



HOFSTEDE'S CULTURAL DIMENSIONS

International Human
Resource Management
2015

ALL SLIDES IN PRESENTATION
TRULY BASED ON
“**GEERT HOFSTED**E” LECTURES
AVAILABLE ON YOUTUBE

[HTTPS://WWW.YOUTUBE.COM/CHANNEL/UCC5EETQFF3LBJ7KZRTXGTFG](https://www.youtube.com/channel/UCC5EETQFF3LBJ7KZRTXGTFG)

CULTURE



Culture as “the collective programming of the mind distinguishing the members of one group or category of people from others”.

The six dimensions of national culture are based on extensive research done by Professor Geert Hofstede, Gert Jan Hofstede, Michael Minkov and their research teams.

- i. Power Distance Index (PDI)
 - ii. Individualism Vs. Collectivism (IDV)
 - iii. Masculinity Vs. Femininity (MAS)
 - iv. Uncertainty Avoidance Index (UAI)
 - v. Long Term Orientation Vs. Short Term Normative Orientation (LTO)
 - vi. Indulgence Vs. Restraint (IND)
- } Latest

POWER DISTANCE INDEX (PDI)



This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people.

In societies with **high Power Distance** accept a hierarchical order in which everybody has a place and which needs no further justification.

In societies with **low Power Distance**, people strive to equalize the distribution of power and demand justification for inequalities of power.



COMPARISON

High Power Distance

Inequality is considered normal part of society.

Autocratic leadership.

Decide what is good & evil depending on who has power.

Child learn respect.

Societies prefer centralization.

Subordinates do as they told.

Subordinates are blamed for mistakes.

More income inequality.

Mostly lower class people.

Low Power Distance

Inequality is considered wrong & it should be reduced if possible.

Democratic leadership.

Everyone (Top or Bottom) under the same rules of law.

Child learn independence.

Societies prefer decentralization.

Subordinates expect to be consulted.

System is blamed for mistakes.

Less income inequality.

Mostly middle class people

INDIVIDUALISM VS. COLLECTIVISM (IDV)

Individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families.

Its opposite, **collectivism**, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty.



COMPARISON

Individualism

“I” identity.

Classified as individuals by their own particular characteristics.

Task comes first.

Low context communication.

Self-actualization is ultimate goal.

Wealthier countries tend to be more individualistic.

More press freedom.

Higher divorce rates.

Faster pace of life.

Collectivism

“We” identity.

Classified as in-group or out group.

Relationship comes first.

High context communication.

Harmony in society is ultimate goal.

Poorer countries tend to be more collectivist.

Less press freedom.

Lower divorce rates

Slower pace of life.

MASCULINITY VS. FEMININITY

(MAS) (NOT SAME AS MALE & FEMALE)

The **Masculinity** side of this dimension represents a preference in society for achievement, heroism, assertiveness and material rewards for success.

In Masculine cultures, difference between gender roles are more rigid.

Its opposite, **Femininity**, stands for a preference for cooperation, modesty, caring for the weak and quality of life.

In Feminine cultures, difference between gender roles are less rigid.



COMPARISON

Masculinity

Tough, logical, aggressive, worldly and cruel.

People dizzy in the weak.

Girls cry but boys should not cry and boys fight but girls should not fight.

Sex is only concerned as man is a subject and woman is a object.

More illiteracy.

Many people live below poverty level.

Less aid consumption on poor.

Poverty is blamed on laziness.

Only men shop in market.

Salary is more important.

Tend to shorter vacations.

Femininity

Gentle, emotional, calm, home-oriented and kind.

Have sympathy for the weak.

Both boys and girls may cry but neither should fight.

Sex is concerned as a way for couple to make healthy relationship.

Less illiteracy.

Many people live above poverty level.

More aid consumption on poor.

Poverty is blamed on bad luck.

Both men and women shop in market.

Leisure is more important.

Tend to longer vacations.

UNCERTAINTY AVOIDANCE INDEX (UAI) (NOT SAME AS RISK AVOIDANCE)

The Uncertainty Avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity.

Countries exhibiting **Strong UAI** maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas.

Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles.



COMPARISON

Strong UAI (Uncertainty avoidance)

More stress and anxiety.

