Cultural Dimensions of Pakistan: A Comparison of Sindh, Punjab, Balochistan and Khyber Pakhtunkhwa Provinces

Mehmood Anjum¹, Syed Muhammad. Zia², Hasan Raza³

Abstract

Dowling et al, (2008), elaborates that cultural understanding can direct to better success of international business endeavors and absence of it can only as well direct to their failure. The Provinces of Sindh, Punjab, Balochistan and Khyber Pakhtunkhwa do not have resemblance roots and cultural background and each province has distinctive language, ethnicity and culture, and its cause the cultural diversity in Pakistan. The goal of the study is to look into the cultural dimensions of these four provinces of Pakistan. The Greet Hofstede’s values survey module (2013) has been used as an instrument in this research. The data of 632 participants were utilized in this research for final investigation. The results verify the significant difference among cultural dimensions of four provinces of Pakistan. This research is an attempt to create cultural awareness and understanding of cultural diversity for global business managers to work and global organizations to start business in Pakistan.

1. Introduction

Pakistan is came into being in 1947 but the historical past and culture of the provinces of Pakistan is influenced by Aryans, Greeks, Persians, Arabs, Turks, britishers and other aggressors. The provinces of Pakistan have excellent diversity of cultural activities, languages, consuetudes, traditions and religious rituals. The cultures of Pakistani provinces are compound of the Indo-Gangetic, Central Asian and Indo-Persian cultures. Pakistan is a sixth largest populated country of the world. Peter Gizewski & Thomas Homer-Dixon, (1996) verified that the cultural diversity in Pakistan is based on four provinces and these provinces have cultural variances. The Punjab is an eastern province and recognized as five rivers land. The major language is Punjabi and 44.15% people of Pakistan live in this province. It is bordered by the Jammu and Kashmir, Indian Punjab, Indian Rajasthan, Sindh, Balochistan and Khyber Pakhtunkhwa. The Sindh is a southeastern province and the major language is Sindhi, 14.1% people of Pakistan live in this province. It is bordered by the province of Balochistan, Punjab, Indian Rajasthan, Gujarat and Arabian Sea. The Balochistan is a western province of Pakistan. The major language is Balochi and 3.57% people of Pakistan live in this province. It is bordered by Iran, Afghanistan, Khyber Pakhtunkhwa and Punjab. The Khyber Pakhtunkhwa is Northern Province of Pakistan. The major language is Pashto and 15.42% people of Pakistan live in this province. It is bordered by Afghanistan, Azad Kashmir, Punjab, Balochistan and Northern Areas of Pakistan and federally administered tribal areas (FATA).

Culture

There are various definitions of culture readily available but it is a complicated concept. The consensus is not found in the literature on single definition. Sir Edward Burnett Tylor (1871); E. Adamson Hobel (1972); Hall, (1976); Lytle, Brett, Barsness, Tinsely & Janssens, (1995); Bret & Crotty (2008); Rokeach (1973); Mead (1994) characterized culture as a unified system of trained and learned behavior which consists of knowledge, belief, morals, art, custom and laws shared by people and the economic, social, political and

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religious institutions lead and regulate the member of society and culture construct on level of group. Brislin (1993); Faure & Sjoedt, (1993); Horst, (2007), revealed that the culture is a collection of contributed beliefs, values and ideas of people which direct the members of society towards particular behavior and characterize state, ethnic and further groups and aligns the behavior of society’s members. Kitayama, (2002); Morris & Fu, (2001); Carig & Douglas, (2006); Greet Hofstede, (1980; 1994; 1997; 1998), explains culture is a collective programming of human mind that keep a part the one group representatives from another and unique values of various societies are a base of cultural dissimilarities. He asserted that the society's orientation of culture demonstrates the complicated connections of values, attitudes and behaviors shown by its representatives. Thompson, 2012, discover that the cultural values of particular group place it separate from any other group and these cultural values only measured collectively at group level to forecast the behavior correctly. Barkow et al., (1992) recognized three cultural types: (1) Meta-culture, (2) Evoked-culture, and (3) Epidemiological-culture. The history of culture signifies that values are among the essential elements that form the foundation of a provided culture. Values are shared among the people existing in the same era and are passed on from one particular generation to another by social procedure. These traditionally acquired values present a base for forming a culture and a yardstick for socially suitable norms which affect individual's formation of attitudes. De Mooij (2002) indicates attitudes as a sustained standard assessment of people, objects and challenges. Similarly significant, are attitudes which are indicated values that dispose an individual to respond in a particular way toward something. Adler, (1989), explained that values relate to a single belief of a quite specific variety, as opposed to an attitude that relates to a firm of numerous beliefs around a specific person or scenario.

Mulholland, (1991), also explains culture as a collection of shared values and beliefs that summarize nation's ethnic or different groups and adjust their behavior. This explanation covers that culture can be recognized as a group occurrence that separates people of one group from another. Specifically in the context of Pakistani culture, Mehmood Anjum & S. M. Zia & et al., (2013) revealed that different cultural values produce different perceptions and perception is always controlled by behavior. Various researchers e.g., Hofstede, (1991); Barkow et al., (1992); Adler et al., (2008), attempted to examine the components of culture significantly. In the majority of the cultural research, the fundamental ingredient of culture reflected is its value system; therefore values were the investigative target of cultural examination. A variety of cultural frameworks are available that characterize and express cultures along different value dimensions.

