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RELATIONS OF CULTURAL ORIENTATIONS TO ONLINE
PUBLIC RELATIONS MESSAGE PREFERENCES AMONG
UNITED STATES AND SOUTH KOREAN
COLLEGE STUDENTS

A Thesis
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Art
in
Communication Studies

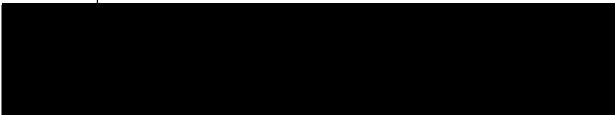
by
Seongjung Jeong
December 2003

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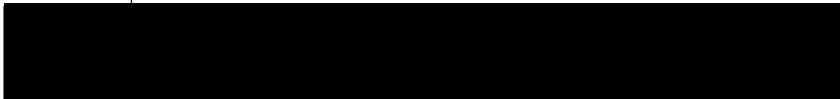
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11/21/03
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ABSTRACT

This research examined the relationships of cultural orientations to preferences for public relations messages on the Internet websites among college students in South Korea and in the United States.

There were two studies in this research project. First, as a preliminary analysis for survey research, a content analysis was conducted on public relations messages related to selected major types of consumer products that United States/South Korean corporations present on their websites. Second, a survey examined the relationship between preferences for online public relations messages and cultural orientations among United States and South Korean college students.

Survey results indicated that preferences for public relations messages on the corporate websites are related to different cultural orientations. However, results also indicated changing patterns of cultural orientations among college students due to globalization and other characteristics of young generations' living environment.

It was suggested that further research should examine respondents' characteristics, tendencies, and patterns in PR messages on the websites.

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CHAPTER ONE

INTRODUCTION

The world is getting smaller. We live in the global village (McLuhan, 1964); we get much information about the world on TV, radio, newspapers and the Internet. Marketing and public relations practices have also become part of this global village. Jang (1997) stated:

Most corporations are aware of the importance of corporation image management in marketing. In order to sell the products and continue to prosper, they attempt to foster a favorable business atmosphere in the environment, so public relations are a corporation's main communication activities with its environment.
(p. 330)

Many multinational corporations engage in public relations practices through TV, radio, newspaper and Internet.

The development of new communication technology contributes to globalization. Mickey (1998) stated that the Internet has been hailed as the greatest technology of modern time. Therefore, the Internet is a main factor for globalization; there are no barriers among cultures, time, space, countries, and ethnicity.

As the communication through Internet is becoming better, as the companies' public relations practices are becoming global; people around the world can get information about one particular company's product and can

keep a relationship with a company on its website.

Corporate organizations have real time two-way communication with individuals all over the world through their own websites. In other words, if companies have some conflicts and problems with their strategic audiences, they manage the conflicts and problems with strategic audiences through exchange and cooperation of their opinions on their own websites.

In fact, corporate websites have become an important communication medium for companies and consumers. Duke (2002) asserted that the Web provides a powerful medium for public relations practitioners to provide information to many different individuals. Since many companies have been doing public relations practice through their own websites for international audiences, the public relations messages on the websites on the websites can affect people with different cultural backgrounds.

Purpose of Study

This study was designed to investigate the relationships between cultural orientations and preferences for public relations messages on the Internet websites among college students in South Korea and in the United States. In other words, the study focuses on how

South Korean students' and United States students' cultural orientations are related to their preferences for public relations messages presented by major types of consumer products corporations such as automobiles, electronic products, and beverage products corporations through their websites.

Specifically, the study deals with the following research questions:

- 1) What are public relations strategies and tactics used by United States/South Korean multinational corporations on their website?
- 2) What are the similarities and differences between South Korean and United States respondents?
- 3) How are South Korean/United States respondents' scores on cultural dimensions such as Individualism/Collectivism, Power Distance, High/Low Context, Uncertainty Avoidance, and Masculinity/Femininity related to preferences for public relations messages on the Internet?

The first question would be investigated by the content analysis, and second and third question would be investigated by the quantitative study. The first research

question would be able to support the second and third
question as the preliminary research.

CHAPTER TWO

REVIEW OF LITERATURE

Hofstede's and Hall's Cultural Dimensions and Characteristics

Hofstede (1980) introduced four cultural dimensions: Individualism/Collectivism, Power Distance, Uncertainty Avoidance, and Masculinity/Femininity. Also, Hall (1976) differentiated between High/Low Context communication.

First, one of the dimensions is Individualism/Collectivism. Hofstede (1980) stated:

In individualistic cultures, people are supposed to look after themselves and their immediate family only, whereas in collectivistic cultures, people belong to ingroups or collectivities which are supposed to look after them in exchange for loyalty. (p. 419)

The emphasis in individualistic cultures is on individuals' initiative and achievement, whereas in collectivistic cultures emphasis is placed on belonging to groups. Hofstede (1991) classified the United States with the strongest individualism and Asian countries such as China, Japan and South Korea under collectivistic cultures.

Another cultural dimension is Power Distance by Hofstede (1980). Hofstede (1980) defined power distance as:

The extent to which the less powerful members of institutions and organizations accept that power is distributed unequally. (p. 467)

According to Hofstede, parents in high power distance cultures value obedience in their children, and students value conformity and display authoritarian attitudes more than do those in low power distance cultures. In organizations, close supervision, fear of disagreement with authority, lack of trust among co-workers, and directed supervision are all manifested more in high power distance cultures than in low power distance cultures. Hofstede (1991) classified most western countries such as the United States as having a low degree of power distance, whereas Asian countries such as China, Japan, and South Korea have a high degree of power distance.

Another cultural dimension is Uncertainty Avoidance by Hofstede (1980), Hofstede (1980) stated:

For uncertainty and ambiguity, which expresses itself in higher levels of anxiety and energy release, greater need for formal rules and absolute truth, and less tolerance for people or groups with deviant ideas or behavior. (p. 395)

Members of high uncertainty avoidance cultures tend to display emotions more than do members of low uncertainty avoidance cultures, whereas members of low uncertainty avoidance cultures have lower stress levels and weaker superegos, and accept dissent and taking risks

more than do members of high uncertainty avoidance cultures. Hofstede (1980) found that in comparison to members of low uncertainty avoidance cultures, members of high uncertainty avoidance cultures resist change more, have higher levels of anxiety, and have higher levels of intolerance for ambiguity, worry about the future more, see loyalty to their employer as more a virtue, have a lower motivation for achievement, and take fewer risks.

Hofstede (1991) showed that cultures high in uncertainty avoidance include Asian countries such as China, Japan, and South Korea and cultures low in uncertainty avoidance include Western countries such as United States and Canada.

Another cultural dimension is Masculinity/Femininity by Hofstede (1980):

High masculinity involves a high value-placed on things, power, and assertiveness, whereas systems in which people, quality of life, and nurturance prevail are low on masculinity or high on femininity. (p. 420)

Hofstede (1980) found that in comparison to people in feminine cultures, people in masculine cultures have stronger motivation for achievement; view work as more central to their lives; accept their company's interference in their private lives; have higher job stress; have greater value differences between men and

women in the same position; and view recognition, advancement, or challenge as more important to their satisfaction with their work, in addition, people in feminine cultures consider welfare, the environment, and health care as most important values. Hofstede (1991) classified cultures in which masculinity tends to predominate as Japan and South Korea. However, in particular, unlike Japanese society characterized as "masculine culture," Korean society is relatively "feminine society" where femininity means caring and hospitality (Hofstede, 1980). The United States falls in the middle on this dimension.

High/Low Context distinction was proposed by Hall (1976). Hall (1976) stated:

A high context communication or message is one in which most of the information is either in the physical context or internalized in the person, while very little is in the coded, explicit, transmitted part of the message, a low-context communication, in contrast, is one in which the mass of information is vested in the explicit code. (p. 70)

He said that Asian countries such as Japan, China, and South Korea belong to a high context culture, which means indirect, implicit, and ambiguous communication, whereas most western countries such as United States and Canada

belong to a low context culture, which means direct and explicit communication.

International Public Relations and Cultural Dimensions

International Public Relations

The world today is comprised of interpenetrating systems; Global interaction among political systems, cultures, and organizations is a fact of life (Vercic & Grunig, 1996). Therefore, exploring the similarities and differences of public relations practices is a cross-cultural context. Culbertson and Chen (1996) stated:

Relations among publics have become more complex, fragile and often hostile... due to... alliances, nationalism, and the Internet. (p. 4)

Among many topics, the public relations practices of corporations become of interest, and there are some theories (cultural relativism and ethnocentrism) to develop global theory of public relations. A culturally relative theory would maintain that public relations must be different in every society to fit into the culture of that society.

Whereas, an ethnocentric theory would maintain that a single theory is appropriate for all societies, although the theory developed generally reflects the cultural assumptions and values of the society from which it

originated (Vercic & Grunig, 1996). Also, understanding one's own culture may be as critical to effective public relations as understanding the key cultural variables that affect others' communication behavior (Vercic & Grunig, 1996).

On the other hand, Botan (1992) noted that multinational corporations failed to recognize cultural differences and variations of infrastructure in each country through global approaches. He suggested the reformation of scholarship and practice beyond ethnocentrism. Similarly, Kinzer and Bohn (1985) contended that multinational corporations should consider various factors, such as cultural and economic differences, and emphasize the need of intercultural trainings for professionals. From the cultural theories, Sriramesh and White (1992) explained:

...linkages between culture and communication and culture and public relations are parallel because public relations is primarily a communication activity. (p. 609)

Sriramesh and White (1992) also argued that culture has affected the worldviews and communication practices of managers and practitioners. Because the public relations, which is a communication activity, is driven by the worldviews of practitioners and decision makers, culture

affects public relations. Zaharna (2001) mentioned the close relationship between intercultural communication and international public relations, Zaharna (2001) stated:

Three identifiable research approaches emerged within intercultural communication: culture-specific; culture-general; and intercultural interaction. In international public relations, the culture-specific approach is very much exemplified by the studies Culbertson termed comparative public relations. These comparative studies describe the public relations practices in different countries and geographic regions. (p. 136)

Also, Zaharna (2001) asserted that the public relations practitioners must overcome difficulties in various cultures in order to engage the client and communicate with diverse audiences having different cultural background. Hence, it is important to examine the relationship between the cultural dimensions measuring different cultural backgrounds and international public relations?

Cultural Dimensions and International Public Relations

As mentioned before, the public relations messages on the companies' websites can affect international audiences with different cultural backgrounds. Therefore, cultural dimensions by Hofstede (1980) and Hall (1976) are of significance in studying international public relations practices of corporate organizations.

For example, Sung (2002) stated that leadership, performance, and achievement of CEOs are regarded as a main value of companies on their websites in the individualistic culture such as United States culture and each CEO' leadership, vision and talent of United States companies are considered on the companies' websites in the United States culture. On the other hand, Asian companies such as Japanese and South Korean companies emphasize their history, tradition, founders and their families; in Asia, the founders and chairmen or presidents had been thought to be the owner of the company, and still the family regulates the business for generations.

Sung (2002) concluded that those characteristics are from different cultural dimensions: individualism and low degree of power distance in United States companies and collectivism and high degree of power distance in Asian companies. Sung (2002) also found that American companies are open with their information, that they provide detailed information and activities, and that the messages are clear on the websites in accordance with low degree of uncertainty avoidance culture. On the other hand, Asian companies tended to post abstract and implied information on their websites and their messages are unclear and

ambiguous in accordance with high context and high degree of uncertainty avoidance culture.

Also, Sung (2002) contended that Asian companies are relatively superficial in their community relations; they tend to display examples of activities and programs for community's issues such as environment, welfare, and health care. Sung (2002) also found that in an individualistic society such as United States, people of various social and racial/ethnic backgrounds tend to have many different kinds of opinions and tendencies. Therefore, American companies have to care about communities and employees in order to catch up with various people's opinions and tendencies and so on. On the other hand, in the collectivistic society such as South Korea, there are very few races. Essentially, in South Korea, there is only one racial group, so the targeted audiences tend to be limited. Therefore, South Korean companies might not consider much the possibility of other communities and social groups.

Acknowledging that, the relationship between cultural dimensions and international public relations is mutual, international public relations practitioners have been considering different cultural values based on cultural dimensions. In addition, cultural values have been

affecting international public relations practices. Hence, in the next section, United States and South Korean cultural characteristics and their respective corporate cultures and values are examined.

South Korean Culture and Corporate Culture

South Korean Culture

Many scholars have conducted research about the characteristics of South Korean culture; South Korea is regarded as a society with high power distance, high collectivism, less tolerance of uncertainty, high masculinity, and high context culture (Hofstede, 1980).

Hofstede (1991) investigated the characteristics of South Korean culture in terms of cultural dimensions; he describes the following phenomena observed in South Korean society that are closely associated with the high power distance, collectivism, and strong uncertainty avoidance in South Korean culture. Regarding power distance:

- 1) Parents teach obedience to their children.
- 2) Parents play significant roles in their children's choice of schools and study subjects at college, marriage partners, and other major decisions.

- 3) Bosses do not mingle with normal employees in informal situations.
- 4) Privilege of powerful people is taken for granted.

Regarding collectivism:

- 1) The ingroup members would not ignore the suffering of fellow members. They would voluntarily offer assistance individually or collectively.
- 2) The ingroup members generously overlook the mistakes of other members.
- 3) Group or public interest is more important than private interest.

Regarding the strong uncertainty avoidance:

- 1) Parents are extremely concerned about the wholesome growth of their children. There are rather strict norms for dress, hairstyle, habit and speech, which would distinguish them from "dangerous hoodlums."
- 2) Job security is a high priority in life. Most South Korean workers do not change their jobs unless they are forced.
- 3) South Korean society highly values tradition and tends to be very conservative. They tend to

resist new ideas and innovations, and are intolerant of deviants and minorities.

- 4) The South Koreans are very inquisitive about private matters of other people. Without knowing the details about the people they want to associate with, they feel insecure about establishing a close relationship with them.

Kim (2001) observed that South Koreans belong to a collectivistic, masculine, high power distance, and low-risk avoidance culture. Kim (2001) stated:

South Koreans do not go to a restaurant or cafeteria alone as they feel isolate, the distance between superiors and subordinates is high in the South Korea, South Koreans are quick in understanding the intention of their counterpart. (¶ 6)

Cho (1999) described South Koreans' tendency towards collectivism:

I think that because South Koreans must categorize people in their minds into certain age groups, and social groups in order to even be able to begin to talk with them, South Korean people tend to think of a person as an individual, but rather more for the role that he or she fills in society. (¶ 3)

Cho (1999) also found the characteristics of South Korean culture exhibited by Korean students in United States universities, Cho (1999) stated that collectivism affected South Korean students to appear passive and very modest

during whole class discussion to the United States students' viewpoint. There was a strong sense of the importance of the group and the students conceived themselves as part of a group.

