

Hofstede's Cultural Dimensions

Long- versus Short-Term Orientation

As Hofstede developed his research, he came to the conclusion that his work was limited by the lack of inclusion of non-Western researchers. As a result, he began working with the Chinese Value Survey (DVS), an instrument developed by Michael Harris Bond in Hong Kong. Hofstede offers this definition: "Long Term Orientation stands for the fostering of virtues oriented towards future rewards, in particular, perseverance and thrift. Its opposite pole Short Term Orientation, stands for the fostering of virtues related to the past and present, in particular, respect for tradition, preservation of 'face,' and fulfilling social obligations" (Hofstede, 2001, p. 359).

Important Differences

| <u>Long-Term Orientation</u> (China/Japan) | <u>Short-term Orientation</u> (United States) |
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| <ul style="list-style-type: none"> • Emphasis on persistence • Relationships ordered by status • Personal adaptability important • Leisure time not too important • Relationships and market positions are important • Good or evil depends on the circumstances | <ul style="list-style-type: none"> • Emphasis on quick results • Status not a major issue in relationships • Personal steadfastness and stability important • Leisure time important • Bottom line important • Belief in absolutes about good and evil |

Taken from: <https://www.andrews.edu/~tidwell/HofstedeLongTerm.html>

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