

# Applying the Hofstede model POPD Week 7

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Group 27

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## **Dilyana Stoeva – 3416046**

### **The description of the six dimensions:**

#### **1. Power distance**

This dimension is about hierarchical order and how do people perceive it in societies. It could be viewed both as a positive and negative thing. On one side it does speak of discipline and a justified order, having a leader etc., however it could also be seen as inequality. The higher the score is in this dimension - the better accepted hierarchy is.

#### **2. Individualism**

The individualism dimension is about how people in different societies feel and act. There are people who tend to have a strong sense of independence and individualism, ready to take more initiative and able to stand by themselves, opposed to people who prefer to be part of a group and take decision in unison with the collective.

#### **3. Masculinity**

Masculinity is about what is it accepted to focus in in different cultural groups or societies. On one hand, the focus could be on achievements, career, goals, which leads to having a more competitive environment, where there is a clear line between a man and a woman's duties and expectations. On the other hand, in a feminine society, the sympathy and emotions are valued more and the man and woman's roles regarding different things and situations may differ.

#### **4. Uncertainty avoidance**

Uncertainty avoidance is about how well a society deals with things that are out of the plan or out of the ordinary. There are people who highly prefer living and working with clear agendas and going by tradition and schedule, which makes them feel more secure, productive and successful. Nevertheless, there are others who are more open and ready to take things that aren't planned without stressing about it, or without letting this have any unusual impact on them.

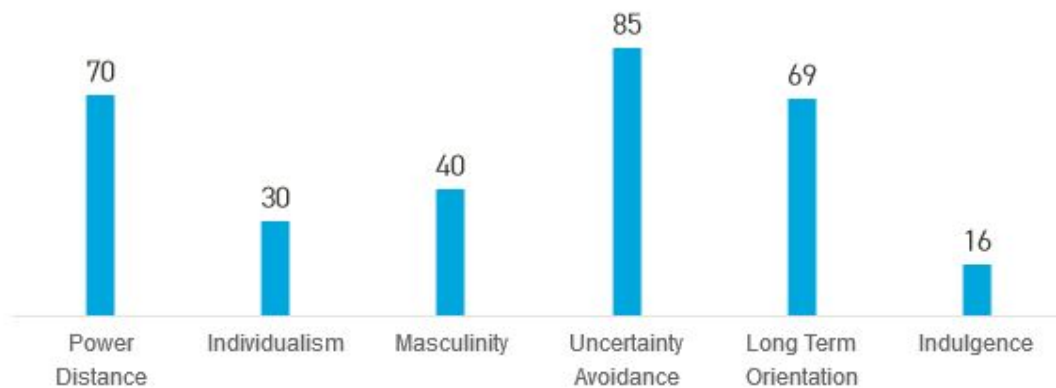
#### **5. Long-term orientation and short-term orientation**

A society that is long-term oriented tends to focus on the future and are usually able to adapt easier to changes and to new environments, while a society that is short-term oriented relies on established traditions and patterns derived from the past.

#### **6. Indulgence and restraint**

In a society with high indulgence score, the people tend to be more free and let themselves have fun and feel happy without worrying too much, while in a society with high restraint score, the people would be more affected by the norms and the expectations others have for them, and would care more about living by certain standart or rules.

### The graph of my country:



Overall, I would say that I do believe the statistics regarding my country are quite accurate. The first bar indicates that power distance is quite important in the bulgarian society, which in my eyes is true. People are usually highly aware of the hierarchical order in a group, system or even in some families and that is not only accepted, but needed for them. On the other hand, data I am not so sure about is the low individualism rate. I think that there are more people who are independent and prefer taking individual decisions rather than the opposite. I do think that the masculinity rates and the uncertainty avoidance rates are quite accurate. People tend to be way more comfortable with established traditions and plans and do feel disturbed when facing unexpected turns of events.

Another score I do believe isn't too accurate is the long term orientation one. I think that in my society, people are too unprepared for the future often times, and tend to hold on to the past way too much instead of being more adaptive.

The indulgence score seems fitting for the ideas of the society I have for my country as well. I've noticed that people are usually more restrained and self-collected rather than free-spirited.

