

FUNDAÇÃO GETULIO VARGAS
ESCOLA DE ADMINISTRAÇÃO DE EMPRESAS DE SÃO PAULO

LOUIS DIMITRI CHARLES PREVOST

CULTURAL DIFFERENCES IN THE WORKPLACE
A COMPARATIVE STUDY BETWEEN FRENCH AND BRAZILIAN WORKERS

SÃO PAULO

2020

LOUIS DIMITRI CHARLES PREVOST

CULTURAL DIFFERENCES IN THE WORKPLACE

A COMPARATIVE STUDY BETWEEN FRENCH AND BRAZILIAN WORKERS

Thesis presented to Escola de Administração de Empresas de São Paulo of Fundação Getúlio Vargas, as a requirement to obtain the title of Master in International Management (MPGI).

Knowledge Field: Management and Competitiveness in Global Companies

Advisor: Pr. Luis Henrique Pereira

SÃO PAULO

2020

Prevost, Louis Dimitri Charles.

Cultural differences in the workplace a comparative study between French and Brazilian workers / Louis Dimitri Charles Prevost. - 2020.

62 f.

Orientador: Luis Henrique Pereira.

Dissertação (mestrado profissional MPGI) – Fundação Getulio Vargas, Escola de Administração de Empresas de São Paulo.

1. Relações humanas. 2. Cultura Organizacional - Brasil. 3. Clima organizacional. 4. Grupos de trabalho. 5. Cultura Organizacional - França. I. Pereira, Luis Henrique. II. Dissertação (mestrado profissional MPGI) – Escola de Administração de Empresas de São Paulo. III. Fundação Getulio Vargas. IV. Título.

CDU 658.3.054.8(44+81)

LOUIS DIMITRI CHARLES PREVOST

CULTURAL DIFFERENCES IN THE WORKPLACE

A COMPARATIVE STUDY BETWEEN FRENCH AND BRAZILIAN WORKERS

Thesis presented to Escola de Administração de Empresas de São Paulo of Fundação Getulio Vargas, as a requirement to obtain the title of Master in International Management (MPGI).

Knowledge Field: Management and Competitiveness in Global Companies

Approval Date

13/11/2020

Committee members:

Prof. Dr. Luis Henrique Pereira

Prof. Dr. Umesh Dilip Kumar Mukhi

Prof. Dr. George Bedinelli Rossi

ABSTRACT

In the current context of globalization, workers from very different countries have come to work with each other. The study of intercultural workplace, and in particular the study of the characteristics of national cultures and their effect in the workplace, has therefore become an important topic. Understanding national culture is indeed very useful to improve the performance and the well-being of employees that must collaborate with foreign colleagues. It also improves the attractiveness and the effectiveness of the company that recognizes its importance. The current study aims at understanding cultural differences between French and Brazilian workers in French firms in Brazil. 172 workers, from French subsidiaries in Brazil, have participated in the research among which 93 are French and 79 are Brazilians. The study tends to show that French and Brazilian workers differ the most in terms of *individualism/collectivism* and *long term/short term orientation* but seem to be very similar when it comes to *power distance*, and *Indulgence/Restraint*. Implications are discussed for further training of French managers in Brazil and better understanding of French people by Brazilian workers.

Keywords

Cultural differences, Brazilian workers, French workers, intercultural management, workplace

RESUMO

No atual contexto de globalização, trabalhadores de países muito diferentes vêm trabalhar juntos. O estudo do local de trabalho intercultural e, em particular, o estudo das características das culturas nacionais e seus efeitos no local de trabalho, tornou-se, portanto, um tema importante. Compreender a cultura nacional é de fato muito útil para melhorar o desempenho e o bem-estar dos funcionários que devem colaborar com colegas estrangeiros. Também melhora a atratividade e a eficácia da empresa que reconhece sua importância. O presente estudo visa compreender as diferenças culturais entre trabalhadores franceses e brasileiros em empresas francesas no Brasil. Participaram da pesquisa 172 trabalhadores, de subsidiárias francesas no Brasil, sendo 93 franceses e 79 brasileiros. O estudo tende a mostrar que os trabalhadores franceses e brasileiros são os que mais diferem em termos de individualismo / coletivismo e orientação de longo / curto prazo, mas parecem muito semelhantes no que diz respeito à distância de poder e Indulgência / Restrição. Implicações são discutidas para maior treinamento de gestores franceses no Brasil e melhor compreensão dos franceses por trabalhadores brasileiros.

Palavras chaves

Diferenças culturais, trabalhadores brasileiros, trabalhadores franceses, gestão intercultural, local de trabalho

TABLE OF CONTENT

1. INTRODUCTION.....	8
1.1 Context of the study.....	8
1.2 Research questions and objectives.....	10
2. LITERATURE REVIEW.....	13
2.1 The rise of French companies in Brazil	13
2.2 The importance of cultural awareness in the workplace.....	15
2.3 Cultural dimensions in work-related attitudes.....	16
2.4 Going deeper than Hofstede’s six dimensions.....	21
3. METHODOLOGY.....	24
3.1 Sampling.....	24
3.2 Data collection	25
3.3 Data analysis.....	32
4. RESULTS.....	33
4.1 Survey results.....	33
4.2 Observations	44
4.3 Limitations of the study.....	47
5. CONCLUSION.....	50
REFERENCES.....	53
APPENDIX.....	56

LIST OF TABLES

Table 1. Participants

Table 2a. Pearson's correlation matrix

Table 2b. Cronbach alpha table

Table 3. Example of questions for the power distance dimension

Table 4. Example of questions for the long term/short term orientation dimension

Table 5. Aggregated questionnaire results by cultural dimensions

Table 6. Power distance results by questions

Table 7. Collectivism/Individualism results by questions

Table 8. Masculinity/Femininity results by questions

Table 9. Uncertainty avoidance results by questions

Table 10. Long-term/Short term orientation results by questions

Table 11. Indulgence/Restraint results by questions

Table 12. Sample of results for 18-25 year-old group

Table 13. Sample of results for 18-25-year-old group

Table 14. Framing effect results

1. INTRODUCTION

1.1 Context of the study

From the 1990s onwards, the Brazilian economy has experienced significant growth, and has also been very stable politically, especially compared to other Latin American countries. Those two factors have contributed to creating a friendly environment for foreign investments. Indeed, since Cardoso and during Lula's Administration, democratizing globalization became the mainspring of Brazilian foreign policy (Cervo, 2010).

Most of the investments come from the United States, Spain, the United Kingdom, Germany and France. These investments are concerning agriculture, industry as well as services. For example, the automotive industry in Brazil is almost exclusively composed of foreign companies that rushed to Brazil to try to conquer the gigantic market of more than 200 million people. Other sectors, such as chemicals, tobacco, financial services, energy, and insurance have witnessed the same phenomenon.

As a result of those foreign investments, many foreign companies opened offices in Brazil, in which expatriates and local employees coexist every day, working and interacting together. Because of the cultural differences between the two latter, both conflicts and misunderstandings arise and can impact productivity and results. Redmond (2000), Peltokorpi (2008) and Hofstede (2001) indeed argued that cultural distance is often the main reason for conflicts and misunderstandings.

Cultural distance is the degree to which two different cultures differ from one another. For workers, it is more stressful to live in a culturally distant country since locals' behavior gets more difficult to predict based on the expatriate's own national habits, rituals, and traditions (Peltokorpi, 2008).

Adapting to the new culture is necessary for expatriates and gets more difficult with a higher degree of cultural distance. Peltokorpi (2008) adds that the difficulty in work-related communication and collaboration increases with cultural distance.

Cultural differences can be challenges for workers from both cultures. If not properly addressed by management, they can bear other consequences, such as loss of productivity (Vas Taras, 2013), decrease in employees' well-being (Froese, 2011), loss of attractiveness of the company (Carrel and Al, 2011), for example. For those reasons, understanding national culture, particularly in terms of work-related values and preferences, is of the utmost importance to ensure a company's success.

Vas Tars (2012) claimed that "the predictive power of culture is much stronger than of demographics, including age, work experience, gender, education level or race". Therefore, educating managers to cultural differences would prepare them effectively at understanding their employees' behavior. Workers could also be prepared to work with expatriates or with locals (depending on their initial situations), to facilitate their collaboration to come and the results their coexistence will yield.

