

THE CULTURAL DIMENSIONS OF HOFSTEDE IN THE MEXICAN FOOTWEAR MANUFACTURING COMPANY VOGATTI

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ABSTRACT

Studies of national and organizational culture have a long tradition within the fields of academic research. The objective of the present study is to describe the cultural aspects that characterize a specific Mexican footwear manufacturing company, based on the cultural model of Geert Hofstede that describes the cultural profile of an organization or a country by the following 6 different cultural dimensions: power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, long term – short term orientation and indulgence-restraint. Detailed information of the company's workers were collected applying a questionnaire based on the Likert scale, which was subsequently processed with SPSS and MS Excel data analysis programs. The present descriptive study contributes to the updating of the characteristics of the Mexican culture and shows partially divergent results in comparison to the results for the Mexican culture of the Hofstede model. This means, compared to Hofstede the present study can confirm for the research object the same tendencies in the dimensions power distance, uncertainty avoidance and indulgence-restraint. However, in the dimensions individualism - collectivism, masculinity - femininity and long term - short term orientation the results for the group of workers of the Mexican company are contrary to the results of Hofstede for the Mexican culture.

Keywords: National culture, organizational culture, Hofstede model.

INTRODUCTION

There is no question about the impact that people exert on the organization, since it owes its performance to the interaction of the individuals who work for it. The objectives of any firm will not be achieved automatically once they are defined, but they require the involvement of each area and person. A major task of any manager is to guide the staff into the direction of the firm's objectives. There exist qualitative and quantitative variables of influence, one of these is the culture of an organization. The model of the cultural dimensions of Geert Hofstede is one of the most important and established theories that exists in the characterization and analysis of the cultural tendencies of organizations and countries. The present descriptive study aims to describe the cultural aspects that characterize the Mexican footwear manufacturing company Vogatti, based on the model of the cultural dimensions of Geert Hofstede.

The case study applies a questionnaire to the 79 workers of the company with the following main results: Compared to Hofstede the present study can confirm the same tendencies in the dimensions power distance, uncertainty avoidance and indulgence-restraint. Hence, the present study as well as the results of Hofstede characterize the Mexican society as distant to power, averse to uncertainty and indulgent. In the dimensions individualism - collectivism,

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masculinity - femininity and long term - short term orientation the results for the group of workers of the company Vogatti are contrary to the results of Hofstede for the Mexican culture. The present study characterizes the workers of Vogatti as balanced in the dimension of individualism-collectivism, with feminine values and long term orientation. However, Hofstede describes the Mexican culture as collectivistic, masculine and with short term orientation.

The present article is divided into 5 chapters. After the introduction the following theoretical framework illustrates basic knowledge about culture and the theory of Hofstede. Chapter 3 presents the design of the research and the object of study. Chapter 4 shows, interprets and discusses the results obtained from the questionnaires. The article ends with a conclusion.

LITERATURE REVIEW

Culture and Organizational Culture

According to Katzenbach, Oelschlegel & Thomas (2016) culture in general can be defined as “the self-sustaining pattern of behavior that determines how things are done”. Referring to organizational culture the same authors state that “a company’s culture is its basic personality, the essence of how its people interact and work”. Figure 1 summarizes the different dimensions of organizational culture and mentions some exemplary aspects for each category.

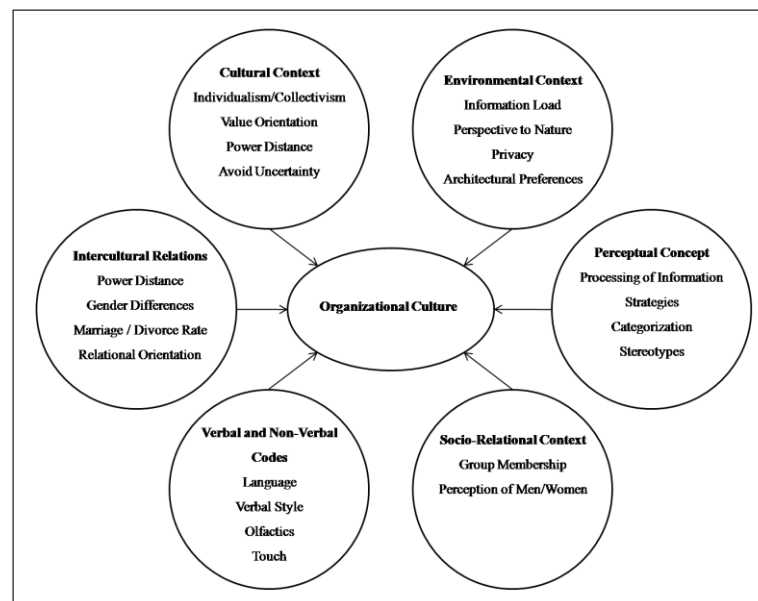


Figure 1: Dimensions of organizational culture.
Neuliep (2015).

