THE RELATIONSHIP OF THE DIMENSIONS OF CULTURE: MASCULINITY AND FUTURISTIC ORIENTATION TO THE AVERAGE EXPORT VALUE OF VARIOUS COUNTRIES IN TEN CULTURAL CLUSTERS FOR THE PERIOD OF 2017-2019

I. Solihin\textsuperscript{1}, Serly Tri Putri Sanuary\textsuperscript{2}, Theresia Pinkan Andriani Gunawan\textsuperscript{3}, Atin Siti Nopia\textsuperscript{4}
\textsuperscript{1,2,3,4}Department Management, Faculty of Economics and Business, Widyatama University, Bandung, Indonesia
\textsuperscript{1}ismail.solihin@widyatama.ac.id

ABSTRACT

The average value of exports for the 2017-2019 period in various countries, which are divided into ten cultural clusters, shows significant variability. This is thought to be influenced by various cultural dimensions that exist in each cultural cluster. Two cultural dimensions that are thought to influence the variability of export values are the cultural dimensions of masculinity and futuristic orientation.

This study aims to analyze the relationship between masculinity and futuristic orientation as the independent variable on the average export value as the dependent variable.

The research method used is a quantitative research method by calculating the multiple correlation of masculinity and futuristic orientation to the average export value of ten cultural clusters. The cultural clusters used in this study include the following cultural clusters: (1) Asian Confucian; (2) Southern Asia; (3) Middle East; (4) Latin America; (5) Nordic Europe; (6) the brazier; (7) Germanic Europe; (8) Latin Europe; (9) Sub-Saharan Africa; (10) Eastern Europe. From each cultural cluster, one country was selected randomly, so that there were ten countries representing each cultural cluster. The masculinity dimension is calculated using the average masculinity index indicator for 3 years (2017-2019). While the futuristic orientation is calculated using an average futuristic index indicator for 3 years (2017-2019).

The results showed that there was a significant influence of masculinity and futuristic orientation on the average export value of 0.781.

Keywords: Cultural cluster, Cultural Dimensions, Masculinity, Futuristic Orientation, Average Export

I. INTRODUCTION

Export activity is one of the most important economic activities for a country because it can increase a country's national income (Samuelson & Nordhaus, 2002). The excess value of exports over imports in international trade will increase the amount of foreign exchange reserves of a country which will strengthen the exchange rate of that country's currency.

The export value of various countries which are divided into ten cultural clusters shows very significant variability between various cultural clusters. Table 1 shows the very significant variability of exports among various countries which are divided into ten cultural clusters according to the GLOBE study.

<table>
<thead>
<tr>
<th>No</th>
<th>Country</th>
<th>Cultural Cluster</th>
<th>Export Value (In Million US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Japan</td>
<td>Confucian Asia</td>
<td>798,621</td>
</tr>
<tr>
<td>2</td>
<td>Malaysia</td>
<td>Southern Asia</td>
<td>227,538</td>
</tr>
<tr>
<td>3</td>
<td>Brazil</td>
<td>Latin America</td>
<td>242,580</td>
</tr>
<tr>
<td>4</td>
<td>Sweden</td>
<td>Nordic Europe</td>
<td>172,725</td>
</tr>
</tbody>
</table>
Ten countries were randomly selected to represent each cultural cluster. While the dimensions of culture that were chosen to be the independent variables in this study were the dimensions of masculinity and futuristic orientation. These two cultural dimensions were chosen because they are considered to contribute to the creation of a country's competitiveness which is indispensable in creating a country's export performance.

This study aims to analyze the relationship between masculinity and futuristic orientation as the independent variable on the average export value as the dependent variable.

II. LITERATURE REVIEW

Culture

Culture is an inseparable part of humans, so most people tend to think of it as genetically inherited. Therefore, in different places, there will be different inherited habits.

When someone wants to communicate with other humans from different cultures, they will adjust the existing differences. So that it affects the culture of each individual from every place, region and country.

The definition of culture is very diverse and from a variety of different scientific backgrounds. The science of cultural anthropology defines it as the whole system of ideas, actions and the results of human work in the context of community life which is made into human property by learning. So it can be interpreted that almost all human actions are "cultural" because there are very few human actions in the context of people's lives that do not need habituation by learning, namely only actions in the form of reflexes, some actions due to physiological processes or behavior because humans are blind.

