

Assignment 1

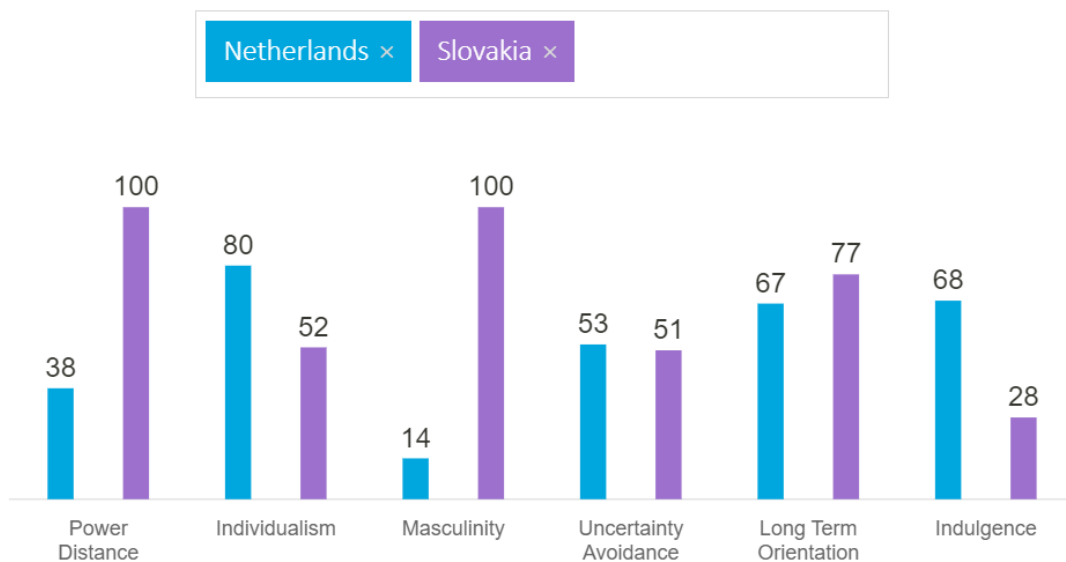
Hofstede insights, what the similarities and the differences are.

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Absent: Doriano Liebisch

In our group we have 4 people from the Netherlands and 1 person from Slovakia.

One person was absent without any notice, he/she did not reply to any contact form tried.



* estimated

Power Distance



This dimension deals with the fact that all individuals in societies are not equal – it expresses the attitude of the culture towards these inequalities amongst us. Power Distance is defined as *the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally.*

Slovakia

With a score of 100 points Slovakia is at the highest end of this dimension compared to other countries. Remember that it is possible to score more than 100 points as Slovakia was not a part of the original survey. In societies scoring high on Power Distance it is perfectly accepted that some people have more power than others. It is accepted and expected that these people also use their power. Not in a negative way but to create clarity and structure for people around them. The Ideal boss can therefore be compared with a “good father” who supervises you, is highly visible and tells you what to do. Hierarchical organisations are normal. A key issue for foreigners to understand is that in spite of the very high score on PDI, a manager still has to prove him or herself in order to make people respect and accept decisions from above or the (foreign) headquarter. Visibility and showing results is key.

The Netherlands

The Netherlands scores low on this dimension (score of 38) which means that the following characterises the Dutch style: Being independent, hierarchy for convenience only, equal rights, superiors accessible, coaching leader, management facilitates and empowers. Power is decentralised and managers count on the experience of their team members. Employees expect to be consulted. Control is disliked and attitude towards managers are informal and on first name basis. Communication is direct and participative.

Conclusion

When dealing with people who are much more authoritarian (higher PDI) than you, consider the following:

- Express respect to any person who is senior in rank or age.
- Societies tend to have large differences in salary.
- Expect to encounter more centralised organisations & decision-making, as well as formal processes in an order in which everyone has a place.
- Communication is indirect and selective; there's a need to read between the lines.
- People see competence, wealth, power & status as a unity belonging together, e.g. power is ascribed and you can't lose it.

When dealing with people who are much more egalitarian(lower PDI) than you, please consider the following:

- People generally pay less regard to hierarchy and status.
- Expect all to have equal rights; don't expect or provide preferential treatment.
- Organisation and decision-making will be more decentralised; employee empowerment is common.
- Respect, power and status are not related & have to be earned.
- Expect people to challenge others in positions of authority.

Individualism



The fundamental issue addressed by this dimension is *the degree of interdependence a society maintains among its members*. It has to do with whether people's self-image is defined in terms of "I" or "We". In Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist societies people belong to 'in groups' that take care of them in exchange for loyalty.

Slovakia

Slovakia, with a score of 52, is right in the middle of this dimension, thus it points to no clear preference.

The Netherlands

The Netherlands, with the very high score of 80 is an Individualist society. This means there is a high preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only. In Individualist societies offence causes guilt and a loss of self-esteem, the employer/employee relationship is a contract based on mutual advantage, hiring and promotion decisions are supposed to be based on merit only, management is the management of individuals.

