



# WEEK 6

## Definition of culture and cultural differences

### Unit 2: Cultural differences

## Individualism and collectivism

*Individualism*: A preference for a loosely knit social framework in society in which individuals are supposed to take care of themselves and their immediate families.

*Collectivism*: A preference for a tightly knit social framework in which individuals can expect their family, relatives, other ingroup to look after them, in exchange for unquestioning loyalty.

## Individualism and collectivism

Country	Rank (mean)	Country	Rank (mean)
English speaking:		East Asia:	
U. S. A.	1 (91)	Korea	43 (18)
Australia	2 (90)	China	40 (20)
U. K.	3 (89)	Japan	22 (46)
Canada	4 (80)	Hong Kong	37 (25)
New Zealand	6 (79)	Singapore	40 (20)
		Taiwan	44 (17)

## Individualism and collectivism

Country	Rank (mean)	Country	Rank (mean)
Europe:			
Netherlands	5 (80)	Germany	15 (67)
Italy	7 (76)	Spain	20 (51)
Denmark	9 (74)	Yugoslavia	34 (27)
Sweden	10 (71)	Portugal	34 (27)
France	11 (71)	Greece	30 (35)
Norway	13 (69)		

## Individualism and collectivism

Country	Rank (mean)	Country	Rank (mean)
Latin America:		Southeast Asia:	
Argentina	23 (46)	India	21 (48)
Brazil	28 (38)	Philippines	31 (32)
Mexico	32 (30)	Malaysia	36 (26)
Middle East:		Thailand	40 (20)
Iran	24 (41)	Indonesia	47 (14)
UAE	27 (38)		
Turkey	28 (37)		

## Individualism and collectivism: Society

### Collectivism

Group interest prevails  
 State controls economy  
 Companies owned by families  
 Privacy is invaded  
 Laws and rights limited  
 Equality over freedom  
 Group and collective welfare  
 Harmony and consensus  
 Patriotism and national pride  
 Ingroup and outgroup distinction

### Individualism

Individual interests prevail  
 Role of state is restrained  
 Controlled by investors  
 Privacy is respected  
 Individual rights universal  
 Freedom over equality  
 Individual self-interests  
 Self-actualization, competition  
 Autonomy and individuality  
 Individual and others distinction

## Individualism and collectivism: Socialization and family

### Collectivism

Extended family important  
 Children learn of “we.”  
 Confrontation avoided  
 Friendship with close people  
 Resources shared in ingroup  
 High-context communication  
 Mistakes: Shame, loss of face  
 Roles for husband and wife  
 Information – social network  
 Disability: Shame to family

### Individualism

Individual in nuclear family  
 Children learn of “I.”  
 Speaking directly encouraged  
 Many and new friends  
 Emphasize private ownership  
 Low-context communication  
 Guilt, loss of self-respect  
 Personal choice  
 Information through media  
 Access to disabled

## Individualism and collectivism: Organizations

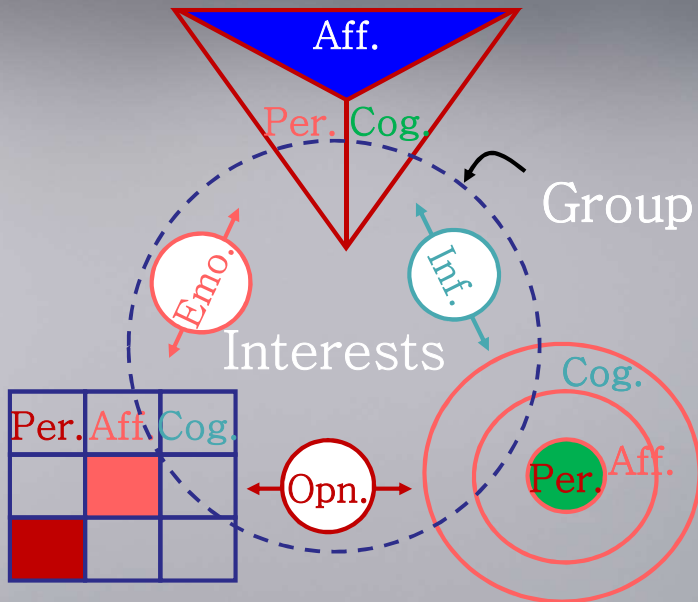
### Collectivism

Students are a part of group  
 Education to learn how to do  
 Education – status grouping  
 Life-time employment  
 Group performance  
 Cooperation in group  
 Hire for group interests  
 Morality and sincerity valued  
 Effort and diligence  
 Particularism and relationship

