

## Cross Cultural Dimensions of Cultural Capital: A Comparison Between Greece and Turkey

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### Abstract

In this research, cross cultural dimensions between two ancient societies, Greece and Turkey have been examined and compared. In addition, West and Anatolia were also compared based on selected cross cultural dimensions. Cross cultural dimensions were evaluated in 11 factors: Education, Political Trust, Voluntary Work, Political Participation, Life Satisfaction Component, and Trust in People, Fear of Others, Life Satisfaction, Happiness, Income and Deprivation Index. In the research, a rhetorical analysis was also performed based on interviews with selected organizations in Greece and Turkey.

According to results of the research, all 11 factors of cross cultural dimension were statistically significant between two countries ( $p < .05$ ). Education levels were higher in Greece. Turkish people trust more political institutions. Greek people were less volunteering for community and social services. Political participation was higher in Turkish participants. Greek participants were more satisfied with education, accommodation, health and social life. Greek participants had less trust to other people. Life satisfaction level was higher in Turkish participants. Happiness levels of Greek participants were also lower. Income levels of Greek participants were lower, where deprivation index was higher in Turkish participants.

**Key words:** Cross Culture; Greece; Turkey; Dimension

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### INTRODUCTION

Looking at the history of the humanity, it can be said that there are three milestones which affect mainly life of the societies. At the beginning, the human being was alone, and there have not been a developed social structure. After transforming to the local life, society concept became important. The second milestone was the industrial revolution. After the revolution, humans found the way of serial production, and economy had been more dominant in social life. After the revolution, consumption and production equations were started to be analyzed. Liberalization and open economy, capitalism and power of the money became dominant. It still has power, but the third milestone, revolution of knowledge and communication has changed all equations. Today, knowledge is the most important factor for organizations to survive in the competition in the marketplaces.

Development of communication technologies not only changed the structure of organizations and society, but it also changed relationships between organizations and individuals. In the past, there was a single-side or one-side accumulation of knowledge, but today, share of information between organizations and individuals seems to be equal. Thus, organizations noticed that human capital is the most important capital component of companies.

There are many reasons for this transformation, but the main reasons are change in customer structure, increasing importance of knowledge on production systems, and having more skilled societies. In the past, a customer was only having a chance to get information about a company

via mass media, company's agents or from people who have limited experience around. Today, however, it is possible to get detailed and comprehensive information about a product or a service within seconds using social networks on the internet. In the production side, it may be argued that more than half of the production today is depending on information. Thus, increase in value of information made human capital more important within other capital components of organizations.

Increase in value of human capital lead many researchon it. Today, both academic and field research focus on human capital and factors affecting performance of human capital. One of these factors is culture. The origin of the Latin word culture is a derivative of the verb colo, meaning "to tend", "to cultivate" and "to till". The verb colo could refer to ager (= field, land), thus agriculture, or to animus (= character, soul) meaning the cultivation of human character (Minkov, 2013, p.10). However, even if culture is related with individuals in the theoretical frame, it may be argued that culture is a kind of social value. In literature, culture is a vital component of different societies. It may even be argued that culture is a kind of identification of a sociality.

Differences in cultures also have important effects on capital. For example, if you have an airline organization and you want to serve meat to your customers, it is a reliable and a useful device for providing customer satisfaction in general. On the other hand, it is not a serviceable for some Indian regions, since their religions prohibit the meat. Another example it may be given is cockroach. In a hotel, if a customer sees a cockroach in the room, it may be a serious problem and shows low service quality of the hotel in general. On the other hand, in some African regions, it may be seen as a kind offer of organization. These examples show that cultural differences have an important and significant importance on capital.

Developments in technology give opportunity to communicate with different cultures. In addition, transportation and communication opportunities support foreign direct investments and international organizations. In addition, international organizations have local values by adopting cultural differences. However, differences between countries and even societies within a country have been less dominant. People around the world wear similar t-shirts, drink same beverages, and similar consumption goods are serving around the world in different cultures. Thus, it is seen that borders of different cultures are continuously changing. In this respect, it may be argued that understanding of differences and similarities between cultures becomes important in order to understand the value of human capital and manage it effectively. It is also important to understand customer requirements and perceiving.

The culture concept is divided into two types. The first one is generic culture, and the second is the local

culture. Generic culture is a shared culture of all human being, whereas local culture refers to symbols and schemas shared by a particular social group. However, culture differs based on content and structure. Thus, cross cultural management is today's one of the important issues in business. Adler (2008) defines cross cultural management as explaining the behavior of people in organizations around the world and showing people how the organization communicates with different employees and client populations from many different cultures (Kawar, 2012, p.107). In this respect, it may be argued that cross culture and cross cultural management is a kind of different cultural groups within and outside of the organization. As we stated above, differences between different societies have important impact on clients and employees. Thus, in an international or multinational company, cross cultural management is a kind of management of different cultures within the firm.

In order to manage different cultures within the organization and to reach different cultural societies, the main requirement is the understanding of cross cultural dimensions. In this research, it is aimed to examine cross cultural dimensions on the sample of two ancient societies, Greece and Turkey. In the research, two countries were compared based on cross cultural dimensions, and both qualitative and quantitative methods were used to illustrate the topic.

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## 1. CULTURE CONCEPT

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### 1.1 General Definition

According to Oatey culture is the explicit and implicit arrangements and acquired culture and artifacts, including the different groups of people forming success, symbols transmitted behavior patterns are formed; basic kernel culture traditional ideas historically derived and selected values and in particular the associated means comprising culture systems, such as a hand, a future action conditional on elements, effects acceptable products (Oatey, 2012, p.2).

