Intercultural Training

1. Context orientation according to *Edward Hall*

Context-related cultures ("high context cultures") according to *Hall*

- Major importance of the context in a communication situation
- Characteristics of context-related communication:
  - <u>Indirectness</u>
  - Implicitness
  - <u>Circularity</u>, therefore
  - explicit encoding and transmission of <u>low</u> (verbal) message ratio
- High importance of
  - external circumstances
  - personal relationships and
  - nonverbal communication
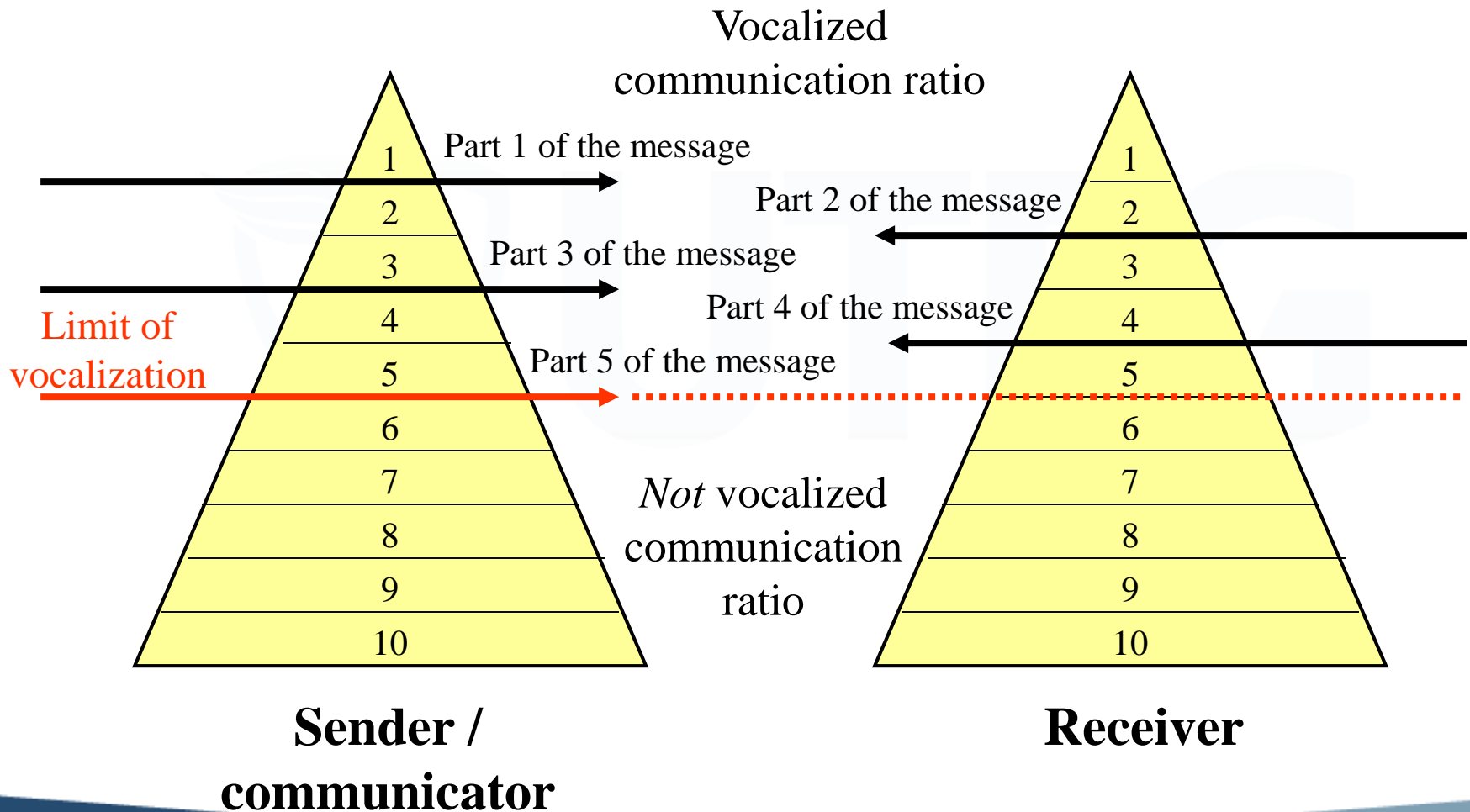- <u>Examples:</u> Arabs, Japanese, and Mediterranean people

Scale of directness according to *House* and *Kasper* (1)

