COUNTRY CULTURE REPORT

Egypt

An adaptive analysis using Hofstede's value dimensions and a Hall-inspired communication-context proxy

Region	Middle East
Code	EG
Data quality	Strong
Dimension coverage	100%
Generated	2026-11-13

Country boundaries: Natural Earth contributors.

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1. Executive Summary

This report profiles Egypt (Middle East) using 6 of 6 Hofstede cultural dimensions and an exploratory, Hall-inspired indicator of communication context. Scores are interpreted against a reference set of 203 country and group profiles. Everything below describes statistical tendencies at the level of national averages (Hofstede, 2001; Hofstede et al., 2010).

Overall portrait

On authority and belonging, the data suggest a society that accepts and expects clear hierarchy and somewhat places the group, family and in-group loyalty at the center of social life.

On achievement and risk, the data suggest a society that mixes achievement-oriented and cooperative values and prefers structure, planning and clear rules.

On time and gratification, the data suggest a society that strongly gives weight to tradition, present obligations and quick results and strongly regulates gratification through firm social norms.

These sentences summarize band labels and are deliberately coarse. The sections that follow add rank, context, confidence and caveats to each claim.

Key findings

- The highest-scoring dimension is **Power Distance** (80, High power distance); the lowest is **Indulgence versus Restraint** (4, Very restrained).
- **Indulgence versus Restraint** is a distinguishing feature: 4 sits 43.8 points below the global mean (far below the global average, z = -2.11).
- **Long-Term Orientation** is a distinguishing feature: 7 sits 29.6 points below the global mean (far below the global average, z = -1.35).
- **Power Distance** is a distinguishing feature: 80 sits 14 points above the global mean (well above the global average, z = 0.86).

- Descriptive signature: **Very restrained · Very short-term oriented · Hierarchical · Structured · Collectivist**.
- Pattern: **Tradition with restraint** (strong signal; LTO + IVR).
- Pattern: **Hierarchical collectivism** (tentative signal; PDI + IDV).
- Pattern: **Formal, rule-bound hierarchy** (tentative signal; PDI + UAI).
- Communication context (exploratory proxy): **High-context leaning** (proxy 67.4).
- Distinctiveness against the global dataset: **Moderately distinctive** (mean absolute z = 0.89).

Profile at a glance

Table 1

Dimension scores for Egypt

Dimension	Score	Interpretation	Global rank	Δ global mean	Δ regional mean	Confidence
PDI Power Distance	80	High power distance	12 / 198	+14	+5.4	High
IDV Individualism	38	Leans collectivist	48 / 200	+3.5	−1.3	High
MAS Masculinity	53	Moderate masculinity (competitiveness)	39 / 192	+3.8	+0.3	High
UAI Uncertainty Avoidance	68	High uncertainty avoidance	51 / 202	+8.3	−1.1	High
LTO Long-Term Orientation	7	Very short-term oriented	194 / 196	−29.6	−12.9	Moderate
IVR Indulgence versus Restraint	4	Very restrained	193 / 194	−43.8	−34.7	Moderate

Note. Rank 1 is the highest score; ties share a rank. Deltas are points above (+) or below (−) the mean. Missing scores are shown as N/A and are never treated as zero.

Highest-priority recommendations

1. **Tradition with restraint** (High priority; Cross-cutting guidance for all audiences): Honor ceremony and protocol, link innovations to established practice, and avoid framing changes as a break with tradition.

2. **Maintain professional composure** (High priority; Managers and team leaders): Keep tone measured, respect formal norms of conduct and use workplace humor and informality with discretion.
3. **Maintain formal, restrained conduct** (High priority; Negotiators and business developers): Keep to protocol, avoid overly casual humor and conspicuous display, and let the counterpart set the tone for informality.
4. **Show near-term wins** (High priority; Managers and team leaders): Break initiatives into milestones with visible short-term results and respect established practice when introducing change.
5. **Read context and build trust** (Medium priority; Managers and team leaders): Use one-to-one conversations to detect unspoken concerns, avoid public criticism and invest in the relationship before demanding candor.
6. **Treat relationship as the foundation** (Medium priority; Negotiators and business developers): Use trusted intermediaries, allow time before terms are discussed, listen for indirect refusals and treat the contract as part of an ongoing relationship.

