

## Cultural Diversity in Pakistan: National vs Provincial

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**Abstract** The purpose of the research was to investigate the cultural dimensions of the four provinces of Pakistan i.e. Khyber Pakhtunkhwa, Punjab, Sindh, Balochistan of Pakistan and their comparison with national culture. The research capitalizes upon the methodology devised by Hofstede et. al (2008) in order to investigate the cultural dimensions. A total 557 questionnaires were used in order to reach the final analysis by using descriptive statistics and test of significance. Research findings show an existence of a cultural diversity among different provinces of Pakistan, where Khyber Pakhtunkhwa (KPK) possessing the most distinctive culture. Beside provincial disparity with national culture on one to one basis, it does not affect the results on aggregate basis. Hence the national culture remains a true representation of the country. The nature of subcultures within provinces and the level of their impact was the major limitation of the research. The research would benefit businesses in Pakistan at large both local and Multi-national organizations. VSM-08 is the latest version of all the methodologies devised by Hofstede. No study has yet been conducted in Pakistan to identify cultural dimensions on province level using the parameters defined in this model. Future research on different management and marketing aspects in Pakistani culture can be conducted in the light of this research.

**Keywords:** Cultural dimensions, Provincial culture, National Culture, Hofstede.

### 1. Introduction

Pakistan came into existence on August, 14, 1947 from British Rule. Its population in 2009 is about 174.58 million with an area of 340, 499 sq mi (Britannica.com, 2010). Islam is the major religion of the people of Pakistan. It is a Muslim dominated country with 95 percent Muslim and only 5 percent others. However, being a pathway to many military conquests in the history, it has given birth to several ethnic groups. The interaction between invaders and the locals had given birth to a common language called Urdu; however the locals kept their particular ethnic and cultural values alive. The distribution of ethnic groups in numerical size and on language basis include: Punjabis, Pashtuns, Sindhis, Seraikis, Muhajirs, Balochis, Hindkowan, Chitralis and other smaller groups.

**Table 1.** Ethnic group composition in Pakistan

| Ethnic Group             | Percentage of the total population |
|--------------------------|------------------------------------|
| Punjabis                 | 44.15%                             |
| Pushtoons                | 15.42%                             |
| Sindhis                  | 14.1%                              |
| Seraikis                 | 10.53%                             |
| Muhajirs – Urdu Speaking | 7.57%                              |
| Balochis                 | 3.57%                              |
| Others                   | 4.66%                              |

Source: Heritage Online (2010)

Khyber Pakhtunkhwa (KPK) is the northernmost province of Pakistan. Major languages in the province are Pashto & Hindko. Peshawar is the Provincial capital. Punjab is situated on eastern side of Pakistan. Major languages of the province are Punjabi & Seraki. Sindh is on the south of Pakistan and by the Arabian Sea. Sindhi language is the major language of the province. On westernmost site of Pakistan is situated the province of Balouchistan. Pashtun (Pathan) and Baloch make the two distinct and major ethnic groups of the province, while Sindh origin being on the third.

Despite the fact that Urdu is the national language of the country; still there does not exist a single language that is spoken throughout the country. According to Britannica.com (2010), all the principal languages possess a strong regional focus, beside the fact that some of the languages may exist in other regions as well. However, each of the four provinces is named after their main dominating sub-culture such as Sindhi in Sindh, Balochi in Balochistan, Pushtun in Khyber Pakhtoon Khawa and Punjabi in Punjab.

The purpose of this study is to investigate the cultural differences between the provinces of Pakistan using Hofstede Framework for Cultural Differences as a tool. The study was conducted on the university students of all the four provinces. The limitation in Hofstede's work is beyond the scope of this study.

### *1.1 Statement of the Problem*

Pakistan is a multi-cultural country that comprises of different sub-cultures. Employees encounter these differences several times a day while dealing with colleagues, customers, suppliers etc. The dealing solely relies on the cultural orientation of that employee. There is a need to devise a proper training procedure that equips employees with cross cultural understanding and ways to effectively manage these relationships. Hence unfolding the cultural differences within the country would be the first step to start the journey.

### *1.2 Objectives of the Study:*

The overall objective of the research is to investigate the cultural dimensions of Pakistan. More specifically:

