

# G. HOFSTEDE

Cultures and Organizations: Software of the Mind McGraw-Hill (1997)

Cultures Consequences, Comparing Values, Behaviors, Institutions, and Organizations Across Nations (2<sup>nd</sup> Ed.)  
Sage, Thousand Oaks, Calif. (2001)

# Hofstede

In 2000, the author belonged to the group of the most cited, according to the "SSCI – Social Sciences Citation Index",

which comprises the areas of Anthropology, Economy, Political Science, Psychology, Law, Sociology and Business Science,

covering some 2000 regular scientific publications, mostly in English and from the United States

# CULTURE - Kluckhohn

'Culture consists of patterns, explicit and implicit, of and for behaviour acquired and transmitted by symbols, constituting the distinctive achievements of human groups, including their embodiment in artifacts;

the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values;

culture systems may, on the one hand, be considered as products of action, on the other, as conditional elements of future action.'

Kroeber & Kluckhohn 1952: 181;

# Culture - Hoecklin

## What culture is:

- a shared system of meanings
- relative. There is no cultural absolute.
  - learned
  - about groups

## What culture is not:

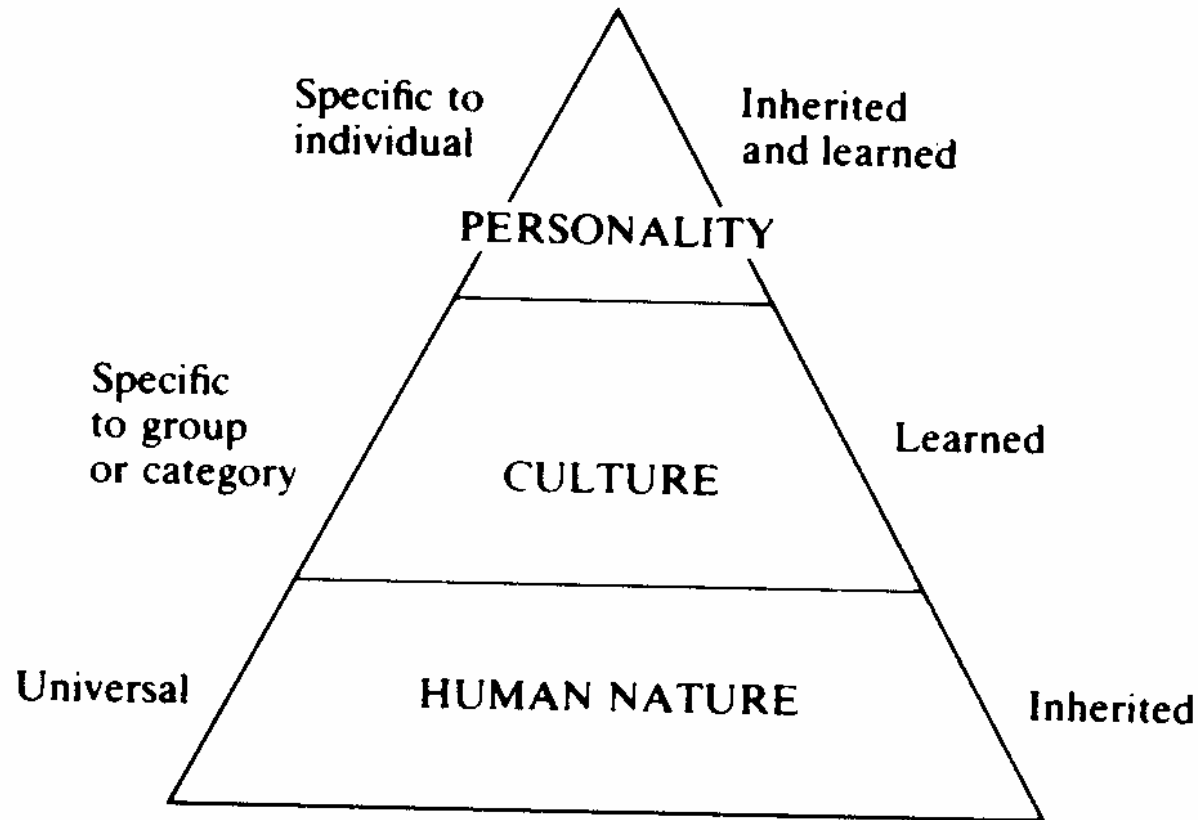
- right or wrong
- inherited
- about individual behaviour

