

International comparison on global perceptions

Abstract:

The recent global crisis is affecting people's positions toward globalization. Can it be observed inside companies? Are managers' views of globalization affected by the current crisis? Comparing a developed country (France) and an emerging market (India) would be really interesting as they may have diverging views on Globalization. Attitudes and social representations will be studied to identify differences among managers. Managers' social profile (international openness, social background, work environment and managers education) will also be measured and linked to social representation. The results show different attitudes' level according to the managers' country of origin. It also validates the existence of a link between attitudes and representations and found that they vary according to the managers' social profile.

Keywords:

Globalization, Social Representations, Social Anchoring, attitude, managers.

From 1804 to 2009, the world population increased from 6 to 8 billion. In 2005, international trade represented 23% of global output compared with only 13% in 1973. The rise of the global economy and growth of multinational companies gave birth to a myriad of studies about the role of managers within international firms. Globalization is a complex concept that had been given many definitions at different times. For Kherdjemil (2000) and Mucchielli (1998) the concept is a set of economic strategies sitting in the minds of policymakers. Mittelman (1996) describes it as a process induced by changes in the market rather than the result of deliberate policies. Thus, many individuals have focused on the topic and experts, scientists, journalists, politicians and activists have helped to disseminate their views of globalization. In addition to this difficulty in defining the concept, there is a divergence in the media on the benefits of globalization. For instance, the World of Business argues that inequalities between rich and poor has decreased and that globalization has contributed to this change (CCI¹, 2003), while the United Nations Development Program has published a Global Report on Human Development in 1999 stipulating that the number of people with income less than or equal to 1 dollar had not changed since the last ten years.

Such differences have led to confusion about the meaning and implications of globalization for most of the population and to divide peoples' points of view. How can people have strong views on the ground of these arguments? This is surely rare (World Economic Forum² 2002), according to Poeschl (2008), and must affect peoples' position on globalization in the organization. This question is significant for the firm, because the thinking of managers has an impact on the success of its internationalization mission (Nummela, Saarenketo, and Puumalainen, 2004). Consequently, the aim of this paper is to better understand the managers' globalization image. To enrich the conclusions, it seems necessary to examine managers from different countries, so that we can draw an international comparison. For the exploratory needs of this paper, we chose to focus on two countries, a developed country (France) and an emerging market (India), to see if there were diverging views on Globalization in such different populations.

¹ World Economic Forum, 2002, Global Public Opinion on Globalization

² Nouvelles données sur la mondialisation, 2003, la pauvreté et la répartition des revenus, Chambre de Commerce Internationale

To do this, a literature review (§ 1) is intended to clarify the concepts studied in this paper: representations and attitudes. Each point of this analysis will be linked to globalization in order to enrich the problem. We then report on an empirical study (§ 2) that deals with our questions.

1. LITERATURE REVIEW

1.1. A PARADOXICAL VIEW OF GLOBALIZATION

KOF Index of Globalization³ shows a ranking of the most globalized countries according to criteria such as actual economic flows, economic restrictions, data on information flows, data on personal contact, and data on cultural proximity... In 2007, France's rank was 6th and India's rank was 82/122. We would expect French to have a positive view of globalization given they are more advanced in their global integration. However, French do not react well to globalization; indeed, they do not benefit as much as they could from the opportunities offered by freezing on protectionist measures and do miss some of the advantages of world trade (Messerlin, 2004). This bad representation leads to a lack of enthusiasm of the French managers toward globalization (only 54% of French executives support globalization).

On the other hand, developing countries are targeted by extensive literature, but all of those nations are analyzed together, without distinction. Thus, studying India will bring a fresh and detached look from other developing countries.

Moreover, Rudra (2005) directed her research to workers' gains from globalization. Her results were startling: the low wage workers in less developed countries are often the losers of globalization, unlike workers in most developed countries. Paradoxically, India maintains a positive discourse towards globalization (Chopra, 2003).

To conclude, there is a paradox between French managers who have quite a negative perception of globalization while they reap the benefits, and Indian managers who have positive views on it while they suffer severely negative effects. That's why a compared analysis of perceptions of Indian and French managers will bring a new perspective on the origins of managers' attitudes and representation towards globalization.

