

Understanding the Reflection of the Korean Language in Hierarchical Structures and Collectivism within Korean

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Abstract

Objectives This paper aims to examine Korean business culture and leadership style through the lens of Hofstede's cultural dimensions theory, highlighting its unique characteristics reflected in the language. By applying Hofstede's dimensions, such as the Power Distance Index, the study explores hierarchical structures, the emphasis on social interconnectedness, and the deeply rooted values in Korean society.

Methods This article is focused on the study of statistical data concerning the number, flow, and prospecting of multicultural tourists, immigrants, and families. In addition, studies of academic articles and pools concerning the notion of multiculturalism and interculturalism and the effects of South Korean multicultural measures.

Conclusions The importance of hierarchy, collectivism, and restraint in forming Korean cultural norms and business practices is recognized through Hofstede's dimensions. Furthermore, the review into the Korean language's hierarchical formality structure emphasizes how important it is for maintaining social hierarchies and promoting efficient communication in professional settings.

Keywords Hofstede's cultural dimensions, Hierarchy, Collectivism, Power Distance Index, Business culture, Korean Leadership Style

<https://www.ijkculture.com>, DOI: doi.org/10.23159/IJKC.2024.12.312.006

Received: Nov. 20. 2024 ; Reviewed: Dec. 10. 2024 ; Accepted: Dec. 20. 2024

pISSN 2951-2808 eISSN 2951-2883

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1. Hofstede's cultural dimensions theory, analyzing Korean culture aspects via Hofstede's theory

Hofstede's cultural dimensions theory clarifies the distinct contrasts between Western and Eastern societies, revealing differences in cultural values, norms, and behaviors. This theoretical framework provides valuable insights into the unique characteristics of various cultural categories. Notably, Korean culture stands out for its distinctiveness compared to many other cultures. Therefore, when applying Hofstede's dimensions, Korean culture functions as a prime example for

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comparative analysis with other nations' cultural aspects.

According to Hall's (1973) framework, which categorizes cultures into high-context and low-context, Korean culture is classified as high-context. High-context cultures rely heavily on shared societal knowledge, where communication signals are frequently implied, requiring minimal explicit information to convey meaning.

In contrast, low-context cultures necessitate detailed background information and place a greater emphasis on explicit verbal communication. Korean culture, according to Hall's framework, as mentioned, is categorized as low context.¹ This means that communication in Korean society tends to be more explicit, with a greater emphasis on verbal communication and less reliance on implicit cues or shared context. This distinction is important for understanding cultural differences in communication styles and can have significant implications for intercultural communication and business interactions.²

It is always recommended that individuals familiarize themselves with the culture of any country before engaging in business or academic pursuits within that region. Such cultural awareness not only mitigates potential challenges but also facilitates a smoother adaptation to local practices and norms. For example, the 2015 Australian International Business Survey (AIBS) identified language, cultural differences, and commercial realities as primary obstacles faced by Australian enterprises operating in Korea. Understanding Korean culture, particularly its classification as a low-context culture, proved essential for overcoming these challenges and achieving business objectives.

Before delving into the specifics of Korean business culture, it is necessary to take into Hofstede's Cultural Dimension Theory, which provides insights into how Korean cultural aspects align with or diverge from global patterns. By examining

¹ Leah Dietle (Apr 24, 2022). How Language Reflects Hierarchical Structures in Korea. <https://www.byarcadia.org/post/how-language-reflects-hierarchal-structures-in-korea>.

² Tan Soo Kee (February, 2008). Influence of Confucianism of Korean Corporate Culture. <https://www.researchgate.net/publication>.

dimensions such as power distance, individualism, collectivism, masculinity versus femininity, uncertainty avoidance, long-term orientation, and indulgence, we can gain more comprehensive understanding of Korean society.