### 1.2 Types of Culture

For example, in complex societies like the United States to recognize which group a large number of people up and the different values and norms of behavior and rules made are derived. This group has been labeled subcultures. Sub-culture typically comprises a relatively large number of people and a culture of human effort similar accumulation represents generations. However, there are some important differences subcultures. They are in the dominant culture and often economic or social class, ethnicity or geographic region depends on (Jandt, 2012, p.8).

Cultural cooperation under the umbrella of arts and culture and elitism with the understanding that connects unfortunately very common, there are all sorts of different

actions and cultural policies in favor of a particular type of culture always have a tendency to move. As stated Yüdice traditional policies constitute the majority culture, arts and heritage policies, support the broad concept of culture are marginal. Elements of public policy for the promotion and protection of such intangible cultural heritage: such as, among others, language and customs were considered (Marana, 2010, p.5).

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## 2. GREEK CULTURE

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Between 1890 and 1917 450,000 Greek immigrants came to America. The second major wave was in 2002, U.S. (Census Bureau, 5423). In the state of Maine, between 1966 and 1979, 160,000 of the residents were Greek immigrants; which make up the 4% of the population of Maine. Greece itself is smaller than Alabama. Greece's population is 10.6 million people. Athens is the capital and largest city. The history of Greece begins c.2000-1700 BC, but the Modern Greek State was formed in 1830. Until then the lands that form today's Greece were a part of the Ottoman Empire. Bitter feelings against Turkish people began as a result of the Greek War of Independence (1821-1832).

### 2.1 General Properties

Greek families traditionally see as the duty of children to care for elderly parents, and it is considered a dishonor not to do so. It is considered a shame to place an elderly parent in residential. Residential care is seen as a last resort for elderly people who has no family. In general, great causes for concern in residential care can be language barriers, cultural differences and dietary requirements (Mahlouzarides et al., 2006, p.6).

### 2.2 Trends and Changes

World War I and World War II between the years of migration are increasing. Greek government actively encouraged emigration after World War II and in 1952; the Australian Government has assisted thousands of Greeks transition. 1960 saw a continued rise of Greek immigration (Mahlouzarides et al., 2006, p.5).

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## 3. TURKISH CULTURE

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Anatolia has witnessed the rise and fall of numerous empires, beginning with that of the Hittites in the 8th century BCE. When their five-hundred year rules ended, various Indo-European and Greek civilizations followed in their wake. The Persian Achaemenid Empire conquered the region in the 6th and 5th centuries BCE, only to fall to Alexander the Great in 334 BCE. Anatolia was then divided into Hellenistic kingdoms, all of which yielded to Rome by the mid-1st century BCE (Aschner et al., 2009, p.4). Then it followed by the Byzantine Empire (330-1453) and the Ottoman Empire (1453-

1922). The Modern Turkish state was created in 1922 by Kemal Atatürk.

While Turkey has been a NATO member since 1952 and an exporter to Europe of agricultural products and high quality but low cost manufactured goods and cheap labor, Turkey has been frustrated in its attempts to gain fuller integration with Europe. Currently, Turkey is a candidate for membership in the European Union, and it is the professed goal of Turkey's ruling Justice and Development Party (AKP) to achieve full membership (WAC, 2008, p.43).

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## 4. CROSS CULTURE CONCEPT

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### 4.1 General Definition

Human communities, practices, beliefs, social roles, norms and expression, organization and community as well as the kind of internal consistency within the various divisions are exhibiting in various forms of conflict. These mergers and divisions were where people live different historical experiences, physical and social environment for the many months of close links. They elements configurations and neighbors and interact with groups shared and common origin, history of civilizations associate membership including the common historical experiences and similarities there, scattered between the two groups shared interrelating characteristic way and mutually agreed, or is language included joint family to derive. Division, conflict and marginality Lines, of course, are part of the cultural phenomenon (White, 2002, p.1).

By relatively low confidence in intercultural communication, the relatively high transaction costs, the effort required to reduce the complexity characterized by a relatively high degree and according to the conditions of success may be relatively narrow or restrictive. In short, only one culture within a culture that is difficult to meet the requirements of international success (Pym, 2003, p.4).

One will be exposed to a particular culture, the culture and communication, can be regarded as inseparable, and then communication becomes a necessity. The term "intercultural communication" that was the first to introduce the "communication between two people of different cultures" was identified as Edward T. Hall. The term "intercultural business communication", are from different cultures, whereas employees in enterprises can be defined as communication that takes place is a new term in the business world. On the other hand, nations and governments rather than communication occur between individuals, meaning "international communication" has another term (Chaney & Martin, 2011, p.107).

Unlike cross-cultural research, sometimes objects or privileged frame of reference for interpretation can not be justified because the comparison is impossible in principle interpretative anthropology approaches is claimed. According to this view, you can do one of the best forward

among the inhabitants of the game by-ethnographer-read like the world-and the world-discourse-of-ethnographer-and-these two means responsive to the cultural put -sand-“read”-ethnography, or completely Trying to eliminate this duality, or just simply to adopt a pragmatic-one-must-act-on-basis-of-good-value common sense and condemnation is justified by all the rest. It has been adopted in standards and fair ethnography, unfortunately, legalization agreement and disagreement about assessment exile are not necessarily ground (White, 2002, p.2).

Cultures vary in relation to their perception of time orientation. For example, in the past, its own culture, history, traditions, culture concerns are worth. Join them in their plans and whether it is in harmony with the tradition of the company was focused on. While cultures are interested in short-term gains in the past concerns, future-oriented companies are concerned about the long-term benefits. An emphasis on cultures oriented towards the past is made by Hall and Hall (1990), whereby countries such as the Far East, India and Iran stick to the past. On the other hand, urban American culture, present and future short-term and Latin American culture both past and are illuminated. Finally, to highlight the history and tradition-oriented companies to establish their long-term plans, future-oriented companies are emphasizing long-term plans and results (Kawar, 2012, p.108).

