



welcome

Communication in the Baltic Region: Cultural Challenges
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Visby, Sweden


National Cultural Values of the Baltic States

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introduction

- ✓ Personal background
- ✓ Background of the project
- ✓ Main hypothesis:
 - ✓ The Baltic countries show a high congruence of cultural values
- ✓ Subsequent-hypothesis:
 - ✓ The cultural values of the Baltics show a higher degree similarity to the Nordic countries than to Russia or Poland



Introduction
Methodology
Dimensions
Overview LV/LT
Ethnic comparison
Overview Ethnic C.
Literature

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methodology I

- ✓ Introduction
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- ✓ Target countries
 - ✓ Latvia ,Lithuania and Sweden
- ✓ Target group
 - ✓ Students of business administration
- ✓ VSM 1994 Questionnaire
 - ✓ Extended version was used
 - ✓ Self classification of participants:
 - ✓ *What is your nationality?*
 - ✓ *What was your nationality at birth?*
- ✓ Conducted in fall/ winter 2005 at the
 - ✓ University of Latvia
 - ✓ Stockholm School of Economics (Riga)
 - ✓ Vilnius University
 - ✓ International Business School (VU)
 - ✓ Stockholm University of Economics
 - ✓ Stockholm University




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methodology II

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- ✓ Graduate students of business administration and international management (4th-6th year)
 - ✓ 301 responses from Latvia
 - ✓ 289 responses from Lithuania
 - ✓ 233 responses from Sweden
- ✓ Sample was carefully matched after all statistical criteria




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		LATVIA N = 104	LITHUANIA N=104	SWEDEN N=104
Gender	male	54 (51,9%)	54 (51,9%)	54 (51,9%)
	female	50 (48,1%)	50 (48,1%)	50 (48,1%)
Age (years)	20-24	96 (92,3%)	100 (96,2%)	53 (51,0%)
	25-29	8 (7,7%)	4 (3,8%)	51 (49,0%)
Education (years)	15	42 (40,4%)	42 (40,4%)	45 (43,3%)
	16	47 (45,2%)	43 (41,3%)	39 (37,5%)
	17	7 (6,7%)	15 (14,4%)	13 (12,5%)
	18 or more	8 (7,7%)	4 (3,8%)	7 (6,7%)
	mean value	16,45	16,45	16,46
	standard dev.	0,87	0,82	0,83
Occupation	no job/ unskilled	30 (28,8%)	30 (28,8%)	39 (34,5%)
	trained worker	65 (62,5%)	65 (62,5%)	65 (57,5%)
	managing position	9 (8,7%)	9 (8,7%)	9 (8,0%)
Months lived abroad	no	83 (79,8%)	56 (53,8%)	46 (44,2%)
	up to 6	14 (13,5%)	41 (39,4%)	29 (27,9%)
	up to 12	7 (6,7%)	7 (6,7%)	29 (27,9%)
	mean value	1,05	1,86	3,48


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methodology IV: limitations

- ✓ Transition countries with changing values
- ✓ Exclusively young people used
- ✓ Student sample
- ✓ Questions related to the workplace
- ✓ Only a small amount of recent literature available





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dimension one: power distance


...the extent to which less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally..





	mean value		
	S	LT	LV
„relationship with supervisor“	2,02	1,86	1,93
„to be consulted by supervisor“	2,63	2,45	2,47
„afraid to express dissatisfaction“	3,17	3,42	3,48
„two bosses should be avoided“	3,12	2,81	2,67



power distance in Nordic & Baltic countries








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dimension two: uncertainty avoidance

'The extent to which members of a culture feel threatened by uncertain or unknown situations..'






	mean value		
	S	LT	LV
„feel nervous at work“	2,67	3,03	2,84
„not necessary to have precise...“	2,41	3,30	3,32
„competition between empl. harms“	3,18	3,01	2,99
„org. rules shouldn't be broken“	3,52	3,44	3,37



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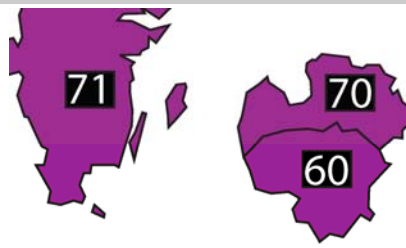
uncertainty avoidance in Nordic & Baltic countries






dimension three: individualism

..pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself, and his or her immediate family..