These insights help increase in value of the significance of hierarchy, collectivism, respect for authority, and the balance between tradition and modernity in Korean business culture and society as a whole. Ultimately, this understanding is essential for effective cross-cultural communication and engagement in the global arena. Hofstede's cultural dimensions theory introduces a cultural dimensions model that describes the influence of culture on its members' values and behaviors.³ By examining several dimensions of Hofstede's theory, we can interpret how they apply to Korean culture:

The Cultural Dimensions Theory of Geert Hofstede presents a comprehensive context for understanding cultural differences through five key dimensions.⁴ These dimensions include the Power Distance Index, which measures acceptance of hierarchical structures.

In the context of Hofstede's dimension of individualism versus collectivism, Korea exhibits a strong inclination towards collectivism. This cultural orientation prioritizes group harmony and collective interests over individual desires. Such a collectivist philosophy is prominently reflected in both familial and societal relationships, where loyalty to the group is considered paramount. This emphasis on group cohesion underscores the importance of maintaining harmonious relationships and aligning personal actions with the welfare of the collective.⁵

Maculinity vs. Femininity, determining emphasis on competitiveness versus nurturing; Uncertainty Avoidance Index, evaluating tolerance for ambiguity;⁶ In

3 Hofstede, G. (1980). Culture and organizations. *International studies of management & organization*, 10(4), 15-41.

4 Six Approaches to Understanding National Cultures (2014). An Overview of Hofstede's Dimensional Paradigm Divine Agodzo *Intercultural Communication (COM 609)*.

5 Six Approaches to Understanding National Cultures (2014). An Overview of Hofstede's Dimensional Paradigm Divine Agodzo *Intercultural Communication (COM 609)*.

Hofstede's dimension of Masculinity vs. Femininity, Korea tends to display characteristics associated with masculinity. This dimension assesses the emphasis placed on competitiveness, achievement, and assertiveness versus nurturing, cooperation, and quality of life. In Korea, there is a strong focus on competitive success and achievement, reflecting a more masculine orientation.

Similarly, the Uncertainty Avoidance Index measures a culture's tolerance for ambiguity and uncertainty. Korea is known for having a high Uncertainty Avoidance Index, indicating a lower tolerance for uncertainty and a preference for structured, predictable environments. This high level of uncertainty avoidance manifests in the strong adherence to rules, regulations, and detailed planning in both personal and professional contexts.

Moreover, in Hofstede's dimension of Long-Term Orientation vs. Short-Term Orientation, which examines the time horizon in decision-making, Korea is characterized by a strong Long-Term Orientation. This dimension assesses whether a culture values long-term planning and perseverance over short-term results and immediate gratification. Korean culture places significant emphasis on long-term goals, planning, and sustained efforts, reflecting a commitment to future-oriented strategies and the importance of maintaining long-lasting relationships and traditions.⁷

Indulgence vs. Restraint, which analyzes feeling towards gratification versus self-discipline. This theoretical structure serves as a valuable tool for comprehending cultural differences and their consequences in various domains, such as business, communication, and societal norms. Korea traditionally leans towards restraint, emphasizing self-discipline and moderation. However, contemporary Korean society has witnessed shifts towards understanding, with increasing emphasis on personal fulfillment and enjoyment.

6 Six Approaches to Understanding National Cultures (2014). An Overview of Hofstede's Dimensional Paradigm Divine Agodzo Intercultural Communication (COM 609).

7 Six Approaches to Understanding National Cultures (2014). An Overview of Hofstede's Dimensional Paradigm Divine Agodzo Intercultural Communication (COM 609).

Overall, Hofstede's dimensions—such as collectivism versus individualism, power distance, and long-term orientation—offer critical insights into the values, norms, and behaviors that characterize Korean society. Korean culture's pronounced emphasis on collectivism and hierarchical structures reflects the high power distance and collectivist dimensions of Hofstede's theory. Practices of respect and group orientation are central to Korean culture, exemplifying how these dimensions shape societal and organizational dynamics.