High power distance also made them look passive and silent during whole class discussion, they regarded professors as an authority figure that should lead and control the class. South Korean students' anxiety during classroom discussion came from their strong avoidance of uncertainty.

Furthermore, Jung and Francis (2001) mentioned that Korean people are higher in power distance than western people such as North Americans. Yum (1988) also stated that all social systems are hierarchical in Korea as is typical of Asian countries.

South Korean Corporate Culture

Researchers have connected South Korean organizational culture with South Korean cultural values: collectivism, high power distance, high context, high uncertainty avoidance, and masculinity. The ownership of Korean large business (chaebols) has been passed onto the founder's children as in the case of the Samsung chaebol group, when Lee Byung Chull, who was the founder of Samsung group, died, the business passed onto his son Lee

Kun Hee (Paisley, 1993). He has taken over the company, and performs all-important tasks and continues in the top management function, previously done by his father. In Korean culture, the eldest son occupies a particularly important place in the family. His relationship to his siblings is akin to the father of the family (Chung, 1997). In fact, the eldest son is expected to inherit family assets and succeed his father in taking over responsibility for the family. This inheritance system is also applied to managerial succession. Koreans generally believe that the ownership of a business should be kept in the family (Kenna & Sondra, 1995). A common characteristic of the Korean management style is authoritarian but paternalistic leadership (Chang & Chang, 1994). It is reinforced by a clear hierarchical order and vertical communication (Jonathan, 1985), and such managerial behavior is acceptable in a hierarchy-based Confucian culture (Koo & Nahm, 1997). It is further enhanced by the centralized managerial structure and found in Korean firms and by the generally obedient and passive attitude of Korean subordinates.

Kim (2002) also investigated the characteristics of South Korean corporate culture, Kim (2002) stated:

Most of the large-size corporations belonging to the *chaebols* (business conglomerates) started from small family business without accumulated capital, and grew rapidly due to capital borrowed under government guidelines, the corporate culture of the *chaebols* can be taken to represent that of Korean corporations on the whole. (p. 78)

Kim (2002) also found that the characteristics of corporate culture differ from one "chaebol" group to another based on differences in the business philosophies of the owners. Kim (2002) said that the Hyundai group, the top ranking "chaebol" in South Korea, places emphasis on the spirit of adventure and a tenacious drive, the determination to overcome any obstacles in achieving one's goals, this corporate culture was greatly influenced by Hyundai's founder. The Samsung group, the second ranking "chaebol," puts emphasis on "rationalism" and "perfectionism" in accordance with the management ideology of the founder. As indicated above, South Korean corporations tend to be owned and operated by owner-managers, regardless of size. Thus, even company assets seem to be regarded as the private property of the owner, much in the manner of a small family business, and even corporate capital may be at the owner's disposal. As a result, the business group becomes a kingdom, with the all-powerful owner-manager at the top of authoritarian

command structure (Moon, 2000). Relationships between employees and employers in South Korean corporations are based not only on a hierarchal structure, but also on a sense of social distance between management and employees. In other words, South Korean corporate culture is notable for the widespread feeling of relative deprivation and social distance among the organizational members (Kim, 2002).

Moreover, Jung and Francis (2001) found that the Korean management style seldom emphasizes that employee satisfaction and their own opinion for management of the company should be considered. Young and Franke (2000) also found that unethical practices would be of less concern to top management in high power distance cultures such as Korea than in low power distance cultures such as United States. In addition, a top manager can regulate the communication system of the organization without interference and mandate the organization's stance on issues (Kim, 2002).

United States Culture and Corporate Culture

United States Culture

Hofstede and Bond (1987) identified American culture as individualistic society. With reference to the

definition of low-context culture and high context culture provided by Hall (1976), American culture was considered to be on the low-context side.

Hofstede (1991) showed that United States culture is high individualism, the most individualistic of any country with a small power distance. Everyone takes care of himself or herself. Identity is based on individuality. Involvement with organizations is calculated. Relatively small power distance; inequality in society minimized. Superiors are accessible and on equal footing.

Matsumoto, Kudoh, and Takeuchi (1996) supported previous characteristics of United States culture, American culture has typically been viewed as individualistic, and Americans tend to view themselves as autonomous, independent people who are fundamentally separate from others. Matsumoto et al. (1996) also mentioned that American individualism encourages self-expression and the pursuit of individual dreams and goals, and highlights personal emotions.

Johnson and Mohler (2000) investigated general characteristics of United States culture by Hofstede's (1980) and Hall's (1976) cultural dimensions. Johnson and Mohler (2000) stated:

The literature describes *individualism* as one of the most dominant values operating in mainstream US culture. Rehabilitation counseling and the work of independent living centers, for example, focus on the individual with a disability; services, procedures, and rules are geared to that person, individualism is most highly associated with moral values in American society. (p. 109)

Grimm, Church, Katigbak, and Reyes (1999) found that United States society is a high individualistic society through the comparison and contrast of United States, and Philippine college students' tendency towards individualism/collectivism. They said that United States students scored higher in individualism than Philippine students. Triandis (1988) discovered that Americans have valued individual progress, self-confidence, status, serenity, achievement, and joy based on high individualistic society.

Regarding the high-low context, Johnson and Mohler (2000) stated:

US culture is markedly low-context in its reliance on positivistic criteria for truth and in its tendency to exclude and treat as irrelevant the complexities of human perception and personal interaction. (p. 111-112)

In regards to the characteristic of power distance in United States, Okabe (1983) mentioned that Americans place great value on symmetrical relationships, minimizing differences that might suggest inequality. Moreover, Okabe

(1983) also mentioned that Americans' use words based on low context culture. Okabe (1983) stated:

Americans' tendency to use explicit words is the most noteworthy characteristic of their communicative style, they prefer to employ such categorical words as absolutely, certainly, and positively. (p. 34)

Coon and Kimmelmeier (2001) investigated individualism and collectivism variability within the United States because there are many kinds of ethnic groups such as African-American, Asian, European, and Latino American in the United States. Coon and Kimmelmeier (2001) stated:

Especially, African Americans and Asian Americans were higher in collectivism compared to European Americans, the cultural practices of minority groups are linked to country of origin. (p. 359)

Stephan, Saito, and Barnett (1998) also investigated the changing tendency of original cultural value, which each country has kept among the young people by Japanese and United States college students. Stephan et al. (1998) stated:

Originally, Japanese society is high collectivistic, but Japanese college students are becoming less collectivistic than older working adults, A similar process has taken place in the United States, with collectivistic influences permeating the highly individualistic US society. (p. 742)

Matsumoto et al. (1996) also mentioned changing patterns of culture in United States in their comparison of the United States and in Japan. The increasing diversity of a United States population that essentially harbors more collectivistic cultural values may also bring out more collectivism. In addition, regarding masculinity and femininity, Runge, Frey, Gollwitzer, Helmreich, and Spence (1981) found that United States students have relatively higher masculinity tendency than other Western countries such as Germany.

United States Corporate Culture

When it comes to the characteristics of United States organizational culture, a study that surveyed a thousand managers from United States firms showed that corporate values reflect those of the national culture (Yeh, 1995); for instance, the United States culture, which is high on individualism, predisposed the United States companies to use more communication and coordination and resort to short-term performance evaluations (Ueno, 1992). Webster and Sundaram (1998) examined the cultural values and United States organizational culture. Webster and Sundaram (1998) argued:

US firms are likely to have cultures characterized by innovation, outcome orientation, and aggressiveness. Further, these

cultural values that characterize the US firms are likely to impact their business performance, because their business strategies and the resulting successes are attributable to their cultural values. (p. 68)

In addition, studies of the increasing significance of CEO in the American business showed the emphasis on individualism. CEOs were like product brands or household names, and thought to be a major force in the success of business by diverse stakeholders. Their reputation is an important factor in purchasing stocks for investors, and their capability and credibility also attracts new talent (Sung, 2002). Moreover, the value of the celebrity CEO as a marketing tool is increasing; they increased sales with free advertising worth millions of dollars. CEOs build positive corporate images in the American business (Gaines-Ross & Komisarjevsky, 1999).

Sung (2002) also found that Products are most frequently used for corporate identity, and online purchase functions are employed for both products/services and stocks in the American corporate culture. Kume (1985) investigated United States corporate culture based on high individualism. Kume (1985) argued that individual competition is stressed within the context of hierarchical and power relationships. Kume (1985) also examined United

States corporate culture's traits of decision-making. Kume (1985) stated:

Decision-making in the United States is usually a business of an individual making up his or her mind-primarily an internal mental process within oneself. (p. 248)

With regard to the relationship between uncertainty avoidance and corporate culture in the United States, Hofstede (1991) described the relationship between uncertainty avoidance and one particular characteristic of United States corporate culture as follows:

In the United States, tendencies to accept accounting traditions as established facts have resisted attempts to base them on general postulates. (p. 383)

On the other hand, changes in corporate culture in United States are also observed. Matsumoto et al. (1996) contended that economic changes have often forced a new vision of values in business marked by increased conservatism, interdependence and collectivistic values in the United States corporate world.

CHAPTER THREE

CONTENT ANALYSIS

The Background of Public Relations on the Websites

The global media have helped to integrate publics and issues worldwide (Hiebert, 1992). Especially, the Internet network plays a role in global media coverage; many people can get global news, share global issues and integrate audiences through the Internet. Moreover, the Internet can affect many fields as a medium of communication, business, marketing, advertising, and public relations. Kim (2001) argued that new technology promoted the interactivity of organization, the circulation of capital and physical product and the convergence of new economical structure through the communication technology. Internet has become an essential form of communication for many companies and an increasingly powerful and necessary resource for socio-economics. Hence, many corporate organizations currently have their own websites to do their business and marketing.

Esrock and Leichty (2000) described the difference between traditional mass media and the Internet as the communication tool as follows:

Unlike traditional mass media, the Internet and the World Wide Web, because of the nature of the interactive technology, allow organizations to address multiple audiences simultaneously with individualized content that is of interest to each group. (p. 340)

Park (2001) insisted that the companies' websites should include their public relations, marketing, and advertising to approach publics. Taylor, Kent, and White (2001) also noted that web sites of corporate organizations could be effective tools for their business operations. Taylor et al. (2001) stated:

Web sites are often one of many resources in an arsenal of advertising, philanthropy, issues management, and community relations efforts. (p. 267)

However, Park (2001) pointed out that the websites were just one-way media; to disseminate information about company's 'good' doing, to build a certain image, and to set an agenda. He suggested that public relations need a more effective and strategic use of the Internet. Hence, the present study first examines the United States and South Korean corporations' public relations practices on the websites.

United States/South Korean Corporations' Public Relations Practices on the Web

While many companies in the world are currently practicing their public relations activities on the

websites, the effectiveness of the public relations practices is likely to be affected by cultural values of the audience. Therefore, the question is: What are public relations strategies and tactics used by United States and South Korean multinational corporations on their websites?

According to Babbie (2001), content analysis is:

Effective in revealing content information and making comparisons. In content analysis, communications-oral, written, or other-are coded or classified according to some conceptual framework. (p. 317)

The content of companies' websites of selected companies is analyzed on the assumption that these companies are representatives for achieving international public relations on their companies' websites.

The companies in the project are multinational corporations that have their own websites. The research assumes that the culture of a region where a company belongs influences its corporate culture and the characteristics of public relations practices that are reflected on corporate websites. Major types of consumer products corporations such as automobiles, electronic products, and beverage products companies are selected: Ford and GM as automobile companies in United States, Hyundai and Kia automobiles companies in South Korea. Motorola and Intel electronics companies are from United

States, Samsung and LG electronics companies are from South Korea. Coca-cola and Pepsi Co. beverages companies are from United States, Lotte Chilsung and Haitai beverages companies are from South Korea. The content analysis was intended to examine Public relations strategies and tactics used by multinational corporations on their websites.

These companies' websites are analyzed based on the sections of each corporate web site, which targets different kinds of publics such as customers, investors, media, and employees on the websites. Every corporate web site has different language versions such as the language of its local headquarters and English as a global language, among them; English sites are analyzed for United States companies, while Korean sites are analyzed for South Korean companies. The sample web sites were selected and the content of the pages was examined. The results are presented and compared in relation to the cultural differences.

Results

First, American companies such as Ford, GM, Motorola, Intel, Coca-cola, and Pepsi Co. tend to emphasize products, marketing and CEOs. For example, Ford, GM, and

Motorola contain a marketing section rather than a public relations section on the websites.

1. CEO and Information about CEOs Section on the United States Companies' Websites

The CEO section and information about CEOs are more detailed than Asian companies; companies use much space for CEO's personal information such as biography, leadership philosophy, and portraits. For example, Ford and Motorola link each CEO's personal information and their messages on the websites.

Especially, Ford and GM offer not only each CEO's profile but also their important speeches as link on the websites (www.ford.com) (www.gm.com).

2. Product and Marketing Section on the United States Companies' Websites

Ford, Motorola, and GM, both of them provide detailed product information, for example, Ford and GM provide detailed product information by each different brand, and they have a detailed vehicle showroom to let customers get the information about products. They have also a vehicle financing section in order to give customers many effective opportunities to buy through rebates and discounts. Coca-cola and Pepsi Co. also provide product information through each

brand (www.coca-cola.com), (www.pepsico.com). Ford and Motorola link the marketing section on the websites. In addition, Motorola lets consumers search for product information and buy products on the websites, the name of this section is "shop" (www.motorola.com).

3. The Other Characteristics on the United States Companies' Websites

Ford celebrates its 100th year anniversary this year, and has special materials such as pictures and flash visual images about Ford history with their CEOs and products on the website, and GM provides their history with American automobile history in order to present their dedications to American automobile history. And all of the selected American companies provide several foreign language versions besides English such as Spanish, German, French, Italian, Chinese, Japanese, and Korean version and so on for international audiences. Intel, Coca-cola and Pepsi co also provide many various international subsidiaries and many foreign languages sites all over the world (www.intel.com), (www.coca-cola.com), (www.pepsico.com). All of the American companies provide each brand and product they have been

producing on the websites. For example, Ford and GM link and operate each brand site such as Volvo, Mazda, Buick, and Chevrolet and so on. Pepsi Co. also has links to each brand site such as Tropicana, Gatorade, Fritolay, Pepsi, and Quaker independently.