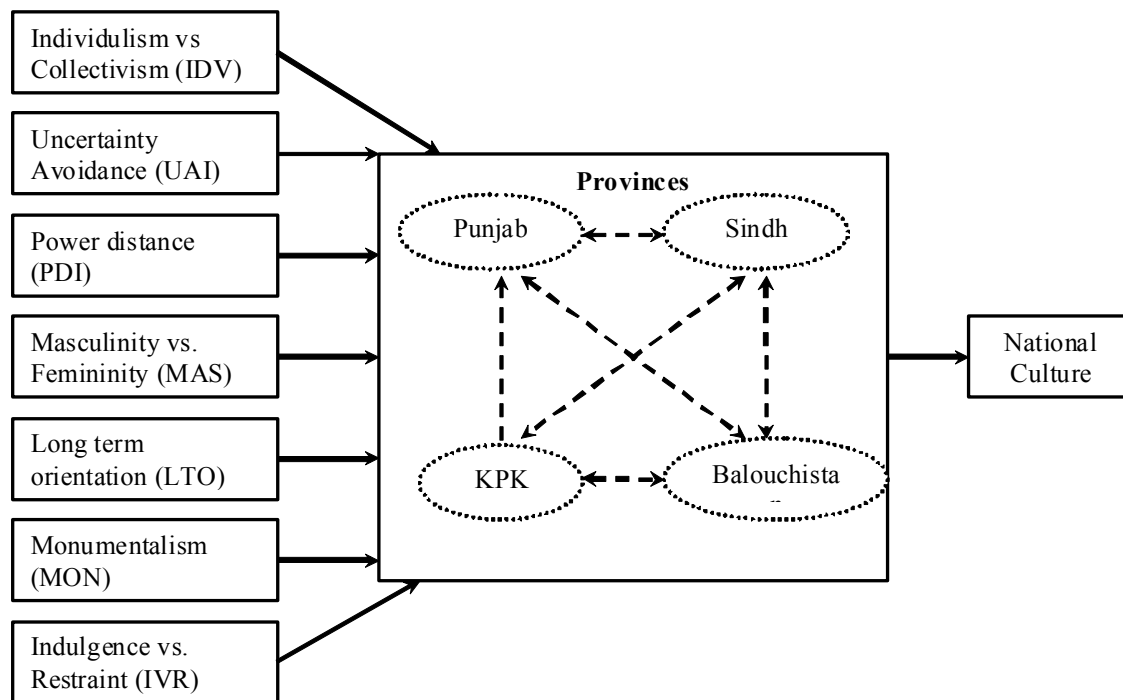
1. To assess the nature of National and Provincial culture.
2. To assess the cultural diversity among provinces.
3. To assess the relationship between National and Provincial culture.

### *1.3 Hypotheses:*

In the light of the above mentioned objectives, following hypotheses have been defined for empirical testing:

1. There exists a cultural diversity among different provinces of Pakistan.
2. There exists a difference between National culture and Provincial culture.
3. There exists a disparity between National culture and an average of total Provincial culture.
4. There exists parity between different provinces on the basis of certain cultural variables.

Figure1. Conceptual Framework



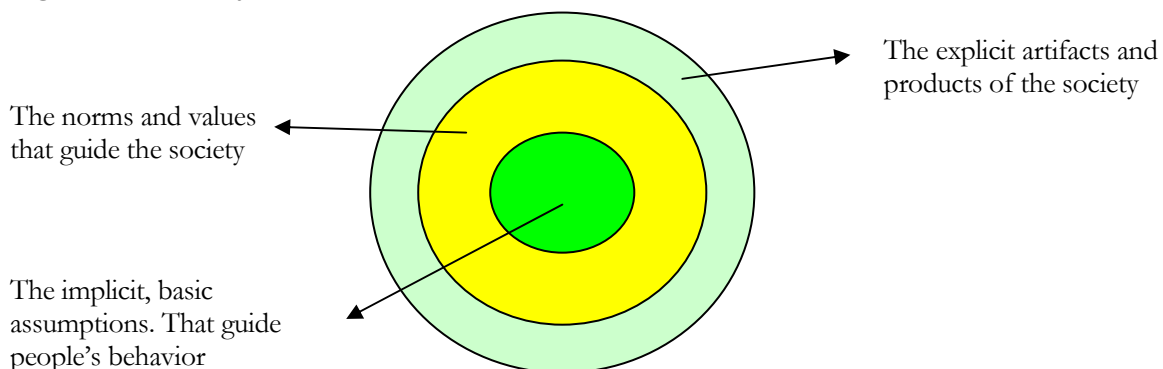
2. Literature Review

Culture as per Oxford dictionary is an “Intellectual and artistic achievements or expression or refined appreciation of the arts etc., or customs, achievements etc. of a particular civilization or group”.

Hodgetts et. al. (2006) defined culture as an acquired knowledge that people use to interpret experiences and generate social behavior. This acquired knowledge further form values, creates attitude and influence behavior. Tayeb (2001) defines culture as an outcome of a relationship between two or three people over a length of time, which may be their own unique culture.

Cultural differences may be examined in several ways to understand their impact on international businesses. The best way probably would be to investigate its impacts on how people think and behave (Hodgetts, 2006). Another way to depict culture is through concentric circles that are demonstrated in figure-2.

Figure 2 - A model of Culture



Source: Hodgetts et al (2006, p97)

The importance of understanding the cultures for organization increases many folds when it has a highly diversified workforce. In order to develop cross cultural awareness, an organization can mainly use four elements, raising the awareness of cultural differences, focusing on ways attitudes are shaped, providing factual information about each culture and building skills in the areas of language, nonverbal communication, cultural stress management, and adjustment adaptation skills” (Challahan, 1989:632). Hofstede (1980) identified cultural variable that may be used to measure different cultures and are widely recognized as study of cultures (Dickson et al., 2003). Other popular studies on cultures that are similar to Hofstede’s work are Trompenaars’s cultural dimension and GLOBE project (Hodgetts, 2006).

