INTERCULTURAL DIFFERENCE PARAMETERS: HOFSTEDE AND TROMPENAARS THEORIES

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ABSTRACT

This scientific article compares G. Hofstede and Trompenaars views on cross-cultural aspects. The communication norms and traditions knowledge between the people will allow participants in a speech act, belonging to different national cultures, to adequately perceive and understand each other, that is, to promote "intercultural communication". In addition, knowledge in the intercultural communication field can affect the global problems solution, such as cultures conflict. Social relations imply information processing common ways for people in the interacting process with each other. People's interdependence is due to the fact that together they form an interconnected semantic meanings system - jointly developed by them options for understanding specific situations.

Keywords: Communication, national culture, communicative, intercultural communication, information processing.

INTRODUCTION, LITERATURE REVIEW AND DISCUSSION

Communication behavior is part of the national culture. Communicative behavior is understood as norms and traditions set of people's communication. The communication norms and traditions knowledge between the people will allow participants in a speech act, belonging to different national cultures, to adequately perceive and understand each other, that is, to promote "intercultural communication". In addition, knowledge in the intercultural communication field can affect the global problems solution, such as cultures conflict. "The fact is that, even if they speak the same language, people cannot always correctly understand each other, and the reason is often precisely the cultures divergence" (E. M. Vereshchagin, V. G. Kostomarov "Language and culture").

Social relations imply common information processing ways for people in interacting process with each other. People interdependence is due to the fact that together they form interconnected semantic system meanings - jointly developed by them options for understanding specific situations. The very definition of culture is different in different countries. In France, the word "culture" in the XIX century dictionary defined as agricultural activity, cultivation. In Germany, this word had the abstract "civilization" meaning in the 18th century, and in the Anglo-Saxon world, the word abstract meaning appeared only in the 20th century. The Great Soviet Encyclopedia defines culture as "a historically determined society and man development level, expressed in the life organization types and forms and people activities, as well as in the material and spiritual values they create." Culture is more of a process than a static whole. The culture elements are intertwined and can only be used in their totality. The most significant culture elements include language, various institutions (family, political power institutions, public organizations), material signs and symbols (emblems, arms coats, banners).

G. Hofstede's theory

Gert (Gerard Hendrik) Hofstede (Dutchman, was born on October 3, 1928, Haarlem, Netherlands) is a Dutch sociologist who proposed an indicators set that determine the various peoples cultural characteristics based on research conducted in the 1960-70s.

Dutch scientist Gert Hofstede has carried out a large research project to study the differences between national cultures in the subsidiaries activities of a multinational corporation in 64 countries. He surveyed more than 160,000 managers and organizations employees about their satisfaction with their work, colleagues, leadership, problems perception that arise in the work process, about life goals, beliefs and professional preferences.

G. Hofstede revealed highly significant differences in the managers and specialists behavior from different countries. He found that most differences in work values and attitudes are due to national culture, and also depend on the place in the organization, profession, age and gender. G. Hofstede identified five aspects that characterize managers and specialists and the organization as a whole:

- individualism - collectivism;
- power distance;
- striving to avoid uncertainty;
- masculinity - femininity;
- long-term - short-term orientation.

Table. The individualistic and collectivist culture characterization of the organization.

Culture parameters	Individualistic organizational culture	Collectivist organization culture
Interference with employees' privacy	Management does not want to interfere with the employees privacy	Employees expect the organization to participate in their personal affairs.
The organization impact on the well-being of employees	Weak	Strong
Interests protection	Employees believe that they should rely only on themselves, defend their interests	Employees expect the business to protect their interests
Enterprise operation	Individual initiative of each member of the organization	A duty and employee loyalty sense
Career advancement	Within or outside the organization based on competence	Exclusively within the organization in accordance with the experience
Motivation	Leadership uses new ideas and methods, stimulates the activity of individuals and groups	Leadership uses traditional forms
Social connections	Distance	Cohesion

Power distance measures the degree to which the least empowered individual in an organization accepts an inequality in the power distribution and considers it a normal state affairs.

Table. Culture characterization with high and low power distance.

