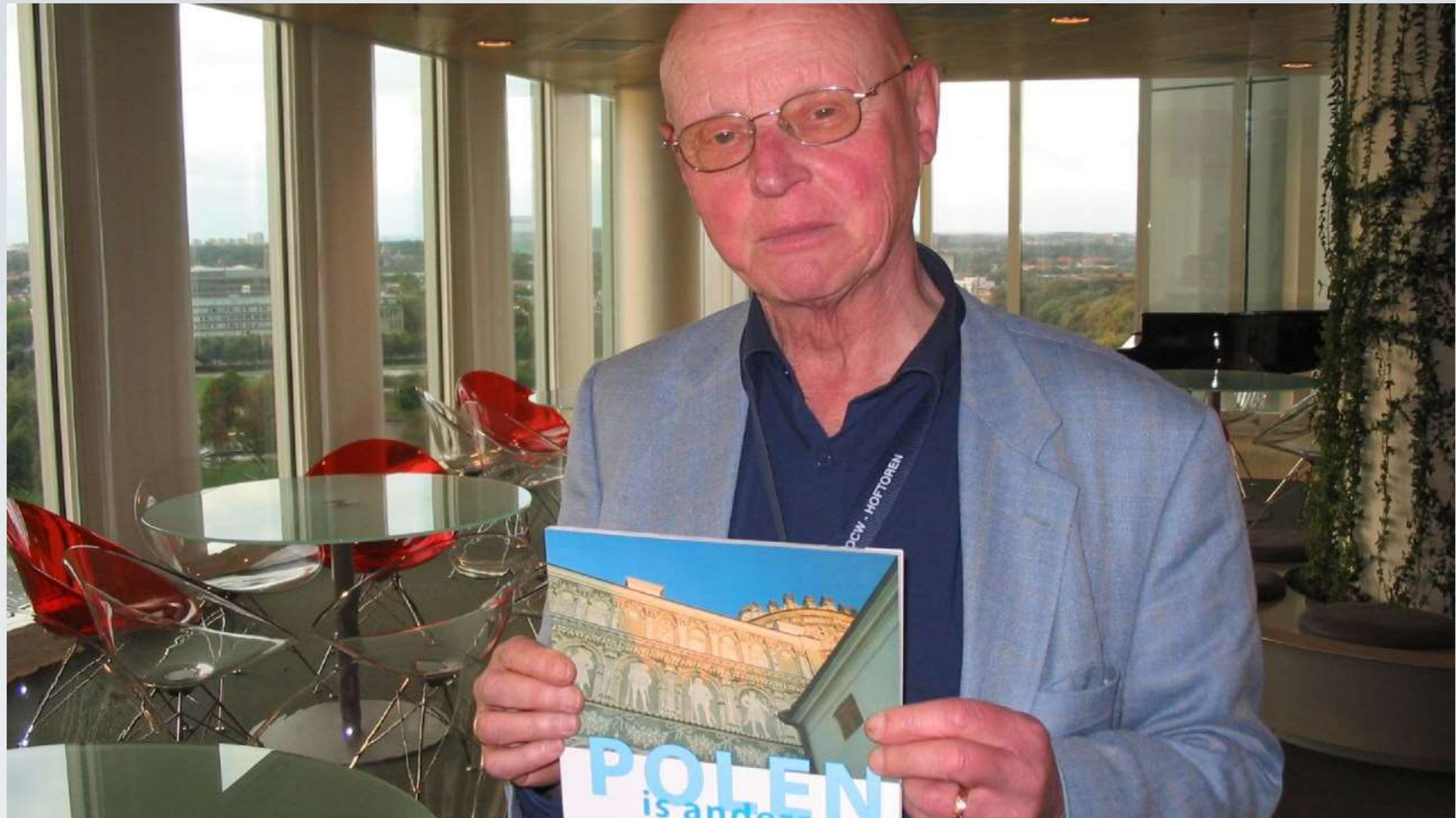


HOFSTEDE'S CULTURAL DIMENSIONS

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GEERT HOFSTEDE

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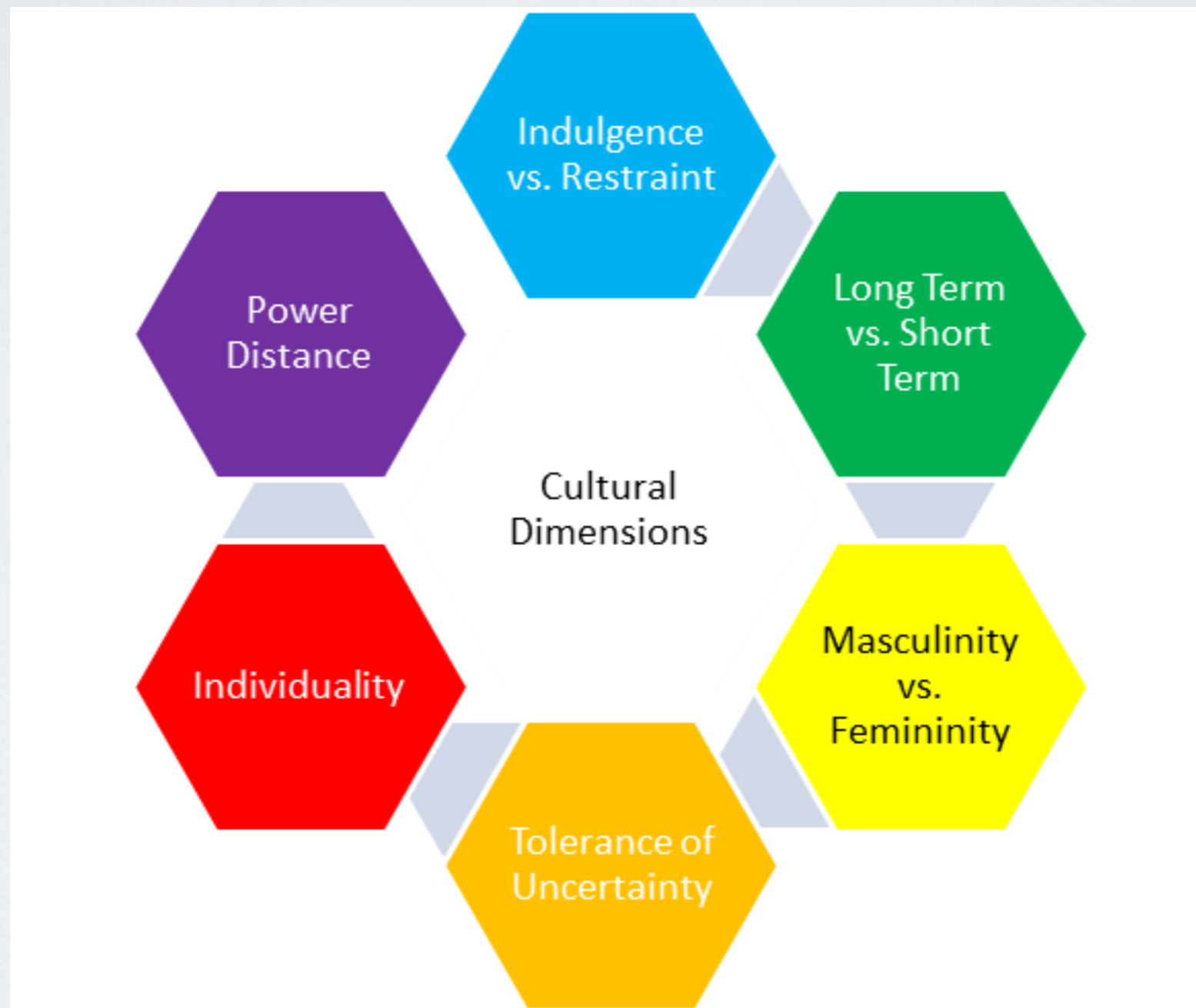
Internship in 1947 which included a trip to Indonesia

British girl, experienced culture shock for the first time in England

Joined IBM in 1965

PhD in social psychology cum laude in 1967 from the University of Groningen (Netherlands)

6 CULTURAL DIMENSIONS



MASCULINE/FEMININE (MAS)

- What motivates people: wanting to be the best (masculine) or liking what you do (feminine).
 - High Score on MAS falls on the Masculinity side of this dimension. Represents a preference in society for achievement, heroism, assertiveness and material reward for success. Society at large is more competitive.
 - Femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented.

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Uncertainty avoidance (UAI)

- How a country or society handles the fact that the future or situations can be unpredictable or unclear: should we try to control the future or just let it happen?
- The uncertainty avoidance dimension tells the degree in which citizens of a society feel apprehensive or nervous with uncertainty and ambiguity and have created beliefs and institutions to specifically protect against it.
- Countries that possess a strong UAI have strict codes of belief, laws, and behavior and are unaccepting of different behavior and ideas. There is a strong emotional need for rules.
- Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles. More “care-free”; accepts inherent ideas; not threatened by change or different ideas.

