Managing expatriated Indians in South African organisations through understanding their values

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ABSTRACT

The selection of this study topic was based on specific problems being experienced within the Standard Bank environment, but which are also valid for all organisations having business dealings with India. India is one of the BRIC countries (Brazil, Russia, India China) and therefore it is almost guaranteed that there will be increasing interactions between South African organisations and Indian knowledge workers that necessitate the mutual understanding of cultural distinction. With such vast perceived differences in the values and cultures of South African and Indians, together with this future working relationship, it is important to understand what the key drivers are in both sets of working professionals in order to ensure a long and mutually benefitial working relationship.

The study is a quantitative study, based primarily on the findings of Globe Study, (House, Hanges, Javidan, Dorfman, Gupta) on four value drivers, i.e Performance Orientation, Collectivism, Power Distance, and Uncertainty Avoidance. Each of these values were broken down into sub-values and were then analysed for variances between the two sample populations.

Findings were, in the most part, inconclusive. There are indeed differences in the perceptions of the groups on these value items, but many are not statistically different enough to be attributed to national culture. A larger sample may reveal different results, but conclusions in this paper are that, even with differences in some sub-items, in general, Indians only score higher on Performance Orientation, out of the four Hypothesis.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Masters of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university.   I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Name:

Signature:

Date:

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My sincere thanks go out to Jonathan for the ever calm and rational advice, most especially in times of total perceived chaos on my side. There were times when I was sure that it was in fact he that "didn't understand the gravity of my situation", but in the end I always found myself more focused, relaxed and sure of next steps when I walked out of his office. I appreciate the patience with which he dealt with my frequent questions, his faith in my ability and his always approachable nature.

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1.   CHAPTER 1 – INTRODUCTION

Distinct cross border business is on the rise, and this necessitates an effective transfer of knowledge across geographic and cultural borders (Javidan, Stahl, Brodbeck and Wilderom, 2005). According to www.fin24.com (2007) 81% of South African businesses experience difficulties when recruiting South Africans, due to skills shortages in the field of, amongst others, Information Technology specialists. As a result of a shrinking global village, it has become both possible and common practice for these businesses to source required expertise from the international pool of talent. India is a common source for these skills, as it has one of the largest pools of scientists, engineers and technicians in the world, especially in the field of IT (Hay, 2006).

The effect of this global mobilisation of workforces is a manifestation of complexity within a given organisation (Lane, Maznevski, Mendenhall and McNett, 2004), in terms of value structures, cultures and management styles. This has potentially further complicated the lives of the managers of these organisations, as well as the team members themselves.

In response to a national skills shortage in South Africa, many South African and other international organisations, are reported to be sourcing the required IT programming and testing knowledge workers from India via companies such as Wipro and Nieland recruitment consultancies. An example of this is Standard Bank in South Africa. According to the Standard Bank Group IT Newsletter, October 2008, the first phase of outsourcing to Wipro, for IT

Testing, was completed by September and has reached steady. "Waves 2 and 3, as all other work steams are tracking according to plan. Wave 2 is planned to be completed by October and Wave 3 by December. The current focus includes building of the front-end testing environment in Wipro's operational data centre in Chengai." It is organisational strategic moves such as this one that has motivated the research in this area. With the global village constantly increasing in size, and the talent pool becoming an increasingly global one, it is critical for management and team leaders to comprehensively understand the differences and similarities of western and non-western cultures, management, leadership and communication styles of the members in their teams. For the purposes of this research, it is assumed that South Africa falls more prominently into the "western" management principles as opposed to non-western in the formal sector.

The challenge for managers in today's organisations, when employing expatriated workers from any country, not only those from India, is ensuring that these individuals are integrated into the organisational culture. In the case of expatriated Indians into South African organisations, there is a perception of western and non-western cultures that may need to be merged. This integration must be achieved in that not only harnesses individual differences, but also optimises the return on investment, for both the individual and the organisation. These returns are in the areas of personal growth, development, experience as well as the delivery of business objectives and the transfer and retention of the skills.

It is critical for the organisation to optimally integrate expatriated individuals into the work culture of the organisation, in order to fully leverage the skills and knowledge that they offer. This will maximise value creation in business from an economic and skills retention perspective. House, Hanges, Javidan, Dorfman and Gupta (2004) further state that selected attributes of cultural practices will predict the economic competitiveness of nations.

In this regard, it is important that South African managers and team members understand the differences in value drivers, management and communication styles between South African knowledge workers and Indian knowledge workers. As a result the team's performance will be and therefore organisation's as a whole.

Cultural values are "principles that nations endorse to guide people regarding appropriate behaviours in various situations. They reflect broad preferences for one state of affairs over others and opinions on how things should be" (Glazer, 2005, pg 607). According to House, Hanges, Javidan, Dorfman and Gupta (2004) there are statistical differences between South African and Indian approaches such values, which potentially further influence the level of integration between these sub-groups, in addition to the significant differences between white and non-white South Africans.

Hofstede (2001) states that although the degree of national culture homogeneity may vary from one society to another, even in societies containing different cultural groups, there are usually certain shared cultural traits that make these

members recognisable to foreigners. In 1954, national 'character' studies were criticised on methodological grounds by Inkeles and Levinson. Their criticism was based on the small representative population samples and the lack of stringent psychological methods used. Daun (1998), in his paper Describing a national culture – is it possible at all?, objects to any effort to describe a national culture today as a result of the complexity of modern society. Differentiation on the basis of ethnic origin, social class, age, sex and religious differences is extremely complex. Daun also states that different sources of information present different material, which means that any national culture will appear differently, depending on the particular sources used.

Over and above this, differently framed questions generate different responses, which accounts for different descriptions of a national culture. Littrell (2003) states that national culture distinctions are not 'neat' and that there are nations with very distinct regional, ethnic and class cultural differences.

The question then is how these differences affect the management styles and required behaviours, in order to ensure sustained exceptional performance. According to Huijser (2006), cultures vary in their attitude towards authority figures, rules, team roles and responsibilities. In corporate environments where there are multi-cultural teams, such as in South Africa, and in the added context of expatriated Indians, there is a further chance of misunderstanding, in terms of management styles and practices – based on value differences and cultural conflicts. Brett, Behfar and Kern (2006) state in their article that multicultural teams can often generate "frustrating management dilemmas" (2006, p. 86) that

lead to substantial obstacles to successful delivery of business objectives that require effective teamwork.

As an example of these differences, Jackson (2002) states that the importance of contribution to the bottom line and shareholder value is a key issue in American organisations (western-based management practices). In non-western management principles, the focus is more on seeking to integrate employees as key stakeholders in the organisation and gaining commitment to corporate goals.

Should these differences in management principles not be understood and the perceptions managed, employees and teams may believe that they have incompetent managers, which may lead to poor performance and miscommunications.
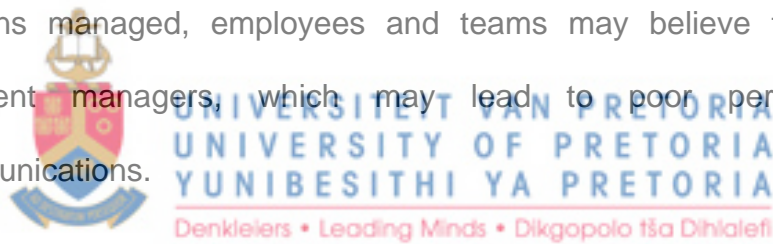
According to Parke, Wasserman and Ralston (2006), differences in national cultures, attitude towards cooperation, and willingness to trust "outsiders" influence the continuation or dissolution of partnerships. This is further reinforced by Brett, et al (2006) where they state that day-to-day working problems among team members, caused by intercultural misunderstandings and conflicts, can keep teams from yielding the business results that they were set up to gain. According to the project GLOBE study on individualism and collectivism (House, Hanges, Javidan, Dorfman and Gupta, 2004), there are significant differences in the approaches towards South Africans and Indians in terms of these concepts, which implies further complications in terms of the

attitudes towards cooperation and willingness to trust outsiders, thereby impacting individual and team performance.