³ <http://globalization.kof.ethz.ch/>

1.2. SOCIAL REPRESENTATIONS OF GLOBALIZATION

This study needs to capture managers' opinions on globalization, to understand how views are formed, and to anticipate cognitive functions. This is why we chose to tackle the subject with the Social Representations angle, defined by Roussiau and Bonardi (2001) as *"an organization of socially constructed views with respect to a given object from a set of social communications, to control the environment and to integrate elements according to its own symbolic or its group affiliation"* (p19).

Very few researchers have focused on social representation of globalization. They have identified a limited number of areas associated with globalization. Thus, students from Brest (France) strongly associate it with the economy, trade and politics. In Goiás (Brazil) it's the economy, the politics and falling physical barriers. Students from Mexico associate it strongly with the economic area (Humberto and Campos, 2008). Another study led by Viaud (2008) inquired of respondents engaged in international missions. Nine themes were identified by this survey: psychology, politics, values and ideas, economic, social progress and technology, information and communication, environment and health, culture and diverse. In order to focus on areas of the firms' interest enables us to remove some inappropriate domains (psychology and diverse); values and ideas are linked to attitude and can also be removed. Six fields remain: the economy and society, culture, politics, progress and technology, information and communication, environment and health.

To better suit the decomposition of globalization to the business environment, we chose to apply the domains proposed by Gopinath (2008). He identified economic, business, political, physical and social as a comprehensive decomposition of globalization and matches the two previous studies.

Table 1 summarizes the results from empirical and theoretical papers.

Methods	Results	Authors
Empirical	Students identify four areas related to globalization: economics, politics, commerce / business, and physical barriers	Humberto and Campos (2008)
Empirical	Employee identify nine areas related to globalization: psychology, politics, values and ideas, economic and social progress and technology, information and communication, environment and health, culture and a miscellaneous category	Viaud (2008)
Theoretical	Globalization decomposed in 5 areas: Economics, Business, Physical, Politics, Social	Gopinath (2008)

Table 1 : Studies results of representations toward globalization

1.3. IMPACT OF SOCIAL REPRESENTATIONS ON ATTITUDES TOWARDS GLOBALIZATION

Abric's definition of social representations (*"product and process of mental activity by which an individual or a group reconstitutes reality facing it and assign it a specific meaning"*) (Abric, 1988) shows the role of attitudes in the allocation of *"a specific meaning"*. Thus, attitude, defined by Doise as a position for the *"evaluation of a social entity"* (Doise, 2003), is a component of the social representations, which will be associated with the individual's meaning of the social object.

Viaud Uribe Patiño and Acosta Ávila (2007), measured students' representations and attitudes to globalization. They classified respondents in two groups: Supporters (associating globalization to technological advances, the unification and communication) and opponents (gap between rich and poor, loss of cultural specificity and capitalism). According to these results, with the decomposition of the globalization that was presented earlier, we can expect that the representations of the supporters will be linked to the positive aspect of the physical domain, and the opponents to the negative aspects of the economy and social fields.

These authors also showed, using a different method, that supporters' representations contains the economy, technology and union and opponents identify as central elements the United States, poverty, domination, capitalism, the loss of identity, inequality and uniformity.

Using a similar method on an international field, Viaud (2008) found that the strongest supporters evoke the progress and a new world (Goiás- Brazil). Moderate supporters evoke a better world (Porto and Tunis). Opponents can be classified in three categories: those who link globalization with *the "economy of poverty"* (p130) (Aix-en-Provence - France and Mexico); those who associate it with *"loss of themselves"* (p130) and those who refer to social issues (Brest- France). Finally, indifferent and resigned respondents refer to *"world domination"* (p130).

Different methods used by the authors led to slightly different results. Although the fields related to globalization may vary, the results are not contradictory, and a common reading of these publications is used to classify subjects as follows: globalization supporters describe the positive side of technological advances contained in the physical domain. Opponents are more influenced by the negative sides of globalization, particularly in the fields of economy and society. It is therefore possible, at the end of this research, to provide a direction to the attitude- representations relationship. Given the differences related earlier in this document, Indian and French managers must have very different views on globalization. The questionnaire proposed in our research will help to analyze whether these suggestions are relevant to our two samples.

The following research questions summarize the above discussion:

RQ1: Globalization supporters are associated with different social representations levels than globalization opponents.