### Individualism

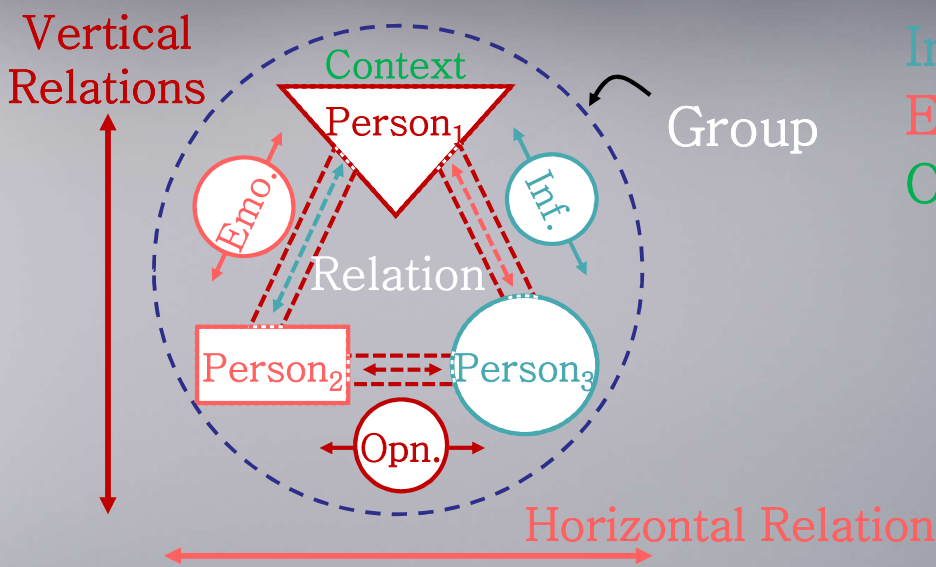
Students speak individually  
 Education to how to learn  
 For self-interest or gains  
 High occupational mobility  
 Individual performance  
 Competition with others  
 Hire based on skills, rules  
 Ethics and rationality valued  
 Ability and creativity  
 Universality and task-focused

