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# An analysis of the relationship between culture and collaboration by Hofstede's culture dimension

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**ABSTRACT:** *The research is about the relationship between the culture and the collaboration. Tom said the collaboration can decide the development of the company. It may be a kind of exaggerated expression, but the collaboration is really essential for the growing of the organization. Nevertheless, the culture has the powerful influence on the collaboration of the companies and employees*

**KEYWORDS** – *culture, collaboration, organization*



## 1. Introduction

In the contemporary society, many companies realize that collaboration is crucial for the development of their companies. So they focus on the collaborating between the employees and other companies to increase the effectiveness of their operation, however, it is not simple like what they think. Collaboration is a kind of culture which takes shape through long term habit. The effect of the collaboration does not only depend on the attitudes.

## 2. Literature Review

The Hofstede's culture dimension was claimed by a researcher whose name is Hofstede. The dimension analyzes the influence of national culture on the management practice (Nagarajan & Patrick, 2004). For example, the language is one of the important cultures for a country. The barriers of language always affect the management activities in a company. People can study many factors through Hofstede's culture dimension, such as individualism and collectivism, uncertainty avoidance, power distance, masculinity and femininity and time orientation. They are all the key elements for a country in international business collaboration. Strategies of the Company.

## 3. Individualism/Collectivism

Individualism and collectivism as the two basic values can be influenced by cultural diversity to certain extent. They play vital roles in current society; especially they trigger the changing of collaboration and development at the same time. Nevertheless, collectivism underlines that putting the social collective interests in the first place and realizing the benefits from unity and consociation (Chao, Mike & Patrick, 2002). Due to the cultural differences between UK, USA, Germany and Japan, there exist disparities in their management practices. However, Japan is proved to lay particular emphasis on the value of collectivism, as its less support of protestant work ethic, less individual initiative and promotions based

on seniority (Michael, Suzanne & Jason, 2007). The major differences of the two categories of values directly result in the way of collaboration in management. For example, US with a high degree of individualism, citizen's individual privacy could be protected by law. Besides, the nuclear family is the representative form in America, since the country stresses family is solely consist of parents and minor children.. Anne and Julie observed that Japanese owned serious attitudes and strong group consensus when they did everything and they always accomplished tasks that assigned by leaders carefully in the organization (2001).

#### **4. Uncertainty avoidance**

Uncertainty avoidance refers to a group or organization feels the threat of uncertainty and tries to develop safe measure to avoid the degree of uncertainty. The uncertainty avoidance helps the people or organization to avoid or decrease the threat of uncertainty. The uncertainty avoidance depends on the degree of these countries' collaboration because the degree of uncertainty avoidance can express the attitudes to the threat of the uncertainty. If a person has a high degree of the uncertainty avoidance, he collaborates with others because they want to solve the problem and two people are easier to handle the issues.

#### **5. Power distance**

Power distance means the people with less power believe that the power could contribute to the inequality. In some high power distance countries, the people obey the leaders blindly, but among the most of the low powerful distance countries, humans will pay attention on that everyone is equal. In the midst of UK, US, Germany and Japan, all of them focus on the human rights which refer to that everyone is equal. They think that they are equal and they should have their own ideas. If the country is a high power distance, there is no collaboration and just the civilians follow the leaders, such as India.

#### **6. Masculinity/Femininity**

Cultural diversity could directly generate the differentiated ideology, which may have an effect on business of organization. Masculinity and Femininity are two types of modality that illustrate the distinction between diverse countries. Masculinity refers the idea that people in the organization have higher ambition as their main objectives are about large amount of wealth, advancement and challenge. Whereas, Femininity nations always focus more attention on the quality of life, caring for others, concordant atmosphere and cooperation (Ulrike, Panayiotis & Chee, 2006). This is due to the fact that countries are inclined to Femininity could lead their citizens with less pressure and competition. According to what Hofstede has detected, the British and the Germans score 66 and they followed by the Americans 62. However, gender discrimination exists long before in Japan, thus Japan presents social phenomenon of "male superiority to female" (Kris, Héctor & Ming, 1999). This visibly cultural difference could influence the enterprise collaboration. For example, English people in the company have ambition because they desire to achieve success in workplace and earn loads of money. This might contribute to high strength and fierce competition, which bring more workload and stress to employees. To alleviate the issues in collaboration, Masculinity countries should inspire internal staff to enhance the cooperation and win-win business philosophy, and encourage them to promote business relations. Added to this, averting vicious competition during employees and eradicating the situation that may threat business collaboration and common interests in companies.

#### **7. Time Orientation**

Time orientation means what time do the country or organization focus on. The long term orientation refers to the organizations pay attention on the future and tries the best to gain the reward. However,

the short term orientation just focus on the past and present, they just finish the current job and get the immediate paid. On the time orientation, America just scores 26 in the research by the professor Hofstede. The United Kingdom is 51. Germany and Japan all get the high scores, they are 83 and 88 respectively. In these four countries, the US is the country who focuses on the past and present, it only satisfies the current status and it does not consider what will happen in the future.

## **8 Conceptual Framework**

Through the report, the enterprises should concentrate on their culture which can influence their collaboration and development. The collectivism is essential for an organization. The power distance of a country is the key for the people to feel the self-confidence. Every company needs the long term orientation for their future development. When the organizations face some uncertainties, they should attempt to do something to decrease the risks. So The Hofstede's culture dimension appears, which focuses on the relationship with the culture and cooperation.

## **9 Conclusion and Recommendation**

Through the report, the countries should concentrate on their culture which can influence their collaboration and development. The collectivism is essential for an organization. The power distance of a country is the key for the people to feel the self-confidence. Culture is crucial for a country because it reflects the country characteristics and depends on the behavior. This report focuses on five points to analyze the culture of four countries to explain how culture could influence the collaboration. The five points are individualism/collectivism, uncertainty avoidance, power distance, and masculinity/femininity and time orientation. During these cultures, the country should have the collectivism, uncertainty avoidance, low power distance and long term orientations which will be advantage for the culture's development.

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