

IV. Generalizing About Western Culture

- Individualist and Collectivist Cultures (Page 32)
- ① Individualism (Triandis 1995:2):
 - a social pattern that consists of loosely linked individuals who view themselves as independent of collectives;
 - are primarily motivated by their own preferences, needs, rights, and the contacts they have established with others;
 - give priority to their personal goals over the goals of others;
 - and emphasizes rational analyses of the advantages and disadvantages to associating with others.

IV. Generalizing About Western Culture

- Individualist and Collectivist Cultures
- ① Individualism
- ② Collectivism (Triandis 1995:2):
 - a social pattern consisting of closely linked individuals who see themselves as parts of one or more collectives;
 - are primarily motivated by the norms of, and duties imposed by , those collectives;
 - are willing to give priority to the goals of these collectives over their own personal goals;
 - and emphasizes their connectedness to members of these cultures.

IV. Generalizing About Western Culture

- Individualist and Collectivist Cultures
 - ① Individualism
 - ② Collectivism
 - ③ Other differences between individualism and collectivism
- Identity
- Responsibility
- History

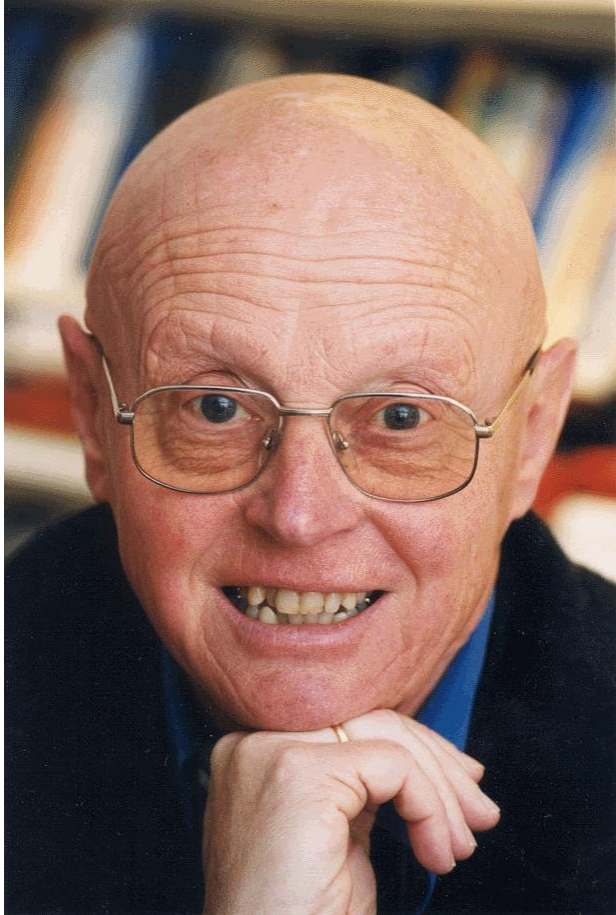
IV. Generalizing About Western Culture

- Individualist and Collectivist Cultures
- ④ America as an individualist culture:
- Individualism is at the very core of American culture (Bellah et al 2008:142).
- From an early age, American children are encouraged to believe that they themselves are the best judges of what they want and what they should do (Stewart and Bennett 1991:63, 133).
- American society implicitly accepts that children should be encouraged to make decisions for themselves, develop their own opinions, solve their own problems, have their own possessions, and learn to view the world from the point of view of the self (Stewart and Bennett 1991:63, 133).

IV. Generalizing About Western Culture

- Individualist and Collectivist Cultures
- ⑤ China as a collective culture:
 - Chinese society is generally collectivist;
 - This is truer for inland and rural areas than for urban coastal areas which are more developed industrially and technologically.
- ⑥ Chinese view of *individualism*:
 - *Gerenzhuyi* understood as both individualism and selfishness (Hu, Grove and Zhuang 2010:55).

Geert Hofstede



- Born 2 October 1928
- Dutch social psychologist
- Former IBM employee
- Professor Emeritus of Organizational Anthropology and International Management at Maastricht University in the Netherlands
- M.Sc. in Mechanical Engineering in Delft University of Technology in 1953
- PhD in social psychology in Groningen University in 1967

IV. Generalizing About Western Culture

- Geert Hofstede's Six Dimensions of National Culture:
 - ① Power Distance (权力距离)
 - ② Uncertainty Avoidance (不确定性回避)
 - ③ Individualism and Collectivism (个人主义和集体主义)
 - ④ Masculinity and Femininity (男性气质与女性气质)
 - ⑤ Long-/Short-Term Orientation (长期取向/短期取向)
 - ⑥ Indulgence and Restraint (放纵/克制)

① Power Distance Index (PDI)

- **Definition:**
- The extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.
- **High PDI:**
- Acceptance of a hierarchical order in which everybody has a place and which needs no further justification.
- **Low PDI:**
- People strive to equalize the distribution of power and demand justification for inequalities of power.