#### **4.2 Cross Culture in Greek and Turkey**

Starting in the early 1990s, there have been collaborative efforts among historians in Greece and in Turkey to purge schoolbooks of chauvinistic content and demonizing references. Critical Greek, Turkish, and other Southeast European historians have come together several times in symposia and workshops organized by Bogazici University, the Turkish History Foundation, and the Centre for Democracy and Reconciliation in South-eastern Europe. Most recently, historians from Bulgaria, Croatia, Greece, Romania, and Turkey reviewed primary and secondary-level history books from their countries for the ‘Improvement of the Balkan History Textbooks Project’, which was initiated by the Turkish History Foundation and funded by UNESCO, the Heinrich Boll Foundation and the Consulate General of the Netherlands in Turkey (Rumelili, 2005, p.5).

Contrary to the situation in the past, today’s foreign policy-makers operate within the context of an aspiring civil society, a vibrant media and private economic interests, and a tightening nexus of international regimes. This creates constraints and political fragmentation that can cause a certain policy paralysis. In the short run, it often exacerbates the populace’s nationalist reflexes and adventurism but, in the long run, it could facilitate the transition to more liberal, open, diverse and tolerant societies (Keridis, 1999, p.8).

## **5. CAPITAL CONCEPT**

“Capital” in the great debate about the two Cambridge, the focus of most discussions sensitive enough to measure the aggregate physical capital, whether it was homogeneous. Human and social capital, there is room for debate about the similarity. Obviously, there are many different forms of physical capital. For example, an egg beater and an aircraft carrier, as well as little bits of physical capital to enter into the American national accounts, and yet they are not interchangeable (Putnam, 2014, p.1).

One thing to consider capital stock is desirable from an economic point should have the potential to produce something. Economic desired in terms of their potential to produce something of the nature, the people, or the people against social groups have described the use of the term. Legitimate objections are that the term reductionism fears their current focus. Fear to speak of natural capital or human capital, we imply that nature, and man, just as productive resources are important. It is, of course, important to make the point that the term “human capital”, “natural capital” in nature any more than we care to summarize everything is imagination, not intended to be a synonym for man. These terms are attached, in the more limited sub-see broad concept (Goodwin, 2003, p.3).

### **5.1 Economic Capital**

Another important economic capital of shareholders in the decision variable has two opposite effects is through the margin. On the one hand, due to higher margin equity capital contribution incentives, increases the bank’s franchise value. On the other hand, a higher margin banks increase their revenues and thus act as a substitute for economic capital as a buffer for future losses will reduce the role of capital. The net effect of economic capital through the margins, otherwise a very competitive credit market shows that positive and negative. Finally, numerical results only a reasonable range of values for these variables to improve the economic capital increases the probability of default and credit losses, showing the default increase regulatory capital (Elizalde & Repullo, 2007, p.89).

At least this will produce, its owner, for more money - it produces something, the money will be invested in some activity can be considered as capital stock. In this case, we would refer to him as the financial capital. Snow before individual exit that has to pay for this entry is inherent in most production processes. To make his first sale, before opening up a business to buy or rent a building and equipment, hiring staff, materials and supplies needed to lay stocks. At the end of their training, students can gain for themselves any increase in salary before you need to pay for textbooks. Local governments usually pay for it before collecting tolls on a big project like building a bridge big get. Financial return on capital will flow from them previously, all of these productive activities in a

money economy, what allows you to get going (Goodwin, 2003, p.3).

## 5.2 Social Capital

The concept of social capital has been only relatively recently become fashionable, but the ideas behind the term still going back has been in use for nearly a century. "Social capital" first neighbors to work together to control how to handle schools in the United States in 1916 may have appeared in a book published. Author Lyda Hanifan: "forming a social unit among individuals and families, so in good faith, friendship, sympathy, and social relations tangible assets that count for most in the daily lives of the people" as an expression of social capital (OECD, 2013, p.102).

For some things, but for others there are some forms of social capital, which is good. Now, all these forms are not very easy to see exactly how yet, all these different forms of physical capital to add initially it was not easy to see how it goes. Considered to be one form of social capital, social capital must think multi-dimensional. Social capital research describes the priority list, the current typology of empirical and theoretical dimensions along which social capital changes and developing consistency (Putnam, 2014, p.2).

A society's social capital institution, relations, manages the interaction between people and contributes to economic and social development includes attitudes and values. Social relationships, networks, norms and values that are important in the functioning and development of the concept of community long-economics, sociology, anthropology and political science literature has been available in the. Only in the past 10 years, however, the idea of social capital that shapes this multidisciplinary opinion has been introduced as a unifying concept. The concept has been greatly stimulated by the writings of scholars such as James Coleman (1988, 1990) and Robert Putnam (1993). These and many other writers, and to define rigorously the concept of social capital concept was to define the boundaries of sound and practically useful (Grootaert & Bastelaer, 2001, p.4).

Social capital is defined by the OECD as "networks together with shared norms, values and understandings that facilitate co-operation within or among groups". Real-world connections between groups or individuals in this definition, we consider networks. Friends, family networks, networks and network of former colleagues, so think about it. Our shared norms, values and understandings of our social networks are less tangible. Sociologists sometimes describe society's unspoken rules and largely unquestioned norms as we speak. Norman until they are broken and insights may not be obvious. If you have an adult child assault, for example, damage violated norms to protect children. Values may be more open to question; changing values of society often discuss the fact that (OECD 2012, p.103).

Social capital is defined in various ways, and experts disagree on the definition. The major problem is not an absolute concept of social capital as an analytical tool, and this had to be done is to use. As a social scientist, I actually want to throw him overboard. However, recently, social capital, poverty reduction, regarding, in particular, a very important political tool has become, and such improved usefulness to understand to deal with it will have — or lack of — poverty reduction (UNESCO, Else Oyen, 2000, p.11).

