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DETERMINANT CULTURAL DIMENSIONS BETWEEN BUSINESS STRATEGIES AND THE DEVELOPMENT OF PROJECT PORTFOLIOS IN MULTINATIONAL COMPANIES

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ABSTRACT

The objective of this work is to identify the main dimensions and basic characteristics of Culture within organizations. In order to determine these dimensions and characteristics, a literature review was carried out with the keywords Cultur *, Business Strateg *, Portfolio Project Management, Mutinational compan *, subsequently using clusters and co-citations analysis to identify the authors and relevant topics, and a further analysis of the bibliographic references of the tests work. As a result, the main domains of culture were identified: beliefs and values (internal culture) and attitudes through behavior (external culture). In a second stage, eight main characteristics that are associated with these domains were identified by crossing the works of the main authors analyzed.

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INTRODUCTION

To be competitive, companies develop innovative projects focused on the needs of their customers. These projects must be within the context established by the organization's business strategies, as identified by Szass *et al* (2019). Positive results in the development of projects lead the company to better levels of competitiveness within a globalized market and with the influence of diversified aspects of technical and social nature, as described by Chung *et al* (2012). However, projects are often developed various in the environments of different cultures, because in the search for new markets, organizations operate in more than one culture and / or country. The differences among cultures leads to a difference in the ideas and in the form of conception of the proposals to be developed, according to Shao (2019). The development of projects in a more linear way and without cultural obstacles is a target that organizations seek, which matches the theory of Ahmad and Adnan (2017). Therefore, it is important to know how the alignment between the different cultures involved in this activity should be conducted.

The purpose of this article is to identify the Domains and Dimensions inside these domains that underlie the interaction between alignment or cultural misalignment, the strategies of organizations and the project portfolio. Focusing on this, a bibliographic survey was used to develop guides for the identification of important dimensions and characteristics, which this paper identifies as internal and external domains as well as dimensions.

Literature review: When talking about culture, its connection with the past appears in the imagination of most individuals, as noted by Nierdman *et al* (2012). Potentially, the process of growth through the assimilation of an individual and collective history causes the change in the most important point of the link: people and their desires, such as the professional ascension mentioned by Volmer *et al*, (2018). However, the vision of culture goes beyond what has already happened (reactive action). Wilk (2014) demonstrates in his work the junction of the past, the future and its interaction with the present and brings up points that can be important to understand and predict segments such as Sales, Health, Safety and others.

Culture, therefore, becomes an approach of time and space, an idea that is also shared by Kern (2003). The interference of domain groups or affinities, whether individual or collective, can shape the behavioral aspects of a group (HOFSTEDE, 1980). Authors such as Hall (1976), Steinmetz *et al* (1983) and Fuss (1995), claim to be important aspects of culture and its formation, the factors of transformation, psychological approaches, inflection points and the characteristics of groups. The models, their contexts of action and their outputs present characteristics that can vary from a more comprehensive collective aspect, applied to the sub-groups, to an individual characterization (TROMPENAARS, 1993). In an evaluation of a sub-group, observation of both the group and the individual aspect may be necessary. The characteristics of each sub-group will add specific points. In the approach of time and space, when we look at Culture with a focus on the past, we say that it was formed; in a present approach, which it transforms; and in the future, which will interact with variables and reposition itself. According to Erez and Gati (2004), the behavioral aspect of groups (collective or unitary), is based on beliefs, values and attitudes, and it also indicates these factors as being decisive in the approach of how each individual will translate their inner aspect to the outside, the perceived and the internal culture. A similar view is presented by Kitzinger (1995), with the addition that when the collective aspect is observed there are class domain interferences in civilizations, whether in a mild or intense way. Matsumoto *et al*, (2009) indicate aspects of maturity as determinants in the time factor. Maturity interferes with the group's positioning and its potential for success. The interaction between different cultures can enhance the improvement of points considered as positive (HOFSTEDE, 1981). Within this improvement, whether in antiquity or in current times and also in the future, aspects of technological evolution are items that were, are and will be assimilated by cultures, not always due to taste, but also due to a need for survival. Subtle but important transitions can be cited. Technological discoveries bring a behavioral realignment associated with other factors. The depth of this realignment may be linked to how many the groups or individuals think with the way they think. Culture transformation points, including technological discoveries, bring new characteristics to society (Postman, 1993). These characteristics can be associated with "how to do" regarding the possible change in customs and can be associated with "how to think", which can generate a temporary or definitive change in culture. The depth of this change again depends on the collective and individual contexts. Examples abound: The era of navigation brought new foods and new interactions between cultures as a characteristic, with the strengthening of the strongest customs (not necessarily the best); created precursor conditions to capitalism. The press era brought information and thoughts more openly to people. As an example with current impact, we highlight the accelerated form of Communication, already observed as potential by Jordan (1999). Individual thoughts are shared and initiate trends, generate social values, enhance negotiations. It is a fast and accessible way that favors cultural transformation, and its control is not simple.