1.2 Goal of the current study

Despite its importance, cultural distance between French and Brazilian is usually understood at managerial level by analyzing the results of a famous framework on national cultures designed by Hofstede. Those results are usually misunderstood and applied directly to the employees' nationality, without any consideration for variations between individuals, the difference between a nation and its inhabitants, age, gender, and the effect of the workplace environment. The reach of its framework makes it the perfect foundation for this thesis to build on and try to shed light on the differences between national cultures and some specific workplaces and employees. The goal of the current study is to help identify the differences in work-related preferences and values between workers in French firms in Brazil, according to whether they are French or Brazilian. The results should help both nationalities better understand the other and should improve both the communication and the collaboration between the two latter. This study can later be used by managers in French firms in Brazil to fully comprehend their employees and chose to analyze local results instead of misleading national ones.

National cultures have been studied in both France and Brazil, the goal of this current research is to explore in detail all the dimensions of Hofstede's framework to clearly identify the precise differences affecting the workplace of French companies in Brazil. This study aims at answering the following question:

- To what extent French and Brazilian workers differ in their attitudes and values?

This study is a comparative study and will not provide results that can be separated and analyzed on their own, independently, without the rest of this study. The results for Brazilian workers will not be an evaluation of the Brazilian national culture on its own, but rather can be used only when compared to their French counterparts in this same study. The direct consequence of this is that this study is not repeating the traditional Hofstede's evaluation of national culture in a workplace context but is building on it to analyze the differences between colleagues by comparing their attitudes locally. It will also focus on work-related behaviors and will use work-related terminology to evaluate if work culture is different from the traditional "national culture" of Hofstede. This study also aims at underlying the differences between country-level culture and individual level culture to see to what extent one can be used to understand and describe the other.

To investigate these differences, this study will also be considering other questions, that are intrinsically linked to the main question:

- What are the main elements on which French and Brazilian workers differ in each dimension on Hofstede's framework?
- Does "national culture" as defined by Hofstede vary according to your workplace compared to the studies at national level generally conducted?
- To what extent can the workplace influence national culture?
- To what extent do studies on national cultures based on Hofstede's framework on both French and Brazilian culture apply to the workplace?

The underlying goals of this study is to highlight the limitations of Hofstede's framework and its six dichotomous outcomes dimensions in the practical environment of a workplace, where a precise understanding of employees has an important impact on the company's performance as well as on the workers well-being and productivity. This study also aims at understanding how culture shapes the workplace and how the workplace in turns affects workers' culture. The goal of this study is to build on Hofstede's framework and dig deeper into workers' culture, to give actionable conclusions to managers of French firms operating in Brazil. It also aims at shedding light on the limitations of a country level definition of "national culture" by studying the differences between workers of the same nationality.

2. LITERATURE REVIEW

2.1 The rise of French companies in Brazil

The links that tie France and Brazil have always been very powerful. First, French culture has been particularly embraced by Brazilians compared to other non-French speaking countries. Throughout the centuries, the French revolutionary ideas and the French culture and *savoir-vivre* were widespread in Brazil. At the end of the 18th century, “the most inspiring idea in Brazil was the thought of the French Revolution” ((Fonseca, 1994). In the 19th century, Brazilian elites were very influenced by French culture. The French language also has a strong foothold in Brazil. French was mandatory in many schools in the 1960s. The “Alliances françaises”, French network of schools teaching French, in Brazil constitute the oldest and most extensive in the world with 63 establishments located all over the country (Alliance Française, 2019).

Economically, the relationship between France and Brazil is also very strong. The French Chamber of Commerce was created in 1901 in Rio de Janeiro. It was the first step of a long history of investments from French firms in Brazil. Nowadays, French companies represent the 6th foreign investor in Brazil (world bank,2018). The country convinces shareholders because of its stability, its internal market, its rising middle class. The integrality of the CAC 40, the 40th most valued companies in France have set foot in Brazil and are now conducting activities there. In total, about 900 subsidiaries of French companies are operating in Brazil. Combined, they represent no less than 500,000 jobs (Les Echos).

Traditionally French headquarters have regularly been sending French employees in their Brazilian subsidiaries, either at managerial positions, or at technical ones. These expatriates are supposed to secure the interest of the headquarters and be the link between French workers in France and Brazilian workers. Even if the Brazilian crisis has recently provoked a decrease in the number of French businesses and expatriates in Brazil, there are still around 18 503 French people that work in Brazil (French chamber of commerce,2018). This French presence means that French and Brazilian workers are coexisting in the subsidiaries, working together daily.

Brazil and France have been linked for a long time, and some may argue that their cultures do not seem as different as the difference that can be observed between western countries and Asian countries. The long-lasting influence and relationship between both countries seem to call for such an argument, apparently reducing the interest of this current study. However Brewster (1995) and O'Grady and Lane (1996) demonstrate that managers posted in a similar culture to their own often underestimate the psychic distance that exists. This lack of consciousness of the differences negatively impacts the expatriates' adjustment. O'Grady and Lane (1996) support the existence of a 'psychic distance paradox', stating that operations in psychically close countries are not necessarily easy to manage, because assumptions of similarity can prevent executives from learning about critical differences.

In this context, it is crucial to have a precise understanding of even the smallest differences, especially given what is at stake in the workplace regarding national culture awareness.

2.2 The importance of cultural awareness in the workplace

The aim of this study is to identify the characteristics of both French and Brazilian national culture when it comes to work related values and attitudes. Dong and Liu (2010) showed that understanding culture is crucial to multinational companies and managers to compete with other firms.

Indeed, the diversity of national cultures comes with both advantages and challenges. On one hand, it is widely recognized that diversity leads to companies' success (Jain and Verma, 1996), and that it leads employees to have better decision making, higher creativity and innovation, and that it leads to greater success in marketing (Cox 1991; Cox and Blake, 1991). On the other hand, however, when "an organization ignores the existence and importance of workforce diversity, conflict can emerge and neither the company nor the employees will realize their potential" (Goetz, 2001).

Recognizing the existence of different cultures inside a company is therefore a very important step to achieve the company's potential and avoid conflicts between employees. Vas Taras (2012) demonstrated that companies that make even moderate adjustments to selection, training, and work design systems based on national culture value differences are likely to yield a 10-20 percent improvement in management.

The study of national cultures in work related attitudes is not only a tool to understand individual internal preferences. According to Vas Taras (2011), many workplace outcomes are best

predicted by national culture, such as preferences for leadership style, group dynamics, communication style, fairness perceptions and compensation, conflict handling preferences, and work design, among others.

2.3 Cultural dimensions in work-related attitudes

In 1980, Hofstede developed a first framework to understand and evaluate national preferences - also called values. This framework originated from a study that he conducted in the company IBM, that had many employees all over the world. Though the framework was born inside a company, it was then widened to be a tool that could describe all aspects of national cultures. The book containing this framework is said to be one of the most cited in academic papers and research. “By now there is hardly a cross-national paper that does not cite Hofstede” (Hickson, 1996).

A great number of other models of national cultural values have been offered since and used in research on cultural differences and their consequences for business. Each new model contributed to new insights into national cultures, but would usually be inconsistent between them, or simply too unique every time. Among this multitude of possibilities, the framework for the study of culture that Hofstede developed is enormously popular and used by scholars and practitioners alike. Over time, this framework has been used in a great many number of research on culture, leading to a consistent and substantial body of studies, proving the effects of culture on the workplace and helping determine both the aspects of culture and their consequences.

Other frameworks could have been used for this study, like the **GLOBE model**. GLOBE is a long-term programmatic research effort designed to explore the fascinating and complex effects of culture on leadership, organizational effectiveness, economic competitiveness of societies, and the human condition of members of the societies studied (House, Hanges, Javidan, Dorfman, and Gupta, 2004). The GLOBE study was conducted in the mid-1990s. The GLOBE researchers measured culture at different levels with both practices and values existed at the levels of industry (financial services, food processing, telecommunications), organization (several in each industry), and society (62 cultures). GLOBE produced a set of nine dimensions, each measured twice, isometrically as practices and respective values. Hofstede firmly believed that GLOBE adopted his dimensions paradigm of national cultures and he believed that GLOBE researchers expanded his five dimensions to nine (Hofstede, 2010). That is, GLOBE researchers maintained the labels Power Distance and Uncertainty Avoidance and renamed Long Term Orientation: Future Orientation.

There is also the **Lewis Model** which was developed in the 1990s and described in *When Cultures Collide* (1996). Lewis, after visiting 135 countries and working in more than 20 of them, concluded that humans can be divided into 3 clear categories, based not on nationality or religion but on behavior. He named his typologies Linear-active, Multi-active and Reactive. Another framework of cross-cultural theory, developed by Israeli psychologist **Shalom Schwartz**, identifies seven dimensions at the country level: embeddedness, intellectual autonomy, affective autonomy, hierarchy, mastery, egalitarianism, and harmony (Schwartz, 1994).

