Cross-cultural Differences in Managing Businesses: Applying Hofstede Cultural Analysis in Germany, Canada, South Korea and Morocco

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ABSTRACT

Recently, expansion to new markets is a common thing for international business. Nevertheless, any decision to expand should be preceded by a thorough analysis of all possible obstacles. Culture is among the most significant factors influencing the business model. Therefore, it is of critical importance to demonstrate cross-cultural competence while making any decision to establish business in a foreign country. The purpose of this study is aimed at providing support for the decision-making process related to expanding business to other countries. A desk research based on secondary data analysis methodology used. This study utilizes Hofstede cultural analysis applied to four countries including Germany, Canada, South Korea and Morocco. Basing on the findings it is possible to better understand the peculiarities of each country in terms of their cultural differences including the following factors: power distance, individualism, masculinity/femininity, uncertainty avoidance, long term orientation and indulgence. The results of analysis are gathered in a table offering brief information on each reviewed country. Moreover, this study reviews business opportunities and potential conflicts in the above-mentioned countries.

1. Introduction

Businesses endeavors strive to grow and expand beyond their localities. Businesses that overlook the international market must evaluate the cultures of the different countries they desire to expand to prior to making any move. Culture represents the collective programming of the mind that distinguishes members of a group from another group. Different groups have different cultures. Similarly, different countries have different cultures that may influence a business. Businesses that desire to succeed must demonstrate cross-cultural competence, as it is critical in every business interaction and strategic decision. Cross-cultural competence inspires to the knowledge, ability to promptly appreciate different culture, enable individuals to adapt effectively in cross-cultural environments, and easy network and associate with people of different cultures. The study below will evaluate the differences of cultures in Germany, Morocco, Korea and Canada. The study will analyze the potential conflicts that may arise when conducting business in the countries and will also analyze the essential mitigation strategies in the face of conflict. The results of analysis based on Hofstede Cultural Analysis are illustrated and gathered in Figure-01 and Table-01 offering brief information on each reviewed country. Moreover, this study reviews business opportunities and potential conflicts in the above-mentioned countries. Methodology used in this paper is a desk research which is essentially involved in gathering data from updated resources, hence secondary data analysis as a method of conducting research is used in this paper. When data resources are accessible, secondary analysis can support researchers and increase their knowledge base in given areas of research. Glass (1976: 3) defined the secondary analysis as the "re-analysis of data for the purpose of answering the original research question with better statistical techniques, or answering new questions with old data."

2. Germany Cultural Analysis

2.1 Background

Germany is a Western Europe country whose capital city is Berlin. The country has experienced numerous upheavals including the splitting of the country to two countries: East Germany and West Germany. However, in 1990 the two factions of Germany merged to be one. Germany has been home to the German population for over 600,000 years and today, has developed to become a leading and powerful country. In fact, Germany is the fourth largest economy in the world by Gross Domestic Product. As a developed nation, German upholds high standards of living that is sustained by its highly skilled and productive citizens (Centre for Intercultural learning, 2015).

2.2 Location

Germany borders Denmark to the north, Poland and the Czech Republic to the east side and Switzerland to the south-southwest. Germany also borders Belgium to the west and the Netherlands to the northwest. Germany also borders the North Sea and the Baltic Sea.

2.3 Language

German is the official and principal language spoken in Germany. However, there exist other minority languages such as Danish, Roman and Serbian. The emergence of immigrants has also introduced languages such as Turkish, Polish and Russian into Germany.

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2.4 Social Institutions

The family is an important social institution in Germany. With its over 80 million inhabitants, 90% of the German populace take family as their first priority. The elderly and the young population associated their happiness to having a family. Traditionally, the father was the breadwinner while the woman took care of the home. However, societal changes and economic pressures have resulted in changes to the status quo as women also joined the workforce. 65% of women are active players in business and employment; a practice that has resulted to a reduction in the size of the family. The number of children has reduced as families opt for fewer children than before.