Business organizations can be directly affected by these transitions. The perspective of individuals and the community may be decisive for the formulation of a model that will have an interface in decision making and the level of participation of each individual. When we look at a process in execution with its methods, its materials, the environment and the people involved in the execution of the tasks, we have scenario generally linked with the short term or the execution. On the other hand, when we look at management perspective, the quality of decision has a decisive weight in success. Peter Drucker (1991) made the distinction between "doing things right", in relation to efficiency and a procedural focus with a strong link to execution, and "doing the right things" famous, in an approach of effectiveness and with a strong link to strategy. Execution and Strategy are adjacent in the different layers of the pyramid. Getting the path right is fundamental, and here the alignment factors are cited by Hofstede (2010) as crucial. Culture, as mentioned by Postman (1993), will create contexts of acceptance or rejection of a path. Therefore, it becomes a prerequisite to be understood before the strategy aligns itself among the parties.

In this context, knowledge of how the world is seen can facilitate synergy or propel aversion and can be associated with an individual or collective focus, and is also linked to circumstantial factors, such as economic crises, scarcity of resources or sudden changes in legislation. Time and space are again part of this context. To characterize time more directly, we can say that the way of looking at situations may vary depending on the experiences acquired and future desires as indicated by Hall (1976), and in this way the context of cultural transition is present. The social space has a significant impact in attitude and behavior where the research of Liu and Sibley (2004) associate a correlation of physical environment and perceived behavior uniformity. The environment disposal can facilitate or not the exposure of behaviors and the commitment of people with group principles instead their personal habit. The particular approach of this work is to bring those factors within the aspects of culture that are important for the cultural alignment between Business Strategies and their unfolding within national and multinational organizations.

METHODOLOGY

Detailing the methodology: The methodology comprised several processes to assess the overall status of culture studies and then to analyze the dimensions of culture. It was adopted a sequential view of methodologies descriptions in Berto and Nakano, (2014). The first step was a initial literature review to identify authors related to the main themes: Organizational Culture, Business Strategy and Project Portfolio; Based on the initial literature review and using the approach of Bloor and Wood (2006), key words were chosen to understand the influence of Culture on Business Strategies and the Business Portfolio in multinational organizations. The selected keywords were: Cultur*, Business Strateg*, Portfolio Project Management, Mutinational Compan*; The keywords were used to search in two bases, : Scopus and Web of Science, and the results were grouped in Clusters in a similar approach of papers observed on the work of Waxmann and Drummond (2004), using the Ucinet software, ;

The results were then analyzed with the screening of the most cited authors;

Based on the output of each analysis, the survey of authors and the reading of "Abstracts" were carried out to identify which articles would be most relevant to the research topic; Analysis of the articles relevant to the theme and the authors cited in those articles; A table was made to cross the main dimensions observed in the works of each author related to the theme and a selection was made through the identification of the characteristic by more than one author. The output items were then grouped in order to enable the future assessment of their deployment. The dimensions were identified through the assessment of the topic citation by more than one author. The secondary characteristics that occur due to these dimensions were selected by crossing each sub-topic between the authors with the assessment of their equivalence and effect of their grouping.

Detailing the evaluation of findings: Bibliographic searches were conducted using keywords in two databases: Scopus and Web of Science. In Scopus, 1338 articles were identified, while in Web of Science (WOS) 869 articles were identified. The assessment was carried out in three phases (illustrated in Figure 1):

- Search in the Scopus and Web of Science databases of the 2207 articles from two databases using the keywords.
- Reading of the titles: 87 articles were collected by reading the 2207 titles, based on the existence of the word "cultur*" AND "Business" (or correlate) OR "COUNTRY" (or correlate, international, national example) OR "Multinational" (or correlate) OR "Portfolio" (or correlate, example projects) OR "Dimension" (or correlates, examples "Beliefs", "Behavior", "Attitude", "Assumptions"). The connection with the characteristics of dimensions of culture and business for the choice was also observed.

- **Reading of the articles:** The reading of the articles was carried out, where 51 articles focused on the topic were obtained (6 articles were referenced in both databases). The filter used to choose the articles was the observation of the description of Cultural dimensions within the context of organizations. Table 1 illustrates this selection of articles with those obtained from the Scopus database (marked in green).

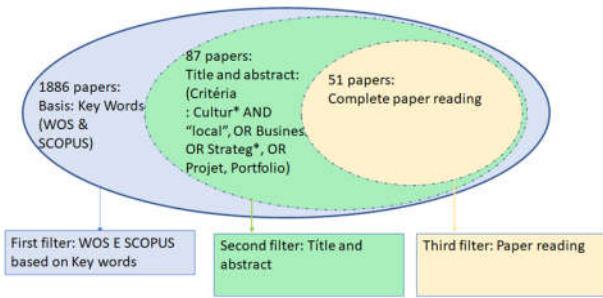


Figure 1. Adopted filter phasis

Data evaluation

To further deepen the analysis, Clusters of the most co-cited authors were subsequently formed using the VosViewer software, as shown in Figure 2 and the Co-citation list based on the Ucinet software. The clusters demonstrated the predominance of the works of Hofstede, G. The biographies of Kostova, Kogut, Dimaggio, Eisenhardt, Fornell, Podsakoff were also analyzed, in which the concept of Culture itself is based on other authors, including Hofstede himself.

