

Hofstede’s Cultural Dimensions

Indulgence versus Restraint

The final dimension was added in 2010 in order to capture more recent research conducted around themes of happiness. This dimension was based in part on research conducted by Michael Minkov, a Bulgarian sociologist and creator of the extensive World Values Survey. An indulgent society is one which values the satisfaction of human needs and desires; a restrained society sees the value in curbing ones' desires and withholding pleasures to align more with societal norms. "Indulgent cultures will tend to focus more on individual happiness and well-being, leisure time is more important, and there is greater freedom and personal control. This is in contrast with restrained cultures where positive emotions are less freely expressed and happiness, freedom, and leisure are not given the same importance" (Maclachlan, 2013).

Important Differences

Indulgent Society (United States)	Restrained Society (Russia)
<ul style="list-style-type: none"> • Higher percentage of happy people • A perception of personal life control • High importance of leisure • High importance of having friends • Less moral discipline • Loosely prescribed gender roles • Smiling as a norm • Freedom of speech is important 	<ul style="list-style-type: none"> • Lower percentage of happy people • A perception of helplessness; what happens to me is not my own business • Low importance of leisure • Low importance of having friends • Moral discipline • Strictly prescribed gender roles • Smiling as suspect • Freedom of speech is not a primary concern

(Hofstede, Hofstede, & Minkov, 2010, p. 297)

Hofstede, G., Hofstede, G. J., Minkov, M. (2010). *Cultures and Organizations: Software of the Mind*. 3rd Edition. USA: McGraw-Hill.