

# **Intercultural Communication**

## **GLOBE studies of 62 Societies**

Lecture 3 -4

# Learning outcomes

- Being global is not just about where you do business. It is also about how you do it.

# Aspects of Globalization of Business

- The increase of foreign customers and foreign competitors
- Travel and tourism
- The number of Internet users
- The increase of international flow of investment
- Globalization of financial markets
- Unprecedented growth of cross-border M&A transaction
- Hence facing increasing global employees, Customers, Suppliers, competitors, creditors

# Differing Views and Conceptualizations of Leadership

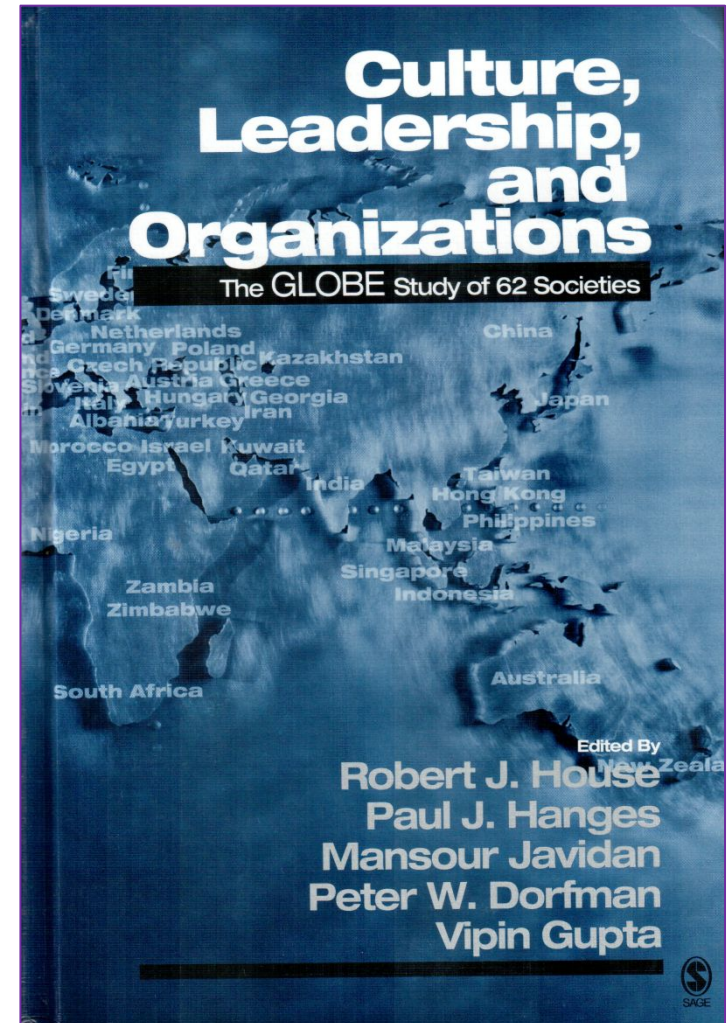
- Americans, Arabs, Asians, English, Eastern Europeans, French, Germans, Latin Americans, and Russians tend to romanticize the concept of leadership and consider leadership in both political and organizational arenas to be important. In these cultures leaders are commemorated with statues, names of major avenues or boulevards, or names of buildings.
- Many people of German-speaking Switzerland, the Netherlands, and Scandinavia are skeptical about leaders and the concept of leadership for fear that they will accumulate and abuse power. In these countries it is difficult to find public commemoration of leaders.

# Uncertainty Avoidance

- Based on questionnaire responses from about 17,000 managers in 62 societies, our findings reveal that there is wide variation among societies on this dimension, ranging from 2.88 to 5.37 on a seven-point scale. Examples of societies that are very high on the tendency to avoid uncertainty are China, Singapore, and German-speaking and Scandinavian countries. Examples of societies that are very low on this tendency are the Latin American countries, and the Eastern European countries.
- Now consider how individuals in high and low uncertainty avoidance cultures tend to behave. Most individuals in high uncertainty avoidance cultures have a strong tendency toward formalizing their interactions with others, documenting agreements in legal contracts, being orderly, keeping meticulous records, documenting conclusions drawn in meetings, formalizing policies and procedures, establishing and following rules, verifying verbal communications in writing, and taking moderate calculated risks.
- In contrast, most individuals in low uncertainty avoidance cultures tend to exhibit the following traits and practices: they are more informal; rely on the word of others they trust rather than contractual arrangements; are less concerned with orderliness and the maintenance of records; do not document the conclusions drawn in meetings; rely on informal interactions and informal norms rather than formalized policies, procedures, and rules; and tend to be less calculating when taking risks.
- If individuals from high and low uncertainty avoidance cultures are aware of their differences with respect to this cultural dimension, they will more likely know what to expect from each other, and possibly be able to negotiate mutually agreeable approaches to conflict resolution, problem solving, decision making, and management practices.

# The GLOBE Study

- Power Distance
- Uncertainty Avoidance
- Humane Orientation
- Collectivism I: (Institutional)
- Collectivism II: (In-Group)
- Assertiveness
- Gender Egalitarianism
- Future Orientation
- Performance Orientation



# Globe

- 9 cultural dimensions
- 7 point scale
- Leadership dimensions
- 10 cultural clusters
- The correlation for each dimension between the reported values and practices

# Cultural dimension definitions

**Table 3.1** Culture Construct Definitions and Sample Questionnaire Items

<i>Culture Construct Definitions</i>	<i>Specific Questionnaire Item</i>
<i>Power Distance:</i> The degree to which members of a collective expect power to be distributed equally.	Followers are (should be) expected to obey their leaders without question.
<i>Uncertainty Avoidance:</i> The extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate unpredictability of future events.	Most people lead (should lead) highly structured lives with few unexpected events.
<i>Humane Orientation:</i> The degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.	People are generally (should be generally) very tolerant of mistakes.
<i>Collectivism I (Institutional Collectivism):</i> The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.	Leaders encourage (should encourage) group loyalty even if individual goals suffer.
<i>Collectivism II (In-Group Collectivism):</i> The degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families.	Employees feel (should feel) great loyalty toward this organization.
<i>Assertiveness:</i> The degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.	People are (should be) generally dominant in their relationships with each other.
<i>Gender Egalitarianism:</i> The degree to which a collective minimizes gender inequality.	Boys are encouraged (should be encouraged) more than girls to attain a higher education. (Scored inversely.)
<i>Future Orientation:</i> The extent to which individuals engage in future-oriented behaviors such as delaying gratification, planning, and investing in the future.	More people live (should live) for the present rather than for the future. (Scored inversely.)
<i>Performance Orientation:</i> The degree to which a collective encourages and rewards group members for performance improvement and excellence.	Students are encouraged (should be encouraged) to strive for continuously improved performance.



# 1. Performance orientation concept

Performance orientation reflects the extent to which a community encourages and rewards innovation, high standards, performance improvement.

# 1. Higher Performance Orientation Societies Versus Lower Performance Orientation Societies

<i>Societies That Score Higher on Performance Orientation, Tend to:</i>	<i>Societies That Score Lower on Performance Orientation, Tend to:</i>
<ul style="list-style-type: none"> <li>• Value training and development</li> <li>• Emphasize results more than people</li> <li>• Reward performance</li> <li>• Value assertiveness, competitiveness, and materialism</li> <li>• Expect demanding targets</li> <li>• Believe that individuals are in control</li> <li>• Have a "can-do" attitude</li> <li>• Value and reward individual achievement</li> <li>• Have performance appraisal systems that emphasize achieving results</li> <li>• View feedback as necessary for improvement</li> <li>• Value taking initiative</li> <li>• Value bonuses and financial rewards</li> <li>• Believe that anyone can succeed if he or she tries hard enough</li> <li>• Believe that schooling and education are critical for success</li> <li>• Value what you do more than who you are</li> <li>• Attach little importance to age in promotional decisions</li> <li>• Value being direct, explicit, and to the point in communications</li> <li>• Have a monochrome approach to time</li> <li>• Have a sense of urgency</li> </ul>	<ul style="list-style-type: none"> <li>• Value societal and family relationships</li> <li>• Emphasize loyalty and belongingness</li> <li>• Have high respect for quality of life</li> <li>• Emphasize seniority and experience</li> <li>• Value harmony with the environment rather than control</li> <li>• Have performance appraisal systems that emphasize integrity, loyalty, and cooperative spirit</li> <li>• View feedback and appraisal as judgmental and discomforting</li> <li>• View assertiveness as socially unacceptable</li> <li>• Regard being motivated by money as inappropriate</li> <li>• View merit pay as potentially destructive to harmony</li> <li>• Value "attending the right school" as an important success criterion</li> <li>• Emphasize tradition</li> <li>• Have high value for sympathy</li> <li>• Associate competition with defeat and punishment</li> <li>• Value who you are more than what you do</li> <li>• Pay particular attention to age in promotional decisions</li> <li>• Value ambiguity and subtlety in language and communications</li> <li>• Have a polychronic approach to time</li> <li>• Have a low sense of urgency</li> </ul>

# 1. Performance Orientation: Society Values

<i>Band</i>									
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>		<i>E</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
ELSalvador	6.58	South Africa <sup>3</sup>	6.23	Switzerland	5.82	<b>Russia</b>	<b>5.54</b>	Japan	5.17
Zimbabwe	6.45	Mexico	6.16	Greece	5.81	Netherlands	5.49	South Africa	4.92
Colombia	6.42	Canada"	6.15	Spain	5.80	Kazakhstan	5.41		
Slovenia	6.41	Guatemala	6.14	Sweden	5.80	Turkey	5.39		
Namibia	6.40	USA	6.14	Morocco	5.76	South Korea	5.25		
Portugal	6.40.	Brazil	6.13	Israel	5.75				
Venezuela	6.35	Poland	6.12	Thailand	5.74				
Argentina	6.35	Finland	6.11	Taiwan	5.74				
Ecuador	6.32	Austria	6.10	Indonesia	5.73				
Philippines	6.31	Germany <sup>0</sup>	6.09	Singapore	5.72				
Nigeria	6.27	Iran	6.08	Georgia	5.69				
Zambia	6.24	Italy	6.07	China	5.67				
		Bolivia	6.05	France Hong	5.65				
		India	6.05	Kong Albania	5.64				
		Malaysia	6.04	Denmark	5.63				
		Kuwait	6.03		5.61				
		Germany <sup>11</sup>	6.01						
		Switzerland <sup>6</sup>	5.98						
		Ireland	5.98						
		Qatar	5.96						
		Hungary	5.96						
		New Zealand	5.90						
		Costa Rica	5.90						
		Egypt	5.90						
		England	5.90						
		Australia	5.89						