**(Source: Lisa Hoecklin: Managing Cultural Differences)**

# **CULTURE - Hofstede**

**It is the collective programming of the mind which distinguishes the members of one group or category of people from another.**

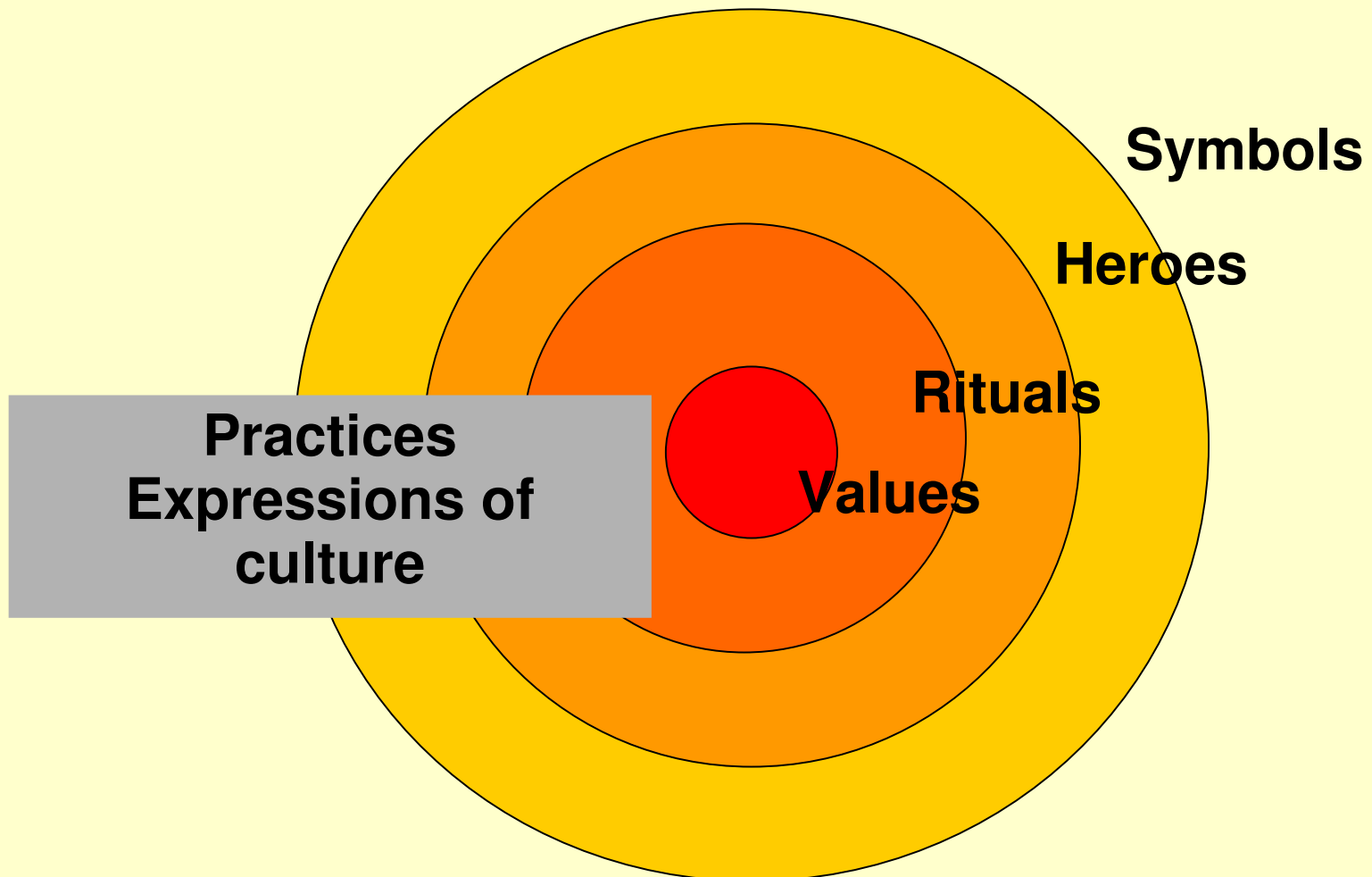
# Human Mental Programming: Levels



Three levels of uniqueness in human mental programming

# Culture as an onion – Hofstede

Manifestations of culture at different levels of depth



# Layers of culture

- a *national level*
- a *regional* and/or *ethnic* and/or *religious* and/or *linguistic affiliation level*
- a *gender level*
- a *generation level*
- a *social class level*
- for those who are employed, an *organizational or corporate level*



# Hofstede's Research

Hofstede used information gathered from two large “surveys” he was involved in and conducted during 1967-69 and 1971-73 with members of IBM subsidiaries in 72 countries (with 20 languages). From these surveys a total of 116,000 individual answers were obtained covering more than 30 topics.

In the first phase , results were obtained on the basis of information gathered in 40 countries<sup>[1]</sup>, later this number was increased to 50 countries and three regions.

From the individual responses to each question average values were obtained for each country and these typical values were subjected to a factorial analysis resulting in four dimensions.

<sup>[1]</sup> Countries with more than 50 individual responses.

# Social anthropology

... all societies, modern or traditional, face the same basic problems; only the answers differ

...

1. Relation to authority