RQ2: Globalization supporters have a favorable view of the physical and the economic domains.

RQ3: Globalization opponents have an unfavorable view of the political, economic and the social domains.

RQ4: The relationship between attitude and social representations vary with the managers' origin.

The managers' origin is not the only parameter to be considered while studying the social representations – attitude link. Differentiating accurately social groups contributes to the analysis of commonalities throughout our research samples. Therefore, having a large number of demographic questions will improve the overview of the sample's characteristics and will help to find variables that affect these relationships. This will lead to reduce the sample's variance by differentiating the types of people thanks to control variables. Assuming that social profile breaks down the individuals' social representations, we seek to identify all the parameters that are linked to the position within the society referential.

Three researches will help to identify the variables we ought to control:

- The life's conditions and the ability to access a type of culture guide the access to information, and therefore affect the anchors of the social representations (Dorra, 2008). This gives the first parameters to control: Variables characterizing the **international openness** and those conditioning its **social environment**,
- Hierarchical or ideological factors modulate the differences between groups (Doise, 1982). Demographical variables must therefore include factors informing the subject's position in the company: the **working environment**,
- Education has a role in reaching and understanding informations thus it particularly influences representations' design and has an impact in establishing attitudes towards globalization (Hainmueller and Hiscox, 2006). Hence the **managers' education** has to be monitored.

These studies give four groups of variables that are highly probable to play a role on the attitudes – representations link, and help to identify the following hypothesis:

RQ5: Variations of managers' international openness, social environment, work environment and education is associated to variations of attitude and representations levels

The following table summarizes the previous research questions:

Hypothesis	Content
RQ1	Globalization supporters are associated with different social representations levels than globalization opponents
RQ2	Globalization supporters have a favorable view on the physical and economic domain
RQ3	Globalization opponents have an unfavorable view of the political, economic and social domain Can you think of another term than high/low?
RQ4	The relationship between attitude and social representations vary with the managers' origin
RQ5	Variations of managers' international openness, social environment, work environment and education are associated with variations of attitude and representations levels

Table 2 : Research questions summary

2. RESEARCH DESIGN

A questionnaire was used to reach managers, because it's easy to broadcast, it's short time consuming to fill, and it's more powerful to analyze a large amount of data, and discern possible differences according to control variables.

2.1. QUESTIONNAIRE

As stated in the literature review, the measurement of the social representations is based on Gopinath (2008) model. Thus, globalization can be decomposed into 5 domains that capture its meaning for managers (Economic, Business, Physical, Political, and Social). To measure the link between attitude and social representations we need to capture the views that draw managers' attention the most. This has to be done by evaluating the positions toward different anchor points that are reflecting general trends of globalization. The more the manager was affected by the anchor points, the more he is likely to link it to his position. Hence, items are referring to one of the 5 pre-identified domains and to attitude. The items are based on themes broaden in the literature and were evaluated on a five-point interval scale ranging from

“Strongly agree” to “Strongly disagree”. The questionnaire was created in English and translated in French, and translated in English again to ensure a perfect correspondence of the questions.

The statements representing attitudes include issues involving the individual’s position on globalization and force him to position himself. This part was constructed to reflect a personal identification (‘I think’ or ‘I believe’) associated to a specific aspect of globalization.

In the end of the questionnaire come the control variables. They measure the four groups of variables previously identified (international openness, social background, work environment and education) to which we added age and gender.

We followed the steps recommended by Churchill’s paradigm (Churchill Jr, 1979) to enhance the questionnaire’s quality: A first sample was used to test and purify it and a second sample was collected for the data analysis.

2.2. SAMPLE CHARACTERISTICS

The sample characteristics are provided in the following table:

		France	India
General informations	Sample size	79	56
	Gender	33 % Female	35 % Female
	Age	86% are under 40 years	90 % are under 30 years
Work environment	Work experience	69% are under 10 years of experience	90 % bellow 5 year experience
Education	Educational level	72% have at least one bac +5	85% have at least one bac +5
	Field of study	86% attended courses in management or engineering	84% attended courses in management or engineering
International openness	Number of countries visited	60% visited between 4 and 10 countries	40% visited between 4 and 10 countries
	Number of countries lived in	50% have lived abroad for more than two years	40% have lived abroad for more than one year
	Number of spoken languages	87% speak more than one language	90% speak more than one language
	Parent(s) immigrant (s)	33% have at least one immigrant parent	50% have at least one immigrant parent
Social environment	Income	77% between € 30 and 60k	N/A
	Parents education	74% have parents who followed studies studied	100% have parents who followed studies

