

# INTERNATIOANAL HUMAN RESOURCE MANAGEMENT

## UNIT II

### IHRM STRATEGIES

#### CULTURAL CONTEXT OF IHRM

## Kluckhohn & Kroeber def. of culture

Culture consists in patterned ways of

- Thinking
- Feeling
- Reacting

acquired & transmitted mainly by symbols,  
constituting the distinctive achievements of human groups,  
including their embodiments in artefacts;

The  
essential  
core of  
culture

consists of

traditional ideas &  
their attached values



## Hansen's 4 elements of culture:

Standardization of

1. Communication
2. Thought
3. Feeling
4. Behavior

## Schein's concept of culture

A culture has 3 levels:

1. **Artefacts** - visible
2. **Values** – intermediate level of consciousness
3. **Underlying assumptions** – invisible,  
unconscious

## Hofstede's 5 culture dimensions

1. Power distance
2. Uncertainty avoidance
3. Femininity vs. masculinity
4. Individualism vs. collectivism
5. Confucianism or long-term orientation

The power distance index considers the extent to which inequality and power are tolerated.

A high-power distance index indicates that a culture accepts inequity and power differences, encourages bureaucracy, and shows high respect for rank and authority.

A low power distance index indicates that a culture encourages flat organizational structures that feature decentralized decision-making responsibility, a participative management style, and emphasis on power distribution.

For example, in countries with high power distance, parents may expect children to obey without questioning their authority. Conversely in countries with low power distance there tends to be more equality between parents and children, with parents more likely to accept children arguing or challenging their authority.

This dimension considers how unknown situations, uncertainty, and unexpected events are dealt with.

A high uncertainty avoidance index indicates a low tolerance for uncertainty, ambiguity, and risk-taking. The unknown is minimized through strict rules, regulations, etc. Both the institutions and the individuals in these societies strive to reduce uncertainty by employing vigorous rules, regulations, and similar measures.

A low uncertainty avoidance index indicates a high tolerance for uncertainty and ambiguity. The unknown is more openly accepted, and there are lax rules, regulations, etc. Individuals and cultures with low uncertainty avoidance embrace and feel at ease in situations lacking structure or in fluctuating environments.

The masculinity vs. femininity dimension is often referred to as gender role differentiation and examines the extent to which a society values traditional masculine and feminine roles.

Masculinity includes the following characteristics: distinct gender roles, an appreciation of assertiveness, courage, strength, and competition.

Femininity includes characteristics such as fluid gender roles, modest, nurturing, and concerned with the quality of life.

A high femininity score suggests that traditional feminine gender roles hold significant value within that society and for example, a country with a high rating would probably offer improved maternity benefits and more accessible childcare services.

On the other hand, a country with a lower femininity score is likely to highlight increased female representation in leadership roles and a higher prevalence of female entrepreneurship.

### LONG-TERM ORIENTATION VS. SHORT-TERM ORIENTATION

The long-term orientation vs. short-term orientation dimension considers the extent to which society views its time horizon.

Societies that emphasize long-term orientation prioritize future outcomes, postponing immediate success for achievements over the long term. In these cultures, values like persistence, endurance, frugality, savings, sustained growth and adaptability take centre stage.

Short-term orientation shows focus on the near future, involve delivering short-term success or gratification, and place a stronger emphasis on the present than the future. Short-term orientation emphasizes quick results and respect for tradition.