Social capital in some form officially so a president and a vice president and membership dues and held a PTA (Parent-Teacher Association) organization or any kind of a national organization or a trade union as an extreme picture is. Some forms of social capital, groups of people gather every Thursday evening at the bar as highly informal. And yet, they both have reciprocity can develop easily forming networks and which might gain. Some forms of social capital-intensive steel worker in the factory every day to work together as a group, nested, go to the Catholic Church every Sunday and Saturday to go bowling. Social capital intensive, each multiplex is a form. From time to time while waiting in line at the supermarket with a nodding acquaintance with people to see social capital as a very thin, almost invisible form, meaning about networks and norms of reciprocity, there are also (Putnam, 2014, p.2).

Although there are distinct traces of the concept in earlier writings, the analysis of social capital at the micro level is usually associated with Robert Putnam (1993). In his seminal book on civic associations in Italy, as Putnam individuals or households, and create externalities for society as a whole about the norms and values of these features of social organization such as networks, social capital is defined. Putnam initially only positive in nature, these externalities envisaged, but he and others like that since Italy's mafia or specific interest groups or, in extreme cases, rogue groups as shown by the negative externalities, interpersonal interaction is the result of adopted Rwandan Interahamwe. In such cases, social capital, wide association members, but not necessarily non-members or community benefits (Grootaert & Bastelaer, 2001, p.4).

In modern industrialized economies, the term "social capital" that facilitates the coordination of economic activity, social trust, mutual understanding, shared values and social information to the stock is held. By economists, this concept is fairly new and the recognition of social capital among communities and society variations may help to explain some of the differences in economic development have been strengthened by the observation. The most common joints to promote cooperation between groups of people used to refer to the characteristics of a community, such as efficient production as another effort is needed to reach a common goal. Studies strong norms of reciprocity, trust and why we recommend people to help

each other, and that dense network of civic engagement rather than the individual to gain advantage at the expense of others likely just wanting to make more efforts to promote mutually beneficial. Therefore, such norms and networks often are cited as one of the important elements of social capital (Goodwin, 2003, p.6).

### 5.3 Cultural Capital

Common signature of the late Pierre Bourdieu cultural capital concept is considered to be one of the. Indeed, as Bourdieu and Passeron's Reproduction text has been translated for the first twenty-five years later, they play an important role in the sociology of English continues. "Capital" concept can be transmitted from one generation to the next, under certain conditions, provides access to scarce rewards is subject to monopoly, and to view culture as a resource, researchers have provided. As a result, the emphasis on cultural capital in the center of stratification analysis of various aspects of culture and cultural processes has enabled researchers to place in different areas. Bourdieu's own work, the concept of education and research, the most significant was used for consumption and taste (Lareau & Weininger, 2003, p.567).

Measurable proxies of human capital more difficult, less measurable aspects found some information has been used as a proxy for the economy to work in the field, there is a whole industry; as a proxy for skills in business; as a proxy for experience and sometimes years. These figures account for more than they realize how many people's income is fed to explore the econometric calculations. Some interesting things are female and male wages, or income received by minority and dominant groups by comparing, in particular revealed. People still at the same time and so prejudice, exploitation, based on the explanations for leaving plenty of less favored groups, the income gap between all do not account imaginable human capital proxies all such analysis adequate, measurable proxies impossible to find were important variables leaving out would be to accept must (Goodwin, 2003, p.5).

Rather than cultural values and resources Bourdieu's cultural capital wishes to speak, clearly more than just a terminological matter of preference. In this context, the key text "forms of capital" of their importance for social reproduction are its general statement. Here Bourdieu to the center if you are interested more, the process of which the ruling classes effective, appropriate and resources to monopolize and it's own private benefit through use, is the cultural capital, different types of resources in the community just factually not distribution of cultural works his "objectified" as such capital privileged access to individual savings and competencies "embodied" in capital, and at the same time ensure that the academic evaluation, including criteria institutionalization of cultural and educational qualifications so ultimately return to their respective owners. Bourdieu will be more differentiated and less elaboration, albeit to higher returns

and recognize familiar with both informal and formal expression of networks of social capital as "persons," support and representation (Goldthrope, 2007, p.4).

Bourdieu's concept of cultural capital developed in the context of educational research, and the most lasting impact on the audience that English was in the sociology of education is. Indeed, Bourdieu's arguments about the culture now are a staple of sociology of education textbooks. In addition, almost all economically developed countries, schools for generations advantage transmissiones an important and growing role. Therefore, any comprehensive assessment of the concept of cultural capital in compulsory education must come to grips with the role (Lareau & Weininger, 2003, p.568).

The transmission of cultural capital, embodied in his statement, is an important part of the formation of habitus. And, Bourdieu, this traditionally also within a family more particularly realized a consequent social class, the context as understood socialize more typically more accurate and predictable process appears to be. Typically, Bourdieu's habitus "local" effects and then calls "class terms" individual's own subsequent experience only enhanced by what has been established by the state (Goldthrope, 2007, p.5).

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## 6. ECONOMIC PERSPECTIVE

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### 6.1 Turkey

As being one of the newly developing economies of the world with a current population of 75 million (TÜİK), Turkey lately realized the contribution of industrial design to the government policies for a sustainable development (Tezel, 2011, p.99). Industrialization period in Turkish history which was characterized by their own patterns of production is affected by activities of Customs Union with EU (Tezel, 2011, p.99). Export subsidies and export-led growth for Turkey, fueled by devaluation period, the Customs Union with the EU in 1996 has resulted in the two sides trade unionists of all industrial products made for the elimination of customs duties; agricultural products, including processed foods, are not included in the deal. Turkey's production is in completely dominant position, as a result of this agreement there with an increase of the share, a structural transformation in trade between Turkey and the EU has been (Karabağ et al., 2011, p.1349).