Level of directness	Explanation	Example
1. Mild hint	The subject matter addressed in the speech act is not identical with the implied request to which the speech act actually refers. However, an unspoken relationship between the two must be recognisable to person Y.	„It`s very cold in here.“
2. Strong hint	The point addressed in the speech act is not identical with the one to which the speech act actually refers. There is, however, a relationship between the two as a result of the common elements to which they both refer. These elements do not refer to either of the conversation partners.	„Why is the window open?“
3. Query-preparatory	In preparation, the speech act asks for a condition that is a prerequisite for the execution of the activity indicated in the speech act.	„Can you close the window?“
4. State-preparatory	A condition that is a prerequisite for executing the activity is addressed or asserted in the speech act.	„You can close the window.“
5. Want statement	The speech act expresses the intentions, wishes or feelings the person has towards the presented proposal.	„I`d prefer you to close the window.“

Scale of directness according to *House* and *Kasper* (2)

Level of directness	Explanation	Example
6. Locution-derivable	The content of the speech act can be directly derived from the semantics, i.e. the literal meaning of the speech act.	„You should close the window."
7a. Hedged-performative	In the speech act, person X clearly indicates how they want their speech act to be understood by person Y. However, they hedge their intention by using a modal auxiliary word.	„I would like to ask you to close the window."
7b. Explicit-performative	Person X explicitly addresses the intention of the speech act. They therefore, under all circumstances, want their speech act to be understood as it was intended.	„I`m asking you to close the window."
8. Mood-derivable	The grammatical mood of the speech act frames the content of the speech act as a demand.	„Close the window!"

Circularity of indirect communication

Vocalized communication ratio

Part 1 of the message
Part 2 of the message
Part 3 of the message
Part 4 of the message
Part 5 of the message

Limit of vocalization

Not vocalized communication ratio

Sender / communicator

Receiver

Source: Schugk (2014), p.151

Context-unrelated cultures ("Low context cultures") according to *Hall*

- Minor importance of the context in a communication situation
- Characteristics of context-unrelated communication
  - <u>Directness</u>
  - Explicitness
  - <u>Linearity</u>, therefore
  - explicit and clear encoding of a high message ratio (aspect of content)
- Low importance of
  - external circumstances
  - personal relationships (separation of personal aspects and professional aspects)
- <u>Examples:</u> United States, Germany, Switzerland, Scandinavia

Linearity of direct communication

Source: Schugk (2014), p.154
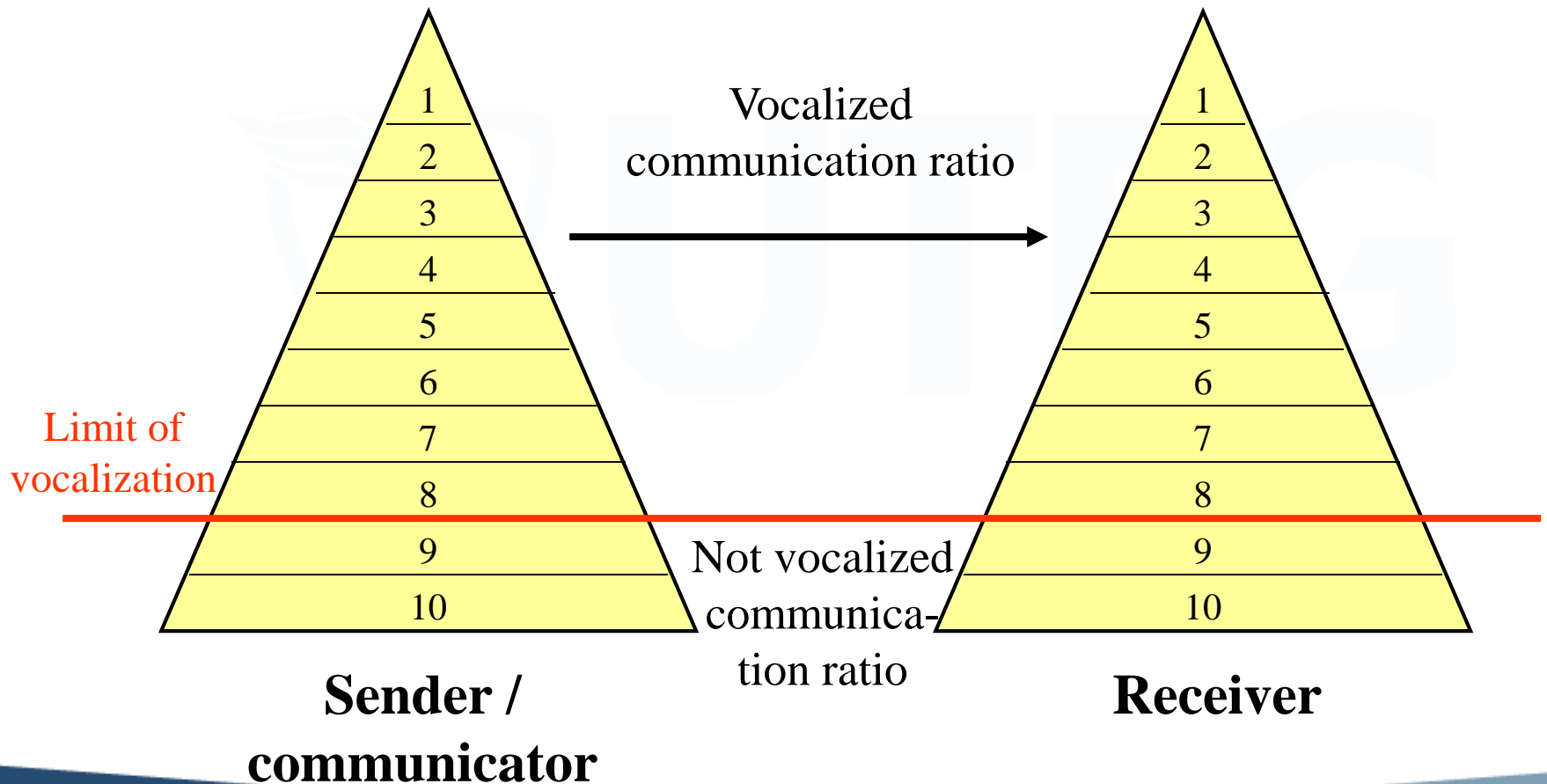
2. Time Orientation according to *Edward Hall*

