



ORGANIZATIONAL AND NATIONAL CULTURE: IMPLICATIONS FOR EXPANDING HIGH IMPACT ENTREPRENEURSHIP IN LITHUANIA

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Abstract

National culture plays a strong role in fostering entrepreneurial organizations. When a country's cultural values are aligned with organizational culture, entrepreneurs can be highly successful. Lithuania's score of 51.2% and ranking of 29 on the Global Entrepreneurship and Development Index suggests that high impact entrepreneurship in the country can be enhanced. National culture is assessed using Hofstede's Six Dimensional Model. According to the model, Lithuania is low on power distance, low to moderate on individualism, very low on masculinity, and moderate on uncertainty avoidance. Its culture is very long term oriented with respect to time and highly restrained. Recommendations for structuring organizational culture that fosters high impact entrepreneurship and aligns with Lithuania's national values and traditions are proposed.

Keywords: Global entrepreneurship and development index; high-impact entrepreneurship; national culture; organizational culture.

Introduction

This paper discusses national and organizational culture and suggests how they can be successfully managed to develop high impact entrepreneurship in Lithuania. High impact entrepreneurship is fundamentally related to innovation and ambition to grow a business. It is contrasted with small business whose owners simply copy what others are doing. Entrepreneurs do not duplicate, they innovate.

High impact entrepreneurship is important because it helps improve a country's economy and people's lives (Acs, Szerb, Lloyd, 2017). It encompasses a subset of firms that grow rapidly (Henrekson and Sanandaji, 2014). According to the World Economic Forum, high impact entrepreneurs are individuals who launch and grow companies that have above average impacts on wealth and job creation. Their companies improve the standard of living of the societies and communities in which they operate. As a group, high impact entrepreneurs are quite distinguishable. They have companies that grow faster, create more jobs, contribute more to society, and revolutionize industries to a greater extent than their peers (Lontoh, 2017). The success of high impact entrepreneurs depends on a cultural environment and institutional structure with the necessary capital and new opportunities that accrue from knowledge spillover (Stenholm, Acs, and Wuebker, 2013). Their activities, indeed all entrepreneurial interests, are deeply embedded in cultural norms and values (Granovetter, 1983).

Entrepreneurship in Lithuania will be discussed using the United States as a point of reference. The reason for this perspective is that the USA is ranked #1 on the Global Economic and Development Index (GEDI). As a nation it has a high rate of new business start-ups and it breeds a constant flow of high impact entrepreneurial firms – the kinds that create value and stimulate growth by bringing new ideas to market. The USA has evolved a multi-dimensional system for culturally and economically nurturing high-impact entrepreneurship. It is a system that, with the right human resource and development policies, might be cultivated in many other countries as well (Schramm, 2004).

This paper is organized into three sections. The first describes national culture as viewed through the lens of Hofstede's Six-Dimension (6-D) Model. That section analyzes the culture of Lithuania using the scores from the model along with comparison scores for the USA. The second section describes the GEDI and details Lithuania's rank and score along with those of the USA and the top ten global entrepreneurship countries for comparison. The third section describes organizational culture and presents a set of recommendations for the development of high impact entrepreneurship in Lithuania.

Lithuania's National Culture

In General

Culture can be defined as the shared beliefs, values, identities, motives, and interpretations that result from common experiences of the majority members of a society, which are transmitted across generations (House, Hanges, Javidan, Dorfman, and Gupta, 2004).

Though culture scholars do not agree on the precise meaning of culture, there is general agreement that culture works at different levels, the most fundamental being the national level (Nazarian, Atkinson, and Foroudi, 2017). Hofstede, Hofstede, and Minkov (2010) believe national culture is at the heart of the primary socialization process in early childhood. It gives people their beliefs and values.

Hofstede's Six Cultural Dimensions

Geert Hofstede developed the most well-known taxonomy of national culture. In a landmark study beginning in the 1960's he analyzed data from 88,000 employees at IBM who worked in 72 countries and spoke 20 languages (Hofstede, 2001; Kirkman, Lowe, and Gibson, 2006).