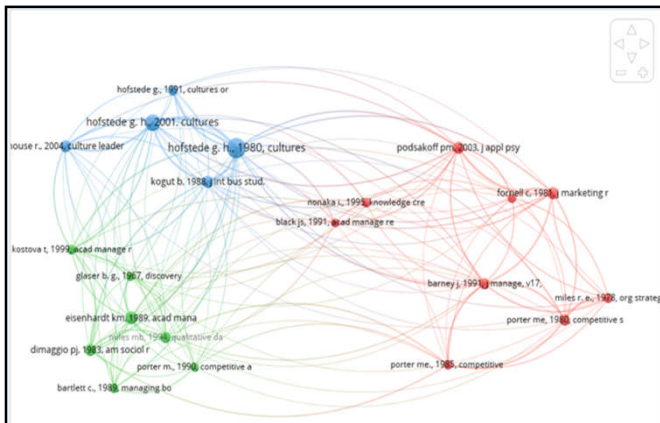


Figure 2. Clusters de Co-citation – Vos Viewer - Scopus

Regarding the co-citation lists (Table 2 and Table 3), Hofstede's predominance is also observed. As a result, a specific review of Hofstede's work was carried out in relation to works linked to culture in business and multinational strategies to insert authors who had culture models compared by this author, which are referenced in Table 3. Due to the observation of Hofstede's level of citations, an analysis of his bibliography was carried out with the intention of checking in-depth with relevant works. Articles with comparison to other models of international culture were extracted from his work, mentioned in Table 4. The authors cited at table 3, with the exception of Galit Ailon, in which the article is a discordance indication not direct linked with this context, are cited in the works of this research. In the specific case of Hall, E., because Hofstede's quote serves as a culture basis in articles, including Hofstede (2011), the same was referenced.

Selection of base authors: The core authors, due to the use of their research as models for verifying the culture in the works selected in the research of this work, were Hofstede, Trompenaars, Globe Project, Hall, Schein, and Quinn and Cameron. Figure 3 shows the connection between the works selected in this work, being composed of three levels:

- **Level 1:** the authors of the culture models used by the authors selected in this article, listed within the figure;
- **Level 2:** the authors who were referred to as the basis of the concept of culture in multinational organizations in the selected works, highlighted in white in the middle line of the figure;
- **Level 3:** the authors of the works selected in this research, listed on the outside of the figure.

The central authors were first identified as being the basis of culture in the works selected in this research as indicated in Figure 4, with the addition of an author (Hall, E.), by citing the most relevant central author. The arrows indicate the quote between these authors. The authors selected in this research are color-correlated with the author of the central culture models. Based on the selection of authors and articles, made from the criteria described above, it was possible to observe the following situations:

Hofstede (2011) has the orientation to observe the influence of values, which unconsciously interfere in individual and collective attitudes and transferred to the visible plane through attitudes and behaviors. In other works, Hofstede (2001), notes that values are associated with beliefs, as non-visible characteristics, and that they are formed based on childhood experiences and living with groups, creating a mental model. This mental model will interact with the individual's culture of conviviality. Five dimensions are established, based on values, behaviors and attitudes. In the company context, Hofstede (1985) demonstrates the interference of the national culture of origin within the taking of attitudes within an organization, evolving to its study in 1998, with the verification of culture in subgroups.

Globe Project (2006) observes the research outputs of the "Globe Project", which used part of Hofstede's research and concepts with the payment of royalties. The Globe Project research identified the participation of nine dimensions as interfering in the organizational culture, which also enter into the analysis of this work.

Hall (1976) indicates, in his Iceberg model, the differentiation of perceived and unperceived dimensions of culture. The perceived aspects are translated into behavior through attitudes. The basis for this behavior is based on values and beliefs, which are part of the implicit (not perceived) cultural aspects. The interaction of these characteristics with human perceptions is directly related to space, time and context and generates behavioral patterns, which are subdivided into: High context cultures and Low context cultures). The eight main factors of his theory were observed as potential characteristics to be compared with the other analyzed authors (form of communication, need for control and attribution of failure, use of non-verbal communication, reaction by expressions, cohesion and separation of groups, connection between people, level of commitment in relationships and time flexibility)

Trompenaars (1997) indicates in his model that beliefs and values are the implicit part of culture, while attitudes and communication the explicit part. His work, which focuses on the unfolding of these dimensions of culture through eight comparative factors, was observed for comparative effect in this article. Part of its culture-based rationale is linked to the work of Schein (1985). Quinn and Cameron (1988) cite their study values and beliefs as a cultural basis, with the observation of organizations in cultural quadrants (Clans, Adocracy, Hierarchy and Market), based on internal focus against external focus, and flexibility versus control. The model called CVF - competing values framework - is used in research and has a different connotation from the approaches of the other five authors selected above. Schein (1985) is addressed in the works of Trompenaars (1997), Hofstede (2011) among others. His work addresses the unconscious part of individual culture and its interaction with the environment in which the individual is, with the generation of behaviors externalized by attitudes.

Table 1. Scopus findings list (Green legend: selected article)