2. Comprehending Korean Business Culture.

A survey conducted by Eunbyeol Jeong on October 20, 2014, comparing the business cultures of prominent corporations such as Samsung and Google provides valuable insights into the application of Hofstede's dimension theory. By collecting data on organizational structure, communication styles, decision-making processes, and leadership approaches within these companies, the study analyzed how cultural differences impact these factors. This comparison highlights how Hofstede's dimensions influence various aspects of business operations and organizational behavior in differing cultural contexts. Additionally, the survey enabled researchers to explore employees' perceptions and experiences concerning cultural differences and their impact on collaboration, innovation, and overall organizational effectiveness. This exploration helps deepen the understanding of how Hofstede's cultural dimensions manifest in real-world business settings. Furthermore, it provides valuable insights for developing strategies to manage cultural diversity and foster effective cross-cultural collaboration.⁸

⁸ Eunbyeol Jeong (2014). The differences of corporate culture between Samsung and Google. <https://www.researchgate.net/publication>.

Table1. The differences of corporate culture between Samsung and Google.
Eunbyeol Jeong. Oct. 20, 2014

	Google	Samsung
Management strategy	All people decisions at Google are based on data and analytics	a zero-tolerance principle in all cases of misconduct and unethical business
Business hour	Flexible Working System	Under the system, employees may arrive at work any time before 6 p.m. and work for 8 hour
Job satisfaction	80%	66%

Employees are expected to adhere to an implicit culture, including the company's moral values and principles. As illustrated by the provided data, the results vary depending on the corporate culture. This raises an important question:

What aspects of Korean culture influence corporate culture, and what distinguishes it from other cultural frameworks?

The business culture in Korea is renowned for its dynamism and uniqueness, playing a pivotal role in the rapid growth of the Korean economy. Prominent corporations such as Samsung, Hyundai, and LG have gained international recognition largely due to the high standards of work and the constructive organizational culture typical of Korean businesses. These companies exemplify how a distinctive business culture can drive global success and economic advancement.⁹

Strong government leadership and disciplined and hardworking Korean labor have also contributed to this rise. Following the Korean War, which left the country economically devastated, the 1960s marked the beginning of a transformation prompted by new leadership and economic reforms. The collaborative efforts between the private sector and the government emerged as a powerful strategy in fostering economic development. This success is closely tied to the deeply rooted Confucian values in Korean society, which emphasize the importance of upholding one's dignity and contributing positively to the collective welfare.¹⁰

⁹ Tan Soo Kee (February, 2008). Influence of Confucianism of Korean Corporate Culture. <https://www.researchgate.net/publication>.

Confucianism is a fundamental factor shaping the distinctive features of Korean corporate culture. The principles of Confucianism, which underpin Korean society, emphasize respect for elders, loyalty to authority, and the importance of harmonious relationships. These values profoundly influence interpersonal dynamics and workplace culture, reinforcing hierarchical structures and fostering a collaborative yet respectful environment. As a result, Confucianism has significantly contributed to the uniqueness of the Korean corporate mentality. For over a millennium, Confucianism has profoundly influenced Korean society, shaping everything from daily routines to governmental institutions. The enduring relevance of Confucian values in contemporary Korean society is evident in their continued impact on various aspects of Korean culture.¹¹ At the core of Confucian philosophy is a meticulously organized social hierarchy, where individuals are assigned specific roles and duties based on their societal status. These roles, determined by factors such as age, gender, occupation, and education, come with associated moral obligations. Adherence to Confucian principles not only shapes the social order in Korea but also leaves a significant imprint on the Korean language, reflecting the hierarchical nature of Korean society.¹²

3. Hierarchy and collectivism in Korean Business culture rooted in Confucian principles

The research also aims to underline Korean business culture through Power Distance Index theory, highlighting the significance of hierarchy in society, its

10 Leah Dietle (Apr 24, 2022). How Language Reflects Hierarchical Structures in Korea. <https://www.byarcadia.org/post/how-language-reflects-hierarchal-structures-in-korea>.