Beside a lot of appreciation and acknowledgement on the work done by Hofstede, still there are many social scientists who criticize his work. Hofstede’s initial work on IBM employees working in 70 countries around the world was also criticized for focusing on only one company (Hodgetts, 2006:101). Hofstede acknowledged their view point and addressed this issue by stressing upon the fact that beside their similar nature of work, educational attainments etc. the only thing different would be their national differences which was the core of the study.

Clark (2003) argued upon the existence of several distinct cultures within a national culture buttressing with different social scientists view point for Hofstede’s using the Nation as a Culture. Study conducted by Blodgett et al (2008) has also found some inconsistency in Hofstede’s work regarding the reliability of different variables used in the study.

In a recent study conducted by Terracciano et al (2005) on 49 different countries of the world in order to understand the relationship between National Character and the mean personality trait. The study involved 65 researchers around the world and concluded that National Character of the countries does not indicate mean personality trait levels.

### 3. Methodology

The target respondents were university students from 20 universities of Pakistan taking 5 universities per province selected on systematic random approach, where as students were selected through simple random sampling. Choosing university students as target respondents on one hand allows rigorous test of the applicability of the scale (Durvasula et al, 1993) while on other hand serves as a platform to minimize random error as the sample of university students is more homogenous than general public (Calder et al , 1981). A total of 600 questionnaires were circulated amongst 20 universities of all the four provinces. Out of which 557 were collected, 23 were not properly completed and hence were removed out. Questionnaires received from Khyber Pakhtoon Khawa (KPK) were 129, Punjab 135, Sindh 123 and Balochistan 147. The male / female of the respondents of the questionnaire for Khyber Pakhtoon Khawa (KPK) were 80/49, Punjab was 85/50, Sindh 70/53 and Balochistan was 67/80. The gender wise respondents’ composition was Male 53% and female 47%.

Capitalizing upon Hofstede et al (2008) latest work on cultural dimensions, in this research we have used Value Survey model-08 called VSM-08. The model is based on investigating seven (7) cultural dimensions through 34 different questions. Each cultural dimension is measure through 4 different questions while the remaining 6 questions enquire general demographics of the respondents ie. age, gender, educational achievements, nature of the job, province of birth, and current province of residence. VSM 08 model beside amendments in questions used in priors models (VSM 94 & VSM 82) also incorporates two new variables proposed by Michael Minkov (2007) in his work “*What Makes Us Different and Similar*”. A comprehensive detail of each variable is given below: Different cultural dimensions that have been used in this study are i) Power distance ii) Individualism (IDV) iii) Masculinity Index (MAS) iv) Uncertainty Avoidance Index (UAI), v) Long Term Orientation Index (LTO) vi) Indulgence versus Restraint Index (IVR) & vii) Monumentalism Index (MON).

*Power Distance Index (PDI)* is the expectation and acceptance of unequal distribution of power by less powerful or less influential members of an organization and institution within a society. *Individualism Index (IDV)* refers to a type of society that allows a loose interaction between individuals. In such a society people normally look after for themselves and their immediate family members. Individualism is an opposite of Collectivism. Whereas a collectivist society strongly integrated in groups and protect them with unquestionable loyalty. *Masculinity Index (MAS)* represents a society in which there exists a clear difference in social genders. Males are assumed to be tough, assertive, and inclined towards material success, while females being tender, modest and inclined towards quality of life. Opposite to Masculinity is Femininity, in which there exist an overlap between social gender roles.

*Uncertainty Avoidance Index (UAI)* represents to a society in which the members of the organization or institutions feel threatened by unknown, ambiguous, uncertain or unstructured situations. *Long Term Orientation Index (LTO)* refers to a society that is oriented towards future rewards, in particular adaptation, theft and perseverance. The opposite of this is called Short Term Orientation. *Indulgence versus Restraint Index (IVR)* represents a society that all free gratification of feelings and desires particularly that has to do with leisure, spending, consuming, marry making and sex. However, Restraint represents opposite to this. Monumentalism Index (MON) represents a society that rewards figurative speaking, likes monuments being proud and unchangeable. The opposite to this is called Self-Effacement.

Cronbach Alfa has been used to measure the reliability of the survey results. It was carried out in two steps. In first step the reliability of the whole survey instruments (total sample) was measure which came  $\alpha = 0.78$ , well above the acceptable range of 0.700.