Seq	Authors	Title	Year	Base cultura	outros, definição cultura
1	Mathew S., Taylor G., "57204756816	,Power distance in India: Paternalism, religion and caste: some issues surrounding the implementation of lean production techniques",2019,"Cross Cultural and Strategic	2019	Hofstede	
2	Shao Z., "54903226400	,Interaction effect of strategic leadership behaviors and organizational culture on IS-Business strategic alignment and Enterprise Systems assimilation",2019,"International Journal of Information	2019		
3	Lee J.W., Tan W.N., "27170463900	,Global corporate citizenship: Cross-cultural comparison of best practices in the global automotive industry",2019,"Journal of Asian Finance, Economics and	2019		
4	Shivakanth Shetty A., Raghavendra A.N., "57203924108	,Riding the waves of culture: An empirical study on acclimatization of expatriates in IT industry",2018,"Problems and Perspectives in Management", "16", "3", "432", "442", "10.21511/ppm.16(3).2018.34", "https://	2018		
5	Minkov M., "23991186000	,A revision of Hofstede's model of national culture: old evidence and new data from 56 countries",2018,"Cross Cultural and Strategic Management", "25", "2", "211", "255", "12", "10.1108/CCSM-03-2017-	2017	Hofstede	
6	Leszczyńska D., Pruchnicki E., "55211407100	,Location of a multinational corporation in a cluster: A theoretical model of knowledge transfer",2016,"Multinational Business Review", "24", "2", "144", "167", "10.1108/MBR-07-2015-	2015		
7	Arslan A., Leposky T.T., Kontkanen M., "36619634600	,National cultural dimensions, emerging market characteristics, and the subsidiary's willingness to transfer marketing knowledge to MNE HQs",2016,"Journal of Transnational	2016	Globe	Nishikawa, Uemoto e Ito, 2015 (Trompenaers e Turner 1998, Hofstede1980,
8	Mani R.S., Revathi K., "57208363944	,Cross cultural analysis in business management: An Indian perspective",2016,"Man in India", "96", "11", "4343", "4355", "https://www.scopus.com/inward/record.	2016		
9	Yu F.-L.T., Kwan D.S., "16647953100	,Coevolution of Culture and Technology: The Business Success of Lee Kum Kee",2015,"Global Business Review", "16", "1", "182", "195", "3", "10.1117/0972150914553529", "https://www	2015		Chen, Yuan S. W. 2010 Dimension of taiwanese entrepreneurship
10	Yang I., "56306473000	,Cross-cultural perceptions of clan control in Korean multinational companies: a conceptual investigation of employees' fairness monitoring based on cultural values",2015,"International Journal of Human Resource	2015		
11	Fitzgerald R., Rowley C., "720257643	,How have Japanese multinational companies changed? Competitiveness, management and subsidiaries",2015,"Asia Pacific Business Review", "21", "3", "449", "456", "10.1080/13602381.2015.1023499", "https://w	2015		Fitzgerald, R. 2015 The rise of Global companies
12	Ravasi C., Salamin X., Davoine E., "55315479100	,Cross-cultural adjustment of skilled migrants in a multicultural and multilingual environment: an explorative study of foreign employees and their spouses in the Swiss context",2015,"International Journal of Human	2015		
13	Hennekam S., Tahssain-Gay L., "55336224900	,Changing attitudes towards diversity: The Netherlands and Morocco compared",2015,"Management Decision", "53", "9", "1135", "1151", "3", "10.1108/MD-04-2015-	2015	Hofstede	
14	Krishnaveni R., Arth R., "14012808700	,An overview of multidimensional factors influencing effective performance of expatriates [Pregled multi-dimenzionalnih utjecajnih čimbenika na efektivnost performansi iseljenih	2015		Cui, G., & Awa, N. E. (1992). Measuring Intercultural effectiveness: an
15	Cavaliere V., Lombardi S., "55523169000	,Exploring different cultural configurations: How do they affect subsidiaries' knowledge sharing behaviors?",2015,"Journal of Knowledge Management", "19", "2", "141", "163", "23", "10.1108/JKM-04-2014-	2015	Cameron e Quinn, 1999	
16	British Council, "Authors are indebted to Dr H. Yakavenka (University of Greenwich, UK) and K. Markova (UCLan, UK) for their contributions to the data collection. This study benefited from	Bartlett, C., Ghoshal, S., (1989) Managing Across Borders: The Transnational Solution., Boston: HBS Press	1989		
17	Rozkviťalska M., Chmielecki M., Prytyła S., "56328625800	,The positives of cross-cultural interactions in multinational companies",2014,"Actual Problems of Economics", "15", "7", "382", "392", "3", "https://www.scopus.com/inward/rec	2014		Stahl et al, 2010 (Communication)
18	Rozkviťalska M., "56328625800	,Negative and positive aspects of cross-cultural interactions: A case of multinational subsidiaries in Poland [Negativni i pozitivni aspekti kulturalnih svaikos aspektai: Tarptautinių filijalių Lenkijoje pasyvystis]",2014,"Engineering	2014		Chang, 1997 (Estratégia de Expansão Internacionalde firmas japonesas) e Adler, 1983, Holden et al. (2002-Globe)
19	Mihaela H., "57189382137	,A synergistic approach of cross-cultural management and leadership style",2014,"Journal of International Studies", "7", "2", "106", "119", "1", "10.14254/2071-8330.2014/7-	2014	Globe e Hofstede	
20	Bhattacharya S., Sinha V., Sheorey P., "55451798400	,Social network behavior as indicator of personality, motivation and cultural values",2014,"International Journal of Human Capital and Information Technology	2014	Rokeach (1973)	
21	Cox A., Hannif R., Rowley C., "55918453300	,Leadership styles and generational effects: Examples of US companies in Vietnam",2014,"International Journal of Human Resource Management", "25", "1", "22", "7", "10.1080/09585192.2013.778311", "https://	2014		
22	da Silva N.B., Leme Fleury M.T., "55681872300	,Brazilian multinational companies' subsidiaries' initiative: A typology proposal (Iniciativa das subsidiárias de multinacionais Brasileiras: Proposta de uma tipologia)",2013,"Revista Brasileira de Gestao de	2013		
23	Wu Y.-H., Lin M.-M., "57206751855	,The relationships among business strategies, organisational performance and organisational culture in the tourism industry",2013,"South African Journal of Economic and Management	2013	Frohman, 1996	Schein,1996, Mitchell e Yates, 2002
24	Papadimitriou A., Kargas A., "55611548000	,The relationship between organizational culture and market orientation in the greek telecommunication companies",2012,"NETNOMICS: Economic Research and Electronic Networking", "13", "1", "1", "23", "5", "10.1007/s11066-	2012	Globe, 2004 House J. R. J.	Child, 1973