In informal discussions with the CIO of Group IT at Standard Bank it was revealed that Standard Bank had designed strategy to outsource all of IT testing to India in the long term based on findings from work done by Accenture on the cost benefits and international trends. This project is to be undertaken in three phases:

- Phase 1 - place expatriated Indians into the domestic department to gain an understanding of requirements from a working relationship perspective

- Phase 2, pilot off-shore

- Phase 3 – finalise off shore

In discussions with the CIO, various project managers and team leads as well as individuals from other South African organisations under-going a similar process, there was widely accepted acknowledgement of difficulties and misunderstandings between the Indian recruits and South African colleagues. Seemingly simple every day matters have been known to create conflict, an example being seating arrangements whereby a married lady cannot sit between two men. There are also perceived, differences in time perceptions in terms of meetings and working hours.

Taking all of these difficulties into account, there is a widely accepted perception however that the standard of work delivered by these expatriates is of an exceptional standard and that having these employees on the various IT

teams has lifted the foundation of delivery for the departments. They are highly competent and educated individuals who have exceptional attention to detail.

Discussions held with the recruitment agency, Wipro, responsible for selection of Indians in India and their redeployment revealed that in their process there is no specific cultural training for the countries that these individuals are going to be expatriated to. They are selected on merit, by the requirements set out in the job specification sent by the client.

2. CHAPTER 2 - LITERATURE REVIEW

2.1. Culture and values

Kroeber and Kluckhohn (1951) defined culture as consisting of patterns, explicit and implicit, of behaviour acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artefacts: the essential core of culture consists of traditional (i.e., historically derived and selected) ideas and especially their attached values: culture systems may, on the one hand, be considered as products of action, on the other, as conditioning elements of culture actions.

House, et al (2004) define culture as a "set of basic and shared practices and values that evolve over time and help human communities find solutions to problems of external adaptation and internal integration" (pg 103). In any social environment there are habits and customs related to how people plan and organise activities, and synchronise with each other in their personal and business lives. Cultures are comprised of people who share values, beliefs, assumptions and norms, as learned over time and often taken for granted (Glazer, 2005). In that perspective it is clear that values are the core element of culture. Hofstede (2001, pg 9) defines national culture as the "collective programming of the mind, which distinguishes the inhabitants of one country from those of other countries".

Hofstede believes that basic values and beliefs are acquired early in life, through socialisation and education. In this way, inhabitants of a country come to share certain beliefs and assumptions and the tendency to prefer certain state of affairs to others.

Javidan et al. (2005) state that differences in national culture impact the dynamics of and outcomes of cross border transfer of knowledge. They state that the greater the cultural differences, the more difficulties people experience in seeing the advantages of adopting knowledge or organisational practices. This may be a further factor affecting the level of integration of the expatriated Indian workforce in South African organisations.

Lewis (2003) states that if people understand the cultural roots of national thoughts, perceptions and behaviours, both in society and in business, people's actions can be relatively accurately forecast in the future. Originally an anthropological term, culture refers to the underlying values, beliefs and codes of practice that make a community what it is. The customs of the society, the self-image of its members, the things that make it different from other societies, are its culture. Anthropologists agree that the classic definition of culture was provided by the 19th century English anthropologist Edward Burnett Tylor (1871), that culture is a complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society.

Schein (1984), considers values and value systems to lie at the heart of culture. Kluckhohn defined a value as a conception, explicit or implicit, distinctive of an individual or characteristic of a group, of the desirable which influences the selection from available modes, means and ends of action (1967, pg 395). According to Schwartz (1994), there are specific features that are common to most of the definitions of values; values are described as concepts or beliefs, desirable behaviour(s) and/or end states. Values guide the selection and evaluation of behaviour and events. Values are ordered by relative importance and values transcend specific situations.

Switching to a less general definition of values, one can regard them as the most abstract type of social cognition, that help people to guide themselves in the interpersonal world (Grunert and Scherhorn, 1990). Consequently their primary function is to guide the individual's adaptation to the circumstances in his environment (Kahle and Goff Timmer, 1983).

2.2.   Value structures

For the purposes of this paper, values analysis will be conducted based on the GLOBE study definitions of value dimensions. These values are based on many different cultural dimensions and previous research. All four of Hofstede's value dimensions are used as a basis for comparison and analysis in the GLOBE study (House, et al. 2004).

2.2.1.   Hofstede's Value Dimensions

According to Hofstede, programming of the mind, as per his definition, is developed early in life, containing components of national culture due to societal influence. Initially, Hofstede developed four dimensions of national culture:

Table 2.1: Hofstede's Value Dimensions summary

Name	Definition
Power Distance	Power distance indicates the extent to which a society accepts the fact that power in institutions and organisations is distributed differently.
Individualism-Collectivism	Individualism implies a loosely knit social framework in which people are supposed to take care of themselves and of their immediate families only. Collectivism is characterised by a tight social framework in which people distinguish between in-groups and out-groups; they expect their in-group to look after them. In exchange they feel they owe an absolute loyalty to it.
Uncertainty Avoidance	Indicates the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid these situations by providing greater career stability, establishing more formal rules, not tolerating deviant ideas and behaviours and believing in absolute truths and the attainment of expertise.
Femininity versus Masculinity	Refers the distribution of roles between genders and focuses on the degree to which society reinforces, or not, the traditional masculine work role model of male achievement control and power. Hofstede (2001) states that 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. Femininity pertains to societies in which social gender roles overlap. Both men and women are supposed to be modest, tender and concerned with the quality of life

Hofstede (1980)

2.2.2.   Schwartz's value Dimensions

According to House et al (2004), Schwartz identified seven dimensions that differentiated societal values. Schwartz defined human values as "desirable goals that people use as guiding principles in their lives" (1994). Therefore, an individual's priorities among a set of values is a function of that individual's unique experiences, as well as those shared by others within his community.

Many authors suggest that Schwartz work is in fact superior to that of Hofstede, due to the fact that it "is based on a conceptualisation of values; it was

developed with systematic sampling; measurement and analysis techniques"
and the fact that it is more recent (Drogendijk and Slangen, 2006, pg, 364).

Table 2.2: Schwartz Value Dimensions Summary

Name	Definition
Embeddedness	Previously referred to as conservatism, this dimension measures the emphasis by cultures on maintaining the status quo and minimising disruptions in traditional order systems such as family, respect for traditions and social orders.
Intellectual Autonomy	Intellectual autonomy is the cultural emphasis placed on the promotion and protection of individual pursuits of intellectual directions.
Affective Autonomy	Affective Autonomy refers to the extent to people are free to independently pursue their emotional desires
Hierarchy	This dimension is very similar to the Hofstede's power distance dimension and measures the cultural emphasis on the legitimacy of hierarchical and differential allocation of financial and social resources.
Egalitarian commitment	Cultural emphasis on the transcendence of selfish interests, voluntary co-operation and concern for the wellbeing of others.
Mastery	Cultural emphasis on active efforts to modify the social and natural environment through action.
Harmony	The importance of fitting harmoniously into the environment

Schwartz (1995); Drogendijk and Slangen (2006)

2.2.3.   GLOBE Study Cultural dimensions

The Integrated Theory, outlined by House, et al, (2004) contains a number of
propositions and hypotheses that are explored and validated by the GLOBE
study and are relevant to this research paper.

Two of these hypotheses are:

• Societal cultural norms of shared values and practices affect leaders'
   behaviour, meaning that leadership patterns and management practices
   are likely to reflect those patterns that are accepted within that of the
   manager's culture (House, et al, 2004).

- Societal cultural values and practices also affect organisational culture and practices. According to House, et al (2004) dominant cultural values, beliefs, assumptions and implicit motives endorsed by societal cultures result in common leadership and implicit behaviours being filtered into and accepted within the broader organisational culture. When groups of vastly different value systems are integrated into an organisation, it is important to be able to predict and manage potential conflicts between the groups in order to mitigate risks of misunderstandings and negative impacts on productivity.

Through their research, House et al, (2004) identified nine cultural dimensions, each conceptualised and depicted as a continuum between two extreme poles (Grove, 2005). The nine construct definitions are outlined in the following table.

