Geert Hofstede's Model of Culture

How did it all started

- Professor Geert Hofstede conducted one of the most comprehensive studies of how values in the workplace are influenced by culture.

- He analyzed a large database of employee value scores collected within IBM between 1967 and 1973.

- The data covered more than 70 countries, from which Hofstede first used the 40 countries with the largest groups of respondents and afterwards extended the analysis to 50 countries and 3 regions.

Dimensions of Hofstede Model

- ❑ POWER DISTANCE INDEX
- ❑ INDIVIDUALISM VERSUS COLLECTIVISM
- ❑ MASCULINITY VERSUS FEMININITY
- ❑ UNCERTAINTY AVOIDANCE
- ❑ LONG TERM ORIENTATION VERSUS SHORT TERM NORMATIVE ORIENTATION

1. Power Distance

- 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.

- People in societies exhibiting a large degree of 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 equalise the distribution of power and demand justification for inequalities of power.

2. INDIVIDUALISM VERSUS COLLECTIVISM

- The high side of this dimension, called 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 ingroup to look after them in exchange for unquestioning loyalty.

- A society's position on this dimension is reflected in whether people's self-image is defined in terms of "I" or "we."

3. Masculinity versus Femininity

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

- Society at large is more competitive.

- Its opposite, Femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented.

4. Uncertainty Avoidance

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

- The fundamental issue here is how 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?

- Countries exhibiting strong UAI maintain rigid codes of belief and behaviour, and are intolerant of unorthodox behaviour and ideas.

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

5. Long term orientation vs Short term orientation.

- Every society has to maintain some links with its own past while dealing with the challenges of the present and the future. Societies prioritize these two existential goals differently.

- Societies who score low on this dimension, for example, prefer to maintain time-honoured traditions and norms while viewing societal change with suspicion.

- Those with a culture which scores high, 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.

- In the business context, this dimension is referred to as ''(short-term) normative versus (long-term) pragmatic'' (PRA).

THANKS ......

How does it work