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LONG VS. SHORT TERM ORIENTATION (LTO)

Long-term orientation exists when you are focused on the future. You are willing to delay short-term material or social success or even short-term emotional gratification in order to prepare for the future. If you have this cultural perspective, you value persistence, perseverance, saving and being able to adapt.

Short-term orientation exists when you are focused on the present or past and consider them more important than the future. If you have a short-term orientation, you value tradition, the current social hierarchy, and fulfilling your social obligations. You care more about immediate gratification than long-term fulfillment.

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INDULGENCE VS. RESTRAINT (IDV)

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Indulgence stands for a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun. Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms.

INDULGENCE VS RESTRAINT (IDV)

International work place

Freedom of speech in indulgent cultures

Helplessness in restrained cultures

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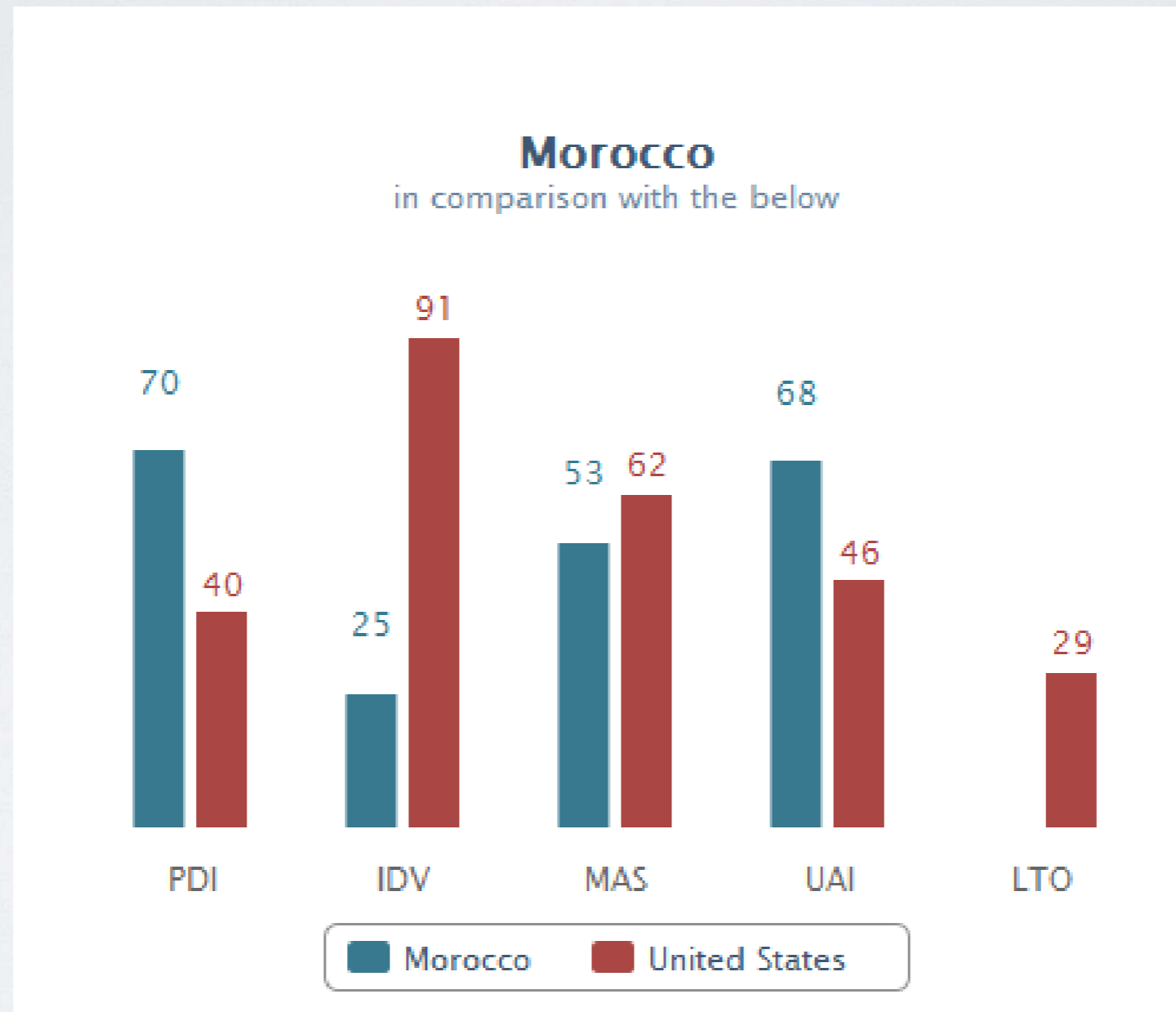
POWER DISTANCE (PDI)

