

## ROMANIAN VALUES AND BEHAVIOR FROM THE POINT OF VIEW OF CULTURAL DIMENSIONS ACCORDING TO HOFSTEDE'S METHOD

Mădălina Albu

Assoc. Prof., PhD, Petroleum-Gas University of Ploiești

*Abstract:* The last half of the century has brought comparative research into intercultural management, a major development generated by the internationalization of supporting economic, social, cultural and scientific activities.

Carrying out a series of important studies, Hofstede has set the basis for comparative intercultural research, on the basis of which the model on the dimensions of national culture was created.

Starting from the theoretical aspects of the model, this paper presents a series of cultural characteristics and national values from the perspective of Hofstede's model.

*Keywords:* Hofstede method's, cultural dimension, national culture, international management, organizational culture

### **Introduction to Hofstede's model**

A defining feature of the post-1960s period is the extension of comparative approaches across the frontier of scientific research. This wide proliferation is explained by the high specificity and high level of management, its utility pragmatic, wide national, cultural and managerial diversity, which must be known, understood and taken into account in the conditions of internationalization of economic, social, cultural and scientific activities.

Dutch Professor Geert Hofstede has coordinated one of the most comprehensive studies on how organizational culture is influenced by national culture. Through his studies, Hofstede has become the founder of comparative intercultural research and his empirical model of national culture has become internationally recognized in fields of study such as international economics, communication and cooperation, international management. Geert Hofstede has defined national culture as a "collective mental programming" of a nation. He proposed to analyze and characterize it by means of the following five variables: - distance from power - collectivism or individualism - femininity or masculinity - degree of uncertainty avoidance - short or long term orientation.

Following a survey conducted within an international organization based on a representative sample within each culture, it identified four cultural dimensions, each with two complementary and contrasting sides. They are different from one country to another explaining the differences between the management systems analyzed.

Here are the five Romanian cultural dimensions, quantified according to the site [www.gert-hofstede.com](http://www.gert-hofstede.com), site of the Hofstede International Center:

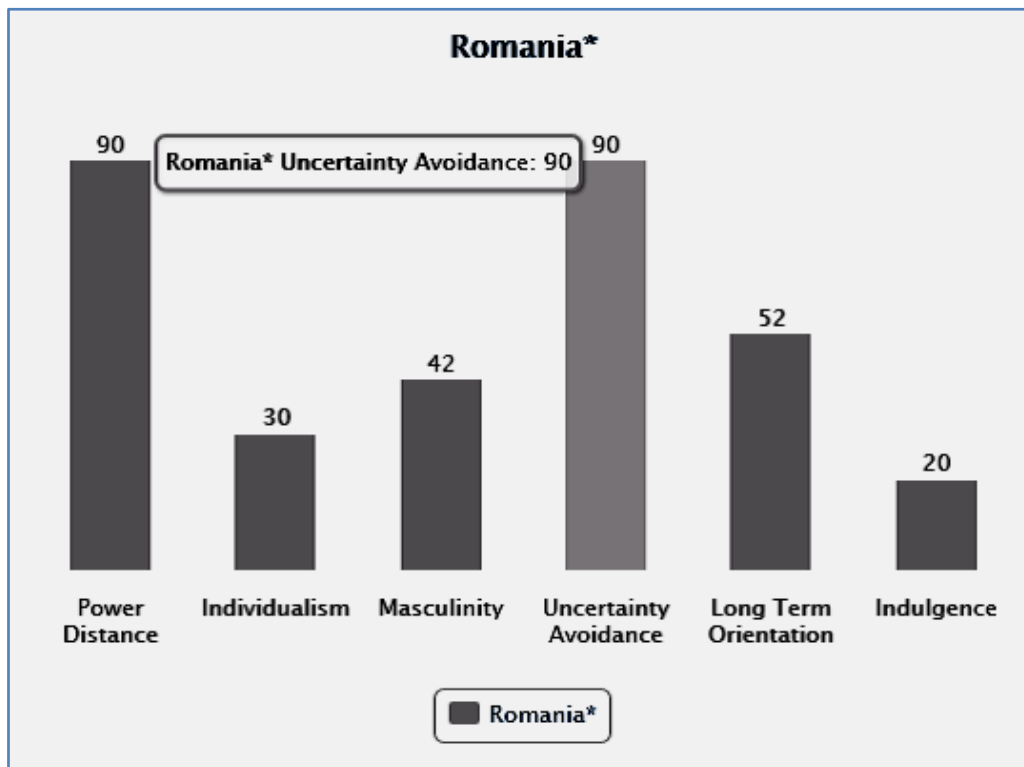


Fig. 1 Romanian cultural dimensions

Sorce: [www.gert-hofstede.com](http://www.gert-hofstede.com), site of the Hofstede International Center

### Dimension Distance to Power

This dimension expresses the extent to which the less powerful members of society accept that power is unevenly distributed in a country. On the site [www.gert-hofstede.com](http://www.gert-hofstede.com), Romania is awarded a score of 90, a very high score, which means that the distance from power is high, people accept the hierarchical order in which everyone has their own place, centralization is popular.