According to Neuliep (2015) the concept of organizational culture can be characterized by the following 6 dimensions: cultural context, environmental context, perceptual context, socio-relational context, verbal and non-verbal codes and intercultural relations.

Cultural Context

The dimension of cultural context refers to the question of how an organization and its members feel and act according to concepts as for example value orientation, distance to power and uncertainty. Moreover, usually as part of the cultural challenges in an organization, the company faces on the one hand particular cultural aspects of the region and

of the country, and on the other hand needs to be open to international integration and development.

Environmental Context

The environmental context of an organization includes the analysis of issues as for example information load, privacy and a company's general perspective to nature. The specific company always needs to be seen and analyzed as part of its physical environment and its market – concepts that also play an important role in the formulation of competitive strategies, work activities and the establishment of relationships with for example clients, subcontractors, etc.

Perceptual Context

This dimension refers to concepts of for instance information processing, categorization and stereotypes within the organization according to different places, cultures and environments.

Socio-Relational Context

This dimension defines the general standpoint of an organization towards the concepts of group or group membership. The membership of groups, as well as motivators, cohesion of relations and other elements determine the perception, the commitment and the way of acting for either independence or subordination. Furthermore this dimension takes into account that whether the member of the organization is male or female, the outcome of perception processes might be different.

Verbal and Non-Verbal Codes

It is widely known that besides spoken language also non-verbal codes represent a fundament of human communication. Hence, it is necessary to take both aspects into consideration while successfully analyzing processes of interaction and communication.

Intercultural Relations

Within this final dimension aspects like for example power distance, gender differences and relational orientation are analyzed. These concepts differ from culture to culture and so might also have an important influence on the organizational culture of companies in different countries.

Research activities on culture in general and organizational culture have led to extensive studies that proposed various models of cultural dimensions. For example, Kluckhohn & Strodtbeck (1961) define the following 6 dimensions of a culture: the nature of people, the relationship with nature, duty towards others, mode of activity, privacy of space and temporal orientation. Trompenaars & Hampden-Turner (1997) differentiate between the following 7 dimensions: universalism vs. particularism, individualism vs. communitarianism, specific vs. diffuse, neutral vs. emotional, achievement vs. ascription, sequential time vs. synchronous time and internal direction vs. outer direction. The model of the 6 cultural dimensions of Hofstede is the most established and used cultural model. Therefore, this model is the theoretical basis of the current study and will be presented in the following subchapter.

The Hofstede Model

The Dutch scientist Geert Hofstede analyzed in his original study (Hofstede, 1980) data of the multinational company IBM which were collected between 1967 and 1973. While applying questionnaires to the employees of the different subsidiaries of the company in different countries Hofstede culturally characterized the 40 largest countries in the world.

Until today replications of the Hofstede study by himself (for example Hofstede, 2001) and other scientists (for example Fernandez et al., 1997; Minkov & Hofstede, 2014) expanded the number of covered countries to 76 (Hofstede, 2017a). The Hofstede model has become a useful and widely accepted tool to characterize the culture of different countries or societies and consists of the following 6 dimensions: power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, long term – short term orientation and indulgence-restraint.

Power Distance

It is a fact that there exists inequality between individuals (Clearly Cultural, 2017a). This is the case because we are all different. Some are stronger than others, smarter, more capable, with more status, respect, wealth, etc. All these aspects mark the differences in positioning an individual in a social group. The cultural dimension of power distance is directly related to this basic problem in society and expresses the degree acceptance of an unequal distribution of power within a society or an organization by the individuals who possess the fewest power (Hofstede, 1991). Cultural studies reveal that the Mexican society can be characterized by a high degree of power distance (e.g. Hofstede, 2017b). These studies emphasize that in Mexico people expect to be told what to do and they need the guidance of another individual who is situated in a higher level of the hierarchical structure. In general terms everyone occupies the place that corresponds to them without questioning what applies for the role of an individual in the society and in the family structure, however, also depending on aspects like age, gender and social class of the individual (Ghemawat & Reiche, 2011). For those organizations characterized by a high degree of power distance, it is common for business partners to be of the same rank, because status is of great importance. Countries (e.g. Denmark and Germany) and organizations with a low power distance usually show low tolerance for unequal social structures as well as stronger systems of democratic participation (Quiroz Guzmán & Valtierrez Ángel, 2010).