Table 2.3: GLOBE study value dimensions

Name	Definition of construct
Power distance	The degree to which members of a collective expect power to be distributed equally
Uncertainty avoidance	The extent to which a society, organisation, or group relies on societal norms, rules and procedures to alleviate unpredictability of future events
Humane Orientation	The degree to which a collective encourages and rewards people for being fair, altruistic, generous, caring and kind towards others
Collectivism – Institutional	The degree to which organisational and societal institutional practices encourage and reward collective distribution of resources and collective action
Collectivism – In-group	The degree to which individuals express pride, loyalty and cohesiveness in their organisations or families
Assertiveness	The degree to which individuals are assertive, confrontational, and aggressive in their relationships with others
Gender Egalitarianism	The degree to which a collective minimises gender inequality
Future Orientation	The extent to which individuals engage in future-orientated behaviours such as delaying gratification, planning and investing in their future.
Performance Orientation	The degree to which a collective encourages and rewards group members for performance improvement and excellence

House, et al (2004)

House, et al (2004) found that differentiating values and practices of each culture within an organisational environment could be predictive of the leaders', managers' and subordinates' practices that are perceived to be acceptable and satisfactory, and therefore most enacted. In organisations where there is a melting pot of societal cultures, a deep understanding of the synergies and potential divergence is critical to individual, team, organisational and in broad scheme, sustained economic performance.

From a research methodology point of view, House, et al (2004) performed a number of studies and found significant appropriate between their value dimensions that those on which they were basing much of their theory. GLOBE also distinguishes between the practice of the value (As-Is) and the perception of the value (Should be). Evidence of construct validity of the culture scales was provided from several resources." (House, et al, 2004, pg. 145).

2.3.   Value Dimensions for this Research Paper

For the purposes of this study, four of the GLOBE value dimensions were selected for comparison between expatriated Indian and South African knowledge workers. These values were selected because of the belief that they were pertinent to the performance optimisation of teams, departments and organisations and that they both affect and are affected by perceptions of effectiveness in different management styles.

2.3.1. Performance Orientation

Performance orientation reflects the extent to which a community encourages, and rewards innovation, high standards and performance improvement. Performance orientation, in cultures and values differs to the degree that status and recognition of achievement is given to the person as opposed to the task or individual's accomplishments. Cultures also differ in terms of feedback and evaluation. This dimension can be correlated to Hofstede's masculinity assertiveness and gender egalitarianism dimensions as well as Schwartz's motivational dimension of achievement.

According to House, et al, (2004) in societies where seniority and age are major requirements, it is usually unacceptable for one to report to someone younger than oneself. According to Schneider and Barsoux (1997) the performance orientation dimension also affects aspects such as performance evaluation and feedback. In achievement cultures, feedback is often actively sought out as it is perceived as assisting individuals to gauge how well they are doing, while in more ascribing cultures, the notion of evaluation is frowned upon as it is perceived as evaluating the person rather than the tasks executed (Schneider and Barsoux, 1997).

Examples of differences in the definitions of success, and drives for performance, are further evident in the GLOBE study, by House et al (2004) where they confirm that the definition of performance for Americans is usually in terms of results achieved in business, where in England good performance is

measured on one's skills in interpersonal relations and perceived communication skills.

Achievement driven societies accord success on the basis of accomplishments. Evaluation is done on the basis of how they perform at current duties and how they produce results (House, et al, 2004). Ascribing cultures deliver status based on the basis of who the individual is. Age, gender, social and family connection and profession are important criteria for social status.

In findings from the GLOBE study, the following Performance Orientation (practices – as-is) scores were found:

- India – 6.05
- South Africa – White – 6.23
- South Africa – Black 4.92

According to the findings of the GLOBE study, countries with high performance orientation practices (2004, pg 259)

- "Are economically more successful and globally competitive"
- "Enjoy a more positive attitude toward life and live in a more civil society"
- "Prefer a strong role for private ownership of business"
- "Prefer individual accountability for their own well-being"

2.3.2.　　　Collectivism

The cultural dimension of Individualism vs. Collectivism reflects how a national culture deals with the power of the group over the individual. Hofstede (1994) defines Individualism and Collectivism as follows: Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself, and his or her immediate family. Collectivism, as its opposite and pertains to societies in which people from birth onwards are integrated into strong, cohesive groups, which throughout people's lifetime continues to protect them in exchange for unquestioning loyalty.

Triandis (2002) noticed that in collective cultures it is more likely for individuals to give priority to the goals of their group rather than to their personal goals. High individualism values indicate a national culture where individuality and individual rights are dominant within the society. These cultures emphasise tasks over relationships. A low individualism value characterises societies that are more collective in nature with close ties between individuals. In these cultures, everyone takes responsibility for fellow members of their group.

According to Ali et al (1991), perceptions of work vary across societies, regions and organisational backgrounds. These findings are reinforced by Gopalan and Rivera (1997) where they state that western researchers claim that individualism is the foundation of the work ethic and need for achievement. Managers in individualistic societies tend to value individual achievement and to establish objective standards for evaluation.

Ali et al (1991) maintain that norms about work are related to the work environment in that they define the individual expectations of doing what is considered to be correct and appropriate by society. Individualistic societies emphasise initiative, leadership and the pursuit of self-interest, while collective societies emphasise obligation.

India's rating on Individualism on http://www.clearlycultural.com/geert-hofstede-cultural-dimensions/power-distance-index/, (accessed 14 September 2008) is 48, while South Africa's is 65.

These findings are supported by Gopalan and Rivera (1997) who found that the Indian culture was high on collectivism, and therefore would score lower on the Individualism scale.
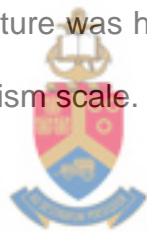
From a management perspective, companies in individualistic societies generally share the "assumptions of a need for systems to promote rational exchanges between members and the organisations" (House et al, 2004). Example of this include rational calculations of appropriate skills, knowledge and experience required for a specific position within an organisation, personnel selection testing, individualistic remuneration models based on an individual's relationship with the contribution to the task accomplished and job design that is focused on individual's experience of variety, where they will experience meaningfulness and responsibility.

Employees are managed, motivated and rewarded on performance and are promoted for reasons of merit, rather than tenure, age and personal connections (House, et al, 2004)

Conversely, organisations based in societies who score higher on the collectivism scale are more likely to focus on long term relationships. These relational commitments the offer rules of engagement and guidelines for behaviour, meaning that, for example, people are hired more on the recommendations of friends and family rather than on actual competence or requirements for the positions (House, 2004), as qualifications may be seen in collectivist cultures as the extent and strength of one's network. Remuneration models are based on what is equitable for the group and is then divided by seniority other personal needs.

From these brief descriptions, it can be easily seen that an individual who values either collectivism or individualism may be exceptionally unhappy, or de-motivated when operating under a manager or in a team where the dominant value differs from their own

Interestingly, there is a difference between the "Organisational" findings and "Societal" findings in GLOBE. Therefore, respondents expect different levels of collectivism from their societies than in their organisations. GLOBE study findings indicate the following findings for Collectivism (practices) scores:

Table 2.4: Institutional and Societal Collectivism practice (as is) scores

	Institutional Collectivism	Societal Collectivism
Indians	4.38	5.92
South Africa – White	4.62	4.50
South Africa - Black	4.39	5.09

Also noteworthy is the complete opposite order in terms of ranking between the three populations for the two different Collectivism measures. The focus of this research is on Collectivism within the organisations, therefore Institutional.

2.3.3. Power Distance

Power Distance reflects how a culture deals with the inequalities amongst its people. Broadly speaking, Power Distance signifies the extent to which a community accepts and endorses authority. According to House, et al, 2004, the term "power distance" was derived from Mulder's (1976, 1977) research into the emotional distance between subordinates and their supervisors.
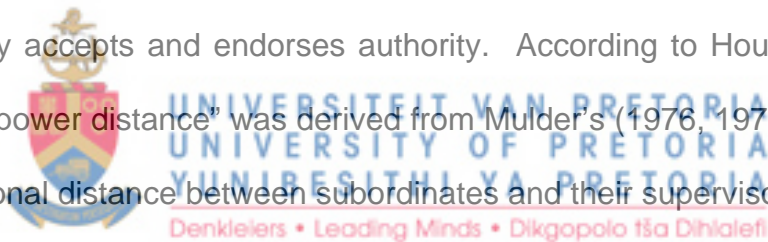
It is meant to denote the degree to which inequality in power exists between a less power individual and a more powerful individual belonging to the same (loosely or tightly knit) society. Hofstede (1994) defines Power Distance as the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally.

