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A Welcome Note from the Editor-In-Chief:

It is our pleasure to present you the Volume 17, Number 1, 2017 of European Journal of Management (EJM). The EJM is a publically available and peer-reviewed journal and has the ISSN (ISSN: 1555-4015) issued by the US Library of Congress.

EJM is a Trademark of the International Academy of Business and Economics (www.iabe.eu). The EJM is a publication of the International Academy of Business and Economics.

It is our objective to publish in the EJM high quality research and papers work from all subject areas of management and business administration with a particular emphasis on issues related International business.

The EJM issues are growing in importance from an issue to another and this fact is proven by the great number of the papers submitted by experienced researchers from many different countries in the World. We would like to assure you that we will do our best in the future, in order to offer you a high quality journal.

In this issue of 2017, we publish research papers of good quality for your reading. Each paper has successfully undergone a double blind peer-review process. You may enjoy scope of research papers ranging from international finance, international economics, business strategy, management of technology, entrepreneurship, organizational structure to quality management. We hope that you will enjoy reading this issue of the EJM and look forward to the next issue.

Your published research papers represent our inspiration and together we will be more professional. Please write us to share your ideas for making EJM even more relevant to your area research and teaching! We look forward to hearing your comments and suggestions about this issue of the journal, and welcome your contributions for future issues of EJM. All these comments will be seriously taken into account and we would not let you down!

Our website, www.iabe.eu, is completely redesigned for online paper submission, checking status of your paper, and more. We invite you to visit our website and create your member account.

Finally, we would like to express our sincere gratitude to numerous paper reviewers and editorial board for their contributions in making this issue.

Warm Regards,

Dr. Marek Ćwiklicki

Editor-In-Chief

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**UNION DENSITY AND PDI IN THE NORDIC COUNTRIES:
THE EFFECT OF THE NORDIC COUNTRIES ON THE RELATIONSHIP
BETWEEN PDI AND UNION DENSITY**

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[dx.doi.org/10.18374/EJM-17-1.3](https://doi.org/10.18374/EJM-17-1.3)

ABSTRACT

Hofstede's power distance cultural dimension (PDI) focuses on the equal division of authority amongst the people in a workplace; managers consult their employees, wealth is equally distributed, and labor unions are independent and approved. According to some researchers, societies that have a high degree of PDI are likely to have lower union density (UD). This paper introduces three hypotheses: (1) The relationship between UD and PDI is negative amongst the Organization for Economic Co-operation and Development (OECD) countries; (2) the relationship between UD and PDI is positive amongst Nordic countries (Denmark, Finland, Iceland, Norway, and Sweden), and (3) there is no relationship between UD and PDI when the Nordic countries are excluded. The results indicate that the relationship between union density and PDI amongst OECD countries is negative, which indicates that union density is low when PDI is high. The relationships between union density and PDI among the Nordic countries is positive and strong, which indicates that when union density is high, the level of PDI is also high. The relatively low PDI index for the Nordic countries must be considered and the findings only demonstrate the relationship between these five countries. There is no relationship between union density and PDI amongst the OECD countries with the Nordic countries excluded. Therefore, it can be argued that the negative relationship between union density and PDI among the OECD countries occurs primarily because of the low PDI and high union density in the Nordic countries.

Keywords: Hofstede's Cultural Dimensions, Power distance, Femininity, Union Density, Labor Unions

1. INTRODUCTION

Singh (2001) suggests that societies with a low power distance dimension and low PDI are likely to have high union densities (i.e. societies where authority is divided equally amongst the people, managers consult their employees, wealth is equally distributed, and labor unions are independent and approved). Hofstede's PDI and figures from the OECD on union density demonstrate that countries with a low degree of PDI (less than 30), such as the Nordic countries, Iceland, Sweden, Denmark, Norway, and Finland have high union densities (>55%). This paper examines the degree of PDI within the Nordic countries (Gudmundsdottir, Adalsteinsson, & Gudlaugsson, 2014; Gudlaugsson, Adalsteinsson, & Gudmundsdottir, 2014) and compares it with union density among these countries and among 26 OECD countries. This paper focuses on three hypotheses: **(1) The relationship between union density (UD) and power distance (PDI) is negative amongst OECD countries, (2) the relationship between UD and PDI is positive amongst Nordic countries, and (3) there is no relationship between UD and PDI when the Nordic countries are excluded.**

To obtain data for the Icelandic PDI dimension, a questionnaire measuring the PDI dimension within the national culture (VSM 94) was sent to students from the faculty of social science at the University of Iceland in October 2013. The figures showing the degree of PDI amongst the 25 OECD countries (with Iceland excluded) are from Singh (2001) and the figures of union density are from the OECD. This paper is organized as follows: After Section 1, the introduction, Section 2 provides the literature review and Section 3 describes the methodology. Section 4 describes the results, and a discussion and conclusion is provided in Section 5.