# 1. Performance Orientation: Society Practices

<i>Band</i>					
<i>A</i>		<i>B</i>		<i>C</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Switzerland	4.94	Egypt	4.27	Namibia	3.67
Singapore	4.90	Switzerland <sup>0</sup>	4.25	Slovenia	3.66
Hong Kong	4.80	Germany <sup>11</sup>	4.25	Argentina	3.65
Albania	4.81	India	4.25	Bolivia	3.61
New Zealand	4.72	Zimbabwe	4.24	Portugal	3.60
South Africa <sup>3</sup>	4.66	Denmark	4.22	Italy	3.58
Iran	4.58	Japan	4.22	Kazakhstan	3.57
Taiwan	4.56	Ecuador	4.20	Qatar	3.45
South Korea	4.55	Zambia	4.16	Hungary	3.43
Canada <sup>b</sup>	4.49	Costa Rica	4.12	<b>Russia</b>	<b>3.39</b>
USA	4.49	South Africa <sup>0</sup>	4.11	Venezuela	3.32
Philippines	4.47	France	4.11	Greece	3.20
China	4.45	Mexico	4.10		
Austria	4.44	Germany <sup>1</sup>	4.09		
Indonesia	4.41	England	4.08		
Australia	4.36	Israel	4.08		
Ireland	4.36	Brazil	4.04		
Malaysia	4.34	Spain	4.01		
Netherlands	4.32	Morocco	3.99		
		Kuwait	3.95		
		Colombia	3.94		
		Thailand	3.93		
		Nigeria	3.92		
		Poland	3.89		
		Georgia	3.88		
		Turkey	3.83		
		Finland	3.81		
		Guatemala	3.81		
		Sweden	3.72		
		El Salvador	3.72		

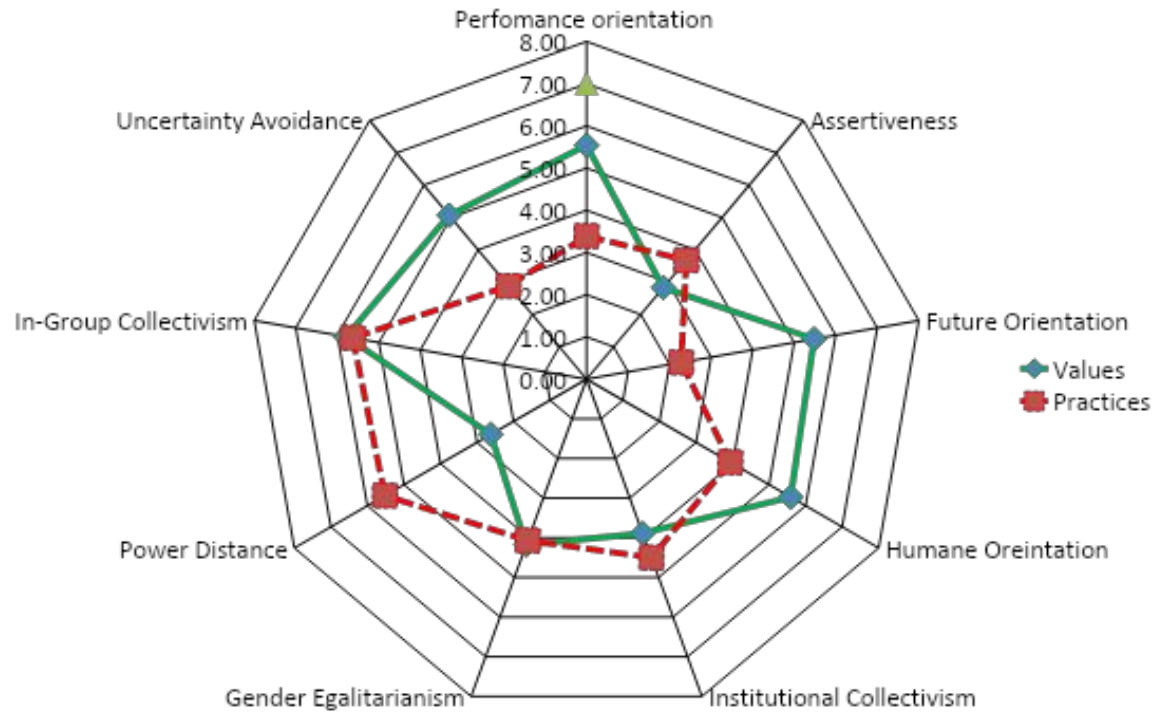
# 1. The correlation between overall practices and values scores

The 2 constructs are minimally related such that people's aspirations **are not strongly related** to their current assessments.

It supports the ideas that is ***it a fundamental humane attribute*** to desire a highly performance-oriented society independent of the current level of societal practices.

# 1. Comparative analysis of values and practices in Russia

Russia



# 1. Performance orientation

## Conclusion

In the sense that cultural values of performance orientation exist more strongly among some peoples than others, and are **a critical force** in shaping and influencing their social and economic behavior.

## 2. Future orientation concept

Future orientation has been identified as a dimension of the more general construct, time orientation, that relates to the subjective experience of time (Trommsdorff, 1983).

Cultural future orientation is the degree to which a collectivity encourages and rewards future-oriented behaviors such as planning and delaying gratification (House et al., 1999).



## 2. Higher Performance Orientation Societies Versus Lower Performance Orientation Societies

<i>Societies That Score Higher on Future Orientation, Tend to:</i>	<i>Societies That Score Lower on Future Orientation, Tend to:</i>
<ul style="list-style-type: none"> <li>• Achieve economic success</li> <li>• Have a propensity to save for the future</li> <li>• Have individuals who are psychologically healthy and socially well adjusted</li> <li>• Have individuals who are more intrinsically motivated</li> <li>• Have organizations with a longer strategic orientation</li> <li>• Have flexible and adaptive organizations and managers</li> <li>• View materialistic success and spiritual fulfillment as an integrated whole</li> <li>• Value the deferment of gratification, placing a higher priority on long-term success</li> <li>• Emphasize visionary leadership that is capable of seeing patterns in the face of chaos and uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>• Have lower levels of economic success</li> <li>• Have a propensity to spend now, rather than to save for the future</li> <li>• Have individuals who are psychologically unhealthy and socially maladjusted</li> <li>• Have individuals who are less intrinsically motivated</li> <li>• Have organizations with a shorter strategic orientation</li> <li>• Have inflexible and maladaptive organizations and managers</li> <li>• See materialistic success and spiritual fulfillment as dualities, requiring trade-offs</li> <li>• Value instant gratification and place higher priorities on immediate rewards</li> <li>• Emphasize leadership that focuses on repetition of reproducible and routine sequences</li> </ul>

*Source: the GLOBE studies, page 302*

## 2. Future Orientation: Society Values

<i>Band</i>							
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Thailand	6.20	Colombia	5.68	Australia	5.15	Denmark	4.33
Namibia	6.12	South Africa"	5.66	Austria	5.11		
Zimbabwe	6.07	Bolivia	5.63	Finland	5.07		
Nigeria	6.04	Spain	5.63	Netherlands	5.07		
El Salvador	5.98	India	5.60	England	5.06		
Ecuador	5.94	Georgia	5.55	Kazakhstan	5.05		
Philippines	5.93	New Zealand	5.54	France	4.96		
Qatar	5.92	Singapore	5.51	Sweden	4.89		
Italy	5.91	Hong Kong	5.50	Germany <sup>5</sup>	4.85		
Guatemala	5.91	<b>Russia</b>	<b>5.48</b>	French-speaking			
Zambia	5.90	Portugal	5.43	Switzerland	4.80		
Malaysia	5.89	Slovenia	5.42	Switzerland	4.79		
Mexico	5.86	Albania	5.42	China	4.73		
Morocco	5.85	Canada'	5.35				
Iran	5.84	U.S.	5.31				
Turkey	5.83	Japan	5.25				
Egypt	5.80	Israel	5.25				
Venezuela	5.79	Germany <sup>0</sup>	5.23				
Argentina	5.78	Ireland	5.22				
Kuwait	5.74	Poland	5.20				
Indonesia	5.70	Costa Rica	5.20				
Hungary	5.70	Taiwan	5.20				
South Korea	5.69	South Africa <sup>1</sup>	5.20				
Brazil	5.69	Greece	5.19				

## 2. Future Orientation: Society Practices

<i>Band</i>							
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Singapore	5.07	Sweden	4.39	El Salvador	3.80	Poland	3.11
Switzerland	4.73	Japan	4.29	Qatar	3.78	Argentina	3.08
South Africa"	4.64	England	4.28	Zimbabwe	3.77	<b>Russia</b>	<b>2.88</b>
Netherlands	4.61	French-speaking		China	3.75		
Malaysia	4.58	Switzerland	4.27	Turkey	3.74		
Austria	4.46	Germany'	4.27	Ecuador	3.74		
Denmark	4.44	Finland	4.24	Portugal	3.71		
Canada'	4.44	India	4.19	Iran	3.70		
		Philippines	4.15	Zambia	3.62		
		U.S.	4.15	Bolivia	3.61		
		South Africa <sup>11</sup>	4.13	Costa Rica	3.60		
		Nigeria	4.09	Slovenia	3.59		
		Australia	4.09	Kazakhstan	3.57		
		Hong Kong	4.03	Spain	3.51		
		Ireland	3.98	Namibia	3.49		
		South Korea	3.97	France	3.48		
		Taiwan	3.96	New Zealand	3.47		
		Germany <sup>6</sup>	3.95	Thailand	3.43		
		Mexico	3.87	Georgia	3.41		
		Egypt	3.86	Greece	3.40		
		Indonesia	3.86	Venezuela	3.35		
		Albania	3.86	Colombia	3.27		
		Israel	3.85	Kuwait	3.26		
		Brazil	3.81	Morocco Italy	3.26		
				Guatemala	3.25		
				Hungary	3.24		