When it comes to the overall analysis of South Korean companies, they tend to emphasize founders' and chairmen or presidents' personal information and corporate history to establish corporate vision and images on the websites. All of the Korean companies have more than two versions: one in the native language and the other in English, Chinese, Spanish, French, and German for international audiences. Among them, this research project analyzes the Korean site.

1. The Founders and Chairmen or Presidents Section on the South Korean Companies' Websites

South Korean companies include information about their founders. The information is usually biographies and memorial materials about the founding person. For example, the Samsung site provides a founder and chairman biography, their business philosophy, and an archive of their speeches within the website (www.samsung.com). Other South Korean companies, especially, Lotte Chilsung provides

founder's biography with his business philosophy on the website (www.lottechisung.com).

2. The History section on the South Korean Companies' Websites

Although American companies provide corporate history information on the websites, South Korean companies emphasize history even more. They include a chronology of business development on their websites. For example, Samsung and Hyundai-motor sites provide the meaning of the name Samsung and Hyundai-motor with corporate identity and history on their websites. Hyundai-motor & Kia, LG, and two beverage products companies provide their products development with corporate history on the website named "cyber auto museum" (www.hyundai-motor.com).

3. The Public Relations Section on the South Korean Companies' Websites

South Korean companies tend to use public relations as marketing and promotions on their websites. For example, Samsung's public relations section, named "Press Center" provides the company's promotional materials such as corporate photos, advertisement and promotional videos. Samsung's advertising archive includes domestic and international corporate

advertising in print, TV, and Internet. Hyundai-motor company public relations site named "Public Relations Information System" provides news information about Hyundai-motor from newspaper, photos, and automobile business statistics on the websites. LG, Lotte Chilsung and Haitai Beverage also provide their commercials and galleries under the public relations site www.lottechilsung.com), (www.htb.com), (www.lg.com).

4. Business Statistics on the South Korean Companies' Websites

South Korean companies tend to use numbers such as asset/capital, revenue/income, employee numbers and product scales. For example, Hyundai-motor and Samsung state their business statistical reports on the web sites as follows:

The company's financial results exceeded analysts' forecasts in 2001 when it posted 23.4 percent growth in unit sales and a 74.5 percent improvement in net income.
(www.hyundai-motor.com)

The Samsung site says, "2002 net income reached KRW 7.05 trillion on total sales of KRW 40.5 trillion" (www.samsung.com). The other South Korean companies tend to emphasize their business statistics in order to present their development to audiences. The Kia

motors site states, "Cumulative production reaches 10 million units" (www.kia.co.kr).

The LG site states:

From the beginning of this process, LG has attracted US\$6.5 billion in foreign investment capital, the most ever for a Korean company. (www.lg.co.kr)

The Lotte Chilsung site states:

1999 Grown to be Asia's Number One Beverage Manufacturer In 1997, Lotte Chilsung's sales totaled 850 billion Korean Won (US\$740 Mil) which accounted for 35% domestic market share. (www.lotte.co.kr)

The Haitai Beverage states " Haitai beverage's total sales in 1999 was over \$500 million" (www.htb.co.kr).

5. Overseas Network on the South Korean Companies'

Websites

All of them have sites for overseas business separately; their size and capacity affect the history of global business and the number of overseas subsidiaries in the world. For example, the companies having a long history in international trade such as Samsung, LG, Hyundai and Kia motors have many overseas subsidiaries websites made in different languages. However, the Lotte Chilsung and Haitai Beverage have only English site because they have a

relatively short history with international trade, for example, the Lotte Chilsung states about international trade, "The company entered into production and sales contacts with Del Monte in 1982" (www.lottechilsung.co.kr).

The next section is specific analysis of the content of companies' website, different kinds of publics such as customers, investors, media, and employees on the websites are analyzed on the websites.

1. Investor relations section on the United States and South Korean Companies' Websites

An investor relation function is important in American companies' sites, whereas South Korean companies seem to consider them not as important; South Korean companies have a limited amount of financial and business statistics information.

In terms of investor relations, all selected American companies use their websites as direct communication channels with investors, analysts and journalists.

Regarding the annual reports, they are essential items for American companies. Some parts of annual reports such as CEO messages or annual meeting reports are separated. Therefore, American companies release the financial practice to the public through

these reports. Regarding the stock information, for example, Ford, Motorola, and GM companies include stock information; they provide the situation stock market every day, especially, GM links the stock transfer agent called "equiserve" (www.GM.com). Moreover, they have online stock purchase function. Regarding the contact channel, all of them include the contact and feedback function, the information includes e-mail addresses, phone numbers, and mailing addresses. Coca-Cola provides a communication channel with publics by email the named "email alert":

Email alerts are messages that are conveniently delivered your email box whenever certain new company information is posted to this site.
(www.coca-cola.com)

Therefore, audiences can communicate with investors easily. The Ford site has programs such as "Money Market Fund and Credit Security" (www.ford.com).

On the websites of South Korean companies about investor relations, investor relations' sites are less actively used. All of them provide the limited information and few companies offer contact information about investors, whereas, they emphasize financial information such as balance sheet, income statement, revenue, and consolidated information.

Hyundai, Kia, LG, and Samsung operate separate sections about investor relations, but the amounts of information and quality of activities about investor relations are more limited than those of American companies. However, Korean beverage products companies, Lotte-Chilsung and Haitai Beverage do not have separate investor section; they post investors and financial information under the company information section, they do not have online stock information on the websites.

2. Society and Community Relations Section on the United States and South Korean Companies' Websites

American companies emphasize society and community Relations. Among them, environmental, health, and safety issues are popular items about society and community relations on the companies' websites.

As for society and community relations, all American companies emphasize their social responsibility and profitable performances through the companies' sites to project their corporate citizenship.

Regarding the environment, Ford and GM include environmental topics and issues on their websites.

For example, Ford has a separate section named "dedication". This section includes environmental

issues and information about which people might be concerned. GM operates the concerned issues section with subjects such as environment, health/safety, education, and public policy on a separate section named "GMability" (www.gm.com). Motorola also has a separate section with much information about corporate policies, the report, and audit program. Regarding health/safety, Ford and Motorola consider them as important as things like the environment. Ford has a separate section named "innovation". This section includes safety and health issues and the introduction of the innovation of products for safety and health on the website. Motorola has information based on the scientific research and tests about safety and health issues for publics on their website, because customers are likely to be concerned about bad effects of health and safety related to problems. Intel provides many various research and development programs on their websites.

Regarding the community involvement, all of United States companies are active in community activities. For example, Ford operates a community section under the dedication. They provide driving programs for family members and teenager groups, and they provide

traffic information for children and old people. GM provides online membership service for employees' families and retired people, named "GM Family First" on the website.

Motorola posts the many educational and research programs and their activities with research centers and educational institutes on the websites. The Intel operates community programs and services not only in United States but also throughout the world.

All of these United States companies show their value in diversity in organizations or societies. For example, Motorola has a separate section named "supplier diversity" under the company's information site.

They state:

We are here to help US businesses who are certified as diversity supplier to understand what is expected of suppliers to Motorola. Through our outreach efforts to the diversity communities, we provide a communication link to the Motorola opportunities (www.motorola.com).

Also Ford has a separate section named "Issue: Diversity." They state:

...recognizes the importance of bringing together the talent, experiences and unique perspectives of diverse group (www.ford.com).

Two United States beverage companies, Coca-cola and Pepsi Co. provide diversity programs by each brand. On the other hand, all selected Korean companies are relatively superficial in their society and community relations. They usually display examples of activities and programs. They hardly provide how and why they care about issues on the websites. Even when South Korean companies have society and community section on their websites, they mention and explain the health, safety, and environment more briefly than do American companies. However, Samsung provides relatively detailed information. Samsung has a separate section named "EHS (Environment, Health, and Safety) report" to show their activities for publics (www.samsung.com). Hyundai and Kia motors provide safety and environmental issues under the products and company's information. LG has only research and development section site in order to show their dedication to products and services. None of South Korean companies have sites about diversity.

South Korean companies mention sponsorship and events, which they have been participating most. For example, the Samsung and Hyundai sites have a sponsorship section. They mention the sponsorship to

the "Olympic Games" and "World Cup Soccer Games." Kia and LG sites also have sponsor/events section such as "Australian Open International tennis games" and "LG World Korean chess (*Baduk*) Championship"

3. Consumer Relations on the United States and South Korean Companies' Websites

As for consumer Relations, all of selected United States companies have detailed and various programs for consumers, but, there are some different things of consumer relations emphasized by different products companies.

First, automobiles and electronics companies, Ford & GM and Motorola & Intel tend to emphasize rebate, discount, repair/maintenances for consumer relations. For example, GM offers a cyber club named "GM Motor club" about related to and rebate programs. They state:

GM Motor Club has teamed up with promise, a free service that helps families save for college by giving them money back from the purchases they make with leading companies.
(www.gmmotorclub.com)

Intel and Motorola emphasize that consumers can shop online and get various rebates and discount programs. Intel offers "search store" section in order to let consumers easily find the nearest retail stores.

On the other hand, Beverage companies, Coca-Cola and Pepsi Co. tend to emphasize the promotion such as coupon, various entertainment events, and sweepstakes in order to attract consumers. Especially, Pepsi .Co offers many kinds of events, coupons, and sweepstakes under the "promotion" section by each different brand. Coca-Cola provides true information about their products and services under a section named "myths and rumors".

Regarding consumer relations, selected South Korean companies also have different characteristics for consumer relations by different kinds of products companies. Hyundai and Kia motors emphasize the rebate and discount programs such as "ten year warranty program" on their websites. Samsung and LG also emphasize rebates and repair programs. Samsung and LG introduces consumers to the cyber card membership named "LG cyber card" and "Samsung card" in order to maintain relationship with consumers on the websites.

On the other hand, Beverage companies, Lotte-Chilsung and Haitai Beverage provide many various events, for example, Lotte-Chilsung offers events, sweepstakes, and coupon that consumers can participate under the

event zone. Haitai beverage offers cyber club membership and events in which consumers can participate under the "HTB mania" and "events" sections. American companies' media relations sites provide much information, whereas South Korean companies are relatively inactive in using media relations sections.

4. Media Relations Section on the United States and South Korean Companies' Websites

All selected United States companies actively use their websites for media relations section; all of them post press release and have archives. Motorola especially has a separate media relations section named "media center." There are media contacts, media information and news releases in this section. Ford has a separate media relations section called "news". There are different brands of vehicle news, corporate news, photos, slides, and video clips on this section. Coca-cola and Pepsi Co. post materials related to media such as commercials, news, and video clips under the media section.

South Korean companies such as Samsung and LG have photo galleries and commercial clips section. Samsung also links the "Press Center" to this site.

Hyundai-motor has "Public Relations Information System" section in order to release news and photo gallery information on the website. Kia also has their commercials and news, and video clips under the "Kia Plaza" section. Haitai Beverage and Lotte-Chilsung also offer their materials related to media such as commercials and advertising, news articles under the "AD times and AD library" section.

5. Employee Relations on the United States and South Korean Companies' Websites

All of the selected United States companies have a separate section named "employment" for recruiting. Ford provides news releases for employees separately and Motorola provides business-training programs through a separate section named "Motorola University."

As for South Korean companies' employee relations, only the Samsung site provides an independent employee relations section named "career opportunity." They provide online application forms and news releases under that section. The other companies do not have a separate section about employees. They seem to provide employee and

recruiting information under the press release and news release.

Discussion

The websites of the selected American companies have sections such as investors, community, media relation, products and services and CEOs information. This indicates that American companies such as Ford & GM, Motorola & Intel, and Coca-Cola & Pepsi Co. are active in using company websites for public relations practices. That characteristic is based on the situation of the public relations industry in the United States; the public relations industry was developed in the United States, and Public relations practices are most advanced and sophisticated in the United States. Therefore, American companies operated public relations practices relatively early for a variety of purposes on their websites.

On the other hand, South Korean companies such as Samsung & LG, Hyundai & Kia-motors, and Lotte-Chilsung & Haitai Beverage have relatively limited and abstract information on their websites, although Korean companies have the sections about investors, community, media relations, and products and services and so on. American companies emphasize products on their websites, and online

purchase functions are employed for both products/services and stocks. Only American companies have online stock purchase programs. It can be based on the development of public relations industry in United States. Even if a lot of companies are doing international business and international public relations practices, cultural values of each country appear to influence the content of websites. The individualism in the American culture explains why leadership, performance and achievement of CEOs are regarded as a main value of organizations on their websites; United States companies have detailed information about CEOs such as biography, leadership philosophy, and their messages on each CEO's site as links. This can result from the low degree of power distance because United States companies have several CEOs, not only one chairman or president, but also they post each CEO's information to show each CEO's talent and leadership and so on their websites.

On the other hand, South Korean companies emphasize their history, tradition, founders, and chairmen or presidents. The emphasis on founders and chairmen or presidents can come from the ownership of founders' families. Traditionally, in Asia, the founder and chairmen or presidents had been thought to be the owner of the

company, and still the family controls the business for generations.

Those characteristics can be from a high degree of power distance and collectivism because in the high degree of power distance and collectivism society. A top manager such as the founder and chairman or president can regulate the communication system of the organization without interference and mandate the organization's stance on issues. In addition, regarding collectivism, the workers should belong to the founders' or chairmen's ownership of the companies in the collectivism society because the person tends to belong to a large group or organization.

American companies have detailed information about investor relations' site, it seems that investors are active and influential publics, so, investor relations sites are crucial for American companies. The founders or chairmen's family possess a lot of companies' assets and shares and make important decision. That's why South Korean companies have investor section under the chairman or founder sites. That difference is based on individualism and collectivism.

In American companies' websites, they have detailed information and many activities for community and employees. On the other hand, South Korean companies'

websites, they are relatively superficial in their society, community and employee relations. They tend to operate community and employee relations section in order to show it to the publics. This difference can result from individualistic characteristics of American society. There are many diverse racial/ethnic groups of people that have many different kinds of opinions and tendencies and so on.

Therefore, American companies might care more about communities and employees in order to respect various publics' opinions and tendencies and so on. On the other hand, in the collectivistic society such as South Korean society, there is very limited racial diversity in Korea. The targeted publics tend to be limited. Therefore, South Korean companies might not consider much the presence of diverse communities and social groups.