2. Conception of self, in particular:
  - a. the relationship between individual and society, and
  - b. the individual's concept of masculinity and femininity
3. Ways of dealing with conflicts, including the control of aggression and the expression of feelings.

# DIMENSIONS OF NATIONAL CULTURES

## HOFSTEDE

- **power distance** (from small to large ),
- **collectivism versus individualism**,
- **femininity versus masculinity**, and
- **uncertainty avoidance** (from weak to strong).
- More recently, a fifth dimension of differences among national cultures was identified, opposing a **long-term orientation** in life to a short-term orientation

# POWER DISTANCE

can be defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.

# Power distance index (*PDI*) values

<b>Country or region</b>	<b><i>PDI</i> score</b>		<b>Country or region</b>	<b><i>PDI</i> score</b>		<b>Country or region</b>	<b><i>PDI</i> score</b>
Malaysia	104		Turkey	66		Jamaica	45
Guatemala	95		Belgium	65		USA	40
Panama	95		East Africa	64		Canada	39
Philippines	94		Peru	64		Netherlands	38
Mexico	81		Thailand	64		Australia	36
Venezuela	81		Chile	63		Costa Rica	35
Arab countries	80		Portugal	63		Germany	35
Equador	78		Uruguay	61		Great Britain	35
Indonesia	78		Greece	60		Switzerland	34
India	77		South Korea	60		Finland	33
West Africa	77		Iran	58		Norway	31
Yugoslavia	76		Taiwan	58		Sweden	31
Singapore	74		Spain	57		Ireland (Rep)	28
Brazil	69		Pakistan	55		New Zealand	22
France	68		Japan	54		Denmark	18
Hong Kong	68		Italy	50		Israel	13
Colombia	67		Argentina	49		Austria	11
Salvador	66		South Africa	49			