The word "culture" comes from the Latin "colere" which means to cultivate or work, especially cultivating rice fields. In this sense the meaning of culture develops as "all human efforts and actions to cultivate land and change nature (Koentjaraningrat, 1990:179). Honigmann in his anthropological book entitled The World of Man in 1959 as quoted by Koentjaraningrat distinguishes three "cultural phenomena" namely: ideas, activities and artifacts, similar to Koentjaraningrat (1990: 186) who argues that there are three forms in culture, namely:

1. The form of culture as a complex of ideas, ideas, values, norms, rules and so on.
2. The form of culture as a complex of patterned activities and actions of humans in society.
3. The form of culture as objects made by humans.

Hofstede (2011) defines culture as:

"The collective programming of the mind that distinguishes the member of one group or category of people from another."

The above statement can be understood that culture is a collective programming of the mind that distinguishes members of a group or category of people, from others.

Cultural Dimension

Hofstede analyzed the culture of several nations and grouped it into several dimensions. The cultural dimensions according to Hofstede (2011) are:

"Dimension of culture is the comparison of culture presupposes that there is something to be compared – that each culture is not so unique that any parallel with another culture is meaningless."

<table>
<thead>
<tr>
<th></th>
<th>Country</th>
<th>Region</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>United Kingdom</td>
<td>Anglo</td>
<td>476,284</td>
</tr>
<tr>
<td>6</td>
<td>Germany</td>
<td>Germanic Europe</td>
<td>1,408,370</td>
</tr>
<tr>
<td>7</td>
<td>France</td>
<td>Latin Europe</td>
<td>558,461</td>
</tr>
<tr>
<td>8</td>
<td>Nigeria</td>
<td>Sub-Saharan Africa</td>
<td>114,000</td>
</tr>
<tr>
<td>9</td>
<td>Nigeria</td>
<td>Latin Europe</td>
<td>88,575</td>
</tr>
<tr>
<td>10</td>
<td>Egypt</td>
<td>Middle East</td>
<td>29,409</td>
</tr>
</tbody>
</table>
Each region and country has a different society. This affects the way people get along and communicate. There are several ways of communicating a person in each country which is seen through 2 approaches, namely through the type of culture and Hofstede's 6 dimensions of culture.

1. **Power Distance.** Power distance is defined as the extent to which less powerful members of an organization and institution (such as families) accept and expect power to be distributed unequally. It represents inequality (more versus less), but is defined from below, not from above. This shows that the level of inequality in society is supported by its followers as well as by its leaders. Power and inequality are, of course, very basic facts of society. Either way, all societies are unequal, but some are more unequal than others.

2. **Uncertainty Avoidance.** The dimension of ‘uncertainty avoidance’ is explained by Hofstede (2011) as follows:“Uncertainty about the future is a basic fact of human life with which we try to cope through the domains of technology, law and religion. In organizations these take the form of technology, rules, and rituals. Uncertainty avoidance should not be confused with risk avoidance” (Hofstede, 2011). Uncertainty Avoidance is a form of society's tolerance for uncertainty and ambiguity. This describes the extent to which members of the organization or institution try to overcome feelings of anxiety and reduce the uncertainty they face. This understanding explains that uncertainty avoidance does not mean risk aversion. People who have high uncertainty avoidance cultural dimensions (high uncertainty avoidance) tend to be more emotional. They try to minimize the occurrence of unknown or unusual circumstances. When changes occur and apply applicable laws and regulations. In contrast, the dimension of low uncertainty avoidance culture accepts and feels comfortable in unstructured situations or environments that often experience changes. Countries in Central Asia as well as Russia and China are included in the group of countries with high uncertainty avoidance. Meanwhile, the United States of America, Australia and Europe are included in countries that have low uncertainty avoidance.