The Power Distance Index (PDI) is a measure of the degree of dependence in relationships (Hofstede 2001). A high PDI value indicates that inequalities of power, social status, prestige and wealth have grown within the society. A low PDI value indicates a society where equality and opportunity for all is encouraged.

Within India, occupation, geography, kinship, and other factors all combine with other factors to create a complex class structure, known as the caste system (House, 2004). Hereditary and traditional structures originating in the Confucian and Hindu classes and the emphasis on hereditary class roles and spiritual leaders has led to a higher power distance acceptance among these societies, while in societies where there is a strong focus on individual initiative for taking responsibility for enacting one's dream and achieving personal status, there is a lower Power Distance acceptance.

According to Gopalan (1997), Indian employees are raised in an environment emphasising high degrees of collectivism, dependence and power distance and therefore react more favourably to higher levels of control and supervision. American employees on the other hand, are socialised in a culture characterised by lower power distance and higher individualism. They therefore dislike conformity and close supervision.

According to a study by Gopalan (1997) Indians tend to prefer structural in equality in relationships potentially due to the highly rigid and structured family environment in which they are raised. Children are raised in a culture where obedience and respect for authority is instilled at a very young age and behaviours of conformity, dependence and seeking of approval are valued and rewarded over those of showing initiative, creativity and independence.

Due to the fact that social beliefs, values and practices within societies often tend to carry over to their organisations and informal codes of conduct (organisational cultures) the power distance dimension will affect how relationships alliances are formed in teams, as well as how the balance of power is distributed in ensuring the overall benefits are realised for the team or organisation. According to House, et al (2004) in modern, knowledge based environments there is a trend towards lower power distance structures. It is perceived that they are more effective in for high performance in these instances because lower power distance facilitates empowerment semi-autonomy.

As per http://www.clearlycultural.com/geert-hofstede-cultural-dimensions/power-distance-index/ (accessed 14 September, 2008), India's PDI score was 77, while South Africa's score was 49. This scores the findings Gopalan and Rivera (1997) who found that western cultures had lower power distance indices.

In terms of GLOBE's findings on the parameter of Power Distance, the following scores were recorded:

- Expatriated Indians – 5.47

- White South Africans – 5.16

- Black South Africans – 4.11

2.3.4.   Uncertainty Avoidance

Hofstede (1994) defines this dimension, Uncertainty Avoidance (UAI), as the extent to which the members of a culture feel threatened by uncertain or unknown situations. This dimension deals with a society's tolerance for uncertainty and ambiguity. It indicates to what extent a culture programs its members to feel either comfortable or uncomfortable in unstructured situations. High Uncertainty Avoidance values indicate a national culture having a low tolerance for uncertainty and ambiguity.

This creates a rule-oriented society that institutes strict laws and rules, safety and security measures. A low UAI value indicates a culture with less concern for ambiguity and uncertainty. These cultures are more tolerant of opinions different from what they are used to. Members of these societies are governed by fewer rules, accept change more readily, and take greater risks. Hofstede (2001, pg 147) cautioned against confusing Uncertainty Avoidance with Risk Avoidance. Hofstede's reference of the term Uncertainty Avoidance was originally defined by Cyert and March (1963), who stated that uncertainty can be equated to diffused feelings of anxiety while risk focuses on something specific.

According to House (2004), Hofstede calculated Uncertainty Avoidance through three items: stress, rule orientation and employment stability. There is a correlation between stress and rule orientation in that when people experience stress, the formulation of rules and structure enhances a sense of security and therefore assists in alleviating the stress.

Uncertainty avoidance at the individual level may present itself in a number of ways in the workplace. According to Hofstede (2001) if individuals are motivated to actively seek feedback, it may be as a means of alleviating uncertainty avoidance. According to House et al (2004) tolerance for ambiguity was shown to moderate feed-back seeing behaviours and uncertainty regarding one's role.

People in societies create coping mechanisms, especially in times of turbulence or frequent change. Although individuals all handle stress and anxiety differently, there are primary mechanisms through which societies cope with uncertainty such as law, technology and religion (House, 2004). Technologies, rules, policies and rituals are all mechanisms introduced by societies and organisations to deal with uncertainty within various environments.

Managing people who have high uncertainty avoidance means understanding that they are not exceptionally trusting without the comfort of rules and guidelines to assist in the predictability of future events. However, people from a low uncertainty avoidance culture may find the same rules stifling and inhibitive. Imposing organisational roles, policies and rules in a culture of low uncertainty avoidance may prevent innovative thinking and improved means of operation, yet not implementing required checks and controls in an environment of high culture avoidance may lead to stress and anxiety among its members.

Societies that have high uncertainty avoidance tend to be more informal with their interactions with others. They are more prone to trust and rely on word of

mouth rather than contractual relations. Individuals from this type of culture are on average less concerned with orderliness and maintenance of records, documenting the minutes of meetings and in general offer less resistance to change (House, 2004). In contrast, individuals who tend to have a higher uncertainty avoidance move toward formalising interactions with others, work best in environments where records are maintained and interactions are all contracted. These individuals are more change averse and show a stronger desire to establish rules for the purposes of predictability.

According to http://www.clearlycultural.com/geert-hofstede-culturaldimensions /power-distance-index/ (accessed 14 September 2008) India's rating was 40, while South Africa was rated on 49.

Findings from the GLOBE study on the parameter of Uncertainty Avoidance are as follows:

Expatriated Indians – 4.15

White South Africans – 4.09

Black South Africans – 4.59

2.4.   Western and Non-Western Management practices

In a paper by Smith, Peterson and Swartz (2005), it is stated that prevailing values lead culture members in an organisation to rely on particular sources of guidance in making sense of what happens around them and therefore, understanding, reacting to and predicting behaviour.

According to Gopalan and Rivera (1997) the majority of management models and practices have their origins in Western socio-cultural context and therefore, their application and relevance tend to be limited in the context of developing countries such as India, whose socio-cultural environments are vastly different to that of Western nations. South African businesses are generally run in accordance to basic Western patterns, especially in the formal sector (Jackson, 1999).

At the macro-level, culture is far from being standardised and Westerners, Americans particularly, are "doomed to disappointment if they think their core values, ethics, morals, and so on are being—or will be—adopted by other national cultures" (Lewis, 2003). This has a critical impact in the management of large numbers of expatriated Indians working in western organisations, if the conflicts are not understood and managed appropriately.

Integration in this sense is in terms of both management of multi-cultural teams, knowledge management and transfer, optimisation of communication channels and social integration.

According to Gopalan and Rivera (1997) wholesale transfer and/or applications of western management thoughts and practices into India will result in organisational inefficiency and ineffectiveness in the Indian environment. It stands to reason that the converse is equally true, reinforcing the need for optimal integration for individual, team and organisational performance.

According to Ali et al (1991, pg 31) India's management system and practices "lack much needed specialisation". They mention further that promotion is not determined on the basis of merit and proven administrative performance and that managers "lack the conceptual and diagnosis skills and estimating manpower and financial requirements".

Managers were found to be growth orientated, anxious to use new knowledge and acting to stimulate innovation and experimentation. Job security and adequate earnings are prominent factors within India and supervisors are dissatisfied with pay and promotion opportunities (Ali et al, 1991). Ali et al (1991) further state that western managers and Indian managers differ significantly on the importance in the factors: work centrality, leisure, continued work if one won the lottery and the role of work in relation to family.

According to Lewis, (2003) Westerners focus on objects they believe they can control, whereas cultures from the east, including India, take into consideration a host of other related factors that add to the complexity of the situation.

It follows then, that for South African organisational departments to be optimally effective and efficient, with a high number of expatriated Indian employees making up the staff component, that these ideologies and cultures need to be taken into account and carefully understood, managed and leveraged.

