

Is the Study of Social Culture Making a Difference in the Implementation of Business Strategy in International Organizations? - A Bibliometric Analysis

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Abstract

The search for results and its interface with culture, with the adaptation to the transition of customs and technological innovations generate impacts on social factors. The diversity of cultures in work occupations and their association with group culture is a gap to be observed. As a result of this trend, it was observed the need to understand the studies carried out within a chronological approach, which brought the need to perform a bibliometric analysis. The purpose of this paper is to demonstrate the scenario of research carried out to understand the transition of culture within the strategic decision-making processes in multinational companies and its deployment through the projects in the different layers of these organizations due to the changes brought by technological advances as in special connectivity in the last 30 years referenced in the creation of the World Wide Web. For this purpose, bibliometrics was made with the keywords "Cultur*" and Boolean intersections "AND" for "business strateg*" OR "project portfolio management" OR "multinational compan*" consolidated into two different research bases. Through tools of analysis by specific statistical software can be highlighted as the main research outputs: the search for the subject and the importance of the theme, the focus on obtaining financial return based on performance; the base concentration on research with more than 20 years of publication linked to the companies' difficulty in the interaction of Culture with the transition of generations associated with customs and new technology; the concentration of research in know-how countries linked to the top-down management approach; and the factors of interaction between the internal culture of the organization and the local cultures of the groups in the countries of operation of these companies with the association of a top-down management communication line.

Keywords: "cultur*"; "business strateg*"; "portfolio project management"; "multinational compan*".

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1. Introduction

Culture is one of the main points within a group's success orientation [1]. Regardless of the historical period, the search for results and their interface with culture and especially with the adaptation to the transition of customs and technological innovations have impacts on social factors and human history [2]. What is current and important today and the group's responses to this condition are among the success (and/or failure) factors, wherein a business focus the need to observe this phenomenon has caused the number of researches associated with this theme to grow in the last decade [3]. The transition from culture (social vision and customs) has as a classic example in the evolution of the model of the 4 dimensions of organizational culture from Hofstede 1980 [4] to the six dimensions of 2010. In his 2011 analysis, Hofstede [5] explicitly states that the diversity of cultures in work occupations and their association with group culture is a gap to be observed, which naturally shows a tendency to deeper studies starting from large groups and advancing until individuals. Within this focus, we observe the conceptual gap between Dimaggio [6], in a Cognitive analysis focusing on Sociology and Psychology, and Dimaggio [7], for research in gender, environment, and cultural capital, where he performed more deeply observation regarding necessities for model adaptations to the questions of each group. Examples of this approach to observing specific cultural groups are the proposal by Miska, Szocks, and Schifingger [8], through an analysis of the effects of Culture on corporate sustainability practices, with a multi-level and multi-domain approach, as well as Holten and his colleagues [9] which details leadership performance analysis on different perceptions: natives and immigrants. To understand better those evolutions, it was observed a necessity to perform a bibliometric analysis. Due to this trend, it was observed the need to understand the studies carried out within a chronological approach, which directs to the necessity to perform a bibliometric analysis. Reference [10] indicates within his approach of socio-cultural evolution, the need for technological improvement as one of the bases for the survival of a group due to the competition of societies and their bases, in a direct way focusing on the outcome of the action. This point has a direct association with Cockburn and Wilson [11], as well as Kurt and Gok [12], who point to the creation of the World Wide Web and the Internet as a major technological factor in social evolution for the Business Strategy approach. Based on these observations, the need to understand culture transitions based on this scenario was noted, and Berners-Lee's creation of the World Wide Web in 1989 as a socio-cultural factor for technological improvement with a direct impact on culture was adopted as a key point based on literature, such as its interface culminated with the industry generation 4.0 more than two decades later. In this context conduct of Leadership at different hierarchical and social levels can be decisive in the achievement of results (Goleman, 2000) [13], at the deployment of organizational thinking through a Business Strategy. It becomes important to observe how it effectively permeates the different layers of the organization (and their operating routines), as indicated in Kostova (1999) [14], turning into projects focused on the desired return point. Only in this transition could be observed different cultures at work, including those cited by [6], individual cultures, group culture, organizational culture, stakeholder culture. The perception that each one intimately expects for the part of the result that interests them is another factor to be scored. Added to this scenario is the advancement of connectivity and automation technologies, cited by [15], which interact with the total cost of business, making it not only a hostage to the cost return strategy but considering risk, design, operation, logistics, and regulations to determine where an item will be produced. An example of this is that as operational execution cost by itself alone is not a differential, it is important for example to be close to the point

of consumption to the logistics cost could be not impactful, as Allam and his colleagues [16]. The counterpoint is that in the concept of supply and demand, where [17], cite that the parties that consumers tend to lose purchasing power (since activities will be automated, with a consequent migration to services and their increased productivity). In this scenario, it was observed the need to understand the evolution of research linking Culture, Business Strategies, Project Management Portfolio, and multinational companies to see yesterday, today, and tomorrow's potential. The objective of this work is to demonstrate through bibliometric the scenario of the research carried out for the understanding of the transition of Culture within the processes of strategic decision-making in multinational companies and its unfolding through the projects in the different layers of these organizations.

2. Metodology

The planning for the bibliometrics execution went through the following steps, shown in Figure 1.

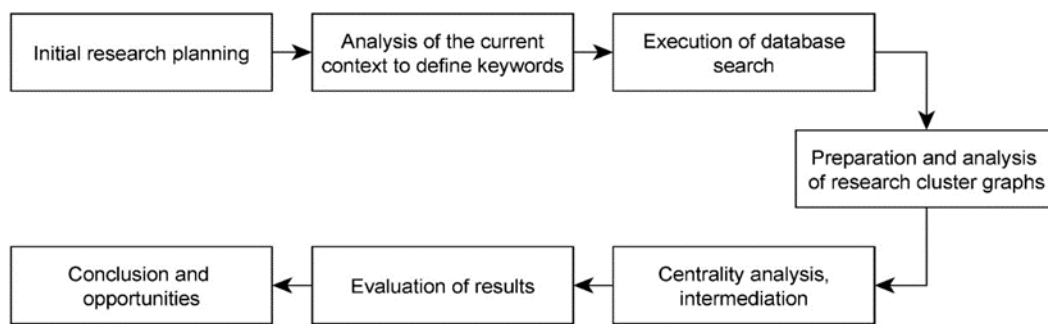


Figure 1: Steps for selection and bibliometric analysis of articles

The items and the rationale for each step are shown below.

