

The association of cultural dimensions with the practice of diversity management

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ABSTRACT The management of diversity in organizations has been one of the most important business cases of modernity. Countries are dealing with this issue in different ways, with different approaches and levels of maturity according to their values and particular characteristics. By all of possible reasons that can justify this disparity, it is assumed that the differences observed in the level of national culture can denote a plausible explanation for the differences found in the approach of diversity management in distinct countries.

Therefore, this study has the purpose to investigate the linking of differences in cultural dimensions among Member States of European Union toward their impact on the level of diversity management been practiced in these countries. The dimensions of culture analyzed are those described by the main specialist in the cross cultural field: Geert Hofstede. They are related to power distance, uncertainty avoidance and the role of gender and individual in the society.

Findings of the correlation between cultural dimensions and main national statistics that portray the current situation of countries regarding the management of diversity were used to build up a framework by considering the core values that come from the cultural dimensions and their contribution to foster diversity policies.

Key words: cultural dimension, diversity management, values, equality, discrimination

Introduction

The present article has the aim to find out a correlation between intrinsic national values of countries in the European Union which can affect the practices toward diversity management. It is believed that broad values in a society are important factors that can push or pull initiatives in combating discrimination in a diverse population being an important force to implement such activities or, on the other hand, being deep barriers to leverage equality in the society.

The cultural dimensions developed by Geert Hofstede were considered in this study in order to establish a comparison among countries. These dimensions

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are known as power distance, masculinity x femininity, individualism x collectivism and uncertainty avoidance.

The countries selected for this study belong to the European Union. However, only 23 of the 27 member countries are being considered because the evaluation of those dimensions was not found for four of them (Cyprus, Latvia, Lithuania and Slovenia). These countries were chosen not only because of the availability of the scores of Hofstede's cultural dimensions but also because there are common database on statistics provided by the European Commission for all of the EU countries.

Therefore, some last surveys conducted in these countries were used to get information about the current situation of the member states concerning statistics related to the management of the diverse population such as: the EU-MIDIS survey concerning the minority groups in each country, the Eurobarometer 296 that searches about the perception of discrimination of the population, the Quality of Life and Working Conditions surveys which gather information about various life factors that affect Europeans' quality of life, the Report on Equality between women and men which stands for the main key indicators of differences related to gender as well as the Eurostat numbers. The statistics chosen to rank the countries in some aspects are somehow predictors of the main national results so far achieved with public and private practices of the promotion of diversity. Some figures are about: employment rate of women, youth and older people, presence of women in high positions, number of women and men working in part time, perception of discrimination based on the six core dimensions of diversity (gender, race/ethnic, age, sexual orientation, disability and religion/belief) and so on.

After collecting the statistics, the next step was to find out the existence of positive or negative correlation between any cultural dimension and the results of the statistics or also no relationship at all. Subsequently this analysis, as a result of the correlations found, advantages and disadvantages were identified for each cultural dimension based on the interpretation of these master values in dealing only with diversity management aspects.

Based on these findings, typologies were created by the combination of the four cultural dimensions. All the countries were plotted in a diagram built up to clarify and exemplify their situation in promoting equality in their societies. The combination of the Hofstede's four dimensions resulted in 16 different typologies. The results of this study lead to a recommendation of a plausible predisposition of a society in combating discrimination according to their dimensions evaluations which reflect the correlated social statistics. For some typologies, national values can contribute for the promotion of diversity concerns. For others in poles apart, not so much.

Key definitions

The definition of the four cultural dimensions should be emphasized in order to clarify the meaning of them in respect of contribution to the diversity management. The table below lists the scores in all dimensions for the 23 countries out of the EU27 already evaluated by Hofstede.