Culture parameters	High power distance culture	Low power distance culture
Subordinates frequency expressing their disagreement	Low	High
Management style preference	Directive	Democratic
Inequality perceptions	People inequality	Roles inequality
Attitude towards managers	Subordinates see their leaders as "other" people, people other than themselves, such as	Subordinates view their senior management as human beings.
Guide availability	Top management not available	Top executives available
Relationship to law	Orders are not negotiable: power precedes right	In an organization, law takes precedence over power
Organization structure	Multilevel, tendency towards centralization	Flat, tendency towards decentralization
Management staff size	A large number of managing and controlling employees	The management team is small
Wages differentiation	Big	Small enough
Lower level workers' qualifications	Low	High
Workers and employees status	"White collars" have a higher status	Workers have the same status as employees

Uncertainty avoidance measures the degree to which people feel threatened by uncertain, unclear situations, and the degree to which they try to avoid such situations. In organizations with a high uncertainty avoidance level, leaders tend to focus on private issues and details, are task-oriented, do not like to make risky decisions and take responsibility. In organizations with low uncertainty avoidance level, leaders focus on strategic issues, are willing to make risky decisions and take responsibility.

Table. Culture characterization with high and low uncertainty avoidance.

Culture parameters	Low uncertainty avoidance culture	High uncertainty avoidance culture
Time attitude	Staff willingness to live in the day	Workers have great anxiety about the future
Preferred organization size	Workers prefer a small organization	Workers prefer large organizations
Middle managers age	The youth	Middle and elderly
Motivation to achieve the goal	Sustainable	Low
Attitude towards success	Hope for success	Fear of failure
Willingness to take risks	Big	Weak
Preferred career type	Preference for a managerial career over a career as a specialist	Preference for a specialist career over a managerial career
Manager qualifications	The manager is not a management specialist	The manager must be an expert, a specialist in the management field
Attitude towards conflicts	Conflict in an organization is seen as a natural state	Organization conflicts are undesirable
Competition between workers	Normal and productive phenomenon	Rivalry is discouraged
Willingness to compromise with opponents	High	Low
Preparedness for uncertainty at work	High	Low

"Masculinity - Femininity». Masculinity is the degree to which perseverance, assertiveness, making money and acquiring things are considered the dominant values in a society, without emphasizing caring for people. Femininity is the degree to which relationships between people, concern for others and the overall life quality are considered the dominant values in society. Measuring masculinity-femininity is essential for determining workplace motivation methods.

Table. "male" and "female" cultures characteristics.

Culture parameters	"Male" culture	"Female" culture
The man and woman role.	A man must earn money, a woman must raise children.	A man does not have to make a living; he can be engaged in raising children.
Domination	A man should dominate in any situation.	The difference between the sexes does not affect the occupation of positions of power.
The main value	Success is the only thing that matters in life	Life quality
Life and work	Live for work	Work to live
What is important.	Money and good material conditions	Men and environment
Aspiration	Always be the best	Equality orientation, not trying to be better than others
Attitude towards freedom	Independence	Solidarity
Feeling	Respect those who have achieved success	Empathy for the losers
Making decisions	Logics	Intuition

The values associated with long-term orientation are determined by calculating and assertive; the values associated with short-term orientation are respect for tradition, social obligations fulfillment and the desire not to lose face. In contrast to the previous four aspects, a difference table was not compiled for this indicator due to this area insufficient knowledge.

Table. The differences consequences in national cultures for the work process.

Culture with little power distance	A culture with a long power distance.
Hierarchy means inequality roles based on usefulness and necessity, subordinates expect management advice. The ideal leader is an inventive democrat.	Hierarchy means existing inequality. Subordinates expect to be told what to do. The ideal leader is a supportive autocrat (a good father).
A culture with developed collectivism.	A culture with developed individualism.
Value standards differ within and outside groups: separatism. Other people are judged to be their group members. Relationships between people are more important than tasks. The relationship between employer and employee is based on a moral model.	The same values apply to everyone: universalism. Other people are valued as potential resources. Tasks are more important than relationships. The relationship between employer and employee is based on calculation.
Feminine culture	Masculine culture
Overconfidence is ridiculed. Employees agree to work for lower wages. Focus on life quality. Intuition.	Overconfidence is highly valued. Employees agree to work only for higher wages. Focus on career growth. Determination.
Low ambiguity avoidance culture.	A culture with a high desire to avoid uncertainty.
Rules rejection - written or unwritten. Low level formalization and standardization. Tolerance for people with deviant behavior and ideas.	Emotional need for rules - written or unwritten. High level formalization and standardization. Intolerance towards people with deviant behavior and ideas.