The choice of Hofstede's model of national culture over others is based on three observations. First, Hofstede data includes a larger sample of countries than other datasets. For example, Hofstede measures the national cultures of all European Union (EU) member countries, which is not the case with GLOBE. Then, the number of dimensions in Hofstede's framework are fewer—six compared to seven by Schwartz (1994), for instance— but most importantly the dimensions are statistically distinct. GLOBE has nine dimensions but high inter-correlations have been reported among them, and therefore, multicollinearity problems can result when all are used in the same model (Laskovaia et al., 2017). Third, Hofstede dimensions have been successfully replicated by other researchers without losing their validity, indicating that the cultural differences his dimensions describe are basic and enduring. Kirkman, Lowe and Gibson (2006) review 180 empirical studies published between 1980 to 2002 and observe that Hofstede dimensions successfully predict cross-country variations and links between culture and organizations.

The latest framework from Hofstede is composed of six different dimensions : Power distance (large or small), Masculinity (vs Femininity), Long-term orientation (vs Short-term orientation), Uncertainty index, Collectivism (vs Individualism), and Restraint (vs Indulgence).

Power distance

Power Distance is the acceptance of the distribution of power by people who do not have any or have less than others. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders. According to Hofstede, in small power distance countries, the use of power should be legitimate, parents treat children as equals, hierarchy is considered to be

accidental, subordinates are expected to be consulted when decisions are taken. In large power distance countries, power is not supposed to be legitimate, children are taught obedience, differences in power are understood as a reflection of existential inequalities and subordinates expect to receive orders from superiors.

Masculinity (vs Femininity)

In his first study of IBM employees, Hofstede observed that men tended to be more assertive and competitive and women tended to be more caring and modest. From those observations, he called “Masculinity” the degree of importance of power relationships and competition, as opposed to “Femininity”, the degree of importance of care, modesty and friendly relationships (Hofstede et Al., 1998). The distribution of those values varies a lot depending on the country. However, women’s values differ less among different nations than men’s values. Men have been observed to be much more different in their attitudes across countries. The degree of “masculinity” is the degree to which most of the population is behaving mainly based on power, competition, and career considerations.

Long-term orientation (vs Short-term orientation)

This dimension was added to the framework by Hofstede after he interviewed Asian students. They were showing a great willingness to follow the traditions, to be perceived as a stable individual. They were particularly sensitive to shame, were persevering and ordered relationships by status. Such an attitude is present in Confucius teachings and are widespread in Asia. This

attitude is called short-term orientation. The opposite is long-term orientation, in which adaptation is key, traditions are subject to changes and family has a flat structure.

Restraint (vs Indulgence)

Restraint stands for a society that uses strict social norms to keep a close watch on gratification of desires. On the contrary, Indulgence stands for a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun. In an indulgent society, people tend to be happier, value freedom of speech, feel in control of their lives (Hofstede, 2011). In a society where restraint is the norm, leisure has a lower importance and people do not feel in control of what happens to them.

Uncertainty index

“Uncertainty Avoidance is not the same as risk avoidance; it deals with a society's tolerance for ambiguity” (Hofstede, 2011). It is the degree to which members of a society feel comfortable with an unexpected situation, or a situation that is different than usual. In uncertainty avoidance countries, people tend to limit the occurrences of such novel and surprising situations by following a set of rules, rejecting innovative and deviant ideas, and following a strict behavioral handbook.

Collectivism (vs Individualism)

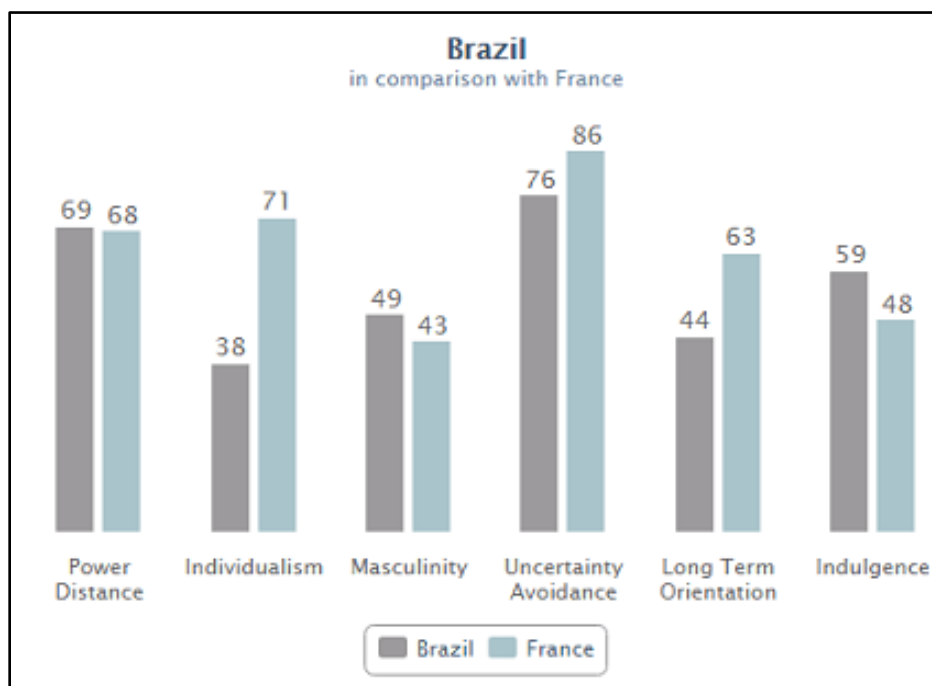
The more a society is structured into groups, the more it is a collectivist society. In Individualistic countries, people play mainly on their own and for themselves, they are only expected to look after their families. People in collectivist countries live and take care of an extended family, and

are integrated in strong groups, to which loyalty is important. In the workplace, tasks matter most in an individualistic setting, and relationships are more important than tasks in the collectivist one. Moreover, speaking one's mind is less valued than keeping harmony in collectivist countries.

2.4 Going deeper than Hofstede's six dimensions

Many studies have been conducted on national cultures, based on Hofstede's framework. The results are well known and widely accepted (see graph 1)

Graph 1. Hofstede's results on Brazil and France national cultures (Hofstede website)



However, results are only analyzed at dimension level, without analyzing the precise differences and similarities. For example, Hofstede survey counts 4 questions by dimension but only provides one final score by category. It makes it impossible for managers to understand what they can do

and cannot do to consider those differences. It puts a tag on people with only two outcomes by dimension. Pittenger (2004) claimed that “creating typologies by dichotomizing normally distributed personality dimensions may reduce rather than increase the explanatory and predictive power of the original measurement scale.”

In traditional studies on national culture using Hofstede’s framework, a person can either be collectivist or individualistic. In reality, it seems very possible that a person could be very individualistic on some aspects of work-related attitudes and values and, at the same time, quite collectivist on some other aspects. Moreover, studies on those questions tend to put all different people with the same nationality under the same tags. For example, a Brazilian living and working in Manaus would be considered the same in its national cultural traits as any other Brazilian living in Sao Paulo and working in a French company. This study on the contrary, starts from the assumption that a person can share different outcomes of the Hofstede’s traditional dimensions, being for example both collectivist on some aspects and individualistic on other aspects, and that it is possible that national culture aspects vary when studied about work-related attitudes and preferences compared to studies focusing on general aspects of culture. Literature does not study those possibilities, and labels workers with only two possible denominations by Hofstede’s dimension, without considering the possibility of cohabitation of those denominations depending on the different studied attitudes.

The current studies on Hofstede’s framework at work lack a study in which Hofstede’s dimensions are studied in detail, at local and comparative level, and not at national level as absolute values that apply in any contexts and to any citizens with the same nationality. The fact that Hofstede

results only describe country-level and not individual level is widely studied. Hofstede himself warns that the national culture traits cannot be used to understand individuals but rather countries (Hofstede and Minkov, 2013). Klein and Hall (1994) insist that greater attention to level issues will increase the clarity, testability, comprehensiveness, and creativity of organizational theories.

A study that can give a precise understanding of managerial implications of the results, without labelling people with only two possible outcomes is not available to date concerning French and Brazilian workers. As it stands now, the literature on national culture in the workplace in Brazil can lead to misconceptions and misunderstandings by the general and wide conclusions that they make and do not provide managers of firms in which Brazilian and French workers coexist with any actionable conclusions on the employees under their responsibility.