2.5 Social Organization

From the early 20th century, the German society was divided into two main categories; the skilled and unskilled industrial workers. The unskilled workers were comprised of individuals who had abandoned their manual trades to become factory laborers. The middle class were comprised of small entrepreneurs, white collar employees, and civil servants. Lastly, the German society had an elite class who consisted of the upper class individuals. The upper class consisted of industrialists, financiers, government officials and landowners. To date the aspect of social class remains lifestyle-based on self-understanding and self-display.

2.6 Hofstede Cultural Analysis

Power Distance

The concept of power distance represents the attitude of culture towards the inequalities that exist in the society. It represents the extent with which the less powerful members of a society or institution accept that power is distributed unequally. Germany has a low power distance with a score of 35. Germany remains highly decentralized and with a strong middle class. It is critical, therefore for a business to take into account the co-determination rights of the middle class. Additionally, businesses must strive to adopt a direct and participative communication and meeting strategy. The demonstration of a controlling form of leadership can result to dislike.

Individualism

Individualism refers to the extent of interdependence that a society maintains amid its members. Individualism focuses in whether people define themselves as "I" or "We". An individualistic society emphasizes on the satisfaction of self and immediate family needs only. On the other hand, a collective society emphasizes on group and team spirit. Germany is highly individualistic as it has a score of 67 on individualism. Germans have small families that focus on themselves rather than the extended family. A nuclear family focuses on each other more than their relatives. The Germans largely believe in self-actualization thus the desire to achieve personal desires and goals. Germans also develop loyalty based on their personal preferences for people. Germans also value communication and honesty even if the truth may hurt. It is through honest communication that individuals learn from their mistakes.

Masculinity/Femininity

The concept of masculinity and femininity focuses on competition and success versus care and quality of life. A masculine society is highly competitive with member of the public emphasizing on success. A feminine society, on the other hand emphasizes on caring for the society and improving the overall quality of life. Germany has a masculine score of

66 and thus is considered a highly masculine society. The German society emphasizes on working and becoming active performer in the society. From a tender age (10 years) children are encouraged to attain exemplar performance and attend the best schools. Exemplar performance at school or the workplace ascertains that individuals attain a desirable social status.

Uncertainty Avoidance

The concept of uncertainty avoidance focuses on how a society handles the fact that the future remains uncertain. The uncertainty of the future leaves societies with the question of where they can attempt to control the future or just allow it to unravel. The uncertainty of the future can result to a sense of threat. German is an uncertainty avoidant country as it has a score of 65. The score illustrates German's preference for uncertainty avoidance. The German public prefers to gather adequate information about any situation or topic prior to making any decision. In a corporate scenario, Germans prefer to seek the counsel of experts if they feel inadequately informed to handle a situation.

Long Term Orientation

The concept of long-term orientation represents the maintenance of links of the past while handling present and future challenges. Societies can adopt the normative approach where they uphold time-honored traditions and norms but are suspicious of any societal changes. Societies that adopt the pragmatic approach embrace change and encourage it as a strategy of driving the society forward. German is a pragmatic nation where the emphasis is on embracing change. Germans are flexible with regard to change and they easily adapt their traditions to suit the changing environment.

Indulgence

The concept of indulgence represents the extent with which individuals strive to manipulate their desires and impulses. An individual's upbringing influences their indulgence. An individual with a weak control engages in indulgence while an individuals with a strong control engages in restraint. Germany has a score of 40 thus an indicator that their culture is generally restrained in nature. Germany has social norms that control their actions and perceptions towards different aspects of life.

2.7 Business in Germany and Potential Conflicts

The main conflict that may arise when doing business in Germany is the tendencies by businesses to adopt blanket motivational strategies that affect all employees uniformly. The Germany workforce prefers the adoption of different types and levels of motivation that ascertain that all employees' needs are met. For instance, some employees are content with job security as a motivation. In contrast other employees may feel that they prefer a management that is firm and straight forward with them. Additionally, another group of employees may prefer a work environment where they are acknowledged for their efforts and receive positive feedback for any undertaking assigned to them.

Another potential area of conflict is leadership and the emphasis on hierarchy. German's corporate world is highly hierarchical. The business world holds a high respect for leadership and the leader carries the highest responsibility. The rest of the employee pool appreciate the position of the leader and uphold the highest standard of loyalty.