Initially, Hofstede identified four cultural dimensions: power distance, individualism, masculinity, and uncertainty avoidance. He stated that power distance is a measure of the degree to which societal members expect power to be shared. When a culture has high power distance, people expect those with power to be treated differently than those without power. It is prominent and acceptable to differentiate people on the basis of status. When a culture has low power distance, differentiating people on the basis of status is not expected, nor desirable. Individualism is a measure of the extent to which people are concerned with personal interests. This is distinguished from collectivism, which refers to the extent that people identify with a group. In collectivist cultures people expect group members to protect them. Masculinity is a measure of the degree to which people value achievement, assertiveness, competition, and the acquisition of success or material goods. This is contrasted with femininity, which is associated with the degree to which people value a concern for others and nurturing relationships. Uncertainty avoidance relates to the way society deals with an unknown future. The question is should we try to control the future or just let it happen? Essentially it is a measure of a culture's collective tolerance for ambiguity. High uncertainty avoidance cultures have people who develop clear rules and regulations to help reduce the uncertainty of the future. They are more comfortable in having an assurance of what is likely to happen in the future. Low uncertainty cultures have people

who do not consider ambiguity and change as threats.

Hofstede and Bond (1988) later identified a fifth cultural dimension – long term orientation. It refers to the extent to which members of a society reward and encourage future-oriented behavior such as planning, delaying gratification, or investing for the future. It relates to a culture's preference for tradition, perseverance, thrift, and a long run view of time (Robbins and Coulter, 2012). Long term orientation was originally called Confucian Dynamism, which evolved from a view that "Asian values" were unique to a specific part of the world. However, that view was later found to be false. Those values can be found in other parts of the world.

Further research uncovered a sixth dimension of national culture called indulgence/restraint (Minkov, 2013; Minkov and Hofstede, 2011). This dimension measures the degree to which a society permits or suppresses the expression of human desires. Indulgence/restraint refers to the extent to which people attempt to keep their impulses and desires under control, based on the way they were socialized – the way they were raised. With indulgent cultures, people have very weak control, whereas with restrained cultures, people have relatively strong control over their desires.

Lithuania's National Culture Using the 6-D

Model

Based on the national culture research conducted by Hofstede (detailed at www.hofstede-insights.com), Lithuania can be described using the six dimensions described above. Those dimensions make up what is known as the 6-D Model. The model provides an overview of the deep drivers of Lithuanian culture as it relates to others around the world. Figure 1 presents a graphical plot of the scores for Lithuania on all six cultural dimensions. It also presents the scores for the USA to serve as a comparison. The graphical data show that Lithuanian culture is low on power distance, moderate on individualism, very low on masculinity, moderate on uncertainty avoidance, very high on long term orientation, and very low on indulgence.