Table 3 : Sample characteristics

The two samples gather young managers with low experience and high level social ground:

- The field of study is quite concentrated: the majority of respondents (86% of the French and *resp. 84% of the Indians*) attended courses in management or engineering. This result is not surprising, since the main courses giving a quick access to managerial positions are mainly in these two areas,

- The international openness is large (60%/ resp 40%. of the respondent visited between 4 and 10 countries, 87%/ resp. 90% speaks more than one language, 33%/ resp. 50% have at least one immigrant parent). 50% of respondents have lived abroad for more than two years, that figure would increase if we included the students that went abroad for a semester,
- The social environment is high (74% of the French have parents who followed studied, and 100% of the Indians).

Both samples are quite similar. It contains young and highly educated managers who have numerous international experiences.

3. RESULTS AND DISCUSSION

3.1. RESULTS

Individual scores are calculated by summing up the items in each domain. A comparison between French and Indian scores is then done:

Variable	Mean French (n=79)	Mean Indian (n=56)	T value (Sig)
Attitude	3,6	2,6	-7.5(p = 0.00)
Business	3,8	4,0	
Economic	3,7	3,9	1.6 (p = 0.1)
Political	3,1	3,5	
Physical	2,6	3,3	-4.3 (p = 0.00)
Social	2,7	3,9	1.8 (p = 0.1)

Table 4 : Scores differences

These results show that there is a significant difference in the attitude towards globalization between the French and Indian respondents. In the economic, the physical, and the social domains there were significant differences in how they perceived the trends in the diverse domains. In all of these domains, the French sample scored lower than the Indian sample.

The scores are then encoded in binary and their occurrences are grouped in a PivotTable crossing the attitude and the domain scores. The significance of the relationship is validated by the Pearson Chi square test.

Considering the two samples together, two areas are significantly associated with the respondents' attitudes toward globalization: business and physical. The results are summarized in the following table.

		Attitude		χ^2 value
		0	1	
France	Business	0	22	$\chi^2=11$ (threshold=0.001)
		1	33	
	Physical	0	25	$\chi^2=5$ (threshold=0.05)
		1	24	
		Attitude		χ^2 value
		0	1	
India	Business	0	21	$\chi^2=6$ (threshold=0.01)
		1	2	
	Physical	0	3	$\chi^2=6$ (threshold=0.01)
		1	39	

Table 5 : Relationship Representations – Attitudes

French sample: Analyzing this table, we find that a positive attitude is associated with a high business score and a high physical score (Hypothesis 2 partially rejected). The unfavorable attitude toward globalization is associated with low business and physical scores (Hypothesis 3 rejected). These results validate that the attitudes and representations are linked on the total sample (hypothesis 1 validated).

Indian sample: Analyzing this table, we find that a positive attitude is associated with a low business score and a high physical score (Hypothesis 2 rejected). Globalization opponents scored the business domain low and the physical domain high (Hypothesis 3 rejected).

The relationship between attitude and social representations vary with the managers' origin so hypothesis 4 is validated.

The attitude is not significantly associated with the economic domain, which suggests that managers inquired in our sample differently perceive the impact of the globalization's economic domain on themselves.

These results are then refined using the demographic variables that were introduced to differentiate respondents. To simplify results interpretation, scores are binary encoded, in order to separate the demographic variables that are below the average from the others (at least for the demographical variables that can endeavor such a cut). The relationship between attitude scores and representations scores is then reviewed for each category. The results are

grouped in the summary tables presented below. The pivot table contains the number of individuals who associate the representations level with the attitude domain (relationships become false when the values of χ^2 tests are not significant at 5%). The tables must be read according to the following pattern:

Demographic variable	Domain	
	$\chi^2=X$ (threshold)	
	(Business; Attitude) = (0; 0)	(Business; Attitude) = (0; 1)
(Business; Attitude) = (1; 0)	(Business; Attitude) = (1; 1)	

Table 1 : Reading representations - attitudes relationship table demographic parameters

To better understand the results below, the special case of the French educational background will be detailed. On the one hand, individuals who have a business educational background link their positions on globalization to the business, economic and social domains. Within the economical domain, the relationship between the attitude score and the business score is significant according to χ^2 test; furthermore, managers associate a low attitude with a low business score and a high attitude with a high business score. On the other hand, individuals who have an engineering educational background link their positions toward globalization only to the business domain.