3. **Individualism versus Collectivism.** Hofstede (2011) describes the dimensions of Individualism as the opposite side of Collectivism as follows: “It describes the relationship between the individual and the collectivity that prevails in a given society. It is reflected in the way people live together—for example, in nuclear families, or tribes – and it has many implications for values and behavior” (Hofstede, 2011)

In an individualistic society (Individualism), the emphasis is placed on personal problems, and demands individual rights. People are expected to stand up for themselves and their families. In addition, they are expected to choose their own affiliates.

On the other hand, in collectivism, the individual acts primarily as a member of the group for life. High cohesiveness is created within their group (the group here does not refer to politics or the state). People have large families, who serve as protection for themselves so that their loyalty is not in doubt.

• An example of a country with an individualist culture is America, people in America work to achieve high positions and do not hesitate to compete for certain positions without thinking about others.

• An example of a collectivism culture in China, they use the word "we" in communicating. Loyalty and harmony between employees is very well maintained so that personal clashes can be avoided.

4. **Masculinity versus Femininity**
Hofstede describes masculinity and femininity as follows:

“The dominant gender role patterns in the vast majority of both traditional and modern societies. (I will use ‘sex’ when referring to biological function and ‘gender’ when referring to social functions)” (Hofstede, 2001).

Masculinity relates to the value of gender differences in society, or the distribution of emotional roles between different genders. The values of the masculine dimension (masculinity) contain the values of competitiveness, assertiveness, materialistic, ambition, and power. The feminine dimension places more value on relationships and quality of life. In the masculine dimension, the differences between gender roles appear more dramatic and less flexible than in the feminine dimension, which sees men and women as having equal values, emphasizing modesty and caring.
The use of feminine and masculine terminology which refers to gender differences that are clearly implied is controversial. So that some researchers who use the perspective of Hofstede (2011) replace the terminology, for example "Quantity of Life" with "Quality of Life".

5. **Long Term versus Short Term Orientation**

This dimension was developed by Hostede with Michael Harris Bond in Hong Kong (Hofstede, 2011). This dimension is strongly influenced by Confucian teachings. This dimension will confuse people living in the west, because they feel it is not necessary. The four elements of teaching that influence the formation of this dimension are:

a. Social stability is based on unequal relationships between people. For example, juniors give respect and obedience to seniors, and seniors provide protection to juniors.

b. The family is the basic form of all social organization. Chinese culture has the belief that losing one's family dignity is tantamount to losing one eye, nose and mouth. Showing respect for people is called “giving face” in their culture.

c. Virtuous behavior towards others implies not treating others as you would not want to be treated like that by others.

d. Doing good is one of life's tasks by increasing knowledge, skills, working hard, not being wasteful, patient, and nurturing. This dimension was later termed as "Confucian Dynamism" (Hofstede, 2011). People who are long-term orientation (long-term orientation) are more concerned with the future. They encourage reward-oriented pragmatic values, including persistence, savings and adaptive capacity.

In a society that has a short-term orientation dimension, values are promoted related to the past and present, including stability, respect for tradition, maintaining public appearance, and fulfilling social obligations.

6. **Indulgence versus Restraint**

Michael Minkov, a linguist and sociologist from Bulgaria in 2007, together with Geert Hofstede and Geert Jan Hofstede (2011) proposed three new cultural dimensions, namely Exclusionism versus Universalism and Monumentalism versus Flexumility, also strongly correlated with Short Term/Long Term Orientation. So that the new dimension defined by Hofstede as the newest cultural dimension is the dimension of Indulgence versus Restraint.

Indulgence refers to a social environment that allows gratification as a natural human desire associated with enjoying life. Restraint refers to a social environment that controls the gratification of needs and regulations by means of strict social norms.

**Cultural Cluster**

Research conducted by House et.al (2004) within the framework of the GLOBE (Global Leadership and Organizational Behavioral Effectiveness) research program which is a worldwide research collaboration to study leadership attributes globally by first grouping 62 citizens around the world into 10 clusters. culture based on their cultural similarities (Chokkar et al., 2007). The clustering is based on empirical cultural measures obtained from surveyed individuals from countries belonging to this group. The results of grouping ten cultural clusters are as can be seen in Figure 1 below.

1. **Middle East.** The people who are included in this group are those that reflect the high value of the community's cultural practices on the collectivism dimension. Middle Eastern society is very group and family oriented, showing that individuals pride themselves on family and organizational loyalty.