A country's level of development of science and technology R & D as an indicator (GERD) can be evaluated using the gross domestic expenditure. According to the OECD report, GERD and USD 9.6 billion in Turkey in 2010 was 0.84% of GDP. Annually between 2005 and 2010 grew by 10.7% and were affected little economic shocks. In 2004, the Turkish Research Area (TRA) implementation, public R&D budgets gave an impetus; Government commitment to continuously STI

and business R & D expenditure will quickly recover after the crisis. In 2010, the industry, government and higher education financed 45% of GERD financed 50% (OECD, 2012, p.396).

## 6.2 Greece

It is commonly accepted that the euro zone's crisis started with the difficulties faced by the Greek government in rolling over maturing debt in 2009, which produced contagion of other euro zone economies such as Portugal and then spread to Spain and, finally, to Italy. The Greek government sought assistance from the European Union (EU) and the International Monetary Fund (IMF) that resulted in rescue programs featuring significant financial support, but with the mandatory imposition of very severe austerity and structural-change measures. The combined EU, European Central Bank (ECB), and IMF rescues were based on the assumption that a dramatic reduction in government deficits was the solution. But this "solution" tends to slow growth, increase unemployment, reduce savings, and hence increase the burden of private sector debt. The idea is that this will reduce government debt and deficit ratios. However, as we will show the evidence, this did not work due to impacts on the domestic private sector. The question that should be asked, then, is whether this imposed policy mix was wise (Papadimitriou et al., 2012, p.3).

## 7. RESEARCH METHODOLOGY

### 7.1 Research Method

The research follows a combined deductive-inductive approach. The research focus is explanatory on the one hand, to help understand components, properties, effects on financing of cross cultural dimensions.

The first part of the research is based on a thorough literature review on culture, cross culture and sample countries. To achieve the first objective, a deductive research approach is chosen as the appropriate one. In this type of research, existing theories are to be sought in order to shape the approach that the researcher adopts to the qualitative research process and aspects of data analysis (Saunders, Lewis, & Thornhill, 2009).

### 7.2 The Purpose of the Research and Research Questions

The main purpose of the research is to enlighten factors and components of cross cultural management, and provide a guide to researchers and field specialists how cross cultural dimensions are evaluated. Based on this purpose, Greece and Turkey are chosen as sample of the research, and following research question is developed:

"How do cross cultural dimensions differ between two similar and ancient societies?"

Based on this research question, eleven cross cultural dimensions were generated, and sub-questions were asked as in the below:

- a) How does **education** factor of cross cultural management differ between Greece and Turkey?
- b) How does **political trust** factor of cross cultural management differ between Greece and Turkey?
- c) How does **trust in people** factor of cross cultural management differ between Greece and Turkey?
- d) How does **fear of others** factor of cross cultural management differ between Greece and Turkey?
- e) How does **life satisfaction** factor of cross cultural management differ between Greece and Turkey?

### 7.3 Assumptions of the Research

In the research, following assumptions were accepted in order to get a unique solution.

- a) Data collection method is suitable with nature of the research.
- b) Sample is sufficient to describe the current situation.
- c) Chosen statistical approaches are suitable with nature of research design.
- d) Data used in the research is reliable and respectful.

### 7.4 Statistical Approach

#### 7.4.1 Education

Variable Edu5 used in the analysis was derived from the question Q48 (What is the highest level of education you completed?). The original 9 categories variable was recoded so that the number of subjects in the particular categories is more equal but also to make the comparison between Greece and Turkey possible as in Greece there are no subjects in the category literate without diploma.

#### 7.4.2 Political Trust Component

Variable C\_poltrus – political trust component - is a principal component derived from a set of interval level variables Q28a...Q28f measuring the trust in political institutions on a scale from 1 to 10 where 1 means 'do not trust at all' and 10 means 'trust completely'. The trust in the following institutions was evaluated: national parliament, legal system, press, police, government and the local (municipal) authorities. One component solution was extracted from the data, explaining 69% of the total variation with an Eigenvalue of 4, 13.

#### 7.4.3 Trust in People

Variable Y11\_Q24 is an interval level variable measuring trust in people by asking respondents "do you think most people can be trusted?" The answers are measured on a 10 point scales where 1 means "you can't be too careful" and 10 means "most people can be trusted".

#### 7.4.4 Fear of Others

Variable Y11\_Q27c is an interval level variable measuring fear of others by asking respondents to indicate their view regarding whether they think their country's culture is undermined by immigrants. The answers are measured on

a 10 point scales where 1 means “our country’s culture is undermined by immigrants” and 10 means “our country’s culture is enriched by immigrants”

### 7.4.5 Life Satisfaction

Variable Y11\_Q30 is an interval level variable measuring overall life satisfaction by asking respondents “all things considered, how satisfied would you say you are with your life these days?” The answers are measured on a 10 point scale where 1 means “very dissatisfied” and 10 means “very satisfied”.

## 8. FINDINGS

The research is restricted with 11 factors of cross cultural dimensions and two countries, Greece and Turkey. Quantitative approach is restricted with data of Eurofound UK Data Archive Study Number 7316 - European Quality of Life Survey, 2011-2012, “Third European Quality of Life Survey Questionnaire”.

### 8.1 Demographic Properties

Demographic properties of respondents are given in this part of the study. Gender distribution according to member numbers of the households is given in Table 1.