1. Table Hofstede's Cultural Dimensions scores: 23 EU Member States

Country	PDI	IDV	MAS	UAI	Country	PDI	IDV	MAS	UAI
Austria (AT)	11	55	79	70	Italy (IT)	50	76	70	75
Belgium (BE)	65	75	54	94	Luxembourg (LU)	40	60	50	70
Bulgaria (BG)	70	30	40	85	Malta (MT)	56	59	47	96
Czech Republic (CZ)	57	58	57	74	Netherlands (NL)	38	80	14	53
Denmark (DK)	18	74	16	23	Poland (PL)	68	60	64	93
Estonia (EE)	40	60	30	60	Portugal (PT)	63	27	31	104
Finland (FI)	33	63	26	59	Romania (RO)	90	30	42	90
France (FR)	68	71	43	86	Slovakia (SK)	104	52	110	51
Germany (DE)	35	67	66	65	Spain (ES)	57	51	42	86
Greece (EL)	60	35	57	112	Sweden (SE)	31	71	5	29
Hungary (HU)	46	80	88	82	United Kingdom (UK)	35	89	66	35
Ireland (IE)	28	70	68	35					

Reference: Hofstede (2003)

For BG, EE, LU, MT, PL, RO and SK:

<http://www.urbanministry.org/wiki/geert-hofstede-cultural-dimensions>

Definition of power distance

The power distance dimension (PDI) measures the degree of inequality in a society. When it is high, it means that people are afraid to disagree with authorities who tend to be more autocratic or paternalistic. On the other hand, when the score is low, there is a more cooperative interaction across power levels where “inequality is considered basically undesirable; although unavoidable, it should be minimized by political means”. (Hofstede, 2003, p. 39) Indeed, it can be defined as “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.” (Hofstede, 2003, p. 28)

Transposing this definition to the concept of diversity management, we could suppose that the higher the level of power distance index, the harder will be the implementation of diversity management. Because when inequalities exist and are accepted in a broad way, the equal treatment is jeopardized while the probability of generating discrimination in the society increases. With a high hierarchical system and great centralization of power, combating prejudices turns to a more difficult task. As a consequence, it is expected, for instance, wide salary gap between top and bottom of organizations as well as less respect for young leaders once the old ones are seen with more credibility for people to be depended on.

Definition of masculinity x femininity

The second dimension about the level of masculinity or femininity (MAS) in the society shows differences in the gender social roles. In masculine societies the segregation of roles is clearly distinct with men concerning about assertiveness and competition while women with relationship and quality of life. Equality is much more presented in feminine societies where men and women take equal share at home and work. The feminine values about giving importance to people and relationship as well as stressing more on equality than equity can impact positively in the combat of discrimination and prejudices, therefore spending more care with excluded minority groups. Probably public expenditure in social programs to promote diversity is less expected in masculine countries. The solidarity feeling embraces the willingness of integrating more than excluding which enforces the activities toward diversity management. As an example, “in feminine societies the forces of resistance against women entering higher jobs are weaker; on the other hand the candidates are less ambitious”. (Hofstede, 2003, p. 96)

Hofstede also pointed out that there is a strong correlation between the masculinity level and the age of a person: young men (aged between 20-29

years old) hold strong masculine values while women at this age just a few. Likewise, it is believed that older people (50-59) from both genders hold more feminine values whereas both genders in the age in between lose their male values over time. In Europe, it is foreseen low birthrates. An ageing population will therefore causes a shift towards to more feminine values and fewer young men will be available. Therefore, more women for example will be accessible as well as needed in the labor market which will require more equality between genders that consists in one of the focus of the diversity management approach.

Definition of individualism x collectivism

The third dimension consists in the degree of individualism or collectivism (IDV) in a society which reveals whether or not the interest of the individual prevails over the interest of the group respectively. Equal rights are also expected in individualist societies; however, collective values stress more the needs and equality among groups which don't neglect the minority ones. Discrimination is a pattern of behavior against of one or more personal traits based mainly on the core dimensions mentioned before, and in order to counteract prejudice and stereotypes the emphasis on the interests of the groups should be dealt with instead of individual desires or problems. As a result, the equality ideology is more possible in collective societies giving great accent in managing diverse population in an equal way. Indeed, collective values are required to promote integration in order to become a more cohesive and inclusive society.

Definition of uncertainty avoidance

The last dimension called uncertainty avoidance (UAI) describes the level of tolerance in uncertain and unknown situations in a society. Cultures that are averse to uncertainties try to reduce the possibility and risks by applying laws and strict rules as well as adopting precautions and safety measures in order to reduce their anxiety and stress. Actually, according to Hofstede, as strong uncertainty avoidance leads to intolerance for what is different, it can result in a high degree of nationalism, xenophobia and repression of minorities. Therefore, having strong uncertainty avoidance can be a barrier for the implementation of diversity policies because it would need lots of changes and adaptations to include minorities at workforce.