3. Canada Cultural Analysis
3.1 Background
Canada whose capital city is Ottawa was carved out from the United Kingdom. The country boasts of a population of approximately 35 million people (2011 Census). Canada was originally inhabited by the Aboriginal people before the British and French colonies took control of the north Atlantic region. Today, Canada is the 11th largest economy in the world. The country has a gross domestic product of over $1.7 trillion. Canada also enjoys an economic freedom of 79 and it is the 6th freest in 2015.Canada remains one of the most suitable countries to conduct business as it offers attractive investment packages. Canada's financial platform us also highly competitive which is supported by practical lending practices (Centre for Intercultural learning, 2015).

3.2 Location
Canada shares its longest border with the United States of America to the south. Canada further stretches from the Atlantic Ocean to the east, the Pacific Ocean to the west and the Arctic Ocean to the North.

3.3 Language
The official languages in Canada are English and French. The presence of numerous ethnic groups means that there are other regional languages such as Chipewyan, Inuktitut and North and South Slavey.

3.4 Social Institutions
The family is the principal agent of socialization in Canada. In fact, it is the most important institution in Canada. The Canadians are however, open to change and they ensure that the family institution adapts to the changes in the society. For instance, the Canadians held the traditional view that the nuclear family provides the ideal platform for many generations. However, the Canadians today have challenged the notion of the nuclear family and thus believe that children can be raised by same-sex families, common law and blended families. From a religious perspective, Canada's religious institution is diverse as it integrates different beliefs and customs. The country does not have an official church and the government commits itself to religious pluralism. Religion is unimportant to most Canadians although they still believe in God. Religion is thus an individual's private endeavor.

3.5 Social Organization
The Canadians are highly social individual thus the ease to conduct business in the country. However, Canadians expect that any expatriate demonstrate a clean understanding of their cultural practices. For instance, Canadians are keen on keeping time and thus insist on punctuality during meetings and appointments. The Canadians also uphold a reserved demeanor that they expect their business partners to also demonstrate. Canadians also emphasize on effective communication. For instance, Canadians emphasize on giving a firm handshake and good eye contact when meeting people or ending a meeting. Additionally, there is emphasis on using a person's title or their surname for respect purposes.

3.6 Hofstede Cultural Analysis
Power Distance
Canada has a score of 39 on the dimension of power distance. The Canadian culture emphasizes on interdependence and its people and also egalitarianism. Egalitarianism is a societal thought that emphasizes on equality for all people. The Canadian culture emphasizes on valuing people at an equal platform. Canada thus lacks class distinctions across its societies. Canada's rule of law is a clear indication of egalitarianism. The rule of law is applied fair and equally across members of the public. Canada has one of the best records of independence and transparency. The judicial system is also known to handle corruption cases in an aggressive manner. In an organizational or corporate environment, the management is available to its employees. Similarly, managers depend on the employees for the effective performance of responsibilities. There is no superiority wall between the superiors and the employees as they work as a team irrespective of their titles and or positions.

Individualism
Canada scores an 80 on individualism reflecting a low level of interdependence among its citizens. The Canadian citizen believes that he only has a responsibility towards himself and his immediate family. In the business context, employees are self-reliant and most grow in their career because of their individual effort. Employees have the personal initiative to excel and grow within their respective careers. The cultural level of individualism affects every aspect of the society as individual's perception manifests itself in other community spheres. From marketing, education and to the determination of election outcomes the culture of individualism is ever present (The Hofstede center, 2015). The Canadian public elects the leaders they have a personal desire to lead and are rarely affected by a party's ideology or principles.

Masculinity/Femininity
Canada records a score of 52 in the masculinity dimension and thus demonstrates a highly competitive society. The value system used in the Canadian society ranks people against each other. The tendency to assess achievement against each other means that the Canadian public has high levels of performance in every aspect of their lives. Individuals strive for personal excellence as opposed to group/societal excellence.