- Degree to which less powerful people accept & expect that power is distributed unequally
- Hierarchical order created in which people have a place or status
- Score of >50 means people are more accepting of a hierarchical order
- Score of <50 seek equalization of power, pursue inequalities
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INDIVIDUALISM VS. COLLECTIVISM (IDV)

- A society's ability to create and rely upon a social framework that supports each respective person
- Score of >50 is a looser social framework
- Score of <50 is a tighter social framework with people looking after each other
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MOROCCO/US



MOROCCO/US CONTINUED

Power Distance: 70 - hierarchical society; people accept the power structure and demand no justification. Inherent inequalities reside in Morocco.

Individualism: 25 – Collectivistic society. Large groups of family, extended family, or extended relationships. Very high sense of loyalty.

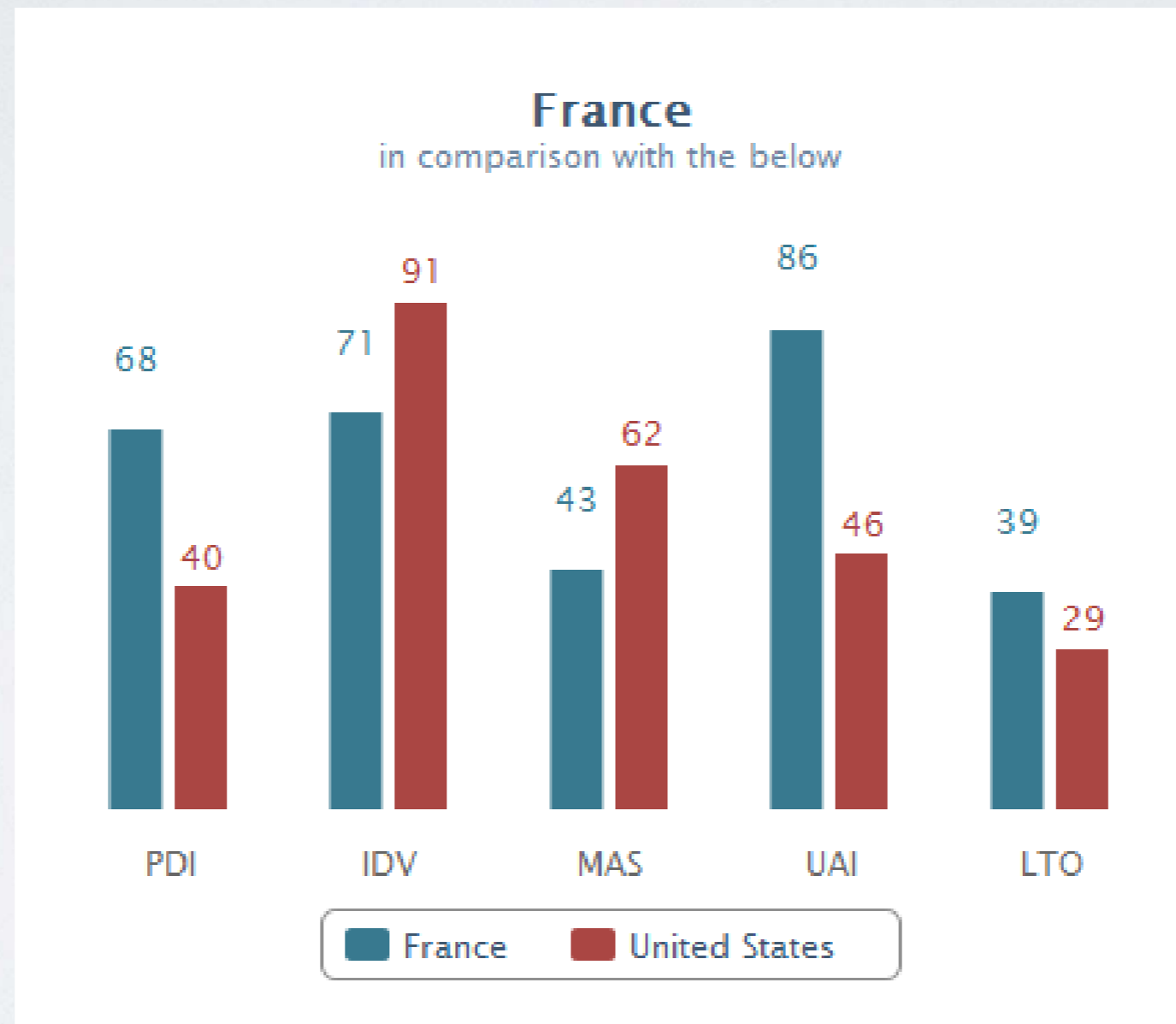
Masculine: 53 – Tends to lead more towards masculinity features. Very male dominated society. Living wills, divorce issues, wives needing permission to work. Vast majority of males do work.