This dimension considers the means that society uses in relationships with people who are unequal.

Hierarchy in an organization is regarded as reflecting inherent inequalities, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat. This is largely due to the political context and mentality of these countries, which continue to have great influence. Thus, around Romania's scores are also Albania (90), Bulgaria (90) and countries like Malaysia, Guatemala, Panama, Philippines, Mexico.

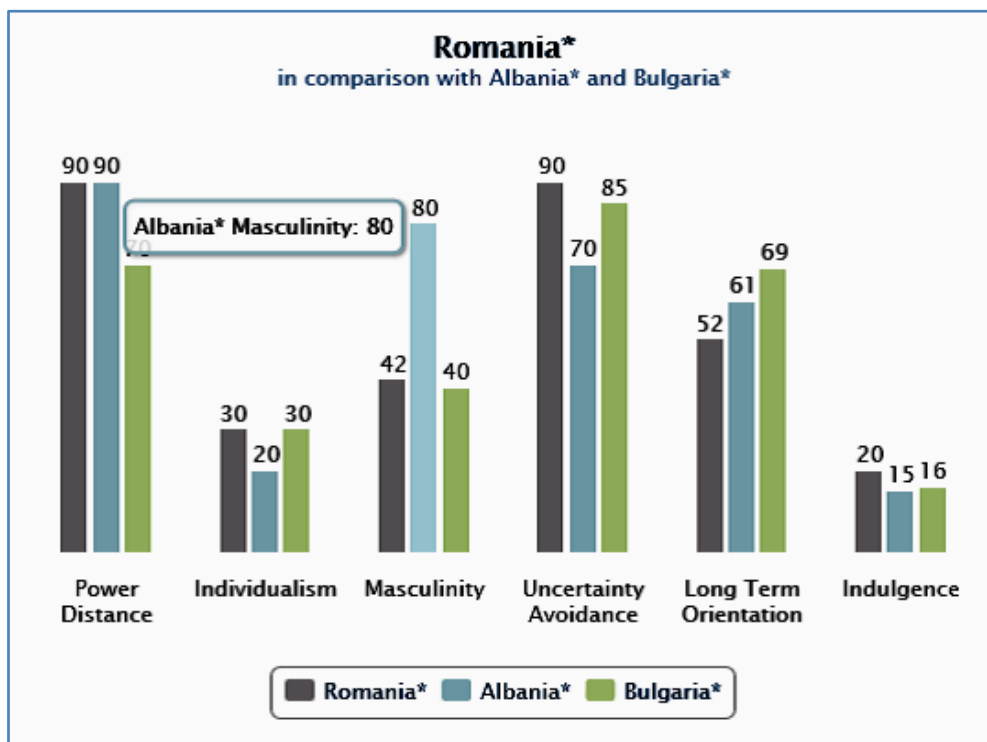


Fig. 2 Romanian cultural dimensions in comparison with Albania and Bulgaria  
 Source: www.gert-hofstede.com, site of the Hofstede International Center

### Dimension Collectivism or Individualism

In Romania this dimension is characterized by the still strong manifestation of collectivism, the degree of interdependence between the members of society is very great, that is, the individual sees his own image in close connection with the image of others. People look for group membership in the idea that, in return for loyalty, the group will support them. In societies where individualism is strong, individuals are aware that they have to take care of their own person and their own family.

The Hofstede Center attributes to the dimension "individualism" for Romania a score of 30, as shown in the previous picture, Romania is considered a collectivist society. This is manifested by a long-term commitment to group membership - family, distant relatives, or extended relationships. Loyalty to collectivist culture is particularly important and it is the rule of all. The Romanian society, by its nature, encourages the strong relations between its members, each member must take care of those around him. Employer-employee relationship is perceived in moral terms as a family relationship, hiring and promotion decisions take into account the group from which the "employee" comes from, management is group management.

Countries in which collectivism prevails:

- members of organizations show confidence and loyalty to this - in these types of companies, the exercise of managerial functions, such as providing, organizing, coordinating, motivating, It is more effective, with management being favored Participatory type
- Entrepreneurial and social spirit at the social level it manifests with a reduced intensity
- Organizations have a high degree of bureaucracy and inertia organizational.

In countries where individualism predominates:

- Employees approach relationships with organizations they work in mainly based on own interest; attachment to this is very low
- Difficult to implement management systems based on participatory approaches
- Entrepreneurial and social spirit at the social level is intense

### Dimension Femininity or masculinity

The significance of this dimension is that a strong manifestation (a high score for femininity is caring for others and the quality of life.) In a feminine society (like the Romanian one - masculinity has a score of 42), the quality of life is the sign of success and if you succeed in highlighting the crowd, you are not looking good. On the contrary, strong masculinity reflects the fact that society will be driven by competition among its members, achievements and personal success, with success being defined by the winning or the most Good in the field - a system of values that starts in school and continues throughout the professional life.