Uncertainty Avoidance
The Canadian culture is uncertainty accepting with its overall score of 48 in the uncertainty avoidance dimension. The Canadian people are receptive of new ideas and innovative products and services. The Canadians are always flexible enough to try new and or different aspects of life. The receptive nature of the Canadians has seen the nation advance in terms of technology, business practices and consumer products. Canadians are also highly tolerant of different ideas and opinions and thus exhibit high levels of freedom of expression. Section II of the Canadian charter of rights and freedoms emphasizes on an individual's freedom of thought, beliefs, opinion and expression. The freedom of expression is highly practiced in Canada to the extent that it is a norm in the society (The Hofstede Center, 2015).

Long Term Orientation
According to Hofstede, Canada has a score of 36 with reference to long term orientation. Canada is a normative society that prefers to uphold its traditions and thus aims to establish the absolute truth in any scenario. A normative society eliminates the diversity of deviant phenomena to a common understanding. Canada's communities function based on specified norms that already exist in the society.

Indulgence
The Canadian culture is highly indulgent as it attains a score of 68 according to the Hofstede model. An indulgent society has a population that is more than willing to realize their desires and impulses. Canadians aim to enjoy their lives

and have fun and in most instances would not mind spending an extra amount of money to attain their intended level of fun. Fun results to the accomplishment of satisfaction. Canadians also have a positive attitude towards every aspect of their lives and thus to retain an optimistic attitude in their lives. Moreover, Canadians may be hard working individuals but they still value their leisure time as evident through the numerous entertainment spots in the country.

3.7 Business in Canada and Potential Conflicts

Canada is among the best countries to conduct business because the country does not require entrepreneurs to have capital. The no-minimum capital requirement in Canada presents diverse opportunities to conduct business in Canada (Mead, & Andrews, 2009).The Canadian government also provides energy and agricultural subsidies to business that have ventured into the specified industry. Canada also maintains a tariff rate of 0.8% that is also attractive to entrepreneurs. Canada also continues to negotiate free trade agreements but the country maintains strict restrictions on the importation of dairy products. Potential conflicts that may arise when doing business in Canada include the lack of direct communication. Canadians are individualists and have low uncertainty avoidance thus their preference for direct communication. It is critical for organizations that establish and effective and direct communication platform. Effective and direct communication ensures that any discussions held between employers/management and the employees are as is discussed.

4. Korea Cultural Analysis

4.1 Background

Korea is an East Asian territory that is divided into North and South Korea. North and South Korea are two different sovereign states. Historically, Korea engaged in centuries of conflict among the three kingdoms of Korea before finally establishing itself as a single entity. Today, North Korea functions as a highly centralize single party republic under the leadership of Kim Jong-un. It is very difficult to do business in North Korea since the Korean government exercise strict control over virtually every aspect of the nation. The North Korean government is also highly skeptical of expatriates and often perceive them with high levels of suspicion. In contrast, South Korea adopts a highly democratic form of governance as the government is divided into the executive, judicial and the legislative organs. South Korea has a population of approximately 50 million South Koreans. They are under the leadership of female president Park Heun-hye.

4.2 Location

South Korea occupies the southern part of the Korean peninsula. The peninsula is surrounded by the Yellow Sea and the Sea of Japan. The southern region is flanked by the Korea Strait and East China Sea.

4.3 Language

The official language is Korean.

4.4 Social Institutions

Korea has a highly stratified social system that is evident through its clear distinction of the rulers from the ruled. The Silla dynasty saw the Korean organized into the hereditary caste system. Later, the Koryo Dynasty introduced the social classes system. The entire population was subordinate to the elite rulers. Later, the Choson dynasty took over the leadership of South Korea and upheld social stratifications. The Choson dynasty further introduced the ideology of family values. The emphasis on the family saw the society keep a meticulous

record of the family lineage. The introduction of the confusion principle became the social governor of social behavior in Korea. Emphasis has been on showing righteousness to the sovereign, filial piety and superior persons.