On the various combinations basis of these parameters, G. Hofstede carried out a cultural organizations mapping in many countries in the world. The highest power distance is typical for Latin, Asian and African countries, and the lowest for Germanic ones. Individualism prevails in the developed and western countries, while collectivism prevails in the less developed and eastern; Japan occupies an intermediate position. The highest masculinity rate is in Japan, Germany, Austria and Switzerland; moderately high in English-speaking countries; the lowest is in the Scandinavian countries and Holland, and moderately low is in some Latin and Asian countries (for example, Thailand), as well as in France and Spain. Uncertainty avoidance is highest in Latin countries, Japan and German-speaking countries, and lowest in English-speaking, Scandinavian countries and Chinese culture.

Long-term orientation is most pronounced in the East Asian countries, especially China, Hong Kong, Taiwan, Japan and South Korea. According to the parameters "power distance" and "individualism - collectivism", it was revealed that Canada, USA, Great Britain, Netherlands, Norway, Sweden, Denmark, Australia have a culture type - low power distance/individualism.

Spain, France, Italy, Belgium - high power distance/individualism. In countries such as Pakistan, Turkey, Taiwan, Colombia, Venezuela, Portugal, Mexico, Greece, Yugoslavia, India, Japan, culture prevails - high power distance / collectivism.

F. Trompenaars theory

Another Dutch researcher, Fons Trompenaars, created his own model for the cross-cultural values measurement. He analyzed over 60,000 questionnaires from respondents from 100 countries. He identified the following cultural parameters, represented by extreme concepts pairs:

1)   universalism-particularism (universality - separation). Universalists value abstract social expectations, for example, laws or some unwritten but established rules, while a particularist values relationships with specific people, connections with people (for example, a family) are more important to him than social institutions.

2)   achievement - origin (ascription): what you have achieved - who you are, it is about status.

3)   individualism - collectivism

4)   affectivity (emotionality) - neutrality

5)   concreteness - diffuseness (feature - dissolution)

6)   external-internal control

7)   time perspective (what are the values of people in terms of time)

☐   long-term - short-term perspective past-present-future (which is more important, which is more).

☐   sequential-synchronous (simultaneous-sequential) (several things at the same time or things in turn).

Value orientations analysis is "universalism-particularism". When companies enter the international arena, a more universal view of things is inevitable.

For the universalist, the contract on paper reflects the fundamental agreement reached provisions. The lawyers' involvement in the negotiation process is a confirmation that contract breach can lead to financial losses.

For the particularist, personal contact with a partner whom he respects is more important than written evidence of an agreement. Universalism presupposes the existence of the same rules

that apply to all participants in the process. Particularism, on the other hand, considers it necessary to take a flexible approach to specific situations.

Table

Universalist culture	Particularistic culture
Focus on rules and procedures.	The focus is on human relations.
All transactions are formalized by contracts.	Changes are readily made to contracts.
Trustworthy is the one who abides by the contract terms and keeps his word.	Trustworthy is the one who recognizes the parties' right to change the contract.
The real situation is what the parties have agreed on, and this is true.	The actual situation is relative and depends on the circumstances.
A deal is a deal	Relationships are developing.

Universalists tend to take an interest in products that satisfy consumers maximum number needs. They assume that a generic product is more likely to be sold. Companies strive to offer the most versatile products and services that require minimal adaptation to local culture. Notable examples include American brands Coca Cola, Levi's and Microsoft. American culture is an example of universalism.

Some companies manage to take an intermediate position - they become both universalist and particularistic at the same time. This approach example is Dell's strategy. It combines mass production strategy and the scale economies use by centralizing all orders over the Internet and particularism in offering complete computers set in accordance with the individual consumer specific needs. The Zara strategy, the Spanish fashion manufacturer, is also in between. The entire collection is produced in small batches in Spain and Portugal, but in accordance with the local preferences of a particular country. With a computer system help, the company takes into account which models are preferred by consumers in Germany or Russia, what color of clothes they like the inhabitants of Barcelona, but do not like in Seville. This allows the company to instantly respond to changes in demand in a specific market and does not contain large finished products stocks.

Value orientations analysis is "collectivism-individualism". Individualism is an orientation primarily toward oneself, and collectivism is an orientation toward common goals and objectives. The individualist believes: if people had more freedom and opportunity to develop themselves, their life quality would improve. The collectivist objects: if people constantly showed concern for those around them, each person life would improve, even if this would interfere with one person development freedom.

Differences in doing business between countries with individualist and collectivist cultures.

