

between tasks and relationships, and in their acceptance of various performance appraisals and feedback mechanisms, and so on.

Large vs. Small Power Distance

This dimension is concerned with how a society handles inequity. Power Distance is the extent to which members of a society accept inequitable distribution of power in institutions and organizations. People in Large Power Distance societies accept the inequities of hierarchical order. People in Small Power Distance societies tend to demand justification for power inequalities.

Differences along this dimension have consequences for the way people build their institutions and organizations. It also has implications regarding styles of leadership, communication, settlement of grievances, career advancement and decision-making processes.

Masculinity vs. Femininity

This dimension is based on the society's distribution of social (not biological) roles between the sexes. Masculinity, in this context, means a preference for achievement, heroism, assertiveness, and material success; femininity refers to a preference for

relationships, modesty, caring for the weak and quality of life. Highly masculine societies strive for maximum social differentiation between the sexes. Men are given the more outgoing, assertive roles and women the caring, nurturing ones. In contrast, highly feminine societies strive for minimal social differentiation between the sexes. Women can assume assertive roles and men nurturing roles.

Differences along this dimension have implications for motivation, career advancement, quality of work life and communication.

Strong vs. Weak Uncertainty Avoidance

This dimension relates to the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. Strong Uncertainty Avoidance societies try to control the future by maintaining rigid codes of belief and behavior. These societies are intolerant of deviance. In contrast, Weak Uncertainty Avoidance societies take the future as it comes and are more tolerant of deviance, having as few rules as possible.

Differences along this dimension have implications for time management, planning, and personal conduct.