Typical monochronic respectively polychronic behaviours (1)

„Monochronic" behaviour	„Polychronic" behaviour
Do one thing at a time	Do many things at once
Identify themselves with the job	Identify themselves with family, friends, customers
Concentrate on the job	Are highly distractible and subject to interruptions
Take time commitments (deadlines, scheduls) seriously	Consider time commitments an objective to be achieved, if possible
Are *low-context-orientated* and need information	Are *high-context-orientated* and already have information (background)
Are committed to the job	Are committed to people and human relationships

Typical monochronic respectively polychronic behaviours (2)

„Monochronic" behaviour	„Polychronic" behaviour
Adhere religiously to plans	Change plans often and easily
Are concerned about not disturbing others; follow rules of privacy and consideration	Are more concerned with those who are closely related (family, friends, close business associates) than with privacy
Pay attention to punctuality	Come late nearly every time
Are accustomed to short-term relationships	Have strong tendency to build lifetime relationships
Act cool-headed and thoughtful	Act on the spur of the moment, loose patience quickly
Show great respect for private property; seldom borrow or lend	Borrow and lend things often and easily

Source: Schugk (2014), p.161

Literature of lecture "Cross-cultural Management" – *relevant for examination*:

Hall, Edward T.; Hall, Mildred Reed: Understanding Cultural Differences. Boston: Intercultural Press, Inc, 1990, p.13 – 31

Alternative in German language:

Schugk, Michael: Interkulturelle Kommunikation in der Wirtschaft. München: Verlag Franz Vahlen GmbH, 2014, p.156 – 165

3. The GLOBE Study according to *Robert House*

The member cultures of the Western metaregion

Latin Europe	Nordic Europe	Germanic Europe	Anglo	Latin America
France Israel Italy Portugal Spain Switzerland (French part)	Denmark Finland Sweden	Austria Germany (East) Germany (West) Netherlands Switzerland (german)	Australia Canada England Ireland New Zealand South Africa (white sample) United States	Argentina Bolivia Brazil Colombia Costa Rica Ecuador El Salvador Guatemala Mexico Venezuela

The member cultures of the Eastern metaregion

Eastern Europe	Confucian Asia	Southern Asia	Sub-Sahara Africa	Middle East
Albania	China	India	Namibia	Egypt
Georgia	Hong Kong	Indonesia	Nigeria	Kuwait
Greece	Japan	Iran	South Africa (black)	Morocco
Hungary	Singapore	Malaysia	Zambia	Qatar
Kazakhstan	South Korea	Philippines	Zimbabwe	Turkey
Poland	Taiwan	Thailand		
Russia				
Slovenia				