In conclusion, I do believe that this graph is describing the model of behaviour and beliefs in my country well.

**Nikolay Nikolaev – 3235106**

### Description of the six dimensions:

#### a) Power Distance Index (PDI)

The power distance index shows to what extent people in a society agree on a social hierarchy, meaning that the higher the index, the more social hierarchy and inequality is accepted, while the lower scores increase the willingness to justify the inequalities of power. The people in a high score society know their place in the hierarchy and are accepting leadership.

## **b) Individualism**

This dimension represents the extent to which members of the society feel independent vs interdependent. Members of high societies with individualism score think that they can take decision on their own and that is expected from them, they are in a more loosely-knit social framework, whereas members of low score societies have preferences for a close-knit framework, they go for taking care of the whole group and not only of themselves. The higher the individualism score the more likely people will use “I” pronoun rather than “we”.

## **c) Masculinity**

In a highly masculine community there is a preference for material awards for success, heroism, achievement and there is a lot of competitiveness, while in a feminine society cooperation, sympathy, open endorsement and caring for the weak predominate.

## **d) Uncertainty avoidance**

It is about avoiding uncertainty and ambiguity. People from societies with high uncertainty avoidance index try to stick to traditional habits and traditions and avoid unorthodox situations, while people from societies with low uncertainty avoidance index feel relaxed about the unknown.

## **e) Long-term orientation versus short-term normative orientation (LTO)**

A society with a low score on this dimension continues to maintain their traditions from the past and are suspicious about changes. They use the past experience as a guideline for their future. In contrast, the long-term orientation societies like to prepare for the future and the world's possible changes.

## **f) Indulgence versus restraint (IND)**

In a society with high indulgence index it is accepted to freely have fun and enjoy life, while in the restrained societies there are certain strict norms regulating the gratification of needs.

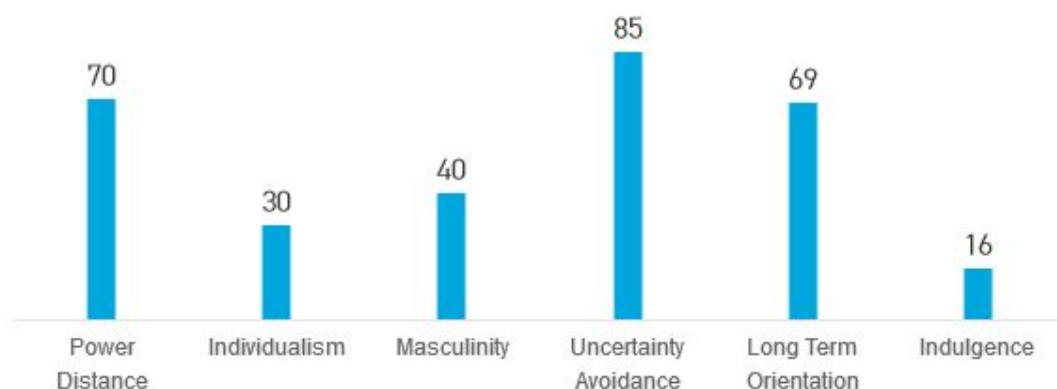


Figure 1) Graph of the six dimensions in Bulgaria

From the figure it can be seen that in Bulgaria power distance is highly accepted. People accept the inequality and leadership. The individualism index displays that the society is feminine to a great extent and competition is not so openly endorsed. The uncertainty avoidance index is really high which means that the society prefers to have fixed habits. In regard to the long term orientation, the graph shows that the society is largely long term oriented and preparing for the future. From the indulgence index it can be concluded that the society has some strict regulations for life enjoyment and having fun.

I am surprised by the scores. I expected different scores, especially for indulgence, which seems completely irrelevant to me for that it is way too low, and I think that the power distance score seems too high. But I think that this is because the new generations are a lot different in that aspect from the older. Personally I do not like big power distance when it means to being part of a really strong hierarchical order, but do not also accept that everyone can be equal. Taking care of the other is a good quality in my opinion as long as it is not only blindly naive for certain people. I am for a balance between masculinity and femininity. I think that not avoiding uncertainties has more pros sometimes. Doing something for the first time is better than sticking to the same things only. Long term orientation is better from my standpoint, since the world is evolving and we should adapt to the changes, but like everything else, it is a matter of personal and social preference. And for the indulgence I think there should be a balance - neither completely lack of regulations, nor fully-free gratification all the time.