Individualism-Collectivism

One could approach the concepts of individualism and collectivism based on the definition of primary groups that are groups of people with social relations and close and lasting interactions (Gilbert Ceballos, 1997). Individualism could be characterized as a prioritization of the objectives of the person on the group and collectivism by subordinating the group to the individual as a social duty.

On the one hand, countries with a high degree of individualism, as for example England or the U.S., focus on the importance of independence, autonomy, privacy, recognition, personal achievement and the rights of the individual (Ghemawat & Reiche, 2011). On the other hand, collectivistic countries (e.g. Venezuela, Guatemala) emphasize more concepts as for instance interdependence, family, belonging and loyalty. Collectivist societies give great weight to maintain harmony. One way to do so is to say “no” in a polite way, without being direct because it is interpreted as aggressive. The members of an individualistic society however, favor to express their opinion and the truth. Conflict is normal and is seen as something positive that results in a process of feedback and learning. Individualism at the workplace implies searching for personal economic, psychological and social interests and needs. Collectivism on the other hand, leads the employee to act as part of a group, and even the relationship with superiors is seen in moral and paternalistic terms that generate loyalty.

Masculinity-Femininity

According to this dimensions one can divide into countries that favor more masculine or more feminine values. Examples for masculine cultural values are competitiveness, achievement, materialism, differentiation of sexes, honor and success. This means that societies (e.g. Japan) and organizations that pronounce the masculine role give a high importance to the achievement of goals, to earn more, to the recognition of doing a good work and to the opportunity to accede to higher hierarchical levels. Feminine cultural values on the other side are for example: caring for the weak, worrying about others, quality of life, equality of sexes, harmony and importance of personal relationships (Ghemawat & Reiche, 2011). For the work environment this means for example that members of societies with a feminine orientation (e.g. Switzerland) try to have good relationships with their superiors, a sense of cooperation with others and safe jobs.

Uncertainty Avoidance

It is a fact that the future is unknown and cannot be controlled. This results in the existence of risk and stress in the face of uncertainty, what further leads to the human tendency of trying to avoid this existing uncertainty. However, different countries and organizations show different degrees of this tendency. Countries (e.g. Greece, Portugal) and organization that present high degrees of uncertainty avoidance usually try to determine rules of behavior, seek punctuality, precision and there is intolerance to orthodox ideas. Furthermore behaviors that result in the reduction of ambiguity as well as structure and organization at a high level are favored.

People who do not care much about uncertainty can accept more easily that they do not know something. It is probable that since childhood they have been formed with the freedom to experiment and to commit errors, what will help them in adulthood to feel less stress in situations of risk and uncertainty. In countries (e.g. Singapore, Jamaica) that present a low score in the dimension of uncertainty avoidance practices generally count more than principles. Furthermore these societies do not rely that much on rigid systems of rules and norms (Hofstede, 2017c).

Long Term - Short Term Orientation

The cultural dimension of long term – short term orientation is based on the concepts of time and immediacy. Societies, such as the examples China and Taiwan, that think in terms of a short term orientation can be characterized by the following list of beliefs (Clearly Cultural, 2017b):

- The past and the present are more important than the future
- Traditions are sacred
- Pride in one's own country.
- Serving others is a great value
- Success or failure are related to luck
- One has to protect one's own "face"

Examples for long term oriented societies are Norway and Nigeria. These countries show according to the cultural dimension of long term – short term orientation the subsequent characteristics (Clearly Cultural, 2017b):

- Important events are supposed to happen in the future
- A good person can adapt to changing circumstances
- Traditions are also adaptable to the circumstances
- Perseverance is important

- Success or failure is related to effort
- Savings and investments for the future are important

Indulgence-Restraint

The dimension of indulgence vs. restraint is related to the gratification and enjoyment of life. A society that shows a high score in this dimension, like the Mexican one, is characterized by fewer restrictions and order, a generally high percentage of happy individuals with perception of control in their lives. Moreover, persons living in an indulgent country give importance to the pleasure, seek positive emotions and show a high tendency to be active in sports. On the contrary in societies characterized by restraint (e.g. India and Russia) freedom and expression are not priorities, however, security and control are matters of great importance. Furthermore, the importance of pleasure is minimal and there are usually fewer people involved in sports (Hofstede, 2017c).