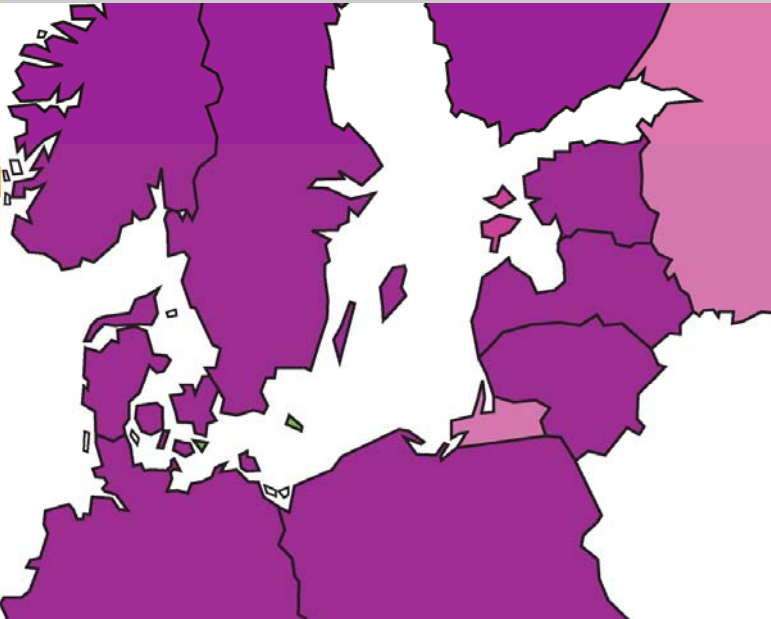


	mean value		
	S	LT	LV
„sufficient time for personal life“	2,01	1,98	1,74
„having good working conditions “	2,15	1,73	1,87
„having security of employment“	2,52	1,93	2,04
„element of variety in the job“	1,95	1,48	1,77


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Individualism in Nordic & Baltic countries



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"hofstede is out – so old school"

...well, the point is that I have made a small survey and I find the Lithuanian analyze made by Hofstede to be questionable... according to Hofstede, then Lithuania is the country with the strongest Masculinity (That men are the bosses). Unfortunate, this does not follow my own studies, both personal and through observations. I see a country where the rising well educated woman is ready to take power. You see in the country of Latvia how a strong woman just recently left 8 years in the presidential chair. I see Lithuanian women as keen foxes, that use both mind and body to gain their ways... regarding Hofstede, I think his problem is that his studies are already old. Lithuania is changing so fast with the change in mentality as a jet engine in the change of cultural views. Truly here men are more, but woman use their wits to get around and have far more power than they might think. Power is not measured in monthly income or standing on top of others in the hierarchy - That is just what they make us men believe!

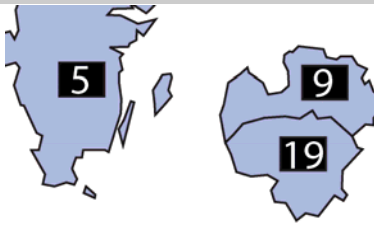
From: <http://www.stensgaard.me.uk/blog/page/3/>

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dimension four: masculinity

'The dominant sex role pattern in the vast majority of both traditional and modern societies..'