## **Putri Aulia Salsabila – 3379337**

### **The description of the six dimensions:**

#### **a) Power Distance**

This dimension means that less powerful member in institution are unequal to the powerful ones. If it has high score, it means that the non powerful holder member unequal rights to the power holder (the example is the manager). The high score for this dimension also affects the obedience, the workers must obey the leader. The workers are being told what to do by their leader because their leader is in control of everything. It is the opposite for the low score power distance. They tend to speak the inequalities and demand the justice of it.

#### **b) Individualism**

The issue from this dimension is the degree of interdependence a society maintains among its members. The high side of this dimension is called individualism. Individualists expected to take care of themselves. It is all about themselves, they rarely make the others priority. On the other side, low score individualism is called collectivism. They are more sociable people. They prioritize their society than themselves. For example, the children always do what their parents want, they can't say no because they respect their parents as the one who raised them.

### c) Masculinity

A high score for this dimension indicates that the society is driven by competition, achievement, and ambition. It is called masculinity. Its opposite, femininity, stands for cooperation, and caring for the weak - where the quality life is the indicator of success.

### d) Uncertainty Avoidance

Uncertainty avoidance is a way that a society deals with the fact that the future can never be known - should they try to avoid it or just let it happen. Society with high uncertainty avoidance tends to be intolerant with unorthodox things and belief. Instead of being intolerant with it, low uncertainty avoidance society prefer to be more relaxed about it because of for example tradition or culture.

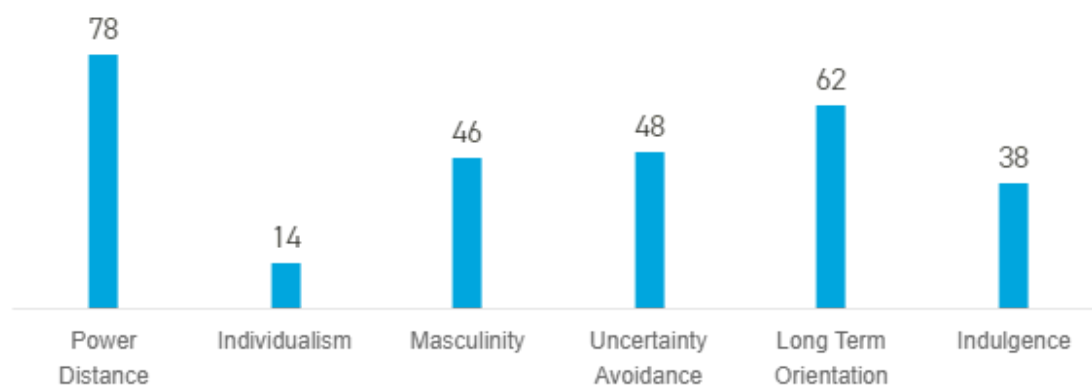
### e) Long Term Orientation

Every society has to maintain their past while dealing with its present and future. However, by dealing with it the society has different way. Normative society which is the low score of long term orientation tends to hold its norms and culture and is suspicious of modern things that come to the society. However, pragmatic society (high score of long term orientation) prefers to be flexible to modern things and adapts very well to it to make the society thriving.

### f) Indulgence

This dimension defined as the extent to which people try to control their desires and impulses, based on the way they were raised. Weak control is called indulgence and strong control is called restrained. When people have high control over their desires and impulses, they do not have much time for leisure and having fun. It is because they think their actions need to follow the norms which are strict enough. In contrary to restrained, indulgence have weak control over their desires. They can manage their desire over something they want and they are really optimist about it.

