

Analysis of Japanese Cultural Patterns —Based on Hofstede's Value Dimensions and Minkov's Cultural Dimensions

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Abstract: Intercultural communication is of vital importance, as it not only promotes intercultural understanding and respect, but also stimulates innovative thinking and broadens horizons. In today's globalized world, intercultural competence has become the key to individual and organizational success, helping to build a harmonious and pluralistic world. Japanese culture is unique and diverse, blending tradition and modernity, not only in the exquisite art of tea ceremony and flower arrangement, but also in advanced technology and innovation. Its spiritual core of respect for nature and emphasis on etiquette has had a profound impact on the world, highlighting the unique charm and importance of Japanese culture. This paper analyzes Japanese culture based on Hofstede's Value Dimensions and Minkov's Cultural Dimensions. It includes individualism or collectivism, high uncertainty avoidance or low uncertainty avoidance, high power distance or low power distance, masculinity or femininity, long or short-term orientation, industry or indulgence, monumentalism or flexumility, exclusionism or universalism, tight or loose culture.

Keywords: Hofstede's Value Dimensions, Japanese Cultural Patterns, Minkov's Cultural Dimensions.

1. Introduction

Japanese culture, with its unique charm, is loved by people all over the world. The formation and development of Japanese culture is a history of foreign cultures, and the resulting Japanese culture has a large number of foreign cultural elements. Japan and China have had a close relationship since ancient times, and Japanese culture blends ancient traditions with modern innovations, demonstrating a unique view of aesthetics and values. The history of Japanese culture can be traced back thousands of years to the Jomon and Yayoi periods. During this time, Japan developed its own unique writing system - a combination of kanji and kana - which laid the foundation for the development of literature, art and religion. Over time, Japanese culture has evolved into traditional arts with deep connotations, such as the tea ceremony, flower arrangement, and martial arts. The aesthetics of Japanese culture is centered on "simplicity" and "harmony". This aesthetic concept is fully reflected in Japanese architecture, gardens, paintings, music and other aspects. For example, Japanese architecture and garden design emphasize the integration of space and nature, giving people a sense of tranquility and harmony. Japanese place great importance on etiquette and customs in their daily lives. Whether it is bowing when meeting someone, rules at mealtimes, or a sense of ritual in activities such as the tea ceremony and flower arrangement, Japanese people's emphasis on etiquette is evident. This culture of etiquette has not only been passed down within Japan, but has also influenced the way Japan interacts with other countries.

2. Theoretical Basis

2.1. Hofstede's Value Dimensions

Dutch social psychologist Geert Hofstede was one of the earliest attempts to use statistical data to examine cultural values. He surveyed more than 100,000 IBM employees from fifty countries and three geographical regions. After careful

analysis, each country and region were assigned a rank of 1 through 50 in four identified value dimensions (individualism/collectivism, uncertainty avoidance, power distance, masculinity/femininity). A subsequent study involving participants from twenty-three nations revealed a fifth dimension (long-term/short-term orientation), and these countries were ordered 1 through 23. The country rankings discerned through this research offer a clear picture of what is valued in each culture and also help make comparisons across cultures. However, it is important to keep in mind that Hofstede's work measured cultural dimensions at a national rather than an individual level, which means that his value dimensions characterize the dominant culture in that society.

2.2. Minkov's Cultural Dimensions

Bulgarian scholar Michael Minkov employed statistical analysis of data taken from large public databases to identify four new bipolar national cultural dimensions. The first two dimensions, industry versus indulgence and monumentalism versus flexumility, are drawn from WVS data. Hypometropia versus prudence and exclusionism versus universalism, the second two dimensions, are produced by data taken from public databases maintained by the United Nations, the World Health Organization (WHO), Transparency International, and WVS. We have elected to omit a discussion of the hypometropia versus prudence dimension, because it focuses on people's physical behavior and conduct and relates very little to communication.

