**Cultural Dimension: Long-term or short term orientation or Confucian dynamism**

*Note: There is a detailed description of this dimension and how it came to be on the back of the sheet titled “****Learning outcome: Examine the role of two cultural dimensions on behavior”***

In practical terms, the long-term versus short-term orientation refers to the degree to which cultures encourage delayed gratification of material, social and emotional needs among their members (Matsumoto and Juang, 2008)

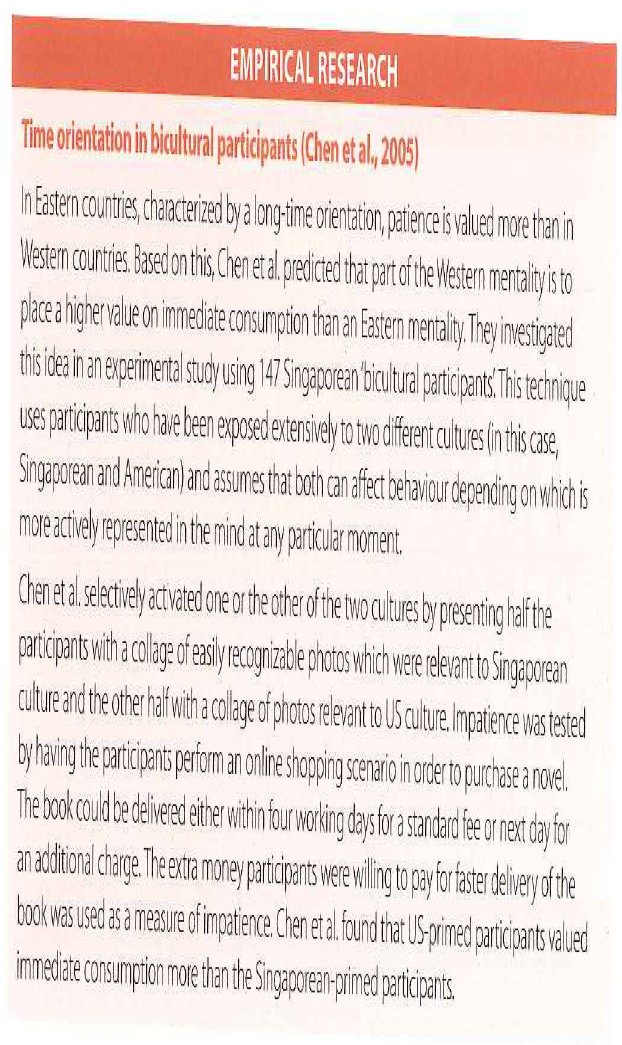
**Long term**

These cultures show a dynamic, future orientated mentality. These are cultures that value long-standing, as opposed to short-term traditions and values. They also value thrift, patience, persistence and loyalty. Individuals in such cultures strive to fulfill their own long-term social obligations and avoid **loss of face**. Many Asian countries such as China (Hong Kong and Taiwan) and Japan have a long-term orientation.

**Short term**

These cultures are not as concerned with past traditions. They are rather impatient, are ‘in the present’ orientated and strive for immediate results. Western countries tend to be more short-term oriented.

**Evidence:**



**Ayoun and Moreo (2009)**

Surveyed hotel managers to investigate the influence of time orientation on the strategic behavior of hotel managers. A questionnaire was posted to top-level hotel managers in the USA and Thailand.

Compared to US managers, Thai managers were found to place a stronger emphasis on longer term strategic plans and a stronger reliance on long term evaluation of strategy.

**Levine and Norenzayan (1999)**

Wanted to investigate how time orientation relates to everyday behaviours.

They measured how fast people walked a 60 foot distance in downtown areas in major cities, the speed of a visit to a post office and the accuracy of clocks in 31 countries.

They found that life pace, as indicated by the activities they measured, was fastest in countries like Switzerland, Ireland and Germany and slowest in Mexico, Indonesia and Brazil.

**Conclusion**: It is clear that time orientation has significant effects on behavior.

**Questions:**

1. Both **Ayoun and Moreo (2009)** and **Levine and Norenzayan (1999) were natural experiments** (the independent variable occurred naturally). What was the independent variable in these studies? What are the disadvantages of using this type of study?
2. List at least two extraneous variables that are relevant to **Ayoun and Moreo (2009)** and **Levine and Norenzayan (1999)**

**Evaluating Hoefstede’s cultural Dimensions**

* Hoefstede & Hoefstede (2001) have cited over 400 correlations of the IBM dimension

scores with other studies, claiming that the results obtained in the 1970’s are consistent with scores obtained 30 years later. However, Hoefstede’s study was originally meant to describe organizational cultures and not national cultures.

* Inductive content analysis depends on the trends that are identified by the researcher. Researcher bias can play a significant role in which trends are noticed.
* We have to avoid the ecological fallacy \*- that is, that we cannot attribute these characteristics to individuals, but use them to describe the general behaviour of the group. There is some concern that the dimensions are simply a stereotypical view of culture. Triandis argues that these labels may be more helpful at an individual level than at a cultural level (Triandis)
* Much of the research is correlational and does not establish a cause-and-effect

relationship.

\* Ecological fallacy: when one looks at two different cultures, it should not be assumed that two members from two different cultures must be different from one another, or that a single member of a culture will always demonstrate the dimensions which are the norm of his/her culture.

**Culture Quiz!!!**