3. METHODOLOGY

This study took a quantitative approach to evaluate Hofstede's cultural dimensions in the workplace. This quantitative approach took the form of a survey, of which the respondents, the design and the analysis are extensively described here.

3.1 Sampling

A total of 172 workers participated in the research. The respondents had to be working in the French companies located in Brazil and their contact information was mostly found in the French Chamber of Commerce yearbook. The sample is meant to be representative of the French and Brazilian workers coexisting in French companies. To achieve this, 30 companies were asked to participate in the study and were chosen randomly in the complete list of French companies registered as having offices in Brazil. Upon first contact, if those companies didn't have any French workers in Brazil, they were taken out of the study and randomly replaced by another one. The companies then received an email or a call, depending on their answers or absence of answers with one or the other mean, asking them to participate in the research. Upon acceptance, they received a visit during which the questionnaires were handed out. If they refused to participate at this stage, they were in turn randomly replaced. 93 French workers and 79 Brazilian workers agreed to participate. A great majority of the companies participating in the studies are located in Sao Paulo, although some participants were also located in the Rio de Janeiro region.

Table 1. Participants

Background information	
1.How old are you?	
18-29	41
30-39	53
40-49	69
50 or older	9
prefer not to say	0
2.Sexe	
Male	96
female	71
prefer not to say	5
other	0
3.Where were you born	
France	93
Brazil	79
others	0
4.How long have you been working in Brazil	
never	0
0-3 years	54
3- 5 years	38
5- 10 years	23
10 - 20 years	42
more than 20 years	15

3.2 Data collection

Design of the sections of the questionnaire

Data was collected using a print questionnaire. The full questionnaire can be found in Appendix 1. The questionnaire was segmented in three different sections: the “Preferences” section, the “Acceptable behaviors” section and finally the “Personal beliefs” section. Those sections were created to structure the survey and make it easier for the questionnaire to be filled by workers. They do not play a role in the analysis of the results. The “preference” part asked the participants

to indicate their preferences regarding the items. The “Acceptable behaviors” asked the participants to indicate how acceptable some behaviors were for them. The last “Personal beliefs” part asked the participants to assess their level of belief in some widespread affirmations. Those different sections were designed to have a better and more exact idea of their national culture. They aimed at taking into account the fundamental attribution error (practically the fact that you might consider an attitude differently whether you are thinking about you doing it or someone else doing it) to have a better understanding of work-related preferences and values . Lee Ross (1977) presents this error as the tendency for people to under-emphasize situational explanations for an individual's observed behavior while over-emphasizing dispositional and personality-based explanations for their behavior. He adds that this error can be dealt with if the respondents are asked to evaluate an attitude with two questions, one about themselves and their subjective experience, and one about other people displaying the attitude. If the respondents first think of cases in which they behaved in a certain way, they tend to evaluate this attitude shown by others in the same way as if it were themselves.

Design of the survey items

A four-points Likert scale was used in the entire questionnaire. In the first part, the four different answers were “not at all”, “not really”, “quite a lot”, “very much”. In the second they were “completely unacceptable”, “quite unacceptable”, “quite acceptable”, “completely acceptable”. Finally, in the last part, the answers were “I totally disagree”, “I disagree”, “I agree” and “I totally agree”.

The questionnaire was designed to assess the six dimensions of national culture as defined by Hofstede: Power distance, uncertainty avoidance, individualism/collectivism masculinity/femininity, long term/short term orientation and indulgence, and their precise implications for the workplace.

In order to do so, the items were crafted from the literature, more precisely from Hofstede paper “Dimensionalizing Cultures: The Hofstede Model in Context”, on the value survey module of 2013 designed by Hofstede and on a research conducted by Tran, Admiraal and Saab (2017). All the items used in this study appear in at least one of those researches, which ensures their validity. The first study explains the practical aspects of each dimension by Hofstede himself. Those aspects were used in this study to give a frame of reference in the light of which the items would be understood and analyzed. All the items of the survey are labelled under one aspect to draw easier practical conclusions of their results. For example, uncertainty avoidance is practically broken down into “importance of norms” “dealing with uncertainty”, “following directives”, that correspond to the practical categories that Hofstede drew from his research. The second study detail the items that can be used to evaluate national culture. The items of that study were used to study the cultural distance between expatriated workers and local workers in Vietnam. All the items used can be found in those studies, but their order in this study’s survey was rearranged to fit the three parts of its structure.

The questionnaire initially consisted of one or two questions per practical aspects detailed by Hofstede, according to their described importance in the observations of Hofstede. After conducting a factor analysis on the first surveys to be submitted, it appeared that only some

questions were explaining the majority of the variance. The questionnaire was then reduced to five questions per dimension explaining 60% or more of the variance, to increase the response rate of the survey while studying the differences that mattered.

At the same time, the survey was tested for validity, and reliability. The former studies the relationship between the measurements of the same construct and is here studied with a Pearson's correlation matrix. Table 2a shows that Pearson's coefficients are always smaller than (-)0.5, and thus the dimensions are not correlated significantly.

Table 2a. Pearson's correlation matrix

	1	2	3	4	5	6
1. Power distance	1					
2. Individualism/Collectivism	0.41	1				
3. Masculinity/Femininity	0.07	0.17	1			
4. Uncertainty avoidance	0.12	0.06	0.10	1		
5. Long term/Short term orientation	- 0.25	- 0.05	0.09	- 0.34	1	
6. Indulgence/Restraint	- 0.33	0.38	0.45	0.05	0.11	1

Cronbach alphas were also calculated on each set of questions by dimension of Hofstede's framework to ensure the reliability of the survey results. The results are as follows:

Table 2b. Cronbach alpha results

Dimensions	Number of items	Cronbach alpha
Power distance	5	0.78
Uncertainty avoidance	5	0.75
Individualism/Collectivism	5	0.64
Masculinity	5	0.80
Long-term/short term orientation	5	0.71
Indulgence	5	0.69

The survey counts 30 questions as explained earlier. Tables 3 and 4 detail these items for the power distance and the long term/short term orientation dimensions. The full survey can be found in the Appendix.

Table 3. Example of items for the power distance dimension

Dimension	Aspects of the dimension	Items
Power distance	Relationship with managers	1. Being part of the decision-making process of my higher management
		3. Keeping a certain distance from my higher managers
	Respect of hierarchy	4. Being ordered by my managers
	Legitimacy of power	19. A manager criticizing the work of an employee
	Relationship between parents and children	24. Children should be treated as equals

Table 4. Example of questions for the long term/short term orientation

Dimension	Aspects of the dimension	Questions

Long term/short term orientation	Importance of stability	27.A good person adapts to the circumstances
		23.Traditions must be preserved at any costs
	Importance of country in identity	20.Someone criticizing my country
	Importance of service to others	14.Your coworkers asking other coworkers for help to complete their tasks
	Importance of general guidelines for conduct	30. Good and evil depend on the circumstances

All the cultural dimensions and their associated aspects and questions can be found in Appendix

2.

3.3 Data analysis

To analyze the results, the Likert scale was transformed back to a slider scale and a value between 1 and 4 was therefore attributed to each answer. It led to the following correspondences: in the first part of the survey, “not at all” =1, “not really” =2, “quite a lot” =3, “very much” =4. In the second part, “completely unacceptable” =1, “quite unacceptable” =2, “quite acceptable” =3, “completely unacceptable” =4. In the last one, “I totally disagree” =1, “I disagree” =2, “I agree” =3, “I totally agree” =4.

To answer the research questions, independent sample T-tests were used to test the differences between two groups of participants on their scores for each dimension. For each item, the average of the answers of Brazilian workers were calculated, as well as the average of French workers' answers. The coefficient of variation was also calculated for each question and was always lower than one. The averages were also calculated at dimension level since the goal of this study is to go one level under those dimensions and compare the conclusions with a country-level analysis of national culture. The difference between French and Brazilian averages was calculated in percentages for each item, representing the absolute difference between the French and Brazilian averages divided by the lowest average of the two. Later in the study, the averages were also calculated by age and by the number of years spent in Brazil. The same method was used at this stage than in the previous one.