3. Analysis of Japanese Cultural Patterns

3.1. Japan is a collectivistic culture

In collectivistic cultures, people usually have a few close friends with a strong sense of mutual obligation, interpersonal relationships form a rigid social framework that distinguishes between in-groups and out-groups. People rely on their in-groups (e.g., family, tribe, clan, organization) for support, and

in exchange, they believe they owe loyalty to that group. Collectivistic cultures emphasize community, collaboration, shared interests, harmony, tradition, the public good, and maintaining face. Collectivism is also contextual. In a learning environment, a collective class room will stress harmony and cooperation, often through group activities, rather than individual competition. In the healthcare setting, a hospital patient is likely to receive a continual stream of

visitors consisting of family members and friends. The sense of collectivism is so strong among the Japanese that following the March 2011 earthquake, tsunami, and nuclear accident disaster, a national consensus of self-restraint quickly developed. The population as a whole voluntarily became more conservative in their consumption and entertainment activities, wishing to evince a sense of selflessness and a feeling of solidarity with the disaster victims.

Table 1. Individualism/Collectivism Values for Fifty Countries and Three Regions

RANK	COUNTRY	RANK	COUNTRY	RANK	COUNTRY
1	United States	19	Israel	37	Hong Kong
2	Australia	20	Spain	38	Chile
3	Great Britain	21	India	39-41	Singapore
4/5	Canada	22/23	Japan	39-41	Thailand
4/5	Netherlands	22/23	Argentina	39-41	West Africa
6	New Zealand	24	Iran	42	El Salvador
7	Italy	25	Jamaica	43	South Korea
8	Belgium	26/27	Brazil	44	Taiwan
9	Denmark	26/27	Arab countries	45	Peru
10/11	Sweden	28	Turkey	46	Costa Rica
10/11	France	29	Uruguay	47/48	Pakistan
12	Ireland	30	Greece	47/48	Indonesia
13	Norway	31	Philippines	49	Colombia
14	Switzerland	32	Mexico	50	Venezuela
15	Germany	33-35	Yugoslavia	51	Panama
16	South Africa	33-35	Portugal	52	Ecuador
17	Finland	33-35	East Africa	53	Guatemala
18	Austria	36	Malaysia		

The lower the number, the more the country promotes individualism; a higher number means the country is more collective. *Source:* Adapted from G. Hofstede, *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*, 2nd ed. (Thousand Oaks, CA: Sage Publications, 2001).

As can be seen from the TABLE 1, out of 50 countries and 3 regions counted, Japan is ranked at 22/23. This shows that Japan's cultural tendency towards "collectivism or individualism" is not particularly clear. However, according to a large amount of literature and data, it is known that Japan is more inclined to a collectivist culture. Japan's collectivist culture, which is a distinctive feature of its social life, is deeply rooted in the values and behaviors of the Japanese people. In Japanese collectivist culture, the value and status of an individual is often expressed through the collective or group to which he or she belongs, rather than being viewed as an individual. The manifestation of Japanese collectivist culture can be observed in several ways. In enterprises, teamwork and collective decision-making occupy a central place, employees often put the interests of the team first, and individual achievements are often integrated into the success of the team. School education also emphasizes the spirit of collectivism, fostering teamwork and a sense of collective honor among students. In addition, in Japanese communities and families, individuals often sacrifice themselves for the sake of collective harmony and benefit.

Factors influencing Japan's collectivist culture include its historical background, geography and social structure.

Historically, Japan's long history of agrarian society and feudalism has fostered a reliance on the collective and the family. Geographically, Japan is an island nation, and its relative isolation has led to greater reliance on collective strength to meet external challenges. In addition, the highly organized and group-oriented nature of Japanese society reinforced the concept of collectivism. The combination of these factors has resulted in the formation of Japan's unique collectivist culture.

3.2. Japan is a high uncertainty culture

High uncertainty avoidance cultures attempt to reduce unpredictability and ambiguity through intolerance of deviant ideas and behaviors, emphasizing consensus, resisting change, and adhering to traditional social protocols. Relatively high levels of anxiety and stress often characterize these cultures. People with this orientation believe that life carries the potential for continual hazards, and to avoid or mitigate these dangers, there is a compelling need for laws, written rules, regulations, planning, rituals, ceremonies, and established societal, behavioral, and communication conventions, all of which add structure to life. Social expectations are clearly established and consistent.