**Key Differences between small and large power distance societies.  
I: general norm, family, school, and workplace**

	<b>Small power distance</b>	<b>Large power distance</b>
1	Parents treat children as equals	Parents teach children obedience
2	Teachers expect initiatives from students in class	Teachers are expected to take all initiatives in class
3	Teachers are experts who transfer impersonal truths	Teachers are gurus who transfer personal wisdom
4	Students treat teachers as equals	Students treat teachers with respect
5	Hierarchy in organizations means an inequality of roles, established for convenience	Hierarchy in organizations reflects the existential inequality between higher-ups and lower-downs
6	Decentralization is popular	Centralization is popular
7	Narrow salary range between top and bottom of organization	Wide salary range between top and bottom of organization
8	Subordinates expect to be consulted	Subordinates expect to be told what to do
9	The ideal boss is a resourceful democrat	The ideal boss is a benevolent autocrat or good father

## Key Differences between small and large power distance societies. II: politics and ideas

	Small power distance	Large power distance
1	The use of power should be legitimate and is subject to criteria of good and evil	Might prevails over right: whoever holds the power is right and good
2	The middle class is large	The middle class is small
3	Powerful people try to look less powerful than they are	Powerful people try to look as impressive as possible
4	Power is based on formal position, expertise, and ability to give rewards	Power is based on family or friends, charisma, and ability to use force
5	The way to change a political system is by changing the rules (evolution)	The way to change a political system is by changing the people at the top (revolution)
6	The use of violence in domestic politics is rare	Domestic political conflicts frequently lead to violence
7	Political spectrum shows strong center and weak right and left wings	Political spectrum, if allowed to be manifested, shows weak center and strong wings
8	Prevailing religions and philosophical systems stress equality	Prevailing religions and philosophical systems stress hierarchy and stratification
9	Prevailing political ideologies stress and practice power sharing	Prevailing political ideologies stress and practice power struggle

# INDIVIDUALISM

pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family.

Collectivism as its opposite pertains to societies in which people from birth onwards are integrated into strong, cohesive ingroups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty.



# Individualism index (IDV) values

<b>Country or region</b>	<b>IDV score</b>	<b>Country or region</b>	<b>IDV score</b>	<b>Country or region</b>	<b>IDV score</b>
USA	91	Israel	54	Hong Kong	25
Australia	90	Spain	51	Chile	23
Great Britain	89	India	48	West Africa	20
Canada	80	Japan	46	Singapore	20
Netherlands	80	Argentina	46	Thailand	20
New Zealand	79	Iran	41	Salvador	19
Italy	76	Jamaica	39	South Korea	18
Belgium	75	Brazil	38	Taiwan	17
Denmark	74	Arab countries	38	Peru	16
Sweden	71	Turkey	37	Costa Rica	15
France	71	Uruguay	36	Pakistan	14
Ireland (Rep)	70	Greece	35	Indonesia	14
Norway	69	Philippines	32	Colombia	13
Switzerland	68	Mexico	30	Venezuela	12
Germany F.R.	67	East Africa	27	Panama	11
South Africa	65	Yugoslavia	27	Equador	8
Finland	63	Portugal	27	Guatemala	6
Austria	55	Malaysia	26		

## Key differences between collectivist and individualist societies. I: general norm, family, school, and workplace

	Collectivist	Individualist
1	People are born into extended families or other ingroups which continue to protect them in exchange for loyalty	Everyone grows up to look after him/ herself and his/her immediate (nuclear) family only
2	Identity is based in the social network to which one belongs	Identity is based in the individual
3	Children learn to think in terms of 'we'	Children learn to think in terms of 'I'
4	Harmony should always be maintained and direct confrontations avoided	Speaking one's mind is a characteristic of an honest person
5	High-context communication	Low-context communication
6	Purpose of education is learning how to do	Purpose of education is learning how to learn
7	Diplomas provide entry to higher status groups	Diplomas increase economic worth and/or self-respect
8	Relationship employer-employee is perceived in moral terms, like a family link	Relationship employer-employee is a contract supposed to be based on mutual advantage
9	Hiring and promotion decisions take employees' ingroup into account	Hiring and promotion decisions are supposed to be based on skills and rules only
10	Relationship prevails over task	Task prevails over relationship