Characterization of the 10 culture clusters based on the 9 culture dimensions according to the society practices and values

	Uncertainty avoidance		Power distance		Institutional collectivism		In-group collectivism		Gender ega-litarianism		Assertive-ness		Future orientation		Performance orientation		Humane orientation	
	P	V	P	V	P	V	P	V	P	V	P	V	P	V	P	V	P	V
Anglo	4.42	4.09	4.97	2.86	4.46	4.32	4.30	5.84	3.40	4.91	4.14	3.89	4.08	5.33	4.37	6.03	4.20	5.40
Germanic Europe	5.12	3.46	4.95	2.51	4.03	4.69	4.21	5.16	3.14	4.91	4.55	3.07	4.40	5.01	4.41	5.90	3.55	5.48
Latin Europe	4.18	4.36	5.21	2.57	4.01	4.84	4.80	5.66	3.36	4.77	3.99	3.72	3.68	5.33	3.94	5.94	3.71	5.58
Nordic Europe	5.19	3.76	4.54	2.55	4.88	4.08	3.75	5.65	3.71	4.82	3.66	3.56	4.36	4.76	3.92	5.84	4.17	5.64
Eastern Europe	3.56	4.94	5.26	2.84	4.10	4.34	5.53	5.57	3.84	4.46	4.33	3.78	3.38	5.38	3.73	5.82	3.85	5.43
Latin America	3.62	4.98	5.33	2.52	3.86	5.32	5.52	6.06	3.41	4.77	4.15	3.54	3.54	5.75	3.85	6.24	4.03	5.33
Confucian Asia	4.42	4.74	5.15	2.98	4.80	4.43	5.42	5.30	3.18	4.19	4.09	4.54	4.18	5.31	4.58	5.53	3.99	5.45
Southern Asia	4.10	5.16	5.39	2.78	4.35	5.03	5.87	5.77	3.28	4.10	3.86	4.65	3.98	5.86	4.33	5.99	4.71	5.36
Middle East	3.91	4.99	5.23	3.03	4.28	5.08	5.58	5.61	2.95	3.65	4.14	3.39	3.58	5.83	3.90	5.81	4.36	5.31
Sub-Saharan Africa	4.27	4.99	5.24	2.86	4.28	4.66	5.31	5.63	3.29	4.30	4.24	3.99	3.92	5.87	4.13	6.05	4.42	5.46

Legend: Arithmetic mean for the 10 culture clusters: 1 = very low; 7 = very high;

Exemption: Gender egalitarianism: 1= strong preference of men; 7 = strong preference of women;

P = practices; V = values; ○ = lowest score of the dimension; ● = highest score of the dimension;

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Source: Schmid; Dost (2009), p.1469; Schugk (2014), p.249

Culture dimension of uncertainty avoidance

„*Uncertainty Avoidance* is the extent to which members of an organization or society strive to avoid uncertainty by relying on established social norms, rituals, and bureaucratic practices. People in high uncertainty avoidance cultures actively seek to decrease the probability of unpredictable future events that could adversely affect the operation of an organization or society and remedy the success of such adverse effects."

- Extent of efforts to reduce or avoid the unexpected of any kind, e.g. via laws, bureaucracy, norms
- Preference of written communication, therefore importance of
  - Written contracts / written documentation
  - Planning and monitoring
  - Feedback

Uncertainty avoidance: Society practices

Band A		Band B		Band C		Band D	
Country	**Score**	**Country**	**Score**	**Country**	**Score**	**Country**	**Score**
Switzerland	5.37	Netherlands	4.70	Japan	4.07	Venezuela	3.44
Sweden	5.32	England	4.65	Egypt	4.06	Greece	3.39
Singapore	5.31	South Africa (black)	4.59	Israel	4.01	Bolivia	3.35
Denmark	5.22	Canada (english)	4.58	Qatar	3.99	Guatemala	3.30
West Germany	5.22	Albania	4.57	Spain	3.97	Hungary	3.12
Austria	5.16	France	4.43	Thailand	3.93	Russia	2.88
East Germany	5.16	Australia	4.39	Portugal	3.91		
Finland	5.02	Taiwan	4.34	Philippines	3.89		
Switzerland (french)	4.98	Hong Kong	4.32	Costa Rica	3.82		
China	4.94	Ireland	4.30	Italy	3.79		
Malaysia	4.78	Nigeria	4.29	Slovenia	3.78		
New Zealand	4.75	Kuwait	4.21	Ecuador	3.68		
		Namibia	4.20	Iran	3.67		
		Mexico	4.18	Kazakhstan	3.66		
		Indonesia	4.17	Morocco	3.65		
		Zimbabwe	4.15	Argentina	3.65		
		India	4.15	Turkey	3.63		
		U.S.	4.15	Poland	3.62		
		Zambia	4.10	El Salvador	3.62		
		South Africa (white)	4.09	Brazil	3.60		
				Colombia	3.57		
				South Korea	3.55		
				Georgia	3.50		