## Individualistic societies



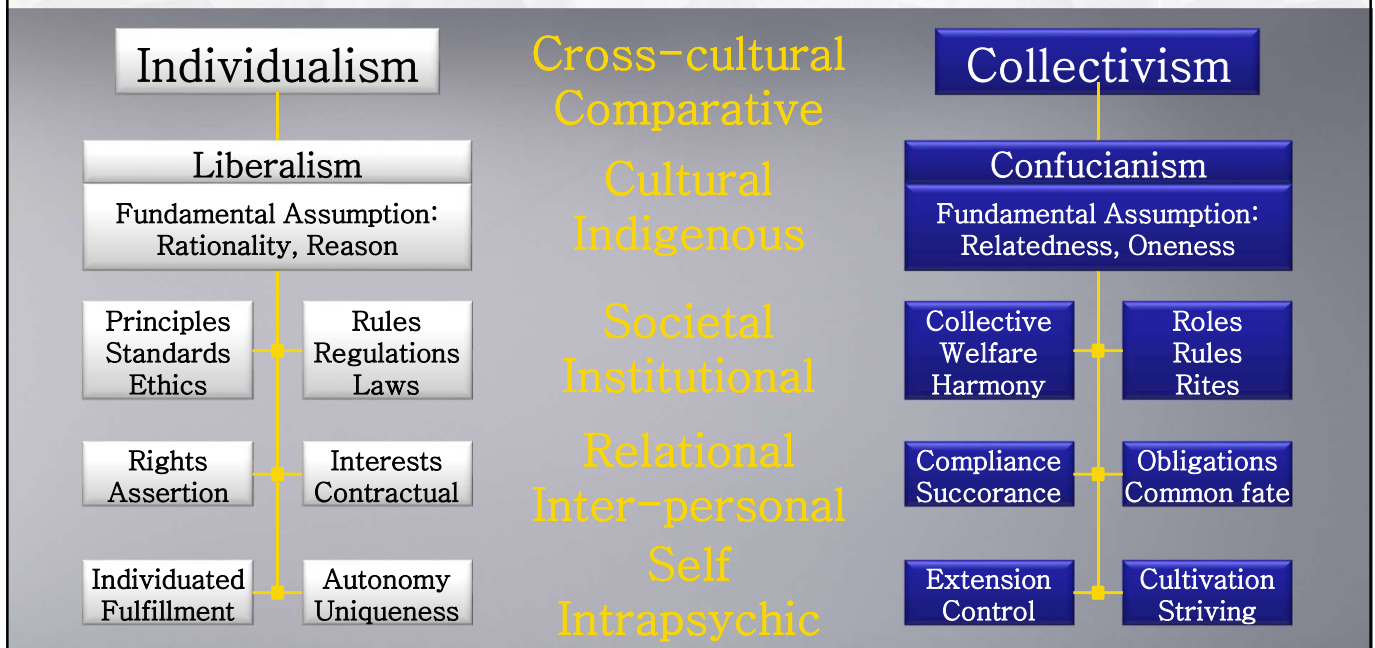
Per. = personality  
 Inf. = Information  
 Aff. = Affect  
 Em. = Emotion  
 Cog. = Cognition  
 Opn. = Opinion

## Collectivistic societies



Inf. = Information  
 Emo. = Emotion  
 Opn. = Opinion

## Contextualization of culture



## Power Distance: Hierarchy vs. equality

**Acceptance of hierarchy vs. equality:** The extent to which members of a society accept as legitimate that power in institutions and organizations is distributed unequally

## Hierarchy vs. equality

Country	Rank (mean)	Country	Rank (mean)
English speaking:		East Asia:	
U. S. A.	38 (40)	Korea	27 (60)
Australia	41 (36)	China	7 (80)
U. K.	43 (35)	Japan	33 (54)
Canada	39 (39)	Hong Kong	16 (68)
New Zealand	50 (22)	Singapore	13 (74)
		Taiwan	29 (58)

## Hierarchy vs. equality

Country	Rank (mean)	Country	Rank (mean)
Europe:			
Netherlands	40 (38)	Germany	42 (35)
Italy	34 (50)	Spain	31 (57)
Denmark	51 (18)	Yugoslavia	12 (76)
Sweden	47 (31)	Portugal	24 (63)
France	15 (68)	Greece	28 (60)
Norway	47 (31)		



## Hierarchy vs. equality

Country	Rank (mean)	Country	Rank (mean)
Latin America:		Southeast Asia:	
Argentina	35 (49)	India	10 (77)
Brazil	14 (69)	Philippines	4 (94)
Mexico	5 (81)	Malaysia	1 (104)
Middle East:		Thailand	22 (64)
Iran	30 (58)	Indonesia	8 (78)
UAE	7 (80)		
Turkey	18 (66)		

## Power distance: Society

### Hierarchy

Power prevails over rights  
 Skill, status, wealth & power  
 High social class distinction  
 Powerful have privileges  
 Power from family, tradition  
 Leaders have more power  
 More orders, directives  
 Strong right and left wing  
 Large income difference  
 Lack of transparency, corruption

### Equality

Power based on legitimacy  
 Separation of the four  
 Large middle class  
 All have equal rights  
 Formal position, expertise  
 Democratic representation  
 Dialogue among people  
 Strong center  
 Same income difference  
 Higher transparency, accountability



## Power distance: Family

### Hierarchy

Inequality are expected  
 Status with restraint  
 Less powerful – dependent  
 Parents teach obedience  
 Respect for the older  
 Elderly are looked after  
 Parents take initiatives  
 Learning depends on parents  
 Less educated, authoritarian  
 Practical learning