Another interesting correlation was made by Hofstede (2003, p. 129) between the dimensions of individualism x collectivism and uncertainty

avoidance in order to understand how countries deal with intergroup conflicts, being it a cultural phenomenon.

- a) Strong uncertainty avoidance and collectivism values: deny the differences, assimilate or repress minorities;
- b) Weak uncertainty avoidance and collectivism values: tolerate differences and complement each other;
- c) Strong uncertainty avoidance and individualist values: hold considerable antagonism against minorities but try to respect everybody's rights;
- d) Weak uncertainty avoidance and individualist values: try to integrate minorities and guarantee equal rights.

Assumptions

There are some important suppositions taken for granted in this study. First of all, it is assumed that the core values related to the four cultural dimensions of Hofstede behave as an active force in favor or not the promotion of diversity management. They are not considered as neutral values in this aspect.

Second, the four cultural dimensions detain the same weight and are predictors in an equal way to determine whether the culture has a predisposition to fight against discrimination and implement equal treatment in the society or not. None of these values is more important or more sovereign than the other to deal with diverse population aspects.

The third assumption is that for sure there are other factors more directly correlated which can better explain the social statistics of each country, however, only the values gathered from the four cultural dimensions are being considered in this study.

The next one is about the interpretation and consequently classification of the countries' scores in each cultural dimensional between high (strong) or low (weak). For this study, it was determined that above the level 40 the score is considered strong or high while below this position, the score is low or weak.

And finally last but not least inference is that the typologies created here represent and characterize the level of predisposition of the countries in order to adopt diversity policies in a more efficient manner.

Hypothesis

Trough the analysis of some social statistics they can have a positive, negative or no relation with the cultural dimensions. The following investigation reveals some interesting results summarized in the table 2. The

column “index” shows which cultural dimension has some relationship with the statistics listed in the second column. For each statistics, there are reported the best and worst scores of the EU23 and in brackets the score of the respective cultural dimension being analyzed. The last column brings the results of the type of correlation that was found out.

Correlation between social statistics and cultural dimensions

The youth employment is an important priority in EU according to the European Youth Pact whose aim is to improve education, training, mobility, employment and social inclusion of young people. The last statistics about the youth unemployment rate in the EU shows that Spain (24.6%), Greece (22.1%) and Italy (21.3%) have the highest rates, while the Netherlands (5.3%), Denmark (7.6%) and Austria (8%) report the lowest rates of unemployment among young people. (Giaccone and Colleoni, 2009) The three best countries have about the weakest rates in the power distance index among the EU23. It is believed that strong power distance societies have more discrimination against young population because the credibility and power are more concentrated in old generations, that's why high levels of youth unemployment is likely to be associated with strong scores in PDI. People with more experience and high education level have than better opportunities. The Eurobarometer 296 survey searched about the rate of respondents who think that in their country the discrimination against age is widespread. The average of the countries rating lower than 40 in the PDI resulted in 37% while the countries rated as strong PDI had an average of answer about 42%.

The second variable was the proportion of children up to 3 years old cared for by formal arrangements in the society such as nurseries, kindergarten and other childcare systems. As the European society is ageing and changing, more women will be available and needed in the labor market. Therefore, creating an effective system of delivering social care is essential. Better childcare provision can enable women to enter the workforce, while also enable families to have more children as nowadays the fertility rate is decreasing. (European Foundation for working conditions, 2009) Increasing number of childcare facilities is therefore very important. The countries ranked with the lowest MAS rate have more women using childcare systems: 73% in Denmark, 45% in the Netherlands and 44% in Sweden. In the opposite side, countries with strong MAS rate show less usage of this social care. Consequently, we can suppose that there is a strong negative correlation between the masculinity index and the availability of good childcare system in the countries analyzed. Feminine societies are more sensitive in concerning about others and so providing social

welfare that allows parents to participate in the labor market while caring for their children.

The next element studied is the employment rate of women. The Lisbon strategy agreed in 2000 aims to increase the proportion of women in employment to 60% by 2010 to all EU Member States. According to the results obtained, the countries with a better rate are those which have a combination of lower scores in PDI and MAS indexes. Denmark, Sweden, Netherlands and Finland are above the target of 60% while the worst scores belong to countries with high rank in both mentioned dimensions. Societies with high level of power distance and masculine values concentrate more often the power in the male hands. The environment characterized by competition and dominations creates a barrier to the advancement of women in the market in order to get more opportunities and thus increase their employment rate.