Table 2. Uncertainty Avoidance Values for Fifty Countries and Three Regions

RANK	COUNTRY	RANK	COUNTRY	RANK	COUNTRY
1	Greece	19	Israel	37	Australia
2	Portugal	20	Colombia	38	Norway
3	Guatemala	21/22	Venezuela	39/40	South Africa
4	Uruguay	21/22	Brazil	39/40	New Zealand
5/6	Belgium	23	Italy	41/42	Indonesia
5/6	El Salvador	24/25	Pakistan	41/42	Canada
7	Japan	24/25	Austria	43	United States
8	Yugoslavia	26	Taiwan	44	Philippines
9	Peru	27	Arab Countries	45	India
10~15	Spain	28	Ecuador	46	Malaysia
10~15	Argentina	29	Germany	47/48	Great Britain
10~15	Panama	30	Thailand	47/48	Ireland
10~15	France	31/32	Iran	49/50	Hong Kong
10~15	Chile	31/32	Finland	49/50	Sweden
10~15	Costa Rica	33	Switzerland	51	Denmark
16/17	Turkey	34	West Africa	52	Jamaica
16/17	South Korea	35	Netherlands	53	Singapore
18	Mexico	36	East Africa		

The lower the number, the more the country can be classified as one that dislikes uncertainty; a higher number is associated with a country that feels comfortable with uncertainty.

Source: Adapted from G. Hofstede, *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*, 2nd ed. (Thousand Oaks, CA: Sage Publications, 2001).

As can be seen from the TABLE 2, out of 50 countries and 3 regions counted, Japan is ranked at 7. This shows that Japan is a high uncertainty culture. Japan is a high uncertainty culture with many formal social protocols that help to predict how people will behave in almost every social interaction. Japan's high uncertainty avoidance was illustrated in a 2012 report that disclosed that less than 58 percent of surveyed Japanese students were interested in studying abroad, and the principal reason given was difficulty of living in another country. Evidence of Japanese reluctance to deal with the unknown was further demonstrated in a 2014 report that disclosed that only 12 percent of surveyed students fifteen to eighteen years old were interested in working overseas. Moreover, only 2 percent were interested in employment with a foreign affiliated firm. The Japanese preference for avoiding unfamiliar situations is evident from these surveys.

The influencing factors of Japan's high-risk avoidance culture can be traced to its history, social structure and cultural traditions. Historically, Japan has experienced many wars and disasters, such as World War II and frequent natural disasters such as earthquakes and typhoons, and these experiences have made Japanese people more cautious and avoid taking risks. At the same time, Japanese society emphasizes stability and security and has a low tolerance for failure, which makes people more inclined to avoid risks. In addition, the concepts of "harmony" and "concord" emphasized in Japanese culture have led to a greater emphasis on avoiding conflict and maintaining harmonious social relations, which has further contributed to the formation of a high-risk avoidance culture.

3.3. Japan is a low power distance culture

Low power distance countries hold that inequality in society should be minimized. Cultures considered to be low power distance are characterized by numerous laws, regulations, and rules that tend to minimize power differentials between people. Subordinates and superiors consider and treat each other as equals, and the use of titles is deemphasized. People in power, be they supervisors, managers, or government officials, often interact with their

constituents and try to look less powerful than they really are. In a low power distance culture, consensus decision making is usually the norm, with managers consulting subordinates and proposals for new initiatives being thoroughly discussed and debated by everyone concerned, regardless of position.

As can be seen from the TABLE 3, out of 50 countries and 3 regions counted, Japan is ranked at 33. This shows that Japan is a low power distance culture. Japan's culture of low power distance is reflected in a number of aspects of its social interactions, workplace and daily life. First of all, in social situations, Japanese people emphasize equality and respect, and do not appear to be overly arrogant or superior even to people of higher status. They prefer to communicate with others in an equal and humble manner, respecting each other's opinions and feelings. Second, in the workplace, Japanese companies have relatively flat organizational structures with a small power gap between employees and management. Employees are encouraged to come up with their own ideas and suggestions, and to communicate and collaborate positively with their supervisors. This egalitarian work atmosphere helps to stimulate employee creativity and engagement, and promotes innovation and growth in the organization. Finally, in their daily lives, the Japanese also emphasize equality and reciprocity. They focus on community and family harmony and emphasize that everyone should work for common goals and interests. This concept of equality in the family and in society has led to greater harmony and stability in Japanese society and has fostered close cooperation among people.