METHODOLOGY

The present study is based on the subsequent research question: Which characteristics define the culture in the Mexican footwear manufacturer Vogatti? Therefore, the objective of this study is to describe the cultural aspects that characterize the Mexican footwear manufacturing company Vogatti, based on the model of the cultural dimensions of Geert Hofstede. Hence, it should be confirmed if whether or not the results for the cultural dimensions of Geert Hofstede in the case of Mexico, show the same tendencies as the results obtained in the Mexican manufacturing company Vogatti where the present study was applied.

The Mexican company Vogatti is located in the city of León, Guanajuato and started operations in November 1999. The owner family looks back on 30 years of family tradition in the manufacturing of shoes. Through its enterprise the current second generation owner of Vogatti offers formal and casual footwear with a high degree of comfort. The enterprise adopted the name of Vogatti to give an Italian touch to its products, since the owner considers that Italy is a global leader in the production of quality footwear.

The current study is a case study applied to the footwear manufacturing company Vogatti and uses a transactional descriptive design. Questionnaires were applied to the total of 79 workers of the company. The questionnaire is based on the Likert scale and consists of a total of 60 questions about culture in general and business culture, that means 10 questions for each of the 6 cultural dimensions of the Hofstede model. The data were processed using the quantitative analysis programs SPSS and MS Excel.

RESULTS AND DISCUSSION

Comparison Of The Results Of The Company Vogatti With The Results Of Hofstede

The current Chapter 4 presents the results of the questionnaire which was applied to the 79 workers of the footwear manufacturing company Vogatti and their interpretation. First, a general analysis shows the data for all the workers and the comparison with the results of Hofstede for the Mexican culture. In a second step, the different results of the company Vogatti by gender, age and hierarchical level are presented.

The following Figure 2 and Table 1 show the overall results, i.e. for the totality of the 79 workers of the company Vogatti, in the 6 cultural dimensions of the model of Geert Hofstede. The figure and the table use the scale applied in the questionnaire of -2 (minimum

possible value of the dimension) to +2 (maximum possible value of the dimension). The presented results are averages of the workers' responses.

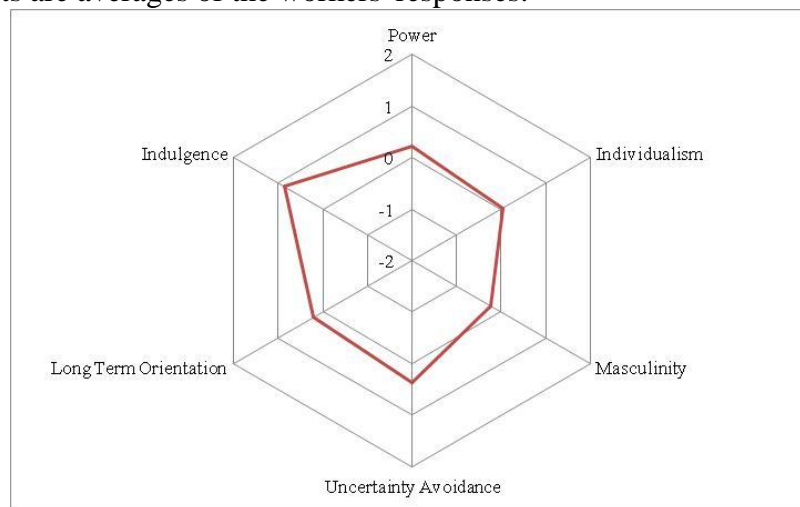


Figure 2: Cultural dimensions in the company Vogatti.

Dimension	Company Vogatti
Power Distance	0.207594937
Individualism-Collectivism	0.036708861
Masculinity-Femininity	-0.23544304
Uncertainty Avoidance	0.363291139
Long Term – Short Term Orientation	0.207594937
Indulgence-Restraint	0.864556962

Table 1: Cultural dimensions in the company Vogatti.