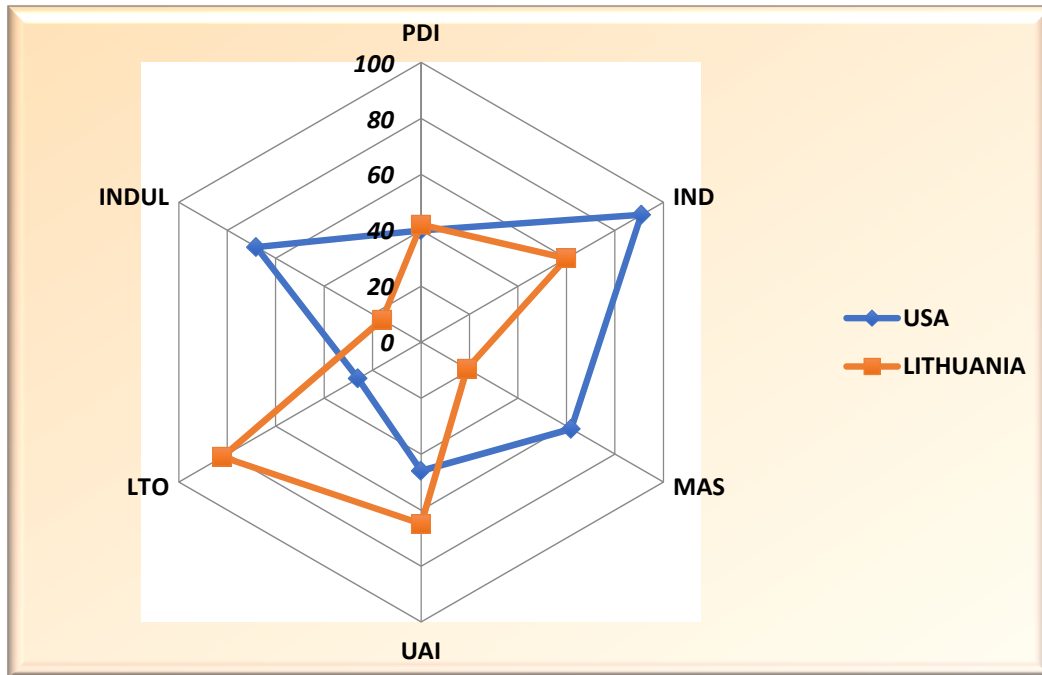


Figure 1. Graph of Six Cultural Dimension Scores for Lithuania and the USA

Power Distance (PDI)

Lithuania's PDI score of 42 indicates that it is a country whose people value decentralized power and decision making along with equality. The younger generation of workers dislikes control and formal supervision. They prefer a teamwork environment with an open management style. The older generation, however, has a sense of loyalty and deference towards authority and status. This is similar to other Baltic countries which experienced Russian and Soviet dominance. It is interesting that even during the Communist era Lithuanians showed a preference for teamwork and work units where employees met to make plans and discuss ideas. The dislike for power holders is due to their apparent disrespect of workers and their ideas. Workplace suggestions formulated by employees were rarely implemented. Related to the fact that Lithuania has a high score for individualism, the culture, as a whole, has an aversion to being controlled and told what to do. Lithuania values equality and it encourages worker involvement, which is important to fostering creativity and innovation – elements important for the development of high impact entrepreneurship

The United States' PDI score of 40 is almost identical to that of Lithuania. As a nation, its people question authority and individuals expect to participate in decisions that affect them. Leaders and managers are viewed as equals. In American culture, leaders must earn the respect of their followers; it is not gained as an entitlement by right of their office. One of the most salient aspects of power distance is

the extent to which people can exert power over other individuals. Power is the degree to which a person is able to influence other people's behavior and ideas. In the USA, power relationships need to be participative, democratic, and consultative. Like Lithuania, America's PDI score indicates that its culture has a strong belief in equality for its people.

Individualism (IND)

With a high score of 60, Lithuania is a moderately individualist society that remained so even during the Soviet occupation. The nuclear family ideal is strong and family members regularly keep in touch with one another, while respecting each other's space. Children are taught to take responsibility for their actions. They are viewed and treated as young adults at an early age. Individualism has increased since the country's independence in 1990 for a number of reasons. National wealth has increased because people depend less on traditional agriculture and more on modern technology, coupled with more urban living, more social mobility, better education, and a larger middle class. Lithuania's new generation of workers is more focused on individual performance than on that of the group. While there is a hesitancy to open up and speak freely, Lithuanians converse directly without understatement or exaggeration, clearly representing an aspect of individualism. They are tolerant of others and their actions provided that they are not annoyed by them. In Lithuanian culture,

what you do and how you choose to live your life is clearly your business.