The difference between Romania and the US is obvious from this point of view and from the previous one:

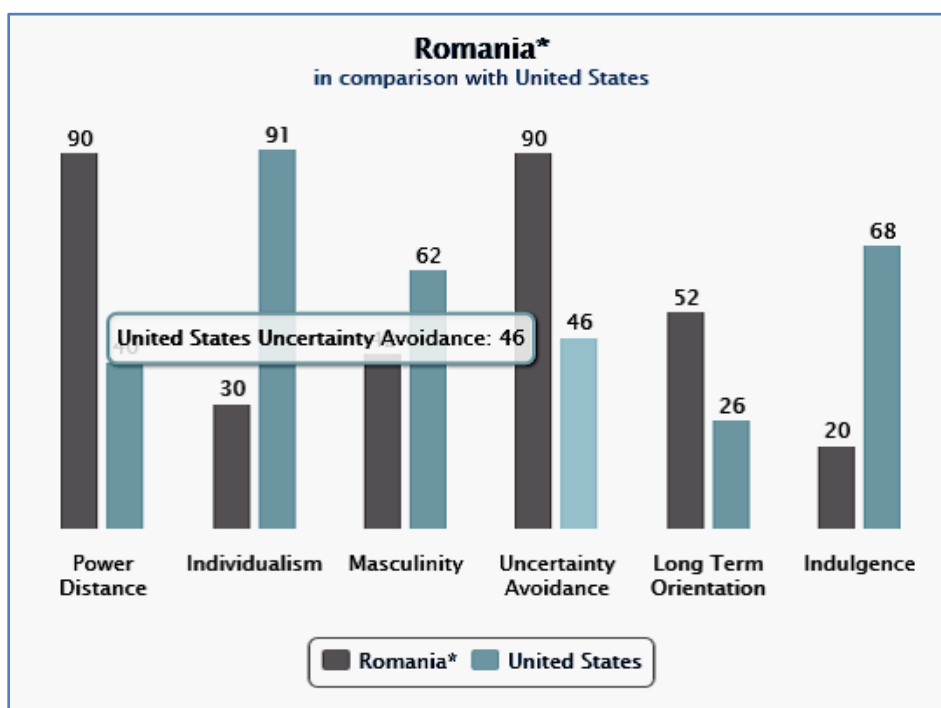


Fig. 3 Romanian cultural dimensions in comparison with United States  
 Source: www.gert-hofstede.com, site of the Hofstede International Center

In Romania the emphasis is on "working to live", managers are fighting for consensus, people value equality, solidarity and quality in Conflicts are resolved through compromise and negotiation Refer to incentives such as the employer's leisure time and the flexibility of the program and the emphasis is on good status, not on status.

This dimension it refers to the inclination to minimize or maximize the gender-based social division of the roles of member's society.

### Dimension Degree of Avoidance of Uncertainty

This dimension characterizes how society perceives the unpredictability of the future: try to control the future or let it happen? This ambiguity brings with it anxiety and the various cultures have learned to treat this anxiety in different ways. In other words, this dimension reflects how members of a culture feel threatened by ambiguous or unknown situations and create doctrines or institutions to avoid them. Romania has been awarded a score of 90 for this dimension, so it has a great inclination to avoid uncertainty, with people not accepting nonconformist behavior and ideas. There is an emotional need for rules (even if they fail to work), time is money, people feel a strong need to be busy and work hard, accuracy and punctuality are the rule, there is resistance to innovation, and safety Is an important element in individual motivation.

It refers to the approach of society to the fact that it is known the past, we live the present, but the future remains uncertain we must get used to this uncertainty. Managerial this dimension affects in particular conception and exercise Forecasting, organizing and control functions.

### **Dimension Short or Long-term Orientation**

This dimension was introduced after a study conducted with Chinese researchers and describes how each society understands how to keep in touch with traditional values while trying to meet the challenges of the present and the future. Different cultures value differently these aspects. Those with a low score for the "long-term orientation" dimension prefer to maintain traditional values and rules, with suspicion of changing society. Those with a high score have a more pragmatic approach: for example, it encourages efforts in modern education as a way to prepare for the future. With an average score, Romania combines these aspects.

### **Dimension Indulgence**

On Hofstede's website, there is an additional dimension to what is known, "indulgence," explained by the society's free acceptance of the human natural need related to the joy of living and feeling good. It is how people try to overcome their wishes and impulses based on the education they received, how they were raised. With a very low score for this new dimension, Romanian culture is a restrained one, with a tendency of cynicism and pessimism. Unlike lenient societies, those restrained do not place great emphasis on leisure, entertainment, and suppress "rewards" of their kind. People with these concepts have the perception that their actions are repressed by social norms and feel that if they spoil, they feel good, there is something wrong.

### **Conclusion**

The conclusion, according to Hofstede's model, was that employees assimilate the practices that their organization indicates for which they work, but will preserve the values of their culture.

Concerning Romania, in the context of alignment with European structures, it is most worrying about the distance displayed by authority because it indicates both a low involvement of the population at decision-making level, indirectly favoring the power in taking measures broken by the economic and social context real.

According to Geert Hofstede's studies, Romania records very high levels of power distance (90) and avoidance of uncertainty (90), a low level for the index representing individualism, a high degree of collectivism (30), and a moderate degree of masculinity (42). The long-term orientation is (52) and indulgence have a low value (20).

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