4.6 Hofstede Cultural Analysis

Power Distance

South Korea is a slightly hierarchal society with a score of 60 according to the Hofstede model. The South Koreans are receptive to the hierarchical orders and understand everybody has their place in society. Therefore, in most instances, the South Koreans hardly question the status quo. The class system was officially abolished in 1894; however, the psychological and behavioral patterns still exists. Individuals with an education perceive themselves to be of a higher status than individual without any form of education. Additional factors such as the family background, education and occupations play a critical role in demonstrating an individual's position in the societal hierarchy.

Individualism

The Confucian ideology plays a critical role in defining South Korea as a collective society. With a score of 18, South Korea is not individualistic as the society emphasizes on establishing long-term commitment and relationships with their groups. Family ties are revered and it is common to find a family that can trace its family tree for centuries. A standard domestic unit in South Korea comprises of at least two-generation household as it is the duty of the children to take care of their elderly parents. The South Korean society also has kin groups that extent beyond the family lineage. The kin groups participate in holidays that commemorate rites of the group (The Hofstede center, 2015).

Masculinity/Femininity

South Korea is a highly feminine society with a score of 39. A feminine society emphasizes on caring for other and enhancing the quality of life. The collective nature of the south Koreans means that they look out for each other. The aspect of care is evident from the family level as children are mandated to take care of their elderly parents. In a corporate environment, the emphasis is on working together rather than individual effort. The management thus emphasizes on consensus in times of making changes and engaging in critical decision-making processes. The management does not consider itself superior but equal to other employees. Organizations work towards providing their employees with incentives such as flexible work schedule so that they can accommodate their personal and work commitments with ease.

Uncertainty Avoidance

With a score of 85, South Korea is one of the most uncertainty avoiding countries. The South Koreans prefer to have a clear understanding of operations and order of activities. The existence of procedures and rules governing activities eliminates the threat of uncertainty and lack of know-how. The existence of rules ensures that everyone is aware of his responsibilities and tasks in the society. In a work environment, performance is attained when employees have a clear understanding of their roles and responsibilities (The Hofstede center, 2015). South Koreans have an inner urge to keep themselves busy and work hard.

Long Term Orientation

South Korea is among the most pragmatic and long-term oriented countries as it has a score of 100. The people of South Korea are guided by virtue and morally appropriate examples.

Unlike most cultures that depend on the guidance of a spiritual being (God), the south Korean do not look upon any God. In the corporate environment, the Koreans emphasize on ensuring the organization attains a steady growth across the years rather than a one-off profit and subsequent losses. The desire for continuous success and growth means that the Korean employee will be dedicated and be a performer throughout the year (The Hofstede center, 2015).The South Korean culture holds the notion that companies should not focus on profit making only. Instead, focus should be on ensuring sustained growth for the current and the future generations.

Indulgence

South Korea practices restraint and they put little emphasis on leisure. The South Korean culture scores a 29 according to the Hofstede model. The spirit of being busy and always working means that the South Koreans have little time for leisure and self-gratification activities. The existence of social norms on social behavior serves as the leading cause of restraint among South Koreans. Other than engaging in leisure activities, the Koreans feel that they could utilize their time, effort and money to a worthy cause in the society. Engaging in indulgence thus leaves individuals with a sense of guilt.

4.7 Business in Korea and Potential Conflicts

Organizations that desire to make an entrance in Korea must be willing to understand the culture and practices of the Koreans. Koreans appreciate foreigners who show effort to learn their customs and languages. In fact, such a display of effort may result to stronger personal and business relationships. Every aspect of the Koreans revolves around the principles of the Confucian traditions. The Confucian traditions emphasize on education, authority and respect and care to the elderly. Times may have changed but the Confucian principles continue to form a critical basis of the standard customs and business practices in Korea.

The potential areas of conflict may be time management. Koreans appreciate individuals who keep time. For instances, a scheduled business meeting must begin at the exact stipulated time; not earlier or later. Koreans love to maintain a full schedule of the day thus a change of the stipulated time can disrupt a person's day. Koreans are also very social and thus it is common to be invited for social events and meetings that do not relate with the business relationship. Another area of conflict may be the show of respect. Foreigners are expected to adhere to the demonstration on respect that the Koreans are accustomed. Junior and young persons are expected to make a 30-45 degrees bow to their seniors as a sign of respect.