The IND score for the USA is 91, indicating that it is one of the most individualistic cultures in the world. The society is loosely-knit and the expectation is that people take care of themselves and those closest to them. Individuals do not rely much on authorities for support. Americans view hierarchy as a matter of convenience, as reflected in a low power distance score. Managers as well as employees expect to be consulted on decisions and believe that information should be communicated frequently and shared. In business, communication is informal, direct, and somewhat participative. At the workplace, Americans interact with people about whom they know very little, but they are comfortable approaching them in order to obtain the information they need. In many workplaces employees are groomed to show self-reliance and initiative. Hiring and promotion decisions are based on merit or what one has the potential to do.

Masculinity (MAS)

Lithuania's MAS score of 19 indicates that it is a feminine oriented society. In countries that value feminine ideals, people are concerned with caring for others. Success is defined by liking what one does and having a good quality of life. Standing out from the crowd is not considered important or admirable. Lithuanians tend to feel awkward about getting and giving praise, arguing that they could have done better or have achieved nothing really worthy of praise or of note. They are modest people who communicate softly and in a diplomatic tone so as to be inoffensive. In Lithuanian culture conflict is perceived as threatening because it might endanger everyone's well-being, which is associated with a feminine culture. While Lithuanians are considered relatively reserved, they are tolerant of the culture of other countries. This may be due in part to their long experience of interaction with other nationalities (www.hofstede-insights.com/country/lithuania/).

With an MAS score of 62, the USA is a country that values masculine ideals. Americans show their masculine drive individually, given that the USA is one of the most individualistic cultures in the world. Behaviors while in school, at work or play are based on the value that people should be the best they can be. The culture espouses a winner take all mentality. Americans display and talk freely about their successes and achievement. Being successful is not as important as showing one's success. American employees have a "can-do" attitude, which serves to create dynamism in society. It is believed that there is always a better way in which to do things. Americans live in order to work. They desire monetary rewards to attain a higher societal status. They believe that some conflict is beneficial – bringing out the best in people as it is one's life goal

to be "the winner." With this cultural composition, there is much polarization and America is considered to be a litigious society. This attitude and behavior seems to undermine the American ideal of liberty and justice for all. Rising inequality is threatening democracy because an enlarging gap in economic classes is driving power distance up and individualism down (www.hofstede-insights.com).

Uncertainty Avoidance (UAI)

Lithuania scores 65 on the UAI dimension. As a nation, the people tend to avoid uncertainty. They worry about the world around them for which society provides legitimate outlets. In high uncertainty avoidance cultures managers have to provide precise answers to questions about work raised by subordinates. Lithuanian managers have risen in rank because they know everything and are able to lead, unlike the situation in low uncertainty avoidance cultures. Knowing all the answers takes people's discomfort with uncertainty away. With the moderate level of uncertainty avoidance found in Lithuania, people are reluctant to take risks. Consequently, they rely on bureaucracy. They have an emotional reliance on rules and regulations, which may not be followed, but reduce uncertainty. In sum, this cultural characteristic tends to somewhat inhibit high impact entrepreneurship.

The USA scores 46 on uncertainty avoidance, which is relatively low on this cultural dimension. Americans have a fair degree of acceptance for innovative products and ideas. They try new things that are different, regardless of whether it is technology, business practice, or food. Americans generally have tolerance for ideas or opinions from anyone and allow their free expression. As a group they do not have many rules to deal with uncertainty. However, the events of 9/11 have instilled fear in American society resulting in governmental efforts to monitor people using bureaus such as the National Security Agency (NSA) and other security offices. The USA's low UAI score, which entails a cultural tendency to minimize rules, allows high impact entrepreneurship to flourish.

Long Term Orientation (LTO)

Lithuania's high score of 82 on this dimension of national culture indicates that its people are long term oriented and extremely pragmatic. As such, they believe that truth depends on time, situations, and context. People in Lithuania adapt traditions easily to situations and conditions that have changed. They have a strong propensity to invest and save. They believe in perseverance, thriftiness, and the achievement of results. As a pragmatic culture, Lithuanians foster modern education and technology to forge the path for the future.