Conclusion

When dealing with people who are more collectivistic (Lower IDV) than you, consider the following things.

- People may put the interests of the in-group over that of the individual.
- Status & maturity may be valued.
- Opinions may be established by the in-group.
- Value standards may differ for in- and out- groups
- High-context, indirect communication may be the norm.
- People may place the interest of the individual before the interest of the group.
- Value standards and trust may apply more widely.
- Individual opinions may have more weight -thus, you may be asked to provide your personal opinion & then can expect others to express theirs.
- Communication may be more open & direct.
- People may take individual initiative in some situations, e.g. seeking clarification when things are unclear, speaking up in meetings. Or offering options & feedback.

A high score (Masculine) on this dimension indicates that the society will be driven by competition, achievement and success, with success being defined by the winner/best in field – a value system that starts in school and continues throughout organisational life.

A low score (Feminine) on the dimension means that the dominant values in society are caring for others and quality of life. A Feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable. *The fundamental issue here is what motivates people, wanting to be the best (Masculine) or liking what you do (Feminine).*

Slovakia

At 100 Slovakia is a strongly Masculine society – highly success oriented and driven. It is important to be regarded as successful and to reach your goals. Status is an important aspect in this, and of course being able to show which status you have. Status symbols like cars, impressive houses, clothes etc. play a big role. People work hard to achieve a high living standard and being able to “show their achievements”. Long working hours and dedication to work are needed in order to achieve this.

The Netherlands

The Netherlands scores 14 on this dimension and is therefore a Feminine society. In Feminine countries it is important to keep the life/work balance and you make sure that all are included. An effective manager is supportive to his/her people, and decision making is achieved through involvement. Managers strive for consensus and people value equality, solidarity and quality in their working lives. Conflicts are resolved by compromise and negotiation and Dutch are known for their long discussions until consensus has been reached.

When dealing with people who are much more masculine (higher MAS) than you, consider the following.

- There is a general need for achievement and excel
- People tend to live in order to work
- Anticipate competition to be seen as positive
- Expect strict accountability in work life to retrace the degree of achievement
- Expect self-promotion to be accepted and expected

When dealing with people who are more feminine (lower MAS) than you, consider the following.

- There is a general need for a affiliation and leveling
- People strive for consensus and avoid conflict
- People understate their performance, status is not important to show success
- Quality of life and an enjoyable working environment are important
- Trying to be better than others is neither socially nor materially rewarded

Uncertainty Avoidance



The dimension Uncertainty Avoidance has to do with the way that 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? This ambiguity brings with it anxiety and different cultures have learnt to deal with this anxiety in different ways. *The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these* is reflected in the score on Uncertainty Avoidance.

Slovakia

With an intermediate score of 51 on this dimension, Slovakia shows no clear preference.

The Netherlands

The Netherlands scores 53 on this dimension and thus exhibits a slight preference for avoiding uncertainty. Countries exhibiting high Uncertainty Avoidance maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. 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, security is an important element in individual motivation.

Conclusion

Both countries are about the same, therefore there are no significant differences

Long Term Orientation



This dimension describes *how every society has to maintain some links with its own past while dealing with the challenges of the present and future*, and societies prioritise these two existential goals differently. Normative societies, which 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.

Slovakia

With a high score of 77, it is clear that Slovakia has a pragmatic culture. 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.

The Netherlands

The Netherlands receives a high score of 67 in this dimension, which means that it has a pragmatic nature. In societies with a pragmatic orientation, people believe that truth depends very much on the situation, context and time. They show an ability to easily adapt traditions to changed conditions, a strong propensity to save and invest, thriftiness and perseverance in achieving results.

Conclusion

Both countries are about the same, therefore there are no significant differences

Indulgence



One challenge that confronts humanity, now and in the past, is the degree to which small children are socialised. Without socialisation we do not become “human”. This dimension is defined as *the extent to which people try to control their desires and impulses*, based on the way they were raised. Relatively weak control is called “Indulgence” and relatively strong control is called “Restraint”. Cultures can, therefore, be described as Indulgent or Restrained.

Slovakia

A low score of 28 on this dimension means that Slovakia has a culture of 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.

The Netherlands

With a high score of 68, the culture of the Netherlands is clearly one 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.

Conclusion

When dealing with people who are more restrained (lower IVR) than you, consider the following.

- People are more concerned with maintaining order than what you are used to.
- Smiling at someone, especially strangers, is seen as suspect.
- Enjoying life and having fun, doing what you want is of lower importance.
- Being thrifty is of a higher importance.
- People, on average, feel less comfortable in social settings, are less willing to participate in networking events, and are harder to make contact with.

When dealing with people who are more indulgent (higher IVR) than you, consider the following.

- People have a more positive attitude, higher optimism, towards situations.

- Smiling is seen as usual behaviour both in the workplace and in private.
- There is a stronger perception of having control of one's personal life.
- Enjoying life and having fun, doing what you want, is of higher importance.
- Being thrifty is of lower importance.