Uncertainty Avoidance: 68 – Morocco has a very high preference for avoiding uncertainty. Strict religious laws but just introduced a democratic government and a constitution. Sharia law.

Long-Term Orientation : N/A – No score for Morocco yet.

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FRANCE/US



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FRANCE/US CONTINUED

Power Distance: 68 – Very formal interactions with managers. Semi-Presidential government but a member of the Socialist party is currently President of France.

Individualism: 71 – Very high – favor individual and private opinions. Worried about immediately family only and do not belong to groups. Autonomy is favored in the work place.

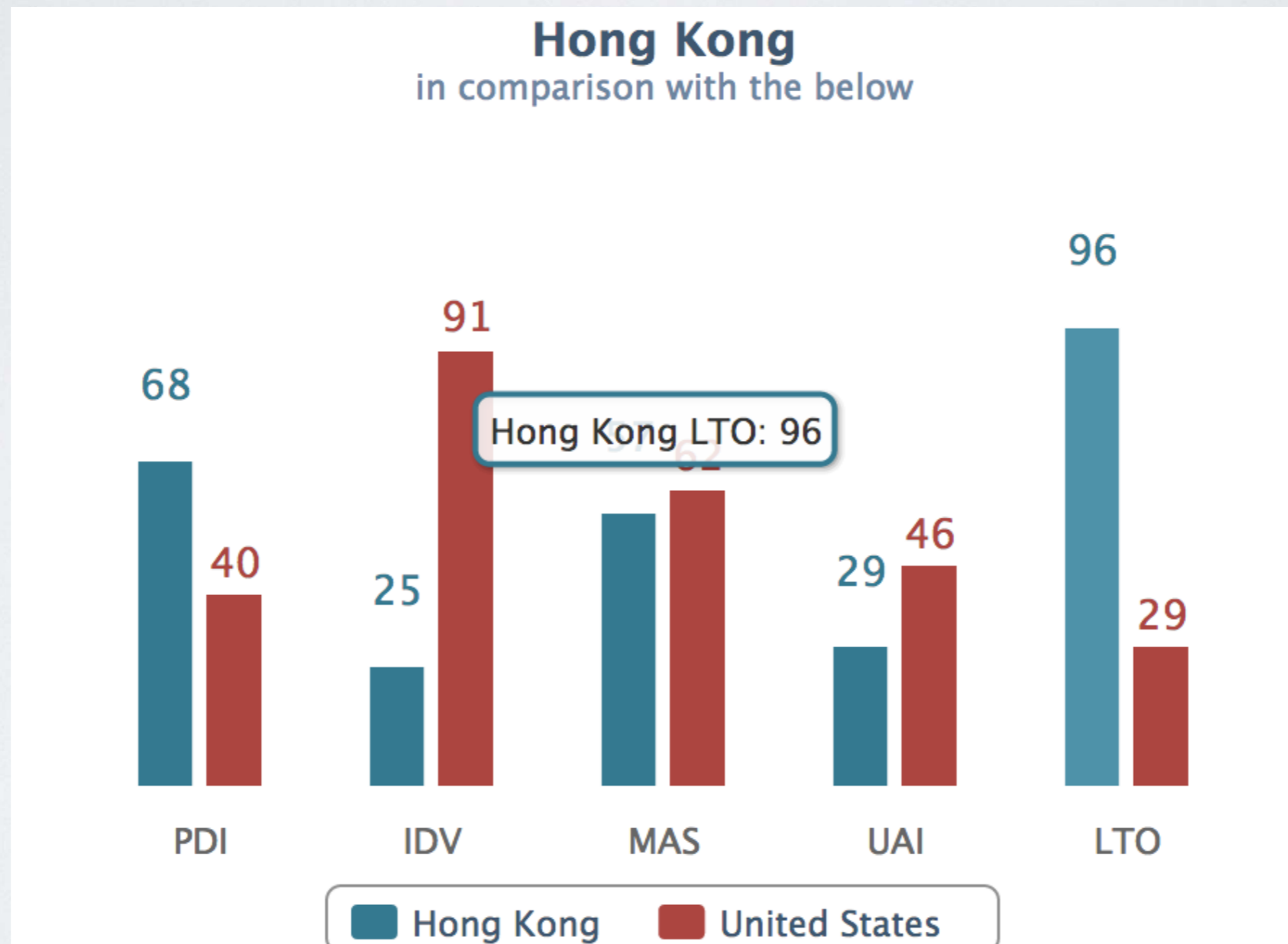
Masculine: 43 – Relatively feminine country. Securite Sociale; only work 35 hours per week; majority get 5 weeks of holiday per year; cares for its quality of life than work. Material signs of success not very visible.