On long term orientation, the USA's score is quite low at 26, which makes Americans very short term oriented. This contrasts sharply with Lithuania. As a group, Americans tend to analyze new information to verify that it is truthful. The national culture of the USA is not pragmatic, rather it is normative. However, this is different from being practical; Americans have a "can-do" mentality. They also have strong opinions on what is good and evil. Businesses in the USA measure their financial and organizational performance on a short-term basis. Profit and loss statements, for example, are issued quarterly and individuals in the workplace strive for quick results, resulting in products and services that are not of the highest quality.

Indulgence (INDUL)

With a score of 16, Lithuania is low on the indulgence dimension. Its culture is one of restraint. Societies with a low score on INDUL tend to be pessimistic and cynical. They do not have a strong emphasis on leisure time. People in restrained cultures tend to control the gratification of their desires. They perceive that social norms control and restrain them. They believe that "indulging themselves is somewhat wrong" (www.hofstede-insights.com/country-comparison/lithuania, p. 5). While restraint may have its place, it may stifle the indulgent thought necessary to maintain high impact entrepreneurship.

The INDUL score of 68 for the USA is in stark contrast to Lithuania. Simply put, people in the USA tend to have relatively weak control over their impulses. Culturally, Americans are indulgent people. They value working hard and playing hard. This manifests itself in some apparent contradictions.

The USA has spent time and effort to wage a war against drugs. Despite their efforts, the drug addiction problem in America is higher than in many other wealthy countries. Additionally, the USA tends to be a prudish society – one excessively concerned with sexual propriety. However, it is home to well-known televangelists that have been exposed because of their unacceptable immoral behaviors.

This poses a question – does indulgence as a cultural dimension affect entrepreneurship? Of the top ten GEDI ranked nations, the mean INDUL score is 67 (Median = 68, Range = 48-71). Based on these data, which include the USA, indulgent cultures tend to be associated with well-developed, higher-impact entrepreneurship.

Lithuania: Global Entrepreneurship and Development Index Score

The GEDI's primary purpose is to measure a country's success in producing high quality and high impact entrepreneurial enterprises. The Index is comprehensive and goes beyond simply measuring the start-ups or self-employment in a country. Rather it measures the potential impact of the entrepreneurship that is occurring in countries. It does this by examining three aspects of high-quality entrepreneurship: attitudes, activity, and aspiration. Attitudes measure things that relate to the national perception of the value of entrepreneurship to the economic success of a country. The activity dimension measures the level of start-ups in a country's technology sector. Aspiration measures the activities of entrepreneurs in a country to introduce new products into the market and expand their enterprises. The GEDI includes a score and a rank for most countries on these combined dimensions to show what is believed to be true entrepreneurial success (Rarick and Han, 2015).

GEDI scores and rank data for Lithuania and the USA are shown in Table 1. The data indicate that of the 137 nations included in the 2018 GEDI, Lithuania ranks #29. Its GEDI score is 51.2%, which is 1.6 percentage points higher than it was in 2017. The USA ranks #1 on the Index with a GEDI score of 84%, which is 0.6 percentage points higher than in 2017.

Table 1. GEDI ranks and scores for Lithuania and the USA

Countries	GEDI rank 2018	GEDI rank 2017	GEDI score 2018	GEDI score 2017
Lithuania	29	28	51.2%	49.6%
USA	1	1	84.0%	83.4%
Europe – region			49.1%	46.9%
North America - region			63.0%	61.5%

Table 2 provides a summary of the GEDI and six cultural dimension scores for Lithuania and the top ten entrepreneurially-oriented countries in the world. The data for Lithuania contrasts sharply on some of the six dimensions.

