



Department of Management, St. Petersburg School of  
Economics and Management

# **Cultural sensitivity to HR business partner's competencies: insights from job advertisements across six countries**

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Tilburg, 2019



# HR BUSINESS PARTNER

International Laboratory of Intangible-driven Economy,  
St. Petersburg School of Economics and Management

- Supports and develops business processes, coordinating HR
- Is responsible for succession planning and talent management
- Builds up communication and ensures needs and requirements of business units



Job vacancies were posted online from February to March 2019:

Country	LinkedIn	HeadHunter
Russia		300
India	300	
The UK	300	
The USA	300	
Canada	300	
Australia	300	

About 1000 HR business partner job ads were available on May 31, 2019.



# AIM AND RESEARCH QUESTIONS

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**The aim of this study** is to identify the key job requirements and skills for HR business partners sought by employers in both **Russia** and five **English-speaking countries** and, afterward, juxtapose them with cultural values.

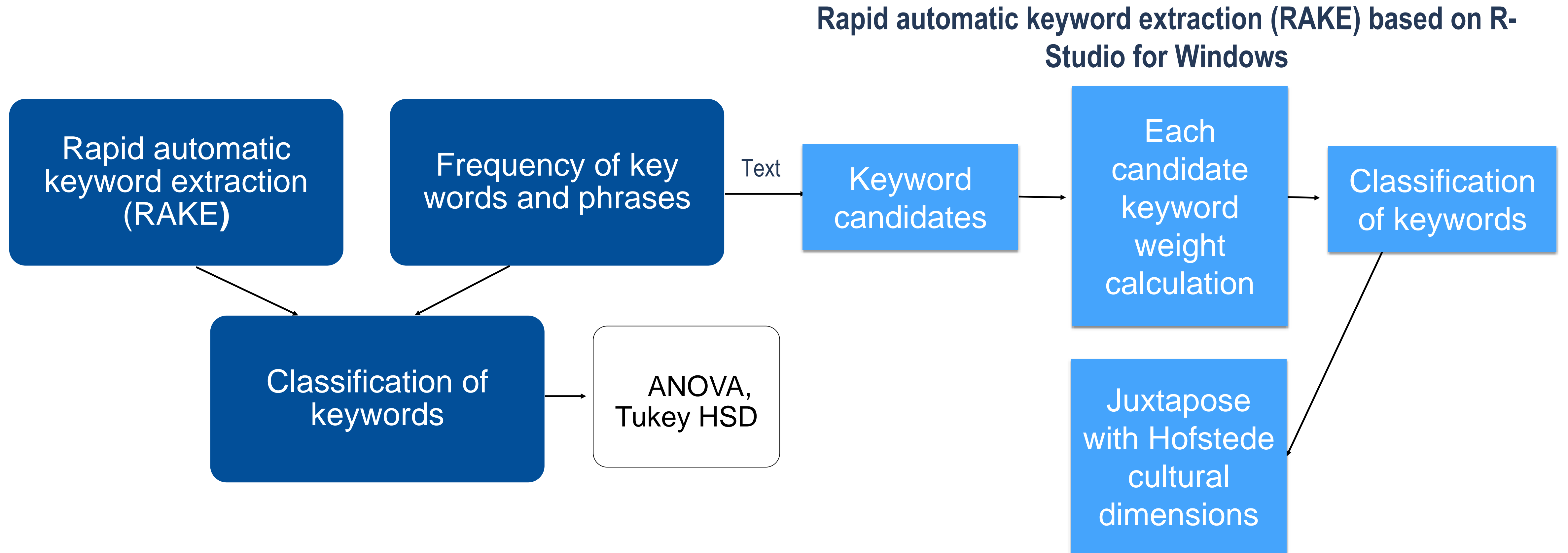
The research was guided by two questions:

- What specific **knowledge, skills** and **competencies** do employers seek for the HR Business Partner designation across six countries?
- To what extent the **job requirements of HR business partner** can be connected with cultural dimensions developed by Hofstede?