Gopalan and Rivera (1997, pg 164) state that "there is a fundamental difference between Indian and American activity orientation.

The Indian work ethic, influenced by the Hindu religion, encourages people to work primarily for satisfying family needs and wants". The authors go on to state that western societies are characterised by the doing orientation of "achievement, accomplishment, accumulation of material wealth and economic wellbeing" (Gopalan and Rivera, 1997, pg. 164).

GLOBE Study also identifies differences in leadership style preferences between people from the Middle Eastern Region (comprising Egypt, Kuwait, Morocco, Qatar and Turkey) and the remaining regions studied. Firstly, Self-protective leadership, as defined in GLOBE (House, 2004) is seen as less of a problem in this region as compared to other regions. In the Middle East, "Value Based and Team-Orientated leaderships were not given the high endorsement received in other regions", (Pg. xix). Middle Eastern respondents did however find that humble and faithful leaders were desired. This may well have an impact on management and leadership styles in South Africa and India, as many of these countries do business with these countries and therefore these differences in perceptions may be the source of unintended conflicts or misunderstandings.

For the purposes of this study, South Africa falls into the region of Sub-Saharan Africa Cluster (for the black South Africans - together with Namibia, Nigeria, Zambia and Zimbabwe Anglo Cluster -for white South Africans). India falls into the cluster of Southern Asia and shares this group with the countries of Indonesia, Iran, Malaysia, Philippines and Thailand (House, 2004).

These cluster breakdowns are significant, because even people within South Africa are split between two clusters. This highlights even further that people from such vastly different backgrounds as South Africans and Indians are likely to have vastly differing frames of reference for "basic concepts such as truth, honour and justice" (Lewis, 2003) which may well cause disengagement between individuals and teams when conflict arises.

These diverse concepts of truth and reality cause the cultural types to organise their lives in quite different ways (Lewis, 2003). Everything is affected: social behaviour, business methods, decision-making, problem solving, communication styles, the use of time and space, considerations of hierarchy and respect, standards of ethics, ways of negotiating, sense of duty, and so on.

It is critical that Western managers gain an understanding of the dominant value orientations of the teams with which they work and the potential inconsistencies, as national cultural values affect organisational behaviour, policies and groups (Gopalan and Rivera, 1997).

The GLOBE study also identified six global leader behaviours, also known as leadership dimensions (House, et al, 2004). These dimensions are present in all leaders, to varying extents. Depending on the dominant cultural values, differing subscales of these dimensions will be valued and perceived positively or negatively as leadership styles.

Table 2.5: GLOBE study leadership dimensions

Name	Definition of Leadership Dimension
Value Based	a broadly defined leadership dimension that reflects the ability to inspire, motivate and expect high performance outcomes from others based on firmly held values
Team Orientated	a leadership dimension that emphasises effective team building and implementation of common purpose or goals between team members
Self protective	According to House, et al (2004) from a western perspective, this is a relatively newly defined behaviour that focuses on safety and security of an individual or group through status enhancement and face saving.
Participative	the degree to which managers involve others in making decisions and implementing ideas
Humane Orientated	this dimension reflects supportive and considerate leadership, but also includes compassion and generosity
Autonomous	this is a second newly defined leadership attribute and refers to the independent and individualistic leadership attributes

House, et al (2004)

These leadership dimensions are ways in which people distinguish between effective and ineffective leaders (Grove, 2005). It is therefore important that as leaders of multi-cultural teams with varying value drivers we understand the impacts of the perceptions of leadership dimensions. House, et al (2004) state that in most cultures included in their study, Value Based leadership is seen as most sought, and the second is perceived as desirable by subordinates.

The remaining styles, are, in the majority of cultures studies, seen as acceptable, but not preferable. However, the author's also state that these findings are conditional based on cultural frames of reference, with the exception of the first. It appears that all people seek to be led by one who inspired through charismatic appeal, performance orientation and self sacrifice.

Cultures that typically have a higher power distance index have been found to have a high correlation to preference for self-protective and humane leadership

styles, as defined by House et al (2004) while lower power distance societies tend to prefer value based or participative leadership dimensions. These distinctions are critical when managing multi-cultural teams, as a good manager is going to have to strike a careful balance between the two continuums in order to meet the requirements of all team members.

2.5. Cultural Adaptation from a Management Perspective

There are many challenges in the management of cultural diversity, in terms of sensible understanding and adaptation to each other, in efforts to establish common ground (Lewis, 2003) and it is tempting for companies operating with internationally diverse teams to merely standardise and strengthen training and procedures in order to reduce cost and drive operational integration. Huisjer (2006) states cultures essentially focus on action, processes, tasks or roles to varying levels of priority and that all cultures value charismatic leadership. The difficulty, within the South African context is to understand which cultural and value driver is going to become prominent in any given situation as well as which frame of reference will affect the differing definition of good leadership in each individual.

According to Lewis (2003), unfortunately (or perhaps fortunately) multinational firms cannot submerge the uniqueness of different cultures. Although the corporate culture that is imposed may be strong, local staff are reluctant to give up their background or preferred ways of doing things. They may be willing to adapt, but in moments of uncertainty they will dig in their heels and revert to their own core beliefs and cultural values. It is important to realise that culture

affects behaviour, and therefore, even though certain cultures may adapt for the purposed of organisational objectives, the perceptions between cultures of what matters and what does not – may differ, which will dictate behaviours and potentially perpetuate conflict (Huijser, 2006)

As a matter of entering into the cultural working and psychological contract with an expatriated employee world, all its inherited complexity of ethics, morals, core beliefs, taboos, religious tenets, age-old philosophies, and deeply embedded concepts of time, space, truth, status and prestige will need to be considered and understood. In terms of leadership styles, Indians prefer hierarchy based on superior-subordinate roles while managers from the US and other Western nations are socialised to prefer "democratic leadership styles" (Gopalan and Rivera, 1997, pg 167).

According to these clusters, GLOBE found that white South Africans scored high on performance orientation and low on in-group collectivism.

Black South Africans scored high on humane orientation and mid-score orientation in performance orientation, assertiveness, future orientation, institutional collectivism, in-group collectivism, gender egalitarianism, power distance and uncertainty avoidance, with no score cluster values. Indians scored high on humane orientation and in-group collectivism and did not feature in any of the low score value clusters.

They were ranked as mid-score in performance orientation, future orientation, institutional collectivism, gender egalitarianism, power distance and uncertainty avoidance.

According to Gopalan and Rivera (1997), differences in the socialisation process cause variations in the performances of different cultural teams. Western business people are socialised in a culture characterised by lower power distance and a high degree of individualism. According to Gopalan and Rivera (1997), they dislike authority, conformity and close supervision. Indian working people on the other hand, are raised in an environment emphasising high degrees of collectivism, dependence and power distance – they respond favourably to tighter control and supervision.

These findings are further reinforced by Ali, Al-Shakhis and Nataraj, (1991), who state that bureaucratic and task-orientated styles are predominant among Indian managers, as well as centralised decision making.

According to the research conducted by Gopalan and Rivera (1977), an invitation of consultative processes and decentralised decision making may be seen as signs of weakness by some Indian workers. It is this type of disconnect that is important to understand and manage in order to reduce the gaps and reinforce integration in all working teams.

Differences in values such as uncertainty avoidance may lead to difficulties in management practices such as adopting certain flexible work policies such as flexi-time and job rotation which introduce lack of structure, lower power distance and few rules for control. While some employees may thrive under the freedom of lower uncertainty avoidance, a move to more individualistic culture with lower power distance and a different focus for performance, others may find the move threatening, stressful and completely destructive from a productivity point of view.

3. CHAPTER 3 - PROPOSITIONS/ HYPOTHESES

As per the literature findings above, it is important for both managers and employees alike to understand different values, communication and management styles and challenges within the organisation between South Africans and Indian expatriated workers. It is important to appreciate the diverse cultures and the value systems that are entrenched in order to optimise personal relationships and performance, both within the typical South African work environment, as well as with the added facet of Indian knowledge workers. Through understanding the cultural values and drivers, communication, interaction and management styles, performance of expatriated workers can be improved. This will be to the mutual benefit, both socially and professionally, for individuals and organisations, through enhanced performance of multi-cultural teams.