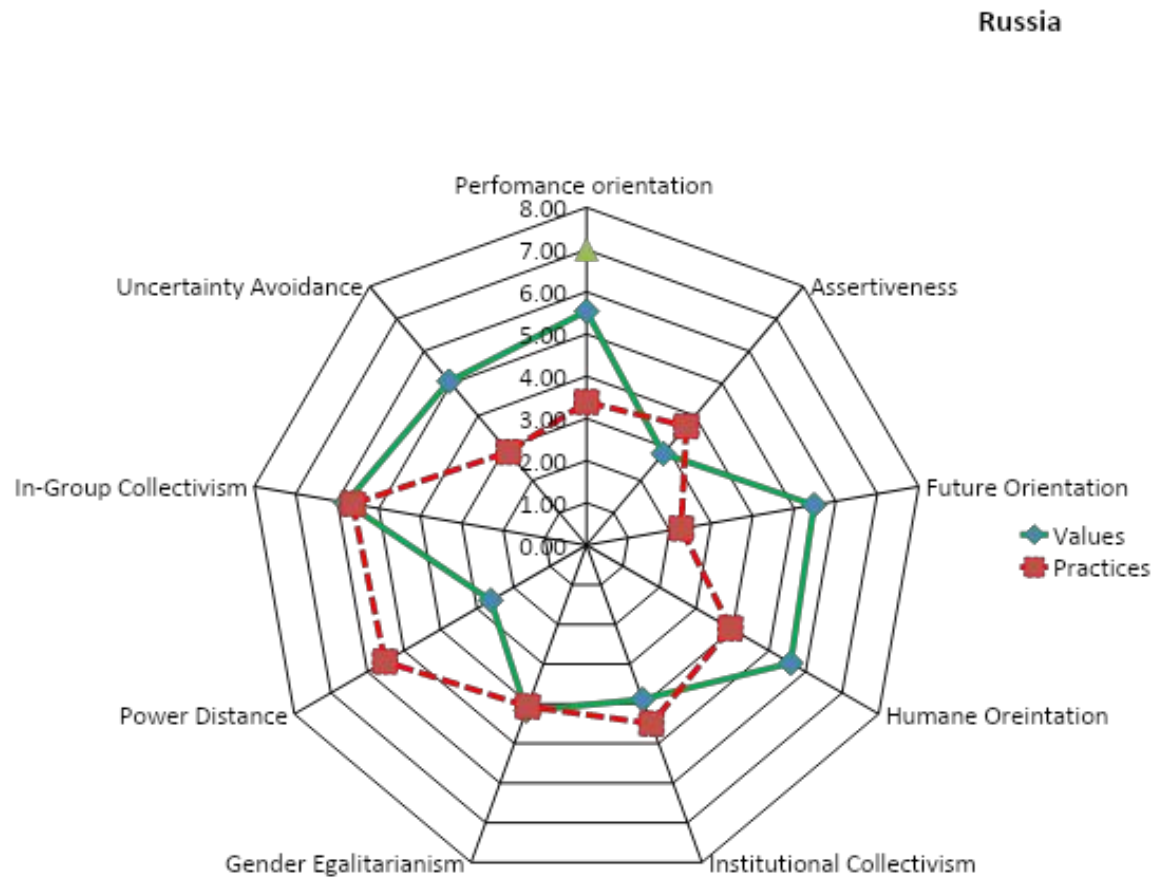
Source: the GLOBE studies, page 304

## 2. The correlation between overall practices and values scores

Societal scores on the Future Orientation values scale **are negatively correlated** with the scores on the Future Orientation practices state. The negative correlations indicate that the lower the practices score, the higher the reported value of Future Orientation.

The negative correlations societies reporting weaker practices of Future Orientation have stronger aspirations for FO. It may be that societies lacking FO practices suffer most from the uncertainty of not addressing the longer-term fundamental issues. Such societies are most conscious of the need for moving toward a more strategic and spiritually fulfilling perspective.

# Comparative analysis of values and practices in Russia



## 2. Future orientation

# Conclusions

- Societies that are future oriented likely have organizations within them that are also future oriented.
- Industrialized and higher-income nations enjoy the present more and are not overly concerned about a future orientation because they have already accumulated substantial wealth and material resources.
- The emerging and lower-income nations may, on the other hand, see a stronger need for taking a long-term perspective and sacrificing for the future because they must cope with scarce and limited resources.

# 3. Gender Egalitarianism

## concept

- Human beings are complex, social creatures capable of assuming multiple roles at any given time and over the course of their lives.
- One of the most fundamental ways in which societies differ is in the extent to which each prescribes and proscribes different roles for women and men (Hofstede, 1980, 1998).
- Some societies are more gender egalitarian and seek to "minimize gender role differences" (House et al., 1999), whereas other societies are more gender differentiated and seek to maximize such differences.

### 3. Higher Gender Egalitarianism Societies Versus Lower Performance Orientation Societies

<i>Societies That Score Higher on Gender Egalitarianism Tend to:</i>	<i>Societies That Score Lower on Gender Egalitarianism Tend to:</i>
<ul style="list-style-type: none"> <li>• Have more women in positions of authority</li> <li>• Accord women a higher status in society</li> <li>• Afford women a greater role in community decision making</li> <li>• Have a higher percentage of women participating in the labor force</li> <li>• Have less occupational sex segregation</li> <li>• Have higher female literacy rates</li> <li>• Have similar levels of education of females and males</li> </ul>	<ul style="list-style-type: none"> <li>• Have fewer women in positions of authority</li> <li>• Accord women a lower status in society</li> <li>• Afford women no or a smaller role in community decision making</li> <li>• Have a lower percentage of women participating in the labor force</li> <li>• Have more occupational sex segregation</li> <li>• Have lower female literacy rates</li> <li>• Have a lower level of education of females relative to males</li> </ul>



### 3. Gender Egalitarianism : Society Values

<i>Band</i>							
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
England	5.17	South Africa	4.60	Taiwan	4.06	Kuwait	3.45
Sweden	5.15	Ecuador	4.59	Indonesia	3.89	Qatar	3.38
Ireland	5.14	Philippines	4.58	Malaysia	3.78	Egypt	3.18
Portugal	5.13	Guatemala	4.53	Iran	3.75		
Canada"	5.11	Poland	4.52	Morocco	3.74		
Denmark	5.08	India	4.51	Georgia	3.73		
U.S.	5.06	Singapore	4.51	China	3.68		
Australia	5.02	Turkey	4.50				
Colombia	5.00	Zimbabwe	4.46				
Brazil	4.99	France	4.40				
Netherlands	4.99	Hong Kong	4.35				
Argentina	4.98	Japan	4.33				
Switzerland	4.92	Zambia	4.31				
Germany	4.90	South Africa	4.26				
Germany	4.89	Namibia	4.25				
Greece	4.89	Finland	4.24				
Italy	4.88	Nigeria	4.24				
Austria	4.83	New Zealand	4.23				
Slovenia	4.83	South Korea	4.22				
Spain	4.82	Albania	4.19				
Venezuela	4.82	<b>Russia</b>	<b>4.18</b>				
Bolivia	4.75	Thailand	4.16				
Kazakhstan	4.75						
Mexico	4.73						
Israel	4.71						
Switzerland	4.69						
El Salvador	4.66						
Costa Rica	4.64						
Hungary	4.63						

Source: the GLOBE studies, page 366

### 3. Gender Egalitarianism : Society Practices

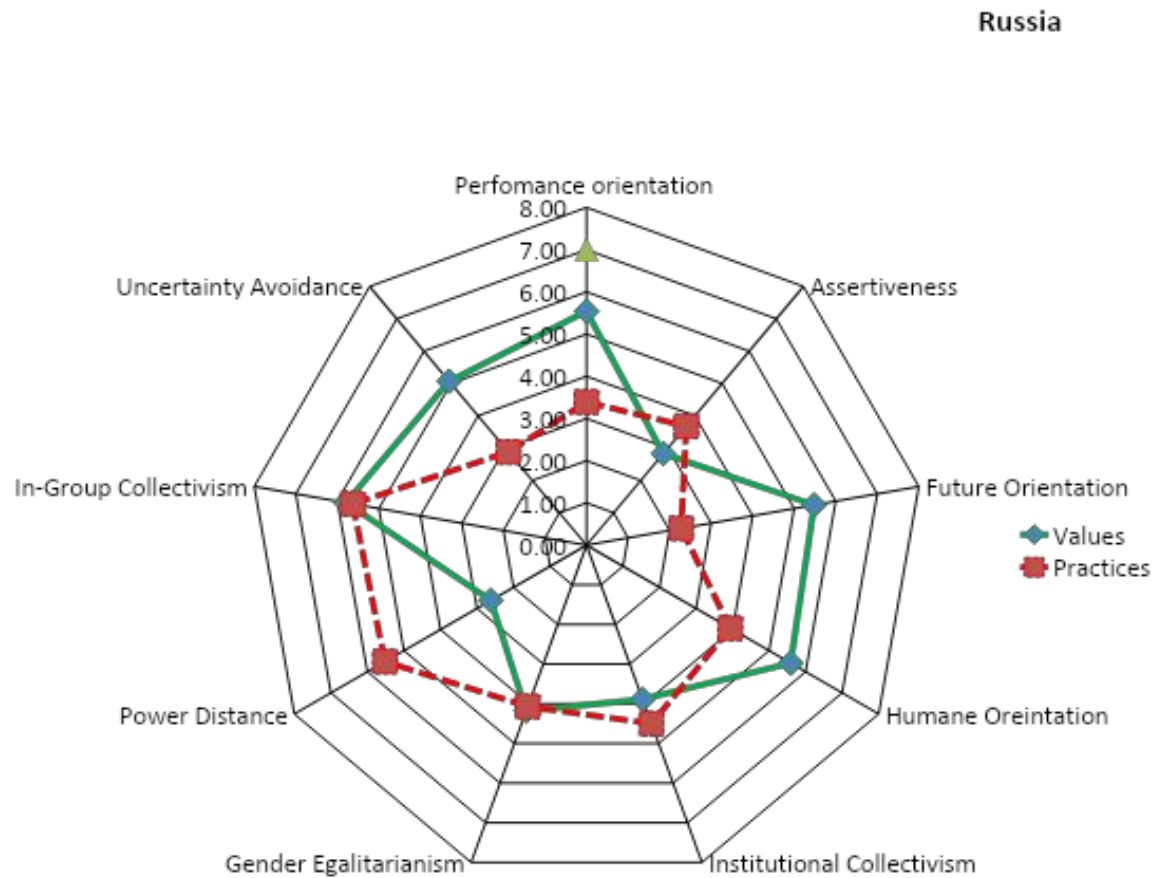
<i>Band</i>					
<i>A</i>		<i>B</i>		<i>C</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Hungary	4.08	Switzerland	3.42	Kuwait	2.58
<b>Russia</b>	<b>4.07</b>	Australia	3.40	South Korea	2.50
Poland	4.02	Finland	3.35		
Slovenia	3.96	Thailand	3.35		
Denmark	3.93	U.S.	3.34		
Namibia	3.88	Brazil	3.31		
Kazakhstan	3.84	South Africa	3.27		
Sweden	3.84	Indonesia	3.26		
Albania	3.71	Italy	3.24		
Canada	3.70	New Zealand	3.22		
Singapore	3.70	Ireland	3.21		
Colombia	3.67	Japan	3.19		
England	3.67	Israel	3.19		
Portugal	3.66	Taiwan	3.18		
South Africab	3.66	El Salvador	3.16		
Philippines	3.64	Germany'	3.10		
France	3.64	Austria	3.09		
Mexico	3.64	Ecuador	3.07		
Qatar	3.63	Germanyf	3.06		
Venezuela	3.62	China	3.05		
Costa Rica	3.56	Zimbabwe	3.04		
(icorgia	3.55	Guatemala	3.02		
Bolivia	3.55	Nigeria	3.01		
Malaysia	3.51	Spain	3.01		
Netherlands	3.50	Iran	2.99		
Argentina	3.49	Switzerland	2.97		
Greece	3.48	India	2.90		
Hong Kong	3.47	Turkey	2.89		
		Morocco	2.84		
		Egypt	2.81		

Source: the GLOBE studies, page 365

### 3. The correlation between overall practices and values scores

Managers' perceptions of their societies' practices and values with respect to Gender Egalitarianism **are significantly correlated**. The more gender egalitarian a society's current practices, the more gender egalitarian a manager's values.