2. **Asian Confucian.** People who are included in this group reflect a relatively high value in the cultural practices of the community.

3. **South Asia.** This cluster is strongly family and group oriented, humane, male dominated, and hierarchical.

4. **Latin America.** This cluster indicates that they generally express pride and cohesiveness in their families and organizations. However, they are not particularly supportive of community institutional practices with the aim of collectively distributing resources or rewarding them.
5. **Nordic Europe.** People in the Nordic European group want more rewards and encouragement for performance excellence with more gender equality and equity. Interestingly, these people want to be more group and family oriented with more pride, loyalty, and cohesiveness in their families, but they want less distribution of resources.

6. **Anglo.** Anglo society is traditionally performance oriented with limited cohesiveness within the organization or family. It is male-dominated, like all societies, but average compared to other country clusters. Acceptance of differences in power and privileged status is low compared to the average among the clusters of countries.

7. **Germanic Europe.** The Germanic group will look for charismatic leaders who believe in participatory leadership but also support independent thinking. They will be hesitant to engage in self-protective behaviors such as being self-absorbed and especially status-conscious.

8. **Latin Europe.** Society in this group is somewhat male-dominated, less human-oriented and experiences an unequal distribution of power and status among citizens.

9. **Sub-Saharan Africa.** All communities in Sub-Saharan Africa want to be more Performance and Future Oriented, especially in the last dimension of Future Orientation.

10. **Eastern Europe.** Society values team-oriented leaders whose characteristics include developing outstanding teams and using their administrative and interpersonal skills to create cohesive work groups.

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**International Business**

Business activities carried out by companies are not only limited to transaction activities carried out by companies within the borders of the country where the company is located—called domestic business activities, but can also be carried out outside national borders—which is called international business. Trade transactions between countries are actually not a new phenomenon. In the 12th century, the Srivijaya kingdom and various other maritime kingdoms had conducted international trade with various kingdoms in China and India, even some areas in Jepara under the reign of the Majapahit kingdom had traded as far as Madagascar (Alatas, 2009). Similarly, various monarchies in Europe have been trading with the East since the 13th century. European trade routes to East Asia had to pass through trade routes controlled by the rulers of the Ottoman Empire, so this resulted in high commodity prices from Asia to Europe or vice versa (Ball, Geringer, Minor and McNett, 2012). This reality encourages European trading companies to look for alternative trade routes from Europe to Asia. It was in this search for new international trade routes that the Europeans discovered the Americas.

Currently, international business activities have a tremendous impact on the development of the global economy. For example, in 2006 only 19 countries in the world had higher gross national income (GNI) than the annual...
sales of Exxon-Mobil—a multinational oil company. According to data reported by Fortune Magazine, in 2006 Exxon-Mobil had annual sales of 339,938 billion US dollars (Ball et al., 2010). This sales value is greater when compared to the gross national income (GNP/GNP) of countries such as Indonesia, Poland, South Africa, etc. In addition, transnational/multinational companies currently have approximately 866,000 overseas affiliates and employ more than 53 million people worldwide.

International business is an activity of transaction of goods and services outside the borders of the company concerned to fulfill the company's objectives (Czinkota, Ronkainen and Moffett, 2005). Companies that are involved in international business activities have evolved from companies that only carry out their marketing activities in the domestic market to then expand their markets abroad by exporting their products abroad. In addition to experiencing an evolution in terms of marketing, the company has also experienced changes from the point of view of its development.

Types Of International Business

Foreign Direct Investment (FDI)

Foreign direct investment (FDI) occurs when a company invests directly in the form of production facilities to produce and/or market the company's products in foreign markets. For example, the Japanese company Toyota made foreign direct investment in America between 1983 and 2002 by opening five Toyota car assembly plants in America with a total investment value of 13.5 billion US dollars (Hill, 2008).

FDI can further be divided into two categories. The first category is FDI in the form of green field investment. Companies that make greenfield investments will form new companies abroad. The second category of FDI is the FDI category where the parent company acquires or merges with companies that already exist abroad. These two FDI categories are different from the foreign portfolio investment (FPI) category—where FPI is a form of foreign investment made by individuals, business entities and foreign governments in the form of financial instruments (for example, the purchase of foreign government bonds, or the purchase of shares of foreign companies in the foreign market). capital).

