

them with many questions that are outside the realm of business. Indonesians do this to get an idea of the individual's character and trustworthiness. Without acknowledging it, many westerners do the same; few people would do business with someone they did not trust.

When contemplating a business relationship, Canadians tend to look at the company's track record. The track

record is important to Indonesians as well, but they tend to attach more importance to the individuals who run the company. In the West, businesses experience far more turnover than in Indonesia. In the West, less focus is placed on the individuals behind the company, while in Indonesia, people tend to stay with the same company for a long time. Results are usually tied to the people who make them.

### ***How National Values Influence Business and Management Practices***   ♦ ♦ ♦

#### ***Family and community***

In contrast to most Canadians, Indonesians place collective concerns—the group, family and community—ahead of individual aspirations. Indonesians expect their relatives, clan or social group to look after them in exchange for their unquestioned loyalty. Individualist societies have a loosely knit social framework wherein individuals care only for themselves and their immediate family. Whereas westerners are expected to plan their careers by themselves and take full responsibility for achieving their goals, people in collectivist societies expect their parents, spouses and even their bosses to take part in decisions affecting their careers. While individualists prefer to stand and fall on their own efforts, collectivists are comforted in the knowledge that someone is always there to rescue them.

The family is of paramount importance in the lives of Indonesians. Indonesians have a sense of duty and belonging to family that is different from that of Canadians. Indonesian children are taught to respect their parents and elders and to defer to their wishes. Canadians also respect their parents and elders, but they are encouraged to be independent, too. The idea of leaving home and finding one's own way in the world is widely accepted in Canada, but not in Indonesia.

Let's compare Canadian and Indonesian responses to funerals. Canadians sometimes have difficulty understanding why Indonesians just drop everything they are doing when someone dies. According to Islamic rules, the dead body must be buried within 24 hours. The living are