4. RESULTS

The questions are grouped by dimensions and the results of those questions were then summed by group to portray the prevalence of each dimensional trait for the French workers and the Brazilian workers. The sums are to be considered in the optic of a comparison between French and Brazilian workers and are not intended to be a general indicator of each dimension independent of the comparison. The results of the aggregated results by dimensions are presented in table 5 and graph 1. For Power distance, 1 indicates low power distance and 4 high power distance. For Individualism/ Collectivism, 4 indicates high individualism and 1 high collectivism. For Masculinity/Femininity, 4 indicates more masculine values, 1 indicates more feminine values (as defined by Hofstede). For Uncertainty avoidance, 4 is high and 1 is low uncertainty avoidance. Prevalence of Long-term orientation is indicated by 4, whereas prevalence of Short term orientation corresponds to one. Indulgent cultures are indicated by 4 and more restraint is characterized by 1.

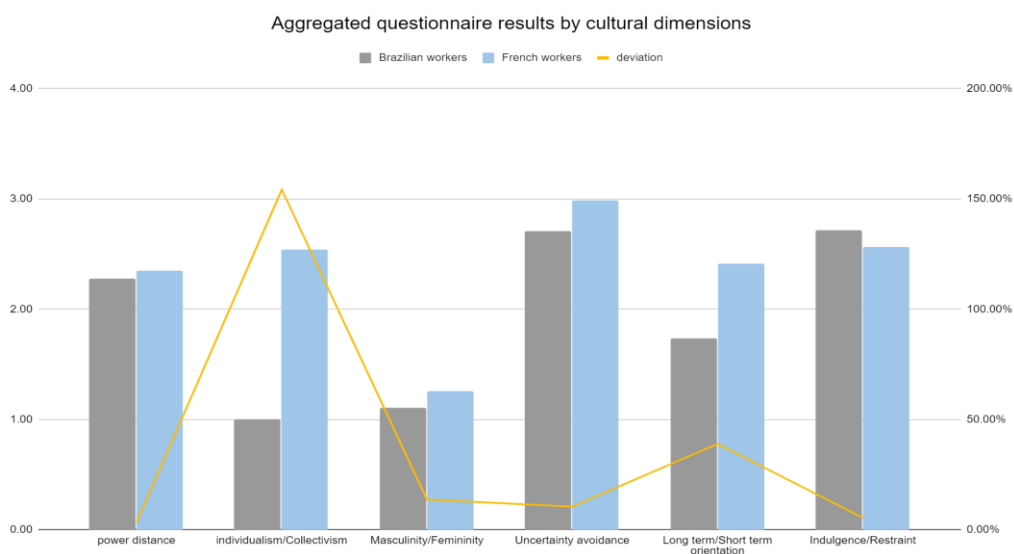
4.1 Survey results

The results of the survey are displayed in the table below. The graph following this table gives a visual representation of the results, which can help the reader interpretation.

Table 5. Aggregated questionnaire results by cultural dimensions

	Brazilian workers	French workers	Difference
Power distance	2.30	2.40	4.70%
Individualism/Collectivism	1.00	2.54	154.20%
Masculinity/Femininity	1.11	1.26	13.72%
Uncertainty avoidance	2.71	2.99	10.50%
Long term/Short term orientation	1.73	2.41	38.99%
Indulgence/Restraint	2.71	2.57	5.77%

Graph 2. Aggregated questionnaire results by cultural dimensions.



In terms of power distance, Brazilian workers have an average of 2.30 [out of 4] and French workers have an average of 2.40 [4], representing a difference of only 4.70%. For the individualism/collectivism dimension, Brazilians scored 1,00 [4] and French people 2.54 [4], a difference of 154,20%. As for Masculinity/Femininity (as defined by Hofstede), Brazilians have an average of 1.11 [4] and French workers 1.26 [4], a difference of 13.72%. Brazilian workers scored 2.71 in uncertainty avoidance whereas French people scored 2.99, which represents a difference of 10.50%. Long term orientation has an average of 1.73 for Brazilians and 2.41 for French people, a difference of roughly 39%. Finally, Brazilians answers have an average of 2.71 in terms of indulgence, where French answers amount to an average of 2.57, representing a difference of 5.45%.

Power distance

Brazilian and French workers are overall very similar in terms of Power Distance. The difference in their average score is only 4.70%. The breakdown by questions, displayed in table 6, show a maximum difference of 10.16%, but most averages have a difference of about 2%.

Table 6. Power distance results by questions

	Brazilian workers	French workers	Difference
<i>1. Being part of the decision-making process of my higher management</i>	3.1	3.15	1.61%

<i>3.Keeping a certain distance from my higher managers</i>	3.05	3.36	10.16%
<i>4.Being ordered by my managers</i>	2.8	2.76	1.45%
<i>19.A manager criticizing the work of a employee</i>	3.87	3.95	2.07%
<i>24.Children should be treated as equals</i>	3.14	2.90	8.28%

In the workplace, it means that Brazilian and French workers accept to the same extent the distribution of power to managers. They expect to be part of the decision-making process but accept the fact that a manager can give orders to employees, orders that must be respected. Power seems to be considered by both as an elevating characteristic: managers are in a position to criticize the work of everybody but are also more isolated, as workers like to keep a certain distance from them. Back home in their families, workers all consider that children should, in a certain measure, be treated as equals.

Overall, the results show that both Brazilian and French culture are quite high-power distance cultures, in which power calls for respect, distance and obedience, even in a professional setting. Both cultures also show some rejection of pyramidal organizations and exhibit a preference for flat decision-making structures.

Collectivism (vs Individualism)

Brazilian and French cultures seem to be particularly different in terms of Individualism/Collectivism. The difference in their average score is as high as 154.20%, from 1.00 for Brazilians to 2.54 for French workers. The results by questions, detailed in table 7, show consistent extreme differences between both cultures.

Table 7. Collectivism/Individualism results by questions

	Brazilian workers	French workers	Difference
<i>5. Asking my coworkers for help when solving a problem</i>	2.5	1.2	108.33%
<i>6. Avoiding disagreements with my coworkers</i>	3.45	1.52	126.97%
<i>8. Having the opportunity to work in team</i>	3.42	2.75	24.36%
<i>18. A coworker criticizing the work of another coworker</i>	1.6	3.59	124.38%
<i>25. Working together always makes us stronger</i>	3.23	1.41	129.08%

According to those results, Brazilian workers demonstrate high collectivist attitudes and preferences, and French workers, on the opposite, show a high level of individualistic behaviors. Brazilian are keen to work in teams, and go to colleagues for help, as they believe that working

in groups is always more effective than working alone. They are also way more cautious about not having conflicts with other coworkers and willing to keep their opinion for themselves not to divide the group. Therefore, Brazilians can be considered as collectivists, since they are defined by the group they belong to, and display more willingness to work in teams, ask for help and preserve the bond of the group formed by their coworkers.

French workers appear to be on the other side of the spectrum. They prefer working alone, as they are skeptical about the effectiveness of group work. They are not likely to ask for help from their coworkers even when struggling with a task, and do not usually keep their criticisms for themselves, even if it endangers relationships inside the coworker's cohort. For those reasons, French workers can be considered individualistic, as they express such beliefs and preferences.

Following this observation, one can expect Brazilians to be ready to sacrifice more to the group, at the detriment of their personal interests than French people would be ready to do. French people are more likely to say no to their coworkers and will speak their minds about the work quality when working in a group, where Brazilians are more likely to agree to the group ideas and to give priority to their relationships with all the coworkers, even sometimes over work quality.

Masculinity (vs Femininity)

Brazilian and French cultures seem to be similar in terms of Masculine/feminine values (as defined by Hofstede). Their average answers are respectively scored 1.11 and 1.26. The breakdown by questions, displayed in table 8, show similarities in both cultures towards feminine values.

Table 8. Masculinity/Femininity results by questions

	Brazilian workers	French workers	Difference
<i>7. Having pleasant people to work with</i>	3.36	3.45	2.68%
<i>11. Having chances for promotion</i>	3.5	3.55	1.43%
<i>13. Sharing your private life with your coworkers</i>	3.56	3.2	11.25%
<i>17. Giving priority to family over work</i>	3.44	3.1	10.97%
<i>26. It is okay not to be the best</i>	3.6	3.5	2.86%

“Femininity” is the degree of importance of care, modesty and friendly relationships (Hofstede et Al., 1998) and the degree of “masculinity” is the degree to which most of the population is behaving mainly based on power, competition, and career considerations. According to this definition, both Brazilian and French workers tend more towards feminine values in their attitudes and preferences.

Both workers’ cultures greatly value having pleasant coworkers with whom they can share their personal life. Brazilians and French people are keen to have chances for promotion and career advancement but still greatly agree that family should be prioritized over work. Finally, they do not particularly admire the strong, as it would be the case in very masculine cultures. It means that they will be receptive to weaker people and are likely to be clement on when having to deal with mistakes of other coworkers. The value of the coworkers reside more in their personalities

than in their skills. That said, it does not mean that having effective coworkers is not important in both cultures.