11 Tan Soo Kee (February, 2008). Influence of Confucianism of Korean Corporate Culture. <https://www.researchgate.net/publication>.

12 Tan Soo Kee (February, 2008). Influence of Confucianism of Korean Corporate Culture. <https://www.researchgate.net/publication>.

structures, and associated impacts. Understanding the business culture of a specific country or culture is vital for adapting to its norms and values. Business culture involves shared values, norms, beliefs, customs, behaviors, the work environment, and ethical standards that characterize a particular organization or industry. It dictates how people interact, make decisions, communicate, and conduct business, both within an organization and across different organizations.¹³

This hierarchical orientation is deeply rooted in Confucian principles, emphasizing respect for authority and age. Part of the reason Koreans engage in high-context communication lies in their deeply rooted Confucian values, which emphasize saving face for all participants. Given that communicating explicitly is shunned in Korea, the fear of communication is likely higher among Koreans whose communication is underpinned by Confucian values. In Confucian thought, hierarchy is necessary to maintain group and social harmony and this ideology still dominates in the structure of the society.¹⁴

Korea boasts a deep-rooted culture that commands high respect, with some foreigners finding the Korean hierarchy aspect challenging, while others find it inspiring. Hierarchy, as a societal construct, possesses both positive and negative implications for society. While it can foster order, stability, and efficient decision-making within organizations, it also has the potential to preserve inequality, suppress innovation, and limit opportunities for social mobility. Therefore, understanding the complexities of hierarchy and its many-sided impact on society is essential for fostering inclusive and reasonable social systems.¹⁵

For instance, in an investigation conducted on YouTube, numerous foreigners

¹³ Tan Soo Kee (February, 2008). Influence of Confucianism of Korean Corporate Culture. <https://www.researchgate.net/publication>.

¹⁴ Leah Dietle (Apr 24, 2022). How Language Reflects Hierarchical Structures in Korea. <https://www.byarcadia.org/post/how-language-reflects-hierarchal-structures-in-korea>.

¹⁵ Leah Dietle (Apr 24, 2022). How Language Reflects Hierarchical Structures in Korea. <https://www.byarcadia.org/post/how-language-reflects-hierarchal-structures-in-korea>.

highlighted the challenges and anxieties associated with South Korea's hierarchical system. Unlike the organizational structures widespread in many Western companies, Korean corporations adhere rigidly to hierarchical arrangements, where job roles are primarily determined by length of service rather than specific job duties. Consequently, for foreigners entering the Korean corporate world, navigating these structures can be unsatisfying, as their qualifications and experience may not necessarily align with the positions available to them based on seniority. Generally, the Korean organizational structure is centralized on senior levels. The way the Korean business structure operates is that senior executives and company leaders are at the top of the hierarchy. These individuals usually make choices that are carried out without hesitation or debate. Middle managers hold an intermediary role, supervising daily activities and carrying out higher-level instructions. Junior workers are supposed to be respectful to their superiors; they should frequently seek direction and approval before acting. Not everyone is currently in favor of this strategy.

However, it is essential to recognize that hierarchy and collectivism have been fundamental aspects of Korean society that contributed to its remarkable development. Within a little over half a century South Korea has catapulted itself into the ranks of the world's leading economies. It evolved throughout this time from a modest product development follower to a major player on the world stage. Many link this quick success with Korean people's tight application to the system hierarchy and collectivism. Although, it is challenging to determine whether this strategy is universally beneficial or presents difficulties for individual growth, its effectiveness has been proved on the outcome of Korean worldwide reputation and its rapid development. Another reason why Koreans can share their ideas and concerns in the hierarchical culture is because of their strong commitment toward the group entity through the woori affect,¹⁶ which will be looked thorough in detail

¹⁶ Hai Kyong Kim, Kibok Baik, and Najung Kim (2019). How Korean Leadership Style Cultivates Employees' Creativity and Voice in Hierarchical Organizations. <https://journals.sagepub.com>

in the following section linking with Korean Leadership style.