As can be seen in the figure and table, the company Vogatti shows positive values in all categories except for the masculinity-femininity dimension. Here, with -0.2354 , the company has a value below 0 which implies that the trend that workers show is more towards femininity. That means that on average the workers of the company Vogatti have a preference towards feminine values as care, preservation of others and also prefer consensus and corporation in the areas of work and family.

With a value of 0.8646 the indulgence-restraint dimension is the most pronounced. Here there is a clear tendency towards indulgence that implies that on average workers value the concept of enjoying life and have the need for a healthy balance between work and leisure time.

The dimensions of power distance and long term – short term orientation present values of 0.2076. Referring to the power distance dimension that positive value characterizes the workers of the company in general as a group with more instead of less distance to power, i.e. distance between the different hierarchical levels that exist. However, the results are divided. For the family area referring to the parent-child relationship there exists a pronounced distance. Nevertheless, in their jobs workers do not show much of a distance to power. In accordance with that for example they answered on average that indeed they can question / criticize their superiors. Furthermore, on average company workers are actively looking for frequent contact with their superiors. The 0.2076 value in the category long

term – short term orientation means that the group of workers of Vogatti is more long term oriented. That is due for example to its very pronounced will and desire to save for their retirements or other future expenditures and their aversion to credit. However, workers also show few characteristics of a short term orientation as they expressed in the questionnaires their respect for traditions and heroes of the past. Therefore, the value in the dimension long term – short term orientation is only 0.2076 and not higher.

The dimension uncertainty avoidance presents a value of 0.3633 what implies that the respondents feel on average an aversion to uncertainty. The results of the questionnaire show that the group of workers generally does not feel comfortable under the conditions of uncertainty, risk and ambiguity. There is also an emotional need to have a certain level of clear rules and norms. However, there are also particular tendencies in the field of work against that general result of an existing aversion to uncertainty. For instance, the respondents commented that on average they prefer a varied job instead of monotonous work. That could possibly reflect a call for change by the workers with respect to their current type of work, which can be characterized mostly monotonous.

Finally the individualism-collectivism dimension shows a result of 0.0367, that is to say a slight tendency to individualism. However, the result is marginally positive which implies that there is basically a balance between individualistic and collectivistic aspects in the group of workers of Vogatti. Analyzing the individual questions in this dimension in a more detailed way there is a difference in thinking depending on the situation. In questions concerning a family context the group is more individualistic. For example, respondents answered that children in the society rather learn in terms of "me" and not "us". But to questions concerning a working context they responded with preference to collectivism, for example when they emphasized the importance of teamwork or social events (birthday parties, Christmas party) in the organization.

The following Figure 3 and Table 2 compare the results of the present study of the Mexican company Vogatti with the results of Hofstede for the Mexican culture.

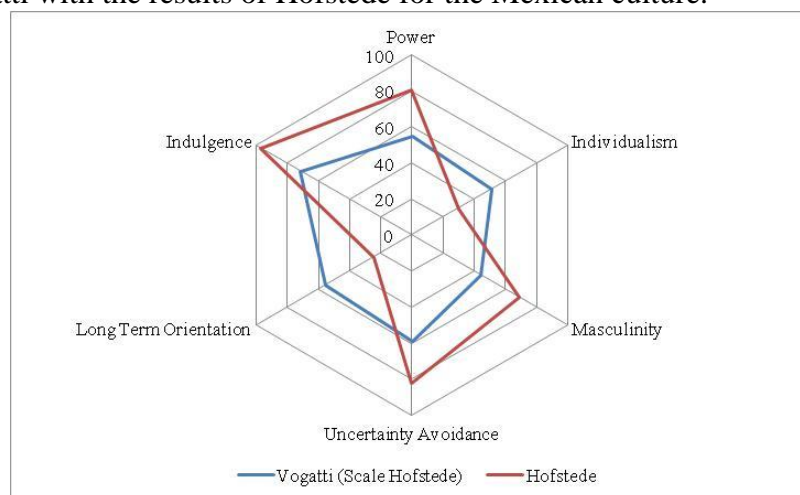


Figure 3: Comparison of the company Vogatti and the results of Hofstede. Data of Hofstede for the Mexican culture taken from Hofstede (2017b).

