



# Culture Dimension

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- 1) Schwartz cultural dimensions
- 2) GLOBE Taxonomy on Culture
- 3) Cultural values and dimensions and implications at the Malaysian workplace
  - 1) Understanding one's own culture

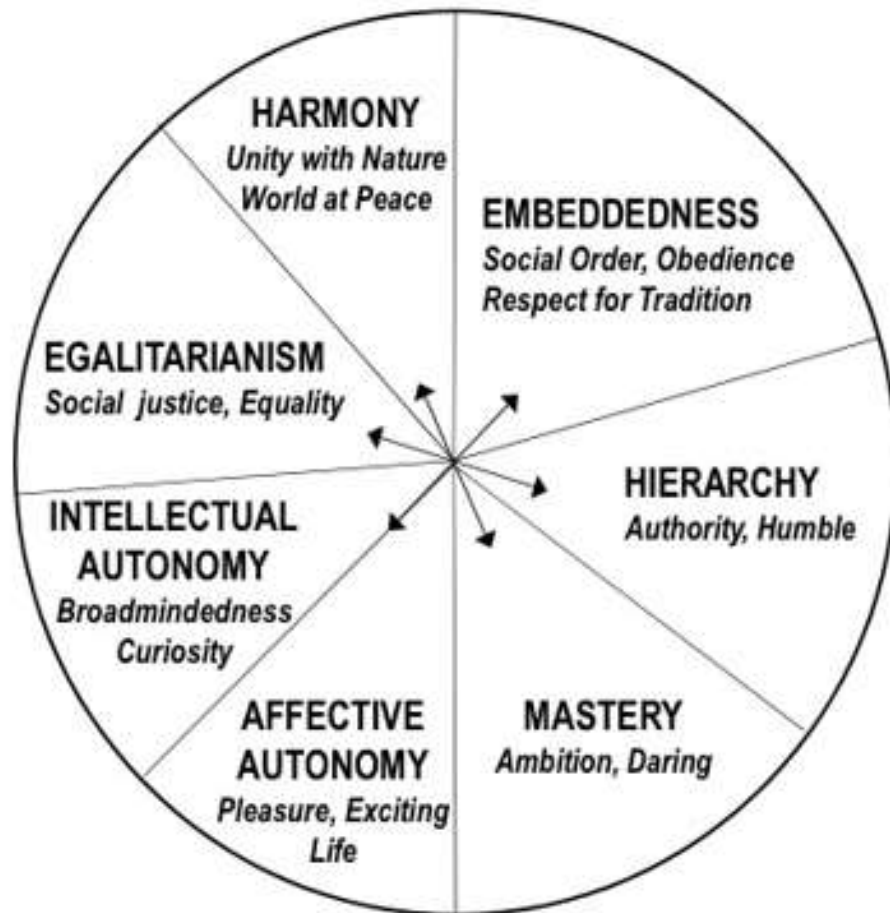


# Schwartz cultural dimensions

- Shalom Schwartz is a Israeli sociologist whom developed model for cultural values in the '90es.

<b>Embeddedness</b>	Status quo; avoid inclinations of individuals that might disturb the traditional order.
<b>Harmony</b>	Protection of environment, world at peace.
<b>Egalitarian Commitment</b>	Transcendence of selfish interests; helpfulness, social justice, and world at peace; equality.
<b>Intellectual Autonomy</b>	Creativity, curiosity.
<b>Affective Autonomy</b>	Stimulation, excitement.
<b>Mastery</b>	Active efforts to modify one's surroundings and get ahead of other people.
<b>Hierarchy</b>	Legitimacy of hierarchical role and resource allocation.

# Schwartz's Model



## Climate & Culture



# Embeddedness VS Autonomy

- In **embeddedness** high value is placed on preserving the status quo. Individual avoid actions/attitudes that might undermine order of things.
- Important values are social order, respect for tradition, security, obedience and wisdom.
- While **autonomy** societies individuals are viewed as autonomous. Societies cultivate and express their own preferences, feelings and ideas.
- Autonomy is further broken down into two categories:
  - *intellectual autonomy* which refers to the independent pursuit of ideas ,intellectual directions and rights;
  - *affective autonomy* which refers to the independent pursuit of affectively positive experiences such as varied life, pleasure and enjoyment of life.