The influences on Japan's culture of low power distance can be traced to its history, culture and social structure. Japan's historical samurai spirit and Confucianism emphasized loyalty, respect and humility, and these values have gradually evolved into attitudes of equality and respect for others in modern society. In addition, the highly organized and conglomerate nature of Japanese society has contributed to the development of a culture of low power distance, with a greater emphasis on teamwork and cooperation rather than individual power and status. Together, these factors have

shaped Japan's unique low-power-distance culture, which emphasizes equality, respect and cooperation and promotes

social harmony and stability.

Table 3. Power Distance Values for Fifty Countries and Three Regions

RANK	COUNTRY	RANK	COUNTRY	RANK	COUNTRY
1	Malaysia	18/19	Turkey	37	Jamaica
2/3	Guatemala	20	Belgium	38	United States
2/3	Panama	21~23	East Africa	39	Canada
4	Philippines	21~23	Peru	40	Netherlands
5/6	Mexico	21~23	Thailand	41	Australia
5/6	Venezuela	24/25	Chile	42~44	Costa Rica
7	Arab countries	24/25	Portugal	42~44	Germany
8/9	Ecuador	26	Uruguay	42~44	Great Britain
8/9	Indonesia	27/28	Greece	45	Switzerland
10/11	India	27/28	South Korea	46	Finland
10/11	West Africa	29/30	Iran	47/48	Norway
12	Yugoslavia	29/30	Taiwan	47/48	Sweden
13	Singapore	31	Spain	49	Ireland
14	Brazil	32	Pakistan	50	New Zealand
15/16	France	33	Japan	51	Denmark
15/16	Hong Kong	34	Italy	52	Israel
17	Colombia	35/36	Argentina	53	Austria
18/19	El Salvador	35/36	South Africa		

The lower the number, the more the country can be classified as a high power distance culture; a higher number is associated with countries that have low power distance culture. Source: Adapted from G. Hofstede, *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organization Across Nations*, 2nd ed. (Thousand Oaks, CA: Sage Publications, 2001).

3.4. Japan is a masculine culture

Masculinity is the extent to which the dominant values in a society are male oriented. In a masculine-oriented culture, “emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success,

whereas women are supposed to be more modest, tender, and concerned with the quality of life. Gender roles are highly defined and promote achievement in the workplace. “Assertiveness and the acquisition of money and things (materialism)” are emphasized and often take precedence over interpersonal relationships.

Table 4. Masculinity Values for Fifty Countries and Three Regions

RANK	COUNTRY	RANK	COUNTRY	RANK	COUNTRY
1	Japan	18/19	Hong Kong	37/38	Spain
2/3	Austria	20/21	Argentina	37/38	Peru
2/3	Venezuela	20/21	India	39	East Africa
4/5	Italy	22	Belgium	40	El Salvador
4/5	Switzerland	23	Arab countries	41	South Korea
6	Mexico	24	Canada	42	Uruguay
7/8	Ireland	25/26	Malaysia	43	Guatemala
7/8	Jamaica	25/26	Pakistan	44	Thailand
9/10	Great Britain	27	Brazil	45	Portugal
9/10	Germany	28	Singapore	46	Chile
11/12	Philippines	29	Israel	47	Finland
11/12	Colombia	30/31	Indonesia	48/49	Yugoslavia
13/14	South Africa	30/31	West Africa	48/49	Costa Rica
13/14	Ecuador	32/33	Turkey	50	Denmark
15	United States	32/33	Taiwan	51	Netherlands
16	Australia	34	Panama	52	Norway
17	New Zealand	35/36	Iran	53	Sweden
18/19	Greece	35/36	France		

The lower the number, the more the country can be classified as one that favors masculine traits; a higher score denotes a country that prefers feminine traits. Source: Adapted from G. Hofstede, *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*, 2nd ed. (Thousand Oaks, CA: Sage Publications, 2001).