### Equality

Inequality minimized  
 Friendly social relationship  
 Interdependence  
 Parents treat children equally  
 Everyone is viewed as equals  
 Elderly look after themselves  
 Children take initiatives  
 Learning depends on the child  
 Authoritarianism rejected  
 Universal knowledge

## Power distance: Organization

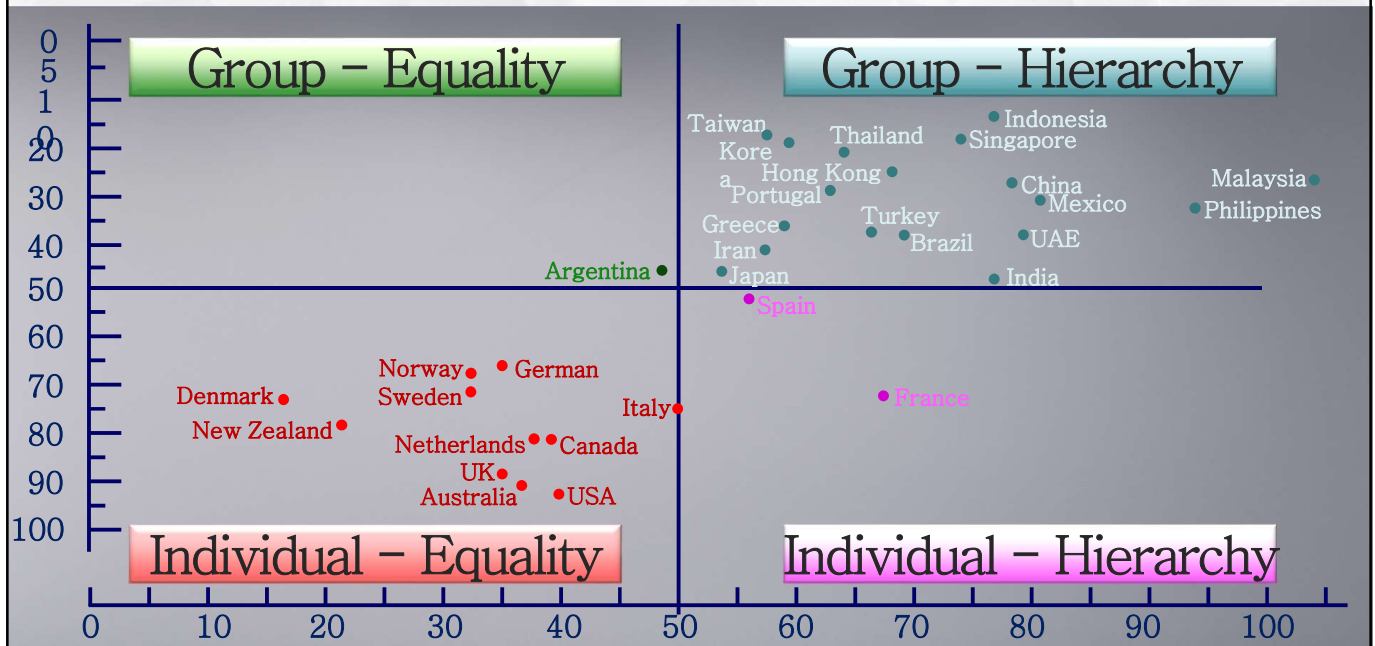
### Hierarchy

Fixed roles, rules and power  
 Centralization  
 Top-down  
 Layered supervision  
 Large salary differential  
 Manage by power, status  
 Directives to subordinates  
 Paternal leader  
 Emotional relationship  
 White collar prefer over blue-collar jobs

### Equality

Temporary inequality  
 Decentralization  
 Flat  
 Individual decision  
 Smaller salary differential  
 Manage through expertise  
 Subordinates consulted  
 Democratic leader  
 Pragmatic relationship  
 Preference based on individual