## Key differences between collectivist and individualist societies. II: politics and ideas

	Collectivist	Individualist
1	Collective interests prevail over individual interests	Individual interests prevail over collective interests
2	Private life is invaded by group(s)	Everyone has a right to privacy
3	Opinions are predetermined by group membership	Everyone is expected to have a private opinion
4	Laws and rights differ by group	Laws and rights are supposed to be the same for all
5	Low per capita GNP	High per capita GNP
6	Dominant role of the state in the economic system	Restrained role of the state in the economic system
7	Press controlled by the state	Press freedom
8	Ideologies of equality prevail over ideologies of individual freedom	Ideologies of individual freedom prevail over ideologies of equality
9	Harmony and consensus in society are ultimate goals	Self-actualization by every individual is an ultimate goal

# MASCULINITY

indicates the extent to which the dominant values of a society are "masculine" (e.g., assertive and competitive).

***Masculinity*** pertains to societies in which social gender roles are clearly distinct (i.e., men are supposed to be assertive, tough, and focused on material success whereas women are supposed to be more modest, tender, and concerned with the quality of life).

***Femininity*** pertains to societies in which social gender roles overlap (i.e., both men and women are supposed to be modest, tender, and concerned with the quality of life).

# Masculinity index (MAS) values

<i>Country or region</i>	<i>MAS score</i>	<i>Country or region</i>	<i>MAS score</i>	<i>Country or region</i>	<i>MAS score</i>
Japan	95	Hong Kong	57	Spain	42
Austria	79	Argentina	56	Peru	42
Venezuela	73	India	56	East Africa	41
Italy	70	Belgium	54	Salvador	40
Switzerland	70	Arab countries	53	South Korea	39
Mexico	69	Canada	52	Uruguay	38
Ireland	68	Malaysia	50	Guatemala	37
(Rep of) Jamaica	68	Pakistan	50	Thailand	34
Great Britain	66	Brazil	49	Portugal	31
Germany FR	66	Singapore	48	Chile	28
Philippines	64	Israel	47	Finland	26
Colombia	64	Indonesia	46	Yugoslavia	21
South Africa	63	West Africa	46	Costa Rica	21
Equador	63	Turkey	45	Denmark	16
USA	62	Taiwan	45	Netherlands	14
Australia	61	Panama	44	Norway	8
New Zealand	58	Iran	43	Sweden	5
Greece	57	France	43		

**Key differences between feminine and masculine societies.  
I: general norm, family, school, and workplace (a)**

	<b>Feminine</b>	<b>Masculine</b>
1	Dominant values in society are caring for others and preservation	Dominant values in society are material success and progress
2	People and warm relationships are important	Money and things are important
3	Everybody is supposed to be modest	Men are supposed to be assertive, ambitious, and tough
4	In the family, both fathers and mothers deal with facts and feelings	In the family, fathers deal with facts and mothers with feelings
5	Both boys and girls are allowed to cry but neither should fight	Girls cry, boys don't; boys should fight back when attacked, girls shouldn't fight
6	Sympathy for the weak	Sympathy for the strong

**Key differences between feminine and masculine societies.  
I: general norm, family, school, and workplace (b)**

	<b>Feminine</b>	<b>Masculine</b>
7	Average student is the norm	Best student is the norm
8	Failing in school is a minor accident	Failing in school is a disaster
9	Friendliness in teachers appreciated	Brilliance in teachers appreciated
10	Boys and girls study same subjects	Boys and girls study different subjects
11	Work in order to live	Live in order to work
12	Managers use intuition and strive for consensus	Managers expected to be decisive and assertive
13	Stress on equality, solidarity, and quality of work life	Stress on equity, competition among colleagues, and performance
14	Resolution of conflicts by compromise and negotiation	Resolution of conflicts by fighting them out