Demographic variable	Business	Economy	Politics	Social	Physical
Low age					$\chi^2 = 4$ (p=0.05)
					9 3
					6 11
High age	$\chi^2 = 13$ (p=0.01)				
	16 7				
	5 22				
Low years of work experience		$\chi^2 = 4$ (p=0.05)			$\chi^2 = 3$ (p=0.09)
		4 10			9 5
		10 5			5 10
High years of work experience	$\chi^2 = 17$ (p=0.01)				$\chi^2 = 3$ (p=0.07)
	16 5				16 5
	5 24				15 14
Low hierarchical level			$\chi^2 = 4$ (p=0.05)		
			11 4		
			10 14		
High hierarchical level	$\chi^2 = 10$ (p=0.01)				$\chi^2 = 3$ (p=0.1)
	14 6				15 5
	4 16				10 10
Low educational level	$\chi^2 = 4$ (p=0.05)				
Big company	$\chi^2 = 8$ (p=0.01)		$\chi^2 = 6$ (p=0.01)		$\chi^2 = 3$ (p=0.08)
	7 3		9 1	8 2	

	6	23		13	16	14	15			
Demographic variable	Business		Economy		Politics		Social		Physical	
Small company									$\chi^2 = 3$ (p=0.06)	
									19	6
									7	8
High educational level	$\chi^2 = 7$ (p=0.01)								$\chi^2 = 4$ (p=0.05)	
	7	3							8	2
	6	23							14	15
Educational background business	$\chi^2 = 7$ (p=0.01)		$\chi^2 = 3$ (p=0.08)				$\chi^2 = 4$ (p=0.05)			
	11	6	5	12			14	3		
	4	15	11	8			10	9		
Educational background engineering	$\chi^2 = 4$ (p=0.05)									
	7	2								
	3	7								
Low number of countries traveled in									$\chi^2 = 4$ (p=0.05)	
									2	0
									0	2
High number of countries traveled in	$\chi^2 = 12$ (p=0.01)								$\chi^2 = 4$ (p=0.05)	
	21	12							23	10
	10	32							20	22
Low number of countries lived in	$\chi^2 = 5$ (p=0.05)		$\chi^2 = 3$ (p=0.08)						$\chi^2 = 5$ (p=0.05)	
	12	6	5	13					13	5
	7	15	12	10					8	14
High number of countries lived in	$\chi^2 = 7$ (p=0.01)		$\chi^2 = 3$ (p=0.09)							
	10	7	13	4						
	4	18	11	11						
Low number of spoken languages			$\chi^2 = 4$ (p=0.05)							
			10	6						
			6	15						
High number of spoken languages	$\chi^2 = 7$ (p=0.01)								$\chi^2 = 4$ (p=0.05)	
	12	7							15	4
	5	18							11	12
Non immigrant parent					$\chi^2 = 3$ (p=0.09)					
					8	2				
					7	8				
Immigrant parent	$\chi^2 = 6$ (p=0.01)						$\chi^2 = 3$ (p=0.07)			
	11	16					20	7		
	3	23					13	13		
Low parent educational level					$\chi^2 = 4$ (p=0.05)					
					5	5				
					9	1				
High parent educational level			$\chi^2 = 11$ (p=0.01)		$\chi^2 = 5$ (p=0.05)				$\chi^2 = 7$ (p=0.01)	
			17	8	17	8			19	6
			8	26	13	21			14	20

Table 2 : Representations - Attitudes relationship according to demographic parameters
– France

The following table presents the same computation on the Indian sample. Some demographic variables were removed as they couldn't be split.

