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EVOLUTION OF HOFSTEDE'S CULTURAL DIMENSIONS IN SAUDI ARABIA'S WORK CULTURE

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ABSTRACT

The study aimed to understand Saudi Arabia's culture and some criteria that culture elements in different dimension. The survey was conducted to collect and analysis on employee opinions toward their work environment and culture that practiced daily in different organizations in Saudi Arabia to understand each dimension applicable and compared result with previous studies. The survey was distributed in 392 respondents who worked in different organization with different job and environment that structured their answer toward their job nature and work culture. The questionnaire method was appropriate since all element list and each dimension characteristic. The survey was designed manually and pilot study and all modification into survey website. There were changes in Hofstede's culture dimension in Saudi Arabia's work culture and environment. Besides, the women started entered work environment and made changes that affected work culture as shown in masculinity versus femininity dimension.

INTRODUCTION

Business organization always needed to have ethical decision in all functional and roles which included in culture importance in business decisions with determine some factors that influence the ethics like values, religions, loyalty, law and property right. Hofstede theory found cultural differentiation was widely used in many cross-cultural studies included various culture between country comparison (Rinuastuti et al.,2014). The culture is defined collective mind programming distinguishing members of one group or category of people from others (Hofstede, 2001; Irfan, 2016 and Bissessar, 2018). Besides, the culture also consists of patterns, explicit and implicit of and for behaviour acquired and transmitted by symbols, constituting achievement of human

group (Podrug et al., 2018). Hofstede initial was only four dimension included power distance, individualism versus collectivism, masculinity versus femininity and uncertainty avoidance. Power distance reflects wealth, power and law which societies of high-power distance showed absolute acceptance towards power disturbances unequally, tight control and centralized decision making and lead to discrimination by gender, family background and education level (Huettinger, 2006).

Culture considered one factor that had most extensive influence on several dimensions of human behaviour and lead to some difficulties on exact culture of human behaviours. Meanwhile, the cultural values and beliefs of employees influence their attitude and organizational behaviours including their organizational commitment (Afaneh et al., 2014). High culture in uncertainty avoidance are made anxious by situations that are unstructured, unclear or unpredictable (Bergiel et al., 2012). The study aimed to understand Saudi Arabia's culture and some criteria that culture elements in different dimension.

METHODOLOGY

The study method which were various procedures, schemes and algorithms used in this study included theoretical procedures, experimental studies, numerical schemes, statistical approaches and etc. The differences between quantitative and qualitative research could described which quantitative was correlated with quantity or amount and qualitative was involved quality.

Quantitative research was obtained results in form of numbers, non-descriptive, applied statistics or mathematics and number represented in tables and graphs. Quantitative research was used in mathematics, physical sciences, economics and biology studies. The exploratory research was selected with adopted questionnaire approach that leads in qualitative and quantitative results to build up this study and obtained accurate answers from respondents to help discuss and concluded this study efficiently and also good and basic standard study that discuss Saudi Arabia's culture in work and upon that farther and larger studies could be done.

The survey was conducted to collect and analysis employees' opinions and thoughts on their work environment and culture that practiced daily in different organizations in Saudi Arabia. Questionnaire method was appropriated since this method was able to list all elements and characters of each dimension and respondents could select applicability rang of each element that described dimension clearly, some variables could change an employee's perspective toward an element or character such as age, gender, marital status, qualification and living location.

The survey was designed manually and put in SurveyMonkey website after pilot study completion. This website was easier and faster to disturbed between target persons by sending survey link by using email and social media and follow up the responses daily and check if need more responses. The survey was available for two weeks in the website. There were 400 respondents involved in this study and collected responses data by

downloading data file with many different format files but this study was used SPSS software program on conducted basic descriptive data.

RESULT AND DISCUSSION

Result

Based on Table 1, most respondents were aged between 25 years old and 14% respondents were aged between 30 years and 35 years old. Meanwhile, 27.3% respondents were aged between 40 years and 45 years old and 17.3% respondents aged between 45 years and 50 years. There were 221 female respondents with 56. % more than male respondents.

For education level, most respondents had undergraduate with 224 respondent and 58 respondents were completed their Master level. Most respondents were from Jeddah with total of 123 respondents and 19.6% respondents were from Riyadh. Less respondents from Dammam and Khobar than Jubail-Yanbu with only 3% and respondents from Jubail-Yanbu with 5.6%.