4. Korean leadership style (KLS)—a set of relationship-oriented leader behaviors Relationship-Oriented Behaviours Founded on Jeong and Woori

Korean leadership style is another significant feature of Korean business culture. Understanding the functioning of leadership is essential to comprehend Korean corporate culture.

According to the article, by Hai Kyeong Kim and Najung Kim, – Korean leadership style (KLS) is built on two key concepts: 'jeong,' which fosters deep affection, closeness, and empathy that break down personal boundaries, and 'woori,' which creates a strong sense of belonging where interdependent individuals become complete as a group. These principles shape KLS's focus on relationship-oriented leader behaviours.

Collectivism in Korean business culture or Korean leadership style can be understood through Hofstede's cultural dimensions theory and according to Hofstede's theory, South Korea is best example of a high degree of collectivism as has been discussed in previous agenda.

In South Korea, collectivism is generally linked with respect for hierarchy and seniority. Which refers to group elders and those in positions of authority are respected, and their viewpoints are highly esteemed. Hence, in most places decision-making procedures and relationships at work may be impacted by this regard for hierarchy.

Additionally, collectivist cultures frequently have a long-term perspective, according to Hofstede's theory. This indicates that long-term thinking is used in the development of corporate strategies and connections in South Korea. It is common to give up short-term profits in favor of stability and success in the long run.¹⁷

It is believed that the effectiveness of KLS is dependent on the group's collective energy and good affect, as well as the supportive actions of the leaders. This sets it distinct from other relationship-based leadership styles. As it has been mentioned the Korean Leadership Style is based on two shared group affects, *woori* and *jeong*, which is essential for employee motivation as it creates a high-energy, positive group affect. *Jeong* is established as complex emotional phenomenon that arises from the combination of inconsistent feelings like joy, hate, fear, happiness, rage, concern, and melancholy. The best way to describe *jeong* is said to be a deep sense of empathy, closeness, and filial affection in a relationship nourished by shared experiences and history. People can experience *jeong* in any kind of relationship, whether they feel positively or negatively toward one another in it. The fact that people would deindividualize their identities and mentally connect with others, integrating into a cohesive collective unity, is another distinctive aspect of this *jeong*-based relationship. Because of this, people become a part of the collective group and experience a sense of *woori*, or "we-ness" Members are supposed to establish a strong sense of identity as a group and feel obligated to put the good of the group ahead of their own interests as individual boundaries grow hazier. This *woori* is not just "we" in the sense that individuals in cultures that value individuality interpret "we" as a collective group experiencing solidarity; rather, it is a sensation of the ego vanishing into the harmony and wholeness of the group.

Hofstede's theory also notes that collectivist cultures often have a long-term orientation. In South Korea, this means that relationships and business strategies are developed with a long-term perspective. South Korea as collectivist culture, individuals perceive themselves as part of a larger group, such as a family, or organization. Loyalty to these groups is vital, and personal relationships and group harmony are highly valued. As in the workplace, this is believed to be translated

17 Hai Kyong Kim, Kibok Baik, and Najung Kim (2019). How Korean Leadership Style Cultivates Employees' Creativity and Voice in Hierarchical Organizations. <https://journals.sagepub.com>

to a strong emphasis on teamwork and collaboration. In a collectivist workplace, success and failure are viewed as collective rather than individual achievements. This shared responsibility encourages employees to work together and support one another, fostering a strong sense of community within the organization.

Leadership is characterized by hierarchy and paternalism, but it is also heavily influenced by the Korean idea of *inwha*, which emphasizes the need for peace between individuals of similar status. Consequently, it is crucial that group settings remain free of blame and confrontation. A competent manager invests significant time and energy into ensuring that all team members get along well and feel fully integrated.