2. LITERATURE REVIEW

Unions are unique organizations that were introduced in the late 19th century, and they have been developed and implemented during times of great social change. The main role of trade unions is to

protect and preserve the rights of workers and to improve social conditions (Pettinger, 2000; Rose, 2001; Adalsteinsson, 2003). Unions are often based on a group of individuals who have common interests. Their goal is to work on issues that they define as the collective interests of their respective members (Webb & Webb, 1894; Farnham & Pimlott, 1993). Hyman (2001) states that unions have three main roles: First, they are conceptually economic organizations that are a party to the collective agreements to affect and improve the wages and working conditions of workers. Second, they are a platform for the labor movement in the struggle against employers based on the assumption that their collective nature strengthens the labor movement. Finally, unions are part of society and their objective is to improve society. Unions can have various interests, including fighting for better conditions for their members, contributing to equality in the workplace and society, ensuring economic and social welfare for the workers, improving working conditions, securing full employment for their members, protecting purchasing power, providing job security, ensuring that quality of life is equally and fairly allocated, providing companies and government restraint, and improving social and public service (Adalsteinsson, 2003; Kelly, 1998 & Rose, 2001).

The role of labor unions has changed dramatically for the last 25 years and although trade union membership has declined in many countries, their campaign has been successful (Boeri, Brugiavini, & Calmfors, 2001; Charlwood, 2002; Edwards, 1995; Kelly, 1998; Pettinger, 2000; Visser, 2002). One indicator of labor union strength is their membership. The average union membership amongst the OECD countries was 16.7% as of 2014; this number was 25.1% in 1993. (Trade union density, n.d.). Union density has always been high in the Nordic countries and while union membership has declined amongst other OECD countries, union density in the Nordic countries has not decreased to the same extent and it has remained constant at times (Adalsteinsson, Gudlaugsson, & Gudmundsdottir, 2016). In 1993, union density was 87.1% in Iceland and was reduced to 86.4% in 2014. Likewise, union density was 58% in Norway in 1993 and has remained fairly constant, as it was at 53.5% in 2013. In Denmark, it was 76.7% in 1993 and 66.8% in 2013, and it was 83.9% in 1993 and 67.3% in 2014 in Sweden. Finally, union density in Finland was 80.7% in 1993 and had decreased to 68.6% in 2012.

Hofstede's dimensions on national culture have had a strong influence on the understanding of how national cultures differ between societies. His work on national culture has often been cited amongst researchers, and his findings have provided a better understanding of cultural differences (McSweeney, 2002; Shi & Wang, 2010). Hofstede (1980, 1988, 1990 and 1991) defines culture as norms, communication habits, common language, the written language, literature, the educational system, the media, the law, and the common values shared by the individuals in a community. Hofstede introduced four dimensions of national culture: power distance (PDI), individualism (IDV), masculinity (MAS), and uncertainty and avoidance (UAI) (Hofstede, 2001). Later Hofstede and Bond (1988) added a fifth dimension to the national culture framework, Confucian dynamism or long term orientation (LTO) (Hofstede, 1988, 1990, 1991 and 2001). The PDI dimension identifies the variables that control the relationship between management and employees. Hofstede describes this dimension as an indicator of the level of inequality in an organization, which he claims will depend on management style, the strength of the relationship between them, the level of dependence on each other, and the willingness of the subordinates to oppose their superiors.

PDI serves as an indicator for relational inequality and it can be used to examine distributive justice at the national level. Thus, it can be defined by how members in a society with little power react when power is distributed unequally amongst its members. In countries where PDI is low, employees want their managers to consult with them when making decisions. People choose independence and authority is divided equally throughout the society. People feel best when power is relatively equally distributed between the members. Income distribution is higher in low PDI countries than in countries that score high on the power distance dimension and taxation is also likely to balance income distribution.

In countries with low PDI scores, labor unions are independent and often acknowledged; their role is to stabilize the labor market (Hofstede, 1991, 2001; Hofstede, Hofstede & Minkov, 2010; Eylon & Au, 1999). In societies where the PDI dimension is high, managers are often dominant in the workplace and subordinates prefer this. They are dependent on their superiors for decision making. People in these countries are accustomed to being controlled by a leader (Hofstede, Hofstede, & Minkov, 2010). The Nordic countries) scored low on the PDI dimension, as defined by Hofstede (Gudlaugsson, Adalsteinsson, & Gudmundsdottir 2014).