Uncertainty Avoidance: 86 – One of the highest UAI scores out of all countries. Planning is favored. Education and academia world are extremely important. Structured life of school, college, and work.

Long-Term Orientation : 39 – Short-term orientated society. Great respect for their tradition. Focus on quick results in business (Quarterly results). Sensitivity to social trends and more immediate gratification.

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How about Hong Kong with Long-term short-term orientation?



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HONG KONG LONG VS SHORT TERM CONTINUED

With a score of 96 Hong Kong is a highly long term oriented society in which persistence and perseverance are normal. Relationships are ordered by status and the order is observed. People are thrifty and sparing with resources and investment tends to be in long term projects such as real estate. Traditions can be adapted to suit new conditions.

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HONG KONG LONG VS SHORT TERM CONTINUED

The long term orientation dimension is closely related to the teachings of Confucius and can be interpreted as dealing with society's search for virtue, *the extent to which a society shows a pragmatic future-oriented perspective rather than a conventional historical short-term point of view.*

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WHY IS THIS IMPORTANT?

Knowing about a person's cultural time orientation - whether they're short-term orientated or long-term orientated - is crucial information in management and in negotiations because it plays a large factor in motivation. Organizations and managers who know the time orientation of their employees will be able to fashion appropriate motivating incentives that align with their orientations, such as a bonus - a short-term incentive - or an additional contribution to an employee's retirement fund, which is a long-term orientated incentive. Cultural time orientation is also a crucial bit of information in cross-cultural negotiations as illustrated in the example below.

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SUMMARY

Long-term orientation versus short-term orientation is one of five cultural dimensions identified by Geert Hofstede. Cultures demonstrating a long-term orientation emphasize preparation for the future, while cultures demonstrating a short-term orientation are more concerned with short-term gratification. Understanding a culture's time orientation will help organizations, managers and negotiators effectively understand the incentives and motivations of people and organizations.

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HONG KONG

INDULGENT/RESTRAINT

Indulgent/Restraint

In a place like Hong Kong with a high restraint, you can expect for employees not to voice their opinions and not give feedback.

Another interesting facet to this dimension is around attitudes to customer service. In indulgent cultures such as in the USA the expectation is that customer service representatives visibly demonstrate their 'happiness' with a smile and friendly demeanor. However, in Hong Kong you may not see this, this might be deemed as inappropriate and unnatural.

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HONG KONG POWER DISTANCE

Power distance

This dimension deals with the fact that all individuals in societies are not equal – it expresses the attitude of the culture towards these inequalities amongst us.

Power distance is defined as *the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally.*

At 68 Hong Kong has a high score on PDI – i.e. a society that believes that inequalities amongst people are acceptable. The subordinate-superior relationship tends to be polarized and there is no defense against power abuse by superiors. Individuals are influenced by formal authority and sanctions and are in general optimistic about people's capacity for leadership and initiative.

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HONG KONG INDIVIDUALISM

At a score of 25 Hong Kong is a collectivist culture where people act in the interests of the group and not necessarily of themselves. In-group considerations affect hiring and promotions with closer in-groups (such as family) are getting preferential treatment. Whereas relationships with colleagues are cooperative for in-groups they are cold or even hostile to out-groups. Personal relationships prevail over task and company. Communication is indirect and the harmony of the group has to be maintained, open conflicts are avoided.

