WORKPLACE BULLYING IN INDIVIDUALSTIC CULTURES AND HOFSTEDE'S CULTURAL DIMENSIONS: A RESEARCH PROPOSAL

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ABSTRACT

Workplace bullying has been an issue in organizations and in different countries but has received varying degrees of attention.This paper proposes a research agenda to investigate the six highest Individualism (IDV) scores represented in six countries in an attempt to understand why some high IDV countries have established bullying protection through legislation while other IDV countries have done little in this area. Although a high IDV score might indicate a focus on the individual, some high IDV countries have focused on a collectivist approach through legal channels. Research proposals are presented in four of Hofstede's Cultural Dimensions to suggest potential areas for analysis. Approaches are compared for potential impact and a research agenda is proposed.

INTRODUCTION

Bullying in the workplace has received increased attention within the last 10 years. Einarsen (1999) noted and discussed the nature and causes of bullying at work, focused on European countries such as Sweden, Finland, Norway, and the United Kingdom. More recently, Skogstad, Matthiesen and Einarsen (2007) proposed organizational changes as a precursor to bullying. Other literature has emerged from such countries as Australia (Ayoko, Callan & Hartel, 2003) and New Zealand (Foster, Mackie & Barnett, 2004). Legal remedies and cases in the US (Crumpacker & Crumpacker, 2007) are emerging although in some cases laws are vague, and laws in the United Kingdom (Porteous, 2002) provide guidelines on dealing with bullies. More specific efforts such as the Dignity at Work legislation is still pending in the UK in addition to the European Union legislation passed to address bully behavior in the workplace (Seward & Faby, 2003; Von Bergen, Zavaletta & Soper, 2006). In the US, the need for legislation to address a hostile work environment has been noted by Crumpacker and Crumpacker (2007).

While there are many different aspects of bullying, this paper relies upon the general description of bully behavior forwarded by Einarsen (1999) which included but is not limited to repeated

practices and actions clearly intended to cause offense, humiliation, repeated or enduring harassment, stress, and are clearly hostile or aggressive behaviors. The intent by the perpetrator is to create an unpleasant work environment and such actions may interfere with job performance. Other results can include emotional abuse, mistrust and a hostile work environment.

Although there is clearly a concern in all of the countries previously noted for a safe work environment free of both of bullying and the consequences caused by bullying, research efforts have not yet examined bullying from a cultural perspective; that is, what differences may exist between countries and their cultures about how victims of bullies and the bullies themselves are treated. A search of the literature indicates different levels of guidelines, legislation and proposals in different countries to deal with workplace bullies. For example, Von Bergen et al. (2006) noted the lack of legal activities in the US to date. Hofstede's Cultural Dimensions (Hofstede, 2001; Hofstede & Hofstede, 2005; Hofstede, n.d.) may offer an additional perspective on how counties approach bullying remedies, and potential insight about how bullying is addressed or not addressed based on guidelines and laws in different countries.

This paper proposes a research agenda focused on how different countries address or do not address issues concerning bullies in the workplace. The countries selected for this proposal are the countries Hofstede (2001) and Hofstede and Hofstede (2005) identified as having Individualism (IDV) as their highest Dimension: USA, Australia, United Kingdom, the Netherlands, Canada, and Italy. Collective societies often focus on protecting individuals and groups of individuals where as individualistic cultures tend to let people fend for themselves; an example of this would be a common law (i.e., Magna Carta, as noted by Kasparov, 2007), such as that found in the history of the United Kingdom. Collective societies would be expected to develop social agendas supported by laws intended to provide security for the community. This research agenda is proposed because there are different approaches to addressing - or not addressing- bullying in the workplace from the six countries in Hofstede's research that are noted for their high ratings in individuality (IDV). Instead of allowing individuals to fend for themselves as would be expected of countries high in IDV, laws and guidelines have been developed in some of these six countries while the other high IDV countries have limited activity based on literature, laws and legal guidelines. The intent of this research proposal is to provide a research agenda to obtain any clearer understanding of cultural dimensions in these countries as they relate to bullying and to examine why these differences may emerge through the Cultural Dimensions. Research may provide additional insight into why differences develop when societies are trying to cope with aspects of a social problem from a legal standpoint.