How to use this report

Treat every statement as a hypothesis to test with local knowledge. National averages hide large differences between people, regions, generations and organizations, and they cannot predict how an individual will behave (Brewer & Venaik, 2012; McSweeney, 2002).

2. Data Profile and Quality

This section documents what data the analysis rests on, because the strength of any cultural interpretation depends first on the completeness and quality of the scores behind it.

Table 2

Record summary

Profile name	Egypt
Country code	EG
Region	Middle East
Dimensions with scores	6 of 6 (100%)
Dimensions missing	None
Data quality tier	Strong
Reference profiles (aggregate set)	203
Of which country pages / group profiles	203 / 6

No data-quality flags

All six dimensions are present, the profile is a country-level record, and no out-of-range values were detected.

Overall data quality: Strong

Coverage is complete. Interpretations can draw on all six dimensions and on the context proxy.

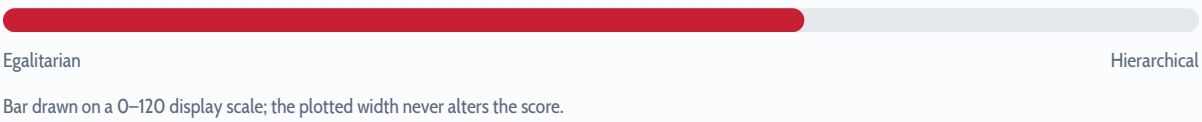
The scores summarize survey-based value measures that were collected at different times for different countries. Research on cohort data suggests that national scores can shift with generational change, so the values used here should be read as snapshots (Beugelsdijk et al., 2015).

3. Hofstede Dimension Analysis

Hofstede's framework describes national cultures as positions on a small number of value dimensions, each anchored by two contrasting poles (Hofstede, 2001; Hofstede, 2011). For each dimension below, the report states the score, places it in the global distribution, interprets it, and shows how it may express itself in seven areas of life and work. Statements are phrased as tendencies, and their strength is scaled to how far the score lies from the midpoint.

Power Distance (PDI)

The extent to which less powerful members of institutions and organizations accept and expect that power is distributed unequally. (Hofstede et al., 2010) Derived from large-scale employee attitude surveys in the late 1960s and early 1970s, then replicated and extended in later studies (Hofstede, 1980; Hofstede, 2001).



Bar drawn on a 0–120 display scale; the plotted width never alters the score.

Score	80
Interpretation	High power distance
Global rank	12 of 198 (percentile 94.4)
Global mean (SD)	66 (16.3)
Difference from global mean	+14 points; z = 0.86
Regional mean	74.6 (n = 19)
Difference from regional mean	+5.4 points
Observed range in dataset	11 to 104

Egypt scores 80 on Power Distance, classified as "High power distance". Among 198 scored profiles it holds competition rank 12 (percentile 94.4). The score is 14 points above the global mean of 66, placing it well above the

global average. Relative to the regional mean of 74.6 (n = 19), it is 5.4 points above.

The data point clearly toward a hierarchical orientation on power distance. In the framework's terms this is associated with: clearer hierarchy, respect for seniority, more centralized authority. Decisions are expected from the top; status symbols and titles matter; subordinates wait for direction.

Power distance describes how inequality is accepted by the less powerful, not how much power leaders actually hold. Organizational culture, industry and generation can shift expectations substantially.

Table 3

How PDI may be expressed

Area	Likely expression (hierarchical orientation)
Workplace and organizations	Organizations tend to be more centralized, with clearer reporting lines, visible status markers and an expectation that managers direct and subordinates follow (Hofstede et al., 2010).
Leadership and decision-making	Decisive, paternalistic leaders who provide clear instruction are more likely to be seen as legitimate; consultation may be read as weakness unless framed carefully (Hofstede, 2001).
Communication and feedback	Disagreement with seniors is often expressed indirectly, through intermediaries or in private; formal titles and honorifics carry meaning.
Learning and education	Teachers are often treated as the source of wisdom and learning is more teacher-centered; students may wait to be called on before speaking (Hofstede et al., 2010).
Family, relationships, and social life	Respect for elders, parents and social superiors is a strong norm; status and seniority shape who speaks first and who decides.
Markets, consumers, and persuasion	Endorsements by authorities, heritage brands and visible status cues may carry more persuasive weight; premium positioning can signal rank.