Feeling what is different is dangerous.

Need rules even if they are impractical or never practiced.

Believe in formalization.

Adopted innovations rather slowly or carefully.

People tend to stay in the same job as long as they can to avoid uncertainty.

Afraid of people who look or behave different or come from elsewhere.

People drive faster & more alcoholism

People always carry identity card.

Wealthy countries tend to be perceive more corrupt.

Cleanliness & purity are more important in marketing.

Weak UAI (Uncertainty acceptance)

Less stress and anxiety.

Feeling what is different is curious.

Don't like rules or need fewer rules and may sometimes broke in case of necessity.

Believe in deregulation.

Taken less time to adopt.

People can easily change jobs.

More tolerance towards people who are different.

People drive slower & less alcoholism

Carry identity card is optional.

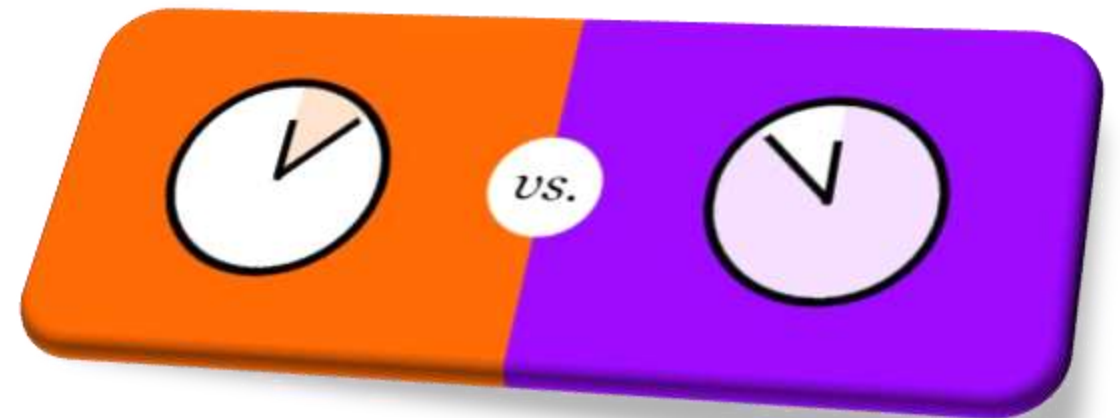
Wealthy countries tend to be perceive less corrupt.

Attracting consumers by convenience or easy products is more important in marketing.

LONG TERM ORIENTATION VS. SHORT TERM NORMATIVE ORIENTATION (LTO)

Those with a culture which scores high (**Long Term Orientation**), on the other hand, take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future.

Societies who score low on this dimension (**Short Term Normative Orientation**), for example, prefer to maintain time-honoured traditions and norms while viewing societal change with suspicion.



COMPARISON

Long Term Orientation

Perseverance in achieving results.

What is good and evil depends upon the circumstances.

Learn from other countries.

Traditions can be changed.

Important for resolving problem is common sense and certainly choosing the middle way.

Larger savings quote & funds available for investment.

Prefer family business and real estates.

Fast economically development of poor countries.

Short Term Orientation

Focus on achieving quick results.

What is good and evil depends upon the universal guidelines.

Proud to have our own country.

Traditions are sacrosanct.

Important for resolving problem is fundamentalism (could be religious but also ideological/political fundamentalism)

Smaller savings quote & funds available for investment.

Prefer shares and mutual funds.

Slow or no economically development of poor countries.

INDULGENCE VS. RESTRAINT (IND)

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.



COMPARISON

Indulgence

More healthier & happier.

Societies have leisure ethic.

Optimistic.

Extroverted societies.
(Prefer to being social)

Participate actively in sports.

Less moral disciplines.

Higher crime rates but smaller police forces.

Higher birth rates (in educated population).

More obese(fat) people (in wealthier countries).

Restraint

Less healthier & happier.

Societies have work ethic.

Pessimistic.

Introverted societies.
(Prefer to being alone)

Less active participation in sports.

Strict moral disciplines.

Lower crime rates but larger police forces.

Lower birth rates (in educated population).

Less obese(fat) people (in wealthier countries).

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