25	Fatehi K., "14051950000	,The impact of culture on business strategy",2012,"Quality - Access to Success", "13", "SUPPL4", "57", "64", "https://www.scopus.com/inward/record.uri?eid=2-s2.0-	2012	Hofstede	
26	Gertsen M.C., Zelner M., "24306298200	,Recontextualization of the corporate values of a danish mnc in a subsidiary in bangalore",2012,"Group and Organization Management", "13", "1", "101", "132", "19", "10.1177/105960111432747", "https://	2012	Hofstede	
27	Gertsen M.C., Søderberg A.-Ni., "24306298200	,Inpatriation in a globalising MNC: Knowledge exchange and translation of corporate culture",2012,"European Journal of International Management", "6", "1", "29", "44", "4", "10.1504/EJIM.2012.044756", "https://www	2012	Globe	
28	Retna K.S., Ng P.T., "12779004600	,Communities of practice: Dynamics and success factors",2011,"Leadership and Organization Development Journal", "32", "1", "41", "59", "30", "10.1108/0343773111099274", "https://www	2011		Ashkanasy, N.M., Jackson, C.R.A 2001 , Cooke, R.A., Szumal, J.L. 2000
29	Chow I.H.S., Liu S.S., "70035667240	,The effect of aligning organizational culture and business strategy with HR systems on firm performance in Chinese enterprises",2009,"International Journal of Human Resource	2009		Child, 1981, Cabrera, E.F., Bonache, J., McKinnon, J.L., Harrison, G.L., Chow,
30	Shin W., Huh J., "36005633200	,Multinational corporate website strategies and influencing factors: A comparison of US and Korean corporate websites",2009,"Journal of Marketing	2009		
31	Reus T.H., Lamont B.T., "26029473100	,The double-edged sword of cultural distance in international acquisitions",2009,"Journal of International Business Studies", "40", "8", "1298", "1316", "187", "10.1057/jibs.2009.25", "https://www.s	2009	Hofstede, 1981	Hofstede, 1981, Globe, 2003, Huntington, 1993, Kogut, B., Singh, H, 1988
32	Liu A.M.M., Fellows R., "7402583118	,Organisational culture of joint venture projects: A case study of an international JV construction project in Hong Kong",2008,"International Journal of Human Resources Development and	2008	Hofstede	Barr, P. S., Glynn, M.A., Cultural variations in strategic issue
33	Ayoun B.M., Moreo P.J., "2293988200	,The influence of the cultural dimension of uncertainty avoidance on business strategy development: A cross-national study of hotel managers",2008,"International Journal of Hospitality	2008	Hofstede	Chong, J., Park, J., National culture and classical principles of planning Hofstede, Trompenaers, Hall
34	Moore F., Rees C., "23100919000	,Culture against cohesion: Global corporate strategy and employee diversity in the UK plant of a German MNC",2008,"Employee Relations", "30", "2", "176", "189", "6", "10.1108/0142540810843357", "https://w	2008	Hofstede	Inglehart, R., Human Beliefs and Values (2004) Mexico City, United
35	Ogikubo M., Enkawa T., "22938824500	,Cross national analysis of customer satisfaction, economic institutions and cultural factors",2007,"Journal of Japan Industrial Management Association", "50", "3", "167", "172", "4", "https://www.scopus.com/inward/rec	2007		
36	Stehle W., Erwee R., "57191771903	,Cultural Differences Influencing German HR Policies in Asia",2007,"Journal of Asia Business Studies", "2", "1", "34", "47", "1", "10.1108/15587890780001281", "https://www.s	2007		
37	Ang Z., Massingham P., "18036857100	,National culture and the standardization versus adaptation of knowledge management",2007,"Journal of Knowledge Management", "11", "2", "5", "21", "47", "10.1108/13673270710738889", "https://	2007		
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39	Martinez M.G., Poole N., "56208029900	,Analysing linkages between strategy, performance, management structure and culture in the Spanish fresh produce industry",2004,"International Food and Agribusiness Management	2004		Chang, S.-C., Yang, C.-L., Cheng, H.-C., Sheu, C., Manufacturing flexibility Hofstede, Kluckhohn
40	Holmquist C., Boter H., "25620044500	,Identifying cultural bases in different organizational contexts: Case studies of three Swedish multinational companies",2004,"International Journal of Cross Cultural	2004		
41	Morgan L.O., Nie W., Young S.T., "7201987943	,Operational factors as determinants of expatriate and repatriate success",2004,"International Journal of Operations and Production Management", "24", "12", "1247", "1268", "13", "10.1108/01443570410569038", "h	2004		Hofstede Inglehart Maslow
42	Huang X., Van De Vliert E., "7410243540	,Job level and national culture as joint roots of job satisfaction",2004,"Applied Psychology", "53", "3", "329", "348", "43", "10.1111/j.1464-	2004		
43	Matveev A.V., Milner R.G., "16245498700	,The value of international competence for performance of multicultural teams",2004,"Team Performance Management: An International Journal", "10", "1", "11", "18", "12", "10.1108/1352759041059887", "https://www	2004		
44	Allard L.E., Barber C., "57191765258	,Challenges and opportunities in aligning real estate and the workplace with business strategy: A survey of leading CEOs",2003,"Journal of Corporate Real	2003		
45	Kessapidou S., Varsakelis N.C., "6504330196	,National culture and its impact on the choice of managing director in international production: The case of foreign firms in Greece",2003,"International Journal of Human Resource	2003		Evans, W.A., Scullin, D., Yau, W.S.-L., Cross-cultural factors in the identification Hofstede, Kogut
46	I.J., Karakowsky L., "55720555500	,Cultural malleability in an East Asian context: An illustration of the relationship between government policy, national culture, and firm behavior",2002,"Administration and	2002		
47	Branine M., Dvořáková Z., "6603924117	,International human resource management: Factors of convergence and divergence [Mezinárodní řízení lidských zdrojů: Faktory konvergence a divergence]",2000,"Politická	2000	Hofstede	
48	Lloyd-Jones R., Lewis M.J., Eason M., "15755883700	,Culture as metaphor: Company culture and business strategy at Raleigh Industries, c.1948-80",1999,"Business History", "41", "3", "393", "133", "5", "10.1080/0007679990000309", "https://www	1999		Hofstede e Schein
49	Newman K.L., Nollen S.D., "57208376410	,Nollen, S.D., Georgetown University, School of Business, United States", "The financial performance of European and Asian work units of one multinational company is examined as a function of the congruence	1996	Hofstede	