Therefore, this research aims to address the following research proposition:

3.1. Proposition 1

Proposition 1 – there are differences in values between expatriated Indians and South African knowledge workers (as defined by House, et al, 2004 and Ali, et al, 1991) that affect the perceived effectiveness of management styles of leaders

This proposition will be tested through four different hypotheses:

3.1.1.   Hypothesis 1 –

H_{01} = Indian expatriates will not exhibit significantly higher performance orientation than South African knowledge workers

H_{A1} = Indian expatriates will exhibit significantly higher performance orientation than South African knowledge workers

3.1.2.   Hypothesis 2 -

H_{02} = Indian expatriates will not exhibit significantly higher individualism than South African knowledge workers

H_{A2} = Indian expatriates will exhibit significantly higher collectivism than South African knowledge workers

3.1.3.   Hypothesis 3 –

H_{03} = Indian expatriates will not exhibit significantly higher power distance than South African knowledge workers

H_{A3} = Indian expatriates will exhibit significantly higher power distance than South African knowledge workers

3.1.4.   Hypothesis 4 –

H_{04} = Indian expatriates will not exhibit significantly higher uncertainly avoidance than South African knowledge workers

H_{A4} = Indian expatriates will exhibit significantly higher uncertainty avoidance than South African knowledge workers

4. CHAPTER 4 – RESEARCH METHODOLOGY

Research for the research was comparative in nature –between expatriated Indians and South African knowledge workers working in South African organisations. The research was conducted in South African financial services industry, in the Information Technology department, for purposes of generalisation across knowledge workers and more specifically IT specialists in South Africa.

4.1. Methodology

Prior to the development of the questionnaire, informal discussions were held with a number of key individuals who offered insight and information into the encounters experienced within the departments between the expatriated Indians and South Africans. The purpose and scope of these discussions was to gain insight from those who had experience in the field of working with expatriated and South African knowledge workers and to gain deeper understanding of the perceptions of that existed within the context of the values being tested. General questions were asked regarding general performance trends of the different groups of teams within the Group IT department, as well as the perceived benefits gained and challenges experienced around the integration of knowledge workers, either South African or expatriated, specifically from a management perspective.

This information was then used to confirm the selected value dimensions as outlined in Chapter 2, for the second part of the study.

A very informal interview was then conducted with the representative of Wipro, the recruitment consultancy responsible for sourcing and placing the expatriates into the South African based company, in this case Standard Bank. The purpose of this interview was simply to understand the degree of pre-screening that took place, in order to identify any factors that may skew the data set or the responses. Examples of such extraneous variables would be age selection, gender or personality type.

4.1.1. Methodology

The research made use of a qualitative questionnaire that was distributed electronically to a specific department within Standard Bank. The Group IT Testing department was specifically selected due to the fact that it had been selected to follow a strategic outsourcing plan, which involved the contracting of expatriated Indians for the purposes of testing for all IT projects within retail bank. It was therefore decided that it suited the description of a knowledge department and had a good mix of South African and expatriated Indians within the group.

Originally, questionnaires were to be paper based and distributed in team meetings. It was agreed with team leaders that electronic questionnaires with tracking on number of respondents and a letter from the team manager would be a better approach, hence the selection of Survey Monkey for the questionnaire distribution. In order to mitigate the low response rate that is notorious in an electronic questionnaire, a memo was sent out to the entire department from the Director of the department. It contained a brief introduction

of the topic, the reasons for the study, an explanation of the methodology and the assurance of confidentiality of the respondents and a request for cooperation for a swift response. The questionnaire was captured on Survey Monkey, in four short sections and would have taken respondents an average of four to six minutes per survey to complete.

The selection of the four specific were based in were a derivation of those questions previously used in cultural studies, in review of relevant literature, informal interviews, as well as organisational and cultural theory on which related studies have been based. Many question items were derived from similar items within the GLOBE study (House, et al, 2004) and were adapted slightly for the purposes of this research, as well as from studies conducted by Gopalan (1997) and Ali, et al (1991).
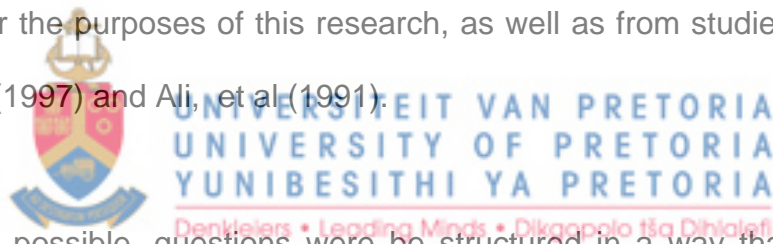
As far as possible, questions were be structured in a way that one question validates the construct of another. This was important in ensuring the results of the survey were reliable (measures free from errors, yielding consistent results) and valid – so that the correct concept is measured, in this case, that of the degree of integration (Zikmund, 2003).

4.2. Instrument Design

The questionnaire (Appendix 4) was derived from a number of different sources, on which the question definitions, structures and wording were based.

"Priorities in Lifestyle Parameters" was taken from study by Ali et al, (1991) as it integrated the four hypotheses of Proposition 1. It was also believed that it would offer insight into preferred motivational factors which affect management and leadership practices of an individual. Respondents were asked to allocate a sum of 100 to a list of 5 priorities in their lives. The purpose of this question was to ascertain whether expatriated Indians have a significantly different set of lifestyle priorities to South Africans. The results of this question would then be able to tie back to specific aspects within $H_{A1} - H_{A4}$

The two questions integrated questions, on Instrumental and Terminal Values, were sourced from the "Self Analysis Toolkit" Robbins, (2003). They were in the form of a rating scale; 1 – most important, 10 least important. The Terminal Values scale indicates the priorities of 10 different life goals to the respondent, while the Instrumental Values scale maps out the means to obtaining these terminal value goals.

All other questions were derived from GLOBE (House, et al, 2004) and were closely aligned to the authors' previously defined Value Dimensions and their measurement thereof.

4.2.1. Four Selected Value Dimensions

There were initially nine questions relating directly to each of the value dimensions: Performance Orientation, Collectivism, Power Distance and Uncertainty Avoidance.

Four of these were on a six point scale from a high Performance Orientation statement to one of low Performance Orientation. The remaining 5 questions were in the form of a formal 6 point Likert scale, using the points 1 = Always, 2 = Most Times, 3 = Sometimes, 4 = Not Often, 5 = Selfdom, 6 = Never). A six point scale was specifically selected for these 36 questions in order to force the respondents to select a direction for the response – so as to avoid central tendency.

Once the instrument was designed and approved by the ethics committee, it was piloted on a small group of non-Standard Bank South African and expatriated Indian knowledge workers for language simplicity and general usability before it was distributed to the sample group.
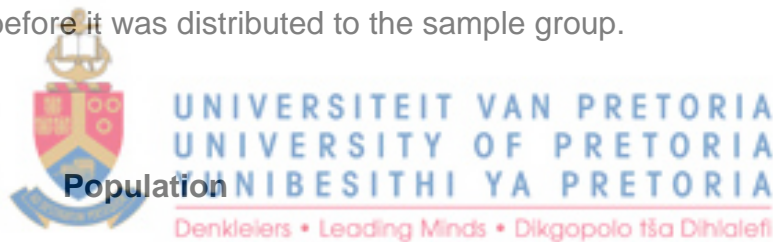
4.3. Population

For the purposes of this study, population was defined as the expatriated Indian knowledge workers within South Africa organisations.

4.4. Unit of Analysis

Because the focus of this study is a comparison of the values drivers and management styles that affect performance and integration of expatriated Indians in the workplace, the unit of analysis for this study is expatriated Indian knowledge workers, but compared to South African knowledge workers. There are more than 500 expatriated Indian contractors within Standard Bank.

Due to the national hub of the banking industry being in Johannesburg, a primary the sample has been taken as a single department of one bank, located in Johannesburg. This sample will be further narrowed to a cluster of Indian contractors in Standard Bank in Johannesburg, specifically within the Group IT Testing department, due to the previously mentioned strategy of outsourcing testing to India, but phasing in through contracting in the skills from off-shore.

