

Hofstede Dimensions of Culture

A Brief Comparison between Pakistan and New Zealand

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Abstract

The objective of this study is to investigate the culture similarities and differences between Pakistan and New Zealand through cultural dimensions proposed by Hofstede. These dimensions can play a significant role in understanding the differences between organizational and national cultures, though many people can contribute for differentiating the culture, cultural dimensions proposed by Geert Hofstede has been first of its kind which opened up the imagination to differentiate the national cultures. The Hofstede dimensions tool is used to compare the dimension of Power distance, Individualism, Masculinity, Uncertainty Avoidance. This study can give the novel insight to cognize how both countries cultures are differ in their practices, values, and the organizational style and also contribute to academic literature related to cross culture management and international marketing management.

Keyword: Hofstede, Culture, Dimension, Pakistan, New Zealand, Organization

Hofstede Cultural Dimensions

Hofstede Dimension helps to study the differences between Pakistani and New Zealand culture in depth. These cultural dimensions were largely constructed based on the data from the IBM employees consisting of 88,000 respondents in 20 languages from 66 countries (Hofstede, 2011; Terlutter, Diehl & Mueller, 2006). Geert H. developed a model that identifies four primary Dimensions to help in segregating cultures: Individualism (IDV), Power Distance

(PDI), Masculinity (MAS), and Uncertainty Avoidance (UAI). Hofstede G. introducing a fifth dimension which is Long Term Orientation (LTO) after conducting an additional international study with a survey instrument developed with Chinese employees and managers, Now his work is continuously updated and most cited cultural typology. (Jones, 2007:2)

Below is the table that describe the rankings of Pakistan and New Zealand from 50 countries and three regions

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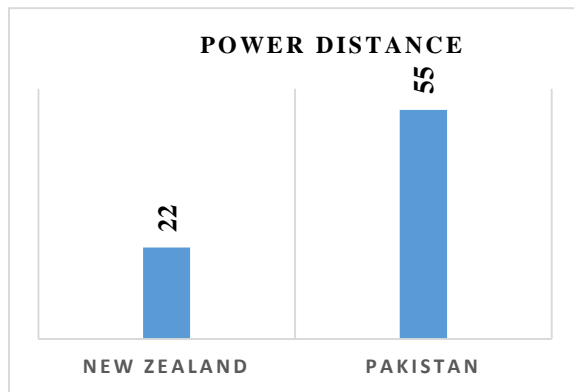
Cultural Dimensions	Pakistan	Rank	New Zealand	Rank
Power Distance (PDI)	55	32	22	50
Individualism (IDV)	79	48	14	33
Masculinity (MAS)	58	25	50	17
Uncertainty Avoidance (UAI)	49	24	70	39

Source: Hofstede (2001, Exhibit 4.1, p. 151)

Comparison between Pakistan and New Zealand

Power Distance (PDI)

The concept of this dimensions reflects the consequences of power inequality and authority relations in society. It influence relationship dependence in family and hierarchy in the organizations (Soares et al., 2007). 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 (Hofstede, 2011)



Comparison of cultural dimension scores on Pakistan and New Zealand (Source: Hofstede, 2010)

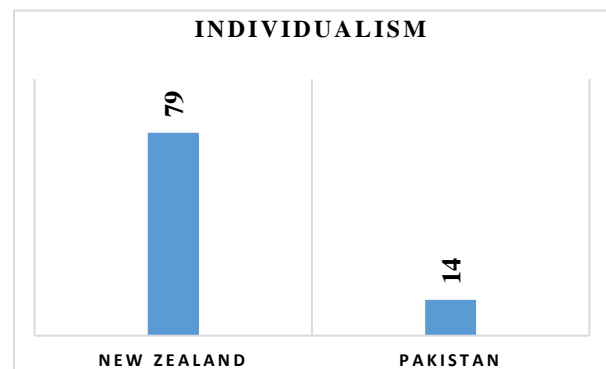
Pakistan in this dimension takes a top down approach. In Pakistan it usually happens that lower level employees don't have the ability or authority to interfere with decision making, they only waits for upper management to ask them for something rather than giving ideas or suggestions. As (Islam, 2004) Pakistani societies have an autocratic format in their business and content that their superior making a choice for them. However, managers or professional who have had a background and experience abroad are usually

more inclined to seek information, ideas or suggestions from lower level employees. In Pakistan it is usually unacceptable to go to upper level manager for feedback and asking too many questions about business related problem, your job even a project can be considered as a symbol of lacking of your expertise as a manager.

The low scores of power distance is an evidence that the elitism is inherently dislike by the New Zealand people. In the organization, more than 80 percent of employees make senior managers visible and have easy access to them. Calling managers by their first name usually common in almost all levels. Even in the universities, students usually call the lecturers by their name. According to (Sinclair, 1969, p. 285) that it is wrong to categorize this culture as classless but the elitist system abhorrence by the society. Some people are richer than other, but in New Zealand wealth carries no high prestige and no entitlement of leadership.

Individualism (IDV)

In this dimension, individual is only look after themselves and their immediate families (Soares et al., 2007). Individualism is defined as the degree of interdependence a society maintains among its members (Hofstede, 2001).