Uncertainty avoidance

In terms of Uncertainty avoidance, which is the degree to which members of a society feel comfortable with an unexpected situation, or a situation that is different than usual, French, and Brazilian workers also appear to be quite similar. They both have high scores: 2.71 for Brazilian workers and 2.99 for their French peers. The breakdown by questions, shown in Table 9, shows a similar rejection of uncertainty, although the two cultures differ on some attributes.

Table 9. Uncertainty avoidance results by questions

	Brazilian workers	French workers	Difference
<i>9. Having security of employment</i>	3.67	3.81	3.81%
<i>10. Having to take initiatives</i>	1.68	1.46	15.07%
<i>12. Not having to face work-related surprises</i>	3.64	3.9	7.14%
<i>16. Someone pushing a business opinion that goes against the current business dogma</i>	1.85	1.3	42.31%
<i>21. Some rules are made to be broken</i>	2.25	2	12.50%

Both French and Brazilian working cultures are pushing them to avoid uncertainty. Most of the time it means that those workers will prefer following guidelines and general rules to avoid having to deal with unexpected results or situations. Workers showed a preference at following established rules, even if Brazilians are much more likely to listen to someone that is presenting an unusual opinion.

Work-related surprises are not welcome in both national cultures. A certain routine is largely preferred, in which workers can know the actions to take and what results to expect. In this context however, Brazilian workers appear to be more prepared to take initiatives if the situation makes it necessary.

Long term/Short term orientation

Long term/Short term orientation is another cultural dimension in which Brazilian and French workers appear to be very different in their attitudes and beliefs. Overall, Brazilians scored an average of 1.73 to the questions relative to this dimension and French people scored an average of 2.41, amounting to a difference of almost 40%. The breakdown by questions, presented in table 10, shows repeated divergences in aspects defining this dimension., in particular on two different questions.

Table 10. Long-term/Short term orientation results by questions

	Brazilian workers	French workers	Difference
--	--------------------------	-----------------------	-------------------

<i>14. Your coworkers asking other coworkers for help to complete their tasks</i>	3.65	3.20	14.06%
<hr/>			
<i>20. Someone criticizing my country</i>	1.12	3.1	176.79%
<hr/>			
<i>23. Traditions must be preserved at any cost</i>	3.10	2.40	29.17%
<hr/>			
<i>27. A good persons adapts to the circumstances</i>	3.40	3.55	4.41%
<hr/>			
<i>30. Good and evil depend on the circumstances</i>	2.90	3.00	3.45%
<hr/>			

From those results, it appears that French workers are more long-term oriented and Brazilian workers are more short-term oriented. However, both cultures seem to be long-term oriented, so distinctions must be drawn from the results breakdown.

Both Brazilians and French people agree on the fact that a good person adapts to the circumstances and that good and evil are relative concepts that can change according to the situation. Adaptation is a key aspect of long-term orientation, which leads me to believe that both cultures are so. However, Brazilians also display behaviors and preferences that are more in accordance with short-term oriented cultures such as Asian cultures. Indeed, they give a great importance to traditions, and show that service to others is an important part of their cultures. Maybe the most conclusive result is the compelling necessity for Brazilian workers to be proud of their country. French people are almost twice as likely to accept someone criticizing France than Brazilians are to accept the same attitude towards Brazil.

If French culture is clearly long-term oriented, Brazilian culture seems to be at a turning point, between short- and long-term oriented attitudes and beliefs. This is important to understand when working in a bi-cultural group, in particular to avoid conflicts or ethical disagreements.

Indulgence/Restraint

Finally, in terms of Indulgence and Restraint, both cultures seem to be similar in a lot of aspects. The Brazilian average is 2.71 and the French average is 2.57, that is to say a 6% difference. The two cultures appear to be mostly indulgent. The breakdown by questions shown in table 11 show evidence of such a characteristic.

Table 11. Indulgence/Restraint results by questions

	Brazilian workers	French workers	Difference
<i>2. Getting the opportunity to express my opinion</i>	2.90	2.76	5.07%
<i>15. Someone expressing disagreements with coworkers</i>	2.86	3.13	9.44%
<i>22. It is important to have few desires</i>	2.86	3.21	12.24%
<i>28. I am in control of what happens to me</i>	3.17	3.05	3.93%
<i>29. I consider myself to be happy</i>	3.5	3.10	12.90%

Both cultures stress the importance of freedom of speech, even if Brazilians are less likely to accept someone disagreeing with the coworkers (for the sake of collectivism, as explained earlier). French and Brazilian workers seem to believe that having few desires is important, but also tend to answer that they are happy, which leads me to conclude that, in their minds, having few desires is more a recipe for happiness than a moral condemnation of desires themselves.

This characteristic is not directly linked to workplace attitudes but can be used effectively by managers. Indeed, privileged positive reinforcements instead of coercion is likely to yield better results. Moreover, allowing employees to speak their mind can certainly help them feel involved in the projects and put more effort into them. It also has an application for salesman and customer service employees, as displaying their emotions to customers is likely to be expected by the latter, and even appreciated.

4.2 Observations

Young people culture is defining a different workplace

When isolating the results by age, it appeared that young people (between 18 and 25), had different preferences than their older peers concerning many aspects of the workplace. Table 12 shows questions where young people differ from the rest of their peers.

Table 12. Sample of results for 18-25 year-old group

	average	Young people (18-25)	Difference
<i>3. Keeping a certain distance from my higher managers</i>	3.21	2.80	14.91%
<i>10. Having to take initiatives</i>	1.56	1.77	13.39%
<i>13. Sharing your private life with your coworkers</i>	3.37	3.60	12.24%
<i>16. Someone pushing a business opinion that goes against the current business dogma</i>	1.55	1.82	17.22%
<i>21. Some rules are made to be broken</i>	3.5	3.10	12.90%

Young people seem to have preferences that differ from workers from other age groups, and both young French people and young Brazilian people share those preferences. They express a clear preference for constructing relationships at work with a flatter hierarchy, in which they can be close to their managers, and a circle of coworkers to whom they can share their private lives. They are also less risk averse when it comes to taking decisions and following rules. They believe more that some rules are made to be broken and are more willing to take initiatives if they have to. They also make clear that a unique business opinion is worth listening to.

Workplace culture can influence personal preferences and beliefs

It appears that French workers that have been working in Brazil for a long time (>20 years) tend to have preferences and beliefs that are closer to the Brazilian ones than the French ones. Table 13 below shows the differences between the answers of French people having worked for more than 20 years in Brazil, and those who have been working there for a shorter time. Those results are potentially not representative due to the very small amount of French people having worked in Brazil for such a long period, they are more an idea to explore.

Table 13. Sample of results for 18-25-year-old group

	French people average	French people over 20 years in Brazil	Difference
<i>6. Avoiding disagreements with my coworkers</i>	1.52	3.22	111.84%
<i>18. A coworker criticizing the work of another coworker</i>	3.59	1.97	82.23%
<i>20. Someone criticizing my country</i>	3.10	1.74	78.16%

It seems that French people that have worked for long in Brazil are more likely to avoid disagreements with their coworkers and are less likely to accept that someone criticizes the work of coworkers. Those two aspects lead us to believe that those French people moved from individualistic behaviors to more collectivist ones. They are also way less open to someone criticizing France than the rest of French workers. It would seem that their long-term orientation was changed by the shorter-term orientation of Brazilians. Again, those results have to be taken with care, because of the small size of the sample.

4.3 Limitations

This study counts many limitations. The two main ones are the size of the survey sample and the number of questions by dimension. The study is composed of only 172 answers. This number is quite low compared to an ideal sample size. Collecting answers was all the more difficult because there are not many Brazilian workers in French firms and French workers in Brazil. The second main limit is the number of questions in the survey. This study initially started with a longer survey, with 60 questions, that is to say 10 by dimensions. This number of questions was supposed to allow for a precise study of each dimension. Unfortunately, with this early version of the survey, the Cronbach alpha for the categories was not satisfying and the response rate of the survey was low.

However, the main limitations concern the Hofstede method of evaluation of national cultures. This limitation is framing. Framing in a survey is the way in which you ask the question. It can be either the choice of words, asking a negative question instead of a positive one, choosing to ask the question about someone else or about the interviewee himself.