Common misreading

Do not read deference as agreement or lack of ideas; silence in front of a superior can conceal important information and dissent.

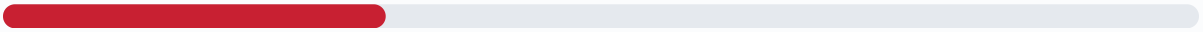
Confidence in this interpretation: High

The score is complete, away from band boundaries, and based on the longest-established part of the framework.

Individualism (IDV)

The degree to which people are expected to look after themselves and their immediate family versus remaining integrated into strong, cohesive in-groups that provide protection in exchange for loyalty. (Hofstede et al., 2010) One of the original four dimensions, treated as the opposite pole of collectivism on a single continuum (Hofstede, 2001). Later work argues that individualism-collectivism is multidimensional (Minkov et al., 2017; Oyserman et al., 2002).

IDV score: 38



Collectivist Individualist

Bar drawn on a 0–120 display scale; the plotted width never alters the score.

Score	38
Interpretation	Leans collectivist
Global rank	48 of 200 (percentile 76.5)
Global mean (SD)	34.5 (16.9)
Difference from global mean	+3.5 points; z = 0.21
Regional mean	39.3 (n = 20)
Difference from regional mean	−1.3 points
Observed range in dataset	6 to 91

Egypt scores 38 on Individualism, classified as "Leans collectivist". Among 200 scored profiles it holds competition rank 48 (percentile 76.5). The score is 3.5 points above the global mean of 34.5, placing it near the global average. Relative to the regional mean of 39.3 (n = 20), it is 1.3 points below.

The data lean toward a collectivist orientation on individualism. In the framework's terms this is associated with: group ties, obligations, and in-group expectations. Loyalty to family, team or employer is central; harmony and face are protected; relationships precede transactions.

Because the score is close to the global average, this dimension is unlikely to be a distinguishing feature of the country in comparative terms. National IDV averages hide large variation by class, region, age and urbanization. Collectivism is not the absence of individual ambition, and individualism is not the absence of obligation.

Table 4

How IDV may be expressed

Area	Likely expression (collectivist orientation)
Workplace and organizations	Employees often see the organization as an extended in-group; hiring and promotion can involve relationships and loyalty, and harmony in the team is protected (Hofstede et al., 2010).
Leadership and decision-making	Leaders are expected to look after the group in return for loyalty; decisions often involve consulting the group before individuals commit (Triandis, 1995).
Communication and feedback	Messages are more likely to protect face and group harmony; "no" is frequently signaled softly, and praise is directed to the group (Ting-Toomey, 1999).
Learning and education	Learning is oriented toward how to do things and to belonging in a group; open individual disagreement or standing out can be uncomfortable (Hofstede et al., 2010).
Family, relationships, and social life	Extended-family and in-group obligations are strong; relationships are long-term and carry reciprocal duties (Triandis, 1995).
Markets, consumers, and persuasion	Appeals to family, belonging and social proof tend to resonate; recommendations from trusted in-group members can outweigh advertising.

Common misreading

Do not equate collectivism with conformity or absence of personal ambition; individuals pursue goals through, rather than apart from, their networks (Oyserman et al., 2002).

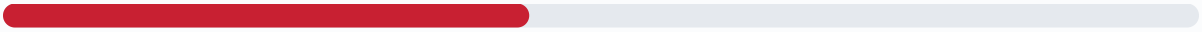
Confidence in this interpretation: High

The score is complete, away from band boundaries, and based on the longest-established part of the framework.

Masculinity (MAS)

The degree to which achievement, assertiveness, heroism and material reward dominate over cooperation, modesty, caring for the weak and quality of life. (Hofstede et al., 2010) Identified in the original survey data as a dimension on which dominant value emphases differed between countries, linked to how gender roles are distributed in society (Hofstede, 2001).

MAS score: 53



Cooperative Competitive

Bar drawn on a 0–120 display scale; the plotted width never alters the score.