**Table 2.** Reliability test on survey outcome

|              | Cronbach's Alpha | N of Items |
|--------------|------------------|------------|
| Total Sample | 0.781            | 28         |
| PDI          | 0.754            | 4          |
| IDV          | 0.872            | 4          |
| UAI          | 0.720            | 4          |
| MAS          | 0.779            | 4          |
| LTO          | 0.752            | 4          |
| MON          | 0.788            | 4          |
| IVR          | 0.723            | 4          |

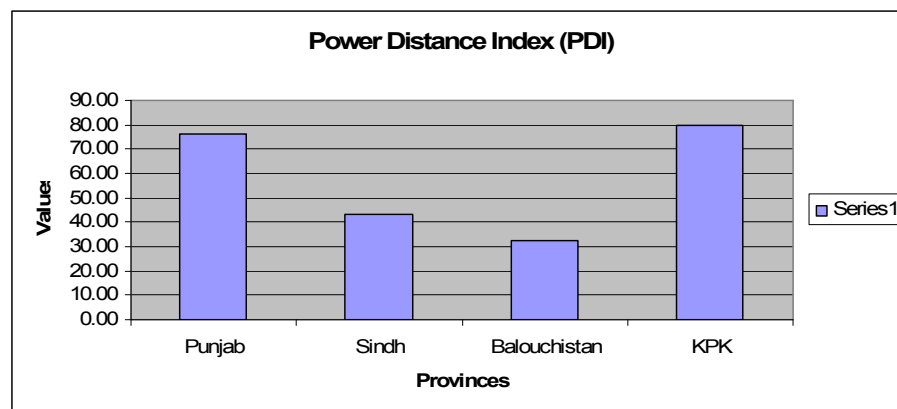
In second step Cronbach Alfa was measured on all the seven summated scaled instrument developed through 4 different questions in order to measure their internal consistency or average correlation. The resultant values are all above 0.700, which is again above the acceptable range.

## 4. Research Findings

### 4.1. Power Distance Index (PDI)

Research findings on Power distance index (PDI) illustrates that Khyber Pakhtoon Khawa (KPK) province is the highly power distanced province with 79.62, followed by Punjab province by 76.13, Sindh by 43.08 and Balochistan by 32.50. The result findings suggest that the tendency of expecting or accepting unequal distribution of power by less powerful members is high KPK and Punjab provinces is higher than Sindh and Balochistan provinces.

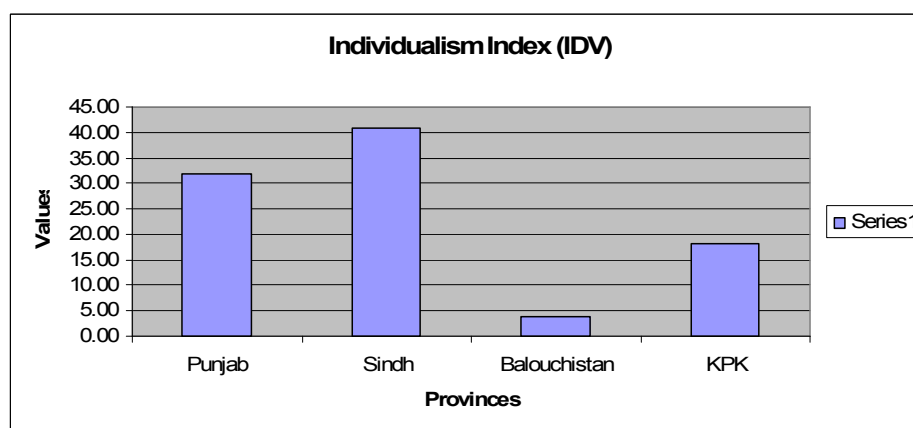
Figure 3. Power distance Index for provinces of Pakistan



#### 4.2 Individualism Index (IDV)

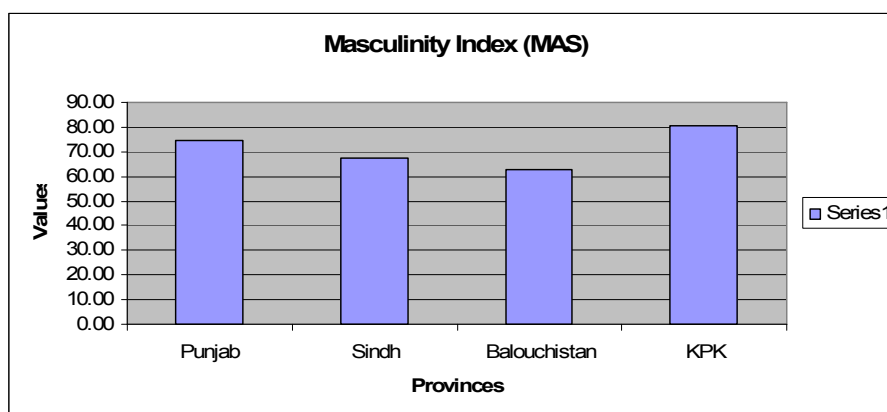
The data obtained on comparison of Individualism vs Collectivism, indicate that all the four provinces of Pakistan possess a strong index on Collectivism over Individualism. Their respective scores on individualism are Punjab=31.94, Sindh=40.77, Balochistan=3.75, and KPK=18.08. The findings indicate that Collectivism is a national culture and the people living in the country possess a strong urge towards in group cohesiveness and expect loyalty.