# Comparative analysis of values and practices in Russia



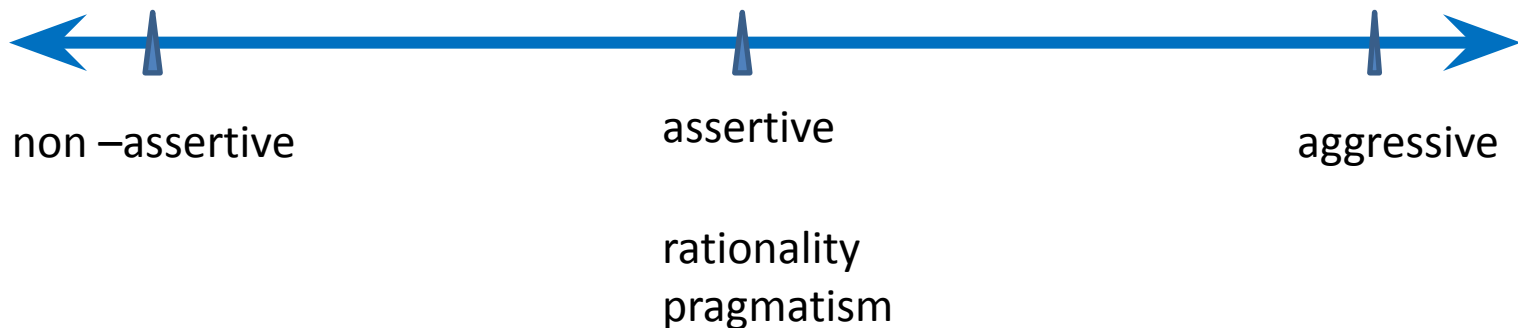
# 3. Gender Egalitarianism

## Conclusions

- The more gender egalitarian a society, the less it relies on biology to determine women's and men's social roles.
- This construct varies along a continuum in that societies can be rated as more or less gender egalitarian relative to other societies in the same study.
- More gender egalitarian societies believe that men and women are suited for similar roles, whereas less gender egalitarian societies believe that men and women should assume different roles.

# 4. Assertiveness concept

- cultural assertiveness reflects beliefs as to whether people are or should be encouraged to be assertive, aggressive, and tough, or nonassertive, aggressive, and tender in social relations.
- According to Hofstede aggressive carries a positive connotation only in what he calls masculine countries.



## 4. Higher Assertiveness Societies Versus Lower Assertiveness Societies

<i>Societies That Score Higher on Assertiveness, Tend to:</i>	<i>Societies That Score Lower on Assertiveness, Tend to:</i>
<ul style="list-style-type: none"> <li>• Value assertive, dominant, and tough behavior for everyone in society</li> <li>• Have sympathy for the strong value competition</li> <li>• Believe that anyone can succeed if he or she tries hard enough</li> <li>• Value success and progress</li> <li>• Value direct and unambiguous communication</li> <li>• Value being explicit and to the point in communications</li> <li>• Value expressiveness and revealing thoughts and feelings</li> <li>• Have relatively positive connotations for the term <i>aggression</i></li> <li>• Have a just-world belief</li> <li>• Try to have control over the environment</li> <li>• Stress equity, competition, and performance</li> <li>• Have a "can-do" attitude</li> <li>• Emphasize results over relationships</li> <li>• Value taking initiative</li> <li>• Reward performance</li> <li>• Expect demanding and challenging targets</li> <li>• Believe that individuals are in control</li> <li>• Value what you do more than who you are</li> <li>• Build trust on the basis of capabilities or calculation</li> <li>• Act and think of others as opportunistic</li> </ul>	<ul style="list-style-type: none"> <li>• View assertiveness as socially unacceptable and value modesty and tenderness</li> <li>• Have sympathy for the weak</li> <li>• Value cooperation</li> <li>• Associate competition with defeat and punishment</li> <li>• Value people and warm relationships</li> <li>• Speak indirectly and emphasize "face-saving"</li> <li>• Value ambiguity and subtlety in language and communications</li> <li>• Value detached and self-possessed conduct</li> <li>• Have far more negative connotations with the term <i>aggression</i> (e.g., aggression leads only to negative outcomes)</li> <li>• Have an unjust-world belief</li> <li>• Value harmony with the environment rather than control</li> <li>• Stress equality, solidarity, and quality of life</li> <li>• Emphasize tradition, seniority, and experience</li> <li>• Emphasize integrity, loyalty, and cooperative spirit</li> <li>• View "merit pay" as potentially destructive to harmony</li> <li>• Value who you are more than what you do</li> <li>• Build trust on the basis of predictability</li> <li>• Think of others as inherently worthy of trust</li> </ul>

## 4. Assertiveness : Society Values

<i>Band</i>					
<i>A</i>		<i>B</i>		<i>C</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Japan	5.56	Zambia	4.38	Germany	3.09
China	5.44	Georgia	4.35	Netherlands	3.02
Philippines	5.14	U.S.	4.32	Greece	2.96
Iran	4.99	Canada	4.15	Brazil	2.91
Hong Kong	4.81	Costa Rica	4.05	<b>Russia</b>	<b>2.83</b>
Malaysia	4.81	Spain	4.00	Austria	2.81
India	4.76	Ireland	3.99	Turkey	2.66
Indonesia	4.72	Namibia	3.91		
Zimbabwe	4.60	Poland	3.90		
Slovenia	4.59	Kazakhstan	3.84		
Albania	4.41	Italy	3.82		
Singapore	4.41	South Africa	3.82		
		Australia	3.81		
		Qatar	3.80		
		Mexico	3.79		
		Switzerland	3.78		
		Israel	3.76		
		Kuwait	3.76		
		South Korea	3.75		
		Bolivia	3.73		
		England	3.70		
		South Africa	3.69		
		Finland	3.68		
		Ecuador	3.65		
		Guatemala	3.64		
		El Salvador	3.62		
		Sweden	3.61		
		Portugal	3.58		
		New Zealand	3.54		
		Thailand	3.48		
		Morocco	3.44		
		Colombia	3.43		
		Denmark	3.39		
		France	3.38		
		Hungary	3.35		
		Venezuela	3.33		
		Egypt	3.28		
		Taiwan	3.28		
		Argentina	3.25		

Source: the GLOBE studies, page 411



## 4. Assertiveness : Society Practices

<i>Band</i>					
<i>A</i>		<i>B</i>		<i>C</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Albania	4.89	France	4.13	Switzerland1	3.47
Nigeria	4.79	Qatar	4.11	New Zealand	3.42
Hungary	4.79	Ecuador	4.09	Sweden	3.38
Germany"	4.73	Zambia	4.07		
Hong Kong	4.67	Italy	4.07		
Austria	4.62	Zimbabwe	4.06		
El Salvador	4.62	Poland	4.06		
South Africab	4.60	Canada'	4.05		
Greece	4.58	Iran	4.04		
Germany0	4.55	Philippines	4.01		
U.S.	4.55	Slovenia	4.00		
Turkey	4.53	Ireland	3.92		
Morocco	4.52	Taiwan	3.92		
Switzerland	4.51	Namibia	3.91		
Kazakhstan	4.46	Egypt	3.91		
Mexico	4.45	Guatemala	3.89		
Spain	4.42	Malaysia	3.87		
South Korea	4.40	Indonesia	3.86		
South Africa11	4.36	Finland	3.81		
Venezuela	4.33	Denmark	3.80		
Netherlands	4.32	Bolivia	3.79		
Australia	4.28	China	3.76		
Israel	4.23	Costa Rica	3.75		
Argentina	4.22	India	3.73		
Brazil	4.20	<b>Russia</b>	<b>3.68</b>		
Colombia	4.20	Portugal	3.65		
Georgia	4.18	Thailand	3.64		
Singapore	4.17	Kuwait	3.63		
England	4.15	Japan	3.59		

Source: the GLOBE studies, page 410

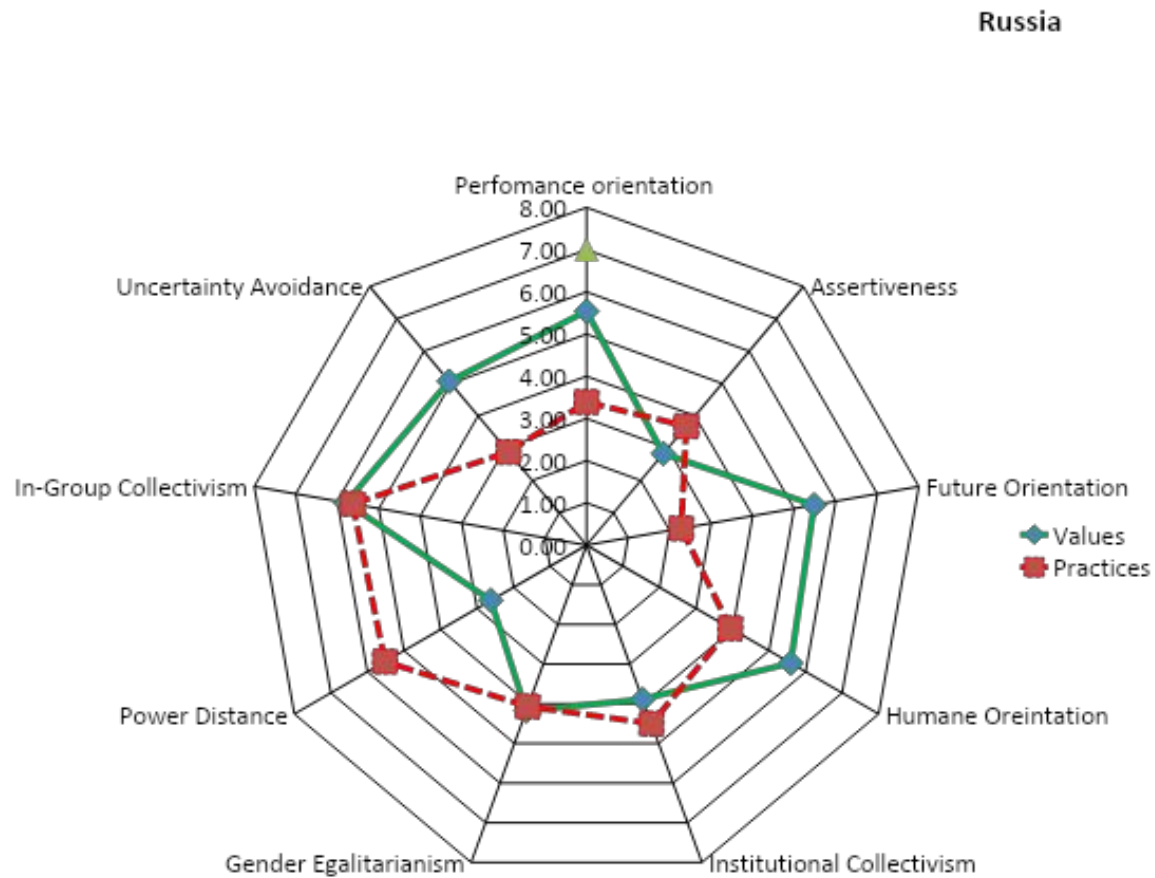
## 4. The correlation between overall practices and values scores

- the desire for less Assertiveness, perhaps reflecting the wish to belong to a relatively nonthreatening, nonaggressive society. However, as stated, a third of the countries seem to want more Assertiveness, and many Asian countries, especially, stress assertiveness in this regard.