# ANALYSIS METHOD

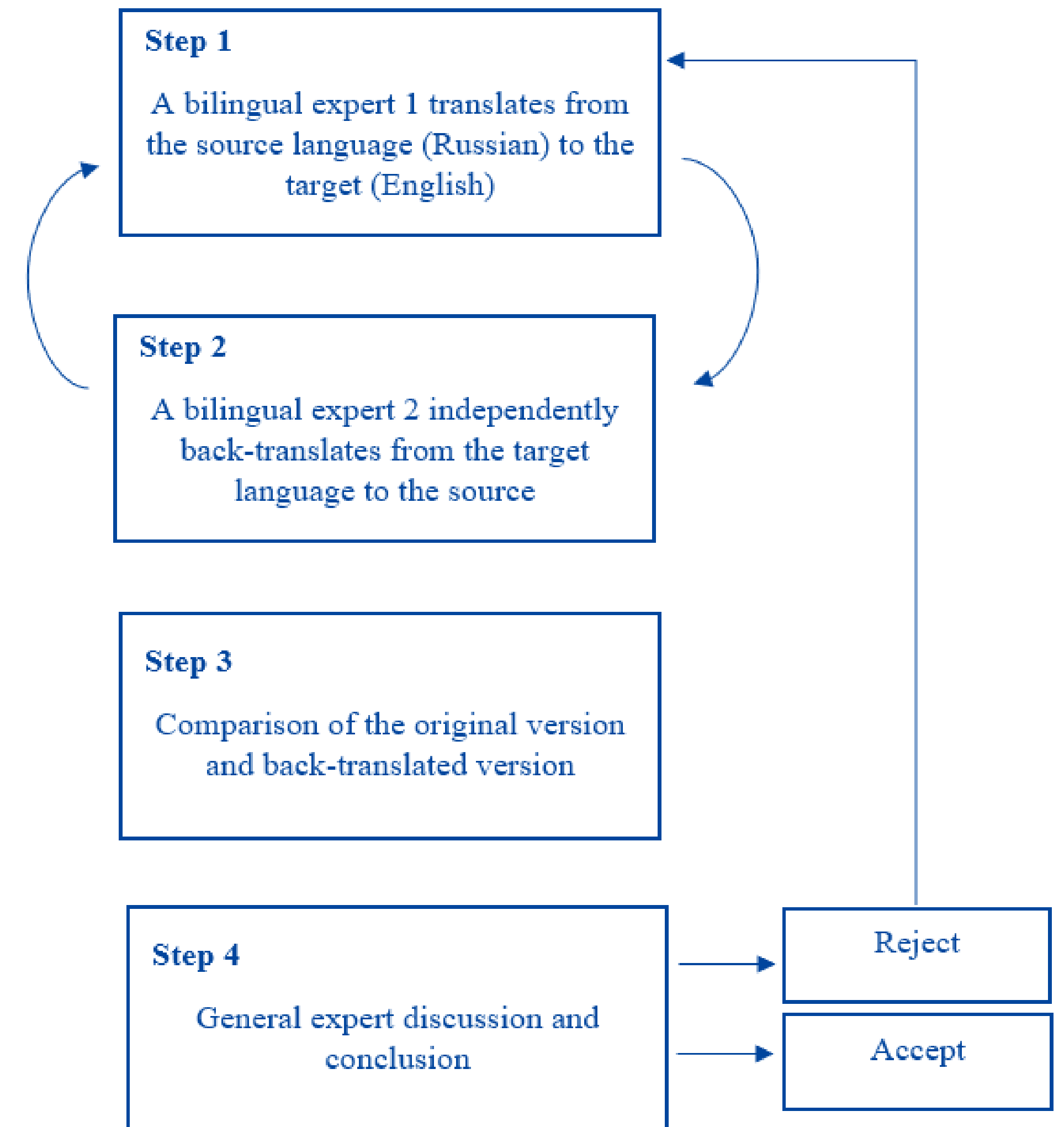
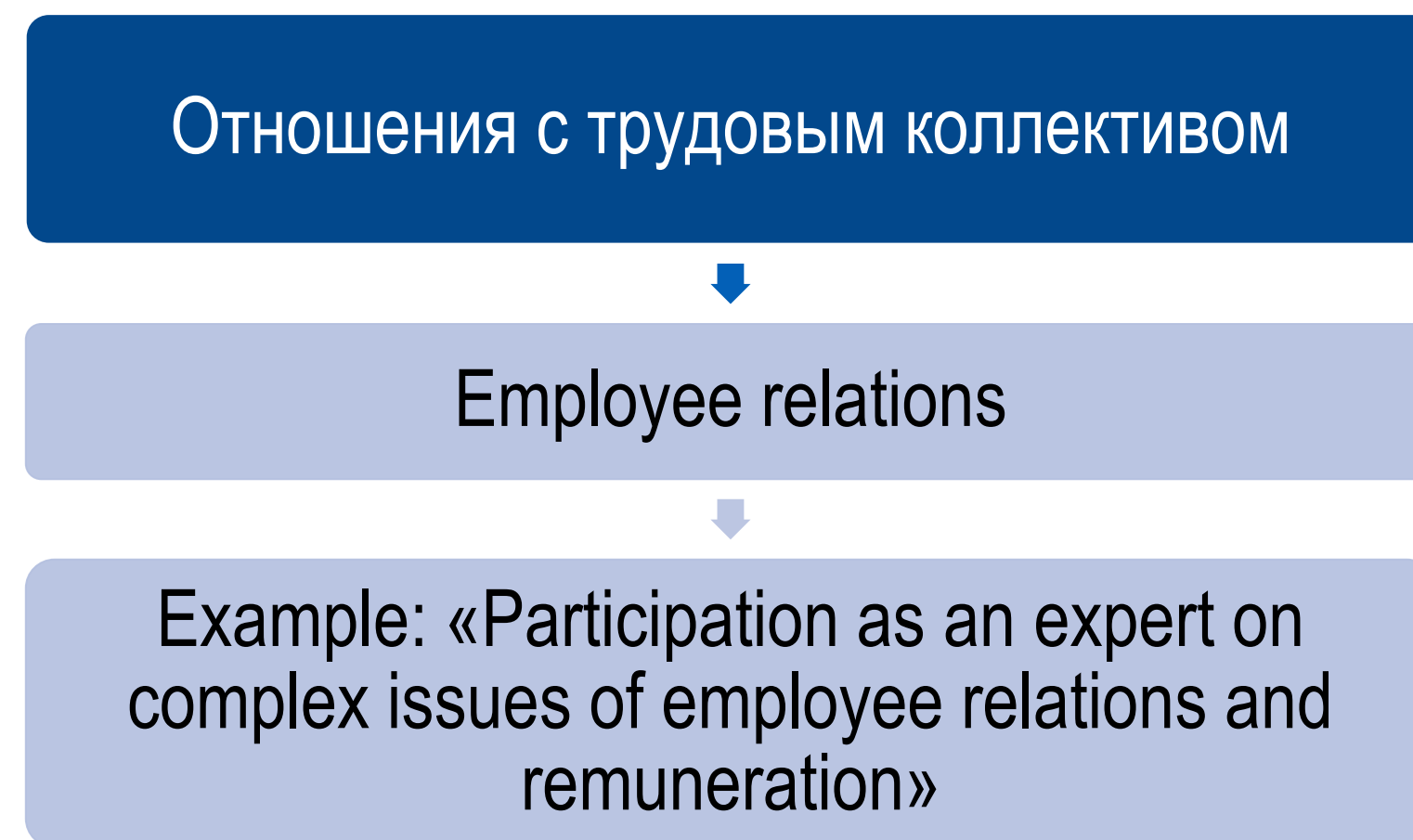
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# MATCHING RUSSIAN PHRASES TO ENGLISH JOB REQUIREMENTS & PERSONAL SKILLS