For the Research Planning, the basis utilized for the planning was the understanding of the main steps and the main characteristics to be addressed. The initial research plan was assembled with consideration of the steps in Figure 1.

In Current Context Analysis for Keyword Determination, the starting point of this paper was the interaction of Culture in a result-oriented business environment. Thus, the study to determine the keywords were based on a literature review at a sample level based on Eisenhardt's [18] research of 4 articles related to the word "culture" and "business strateg *" in the Web of Science database with the highest number of citations. Among these articles stood out Hall [19,20,21], and Liu and his colleagues [22]. The choice of keywords occurred with the term "culture *" being the initial research topic. The term "business" has been supplemented with "strateg *" to focus on the decision-making point focused on results based on the research by [23], where the Top-down and Bottom-up occurs through Business Strategy by top management and its execution through Project Portfolio Management. Thus, two groups of keywords were defined as "business strateg *", with the top-down focus, result search; OR "Portfolio Project management", based on a bottom-up perspective in the execution chain. The focus of the research was on an international context in a corporate environment. This choice was based on the

pre-defined keyword literature review, described in the literature review of this article where Richard [21], classifies the points of difficulty for the cultural transition between companies of different groups. The search term was chosen as topics to cover the articles analyzed in the databases and to cover the search extensively compared to other search topics: ("cultur*") AND ("Business Strateg*" OR "Portfolio Project Management" OR "Multinacional Compan*").

In Performing Database Search, the choice of two bases as the point of analysis was based on Chen [24] as a robust sampling level for the analysis. Analysis on both bases took place on June 14, 2019. Figure 2 indicates the keywords and Boolean connections used in the search, the strings, as well as the bases analyzed. In the analysis of the Web of Science database, a total of 1000 papers were first obtained, where the article filter was applied, in which 686 articles were selected. The same approach was performed in the Scopus base, where out of a total of 1644 works, 1200 remained after the application of the filters, as shown in Figure 2. In both bases were collected the graphs related to distribution by publications, authors, localities, which will be presented in the chapter.

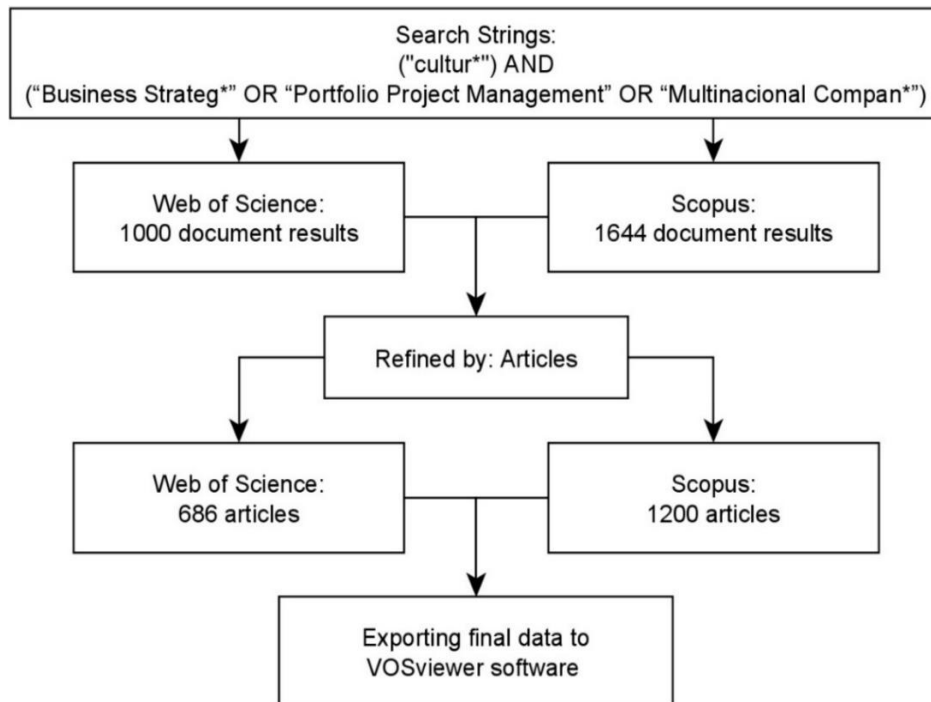


Figure 2: Selection of articles in the Web of Science and Scopus databases

This research followed as a structural basis the articles by Oliveira and his colleagues [25] using the VOSviewer 8 software for the elaboration of Clusters. The extracted analyzes aim to identify how the keywords of the analyzed articles are related, allowing the formation of clusters for facilitate the interpretation of compound terms in articles. In the Analyses of Centrality, Intermediation the Ucinet software was used to verify the intermediary position between the authors, that is, how much an author is in terms of path or geodetic distance from two other authors in a network. Finally, Minitab 19 software was used to check the Outliers in the sample, that is, to identify discrepancy values in the analyzed sample.

3. Results and Discussions

3.1. Relevance and Interest of the theme

The results show in both bases an increasing number of researches related to keywords, which according to Bloom e Woods [26], reinforces the importance of the theme at this moment. Figure 3 show the Web of Science and Scopus graphs.