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HONG KONG MASCULINITY

At 57 Hong Kong is a somewhat masculine society –success oriented and driven. The need to ensure success can be exemplified by the fact that many will spend many hours at work. Service people (such as hairdressers) will provide services until very late at night. Another example is that students care very much about their exam scores and ranking as this is the main criteria to achieve success or not.

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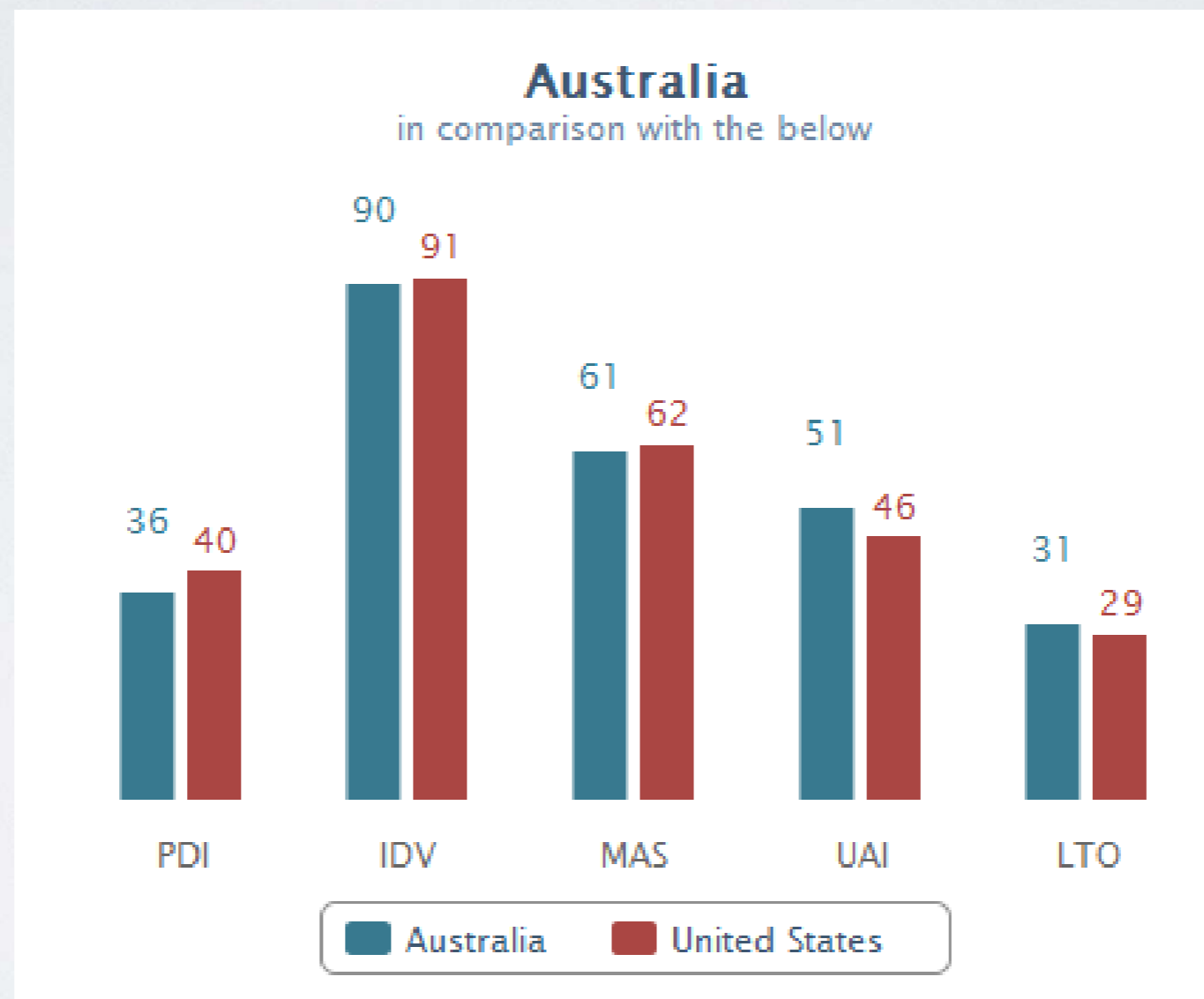
HONG KONG

UNCERTAINTY AVOIDANCE


The dimension Uncertainty Avoidance has to do with the way that a society deals with the fact that the future can never be known: should we try to control the future or just let it happen?