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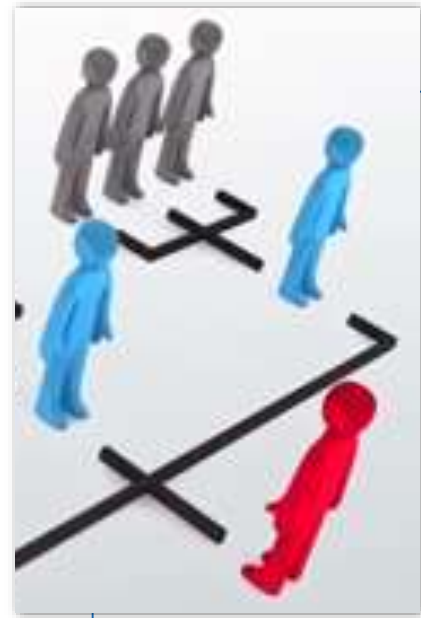


Steps of Brislin's back-translation model

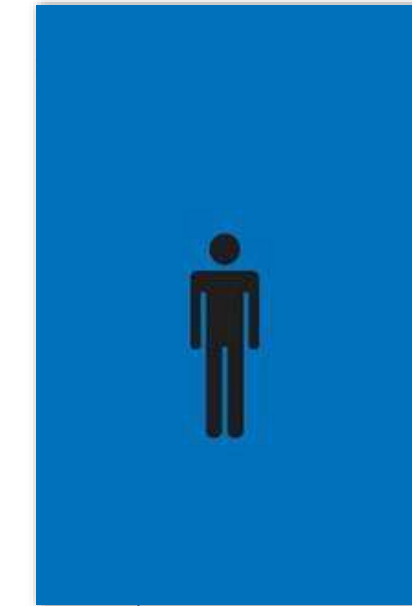


# HOFSTEDE CULTURAL DIMENSIONS

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**Power distance** dimension shows to what extent a particular society 'accepts and expects that power is distributed unequally' in the company.



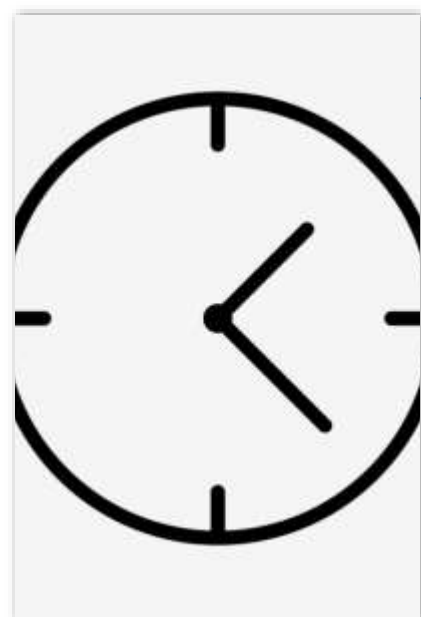
**Individualism vs Collectivism.**  
Demonstrates either loosely or tightly knit social framework.



**Masculinity vs Femininity.** This dimension represents to what extent male roles such as assertiveness, achievement and success are important for a particular society.



**Uncertainty Avoidance** dimension conveys to what extent the members of a particular society feel comfortable with uncertainty and ambiguity and find any ways to avoid these situations providing career stability, formal rules etc.



**Long vs Short Term Normative Orientation.** This dimension reflects the contrast between attitudes of the society towards either the future-oriented goals or historical traditions and short-term point of view.



**Indulgence.** In societies with a high level of indulgences people often do not stint to meet their needs in relation to recreation, entertainment, and affairs that bring them pleasure.