5. Morocco Cultural Analysis

5.1 Background

Morocco is a northern Africa country that is characterized by a rugged terrain and a significant portion of the Sahara desert. The country has a population of approximately 33 million citizens and operates using a constitutional monarchy. The country has a gross domestic product estimate of $252 billion and a nominal GDP of 109 according to the 2014 estimates. Morocco has a liberal economy that is influenced by the economics of supply and demand. Morocco's economy has in the last decade recorded significant growth. Culture wise, Morocco is ethnically diverse with a rich culture and civilization (Centre for Intercultural learning, 2015). From the historic days, Morocco has been inhabited by Phoenicians, Jews and Arabs, the moors and sub-Saharan Africans. All the

settlers of Morocco have had an impact on the social structure and culture of Morocco.

5.2 Location

Morocco borders the Atlantic Ocean, Spain, Algeria and Western Sahara

5.3 Language

Morocco's official languages is Arabic and Berber. The Darija is the most distinctive Arabic dialect in Morocco. In 2008, statistics indicated that Morocco has 12 million Berber speakers. The French language is widely spoken in government quarters.

5.4 Social Institutions

There is extensive social stratification in Morocco as evident in the wide gap between the rich and the poor. Moroccans hardly strive to close the gap as they believe in the concept of fatalism. Fatalism is a belief that circumstances that manifest themselves are exactly as they should be in the society. Therefore, a poor person is so because fate allowed him to be poor. The top of the society comprises of the elite families that comprise of the monarch and royal family as well as the wealthy businessmen and merchants of morocco. The middle class comprises of the workers and educated individuals. Morocco also has a special group known as the Sherfa. The Sherfa represents a group of individuals who believe they are the direct descendants of Prophet Muhammad. The Sherfa's do not work and live off the wealth of their descendants. The low class comprises of mainly Berber farmers who reside in the countryside and engage in small-scale farming. A majority of the low-class group have never acquired any form of education.

5.5 Social organization

Religion-wise 99% percent of Moroccans are Sunni Muslims and thus adhere to the Muslim calendar. In a corporate environment, therefore, organization must be respectful of Muslim celebrations such as the Ramadan. Friday is also a day of prayer and worship for the Muslims and thus employers must give their employees time off work for purposes of worship. On matters of health, Morocco continues to struggle in the urban and rural areas. The country suffers from a shortage of health centers and hospitals. Additionally, the existing health facilities are short staffed. The Moroccans thus appreciate investors who eye the health sector as it would boost the overall health of its citizens. The nation also holds in high regard individuals who have advanced education and welcome them to work in Morocco.

5.6 Hofstede Cultural Analysis

Power Distance

Morocco is a hierarchical nations with a power distance score of 70 according to the Hofstede model. The country is under the leadership of King Mohammed VI. King Mohammed implements an authoritarian form of leadership and his rule is almost without question. The existence of a hierarchical system also means that every citizen in Morocco understand their positions. The King does not have to justify his position and authority to anyone. The hierarchical nature of leadership represents inherent inequalities in which individuals in power dominate the powerless. In a corporate scenario, a hierarchical organization has a leadership that controls and manipulates the employees.

Individualism

Morocco is largely a collectivist society and scores a 46 according to the Hofstede's model. Moroccans value family and are considerate of the needs of the society/group. The

Moroccans value loyalty and it is the most important value in the society. It is with loyalty that trust is built among family members, friends and colleagues. The Moroccan society encourages strong relationships where everyone takes responsibility for each other. Individual offenses thus result in shame and loss of face; an aspect that can trickle down to the person's family. In the corporate world, the Moroccans emphasize on morals in the formation of employer/employee relationships. An organization thus acquires a family-like relationship as they work together to achieve the overall goal of the organization.