As can be seen from the TABLE 4, out of 50 countries and 3 regions counted, Japan is ranked at 1. This shows that Japan is a masculine culture. The Japanese culture of masculinity is reflected in a distinctive "samurai" spirit that emphasizes toughness, self-discipline, duty and honor. In Japanese society, men are often expected to exhibit this type of masculinity. For example, in the workplace, Japanese men are often expected to demonstrate a high level of responsibility and professionalism, often working overtime to prove their worth. In the family, Japanese men are expected to play the role of protector and provider, taking on the economic and spiritual support of the family. In addition, Japanese masculinity culture is also reflected in their social behavior. Japanese men usually behave politely and reservedly in social situations, valuing face and respect for others and avoiding conflict in public. This introverted and restrained masculinity is part of Japanese culture and is an important way for Japanese men to gain respect and recognition in society.

The genesis of Japanese masculinity culture can be traced to history, social structure and cultural traditions. Historically, the samurai class emphasized loyalty, self-discipline and

bravery that shaped the core concepts of masculinity. Socially, the traditional division of gender roles in Japan has led to men taking on more family and social responsibilities, which in turn has shaped specific male behavior patterns and expectations. At the same time, Japanese culture under the influence of Confucianism emphasizes collective harmony, and men are expected to play a key role in maintaining this harmony. Together, these factors have shaped a unique Japanese culture of masculinity that emphasizes responsibility, self-discipline and respect for others.

3.5. Japan is an industrious culture

Members of an industrious culture would feel they had less opportunity to enjoy themselves, would consider thrift to be important, and would feel that social order and discipline were more important than individual freedoms. In contrast, in an indulgent society, people would place a priority on their sense of freedom and personal enjoyment through leisure time and interaction with friends. Consumption and spending would take precedence over fiscal restraint.

Table 5. Industry Versus Indulgence Order Ranking Scores for Fifty-Three Countries

SCORE	COUNTRY	SCORE	COUNTRY	SCORE	COUNTRY
1,000	China	625	Poland	321	Slovenia
968	Vietnam	625	South Africa	316	Argentina
900	South Korea	609	Georgia	251	Colombia
883	India	600	Iran	250	Switzerland
869	Indonesia	563	Jordan	228	Mexico
864	Moldova	548	Turkey	213	Chile
827	Romania	527	Serbia	213	United Kingdom
826	Russia	489	Brazil	196	Australia
744	Bulgaria	463	Italy	167	New Zealand
739	Ukraine	455	France	124	Uruguay
705	Morocco	402	Nigeria	84	Finland
700	Egypt	399	United States	71	Netherlands
653	Iraq	395	Germany	0	Sweden
636	Zimbabwe	372	Spain		
627	Taiwan	343	Japan		

Higher-numbered scores are seen as favoring industry traits; a lower score denotes a preference for indulgent traits. *Source:* Adapted from M. Minkov, *Cultural Differences in a Globalized World* (United Kingdom: Emerald, 2011).

Table 6. Selected Characteristics of Industrious and Indulgent Cultures

INDUSTRIOUS CULTURE	INDULGENT CULTURE
Hard work over leisure	Leisure over hard work
Thrift important	Thrift less important
Economic development most important	Economic development less important
Not fully in control of life	Mostly in control of life
Unhappiness and dissatisfaction with life	Happiness and satisfaction with life
Political liberties less important	Political liberties highly important
Strong governmental control	Loose governmental control
Strong penalties for nonconformity to societal norms	Weak penalties for nonconformity to societal norms

Source: Adapted from M. Minkov, *Cultural Differences in a Globalized World* (United Kingdom: Emerald, 2011).

As can be seen from the TABLE 5 & 6, out of 53 countries counted, Japan is ranked at 343. This shows that Japan is an industrious culture. Japanese industrious culture is reflected at all levels of its society. In the workplace, Japanese employees are known for their high level of dedication, often working overtime in pursuit of excellence in the quality of their work. This diligence is not only reflected in professional careers, but also in everyday life. For example, Japanese people emphasize time management, and punctuality and efficiency are their daily habits. In addition, Japanese people also emphasize self-improvement and learning, and they are good at learning from failures and constantly improving their abilities. This industrious culture is also reflected in Japanese education system. Schools and parents emphasize the importance of diligent study and encourage students to overcome difficulties and achieve through relentless effort. This value is widely spread throughout society and has become an important driving force for the progress and

development of Japanese society.