# FREQUENCY IN JOB VACANCIES

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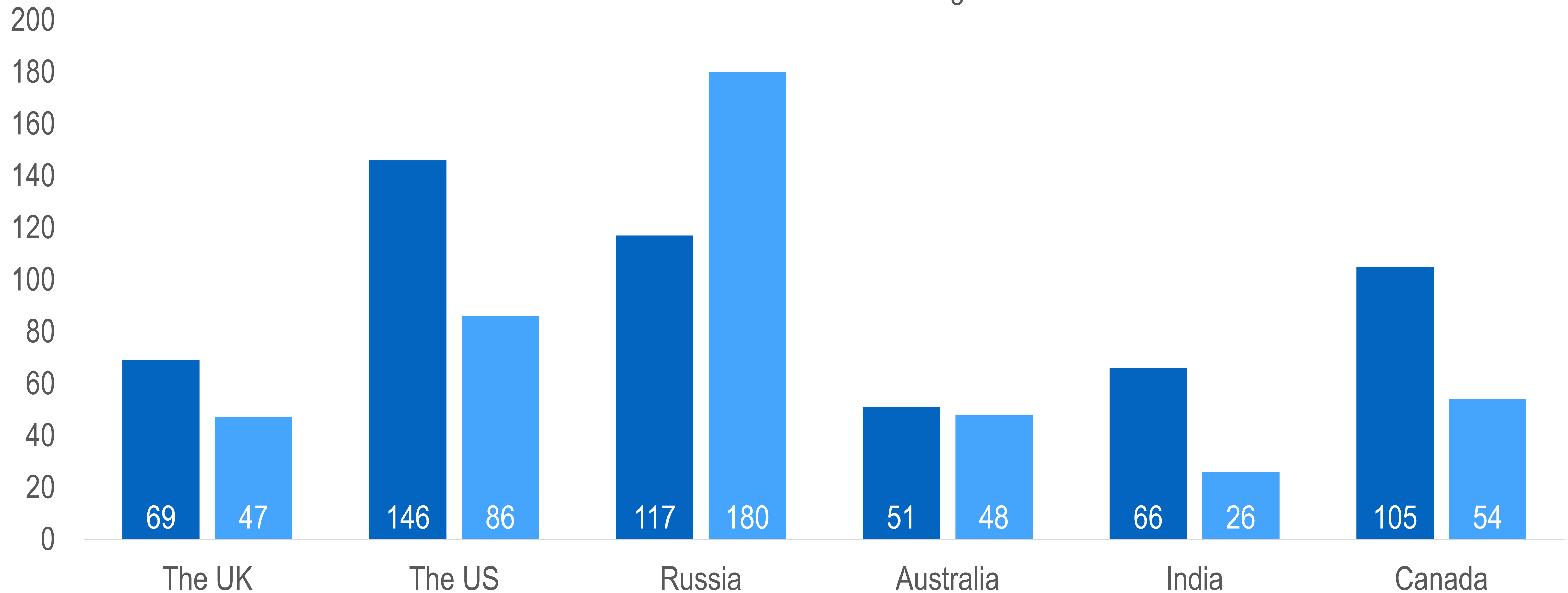
JOB RESPONSIBILITIES	The UK	The US	Russia	Australia	India	Canada
Employee relations	198	440	57	136	131	222
Performance management	115	329	80	176	121	238
Talent management	71	129	38	59	108	103
Change management	72	116	42	71	33	112
Employee engagement	59	112	48	60	133	118
Employment law	110	119	181	36	21	41
Talent acquisition	36	108	76	52	117	108



