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=LEVERAGE<sub>it</sub>

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=CFLOW<sub>it</sub>

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|              | PDI      | UAI       | IDV      | MAS      |
|--------------|----------|-----------|----------|----------|
| Mean         | 2.472659 | -0.830769 | 0.603039 | 0.608252 |
| Median       | 2.400350 | -0.743250 | 0.544350 | 0.546750 |
| Maximum      | 3.780900 | 0.631000  | 1.179800 | 1.254700 |
| Minimum      | 1.650000 | -2.200000 | 0.285800 | 0.283000 |
| Std. Dev.    | 0.446730 | 0.650342  | 0.205232 | 0.212496 |
| Skewness     | 0.557874 | -0.455962 | 0.980999 | 1.172152 |
| Kurtosis     | 3.268850 | 2.537304  | 3.334785 | 3.915017 |
| Jarque-Bera  | 2.963638 | 2.352807  | 8.913406 | 14.24930 |
| Probability  | 0.227224 | 0.308386  | 0.011601 | 0.000805 |
| Sum          | 133.5236 | -44.86150 | 32.56410 | 32.84560 |
| Sum Sq. Dev. | 10.57707 | 22.41607  | 2.232367 | 2.393181 |

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|              | LEVERAGE | LIQUID    | CFLOW     | OZCH     | OPCH     |
|--------------|----------|-----------|-----------|----------|----------|
| Mean         | 0.759803 | -0.102193 | 0.606116  | 0.063001 | 0.073610 |
| Median       | 0.673135 | -0.029122 | 0.199803  | 0.040004 | 0.041671 |
| Maximum      | 5.625352 | 0.388801  | 15.17533  | 0.346952 | 0.531282 |
| Minimum      | 0.307602 | -4.408929 | -0.399936 | 0.003892 | 0.003908 |
| Std. Dev.    | 0.702797 | 0.619155  | 2.372807  | 0.066395 | 0.092475 |
| Skewness     | 6.299046 | -6.373897 | 6.003333  | 2.202524 | 2.913378 |
| Kurtosis     | 44.19130 | 45.02696  | 37.38087  | 8.438926 | 13.11769 |
| Jarque-Bera  | 4174.728 | 4339.737  | 2210.340  | 110.2193 | 306.7170 |
| Probability  | 0.000000 | 0.000000  | 0.000000  | 0.000000 | 0.000000 |
| Sum          | 41.02935 | -5.518410 | 24.24465  | 3.402043 | 3.974931 |
| Sum Sq. Dev. | 26.17797 | 20.31769  | 219.5784  | 0.233638 | 0.453236 |

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|          | PDI       | UAI       | IDV       | MAS       | LEVERAGE  | LIQUID    | CFLOW     | OZCH      | OPCH      |
|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| PDI      | 1.000000  | -0.058489 | 0.145973  | 0.231086  | 0.115631  | -0.154760 | -0.061470 | 0.178369  | 0.181715  |
| UAI      | -0.058489 | 1.000000  | 0.277788  | 0.272220  | -0.117807 | 0.158683  | 0.118784  | 0.064619  | 0.034271  |
| IDV      | 0.145973  | 0.277788  | 1.000000  | 0.886333  | -0.039000 | 0.025636  | -0.058063 | -0.114946 | -0.148472 |
| MAS      | 0.231086  | 0.272220  | 0.886333  | 1.000000  | -0.067869 | 0.059461  | -0.004144 | -0.114360 | -0.134113 |
| LEVERAGE | 0.115631  | -0.117807 | -0.039000 | -0.067869 | 1.000000  | -0.950692 | -0.020821 | -0.114117 | -0.113655 |
| LIQUID   | -0.154760 | 0.158683  | 0.025636  | 0.059461  | -0.950692 | 1.000000  | -0.031072 | -0.016762 | -0.013118 |
| CFLOW    | -0.061470 | 0.118784  | -0.058063 | -0.004144 | -0.020821 | -0.031072 | 1.000000  | 0.398843  | 0.381504  |
| OZCH     | 0.178369  | 0.064619  | -0.114946 | -0.114360 | -0.114117 | -0.016762 | 0.398843  | 1.000000  | 0.990940  |
| OPCH     | 0.181715  | 0.034271  | -0.148472 | -0.134113 | -0.113655 | -0.013118 | 0.381504  | 0.990940  | 1.000000  |