The analysis also shows differences between high context and low context cultures. American companies are open with their information; they provide detailed information and activities about every section on their websites, whereas South Korean companies tend to post abstract and implied information on their websites. That difference can be from high/ low context culture. In low context cultures such as American culture, messages are expected to be clear, and ambiguity is considered to be

negative. Therefore, the companies are expected to release all information. On the other hand, in high context culture such as the South Korean culture, they tend to conceal details of business performances, or financial materials. Hence, South Korean companies tend to provide abstract information about every section on their websites. These characteristics might also result from high uncertainty avoidance culture because the South Korean society tends to conceal breaking performance. In turn, these characteristics affect the public relations practices of South Korean companies. On the other hand, United States companies are open to releasing information due to low uncertainty avoidance tendencies.

Regarding the masculinity/femininity, United States companies tended to emphasize CEOs' leadership and ability based on their masculinity orientations. They seem to care more about issues such as environment, health/safety, education and diversity, and so on.

Although the companies are multinational corporations, they tend to exhibit the cultural values that the headquarters belong to. It is suggested that multinational corporations need to broaden their understanding of markets and the targeted audiences. As more people use the Internet, the number of international

audiences expands. Although multinational corporations are doing international business in the world, companies tend to maintain their own cultural values.

International audiences might misunderstand their public relations practices because of their different cultural values. Asian people may perceive that American companies' businesses are too commercial. In contrast, American people may think that Asian companies' businesses are not good at building relationships with the public.

Since companies need to consider differences in social and cultural values of each country, intercultural understanding is essential. Even if many companies are multinational corporations, they need basic understandings of different cultural values of their international audiences. Therefore, this research project is intended to examine the relationship between cultural orientations and online public relations preferences among United States and South Korean people.

This research project focuses on three main research issues:

- 1) How are South Korean respondents' scores on cultural dimensions such as Individualism/Collectivism, Power Distance, High/Low context, Uncertainty Avoidance, and

Masculinity/Femininity related to their preferences for public relations messages on the Internet?

- 2) How are United States respondents' scores on the cultural dimensions related to preferences for public relations messages on the Internet?
- 3) What are the similarities and differences between South Korean and United States respondents in online public relations messages preferences?

Dealing with these research issues, five research questions were formulated as follows:

- 1) Are scores in Collectivism-Individualism dimension related to online public relations message preferences?
- 2) Are scores in High-Low context dimension related to online public relations message preferences?
- 3) Are scores in high-low degree of Uncertainty Avoidance dimension related to online public relations message preferences?
- 4) Are scores in high-low degree of Power Distance dimension related to online public relations message preferences?

- 5) Are scores in Masculinity/Femininity dimensions related to online public relations message preferences?

Therefore, these research questions were empirically examined through using the websites of the major consumer products corporations (Automobiles, Electronics, and Beverages) on the Internet.

CHAPTER FOUR

SURVEY DESIGN

Respondents

Respondents were students at CSUSB ($N = 135$) and students at two colleges, Dong-Ah Broadcasting College and Han-Sei University in South Korea ($N = 150$). Based on the research policy at academic institutions, the researcher submitted the application form and questionnaire to the Institutional Review Board for getting approval of using human subjects. Upon receiving the approval, the researcher contacted instructors at CSUSB and at Dong-Ah Broadcasting College and Han-Sei University in South Korea in order to ask for their assistance with data collection.

Research Description

This survey was intended to examine the relationships of cultural orientations to preferences for public relations messages on the Internet websites among college students in South Korea and in the United States. In particular, this study investigates cross-culturally how respondents' scores on cultural dimensions such as Individualism/Collectivism, Power Distance, High/Low context, Uncertainty Avoidance, and Masculinity/Femininity are related to preferences for various types of public

relations messages for major consumer products (Automobiles, Electronics, and Beverage products) corporations on the Internet and what similarities and differences exist between South Korean and United States respondents.

The methodology used for this proposed study is a quantitative analysis using a survey. The students were asked to complete the survey in their class with the permission of their instructor.

Description of Questionnaires and Measurement of Variables

The questionnaire was administered in the Korean language for South Korean respondents, and administered in English for United States respondents. There are three parts in the questionnaire. The first part is to measure how important major consumer products corporations' websites, automobiles, electronics, and beverage products corporations' websites are to the public. This part used the semantic differential scale (not important at all/ not important/ neutral/ important/very important). Thirteen items are included; they were designed to investigate the importance of the contents of companies' website: Company information, CEOs' profiles, and contents for main publics

(investors, consumers, media, community, and employee) relationship.

The second part is to measure people's personal opinions about specific situations based on different cultural backgrounds. Each cultural dimension, Individualism/Collectivism, High/Low context, Uncertainty avoidance, Power distance, and Masculinity/Femininity, is investigated by the scale items, which many researchers have used in previous studies. The 7-point Likert scale items (1 = strongly disagree, 7 = strongly agree) are employed to measure people's opinions and feelings about specific situations in order to investigate scores on cultural dimensions.

Regarding the individualism/collectivism, a modified version of Hui and Trandis's (1986) individualism-collectivism (INDCOL) scale was employed, 10 scale items were included: (e.g.: It is enjoyable to meet and talk with my neighbors regularly," "I would not let my neighbors borrow things from me or my family," Neighbors should greet each other when they come across each other," I am not interested in knowing what my neighbors are really like," "When I am among colleagues/classmates, I think I should do my own thinking without minding about them," "A person ought to help a colleague at work who has

financial problems," "I am very uncomfortable talking about my own accomplishments," "I enjoy feeling that I am looked upon as equal in worth to my superiors," " It is important to develop a network of people in my community who can help me when I have tasks to accomplish," " I say No firmly and directly when I have to").

Regarding the high/low context, Gudykunst's and Nishida's (1993) high/low context, self-construal scale was employed, 12 scale items were included: (e.g.: "When I interact with others, I prefer to talk about my feelings and ideas clearly and openly than to remain silent," "If I have to deliver bad news to someone, I prefer to phrase the information in a positive way, even if this means I'm not stating the information directly," " When I need to communicate important information, I make a point of explaining myself thoroughly rather than relying on nonverbal cues," " It is better to learn by observing than by talking," "I believe that verbal language is essential to the exchange of messages," " Rules don't need to be spelled out; the important ones are left unspoken," "I am able to recognize subtle and indirect messages," "I am aware of the needs of the person with whom I am communicating," " I avoid eye contact when I communicate with others," I like to be accurate when I communicate,"

"I openly show disagreement with others," "I feel comfortable with silences in conversations").

Regarding the power distance, Hofstede's (1980) power distance scale in the cultural study was employed, ten items were included: (e.g.: "If traveling to a company-sponsored event on bus, I would offer my seat to my superior," "In the organization under consideration, I don't expect to have a lot of direct interaction with those who hold the most power," "I believe that hierarchies are used by the organization more out of convenience than necessity," "I believe that change can occur within the organization if handled gradually," "It is not necessary to resort to drastic measures to encourage those in power to listen and change," "Those who hold positions of power in the organization enjoy considerable special privileges that others in the organizations do not have," "I believe that those in positions of power do their best to minimize inequality for all members of the organization," "I believe that employees should have direct 'say' in company operations," "I believe that companies would be better run if workers had more say in management," "I believe that management of an company should involve employees in the directions that affect their work").

Regarding the uncertainty avoidance, Hofstede's (1980) uncertainty avoidance (UA) scale was employed, twelve items were included: ("I prefer structured situations to unstructured situations," "I prefer specific instructions to broad guidelines," "I tend to get anxious easily when I don't know an outcome," "I feel stressful when I cannot predict consequences," "I would not take risks when an outcome cannot be predicted," "I believe that rules should not be broken for mere pragmatic reasons," "I don't like ambiguous situations," "I tend to show emotions openly in the workplace, and in the various social groups that I belong to," "I believe that conflict can be a productive tool and I feel safe arguing about ideas," "I believe that organizations are more efficient and productive with fewer rules and laws governing what members can and cannot do," "I work to succeed; it is very important to me to avoid failure," "If I didn't need the money, I probably wouldn't work much, if at all").

Regarding the masculinity/femininity, Hofstede's (1991) masculinity/femininity (M/F) scale in the Hofstede's cultural consequences was employed, nine items were included: (e.g.: "Managers of an organization are expected to be decisive and assertive," "I tend to emphasize ambition, acquisition of wealth," "I tend to

stress caring and nurturing behaviors, sexuality equality, environmental awareness," "I believe that parents have to earn their children's respect and love," "Parents should always be respected regardless of qualities and faults," "The decisions of our managers/leaders of our organizations should be based on facts," "I can't perform a job of good quality without it being measured and evaluated," "Hard facts and numbers are always preferable to verbal data when a decision is to be made," "For me, it's important that the job I do always is done in the best possible way even if this means frequent changes in procedures and organization").

Third part is to investigate respondents' demographic information; age, gender, usage of media, class level in the college/university, ethnicity, and citizenship. The questions of this part in the Korean version questionnaire are the same as the English version except for a question on ethnicity because basically the South Korean society has only one ethnic group.

CHAPTER FIVE
SURVEY RESULTS

Scale Reliabilities

To measure the reliability of each of the scales, Crobach's Alpha coefficients were computed. The scales have internal reliabilities ranging from .54 to .64. Table 1 shows the scale reliabilities of each cultural dimension:

Table 1. Scale Reliabilities of Cultural Dimensions

Scales	Number of Items	Alpha (θ)
Individualism-collectivism	5	.57
High-Low context	8	.54
Uncertainty Avoidance	6	.63
Power Distance	8	.63
Masculinity-Femininity	9	.64

Comparisons of United States and South
Korean Respondents' Scores on
Cultural Dimensions

As shown in previous research studies, South Korean respondents scored higher on Collectivism, High Context Orientation, Power Distance, Uncertainty Avoidance, and Masculinity than did United States respondents. T-tests were employed in order to test the significance of the differences between United States and South Korean respondents in scores on cultural dimensions. Table 2

shows the differences between United States and South Korean respondents' scores on cultural dimensions:

Table 2. Comparisons of United States and South Koreans Scores on Cultural Dimensions: T-tests

	US	South Korea	T
Collectivism/Individualism	16.97(3.99)	20.50(3.80)	1.33*
High/Low context	31.60(6.46)	33.38(5.49)	3.15**
Power Distance	17.03(4.20)	14.55(4.49)	n.s.
Uncertainty Avoidance	27.79(5.37)	30.63(5.70)	1.36*
Masculinity/Femininity	36.34(6.80)	39.95(6.12)	1.85*

Note: * $p < .05$. ** $p < .01$. n.s. = no significance, $n = 285$.

1. Collectivism/Individualism

South Koreans scored significantly higher on Collectivism ($M = 20.50$, $SD = 3.80$) than did Americans ($M = 16.97$, $SD = 3.99$), $t(283) = 1.33$, $p < .05$.

2. High/Low context

South Koreans scored significantly higher on the high-context ($M = 33.38$, $SD = 5.49$) than Americans ($M = 31.60$, $SD = 6.46$) $t(283) = 3.15$, $p < .01$.

3. Power Distance

There is no significant difference on the power distance dimension between South Koreans and Americans.

4. Uncertainty Avoidance

South Koreans scored significantly higher on uncertainty avoidance ($\underline{M} = 30.63$, $\underline{SD} = 5.70$) than did Americans ($\underline{M} = 27.79$, $\underline{SD} = 5.37$), $\underline{t}(282) = 1.36$, $\underline{p} < .05$.

5. Masculinity/Femininity

South Koreans scored significantly higher on Masculinity ($\underline{M} = 39.95$, $\underline{SD} = 6.12$) than did Americans ($\underline{M} = 36.34$, $\underline{SD} = 6.80$), $\underline{t}(282) = 1.85$, $\underline{p} < .05$.

Correlations between Cultural Dimensions and
Online Public Relations Message Preferences
among United States/South Korean
Respondents

United States Respondents

Relationships between online public relations message preferences and cultural dimensions among United States respondents were first tested. The relationship between each category of corporate website contents and scores in cultural dimensions among United States respondents was tested. Table 3 shows the correlations between cultural dimensions and preferences for online public relations messages among United States respondents.

Table 3. Correlations between Scores in Cultural Dimensions and Preferences for Online Public Relations Messages among United States Respondents

CTGY	Cultural Dimensions				
	Collectivism	High Context	Uncertainty Avoidance	Power Distance	Masculinity
Company History	.29**	.23**	.16	-.04	.16
Company Overview	.30**	.23**	.24**	.04	.33**
Information About founder	.31**	.13	.11	.21*	.23**
CEO Profile	-.18*	-.18*	-.03	-.01	.13
Message from CEO	-.21*	.11	-.03	-.01	.13
Company vision & mission	.27**	.22*	-.18*	.01	.46**
Labor/Employee Relations	.15	.15	-.14	-.21*	.08
Investor Relations	-.02	.12	-.06	-.23*	-.07
Products	-.26**	.08	-.19*	-.10	.25**
Media Relations	.06	-.31*	-.38**	-.06	.03
Community/Society Relations	-.02	-.37**	-.28*	-.13	.05
Marketing	-.19*	.05	.01	-.07	.15
Consumer Relations	-.14	.16*	-.02	-.25**	.10

CTGY = Category of Corporate Websites Content

* $p < .05$. ** $p < .01$. *** $p < .001$, $n = 135$.

As shown in the Table 3, preferences for most content categories are related to cultural dimensions among United States respondents in one way or another.

1. Company History

This category has positive correlations with two cultural dimensions: Collectivism and High context. Thus, preference for Company History on corporate websites is positively related to Collectivism ($\underline{r} = .29$, $\underline{p} < .01$) and High context ($\underline{r} = .23$, $\underline{p} < .01$).

2. Company Overview

This category has positive correlations with four cultural dimensions: Collectivism, High Context, Uncertainty Avoidance, and Masculinity. Thus, preference for Company Overview on corporate websites is positively related to Collectivism ($\underline{r} = .30$, $\underline{p} < .01$), High context ($\underline{r} = .23$, $\underline{p} < .01$), Uncertainty Avoidance ($\underline{r} = .24$, $\underline{p} < .01$), and Masculinity ($\underline{r} = .33$, $\underline{p} < .01$).

3. Information about Founder

This category has positive correlations with three cultural dimensions: Collectivism, Power Distance, and Masculinity. Thus, preference for Information about Founder on corporate websites is positively related to Collectivism ($\underline{r} = .31$, $\underline{p} < .01$), Power Distance ($\underline{r} = .21$, $\underline{p} < .05$), and Masculinity ($\underline{r} = .23$, $\underline{p} < .01$).

4. CEO Profile

This category has negative correlations with two cultural dimensions: Collectivism and High Context. Thus, preference for CEO Profile on corporate website is negatively related to Collectivism ($\underline{r} = -.18$, $\underline{p} < .05$) and Masculinity ($\underline{r} = -.18$, $\underline{p} < .05$).