## Individualism and power distance



## Masculinity and Femininity

**Achievement:** A preference for achievement, heroism, assertiveness, and material success

**Sharing:** a preference for relationships, modesty, caring for the weak, and the quality of life

## Achievement vs. sharing

Country	Rank (mean)	Country	Rank (mean)
English speaking:		East Asia:	
U. S. A.	15 (62)	Korea	41 (39)
Australia	16 (61)	China	10 (66)
U. K.	10 (66)	Japan	1 (95)
Canada	24 (52)	Hong Kong	19 (57)
New Zealand	17 (58)	Singapore	28 (48)
		Taiwan	33 (45)

## Achievement vs. sharing

Country	Rank (mean)	Country	Rank (mean)
Europe:			
Netherlands	51 (14)	Germany	9 (66)
Italy	4 (70)	Spain	37 (42)
Denmark	50 (16)	Yugoslavia	48 (21)
Sweden	53 (5)	Portugal	45 (31)
France	36 (43)	Greece	18 (57)
Norway	52 (8)		

## Masculinity and Femininity: Achievement vs. sharing

Country	Rank (mean)	Country	Rank (mean)
Latin America:		Southeast Asia:	
Argentina	20 (56)	India	21 (56)
Brazil	27 (49)	Philippines	11 (64)
Mexico	6 (69)	Malaysia	25 (50)
Middle East:		Thailand	44 (34)
Iran	35 (43)	Indonesia	30 (46)
UAE	23 (53)		
Turkey	33 (45)		

## Masculinity and Femininity: Achievement vs. sharing

***Achievement:*** A preference for achievement, heroism, assertiveness, and material success

***Sharing:*** A preference for relationships, modesty, caring for the weak, and the quality of life

## Masculinity and Femininity: Society

### Achievement

Reward performance  
 Support the strong  
 Immigrants assimilate  
 Poor help themselves  
 Conflict resolved by power  
 Conservative  
 Adversarial politics  
 Men dominate politics  
 Tough religion  
 Male dominance

### Sharing

Take care of people  
 Support the weak  
 Immigrants integrate  
 Government help the poor  
 Negotiation and compromise  
 Socialist  
 Coalition politics  
 Women in high positions  
 Tolerant religion  
 Complementarity

## Masculinity and Femininity: Socialization and family

### Achievement

Challenge, power, money  
 Boys: tough, aggressive  
 Girls: caring, relational  
 Fathers—facts, mothers—feeling  
 Girls cry, boys fight  
 Boys compete, girls cooperate  
 Grooms industrious, bride chaste  
 Husband has authority and power  
 Husband should be strong, wealthy

### Sharing

Relationship, quality of life  
 Both are modesty, cooperative  
 Both are caring, relational  
 Parents have similar roles  
 Both can cry but not fight  
 Both cooperate, play together  
 Same standard applied  
 Husband is a friend  
 Both should have fun, enjoy life