Demographic variable	Business		Economy		Politics		Social	
Educational background business	$\chi^2 = 5$ (p=0.05)				$\chi^2 = 5$ (p=0.05)			
	16	10			11	15		
	20	2			3	19		
Other educational background	$\chi^2 = 3$ (p=0.06)							
	6	1						
	0	1						
Low number of countries traveled in	$\chi^2 = 3$ (p=0.09)							
	9	3						
	10	0						
High number of countries traveled in	$\chi^2 = 3$ (p=0.09)				$\chi^2 = 4$ (p=0.05)			
	9	3			8	13		
	10	0			1	12		
Low number of countries lived in	$\chi^2 = 4$ (p=0.05)				$\chi^2 = 3$ (p=0.06)			
	19	10			11	18		
	19	2			3	18		
High number of countries lived in	$\chi^2 = 6$ (p=0.01)				$\chi^2 = 3$ (p=0.08)			
	4	0			3	1		
	0	2			0	2		
Immigrant parent	$\chi^2 = 4$ (p=0.05)							
	12	6						
	9	0						
Non immigrant parent					$\chi^2 = 3$ (p=0.08)			
					5	9		
					1	12		
Low parent educational level							$\chi^2 = 3$ (p=0.06)	
							7	2
							4	7
High parent educational level	$\chi^2 = 4$ (p=0.05)				$\chi^2 = 4$ (p=0.05)			
	14	10			10	14		
	11	1			1	11		

Table 3 : Representations - Attitudes relationship according to demographic parameters – India

As both tables shows very different figures through all of the demographic questions, we can surely state that there is a link between demographic variables and the attitude-representations relationship for both samples (RQ5 validation). Furthermore, analysis of these results again confirms that the attitudes and representations of managers are linked to globalization (RQ1 validation).

Tables 6 and 7 show that when the level of a demographic variable is low, attitude toward globalization is poorly associated with the representations, which means that a profile with a good level in the four latent variables (international openness, social environment, work

environment and education) links its position toward globalization to more domains, and therefore better captures its composition.

To conclude, the following table summarizes the research questions and their validation:

Hypothesis	Content	State
RQ1	Globalization supporters are associated with different social representations levels than globalization opponents	Validated
RQ2	Globalization supporters have a favorable view on the physical and economic domain	Partially validated
RQ3	Globalization opponents have an unfavorable view on the political economic and social domain	Not validated
RQ4	The relationship between attitude and social representations vary with the managers' origin	Validated
RQ5	Variations of managers' international openness, social environment, work environment and education is associated to variations of attitude and representations levels	Validated

Table 4 : Research questions validation

3.2. DISCUSSION

First, let us see the results that confirm theory. As it was shown by Tafani (1997) and Doise and Palmonari (1986) on a sample of students, the components of the representations are related to attitudes. This point was tackled several times in table 5, 6 and 7 and gave significant results in all of these cases: Components of the representations can be associated with a specific attitude level towards globalization on the field of managers, which had never been demonstrated.

One of the main points of our research is to propose a decomposition of globalization based on five domains: business, economic, political, physical and social. Our study on the managers social group, successfully applied this theory (all of these domains are linked to managers attitudes while looking at different demographic variables). It is interesting to note that managers link easily globalization to attitude in both countries in the field of business.

This would suggest that the representations of globalization are essentially built in a professional context.

In both samples, we found that the link between attitudes and representations vary according to different variables that assess social profile. This was proved by studying changes operating when variables that measure social profile fluctuate (international openness, social environment, work environment and education). These results agree with the publication of Dorra (2008) who identified differences in social representations according to social profile, and Scheve and Slaughter (2001) paper who also noted differences in attitudes between social classes, comparing low and high-level educated individuals. Finally, business scholars better structure their views on globalization than other scholars as their attitude level is associated with more representations domains (French business scholars: business, economy and social, other French scholars: business; Indian business scholars: business and politics, other Indian scholars: business). This result is consistent with those of Peng and Shin (2008) who showed a strong influence of the educational field of future managers on their attitude toward globalization. Moreover, it is interesting to note that the field of education continues, during the first working years, to weigh managers' globalization perceptions, as confirmed by our both samples.

Some results disagree with the existing literature. Scheve and Slaughter (2001) predicted that the attitude was intimately connected to the poor health of the labor market. Given the current world crisis, we expected managers' attitudes towards globalization to be low. Our results show an overall favorable attitude of the French sample (mean score of attitude greater than the arithmetic mean), so we cannot fully support this thesis. People inquired by Scheve and Slaughter are significantly different from those in our study: The authors focused on the American people, and mixed up employee altogether (managers, manual workers, administrative...). Historically, the current crisis began in the United States, which is much more affected by the crisis consequences than France, which partly explains the relatively high attitude level. Then, we have to remember that Scheve and Slaughter included workers from various social categories, including smaller jobs which suffer the most from the crisis. We couldn't check the attitude level before the crisis in our research, that's why a longitudinal study has to be undertaken to demonstrate that the attitude level in the current context is different than the level after the crisis.