5. Message from CEO

This category has negative correlations with one cultural dimension: Collectivism. Thus, preference for Message from CEO on corporate website is negatively related to Collectivism ($\underline{r} = -.21$, $\underline{p} < .05$).

6. Company Vision and Mission

This category has positive correlations with four cultural dimensions: Collectivism, High context, Uncertainty Avoidance, and Masculinity. Thus, preference for Company Vision and Mission on corporate website is positively related to Collectivism ($\underline{r} = .27$, $\underline{p} < .01$), High context ($\underline{r} = .22$, $\underline{p} < .05$), Uncertainty Avoidance ($\underline{r} = .18$, $\underline{p} < .05$), and Masculinity ($\underline{r} = .46$, $\underline{p} < .01$).

7. Labor/Employee Relations

This category has negative correlations with one cultural dimension: Power Distance. Thus, preference for Labor/Employee relations on corporate website is negatively related to Power Distance ($\underline{r} = -.21$, $\underline{p} < .05$).

8. Investor Relations

This category has negative correlations with one cultural dimension: Power Distance. Thus, preference for Investor Relations on corporate website is negatively related to Power Distance ($\underline{r} = -.23$, $\underline{p} < .05$).

9. Products

This category has negative correlations with two cultural dimensions: Collectivism and Uncertainty avoidance. Thus, preference for Products on corporate website is negatively related to Collectivism ($\underline{r} = -.26$, $\underline{p} < .01$), Uncertainty Avoidance ($\underline{r} = -.19$, $\underline{p} < .01$). On the other hand, this category has positive correlations with one cultural dimension: Masculinity. Thus, preference for Products on corporate website is positively related to Masculinity ($\underline{r} = .25$, $\underline{p} < .01$).

10. Media Relations

This category has negative correlations with two cultural dimensions: High Context and Uncertainty Avoidance. Thus, preference for Media Relations on corporate website is negatively related to High Context ($\underline{r} = -.31, \underline{p} < .05$) and Uncertainty Avoidance ($\underline{r} = -.38, \underline{p} < .01$).

11. Community/Society relations

This category has negative correlations with two cultural dimensions: High Context and Uncertainty Avoidance. Thus, preference for Community/Society relations on corporate website is negatively related to High Context ($\underline{r} = -.37, \underline{p} < .01$) and Uncertainty Avoidance ($\underline{r} = -.28, \underline{p} < .05$).

12. Marketing

This category has negative correlations with one cultural dimension: Collectivism. Thus, preference for marketing on corporate website is negatively related to Collectivism ($\underline{r} = -.19, \underline{p} < .05$).

13. Consumer Relations

This category has negative correlations with one cultural dimension: Power Distance. Thus, preference for Consumer Relations on corporate website is negatively related to Power Distance ($\underline{r} = -.25,$

$p < .01$). On the other hand, this category has positive correlations with one cultural dimension: High Context. Thus, preference for Consumer Relations on corporate websites is positively related to High Context ($r = .16$, $p < .05$).

South Korean Respondents

Relationships between online public relations message preferences and cultural dimensions among South Korean respondents were also tested. The relationship of each category of corporate websites with cultural dimensions is tested.

As shown in the Table 4, preferences for most of categories on the corporate websites are related to cultural dimensions among South Korean respondents. On the other hand, some of preferences for categories on the corporate websites are not related to scores in cultural dimensions among South Korean respondents.

Table 4. Correlations between Scores in Cultural Dimensions and Preferences for Online Public Relations Messages among South Korean Respondents

CTGY	Collectivism	Cultural Dimensions			Masculinity
		High Context	Uncertainty Avoidance	Power distance	
Company History	.17**	.15*	.22**	.12	.09
Company Overview	.16**	.11*	.10*	.10*	.01
Information about Founder	.15*	.16*	.10	.20**	.05
CEO Profile	.11*	.04	.03	.19**	.12*
Message from CEO	.01	-.15*	.08	-.05	.14*
Company Vision & Mission	.13*	.11*	.26**	-.12	.23**
Labor/Employee Relations	-.04	-.15**	.11	-.10*	-.04
Investor Relations	-.19**	-.14*	-.04	-.10	.06
Products	-.16**	-.03	-.11*	-.05	.11*
Media Relations	.01	-.10*	-.15**	-.01	.03
Community/Society Relations	-.08	-.13**	-.16**	-.05	.02
Marketing	-.18*	.05	-.28**	-.03	.19*
Consumer Relations	.09	.14*	-.30**	-.16**	.07

CTGY = Category of Corporate Websites Content

* $p < .05$. ** $p < .01$. *** $p < .001$, $n = 150$.

1. Company History

This category has positive correlations with three cultural dimensions: Collectivism, High Context, and Uncertainty Avoidance. Thus, preference for company history on corporate websites is positively related

to Collectivism ($\underline{r} = .17, \underline{p} < .01$), High Context ($\underline{r} = .15, \underline{p} < .05$), and Uncertainty Avoidance ($\underline{r} = .22, \underline{p} < .01$).

2. Company Overview

This category has positive correlations with four cultural dimensions: Collectivism, High Context, Uncertainty Avoidance, and Power Distance. Thus, preference for Company Overview on corporate websites is positively related to Collectivism ($\underline{r} = .16, \underline{p} < .01$), High Context ($\underline{r} = .11, \underline{p} < .05$), Uncertainty Avoidance ($\underline{r} = .10, \underline{p} < .05$), and Power Distance ($\underline{r} = .10, \underline{p} < .05$).

3. Information about Founder

This category has positive correlations with three cultural dimensions: Collectivism, High Context, and Power Distance. Thus, preference for Information about Founder on corporate websites is positively related to Collectivism ($\underline{r} = .15, \underline{p} < .05$), High Context ($\underline{r} = .16, \underline{p} < .05$), and Power Distance ($\underline{r} = .20, \underline{p} < .01$).

4. CEO Profile

This category has positive correlations with three cultural dimensions: Collectivism, Power Distance, and Masculinity. Thus, preference for CEO Profile on

corporate website is positively related to Collectivism ($\underline{r} = .11$, $\underline{p} < .05$), Power Distance ($\underline{r} = .19$, $\underline{p} < .01$), and Masculinity ($\underline{r} = .12$, $\underline{p} < .05$).

5. Message from CEO

This category has negative correlations with one cultural dimension: High Context. Thus, preference for Message from CEO on corporate website is negatively related to High Context ($\underline{r} = -.15$, $\underline{p} < .05$). On the other hand, this category has positive correlations with one cultural dimension: masculinity. Thus, preference for Message from CEO on corporate website is positively related to Masculinity ($\underline{r} = .14$, $\underline{p} < .05$).

6. Company Vision and Mission

This category has positive correlations with four cultural dimensions: Collectivism, High Context, Uncertainty Avoidance, and Masculinity. Thus, preference for Company Vision and Mission on corporate website is positively related to Collectivism, ($\underline{r} = .13$, $\underline{p} < .05$), High Context ($\underline{r} = .11$, $\underline{p} < .05$), Uncertainty Avoidance ($\underline{r} = .26$, $\underline{p} < .01$), and Masculinity ($\underline{r} = .23$, $\underline{p} < .01$).

7. Labor/Employee Relations

This category has negative correlations with two cultural dimensions: High Context and Power Distance.

Thus, preference for Labor/Employee Relations on corporate website is negatively related to High Context ($\underline{r} = -.15$, $\underline{p} < .01$) and Power Distance ($\underline{r} = -.10$, $\underline{p} < .05$).

8. Investor Relations

This category has negative correlations with two cultural dimensions: Collectivism and High Context.

Thus, preference for Investor Relations on corporate website is negatively related to Collectivism ($\underline{r} = -.19$, $\underline{p} < .01$) and High Context ($\underline{r} = -.14$, $\underline{p} < .05$).

9. Products

This category has negative correlations with two cultural dimensions: Collectivism and Uncertainty Avoidance. Thus, preference for Products on corporate website is negatively related to Collectivism

($\underline{r} = -.16$, $\underline{p} < .01$), Uncertainty Avoidance ($\underline{r} = -.11$, $\underline{p} < .05$). On the other hand, this category has positive correlations with one cultural dimension: Masculinity. Thus, preference for products on

corporate website is positively related to Masculinity ($\underline{r} = .11$, $\underline{p} < .05$).

10. Media Relations

This category has negative correlations with two cultural dimensions: High Context and Uncertainty Avoidance. Thus, preference for Media Relations on corporate website is negatively related to High Context ($\underline{r} = -.10$, $\underline{p} < .05$) and Uncertainty Avoidance ($\underline{r} = -.15$, $\underline{p} < .01$).

11. Community/Society Relations

This category has negative correlations with two cultural dimensions: High Context and Uncertainty Avoidance. Thus, preference for Community/Society Relations on corporate website is negatively related to High Context ($\underline{r} = -.13$, $\underline{p} < .01$) and Uncertainty Avoidance ($\underline{r} = -.16$, $\underline{p} < .01$).

12. Marketing

This category has negative correlations with two cultural dimensions: Collectivism and Uncertainty Avoidance. Thus, preference for Marketing on corporate website is negatively related to Collectivism ($\underline{r} = -.18$, $\underline{p} < .05$) and Uncertainty Avoidance ($\underline{r} = -.28$, $\underline{p} < .01$). On the other hand, this category has positive correlations with one

cultural dimension: Masculinity. Thus, preference for marketing on corporate website is positively related to Masculinity ($\underline{r} = .19$, $\underline{p} < .05$).

13. Consumer Relations

This category has negative correlations with two cultural dimensions: Uncertainty Avoidance and Power Distance. Thus, preference for Consumer Relations on corporate website is negatively related to Uncertainty Avoidance ($\underline{r} = -.30$, $\underline{p} < .01$) and Power Distance ($\underline{r} = -.16$, $\underline{p} < .01$). On the other hand, this category has positive correlations with one cultural dimension: High Context. Thus, preference for Consumer Relations on corporate websites is positively related to High Context ($\underline{r} = .14$, $\underline{p} < .05$).

United States/South Korean Respondents

Relationships between online public relations message preferences and cultural dimensions among United States and South Korean respondents combined are tested. The relationship of each category of corporate websites and cultural dimensions is tested. Table 5 shows the correlations between cultural dimensions and preferences for online public relations messages among United States and South Korean respondents combined.

Table 5. Correlations between Scores in Cultural Dimensions and Preferences for Online Public Relations Messages among United States/South Korean Respondents

CTGY	Collectivism	Cultural Dimensions			Masculinity
		High context	Uncertainty Avoidance	Power distance	
Company History	.24*	.06	.16**	.04	.07
Company Overview	.14**	.10	.24**	.01	.13
Information about Founder	.15*	.06	.03	-.02	.07
CEO Profile	.06	.13*	-.02	-.03	.28***
Message from CEO	.03	.08	.01	.01	-.01
Company Vision & Mission	.19**	.10	.07	-.04	.35**
Labor/Employee-Relations	.01	.05	.07	-.26***	.09
Investor Relations	-.16**	-.13*	-.05	-.02	.01
Products	-.24**	-.12	-.15*	-.20*	.20*
Media Relations	-.02	-.37**	-.28*	-.02	-.05
Community/Society Relations	-.04	-.29**	.07	-.02	-.05
Marketing	-.44**	.12	-.48**	-.11	.08
Consumer Relations	.05	.16**	-.05	-.11*	-.16*

CTGY = Category of Corporate Websites Content

* $p < .05$ ** $p < .01$ *** $p < .001$, $n = 285$.

1. Company History

This category has positive correlations with two cultural dimensions: Collectivism and Uncertainty Avoidance. Thus, preference for Company History on corporate websites is positively related to

Collectivism ($\underline{r} = .24, \underline{p} < .05$) and Uncertainty Avoidance ($\underline{r} = .16, \underline{p} < .01$).

2. Company Overview

This category has positive correlations with two cultural dimensions: Collectivism and Masculinity.

Thus, preference for Company Overview on corporate websites is positively related to Collectivism ($\underline{r} = .14, \underline{p} < .01$) and Uncertainty Avoidance ($\underline{r} = .24, \underline{p} < .01$).

3. Information about Founder

This category has positive correlations with one cultural dimension: Collectivism. Thus, preference for Information about Founder on corporate websites is positively related to Collectivism ($\underline{r} = .15, \underline{p} < .05$).

4. CEO Profile

This category has positive correlations with two cultural dimensions: High Context and Masculinity.

Thus, preference for CEO Profile on corporate website is positively related to High Context ($\underline{r} = .13, \underline{p} < .05$) and Masculinity ($\underline{r} = .28, \underline{p} < .001$).

5. Message from CEO

This category has no relationship with any cultural dimension.

6. Company Vision and Mission

This category has positive correlations with two cultural dimensions: Collectivism and Masculinity. Thus, preference for Company Vision and Mission on corporate website is positively related to Collectivism ($\underline{r} = .19$, $\underline{p} < .01$), and Masculinity ($\underline{r} = .35$, $\underline{p} < .01$).

7. Labor/Employee Relations

This category has negative correlations with one cultural dimension: Power Distance. Thus, preference for Labor/Employee Relations on corporate website is negatively related to Power Distance ($\underline{r} = -.26$, $\underline{p} < .001$).

8. Investor Relations

This category has negative correlations with two cultural dimensions: Collectivism and High Context. Thus, preference for Investor Relations on corporate website is negatively related to Collectivism ($\underline{r} = -.16$, $\underline{p} < .01$) and High Context ($\underline{r} = -.13$, $\underline{p} < .05$).

9. Products

This category has negative correlations with three cultural dimensions: Power Distance, Uncertainty Avoidance, and Collectivism. Thus, preference for

Products on corporate website is negatively related to Power Distance ($\underline{r} = -.20$, $\underline{p} < .05$), Uncertainty Avoidance ($\underline{r} = -.15$, $\underline{p} < .05$), and Collectivism ($\underline{r} = -.24$, $\underline{p} < .01$). On the other hand, this category has positive correlations with one cultural dimension: Masculinity. Thus, preference for Products on corporate website is positively related to Masculinity ($\underline{r} = .20$, $\underline{p} < .05$).

10. Media Relations

This category has negative correlations with two cultural dimensions: High Context and Uncertainty Avoidance. Thus, preference for Media Relations on corporate website is negatively related to High Context ($\underline{r} = -.37$, $\underline{p} < .01$) and Uncertainty Avoidance ($\underline{r} = -.28$, $\underline{p} < .05$).