## Masculinity and Femininity: Organizations

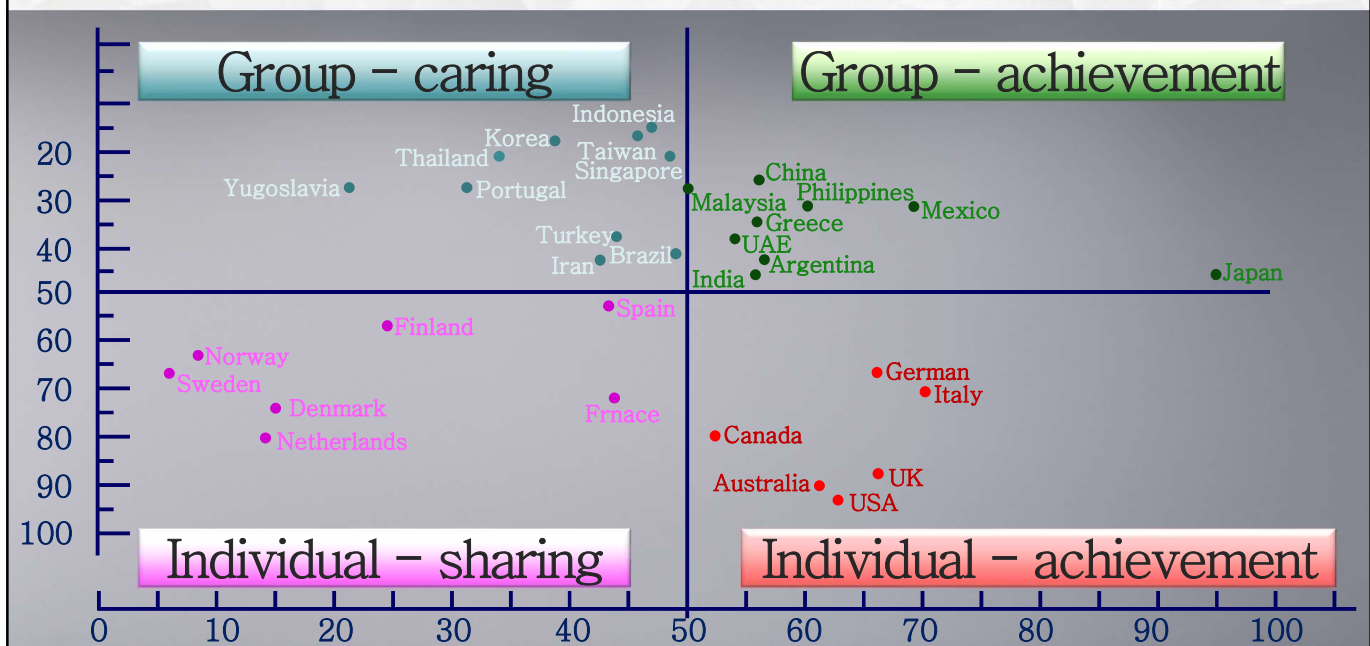
### Achievement

Manage: decisive, aggressive  
 Conflicts, strongest win  
 Reward based on equity  
 Large corporation preferred  
 Money, success over fun  
 Career, most important  
 Low women participation  
 Focus on production, profit  
 Work hard, play hard  
 Success defined by power

### Sharing

Intuitive and consensus  
 Compromise and negotiation  
 Reward based on equality  
 Smaller companies preferred  
 Leisure, interests over money  
 Career is part of lifestyle  
 High women participation  
 Focus on quality and benefits  
 Work leisurely  
 Success defined by quality of life

## Individualism and achievement



## Uncertainty avoidance

**Need for structure vs. flexibility:** The degree to which the members of a society feel uncomfortable with uncertainty and ambiguity, which leads them to support beliefs promising certainty and to maintain institutions protecting conformity

## Structure vs. flexibility

Country	Rank (mean)	Country	Rank (mean)
English speaking:		East Asia:	
U. S. A.	43 (46)	Korea	17 (85)
Australia	37 (51)	China	48 (30)
U. K.	47 (35)	Japan	7 (92)
Canada	42 (48)	Hong Kong	49 (29)
New Zealand	39 (49)	Singapore	59 (8)
		Taiwan	26 (69)



## Structure vs. flexibility

Country	Rank (mean)	Country	Rank (mean)
Latin America:		Southeast Asia:	
Argentina	15 (86)	India	45 (40)
Brazil	22 (76)	Philippines	44 (44)
Mexico	18 (82)	Malaysia	46 (36)
Middle East:		Thailand	30 (64)
Iran	31 (59)	Indonesia	41 (48)
UAE	27 (68)		
Turkey	16 (85)		

## Structure vs. flexibility

**Structure vs. flexibility:** The degree to which the members of a society feel uncomfortable with uncertainty and ambiguity, which leads them to support beliefs promising certainty and to maintain institutions protecting conformity.

## Uncertainty avoidance: Society

### Flexibility

Few strict laws and rules  
 Citizen protest tolerated  
 Liberalism  
 Tolerance, even extremism  
 People are less worried  
 Risky investment  
 Appeal to humor  
 Flexible environment  
 Reports and work groups  
 Are happier and healthier

### Structure

Precise laws and regulations  
 Citizen protest repressed  
 Conservatism, law and order  
 Repression of extremism  
 People have more worries  
 Conservative investment  
 Appeal for expertise  
 Structured environment  
 Tests and guidelines  
 Have more health problems