## FREQUENCY IN JOB VACANCIES

### Soft skills

■ 1. Communication skills    ■ 2. Management skills





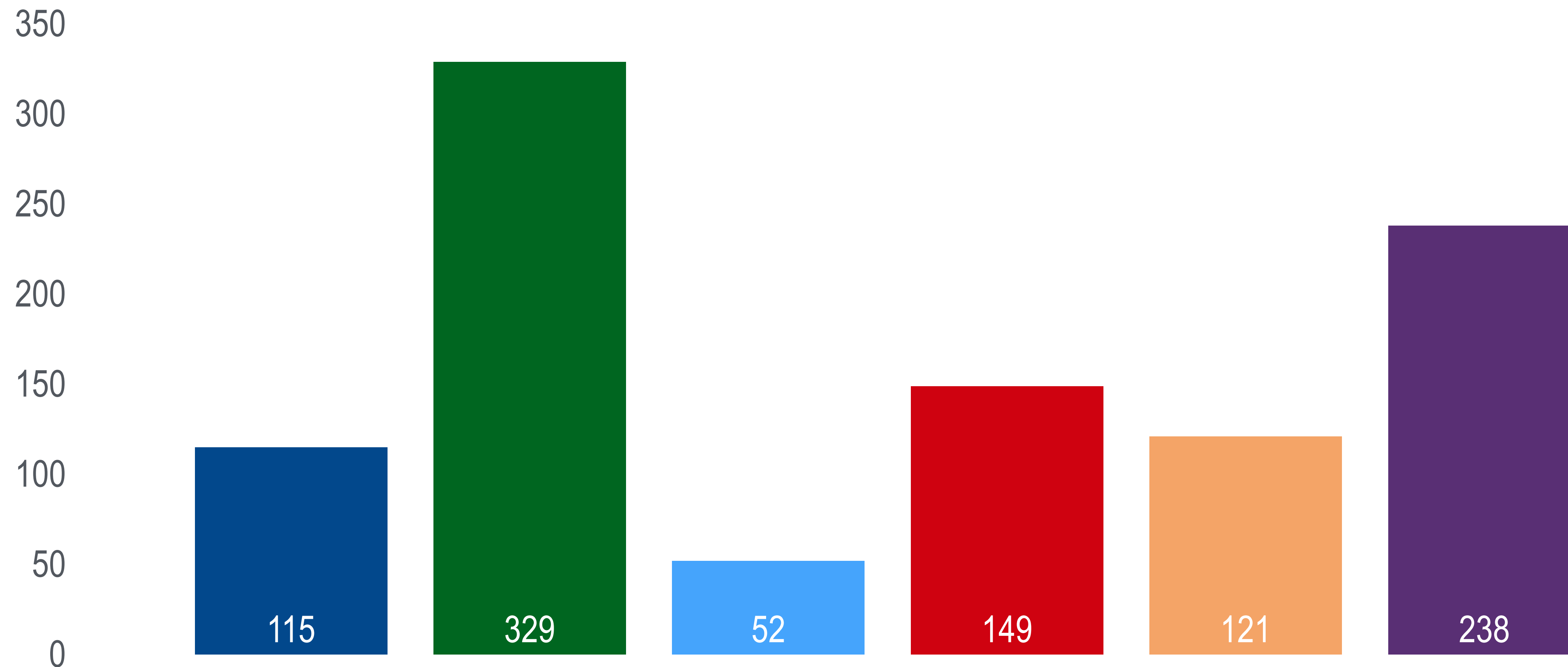


# RESULTS

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## Performance management

■ The UK ■ The US ■ Russia ■ Australia ■ India ■ Canada

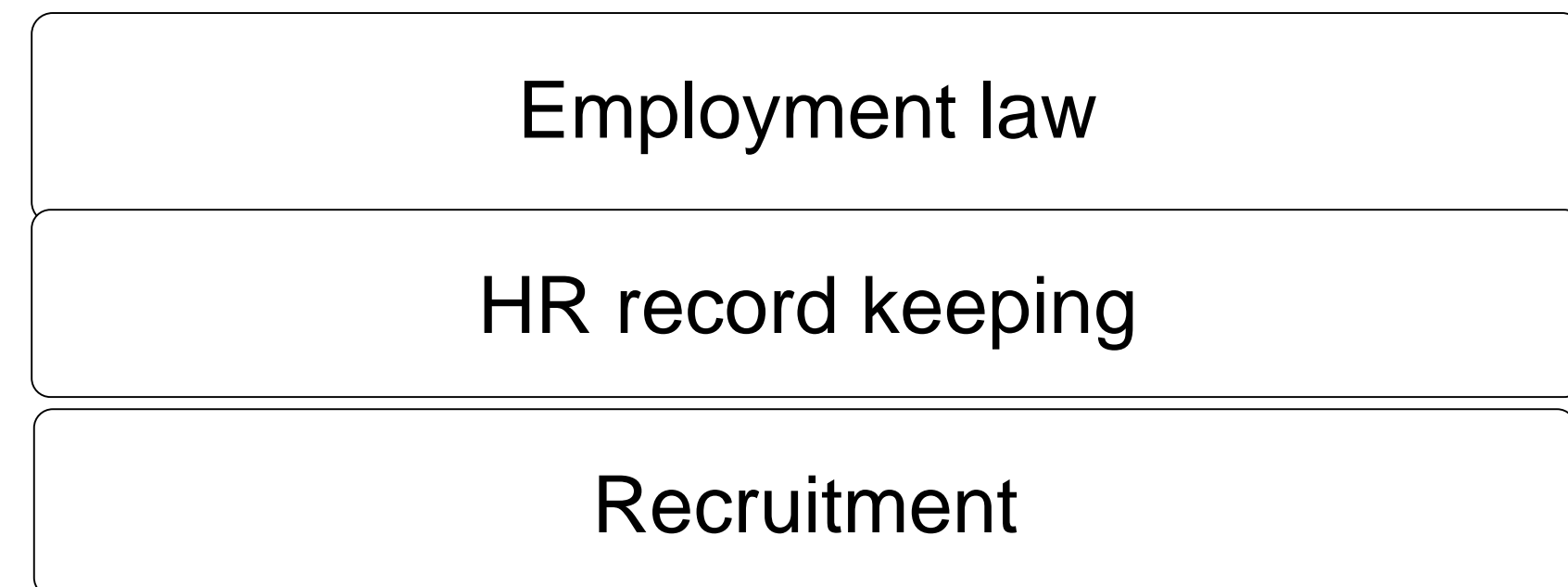