11. Community/Society Relations

This category has negative correlations with one cultural dimension: High Context. Thus, preference for Community/Society Relations on corporate website is negatively related to High Context ($\underline{r} = -.29$, $\underline{p} < .01$).

12. Marketing

This category has negative correlations with two cultural dimensions: Uncertainty Avoidance and

Collectivism. Thus, preference for Marketing on corporate website is negatively related to Uncertainty Avoidance ($\underline{r} = -.48$, $\underline{p} < .01$) and Collectivism ($\underline{r} = -.44$, $\underline{p} < .01$).

13. Consumer Relations

This category has positive correlations with one cultural dimension: High Context. Thus, preference for Consumer Relations on corporate website is positively related to High Context ($\underline{r} = .16$, $\underline{p} < .01$). On the other hand, this category also has negative correlations with two cultural dimensions: Power Distance and Masculinity. Thus, preference for Consumer Relations on corporate websites is negatively related to Power Distance ($\underline{r} = -.11$, $\underline{p} < .05$) and Masculinity ($\underline{r} = -.16$, $\underline{p} < .05$).

Therefore, most of results support the content analysis about cultural differences and public relations messages on the corporate websites.

Correlations between Cultural Dimensions and Preferences for Two Dimensions of Online Public Relations Messages

Factor Analysis

Factor analysis about categories on each corporate (Beverages, Automobiles, and Electronics) website was

employed in order to identify underlying dimensions.

Table 6 shows the results of factor analysis about categories on selected major consumer corporate websites (Beverages, Automobiles, and Electronics).

Therefore, there are two dimensions on the corporate websites based on the results of factor analysis. Table 7 shows two dimensions with the public relations message categories.

United States Respondents

Based on the factor analysis about items on the corporate websites, two dimensions were divided: Company Background and Company Activities. First, relationships between online public relations message preferences and cultural dimensions among United States respondents are tested. Table 8 shows that the relationship between two dimensions of corporate websites and scores in cultural dimensions among United States respondents is tested. As shown in the Table 8, preferences for two dimensions of public relations messages on the corporate websites are related to cultural dimensions among United States respondents.

Table 6. Factor Component Matrix for Beverages,
Automobiles, and Electronics Corporate Websites

Category	Beverage Corporations		
	Factor 1	Factor 2	Factor 3
Company history	.58	-.40	.25
Company overview	.57	-.37	.27
Information about founder	.62	.41	-.16
CEO profile	.45	-.30	-.34
Messages from CEO	.47	-.30	-.34
Company's vision and Mission	.59	-.20	.15
Labor/employee relations	.64	.32	-.10
Investor relations	.64	.26	-.23
Products	.35	.24	.38
Media relations	.47	.38	.13
Community/Society Relations	.43	.58	-.12
Marketing	.32	.56	.19
Consumer relations	.33	.53	.20
Category	Automobile Corporations		
	Factor 1	Factor 2	Factor 3
Company history	.50	-.39	.51
Company overview	.56	-.39	.43
Information about founder	.59	-.47	.43
CEO profile	.63	-.26	-.20
Messages from CEO	.52	-.33	-.23
Company's vision and mission	.61	-.13	.28
Labor/employee relations	.60	.12	.27
Investor relations	.60	.16	-.21
Products	.60	.28	.58
Media relations	.53	.35	.56
Community/Society Relations	.55	.36	-.77
Marketing	.36	.58	-.60
Consumer relations	.32	.53	.27
Category	Electronics Corporations		
	Factor 1	Factor 2	Factor 3
Company history	.53	-.28	.42
Company overview	.64	-.38	.40
Information about founder	.60	-.39	-.63
CEO profile	.48	-.29	-.31
Messages from CEO	.62	-.33	-.29
Company's vision and mission	.59	-.12	.22
Labor/employee relations	.62	.59	-.11
Investor relations	.64	.60	.50
Products	.24	.40	.50
Media relations	.50	.42	-.40
Community/Society relations	.49	.50	-.40
Marketing	.49	.59	.25
Consumer relations	.30	.51	.31

Note = Principle component analysis (Cumulative percent of variance: 32.20%)= Preferences of Items of corporations' websites.

Table 7. The Two Dimensions of Public Relations Messages on the Beverages, Automobiles, and Electronics Corporate Websites by Factor Matrix

	Factor 1 (CBW)	Factor 2 (CAW)
Category	Company history	Labor relations
	Company overview	Investor relations
	Information about founder	Products
	CEO Profile	Media relations
	Messages from CEO	Community/society relations
	Company's vision and mission	Marketing
		Consumer relations

Note: CBW = Company Background on the Websites.
CAW = Company Activities on the Websites.

Table 8. Correlations between Scores in Cultural Dimensions and Preferences for Two Dimensions of Online Public Relations Messages among United States Respondents

GIW	Cultural Dimensions				
	Collectivism	High Context	Uncertainty Avoidance	Power Distance	Masculinity
CBW	.32**	.23***	-.11	.13	.31**
CAW	-.11*	.05	-.12*	-.14**	.19**

Note: GIW = Groups of Items on the Websites.
CBW = Company Background on the Websites.
CAW = Company Activities on the Websites.
*p < .05, **p < .01, ***p < .001, n = 135.

1. Company Background on the Websites

This dimension has positive correlations with three cultural dimensions: Collectivism, High Context, and Masculinity. Thus, preference for Company Background on the corporate websites is positively related to Collectivism ($\underline{r} = .32, \underline{p} < .01$), High Context ($\underline{r} = .23, \underline{p} < .001$), and Masculinity ($\underline{r} = .31, \underline{p} < .01$).

2. Company Activities on the Websites

This dimension has negative correlations with three cultural dimensions: Collectivism, Uncertainty Avoidance, and Power Distance. Thus, preference for Company Activities on the corporate website is negatively related to Collectivism ($\underline{r} = -.11, \underline{p} < .05$), Uncertainty Avoidance ($\underline{r} = -.12, \underline{p} < .05$), and Power Distance ($\underline{r} = -.14, \underline{p} < .01$). On the other hand, this dimension has positive correlations with one cultural dimension: Masculinity. Preference for Company Activities on the corporate websites is positively related to Masculinity ($\underline{r} = .19, \underline{p} < .01$).

South Korean Respondents

Relationships between online public relations message preferences and cultural dimensions among South Korean

respondents are tested. Table 9 shows that the relationship between two dimensions of corporate websites and scores in cultural dimensions among South Korean respondents are tested.

Table 9. Correlations between Scores in Cultural Dimensions and Preferences for Two Dimensions of Online Public Relations Messages among South Korean Respondents

GIW	Cultural Dimensions				
	Collectivism	High context	Uncertainty Avoidance	Power distance	Masculinity
CBW	.17**	.13*	.07	.12*	.28***
CAW	-.11*	-.21**	-.13*	.07	-.04

Note: GIW = GIW = Groups of Items on the Websites.

CBW = Company Background on the Websites.

CAW = Company Activities on the Websites.

* $p < .05$, ** $p < .01$, *** $p < .001$, $n = 150$.

As shown in the Table 9, preference for two dimensions on the corporate websites are related to cultural dimensions among South Korean respondents.

1. Company Background on the Websites

This dimension has positive correlations with four cultural dimensions: Collectivism, High Context, Power Distance, and Masculinity. Thus, preference for Company Background on the corporate websites is positively related to Collectivism ($r = .17$, $p < .01$), High Context ($r = .13$, $p < .05$), power

distance ($\underline{r} = .12$, $\underline{p} < .05$), and Masculinity ($\underline{r} = .28$, $\underline{p} < .001$).

2. Company Activities on the Websites

This dimension has negative correlations with three cultural dimensions: Collectivism, High Context, and Uncertainty Avoidance. Thus, preference for Company Activities on the corporate website is negatively related to Collectivism ($\underline{r} = -.11$, $\underline{p} < .05$), High Context ($\underline{r} = -.21$, $\underline{p} < .01$), and Uncertainty Avoidance ($\underline{r} = -.13$, $\underline{p} < .05$).

United States/South Korean Respondents

Relationships between online public relations message preferences and cultural dimensions among United States and South Korean respondents combined are tested. Table 10 shows that the relationship between two dimensions of corporate websites and scores in cultural dimensions among United States and South Korean respondents combined are tested.

Table 10. Correlations between Scores in Cultural Dimensions and Preferences for Two Dimensions of Online Public Relations Messages among United States/South Korean Respondents

GIW	Cultural Dimensions				
	Collectivism	High context	Uncertainty Avoidance	Power distance	Masculinity
CBW	.11*	.05	.18**	-.03	.13*
CAW	-.16*	.11	-.19**	-.27***	.15*

Note: GIW = GIW = Groups of Items on the Websites.

CBW = Company Background on the Websites.

CAW = Company Activities on the Websites.

* $p < .05$, ** $p < .01$, *** $p < .001$, $n = 285$.

As shown in the Table 10, preference for two dimensions on the corporate websites is related to cultural dimensions among United States/South Korean respondents.

1. Company Background on the Websites

This dimension has positive correlations with three cultural dimensions: Collectivism, Uncertainty Avoidance, and Masculinity. Thus, preference for Company Background on the corporate websites is positively related to Collectivism ($r = .11$, $p < .05$), Uncertainty Avoidance ($r = .18$, $p < .01$), and Masculinity ($r = .13$, $p < .05$).

2. Company Activities on the Websites

This dimension has negative correlations with three cultural dimensions: Collectivism, Uncertainty Avoidance, and Power Distance. Thus, preference for Company Activities on the corporate website is negatively related to Collectivism ($\underline{r} = -.16$, $\underline{p} < .05$), Uncertainty Avoidance ($\underline{r} = -.19$, $\underline{p} < .01$), and Power Distance ($\underline{r} = -.27$, $\underline{p} < .001$). Whereas, this dimension has positive correlations with one cultural dimension: Masculinity. Thus, preference for Company Activities on the corporate website is positively related to Masculinity ($\underline{r} = .15$, $\underline{p} < .05$).

CHAPTER SIX

DISCUSSION

The results of the survey indicate that preferences for public relations practices on the corporate websites are related differing cultural orientations. According to the content analysis, the selected American companies tend to have detailed information about many areas on their websites such as Investors, Society/Community, Media Relations, Products and Services and CEOs' information. That is, they tend to emphasize those areas for public relations on their websites.

According to the survey results, most of the United States respondents scored lower on Collectivism (Individualism), High Context (Low Context), Uncertainty Avoidance, Power Distance, and Masculinity (Femininity) than did South Korean counterparts.

Many United States respondents' preferences for public relations on the websites are related to public relations practices on the corporate websites based on the cultural orientations; many United States respondents having low collectivism, low context orientation, low uncertainty avoidance, low power distance, and low masculinity prefer Labor/Employee relations, Investor

relations, Media relations, Community/Society relations, Consumer relations, Products, and Marketing section on their websites.

On the other hand, according to the content analysis, South Korean companies such as Samsung & LG, Hyundai & Kia-motors, and Lotte-Chilsung & Haitai Beverage have relatively limited and abstract information on their websites with their sections in Investors relations, Community/Society relations, Media relations, and Products and Services.

On the other hand, South Korean companies, they tend to have detailed information about founders' and chairmen or presidents' personal information and corporate history to establish corporate vision and images on the websites.

According to the survey results, most of South Korean respondents scored higher on collectivism, high context orientation, uncertainty avoidance, power distance, and masculinity than did United States respondents. Many South Korean respondents' preferences for public relations on the websites are related to their cultural orientations. South Korean respondents having high degree of collectivism, high context orientation, high degree of uncertainty avoidance, high degree of power distance, and high degree of masculinity prefers Company History,

Company Overview, Information about founders and chairmen on the websites.

On the other hand, United States respondents having high degree of collectivism, high context orientation, high degree of uncertainty avoidance, high degree of power distance, and high degree of masculinity prefer founders' and chairmen or presidents' personal information and corporate history to establish corporate vision and mission on the websites. South Korean respondents having low degree of collectivism, low context orientation, low degree of uncertainty avoidance, low degree of power distance, low degree of masculinity also prefer Labor/Employee, Investor, Media, Community/Society, Consumer Relations, Products, and Marketing sections on the websites.

However, categories on the corporate websites have various correlations with scores in cultural dimensions. For example, the Products and Consumer Relations are also related to higher scores on High Context Orientation and Masculinity among United States respondents. On the other hand, preferences for CEO Profile, Messages from CEO and Consumer Relations on the website are also positively related to higher scores on collectivism, power distance,

masculinity, and high context orientation among South Korean respondents.

Several things can be drawn from these results. First, there are changing patterns of cultural orientations caused by the global economy. It supports changing patterns of culture. Matsumoto et al. (1996) stated:

In the corporate world, economic changes have often forced a new vision of values in business marked by increased conservatism, interdependence and collectivistic values in US. (p. 84)

Therefore, United States respondents having high scores on High Context Orientation and Masculinity prefer the Products and Consumer Relations section on the corporate websites. South Korean respondents having higher scores on Collectivism, Power Distance, Masculinity, and High Context Orientation prefer CEO Profile, Messages from CEO and Consumer Relations on the website. That is to say, regardless of cultural orientations, many people prefer categories on the corporate websites based on their own interest.

In regard to the global economy, South Korean economy system has been applied to the Western economy system such as the United States commercialistic system. For example, South Korean respondents also consider the CEOs section on

the websites even if they have higher scores on Collectivism, Power Distance, and Masculinity. It means that South Korean respondents are also interested in CEOs' Leadership, Vision and Talent. This result supports cultural ethnocentric theory in the Vercic and Grunig's study (1996). It means that a single system such as commercialistic system in the United States is appropriate for another society such as South Korean society.

In sum, some United States and South Korean respondents' preferences for public relations on the websites are related to their cultural orientations. However, some of United States and South Korean respondents' preferences for public relations on the websites are not related to cultural orientation. Two things can be drawn from this; first thing is that people can prefer categories or sections on the corporate websites regardless of cultural orientation. The other thing is people can be changing the pattern of their own cultural orientation; especially, found in South Korea, respondents are interested in CEOs' Leadership, Vision, Messages, Products, Marketing, and Consumer Relations on the websites. It could be related to current practices of global marketing. Many multinational corporations are doing business in the world. Moreover, various publics,

especially customers in the world can get the information about products and marketing on any corporate website. Therefore, South Korean people can get information from most developed marketing systems such as United States marketing systems on the United States corporate websites.

This result can be related to the company globalization on the website, as reported in the Mickey (1998) study. This result can also be related to the cultural ethnocentric theory in the Vercic and Grunig (1996) study.