3. METHODOLOGY AND DATA ANALYSIS

To measure the national culture of Iceland using Hofstede's VSM 94, an online questionnaire was sent to students at the University of Iceland in October 2013; the total number of responses was 344. Since 73.5% of the participants were women, the answers from the men were weighted equally to the total number of answers from women. The total number of answers was then 498. The five dimensions of national culture were measured using a scale that was developed by Hofstede (2001) called the VSM 94. Figures regarding the degree of a nation's power distance, with the exception of Iceland, are from Singh (2001) and union density numbers are from the OECD (Trade union density, n.d.).

3.1 Data analysis and execution

After gathering data on Iceland, the data was transferred to SPSS and Excel for further analysis. In SPSS, the average score for each question was calculated and examined to determine whether there was a difference in attitude by gender. In Excel, dimension values were calculated according to the following equations:

$$\begin{aligned} \text{PDI} &= -35m(03) + 35m(06) + 25m(14) - 20m(17) - 20 \\ \text{IDV} &= -50m(01) + 30m(02) + 20m(04) - 25m(08) + 130 \\ \text{MAS} &= +60m(05) - 20m(07) + 20m(15) - 70m(20) + 100 \\ \text{UAI} &= +25m(13) + 20m(16) - 50m(18) - 15m(19) + 120 \\ \text{LTO} &= -20m(10) + 20m(12) + 40 \end{aligned}$$

where $m(03)$ is the average score for question 3, $m(06)$ is the average score for question 6, $m(14)$ is the average score for question 14, etc. The index is usually between 0 and 100; a low index represents an inconspicuous cultural feature and a high index indicates a decisive cultural feature. Though the index can be below 0 and above 100, those values have no effect on the results. The relationship between variables was investigated using the Pearson product-moment correlation coefficient (Adalsteinsson, Gudlaugsson, & Gudmundsdottir, 2011).

4. RESULTS

This section describes the findings from this research. First, hypothesis 1 is addressed by discussing the relationship between union density (Ud) and PDI amongst OECD countries. Hypothesis 2 and the relationship between Ud and PDI amongst the Nordic countries are then discussed. Finally, hypothesis 3, the relationship between Ud and PDI when the Nordic countries are excluded, is explored. Union density was different amongst the OECD countries that were investigated. It was relatively high for Nordic countries, and China, and lower for other countries. Data for union density and PDI amongst the OECD countries that were investigated is illustrated in Figure 1.