Cultural Frameworks

The utilization of a confined several dimensions to examine cultures has an anthropological source. Numerous Scholars presented many frameworks along with various dimensions that classify national cultures. Edward T. Hall (1960, 1976), introduced framework dependent on context, space and time to interpret and examine the cultural orientations. Hall differentiates high and low context cultures separately. The foundation of Hall’s model is not on questionnaires and extensive statistical examination. The framework of Kluckho and Strodtbeck has deficiency of both objective and quantitative scales to measure the orientations of culture and also does not differentiate any position among cultural orientations with this tool. Triandis (1994) reveals complexity, tightness and individualism / collectivism to examine and compare different cultures. This model does not provide any technique to measure the cultural complexity and also does not look at attitude to time and environment. Additionally it is hard to use this model in empirical analysis.
Hofstede’s Cultural Framework

Sondergaard, (1994); Gray & Vint, (1995); Salter & Niswander, (1995); Steenkamp, (2001); Hope, (2003); Ahrens & Chapman, (2006);; identified that the framework of Hofstede is the massively employed framework of nation in sociology, human resource, marketing, or other management sciences studies. This model is structured on values. Kale and Barnes, (1992), outlined that Greet Hofstede produced dimensions, allocated indexes on each to all countries, and connected these dimensions to economic, political, demographic and geographic aspects of a societies. This element is absolutely incomparable by other cultural frameworks. Furthermore, Hofstede's framework is practical in creating hypotheses for relative cross-cultural researches and conform more use of his dimensions.

The most current version of Hofstede’s Values Survey Measure, 2013 (VSM-2013), provides six cultural dimensions to measure and compare different cultures are: power distance scale, uncertainty avoidance scale, individualism scale, masculinity scale, long term orientation scale and indulgence vs restraint scale.

Each individual country's culture is identified by unique score on each of those scales. The survey of Hofstede has proven to have satisfactory convergent, discriminate and additional validities (Hambrick & Brandon, 1988; Hoppe, 1990; Swierczek, 1991; Smith & Bond, 1999; Holden, 2004; Lee, Anne & Geoffrey 2007; Gong et. al, 2007).

➢ Power Distance
   This scale measures the acceptance of unequal power distribution from perspective of less powerful individuals of specific society.

➢ Uncertainty Avoidance
   This scale measures the dealing of specific society members with new or unknown situations.

➢ Individualism vs Collectivism
   This scale measures the degree in which individuals are integrated into groups.

➢ Masculinity
   This scale measure the gap between men and women values.

➢ Long-term and Short-Term Orientation
   This scale measures the cultural values which encouraging towards future rewards like material or social success and also emotional gratification.

➢ Indulgence Versus Restraint
   This scale measure the degree to which culture facilitates to regulate the desires and motivation of basic needs.

Problem Statement

The employees of national and global organizations experience cultural differences among the provinces of Pakistan during working with managers, co-workers, clients etc (Gulshan Majeed, 2010). Cultural differences among the provinces of Pakistan are a significant issue for global managers and organizations. The employees of national and global organizations experience cultural differences among the provinces of Pakistan. The primary objective of this study is to measure and compare the cultural dimensions of the provinces of Pakistan, i.e. Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa.

2. Research Methodology

The mixed method technique, qualitative and quantitative content examination have applied in this article and Hofstede Value-Survey-Module-2013 (VSM-2013) is employed to collect the data and the
formulas presented in (VSM-2013) to calculate all six dimensions have used to measure the cultural dimensions of Provinces (Sindh, Punjab, Balochistain and Khyber Pakhtunkhwa of Pakistan. The VSM-2013 includes 30-questions which are developed to examine the values influenced by culture and feelings of related participants from two or more nations around the world, or in some cases regions inside of countries. It permits scores to be calculated on six dimensions of nationwide / regional cultures, on the foundation of four questions per dimension: therefore it counts 6 x 4 = 24 content material questions. The other six questions inquire for demographic details: the participant’s gender, age group, level of education, type of employment, present residential province, and resident province at birth.

**Validity**

For the measurement the reliability of survey results, the Cronbach’s Alpha has been used and the reliability of the complete survey samples was 0.76 and the reliability of Power Distance Index = 0.742, Individualism Index = 0.772, Masculinity Index = 0.732, Uncertainty Avoidance Index = 0.774, Long Term Orientation Index = 0.783 and Indulgence versus Restraint Index = 0.724. The satisfactory range is 0.700 and all above results are suitable.

|**The Equation and Questions for the calculation of Power Distance Index (PDI):**|
|---|---|
|1. Power Distance | PDI = 35(\[m07+m02\]) + 25(\[m20+m23\]) + C(pd) |
|02 | Have a boss (direct superior) you can respect? |
|07 | Be consulted by your boss in decisions involving your work? |
|20 | How often, in your experience, are subordinates afraid to contradict their boss? |
|23 | An organizational structure in which certain subordinates have two bosses should be avoided at all costs? |

