HOFSTEDE’S CULTURAL DIMENSIONS

Alie Louie
Overview:

1) About the theorist
2) Overview of the theory
3) Key Concepts
4) Communication case
5) Case Analysis
6) Conclusion
About the Theorist:

➢ Geert Hofstede
➢ Dutch social psychologist
➢ PhD in organizational behavior
➢ Worked for IBM
➢ Most known for his research on cross-cultural groups
➢ Most popular book: Cultures and Organizations
Overview of Theory:

Purpose- to understand variations within and across cultures

- Hofstede gathered data from 100,000 IBM employees
  - Determine the values on which cultures vary
- 6 dimensions
  - Individualism v. Collectivism  Uncertainty Avoidance
  - Power Distance  Masculinity v. Femininity
  - Long-Term v. Short Term  Indulgence v. Restraint
Key Concepts:
Individualism or Collectivism?

- Individual first
- Independence
- Emphasis on negative face
- Reward personal achievements
- Value uniqueness

- Group needs & goals come first
- Obligation to the group
- Self isn’t distinct from others
- Focus on cooperation rather than competition
Uncertainty Avoidance

➔ How comfortable a culture is with uncertainty
➔ Extent to which people are made nervous by unstructured situations
<table>
<thead>
<tr>
<th>Characteristic features</th>
<th>Low Uncertainty Avoidance</th>
<th>High Uncertainty Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Flexibility, more willing to take conscious risks</td>
<td>Need to avoid failure</td>
</tr>
<tr>
<td></td>
<td>Conflicts accepted, more tolerance</td>
<td>Need for agreement, intolerance of diverting opinions</td>
</tr>
<tr>
<td></td>
<td>Less laws and rules, if rules cannot be kept they should be changed</td>
<td>More laws and rules, if rules cannot be kept we do wrong</td>
</tr>
<tr>
<td></td>
<td>Strong belief in generalists and common sense</td>
<td>Strong belief in experts and knowledge</td>
</tr>
<tr>
<td></td>
<td>Managers more interpersonally oriented</td>
<td>Managers more task-oriented</td>
</tr>
<tr>
<td></td>
<td>Relaxed, lower stress</td>
<td>Anxiety, high stress</td>
</tr>
<tr>
<td></td>
<td>Emotions not shown</td>
<td>Showing emotions accepted</td>
</tr>
<tr>
<td>Example of countries</td>
<td>Denmark, Hong Kong, Jamaica, Singapore, Sweden</td>
<td>Belgium, Greece, Guatemala, Portugal, Uruguay</td>
</tr>
</tbody>
</table>
Power Distance

The extent to which people with little power consider inequity normal

High Power Distance
- power differences are natural
- great centralization of power
- status and rank matter

Low Power Distance
- value less power differences
- no “superiority” in workplace
Relationship between biological sex and what is considered sex-appropriate behavior

<table>
<thead>
<tr>
<th>Masculinity</th>
<th>Femininity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social gender roles are defined</td>
<td>Social gender roles overlap</td>
</tr>
<tr>
<td>Men are assertive &amp; tough</td>
<td>Men and women are both modest &amp; concerned with quality of life</td>
</tr>
<tr>
<td>Women are modest &amp; concerned with quality of life</td>
<td>Little difference between genders</td>
</tr>
<tr>
<td>High difference between the genders</td>
<td></td>
</tr>
</tbody>
</table>

https://extraessay.top/?sub_id=3fq0fngus4dd7desk3c
Long Term v. Short Term Orientation

➔ Inspired by Confucian thinking
➔ Focused towards the future or present

<table>
<thead>
<tr>
<th>Long Term</th>
<th>Short Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>- savings</td>
<td>- want immediate gratification</td>
</tr>
<tr>
<td>- perseverance</td>
<td>- prefer quick results</td>
</tr>
<tr>
<td>- strong work ethic</td>
<td>- not as willing to sacrifice</td>
</tr>
</tbody>
</table>
Indulgence v. Restraint

➔ Most recent addition in 2010
➔ Societies that act freely and live to just live life
➔ Societies that suppress gratification needs and have strict social norms
Offred is a Handmaid in the Republic of Gilead, a totalitarian state that has replaced the United States. Low reproduction rates has called for the need of these Handmaids. They are assigned to bear children for elite couples that have trouble conceiving.
Case Analysis:

➔ Aunt Lydia is in control of the women
➔ Collectivist society
➔ High power distance index
➔ High context communication used
  ◆ Focus on cooperation
Conclusion:

➔ Cultures vary in many ways!
➔ Cultural awareness
➔ Values have a great impact on behavior & communication
References