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AUSTRALIA/US



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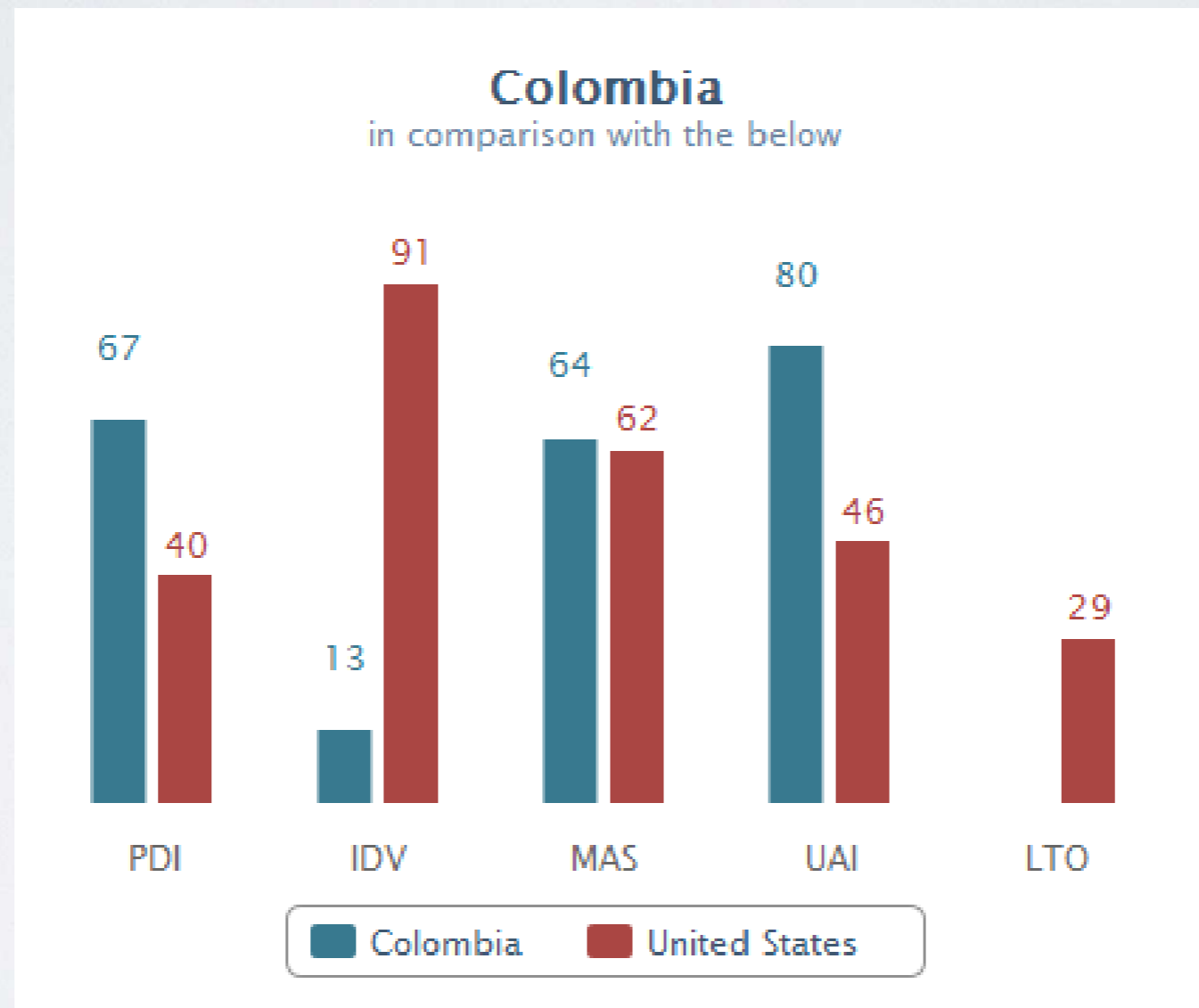
- <https://www.youtube.com/watch?v=5RuoXH2fB>

COLOMBIA BOURDAIN



- <https://www.youtube.com/watch?v=t92RzINw90>

COLOMBIA/US



- <http://geert-hofstede.com/index.php>