## **The outcome of my country dimension**



This is the graph of Indonesia's six dimension and I will shortly explain each of them. Indonesia has high power distance meaning that we still have unequal rights between non power holders and power holders. It is true, we will see it everywhere and especially among the government area which is the big issue we have. However, comparing to my personality,

I prefer the equality between the employee and the leader. It proves by my preference to my current organization that has equality between its members, they do not order something to particular person, but we do it together without seeing our place (leader or not).

Indonesia is collective society means that we always prioritize our community than ourselves. It is true, most of Asian countries have this collective society because it is the way we are raised. I remember something that we always learned in school, 'human is social organism, we can't live on our own without help by the others'. I think because all the time we get lecture like this, we become more social people and it goes the same for me. I can not live without someone else. I mean, I need my family to support me until forever and also my friends.

From the graph we can take that Indonesia has low masculinity means that we need status for the symbol of success but it is not always material that brings motivation. We have more 'gengsi' which is 'outward appearance' in English, which is the stronger thing than status. For me, I agree with 'gengsi' thing. I live with that thing sometimes. For example, I need to go to college abroad not just because it is better in quality but it is also has more 'gengsi' in it - means that not everyone can go there but I can.

Indonesia has low preference of uncertainty avoidance based on the graph. We tend to not speak louder with what we feel inside. Furthermore, we must keep the harmony between the workers at work, no one gives bad feedback to others. It is because we have a norm and tradition that we have to be polite with each other. To my personality, it can be right and wrong. I think it depends on the situation. For my close friends, I tend to be really honest with my feelings. I speak what I feel, but it is different with someone I barely know and someone older than me.

Indonesia has pragmatic culture (high score) which means that Indonesia has the flexibility toward modern things that come to us and we can adapt to it very well. It is true, to be good country we should welcome new things without throwing our own tradition and culture. For me, I am really a pragmatic person. I welcomed modern things and adapt very fast without forgetting what I am and my culture.

The last is Indonesia has low score of indulgence dimension which means that Indonesia has restraint culture. We do not put much emphasis on leisure time and control to our desires. We have perception that our action are restrained by our norms and feel that indulging ourselves is somewhat wrong. Unlike my country, I am more indulgent person. I put more emphasis on leisure time and I am an optimist person.

### **The difference between my country and my groupmates' country**

We have similarities in almost everything except uncertainty avoidance and masculinity. I think we do not have any problem to cooperate. We can finish our tasks without any problem so far. It proves that even though we are from different countries we can adapt well enough to understand each other.

## **Viktorija Admasu – 3235904**

### **1. Description of the six dimensions**

#### **1.1. Power distance**

This dimension expresses how the members of a society accept equality and inequality amongst people.

- High score: Everyone accepts that there is a hierarchical order and has a different place in it. Children and young people respect and obey their parents and adults. Subordinates expect to be told what to do. Corruption is a common occurrence and the use of power is accepted even if there are evil intentions behind it.
- Low score: The members of the society try to fight for equality. Parents treat their children as equals and listen to their opinions. Old and young people respect each other. People with authority consult with their subordinates. Corruption is rare and any use of power is not accepted unless it is for a good cause.

#### **1.2. Individualism/Collectivism**

Individualism shows to what degree the society is divided into groups.

- High score (Individualism): The ties between people are loose. Everyone is expected to take care only of themselves and is seen as individual (“I”- consciousness). Opinions are personal.
- Low score (Collectivism): The collective (“we”) consciousness prevails. Everyone is considered as a part of a group/clan/family which protects them in exchange of loyalty. Opinions are based on what the group/clan/family thinks.

#### **1.3. Masculinity/Femininity**

This dimension represents a preference in communities for achievements and assertiveness.

- High score (Masculinity): The society is more assertive and competitive. There is a defined difference between women and men in terms of social roles and emotions. Work is more important than family. Only mothers deal with the feelings of their children. Boys avoid showing their emotions because it is considered as a weakness. Religion focuses only on God or gods.
- Low score (Femininity): The society is more tender and caring. There is a little to no difference between women and men in terms of social roles and emotions. Family is more important than work. Both mothers and fathers deal with their children’s feelings. Everyone is free to express their feelings. Religion focuses on people and the community rather than God.