Score	53
Interpretation	Moderate masculinity (competitiveness)
Global rank	39 of 192 (percentile 80.2)
Global mean (SD)	49.2 (11.2)
Difference from global mean	+3.8 points; z = 0.34
Regional mean	52.7 (n = 18)
Difference from regional mean	+0.3 points
Observed range in dataset	5 to 110

Egypt scores 53 on Masculinity, classified as "Moderate masculinity (competitiveness)". Among 192 scored profiles it holds competition rank 39 (percentile 80.2). The score is 3.8 points above the global mean of 49.2, placing it near the global average. Relative to the regional mean of 52.7 (n = 18), it is 0.3 points above.

The data suggest a mixed profile that does not clearly favor either pole of masculinity (competitiveness), with a slight lean toward the cooperative pole. In practice this means that norms are likely to vary with context, sector,

generation and region, and that both cooperative and competitive expectations can be found. Visitors and partners should calibrate to the specific setting rather than assume a single national style.

Because the score is close to the global average, this dimension is unlikely to be a distinguishing feature of the country in comparative terms. The dimension label is frequently criticized and is easily misread. It describes value emphasis at the societal level, not the abilities or worth of men or women, and it should be presented as competitiveness versus cooperation.

Table 5

How MAS may be expressed (mixed profile)

Area	If competitive norms apply	If cooperative norms apply
Workplace and organizations	Performance, advancement and rewards for results are emphasized; long hours and visible achievement can be taken as signs of commitment (Hofstede et al., 2010).	Quality of working life, flexibility and cooperative relations with colleagues are valued; success is often defined more modestly (Hofstede et al., 2010).
Leadership and decision-making	Assertive, decisive leaders who set ambitious targets are admired; competitive internal ranking and bonuses can be effective motivators.	Intuition, consensus-seeking and empathy in management are more accepted; assertive self-promotion by leaders may be viewed with suspicion.
Communication and feedback	Self-promotion and strong statements of achievement are more acceptable; disagreements may be settled by open contest of arguments.	Modesty, understatement and relationship maintenance during discussion are common; conflict is typically resolved through compromise and negotiation.
Learning and education	Best students are the norm to emulate; failing in school is a major event, and brilliance of teachers is prized (Hofstede et al., 2010).	Average performance is accepted as normal; failing is a minor accident rather than a disaster, and teachers are friendly rather than brilliant (Hofstede et al., 2010).
Family, relationships, and social life	Clearer role differentiation between genders and strong emphasis on career success and material reward are more common.	Overlapping roles for men and women are more accepted; caring for others and quality of life are widely endorsed values.
Markets, consumers, and persuasion	Status goods, performance claims and "best-in-class" positioning tend to resonate; achievement symbols have social currency.	Appeals to well-being, relationships, sustainability and sensible value often work better than appeals to dominance or conspicuous success.

Note. The score does not clearly favor either pole, so both sets of tendencies are shown. Local context decides which is operating.

Common misreading

Competitive pole: Do not treat competitiveness as hostility; competitive cultures can be highly collaborative within teams working toward a shared contest. Cooperative pole: Do not infer low effort or low standards; cooperative societies can maintain high standards while defining achievement through social contribution.

Confidence in this interpretation: High

The score is complete, away from band boundaries, and based on the longest-established part of the framework.

Uncertainty Avoidance (UAI)

The extent to which members of a society feel uncomfortable with ambiguity and unknown situations and try to avoid them through rules, structure and belief systems. (Hofstede et al., 2010) Originally derived from questions on rule orientation, employment stability and stress (Hofstede, 2001).

UAI score: 68



Flexible — Structured

Bar drawn on a 0–120 display scale; the plotted width never alters the score.

Score	68
Interpretation	High uncertainty avoidance
Global rank	51 of 202 (percentile 75.2)
Global mean (SD)	59.7 (17.6)
Difference from global mean	+8.3 points; z = 0.47
Regional mean	69.1 (n = 20)
Difference from regional mean	−1.1 points
Observed range in dataset	8 to 112

Egypt scores 68 on Uncertainty Avoidance, classified as "High uncertainty avoidance". Among 202 scored profiles it holds competition rank 51 (percentile 75.2). The score is 8.3 points above the global mean of 59.7, placing it modestly above the global average. Relative to the regional mean of 69.1 (n = 20), it is 1.1 points below.