Meanwhile, 70.4% respondents were single and 0.5% respondents were widow. Besides, 86 respondents were worked in medicine and related field and 13.2% respondents who worked in engineering related field. In additions, 6.37% respondents were worked in government sector.

In power distance, 112 respondents agreed on inequality was acceptable in Saudi Arabia society which 28.57%. Besides, 33.93% respondents had agreed on truth of having strong and authoritative structures and 35.46% respondents had agreed on having fear feelings toward their boss. 27.55% respondents had agreed with challenging the boss in terms of equality between supervisors and employees, 21.94% respondents considered as negative statement.

Table 1. General information results

	Age						
	20-25 years	25-30 years	30-35 years	35-40 years	40-45 years	45-50 years	50-55 year
	Count	Count	Count	Count	Count	Count	Count
Gender							
Male	7	35	26	31	42	24	6
Female	17	25	29	32	65	44	9
Qualification							
None	1	2	0	4	13	6	0
Secondary	2	0	6	9	19	10	1
Undergraduate	14	43	19	34	66	39	9
Masters	3	14	20	10	4	6	1
PhD	2	1	7	3	2	3	2
Other professional	2	0	3	3	3	4	2

Location							
Makkah	0	4	6	7	2	1	0
Jeddah	8	10	2	11	12	3	3
Riyadh	2	16	25	15	33	27	5
Jubail-Yanbu	3	10	10	16	15	19	4
Jizan	1	5	5	2	6	3	0
Dammam-Khobar	7	7	5	3	12	1	1
Al Madinah	1	0	0	3	7	0	1
	2	8	2	6	20	14	1
Marital status							
Married	6	21	28	19	10	14	7
Single	16	38	26	42	94	53	7
Divorced	2	1	0	2	2	1	1
Widow	0	0	1	0	1	0	0
Profession							
Medicine	9	15	10	19	19	10	4
Engineering	0	11	4	10	16	10	1
Lawyer	1	1	1	4	13	12	0
Professor and university	9 1	11 5	9 7	1 9	13 9	9 7	0 2
Computer and IT	4	7	5	2	9	1	0
Nurse and hospital	0	5	4	10	17	4	0
Military	0	0	0	0	0	0	0
Business and entrepreneurship	0	2	6	7	7	11	4
Education	0	3	9	1	4	4	4
Civil servant							