Those societies that score higher on Assertiveness values show the following characteristics (significant correlation coefficients):

- They have more success in science and technology
- They have more respect for family and friends
- They are lower on egalitarian commitment

# Comparative analysis of values and practices in Russia



## 4. Assertiveness: Conclusions

- Organizations reflect Assertiveness cultural values, but not practices, in the society in which they are embedded.
- the GLOBE Assertiveness practices measure was not correlated with Gender Egalitarianism (practices or values). However, Assertiveness values and Gender Egalitarianism values are negatively correlated, meaning that preferring more assertiveness is related to preferring less gender equality or more male-oriented values.
- The Assertiveness values scale was positively related to the Power Distance values measure.

## 5-6. Individualism and Collectivism concept of GLOBE

### ***Institutional Collectivism***

The construct was measured through a set of four questions that were focused on the degree to which institutional practices at the societal level encourage and reward collective action.

Specifically, the questions assessed whether group loyalty is emphasized at the expense of individual goals, whether the economic system emphasizes individual or collective interests, whether being accepted by other group members is important, and whether individualism or group cohesion is valued more in the society

the Institutional Collectivism practices scale included a unique item regarding the emphasis that is placed on being accepted in other groups that is not included in the values scale. Likewise, the Institutional Collectivism values scale included an item regarding the preference people have for individual versus team sports that was not included in the practices scale.

### ***In-Group Collectivism***

In-Group Collectivism construct was also operationalized by a set of four questions that assessed the degree to which individuals express pride, loyalty, and interdependence in their families. The items specifically measured According to Hofstede aggressive carries a positive connotation only in what he calls masculine countries.

In addition, the In-Group Collectivism practices scale focused exclusively on families, children, and parents. By contrast, the In-Group Collectivism values scale also included a focus on the value of having pride in the society as a whole. Therefore, although the scales mostly measure common elements, they also have some uniqueness and have some qualitative differences.

## 5-6. Higher Individualism-Collectivism versus Lower Individualism-Collectivism Societies

<i>Features of Cultures That Score High on Collectivism</i>	<i>Features of Cultures That Score High on Individualism</i>
<ul style="list-style-type: none"> <li>• Individuals are integrated into strong cohesive groups</li> <li>• The self is viewed as interdependent with groups</li> <li>• Group goals take precedence over individual goals</li> <li>• Duties and obligations are important determinants of social behavior</li> <li>• People emphasize relatedness with groups</li> <li>• Ecologies are agricultural, and countries are often developing</li> <li>• There is a slower pace of life</li> <li>• There are lower heart-attack rates</li> <li>• There is lower subjective well-being</li> <li>• There are more extended family structures</li> <li>• Love is assigned less weight in marriage decisions</li> <li>• There are lower divorce rates</li> <li>• Communication is indirect</li> <li>• Individuals are likely to engage in group activities</li> <li>• Individuals have fewer social interactions, but interactions tend to be longer and more intimate</li> <li>• Individuals make greater distinctions between in-groups and out-groups</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals look after themselves or their immediate families</li> <li>• The self is viewed as autonomous and independent of groups</li> <li>• Individual goals take precedence over group goals</li> <li>• Attitudes and personal needs are important determinants of behavior</li> <li>• People emphasize rationality</li> <li>• Ecologies are hunting and gathering, or industrial and wealthy</li> <li>• There is a faster pace of life</li> <li>• There are higher heart-attack rates</li> <li>• There is higher subjective well-being</li> <li>• There are more nuclear family structures</li> <li>• Love is assigned greater weight in marriage decisions</li> <li>• There are higher divorce rates</li> <li>• Communication is direct</li> <li>• Individuals are likely to engage in activities alone</li> <li>• Individuals have more social interactions, but interactions tend to be shorter and less intimate</li> <li>• Individuals make fewer</li> </ul>

## 5-6.Societal Institutional Collectivism Values

<i>Band</i>							
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
El Salvador	5.65	Nigeria	5.03	Hungary	4.50	Korea	3.90
Brazil	5.62	Morocco	5.00	Albania	4.44	<b>Russia</b>	<b>3.89</b>
Iran	5.54	Mexico	4.92	Hong Kong	4.43	Georgia	3.83
Ecuador	5.41	Zimbabwe	4.87	Australia	4.40		
Greece	5.40	Malaysia	4.87	South Africa	4.38		
Venezuela	5.39	France	4.86	Namibia	4.38		
Colombia	5.38	Egypt	4.85	Slovenia	4.38		
Argentina	5.32	Germany"	4.82	Switzerland	4.31		
Portugal	5.30	Philippines	4.78	England	4.31		
Turkey	5.26	Zambia	4.74	South Africa	4.30		
Guatemala	5.23	Austria	4.73	Israel	4.27		
Spain	5.20	India	4.71	Poland	4.22		
Indonesia	5.18	Switzerland	4.69	New Zealand	4.20		
Costa Rica	5.18	Germany	4.68	Denmark	4.19		
Taiwan	5.15	Ireland	4.59	Canada	4.17		
Kuwait	5.15	China	4.56	U.S.	4.17		
Qatar	5.13	Singapore	4.55	Finland	4.11		
Italy	5.13	Netherlands	4.55	Kazakhstan	4.04		
Thailand	5.10			Japan	3.99		
Bolivia	5.10			Sweden	3.94		

## 5-6.Societal In-Group Collectivism Values

<i>Band</i>					
<i>A</i>		<i>B</i>		<i>C</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
El Salvador	6.52	Mexico	5.95	Switzerland	5.35
Colombia	6.25	Portugal	5.94	India	5.32
New Zealand	6.21	South Africa	5.91	Austria	5.27
Philippines	6.18	Iran	5.86	Japan	5.26
Ecuador	6.17	Malaysia	5.85	Germany	5.22
Venezuela	6.17	Zimbabwe	5.85	Albania	5.22
Argentina	6.15	<b>Russia</b>	<b>5.79</b>	Germany	5.18
Guatemala	6.14	Spain	5.79	Netherlands	5.17
Costa Rica	6.08	Zambia	5.77	Brazil	5.15
Namibia	6.07	U.S.	5.77	Hong Kong	5.11
Sweden	6.04	Turkey	5.77	China	5.09
Bolivia	6.00	Thailand	5.76	South Africa	4.99
Canada	5.97	Israel	5.75	Switzerland	4.94
		Australia	5.75		
		Poland	5.74		
		Ireland	5.74		
		Italy	5.72		
		Slovenia	5.71		
		Morocco	5.68		
		Indonesia	5.67		
		Georgia	5.66		
		Qatar	5.60		
		Egypt	5.56		
		England	5.55		
		Hungary	5.54		
		Denmark	5.50		
		Singapore	5.50		
		Nigeria	5.48		
		Greece	5.46		
		Taiwan	5.45		
		Kazakhstan	5.44		
		Kuwait	5.43		
		France	5.42		

*Source: the GLOBE studies, page 471*



## 5-6. Societal Institutional Collectivism Practices

<i>Band</i>							
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Sweden	5.22	Indonesia	4.54	Portugal	3.92	Greece	3.25
South Korea	5.20	Albania	4.54	Ecuador	3.90		
Japan	5.19	Poland	4.53	Iran	3.88		
Singapore	4.90	<b>Russia</b>	<b>4.50</b>	Morocco	3.87		
New Zealand	4.81	Qatar	4.50	Spain	3.85		
Denmark	4.80	Egypt	4.50	Brazil	3.83		
China	4.77	Kuwait	4.49	Colombia	3.81		
Philippines	4.65	Israel	4.46	Germany	3.79		
Ireland	4.63	Netherlands	4.46	El Salvador	3.71		
Finland	4.63	South Africa	4.39	Guatemala	3.70		
South Africa	4.62	Canada	4.38	Italy	3.68		
Zambia	4.61	India	4.38	Argentina	3.66		
Malaysia	4.61	Austria	4.30	Germany	3.56		
Taiwan	4.59	Australia	4.29	Hungary	3.53		
		Kazakhstan	4.29				
		England	4.27				
		Switzerland	4.22				
		U.S.	4.20				
		Nigeria	4.14				
		Hong Kong	4.13				
		Namibia	4.13				
		Slovenia	4.13				
		Zimbabwe	4.12				
		Switzerland	4.06				
		Mexico	4.06				
		Bolivia	4.04				
		Thailand	4.03				
		Georgia	4.03				
		Turkey	4.03				
		Venezuela	3.96				
		Costa Rica	3.93				
		France	3.93				

Source: the GLOBE studies, page 468

## 5-6. Societal In-Group Collectivism Practices

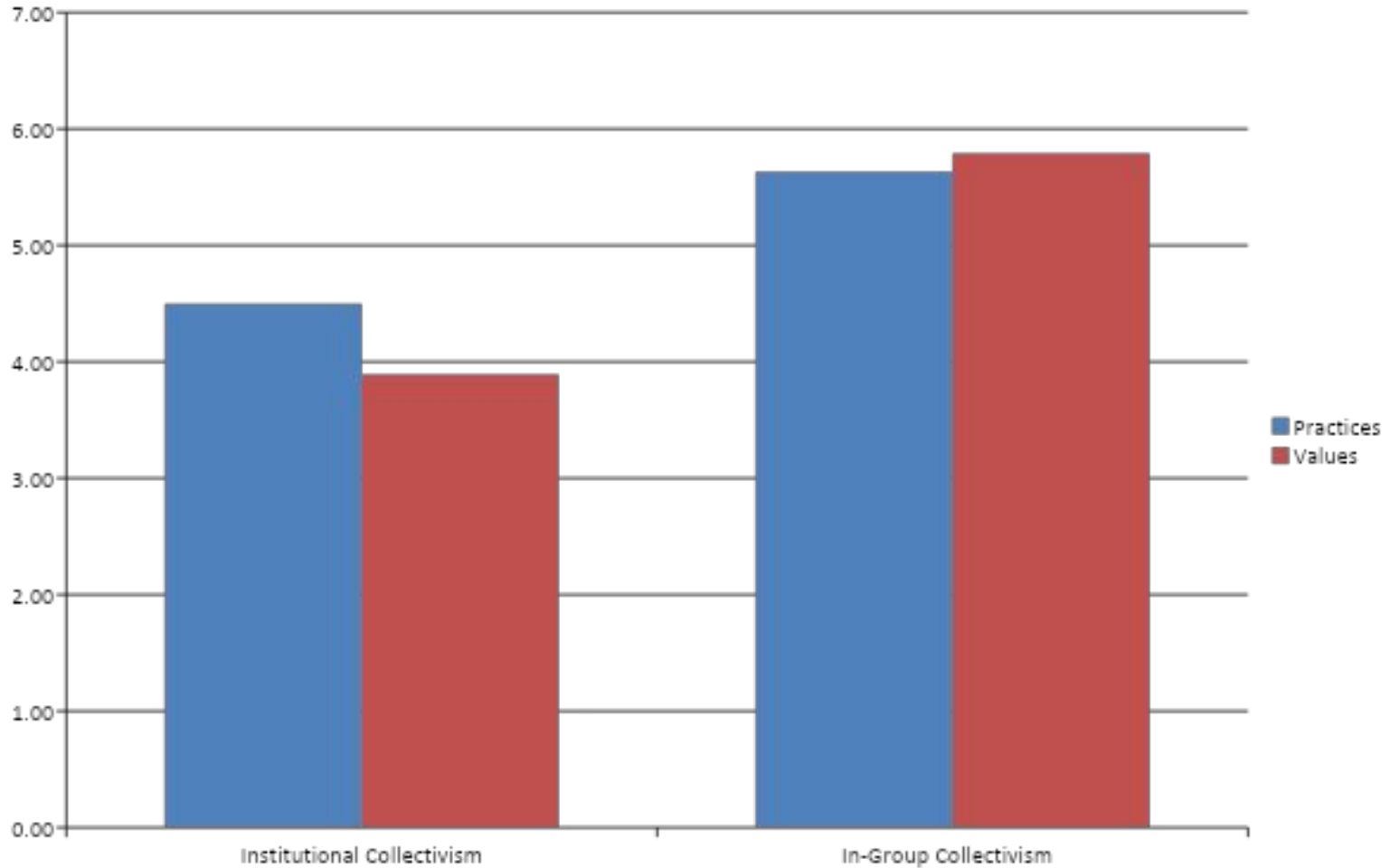
<i>Band</i>					
<i>A</i>		<i>B</i>		<i>C</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Philippines	6.36	Costa Rica	5.32	Canada	4.26
Georgia	6.19	Hong Kong	5.32	U.S.	4.25
Iran	6.03	Greece	5.27	Australia	4.17
India	5.92	Kazakhstan	5.26	England	4.08
Turkey	5.88	Hungary	5.25	Finland	4.07
Morocco	5.87	Brazil	5.18	Germany	4.02
Zambia	5.84	Ireland	5.14	Switzerland	3.97
Ecuador	5.81	South Africa	5.09	Switzerland	3.85
China	5.80	Italy	4.94	Netherlands	3.70
Kuwait	5.80	Austria	4.85	New Zealand	3.67
Albania	5.74	Qatar	4.71	Sweden	3.66
Colombia	5.73	Israel	4.70	Denmark	3.53
Mexico	5.71	Japan	4.63		
Thailand	5.70	Namibia	4.52		
Indonesia	5.68	Germany	4.52		
Egypt	5.64	South Africa	4.50		
Singapore	5.64	France	4.37		
Guatemala	5.63				
<b>Russia</b>	<b>5.63</b>				
Taiwan	5.59				
Zimbabwe	5.57				
Nigeria	5.55				
South Korea	5.54				
Venezuela	5.53				
Poland	5.52				
Malaysia	5.51				
Portugal	5.51				
Argentina	5.51				
Bolivia	5.47				
Spain	5.45				
Slovenia	5.43				
El Salvador	5.35				