Table 2. Cultural Dimension Scores for Lithuania and the Top Ten GEDI Countries

Country	GEI Rank	GEI Score	PDI	IND	MAS	UAI	LTO	INDUL
United States	1	83.6	40	91	62	46	26	68
Switzerland	2	80.4	34	68	70	58	74	66
Canada	3	79.2	39	80	52	48	36	68
United Kingdom	4	77.8	35	89	66	35	51	69
Australia	5	75.5	36	90	61	51	21	71
Denmark	6	74.3	18	74	16	23	35	70
Iceland	7	74.2	30	60	10	50	28	67
Ireland	8	73.7	20	70	68	35	24	65
Sweden	9	73.1	31	71	5	29	53	78
France	10	68.5	68	71	43	86	63	48
Lithuania	29	51.2	42	60	19	65	82	16

A number of facts explain the process and effects of entrepreneurship. One of those is national culture (Cacciotti and Hayton, 2017). A relatively recent study by Rarick and Han (2015) analyzed the relationship between Hofstede's cultural dimensions and entrepreneurial mindset. Those researchers found that individualism and uncertainty avoidance were strong predictors of entrepreneurial activity in top ranking GEDI countries. Power distance was also found to be a moderate predictor of entrepreneurial success in top ranking GEDI countries.

The data summarized in Table 2 indicate that low power distance cultures are associated with high impact entrepreneurship. This is a trend except for France whose PDI score is 68. Status and power differentials are neither expected nor desirable in low power distance cultures. High impact entrepreneurship countries also have cultures that are high on individualism where people care most about themselves and those closest to them. They value people's rights and responsibilities and expect societal members to care for themselves. Lithuania is not entirely individualistic. Its IND score is 60, which means that the country has some collectivistic characteristics. The top ranked GEDI countries had IND scores ranging between 70 and 91. The exception to this is Iceland, whose score is 60 – the same as Lithuania's. These data are consistent with Rarick and Han's (2015) findings that culture may "play an important part in the entrepreneurial success of a country" (p. 124). According to Rarick and Han (2015), countries high in individualism and low in

power distance seem to have an edge in fostering high impact entrepreneurship. People from nations with those cultural dimensions take responsibility for themselves. They also have systems in place that allow social mobility and the sharing of resources and power.

According to the data in Table 2, low to moderate uncertainty avoidance (UAI) is a characteristic of high impact entrepreneurship prevalent among the top ten ranked GEDI countries. France is an exception to this generalization. It's UAI score is 86, higher than Lithuania's score of 65. Low uncertainty cultures do not view change and ambiguity as threats, but rather as opportunities. Rules and regulations to manage the uncertainty of change are unnecessary, which offers entrepreneurs an environment conducive for innovation and business. Finally, indulgent cultures appear to be closely aligned with high impact entrepreneurship. Except for France, with an INDUL score of 48, most top ranking GEDI countries have cultures that value expressing, rather than restraining, their impulses and desires. Lithuania is a very restrained culture with an INDUL score of 16.

Based on the data in Table 2, it appears that some of Lithuania's cultural dimension scores run counter to the direction of scores for the top 10 countries on the GEDI listing. Notwithstanding this situation, Lithuania has opportunities to cultivate its high impact entrepreneurship. Focusing on the GEDI scores for the European Union countries, it can be seen that the United Kingdom and France are among the top 10 ranking countries, 4th and 10th, respectively. Lithuania ranks in 29th, with Germany being in 15th, Spain in 34th, and Italy in 42nd place. While the UK, France, and Germany are well-developed and balanced over the three GEDI dimensions – attitudes, activity, and aspiration – Lithuania, Spain, and Italy show less entrepreneurial efficiency. It is thought that the somewhat weak economies of several EU countries over the last ten years may be due to their low level of entrepreneurship. Among other things, Europe is struggling to develop its own cadre of billion dollar companies (Acs, Szerb, Lloyd, 2017). A better understanding of culture may be the answer to this problem.

The section that follows focuses on how organizational culture can be effectively structured to complement Lithuania's national culture so as to foster high impact entrepreneurship.

Cultivating High Impact Entrepreneurship in Lithuania Using Organizational Culture

Organizational Culture: Can it Drive Entrepreneurship?