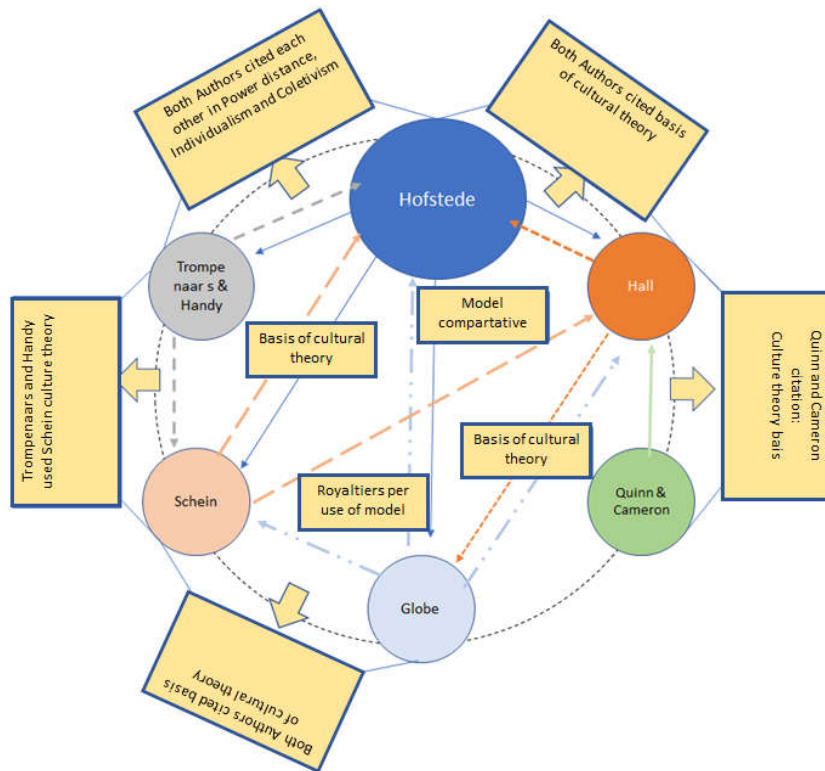


Figure 4. Papers and citations of Culture Bais between the authors

Table 5. Domains selection per Core Authors theory cross view

METHODS	AUTHORS	DOMAINS		
		BELIEFS, ASSUMPTIONS AND TRADITIONS	VALUES	ATTITUDES AND BEHAVIOR
MORE THAN ONE CITATION IN THE PAPERS SELECTION	HOFSTEDE	X	X	X
	TROMPENAARS	X	X	X
	QUINN AND CAMERON	X	X	X
	GLOBE PROJECT*	X	X	X
	SCHEIN	X	X	
INCLUDE BY AUTHORS CITATION	HALL	X	X	X