Individualistic culture	Collectivist culture
Often used "I"	Often used "we"
The decision is made in a representative place.	The decisions are coordinated by the representative with the parent organization.
People achieve their goals alone and are personally accountable.	Goals are achieved together, responsibility for mistakes is collective.
They rest in pairs or alone.	They rest in collective groups or with relatives.

When making a decision, a collectivist culture representative is guided by the group opinion, be it family, company, club members or the nation as a whole. The individualist culture representatives, on the other hand, rely more on their own opinions when making decisions.

For collectivist cultures, attachment to the group is expressed, in particular, in the fact that a person is ready to spend time communicating with colleagues (for example, spending an hour or two over a glass of beer or a glass of wine, as is customary in Austria or France).

«Concreteness - diffuseness». In specific cultures, the boss-subordinate relationship depends on the communication situation. At work, they are strictly differentiated, but in informal communication they are completely different. In diffuse cultures, these relationships penetrate all areas and color all communication situations. The boss remains an indisputable authority, no matter what the situation arises. An American can easily give a friend the keys to a car, while a German cannot even ask a friend for a car.

Specific culture	Diffuse culture
Directness, business approach, expediency above all.	It often seems that the approach has no clear purpose.
Accuracy, certainty, transparency	Bypassing sensitive places, tact, ambiguity.
Moral considerations that are irrelevant are ignored.	Situational morality approach: has the meaning, what kind of person, what is the situation.

The diffuse and specific cultures concept is associated with the cultural context concept. Low-context cultures (most often specific ones) pay attention to the messages conveyed during communication. These messages should be clear to everyone without additional explanation. In such cultures, a professionally written report is the best communication tool.

"Emotionality - neutrality". Emotionally neutral cultures don't show their emotions. In emotional cultures, people tend to show their feelings. This does not mean that neutral cultures representatives do not have feelings and emotions; it is about public their emotions expression. Anglo-Saxon cultures representatives (Englishmen, English-speaking Americans), conducting a conversation, listen to the speaker and then express their opinion. Italians, Frenchmen, Spaniards look more agitated in dialogue, begin to speak without listening to the interlocutor, and often interrupt each other. The Japanese, on the other hand, can remain silent for some time, pausing in conversation.

Differences in doing business between countries are with emotionally and emotionally neutral cultures.

Neutral culture	Emotional culture
Do not express thoughts and emotions explicitly	Express thoughts and emotions verbally and non-verbally.
From the visible signs - a tense facial expression.	Openness and expressiveness help relieve tension.
The accumulated emotions find a way out over time.	The emotions explosion happens easily and organically.
In people, balance and self-control are highly valued.	In people, temperament and liveliness are highly valued.
The taboo on physical contact.	Physical contact and gestures are common.
Public speaking is often monotonous.	Speech is emotionally charged.

«Achievement - ascription». Status as person's merit recognition can be achieved through personal results, and one that is assigned with age or gender or belonging to a particular class is called ascribed or ascriptive. These differences are manifested in those characters images that are used in marketing communications and with whom consumers are ready to associate their feelings and aspirations.

Many marketing companies use this self-identification to convey their message. Heroes and antiheroes, group and individual behavior models are essentially conditioned by national culture. For example, when promoting luxury goods, famous personalities are usually used, demonstrating that such a product possession will increase the consumer status.

During business contacts between cultures representatives who perceive status differently, differences may arise in titles and ranks use, in showing respect for elders, women, and leaders.

Differences in business conduct between cultures, using achievement or ascription to determine status.

Achievement-oriented culture	Ascriptive culture
Use titles only if they meet qualifications	Titles and ranks are used frequently and emphasize a person's status in the organization
Respect for elders in the hierarchy is based on their performance	Respect for the senior in the hierarchy as a loyalty indicator to the organization
High-ranking managers can be of different ages, are not always men, they must have extensive work experience.	Most senior managers are middle-aged men with appropriate qualifications

Attitude to time
In addition to five relationships types described, an important factor that differentiates cultures is time and attitude understanding towards it. F. Trompenaars notes two approaches existence: sequential and synchronous. In the first approach, time flows from the past to the future, each time moment is unique and inimitable, the time flow is homogeneous.