There is an abundance of research establishing the relationship between organizational culture and performance (Rousseau, 1990; Kotter and Heskett, 1992; Marcoulides and Heck, 1993; Ogbonna and Harris, 2000; Ehtesham, Muhammad, and Muhammad, 2011; and Ahmad, 2012). Other research has established a relationship between organizational culture and entrepreneurship (Cherchem, 2017; Abdullah, Musa, and Azis, 2017; Engelen, Flatten, Thalmann, and Brettel, 2014) as well as profitability (Martins and Lopes, 2016). In his 1991 text, Hofstede suggests that workplace behavior is a continuation of behavior learned earlier in life. Thus, cultural values strongly affect all who are involved in organizations. While those values may be invisible, they are likely important factors that must be considered when attempting to improve entrepreneurial performance and profitability.

What is Organizational Culture?

There are about as many definitions of organizational culture as there are people who study it. At least fifty different definitions are cited in the literature (Verbeke, Volgering, and Hessels, 1998). The various definitions of organizational culture relate strongly to the structural paradigm of the people who have studied it. In this paper organizational culture is defined as the "shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviors of its employees" (O'Reilly, Chatman, and Caldwell, 1991, cited in Colquitt, Lepine, and Wesson, 2013, p. 518).

This definition implies, first, that culture is social knowledge held by organizational members. Workers learn about aspects of their company's culture through other workers. This transfer of knowledge could be through networking, simple observation, or explicit communication. The knowledge transferred is shared, which means that workers understand and have some degree of agreement on what the culture is. Second, this definition tells workers what the norms, values, and rules are within the workplace. Examples might be describing (1) what behaviors are appropriate or inappropriate and (2) how a person should act or dress at work. Some organizational cultures may even dictate how workers should act when they are not at work. Third, organizational culture shapes and reinforces certain attitudes and behaviors by exerting a system of control over workers (O'Reilly and Chatman, 1996). Individual goals and values tend to

grow over time to match those of the organization for which one works, perhaps related to the amount of time workers spend at their jobs

Recommendations for Organizational Culture

Lithuania's cultural dimensions appear to be thwarting the development of high impact entrepreneurship. From a cultural standpoint the country is focused in a direction inconsistent with nations having higher GEDI scores and ranks. Specifically, Lithuania's scores on individualism, masculinity, long term orientation, and indulgence run counter to those of the top ranking GEDI countries in the world. The remainder of this paper addresses how organizational culture can be structured to better align with Lithuania's national culture so as to foster high-impact entrepreneurship.

Entrepreneurs in Lithuania should develop organizational cultures that begin with an understanding of their national culture and culminate in designs that foster high impact entrepreneurship. Two of Lithuania's cultural dimensions (power distance and uncertainty avoidance) are focused in the direction of the GEDI's top 10 ranking countries. As such, they require no intervention from the standpoint of organizational culture. The remaining four dimensions of Lithuania's national culture (individualism, masculinity, long term orientation, and indulgence-restraint) are pointed in a direction opposite to the direction of the top 10 GEDI countries. The paragraphs that follow describe a series of recommendations to address those four specific cultural dimensions.

Individualism

To attenuate the effect of a low to mid-range score for individualism in Lithuania, entrepreneurs should take steps to:

- a. Foster employee independence and an environment where they are expected to defend their own interests and ideas. This will create an atmosphere of healthy competition that serves to foster innovation.
- b. Implement procedures and policies that enhance individual initiative. In so doing, employees will not feel threatened if they develop new and different ideas. Their sense of empowerment will be increased as they share their creative thoughts for the benefit of the enterprise. When innovations result from those ideas, they will experience the joy of accomplishment.

- c. Enhance communication channels between managers and employees. This will help foster involvement in workplace activities and contribute to creativity and idea generation.
- d. Endorse modern management ideas and strive to keep managers current – technologically and administratively.
- e. Promote individuals within the organization based on market value with a long term perspective. Engage in a moderate amount of external staffing to enhance the generation of new entrepreneurial ideas.