Culture dimension of power distance

„*Power Distance* is the degree to which members of an organization or society expect and agree that power should be stratified and concentrated at higher levels of an organization or government."

- Extent of acceptance and even expectation of unequal distribution of power and
- acceptance of authority and maybe even status privileges, therefore
- possibility of remarkable hierarchy and hierarchy differences
- Limitation of critical questions and criticism to superiors

Source: Carl; Gupta; Javidan (2004), p.513 ff; Schugk (2014), p.252 – 253

Power distance: Society practices

Band A		Band B		Band C		Band D	
Country	**Score**	**Country**	**Score**	**Country**	**Score**	**Country**	**Score**
Morocco	5.80	West Germany	5.25	Qatar	4.73	Netherlands	4.11
Nigeria	5.80	Mexico	5.22	Israel	4.73	South Africa (black)	4.11
El Salvador	5.68	Georgia	5.22	Albania	4.62	Denmark	3.89
Zimbabwe	5.67	Taiwan	5.18	Bolivia	4.51		
Argentina	5.64	Indonesia	5.18				
Thailand	5.63	Malaysia	5.17				
South Korea	5.61	South Africa (white)	5.16				
Guatemala	5.60	England	5.15				
Ecuador	5.60	Ireland	5.15				
Turkey	5.57	Kuwait	5.12				
Colombia	5.56	Japan	5.11				
Hungary	5.56	Poland	5.10				
East Germany	5.54	China	5.04				
Russia	5.52	Singapore	4.99				
Spain	5.52	Hong Kong	4.96				
India	5.47	Austria	4.95				
Philippines	5.44	Egypt	4.92				
Portugal	5.44	Switzerland	4.90				
Iran	5.43	Finland	4.89				
Italy	5.43	New Zealand	4.89				
Greece	5.40	U.S.	4.88				
Venezuela	5.40	Switzerland (french)	4.86				
Slovenia	5.33	Sweden	4.85				
Brazil	5.33	Canada (english)	4.82				
Zambia	5.31	Australia	4.74				
Kazakhstan	5.31	Costa Rica	4.74				
Namibia	5.29						
France	5.28						

Culture dimension of institutional collectivism

„Collectivism I, *Institutional Collectivism*, is the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action."

- Extent of pursuing group interests in institutions or organizations instead of individual interests
- Realization via laws, systems, regulations, community welfare projects or institutional practices that reinforce the group cohesiveness

Source: Gelfand; Bhawuk; Nishii; Bechtold (2004), p.437 ff; Schugk (2014), p.253 – 254

Institutional collectivism: society practices

Band A		Band B		still Band B		Band C	
Country	Score	Country	Score	Country	Score	Country	Score
Sweden	5.22	Indonesia	4.54	Turkey	4.03	Portugal	3.92
South Korea	5.20	Albania	4.54	Venezuela	3.96	Ecuador	3.90
Japan	5.19	Poland	4.53	Costa Rica	3.93	Iran	3.88
Singapore	4.90	Russia	4.50	France	3.93	Morocco	3.87
New Zealand	4.81	Qatar	4.50			Spain	3.85
Denmark	4.80	Egypt	4.50			Brazil	3.83
China	4.77	Kuwait	4.49			Colombia	3.81
Philippines	4.65	Israel	4.46			West Germany	3.79
Ireland	4.63	Netherlands	4.46			El Salvador	3.71
Finland	4.63	South Africa (black)	4.39			Guatemala	3.70
South Africa (white)	4.62	Canada (english)	4.38			Italy	3.68
Zambia	4.61	India	4.38			Argentina	3.66
Malaysia	4.61	Austria	4.30			East Germany	3.56
Taiwan	4.59	Australia	4.29			Hungary	3.53
		Kazakhstan	4.29				
		England	4.27				
		Switzerland (french)	4.22				
		U.S.	4.20				
		Nigeria	4.14				
		Hong Kong	4.13			Band D	
		Namibia	4.13			Country	Score
		Slovenia	4.13			Greece	3.25
		Zimbabwe	4.12				
		Switzerland	4.06				
		Mexico	4.06				
		Bolivia	4.04				
		Thailand	4.03				
		Georgia	4.03				

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Culture dimension of in-group collectivism (1)

„Collectivism II, *In-Group Collectivism*, is the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families."