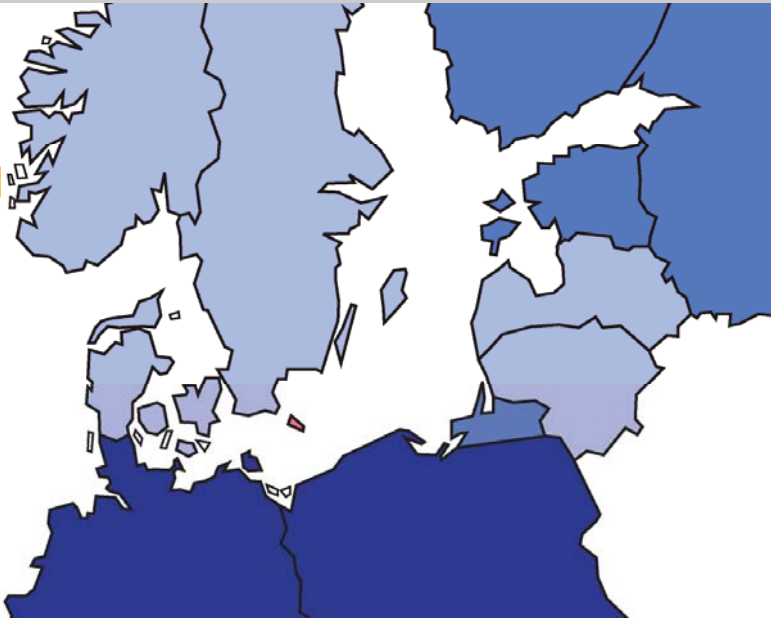


	mean value		
	S	LT	LV
„work with people who cooperate“	2,67	1,64	1,93
„opportunity for advancement“	1,73	1,50	1,73
„most people can be trusted“	2,80	3,62	3,53
„failing is own fault“	3,28	2,99	3,28


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masculinity in Nordic & Baltic countries




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dimension five: long-term orientation

‘Stands for the fostering of virtues oriented toward future rewards – in particular, perseverance and thrift...’



	mean value		
	S	LT	LV
Thrift (saving money)	2,83	2,81	3,04
Respect for tradition	3,18	2,99	2,97

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Long-term orientation in Nordic & Baltic countries

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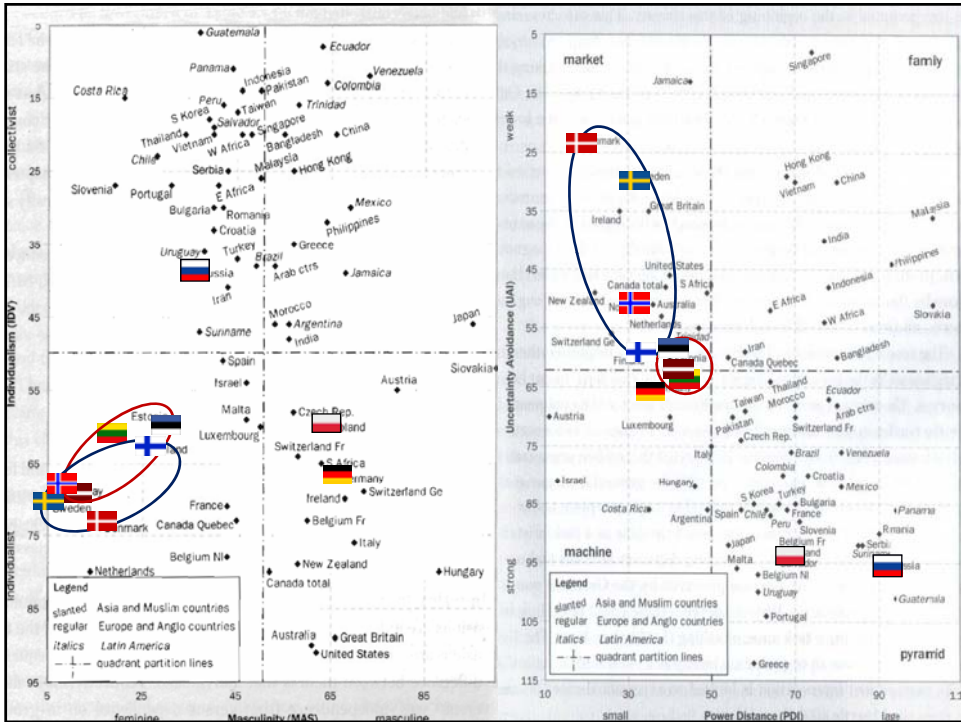
Overview LV/LT