#### **1.4. Uncertainty avoidance**

Uncertainty avoidance expresses the society’s tolerance of ambiguous and uncertain situations.

- High score: The members of such community try to minimise the possibility of unexpected situations by making laws and rules. There is high intolerance of deviant ideas and behaviour. People tend to be stressed and anxious.



- Low score: The society is more tolerant of deviant behaviour and ideas. The members of such society are more relaxed and think the existence of rules and laws is unnecessary.

#### 1.5. Long-term orientation/Short-term orientation

This cultural dimension shows what the society is focused on - the past, the present or the future.

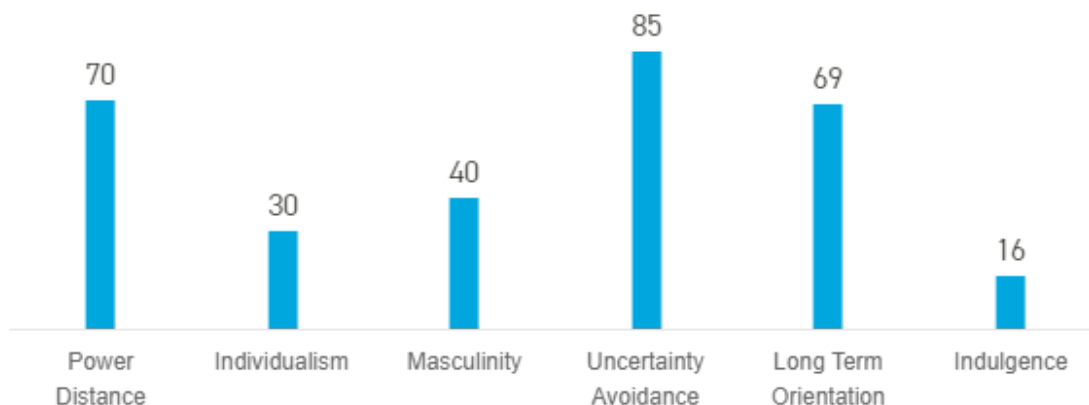
- High score (Long-term orientation/Pragmatic): People who are part of such society are more focused on the future. They are adaptive and persevering.
- Low score (Short-term orientation/Normative): The members of these communities focus more on the present and the past. They value the traditions and prefer to have a stable life without any changes.

#### 1.6. Indulgence/Restraint

Indulgence shows if the society allows gratification.

- High score (Indulgence): These communities allow free gratification of basic needs related to enjoying life such as having fun, etc. There is freedom of speech. People tend to label themselves as “happy”.
- Low score (Restraint): The members of a restrained society are controlled by strict social norms created by the community. Freedom of speech is not important. Small percentage of people label themselves as “happy”.

## 2. Comparison between my personality and my country's score



My country (Bulgaria) has the following values: 70 - 30 - 40 - 85 - 69 - 16. The score illustrates that Bulgarians accept the hierarchical order and have collectivistic consciousness. The society is relatively feminine and prefers to avoid uncertainty and ambiguity. The culture is mainly pragmatic and restrained.

In my opinion, some of the results are not correct. I think majority of the Bulgarians have masculine and individualistic consciousness, especially if they live in the big cities.

Unlike my country, I do not accept the hierarchical order and I am tolerant of strange ideas and behaviour. I believe we are all equal even though some of us have more income, power, etc. than others. My consciousness is more individualistic than collectivistic. For the

remaining dimensions, I have similar values as my country - I am not driven by competition, I am pragmatic and adaptive. Also I tend to restrain myself.

### **3. My and my groupmates' countries**

Our countries' scores are similar with the exception of the 'Uncertainty Avoidance'. I do not think that we will have any problems in the future but even if we do, we will manage to solve them very quickly.

### **Group output**

According to the graphs, in regard to power distance, masculinity and long term orientation the countries are similar, but hugely different about uncertainty avoidance. There are also smaller differences indulgence and a smaller difference for individualism. We do not think that there are likely to be problems with cooperation between the countries, but still it depends on the person and if any problems occur, they will be resolved shortly. For the uncertainty avoidance, discussing the possible risks can help.