**Table 1**  
**Gender Distribution According to Number of Households**

	Greece		Turkey		<i>p</i>
	<i>n</i>	%	<i>n</i>	%	
Respondent					
Male	431	42.9	864	42.5	0,805
Female	573	57.1	1171	57.5	
Person 2					
Male	446	57.0	1122	61.1	0.047
Female	337	43.0	714	38.9	
Person 3					
Male	214	48.1	612	44.1	0.140
Female	231	51.9	776	55.9	
Person 4					
Male	134	52.5	494	51.7	0.804
Female	121	47.5	462	48.3	
Person 5					
Male	49	57.0	238	49.6	0.207
Female	37	43.0	242	50.4	
Person 6					
Male	14	60.9	113	47.9	0.234
Female	9	39.1	123	52.1	
Person 7					
Male	4	66.7	47	47.0	0.304
Female	2	33.3	53	53.0	

To be continued

Continued

	Greece		Turkey		<i>p</i>
	<i>n</i>	%	<i>n</i>	%	
Person 8					
Male	-	-	26	46.4	0.544
Female	1	100.0	30	53.6	
Person 9					
Male	-	-	10	43.5	N/A
Female	-	-	13	56.5	
Person 10					
Male	-	-	3	23.1	N/A
Female	-	-	10	76.9	

As saw in Table 1, Turkey has more crowded family structure than in the Greek. For respondents, 42.9% of Greek respondents were male, whereas 42.5% of Turkish respondents were male. There was not a statistically significant difference between countries based on gender distribution of respondents ( $p>.05$ ). There was a statistically significant difference between countries based on two person living households ( $p<.05$ ). Male participants were higher in Turkey for two person living houses. For eight and more person living in a house was seen only in Turkey. Mean people number living in the house was  $2.59\pm 1.31$  for Greek and  $3.50\pm 1.71$  for Turkey. There was a statistically significant difference based on the number of people living in a house ( $p<.05$ ). Age distribution of respondents based on family structure is given in Table 2.

**Table 2**  
**Age Distribution of Respondents Based on Family Size**

	Greece			Turkey			<i>p</i>
	<i>N</i>	<i>X</i>	<i>SD</i>	<i>N</i>	<i>X</i>	<i>SD</i>	
Respondent	1,004	<b>50.10</b>	<b>18.54</b>	2,035	41.51	16.44	<b>0.000</b>
Person 2	783	<b>53.14</b>	<b>17.29</b>	1,836	47.62	15.67	0.000
Person 3	445	26.31	19.51	1,388	<b>26.35</b>	<b>17.46</b>	0.427
Person 4	255	<b>17.59</b>	<b>12.83</b>	956	16.79	10.98	0.770
Person 5	86	12.26	8.90	480	<b>13.38</b>	<b>9.00</b>	0.267
Person 6	23	<b>14.57</b>	<b>8.81</b>	236	12.09	8.14	0.216
Person 7	6	9.67	5.01	100	<b>11.12</b>	<b>6.72</b>	0.795
Person 8	1	4.00	-	56	8.70	6.68	N/A
Person 9	-	-	-	23	8.43	5.64	N/A
Person 10	-	-	-	13	8.62	5.16	N/A

According to Table 2, age mean of respondents and second person living in house in Greek were higher than in Turkey and these differences were statistically significant ( $p<.05$ ). On the other hand, there were not statistically significant differences between other person age means living more than three people in a house. Principal economic status of households were also asked, results were coded as in Table 3.



**Table 3**  
**Codes for Principal Economic Status of Households**

Number	Item
1	At work as employee or employer/self-employed
2	Employer, on child-care leave or other leave
3	At work as relative assisting on family farm or business
4	Unemployed less than 12 months
5	Unemployed 12 months or more
6	Unable to work due to long term illness or disability
7	Retired
8	Full time homemaker /responsible for ordinary shopping and looking after the home
9	In education (at school, university etc.)/student
10	Other

In the questionnaire, there are ten economic status selections. In addition, children under 14 were also asked, but not included in the card. In Table 4, distribution based on principal economic status for household members was given.

Table 4 shows that “At work as employee or employer/self-employed” selection is dominant in respondents from Greece, and “Full time homemaker /responsible for ordinary shopping and looking after the home” selection in Turkey. For second person, “At work as employee or employer/self-employed” selection is dominant for both countries. “Retired” selection is dominant for Greece households than in Turkey. There were statistically significant differences for respondent, person 2, and person 3 in the two countries.

**Table 4**  
**Principal Economic Status of Households**

		1	2	3	4	5	6	7	8	9	10	P
<b>Respondent</b>												
Greece	<i>n</i>	378	5	14	60	59	4	311	127	40	6	
	%	37.6	0.5	1.4	6.0	5.9	0.4	31.0	12.6	4.0	0.6	
Turkey	<i>n</i>	538	1	27	44	52	11	309	902	145	6	
	%	26.4	0.0	1.3	2.2	2.6	0.5	15.2	44.3	7.1	0.3	
<b>Person 2</b>												
Greece	<i>n</i>	303	4	17	24	34	6	253	118	14	5	
	%	38.7	0.5	2.2	3.1	4.3	0.8	32.3	15.1	1.8	0.6	
Turkey	<i>n</i>	696	1	33	25	31	17	392	585	24	15	
	%	37.9	0.1	1.8	1.4	1.7	0.9	21.4	31.9	1.3	0.8	
<b>Person 3</b>												
Greece	<i>n</i>	89	2	6	24	30	3	21	44	84	5	
	%	20.0	0.4	1.3	5.4	6.7	0.7	4.7	9.9	18.9	1.1	
Turkey	<i>n</i>	232	1	15	28	35	16	50	331	275	10	
	%	16.7	0.1	1.1	2.0	2.5	1.2	3.6	23.8	19.8	0.7	
<b>Person 4</b>												
Greece	<i>n</i>	47	2	3	6	-	16	3	6	56	3	
	%	18.4	0.8	1.2	2.4	-	6.3	1.2	2.4	22.0	1.2	
Turkey	<i>n</i>	157	-	5	21	-	27	8	104	222	4	
	%	16.4	-	0.5	2.2	-	2.8	0.8	10.9	23.2	0.4	
<b>Person 5</b>												
Greece	<i>n</i>	10	-	-	3	6	-	-	-	16	-	
	%	11.6	-	-	3.5	7.0	-	-	-	18.6	-	
Turkey	<i>n</i>	45	1	6	6	4	1	1	44	105	3	
	%	9.4	0.2	1.3	1.3	0.8	0.2	0.2	9.2	21.9	0.6	
<b>Person 6</b>												
Greece	<i>n</i>	3	-	1	2	1	-	-	-	3	-	
	%	13.0	-	4.3	8.7	4.3	-	-	-	13.0	-	
Turkey	<i>n</i>	19	-	2	2	4	3	1	15	53	1	
	%	8.1	-	0.8	0.8	1.7	1.3	0.4	6.4	22.5	0.4	