In conclusion, the study found out that organizational members are highly motivated as *jeong* and *woori* foster a strong sense of unity, bringing the group as a team together, motivating to excel and surpass expectations. The Korean leadership style (KLS) positively influences employees' creativity, while also boosting their positive affect and energy levels. This explains how collectivism works within organizations in Korean business culture, which eventually leads the nation to the strong bond, constant progress and high achieves.

5. Communication Dynamics– Hierarchal Language structure.

Within the context of Korean business culture, a language is also strategically important because it facilitates efficient communication and reflects the complex hierarchical contexts seen in organizational establishments. In Korean culture, language is not only a means of communication but also a window showing people's social standing, degree of formality, and regard for one another. One characteristic that sets the Korean language apart is its deeply surrounded hierarchical formality structure, which has a significant impact on social norms and organizational processes.

Indeed, hierarchy extends its influence into linguistic structures as well. In

Korean, for example, hierarchical relationships are reflected through distinct linguistic forms. This linguistic hierarchy serves not only to denote social status but also to regulate interactions and convey respect within hierarchical frameworks. Thus, the linguistic dimension of hierarchy adds another layer of complexity to its role in shaping societal dynamics and interpersonal relationships.¹⁸

Understanding language in business culture and leadership is as important as understanding a country's culture because communication models reflect how societies enforce these hierarchies. Indeed, the significance of language in the business realm cannot be overstated, as it mirrors and reinforces societal hierarchies. This is particularly evident in the Korean language, which boasts a distinctive hierarchical formality structure that continues to shape interactions today. By understanding the shades of language, individuals gain insight into the underlying hierarchical dynamics within a society. From verb stem endings to honorific forms of pronouns and titles, every aspect of the Korean language reflects the social status and relationship dynamics between speakers. This hierarchical linguistic structure serves as a guide for navigating professional interactions, dictating appropriate levels of formality and respect.

The foundation of Korean hierarchical linguistics emphasizes how important language is in expressing cultural difference. Korea stands out for its unique linguistic characteristics, with speech levels reflecting hierarchical structures and defining levels within them. Korea boasts a rich range of ending markers representing politeness and formality, facilitating effective navigation of social dynamics. Formality or politeness can also be conveyed through specific vocabulary choices. These linguistic features date back to the Joseon dynasty, indicating a long history of linguistic hierarchy in Korean culture. Within interpersonal communication, especially in professional contexts, the hierarchical language structure dictates various aspects such as word choices, intonations, and

¹⁸ Leah Dietle (Apr 24, 2022). How Language Reflects Hierarchical Structures in Korea. <https://www.byarcadia.org/post/how-language-reflects-hierarchical-structures-in-korea>.

honorifics. For example, honorific titles like "님" (nim) or "씨" (ssi) are commonly employed when addressing individuals of authority or seniority, signifying respect and recognition of their hierarchical position. Additionally, speakers can effectively navigate social settings by using specific verb endings and linguistic markers to express varying degrees of formality and politeness.

Language learners typically encounter two distinct speech styles in Korean: jeondaemal (formal mode) and banmal (informal mode). Jeondaemal involves varying degrees of formality tailored to context and relationships between speakers, while banmal is reserved for interactions among individuals of equal status or within close relationships. Koreans adeptly transition between these speech styles, even within the same conversation. Additionally, Confucianism's ritualistic characteristics dictate expected behaviors when addressing someone of higher status or age.

Confucianism's ceremonial aspects prescribed not only speech but also appropriate actions that matched words when speaking to someone who was older or of a higher status. Education regarding appropriate language usage and associated behaviors demonstrated one's right education and behavior. According to Khan Academy (n.d.), these procedures contributed to the preservation of "order and peace based on the cultivation of harmonious interpersonal relationships and proper conduct." Therefore, in Korean society even today, reputation and well-mannered behavior and manners (禮儀) still have significant weight.¹⁹ Many Koreans opt to address others by their title rather than their name, with titles and honorifics playing a significant role in Korean business culture. Individuals are often addressed using their formal titles or job positions, demonstrating respect, and acknowledging their position in the hierarchy. This language structure is already inflexible form that people do need to follow to adjust and comprehend business culture in the country. While modern, western characteristics are being implemented in Korean organizations, it is not intended to eradicate these cultural

