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SUPPLY CHAIN MANAGEMENT: CUSTOMER SERVICE & HOFSTEDE'S CULTURAL DIMENSIONS IN CHINA, JAPAN, & THE USA

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ABSTRACT

When compared to the USA, Japan's big five scores appear to be lower. According to a study by Robie, Brown, and Bly, US scores were significantly higher than those of the Japanese sample. The highest correlation appeared to be with extroversion when conscientiousness appeared to be the least important when looking at both samples. When comparing Geert Hofstede 6D scores using his website, Japan had scored tremendously higher in the power distance, masculinity, uncertainty avoidance, and long term orientation. The scores were 54, 95, 92, and 88 respectively. The only scores that the USA seemed to be greater in would be Individualism with a sky rocketing 91 and indulgence with 68. The culture of Japan, when reading articles online during my personal time, seem to be about Japanese culture emphasizing a need to be great and to go to school and to study hard, which could lead to a lower mind set of individuality, however, as time goes by this trend could evidently dip. The website article did however say that compared to other Asian nations, Japan has one of the highest individualistic score. Americans on the other hand are brought into this world generally being emphasized to do what they want to do and be who they want to be. America had also scored higher in the area of indulgence; generally speaking, we drink more, do more drugs, and as the article pointed out, are a prudish society, yet some televangelist commit to immoral acts, like movie stars and famous modern day musicians. America itself came up with the saying, "work hard and play hard".

INTRODUCTION

Using Hofstede's 6D model to analyze the differences between how certain values are influenced by culture, we can see that the United States and Japan have very different opinions and beliefs from one another. These differences can also change how each country approaches certain issues and how they work. For example, Japanese people are much more inclined to work for the group rather than for themselves as they generally believe that the goals of the group outweigh the goals of the individual. They also have more distinction between gender roles as they have a much higher masculinity score than the United States. This has begun to change in recent years due to the empowering of women but, men are still treated as the "bread winners" and often take more demanding and important roles in society. Customer service is different between the United States and Japan. In America, it is customary to tip a waiter for their services, however; in Japan tips are usually unnecessary because they believe that high quality service is a standard. The

US and Japan also differ in their approach to uncertainty and risk. Generally, people in Japan will not take risky propositions and will opt for a more reliable option.

The first of the Big Five Personality categories is openness, which is defined as “active imagination (fantasy), aesthetic sensitivity, attentiveness to inner feelings, preference for variety, and intellectual curiosity.” This definition would assume that the Chinese society does not experience openness, at least to the extent of The United States. The second category is conscientiousness, which both Chinese and American society both strive for in their long work hours and sense of achieving something greater than those before them. The third category is extraversion, which is much more prevalent in The United States, while China is certainly more introverted. The fourth category is agreeableness, which is demonstrated a lot in The United States, particularly the south. According to an agreeableness study, China also rates highly in this category. Neuroticism, the fourth category, is prevalent in both societies. This trait can lead to negative emotions such as anxiety or a sense of alienation. China exhibits a much higher power distance index, as those in power are more clearly defined. The United States has a much greater sense of individuality, however, both societies have fairly high senses of masculinity, which makes sense considering the high sense of Neuroticism. Both societies have a considerable sense of uncertainty avoidance and thus a sense of restraint rather than indulgence. As both countries are highly developed, they both experience long term orientation. The United States often puts customers first when it comes to customer service, while Chinese society is starting to transform into a similar sense of serving the customer's needs first.

Comparing and contrasting Japan and China on Hofstede's 6-dimensional model makes for an interesting discussion. China rates significantly higher in the power distance and long-term orientation metrics. A high power distance generally means the customer is treated like a king; what this means is that if a customer from China were to interact with a customer service representative from Japan, their cultures regarding client-customer interaction would likely clash. Another sharp difference between the two is their uncertainty avoidance - Japan scores much higher in that metric, meaning that Japanese customers will be less likely to accept uncertainty than Chinese customers.