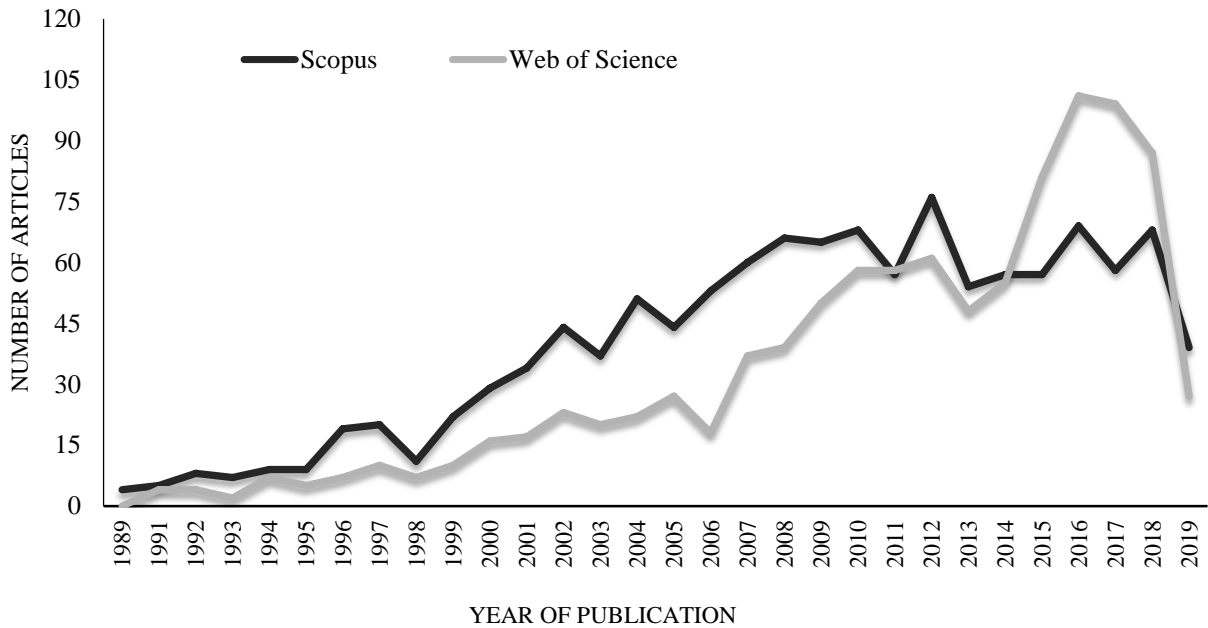


Figure 3: Publications by year - Web of Science and Scopus databases

In this article, new interests in the impact of culture will occur as technological advances and historical occurrences interfere with group behavioral patterns, Reference [10], indicating that the pursuit of the subject tends to renew. The research areas observed in Figure 4 bring the need to search for the result through the largest concentration area, Business economics, and the means to obtain it, such as the second and third strength points, Computer Science and Engineering, respectively.

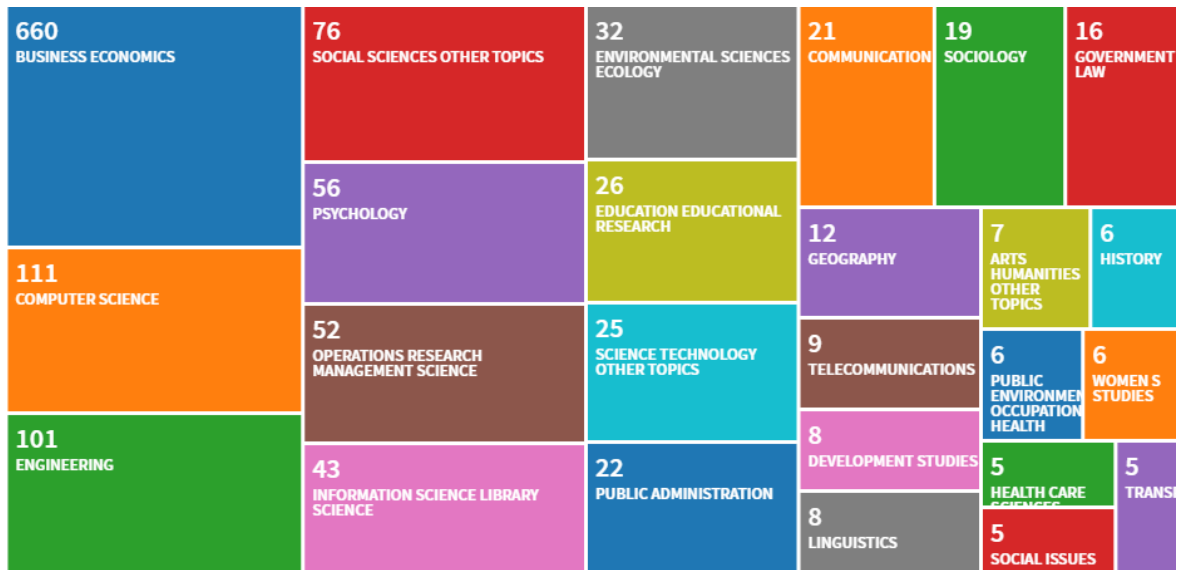


Figure 4: Research Concentration Areas - Web of Science full data Research

3.2. Convergence for a common goal

To obtain the results of the words extracted from the articles in the two databases used in this work, the data from the articles were inserted into the VOSviewer software, and it is possible to obtain the formation of clusters by keywords. The formation of 5 clusters in Scopus articles and 6 clusters in the Web of Science were observed. Each with a cluster type by area, separated by colors, as shown in Figures 5 and 6.