## Key differences between feminine and masculine societies.

### II: politics and ideas (a)

	Feminine	Masculine
1	Welfare society ideal	Performance society ideal
2	The needy should be helped	The strong should be supported
3	Permissive society	Corrective society
4	Small and slow are beautiful	Big and fast are beautiful
5	Preservation of the environment should have highest priority	Maintenance of economic growth should have highest priority
6	Government spends relatively large proportion of budget on development assistance to poor countries	Government spends relatively small proportion of budget on development assistance to poor countries



**Key differences between feminine and masculine societies.  
II: politics and ideas (b)**

	<b>Feminine</b>	<b>Masculine</b>
7	Government spends relatively small proportion of budget on armaments	Government spends relatively large proportion of budget on armaments
8	International conflicts should be resolved by negotiation and compromise	International conflicts should be resolved by a show of strength or by fighting
9	A relatively large number of women in elected political positions	A relatively small number of women in elected political positions
10	Dominant religions stress the complementarity of the sexes	Dominant religions stress the male prerogative

# UNCERTAINTY AVOIDANCE

can be defined as *the extent to which the members of a culture feel threatened by uncertain or unknown situations* and try to avoid such situations.

This feeling is, among other things, expressed through nervous stress and in a need for predictability: a need for written and unwritten rules.

# Uncertainty avoidance index (UAI) values

Country or region	UAI score	Country or region	UAI score	Country or region	UAI score
Greece	112	Israel	81	Australia	51
Portugal	104	Colombia	80	Norway	50
Guatemala	101	Venezuela	76	South Africa	49
Uruguay	100	Brazil	76	New Zealand	49
Belgium	94	Italy	75	Indonesia	48
Salvador	94	Pakistan	70	Canada	48
Japan	92	Austria	70	USA	46
Yugoslavia	88	Taiwan	69	Philippines	44
Peru	87	Arab countries	68	India	40
France	86	Equador	67	Malaysia	36
Chile	86	Germany FR	65	Great Britain	35
Spain	86	Thailand	64	Ireland (Republic of)	35
Costa Rica	86	Iran	59	Hong Kong	29
Panama	86	Finland	59	Sweden	29
Argentina	86	Switzerland	58	Denmark	23
Turkey	85	West Africa	54	Jamaica	13
South Korea	85	Netherlands	53	Singapore	8
Mexico	82	East Africa	52		

## Key differences between weak and strong uncertainty avoidance societies. I: general norm, family, school, and workplace (a)

	Weak uncertainty avoidance	Strong uncertainty avoidance
1	Uncertainty is a normal feature of life and each day is accepted as it comes	The uncertainty inherent in life is felt as a continuous threat which must be fought
2	Low stress; subjective feeling of well being	High stress; subjective feeling of anxiety
3	Aggression and emotions should not be shown	Aggression and emotions may at proper times and places be ventilated
4	Comfortable in ambiguous situations and with unfamiliar risks	Acceptance of familiar risks; fear of ambiguous situations and of unfamiliar risks
5	Lenient rules for children on what is dirty and taboo	Tight rules for children on what is dirty and taboo
6	What is different, is curious	What is different, is dangerous
7	Students comfortable with open-ended learning situations and concerned with good discussions	Students comfortable in structured learning situations and concerned with the right answers

**Key differences between feminine and masculine societies.  
I: general norm, family, school, and workplace (b)**

	<b>Weak uncertainty avoidance</b>	<b>Strong uncertainty avoidance</b>
8	Teachers may say 'I don't know'	Teachers supposed to have all the answers
9	There should not be more rules than is strictly necessary	Emotional need for rules, even if these will never work
10	Time is a framework for orientation	Time is money
11	Comfortable feeling when lazy; hard-working only when needed	Emotional need to be busy; inner urge to work hard
12	Precision and punctuality have to be learned	Precision and punctuality come naturally
13	Tolerance of deviant and innovative ideas and behavior	Suppression of deviant ideas and behavior; resistance to innovation
14	Motivation by security and esteem or belongingness	Motivation by security and esteem or belongingness