4.5.   Sample technique
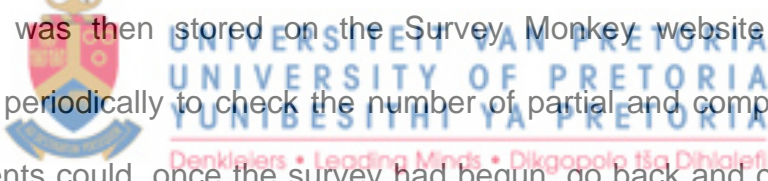
The sampling technique for part 2 of this research report was a convenience cluster. Due to the business strategy of outsourcing Group IT Testing to India, and the staged approach involving bringing expatriated Indians to contract to the department as an interim step, there is a concentration of knowledge workers in this area. All employees, 200 people, within Group IT Testing were therefore sent the questionnaire. The sample group was selected in this way because of the knowledge of the mix of Indian – South Africans in this area.

There are a number of different race groups in Group IT, covering a number of different age groups. In addition, many of the employees, including South Africans are contract workers in this area, offering a good basis for comparison in terms of many of the dimensions of the study. The combination of all of these factors reduced the possibility of other factors having unforeseen cause and effect affects on the data responses.

4.6.   Data collection method

Further to the decision to change the format of the questionnaires from paper based to electronic, the survey was developed on Survey Monkey, based the literature review and input from the informal information gathering prior to finalising the questionnaire. The questionnaires were distributed via e-mail to the Standard Bank Group IT Department distribution list on the Global Address Book of Standard Bank's exchange server. Responses to the questionnaire were anonymous and voluntary. The questionnaires were set up in a way such that respondents could leave the survey at any time. If the survey was abandoned, respondents were not able to return to the point where they left off and would have to start again from the beginning.

The data was then stored on the Survey Monkey website and could be accessed periodically to check the number of partial and complete responses. Respondents could, once the survey had begun, go back and change answers already submitted while in the same session. Should they chose to exit the survey, completed answers were stored, and the survey was saved as incomplete.

Due to the fact that respondents could go back into the survey, and re-submit a duplicate set of numbers, computer IP addresses were also stored in the collection tables. In the analysis phase, all incomplete surveys were deleted, as well as the oldest submitted completed questionnaire from any duplicate IP addresses.

The questionnaire was broken down into three main areas, in order to address the two propositions (Appendix 4):

Part 1 – demographics of respondent

Part 2 – dominant values driving behaviour, attitudes and perceptions

Part 3 – perceptions, attitudes and responses to various management styles

Specifically, questions for the collection of data were in the format of fixed alternative questions (Zikmund, 2003). Respondents were given limited alternatives to responses and asked to choose the most appropriate to their individual situations and beliefs, returning non-parametric ordinal results.

The majority of the questions that were asked used attitude rating scales, more specifically, a six point behavioural differential scale, as per studies by House, et al (2004) and Ali, et al (1991). The reason for a six point scale was to avoid central tendency and force respondents to select an option, rather than maintaining a neutral point of view.

One question was expressed as a constant sum scale, where respondents were asked to divide a sum of 100 points over five different attributes, in order of relative importance. 3 questions were 10 point ranking scales, where respondents were asked to rank, in order of priority, a list of 10 value dimensions, as per Ali (1991).

4.7.   Data Analysis

Data collected in the electronic questionnaires will be analysed through quantitative analytics techniques. Once the questionnaire was closed on Survey Monkey, all collected data was downloaded to excel for initial coding and preparation. Incomplete responses, and those with duplicate IP addresses were deleted, to ensure only one response per person was recorded. Because Survey Monkey allows for shared computers, it was possible a respondent to complete the survey more than once. In Standard Bank, each employee has their own computer, therefore only the last response per IP address was kept for analysis.

All fields were then coded numerically and the data was summarised, per question. Ordinal data was coded into numerical values for the purposes of categorisation. Nominal data was summarised into descriptive statistics, such as the mode and frequency of responses.

Responses were coded into categorical or ordinal data, depending on the nature of the question and were then aligned to the scales of analaysis. This resulted in most of the questions being reversed in their coding as they were structured in a reverse scored manner in the questionnaire.

Scale reliability was tested by running a correlation matrix on each of the sub-items within each of the four main categories. A Cronbachs Alpha was ascertained in order to test the reliability of sub-items on a scale level. Cronbach's alpha measures how well a set of items (or variables) measures a

single one-dimensional construct and is therefore a coefficient of reliability (or consistency) (http://www.ats.ucla.edu/stat/Spss/faq/alpha.html).

T-tests for significance were conducted (Zikmund, 2003) using either coded raw data or the modes of each response. This was to understand if any differences found in the results were statistically significantly different enough to be attributed to each of the nationalities. These tests were run at item level of the four value dimensions to explicitly test $H_{A1} - H_{A4}$.

ANOVA tests for differences in each of the sub-items were then conducted in order to understand any existing variances on the modal scores or distribution of the results between the two sample groups (Zikmund, 2003). Multivariate analysis of variance (MANOVA) were performed on sub-items compared to the sample groups 1 – expatriated Indians and 2 – South Africans to compare the modes of these two groups within each of the sub-items.

4.8.　　　Limitations of the Research

The following were found to be limitations to this research:

- Sample size – although there is a good initial sample size, there is a chance that the valid responses will be small. This means that the it may not be possible to generalise the derived findings to the population as if the sample was larger

- Because of the format of the questionnaire, there is a possibility of certain responder biases and errors

- There is a high chance of non-response error, due to the fact that it is electronically distributed and anonymously answered. This risk will be mitigated through a short briefing session from the departmental director from where the respondents are being sampled

- Response bias – the respondents may answer the question in a certain direction, which may misrepresent the truth, either due to misunderstanding or in an attempt to avoid social desirability bias (Zikmund, 2003)

- These risks will be mitigated through simple language, piloting the survey for ease of understanding and assuring the respondents in the cover letter of confidentiality and a reinforcement of the requirement for first-to-mind responses

- Language – due to the fact that English is not the participant's first language, there is a possibility of misinterpreted communication. This risk will be mitigated through all questions being tested by an independent and excluded Indian expatriate for simplicity and ease of understanding, as well as the use of simple language

- South Africa is a culturally diverse population. There is a risk that the differences between black and white knowledge employees may dilute the findings in terms of communication and management styles from a comparative perspective. This risk will be mitigated through approaching a large South African and Indian population and analysing and reporting on all possible correlations. Findings may lead to opportunities for future research

5.   CHAPTER 5 – RESULTS

5.1.   Interviews Prior to Research

Informal discussions with project managers, team leads and resource managers in the Group IT testing team revealed a consistent trend in terms of the following:

- There are sometimes language difficulties, both verbal and non-verbal misunderstandings in communication queues. There is a difference in the perceptions of appropriateness of verbal vs. written communication when allocating tasks or offering feedback on performance. (Refers to power distance and uncertainty avoidance items.)

- The expatriated Indians are perceived to have a higher work ethic with more attention to detail. (Refers to performance orientation item)

- Very protective of other expatriated Indians, stick together – difficult to know if one person is not coping, as others cover up for them, share the work load. (Refers to collectivism and power distance items)

- Expatriated Indians are seen as being very upfront and will go straight to their manager if there is a that they cannot sort out on their own, or that requires manager intervention. Because relationships are perceived as being important, these workers will go to the manager for their sanction on the seat move, as making this decision on their own is seen as disrespectful (Refers to power distance item)

- There is a general perception that South Africans are more driven on an individual base for performance.   There is not a high perceived level of collectivism of South Africans by the team leaders.   Often, there is a

need team based incentives to drive collaborative behaviour. Individuals vary from high to low performance, but generally more individualistic in behaviour trend. (Refers to collectivism item)

- Communication breakdowns can occur between South Africans too due to multiple languages in team – South African has 11 languages themselves – not all mangers and team members have same first language or even second

5.2. Quantitative Results

Of the 200 questionnaires distributed, Survey Monkey saved 143 records. As the scope of the study was for individuals from South Africa, or from India 3 completed responses had to be disregarded, as these respondents were from other nationalities. This left 140 questionnaires for analysis. There were 10 records with duplicate IP addresses, suggesting that respondents submitted the survey twice. The earlier of the responses were deleted. Records with less than 60% of the answers submitted were also deleted.