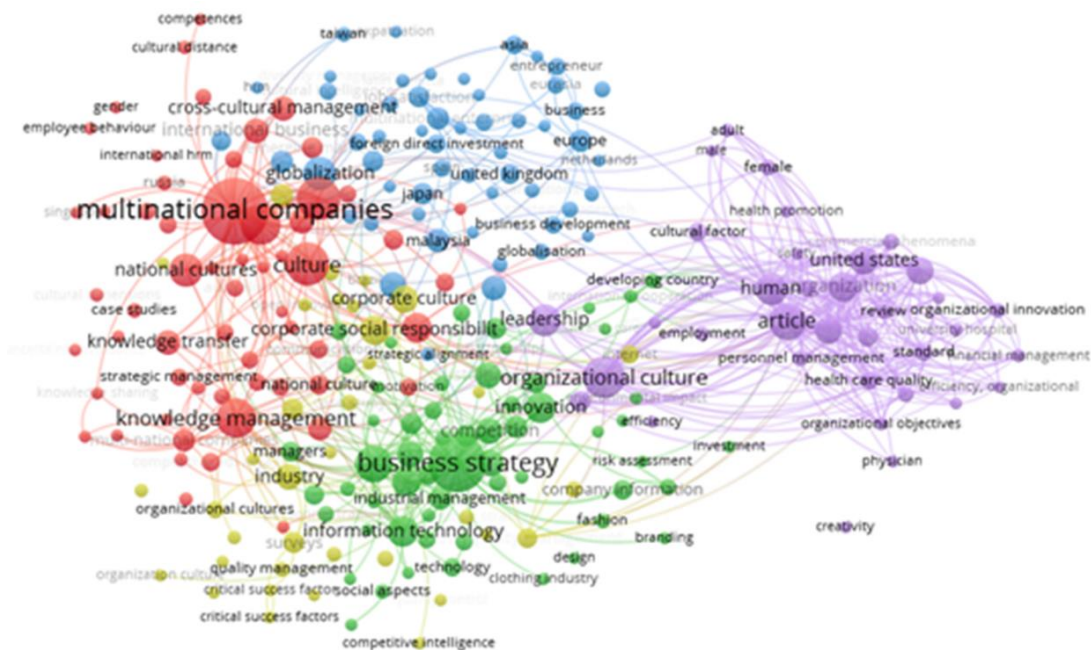


Figure 5: Map of keyword clusters extracted from Scopus

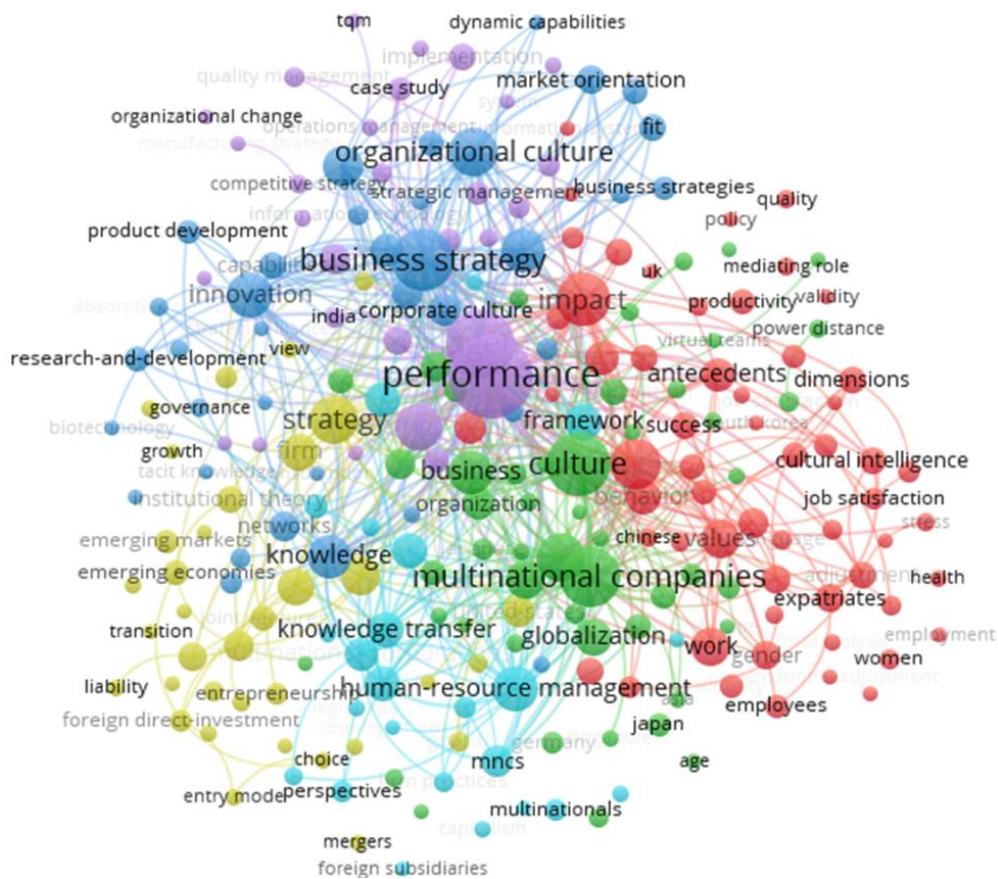


Figure 6: Map of keyword clusters extracted from Web of Science

The most powerful words in the articles analyzed were: Performance, Business Strategy and Multinational Companies at Web of Science, and Business Strategy and Multinational Companies at Scopus, as shown in Figures 5 and 6. Both words are cited by authors as decisive factors for the success of a project. According to [27], success can be either tangible profit or intangible return that reflects on the tangible profit of a cultural group. Figure 7 shows the link of the highest strength cluster, performance, with the other clusters, where there is a need for an interface between topics to find a solution as mentioned by [28]. Another link with high significance (based on the magnitude attributed to the cluster) was the terms “Multinational companies” and “Business Strategy”. A striking point in this figure is the mastery and association of clusters with a top-down strategy in the search for results and a satellite condition and sprayed on bottle-up embroidering to improve the environment. The difficulty in obtaining results is associated with the difficulty in the culture transition by [29], which reinforces the need for constant study and update on the results.