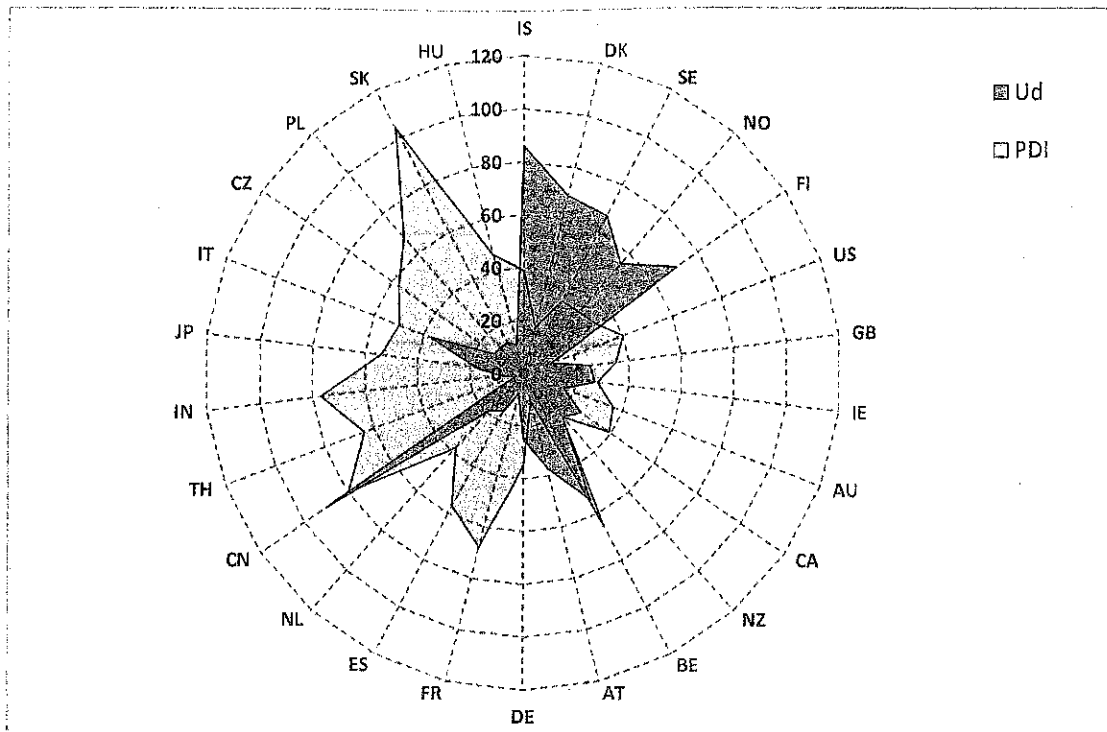


FIGURE 1: UNION DENSITY AND PDI FOR 26 OECD COUNTRIES

The relationship between union density and PDI amongst OECD countries was investigated using the Pearson product moment correlation coefficients. According to Cohen's (1988) classifications of strength of association there was a medium negative relationship between Ud [$r=-0,25$, $n=26$, $p<0.0005$] and PDI amongst OECD countries (Nordic countries included; see Table 1).

TABLE 1: THE RELATIONSHIP BETWEEN UD AND PDI AMONGST OECD COUNTRIES

	<i>Ud</i>	<i>PDI</i>
<i>Ud</i>	1	
<i>PDI</i>	-0,25123	1

As shown in Table 1, the relationship is negative, which indicates that the union density is low when PDI is high. Therefore, hypothesis 1 is supported.

The relationships between union density and PDI among the Nordic countries were investigated with the same method that was used for the first hypothesis. According to Cohen's classification of strength of association, there was a strong positive relationship between Ud [$r=0.40$, $n=5$, $p<0.0005$] and PDI (see Table 2)

TABLE 2: THE RELATIONSHIP BETWEEN Ud AND PDI AMONGST NORDIC COUNTRIES

	<i>Ud</i>	<i>PDI</i>
<i>Ud</i>	1	
<i>PDI</i>	0,403518	1

Table 2 demonstrates that the relationship is positive and strong, which indicates that when the level of union density is high, the level of PDI is also high among the Nordic countries. The relatively low index for PDI among the Nordic countries must be considered, as illustrated in Figure 1. In addition, these findings only demonstrate the relationship between these five countries. Nevertheless, the findings support hypothesis 2.

The same method was used to investigate hypotheses 3 and based on Cohen's classification of the strength of relationships, there was no relationship between union density [$r=0.03$, $n=21$, $p<0.0005$] and PDI (see Table 3) when the Nordic countries were excluded from the data.

TABLE 3: THE RELATIONSHIP BETWEEN Ud AND PDI WITHOUT THE NORDIC COUNTRIES

OECD without the Nordic C		
	Column 1	Column 2
Column 1	1	
Column 2	0,031559	1

As shown in Table 3, there is no relationship between union density and PDI when the Nordic countries are excluded and therefore, it is likely that the negative relationships between union density and PDI among the OECD countries are primarily caused by the low PDI and high union density in the Nordic countries, as illustrated in Figure 1.

5. DISCUSSION AND CONCLUSION

Singh (2001) states that that union density is negatively correlated with PDI and inequality in society can be indicated by the PDI dimension. The manifestation of inequality exists with respects to prestige, wealth, and power, where low PDI societies attempt to minimize inequality and high PDI societies perceive inequality as normal and acceptable by most people (Singh, 2001).

Since labor unions are known for their fight for equality and improved working conditions for their respective members, high union density values are more likely in societies that have low PDI. It seems that the relationship between union density and the Hofstede national culture dimension, IDV, MAS, and PDI is different from other OECD countries.

Adalsteinsson, Gudlaugsson, and Gudmundsdottir (2016) state that labor unions do not thrive within societies that measure high on the IDV dimension. They argue that countries with a high degree of Individualism have relatively low union density values, while the Nordic countries are different, with a high degree of individualism and high union density.

Regarding the MAS dimension, they conclude that there is a strong negative relationship between union densities and MAS amongst the OECD countries, while there is a strong positive relationship between the level of union density and MAS amongst the Nordic countries (Gudlaugsson, Adalsteinsson, & Gudmundsdottir, 2016).

The results of this study indicate a different landscape for the Nordic countries, which have a low score on the PDI dimension and relatively high union densities. The relationship between union density and PDI amongst 26 OECD countries is medium negative, which indicates that union density is low when PDI is high.

If the Nordic countries are examined separately, the relationship between union density and PDI is positive and strong, which indicates that when the level of union density is high, the level of PDI is also high.

When the relationship between union density and PDI amongst the OECD countries, excluding the Nordic countries, was observed, there was no relationship between union density and PDI. This finding indicates that the unique circumstances in the Nordic countries with equal societies and high union densities affects the outcome when the relationship between union density and PDI is calculated in the 26 OECD countries.

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