Figure 4. Individualism Index for provinces of Pakistan (IDV)



#### 4.3 Masculinity Index (MAS)

Uniformity between provincial and national culture is observed while studying the data on Masculinity vs Femininity. The data indicates a strong cultural behavior towards strong masculinity for KPK and Punjab province with 80.38 and 74.84 respectively while Sindh and Balochistan provinces show a relatively low masculinity tendency by 67.69 and 62.50. In the other words, KPK and Punjab provinces are weak in femininity, as compared to Sindh and Balochistan.

**Figure 5.** *Masculinity Index for provinces of Pakistan (MAS)*

#### 4.4 Uncertainty Avoidance Index (UAI)

The data on Uncertainty Avoidance Index (UAI) suggests that the society by and large don't feel threatened by uncertainty, unknown, ambiguous or unstructured situation. The findings of such data amidst terrorist attacks being going on around the country, high level of political instability, ever increasing inflation etc is very interesting. This phenomenon can be understood by two variable that affect severely "Locus of Control" and "Faith in Religion".

##### 4.4.1 Locus of Control

Trompenaars, in his on cultures have given an importance to the Environment. He believes a specific attention should be given to the aspect that how much people assume having control of the outcomes. People who believe that they control their outcome are called "Inner-directed" while the one who consider that let the things happen and they possess no control over them are called "Outer-directed". Outward directed people, who consider that the locus of control lies outside in the environment, don't take the responsibility of the affairs and believe that what so ever happened was beyond their control. (Hodgetts et al, 2006)

**Table 3:** *Inner-directed countries*

|               |     |
|---------------|-----|
| United States | 89% |
| Switzerland   | 85% |
| Singapore     | 58% |
| Japan         | 56% |
| China         | 35% |

**Source:** Hodgetts, R.M et al (2006) pp. 115

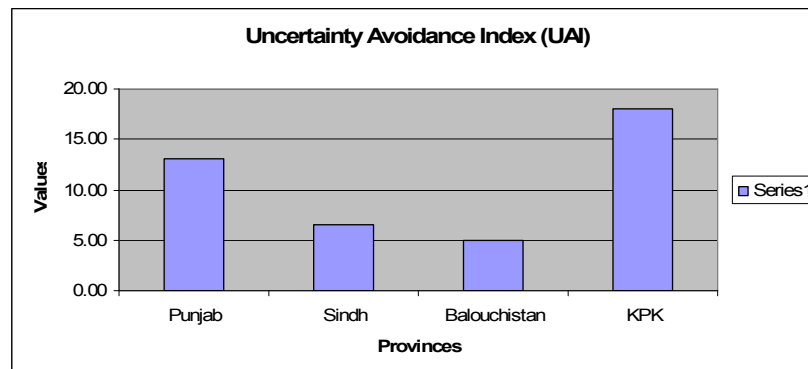
From above table all the three Asian Countries (Singapore, Japan & China) are outer-directed nations. Pakistan being a neighboring country to China also carries the same attribute on Locus of Control.

##### 4.4.2 Faith in Religion

A clear majority of people living in Pakistan (95%) are Muslims and they have a firm believe in God Almighty. They firmly believe in every thing happening around them by the will of Al-might God and they possess no power and control over them. Therefore the people living in different

provinces of Pakistan don't feel threatened by uncertainty, unknown, ambiguous or unstructured situation.

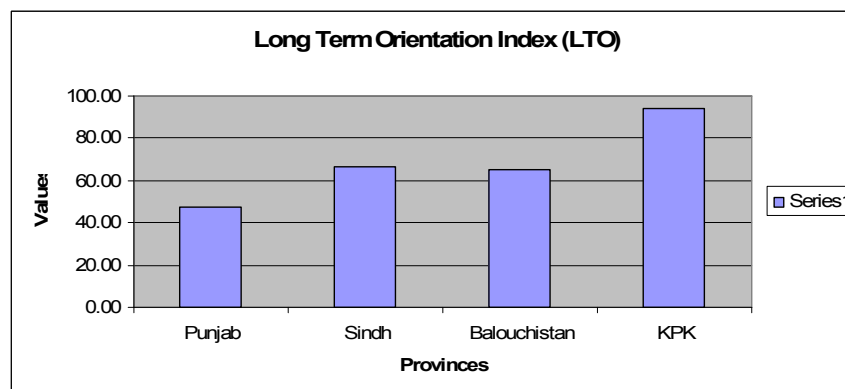
**Figure 6.** *Uncertainty Avoidance Index for provinces of Pakistan (UAI)*



#### 4.5 Long Term Orientation Index (LTO)

KPK province is having the highest index on Long term orientation (LTO) while province Punjab being the lowest on the scale. Sindh and Balochistan are relatively on medium on LTO. The findings indicate that the people living in province KPK have nurtured strong desires towards future rewards etc. as compared to Sindh, Balochistan and Punjab. There is a common perception among the people of Pakistan that Punjabis are lively people who enjoy their life at best they spend their time in leisure, merrymaking with friends, spending and consuming. By this we may deduce that by and large Punjabis want to live in present instead of thinking about the future.