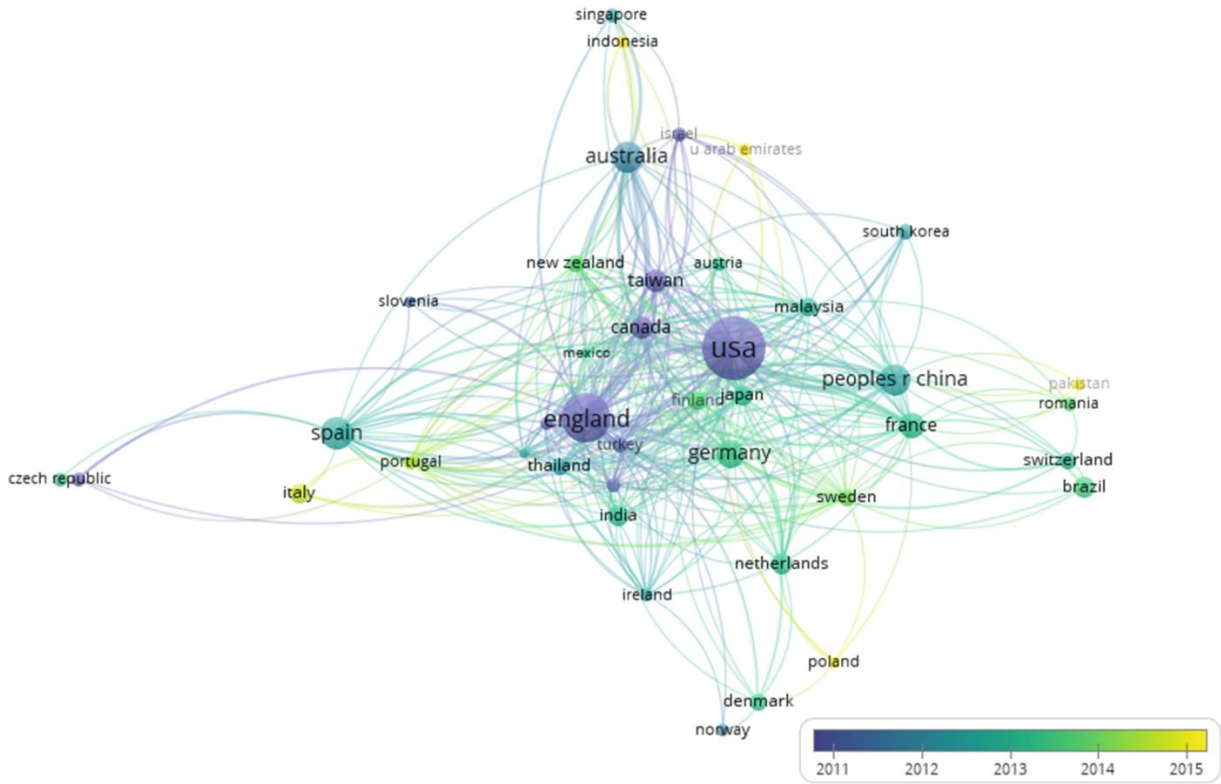


Figure 8: Search Generator Countries - Web of Science

3.4. Link with old research

The researchers cited in the articles are mostly recognized authors for their work on culture and mostly published between 1980 and 2000, which can be observed in Figures 9, 10, and 11.

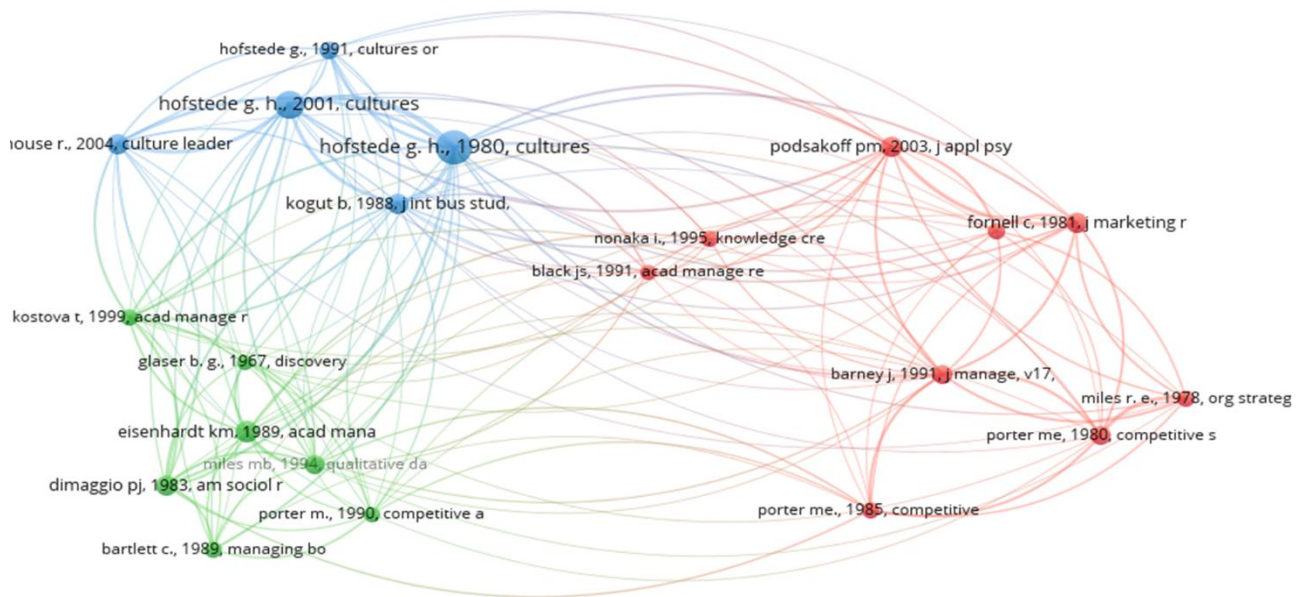


Figure 9: Co-citation clusters, Web of Science.

The analysis of the co-citation density of the publications for the Web of Science and Scopus, as can be seen in Figures 10 and 11, respectively, showed a higher density mainly in the author Hofstede [32] (in the years 1980, 1991, 2001). This author is responsible for presenting the cultural dimensions and is therefore considered one of the most cited in the area studied in this work.

