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A revision of Hofstede's model of national culture: old evidence and new data from 56 countries

Michael Minkov

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A revision of Hofstede's model of national culture: old evidence and new data from 56 countries

Michael Minkov
Sofia Local Center, Varna University of Management, Sofia, Bulgaria

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Research & Business Implications - Hofstede's model of national culture has enjoyed enormous popularity but rests partly on faith. It has never been fully replicated and its predictive properties have been challenged. The purpose of this paper is to provide a test of the model's robustness and validity. An integrative multidisciplinary approach - a synthesis of secondary data, including the World Values Survey, and a new survey across 56 countries represented by nearly 25,000 probabilistically selected respondents. Findings - Improved operationalization of Hofstede's collection (HVC) suggest it is a robust dimension of national culture. A modern HVC (MHC) captures Hofstede's 56-year-old original one. Power distance (PD) scores to be a signal base of HVC (MHC), rather than an independent dimension. Uncertainty avoidance (UA) lacks internal reliability. Approval of instructor social-role and law is a facet of CCL and is not associated with national identity or experience. UA is not a predictor of any of the presumed main correlates: importance of job security, preference for a safe job, trust, custom and stereotypes, subjective well-being, innovation, and economic freedom. The dimension of masculinity/femininity (MAS/FEM) lacks coherence. MAS and FEM job goals and broader values are correlated positively, not negatively, and are not related to the MAS/FEM index. MAS/FEM is not a predictor of any of the presumed main correlates: achievement and competition orientation, help and compassion, preference for a workplace with likable people, work orientation, responsiveness, gender qualifications, frequency of travel, a radical environmentalism and social conservatism, or social trust orientation. HVC (MHC) dimensions statistically correlate more robustly with well-being. The new version, called flexibility recommendations (FLX.MHC), explains the cultural differences between Latin American nations in one extreme and Latin America plus Africa at the other, and is the best predictor of national differences in educational achievement.

Research & Business Implications - Differences between subsidiaries of a multinational company, such as IBM around 1970, are not necessarily a good source of knowledge about broad cultural differences. A model of national culture must be validated across a large number of countries from all continents and its predictions should withstand various plausible controls. Much of Hofstede's model (HVC, MAS/FEM) fails this test while the remaining part (HVC.CLI, FLX.MHC) needs a serious revision.

Practical implications - Consultants and business schools still teach Hofstede's model uncritically. The need for a source of differences.

Originality/value - The USA and Mexico (USA-MEX) are currently misleading articles of Hofstede's IBM data set, a thorough revision of Hofstede's model is proposed, including it in two dimensions: HVC.CLI and FLX.MHC. Individualism and collectivism, Uncertainty avoidance.

Paper type: Viewpoint

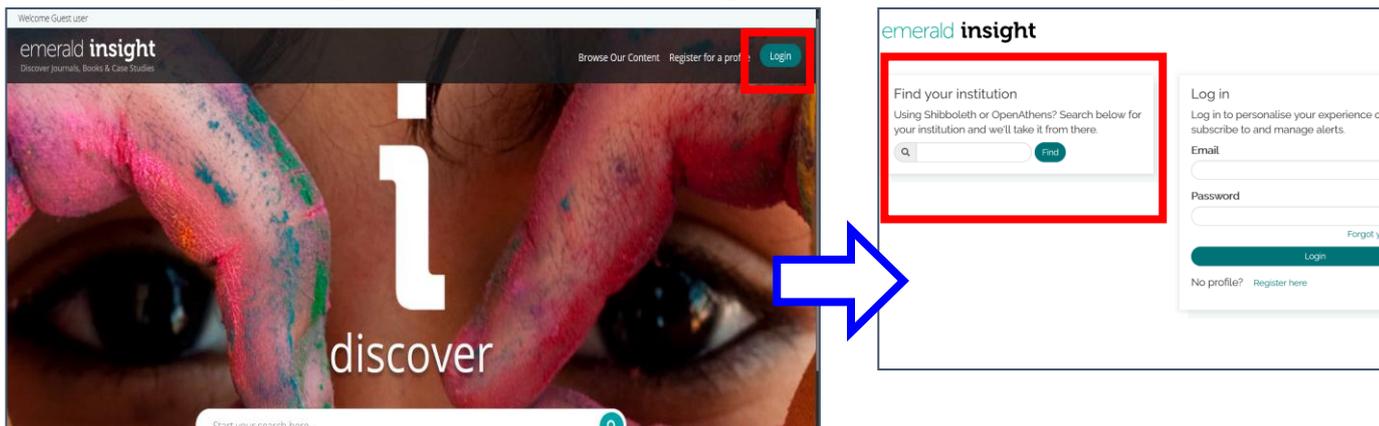
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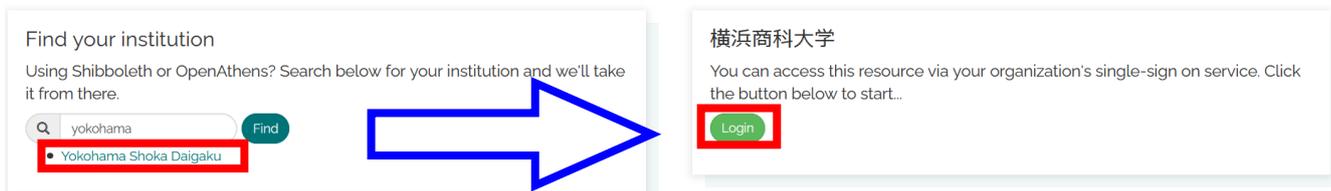
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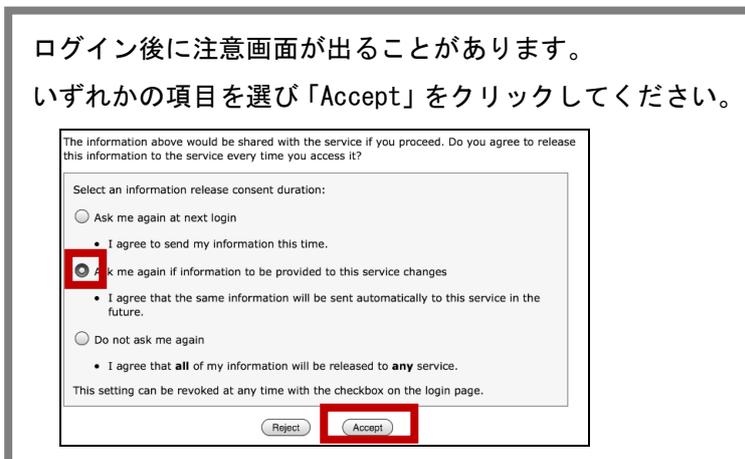
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