As an investment activity, FDI activities have inflows and outflows (Hill, 2008). Outflows of FDI occur when investments are made by companies from one country (parent country) in a foreign country. Meanwhile, inflows of FDI (inflows of FDI) occur when a foreign company or government invests in a country's country. The total value of assets owned by foreign companies or foreign countries at a certain time is called the stock of FDI (stock of FDI).

Export

Export activities are a way of entering international markets that are widely used by companies when they start doing international business activities. Export activities have two advantages for companies over FDI. First, export activities do not require large investments to carry out manufacturing activities in other countries (host countries). Second, companies can obtain economies of scale by concentrating their product production in one country and then exporting from that host country to various countries.

In addition to having several advantages, export activities also have at least three weaknesses (Hill, 2008). First, export activities become unattractive when companies have the option of producing cheaper products in the host country than exporting them from their home country. Second, export activities have high transportation costs, especially if the product being exported is a product with a large volume (bulky). Third, the existence of tariff barriers can make export activities uneconomical due to high product prices in the host country market.

Licensing

License is a form of agreement in which the licensor grants the right to another party who is the user of the license (licensee) to use patents, inventions, formulas, processes, designs, copyrights and trademarks for a certain period of time agreed between the licensor and the licensee.

Licensing provides benefits for companies that become licensees because these companies do not need to spend large amounts of money to carry out research and development activities. For companies holding licenses, granting licenses to foreign business partners located in countries with unstable political conditions is a mode of entering foreign markets that can reduce the risk of company losses due to direct investment in countries with
unstable political conditions. The license can also be used by companies that are unable to enter the market of another country due to legal restrictions from a foreign country.

Licensing also has three major drawbacks. First, the licensor does not have strict control over manufacturing activities, marketing and strategies to realize experience curved and centralize production in the country with the most economical cost. This happens because in general, licensees open their own production activities in their respective countries, thus limiting the possibility of location centralization (Hill, 2006). The second weakness, licensing activities will limit licensors who receive benefits from licensing activities in the form of royalties to support licensing activities to other licensees. Third, licensors who give licenses in the form of know-how (knowledge) to licensees can lose their competitive advantage because the technology they provide to licensees can be imitated and cause licensors to lose their competitive advantage in the long term.

**Franchising**

Another mode used by companies to enter the international market is by franchising—that is, a form of contractual agreement between the franchisor/franchisor and the franchisee/franchisee. In practice, the franchisor—generally a company that owns well-known products or services such as McDonald's, Hoka Hoka Bento, etc.—gives a franchisee permission to do business using the franchisor's brand and the franchisor gets a fee for the franchisee's use of the brand. But unlike the case with a license, the franchisor directs the franchisee to carry out business activities in the format desired by the franchisor. The advantage of franchising as a mode to enter the international market is that there is no investment risk compared to when the company opens its own business unit abroad. Meanwhile, losses that usually arise from franchising activities arise when the franchisee cannot implement quality control in accordance with the franchisor's request. The failure of the franchisee to apply the quality standards as set by the franchisor can result in the sale of products below the quality standard to consumers. This can result in losses for the franchisor.

**Joint Venture**

Another way to enter the international market is to form a joint venture, which is a company owned by two or more independent companies (Hill, 2006). This form of international business activity has several advantages. First, international companies partnering with local companies benefit from local partners' knowledge of the competitive situation of the domestic market, culture, language, political system and business system. Second, when the costs of operating in the international market are high—as is the case with the risk of developing overseas markets, international companies partnering with local companies will be able to share both costs and risks with their local partners. Third, there are several countries that prohibit foreign companies from working on their domestic market unless the foreign company partners with a local company. Thus the joint venture will reduce the risk of foreign companies experiencing nationalization by the local government. However, joint ventures also have some drawbacks. First, international companies conducting joint ventures with local partners have weak control over the technology used in joint ventures so that technology owned by international companies may shift to local partners. Second, the parent company does not have strong control over the joint venture which is a subsidiary of the parent company. This can result in the subsidiary being unable to support the parent company's strategy to create economies of scale or create competitive advantage. Third, there is a potential conflict between the two parties who invest together in a joint venture if one of the parties has a different perception of the direction of the company's business with its partners.