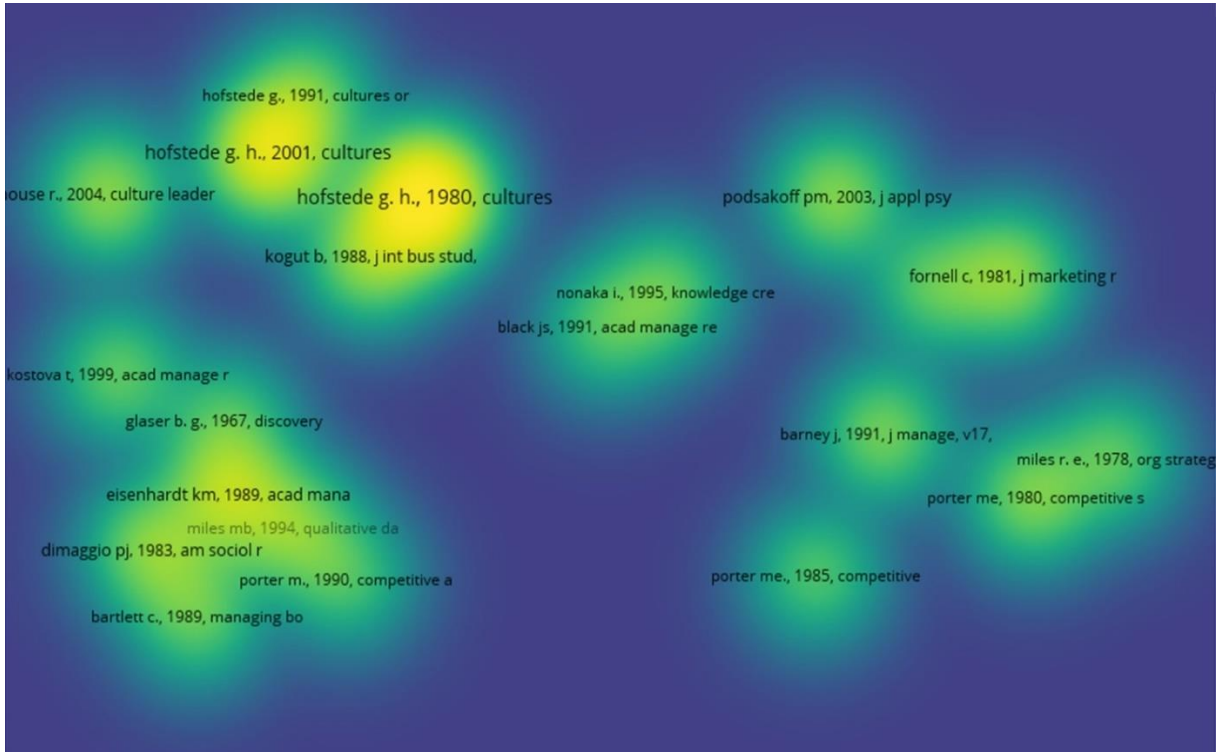


Figure 10: Co-citation Density Graph - Web of Science

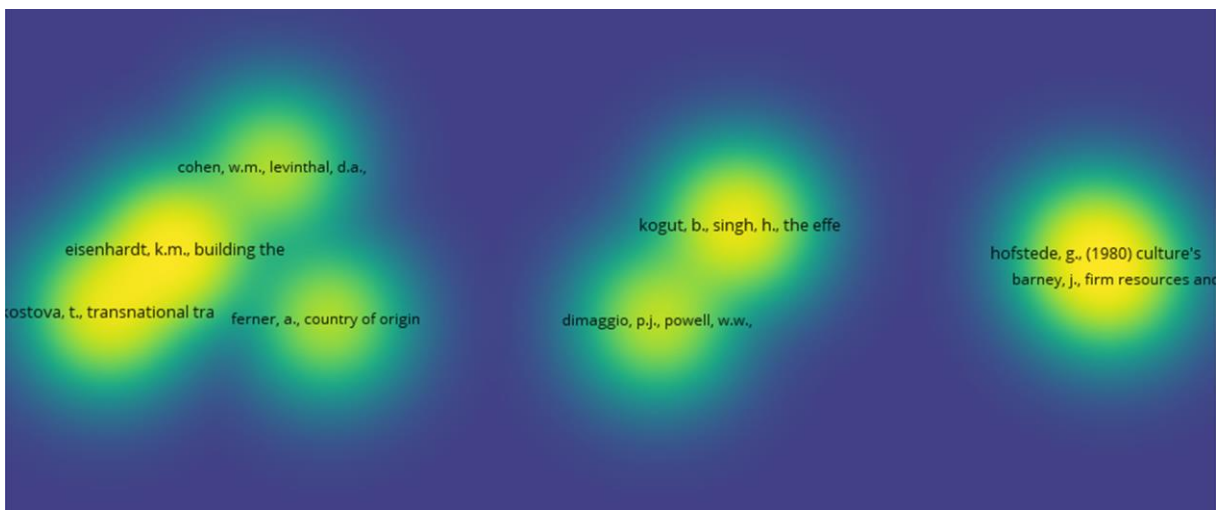


Figure 11: Co-citation density graph - Scopus

The centrality factors, Table 1, and intermediation, Table 2, of the Co-citations demonstrate the concentration of authors with publications from 1980 to 2000 as the most powerful in clusters. According to Chen [24], we seek

observation of the nodes where there is a higher concentration of connections and it can be observed in the centrality data that in both researched bases there is a convergence regarding the authors where the nodes have the largest number of connections, emphasizing Hofstede [4,29], among the principals. On the other hand, intermediation, and its search for the understanding of which nodes favor the connection between other nodes Balasubramanyan, Lin and Cohen and his colleagues [33], again demonstrate Hofstede [4] as a valuable intermediary node.

Table 1: Co-Citation Centrality - Web of Science

	1 Degree	2 nDegree
barney j, 1991, j manage,	56.000	0.112
bartlett c., 1989, managi	28.000	0.056
black js, 1991, acad mana	25.000	0.050
dimaggio pj, 1983, am soc	52.000	0.104
eisenhardt km, 1989, acad	50.000	0.100
fornell c, 1981, j market	53.000	0.106
glaser b. g., 1967, disco	26.000	0.052
hofstede g. h., 1980, cul	121.000	0.242
hofstede g. h., 2001, cul	92.000	0.184
hofstede g., 1991, cultur	31.000	0.062
house r., 2004, culture l	52.000	0.104
kogut b, 1988, j int bus	68.000	0.136
kostova t, 1999, acad man	50.000	0.100
miles mb, 1994, qualitati	47.000	0.094
miles r. e., 1978, org st	37.000	0.074
nonaka i., 1995, knowledg	17.000	0.034
nunnally j. c., 1978, psy	34.000	0.068
podsakoff pm, 2003, j app	60.000	0.120
porter m., 1990, competit	24.000	0.048
porter me, 1980, competit	43.000	0.086
porter me., 1985, competi	30.000	0.060

Table 2: Co-Citation Intermediation - Web of Science

	1 Betweenness	2 nBetweenness
hofstede g. h., 1980, cultures consequence	7.452	3.922
kogut b, 1988, j int bus stud, v19, p411, doi 10.1057/palgrave.jibs.8490394	6.518	3.450
barney j, 1991, j manage, v17, p99, doi 10.1177/014920639101700108	6.350	3.342
miles mb, 1994, qualitative data ana	4.371	2.300
hofstede g. h., 2001, cultures consequence	3.960	2.084
porter m., 1990, competitive advantag	3.612	1.901
podsakoff pm, 2003, j appl psychol, v88, p879, doi 10.1037/0021-9101.88.5.879	3.555	1.871
kostova t, 1999, acad manage rev, v24, p308, doi 10.2307/259084	3.153	1.660
nunnally j. c., 1978, psychometric theory	2.839	1.494
porter me, 1980, competitive strategy	2.794	1.470
porter me., 1985, competitive advantag	2.789	1.468
black js, 1991, acad manage rev, v16, p291, doi 10.2307/258863	2.672	1.406
house r., 2004, culture leadership o	2.567	1.351
fornell c, 1981, j marketing res, v18, p39, doi 10.2307/3151312	2.144	1.128
eisenhardt km, 1989, acad manage rev, v14, p532, doi 10.2307/258557	2.141	1.127
dimaggio pj, 1983, am sociol rev, v48, p147, doi 10.2307/2095101	2.096	1.103
glaser b. g., 1967, discovery grounded t	2.048	1.078
hofstede g., 1991, cultures org softwar	1.687	0.888
bartlett c., 1989, managing borders tra	1.183	0.623
nonaka i., 1995, knowledge creating c	1.071	0.564
miles r. e., 1978, org strategy structu	0.999	0.526

When looking at the Co-occurrence of terms, as exemplified in Tables 3 and 4, both centrality and Intermediation indicate as the most relevant node “performance”, followed by culture and management on one

basis, while on the other among the most relevant are “multinational companies” and “organizational culture”, both in Centrality and in Intermediation.