CHAPTER SEVEN

LIMITATIONS AND SUGGESTIONS

Limitations

There are some limitations in this research study. First, respondents were made up of only students between two national groups, United States and South Korea. Since they are college students, some of results cannot be related to previous studies. Matsumoto et al. (1996) stated:

Many younger generation embodies a different set of cultural values from older ones, even if they are under the individualistic/collectivistic society, they want to be changing pattern of their own cultural orientations. (p. 84)

Gudykunst and Nishida (1996) also mentioned that Japanese college students have various tendencies with individualistic-collectivistic dimensions. Cocroft and Ting-Toomey (1994) stated the limitations of Hofstede's cultural study (1991):

Hofstede used data collected from IBM employees in various countries; such data may not accurately reflect the tendencies of cultural dimensions of members of cultures who are not IBM employees. (p. 479)

Therefore, the characteristics of the respondents as college students might have generated distinct responses.

Second, the present study has not considered different types of corporations. Based on the content analysis, there is something different about public relations practices among three major consumer products corporations. This was not considered in the survey design.

Third, scale reliabilities were found relatively low. The elimination of outlier items from the scales for improving reliabilities might have affected the nature of some of the original scales. Finally, this study did not consider variations by gender and ethnicity. Different results can be made based on the gender and ethnicity.

Matsumoto et al. (1996) stated:

Young males had the most individualistic attitudes of all males, while older males had substantially greater collectivistic attitudes and values, middle-aged females tended to have more collectivistic values than younger and older females from survey. (p. 85)

Regarding the ethnicity, different preferences for online public relations messages can be based on different ethnicity in United States; it supports Coon's and Kemmeimer's (2001) study about the Individualism/Collectivism variability within the United States.

Suggestions

Most results support previous research studies such as Hofstede (1980) and Hall (1976). However, some results are not related to cultural orientations among United States and South Korean respondents. Based on the limitations and some different results, the future research should consider about respondents' characteristics, tendencies, and patterns. It should also consider the public relations practices according to the different types of corporate websites. Therefore, the relationship of the various kinds of respondents such as gender, ethnicity, and different ages and their preferences for public relations messages on the different types of corporate websites should be investigated.

APPENDIX A
COMPARISONS OF UNITED STATES CORPORATE
WEBSITES AND SOUTH KOREAN
CORPORATE WEBSITES

Table 1: Selected Companies

Beverage (Country)	Automobile (Country)	Electronics (Country)
Coca-cola (United States)	Ford (United States)	Motorola (United States)
Pepsi Co. (United States)	General Motors (United States)	Intel (United States)
LotteChilsung (South Korea)	Hyundai Motor (South Korea)	Samsung (South Korea)
Haitai Beverage(South Korea)	Kia Motors (South Korea)	LG (South Korea)

Table 2: General Characteristics of Selected Companies

	United States		South Korea		Total	
	No	%	No	%	No	%
Mission/Vision	4	67	4	67	8	67
History	5	83	6	100	11	92
Company info.	5	83	6	100	11	92
CEO profile	6	100	3	50	9	75
CEO's message	5	83	3	50	8	67
Founder info.	3	50	5	83	8	67
Product introduction	6	100	5	83	11	92
Product detail	6	100	3	50	11	92
Entertainment	3	50	2	33	5	42
Revenue/Capital	5	83	6	100	11	92

Table 3: Investor Relations

	United States		South Korea		Total	
	No	%	No	%	No	%
Annual Report	6	100	6	100	11	92
Financial info	4	67	5	83	9	75
Stock price	5	83	3	50	8	67
Stock exchange	5	83	2	33	7	58
Stock purchase	4	67	2	33	6	50
Shareholder info	5	83	3	50	8	67
IR news	6	100	3	50	9	75

Table 4: Community/Society Relations

	United States		South Korea		Total	
	No	%	No	%	No	%
Environment	6	100	4	67	10	83
Health	6	100	4	67	10	83
Safety	6	100	3	50	9	75
Education	5	83	4	67	9	75
R&D program	6	100	4	67	10	83
Public policy	5	83	3	50	8	67
Diversity	6	100	0	0	6	50

Table 5: Consumer Relations and Marketing

	United States		South Korea		Total	
	No	%	No	%	No	%
Cyber help	6	100	4	67	10	83
Warranty & rebate	4	67	3	50	7	58
Cyber membership	5	83	2	33	7	58
Online contact info.	5	83	2	33	7	58
Sponsorship	4	67	3	50	7	58
Events	5	83	4	67	9	75
Advertising/PR	4	67	5	83	9	75
Coupon & sweepstakes	4	67	4	67	8	67

Table 6: Media Relations

	United States		South Korea		Total	
	No	%	No	%	No	%
Press releases	6	100	4	67	10	83
Contact info.	5	83	3	50	8	67
Press kit	4	67	2	33	6	50
Photo Gallery	4	67	2	33	6	50
Commercial Archives	3	50	3	50	6	50
Publications	3	50	1	17	4	33

Table 7: Labor/employee relations

	United States		South Korea		Total	
	No	%	No	%	No	%
Subsidiaries	4	67	5	83	9	75
Overseas operation	5	83	4	67	9	75
Different language site	4	67	6	100	10	83
Employee news	5	83	3	50	8	67
Jobs information	6	100	4	67	10	83
Employee activities	4	67	2	33	6	50

APPENDIX B
ENGLISH QUESTIONNAIRE

Please indicate how important you think it is for a *Beverage company* website to include each of the following items, even if you have not visited this type of website.

		Not Important At all		Neutral		Very Important
1.	Company history	1	2	3	4	5
2.	Company overview	1	2	3	4	5
3.	Information about the founder	1	2	3	4	5
4.	CEO profile	1	2	3	4	5
5.	Messages from CEO	1	2	3	4	5
6.	Company's vision and mission	1	2	3	4	5
7.	Labor/employee relations (i.e.: employee opportunities for activity)	1	2	3	4	5
8.	Investor relations (i.e.: stock information, financial information, investors. Etc)	1	2	3	4	5
9.	Products (i.e.: introduction of each brand and product)	1	2	3	4	5
10.	Media relations (i.e.: press & news release, press kits)	1	2	3	4	5
11.	Community/Society relations	1	2	3	4	5
12.	Marketing	1	2	3	4	5
13.	Consumer relations	1	2	3	4	5

Please indicate how important you think it is for *an Automobile company* website to include each of the following items.

	Not Important At all		Neutral		Very Important
1. Company history	1	2	3	4	5
2. Company overview	1	2	3	4	5
3. Information about the founder	1	2	3	4	5
4. CEO profile	1	2	3	4	5
5. Messages from CEO	1	2	3	4	5
6. Company's vision and mission	1	2	3	4	5
7. Labor/employee relations (i.e.: employee opportunities for activity)	1	2	3	4	5
8. Investor relations (i.e.: stock information, financial information, investors. Etc)	1	2	3	4	5
9. Products (i.e.: introduction of each brand and product)	1	2	3	4	5
10. Media relations (i.e.: press & news release, press kits)	1	2	3	4	5
11. Community/Society relations	1	2	3	4	5
12. Marketing	1	2	3	4	5
13. Consumer relations	1	2	3	4	5

Please indicate how important you think it is for *an Electronics company* website to include each of the following items.

	Not Important At all		Neutral		Very Important
1. Company history	1	2	3	4	5
2. Company overview	1	2	3	4	5
3. Information about the founder	1	2	3	4	5
4. CEO profile	1	2	3	4	5
5. Messages from CEO	1	2	3	4	5
6. Company's vision and mission	1	2	3	4	5
7. Labor/employee relations (i.e.: employee opportunities for activity)	1	2	3	4	5
8. Investor relations (i.e.: stock information, financial information, investors. Etc)	1	2	3	4	5
9. Products (i.e.: introduction of each brand and product)	1	2	3	4	5
10. Media relations (i.e.: press & news release, press kits)	1	2	3	4	5
11. Community/Society relations	1	2	3	4	5
12. Marketing	1	2	3	4	5
13. Consumer relations	1	2	3	4	5

Please indicate your opinion about your feelings. Circle the number that you think best represents your opinion for each item. "1" indicates that you think the content is "strongly disagree," "7" indicates that you think it is "strongly agree," while a response of "4" indicates that your opinion is "neutral."

	Strongly Disagree						Strongly Agree
1. It is enjoyable to meet and talk with my neighbors regularly.	1	2	3	4	5	6	7
2. I would not let my neighbors borrow things from me or my family.	1	2	3	4	5	6	7
3. Neighbors should greet each other when they come across each other.	1	2	3	4	5	6	7
4. I am not interested in knowing what my neighbors are really like.	1	2	3	4	5	6	7
5. When I am among colleagues/classmates, I think I should do my own thinking without minding about them.	1	2	3	4	5	6	7
6. A person ought to help a colleague at work who has financial problems.	1	2	3	4	5	6	7
7. I am very uncomfortable talking about my own accomplishments.	1	2	3	4	5	6	7
8. I enjoy feeling that I am looked upon as equal in worth to my superiors.	1	2	3	4	5	6	7
9. It is important to develop a network of people in my community who can help me when I have tasks to accomplish.	1	2	3	4	5	6	7
10. I say "No" firmly and directly when I have to.	1	2	3	4	5	6	7

Please indicate your opinion about your feelings. Circle the number that you think best represents your opinion for each item. "1" indicates that you think the content is "strongly disagree," "7" indicates that you think it is "strongly agree," while a response of "4" indicates that your opinion is "neutral."

	Strongly Disagree						Strongly Agree
1. When I interact with others, I prefer to talk about my feelings and ideas clearly and openly than remain silent.	1	2	3	4	5	6	7
2. If I have to deliver bad news to someone, I prefer to phrase the information in a positive way, even if this means I'm not stating the information directly.	1	2	3	4	5	6	7
3. When I need to communicate important information, I make a point of explaining myself thoroughly rather than relying on nonverbal cues.	1	2	3	4	5	6	7
4. It is better to learn by observing than by talking.	1	2	3	4	5	6	7
5. I believe that verbal language is essential to the exchange of message.	1	2	3	4	5	6	7
6. Rules don't need to be spelled out; the ones are left unspoken.	1	2	3	4	5	6	7
7. I am able to recognize subtle and indirect messages.	1	2	3	4	5	6	7
8. I am aware of the needs of the person with whom I am communicating.	1	2	3	4	5	6	7
9. I avoid eye contact when I communicate with others.	1	2	3	4	5	6	7
10. I like to be accurate when I communicate.	1	2	3	4	5	6	7
11. I openly show my disagreement with others.	1	2	3	4	5	6	7
12. I feel comfortable with silences in conversations.	1	2	3	4	5	6	7

Please indicate your opinion about your feelings. Circle the number that you think best represents your opinion for each item. "1" indicates that you think the content is "strongly disagree," "7" indicates that you think it is "strongly agree," while a response of "4" indicates that your opinion is "neutral."

	Strongly Disagree						Strongly Agree
1. If traveling to a company sponsored event on bus, I would offer my seat to my superior.	1	2	3	4	5	6	7
2. In the organization under consideration, I don't expect to have a lot of direct interaction with those who hold the most power.	1	2	3	4	5	6	7
3. I believe that hierarchies are used by the organization more out of convenience than necessity.	1	2	3	4	5	6	7
4. I believe that change can occur within the organization if handled gradually.	1	2	3	4	5	6	7
5. It is not necessary to resort to drastic measures to encourage those in power to listen and change.	1	2	3	4	5	6	7
6. Those who hold positions of power in the organization enjoy considerable special privileges that others in the organization do not have.	1	2	3	4	5	6	7
7. I believe that those in positions of power do their best to minimize inequality for all members of the organization.	1	2	3	4	5	6	7
8. I believe that employees should have directed "say" in company operations.	1	2	3	4	5	6	7
9. I believe that companies would be better run if workers had more say in management.	1	2	3	4	5	6	7
10. I believe that management of an company should involve employees in the directions that affect their work.	1	2	3	4	5	6	7

Please indicate your opinion about your feelings. Circle the number that you think best represents your opinion for each item. "1" indicates that you think the content is "strongly disagree," "7" indicates that you think it is "strongly agree," while a response of "4" indicates that your opinion is "neutral."

	Strongly Disagree						Strongly Agree
1. I prefer structured situations to unstructured situations.	1	2	3	4	5	6	7
2. I prefer specific instructions to broad guidelines.	1	2	3	4	5	6	7
3. I tend to get anxious easily when I don't know an outcome.	1	2	3	4	5	6	7
4. I feel stressful when I cannot predict consequences.	1	2	3	4	5	6	7
5. I would not take risks when outcome cannot be predicted.	1	2	3	4	5	6	7
6. I believe that rules should not be taken for mere pragmatic reasons.	1	2	3	4	5	6	7
7. I don't like ambiguous situations	1	2	3	4	5	6	7
8. I tend to show emotions openly in the workplace, and in the various social groups that I belong to.	1	2	3	4	5	6	7
9. I believe that conflict can be a productive tool and I feel safe arguing about ideas.	1	2	3	4	5	6	7
10. I believe that organizations are more efficient and productive with fewer rules laws governing what members can and cannot do.	1	2	3	4	5	6	7
11. I work to succeed; it is very important to me to avoid failure.	1	2	3	4	5	6	7
12. If I didn't need the money, I probably wouldn't work much, if at all.	1	2	3	4	5	6	7

Please indicate your opinion about your feelings. Circle the number that you think best represents your opinion for each item. "1" indicates that you think the content is "strongly disagree," "7" indicates that you think it is "strongly agree," while a response of "4" indicates that your opinion is "neutral."

		Strongly Disagree						Strongly Agree
1.	Managers of an organizations expected to be decisive and assertive.	1	2	3	4	5	6	7
2.	I tend to emphasize ambition, acquisition.	1	2	3	4	5	6	7
3.	I tend to stress caring and nurturing behaviors, sexuality, environmental awareness.	1	2	3	4	5	6	7
4.	I believe that parents have to earn their children's respect and love.	1	2	3	4	5	6	7
5.	Parents should always be respected regardless of qualities and faults.	1	2	3	4	5	6	7
6.	The decisions of our managers/ leaders of our organizations should be based on facts.	1	2	3	4	5	6	7
7.	I can't perform a job of good quality without it being measured and evaluated.	1	2	3	4	5	6	7
8.	Hard facts and numbers are always preferable to verbal data when a decision is to be made.	1	2	3	4	5	6	7
9.	For me, it's important that the job I do always is done in the best possible way even if this means frequent changes in procedures and organization.	1	2	3	4	5	6	7

Please answer following questions.