In which m07, m02, m20, m23 are the mean score of questions. C(pd) is a constant (positive or negative) that will depend on the nature of the samples; it does not affect the comparison among countries. It can be selected by the user to shift her/his PDI scores to values between 0 and 100.

|**The Equation and Questions for the calculation of Individualism Index (IDV):**|
|---|---|
|2. Individualism Index | IDV = 35(\[m01+m04\]) + 35(\[m09+m06\]) + C(ic) |
|01 | Have sufficient time for your personal or home life |
|04 | Have security of employment |
|06 | Do work that is interesting |
|09 | Have a job respected by your family and friends |

In which m01, m04, m06, m09 are the mean score of questions. C(ic) is a constant (positive or negative) that will depend on the nature of the samples; it does not affect the comparison among countries. It can be selected by the user to shift his/her IDV scores to values between 0 and 100.

|**The Equation and Questions for the calculation of Masculinity Index (MAS):**|
|---|---|
|3. Masculinity Index | MAS = 35(\[m05+m03\]) + 35(\[m00+m10\]) + C(mf) |
|03 | Get recognition for good performance |
|06 | Have pleasant people to work with |
|08 | Live in a desirable area |
|10 | Have chances for promotion |
In which m03, 05, 08 and10 is the mean score for questions. C(mf) is a constant (positive or negative) that will depend on the nature of the samples; it does not affect the comparison among countries. It can be selected by the user to shift her/his MAS scores to values between 0 and 100.

The Equation and Questions for the calculation of Uncertainty Avoidance Index (UAI):

<table>
<thead>
<tr>
<th></th>
<th>Uncertainty Avoidance Index</th>
<th>UAI = 40(M10+M15)+25(M21+M24)+C(ua)</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>How often do you feel nervous or tense?</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>All in all, how would you describe your state of health these days?</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>A company’s or organization’s rules should not be broken - not even when the employee thinks breaking the rule would be in the organization’s best interest.</td>
<td></td>
</tr>
</tbody>
</table>

In which m15, 18, 21 and 24 are the mean score of questions. C(ua) is a constant (positive or negative) that will depend on the nature of the samples; it does not affect the comparison among countries. It can be selected by the user to shift his/her UAI scores to values between 0 and 100.

The Equation and Questions for the calculation of Long Term Orientation Index (LTO):

<table>
<thead>
<tr>
<th></th>
<th>Long Term Orientation Index</th>
<th>LTO = 40(M13+M14)+25(M19+M22)+C(ls)</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Doing a service to a friend</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Thrift (not spending more than needed)</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>How proud are you to be a citizen of your country?</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Persistent efforts are the surest way to results</td>
<td></td>
</tr>
</tbody>
</table>

In which m13, 14, 19 and 22 are the mean scores of questions. C(ls) is a constant (positive or negative) that will depend on the nature of the samples; it does not affect the comparison among countries. It can be selected by the user to shift her/his LTO scores to values between 0 and 100.

The Equation and Questions for the calculation of Indulgence versus Restraint Index (IVR):

<table>
<thead>
<tr>
<th></th>
<th>Indulgence vs Restraint Index</th>
<th>IVR = 35(M12-M11)+40(M17-M18)+C(ir)</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Keeping time free for fun</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Moderation: having few desires</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Are you a happy person?</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Do other people or circumstances ever prevent you from doing what you really want to?</td>
<td></td>
</tr>
</tbody>
</table>

In which m11, 12, 16 and 17 are the mean scores of questions. C(ir) is a constant (positive or negative) that will depend on the nature of the samples; it does not affect the comparison among countries. It can be selected by the user to shift her/his IVR scores to values between 0 and 100.

Socio-Demographic Profile

The six questions consult for demographic details: the participant’s gender, age group, level of education, employment, present nationality, and by birth nationality. Gender is defined on 1=Male and 2=Female. Age is defined as a 1= under 20; 2= 20-24; 3= 25-29; 4= 30-34; 5=35-39; 6=40-49, 7=50-59 and 8=60 or above. Formal Education is defined as a 1= 10 years or less (Secondary School Certificate or Middle); 2= 11 years (Under High School Certificate); 3= 12 years (High School Certificate); 4= 13 years (Diploma); 5= 14 years (Under Graduate); 6=15 years (Associate Diploma); 7= 16 years (Bachelor Degree); 8=17 years (One year Master Degree) and 9= 18 years or above (Master Degree/ M. Phil). Nature of job is
defined as 1=No paid job/Student; 2=Un-skilled or semi-skilled manual worker; 3=Frequently trained office employee (Senior Executive); 4=Vocationally trained craftsperson; 5=Academically trained professional (Assistant Manager); 6=Supervisor of one or more subordinates (Manager/Assistant Director) and 7=Manager of one or more managers (General Manager). The nationality/ Provisional identification is defined as 1=Punjab; 2=Sindh; 3=Balochistan and 4= Khyber Pakhtunkhwa. The years of residence in Province is defined as 1=1-15 years; 2=16-25 years; 3=26-35 years and 4= By Birth.