Dimension	Vogatti (-2 to +2)	Vogatti (0-100)	Mexican Culture (0-100)
Power Distance	0.207594937	55.1898734	81
Individualism-Collectivism	0.036708861	50.9177215	30
Masculinity-Femininity	-0.23544304	44.113924	69
Uncertainty Avoidance	0.363291139	59.0822785	82
Long Term – Short Term Orientation	0.207594937	55.1898734	24
Indulgence-Restraint	0.864556962	71.6139241	97

Table 2: Comparison of the company Vogatti and the results of Hofstede. Data of Hofstede for the Mexican culture taken from Hofstede (2017b).

In order to compare the results of Hofstede with the results of this study a conversion of the results of the company Vogatti with the original scale of -2 to +2 to the scale that uses Hofstede (0-100) was made in Table 2. The comparison shows in general that the group of workers of Vogatti seems to be more balanced within each dimension compared with the results of Hofstede for the Mexican culture. That means, that the values of the dimensions in the study of Hofstede are more extreme compared with the values for each dimension of the company Vogatti, which are closer to a balanced value of 50.

The similarities and differences between the present study and the results of Hofstede for Mexico are as follows: Compared to Hofstede the present study can confirm the same tendencies in the dimensions power distance, uncertainty avoidance and indulgence-restraint, i.e. the two studies come to the result that Mexico is more a society with distance to power, aversion to uncertainty and indulgence. However, the results of Hofstede always show higher values. Another similarity with the original study of Hofstede is that the present article also determines the highest value of all dimensions in the dimension indulgence-restraint.

In the dimensions individualism-collectivism, masculinity-femininity and long term – short term orientation the results for the group of workers of the company Vogatti are contrary to the results of Hofstede for the Mexican culture. On the one hand, the present study characterizes the workers of Vogatti balanced in the dimension of individualism-collectivism, with feminine values and long term orientation. On the other hand, Hofstede describes the Mexican culture as collectivist, masculine and short term oriented – characteristics that clearly could not be found in the research object of this study, the company Vogatti.

Analysis Of The Company Vogatti By Gender, Age and Hierarchical Level

Focusing on a more detailed cultural analysis of the specific company Vogatti, Table 3 presents the characteristics of the group of workers of the company concerning the variables gender, age and hierarchical level.

Category	Groups	Number of Workers
Gender	Male	58
	Female	21
Age	<20-30	31
	31-50	35
	>50	13
Hierarchical Level	High-Middle	9
	Low	70

Table 3: Characteristics of the workers of the company Vogatti.

Analysis By Gender

As can be seen in Table 3, of the 79 respondents of the company Vogatti 58 are male and 21 female. Figure 4 and the Table 4 show the comparison male vs. female with respect to the dimensions of the Hofstede model.

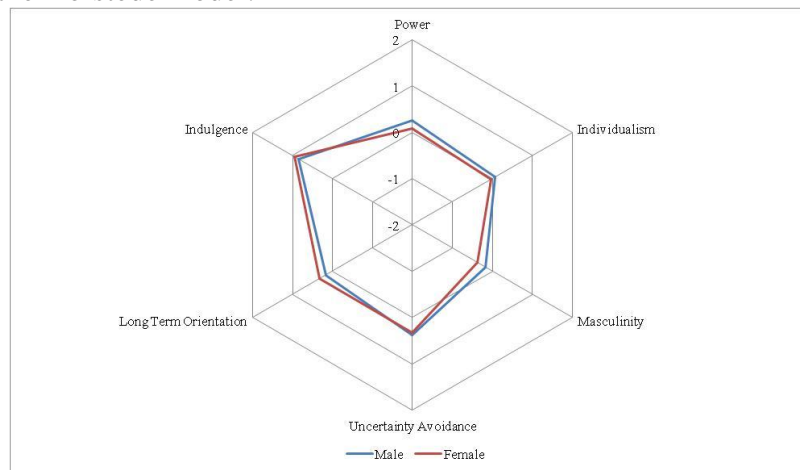


Figure 4: Results of the company Vogatti per gender.

Dimension	Male	Female
Power Distance	0.25172414	0.08571429
Individualism-Collectivism	0.06034483	-0.02857143
Masculinity-Femininity	-0.1862069	-0.37142857
Uncertainty Avoidance	0.37586207	0.32857143
Long Term – Short Term Orientation	0.16724138	0.31904762
Indulgence-Restraint	0.8362069	0.94285714

Table 4: Results of the company Vogatti per gender.