# RESULTS

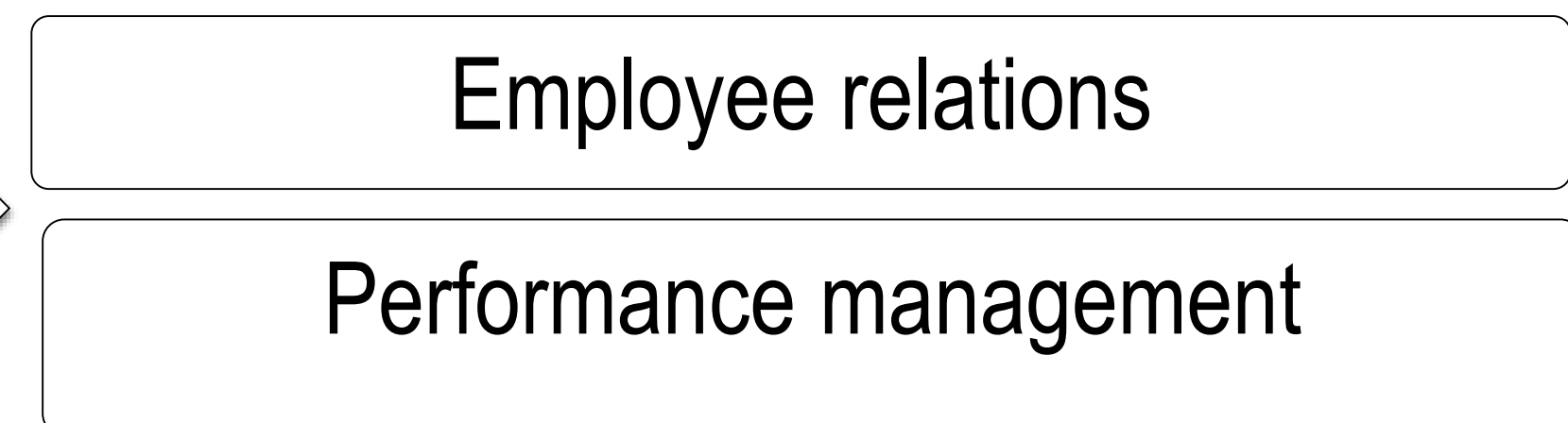
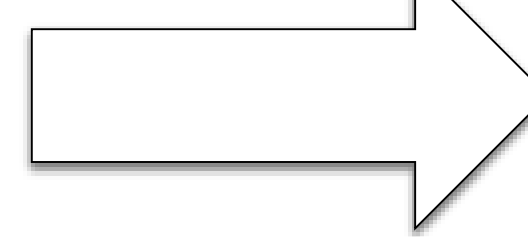
Russian job ads frequently emphasize local employment law, working with documents and recruitment that could reflect the high value of **Power Distance (93)** and **Uncertainty Avoidance (95)** together with a low level of **Individualism (39)**.