**Samples**

The participants were selected from 31 public and private sector banks which were geographically dispersed in four provinces of Pakistan. Organizations were chosen on the basis of random sampling because of geographical dispersion and massive population it is not feasible to examine all the organizations. So a representative samples were selected. The samples were collected through postal mail and email and filled questionnaire forms were arranged to separate incomplete or improper questionnaires. The samples of 712 employees from different organizations were selected. It was ensured that directors, general managers, manger, assistant managers and senior executives have suitable participation in the survey in proportion to the percentage of each group in complete population and participants also must be from the province of Punjab, Sindh, Balochistan or Khyber Pakhtunkhwa. Out of these 712 questionnaires, an entire of 624 useful responses were obtained yielding a response rate of 87.64%..

**3. Data Analysis and Findings**

➤ **Participant’s Demographic Analysis**

Among the 624 participants, most of the participant’s gender was 453 (72.59%) were male and 171 (27.40%) were female. Most of the participants’ age was from 35 to 39 years old. There were 42 (6.73%) participants’ age was between 20 to 24 years; 98 (15.70%) participants’ age was from 25 to 29 years; 127 (20.35%) participants’ age was from 30 to 34 years; 274 (43.91%) participants age was 35 to 39 years, 62 (9.93%) participants age was 40 to 49 years and 21(3.36%) participants age was 55 to 59 years. The 237 (37.98%) were high school certificate holders, the 152 (24.35%) participants were diploma holders, 139 (22.27%) participants were bachelor degree holders and 96 (15.35) participants were master / M. Phil degree holders. The 17 (2.72%) participants were general managers / directors, the 78 (12.50% were managers / assistant directors, 246 (39.42% participants were assistant managers and 283 (45.35%) participants were senior executives of 12 organizations who are operational in four provinces of Pakistan. Total 217 (34.77%) participants were from Punjab, 204 (32.69% from Sindh, 97 (15.54% from Balochistan and 106 (16.98% from Khyber Pakhtunkhwa province. There were 47 (7.53%) participant’s duration of living in residence province is 1 to 15 years, 94 (15.06%) participants are living in residence province from 16 to 25 years, 52 (8.33%) participants are living in residence province from 26 to 35 years and 431 (77.08%) participants are by birth residents.

➤ **Calculation of Cultural Dimensions:**

The Mean scores of all cultural dimensions proposed by Hofstede are calculated and based on these mean scores, the cultural index values were calculated as under:

- **Power Distance Index Formula**

  \[ PDI = 35(m07 – m02) + 25(m20 – m23) + C(pd) \]

  : The C(pd) value in this formula be 0.

<table>
<thead>
<tr>
<th>Province</th>
<th>Mean Score</th>
<th>Formula</th>
<th>Calculation</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Punjab</td>
<td>2.87</td>
<td>35 x</td>
<td>2.87 - 35</td>
<td>56.89</td>
</tr>
<tr>
<td>Sindh</td>
<td>3.79</td>
<td>25 x</td>
<td>3.79 - 25</td>
<td>36.05</td>
</tr>
<tr>
<td>Balochistan</td>
<td>2.78</td>
<td>25 x</td>
<td>2.78 - 25</td>
<td>85.1</td>
</tr>
<tr>
<td>Khyber Pakhtunkhwa</td>
<td>4.1</td>
<td>3 x</td>
<td>4.1 - 3</td>
<td>101.7</td>
</tr>
</tbody>
</table>

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Khyber Pakhtunkhwa score (101.7) is higher than all provinces on this dimension and this province is on top in PDI. The province of Balochistan score (85.1) and it is lower than Khyber Pakhtunkhwa but higher than Punjab and Sindh. It is relatively higher. The Province of Punjab is on third position with (56.89) medium score, which is lower than Khyber Pakhtunkhwa and Balochistan but higher than Sindh and Sindh province scores (35.05) is lower than all provinces.

- **Individualism Index Formula**

\[ \text{IDV} = 35(m04 - m01) + 35(m09 - m06) + C(ic) \]

The Individualism index (IDV) score of Sindh province is (73.45), which is higher than all provinces. The score of Punjab province is (33.55) which is lower than Sindh province but higher than Khyber Pakhtunkhwa and Balochistan. With this score is considered somewhat individualist society. The score of Khyber Pakhtunkhwa is (13.25) which is lower than Punjab and Sindh but higher than Balochistan. At a score of (6.6) Balochistan has the lowest individualistic score; in other words, it has the most collectivistic culture in Pakistan.

- **Masculinity Index Formula**

\[ \text{MAS} = 35(m05 - m03) + 35(m08 - m10) + C(mf) \]

The Khyber Pakhtunkhwa score of Masculinity Index (MAS) is (98), which is higher than all provinces of Pakistan. The score of Punjab is (70), which is lower than Khyber Pakhtunkhwa but higher than Sindh and Balochistan. With the medium score of (47.6) the Sindh province masculinity is lower than Punjab and Khyber Pakhtunkhwa but higher than Balochistan. The Balochistan score is (9.1), which is lower than all provinces and Balochistan is the most feminine society in Pakistan.