The synchronous approach is based on the time cycles concept: sooner or later everything repeats, there is always a chance to finish the job. In cultures dominated by a consistent approach, people strive to do one thing at each given time period, accurately observe the appointed business meetings time, prefer to strictly follow the developed plan. People from cultures with a synchronous approach, as a rule, do several things at the same time, the business meeting times are appointed approximately and can be changed depending on the circumstances. The daily routine, generally speaking, is determined by social relations: these cultures representatives can interrupt the business in which they are engaged in order to greet and communicate with a friend who has come to the office at the moment. F. Trompenaars compares with the Americans, Mexicans and French. In the United States, people take a consistent approach and, by following it, schedule and stick to it.

Mexicans take a synchronous approach and strive to be more flexible. In plans, they leave time reserves for sudden distractions. When planning, the French also often do not fix the exact achieving time a particular goal, they reserve other resources under their control. Thus, they have the ability to respond to changes in circumstances without giving up on achieving their goal.

As F. Trompenaars emphasizes, the French and Mexicans consider it important to achieve the goal, and not to follow a certain path to it. Another point that differentiates cultures and is associated with time is orientation to the past/ present or to the future.

In the USA, Italy or Germany, the future is more important than the past and the present, while in Venezuela, Indonesia or Spain, people are more guided by what exists. In France, however,

all three time periods are approximately equally important when making business decisions.

Differences between cultures focused on the past, present and future.

PAST	PRESENT	FUTURE
Interest in history, kindred roots, the nation and business origins	The activities value and the beneficial effects of the current moment	A lot talk about prospects, potential, hopes for the future
Desire to prolong the "golden age"	Plans are not objectionable, but not required to be implemented	Follow plans with enthusiasm
Respect for elders, ancestors	Interest in current events and relationships	Interest in the younger generation, people working for the future
Everything is looked at in traditions and historical lessons context.	Everything is looked at in the meaning context for modernity	The present and the past are exploited for the future purposes

The recommendations of F. Trompenaars are that an international manager cooperating with future-oriented cultures representatives should focus on the opening opportunities and limitless development that an agreement may have, give the go-ahead for fixing the individual project stages implementation time, be aware of the fact that what fundamental values and skills the other side will bring to the project, and what will be its actions sequence. In cultures oriented towards the past and the present, it is important to emphasize traditions, to find out how the internal relations existing in the organizations will allow making the necessary changes. However, there is no need to fix dates for future business meetings, etc.

Environment
In relation to the environment, F. Trompenaars divides cultures into internally and externally controlled. The first type cultures representatives believe in the ability to control the results obtained and, accordingly, are focused on managing internal resources. People belonging to the second type of culture believe that events are taking their course and that one can only adapt to this.

Most American managers believe that they are the masters of their own destiny, and this is expressed in the desire to remake the environment, and often they act in a rather aggressive manner. However, the American manager will feel very uncomfortable if events get out of control. Most Asian cultures do not share these beliefs. Their representatives are based on the fact that development proceeds in a zigzag manner and it is important to "grab the wave crest and go with the flow". Hence, the great flexibility and striving are in harmony with nature. According to F. Trompenaars, interacting with cultures representatives, in whom controlling possibility idea of the external environment dominates, it is necessary to strictly achieve their goals, allowing the opponent to win from time to time. When dealing with more fatalistic type culture representatives, it is necessary to be persistent and polite, maintain good relations with partners, try to win together, and lose separately.

Anyone sees the world within a certain cultural framework. But these cultural frameworks (norms), as a rule, are not realized by the individual, because most often they are so inherent in him that they form his personality part. The behavior and thinking norms awareness of one's own culture is possible only when there are contacts with people who, in their behavior, are

guided by other cultural norms. People, to one degree or another, expand their cultural boundaries horizons by visiting other countries, studying foreign languages, reading foreign literature, and communicating with foreigners. However, such interaction can cause discomfort or even lead to conflicts, which are often difficult to explain. Behavior and evaluation mechanisms that worked as long as communication was carried out within the same culture framework begin to fail, communication becomes difficult. This causes uncertainty, internal stability loss, and partner's behavior misinterpretations, each other misunderstanding.

Therefore, if until now a person did not notice and did not realize his behavior peculiarities, due to his cultural context, now these subconscious perception models, emotional reactions, thinking, behavior and assessments are becoming more and more obvious and subject to comprehension, consideration and correction in relation to the partner on communication.

The people behavior belonging to other cultures is not at all unpredictable; it lends itself to study and forecasting. The other cultures study, their characteristics, heir functioning and development laws enriches a person, transforms his attitude towards the world and other people, and can radically change his attitude towards life situations.

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