A brief overview of Hofstede's (2001; Hofstede & Hofstede, 2005) cultural dimensions will be presented followed by an international review of the six countries with the highest IDV scores and a discussion on workplace bullying in current organizational and legal environments. Research proposals will be identified and discussed and a model is proposed. Propositions for a research agenda are offered and conclusions are drawn.

LITERATURE REVIEW

Hofstede's Cultural Dimensions

Hofstede (2001; Hofstede & Hofstede, 2005) developed five cultural dimensions from his research: Masculinity (MAS), Power Distance (PDI), Individuality (IND), Uncertainty Avoidance (UAI) and Long Term Orientation (LTO). Long Term Orientation (LTO) is not addressed in this paper because it is a recent addition to his research and has yet to be fully developed; in addition, there is no clear connection between LTO and workplace bullying. Research in LTO so far has focused primarily in the Far East and only a few other countries as noted by the results posted by Hofstede (2001; Hofstede & Hofstede, 2005); comprehensive data comparable to the other Dimensions are not yet available. Table 1 summarizes the scores of the countries rated highest in IDV with the world average noted for comparison purposes.

TABLE 1. COUNTRIES WITH THE HIGHEST IDV RATINGS

Country	PDI (PD)	IDV	MAS	UAI (UA)
United States	40	91	62	46
Australia	36	90	61	51
United Kingdom	35	89	66	35
Netherlands	38	80	14	53
Canada	39	80	52	48
Italy	50	76	70	75
World Average	55	43	50	64

Note: From *Cultures's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations* (2nd ed.) by Geert Hofstede, 2001, Thousand Oaks, California: Sage Publications and *Cultures and Organizations: Software of the Mind.* (Revised and expanded 2nd ed.) by Geert Hofstede and Gert Jan Hofstede, 2005, New York: McGraw-Hill. Adapted with Permission.

Extensive research has been conducted on various aspects of Hofstede's (2001; Hofstede & Hofstede, 2005) work and in particular the Dimensions since their development in the 1980s and research is ongoing. Recent research can provide several examples. Wennekers, Thurik, van Stel and Noorderhaven (2007) found uncertainty avoidance positively correlated with the prevalence of business ownership which suggests that high uncertainty avoidance cultures often push individuals towards self-employment (entrepreneurship) in an effort to provide a more personal stabilized environment. de Jong, Smeets and Smits (2006) found a positive effects of IDV on openness and negative effects on UA and PD, indicating the need to consider cultural aspects and influences in the Dimensions. Purohit and Simmers (2006) examined PD and UA in the context of conflict management in three different countries and found differences in how these three groups preferred to respond to conflict. Scholtens and Dam (2007) looked at IDV, MAS, PD and

UA as they relate to an organization's ethical policies. Choi (2004) found that MAS may play a key role as a predictor of achievement. Sherer (2007) found cultures with high PD involved a few or business line employees when generating ideas and a tendency toward more centrally managed projects. However, there has not been a noticeable effort to look at bullying in the context of cultural differences as represented by the Dimensions.

Workplace Bullying and the Legal Environment

Bullies in the workplace and the act of bullying have received some attention in Canada (Backman, 2007; Harris, 2004), Australia (Ayoko et al., 2003; Breslin, 2005; Hutchinson, Vickers, Jackson & Wilkes, 2006) New Zealand (Foster et al., 2004) and some European countries, most notably those in Scandinavia (Einarsen, 1999; Skogstad et al., 2007). More literature is available in the UK such as Porteous (2002) who provided an overview of laws and legislation relative to bullying; Goldman and Lewis (2006) discussed legal protection and redress; Crawford (1999) discussed psychological violence and Wornham (2003) reviewed ethical and moral issues in bullying. O'Moore and Lynch (2007) discussed the hostile environment in Ireland. In the US there has been little focus on bullying to date as noted by the limited amount of research and literature originating in the US but this may be an emerging interest. Aquino, Grover, Bradfield and Allen (1999) provided research on workplace victimization. Harvey, Heames, Richey and Leonard (2006) discussed how many issues with bullying in the workplace originated from childhood events related to bullying, even suggesting that both the bully and the bullied from the school ground have the potential to become workplace bullies. Harvey et al. (2006) also noted how bullying "is only beginning to be addressed" (p. 17) in the US.