- **Power Distance (93)**
- **Uncertainty Avoidance (95)**
- **Individualism (39)**



Highly individualistic countries (80-91) with low rates of **Uncertainty Avoidance (35-51)** and **Power Distance (35-40)** (Australia, Canada, the UK, and the US) have demonstrated a successful background in working on Employee relations or Performance Management as frequent job requirements for this position.

- **Power Distance (35-40)**
- **Uncertainty Avoidance (35-51)**
- **Individualism (80-91)**





# RESULTS

**Managerial skills** have been widespread for **HR business partners** mostly in **Russia and the US**.

There is a tendency in all high **Individualistic** countries with high Indulgence (USA, UK, Canada) to have **social benefits** for future workers in a priority (identified by RAKE): life assurance, vouchers, free parking.

- **Individualism (89-90)**
- **Indulgence (68-71)**



Social benefits

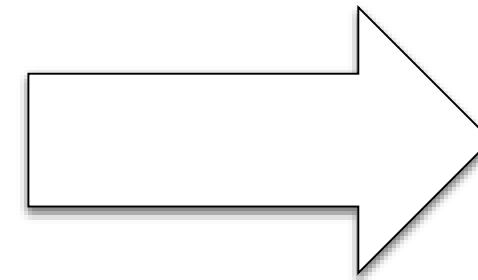


# RESULTS

**ANOVA:** each skill was explored by one-way analysis of variance (ANOVA) for six countries.

**Tukey's honestly significant difference test:** insignificant outcomes between countries imply that there are some similarities between countries in terms of corresponding skills and requirements.

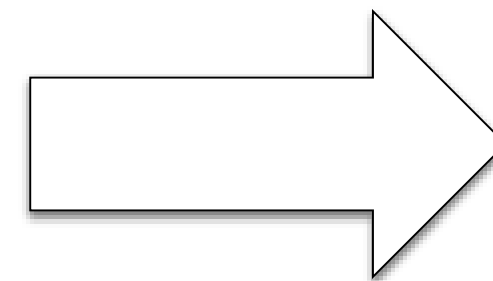
The UK & Australia  
Canada & the USA



Similar Hofstede cultural  
dimensions levels

Similar job requirements and  
skills frequency

The UK & India



Similar Hofstede cultural  
dimensions levels



# PRACTICAL IMPLICATIONS

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- Comprehending both cultural differences and specific requirements in job ads when international companies address an audience abroad.
- Developing international cooperation between companies and universities.
- Understanding the requirements of employers for a particular profession in different countries.



# SUMMARY

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❖ Russian job ads frequently emphasize local employment law and recruitment that could reflect the high **Power Distance (93)** and **Uncertainty Avoidance (95)** together with a low level of **Individualism (39)**.

❖ **Highly individualistic countries (80-91)** with low rates of **Uncertainty Avoidance (35-51)** and **Power Distance (35-40)** (Australia, Canada, the UK, and the US) have demonstrated the successful background in working on Employee relations or Performance Management as frequent job requirements for this position.

Both the United States and Russia have the most significant differences in comparison with other countries studied



# LIMITATIONS

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- Most job offers **do not have the same description structure.**
- The study is designed to work precisely with the texts of job vacancies, and therefore the conclusions regarding **cultural differences** across countries are relevant in the framework of the analyzed ads.
- The compared cultural context is **narrowed by English-speaking countries**, but the full picture of cultural dimensions in job vacancies can be captured by examining of **other language groups.**



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