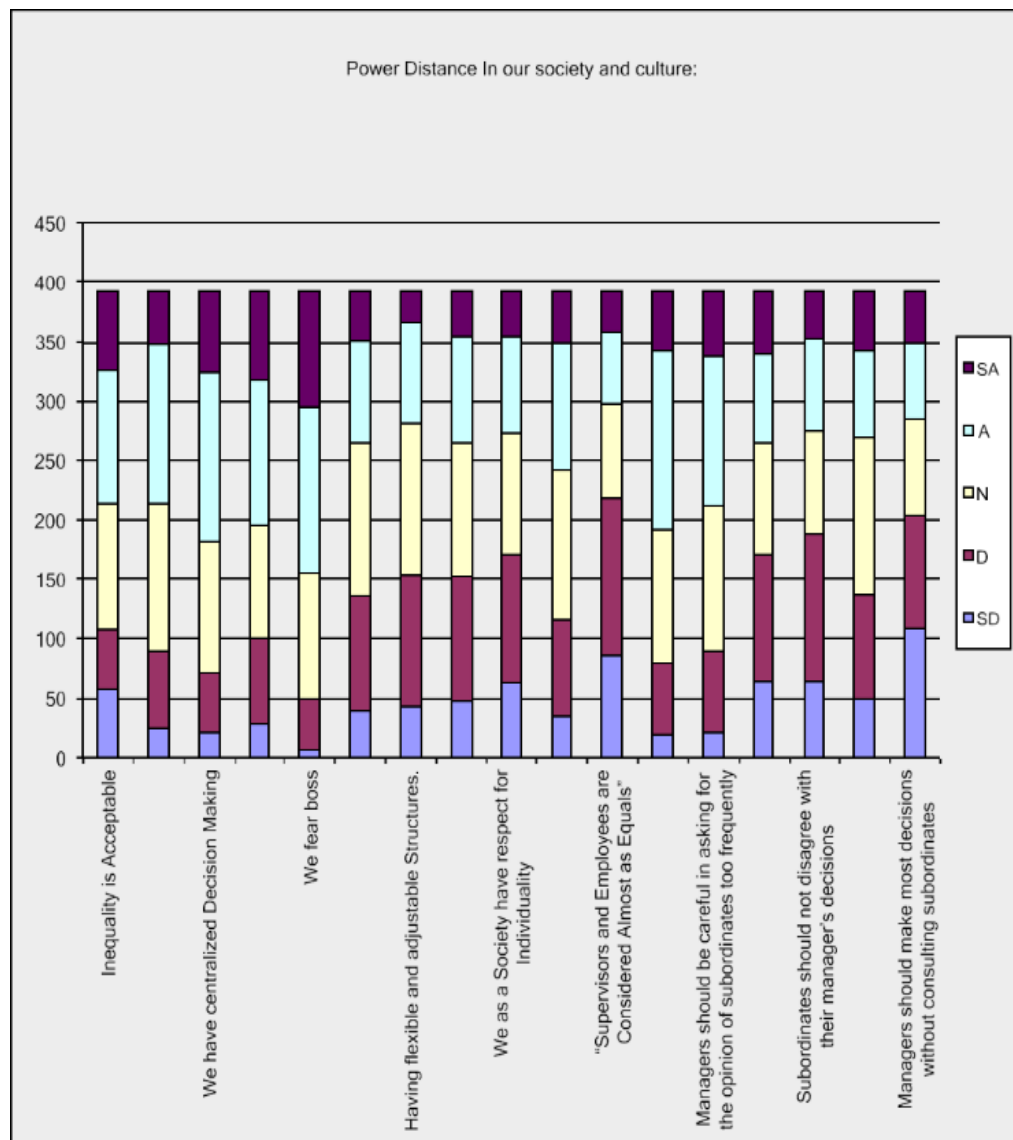


Fig. 1. Power distance in Saudi Arabia culture.

Meanwhile, individualism and collectivism showed Saudi Arabia culture focused on tradition which 152 respondents strongly agreed (38.78%) and 39.29% were agreed and only 4 respondents strongly disagreed on this statement. For work environment, 168 respondents which between agreed and disagreed for working in collaborative or in team work with 42.86%. There were 115 respondents agreed that worked in competitive environment with 29.34% as in Fig. 2.