Source: the GLOBE studies, page 469

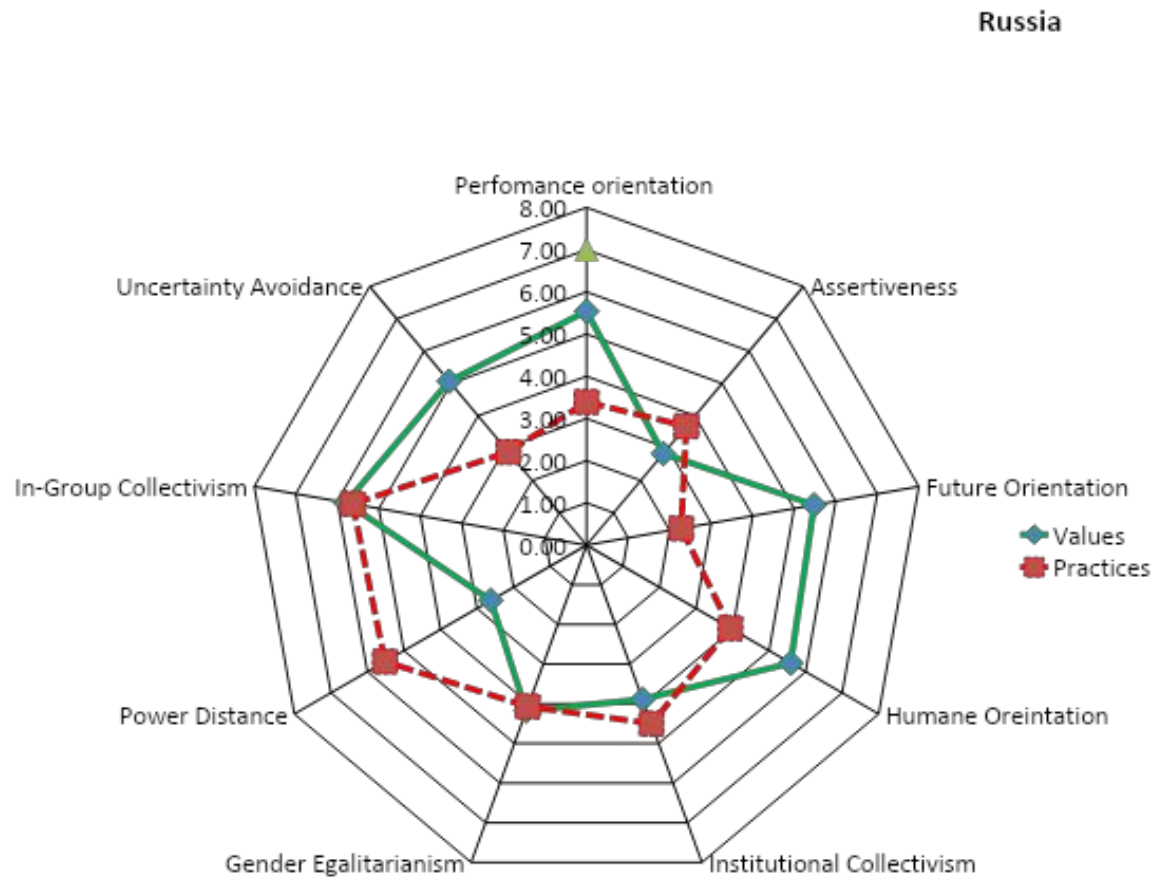
## 5-6. The correlation between overall practices and values scores

- the In-Group Collectivism practices scale is the most highly correlated with other well-established societal-level collectivism scales in the literature.
- it is also evident that GLOBE's Institutional Collectivism practices scale seems to measure a different aspect of collectivism from those previously examined at the societal level of analysis. For example, as discussed in the previous section, Institutional Collectivism practices seem to be part of a cultural syndrome wherein such cultures are future focused and performance oriented yet seek to accomplish such orientations through practices that emphasize being concerned about others, and not being assertive or power dominating.

# Comparative analysis of values and practices in Russia



# Comparative analysis of values and practices in Russia



# 5-6. Individualism and Collectivism

## Conclusions

- GLOBE's culture (i.e., nation) scores for In-Group Collectivism are very highly and inversely correlated with Hofstede's (1980) nation scores on individualism.
- The GLOBE data reveal, however, that variability in values and practices of In-Group Collectivism is alive and well at the societal level despite changes in world economic and political activity. Of course, it is not possible to state that specific cultures have not changed; we can state only that the rankings of cultures with respect to collectivism have generally not changed. Nevertheless, GLOBE provides compelling evidence of the diversity of culture at the societal level when it comes to In-Group Collectivism.

# 7. Power distance concept

- This dimension reflects the extent to which a community accepts and endorses Minority, power differences, and status privileges. It is an important aspect of a community's Culture and has been related to a variety of behaviors in organizations and societies.

## 7. Higher Power Distance Societies Versus Lower Power Distance Societies

<i>Parameters</i>	<i>Higher Power Distance</i>	<i>Lower Power Distance</i>
1. Social inequities	Society differentiated into classes on several criteria	Society has large middle class
2. Power bases	Power bases are stable and scarce (e.g., land ownership)	Power bases are transient and sharable (e.g., skill, knowledge)
3. Role of power	Power is seen as providing social order, relational harmony, and role stability	Power is seen as a source of corruption, coercion, and dominance
4. Social mobility	Limited upward social mobility	High upward social mobility
5. Information control	Information is localized	Information is shared
6. Governance	Different groups (e.g., women) have different involvement, and democracy does not ensure equal opportunities	All the groups enjoy equal involvement, and democracy ensures parity in opportunities and development for all
7. Indigenous orientation and independence	Strong nonnative historical influences and recent independence of the society	Strong native historical influences and long standing independence of the society
8. Civil freedom	Civil liberties are weak and public corruption high	Civil liberties are strong and public corruption low
9. Resources and capabilities	Only a few people have access to resources, skills, and capabilities, contributing to low human development and life expectancies	Mass availability of tools, resources, and capabilities for independent and entrepreneurial initiatives, as reflected in wide educational enrolment
10. Consumption	High growth rates of consumption and high need for resource coordination	Mature growth rates of consumption and high per capita purchasing power
11. Technology	Mass use of technology, which supports general power distance reduction	Need for specialized technology, adapted to each user

Source: the GLOBE studies, page 536



## 7. POWER DISTANCE : Society Values

<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>			
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
South Africa	3.65	Hong Kong	3.24	Namibia	2.86	Hungary	2.49	Colombia	2.04
New Zealand	3.53	Egypt	3.24	Thailand	2.86	Italy	2.47		
Albania	3.52	Qatar	3.23	Japan	2.86	Netherlands	2.45		
Bolivia	3.41	Kuwait	3.17	U.S.A.	2.85	Austria	2.44		
		Kazakhstan	3.15	Mexico	2.85	Switzerland	2.44		
		Poland	3.12	Georgia	2.84	Zambia	2.43		
		Morocco	3.11	Iran	2.80	Turkey	2.41		
		China	3.10	Switzerland	2.80	Greece	2.39		
		Taiwan	3.09	England	2.80	Portugal	2.38		
		Singapore	3.04	Australia	2.78	Brazil	2.35		
		Malaysia	2.97	Denmark	2.76	Guatemala	2.35		
				France	2.76	Argentina	2.33		
				Philippines	2.72	Ecuador	2.30		
				Israel	2.72	Venezuela	2.29		
				Ireland	2.71	Spain	2.26		
				Sweden	2.70	Finland	2.19		
				Canada	2.70				
				Nigeria	2.69				
				Germany	2.69				
				Indonesia	2.69				
				El Salvador	2.68				
				Zimbabwe	2.67				
				India	2.64				
				South Africa	2.64				
				<u>Russia</u>	<u>2.62</u>				
				Costa Rica	2.58				
				Slovenia	2.57				
				South Korea	2.55				
				Germany	2.54				