1. How many hours *a day* do you usually spend using each of the following media?
TV () hrs () minutes
Radio () hrs () minutes
Newspaper () hrs () minutes
Magazine () hrs () minutes
Internet () hrs () minutes
2. Your gender? _____ Male _____ Female
3. Your age ? () years old
4. Your year in college? _____ Freshman _____ Sophomore
_____ Junior _____ Senior
_____ Graduate
5. What is your ethnicity? (Mark one)
_____ Caucasian (White)
_____ African American
_____ Hispanic
_____ Asian-Pacific
_____ Native American
_____ Others (Specify:)
6. Are you a US citizen? _____ Yes _____ No
If not, what is your country of origin? ()

APPENDIX C
KOREAN QUESTIONNAIRE

자동차 회사 웹사이트가 포함하고 있는 각각의 항목들을 당신이 얼마나 중요하게 생각하고 있는지 응답해 주십시오. 숫자들 사이의 간격은 항상 같습니다.

	전혀 중요치 않다	중요하지 않다	그냥그럭저럭	중요하다	매우중요하다
1. 회사 역사, 연혁	1	2	3	4	5
2. 회사에 대한 대략적 소개	1	2	3	4	5
3. 회사 설립자에 대한 정보	1	2	3	4	5
4. CEO(전문 경영인)에 대한 개인정보	1	2	3	4	5
5. CEO(전문경영인)의 인사와 메시지	1	2	3	4	5
6. 회사의 비전과 경영 이념	1	2	3	4	5
7. 근로자들과의 관계 (예: 근로자들의 활동, 근로자 뉴스, 지월자들을 위한 직업정보)	1	2	3	4	5
8. 투자자들과의 관계 (예: 주식정보, 재정정보, 투자자, 주식 투자자들에 대한 정보와 뉴스)	1	2	3	4	5
9. 제품 (예: 각각의 브랜드와 제품에 대한 소개)	1	2	3	4	5
10. 미디어와의 관계 (예: 기업뉴스, 기자회견 자료집, 보도 자료, 미디어와의 연락망)	1	2	3	4	5
11. 커뮤니티와의 관계 (예: 연구개발 프로그램, 건강/안전, 환경, 교육, 다양성, 그밖의 커뮤니티 사회와 관련된 프로그램들)	1	2	3	4	5
12. 마케팅 (예: 스폰서쉽, 이벤트, 광고/PR, 쿠폰, 경매)	1	2	3	4	5
13. 소비자와의 관계 (예: 질문과 답변, 소비자도움 코너, 소비자 회원제도)	1	2	3	4	5

	뉴스, 지원자들을 위한 직업정보)					
8.	투자자들과의 관계 (예: 주식정보, 재정정보, 투자자, 주식 투자자들에 대한 정보와 뉴스)	1	2	3	4	5
9.	제품 (예: 각각의 브랜드와 제품에 대한 소개)	1	2	3	4	5
10.	미디어와의 관계 (예: 기업뉴스, 기자회견 자료집, 보도 자료, 미디어와의 연락망)	1	2	3	4	5
11.	커뮤니티와의 관계 (예: 연구개발 프로그램, 건강/안전, 환경, 교육, 다양성, 그밖의 커뮤니티 사회와 관련된 프로그램들)	1	2	3	4	5
12.	마케팅 (예: 스폰서 ship, 이벤트, 광고/PR, 쿠폰, 정매)	1	2	3	4	5
13.	소비자와의 관계 (예: 질문과 답변, 소비자도움 코너, 품질보증과 환불프로그램 제공, 소비자 회원제도)	1	2	3	4	5

전자제품 회사 웹사이트가 포함하고 있는 각각의 항목들을 당신이 얼마나 중요하게 생각하고 있는지 응답해 주십시오. 숫자들 사이의 간격은 항상 같습니다.

	전혀 중요치 않다	중요하지 않다	그냥그럭저럭	중요하다	우중요하다
1. 회사 역사, 연혁	1	2	3	4	5
2. 회사에 대한 대략적 소개	1	2	3	4	5
3. 회사 설립자에 대한 정보	1	2	3	4	5
4. CEO(전문 경영인) 대한 개인정보	1	2	3	4	5
5. CEO(전문경영인) 의 인사와 메시지	1	2	3	4	5
6. 회사의 비전과 경영 이념	1	2	3	4	5
7. 근로자들과의 관계 (예: 근로자들의 활동, 근로자	1	2	3	4	5

당신이 느끼고 있는 감정에 대한 의견을 응답해 주세요. 가장 적합한 당신의 의견에 답을 해주세요. “ 1” 은 “ 절대 동의안한다” 를 나타내고
“ 7” 은 “ 매우 동의한다,” 반면에 “ 4” 는 “ 중립이다” 를 나타낸다.

	절대 동의 안한다			중립이다			매우 동의한다
1. 나의 이웃들과 정기적으로 만나서 이야기하는 것을 즐긴다.	1	2	3	4	5	6	7
2. 나는 나의 이웃들이 우리 가족들로부터 물건을 빌리는 것을 허락하지 않을 것이다.	1	2	3	4	5	6	7
3. 이웃들은 그들이 서로 만났을때 반갑게 1 인사해야 한다.	1	2	3	4	5	6	7
4. 나는 나의 이웃들이 어떤 사람들인지에 관심이 없다.	1	2	3	4	5	6	7
5. 내가 친구들이나 동료들 사이에 있을때 나는 그들과는 상관없이 내 주관대로 일을 해야 한다고 생각한다.	1	2	3	4	5	6	7
6. 사람은 재정적인 어려움을 가진 친구가 있을때 도와줘야 한다.	1	2	3	4	5	6	7
7. 나는 내 자신의 성취에 대해서 이야기를 할때 쑥스럽다.	1	2	3	4	5	6	7
8. 나는 내가 나보다 위에 있는 사람들과 똑같은 가치로 평가를 받기를 좋아한다.	1	2	3	4	5	6	7
9. 내가 달성해야 할 일들이 있을때 나를 도와줄 수 있는 인맥을 만드는 것이 중요하다.	1	2	3	4	5	6	7
10. 나는 내가 아니라고 해야할때 아니라고 단호하고 직접적으로 말을 한다.	1	2	3	4	5	6	7

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	절대 동의 안한다			중립이다			매우 동의한다
1. 나는 다른 사람들과 교류를 할때, 조용이 있는 것보단 내 주장이나 의견을 정확하고 분명하게 말하는 것을 선호한다.	1	2	3	4	5	6	7
2. 만약 내가 어떤 사람에게 나쁜 소식을 전달해야 한다면, 나는 그것을 직접적 으로는 아닌 좋은 방향으로 돌려서 이야기하는 것을 좋아한다.	1	2	3	4	5	6	7
3. 내가 중요한 정보를 전해야 할 필요가 있을때, 나는 비언어적 의사소통보단 철저하게 말로 표현한다.	1	2	3	4	5	6	7
4. 말하는 것보단 관찰에 의해서 배우는 것이 더 낫다.	1	2	3	4	5	6	7
5. 나는 말의 사용이 메시지를 교환하는데 필수적이라고 생각한다.	1	2	3	4	5	6	7
6. 규칙들은 다 말할 필요가 없다; 그것들은 말없이 우리주위에 존재한다.	1	2	3	4	5	6	7
7. 나는 미묘하고 간접적인 메시지들을 쉽게 알아낼 수 있다.	1	2	3	4	5	6	7
8. 나는 나와 의사소통하는 사람이 무엇을 필요로 하는지 알수가 있다.	1	2	3	4	5	6	7
9. 나는 내가 다른 사람과 말을 할때 눈을 마주치지 않는다.	1	2	3	4	5	6	7
10. 나는 내가 의사소통을 할때 정확하게 하기를 원한다.	1	2	3	4	5	6	7
11. 나는 다른 사람들과 의견이 다를때 그것을 공개적으로 나타낸다.	1	2	3	4	5	6	7
12. 나는 다른 사람과 대화를 하는 동안 잠시 침묵이 흘러도 아무렇지도 않다.	1	2	3	4	5	6	7

당신이 느끼고 있는 감정에 대한 의견을 응답해 주세요. 가장 적합한 당신의 의견에 답을 해주세요. “ 1 ” 은 “ 절대 동의안한다 ” 를 나타내고 “ 7 ” 은 “ 매우 동의한다, ” 반면에 “ 4 ” 는 “ 중립이다 ” 를 나타낸다.

		매우 동의 안한다.			중립이다			매우 동의한다.
1.	만약 버스로 회사 후원의 행사에 참석하러 갈때, 나는 나의 자리를윗사람에게 양보를 할 것이다.	1	2	3	4	5	6	7
2.	나는 회사 안에서 가장 힘이 있는 사람들과의 직접적인 교류를 할것으로 기대하지 않는다.	1	2	3	4	5	6	7
3.	나는 조직안에 계층과 위계질서가 존재하는 것이 꼭 필요해서이기 보다는 그저 일을 하는데 편리하게 해주기 때문에 사용된다고 믿는다.	1	2	3	4	5	6	7
4.	나는 만약 변화가 점진적으로 행해질때 1 조직내에서도 충분히 변화가 일어날 수 있다고 믿는다.	1	2	3	4	5	6	7
5.	권력을 가진 사람들이 밑의 사람들의 말을 듣고 바꿀 것을 바꾸는 것이 너무 어려워서는 안된다.	1	2	3	4	5	6	7
6.	조직안에서 권력을 가진 사람들은 그렇지 못한 사람들보다 더 특별한 특권을 가지기를 좋아한다.	1	2	3	4	5	6	7
7.	나는 힘을 가진 사람들이 조직의 모든 회원들간의 불평등을 최소화 하기 위해 최선의 노력을 다하는 것으로 믿는다.	1	2	3	4	5	6	7
8.	나는 근로자들이 회사운영에 직접적인 발언권이 있어야 한다고 생각한다.	1	2	3	4	5	6	7
9.	나는 만약 근로자들이 경영에 대해서 더 많은 발언권을 가질때 회사 경영은 더 잘 될거라고 믿는다.	1	2	3	4	5	6	7
10.	나는 한 회사의 경영에 있어서 근로자들이 그들의 일에 영향을 미치는 지시, 관리체계에 직접 참여하도록 해야한다고 믿는다.	1	2	3	4	5	6	7

당신이 느끼고 있는 감정에 대한 의견을 응답해 주세요. 가장 적합한 당신의 의견에 답을 해주세요. “ 1 ” 은 “ 절대 동의안한다 ” 를 나타내고 “ 7 ” 은 “ 매우 동의한다, ” 반면에 “ 4 ” 는 “ 중립이다 ” 를 나타낸다.

	매우 동의안한다.			중립적이다.			매우 동의한다.
1. 나는 체계없는 상황보단 체계적인 상황을 선호한다.	1	2	3	4	5	6	7
2. 나는 대략적인 지침서보단 더 세밀하게 설명된 안내서를 선호한다.	1	2	3	4	5	6	7
3. 나는 일의 결과를 모를때 걱정을 하는 편이다.	1	2	3	4	5	6	7
4. 나는 내가 일의 결과를 예측할수 없을때 스트레스를 받는다.	1	2	3	4	5	6	7
5. 나는 일의 결과가 예측되어지지 않을때 선부른 모험을 원하지 않는다.	1	2	3	4	5	6	7
6. 나는 규칙들이 단지 실용적인 이유때문에 있어야 한다고 생각하지 않는다.	1	2	3	4	5	6	7
7. 나는 불확실한 상황들을 좋아하지 않는다.	1	2	3	4	5	6	7
8. 나는 내가 일하는 데에서나 다른 사람들과 어울리는 데에서 나의 감정을 그대로 나타내는 편이다.	1	2	3	4	5	6	7
9. 나는 사람간의 갈등이 오히려 생산적인 도구가 될 수 있고 여러 생각이나 의견 들에 대해서 나 자신이 논쟁하기를 좋아한다.	1	2	3	4	5	6	7
10. 나는 조직들이 조직의 회원들이 할수 있고 할수 없는 것을 다루는 규칙들이 적을수록 더 효과적이고 생산적인 일을 할수 있다고 믿는다.	1	2	3	4	5	6	7
11. 나는 성공을 위해서 일한다; 나는 실패를 하지 않는 것을 매우 중요하게 생각한다.	1	2	3	4	5	6	7
12. 만약 내가 돈이 필요없다면, 나는 아마도 일을 많이 하지 않을 것이다.	1	2	3	4	5	6	7

당신이 느끼고 있는 감정에 대한 의견을 응답해 주세요. 가장 적합한 당신의 의견에 답을 해주세요. “ 1 ” 은 “ 절대 동의안한다 ” 를 나타내고 “ 7 ” 은 “ 매우 동의한다, ” 반면에 “ 4 ” 는 “ 중립이다 ” 를 나타낸다.

		매우 동의 안한다.		중립이다.			매우 동의한다.	
1.	조직의 운영자들은 결단력이 있고 단호해야 한다.	1	2	3	4	5	6	7
2.	나는 부의 획득과 야망을 갖는 것이 중요하다고 여기는 편이다.	1	2	3	4	5	6	7
3.	나는 사람들을 돌봐주고 양육하는 것, 성별평등, 환경보호의식 등을 중요하게 여기는 편이다.	1	2	3	4	5	6	7
4.	나는 부모들이 그들의 자녀들로부터 존경과 사랑을 받아야 된다고 믿는다.	1	2	3	4	5	6	7
5.	부모들은 능력과 결점에 관계없이 항상 존경받아야 한다.	1	2	3	4	5	6	7
6.	조직의 운영자들의 모든 결정은 사실만에 기초해야 한다.	1	2	3	4	5	6	7
7.	나는 나의 하는 일이 평가되어지지 않는다면 최선을 다하지는 않는다.	1	2	3	4	5	6	7
8.	어떤 결정이 내려질때, 말로만 전해지는 자료가 아닌 사실에 근거한 통계적 자료에 더 크게 기초해야 한다.	1	2	3	4	5	6	7
9.	내가 무슨 일을 할때에는 그 순서나 절차가 자주 변경되는 한이 있더라도 가장 좋은 방법을 찾아 하는 것이 중요하다.	1	2	3	4	5	6	7

다음 질문에 답을 하세요.

1. 다음 미디어를 보통 하루 얼마동안 사용을 하고 있습니까?

TV () 시간 () 분

라디오 () 시간 () 분

신문 () 시간 () 분

잡지 () 시간 () 분

인터넷 () 시간 () 분

2. 당신의 성별은? _____ 남 _____ 여

3. 당신의 나이는? 만 () 세

4. 당신의 학년은? _____ 1 학년 _____ 2 학년

_____ 3 학년 _____ 4 학년

_____ 대학원

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