## Assignment 1 Hofstede

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### Comparison between Argentina and Latvia

POWER DISTANCE

At a score of 49 Argentina sits on the low end of PDI rankings of – and thus far from the much higher values that characterizes all other Latin American countries (leaving aside Costa Rica). In this society status should be underlined. Appearance is very important: the (dark) attire, the valuable watch, an expensive hotel, these elements allow inferring about power and facilitating the entrée.

With a low score on this dimension (44), Latvians show tendencies to prefer equality and a decentralisation of power and decision-making. Control and formal supervision is generally disliked among the younger generation, who demonstrate a preference for teamwork and an open management style. However, similar to the other Baltic States, there is a sense of loyalty and deference towards authority and status among the older generation, who has experienced Russian and Soviet dominance.

INDIVIDUALISM

With a score of 46, also in this dimension Argentina sits in the middle rankings. As a consequence of the aforementioned migration waves and the early emergence of wide middle classes, Argentina is, by far, the most Individualist of all Latin countries. However, many collectivistic traits prevail: the opinion of and obligations towards the (extended) family or in-group, for example, still count. This notwithstanding, more modern, Individualist traits can also be found, particularly in the large urban conglomerates.

Latvia is an Individualist country with a high score of 70, and it is important to remember that Latvia remained Individualist during the soviet occupation. Children are taught to take responsibility for their own actions and considered as young adults at an early age. Today the new generation of workers are more focused on their own performance rather than that of the groups. Although there is a hesitancy to open up and speak one’s mind, Latvians speak plainly without any exaggeration or understatement; this too represents individualism.

MASCULINITY

Argentina scores 56 on this dimension, reflecting the presence of slightly more Masculine than Feminine elements. Among the former it is important to note a strong achievement orientation and assertiveness, the Masculine behavior of female managers and politicians, and the equally strong ego needs. The need to excel and stand out has been noted by many experts

As a Feminine country with a score of 9, Latvians have a tendency to feel awkward about giving and receiving praise, arguing that they could have done better, or really have not achieved anything worthy of note. As such they are modest and keep a low profile, and usually communicate with a soft and diplomatic voice in order not to offend anyone. Conflicts for Latvians are usually threatening, because they endanger the wellbeing of everyone, which is also indicative of a Feminine culture. Although the Latvians are considered a relatively reserved culture, they are tolerant towards the culture of other nations.

UNCERTAINTY AVOIDANCE

At 86 Argentina scores very high on UAI – and so do the majority of Latin American countries that belonged to the Spanish kingdom. These societies show a strong need for rules and elaborate legal systems in order to structure life. The individual’s need to obey these laws, however, is weak. Corruption is widespread, the black market sizeable and.

With a score of 63, Latvia has a high preference for avoiding uncertainty. In these cultures there is an emotional need for rules (even if the rules never seem to work), time is money, people have an inner urge to be busy and work hard, precision and punctuality are the norm, innovation may be resisted and security is an important element in individual motivation.

**Long Term Orientation**

Argentina, with a very low score of 20, is shown to have a very normative culture. People in such societies have a strong concern with establishing the absolute Truth; they are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results.

Latvia’s high score of 69 indicates that its culture is pragmatic in nature. In societies with a pragmatic orientation, people believe that truth depends very much on situation, context and time. They show an ability to adapt traditions easily to changed conditions, a strong propensity to save and invest, thriftiness, and perseverance in achieving results.

INDULGENCE

Argentina’s high score of 62 in the dimension means that it is a country that falls under the category of Indulgence. People in societies classified by a high score in Indulgence generally exhibit a willingness to realise their impulses and desires with regard to enjoying life and having fun. They possess a positive attitude and have a tendency towards optimism. In addition, they place a higher degree of importance on leisure time, act as they please and spend money as they wish.

With a very low score of 13, it can be seen that Latvian culture is one clearly marked by Restraint. Societies with a low score in this dimension have a tendency to cynicism and pessimism. Also, in contrast to Indulgent societies, Restrained societies do not put much emphasis on leisure time and control the gratification of their desires. People with this orientation have the perception that their actions are Restrained by social norms and feel that indulging themselves is somewhat wrong.