**Figure 7.** *Long term orientation Index for provinces of Pakistan (LTO)*



#### 4.6 Indulgence versus Restraint Index (IVR)

Punjabi, KPK, and Sindhis have show healthy sings on Indulgence and the data suggests that people belonging to these societies would show free gratification of their desires and feelings, during leisure time pass, consumption, spending and merrymaking with friends. Balochistan people show a weak index value on IVR indicating that there exists a strong Restraint Culture. However, we have to take into account that the meaning of Indulgence and Restraint would be slightly different than what it may apply in West. Pakistan is basically wrapped into three strong layers that control the emotions of the individuals regarding IVR. i) Country's religion ii) Cultural bindings iii) Class consciousness.



#### 4.6.1 Country's Religion

Islam being the major religion of the country plays a vital role in deciding about the activities regarding IVR. Like the consumption of Alcohol is strongly forbidden and is called "*Umm-ul-Khabais*" meaning "*Mother of all evils*". An open display of love between husband & wife is strongly forbidden. A relationship between male and female with proper marriage is strongly condemned. Islam not only discourages over spending but also under-spending. Islam encourages leisure time pass to be spent in praise of Al-mighty Allah and for the welfare of the society. Country's rules and regulations are also devised in such a way that they buttress Islamic rules and any contradiction found is eradicated or amended.

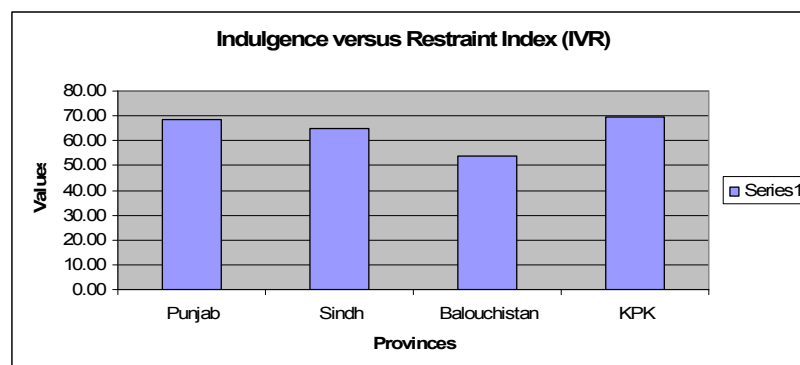
#### 4.6.2 Cultural Bindings

People in Pakistan by and large are closely tied in cultural boundaries. They prefer to opt for IVR that is culturally acceptable. Fried theory of ID, Ego and Super Ego is quite relevant in this case. Wearing typical dresses, offering particular food & drinks on weddings and funerals is a good example of cultural influence on IVR.

#### 4.6.3 Class Consciousness

There exists a strong class consciousness among the people of Pakistan which directly affect on IVR. People preferences on the choice of locality for building their houses, type of the cars they require to maintain, cloths they should wear etc. are some of the influences made by class consciousness.

**Figure 8.** *Indulgence versus Restraint Index (IDV) for provinces of Pakistan*



#### 4.7 Monumentalism Index (MON)

The data on MON indicate that people of Pakistan by and large are Monumentalism in nature. They not only like and praise their heroes and their ideologies but also at times don't hesitate to sacrifice their lives for them. Some of them are common while others may be termed as local heroes. Most of the common heroes are either from religious inspirations or from the struggle of country's Independence. However we can divide the over all heroes into four broad categories *i) Religious Heroes (RH) ii) Fighter Heroes (FH) iii) Political Heroes (PH) iv) Trend Heroes (TH)*.

##### 4.7.1 Religious Heroes

In Religious Heroes (RH), Prophet Muhammad (Peace be upon Him) is unquestioned Hero for all the Muslims around the world. Muslim strongly wishes to follow his teaching and His way of life. Beside Him, Muslim ranks his companions, followers and many spiritual leaders down the line as a role model to live a life.

#### 4.7.2 Fighter Heroes (FH)

Fighter Heroes (FH) can further sub-divided into two broader categories a) *Intellectual Front Fighter Heroes (IFFH)* b) *War Zone Fighter Heroes (WZFH)*. Quaid-e-Azam Muhammad Ali Jinnah, Dr. Allama Iqbal, Muhallana Muhammad Ali Johar, Sir Syed Ahmad Khan and many others are the IFFH who pursued the case for an Independent State for Muslims and ultimately won it successfully in the shape of Pakistan. Maj. Azeez Bhatti Shaheed, Rashid Minhas and many others who fought bravely in different wars mostly defending homeland are considered as WZFH.