## Uncertainty avoidance: Socialization and family

### Flexibility

Uncertainty accepted  
 Aggression not accepted  
 Low stress and anxiety  
 Ambiguity, risk acceptable  
 Lenient rules for children  
 Loose moral training  
 Equal address, flexible codes  
 Difference is curious  
 Family life is relaxed  
 Have more children

### Structure

Uncertainty avoided  
 Aggression may be expressed  
 High stress and anxiety  
 Avoid the unfamiliar, risks  
 Firms rules for children  
 Strong moral training  
 Formal address and codes  
 Difference is dangerous  
 Family life is stressful  
 Have less children

# Uncertainty avoidance: Organizations

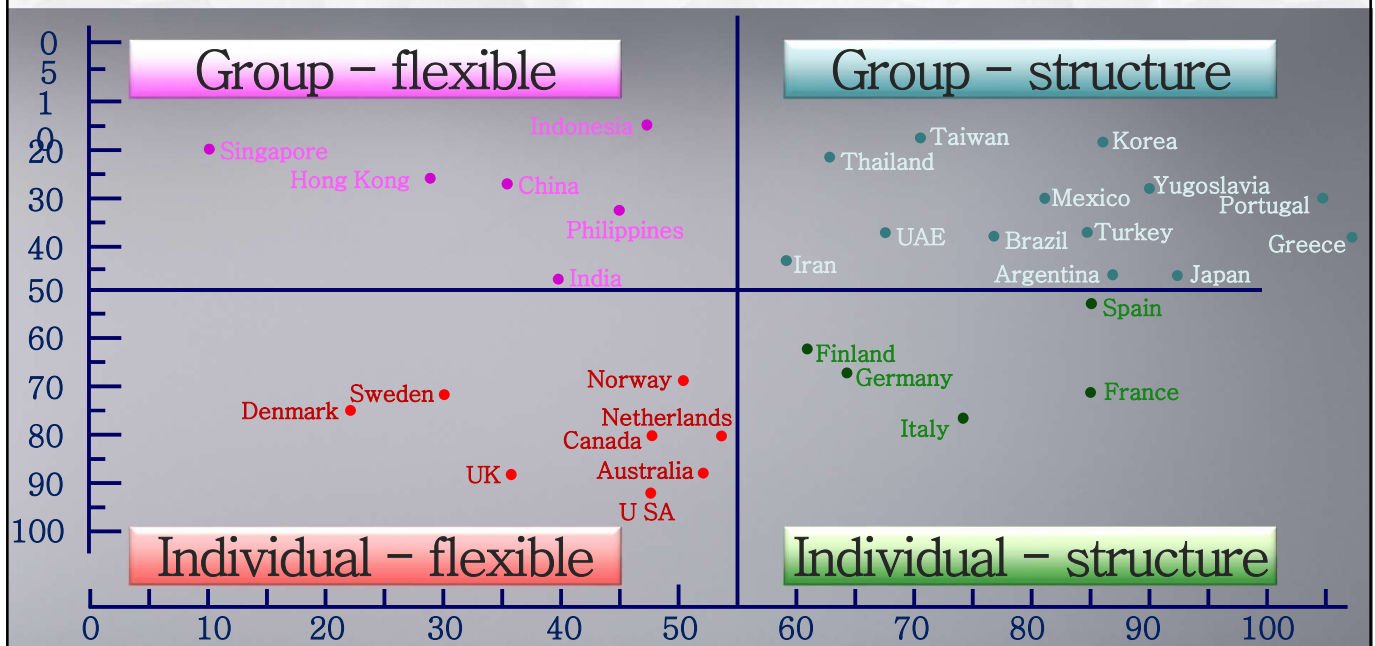
## Flexibility

Shorter service, more changes  
 Rules can be flexible  
 Work hard only when needed  
 Time is orientation  
 Ambiguity and chaos  
 Common sense and generalist  
 Strategic management  
 Focus on decision process  
 More entrepreneurship  
 Motivation by achievement

## Structure

Few changes, longer service  
 Impose rules, feel secure  
 Be busy and work hard  
 Time is money  
 Precision and formalization  
 Expert and technical solution  
 Operational management  
 Focus on decision content  
 Less entrepreneurship  
 Motivation by security

# Individualism and structure



## Cultural differences