Table 3: Co-occurrence Intermediation - Scopus

	Betweenness ⁺	nBetweenness ⁺
multinational companies	2188.074	7.503
business strategy	1526.276	5.234
china	1271.034	4.359
strategic planning	1012.879	3.473
culture	944.730	3.240
organizational culture	887.914	3.045
human resource management	747.848	2.565
competition	690.283	2.367
knowledge management	681.993	2.339
management	658.327	2.258
leadership	523.498	1.795
article	504.652	1.731
innovation	431.798	1.481
national cultures	426.340	1.462
commerce	399.189	1.369
industry	391.622	1.343
human	371.141	1.273
information technology	368.879	1.265
societies and institutions	362.600	1.243
decision making	339.321	1.164
globalization	313.508	1.075
marketing	304.527	1.044
industrial management	286.690	0.983
multinational enterprise	266.671	0.914
strategy	264.709	0.908
product development	237.040	0.813
united states	229.731	0.788
corporate strategy	227.031	0.779
total quality management	226.336	0.776
organization	214.598	0.736
cross-cultural management	211.123	0.724
europa	208.272	0.714
corporate culture	205.594	0.705
multi-national companies	204.650	0.702
japan	194.627	0.667
internet	190.645	0.654
developing countries	177.484	0.609
malaysia	176.650	0.606
sustainability	173.183	0.594
united kingdom	167.943	0.576
corporate social responsibility	160.386	0.550
international business	153.368	0.526
job satisfaction	151.471	0.519
sustainable development	149.210	0.512
humans	141.798	0.486
cultural factor	136.664	0.469
information management	133.452	0.458

The counterpoint is that most of the research (see also Tables 3 and 4) has been carried out in the last ten years, and as shown in the centrality the most referenced research is from earlier periods than recent technological innovations have a direct interference with the current culture. Thus, a potential to be observed is the need to observe the cultural transition and the observation of technology as a highlight for future research to have the updated background and consequently result in orientation within a context avant-garde.

Table 4: Co-occurrence Centrality- Scopus

motivation	65.000	0.009
multi-national companies	90.000	0.012
multinational companies	361.000	0.051
multinational company	35.000	0.005
multinational corporation	26.000	0.004
multinational enterprise	71.000	0.010
multinationals	42.000	0.006
national culture	40.000	0.006
national cultures	131.000	0.019
netherlands	23.000	0.003
new product development	24.000	0.003
open innovation	23.000	0.003
organisational culture	11.000	0.002
organization	272.000	0.039
organization and managem	247.000	0.035
organization culture	12.000	0.002
organizational change	38.000	0.005
organizational culture	280.000	0.040
organizational cultures	51.000	0.007
organizational innovation	76.000	0.011
organizational learning	11.000	0.002
organizational objectives	85.000	0.012
organizational performanc	25.000	0.004
organizational structures	28.000	0.004
organizations	32.000	0.005
outsourcing	40.000	0.006
partnerships	11.000	0.002
performance	46.000	0.007
performance appraisal	16.000	0.002
performance management	24.000	0.003
personnel	55.000	0.008
personnel management	99.000	0.014
personnel training	37.000	0.005
physician	42.000	0.006
planning	74.000	0.011
planning techniques	107.000	0.015
priority journal	111.000	0.016
product design	28.000	0.004
product development	72.000	0.010
productivity	47.000	0.007
professional aspects	25.000	0.004
project management	62.000	0.009
quality control	21.000	0.003
quality management	26.000	0.004
regression analysis	34.000	0.005
research	49.000	0.007
research and development	39.000	0.006
resource allocation	36.000	0.005
resource management	37.000	0.005
retailing	49.000	0.007

3.5. Outliers

Outliers analysis was performed, aims to observe the tendency of statistical error as a function of an error or punctual event (a rare occurrence. Figure 12 expresses the identification of outliers through the software Minitab 19, where for the reassessment of the data a new cluster-related analysis was performed extracting the authors, where there was no variation of position within the results of this research. Osborne and Overbay [34] identify as potential outliers 5 items associated with statistical failures and 1 item linked to a correct presentation of the most prominent data within the samples, citing that statistically about 1% of the sample normally fits this profile. The persuasive sampling level in this article, with 686 on one database and 1200 on the other, brings a potential for outliers in the cascade. 16 articles as potential correct outliers within the population studied. In the specific case of these articles as mentioned in chapters 2 and 4 because they are articles older than fifteen years and notoriously in the research they are among the most recognized, and the analysis performed suppressing them and not being observed a variety of clusters (It is observed that in the connection of clusters the articles in Figure 12, except for Kostova (1999) [14], whose article is recognized as one of the main by the number of

citations) they were, as addressed in the verification orientation work if there is the occurrence of an outlier by [35].