The graphical and numerical results show that men have higher values in the dimensions power distance, individualism-collectivism, masculinity-femininity and uncertainty avoidance. That means that male workers in the company Vogatti in comparison with female ones can be characterized with a more pronounced power distance and aversion to uncertainty, more individualistic and a minor tendency towards feminine values and thoughts. On the contrary, female workers show more pronounced tendencies towards long term orientation and indulgence.

In general the most notable differences between men and women of the company Vogatti can be found in the dimensions masculinity-femininity, power distance and long term – short term orientation. The largest divergence appears in the masculinity-femininity dimension that can be interpreted as a totally logical result because in a certain way that dimension directly reflects the differences between the two genders. However, also the men of the company show in this dimension a negative value that reflects a slight tendency towards feminine values.

Analysis By Age

The following Figure 5 and Table 5 present the results of the analysis of the dimensions of the model Hofstede with respect to the different age ranges that exist in the company Vogatti. The company currently has 31 workers of a maximum of 30 years of age, 35 persons between 31 and 50 years and 13 workers over 50 years of age.

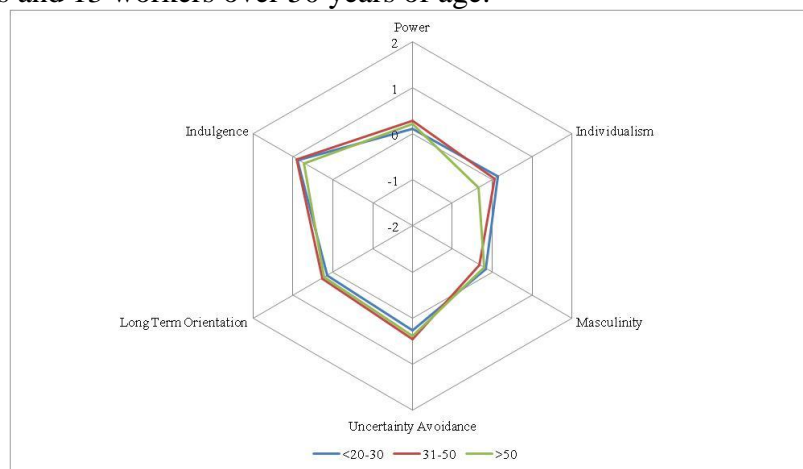


Figure 5: Results of the company Vogatti per age.

Dimension	<20-30	31-50	>50
Power Distance	0.11290323	0.28857143	0.21538462
Individualism-Collectivism	0.15483871	0.07142857	-0.33846154
Masculinity-Feminity	-0.1516129	-0.32285714	-0.2
Uncertainty Avoidance	0.25483871	0.45142857	0.38461538
Long Term – Short Term Orientation	0.13225806	0.26857143	0.22307692
Indulgence-Restraint	0.87741935	0.90571429	0.72307692

Table 5: Results of the company Vogatti per age.

In general, the varieties between the different age ranges (as for the gender analysis) are not very significant. But this is also not expected because the current study applies a cultural model and only takes into account one company of one culture (Mexican culture), i.e. the 3 different ranges of age belong to the same culture. The most pronounced cultural profile among the workers of the company Vogatti can be found in the group of 31-50 years. In comparison with the other 2 groups, this group shows the maximum or minimum values in the dimensions power distance, masculinity-femininity, uncertainty avoidance, long term – short term orientation and indulgence-restraint.

The group with the least pronounced cultural profile is the one with maximum 30 years of age. This group shows in general the lowest variation of its values in the cultural dimensions around 0 that would be the balanced value of each dimension. As it is referred to the youngest

and least experienced group of the organization, it is possible that this result can be interpreted as a cultural formation process that is still in processed and not finished yet. The largest divergence between the different age ranges can be found in the individualism-collectivism dimension. Here the 2 groups of < 30 and 31-50 show a slight tendency towards individualism. The group < 50 presents a clearer inclination towards collectivism which is a result more according to the value of Hofstede in this dimension for the Mexican culture. However, the group > 50 is only formed by 13 people. Therefore, possible doubts regarding the representativeness of this result need to be mentioned.