As for factors affecting Japan's industrious culture, historically, Japan's agrarian culture and feudal system have fostered the habit of hard work, and the Confucian concept of "diligence and good learning" is deeply rooted in people's minds. In terms of the social environment, the fierce competition and work pressure in Japan have made it necessary for people to work hard in order to achieve success. In addition, the Japanese education system also emphasizes the importance of diligence in learning and cultivates the spirit of diligence in students from an early age.

3.6. Japan is a flexumility culture

Flexumility, a combination of the words "self-flexibility" and "humility," is the polar opposite of monumentalism and characterizes those cultures that typically exercise humility and situational flexibility, and that easily adapt to changing conditions. Table 6.10 lists selected traits for this dimension.

Table 7. Selected Characteristics of Monumentalism and Flexumility Cultures

MONUMENTALISM	FLEXUMILITY
<ul style="list-style-type: none"> • Self-pride/self-promotion • Self-concept is consistent/fixed • Truth is absolute • Feelings and expressions equivalent • Religion is important; can be dogmatic • Interpersonal competition valued • Lower educational achievement • Strong defense of one's opinions • Difficulty in adapting to another culture • Direct, forthright negotiating style • Suicide unacceptable • Low number of women in workforce 	<ul style="list-style-type: none"> • Humility • Self-concept is flexible/fluid • Truth is relative • Feelings and expressions may differ • Religion less important • Interpersonal competition problematic • Higher educational achievement • Compromise is best • Easily adapts to another culture • Indirect, conflict avoiding negotiation style • Suicide acceptable • High number of women in workforce

Source: Adapted from M. Minkov, *Cultural Differences in a Globalized World* (United Kingdom: Emerald, 2011), and M. Minkov, "Monumentalism versus Flexumility," SIETAR Europa Congress (2007), http://www.sietareuropa.org/congress2007/files/congress2007_paper_Michael_Minkov.doc.

Table 8. Monumentalism and Flexumility Scores for Fifty-Three Countries

SCORE	COUNTRY	SCORE	COUNTRY	SCORE	COUNTRY
1,000	Egypt	571	Argentina	276	Moldova
997	Iraq	564	Chile	265	Bulgaria
955	Jordan	527	India	242	Switzerland
908	Nigeria	521	Romania	191	Russia
890	Morocco	505	Poland	184	Sweden
811	Zimbabwe	492	Uruguay	175	Ukraine
747	Iran	436	Australia	165	France
736	South Africa	427	Spain	119	Netherlands
668	Turkey	423	Vietnam	99	Germany
667	Colombia	388	New Zealand	43	South Korea
662	Georgia	359	Serbia	40	Japan
659	Mexico	354	United Kingdom	16	Taiwan
623	Indonesia	352	Italy	0	China
614	Brazil	340	Slovenia		
572	United States	312	Finland		

Higher-numbered scores are seen as favoring monumentalism traits; a lower score denotes a preference for flexumility traits. Source: Adapted from M. Minkov, *Cultural Differences in a Globalized World* (United Kingdom: Emerald, 2011).

As can be seen from the TABLE 7 & 8, out of 53 countries counted, Japan is ranked at 40. This shows that Japan is a flexumility culture. In their daily interactions, the Japanese often use honorifics and modest expressions, and even though they have deep attainments in a particular field, they do not flaunt their accomplishments. In public, they tend to avoid drawing attention to themselves, choosing instead to step back and allow their team or collective achievements to be celebrated. In addition, traditional Japanese arts and aesthetics, such as the tea ceremony and flower arrangement, emphasize introspection, harmony and balance, which also reflect the characteristics of a feminine culture.

Historically, Japanese culture has been heavily

influenced by Confucianism, which emphasizes humility, self-restraint and respect for others, and these values have gradually been incorporated into the daily lives of Japanese people. In addition, Buddhism has had a profound influence on Japanese culture, which advocates inner peace and humility and emphasizes harmonious coexistence with nature.