The share of male employees working part time is another interesting statistics. In all of the countries the women participation in flexible working schedules is more frequent to help them in better balance their personal and professional life. However, this opportunity is available for men as well, but just in few countries they are using it. Actually the countries with high scores in PDI and MAS dimensions such as Slovakia, Bulgaria and Czech Republic have the lowest participation. It can turn to the creation of another type of discrimination against women, because if it is only popular for one gender, than probably the advancement and promotions of these women can be jeopardized when comparing to the competition with the full time dedication men. In these societies, as the segregation of gender is strong, men don't accept the idea to share the responsibilities at home which don't contribute with the idea of equal treatment and opportunities. Indeed, in countries with low PDI and MAS, part-time work is more gender-balanced.

The following figure is about the sex distribution of members of the highest decision making body of the largest publicly quoted companies. In this case, the uncertainty avoidance dimension seems to more contribute for the results. In countries with strong UAI such as Luxembourg, Portugal, Malta and Italy, there are fewer women occupying high positions. As for millenniums, men have assumed such responsibilities, changing can be very risky and uncertain for societies which are afraid of unknown situations or modifications. It is the same with the rates of employment rate of older people. Countries with high level of UAI, shows lower rates of employment of older people as Malta, Poland, Luxembourg and Hungary. The Stockholm European Council of 2001 implemented a target for increasing the average EU employment rate among older women and men (55–64 years) to 50% by 2010. Best scores countries with low level of uncertainty avoidance have already reached this target.

The last assessment is regarding the level of discrimination. Despite the existence of European laws, an Eurobarometer survey showed that many people

believe that discrimination is still widespread, with people most likely to be discriminated against on the grounds of racial or ethnic origin (62%), sexual orientation (51%) and disability (45%), age (42%) and religion (42%). The higher rate of respondents who felt any kind of discrimination in the last 12 months is more likely to happen in individualist societies where people are more self oriented and don't care for the other. The only four countries considered more collectivist in this group (with a score less than 40) that are Greece, Romania, Bulgaria and Portugal have lower complaints than more individualist countries.

2. Table Correlation among social statistics and cultural dimensions

Index	Examples/Figures	Best Scores	Worst Scores	Possible correlation
PDI	Youth unemployment rate ¹	Netherlands (38) = 5.3% Denmark (18) = 7.6% Austria (11) = 8%	Spain (57) = 24.6% Greece (60) = 22.1% Italy (50) = 21.3%	Positive correlation between PDI and youth unemployment rate
MAS	Proportion of children up to 3 years cared for by formal arrangements ²	Denmark (16) = 73% Netherlands (14) = 45% Sweden (5) = 44%	Czech Republic (57) = 2% Poland (64) = 2% Austria (79) = 4% Slovakia (110) = 5% Hungary (88) = 8%	Negative correlation between MAS and usage of childcare systems up to 3 years
PDI & MAS	Employment rate for women ³	Denmark (18,16) = 73% Sweden (31,5) = 72% Netherlands (38,14) = 69% Finland (33,26) = 68%	Malta (56,47) = 36% Italy (50,70) = 46% Greece (60,57) = 48% Poland (68,64) = 51% Hungary (46,88) = 51%	Negative correlation between PDI and MAS scores with female employment rate
PDI & MAS	Share of part time workers in total employment (men) ⁴	Netherlands (38,14) = 23.6% Denmark (18,16) = 13.5% Sweden (31,5) = 11.8% United Kingdom (35,66) = 10.8%* Germany (35,66) = 9.4%*	Slovakia (104,110) = 1.1% Bulgaria (70,40) = 1.3% Czech Republic (57,57) = 2.3% Luxembourg (40,50) = 2.6% Greece (60,57) = 2.7%	Negative correlation between PDI and MAS scores with the rate of working part time for men