Masculinity/Femininity

Morocco scores a 53 according to the Hofstede model; an average score that demonstrates that the Moroccans are masculine and also feminine. A masculine society thrives on competition and success. Various sectors in Morocco are thriving due to the adoption of competing and highly successful business strategies. For instance, tourism is one of the drivers of the Moroccan economy as it attracts over 15 million tourists every year. In 2010, the government successfully established vision 2020 with the intention of turning Morocco into a leading tourist destination. Morocco's agricultural sector is also thriving.

Morocco is also partly feminine with its emphasis on family values, establishment or relationships and caring for each other.

Uncertainty Avoidance

According to the Hofstede model, Morocco has a score of 68 thus demonstrating a preference for avoiding uncertainty. Morocco has a rigid set of beliefs that its citizens are expected to adhere to. The Moroccan culture is thus intolerant of behavior that appears to violate the standard code of conduct. Morocco operates through rules irrespective of how well they sit with the public or how impractical they are to the society. Moreover, Morocco is predominantly Muslim and the King is believed to be a descendant of Prophet Mohammed. Therefore, there is a preference to adhere to the Sharia law.

Long Term Orientation

Morocco is a normative culture as it prefers to uphold its old-age traditions and norms. The Hofstede's model reveals Morocco to have a very low score of 14.The Moroccan society is very suspicious of change as it prefers to adhere to its norms and practices. Practically, every sphere of the Moroccan society is tied to old age practices. Moroccans have their unique style and architecture. To date, the Moroccan literature is still written in Arabic, Berber and French. Expatriates thus have no choice but to learn Arabic so as to function in the Moroccan society. Other spheres such as music, cinema and food maintains its original Moroccan touch and is uninfluenced by the external societies.

Indulgence

Moroccan's have a high level of control as their indulgence score stands at 25. The Moroccan society is highly restrained and has very little emphasis on leisure and self-gratification. The Moroccan society is controlled by social laws and norms that dictate what the society perceives as appropriate and what is inappropriate. Most Moroccans thus believe that indulgence is wrong.

5.7 Business in Morocco and Potential Conflicts

The Moroccan economy provides investors with the most attractive options for investment. The nations is a symbol of stability in the face of conflict and crisis in North Africa and the Middle East. However, corruption remains a challenge that the Moroccan government is working towards eliminating. In 2010, the government established an anti-corruption agency that enabled small and medium sized businesses to report corruption. Overall, Morocco is an ideal hub of doing business due to the existence of a diverse infrastructure. Morocco has extensive roads, banking services, telecommunication and mining.

Morocco has also managed to establish several trade agreements with different countries. For instance, in 2006 the US established a free trade agreement with Morocco. The agreements enabled American exporters to access the Moroccan market through the elimination of 95% of the tariffs.

Time keeping is an area where an investor may conflict with the Moroccans. Moroccans are often late for meetings. It is essential therefore to provide a time allowance in case a meeting is called. Moroccans have a tendency to be 15-30 minutes late and this allowance should be provided when calling a meeting. Moroccans also take their time when undertaking any type of work. For instance, a task that may take two hours to complete can take the whole day. It is critical, therefore, for supervisors to set deadline for task and ensure that the employees meet them.

6.Country Comparison Using Hofstede's Cultural Analysis

Geert Hofstede provides an analysis of how culture influences a work environment. Hofstede focuses on six main dimensions. The dimension of power distance represents the extent with which powerful members of the society appreciate that power is unequally distributed. Individualism dimension refers to the level of interdependence that a society upholds. Masculinity/ Femininity emphasizes on competition and success versus care and quality of life. Uncertainty avoidance dimension focuses on how the society handles the uncertainty of the future. Long-term orientation dimension refers to how a society perceives the past while handling the presents and the future (Hofstede, 2011). Lastly, indulgence dimension represents how individuals of a society manipulate their desires and impulses. Table 1 and Figure 1 present a comparison of Germany, Korea, morocco and Canada against the Hofstede model. With regard to power distance, Morocco is the most hierarchical while Germany is the most decentralized.
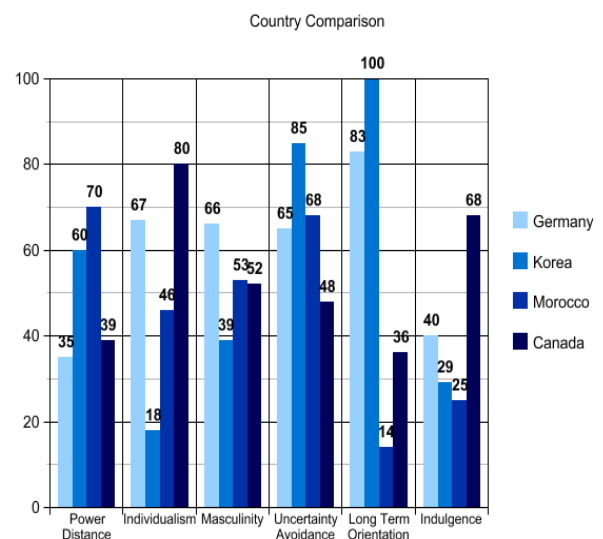

