture, and what goes with all areas of functionality. The deepest change concerns: the creation of flexible strategy focused on building a positive image of the brand market, the development of information management systems and identity and relationships marketing.

Summary

Globalization processes affect the political and economic spheres, but also social and cultural [Grandys, Grandys, 2011]. Likely in the long term may be the creation of a new, global and uniform organizational culture may have a place and it will be characterized by: (1) the relativization of values and cultural norms (previously considered as universal in the local cultures), (2) standardization of values and formulas, (3) loss of meaning and specificity of national values, (4) the unification of communication. Global culture is similar to the patterns of consumer culture - detached from national roots, focused on meeting the needs of the economy. Mechanisms for dissemination of global culture are: (1) transnational corporations, (2) the global financial markets, (3) unified mass communication, (4) management models one best way.

Over the last 20 years in Poland one can see the beginnings of the process of organizational culture change petrified by a half a century of socialism. There are two processes that coexist: pluralisation of Polish organizational culture, and thus differentiate types of culture and cultural unification, according to a global mass culture models promoted by the mass media. It is likely that after the phase of pluralization which is the effect of transformation of dominant patterns there will be step towards the unification of global culture. Research and analysis indicate that the European model of convergence is likely to be a circle of Anglo-Saxon culture, which includes both the EU (UK, Ireland), as well as non-European societies (USA, Canada, Australia, New Zealand) [Sułkowski, 2002].

Another center of global-scale integrating contemporary culture is Islam. Undoubtedly, there is a process of gradual convergence of culture of countries where Islam is the dominant religion. Originally, this concerned mainly Arab countries, but today we can talk about competitive in relation to the Western cultural mainstream of global integration, which includes beside the cradle of Islam are also many Asian and African cultures. We can also see a clear increase in the importance and integration of minority centers of Islamic culture in the West.

In short, we are dealing with at least two integration trends in contemporary culture, which may result in different variants in the future, based on the scenario of both convergence and divergence. The key role of cultural integrator in most societies plays a growing culture of postmodern consumerism, which also affects the sphere of management.

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