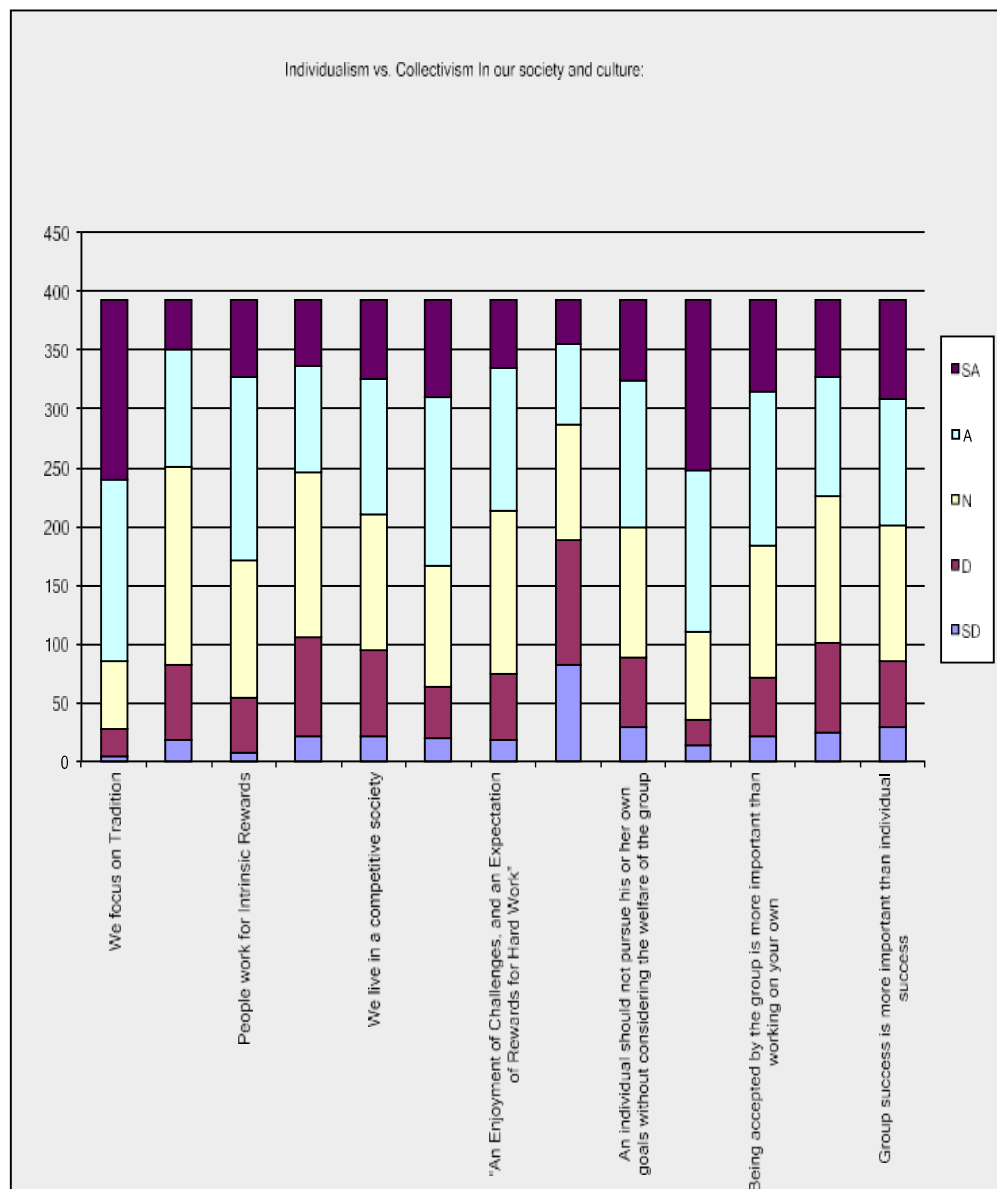


Fig. 2. Individualism versus collectivism in Saudi Arabia’s culture.

In additions, masculinity and femininity dimension showed 192 respondents agreed that male can lead the meeting more effectively than women. There were 240 respondents agreed that women care and friendly work environment value more than male. Meanwhile, 259 respondents provided more value for good relationships with their supervisors as shown in Fig.3.

Besides, 235 respondents agreed on having fear feeling for changes as shown in Fig.4. There were 185 respondents agreed that avoided risks and 201 respondents agreed on voided differences. In additions, 239 respondents agreed with rules and regulations that important for the workers.

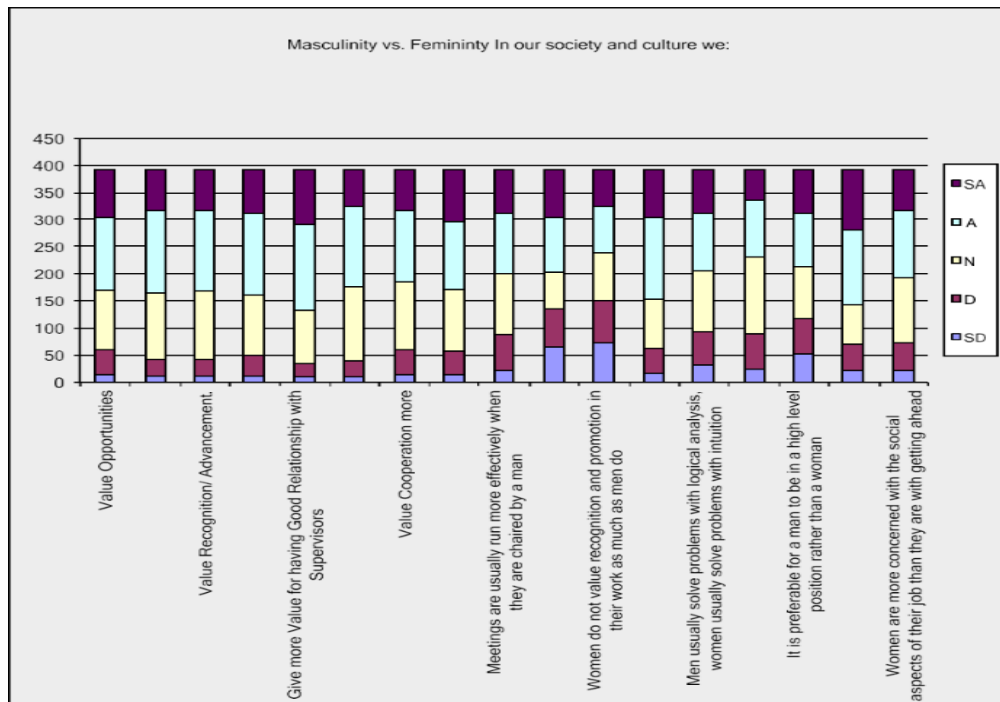


Fig. 3. Masculinity and femininity in Saudi Arabia culture.

