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The Impact of National Culture on Organisational Identity and Global Management: A Comparative Analysis of Mission Statements by Country

EXECUTIVE SUMMARY

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Achieving harmony among employees of different countries and cultures is an important issue in global management, and a mission statement that brings people together is important in building an organisational identity that transcends national borders and cultures. However, many companies are lagging behind in localisation in terms of human resources and systems, and there are cases in which the easily translated company mission and vision are exported and do not work effectively as a management tool. In this study, I determined that the mission statement is an important foundation of an organisational identity, and it is a factor that has major impacts on strategy and organisational structure. I then analysed and compared the mission statements of 121 companies of different cultures (United States, China, Japan, and Germany) and quantitatively examined the effect of national culture on mission statements. As a result, I concluded that both the power distance index (PDI) and uncertainty avoidance index (UAI) influence corporate attitude towards all stakeholders. Understanding the cross-cultural context is indispensable for global companies with regard to corporate branding and organisational management based on the mission statement.

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