- **Uncertainty Avoidance Index Formula**

\[ \text{UAI} = 40(m18 - m15) + 25(m21 - m24) + C(ua) \]

Khyber Pakhtunkhwa most Uncertainty Avoidance province of Pakistan with scores of (56.55) on uncertainty avoidance dimension. At the score of (33.95) Punjab province has an intermediate score on uncertainty avoidance which is lower than Khyber Pakhtunkhwa but higher than Sindh and Balochistan. The score of Sindh province is low medium (22.35) which is lower than Punjab and Khyber Pakhtunkhwa but higher than Balochistan. The province of Balochistan scores (5.00) which is lower than all provinces.
- **Long Term Orientation Index Formula**

\[
LTO = 40(m_{13} - m_{14}) + 25(m_{19} - m_{22}) + C(Is)
\]

The \(C(Is)\) value in this formula be 0.

<table>
<thead>
<tr>
<th>Province</th>
<th>LTO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Punjab</td>
<td>13.15</td>
</tr>
<tr>
<td>Sindh</td>
<td>53.45</td>
</tr>
<tr>
<td>Balochistan</td>
<td>79.1</td>
</tr>
<tr>
<td>Khyber Pakhtunkhwa</td>
<td>100</td>
</tr>
</tbody>
</table>

The long term Orientation index (LTO) score of Khyber Pakhtunkhwa is (100) which is higher than all provinces. The province of Balochistan score (79.1) which is higher than Punjab and Sindh but lower than Khyber Pakhtunkhwa. With medium score (53.45) the province of Sindh is somewhat pragmatic society and this score is higher than Punjab but lower than Balochistan and Khyber Pakhtunkhwa and the score of Punjab province is (13.15) which is lower than all provinces.

- **Indulgence vs Restraint Index Formula**

\[
IVR = 35(m_{12} - m_{11}) + 40(m_{17} - m_{16}) + C(ir)
\]

The \(C(ir)\) value in this formula be 0.

<table>
<thead>
<tr>
<th>Province</th>
<th>IVR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Punjab</td>
<td>55.05</td>
</tr>
<tr>
<td>Sindh</td>
<td>37.8</td>
</tr>
<tr>
<td>Balochistan</td>
<td>18.5</td>
</tr>
<tr>
<td>Khyber Pakhtunkhwa</td>
<td>80.3</td>
</tr>
</tbody>
</table>

The Indulgence index score (80.3) of Khyber Pakhtunkhwa is higher than all provinces. The score of Punjab province is (55.05) which is medium score and lower than Khyber Pakhtunkhwa but higher than Sindh and Balochistan provinces. The province of Sindh is on third position with low score of (37.8), which is lower than Punjab and Khyber Pakhtunkhwa but higher than Balochistan provinces. The score of Balochistan province is (18.5) which is lower than all provinces.

- **Comparison of Cultural Dimensions of Provinces**

- **Cultural Dimensions of Punjab**

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDI</td>
<td>56.89</td>
</tr>
<tr>
<td>IDV</td>
<td>33.55</td>
</tr>
<tr>
<td>MAS</td>
<td>70</td>
</tr>
<tr>
<td>UAI</td>
<td>34.95</td>
</tr>
<tr>
<td>LTO</td>
<td>13.15</td>
</tr>
<tr>
<td>IVR</td>
<td>55.05</td>
</tr>
</tbody>
</table>

The province of Punjab scores 56.89, which displays small tendency shifting to the medium power distance. In Punjab, Organizational management structure demonstrate pyramids and power or authority granting tendency levels are medium. The diverse distribution of power in Punjab proves the truth that maximum power holder get more advantages than the minimum powerful. It is essential to display regard to the seniors and youngsters pay attention to their aged mother and father in Punjab. In organizations there is a single leader who normally takes entire responsibility. It should by no means forget that in the mind of a Punjab all other societies in other provinces inherited something from the Punjab’s culture. Position or rank represent power is really significant in order to reveal social status and convey the regard that could be demonstrated. Formal invitations are very important for business meetings. Chain of command in an company is seen as reflecting inherent different degrees of power, centralization is normally preferred, employees expect to be instructed what to do and the suitable manager should be supporting, who praise, listen and facilitate his subordinates.

The province of Punjab scores 33.55 on this IDV and the appearance of extensive middle classes, Punjab is significantly, the intermediately individualistic of all Pakistani provinces. The society of Punjab viewed as relatively individualist culture. On the other hand, several collectivistic traits dominate: all the viewpoint and obligations in the direction of the extended family or in-group even now count. This however, extra modern, individualistic traits can also be observed, especially the massive ruler conglomerates. There,
the manager-employee relation is relatively calculative and dependent on contract but also very important. There is a tight division between personal and professional life. The mobility of job is greater and people believe in terms of individual careers. Responses are immediate and nepotism is usually discouraged.