3.7. Japan is a universalist culture

Members of universalistic cultures tend to treat everyone the same regardless of group affiliation. Table 6.12 contains a comparison of traits characterizing exclusionist and universalist cultures.

Table 9. Selected Characteristics of Exclusionist and Universalist Cultures

EXCLUSIONIST	UNIVERSALIST
<ul style="list-style-type: none"> • Relationships based on group membership • Close-knit extended family • In-group members favored over out-group members • Frequent group discrimination • Agreements are flexible • Weak safety procedures • Low environmental concern • In-group communication clear; out-group communication can be ambiguous 	<ul style="list-style-type: none"> • Individuality • Nuclear family common • Everyone should be treated equally • Group discrimination minimized • Agreements normally adhered to • Strict safety procedures • High environmental concern • Clear communication with everyone; ambiguity avoided

Source: Adapted from M. Minkov, *Cultural Differences in a Globalized World* (United Kingdom: Emerald, 2011).

Table 10. Exclusionist and Universalist Scores for Fifty-Three Selected Countries

SCORE	COUNTRY	SCORE	COUNTRY	SCORE	COUNTRY
1,000	Ethiopia	681	Mexico	395	Hungary
949	Iraq	664	Philippines	382	Chile
872	Morocco	640	Vietnam	333	Japan
858	Egypt	631	Russia	311	Spain
849	Saudi Arabia	615	Brazil, China	274	Portugal
815	Kyrgyzstan	585	Turkey	262	Ireland
803	India	579	Colombia	237	United
791	Zambia	557	Bosnia	170	France
773	Venezuela	554	Croatia	120	Germany
756	South Africa	542	El Salvador	119	Australia
733	Uganda	529	Poland	107	Canada
727	Jordan	507	Bulgaria	57	United Kingdom
724	Bangladesh	476	South Korea	34	Norway
718	Azerbaijan	425	Italy		
710	Guatemala	397	Singapore		

Higher numbered scores are seen as favoring exclusionism traits; a lower score denotes a preference for universalism traits. Source: Adapted from M. Minkov, *Cultural Differences in a Globalized World* (United Kingdom: Emerald, 2011).

As can be seen from the TABLE 9 & 10, out of 53 countries counted, Japan is ranked at 333. This shows that Japan is a universalist culture. In socializing, Japanese people tend to treat all people fairly, regardless of their background or status. In business activities, they emphasize transparency and fair

play, and tend to make decisions through objective criteria and facts. In addition, Japanese policymaking embodies the principle of universalism, emphasizing social justice and equality. This culture of universalism has made Japanese society more tolerant and open-minded, promoting

harmonious coexistence among different groups.

Japan's universalist culture stems mainly from its historical evolution, social structure and international exchanges. Historically, Japan has been influenced by foreign cultures many times, such as Yayoi culture, Buddhism and Chinese culture, etc. These cultural exchanges have led to the gradual development of an attitude of tolerance for multiculturalism in Japanese society. In terms of social structure, Japan focuses on equality and respect, which makes it easier for people to accept and recognize the principle of universalism. At the same time, with the deepening of internationalization, Japanese society has also become more focused on fairness and equity in order to attract and retain international talent. Together, these factors have shaped Japan's unique universalist culture.

4. Conclusion

Japanese culture emphasizes attention to detail and excellence, and embodies the ultimate pursuit of beauty, whether in architecture, art or everyday life. It also emphasizes collectivism and teamwork, believing that the value of the individual is often expressed through the collective of which he or she is a part. This cultural perspective has enabled Japanese society to excel in teamwork and collective decision-making. Humility and respect are among the core values in Japanese culture. People emphasize politeness and humility in their interactions and respect the opinions and feelings of others. This cultural trait makes Japanese society harmonious and stable and promotes close cooperation among people. In addition, Japanese culture demonstrates respect for and transmission of traditions. Whether it is the tea ceremony, the flower ceremony or the samurai ceremony, they are all important parts of traditional Japanese culture. These forms of traditional art and culture not only represent Japan's history and national spirit, but also provide a valuable cultural heritage for modern society. In general, Japanese culture is a charming, diverse and

harmonious culture. It has a deep traditional heritage as well as a spirit of innovation and open-mindedness.

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