The Hofstede Model is a 6 dimensional model used to understand and improve cross-cultural communication. It describes 6 values, and how a society's culture influences these values in its members and then how these values influence their behavior. The 6 values are power distance, uncertainty avoidance, individualism, masculinity, long term vs short term orientation, and indulgence vs restraint. The Big Five is a 5 factor model of personality that plays a similar role; its' five factors are openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Both of these models are utilized to understand human behavior across different culture, particularly in business settings. They both help analyze customer service, and how it can be integral to a firm's success when used effectively. Japan is known for its' prioritization of customer service, and how their high-level of personalized and consistent customer service plays a large role in the success of their businesses. While the US also prioritizes customer service (especially when compared to European countries), it does not come close to the level of Japan. When comparing power distance between USA and Japan, it's observed that the distance is relatively larger in Japan and smaller in the US. When comparing uncertainty avoidance, it is also higher in Japan and lower in the US. Individualism prevails in the US, but Japan takes a more middle position between individualism and collectivism. Masculinity is high in Japan, and moderately high in the US. Japan is more long-term oriented, and the US is considerably more short-term oriented. Restraint is prevalent in Japan, and indulgence prevalent in the US. When considering openness to experience (inventive/curious vs consistent/cautious), the USA (about

60th percentile) scores higher than Japan (scores lowest). When looking at conscientiousness (efficient/organized vs easy-going/careless), Japan is much more efficient and organized while the USA is largely easy-going/careless. In extraversion, Japan scores low and is solitary reserved while USA scores high and is outgoing/energetic. When looking at agreeableness, Japan is much more analytical and detached (near the 5th percentile) while USA is near the 80th percentile and more friendly/compassionate. Lastly, in neuroticism, US is near 45th percentile between sensitive/nervous and secure/confident while Japan scores high. Support for the Big Five and Hofstede models is consistent across both countries and cultures. How the two countries score on these models helps us understand their approach to customer service, and how businesses in both cultures achieve success. Many excellent ideas for future research may be garnered by examining the work of Carraher and Colleagues (1991 to present).

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NEW GLOBAL CYBERCRIMES CALL FOR HIGH-TECH CYBER-COPS

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ABSTRACT

Almost every day we see reports of cybercrimes, whether involving hacking into a company's data system and stealing millions of customer accounts or exposing yet another identity theft scheme. In 2013, there were 13.1 million victims of identity theft in the United States losing more than \$18 billion, which was actually a decrease of \$3 billion from the previous year (Javelin Strategy & Research, 2014)! Large and small businesses, as well as individuals can be attacked and those attacks are not always by the typical hackers. Lately, we have been besieged by ransomware, click-jacking, doxxing, phishing, pharming, and even mini-drones (Ikseu & Yongyun, 2015). The expansion around the world of these high-tech cyber-crimes call for new methods and new technologies to thwart these attacks and dismantle the criminal enterprises.

In this paper, the authors examine some of the latest cybercrime threats and offer recommendations to thwart those crimes and stop cyber-criminals who use technology to steal from or cause harm to individuals and/or businesses alike.

RACIAL INCOME INEQUALITY: A COMPARISON OF BLACK-WHITE INCOME EQUITY IN PUBLIC AND PRIVATE EMPLOYMENT BY OCCUPATION

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ABSTRACT

This study compares the median income of Black and White employees in nine standard occupations to determine the extent of pay equity in public and private employment. Results from the analysis of a sample estimate of approximately two and one-half million people taken during the period of 2009 to 2013 by the US Census Bureau's American Community Survey shows a large pay inequity between Black and White employees. A comparison of median income of Black employees and White employees among private and public sectors reveals that the federal government pays Blacks more than White employees in the private sector and state and local governments; however they pay Blacks less than Whites within the federal government. Although substantial income inequality was found within the nine different job categories and four employing sectors, no pattern could be found that would explain these disparities as being attributed to an employee's choice of occupation or the skills the individual brings to the job. The only other explanation for the wide income gaps between Black and White employees appears to be racial discrimination.