Table 6. Comparison of Authors approach in similar topics

	GROUP 1 - RESULT	TIMING ORIENTATION	DOMAINS	
			LOW PERSONAL APPROACH	HIGH PERSONAL APPROACH
HOFSTEDE	UNCERTAINTY AVOIDANCE		The uncertainty inherent in life is accepted and each day is taken as it comes	The uncertainty inherent in life is felt as a continuous threat that must be fought
		Ease, lower stress, self-control, low anxiety	Higher stress, emotionality, anxiety, neuroticism	
		Higher scores on subjective health and wellbeing	Lower scores on subjective health and wellbeing	
		Tolerance of deviant persons and ideas: what is different is curious	Intolerance of deviant persons and ideas: what is different is dangerous	
		Comfortable with ambiguity and chaos	Need for clarity and structure	
		Teachers may say 'I don't know'	Teachers supposed to have all the answers	
		Changing jobs no problem	Staying in jobs even if disliked	
		Dislike of rules - written or unwritten In politics, citizens feel and are seen as competent towards authorities In religion, philosophy and science: relativism and empiricism	Emotional need for rules – even if not obeyed In politics, citizens feel and are seen as incompetent towards authorities In religion, philosophy and science: belief in ultimate truths and grand theories	
TROMPENAARS	Individualism X Communitarism		1. Religion seems based on collective gain	1. Religion seems as personal gain
			2. Orientation to social politics	2. Orientation to direct and central politics
			3. Mistake and conquists are collective	3. Mistake and conquists are individual
			4. Motivation by group support and accomplishment	4. Motivation by money returns after action
GLOBE PROJECT	In group collectivism Institutional Collectivism		1. individuals express pride, loyalty, and cohesiveness in their organizations or families	1. individuals no express pride, loyalty, and cohesiveness in their organizations or families
			1. Collective Practices are encouraged	1. Collective Practices are no encouraged
HALL	Cohesion and separation of groups People bonds		1.Strong distinction between in group and out group	1. Flexibility as needed for taks
			1. High sense of loyalty to comunity or family	2. Low sense of loyalty to family or comunity

Table 7. Grouping key factors characteristics inside the dimensions of the base authors of the research selected in this file

LEGEND	BELIEFS ASSUMPTION APPROACH		VALUES APPROACH		ATTITUDES BEHAVIOR APPROACH					
	GROUP 1 - X GROUP	PERSONAL ORIENTATION	GROUP 2 - SOCIAL DISTANCE	GROUP 3 - TIMING RESULT APPROACHING	GROUP 4 - GENDER IMPORTANCE	GROUP 5 - RISK ADMISSION	GROUP 6 - PERMISSIVNESS	GROUP 7 - EMOTIONAL CHARACTERISTIC	GRUPO 8 - COMMUNICATION APPROACH	
HOFSTEDE	Individualism X Collectivism		Power distance	Short-term x Long term	Masculinity X Femininity	Uncertainty avoidance	Indulgent X Restraint			
TROMPENAARS	Individualism X Communitarism		Universalism X Particularism	Achievement X Ascription		External X Internal direction		Neutral X Emotional	Specific x Difuse	
GLOBE PROJECT	In group collectivism		Power distance	Performance Orientation	Gender Egalitarianism	Uncertainty avoidance				
	Institutional Collectivism			Future Orientation						
				Humane Orientation						
HALL	Cohesion and separation of groups			Level of commitment to relationships		Flexibility of time	Locus (place) of control and attribution (reason) for failure	Expression of reaction	Overtness (obviousness) of messages	
	People bonds								Use of non-verbal communication	
SCHN	PREMISSAS, VALORES, REAÇÕES									
Quinn e Cameron	CVF									

(Note: The works of Quinn and Cameron and Schein are only referenced in the figure, as they have models with characteristics not comparable to the others). Legend: Green = Beliefs and Assumptions, Yellow = Attitudes / Behavior, Blue = Values