For one question in particular (*Working together always makes us stronger*), the results seemed particularly strange, because one could expect the same average for Brazilians and French people, as it is widely accepted that French people also tend to believe in group work and enjoy working in teams (Iribarne, 2012). The results, however, were particularly diverging: an average of 3.23 for Brazilians and 1.41 for French workers. To test the effect of framing, a new set of 5 questions was sent to 40 French and 40 Brazilian workers. In those questions, there was one about working in teams, with four different versions of the question. Each person received only one version of those four, in the middle of the five questions. The four versions were: 1) Working in teams makes us stronger, 2) Working together makes us stronger, 3) Working together sometimes makes us stronger, 4) Working in teams always makes us stronger. Table 14 shows the results of this test.

Table 14. Framing effect results

	Brazilian average	French average
1) <i>Working in teams makes us stronger</i>	3.60	3.22
2) <i>Working in teams always makes us stronger</i>	3.48	1.52
3) <i>Working together sometimes makes us stronger</i>	3.85	3.92
4) <i>Working together makes us stronger</i>	3.55	3.41

It clearly shows that the way in which the question is framed influences greatly the answers from both Brazilian and French workers. Question number 3 would even lead us to believe that French people are more collectivist than Brazilians. All the questions are susceptible to framing. It does not endanger the study, because the questions were the same for everybody, but it must be kept in mind when interpreting the results of this study.

5 CONCLUSION

This study shed light on some key differences and similarities between French and Brazilian workers in French firms in Brazil. It led to the conclusion that Brazilian workers tend to be collectivist (1.00) and short-term oriented (1.73) whereas French workers are on average more individualist (2.54) and long-term oriented (2.41). However, both cultures seem to share the same high power distance (B: 2.30 , F: 2.40), feminine values (B: 1.11, F: 1.26), high uncertainty avoidance (B: 2.71, F: 2.99) and indulgence (B: 2.71, F: 2.57). At work, conflicts are more likely to rise from the differences in orientation and collectivism. Some of the practical aspects of those differences have been discussed earlier, and it is necessary for French firm's management to take them into account. Given the high-power distance that was observed, managers have an important role to play to establish company's culture policy. They must integrate those differences in their approach and in the company's guidelines.

This study confirms that the previous works on Hofstede's national culture that have been done to study the differences between French and Brazilian people can be used to understand the general differences between the two groups at work. The graph of Hofstede's framework (graph 1) is very similar to the one of the aggregated answers of this study survey (graph 2). It means that the country-level differences in national culture can be found in some way at company-level and even at small groups level. However, it also confirms the hypothesis of Hofstede himself that individuals' culture may differ from their country-level culture. This study clearly shows that individuals cannot be fully encapsulated in their countries' trends.

Moreover, this study also shows that dichotomous outcomes for a study of culture have flaws because they do not allow managers (and other interested parties) to fully comprehend the different aspects of a preferred attitude or value. For example, although Brazilian and French people differ a lot on long and short orientation, they seem to share the exact same thoughts on how good and evil depend on the situation. Because of the dichotomous outcomes, one could have been led to believe that both cultures would differ on this matter (as Hofstede himself concluded between the two cultures in question). It highlights the fact that two people from very different national cultures can be totally convergent on some aspects of culture, life, family, work, and so on.

The results of this study also show that national culture is not fixed forever, at least in two ways. First, young people differ in their preferences and values compared to older generations. Second, old workers that have been exposed for long to another culture see their own culture change. This seems to invalidate the conclusions of many studies on the invariability of culture over time. Although it is also possible that national culture, considering all generations, indeed does not change, but rather that all the younger generations will soon adopt slightly older peers' views. In this case, changes occur but national culture is unchanged. This topic would need to be further explored to reach a conclusion.

In terms of managerial implications, this study complicates the task of managers when it comes to understanding their employees' culture. Indeed, it showed that national culture is not enough to comprehend employees, and that internal studies must be conducted on them to have actionable results. Managers must discover their employees' personal preferences without

drawing too many conclusions from their country-level national culture, although it gives a general understanding of some differences. Managers should also consider generational differences in culture and take them into account in the way they organize and conduct tasks. For example, where an older worker would prefer to receive clear guidelines on how to achieve an objective, younger workers will likely prefer to have more freedom in the way they conduct the task and reach the objective.

Finally, and maybe more importantly, this study shows that workplace culture has an impact on the employees' national culture. French workers who have been working in Brazil for a long time seem to display behaviors that would be more representative of Brazilian preferences. It means that clearly defining a company's culture or even a workplace's culture is likely to align employees' cultures over time. As discussed earlier, many aspects of work, among which productivity, happiness, tensions, creativity are linked to how employees handle each other's cultures. If these differences are reduced, or at least if the cultures have a direction on which to align and to which they can refer, all those different aspects will be positively impacted. It can be simple actions such as defining a company's values, code of conduct or dress code, and can also be more difficult like reorganizing the hierarchy of the company or the processes that employees use.

As a conclusion, this study is a call for managers to get to know their employees on a more personal level, going deeper than work related topics, to adapt to all the people under their responsibility. It is a time-consuming advice, but one a manager should consider given everything that is at stake.

REFERENCES

- Adler (2008) International dimensions of organizational behavior. *Thomson Learning*. Retrieved from : <https://bit.ly/2YepGfU>
- Arman (2012) Cross-cultural differences in perception of time : implications for multinational teams. *European journal of work and organizational psychology*. Retrieved from : <https://doi.org/10.1080/1359432X.2012.662488>
- Bochner (1994) Power distance, individualism/collectivism, and job-related attitudes in a culturally diverse work group. *Journal of Cross-Cultural Psychology*. Retrieved from: <https://doi.org/10.1177/0022022194252005>
- Brew, F. P., & Cairns, D. R. (2004). Do culture or situational constraints determine choice of direct or indirect styles in intercultural workplace conflicts?, *International Journal of Intercultural Relations*, 28(5), 331-352. <https://doi.org/10.1016/j.ijintrel.2004.09.001>
- Brito, R. P., & Oliveira, L. B. (2016). The relationship between human resource management and organizational performance. *Brazilian Business Review*, 13(3), 90–110. Brookfield Global Relocation Services BGRS. (2012).
- Cervo (2010) Brazil's rise on the international scene: Brazil and the World. *Revista Brasileira de Política Internacional*. Retrieved from : <http://dx.doi.org/10.1590/S0034-73292010000300002>
- Cox (1991) Managing cultural diversity: implications for organizational competitiveness. *Academy of Management Perspectives*. Retrieved from: <https://doi.org/10.5465/ame.1991.4274465>
- Earley (1993) Culture, Self-identity and work. *Oxford University Press*. Retrieved from: <https://bit.ly/2PnXfZh>
- Earley, P. C., & Ang, S. (2003). *Cultural intelligence: Individual interactions across cultures*. Palo Alto, Calif: Stanford University Press.
- Earley, P. C., Ang, S., & Tan, J. S. (2006). *CQ: Developing cultural intelligence at work*. California: Stanford University Press.
- Earley, P. C., & Peterson, R. S. (2004). The elusive cultural chameleon: Cultural intelligence as a new approach to intercultural training for the global manager. *Academy of Management Learning and Education*, 3(1), 100–115.
- Fonseca (1994) The republican idea in Brazil. *Annales historiques de la Révolution française*. Retrieved from: <https://doi.org/10.3406/ahrf.1994.1869>

Froese (2011) Cultural distance and expatriate job satisfaction. *International Journal of Intercultural Relations*. Retrieved from: <https://doi.org/10.1016/j.ijintrel.2010.10.002>

Jain, H. and Verma, A. (1996), "Managing workforce diversity for competitiveness The Canadian experience", *International Journal of Manpower*. Retrieved from : <https://doi.org/10.1108/01437729610127677>

Jones and Harris (1967), The attribution of attitudes, *Journal of Experimental Social Psychology*, vol. 3, no 1. Retrieved from : DOI 10.1016/0022-1031(67)90034-0

Hofstede (1984) Cultural dimensions in management and planning. *Asia Pacific Journal of Management*. Retrieved from : <https://doi.org/10.1007/BF01733682>

Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*, 2(1). Retrieved from: <https://doi.org/10.9707/2307-0919.1014>

House, Hanges, Javidan, Dorfman, Gupta (2004). *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Thousand Oaks, California: Sage.