European Union - Sweden, the Netherlands, The United Kingdom and Italy

Sweden passed the first legislation specific to bullying in September, 1993 (Von Bergen et al., 2006) and as such is the only country in the world with legislation specifically focused on preventing bullying. The United Kingdom (UK) has different forms of legislation passed to deal with bullying in the workplace as found in the Office of Public Sector Information (OPSI), although Porteous (2002) claimed there is no law that deals specifically with bullying at work. However, there are statutory responsibilities based on such examples as the Health and Safety at Work Act of 1974 (UK, OPSI, Health and Safety at Work etc. Act of 1974) Health and Safety at Work Regulations of 1999 (UK, OPSI, Health and Safety at Work Regulations of 1999a and b), Safety Representatives and Safety Committees Regulations of 1977 (UK, OPSI, Safety Representatives and Safety Committees Regulations of 1977), the Sex Discrimination Act of 1975 (UK, OPSI, Sex Discrimination Act of 1975), the Race Relations Act 1976 (UK, OPSI, Race Relations Act of 1976), the Criminal Justice and Public Order Act of 1994 (UK, OPSI, Criminal Justice and Public Order Act of 1994) and the Protection from Harassment Act of 1977 (UK, OPSI, Protection from Harassment Act of 1977). In 2001, the European Parliament passed a resolution on bullying that, among other things, recommended reviews of current legislation

and supplements as appropriate to standardize the definition of bullying (Seward & Faby, 2003). Crawford (1999) had supported this earlier, noting the psychological violence as damage that can be caused by workplace bullying. As Porteous (2002) also noted, the Dignity at Work Bill (United Kingdom, House of Lords, 2001) which would allow more defined approaches to handling bullying in the workplace has yet to be approved by Parliament.

A more extensive record of legislative efforts in the UK can be found online at http://www.bullyonline.org/workbully which is the website of the UK National Workplace Bullying Advice Line (Field & Field, 2005) and it includes links to other sites. European countries such as the Netherlands and Italy would be covered under the European Union. The European Union's European Agency for Safety and Health at Work (OSHA) also has information and documents available online such as FACTS 23 (n.d.). The European Parliament adopted a resolution on workplace harassment (Seward & Faby, 2003; Von Bergen et al., 2006) along with the other European and Scandinavian countries that can have introduced legislation to respond to workplace bullying.

Australia and Canada

Breslin (2005) reviewed the regulatory framework in Victoria, Australia intended to protect people from workplace bullies as a result of the increased reports of workplace bullying since the beginning of the 1990s. Seven separate legislative components between 1975 and 2001 provide several opportunities for victims to file claims against bullies and employers, yet Breslin claimed there was little legislation specific to bullying. In 2005, the state of South Australia implemented new bullying laws which were named SafeWork regulations (Von Bergen et al., 2006). In Canada, notably Québec, the first anti-bullying law in North America was passed in 2003 (Workplace Psychological Harassment Prevention Act, Von Bergen et al., 2006). There is evidence of ongoing research in Australia; one example would be Ayoko et al.'s (2003) research conducted on emotional reactions to bullying. Other research in Australia would include Breslin (2005) and Hutchinson et al. (2006).

United States

In the US, harassment is generally addressed under Title VII of the Civil Rights Act of 1964. Executive orders from Franklin D. Roosevelt, Terry S. Truman, and John F. Kennedy (Executive Orders 8802, 9981 and 10925) were focused on ending employment discrimination, requiring equal treatment without regard to color, religion, race or national origin and ending job discrimination through the Equal Employment Opportunity Commission (EEOC) (EEOC, n.d). Age discrimination and equal pay were addressed in 1967 and 1963 and provided litigation authority to the EEOC. Pregnancy discrimination (1978) Rehabilitation (1973) and amendments to Age Discrimination in Employment (1986) were focused on providing jobs for individuals in those categories (EEOC, n.d.). The Americans with Disabilities Act (ADA) of 1990 provides

civil rights law for people with disabilities and the Civil Rights Act of 1991 overruled a Supreme Court Decision which resulted in more support for age discrimination and ADA lawsuits. Generally speaking, most Executive Orders and Acts have not addressed anything relative to bullying in the workplace; instead, the focus has been on equal opportunity. In keeping with the high IDV rating in the US, bullies were traditionally considered 'jerks' or something more derogatory (Buchanan, 2007; Hollon, 2007; Rossi, 2006; Von Bergen et al., 2006) and treated on an individual basis.