Geert Hofstede's Six Dimensions of National Culture

- Power Distance:
 - Belgium, Malaysia, Netherlands,
 - Philippines, Portugal, Sweden,
 - Thailand, United States, Arab countries
 -
- Rank High: 1-10
- Rank Moderate: 20-30
- Rank Low: 35-53

Geert Hofstede's Six Dimensions of National Culture

- Power Distance :
- Rank High: 1-10
- Malaysia (1), Philippines (4), Arab countries (7)
- Rank Moderate: 20-30
- Belgium (20), Thailand (21-23), Portugal (24)
- Rank Low: 35-53
- United States (38), Netherlands (40), Sweden (47-48)

② Uncertainty Avoidance Index (UAI)

- **Definition:**
- The extent to which the members of a culture feel threatened by uncertain or unknown situations.
- **High UAI:**
- Maintains rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas.
- **Low UAI:**
- Societies maintain a more relaxed attitude in which practice counts more than principles.

③ Individualism and Collectivism (IDV)

- **Definition:**
- **Individualism** describes cultures in which the ties between individuals are loose.
- **Individualism** : As a preference for a loosely-knit social framework
- **Collectivism** describes cultures in which people are integrated into strong, cohesive groups that protect individuals in exchange for unquestioning loyalty.
- **Collectivism** : Tightly-knit framework in society.

Geert Hofstede's Six Dimensions of National Culture

- Individualism / Collectivism:
 - Argentina, Colombia, Great Britain,
 - Indonesia, Japan, Netherlands,
 - Taiwan (China), Turkey, United States
- Rank High: 1-10
- Rank Moderate: 20-30
- Rank Low: 35-53

Geert Hofstede's Six Dimensions of National Culture

- Individualism / Collectivism :
- Rank High: 1-10
- United States (1), Great Britain (3), Netherlands (4-5)
- Rank Moderate: 20-30
- Argentina (22-23), Japan (22-23), Turkey(28)
- Rank Low: 35-53
- Taiwan (China) (44), Indonesia (47-48), Colombia (49)

④ Masculinity and Femininity (MAS)

- **Definition:**
- **Masculinity** pertains to cultures in which social gender roles are clearly distinct.
- **Masculinity:** Preference in society for achievement, heroism, assertiveness and material rewards for success.
- **Femininity** describes cultures in which social gender roles overlap.
- **Femininity:** Stands for a preference for cooperation, modesty, caring for the weak and quality of life.

Geert Hofstede's Six Dimensions of National Culture

- Masculinity / Femininity :
 - Argentina, Belgium , Italy,
 - Japan, Republic of Korea , Netherlands,
 - Singapore, Venezuela, Yugoslavia ,
- Rank High: 1-10
- Rank Moderate: 20-30
- Rank Low: 35-53

Geert Hofstede's Six Dimensions of National Culture

- Masculinity / Femininity :
- Rank High: 1-10
- Japan (1), Venezuela (3), Italy (4-5)
- Rank Moderate: 20-30
- Argentina (20-21), Belgium (22), Singapore(28)
- Rank Low: 35-53
- Republic of Korea (41), Yugoslavia (48-49), Netherlands (51)

④ Masculinity and Femininity (MAS)

Conclusion

Masculinity: man-like

- **Man:** assertive, tough, material success
- **People :** work clearly prevails over family.
- **Father :** dealing with facts.
- **Mother :** dealing with feelings.
- **Girls** cry, but **boys** fight.
- **Poverty:** blamed on laziness.
- **Business:** women shop for food. Salary more important than pleasure.
- **Social media:** fact gathering.
- **Japan, Italy, Mexico, China, Britain, Germany & USA**

Femininity: woman-like

- **Women:** quality of life.
- **People :** balance family and work.
- **Father & Mother :** dealing both with facts and feelings.
- **Both Girls & Boys** cry, but **neither** fight.
- **Poverty:** blamed on bad luck.
- **Business:** both men & women shop for food. Pleasure is at least as important as Salary. Longer vacations.
- **Social media:** rapport building.
- **Thailand, Costa Rica, Denmark, Netherlands**

⑤ Long-/Short-Term Orientation (LTO)

- **High LTO:**
 - Pragmatic approach, they encourage thrift and efforts in modern education as a way to prepare for the future.
- **Low LTO:**
 - Societies prefer to maintain time-honored traditions and norms while viewing societal change with suspicion.

Geert Hofstede's Six Dimensions of National Culture

- LTO:
- Australia, China, Egypt, France, Germany,
- Israel, Italy, Japan, Mexico, USA.
- Rank High:
- Rank Low:

Geert Hofstede's Six Dimensions of National Culture

- LTO:
- Rank High:
- Japan, China, Germany, , France, Italy
- Rank Low:
- Israel, USA, Mexico, Australia, Egypt.