# UNCERTAINTY

## Key differences between weak and strong uncertainty avoidance societies. II: politics and ideas

	<i>Weak uncertainty avoidance</i>	<i>Strong uncertainty avoidance</i>
1	Few and general laws and rules	Many and precise laws and rules
2	If rules cannot be respected, they should be changed	If rules cannot be respected, we are sinners and should repent
3	Citizen competence versus authorities	Citizen incompetence versus authorities
4	Citizen protest acceptable	Citizen protest should be repressed
5	Citizens positive towards institutions	Citizens negative towards institutions
6	Civil servants positive towards political process	Civil servants negative towards political process
7	Tolerance, moderation	Conservatism, extremism, law and order
8	Positive attitudes towards young people	Negative attitudes towards young people

# UNCERTAINTY

## Key differences between weak and strong uncertainty avoidance societies. II: politics and ideas

	<i>Weak uncertainty avoidance</i>	<i>Strong uncertainty avoidance</i>
9	Regionalism, internationalism, attempts at integration of minorities	Nationalism, xenophobia, repression of minorities
10	Belief in generalists and common sense	Belief in experts and specialization
11	Many nurses, few doctors	Many doctors, few nurses
12	One group's truth should not be imposed on others	There is only one Truth and we have it
13	Human rights: nobody should be persecuted for their beliefs	Religious, political, and ideological fundamentalism and intolerance
14	In philosophy and science, tendency towards relativism and empiricism	In philosophy and science, tendency towards grand theories
15	Scientific opponents can be personal friends	Scientific opponents cannot be personal friends

# Confucian dynamism or 'Long-term orientation'

## **On the pole which could be labeled 'Long-term orientation' :**

Persistence (perseverance )

Ordering relationships by status and observing this order

Thrift

Having a sense of shame

## **On the opposite pole 'Short-term orientation':**

Personal steadiness and stability

Protecting your 'face'

Respect for tradition

Reciprocation of greetings, favors, and gifts



## Index Score Estimates for Countries Not in the IBM Set

Country and Part	Power Distance Index	Uncertainty Avoidance Index	Individualism Index	Masculinity Index	Long-Term Orientation Index
Bangladesh	80	60	20	55	40
Bulgaria	70	85	30	40	
China	80	30	20	66	118
Czechia	57	74	58	57	13
Estonia	40	60	60	30	
Hungary	46	82	80	88	50
Luxembourg	40	70	60	50	
Malta	56	96	59	47	
Morocco	70	68	46	53	
Poland	68	93	60	64	32
Romania	90	90	30	42	
Russia	93	95	39	36	
Slovakia	104	51	52	110	38
Surinam	85	92	47	37	
Trinidad	47	55	16	58	
Vietnam	70	30	20	40	80

# Index Scores by Language Area for Multilingual Countries

<b>Country and Part</b>	<b>Power Distance Index</b>	<b>Uncertainty Avoidance Index</b>	<b>Individualism Index</b>	<b>Masculinity Index</b>	<b>Long-Term Orientation Index</b>
Belgium total <sup>a</sup>	65	94	75	54	
Dutch speakers <sup>a</sup>	61	97	78	43	
French speakers <sup>a</sup>	67	93	72	60	
Switzerland total <sup>a</sup>	34	58	68	70	
German speakers <sup>a, c</sup>	26	56	69	72	
French speakers <sup>a</sup>	70	70	64	58	
Yugoslavia total <sup>a</sup>	76	88	27	21	
Croatia (Zagreb) <sup>b</sup>	73	80	33	40	
Serbia (Beograd) <sup>b</sup>	86	92	25	43	
Slovenia (Ljubljana) <sup>b</sup>	71	88	27	19	
Canada total <sup>a</sup>	39	48	80	52	23
French speakers <sup>d</sup>	54	60	73	45	30
Australia total <sup>a</sup>	36	51	90	61	31
Aborigines <sup>e</sup>	80	128	89	22	-10