Kawar, Sumaya (2012). Cross-cultural Differences in Management. *International Journal of Business and Social Science*. Retrieved from : https://ijbssnet.com/journals/Vol_3_No_6_Special_Issue_March_2012/13.pdf

Kirkman, Lowe, Gibson (2006). A quarter century of Culture's Consequences: a review of empirical research incorporating Hofstede's cultural values framework. *Journal of International Business Studies*, 37(3), 285–320. <https://doi.org/10.1057/palgrave.jibs.8400202>

Klein, Katherine & Dansereau, F. & Hall, Rosalie. (1994). Levels Issues in Theory Development, Data Collection, and Analysis. *Academy of Management Review*. 19. 195-229. 10.5465/AMR.1994.9410210745.

Laskovaia, Shirokova, Morris (2017). National culture, effectuation, and new venture performance: global evidence from student entrepreneurs. *Small Business Economics*, 49(3), 687–709. <https://doi.org/10.1007/s11187-017-9852-z>

Mandel (2012), Philippe D'Iribarne, 2012, *Managing corporate values in diverse national cultures, the challenge of differences*, New York: Routledge, book review

Merkin (2006), Power distance and facework strategies. *Journal of Intercultural Communication research*. Retrieved from: <https://doi.org/10.1080/17475750600909303>

Nunes, Felix, Prates (2015), Cultural intelligence, cross-cultural adaptation and expatriate performance: a study with expatriates living in Brazil, <http://dx.doi.org/10.1016/j.rausp.2017.05.010>

Vesa Peltokorpi (2008) Cross-cultural adjustment of expatriates in Japan. *The International Journal of Human Resource Management*. Retrieved from: 10.1080/09585190802294903

Peltokorpi, Vesa & Froese, Fabian. (2014). Expatriate personality and cultural fit: The moderating role of host country context on job satisfaction. *International Business Review*. 23. 293–302. Retrieved from: 10.1016/j.ibusrev.2013.05.004.

Pettigrew, T. F. (1998). Intergroup contact theory. *Annual Reviews Psychology*, 49, 65–85.

Pittenger (2004), The limitations of extracting typologies from trait measures of personality, *Personality and Individual Differences*, Volume 37, Issue 4, <https://doi.org/10.1016/j.paid.2003.10.006>.

Ramalu, S. S., Rose, R.C., Kumar, N., & Uli, J. (2010). Personality and expatriate performance: The mediating role of expatriate adjustment. *The Journal of Applied Business Research*, 26(6), 113–122.

Redmond (2000) Cultural distance as a mediating factor between stress and intercultural communication competence. *International Journal of Intercultural Relations*. Retrieved from: [https://doi.org/10.1016/S0147-1767\(99\)00028-0](https://doi.org/10.1016/S0147-1767(99)00028-0)

Ross, L. (1977), The intuitive psychologist and his shortcomings: Distortions in the attribution process, *Advances in experimental social psychology*. 10. Retrieved from: [https://doi.org/10.1016/S0065-2601\(08\)60357-3](https://doi.org/10.1016/S0065-2601(08)60357-3)

Sagie (2003) A cross-cultural analysis of participative decision-making in organizations. *Human Relations*. Retrieved from : <https://doi.org/10.1177/0018726703056004003>

Schwartz (1994). Beyond Individualism/Collectivism: New Cultural Dimensions of Values. In Individualism and Collectivism: Theory, Method, and Applications (In U. Kim, H.C. Triandis, C. Kagitcibasi, S.C. Choi, G. Yoon (Eds.), pp. 85–119). Thousand Oaks, California: Sage.

Taras, V., Steel, P., Kirkman, B.L. (2011). Three decades of research on national culture in the workplace: Do the differences still make a difference? *Organizational Dynamics*, 40(3), 189- 198. Retrieved from: 10.1016/j.orgdyn.2011.04.006

Turner, R. N., & Crisp, R. J. (2009). Can imagined interactions produce positive perceptions? Reducing prejudice through simulated social contact. *American Psychologist*, 64(4), 231.

Venter, F. (2006). The cultural differences in time and time management: A socio-demographic approach. *Acta Commercii*, 39-49. Retrieved from <http://www.actacommercii.co.za>

APPENDIX

Appendix 1. Survey

Cultural differences questionnaire

This questionnaire is meant to understand your preferences and your values in the workplace in term of companies' organization and leadership, work design and relationships at work. The goal of this form is to highlight the cultural differences between French workers and Brazilian workers in the workplace. The findings of this study will be useful to understand how foreign managers have to take into account the cultural differences when a French firm starts or operates activities in Brazil and will also enable Brazilian and French workers to better understand their colleagues.

All your answers will be ANONYMOUS, CONFIDENTIAL, and will only be used for RESEARCH PURPOSES.

By completing the survey, you accept that the answers you provide be used for research.

There is no right or wrong answers to these questions, please answer only based on your preferences.

.
* Required

General information

Please fill in the following part about yourself

Your information will stay confidential at all time. It is only for research purposes

1. 1.How old are you?

Mark only one oval.

- 18-29
- 30-39
- 40-49
- 50 or older
- Prefer not to say

2. 2.Sex

Mark only one oval.

- Male
- Female
- Prefer not to say
- Other: _____

3. 3.Where were you born?

Mark only one oval.

- France
- Brazil
- Other: _____

4. 4.How long have you been working in Brazil?

Mark only one oval.

- 1-2 years
- 3-5 years
- 5-10 years
- 10-20 years
- more than 20 years
- I have never worked in Brazil

Your
preferences

Please state your preferences for the following statements. How much do you want or like to:

Mark only one oval per row.

	Not at all	Not really	Quite a lot	very much
1. Being part of the decision-making process of my higher management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Getting the opportunity to express my opinion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Keeping a certain distance from my higher managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Being ordered by my managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Asking my coworkers for help when solving a problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Avoiding disagreements with my coworkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Having pleasant people to work with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Having the opportunity to work in team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Having security of employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Having to take initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Having chances for promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Not having to face work-related surprises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Acceptable behaviors

Please indicate how acceptable the following behaviours are. Think about real situations that occur in your companies and your reactions to them.

Mark only one oval per row.

	completely unacceptable	quite unacceptable	quite acceptable	totally acceptable
13. Sharing your private life with your coworkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Your coworkers asking other coworkers for help to complete their tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. someone expressing disagreements with his coworkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Someone pushing a business opinion that goes against the current business dogma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Giving priority to family over work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. A coworker criticizing the work of another coworker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. A manager criticizing the work of a employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Someone criticizing my country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Beliefs

Please indicate if you agree or disagree with the following statements.

Mark only one oval per row.

	I totally disagree	I disagree	I agree	I totally agree
21. Some rules are made to be broken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. It is important to have few desires	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Traditions must be preserved at any costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Children should be treated as equals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Working together makes us stronger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. It is okay not to be the best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. A good person adapts to the circumstances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. I am in control of what happens to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. I consider myself to be happy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Good and evil depends on the circumstances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix 2. Cultural dimensions and their associated aspects and questions

Power distance		5. Being part of the decision-making process of my higher management
	Relationship with managers	3. Keeping a certain distance from my managers
	Respect of hierarchy	8. Being ordered by my managers
	Legitimacy of power	23. A manager criticizing the work of a employee
	Relationship between parents and children	28. Children should be treated as equals
Uncertainty avoidance		21. Some rules are made to be broken
	Importance of norms	15. Someone expressing a unique opinion
		9. Having security of employment
	Dealing with uncertainty	12. Not having to face work-related surprises
	Following directives	10. Having to take initiatives
Individualism/collectivism	Team support	5. Asking my coworkers for help when solving a problem
		6. Avoiding disagreements with my coworkers
	Prevalence of relationships over work	18. A coworker criticizing the work of another coworker
		8. Having the opportunity to work in team
	Importance of group work	25. Working together makes us stronger
Masculinity	Importance of career	17. Giving priority to family over work

		11.Having chances for promotion
	Importance of relationships in a working environment	13.Sharing your private life with your coworkers
		7.Having pleasant people to work with
	Admiration for the strong	26.It is okay not to be the best
Long term/short term orientation	Importance of stability	31.A good person adapts to the circumstances
		27.Traditions must be preserved at any costs
	Importance of country in identity	24.Someone criticizing my country
	Importance of service to others	18.Your coworkers asking other coworkers for help to complete their tasks
	Importance of general guidelines for conduct	30.Good and evil depends on the circumstances
Indulgence	Importance of freedom of speech	15.Someone expressing disagreements with his coworkers
		2.Getting the opportunity to express disagreements with my higher managers
	Feeling of control	28.I am in control of what happens to me
	Importance of leisure	22.It is important to have few desires
	Happiness	29.I consider myself to be happy