# Hierarchy VS Egalitarianism



- In **hierarchical** societies organized hierarchically and individuals within those societies are socialized to comply with the roles assigned to them.
- Modesty and self-control are values associated with hierarchy.
- In **egalitarian** societies individuals are seen equals and everyone shares the same basic interests as human beings.
- Valued associated with egalitarian societies include social justice and caring for the weaker members of the society and voluntary cooperation in the pursuit of well-being for others within the society.

# Mastery VS Harmony



- **Mastery** refers value succeeding and getting, proactively seek to master, direct and change the natural and social world to advance their personal interests and the interests of the groups to which they belong.
- Specific values associated with mastery include independence, fearlessness and daring, ambition and hard work, drive for success and competence.
- **Harmony** refers to the situation where individuals are content to accept and fit into the natural social world rather than change, direct or exploit it.
- Important values in societies where harmony is valued include world at peace, unity with nature and protecting the environment.





## 9 Dimension

# GLOBE Taxonomy on Culture

by Robert J. House

- Power Distance
- Assertiveness
- Uncertainty Avoidance
- Performance Orientation
- Institutional Collectivism
- Future Orientation
- Gender Egalitarianism
- Human Orientation
- In-group Collectivism

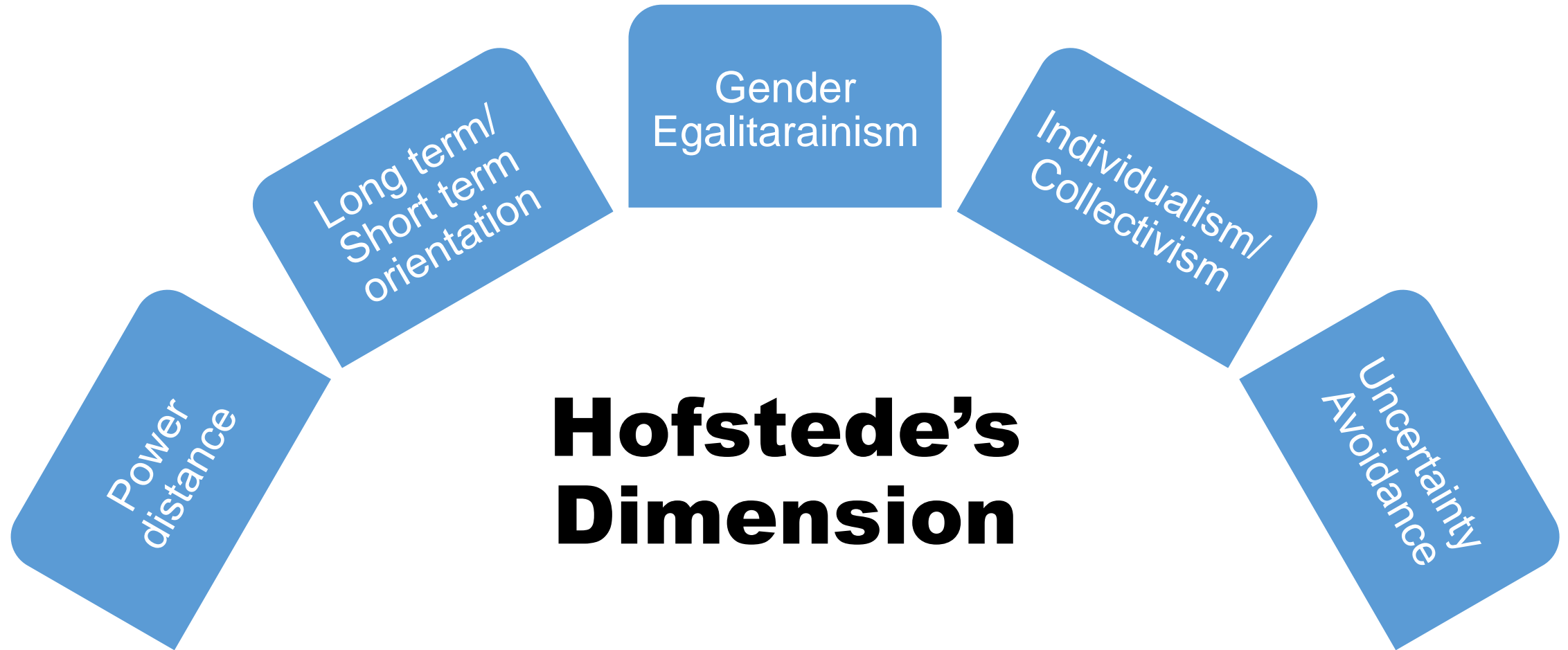




# What is GLOBE stands for?



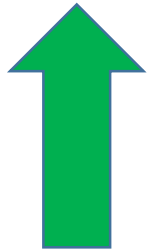
- By Robert J. House
- 61 taxonomies, among 20,000 middle managers
- Culture practices (as is)
- Culture values (should be)



**Take a break – video performance**

## In-group Collectivism

- Individuals are exclusively loyal to their institutions or families.



**Closely tied with their in-group.**



**The independence and autonomy of individual is an overriding feature.**

## Institutional Collectivism

- Institutions encourage collective action and distribution of resources.



**What is the best for the group.**



**What is good for individual, with little regard for the group.**

# Assertiveness

- The degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.



**Dominance  
and  
Forcefulness**

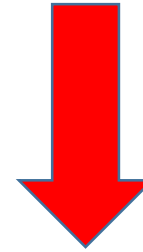


**Nurturance and  
Social Support**

# Performance Orientation



- Rewards and encouragements are given for performance improvement and excellence.
- Who they are (“correct” family background, age, gender, birth order)