The data point clearly toward a structured orientation on uncertainty avoidance. In the framework's terms this is associated with: planning, formal rules, risk reduction, clarity. Detailed planning, written procedures and expert authority are valued; surprises create stress; deviation is scrutinized.

Uncertainty avoidance is not the same as risk avoidance. High-UAI cultures may accept familiar, well-specified risks while resisting ambiguity, and low-UAI cultures can still be risk-averse in specific domains (Hofstede, 2001).

Table 6

How UAI may be expressed

Area	Likely expression (structured orientation)
Workplace and organizations	Detailed rules, job descriptions, written procedures and planning cycles are valued; expert credentials reduce anxiety about ambiguity (Hofstede et al., 2010).
Leadership and decision-making	Leaders are expected to provide structure, expertise and clear contingency plans; sudden changes without explanation can be stressful.
Communication and feedback	Precise, well-documented communication is preferred; agendas, minutes and written confirmation reduce unease.
Learning and education	Students prefer structured learning situations with precise objectives, detailed assignments and single correct answers (Hofstede et al., 2010).
Family, relationships, and social life	Clear social codes, etiquette and rituals provide reassurance; unfamiliar people and ideas may be approached with caution.
Markets, consumers, and persuasion	Guarantees, certifications, detailed specifications and trusted brands reduce perceived risk and speed purchase decisions.

Common misreading

Do not equate high uncertainty avoidance with refusal to take risks; many such cultures accept well-defined risk and resist only ambiguity (Hofstede, 2001).

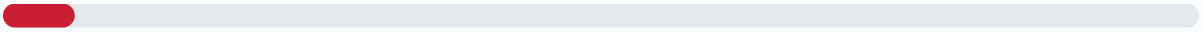
Confidence in this interpretation: High

The score is complete, away from band boundaries, and based on the longest-established part of the framework.

Long-Term Orientation (LTO)

The extent to which a society fosters pragmatic, future-oriented virtues such as thrift, perseverance and adaptation, as opposed to virtues tied to the past and present such as respect for tradition and fulfilling social obligations. (Hofstede et al., 2010) Introduced from a Chinese Value Survey (Hofstede & Bond, 1988), and later re-estimated for many more countries using World Values Survey data (Hofstede et al., 2010; Minkov, 2007).

LTO score: 7



Short-term oriented — Long-term oriented

Bar drawn on a 0–120 display scale; the plotted width never alters the score.

Score	7
Interpretation	Very short-term oriented
Global rank	194 of 196 (percentile 1.5)
Global mean (SD)	36.6 (22)
Difference from global mean	−29.6 points; z = -1.35
Regional mean	19.9 (n = 20)
Difference from regional mean	−12.9 points
Observed range in dataset	0 to 100

Egypt scores 7 on Long-Term Orientation, classified as "Very short-term oriented". Among 196 scored profiles it holds competition rank 194 (percentile 1.5). The score is 29.6 points below the global mean of 36.6, placing it far below the global average. Relative to the regional mean of 19.9 (n = 20), it is 12.9 points below.

The data point strongly toward a short-term oriented orientation on long-term orientation. In the framework's terms this is associated with: tradition, present obligations, quick visible outcomes. Quick results, face-saving, status

obligations and respect for tradition carry weight; saving rates tend to be lower.

The score is unusually distant from the global average, which makes this one of the more reliable distinguishing features of the profile. Scores on this dimension are available for fewer countries and rely on a different methodology than the original four dimensions, so they deserve more cautious interpretation.

Table 7

How LTO may be expressed

Area	Likely expression (short-term oriented orientation)
Workplace and organizations	Short-term results, quarterly performance and respect for established practice and obligations are more prominent (Hofstede et al., 2010).
Leadership and decision-making	Leaders are judged on quick, visible outcomes; honoring tradition and status obligations strengthens legitimacy.
Communication and feedback	Reference to established norms and what is "normal" in the group carries weight; "face" and social obligations shape what is said.
Learning and education	Success and failure are more often attributed to luck or circumstance; academic virtue may focus on truth and knowing facts (Hofstede et al., 2010).
Family, relationships, and social life	Respect for traditions and fulfilling social duties are emphasized; saving rates tend to be lower and consumption more immediate.
Markets, consumers, and persuasion	Immediate benefits, promotions and heritage cues often outperform appeals to long-run payoff; instant gratification is easier to sell.