### III. RESEARCH METHODOLOGY

The research method used is a quantitative research method by calculating the multiple correlation of masculinity and futuristic orientation to the average export value of ten cultural clusters. The cultural clusters used in this study include the following cultural clusters: (1) Asian Confucian; (2) Southern Asia; (3) Middle East; (4) Latin America; (5) Nordic Europe; (6) the brazier; (7) Germanic Europe; (8) Latin Europe; (9) Sub-Saharan Africa; (10) Eastern Europe. From each cultural cluster, one country was selected randomly, so that there were ten countries representing each cultural cluster. The masculinity dimension is calculated using the average masculinity index indicator for 3 years (2017-2019). While the futuristic orientation is calculated using an average futuristic index indicator for 3 years (2017-2019).

### IV. RESULTS AND DISCUSSION

Table 1 and Table 2 show the masculinity index and futuristic orientation index of the ten selected countries representing each cultural cluster.
Table 1 Values of Masculinity Index in Various Countries From Ten Cultural Clusters

<table>
<thead>
<tr>
<th>Cultural Cluster</th>
<th>Country</th>
<th>Masculinity Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Confucian asia</td>
<td>Japan</td>
</tr>
<tr>
<td>2</td>
<td>Southern Asia</td>
<td>Malaysia</td>
</tr>
<tr>
<td>3</td>
<td>Latin America</td>
<td>Brazil</td>
</tr>
<tr>
<td>4</td>
<td>Nordic Europe</td>
<td>Sweden</td>
</tr>
<tr>
<td>5</td>
<td>Anglo</td>
<td>United kingdom</td>
</tr>
<tr>
<td>6</td>
<td>Germanic Europe</td>
<td>Germany</td>
</tr>
<tr>
<td>7</td>
<td>Latin Europe</td>
<td>France</td>
</tr>
<tr>
<td>8</td>
<td>Sub-Saharan Africa</td>
<td>Nigeria</td>
</tr>
<tr>
<td>9</td>
<td>Eastern Europe</td>
<td>Kazakshtan</td>
</tr>
<tr>
<td>10</td>
<td>Middle East</td>
<td>Egypt</td>
</tr>
</tbody>
</table>

Table 2 Values of Futuristic Orientation in Various Countries From Ten Cultural Clusters

<table>
<thead>
<tr>
<th>Cultural Cluster</th>
<th>Country</th>
<th>Futuristic Orientation Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Confucian asia</td>
<td>Japan</td>
</tr>
<tr>
<td>2</td>
<td>Southern Asia</td>
<td>Malaysia</td>
</tr>
<tr>
<td>3</td>
<td>Latin America</td>
<td>Brazil</td>
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<tr>
<td>4</td>
<td>Nordic Europe</td>
<td>Sweden</td>
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<tr>
<td>5</td>
<td>Anglo</td>
<td>United kingdom</td>
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<td>Latin Europe</td>
<td>France</td>
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<td>8</td>
<td>Sub-Saharan Africa</td>
<td>Nigeria</td>
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<td>9</td>
<td>Eastern Europe</td>
<td>Kazakshtan</td>
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<tr>
<td>10</td>
<td>Middle East</td>
<td>Egypt</td>
</tr>
</tbody>
</table>

Based on the data listed in Table 1 and Table 2 above, the calculation of multiple correlation will then be carried out to determine the effect of the variable masculinity and futuristic orientation on the export value of various countries in the ten cultural clusters.

Table 3 shows the multiple correlation value of 0.78 which shows that the variables of masculinity and futuristic orientation together have a close relationship with variations in export values. The contribution of these two variables to the variation in export value is 0.61.

Table 3 Correlation Value of Multiple Masculinity, Futuristic Orientation and Average Export Value

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), masculinity, futuristic

V. CONCLUSION

1. Variations in the export value of various countries in various cultural clusters are also influenced by cultural dimensions
2. The cultural dimensions of masculinity and futuristic orientation affect export variations in various cultural clusters

REFERENCE