Some of the literature developing in the US includes Glendinning (2001) who noted the concept of the bully boss and how toxic work environments could drive away employees and an already tight labor market. Rossi (2006) noted the problems bullying can cause and Crumpacker and Crumpacker (2007) reviewed legislation in the hostile work environment. More recently, 17 states and Guam enacted legislation to curb bullying on school property; this addressed him recent school violence (Von Bergen et al., 2006). Legal precedent has been established in some state cases in the US and some state legislatures have attempted or are in the process of attempting to introduce legislation to combat bullying in the workplace. As Von Bergen et al. (2006) noted some of these states include Hawaii, Oregon, Massachusetts, Missouri and Kansas.

RESEARCH PROPOSITIONS

The research propositions presented here are an attempt to provide a different perspective on workplace bullying by focusing on Cultural Dimensions of countries in an attempt to extend Hofstede's research (Hofstede, 2001; Hofstede & Hofstede, 2005; Hofstede, n.d.). As previously discussed, literature to date has included an overview of some legal remedies, both in effect and proposed in addition to aspects of bullying in specific countries in the workplace. Based on Hofstede's extensive research, exploring cultural aspects may provide additional insight into not only what cultures may address workplace bullying but how workplace bullying might be approached as well as the type of laws or even the lack of laws. These propositions address the countries Hofstede identified as having the highest IDV scores (see Table 1). These countries are the United States, Australia, the United Kingdom, Canada, the Netherlands and Italy.

Hofstede's Cultural Dimension: Masculinity (MAS)

Hofstede's (2001; Hofstede & Hofstede, 2005) research found the world average to be 50 for MAS. A higher degree of role differentiation exists between the genders where MAS is high. One example of this would be more women finding offensive potential in certain behaviors than men (Vance, Ensher, Hendricks & Harris, 2004). Research has also found to influence psychological functioning and performance behavior as Bandura (1977) indicated. Choi (2004) examined sex role group differences, finding support for the theory that masculinity could be a key construct in the development of an individual's development of self-efficacy. Self-efficacy, in turn, has been noted as an important predictor of achievement. Wheeler's (2002) research

conducted research on equity theory and found equity sensitivity was positively correlated to several cultural dimensions including femininity, which is the opposite of masculinity. As a result, the masculine orientation may not perceive an equity issue. A similar construct may apply to reduced sensitivity to ethical problems which is also associated with a masculine orientation. Swaidan and Hayes (2005) proposed a research agenda for ethics based on several cultural dimensions including feminism. Individuals with masculine orientations were hypothesized to be less sensitive to ethical problems than feminine orientations; when applying this to bullying in the workplace, the masculine orientation may not even consider bullying a problem, thus creating nothing to report and no reason to change behavior.

In high MAS countries, males dominate in both the power structure and society. Since Hofstede (2001; Hofstede & Hofstede, 2005) posits this generates a more assertive female population, this means women may shift toward the male role model and away from the traditional female model. Choi's (2004) contribution suggested that females possessing high self-efficacy, when combined with a more assertive female population may not perceive bullying as a threat or an issue. If both males and females practice dominant behavior this may indicate the lack of need for laws and guidelines. This leads to the first proposition, P1: *The higher the MAS, the lower the number of specific laws and guidelines exist to address workplace bullying*.

Hofstede's Cultural Dimension: Individuality (IDV)

The level of individuality in this research proposal deals with the majority of the countries that have individuality as their highest dimension; the world average is 43. These include: USA (91), Australia (90), United Kingdom (89), and Canada and the Netherlands (80) (Hofstede, 2001; Hofstede & Hofstede, 2005). Oysterman, Coon and Kemmelmeier (2002) confirmed that European Americans were more individualistic, thus feeling less responsibility or duty to in-groups. Italy had a score of 76 as noted by Table 1. All of these countries except Italy and the Netherlands have been significant sources of research and literature about bullies and victims of bullies. The involvement with bullying prevention by Italy and the Netherlands would be included by activities in the European Union (FACTS 23, n.d.). Since all of the individuality scores are high based on comparisons with other countries and there are differences in approaches to bullying various countries, individuality does not appear to play a significant role in how a country approaches the issue of bullying in the workplace.