- Extent of loyalty, cohesion, and pride in regard to family, friends, and organizations
- Examples for behaviour being related with in-group collectivism
  - Pride of children in regard to performance of own parents and vice versa
  - Children living in parents' house until own marriage
  - Intensive care of children in regard to the own older parents
  - Often lifelong and intensive relationships
- Dominance of group interests in comparison with interests of single persons
- Preference of high-context communication according to *Hall*

In-group collectivism: Society practices

Band A		Band A		Band B		Band C	
Country	Score	Country	Score	Country	Score	Country	Score
Philippines	6.36	Bolivia	5.47	Costa Rica	5.32	Canada (english)	4.26
Georgia	6.19	Spain	5.45	Hong Kong	5.32	U.S.	4.25
Iran	6.03	Slovenia	5.43	Greece	5.27	Australia	4.17
India	5.92	El Salvador	5.35	Kazakhstan	5.26	England	4.08
Turkey	5.88			Hungary	5.25	Finland	4.07
Morocco	5.87			Brazil	5.18	West Germany	4.02
Zambia	5.84			Ireland	5.14	Switzerland	3.97
Ecuador	5.81			South Africa (black)	5.09	Switzerland (french)	3.85
China	5.80			Italy	4.94	Netherlands	3.70
Kuwait	5.80			Austria	4.85	New Zealand	3.67
Albania	5.74			Qatar	4.71	Sweden	3.66
Colombia	5.73			Israel	4.70	Denmark	3.53
Mexico	5.71			Japan	4.63		
Thailand	5.70			Namibia	4.52		
Indonesia	5.68			East Germany	4.52		
Egypt	5.64			South Africa (white)	4.50		
Singapore	5.64			France	4.37		
Guatemala	5.63						
Russia	5.63						
Taiwan	5.59						
Zimbabwe	5.57						
Nigeria	5.55						
South Korea	5.54						
Venezuela	5.53						
Poland	5.52						
Malaysia	5.51						
Portugal	5.51						
Argentina	5.51						

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Culture dimension of gender egalitarianism

> „*Gender Egalitarianism* is the degree to which an organization or a society minimizes gender role differences while promoting gender equality."

- Extent of equal treatment of gender in organizations and society
- Distinct gender equality as low confidence in biological differences in order to determine the social roles of the two gender
- Especially in societies dominated by men encouragement especially of boys for higher education and staffing of executive positions with men

Source: Emrich; Denmark; den Hartog (2004), p.343 ff; Schugk (2014), p.255 – 256

Gender egalitarianism: society practices

Band A		Band B		still Band B		Band C	
Country	Score	Country	Score	Country	Score	Country	Score
Hungary	4.08	Switzerland (french)	3.42	Zambia	2.86	Kuwait	2.58
Russia	4.07	Australia	3.40	Morocco	2.84	South Korea	2.50
Poland	4.02	Finland	3.35	Egypt	2.81		
Slovenia	3.96	Thailand	3.35				
Denmark	3.93	U.S.	3.34				
Namibia	3.88	Brazil	3.31				
Kazakhstan	3.84	South Africa (white)	3.27				
Sweden	3.84	Indonesia	3.26				
Albania	3.71	Italy	3.24				
Canada (english)	3.70	New Zealand	3.22				
Singapore	3.70	Ireland	3.21				
Colombia	3.67	Japan	3.19				
England	3.67	Israel	3.19				
Portugal	3.66	Taiwan	3.18				
South Africa (black)	3.66	El Salvador	3.16				
Philippines	3.64	West Germany	3.10				
France	3.64	Austria	3.09				
Mexico	3.64	Ecuador	3.07				
Qatar	3.63	East Germany	3.06				
Venezuela	3.62	China	3.05				
Costa Rica	3.56	Zimbabwe	3.04				
Georgia	3.55	Guatemala	3.02				
Bolivia	3.55	Nigeria	3.01				
Malaysia	3.51	Spain	3.01				
Netherlands	3.50	Iran	2.99				
Argentina	3.49	Switzerland	2.97				
Greece	3.48	India	2.90				
Hong Kong	3.47	Turkey	2.89				

Culture dimension of assertiveness (1)

„*Assertiveness* is the degree to which individuals in organizations or societies are assertive, confrontational, and aggressive in social relationships."