Source: the GLOBE studies, page 540

## 7. POWER DISTANCE : Society Practices

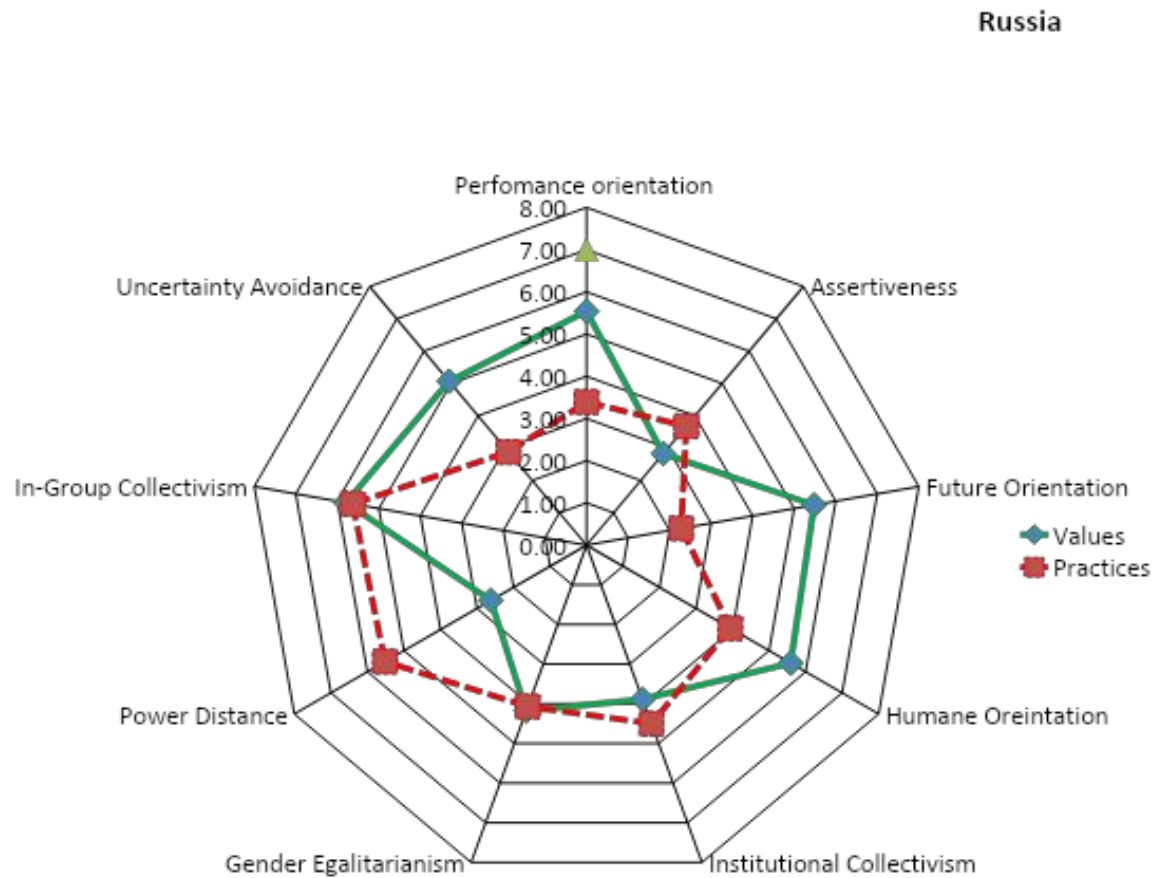
<i>Band</i>							
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Morocco	5.80	Germany	5.25	Qatar	4.73	Netherlands	4.11
Nigeria	5.80	Mexico	5.22	Israel	4.73	South Africa	4.11
El Salvador	5.68	Georgia	5.22	Albania	4.62	Denmark	3.89
Zimbabwe	5.67	Taiwan	5.18	Bolivia	4.51		
Argentina	5.64	Indonesia	5.18				
Thailand	5.63	Malaysia	5.17				
South Korea	5.61	South Africa	5.16				
Guatemala	5.60	England	5.15				
Ecuador	5.60	Ireland	5.15				
Turkey	5.57	Kuwait	5.12				
Colombia	5.56	Japan	5.11				
Hungary	5.56	Poland	5.10				
Germany	5.54	China	5.04				
<b>Russia</b>	<b>5.52</b>	Singapore	4.99				
Spain	5.52	Hong Kong	4.96				
India	5.47	Austria	4.95				
Philippines	5.44	Egypt	4.92				
Portugal	5.44	Switzerland	4.90				
Iran	5.43	Finland	4.89				
Italy	5.43	New Zealand	4.89				
Greece	5.40	U.S.A.	4.88				
Venezuela	5.40	Switzerland	4.86				
Slovenia	5.33	Sweden	4.85				
Brazil	5.33	Canada	4.82				
Zambia	5.31	Australia	4.74				
Kazakhstan	5.31	Costa Rica	4.74				
Namibia	5.29						
Prance	5.28						

## 7. The correlation between overall practices and values scores

In societies with high Power Distance practices scores, respondents prefer a more equitable distribution of power. In contrast, in societies with low Power Distance practices scores, respondents prefer a less equitable distribution of power.

the correlation coefficient between societal practices and values of Power Distance is insignificant at 0.02 ( $p > .05$ ).

# Comparative analysis of values and practices in Russia



# 7. POWER DISTANCE:

## Conclusions

- Within the high power distance cultures of the East, the stable distribution of power is expected to bring order to the society and to allow unambiguous allocation of roles and rigid structure of relationships. The clearly dysfunctional element of HIGH PD is a little opportunity for debate and voicing of divergent views. Asking questions may be interpreted or regarded as criticizing and blaming, and therefore may be prohibited.
- Low power distance cultures of the West, the flexible distribution of power is expected to facilitate entrepreneurial innovation, to allow broader participation in education, and to constrain the abuse of power and corruption.
- There are significant variations in the practice and preference of power distance in both Eastern and Western societies, which indicates that the dominant expectations in these regions are largely historically derived.

# 8. Humane Orientation concept

- According to culture theory (Triandis, 1995) values of altruism, benevolence, kindness, love, and generosity are salient as motivating factors guiding people's behavior in societies characterized by a strong humane orientation. In these societies, the need for belongingness and affiliation, rather than self-fulfillment, pleasure, material possessions, and power, are likely to be the dominant motivating bases.

## 8. Higher Humane Orientation Societies Versus Lower Humane Orientation Societies

<i>High Humane Orientation Societies</i>	<i>Low Humane Orientation Societies</i>
Others are important (i.e. family, friends, community, strangers).	Self-interest is important.
Fewer psychological and pathological problems.	More psychological and pathological problems.
Values of altruism, benevolence, kindness, love, and generosity have high priority.	Values of pleasure, comfort, self-enjoyment have high priority.
Need for belonging and affiliation motivate people.	Power and material possessions motivate people.
Personal and family relationships induce protection for the individuals.	Welfare state guarantees social and economic protection of individuals.
Close circle receives material, financial, and social support; concern extends to all people and nature.	Lack of support for others; predominance of self-enhancement.
Members of society are responsible for promoting well-being of others: The state is not actively involved.	State provides social and economic support for individuals' well-being.
The state supports the private sector and maintains a balance between public and private domains.	The state sponsors public provisions and sectors.
Public policymakers establish sanctions against child labor practices.	Public policymakers consider child labor practices as a somewhat less-important issue.
Members of society are urged to be sensitive to all forms of racial discrimination.	Members of society are not sensitive to all forms of racial discrimination.
People are expected to promote paternalistic norms and patronage relationships.	Formal welfare institutions replace paternalistic norms and patronage relationships.
People are urged to provide social support to each other.	People are expected to solve personal problems on their own.
The children of less-developed societies are expected to give material support to their parents in their old age.	The children of more-developed societies are not expected to give material support to their parents in their old age.
The children of less-developed societies can participate in the labor force to help out their families.	The children of more developed societies are not expected to participate in labor force to help out their families.
Children should be obedient.	Children should be autonomous.
Parents should closely control their children.	Family members are

*Source: the GLOBE studies, page 570*

## 8. Humane Orientation : Society Values

<i>Band</i>									
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>			
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Nigeria	6.09	Spain	5.69	Philippines	5.36	Costa Rica	4.99	New Zealand	4.49
Finland	5.81	Brazil	5.68	Albania	5.34				
Singapore	5.79	France	5.67	Hong Kong	5.32				
Austria	5.76	South Africa	5.65	China	5.32				
		Sweden	5.65	Portugal	5.31				
		Canada	5.64	Venezuela	5.31				
		Switzerland	5.62	Qatar	5.30				
		Kazakhstan	5.62	Poland	5.30				
		Israel	5.62	India	5.28				
		Iran	5.61	Taiwan	5.26				
		Colombia	5.61	Ecuador	5.26				
		Georgia	5.60	Guatemala	5.26				
		South Korea	5.60	Slovenia	5.25				
		<b>Russia</b>	<b>5.59</b>	Greece	5.23				
		Italy	5.58	Netherlands	5.20				
		Australia	5.58	Zimbabwe	5.19				
		Argentina	5.58	Egypt	5.17				
		Switzerland	5.54	Indonesia	5.16				
		Zambia	5.53	Mexico	5.10				
		U.S.	5.53	South Africa	5.07				
		Turkey	5.52	Bolivia	5.07				
		Malaysia	5.51	Kuwait	5.06				
		Morocco	5.51	Thailand	5.01				
		Hungary	5.48						
		Ireland	5.47						
		Germany	5.46						
		El Salvador	5.46						
		Denmark	5.45						
		Germany	5.44						
		England	5.43						
		Japan	5.41						
		Namibia	5.40						

Source: the GLOBE studies, page 574

Source: the GLOBE studies, page 555



## 8. Humane Orientation : Society Practices

		<i>Band</i>					
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Zambia	5.23	Indonesia	4.69	U.S.	4.17	Italy	3.63 3.61
Philippines	5.12	Ecuador	4.65	Taiwan	4.11	Poland	3.60 3.49
Ireland	4.96	Albania	4.64	Sweden	4.10	Switzerland	3.49 3.40
Malaysia	4.87	India	4.57	Nigeria	4.10	South Africa	3.40
Thailand	4.81	Kuwait	4.52	Israel	4.10	Singapore	
Egypt	4.73	Canada	4.49	Bolivia	4.05	Germany	
		Zimbabwe	4.45	Kazakhstan	3.99	France	
		Denmark	4.44	Argentina	3.99	Hungary	3.35
		Qatar	4.42	Mexico	3.98	Greece	3.34
		Costa Rica	4.39	Finland	3.96	Spain	3.32
		China	4.36	Namibia	3.96	Germany	3.18
				Turkey	3.94		
		South Africa	4.34	<b>Russia</b>	<b>3,94</b>		
		New Zealand	4.32	Switzerland	3.93		
		Japan	4.30				
		Australia	4.28	Portugal	3.91		
		Venezuela	4.25	Hong Kong	3.90		
		Iran	4.23	Guatemala	3.89		
		Morocco	4.19	Netherlands	3.86		
		Georgia	4.18	South Korea	3.81		
				Slovenia	3.79		
				Austria	3.72		
				Colombia	3.72		
				England	3.72		
				El Salvador	3.71		