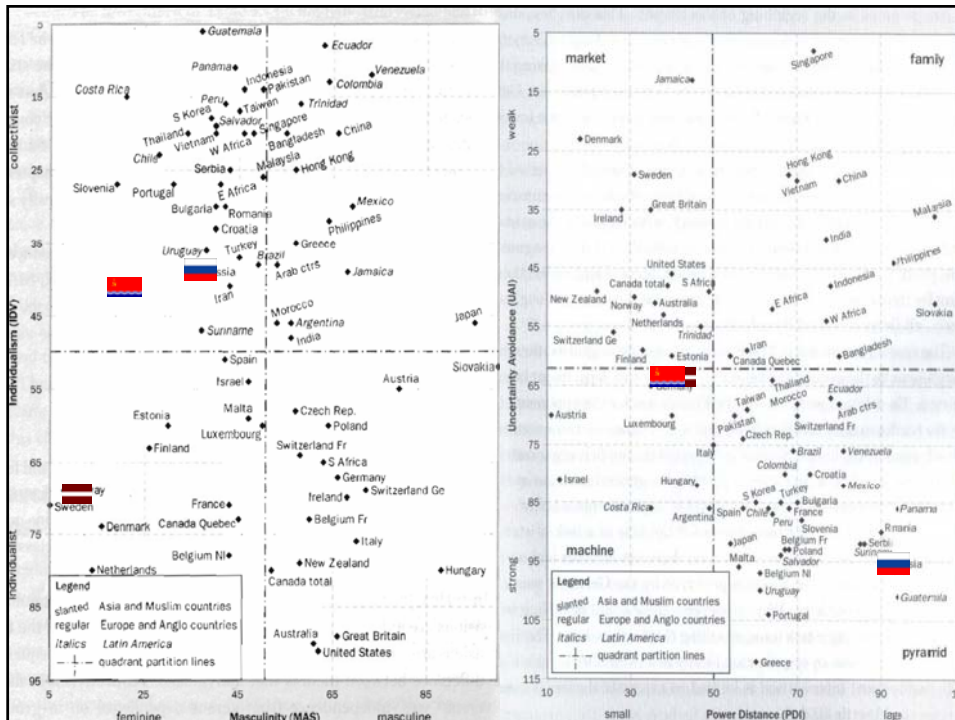
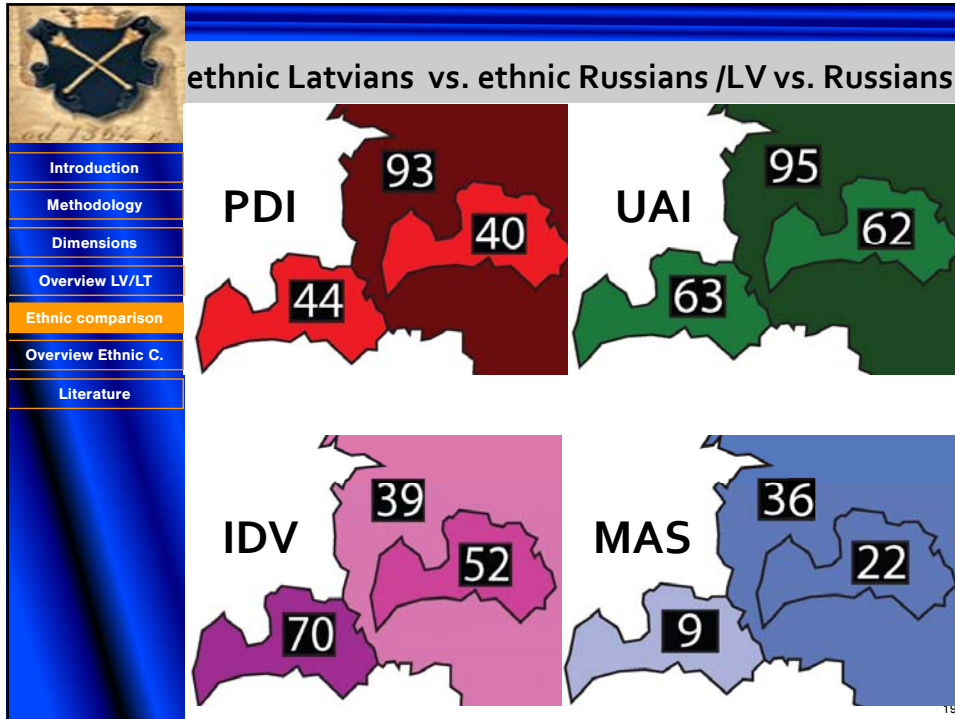
Ethnic comparison


Overview Ethnic C.

Literature










now it is time to wake up....

**“Baltic people have a
Slavonic heart and a
Scandinavian head”**

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literature

- ✓ "Cultural Dimensions in Business Life: Hofstede's Indices for Latvia and Lithuania "(submitted and accepted by the Baltic Journal of Management, Emerald Group Publishing Limited)- going to be published in 2008 in a special cultural edition
- ✓ "Differences in national culture and their implications on management behavior: Latvians and the Latvian-Russian minority". In. S. Stashevsky (Ed.), Work Values and Behaviour, pp. 529-239. Shreveport, USA: International Society for the Study of Work & Organizational Values
- ✓ Further information on my personal homepage: www.v4ce.net

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