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| Dependent Variable: OZCH |             |                       |             |        |
|--------------------------|-------------|-----------------------|-------------|--------|
| Method: Least Squares    |             |                       |             |        |
| Variable                 | Coefficient | Std. Error            | t-Statistic | Prob.  |
| PDI                      | 0.019962    | 0.021686              | 0.920478    | 0.3636 |
| LEVERAGE                 | -0.122415   | 0.043794              | -2.795217   | 0.0084 |
| LIQUID                   | -0.131960   | 0.050318              | -2.622496   | 0.0128 |
| CFLOW                    | 0.010175    | 0.004252              | 2.393295    | 0.0222 |
| C                        | 0.087314    | 0.064018              | 1.363894    | 0.1813 |
| R-squared                | 0.334203    | Mean dependent var    | 0.065331    |        |
| Adjusted R-squared       | 0.258112    | S.D. dependent var    | 0.071674    |        |
| S.E. of regression       | 0.061735    | Akaike info criterion | -2.615474   |        |
| Sum squared resid        | 0.133391    | Schwarz criterion     | -2.404364   |        |
| Log likelihood           | 57.30947    | F-statistic           | 4.392152    |        |
| Durbin-Watson stat       | 1.929847    | Prob(F-statistic)     | 0.005547    |        |

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| Dependent Variable: OPCH<br>Method: Least Squares |             |                       |             |        |
|---|-------------|-----------------------|-------------|--------|
| Variable  | Coefficient | Std. Error            | t-Statistic | Prob.  |
| PDI   | 0.030693    | 0.031319              | 0.980012    | 0.3338 |
| LEVERAGE  | -0.165528   | 0.063248              | -2.617125   | 0.0130 |
| LIQUID  | -0.177480   | 0.072670              | -2.442284   | 0.0198 |
| CFLOW   | 0.013872    | 0.006140              | 2.259138    | 0.0302 |
| C   | 0.097967    | 0.092455              | 1.059623    | 0.2966 |
| R-squared   | 0.310119    | Mean dependent var    | 0.077435    |        |
| Adjusted R-squared                                | 0.231276    | S.D. dependent var    | 0.101689    |        |
| S.E. of regression                                | 0.089157    | Akaike info criterion | -1.880359   |        |
| Sum squared resid                                 | 0.278216    | Schwarz criterion     | -1.669249   |        |
| Log likelihood                                    | 42.60718    | F-statistic           | 3.933351    |        |
| Durbin-Watson stat                                | 1.997687    | Prob(F-statistic)     | 0.009695    |        |

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| Dependent Variable: OZCH<br>Method: Least Squares |             |                       |             |        |
|---|-------------|-----------------------|-------------|--------|
| Variable  | Coefficient | Std. Error            | t-Statistic | Prob.  |
| UAI   | 0.004489    | 0.014796              | 0.303386    | 0.7634 |
| LEVERAGE  | -0.128248   | 0.044653              | -2.872076   | 0.0069 |
| LIQUID  | -0.141235   | 0.051491              | -2.742935   | 0.0095 |
| CFLOW   | 0.009649    | 0.004334              | 2.226249    | 0.0325 |
| C   | 0.144697    | 0.034909              | 4.145009    | 0.0002 |
| R-squared   | 0.319874    | Mean dependent var    | 0.065331    |        |
| Adjusted R-squared                                | 0.242146    | S.D. dependent var    | 0.071674    |        |
| S.E. of regression                                | 0.062395    | Akaike info criterion | -2.594180   |        |
| Sum squared resid                                 | 0.136262    | Schwarz criterion     | -2.383070   |        |
| Log likelihood                                    | 56.88361    | F-statistic           | 4.115271    |        |
| Durbin-Watson stat                                | 1.921207    | Prob(F-statistic)     | 0.007757    |        |

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| Dependent Variable: OPCH<br>Method: Least Squares |             |                       |             |           |
|---|-------------|-----------------------|-------------|-----------|
| Variable  | Coefficient | Std. Error            | t-Statistic | Prob.     |
| UAI   | 0.002058    | 0.021428              | 0.096032    | 0.9240    |
| LEVERAGE  | -0.172161   | 0.064667              | -2.662278   | 0.0116    |
| LIQUID  | -0.188313   | 0.074568              | -2.525391   | 0.0162    |
| CFLOW   | 0.013281    | 0.006277              | 2.115905    | 0.0415    |
| C   | 0.180492    | 0.050555              | 3.570246    | 0.0011    |
| R-squared   | 0.291375    | Mean dependent var    |             | 0.077435  |
| Adjusted R-squared                                | 0.210389    | S.D. dependent var    |             | 0.101689  |
| S.E. of regression                                | 0.090360    | Akaike info criterion |             | -1.853552 |
| Sum squared resid                                 | 0.285775    | Schwarz criterion     |             | -1.642442 |
| Log likelihood                                    | 42.07104    | F-statistic           |             | 3.597859  |
| Durbin-Watson stat                                | 1.907466    | Prob(F-statistic)     |             | 0.014708  |