To be continued

Continued

		1	2	3	4	5	6	7	8	9	10	P
<b>Person 7</b>												
Greece	<i>n</i>	-	-	-	-	-	-	-	-	-	1	
	%	-	-	-	-	-	-	-	-	-	16.7	
Turkey	<i>n</i>	2	-	-	1	2	-	-	6	21	-	
	%	2.0	-	-	1.0	2.0	-	-	6.0	21.0	-	
<b>Person 8</b>												
Turkey	<i>n</i>	1	-	-	-	2	-	-	3	7	-	
	%	1.8	-	-	-	3.6	-	-	5.4	12.5	-	
<b>Person 9</b>												
Turkey	<i>n</i>									5		N/A
	%									21.7		
<b>Person 10</b>												
Turkey	<i>n</i>								1	1		N/A
	%								7.7	7.7		

## 8.2 Education

The first cross cultural dimension issue of the research is education. Distribution of education levels of participants was given in Table 5.

**Table 5**  
**Difference Between Education Levels**

	Greece		Turkey		<i>p</i>
	<i>n</i>	%	<i>n</i>	%	
Primary education unfinished	15	1.5	205	10.1	
Primary school	257	25.8	763	37.7	
Primary education			119	5.9	
Gymnasium - 3 grades of secondary education	152	15.2			
General lyceum-high School - 6 grades of sec. edu.	279	28.0			
Technical-vocational lyceum-high School	57	5.7			
Institute of vocational Training	39	3.9			
Higher technical Educational institutes	77	7.7			<.05
Jr high school/ vocational school at junior			245	12.1	
High school / vocational school at high school level			473	23.3	
Training schools			69	3.4	
University/technical University	92	9.2	146	7.2	
Postgraduate studies-Masters degree	25	2.5	4	0.2	
PhD	4	0.4	1	0.0	
(Completed education abroad)			1	0.0	

According to Table 5, it is seen that Greek has more educated people than Turkey. The difference between the two countries is statistically significant ( $p < .05$ ). In fact, there are different types of education institutions. In Greece, there is more stable national education system than in Turkey. Turkey has been adopting different national education systems in recent years. However, there are still very serious problem remains which must be solved. Thus, it may be argued that Greek has more qualified human capital than Turkey.

## 8.3 Political Trust

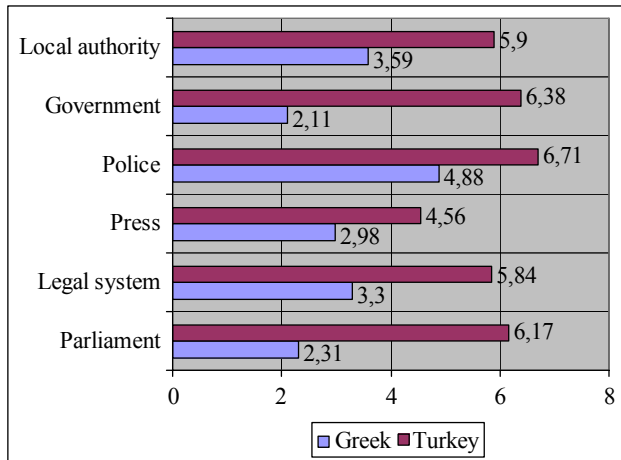
For political trust dimension, six questions were asked to the participants. In the Questionnaire, Q28a, Q28b, Q28c, Q28d, Q28e and Q28f were related with political trust dimension. The trust in the following institutions was evaluated: National parliament, legal system, press, police, government and the local (municipal) authorities. Results were given in Table 6.

**Table 6**  
**Differences of Political Trust**

	Greece			Turkey			<i>p</i>
	<i>N</i>	<i>X</i>	<i>SD</i>	<i>N</i>	<i>X</i>	<i>SD</i>	
Q28a-parliament	992	2.31	1.81	1,964	6.17	3.15	.000
Q28b-legal system	979	3.30	2.23	1,945	5.84	3.13	.000
Q28c-press	984	2.98	1.98	1,955	4.56	2.90	.000
Q28d-police	998	4.88	2.66	1,982	6.71	3.07	.000
Q28e-government	988	2.11	1.82	1,969	6.38	3.29	.000
Q28f-local authority	991	3.59	2.31	1,964	5.90	3.15	.000

As saw in Table 6, all political institutions are more trustful in Turkey, and all differences between countries are statistically significant ( $p < .05$ ). In this respect, it

may be argued that participants in Turkey are more conservative than in Greek. In addition, it is seen that both participant groups think that police is the most trustful institution of the country. The main difference between countries is government trust. In Turkey, more people trust the government than in Greek and in other institutions in Turkey except police. Distribution differences were also showed in Figure 1.