However, Scholtens and Dam (2007) found a strong positive association between individuality and ethical conduct when analyzing ethical policies of firms in industrialized countries. Individuality was also associated with a competitive style in conflict management (Morris, Williams, Leung, Larrick, Mendoza, et al., 1998). In addition, de Jong et al. (2006) determined that individualism had a positive effect on openness. When combining the aspects of individualism from these three studies it appears that culture is higher in cultures focused on individuality and would be more positively associated with ethical conduct and openness; when applying openness to competitive conflict management, there would be more interest in winning or coming out ahead which may preclude any interest in legal activity. In addition, the openness

would allow for more discussion and perhaps conflict resolution which would prevent escalation of related issues or concerns, thus reducing potential perceptions of being threatened in the future when the problem can be discussed openly and resolved.

In line with the concept of individualism, interventions in the workplace such as the productivity interventions from the research of Paquin, Roch and Sanchez-Ku (2007) may not be as successful in cultures high in individualism because individuals may not place much value in group goals thus reducing their motivation to help in achieving those goals. The lack of interest in group goals relative to laws are guidelines focused on bullying could be explained by the individual orientation and the lack of motivation to participate in group action to address bullying as well as reduced perceptions of threat when openly addressing the problems resulting in resolutions. Two additional approaches to consider might be that in general the concept of individuality is perceived as being threatened by the countries with the highest individuality scores. The other approach would need to take into consideration the political climate and trends in government policy relative to bullying, or shifts in political perceptions. As a result, the second proposition is P2: *There is a low relationship between IDV and the level of interest or legal activity focused on workplace bullying in any of the countries addressed in this paper.*

Hofstede's Cultural Dimension: Uncertainty Avoidance Index (UA)

The world average for UAI is 64. Hofstede (2001; Hofstede & Hofstede, 2005) noted that a low ranking in UAI indicates a society with fewer rules which does not control or intend to control all outcomes and results. In general, there is a higher level of tolerance for thoughts, ideas and beliefs from different aspects of society. A society with a high tolerance for differences means that there would likely be fewer laws or attempts to manage behavioral issues such as bullying. Uncertainty Avoidance (AV) has been an area of interest and is often coupled with Power Distance (PD) in research projects conducted by MacNab, Brislin, Worthley, Galperin, and Jenner et al. (2007). MacNab et al. found that a higher power distance context provided a higher employee propensity for whistle blowing. The analysis from Scholtens and Dam (2007) found uncertainty avoidance and individuality or positively associated with ethical conduct. These two studies are linked because the individual is perceived as taking action positively associated with ethical activity.

In contrast, individuals from a high uncertainty avoidance cultures need more structured situations and explicit rules, thus suggesting the need for laws and guidelines. The findings from these two studies contradict the research proposal from Swaiden and Hayes (2005) who hypothesized individuals from weak uncertainty avoidance cultures would be less sensitive to ethical problems. However, the authors acknowledged findings appeared to be in conflict and still emphasized uncertainty avoidance has a direct relationship with ethicality. However, a significant portion of the literature on bullying has emerged from the United Kingdom (UK; Porteous, 2002) which has the lowest UAI score of the countries in this research proposal. A contradiction such as that in the UK could be related to either shifts in culture relative to

immigration and immigrant populations or perhaps a prevailing political climate which currently focuses on guidelines and laws to protect certain groups. The proposition for P3 would be: *The higher the UAI, the higher the number of specific laws and guidelines that exist to address workplace bullying.*