| Dependent Variable: OZCH<br>Method: Least Squares |             |                       |             |           |
|---|-------------|-----------------------|-------------|-----------|
| Variable  | Coefficient | Std. Error            | t-Statistic | Prob.     |
| IDV   | -0.061866   | 0.046723              | -1.324111   | 0.1940    |
| LEVERAGE  | -0.131292   | 0.043251              | -3.035571   | 0.0045    |
| LIQUID  | -0.143777   | 0.049451              | -2.907487   | 0.0063    |
| CFLOW   | 0.009443    | 0.004196              | 2.250469    | 0.0308    |
| C   | 0.179178    | 0.042136              | 4.252414    | 0.0001    |
| R-squared   | 0.350616    | Mean dependent var    |             | 0.065331  |
| Adjusted R-squared                                | 0.276400    | S.D. dependent var    |             | 0.071674  |
| S.E. of regression                                | 0.060969    | Akaike info criterion |             | -2.640433 |
| Sum squared resid                                 | 0.130103    | Schwarz criterion     |             | -2.429323 |
| Log likelihood                                    | 57.80866    | F-statistic           |             | 4.724301  |
| Durbin-Watson stat                                | 1.961414    | Prob(F-statistic)     |             | 0.003734  |

| Dependent Variable: OPCH<br>Method: Least Squares |             |                       |             |           |
|---|-------------|-----------------------|-------------|-----------|
| Variable  | Coefficient | Std. Error            | t-Statistic | Prob.     |
| IDV   | -0.099153   | 0.067197              | -1.475550   | 0.1490    |
| LEVERAGE  | -0.179516   | 0.062204              | -2.885922   | 0.0066    |
| LIQUID  | -0.196023   | 0.071120              | -2.756221   | 0.0092    |
| CFLOW   | 0.012718    | 0.006035              | 2.107592    | 0.0423    |
| C   | 0.241807    | 0.060600              | 3.990233    | 0.0003    |
| R-squared   | 0.332699    | Mean dependent var    |             | 0.077435  |
| Adjusted R-squared                                | 0.256436    | S.D. dependent var    |             | 0.101689  |
| S.E. of regression                                | 0.087686    | Akaike info criterion |             | -1.913637 |
| Sum squared resid                                 | 0.269110    | Schwarz criterion     |             | -1.702527 |
| Log likelihood                                    | 43.27274    | F-statistic           |             | 4.362529  |
| Durbin-Watson stat                                | 1.911954    | Prob(F-statistic)     |             | 0.005749  |

| Dependent Variable: OZCH<br>Method: Least Squares |             |                       |             |           |
|---|-------------|-----------------------|-------------|-----------|
| Variable  | Coefficient | Std. Error            | t-Statistic | Prob.     |
| MAS   | -0.054520   | 0.048268              | -1.129523   | 0.2664    |
| LEVERAGE  | -0.128026   | 0.043388              | -2.950702   | 0.0056    |
| LIQUID  | -0.139530   | 0.049602              | -2.813006   | 0.0080    |
| CFLOW   | 0.009805    | 0.004212              | 2.327698    | 0.0258    |
| C   | 0.172843    | 0.041964              | 4.118815    | 0.0002    |
| R-squared   | 0.342069    | Mean dependent var    |             | 0.065331  |
| Adjusted R-squared                                | 0.266877    | S.D. dependent var    |             | 0.071674  |
| S.E. of regression                                | 0.061369    | Akaike info criterion |             | -2.627357 |
| Sum squared resid                                 | 0.131815    | Schwarz criterion     |             | -2.416247 |
| Log likelihood                                    | 57.54715    | F-statistic           |             | 4.549262  |
| Durbin-Watson stat                                | 1.956178    | Prob(F-statistic)     |             | 0.004596  |

| Dependent Variable: OPCH<br>Method: Least Squares |             |                       |             |        |
|---|-------------|-----------------------|-------------|--------|
| Variable  | Coefficient | Std. Error            | t-Statistic | Prob.  |
| MAS   | -0.083682   | 0.069658              | -1.201325   | 0.2377 |
| LEVERAGE  | -0.174151   | 0.062616              | -2.781243   | 0.0087 |
| LIQUID  | -0.189117   | 0.071583              | -2.641923   | 0.0122 |
| CFLOW   | 0.013302    | 0.006079              | 2.188202    | 0.0354 |
| C   | 0.229386    | 0.060561              | 3.787708    | 0.0006 |
| R-squared   | 0.319258    | Mean dependent var    | 0.077435    |        |
| Adjusted R-squared                                | 0.241459    | S.D. dependent var    | 0.101689    |        |
| S.E. of regression                                | 0.088565    | Akaike info criterion | -1.893695   |        |
| Sum squared resid                                 | 0.274531    | Schwarz criterion     | -1.682585   |        |
| Log likelihood                                    | 42.87389    | F-statistic           | 4.103621    |        |
| Durbin-Watson stat                                | 1.905781    | Prob(F-statistic)     | 0.007868    |        |