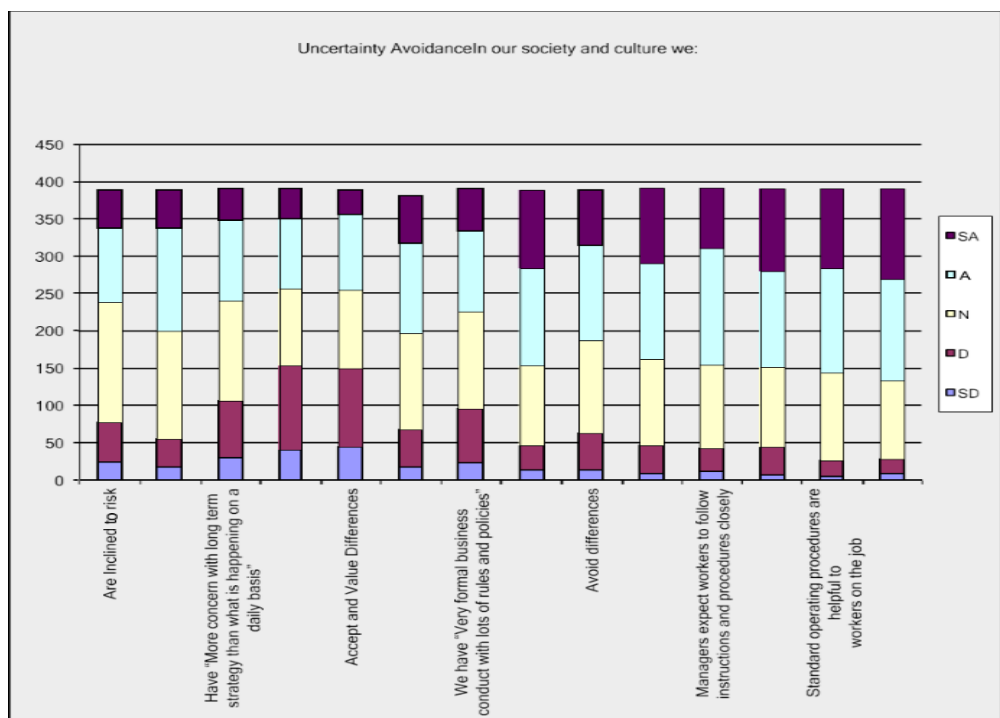


Fig. 4. Uncertainty avoidance in Saudi Arabia culture.

Discussion

There were some unpretentious changed that happened in Saudi Arabia society and people perspective about work environment lead slightly different result and those changes were happened over several years. The human till now had

an acceptance for inequality and same format of decision making which was centralized decision making also Saudi employees fear from their boss due to strong and authoritative structures in business.

Saudi Arabia society showed some differences in individualism versus collectivism in terms of working collaboratively and more competitive society than collaborative and people were more interested in their individual achievement rather than group goals or achievement which explained that Saudi Arabia society were delivering to be an individual society.

In Saudi Arabia, women employees needed more employment security and care more about social aspect of the work which men employees tried to insert themselves in manly jobs and more leadership roles compared nowadays.

Besides, the society had followed nature in uncertainty avoidance and tried as much as can to avoid risks and some fear toward changed. There were strict and direct rules and regulations that considered very important in work culture and manager were expected from their workers to follow these rules whatever from labour law or their organization rules and procedures

CONCLUSION

In conclusions, there were changes in Hofstede's culture dimension in Saudi Arabia's work culture and environment. Besides, the women started entered work environment and made changes that affected work culture as shown in masculinity versus femininity dimension. Previously, Saudi Arabia was more masculine and understand its split and emphasize on work relationship had become strong. Saudi Arabia culture was becoming more individualism society rather than collectivism.

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