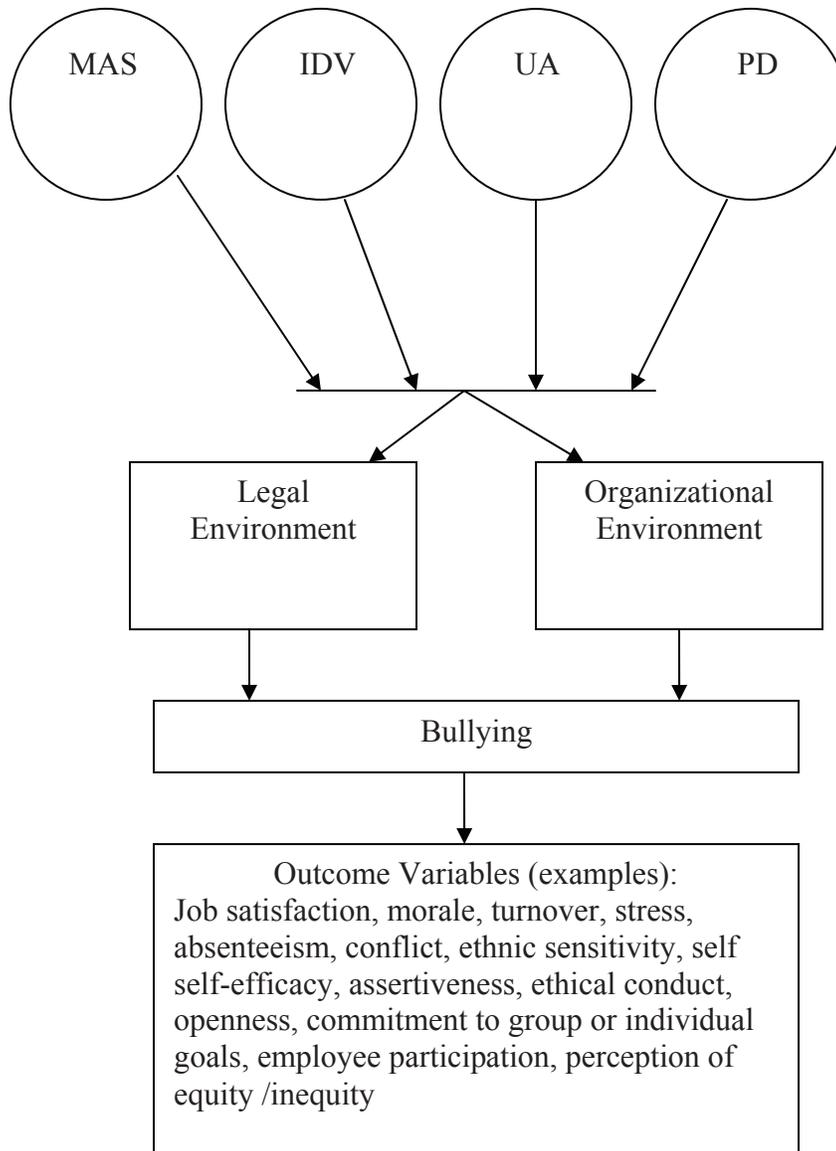## Hofstede's Cultural Dimension: Power Distance Index (PD)

The PDI is a representation of equality as defined by those at the lower end of the power structure; the world average is 55 (Hofstede, 2001; Hofstede & Hofstede, 2005; Hofstede, n.d.). Inequality in a society as defined here would mean that it is endorsed by the followers as much as the leaders. A low PDI is indicative of more equality among social levels including government, organizations and families. This orientation of equality suggests cooperative interaction across all power levels which promote stability in the culture. Results from Paquin et al. (2007) noted how productivity interventions were more successful in cultures with low power distance (PD) and high collectivism, suggesting the value in and commitment to group goals. Purohit and Simmers (2006) examined power distance and uncertainty avoidance in the US, Nigeria and India. The high PD results in this study suggested a tendency to view authority figures as having unquestionable power which created a perception that the only options were to accept the decision of the authority figure or withdraw.

Sherer (2007) studied IT investment management and compared the US with Portugal. She found that cultures with high power distance included fewer line managers participating in the investment process which was primarily the responsibility of upper management and more centralized management for project implementation. Results from these studies indicate higher cooperation to support organizational goals over individual goals in low PD cultures, the acknowledgment that authority figures can be part of the collaborative effort and may be willing to be overruled by the majority, and that lower PD cultures included more people in the decision process. With collaboration by authority figures and high participation by employees, bullying may be perceived as an area where there needs to be more structure or perhaps firm guidelines or laws relative to what is appropriate and what is not so as not to be subject to changing opinions. It is also possible that employees may seek protection from laws when they believe that protection or fair treatment is not available in the work environment because of close relationships with authority figures.

