



NATIONAL CULTURE

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

"the collective programming of the mind distinguishing the members of one group or category of people from others".

The six dimensions of national culture are based on extensive research done by Professor Geert Hofstede, Gert Jan Hofstede, Michael Minkov and their research teams.

The application of this research is used worldwide in both academic and professional management settings.

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THE DIMENSIONS OF NATIONAL CULTURE:



countries (rather than individuals) from each other.

The country scores on the dimensions are relative, in that we are all human and simultaneously we are all unique. In other words, culture can only be used meaningfully by comparison. The model consists of the following dimensions:

POWER DISTANCE INDEX (PDI)

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.

INDIVIDUALISM VERSUS COLLECTIVISM (IDV)

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."

MASCULINITY VERSUS FEMININITY (MAS)

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.

UNCERTAINTY AVOIDANCE INDEX (UAI)

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.

LONG TERM ORIENTATION VERSUS SHORT TERM NORMATIVE ORIENTATION (LTO)

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). In the academic environment, the terminology Monumentalism versus Flexhumility is sometimes also used.

INDULGENCE VERSUS RESTRAINT (IVR)

Indulgence stands for a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun. Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms.

◆ Try our [Country Comparison tool](#) or compare your personal preferences to the scores of a country of your choice, with [Culture Compass™](#) ◆



ABOUT THE RESEARCH

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

Subsequent studies validating the earlier results include such respondent groups as commercial airline pilots and students in 23 countries, civil service managers in 14 countries, 'up-market' consumers in 15 countries, and 'elites' in 19 countries.

In the 2010 edition of the book, "Cultures and Organizations: Software of the Mind", scores on the dimensions are listed for 76 countries, partly based on replications and extensions of the IBM study on different international populations and by different scholars.

"National Culture cannot be changed, but you should understand and respect it."

- Geert Hofstede

FURTHER READING

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CONTENT

THE 6-D MODEL

4

HOW TO

5

CHINA

7

JAPAN

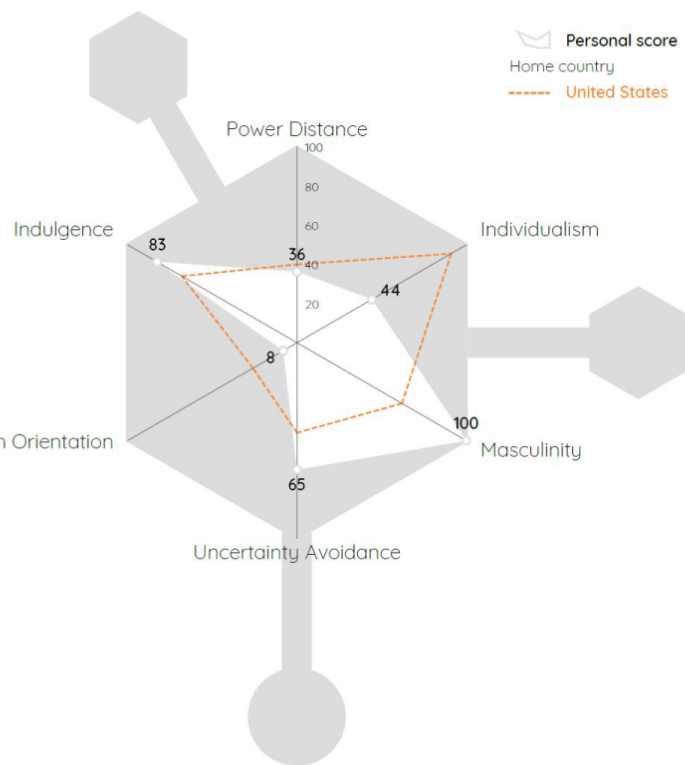
20

UNITED KINGDOM

33

FREQUENTLY ASKED QUESTIONS

46



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