Index	Examples/Figures	Best Scores	Worst Scores	Possible correlation
UAI	Sex distribution of members of the highest decision making body of largest publicly quoted companies ⁵	Sweden (29) = 26% Finland (59) = 20%* Slovakia (51) = 18%* Denmark (23) = 17%	Luxembourg (70) = 3% Portugal (104) = 3% Malta (96) = 4% Italy (75) = 4%	Negative correlation between UAI and participation of women in high management team
UAI	Employment rate for older worker ⁶	Sweden (29) = 70% Estonia (60) = 60%* Denmark (23) = 59% United Kingdom (35) = 58%	Malta (96) = 29% Poland (93) = 30% Luxembourg (70) = 32% Hungary (82) = 33%	Negative correlation between UAI and employment rate of older people
IDV	Feeling discriminated in the last 12 months ⁷	Greece (35) = 7% Poland (60) = 10%* Romania (30) = 10% Ireland (70) = 10%* Bulgaria (30) = 11% Portugal (27) = 11%	Austria (55) = 25% Italy (76) = 19% Hungary (80) = 19% Czech Republic (58) = 19%	Positive correlation between IDV and discrimination feeling rate

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1. Working conditions report 2008-2009 (Eurostat 2009)
 2. Equality between women and men 2009 (Eurostat, EU-SILC 2006)
 3. Working conditions report 2008-2009 (Eurostat 2009)
 4. Equality between women and men 2009 (Eurostat, Labor Force Survey 2007)
 5. Equality between women and men 2009 (Database on women and men in decision-making 2008)
 6. Working conditions report 2008-2009 (Eurostat 2009)
 7. Special Eurobarometer 296 – 2008
- * Exceptional cases a little bit out of the trend analyzed

Consequences

Advantages and disadvantages of cultural dimensions

Based on the correlations above explained and the analysis per se of the intrinsic values coming from the cultural dimensions, we are able to create a framework about the advantages and disadvantages of them to promote the diversity management. Considering all the assumptions made and the hypothesis explained, the table below lists the values that are important to leverage diversity policies related to each cultural dimension using the social statistics as illustration of it. All in all, advantages are most related to low scores in the dimensions whereas disadvantages with high scores.

3. Table Advantages and Disadvantages of Cultural Dimensions regarding Diversity Management

Index	Advantages (Low scores)	Disadvantages (High Scores)	Statistics*
PDI	<ul style="list-style-type: none"> - Less inequalities - Less dependence - More freedom - Expanded range of styles - More cooperation 	<ul style="list-style-type: none"> - Inequalities accepted - Equal treatment jeopardized - No recognition of discrimination - High hierarchical system - Great centralization of power 	<ul style="list-style-type: none"> - Youth unemployment rate (+) - Employment rate for women (-) - Share of part time male workers in total employment (-) - Salary gap between top and bottom of organizations (+) - Respect for young leaders (-)
MAS	<ul style="list-style-type: none"> - Sensitivity - Values welfare of others - Relationship - Quality of life - Solidarity - Equal share at home and work - Fairness - Flexibility - Inclusion 	<ul style="list-style-type: none"> - Gender differentiation - Domination - Competition - High gender gaps 	<ul style="list-style-type: none"> - Proportion of children up to 3 years cared for by formal arrangements (-) - Employment rate for women (-) - Share of part time male workers in total employment (-)
IDV	<ul style="list-style-type: none"> - Cooperation - Equality - Integration - Inclusion 	<ul style="list-style-type: none"> - Selfish and self-reliant - Careless of the other 	<ul style="list-style-type: none"> - Discrimination feeling (-)
UAI	<ul style="list-style-type: none"> - More tolerance - Easier change management 	<ul style="list-style-type: none"> - Less tolerance for uncertainties - Nationalism - Xenophobia - Repression of minorities 	<ul style="list-style-type: none"> - Sex distribution of members of the highest decision making body (-) - Employment rate for older worker (-)

* (+) positive correlation, (-) negative correlation

Diagram of diversity management

According to these values mentioned for each dimension, the ones related to the low scores are advantages to promote diversity practices. Therefore, in order to classify the 23 countries in the European Union whether they have or not inclination and less barriers to create more equality and combat discrimination

in their societies and based on their scores in the 4 cultural dimensions, they were plotted in the diagram below according to their typologies.

The table 4 shows the symbols considered to create the typologies based on the classification above or under the determined level 40.