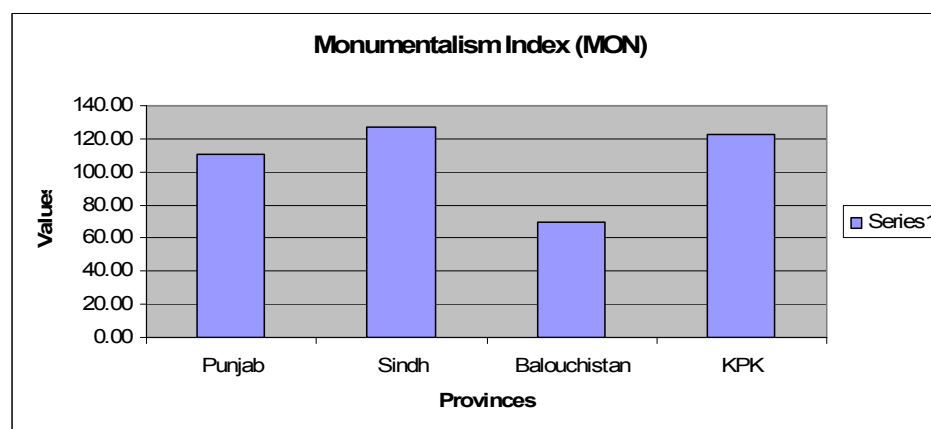
#### 4.7.3 Political Heroes (PH)

Political Heroes (PH), the people of Pakistan mostly have a strong & unquestioned loyalty towards their political leaders regardless of their deeds. Political parties earn the vote of sympathy, religion, contribution in country's independence, voice of youth or being ethnic minority. A good majority of the followers never question the policies and the actions of their leaders rather they consider it a part of their duty to defend their actions at every cost.

#### 4.7.4 Trend Heroes (TH)

Trend Heroes (TH) are the ones that affect the life style mostly followed by the youth. Even though the affiliation with them is not as strong one as in the case of other heroes, however they do inspire the way of life. These heroes are from music, movies, dramas etc appearing in Hollywood, Bollywood, Lollywood, local television channels etc.

**Figure 9.** Monumentalism Index (MON) for the provinces of Pakistan



### 5. Comparison of Provincial and National Culture

An attempt has been made to measure the differences of different provinces with the national culture. National culture has been measured on the overall sample prior to segregating on Provincial basis. Table-I below enlists all the findings on Provincial Culture and on National culture. Punjab and KPK provinces show a close similarity with National culture on Power Distance Index (PDI), hence indicating an existence of Power distance culture, whereas province Sindh and Balochistan show lower on the scale. The research findings on Individualism Index (IDV) show a remarkable similarity between provincial and National Culture. Both findings indicate and existence of strong collectivism as they rank low on Individualism scale.

National culture also remains true representation of Provincial culture in case of Masculinity Index (MAS) as they indicate an existence of strong Masculinity. Another close resemblance is witnessed we when compare Uncertainty Avoidance Index (UAI) as both the provinces and National culture indicate a society that does not feel any threats and uncertainty

regarding futures. Another parity is found between national culture and provincial culture on Long Term Orientation Index (LTO) as both results indicate a society that is Long term oriented, Punjab being the least while KPK Province being highest on the scale. Indulgence vs Restraint Index (IVR) shows a remarkable resemblance as they are close to the average of 65.3, which shows an existence of a society that show free gratification of their desires and feelings, during leisure time pass, consumption, spending and merrymaking with friends while staying in their religious, cultural, and class boundaries. Both Provincial and National Cultures indicate an existence of strong Monumentalism Index (MON) within the country.

**Table 4.** *Provincial and National Culture Data*

|     | Punjab | Sindh  | Balochistan | Khyber Pakhtonkhawa (KPK) | National Culture |
|-----|--------|--------|-------------|---------------------------|------------------|
| PDI | 76.13  | 43.08  | 32.50       | 79.62                     | 69.74            |
| IDV | 31.94  | 40.77  | 03.75       | 18.08                     | 30.09            |
| MAS | 74.84  | 67.69  | 62.50       | 80.38                     | 74.74            |
| UAI | 13.06  | 06.54  | 05.00       | 18.08                     | 11.38            |
| LTO | 47.19  | 66.54  | 65.00       | 94.23                     | 68.92            |
| IVR | 68.39  | 64.62  | 53.75       | 69.62                     | 69.83            |
| MON | 110.65 | 127.31 | 70.00       | 122.69                    | 120.26           |

On taking an average of all the provincial findings and comparing the results with National culture gives us a better view of the identicalness of both cultures.

**Table 5.** *Provincial average and National Culture results*

|     | Provincial Average | National Culture |
|-----|--------------------|------------------|
| PDI | 57.83              | 69.74            |
| IDV | 23.63              | 30.09            |
| MAS | 71.35              | 74.74            |
| UAI | 10.67              | 11.38            |
| LTO | 68.24              | 68.92            |
| IVR | 64.09              | 69.83            |
| MON | 107.66             | 120.26           |

As shown in the table-6, Chi Square values are larger than the alpha value which indicates that it is not statistically significant. This means that the proportion of Punjab, Sindh, Balochistan, and Khyber Pakhtunkhwa (KPK) cultures are not significantly different from the proportion of the national culture.