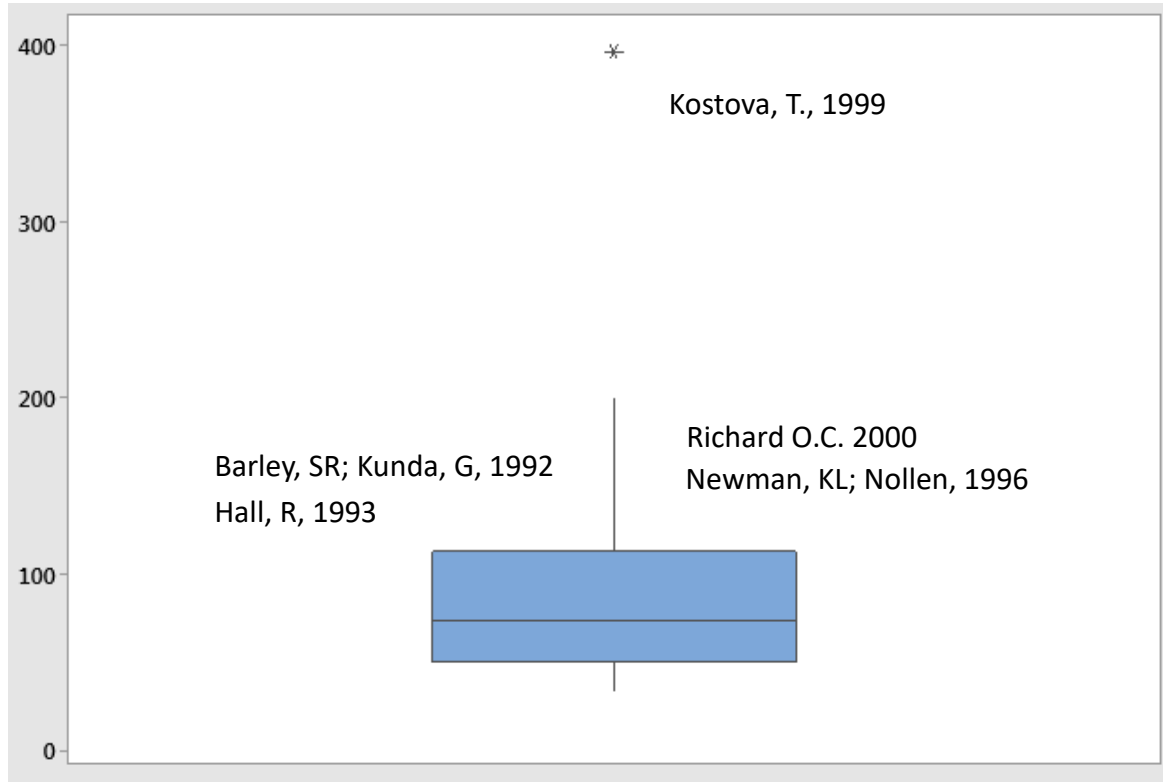


Figure 12: Outliers evaluation

Table 5: Contribution of most cited studies

ARTICLE	AUTHOR	YEAR	CITATION	CONCEPT MODEL	MAIN CONTRIBUTION
Transnational transfer of strategic organizational practices: A contextual perspective	Kostova, T	1999	918	Cross disciplinary approach based on theory literature review	Set three factors of success at three level countries organization and individual-affect transfer success reflecting social, organizational, and relational embeddedness.
A FRAMEWORK LINKING INTANGIBLE RESOURCES AND CAPABILITIES TO SUSTAINABLE COMPETITIVE ADVANTAGE	HALL, R	1993	665	Case study of six items based in literature review	A framework linking intangible resources (regulatory and positional) to capabilities (functional and cultural) has been devised and is used as the basis of a new technique for identifying the relative contribution which the different intangible resources make to competitive advantage.
DESIGN AND DEVOTION - SURGES OF RATIONAL AND NORMATIVE IDEOLOGIES OF CONTROL IN MANAGERIAL DISCOURSE	BARLEY, SR; KUNDA, G	1992	572	Literature review	Propose and find support for a theory that combines cultural constraints and material forces. Rational and normative rhetorics of control appears to be rooted in cultural : the opposition between mechanistic and organic solidarity and between communalism and individualism
Culture and congruence: The fit between management practices and national culture	Newman, KL; Nollen, SD	1996	431	Literature review	Based on Hofstede five dimensions model and managerial concept proposed a model in which the linkage between Corporate managerial practices and national culture are important to the final result
Racial diversity, business strategy, and firm performance: A resource-based view	Richard, OC	2000	430	Literature review	Observation of positive impact of racial diversity on interaction of business strategy and firm performance evaluated in productivity, value of equity and market performance.
Towards holistic front ends in new product development	Khurana, A; Rosenthal, SR	1998	287	Case study	Two key approaches to success on New product development were identified: formal approach based in a direct model of company rules and other a wide company culture based in technical feasibility, schedule, business vision and its variances interacting with company model.
How do multinational companies leverage technological competencies? Moving from single to interdependent explanations	Hansen, MT; Lovas, B	2004	191	Case study	Four main elements in the Competence transfer: formal organization structure, informal relations, geographical distance, and relatedness of competencies across subsidiaries. 4840 dyads in new product development showing positive interaction of four elements.
The relative impact of country of origin and universal contingencies on internationalization strategies and corporate control in multinational enterprises: Worldwide and European perspectives	Harzing, AW; Sorge, A	2003	170	Case study with quantitative statistic approach	Country origin and its culture affects the approach of transference in Multinational companies. Evaluated on (Finnish, French, German, Dutch, Swiss, Swedish, British), American and Japanese multinational enterprises
Barriers to Innovation among Spanish Manufacturing SMEs	Madrid-Guijarro, Antonia; Garcia, Domingo; Van Aukun, Howard	2009	163	Literature review with hypothesis test with SEM - Estructure equation modeling	- In general, the results indicate that all of the three barriers investigated (i.e. external environmental, financial and human) hinder innovation in service SMEs, with the external environmental barrier being the most significant of the three.
Business citizenship: From domestic to global level of analysis	Logsdon, JM; Wood, DJ	2002	157	Literature review	distinguish the concept of global business citizenship from "corporate citizenship" by showing how the former concept requires a transition from communitarian thinking to a position of universal human rights on a culture perspective

On this approach, the contribution of articles with more citations, in which naturally the outliers are inside it was observed the main contributions of these studies explained in Table 5.

4. Conclusion and Opportunities

The results of this bibliometric study are: the current relevance of the theme and the increasing volume of researches on the subject, the convergence towards a common goal - the increase of results, the concentration of research in technology holders and headquarters of multinationals, and as a consequence of the Top-down approach management, and the guidance on research studies with more than fifteen years in a period of cultural transition in terms of dynamism and information access in Communication (where we show in this article examples where the authors themselves have already refined or brought new concepts in the light of social and technological transformation), In this sense, this bibliometric evaluation shows a possibility to improve studies in terms of the approach of small groups inside organizations and their interaction with results and guidelines. The answer to our question made in the title: ("Is the study of culture making a difference in the deployment of business strategy in international organizations?") based on the evaluation of 1886 articles inside this bibliometric analysis could be detailed mainly in two considerations. The first consideration to our question is that a crescent number of researches are contributing with concepts to the development of Culture observation through the Business at Multinational companies in different areas. The second consideration to our question is based on the full content of this bibliometric analysis and also supported by our first consideration: the crescent number of research studies could be associated with the transition of Culture due to technological developments, the current transition in the dynamism of Communication and their impacts on Companies models. This condition also brings the necessity to improve the current Culture deployment in the current scenario. The opportunities in this sense are directly linked to the development of studies in these concluding topics.

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