The perception of inequity in a collaborative group may limit the options of employees in that group who are sensitive to inequity. If no recourse is available through a clear authority figure then other remedies may be necessary, thus suggesting the need for legal processes outside of the group. In addition, the larger the perceived inequity, the potential increase of opportunities for more legal remedies may exist, suggesting an inverse relationship. The fourth proposition would be P4: *The lower the PDI, the higher the number of specific laws and guidelines exist to address workplace bullying.*

Proposed Research Model

While all of the Dimensions noted can play a role in workplace bullying, the research that has been presented may also indicate interaction between and among these Dimensions. A proposed model is offered in Figure 1 (below) to indicate the relationship between the Dimensions of MAS, IDV, UA and PD as well as the legal and organizational environments and their impact on bullying along with the resulting outcome variables.

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   ( MAS )    ( IDV )    ( UA )    ( PD )
        \        |          |        /
         \       |          |       /
          _____
         /                           \
   ┌──────────────┐          ┌──────────────────┐
   │   Legal      │          │  Organizational  │
   │ Environment  │          │   Environment    │
   └──────────────┘          └──────────────────┘
          │                          │
          └─────────┬────────────────┘
          ┌───────────────────────────────┐
          │           Bullying            │
          └───────────────────────────────┘
                       │
          ┌───────────────────────────────┐
          │  Outcome Variables (examples): │
          │ Job satisfaction, morale, turnover, stress,
          │ absenteeism, conflict, ethnic sensitivity, self
          │ self-efficacy, assertiveness, ethical conduct,
          │ openness, commitment to group or individual
          │ goals, employee participation, perception of
          │ equity /inequity
          └───────────────────────────────┘
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FIGURE 1. THE IMPACT OF CULTURE ON WORKPLACE BULLY BEHAVIOR

Conclusions and Future Research

Legislative activity to establish laws and guidelines on bullying in countries is intended to provide protection for groups and individuals. The advantages of legal protection can provide accountability for organizations while creating equity or at least the perception of equity in the workplace; however, potential legal remedies should be considered carefully to avoid unintended consequences. Historical concerns which impacted culture must be considered as well as recent trends.

In low MAS cultures employees may not believe they have any power or the desire to change their circumstances to deal with the bullying, thus requiring legal process to obtain justice or relief from their situation. If the law is perceived to be the only remedy this may also reinforce the perception of powerlessness. On the other hand, high MAS would normally expect individuals to manage their own situations, perhaps with personal initiative to seek relief under conditions as previously specified (such as through the EEO in the US, i.e., hostile work environment). In addition, individuals in high MAS cultures may not see a need to act because the event outcomes may be left to the individuals involved and personal discretion.

Low PD promotes collaboration and can make organizational interventions more successful (Paquin et al., 2007) and allows more participation in organizational processes, thus creating equity however low PD also may potentially limit options if the individual is a victim of bullying because the consequence of equity in organizations would not provide an authority figure that could offer relief, guidance or solutions. Again, legal remedies may be the only outlet available for bullying victims. High PD, while typically supporting an authority structure also provides an outlet for employees who seek justice. MacNab et al. (2007) also found employees more likely to be whistleblowers and provide internal reporting than those in low PDI cultures. Sherer (2007) found a high PD environment produced more ideas; both of these findings support the idea that those in high PD cultures tend to police themselves and act independently. Oysterman et al. (2002) confirmed that European Americans had the highest IDV, which perhaps is explained to some extent by publicity of ethical scandals (i.e., Enron, Tyco, and WorldCom), the lack of laws or legal activity with regards to bullying and may even partly explain the fame of the WorldCom whistleblower Cynthia Cooper (2008).

Low UA cultures, as we know, do not wish to control others. This culture takes risks, tolerates differing opinions and behavior of others (Garbarino, Lee, Lerman & Horn, 2001) and has a higher tolerance in general for others beliefs. The perception of more freedom to act with fewer restrictions from rules and laws may contribute to individual initiative and the concept of empowerment may be found in this dimension and not only in high MAS cultures. In contrast, high UA focuses on a legal structure for individuals to pursue options and more control, less tolerance for variance and more conformity. Overall this reduces the options for individuals and discretionary activities even though collaborative approaches were intended to provide equal

opportunities. In a high UA culture, de Jong et al. (2006) noted new leadership may be needed for change. This indicates that high UA cultures are likely to pursue strategies once they are in place whether or not they may be effective after a period of time. Low UA cultures would have a tendency to be more tolerant of unconformity which may allow alternatives to emerge.