- Extent of allowability of dominance, assertiveness, confrontation, and even aggression being related with behaviour
- Aggressive behaviour also in the sense of entrepreneurial attitude
- Preference of low-context communication according to *Hall*
- Dominance of aspect of content compared with aspect of relationship
- Utilization of positively connoted words such as
  – predatory competition, guerilla marketing
  – "Just do it" of Nike (goddess of victory in Greek mythology)
- Leaders with high vs. low assertiveness
  – John F. Kennedy, and Martin Luther King jr. vs.
  – Mahatma Gandhi, Nelson Mandela, and Mother Theresa

Source: den Hartog (2004), p.395 ff; Schugk (2014), p.256 – 259
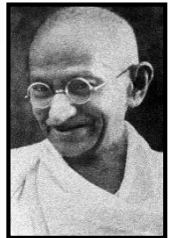
Assertiveness: society practices

Band A		Band B		Band C	
Country	Score	Country	Score	Country	Score
Albania	4.89	France	4.13	Switzerland (french)	3.47
Nigeria	4.79	Qatar	4.11	New Zealand	3.42
Hungary	4.79	Ecuador	4.09	Sweden	3.38
East Germany	4.73	Zambia	4.07		
Hong Kong	4.67	Italy	4.07		
Austria	4.62	Zimbabwe	4.06		
El Salvador	4.62	Poland	4.06		
South Africa (white)	4.60	Canada (english)	4.05		
Greece	4.58	Iran	4.04		
West Germany	4.55	Philippines	4.01		
U.S.	4.55	Slovenia	4.00		
Turkey	4.53	Ireland	3.92		
Morocco	4.52	Taiwan	3.92		
Switzerland	4.51	Namibia	3.91		
Kazakhstan	4.46	Egypt	3.91		
Mexico	4.45	Guatemala	3.89		
Spain	4.42	Malaysia	3.87		
South Korea	4.40	Indonesia	3.86		
South Africa (black)	4.36	Finland	3.81		
Venezuela	4.33	Denmark	3.80		
Netherlands	4.32	Bolivia	3.79		
Australia	4.28	China	3.76		
Israel	4.23	Costa Rica	3.75		
Argentina	4.22	India	3.73		
Brazil	4.20	Russia	3.68		
Colombia	4.20	Portugal	3.65		
Georgia	4.18	Thailand	3.64		
Singapore	4.17	Kuwait	3.63		
England	4.15	Japan	3.59		

Culture dimension of future orientation (1)

„*Future Orientation* is the degree to which individuals in organizations or societies engage in future-oriented behaviors such as planning, investing in the future, and delaying individual or collective gratification."

- High extent of belief in regard to the impact of own actions in the future
- Planning and investment as withdrawal of mental and financial resources from the present and focus on the future, i.e.
- planning and investment as indicators for importance of the future
- Importance of communication of objectives as well as strategies and vision necessary for this purpose

Future orientation: society practices

Band A		Band B		Band C		Band D	
Country	**Score**	**Country**	**Score**	**Country**	**Score**	**Country**	**Score**
Singapore	5.07	Sweden	4.39	El Salvador	3.80	Poland	3.11
Switzerland	4.73	Japan	4.29	Qatar	3.78	Argentina	3.08
South Africa (black)	4.64	England	4.28	Zimbabwe	3.77	Russia	2.88
Netherlands	4.61	Switzerland (french)	4.27	China	3.75		
Malaysia	4.58	West Germany	4.27	Turkey	3.74		
Austria	4.46	Finland	4.24	Ecuador	3.74		
Denmark	4.44	India	4.19	Portugal	3.71		
Canada (english)	4.44	Philippines	4.15	Iran	3.70		
		U.S.	4.15	Zambia	3.62		
		South Africa (white)	4.13	Bolivia	3.61		
		Nigeria	4.09	Costa Rica	3.60		
		Australia	4.09	Slovenia	3.59		
		Hong Kong	4.03	Kazakhstan	3.57		
		Ireland	3.98	Spain	3.51		
		South Korea	3.97	Namibia	3.49		
		Taiwan	3.96	France	3.48		
		East Germany	3.95	New Zealand	3.47		
		Mexico	3.87	Thailand	3.43		
		Egypt	3.86	Georgia	3.41		
		Indonesia	3.86	Greece	3.40		
		Albania	3.86	Venezuela	3.35		
		Israel	3.85	Colombia	3.27		
		Brazil	3.81	Kuwait	3.26		
				Morocco	3.26		
				Italy	3.25		
				Guatemala	3.24		
				Hungary	3.21		

Culture dimension of performance orientation

„*Performance Orientation* is the degree to which an organization or society encourages and rewards group members for performance improvement and excellence."