Figure 1. Country Comparison.

Table 1. Hofstede Cultural Dimensions.

Dimension	Germany	Canada	Korea	Morocco
Power Distance	35 Low power distance; Decentralized; strong middle class	39 Emphasis is made on interdependence and egalitarianism Valuing people at an equal platform	60 Slightly hierarchal society	70 Hierarchical nation
Individualism	67 Highly individualistic society	80 Low level of interdependence	18 Collective society	46 Largely a collectivist society; Emphasis is made on valuing family; people are considerate of the needs of the society/group
Masculinity/Femininity	66 Highly masculine society; Emphasis is made on working and becoming active performer in the society	52 Highly competitive society	39 Highly feminine society; Emphasis is made on caring for others and enhancing the quality of life.	53 Average score including both masculine and feminine characteristics
Uncertainty Avoidance	65 An uncertainty avoidant country	48 Uncertainty accepting culture	85 Among the most uncertainty avoiding countries	68 Preference for avoiding uncertainty
Long Term Orientation	83 Pragmatic nation; Emphasis is made on embracing change	36 Normative society that prefers to uphold its traditions	100 Among the most pragmatic and long-term oriented countries	14 Normative culture preferring to uphold old-age traditions and norms
Indulgence	40 Culture is generally restrained in nature	68 Highly indulgent Society; People willing to realize their desires and impulses.	29 Practice of restraint putting little emphasis on leisure	25 Society is highly restrained with very little emphasis on leisure and self-gratification

With regard to individualism, Canada has the lowest level of interdependence and emphasis is the on the self. On the other hand, Korea has the highest level of interdependence as evident through its collective society. With regard to Masculinity/Femininity, German is the most competitive of the four nations and is followed closely by Morocco and Canada. Korea, on the other hand, emphasizes on care for each other and enhancing the quality of life rather than competition. With regard to uncertainty avoidance, Korea leads as a nation that dislikes uncertainty and thus prefers having rules, regulations, roles and responsibilities that are clearly outlined for every member of the society. Canadians on the other hand, are open to uncertainty and the changes it can result to a country (Hofstede, 2011). The people are thus flexible and open to change and new ideas. With regard to long-term orientation, South Korea is the most pragmatic and long-term country as its citizens are guided mainly by virtue and morals. In contrast, Morocco has a normative culture and thus emphasizes on adherence to traditions, customs and norms. With regard to indulgence, Canada is the most indulgent of the four countries as its people are willing to realize their desires and impulses. On the other hand, Morocco is the least indulgent as the public restrains itself from leisure and self-gratification.

6. Conclusion

Germany, Canada, South Korea and Morocco have different cultures that influence daily living and the operation of the businesses in the respective regions. The difference in beliefs, norms and practices is evident that foreigners must familiarize themselves with the cultures before establishing their businesses. Some regions are friendly and encourage the presence of expatriates. For instance, the existence of trade agreements between morocco and America motivates local businesses to expand to the country. Entrepreneurs should ascertain that their business values match with the overall cultural values of their country of interest so as to guarantee growth and continuity of business. Entrepreneurs should also aim to adopt positive cultural practices so as to attract the local community into doing business.

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