- What are their personal achievement?(education, physical strength, occupation



**Status is based on who you are.**



**Status is based on what a person has accomplished.**

# Human Orientation

- Individuals in organizations encourage and reward individuals for being fair, friendly, generous, caring and kind to others.



**Value expression of  
kindness, generosity,  
caring & compassion.**



**Value comfort,  
pleasure, satisfaction &  
personal enjoyment.**



# Cultural values and dimensions and implications at the Malaysian workplace



# Inland Revenue Board of Malaysia Corporate Values



Leader in Tax Administration



To provide taxation services with quality and integrity towards promoting voluntary compliance



To create and implement a fair and effective tax management system



# **Bahawa Kami Pegawai Lembaga Hasil Dalam Negeri Malaysia Berikrar**

Memartabatkan  
Prinsip Rukun  
Negara

Menjalankan  
Tugas Secara  
Profesional Dan  
Berintegriti

Memberikan  
Perkhidmatan  
Terbaik Kepada  
Pelanggan

Memastikan  
Pematuhan  
Cukai Secara  
Sukarela

Meningkatkan  
Imej Lembaga  
Hasil Dalam  
Negeri Malaysia



# CULTURAL DIMENSIONS

## Universalism

- Responsible for the administration of direct taxes law
- Rules come before relationships

## Institutional collectivism

- High sense of belonging
- Committed to achieve organization's goals

## Power distance

- High
- "Respect the chair"



- Top Glove Corporation Berhad – rubber glove manufacturer and operates 25 manufacturing facilities in Malaysia, Thailand, China and marketing offices in Malaysia United States and Germany.

### **Vision**

Strive to be the world leading manufacturer with excellent quality glove products, services that enrich and protect human lives.

- **Corporate values** are
  - global customer satisfaction;
  - do it right first time and every time;
  - integrity & total commitment;
  - excellent in quality & competitiveness;
  - environmental friendly and social responsibility

# Hofstede's Dimension



## High Power Distance

- Different BMI policy between Malaysia and Germany or USA office



## Femininity

- Encourage to hire female staffs i.e. there 90% of female staffs in Marketing Department



## High Uncertainty Avoidance

- Complex procedures and rules when implementing the new system or decision making



## Short term Orientation

- Focus on present and care more on immediate result



# Understanding one's own culture



- Fish in the glass bowl
- Awareness of our own culture – universal tendency to think what other people thinking and doing.
- Know your own cultural values
- Learn from observation and interaction





