
Contents

1	Introduction	1
2	Literature Review	3
2.1	Definition of Management System	3
2.2	Integrated Management System	4
2.3	Factors Determining Level of Formalisation	8
2.4	Aspect of National Culture	11
2.4.1	Definition of Culture	12
2.4.2	Dimensions of Culture in the Literature	13
2.5	The Hofstede Culture Model	14
2.5.1	Power Distance	15
2.5.2	Uncertainty Avoidance	16
2.5.3	Cultural Dimensions in the Workplace	18
2.6	Culture Surveys	22
2.7	GLOBE as Another Cultural Model	26
2.8	Influence of Cultural Dimensions on Management Systems	27
3	Research Question	29
4	Empirical Analysis	31
4.1	Area of Investigation and Data Sample	31
4.2	Methodology	32
4.2.1	Design of the Study	32
4.2.2	Data Collection Instrument	36
4.3	Results and Findings	37
4.3.1	Factor Analysis	37
4.3.2	Demographic Differences	40
4.3.3	Cultural Differences	44

4.3.4	Department Differences	54
4.4	Strengths and Limitations of the Approach	56
5	Conclusion	59
	References	63