**Table 6.** *Chi Square values*

|             | National | Punjab | Sindh | Balochistan | KPK   |
|-------------|----------|--------|-------|-------------|-------|
| National    | n/a      | 0.227  | 0.227 | 0.227       | 0.243 |
| Punjab      | 0.227    | n/a    | 0.227 | 0.227       | 0.243 |
| Sindh       | 0.227    | 0.227  | n/a   | 0.227       | 0.243 |
| Balochistan | 0.227    | 0.227  | 0.227 | n/a         | 0.243 |
| KPK         | 0.243    | 0.243  | 0.243 | 0.243       | n/a   |

## 6. Comparison of Results on National Culture:

A comparison of Hofstede et al (2010) findings on Pakistan has been made with our findings. In order to find out the National culture values we measured the responses of all 557 respondents on VSM 08 methodology regardless. The data such obtained is presented in the table below against Hofstede's findings.

**Table 7.** *Hofstede and our findings on National Culture*

|     | Hofstede findings * | Our Findings |
|-----|---------------------|--------------|
| PDI | 55.00               | 69.74        |
| IDV | 14.00               | 30.09        |
| MAS | 50.00               | 74.74        |
| UAI | 70.00               | 11.38        |
| LTO | 00.00               | 68.92        |
| IVR | n/a                 | 69.83        |
| MON | n/a                 | 120.26       |

**Source:** \*Hofstede (2010, p1) and our findings.

The findings on Power Distance (PDI), Individualism (IDV) and Masculinity (MAS) represent the same phenomena, as both indicate a society that accepts power distance, is collectivist, and the roles are defined on gender basis. However our research findings are on the higher side. We have observed a disparity on our findings with Hofstede's while comparing the results on Uncertainty Avoidance Index (UAI). Hofstede's findings indicate an existence of a society that strongly avoids Uncertainty, while our findings indicate the other way around. Another disparity is observed on Long Term Orientation Index (LTO). Our results indicate an existence of a society that is strongly Long Term Oriented while Hofstede's results indicate an existence of a strongly Short Term Oriented Society. A comparison on Indulgence versus Restraint Index (IVR) & Monumentalism Index (MON) can not be reached as the data from Hofstede analysis is not available.

## 7. Conclusions

The study helped us to understand the nature of diversity among different provinces along with some insights into these differences. All provinces showed similar cultural nature with slight differences in the severity of their closeness except:

- Punjab and Khyber Pakhtunkhwa (KPK) showed high score on Power Distance Index (PDI) while Province Sindh and Balochistan showed low score. This indicated that the Punjab and KPK societies greatly accept and except unequal distribution of power as compared to Sindh and Balochistan where the index was very low.
- Khyber Pakhtunkhwa (KPK) showed high value on Long Term Orientation as compared to rest of the provinces which indicate great desire among people of KPK towards future rewards etc. as compared to other provinces.

Despite a general homogeneity across provincial cultures, we have traced down following similarities and dissimilarities among the provinces of Pakistan

### 7.1 Similarities Among Provinces

- Province Khyber Pakhtunkhwa (KPK) and Punjab on Power Distance Index (PDI).

- Province Sindh and Balochistan on Power Distance Index (PDI).
- Province Punjab, Sindh and KPK on Individualism Index (IDV).
- All the four provinces on Masculinity Index (MAS) as well as on Uncertainty Avoidance Index (UAI).
- Province Punjab, Sindh and Balochistan on Long Term Orientation Index, with Sindh and Balochistan being remarkably close to each other.
- All four provinces on Indulgence Vs Restraint Index (IVR).
- Province Punjab, Sindh and Khyber Pakhtunkhwa (KPK) on Monomentalism Index (MON).

### 7.2 Differences Among Provinces

- Province Khyber Pakhtunkhwa (KPK) and Punjab different than Province Sindh and Balochistan on Power Distance Scale (PDI).
- Province Balochistan different than the rest of the provinces on Individualism Index (IDV).
- Province Balochistan different than rest of the provinces on Masculinity Index (MAS).

Research findings revealed a striking resemblance between Provincial and National culture when an average of the provincial data was taken. However, actual provincial similarities and dissimilarities with National Culture are given below:

### 7.3 Similarities & Dissimilarities between provincial and National Culture

- Province Khyber Pakhtunkhwa (KPK) and Punjab showed a close similarity with National Culture on Power Distance Index (PDI) as compared to Province Sindh and Balochistan.
- Province Punjab and Sindh were more close to National culture on IDV than Balochistan and KPK.
- All the provinces showed a close resemblance with National culture on Masculinity Index (MAS), Uncertainty Avoidance Index (UAI), and Indulgence Vs Restraint (IVR).
- All provinces except Khyber Pakhtunkhwa (KPK) showed a close similarity on Long Term Orientation (LTO).
- All provinces except Balochistan showed a close similarity with National culture on MON.

The distinctive provincial culture of Pakistan, despite its similarities and differences across other provinces makes a unique national culture.

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