¹⁹ Leah Dietle (Apr 24, 2022). How Language Reflects Hierarchical Structures in Korea. <https://www.byarcadia.org/post/how-language-reflects-hierarchical-structures-in-korea>.

aspects because they are all intricately linked to firmly related to historical traditions. In fact, hierarchal structure functions every part of the society including family, work, even in the language. Hence, it is important to learn all aspects of it. Generally, the complex relationship that Korean business culture has between language and hierarchy emphasizes how crucial language comprehension is for understanding social dynamics and business encounters. People can effectively engage in cross-cultural communication and establish harmonious interpersonal connections within the Korean business context by acknowledging and honoring these linguistic variations.

6. Conclusion

In summary, this study used language analysis and Hofstede's idea of the cultural dimension to provide insightful information on Korean culture, specifically in Korean business culture. An enhanced comprehension of the distinctive features that characterize Korean society can be attained by an analysis of hierarchical systems, social ideals, and communication patterns. The importance of hierarchy, collectivism, and restraint in forming Korean cultural norms and business practices is recognized through Hofstede's dimensions. Furthermore, the review into the Korean language's hierarchical formality structure emphasizes how important it is for maintaining social hierarchies and promoting efficient communication in professional settings.

It's interesting to note how the language and societal expectations have changed over South Korea's history. It is equally fascinating to observe how current attitudes toward a societal system may potentially cause a language to further evolve in the future and how different societies define effective communication.²⁰

²⁰ Leah Dietle (Apr 24, 2022). How Language Reflects Hierarchical Structures in Korea. <https://www.byarcadia.org/post/how-language-reflects-hierarchal-structures-in-korea>.

Hierarchy and Collectivism on the other hand, are still a fundamental component of society, regardless of whether it applies to everyone. As it is primarily one of the features of Korean culture that sets it apart from the rest of the world.

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한국 기업 문화 내의 반영된 한국어의 특징에 관한 연구

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한국어 요약

연구 목적 이 연구는 호프스테드의 문화적 차원 이론을 통하여 한국의 기업 문화와 리더십 스타일을 조사하고, 그것이 한국어에 어떻게 반영되었는지 알아보는 데에 그 목적이 있다. 권력 거리 지수와 같은 호프스테드의 문화적 차원 이론을 적용하여 한국 사회의 계층적 구조, 사회적 상호 연결성뿐만 아니라 한국 사회에 뿌리박힌 가치를 탐구하고자 하였다.

연구 방법 이 연구는 언어 분석과 호프스테드의 문화적 차원 이론을 기반으로 한국 문화, 특히 한국 기업 문화를 언어적 측면에서 분석하였다. 더 나아가 한국 기업 문화의 계층적 시스템, 의사소통 패턴 등을 분석하여 한국 사회를 특징짓는 독특한 특성에 대한 이해를 높이고자 하였다.

결론 호프스테드의 문화적 차원 이론을 기반으로 한국어에 뿌리박힌 계층적 형식과 그것이 기업 커뮤니케이션에 미치는 영향을 조사한 결과, 한국어의 계층적 형식 구조에 대한 이해가 한국 기업 환경에서 효과적인 의사소통을 촉진하는 데에 매우 중요한 역할을 차지하고 있다는 것을 확인하였다. 또한 위계와 집단주의를 한국 기업 문화의 특징으로 꼽을 수 있었다.

핵심어 호프스테드의 문화적 차원, 계층 구조, 집단주의, 권력 거리 지수, 비즈니스 문화, 한국 리더십 스타일

2024년 11월 20일에 투고 완료되어,

2024년 11월 25일부터 2024년 12월 10일까지 심사위원이 심사하고,

2024년 12월 20일에 심사위원 및 편집위원 회의에서 게재 결정된 논문임.