⑤ Long-/Short-Term Orientation(LTO)

Conclusion

High LTO

- **Adapting to changing circumstances.**
- **Which norms apply depends on the situation.**
- **People** : humble about ourselves;
- learn from other countries;
- choose middle way to resolve a problem.
- **Society**: larger saving, funds available for investment.
- **Company**: seek market share and long-term profit.
- **Business**: investors prefer family business.
- **Japan, China, Germany, Russia, Netherlands, France, Italy, Sweden.**

Low LTO:

- **National pride, preservation of face, fulfilling social obligations.**
- **Fixed norms always apply whatever the circumstances .**
- **People** : seek positive information about ourselves;
- proud of own country;
- choose extremes.
- **Society**: smaller saving, little money available for investment.
- **Company**: report quarterly result.
- **Business**: investors prefer shares and mutual funds.
- **Britain, India, Israel, USA, Mexico, Australia, Nigeria, Egypt.**

⑥ Indulgence and Restraint (IND)

- **Definition:**
- **Indulgence:** Societies that allow relatively free gratification of basic and natural human desires related to enjoying life and having fun.
- **Restraint:** Societies that suppress gratification of needs and regulate it by means of strict social norms.

Geert Hofstede's Six Dimensions of National Culture

- IND:
- China, Egypt, Germany, Japan, Mexico,
- Netherlands, Nigeria, Russia, , Sweden, USA.
- Rank High:
- Rank Low:

Geert Hofstede's Six Dimensions of National Culture

- IND:
- Rank High:
- Mexico, Nigeria, Sweden, Netherlands, USA
- Rank Low:
- Japan, Germany, China, Russia, Egypt.

⑥ Indulgence and Restraint (IND)

Conclusion

High IND

- **People** : feel healthier and happier;
- personal life control; leisure ethic;
- more optimistic attitude; extroverted personalities;
- active participation in sports; less moral disciplines; .
- **Society**: free of speech matters; higher crime rates with smaller police forces; higher birth rates.
- **Arts**: higher approval of foreign music and films.
- **Mexico, Nigeria, Sweden, Australia, Britain, Netherlands, USA, Brazil**

Low IND:

- **People** : feel less healthier and happier; work ethic;
- more pessimistic attitude; introverted personalities;
- less participation in sports; strict moral disciplines;
- **Society**: maintaining the order of nation; lower crime rates with larger police forces; lower birth rates.
- **Arts**: lower approval of foreign music and films.
- **France, Japan, Germany, Italy, India, China, Russia, Egypt.**

Geert Hofstede's Six Dimensions of National Culture

Hofstede's Cultural Dimensions



Power Distance Index (PDI)

High: Acceptance of a hierarchical order in which everybody has a place and which needs no further justification.

Low: People strive to equalize the distribution of power and demand justification for inequalities of power.

PDI

Individualism versus Collectivism (IDV)

Individualism: As a preference for a loosely-knit social framework

Collectivism: Tightly-knit framework in society.

IDV

Masculinity versus Femininity (MAS)

Masculinity: Preference in society for achievement, heroism, assertiveness and material rewards for success.

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Uncertainty Avoidance Index (UAI)

High: Maintains rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas.

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UAI

Long Term Orientation versus Short Term Normative Orientation (LTO)

High: Pragmatic approach, they encourage thrift and efforts in modern education as a way to prepare for the future.

Low: Societies prefer to maintain time-honored traditions and norms while viewing societal change with suspicion.

LTO

Indulgence versus Restraint (IND)

Indulgence: Societies that allow relatively free gratification of basic and natural human drives related to enjoying life and having fun.

Restraint: Societies that suppress gratification of needs and regulates it by means of strict social norms.

IND

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Skyword 2015

<http://www.skyword.com/contentstandard/>

Source: <http://geert-hofstede.com/national-culture.html>

Geert Hofstede's Six Dimensions of National Culture

Cultural dimension	Definition	Examples
Power distance	<i>Power distance</i> is the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.	Low: U.S. and Canada High: Japan and Singapore
Individualism and collectivism	<i>Individualism</i> describes cultures in which the ties between individuals are loose. <i>Collectivism</i> describes cultures in which people are integrated into strong, cohesive groups that protect individuals in exchange for unquestioning loyalty.	Individualistic: U.S., Australia, and Great Britain Collectivistic: Singapore, Hong Kong, and Mexico
Masculinity-femininity	<i>Masculinity</i> pertains to cultures in which social gender roles are clearly distinct. <i>Femininity</i> describes cultures in which social gender roles overlap.	Masculinity: Japan, Austria, and Italy Femininity: Sweden, Norway, and Netherlands
Uncertainty avoidance (UAI)	<i>Uncertainty avoidance</i> is the extent to which the members of a culture feel threatened by uncertain or unknown situations.	Low: Singapore, Jamaica, and Denmark High: Greece, Portugal, and Japan
Confucian dynamism	<i>Confucian dynamism</i> denotes the time orientation of a culture, defined as a continuum with long-term and short-term orientations as its two poles.	Long-term: China and Japan Short-term: U.S. and Canada

Geert Hofstede's Six Dimensions of National Culture