Collectivism is representative of low IDV. Collectivism favors conformity and tradition, focuses on a group goals and the success of groups before individuals. Since the group is most important and equality is in the forefront, it may be culturally difficult for leadership to emerge.   If leadership is available the collectivism itself would not support openness of individuals because this would not necessarily be supportive of group goals.   High IDV, while associated with individuals, is also associated with ethical conduct and ethical behavior (McNab et al., 2007; Scholtens & Dam, 2005), arguably also contributing to respect an acknowledgment of others and their differences. Ethical conduct may belay or replace the immediate need for legal remedies, thus reducing the need for structure and process to support processes which deal with bullying in organizations.

Regardless of historical information, additional caution must be applied when making assumptions about Cultural Dimensions. Globalization of business driven by many factors including information technology has accelerated the integration of cultures; similarities in geographic regions can not be assumed and historical aspects must be considered. Kolman, Noorderhaven, Hofstede and Dienes (2003) reviewed four Central European countries (the Czech Republic, Hungary, Poland and Slovakia) and found important differences between the value orientations in Western Europe and Central Europe; the fall of communism may have impacted the future while acknowledging that decades under socialist rule will make it difficult to establish one "durable equilibrium" (p. 87). The authors noted that instead of relying on static information and historical aspects of the cultures concerned it would be more appropriate to stay tuned with value shifts in future decades because experience is soon outdated. This sentiment about a shift in culture was supported by additional research. Tipuric, Podrug and Hruska (2007) conducted research in Croatia, Slovenia, Bosnia, Herzegovina and Hungary and found a confirmation in this area to support a global trend of decreasing power distance and significant movement towards individualism. Purohit and Simmers (2006) and examined power distance and uncertainty avoidance in the US, Nigeria and India.   In this study, high power distance scores suggested there was a tendency to view authority figures as having unquestionable power within the organization which created a tendency for others to withdraw to avoid conflict. This was also possibly due to the lack of interest in competing with those who have unquestionable power. Similarly, in a high uncertainty of avoidance situations there is a need for regulations and rules to deal with uncertainty and ambiguous situations. While some may have expected these results from the US, they were not necessarily expecting these results from Nigeria and India. However, similarities were found in all three cultures, prompting the authors to suggest with the increasing dissemination of business schools and management theories from the United States there may be a growing homogenization of business students.

Future research has several possibilities, most notably the development of a weighted metric from the model (Figure 1) to measure interactions between the four Dimensions. As earlier literature has included two Dimensions such as UA and PD (Purohit and Simmers, 2006; de Jong et al., 2006), and MAS and IDV interaction between Dimensions which has yet to be researched may explain the variances in the high ID countries identified in this paper. Identifying cultures in which bullying is not punished may assist in providing insight into the variances in high IDV cultures. For example, some years ago the movie "Gung Ho" starring Michael Keaton demonstrated bullying actions (e.g., go stand in the corner) which were culturally acceptable for only one of the cultures involved in the manufacturing facility. A weighted metric may identify what interactions are at work and how, for example, MAS interacts with IDV or MAS with PD, and identity the cultural derivatives. Choi (2004) may have also identified potential research areas when noting MAS may contribute to the prediction of achievement; this also has potential implications for IDV by definition because both MAS and IDV have been typically associated with independent action and UA (Wennekers et al., 2007) because the restrictive climate in a high UA culture had a high correlation with entrepreneurship. Historically, entrepreneurship was more typical in low UA cultures.

When looking at cultures and Dimensions it is necessary to keep in mind the impacts of immigration and education on national cultures and the change and influence this has on the existing population. As such, the past is not necessarily prologue not only because of immigration but also because of the global dissemination of education and values of other countries.

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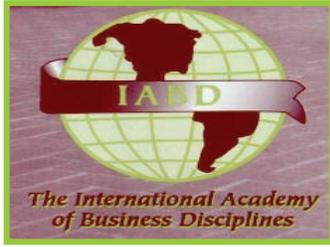
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