**Figure 1**  
**Differences of Political Trust**

As saw in Figure 1, all political institutions are more trustful in Turkey. The most different political institution is parliament between the two countries. In Turkey, Police is the most trustful political institution. The order is police, government, parliament, local authority, legal system and press in Turkey. In Greek, police is the most trustful institution as in the Turkey. The order in Greek is police, local authority, legal system, Press, parliament and government.

#### 8.4 Trust in People

For trust in people dimension, “Do you think most people can be trusted?” question was asked to participants and they asked to evaluate the current situation based on 10 liked to scale. Means and difference analysis results were given in Table 7.

**Table 7**  
**Trust in People Differences**

Do you think most people can be trusted?	Greece			Turkey			P
	N	X	SD	N	X	SD	
Q24	1,000	4.28	2.31	2,004	4.88	2.55	.000

According to means of answers given to the question, it is seen that Greeks have less trust point (4.28±2.31) than Turkish participants (4.88±2.55). Analysis results showed that the difference between participant groups was statistically significant ( $p<.05$ ). Thus, it may be argued that Turkish participants trust more than Greeks to other peoples.

#### 8.5 Fear of Others

For fear of others dimension, “Our country’s culture is undermined by immigrants” question was asked to participants and they asked to evaluate the current situation based on 10 likerd scale. Means and difference analysis results were given in Table 8.

**Table 8**  
**Fear of Others Differences**

Our country’s culture is undermined by immigrants	Greece			Turkey			P
	N	X	SD	N	X	SD	
Q27c	983	4.19	2.38	1,815	4.81	2.74	.000

Contrary to trust of others dimension, there are more fear in Turkish participants than Greeks. According to means of the answers given to the question, fear level of Turkish participants (4.81±2.74) is higher than fear level of Greek participants (4.19±2.38). The analysis results showed that there was a statistically significant difference between participant groups ( $p<.05$ ). The main reason for this finding may be different structure of immigrants between two countries. As mentioned before, immigrants to Greece aim to get more comfortable life with EU, whereas immigrants to Turkey aim to get a safe life because of wars in the Middle East.

#### 8.6 Life Satisfaction

For the life satisfaction dimension, “All things considered, how satisfied would you say you are with your life these days?” question was asked to participants and they asked to evaluate current situation based on 10 liked to scale. Means and difference analysis results were given in Table 9.

**Table 9**  
**Life Satisfaction Differences**

All things considered, how satisfied would you say you are with your life these days?	Greece			Turkey			p
	N	X	SD	N	X	SD	
Q30	1,001	6.17	2.01	2,023	6.66	2.43	.000

In overall evaluation, it was seen that Greek participants have less life satisfaction level (6.17±2.01) than Turkish participants (6.66±2.43). The difference analysis results were also statistically significant ( $p<.05$ ). Life satisfaction also affects job satisfaction. There are many researches focusing on this issue. Thus, it may be argued that Greece has less satisfied human capital than Turkey.

## 9. RESULTS AND CONCLUSION

In this research, cross cultural dimensions of two ancient and similar countries were examined. Cross

cultural management is an important issue of today's business world and organizational management. Since globalization process is proceeding, and customer and employee structures are continuously changing, firms of nowadays have to deal with cross cultures. Hence for a firm to have a successful cross cultural management, it have to examine and mention cross cultural dimensions and factors affecting cross culture management. In the research, it was shown with both qualitative and rhetoric analysis that there may be significant differences between two socialites, although globalization approaches and they look similar. Results of the research may be summarized as in the follows:

Results of comparison of Greece and Turkey show that there are many significant and important differences between Greece and Turkey. On the other hand, it is also seen that the main reasons are income or welfare system differences and conjuncture differences or political differences. In Greece, there is a serious immigration similar as in Turkey. On the other hand, their immigration structures are different. Since Greece is an EU member, immigrants going to Greece have the aim to have more comfortable and welfare conditions. In other words, immigrants of Greece want a better life conditions. However, immigrants in Turkey aim to have a safe life due to war in the Middle East countries. For this reason, effects of immigration in two countries are quite different. Another issue should be addressed in this respect is measures taken against immigrations. Turkey takes less measure against immigrations than Greece. Since most immigrants of Turkey come due to war in their hometown, they can not be sent back to their country. In addition, Turkey is not a member of a union such as EU in which there is free trade, Turkey can give its own decision. On the other hand, Greece does not have its own decision right, since it is a member of EU. Because of this membership, Greece has to control immigration; even it does not want to send back immigrations to their countries.

Another difference between two countries or another important difference factor is income level. In literature, there are many researches expressing that increase in income level affects the structure of sociality, and individuals within the country become more separated from each other. In other words, closed sociality becomes more dominant. In Greece, income levels of people are higher, and they have less social relations than in Turkey. They have less volunteer works, and they have not adopted as a society as in Turkey.

Another important point is financial status. In Greece, there has been an important financial crisis for years. Many governments have tried to solve this problem, but none of them become successful. For this reason, it is seen that political participation and trust level of Greek people were found lower than in Turkey.

Hypothesis test results are also parallel with differences between Greece and Turkey. It is also seen in the

hypothetical results that income, political and real factors have effect on sociality. In this respect, it may be argued that an important point of the research is that modernity theories, income level approaches or life satisfaction theories are accepted only in ordinary conditions. In a case that individuals in a society exposed to a restriction, they act as a pure structure of humanity. For example, although there were serious differences between Greece and Turkey, financial crisis and immigration problems affect differs.

Research results show that although they may be similar, there may be serious differences between various social or cultural groups. In modern business literature, human sources and customers are seen the most important capital components of firms. For this reason, in order to use human capital effectively, a firm has to analyze and understand properties of human capital components, their differences, cross cultural dimensions and factors affecting cross cultural dimensions. In this respect, it may be argued to literature that today's firms need to develop and process a "cultural dimension management".

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