Regarding the Foreign Policy Magazine ranking presented earlier, the Messerlin (2004) study on the bad reactions of the French to globalization and Nita Rudra results showing that workers in less developed countries are often the losers of globalization, we would expect the French to have a lower attitude than the Indian. This isn't true in our sample, which can be explained by the unequal crisis consequences: India was more affected than France⁴. Hence we showed that results presented in this paper cannot be broadened to any country of origin.

Focusing on managerial inputs, what could be the practical implication of such findings? This can be answered using the large proportion of publications transposing globalization to business needs. A wide range of these research explains that the manager that better suit globalization constraints has to have a global mindset (Tichy et al., 1992; Bartlett & Ghoshal, 1992; Rhinesmith, 1992; A. G. Kefalas, 1998). It was defined by Gupta and Govindarajan (2002) as an openness and an awareness of the markets and cultures diversity. This new type of managers (Bartlett and Ghoshal, 1992) plays a crucial role in a global context (Kedia and Mukherji, 1999) and deserves deep study. The new constraints push the manager to integrate the whole business in general, the regional / national pressures, and a global functions, thus he has to fully understand the globalization issues. This is why he cannot ignore any of the levels linked to globalization. Our research is promising and informs leaders, and human resource managers who would like to hire employees that match global constraint. This has to be done by better understanding the link between attitudes and representations of globalization and the positions towards globalization determinants, which had been poorly studied by researchers.

Knowing that hearing an information which is contrary to managers representations will contribute to its transformation, and thus influence their attitudes (Flament, 2003), it seems really interesting to identify which demographic variables is linked to which domain. Tables 6 and 7 can help to choose a manager with specific characteristics, according to the job requirements. This will help to understand which kind of information will affect the attitudes of managers.

The Nummela Saarenketo and Puumalainen (2004) study is one of the few that quantify the impact of global thinking on company or individuals and emphasize the use of having a

⁴ Study from Regus "Business Tracker" (2009) examining 11000 managers form 15 countries

global way of thinking. The experience and the sector of the manager's company were shown to be success factors of Finland companies' internationalization. In addition to that, the authors showed the positive impact of these determinants on the global mindset of the companies' members and its positive impact to improve performance on international markets. A second study led by Arora Jaju Asterios G Kefalas et al. (2004) also found a positive relationship between the managers' global mindset and the internationalization success. They stated that companies should spend more energy in training managers next to being assigned to international duties.

As attitudes affect individuals' behavior (Kraus, 1995), it's essential to analyze the relationship between demographic variables and attitude so that the adequacy of a profile adapted to international missions can be drawn (the most important factor seems to be the educational background and the parents education). This profile should have a high level in the four latent variables (international openness, social background, work environment and education).

3.3. CONCLUSION

First, this exploratory study enriches the knowledge around managers' attitudes and representations towards globalization. Focusing on managers emphasizes their major part in international firms' activities.

The results are consistent with the literature on social representations and additional results confirmed the relationship between demographic variables (international openness, social environment, work environment and education) and our social object's representations.

However, limitations have to be pointed out: regarding the way we collected Indian data, an English questionnaire was used, which naturally selected English speaking Indians. Would the results be the same with an Indian-language questionnaire? Given that respondents were managers and that India is a former English colony it's highly probable that it would have limited impact. The low number of respondents limits the results generalizability but is sufficient for the preliminary needs of this exploratory study.

Finally, globalization studies show weak representations evolution in periods of positive growth (Poeschl, 2008; Dorra, 2008; Leiser, 2008). Moreover, the image of globalization is improving with time so far (Ribeiro and Poeschl, 2008). These statements justify the great

interest to study positions towards globalization in the crisis context. Especially given that the current period leads to numerous bad news on the shocking consequences of globalization which alter positions on globalization (Ribeiro and Poeschl, 2008). It would be interesting to drive a study measuring the evolution of the attitude and the representations after the current crisis.

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