

Hofstede's Value Survey Model:

Four dimensions of culture:

Individualism (IDV):

- Individual decision making and action. Individuals should take initiative, work on their own.
- High IDV: individualism is the basis for creativity and achievement.
- Low IDV: individualism is disruptive. Group decisions, group action, and group work are preferred.

Uncertainty avoidance (UAI):

- High UAI: certainty and security; high job security; well-defined work roles.
- Low UAI: society is open to the unknown; uncertainty provides excitement and opportunities for innovation and change. Risk taking is encouraged; decisions are made quickly and with relatively little information.

Power distance (PDI):

- Refers to the degree to which power differences are accepted and sanctioned by society.
- High PDI: there should be a well-defined order. Everyone knows his/her position in society. Well-defined hierarchy; centralized decision making, and authoritarian leadership.
- Low PDI: everyone should have equal rights and opportunity. Flatter organizations with fewer levels of management, fewer supervisors, and democratic leadership.

Masculinity (MAS):

- Refers to the degree to which traditional male values are important: assertiveness, performance, ambition, achievement, and material possessions. Male values may be necessary for survival.
- High MAS: clearly differentiated sex roles; men are dominant. Differentiated work roles, focus on achievement, and money rewards for high performers.
- Low MAS: predominantly feminine values: quality of life, the environment and nature, concern for the less fortunate. Men and women are equal contributors. Gender equity and less tangible rewards based on factors other than performance alone.

Kluckhohn and Strodtbeck's Value Orientations:

Cultural similarities and differences in terms of basic problems that all human societies face:

- Relationship of humans to nature: Subjugation, Harmony, and Mastery
- Humans' time orientation: Past, Present, and Future
- Beliefs about basic human nature: Evil, Good, and Mixed (changeable).
- Humans' activity orientation: Being (emotional), Containing and Controlling (moderation), and Doing (achievement)
- Relationship of humans to other humans: Individual, Lineal (hierarchical), and Colineal (group)