The province of Punjab is viewed as second Masculine society of Pakistan with score of 70.00. The people of Punjab live in order to work. The supervisors are expected to be emphatic, and the focus is on values, competition and overall performance. The need to make sure good results can be exemplified by the reality that many Punjabis will compromise family members and enjoyment priorities to job tasks. Punjabis are pleased of their achievements and successes in daily life, and it presents a foundation for employing and promotion judgements in the organizations. Conflicts are settled at the personal level and objective is to succeed.

The province of Punjab scores 34.95 on the dimension of Uncertainty Avoidance. Creativity is essential, being innovative is valued. Punjabi businesses accept creative imagination and are usually seeking for innovative ways to approach challenges. Generating a point with sensible facts is more valued than the use of very much technical terminology.

With a lowest score 13.15 of Long Term Orientation dimension, Punjab is categorized as normative society and the Punjabis have a powerful concern with building the definite Truth; in their thinking they are normative. They present good regard for traditions, a comparatively medium tendency to preserve for the future, and a concentrate on achieving fast outcomes. This, in mixture with a normative score, is shown by the diligent and prudish opposed attitudes and behaviors and a concentrate on achieving rapid outcomes.

Punjab scores 55.05 which is intermediate in Indulgence’s dimension. The people of Punjab celebrate numerous festivals including some religious festivals. These festivals and events boost a member’s chance to have fun and enjoyments but people also comply with all religious instructions and principles during these festivals. In other hand, the people of Punjab also concentrate on their commitments and duties and have control on gratification of their wishes. All activities of pleasure with excitement are restrained by religious and social norms.

- **Cultural Dimensions of Sindh**

<table>
<thead>
<tr>
<th>PDI</th>
<th>IDV</th>
<th>MAS</th>
<th>UAI</th>
<th>LTO</th>
<th>IVR</th>
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</thead>
<tbody>
<tr>
<td>35.05</td>
<td>73.45</td>
<td>47.6</td>
<td>22.35</td>
<td>53.45</td>
<td>37.8</td>
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With lowest score 35.05 of PDI the Sindh province is highly decentralized power society of Pakistan which is protected by a large middle class especially in urban areas. Vast majority of middle class live in Karachi, which is a capital of Sindh province and economic hub of Pakistan. The following characterizes the Sindhi management style: Being independent, chain of command for convenience only, equal rights, manager’s accessible and best mentor. The style of management should be empowerment and manager must turn over responsibility for day-to-day decision making. Decentralization of power and supervisors depend on the practical experience of their workforce members. Team members anticipate to be consulted. Control is despised and attitude towards supervisors are casual, on 1st name base, direct communication and participation is valued.

The Sindh province is also highest individualist society of Pakistan with a highest score 73.45 of IDV. It symbolizes that parents develop their kids educated from an earlier age to feel for their selves and to discover what their exclusive objective in life is as well as how they exclusively can play a role in society. The path to pleasure is through personal satisfaction. It is relatively simple to get start business with the society of Sindh. Little communication is kept at a minimum and you do not require developing relationships initially. The people of Sindh use extremely direct form of communication. Subordinates usually pay formal regard and display polite submission and respect to their manager and expected to reliant on their own powers and resources and display initiative. Both managers and workers expect to be consulted and details are shared regularly.
The province of Sindh scores 47.6 on the dimension of masculinity and is thus viewed as a relatively feminine society. The people of Sindh concentrate on working in order to live, supervisors attempt for complete consensus, and individuals value equal rights, solidarity and outstanding in their professional lives. Conflicts are settled by bargain and negotiation or some time competition is focused on out-groups (or social classes), not towards in-group members. Benefits like as absolutely free time and pliability are desired. Emphasis is on well-being, status is not displayed. Supportive manager is successful, and decision making is accomplished through participation.

Sindh scores 22.35 on uncertainty Avoidance dimension, which is low medium to other provinces of Pakistan. This means that that Sindhi do not require a bunch of structure and of a routine in their professional lives. Strategies can change immediately, new things appear and the society of Sindh is fine with it. This blend of a extremely individualistic and inquisitive culture is also the operating force for Sindh’s reputation within creativity and innovation. What is unique is appealing! This also comes out all over the society in both its sense of humor, major business for up-to-date and innovative products and the quick remarkably creative industries it grows in advertising, marketing and financial engineering. At the work environment this low score on UAI is also demonstrated in the reality that the Sindhis informs you if you have any question or do not know something. It is fine to say that you do not know and the Sindhis are relaxed in uncertain situations at the work environment.

The Sindh province scores 53.45, which shows medium preference towards long term orientation. It displays relatively pragmatic but the society of Sindh is blend of long and short term orientations. The people provide their viewpoint neither prominently or powerfully. Employees give regard to their managers but do not consider position, rank or authority in relationships. The personal strength and adaptability both equally are essential but people of Sindh give preference according to situation.

The Sindh province score 37.8 is medium to low on Indulgence index which reveals that Sindh has a culture near to restraint but also indulgence because the highest individualism index score reveals the indulgence is acceptable only on the basis of individuality. There are some cultural and religious festivals are celebrated and the Sindh is acknowledged as a land of Sufism. Even so people give preference to their jobs, businesses and work activities and also enjoy their works and also want to fulfill fundamental needs and behaviors.