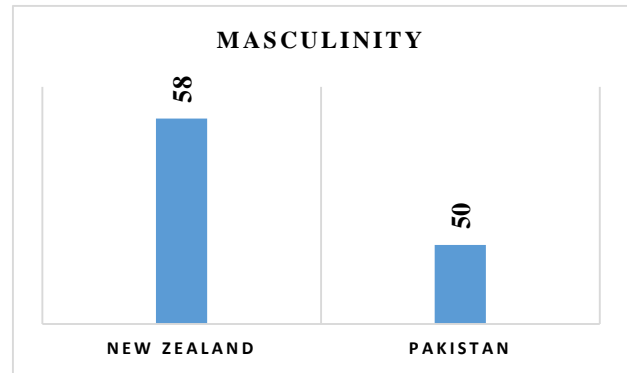
Comparison of cultural dimension scores on Pakistan and New Zealand (Source: Hofstede, 2010)

The above findings indicates low score in individualism which shows that Pakistani society is a collectivist society. National culture and inhabitants of this country hold a strong believe on group cohesiveness and their expectation towards loyalty is high in grouping context. In Pakistan everyone can takes the responsibility of their group members. The whole family usually dependent on one or two persons. Moreover in Pakistan there is a commitment of maintain long-term relationship to their extended families. (Islam, 2004) the existence of sense of individualism in western urban society not exist in Pakistan, particularly in most of the cities and rural areas of Pakistan, an individual is an absolute part of the several multiple groups and his individuality dominate completely. In organization, decision taking by the whole group of upper level management officers. Also by Hofstede's results, hiring, firing and promotional decision is taking in group.

A very forward thinking country the New Zealand is. The highest score in above shows that these people not only believe in individualism strongly, they shaped the environment for it to flourish. Kiwis just only responsible for themselves and their immediate families. Employees are confident by their own capabilities and powers to do things and knowing by their work, hiring, promotion system is usually decide on merit.

Masculinity (MAS)

Achievement and success are the dominate value of masculine courtiers and in feminine countries are caring for others and quality of life (Soares et al., 2007). This dimension indicates that the society will be driven high competition, high achievements and success, with success being defined by the "winner" or "best-in-the-field." (Hofstede, 2001).



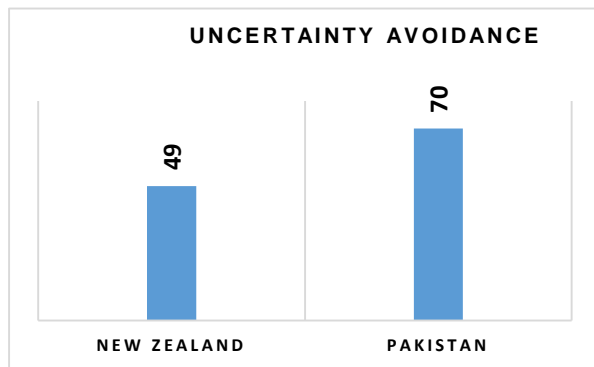
Comparison of cultural dimension scores on Pakistan and New Zealand (Source: Hofstede, 2010)

The values harmony and family culture is more in Pakistan but there is still importance to success, however money and education is not as high as in New Zealand. In past few decades Pakistani culture is more feminine but with the passage of time there is a masculine shift due to education and significant growth of middle class society towards development, more global awareness, and a rich national identity. Now Pakistan has rating of 50 in index which shows that there is an equality in masculine and feminine people but as compare to past, Pakistani people become more goal oriented.

New Zealand is considered to be masculine country because of it 58 high rating. The behavior of the New Zealander people are based on shared values, in schools, working areas and in plays people are working for the best and believes that winners take all. They are very gratified by their success and also by their life time achievements. Although in the academic and corporate sector person with more achievements, awards & honors in their life gave special respect and preference. Conflicted matters are resolved in individual manners and their goal is to win. There is also a fact that Kiwi's women have a more preference to masculine man research by (Queensland University's school of psychology)*

Uncertainty Avoidance (UA)

Uncertainty Avoidance (UA) is referred to the level of stress towards the face of an unknown future in the society (Bashir et al., 2012). It is also refers to the extent to which people feel threatened by uncertainty and ambiguity and try to avoid these uncertain situations” (Hofstede, 1991: 113).



Comparison of cultural dimension scores on Pakistan and New Zealand (Source: Hofstede, 2010)

The score of uncertainty avoidance is 70, which shows that people of Pakistan not much worried about what will happen in future. The society of Pakistanis did not threaten by the uncertain situations (Afzal and Amjad, 2011). These people are outer-directed, and believes that they have no control over the things. Outward-directed are people who neither take the responsibilities of the affairs nor believes that they control their outcome, they consider that whatever is happened was beyond their control (Hodgetts et al, 2006). Pakistani are eager to gain short term benefit rather than long-term (Afzal and Amjad, 2011)

The above score shows a less preference of uncertainty avoidance in New Zealand. More than fifty percent of the population of New Zealand are more worried about the future. Government has been more involved in rules and regulation of any business activities (Easton, 2000). Thus to protect the environment and economy government sets as well as implement a strict rules to conquest any threat in future. Employers in New Zealand need to deal with wider legislation requirement which involves a range of issues such as health and safety, compensation for accidents at work place and discrimination (Kennedy, 2007).They set out

a long term objectives with planning and run ahead with systematic approach.

Conclusion

The above study on New Zealand and Pakistani culture through the Hofstede shows that there is a significant similarities and differences exist between both cultures but a considerable difference in terms of power distance, gender egalitarianism, individualism, future orientation, uncertainty avoidance etc. also exist so to understand both country cultures we must study these dimensions for running effective organization especially in term of marketing practices, in these countries.

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