| Dependent Variable: OZCH<br>Method: Least Squares |             |                       |             |        |
|---|-------------|-----------------------|-------------|--------|
| Variable  | Coefficient | Std. Error            | t-Statistic | Prob.  |
| PDI   | 0.034276    | 0.024121              | 1.420955    | 0.1650 |
| UAI   | 0.017210    | 0.015872              | 1.084339    | 0.2863 |
| IDV   | -0.039452   | 0.110173              | -0.358089   | 0.7226 |
| MAS   | -0.062013   | 0.118979              | -0.521210   | 0.6058 |
| LEVERAGE  | -0.133617   | 0.044622              | -2.994412   | 0.0053 |
| LIQUID  | -0.145091   | 0.051848              | -2.798403   | 0.0086 |
| CFLOW   | 0.009316    | 0.004335              | 2.148734    | 0.0393 |
| C   | 0.133630    | 0.071008              | 1.881904    | 0.0690 |
| R-squared   | 0.400641    | Mean dependent var    | 0.065331    |        |
| Adjusted R-squared                                | 0.269532    | S.D. dependent var    | 0.071674    |        |
| S.E. of regression                                | 0.061258    | Akaike info criterion | -2.570598   |        |
| Sum squared resid                                 | 0.120080    | Schwarz criterion     | -2.232822   |        |
| Log likelihood                                    | 59.41195    | F-statistic           | 3.055772    |        |
| Durbin-Watson stat                                | 1.917981    | Prob(F-statistic)     | 0.014026    |        |

| Dependent Variable: OPCH<br>Method: Least Squares |             |                       |             |        |
|---|-------------|-----------------------|-------------|--------|
| Variable  | Coefficient | Std. Error            | t-Statistic | Prob.  |
| PDI   | 0.049500    | 0.034796              | 1.422591    | 0.1645 |
| UAI   | 0.020739    | 0.022895              | 0.905828    | 0.3718 |
| IDV   | -0.082588   | 0.158926              | -0.519661   | 0.6069 |
| MAS   | -0.066283   | 0.171629              | -0.386199   | 0.7019 |
| LEVERAGE  | -0.181390   | 0.064368              | -2.818013   | 0.0082 |
| LIQUID  | -0.195840   | 0.074791              | -2.618489   | 0.0134 |
| CFLOW   | 0.012637    | 0.006254              | 2.020557    | 0.0518 |
| C   | 0.167065    | 0.102430              | 1.631015    | 0.1127 |
| R-squared   | 0.380410    | Mean dependent var    | 0.077435    |        |
| Adjusted R-squared                                | 0.244874    | S.D. dependent var    | 0.101689    |        |
| S.E. of regression                                | 0.088365    | Akaike info criterion | -1.837819   |        |
| Sum squared resid                                 | 0.249869    | Schwarz criterion     | -1.500044   |        |
| Log likelihood                                    | 44.75639    | F-statistic           | 2.806718    |        |
| Durbin-Watson stat                                | 1.954027    | Prob(F-statistic)     | 0.021376    |        |

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<sup>1</sup> Chang & Noorbakhsh<sup>2</sup> Hofstede<sup>3</sup> Ferreira<sup>4</sup> Vilela<sup>5</sup> De Mooij<sup>6</sup> Bazaz<sup>7</sup> Parameswaran<sup>8</sup> Long-term Orientation<sup>9</sup> Chui, Lloyd & Kwok<sup>10</sup> Dittmar, Mahrt-Smith & Servaes<sup>11</sup> Stulz & Williamson<sup>12</sup> Dittmar & Mahrt-Smith<sup>13</sup> Pinkowitz, Stulz & Williamson<sup>14</sup> Trade off<sup>15</sup> Kalcheva & Lins<sup>16</sup> Kwok & Tadesse<sup>17</sup> Bank-Based<sup>18</sup> Market-Based<sup>19</sup> Newman & Nollen<sup>20</sup> Schuler & Rogovsky<sup>21</sup> Ramirez & Tadesse<sup>22</sup> Indulgence V.S. Restraint<sup>23</sup> Minkov<sup>24</sup> Monumentalism V.S. Self-Effacement<sup>25</sup> AHP