Analysis By Hierarchical Level

Finally, Figure 6 and Table 6 present the cultural differences in the company Vogatti with respect to the different hierarchical levels.

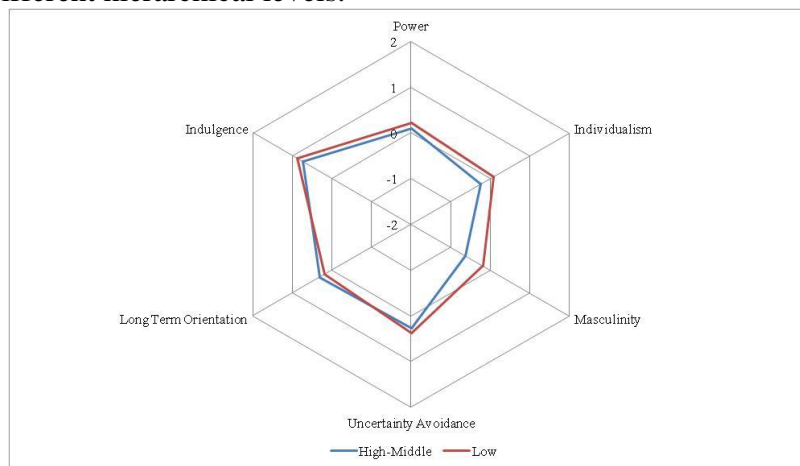


Figure 6: Results of the company Vogatti per hierarchical level.

Dimension	High-Middle	Low
Power Distance	0.08888889	0.22285714
Individualism-Collectivism	-0.25555556	0.07428571
Masculinity-Femininity	-0.63333333	-0.18428571
Uncertainty Avoidance	0.26666667	0.37571429
Long Term – Short Term Orientation	0.32222222	0.19285714
Indulgence-Restraint	0.73333333	0.88142857

Table 6: Results of the company Vogatti per hierarchical level.

Currently, the company employs 70 people within the low level (without directive functions) and 9 persons in the high-middle level (with directive and / or executive functions). The graphical and numerical results show that the people of the high-middle level have the more pronounced cultural profile, that is to say more divergent to the value 0 that represents a balance for each dimension. Compared to the low hierarchical level the high-middle level presents less power distance what seems logical because those persons possess the “power” within the organization. In addition, this group presents clearer tendencies towards collectivism, femininity and long term orientation.

The group of the low hierarchical level reaches higher values in the dimensions uncertainty avoidance and indulgence-restraint. The clearest difference between the hierarchical levels is

found in the masculinity-femininity dimension. Here, although the 2 levels show tendencies towards femininity, this one is much more pronounced for the high-middle group.

CONCLUSION

The objective of this study was to describe the cultural aspects that characterize the Mexican footwear manufacturing company Vogatti, based on the model of the cultural dimensions of Geert Hofstede. Applying a questionnaire to the company Vogatti the case study reveals that its group of workers shows on average the following characteristics: distance to power, aversion to uncertainty, indulgence, balanced in the dimension of individualism-collectivism, with feminine values and long term orientation. This means that the present study reaches the same tendencies as the more general Mexican culture study of Hofstede for the dimensions power distance, uncertainty avoidance and indulgence-restraint. However, in these dimensions the results of Hofstede always show more pronounced values.

In the dimensions individualism-collectivism, masculinity-femininity and long term – short term orientation the workers of the company Vogatti present results contrary to the more general study of Hofstede for the Mexican culture. Therefore, the hypothesis of the present study that the cultural tendencies in the company Vogatti show the same tendencies as the study of Hofstede, can be partially confirmed. With respect to this main result, it needs to be mentioned that this article clearly works with a smaller group of respondents than the Hofstede study that could possibly be part of an explanation of divergent results. However, the authors of this study highly confident on the validity of their results. It is not clear when the results of Hofstede for the Mexican culture were obtained. They are probably still the results of the original study of the year 1978. So in this case, the present study would contribute to the updating of the characteristics of the Mexican culture and would show changing trends in time.

Finally, the present article presents a detailed analysis of the company Vogatti with respect to the variables gender, age and hierarchical level. Although differences can be found between the different groups that exist for each variable, these differences are not very significant. However, this is a previously expected result because the present study only presents the results of one company that belongs to the Mexican society, i.e. all respondents belong to the same culture.

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