- Extent of incentive for / expectation of performance, i.e.
- recognition and advantages due to worthwhile performance
- Dominance of tasks in comparison with interpersonal relationships
- Preference of low-context communication / monochronic behaviour according to *Hall*

Source: Javidan (2004), p.239 ff; Schugk (2014), p.260 – 261

Performance orientation: society practices

Band A		Band B		(still Band B)		Band C	
Country	Score	Country	Score	Country	Score	Country	Score
Switzerland	4.94	Egypt	4.27	Guatemala	3.81	Namibia	3.67
Singapore	4.90	Switzerland (french)	4.25	Sweden	3.72	Slovenia	3.66
Hong Kong	4.80	West Germany	4.25	El Salvador	3.72	Argentina	3.65
Albania	4.81	India	4.25			Bolivia	3.61
New Zealand	4.72	Zimbabwe	4.24			Portugal	3.60
South Africa (black)	4.66	Denmark	4.22			Italy	3.58
Iran	4.58	Japan	4.22			Kazakhstan	3.57
Taiwan	4.56	Ecuador	4.20			Qatar	3.45
South Korea	4.55	Zambia	4.16			Hungary	3.43
Canada (english)	4.49	Costa Rica	4.12			Russia	3.39
USA	4.49	South Africa (white)	4.11			Venezuela	3.32
Philippines	4.47	France	4.11			Greece	3.20
China	4.45	Mexico	4.10				
Austria	4.44	East Germany	4.09				
Indonesia	4.41	England	4.08				
Australia	4.36	Israel	4.08				
Ireland	4.36	Brazil	4.04				
Malaysia	4.34	Spain	4.01				
Netherlands	4.32	Morocco	3.99				
		Kuwait	3.95				
		Colombia	3.94				
		Thailand	3.93				
		Nigeria	3.92				
		Poland	3.89				
		Georgia	3.88				
		Turkey	3.83				
		Finland	3.81				

Culture dimension of humane orientation

„*Humane Orientation* is the degree to which individuals in organizations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others."

- Extent of orientation towards benevolence, generosity, even selflessness and altruism due to social incentives / rewards
- Behaviour and communication characterized by friendliness, sensitivity, mutual assistance
- Humane orientation especially in the own group, but also to strangers

Humane orientation: society practices

Band A		Band B		Band C		Band D	
Country	**Score**	**Country**	**Score**	**Country**	**Score**	**Country**	**Score**
Zambia	5.23	Indonesia	4.69	U.S.	4.17	Italy	3.63
Philippines	5.12	Ecuador	4.65	Taiwan	4.11	Poland	3.61
Ireland	4.96	Albania	4.64	Sweden	4.10	Switzerland	3.60
Malaysia	4.87	India	4.57	Nigeria	4.10	South Africa (white)	3.49
Thailand	4.81	Kuwait	4.52	Israel	4.10	Singapore	3.49
Egypt	4.73	Canada (english)	4.49	Bolivia	4.05	East Germany	3.40
		Zimbabwe	4.45	Kazakhstan	3.99	France	3.40
		Denmark	4.44	Argentina	3.99	Hungary	3.35
		Qatar	4.42	Mexico	3.98	Greece	3.34
		Costa Rica	4.39	Finland	3.96	Spain	3.32
		China	4.36	Namibia	3.96	West Germany	3.18
		South Africa (black)	4.34	Turkey	3.94		
		New Zealand	4.32	Russia	3.94		
		Japan	4.30	Switzerland (french)	3.93		
		Australia	4.28	Portugal	3.91		
		Venezuela	4.25	Hong Kong	3.90		
		Iran	4.23	Guatemala	3.89		
		Morocco	4.19	Netherlands	3.86		
		Georgia	4.18	South Korea	3.81		
				Slovenia	3.79		
				Austria	3.72		
				Colombia	3.72		
				England	3.72		
				El Salvador	3.71		
				Brazil	3.66		

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Thank you very much for your attention!!!

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