Masculinity-Femininity

To attenuate the effect of a very low score for masculinity in Lithuania, entrepreneurs should take steps to:

- a. Increase the meaning of work as a central life interest. This would positively impact the ideas generated by workers and increase productivity and innovation. Overall, this would result in enhanced entrepreneurial behavior.
- b. Resolve organizational conflict by allowing the strongest interests to prevail. This would minimize the need to compromise both idea generation and risk aversion – important components for the stimulation of high impact entrepreneurship.
- c. Reward assertive and competitive behaviors in the workplace, especially those that facilitate entrepreneurial decision making. Yielding attitudes and soft approaches to product and service development should be minimized in place of more forceful actions.
- d. Develop organizational policies that protect infrastructural and corporate interests over employee interests.

Long Term Orientation

To attenuate the effect of a very high long term orientation, Lithuanian entrepreneurs should take steps to:

- a. Develop strategic policies and practices that focus on the bottom line position of their enterprises. This will help managers focus their strategies in a direction that results in high impact entrepreneurship.
- b. Formulate compensation and incentive policies that reward merit and performance. Encourage workers to develop skills and abilities that foster entrepreneurial growth.

Indulgence

To attenuate the effect of a restrained culture in Lithuania, entrepreneurs should take steps to:

- a. Hire employees and develop partnerships with individuals having more extroverted personalities. Extroverts are usually more socially-oriented and have well-developed networks of friends that can benefit the enterprise and stimulate entrepreneurial thinking.
- b. Develop more enlightened views of gender roles. This harvests the intellectual capital sometimes minimized or excluded when entrepreneurs/managers build glass walls or ceilings along the lines of gender.
- c. Minimize the psychological importance of thrift. Indulgence and spending behavior are values that foster entrepreneurship.
- d. Foster indulgence in thought to encourage innovation and creative thinking. Today's entrepreneurs should understand the things that satisfy peoples' need to enjoy life and have fun. Responding with products and services that satisfy those needs typically results in high-impact entrepreneurship.

Conclusions and Limitations

This paper aimed to illuminate some of the cultural values of Lithuania. Using the data collected by Geert Hofstede, it was found that Lithuanians were low in power distance, very low on masculinity, and moderate on individualism as well as uncertainty avoidance. They were very high on long term orientation and very low on indulgence. The mix on these cultural dimensions is interesting and provides a likely interpretation for Lithuania's positioning on the Global Entrepreneurship and Development Index. While the country ranks 29 among the 137 nations represented in the Index, there is room for improvement in the area of entrepreneurship. Its score is 51.2% compared to a score of 84% for the USA – a country ranked #1 on the GEDI. This paper combines the concept of cultural values with global entrepreneurial position and argues that the power of organizational culture can be harnessed to create high-impact entrepreneurship in Lithuania. Focused recommendations on how entrepreneurs can design the culture of their enterprises are highlighted. Adopting the human resource and business practices that these recommendations entail can potentially result in increased creativity and innovation, more satisfied workers, increased employment, and improved profitability. As such, a cultural approach to enhancing Lithuania's level and quality of entrepreneurship seems to be an economic and financial imperative.

This study summarizes findings and provides a set of recommendations that have some possible limitations. First, the data collected by Hofstede to

generate the cultural dimensions are relatively old. Even with the replication studies that have been conducted, the data may not capture recent changes in the workplace and political environments. They may not take into account employment-related changes such as the current emphasis on empowerment, cooperation, and knowledge sharing. Second, the Hofstede data were collected from matched samples in a single organization – IBM. In developing his cultural dimension scores Hofstede made a questionable assumption that each nation consists of a uniform national culture and that data from a segment of IBM employees is representative of that supposed national uniformity. Notwithstanding these limitations, it is appropriate to point out that national cultural differences have remained fairly stable over time (Beugelsdijk, Maseland, and van Hoorn, 2015). As such, the conclusions in this paper rest on solid ground. The recommendations to enhance high impact entrepreneurship by structuring organizational culture to align with Lithuania's national culture also rest on a foundation that is both theoretically solid and practically efficient.

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