- Cultural Dimensions of Balochistan

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<tr>
<th>PDI</th>
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<tbody>
<tr>
<td>85.1</td>
<td>6.6</td>
<td>9.1</td>
<td>5.00</td>
<td>79.1</td>
<td>18.5</td>
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The PDI score 85.1of Balochistan is comparatively high and this province has second high scorer of PDI index in Pakistan after Khyber Pakhtunkhwa. This score revealing an appreciation for chain of command and top-down structure in society and organization. The attitude of Balochistan’s people can be identified as primarily based on the manager for direction, acknowledgement of inequitable right between power holders and those who are less in the hierarchy of status, immediate supervisor accessible but single layer above less so, paternalistic boss, management directs, presents cause / significance to ones job and incentives in return for worker’s loyalty. Actual power is centralized although it may not show up to be and supervisors depend on the compliance of their workforce members. The style of management should be coaching. Staff members expect to be instructed definitely as to their capabilities and what is expected to them. Command and control is recognized, even an attitude towards supervisors are official even if a single is on title or first name base. Top-to-down communication and directive in its design and frequently responses which is adverse certainly not provided up the steps.

With the lowest score 6.6 of IDV the province of Balochistan is a highly collectivistic society of Pakistan. Merged with the scores 85.1 in PDI, the tribes usually have their powerful identities. Indirect communication and the balance of the tribe have to be managed and people avoid open conflicts. This indicates that the “We” is essential, people fit to in-groups (families, groups or organizations) who take care
of each other in return for loyalty. There have been numerous struggles for power among various political factions, and between worker-unions and employers, but rarely have such conflicts become definitely as violent as what has been noticed in last 7 years in Balochistan. Relationships are more essential than participating to the task at hand, and when a team member holds a viewpoint on an concern, they will be joined by all who really feel component of that team. This may outcome in the task being accomplished rapidly as a result of cooperative attempt, or it may outcome in the task being completely abandoned. Obviously, this is also connected to PDI, so power holders can much more easily get a group established around them, instead than people who are recognized as having less power. Baloch will usually go out of their way to assist you if they really feel there is sufficient attention given to building a relationship, or if they understand an in-group relationship of some type, however thin. Even so, those recognized as outsiders can quickly be excluded or regarded as opponents. The preferred style of communication is context-rich, so community speeches and written records are usually comprehensive and elaborate. Nepotism may be observed usually.

The Masculinity Index is lower than all provinces. Balochistan is the most feminine society of Pakistan. This indicates the smoother features of culture are valued and motivated such as stabilizing with others, consensus, self-sufficient cooperation and concern for the weaker. Protection of environment is important. Attempting to be superior than others is neither culturally nor materially compensated. Societal solidarity is important in life; work to live and DO most effective. Rewards such as free time and flexibility are preferred. Connections through dialogue and growing insight is valued and personal growth along these conditions encouraged. Concentrate is on well-being, status is not displayed. While the Baloch are regarded a relatively reserved culture in Pakistan, they are tolerant towards the other cultures. A successful manager is a supportive and commanding, and decision making is obtained through engagement.

The Uncertainty Avoidance index is also lower than all provinces. In Balochistan people follow rigid rules and do not need a bounded structure and predictability in their professional / work life. People have strong desire to know or learn naturally and are encouraged from a very young age. Baloch society maintains a extra relaxed attitude in which exercise counts extra than principles and deviance from the norm is conveniently tolerated. Individuals believe that if they are uncertain or do not work they really should be abandoned or altered. Activities schedules are pliable, hard work is undertaken when essential but not for its personal sake, perfection and punctuality do not come naturally, innovation is not observed as threatening.

The province of Balochistan scores 79.1 and this is relatively high in Long Term Orientation dimension but in the collective tribal culture, political and economic instability shifting it to medium pragmatic society of Pakistan. People of Balochistan give preference to personal adaptability but only in in-group relationships and only personal stability is important for them in out-group relationships. They also emphasis on quick results but according to their tribal tradition, persistence is also very important for them. They belief in absolutes about good and evil in their tribal tradition but it’s also depend on circumstances in out-group relationships. The society of Balochistan normally forgive a deficiency of punctuality, a modifying gameplan based on changing fact and a common comfort with discovering the fated direction as one goes along instead than playing to an actual strategy.

The province of Balochistan is restraint society of Pakistan with score of 18.5. This indicates a tendency that people are motivated solely by self-interest, scepticism and gloom. The society of Balochistan do not put considerably focus on enjoyment and control the gratification of their wishes. Baloch people have the belief that their activities are, or should be, restrained by rigid social norms and feel that enjoyment of desires is relatively wrong.