4. Table Classification of typologies

Index Score	Symbol	Calculation
Strong Power Distance	P	PDI \geq 40
Weak Power Distance	D	PDI $<$ 40
Individualism	I	IDV \geq 40
Collectivism	C	IDV $<$ 40
Masculinity	M	MAS \geq 40
Femininity	F	MAS $<$ 40
Strong Uncertainty Avoidance	U	UAI \geq 40
Weak Uncertainty Avoidance	A	UAI $<$ 40

The typologies are identified in the diagram below (table 5). The titles of columns and rows are the symbols created in the table above. From the 4 cultural dimensions, 16 different typologies are formed. The EU23 countries were plotted in the diagram acknowledging the disposition of their culture in promoting equalities in their diverse society.

For instance, the typology PIMU means strong power distance, high individualism, high masculinity and strong uncertainty avoidance. This quadrant that shows high score in all dimensions is the worst environment to implement diversity management based solely on the values gathered from the four cultural dimensions. On the other hand, the typology DCFA (weak power distance, collectivism, femininity and weak uncertainty avoidance) creates the best environment to conduct such practices because the culture promotes values such as tolerance, solidarity, cooperation and freedom which are very important factors to create more equality and inclusion in the society.

Unfortunately, no country among the EU23 is located in this quadrant. But it is believed that the typologies DIFA, PCFA, DCFU and DCMA (striped cells) are the second best environments once they concentrate at least 3 lower scores out of the 4 dimensions. And in the quadrant named DIFA we have Denmark and Sweden as examples with the best scores in some of the social statistics studied.

Nonetheless, the majority of them are concentrated in the quadrant PIMU. Considering the statistics of these countries, they are the ones with worst figures

and ranks showed more times in the worst scores column in the table above. The quadrants PIMA, PIFU, PCMU and DIMU (in gray cells) are the second worst environments because they consist in 3 high scores out of the 4 dimensions, concentrating so more disadvantages. Some countries are plotted in these quadrants too.

Finally the remaining quadrants such as DIMA, PIFA, PCFU, PCMA, DIFU and DCMU (in white background on the diagram) are considered more neutral and balanced with 2 high scores and 2 low scores in the cultural dimensions. As it was assumed that none of dimensions is more important than the other, in this case the 2 high scores nullify the 2 low ones.

**5. Table Diagram of typologies based on Hofstede’s Cultural Dimensions
Plotting the EU23 countries**

	I	I	C	C	
P	<u>PIMU</u> BE; CZ; FR; HU; IT LU; MT; PL; SK; ES	<u>PIFU</u> EE	<u>PCFU</u> PT	<u>PCMU</u> BG; EL; RO	U
P	<u>PIMA</u>	<u>PIFA</u>	<u>PCFA</u>	<u>PCMA</u>	A
D	<u>DIMA</u> IE; UK	<u>DIFA</u> DK, SE	<u>DCFA</u>	<u>DCMA</u>	A
D	<u>DIMU</u> AT; DE	<u>DIFU</u> FI; NL	<u>DCFU</u>	<u>DCMU</u>	U
	M	F	F	M	

Conclusion

The population of the European countries is changing. Families are having fewer children and older population is increasing and transforming very fast the traditional age structure. Fewer young people will be available for working, while older people will be accessible as well as minority groups such as women and other groups with particular characteristics that make them excluded from opportunities in the society. Moreover, reconciling family and professional life will be necessary together with the idea of integration of men and women by

reducing gender gaps and supporting job desegregation. Managing diversity is a precondition to guarantee equal opportunities in this way. The statistics studied here report how countries in European Union are dealing with these whole changes which claim for more inclusion.

Generally speaking, the advantages and disadvantages of the cultural dimensions that can influence the implementation of diversity practices either as an impulsive force or limited one are determined by the score of the dimensions in each country. Lower levels are more attractive for diversity policies because the values correlated create a better environment in the society by stimulating more respect, acceptance of differences and inclusion of the minority groups. In the diagram showed above, the countries that are located in the gray striped quadrants have probably a culture more prepared to sustain non-discriminating behaviors. Denmark and Sweden are the best examples in this group with better scores in the social statistics presented.

It doesn't mean that countries with other typologies can't implement successfully practices toward diversity management. This is just an assumption that in terms of culture they have less disposition to accept and treat well the differences of groups that are excluded from the mainstream one in the society. The diagram above is just one illustration of what kind of possible combinations of cultural dimensions can design a better climate and determine the best conditions in the national culture to value and foster diversity.

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