

Thesis Evaluation for DBA Candidate, Ryukichi Miyabayashi

DBA Thesis Title

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

July 8, 2020

ICS DBA Candidate, Ryukichi Miyabayashi has successfully completed his thesis defense on May 14, 2020. The Thesis Committee concludes that Ryukichi Miyabayashi's thesis has fulfilled the requirements for the DBA degree and recommends to grant him Hitotsubashi University's doctoral degree in business administration. Below is a summary of the thesis, followed by the Committee's evaluation and conclusion.

1. Overview of the Thesis

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 a key to build an organizational identity that transcends national borders and cultures. In reality, however, quite a few companies around the world are still using literally translated company mission statements for foreign branches, which rarely work as an effective management resource, and thus, often resulted in lagging behind in localization in terms of human resources.

Nonetheless, the reason of the prevalence of such companies is not clear in the literature. To fill in the gap, this thesis argues that it is due to the lack of understanding that the meaning and the value of a mission statement is bounded by a culture in which it was created and demonstrated that the mission statements were indeed influenced by the national culture in which they were created. More specifically, the effects of national culture on mission statements were systematically examined in this thesis using a sample of the mission statements of 121 companies from 4 different nations (i.e., United States, China, Japan, and Germany) with contrasting cultures in terms of a selected numbers of cultural dimensions proposed by Hofstede (1984). The results show that both the power distance index (PDI) and uncertainty avoidance index (UAI) influence corporate attitude towards all stakeholders. The thesis suggested that understanding the cross-cultural context is indispensable for global companies with regard to corporate branding and organizational management based on the mission statement.

2. The Thesis Committee's Evaluation

This thesis has successfully fulfilled DBA research requirements: the research is grounded both in practice and in academia, investigates and addresses an important managerial issue with solid academic research methods, and makes a couple of contributions to the mission statement and cross-cultural management research.

Contributions

The thesis contributes to the literature on organizational research by theoretically connecting mission statement and organizational identity. Through in-depth examination of the actual development processes of both mission statement and organizational identity, the thesis convincingly argues that mission statements are generally created to better guide the formation of organizational identity (i.e., sense-giving; Weick, 2005), and as a consequence, mission statements are likely to be reflected in organizational identity (i.e., sense-making). For the organizational identity formation to be effective, the thesis indicates permeation of the mission statement into the organization members as a key condition. It is, then, hypothesized that national culture is likely to influence the contents of mission statement. A set of hypotheses were developed and operationalized based on Hofstede's (1983) cultural dimensions and the empirically examined using a sample of the mission statements of 121 companies from 4 different nations (i.e., United States, China, Japan, and Germany). The thesis carefully examined which part of the mission statement is common while the other part is varying across cultures and discussed managerial implications of the results.

Limitations and Further Development

As any piece of research, this thesis has limitations. Some of these are areas that can be further developed and improved as the thesis is revised for publication. Others offer starting points for new research.

It is recommended that the connection between mission statement and organizational identity discussed in the thesis would be formally hypothesized and empirically examined in the future. As pointed out in the thesis, they cannot be treated as the same and successful internalization of mission statement is a key to build mission-based organizational identity.

Regarding the method, the data of the contents analysis used in the thesis could be collected more rigorously. Hiring independent coders would be recommended for the future

submission to peer-reviewed global journals. The statistical model could also be improved to conduct more sophisticated analyses, which would allow more flexible analyses. For example, the influence of industry culture could be examined in addition to that of national culture.

Conclusion The Thesis Committee concludes that Ryukichi Miyabayashi's thesis has fulfilled the requirements for the DBA degree and by successfully conducting this research he has demonstrated his qualifications as an academic scholar. The Committee therefore recommends to grant Ryukichi Miyabayashi Hitotsubashi University's DBA degree.

Satoshi Akutsu

Jin Suk Park

Kangyong Sun