Common misreading

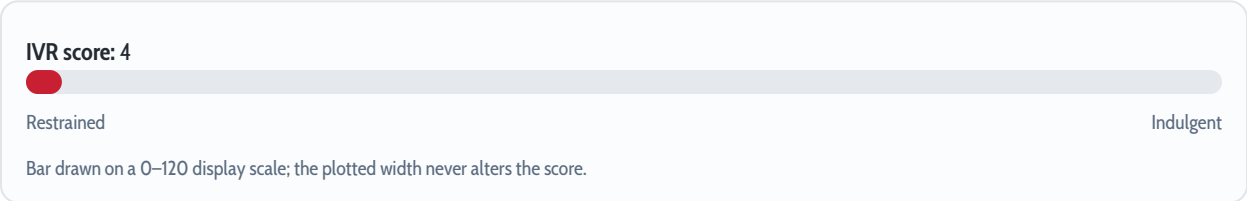
Do not read a short-term orientation as shortsightedness; tradition-keeping can create highly stable commitments.

Confidence in this interpretation: Moderate

Long-term orientation and indulgence were added later and rely on different survey sources than the original four dimensions, so interpretation is held at moderate confidence.

Indulgence versus Restraint (IVR)

The degree to which a society allows relatively free gratification of basic and natural human desires related to enjoying life and having fun, versus suppressing gratification through strict social norms. (Hofstede et al., 2010) Added as the sixth dimension following a re-analysis of World Values Survey items on happiness, life control and leisure (Hofstede et al., 2010; Minkov, 2007).



Score	4
Interpretation	Very restrained
Global rank	193 of 194 (percentile 1)
Global mean (SD)	47.8 (20.8)
Difference from global mean	−43.8 points; z = −2.11
Regional mean	38.7 (n = 19)
Difference from regional mean	−34.7 points
Observed range in dataset	0 to 100

Egypt scores 4 on Indulgence versus Restraint, classified as "Very restrained". Among 194 scored profiles it holds competition rank 193 (percentile 1). The score is 43.8 points below the global mean of 47.8, placing it far below the global average. Relative to the regional mean of 38.7 (n = 19), it is 34.7 points below.

The data point strongly toward a restrained orientation on indulgence. In the framework's terms this is associated with: stronger norms and regulation of gratification. Leisure is less prioritized; social norms regulate behavior; people are more likely to feel that indulgence is wrong.

The score is unusually distant from the global average, which makes this one of the more reliable distinguishing features of the profile. Indulgence scores combine several attitudes and are sensitive to survey methodology. Treat

them as a coarse indicator of norms around gratification, not as a measure of well-being.

Table 8

How IVR may be expressed

Area	Likely expression (restrained orientation)
Workplace and organizations	Work is often seen as primary and leisure as secondary; formal norms around conduct and appearance may be tighter (Hofstede et al., 2010).
Leadership and decision-making	Restraint, composure and propriety are credibility cues; open emotional display by leaders can be read as inappropriate.
Communication and feedback	Positive emotion is more measured in public; strict norms regulate what can be said and joked about.
Learning and education	Discipline, order and strong norms in schools tend to be accepted; leisure is subordinate to duty.
Family, relationships, and social life	Social norms regulate gratification; people are more likely to feel that enjoying life is constrained by duty or social expectation (Hofstede et al., 2010).
Markets, consumers, and persuasion	Responsible, practical and virtuous positioning may outperform hedonic appeals; saving is more admired than indulgence.

Common misreading

Do not read reserve as unhappiness or disapproval; restraint may reflect norms about public display rather than private feeling.

Confidence in this interpretation: Moderate

Long-term orientation and indulgence were added later and rely on different survey sources than the original four dimensions, so interpretation is held at moderate confidence.