**Cultural Dimensions of Khyber Pakhtunkhwa**

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<tr>
<td>101.7</td>
<td>13.25</td>
<td>98.00</td>
<td>56.55</td>
<td>100</td>
<td>80.3</td>
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Khyber Pakhtunkhwa scores 101.7 is higher than all provinces on PDI dimension which means the province of Khyber Pakhtunkhwa is most inequality power distributed society of Pakistan. This society completely accepts that some individuals have more power than other people and considers these inequalities as a basic reality of life. It is recognized and expected that high power individuals use their power. The Perfect manager can therefore be in comparison with a good father who manages you, is extremely visible and conveys to you what to do. As a part of tribal culture inequality is acknowledged in all layers of community, so a supervisor will have a lot of centered power in comparison to his organizational management staff, and these team members will have additional power than other organizational team members because they formed in a heroic, friendly and he must behave authoritarian or autocratic. A major difficulty for people from other countries to recognize is that in spite of the extremely high score on PDI, a manager even now has to prove himself in order to make people regard and acknowledge decisions from above or the overseas headquarter. Visibility and displaying outcomes is an essential.

The individualism index of Khyber Pakhtunkhwa province scores 13.25 which is nearly low in compare to Balochistan. It’s mean that in Khyber Pakhtunkhwa people from birth to onwards are integrated into powerful, close-knit groups, specifically represented by the prolonged family; as well as uncles, aunts, grandparents and other relatives which proceeds safeguarding its associates in return for loyalty. This is a significant aspect in the working environment also, where for example an elderly and strong member of a family is expected to assist a younger nephew to be appointed for a job in his personal organization. It is important in business to create reliable and durable relationships: a meeting generally begins with common conversations as a way to get to know each other just before executing business activities. Context-rich is a favorite style of communication, so people will frequently speak abundantly and write in an elaborate trend. The relationship has an ethical base and this usually has top priority over task completion. Time must be spent initially to build a relationship of trust. Nepotism may be found more frequently. Responses are always indirect, also in the business environment.

The Province of Khyber Pakhtunkhwa is most masculine society of Pakistan with score of 98.00. It is extremely results oriented and motivated society of Pakistan. It is essential to be considered as victorious and to achieve your targets. Status is significant element in this, and of course being able to display which status you have. Status signs like vehicle, extraordinary houses, asset, dresses etc. play a massive role. People work hard to obtain a great lifestyle standard and being equipped to display their successes. Spending much on work and commitment to work are needed in order to accomplish this. However, in blend with their collectivism, they are seen assertive and reasonably competitive behavior which is connected with masculinity culture. From very small age kids learn to defeat out-group members. The employees from Khyber Pakhtunkhwa are most enthusiastic when they are struggling with in a successful team against their competitors.

The Uncertainty Avoidance index is also higher than all provinces. This is a dimension that defines Khyber Pakhtunkhwa most Uncertainty Avoidance society of Pakistan. This is usually attributed to the reality that Khyber Pakhtunkhwa is regularly threatened by natural disasters from earthquakes, political and religious wars. Under these situations Pashtoon learned to put together themselves for any uncertain situation. Cultures presenting high uncertainty avoidance maintain inflexible rules of belief and behavior and are not tolerant of unorthodox behavior and concepts. In the culture of Pakhtunkhwa, there is an psychological need for regulations, even if the codes never seem to perform, time is money, persons have an internal desire to be active, busy and work hard, perfection and punctuality are the norm, creativity may be resisted, protection is an significant element in motivatio of individual. All Decisions are taken after extremely mindful examination of all available information.

The Long Term Orientation index is also higher than all provinces and the province of Khyber Pakhtunkhwa scores as the most pragmatic, long-term oriented society. The high long term orientation of Pakhtunkhwa display an ability to adjust traditions to a modern context i.e. pragmatism, a powerful tendency to save and invest, thriftiness, determination in obtaining outcomes and an overriding issue for respecting the requirements of Virtue. People live their lives instructed by religion, tribal rules and practical good social examples. They are generally maintaining their options available as there are many approaches to skin a cat.
This attitude enables for a more pragmatic tactic to business. The people of Khyber Pakhtunkhwa are frequently raising their share of investment in different businesses.

The Indulgence index score 80.3 is highest in all provinces. The People of Khyber Pakhtunkhwa usually display a enthusiasm to realize their urges and wishes with respect to taking pleasure in daily life and having entertainment. Religion is most important truth in daily life of Khyber Pakhtunkhwa province and all activities of indulgence are performed under religious principles. The indulgences include a optimistic attitude and have a trend towards optimism. Moreover, they place a excessive level of significance on pleasurable time, behave as they joyful and spend income as they hope.

4. Limitations

1) The findings were limited to the public and private sector banks of Pakistan.
2) This research is based on data collected only from four provinces of Pakistan.
3) This research was based only on Hofstede’s cultural dimension module (VSM) 2013.
4) The participants of this research were selected only from public and private sector banks of directors, general manager, assistant managers and senior executives of all departments among Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa provinces, and this research may not by generalized to all public and private sector organizations of Pakistan.

5. Recommendations for Future Research:

1) Future researches could consider comparing all ethnic, linguistic, racial and religious cultures to explore the differences and similarities of cultures in four provinces of Pakistan.
2) Future research may extend the analysis to public sector or other business groups to extensively analyze the cultural dimensions of four provinces.
3) Other scholar’s cultural dimensions and frameworks may also employ.

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