

In view consequently
dictates the group's
attitude

[Business](#), [Management](#)



In the business management context, culture is viewed as a crucial factor in effectively managing a multicultural team (Hofstede, 1993) Literature review 1. Culture 1. 1. Definition Culture itself is a complex term and can be defined in many ways. According to Varner et al (2005), culture can be understood as the logical and mutual perspective of a group of people based on their own importance scale on life aspects; this view consequently dictates the group's attitude and behaviours towards certain situations. Hofstede, being among the most influential researchers in the field, has given the term a short definition as " the collective programming of the mind which distinguishes the members of one group or category of people from others" (Hofstede, 1991). 1.

2. National Culture Hofstede's study of members of different national groups unveiled initially the 4 main dimensions of culture : Power distance, Uncertainty avoidance, Individualism versus Collectivism, Masculinity versus Femininity. Afterwards, Hofstede has validated two more dimensions, with the 5th one being Long Term versus Short Term Orientation (based on the Eastern-centered research of Michael H. Bond) and the last one, namely Indulgence versus Restraint (based on Michael Minkov's approach on the World Value Survey data) (Hofstede, 2011). The basic definitions of the Hofstede's dimensions are shown in Table 1. Table 1. Hofstede's cultural dimensions (Hofstede, 2011) Dimensions Definition Power Distance The extent to which people are comfortable with influencing upwards.

The acceptance of inequality in society, organizations.. Uncertainty avoidance How comfortable are people in dealing with unique situations Individualism vs. Collectivism How personal needs and goals are prioritized

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versus the groups/ organizations' needs and goals Masculinity vs. Femininity Refers to the distribution of values between 2 genders Long term vs. Short term The perservance values, future oriented (Long term perspective) versus the past and present oriented (short term perspective) Indulgence vs. Restraint Allowing the gratification of basic and natural human desires versus regulating it through strict social norms Another notable research in thefield initiated by Robert House is known as the GLOBE project. Based on thedata gathered from 17, 300 middle managers in 951 organizations from industriesacross 62 societies, House and other researchers established a differentversion of cultural framework, eventually conceptualized 9 dimensions ofculture as shown in Table 2 (House, 2004).

Table 2. GLOBE's Culural dimensions

Dimensions	Definition	Performance orientation
Performance orientation	The extent to which an organization encourages and rewards group members for performance improvement and excellence	
Uncertainty avoidance	The extent to which a society, organization, group relies on social norms, rules and procedures to mitigate the unpredictability of future events	
Power Distance	The extent to which members of an organization agree that power should be unequally shared	
Gender egalitarianism	Whether gender role differences and gender discrimination is minimised	
Institutional collectivism	The degree to which institutional practices encourage and reward collective distribution of resources and collective actions	
In-group collectivism	The individual expression of pride, loyalty and cohesiveness to other members of the organization / group	
Assertiveness orientation	The extent to which individuals of a society are aggressive, demanding, and confrontational toward other members	
Human orientation	The extent to	

which society / organization encourages and rewards its member for being fair, altruistic, generous and caring Future orientation The degree to which organization / group encourages and rewards its members for carrying out future-oriented activities like planning or delaying gratification 1. 3.

Organizational Culture If national culture is mostly seen as a prevalent source of underlying value to manage priorities, organizational culture is often referred to as having direct relationship with desired practices and orientations (Gibson, 2001). According to Schein (1992), organizational culture is formed under several conditions :· It is a set of shared beliefs, expectation built on a group's solution for internal and external issues· It has to be validated as a working procedure· It needs to be taught to newer members as a correct way to respond to organizational problems The layers of organizational culture are categorized into 3 fundamental levels. The first level is observable artifacts, including the organisation's environment, visual structure and processes. The next level is harder to observe as it belongs in the domain of value, in which it can be generalised as the organisation's goals, strategies and philosophies. Beneath the espoused value lies basic underlying assumptions, involving personal beliefs, unconscious actions and emotional approaches. These assumptions, most of the time, are taken for granted and hard to identify. 2. Team and multicultural team In terms of organizational performance, working in teams is often considered superior to other individualistic approaches through its ability to adapt, response to different performance challenges and pressures for cost, speed, quality and innovation (Gibson, Katzenbach).

Katzenbach et al (1993) coined the term “ Realteam” as a small group of people that works interdependently to reach a commongoal. The members of this group have complementary skills and share theresponsibilities for the job results. “ High-performance team” in particular isa team that met all the prerequisite conditions of a real team, in addition toa much higher level of members’ mutual commitment for growth and success. Eventhough the high-performance teams can significantly outperform expectations andother teams; its composition, however, is extremely rare (Katzenbach).