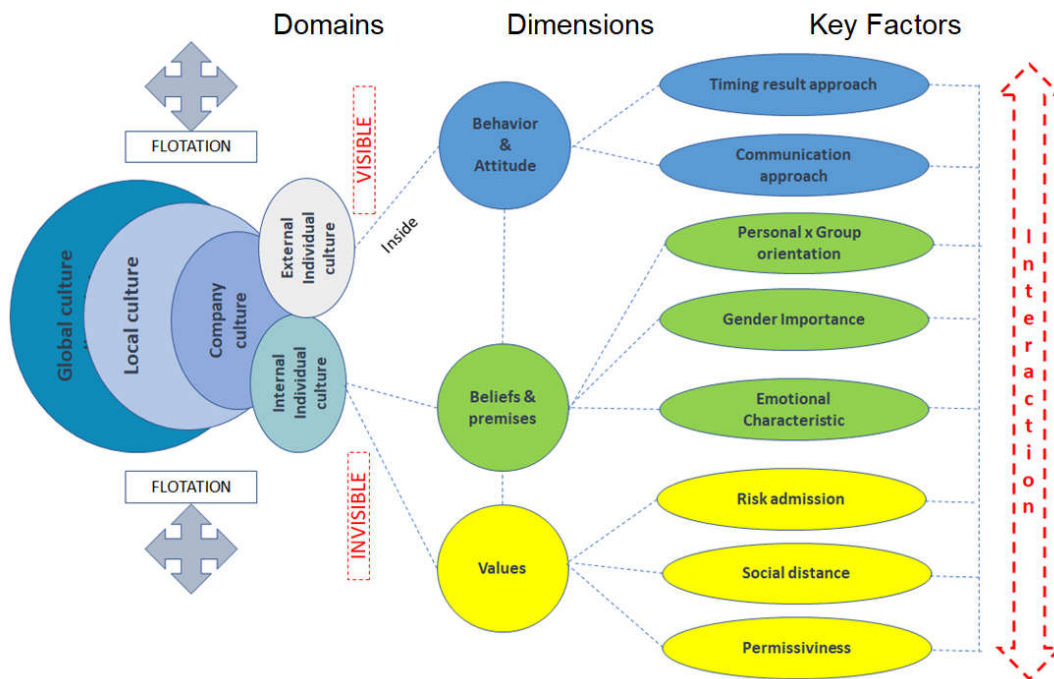


Figure 5. Interaction between Domains, Dimensions and key factors

Identifying the domains: From these observations, the so-called Domains of Culture used in this research are determined, which are presented in Table 5 and further explored in the sequence. Despite being mentioned by Trompenaars (1997), the behavior dimension will be considered as part of the attitude dimension based on beliefs and values, reflecting Hall (1976) and Hofstede (1981). Based on these interactions, beliefs and values were observed as the primary domains, as they are the intrinsic trainers of behavior and, in addition, attitudes, the extrinsic as they are the perceived factor of culture. The beliefs and premises, according to Schein (1985), are based on successes, disappointments, hierarchical models of the past, being linked to how that is believed. Douglas (1973) indicates that beliefs are linked to the perception of what really exists, having an influence on the inclusion of members in groups and on the interaction with norms and topics.

Values, according to Trompenaars (1997), are the formation of ideas, experiences, relationships and eventually associated with beliefs that indicate the dimension of right and wrong. Another definition is that: "... values have an effect in relation to preferring a tendency to the sense of various tendencies to prefer certain states of choice over others" (Hofstede 2001, p 5). With a focus on the interaction of values with organizational culture, it can be said that: "Organizational culture is a pattern of assumptions based on values and knowledge" (Schein, 1985, p 245). Attitudes are the externalization of values and beliefs before time and space, according to Hall (1976). Trompenaars (1997) also indicates that the behavioral factor is expressed by attitudes and communication. Attitude is associated with how the individual will interact with situations through what is their basis of individual foundation and the observation of the collective group.

Identification of Key factors Characteristics inside the dimensions and domains: After evaluating the works cited as defining the Dimensions of Organizational Culture as the relationships between Culture, Strategy and Portfolio, in Multinationals, characteristics of each dimension were identified based on the similarity with which the authors deal with the theme. Hofstede (2001) notes the similarity of the items of individualism and collectivism, power distance, short and long term orientation between his work and that of Trompenaars. Hofstede (2006), also assesses the similarity of his work with the Globe Project in terms of collectivism and individualism. Through these comparisons, the similarities and differences of each author within the same topic were observed, making their groupings.

Subsequently, each model of the authors and their breakdown into secondary characteristics were cross-compared to assess the occurrence of items with similarities for each topic of each model. The main characteristics of the secondary topic were collected in each author's research in order to make the comparison. The item was considered similar when the sub-topics of the compared authors expressed the same context. The analysis of one author in relation to another was also observed. Where there was a discrepancy check, the author's topic was separated for a specific secondary characteristic (not grouped). Subsequently, a check was made of the main items of each author's work, as shown in the example in Table 6. Subsequently, based on these crossings, a table was made showing the groupings of the key factors characteristics inside the dimensions (Table 7), based on the equivalence check. In this table the groups are also associated with the main dimensions. Table 7: Grouping key factors characteristics inside the dimensions of the base authors of the research selected in this file.

(Note: The works of Quinn and Cameron and Schein are only referenced in the figure, as they have models with characteristics not comparable to the others).

Legend: Green = Beliefs and Assumptions, Yellow = Attitudes / Behavior, Blue = Values

In summary, the research showed that the cultural dimensions that are decisive for the definition of business strategies and for the unfolding of project portfolios in multinational companies include:

- Beliefs and assumptions (intrinsic dimension of Culture);
- Values (intrinsic dimension of Culture);
- Attitudes and Behavior (extrinsic dimension of Culture).

Each dimension corresponds to the eight key factors characteristics (or dimensions) that must be observed in a cultural alignment for the definition of strategies and project portfolios:

- Personal or group orientation (individualism or collectivism)
- Social distance (individual or universal)
- The time to result approach (short, medium or long term results)
- The importance of gender (equity or gender statement)
- Admission of risks (uncertainty or security)
- Permissiveness (indulgence or collusion)
- Emotional expression (neutral or sentimental), and
- The communication approach (direct or indirect).

Interactions between Domains, Dimensions and their factors: Based on the studied theory of this article a construct according figure 6 was developed to summarize the findings. The different global, local and company cultures float independently and Interact positively or negatively with Individual culture, which is shared in an internal culture based on beliefs, premises and values and a visible external culture observed in behaviors and attitudes that could be in accordance or not with a necessity sed in the different cultural interactions. The main factors for Behavior and attitudes according the crossing of authors are Timing result and Communication Approach; in Beliefs and Premises are Personal group orientation, Gender importance and Emotiona Characteristic; and to Values the risk orientation, social distance and Permissiveness.

These factors were the determinant cultural points to consider as a possibility of improvement between business strategies and the Project portfolio with a culture interaction approach.

Conclusions

The result of this research indicated the primary factors, also called domains, for the interaction of Culture with the Business Strategy and the Project Portfolio in organizations. The Beliefs / Assumptions, Values and Attitudes / Behavior must be observed and weighed. With the unfolding of these domains from the authors' works and their crossing, it was possible to identify which are secondary characteristics, here called dimensions that have the greatest interference in this context, as previously listed. Eight main clusters of secondary key factors were observed, with proper orientations, which make it possible to assess the influence of Organizational Culture on the definition of business strategies and the project portfolio. The analysis of Domains, Dimensions and factors is the first important step to verify the depth of additional themes in the study of the influence of culture on the definition of business strategies in organizations.

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