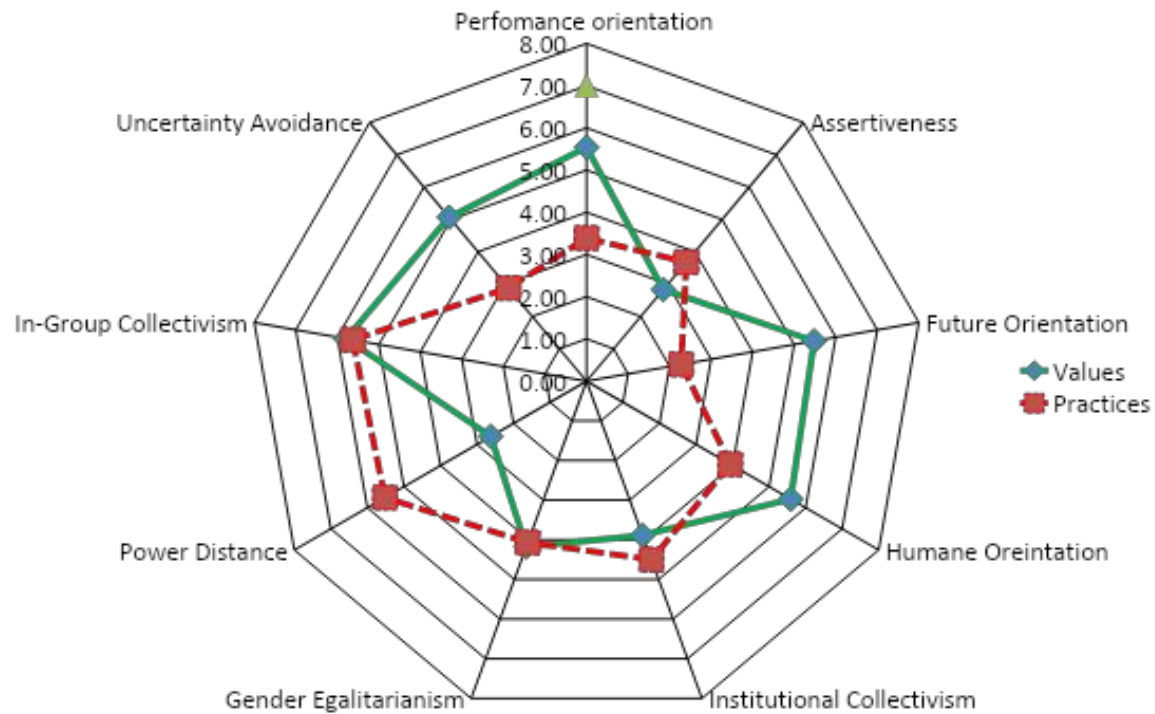
Source: the GLOBE studies, page 573

## 8. The correlation between overall practices and values scores

In general there is a modest negative correlation between societal practices and values scores. Societal practices scores increase as values scores decrease. Those societies with lower Humane Orientation practices aspire to higher humane orientation in their societies. In societies in which humane orientation practices are relatively low, members of societies express a desire to reach higher humane orientation relationships. It is interesting to note that the four highest-rated countries with respect to Humane Orientation values measures (band A: Nigeria, Finland, Singapore, Austria) are all in the C and D bands of the Humane Orientation practices measures, illustrating the negative relationship between societal practices and lines in Humane Orientation.

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# 9. Humane Orientation :

## Conclusions

Humane orientation is operationalized as the degree of concern, sensitivity, friendship, tolerance, and support that is extended to others at the societal, organizational, and leadership levels. Highly humane-oriented behaviors include care, nurturance, and help to others, whereas low humane orientation involves promoting self-interest and lack of consideration. Humane orientation of societies is closely related to the economic, physical, and psychological well-being of their members. Different societies, organizations, and leaders place varying emphasis on the breadth of support that is extended to others.

# 9. Uncertainty avoidance concept

Uncertainty avoidance involves the extent to which ambiguous situations are threatening to individuals, to which rules and order are preferred, and to which uncertainty is tolerated in a society.

## 9. Higher Uncertainty Avoidance Societies Versus Lower Uncertainty Avoidance Societies

### *Societies That Score Higher on Uncertainty Avoidance Tend to:*

- Have a tendency toward formalizing their interactions with others
- Document agreements in legal contracts
- Be orderly, keeping meticulous records, documenting conclusions drawn in meetings
- Rely on formalized policies and procedures, establishing and following rules, verifying communications in writing
- Take more moderate calculated risks
- Inhibit new product development but facilitate the implementation stage through risk aversion and tight controls
- Show stronger resistance to change
- Show stronger desire to establish rules allowing predictability of behavior
- Show less tolerance for breaking rules

### *Societies That Score Lower on Uncertainty Avoidance Tend to:*

- Have a tendency to be more informal in their interactions with others
- Rely on the word of others they trust rather than contractual arrangements
- Be less concerned with orderliness and the maintenance of records, often do not document the conclusions drawn in meetings
- Rely on informal interactions and informal norms rather than formalized policies, procedures and rules
- Be less calculating when taking risks
- Facilitate the new product development especially in the initiation phase, through higher risk taking and minimal planning or controls
- Show less resistance to change
- Show less desire to establish rules to dictate behavior
- Show more tolerance for breaking rules

## 9. Uncertainty Avoidance : Society Values

<i>Band</i>							
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Switzerland	5.37	Netherlands	4.70	Japan	4.07	Venezuela	3.44
Sweden	5.32	England	4.65	Egypt	4.06	Greece	3.39
Singapore	5.31	South Africa	4.59	Israel	4.01	Bolivia	3.35
Denmark	5.22	Canada	4.58	Qatar	3.99	Guatemala	3.30
Germany	5.22	Albania	4.57	Spain	3.97	Hungary	3.13
Austria	5.16	France	4.43	Thailand	3.93	<b>Russia</b>	<b>2.88</b>
Germany	5.16	Australia	4.39	Portugal	3.91		
Finland	5.02	Taiwan	4.34	Philippines	3.89		
Switzerland	4.98	Hong Kong	4.32	Costa Rica	3.82		
China	4.94	Ireland	4.30	Italy	3.79		
Malaysia	4.78	Nigeria	4.29	Slovenia	3.78		
New Zealand	4.75	Kuwait	4.21	Ecuador	3.68		
		Namibia	4.20	Iran	3.67		
		Mexico	4.18	Kazakhstan	3.66		
		Indonesia	4.17	Morocco	3.65		
		Zimbabwe	4.15	Argentina	3.65		
		India	4.15	Turkey	3.63		
		U.S.	4.15	Poland	3.62		
		Zambia	4.10	El Salvador	3.62		
		South Africa	4.09	Brazil	3.60		
				Colombia	3.57		
				South Korea	3.55		
				Georgia	3.50		

## 9. Uncertainty Avoidance : Society Practices

<i>Band</i>									
<i>A</i>		<i>B</i>		<i>C</i>		<i>D</i>		<i>E</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
Thailand	5.61	Slovenia	4.99	Kazakhstan	4.42	Switzerland	3.83	Netherlands	3.24
Nigeria	5.60	Brazil	4.99	Israel	4.38	Denmark	3.82	Switzerland	3.16
Albania	5.37	Colombia	4.98	Japan	4.33	Canada	3.75		
Iran	5.36	Malaysia	4.88	France	4.26	Austria	3.66		
Egypt	5.36	Guatemala	4.88	Singapore	4.22	Sweden	3.60		
El Salvador	5.32	Qatar	4.82	England	4.11	Germany	3.32		
Morocco	5.32	South Africa	4.79	New Zealand	4.10				
Taiwan	5.31	Kuwait	4.77	Ireland	4.02				
China	5.28	Spain	4.76	U.S.	4.00				
Venezuela	5.26	Zimbabwe	4.73	Australia	3.98				
Mexico	5.26	India	4.73	Germany	3.94				
Georgia	5.24	Poland	4.71	Finland	3.85				
Indonesia	5.23	Bolivia	4.70						
Ecuador	5.16	Turkey	4.67						
Philippines	5.14	Zambia	4.67						
Namibia	5.13	South Korea	4.67						
Greece	5.09	South Africa	4.67						
<b>Russia</b>	<b>5.07</b>	Hungary	4.66						
		Argentina Hong	4.66						
		Kong Costa	4.63						
		Rica	4.58						
		Italy	4.47						
		Portugal	4.43						

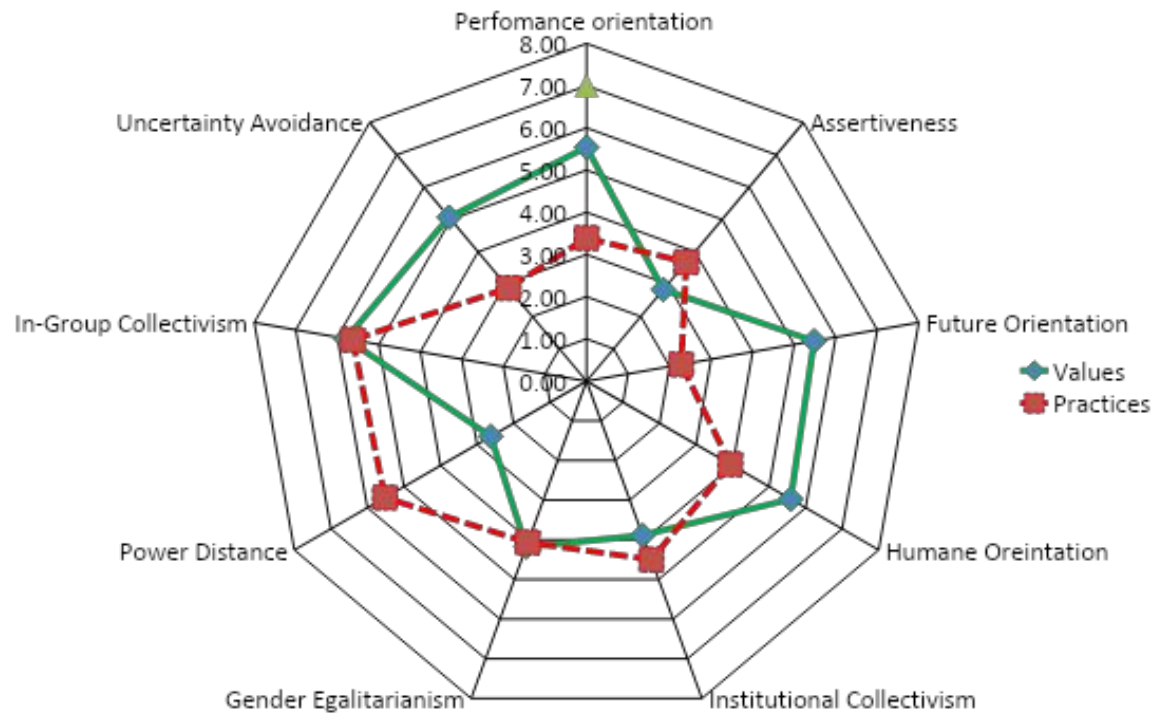


## 9. The correlation between overall practices and values scores

Respondents to the GLOBE questionnaire show that Uncertainty Avoidance practices are positively correlated with the practices of Future Orientation, Institutional Collectivism, Performance Orientation; these same practices are negatively correlated with Power Distance and In-Group Collectivism. These relationships suggest that, in societies high on GLOBE Uncertainty Avoidance practices, uncertainties are reduced through institutional collectives; however, with less reliance on in-group collective practices.

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# 9. Uncertainty Avoidance :

## Conclusions

The data suggest that societies with high scores for GLOBE Uncertainty Avoidance practices tend to have a higher level of economic prosperity and enjoy more civil liberties, a higher level of competitiveness in the global market, greater security, higher life expectancy, and greater general satisfaction. Higher Uncertainty Avoidance practices were also related to more emphasis on basic science and research.

**Thank you for your attention**