5.2.1. Demographics Summary

A total of 91 viable responses, 27 expatriated Indians, and 64 South African. From a gender perspective, 73% are male and 27% female. Of the expatriated Indians, 89% of respondents were male, while in the South African respondents, 66% were male and 34% female.

The majority of the respondents of the study were between the ages of 25 and 34 years old. 78% of expatriated Indians and 47% of South African respondents fell into this category.

In terms of education, 44% of expatriated Indians hold Bachelors degrees, while 45% of South African respondents only hold a Grade 12 as their highest qualification. Expatriated Indians also have a strength in the Science and mathematics fields, as 67% of them hold degrees in this area, compared to 28% of South Africans.

For summary tables of the demographics of respondents, please refer to Appendix 1.

26% of expatriated Indians hold "Other" qualifications, not listed in the options. Of the Indian expatriate responses, 3 of the "Other" responses were listed MBA's, while none of the South African responses list a MBA as their highest qualification. Different responses under "Other" included the study in the fields of engineering (mechanical and civil), IT programming, logistics, secretarial and CCNA Cisco Certification.

In terms of service within the bank, 52% of the expatriated Indians have been in the employ of Standard Bank for 12 months or less and 96% of respondents are on a fixed term contract. 81% of the contract terms are 18 months or shorter. The term left on the contracts is shorter than 6 months in 81% of the respondents' cases. In contrast, 69% of the South African respondents have

been employed at the bank for over 18 months and 53% are permanent employees.

5.2.2. Proposition 1

As per Chapter 3, Proposition 1 is stated as follows:

> There are differences in values between expatriated Indians and South African knowledge workers (as defined by House, et al, 2004, and Ali et al, 1991)

This proposition will be tested in the form of four hypotheses and through the use of both integrated and specific questions.

5.2.2.1. Integrated questions

There were three questions in the questionnaire that simultaneously tested Proposition 1: Hypotheses 1 – 4 and Proposition 2. These questions were:

- Terminal Values, i.e. life goals for respondents

- Instrumental values, i.e. how individuals achieved their life goals

- Question testing the relative importance of leisure, community, religion, family and work in each population. Relativity was tested not only in terms of ranking of importance, but also in the differences of spread between each the responses.

5.2.3. Terminal Values

As per Appendix 4, the Terminal values question required respondents to allocate values 1 through to 10 to a set of Terminal Values – defined to respondents as "Lifetime goals", in order of priority. Respondents were requested to identify their most important as "1" and least important as "10"

Figure 5.1 depicts a comparison of the modes of the responses for both the expatriated Indians and the South Africans.

Figure 5.1: Summary of Terminal Value Responses – Modes per sub-item
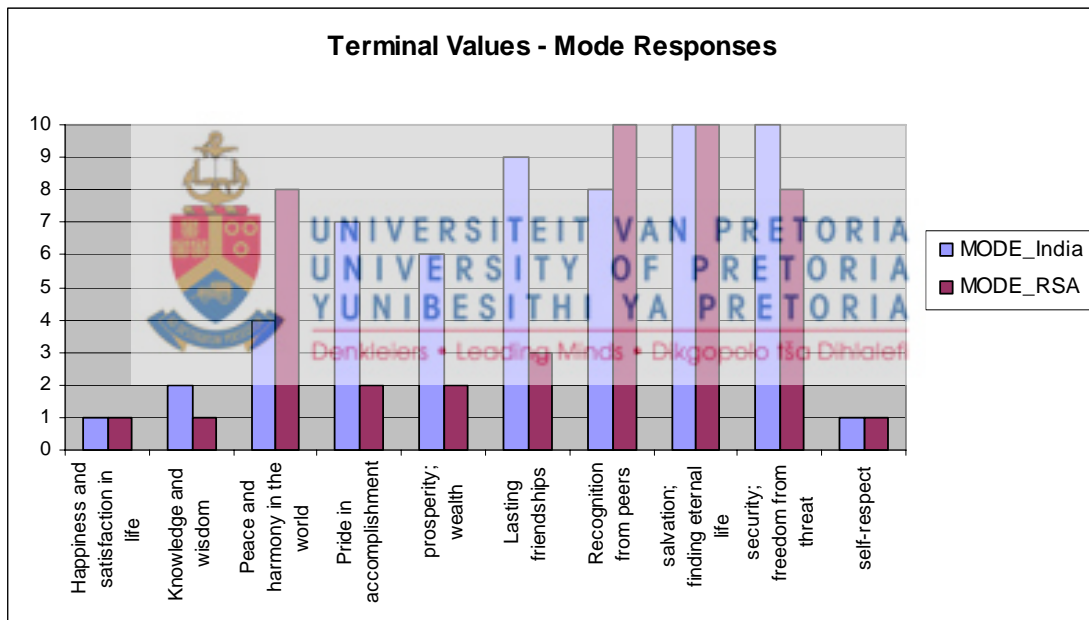
To identify differences in the sub-items of the Terminal Values question, a MANOVA test was performed to identify items where the differences in the variances of the means could be identified at a significance of 5%:

H0: Mode (expatriated Indians) – Mode (South Africans) = 0

Table5.1: MANOVA for Sub-items of Terminal Values

Term(DF) Test Statistic A(1):Nationality	Test Value	DF1	DF2	F-Ratio	Prob Level	Decision -0.05
Happiness_and_satisfaction_in_life	0.428281	1	84	0.09	0.764036	Accept
Knowledge_and_wisdom	1.830728	1	84	0.39	0.533967	Accept
Peace_and_harmony_in_the_world	23.43125	1	84	2.78	0.099321	Accept
Pride_in_accomplishment	1.26305	1	84	0.16	0.690915	Accept
prosperity__wealth	9.75342	1	84	1.16	0.284036	Accept
Lasting_friendships	33.8823	1	84	5.45	0.021982	Reject
Recognition_from_peers	5.521929	1	84	0.67	0.415384	Accept
Salvation__finding_eternal_life	44.87591	1	84	3.04	0.084724	Accept
Security__freedom_from_threat	20.15918	1	84	2.15	0.146573	Accept
Self_respect	0.628052	1	84	0.1	0.753319	Accept

At a confidence of 95%, there is only one sub-item that is returned where H0 is rejected and therefore it can be postulated that the differences between expatriated Indians and South Africans is different, i.e Lasting friendships.
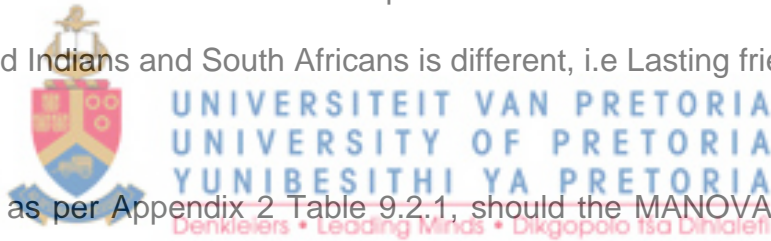
However, as per Appendix 2 Table 9.2.1, should the MANOVA be run at 10% significance, the H0 is also rejected for the sub-items.

Each of these three items was then tested individually for a difference of variance in the means. Due to the differences in the parameters used in a two sample t-test and the MANOVA, significant differences may be calculated in the t-test that were not significant in the MANOVA.

5.2.3.1. Peace and Harmony in the world

As per Table 5.2 a t-test for significance returned a t-value of -1.667 and a probability of 4.97%. When compared to the 5% alpha required for to reject the H0, it was found that the null hypothesis was rejected. This result indicates that South African responses were significantly higher than that of the expatriated Indians, postulating a lower importance of the sub-item to South Africans than Indians.

Table 5.2: T-Test for significance for Sub-Item "Peace and Harmony in the world"

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	-1.6666	0.099321	No	0.377513	0.173115
Difference < 0	-1.6666	0.04966	Yes	0.503309	0.246192
Difference > 0	-1.6666	0.95034	No	0.000487	0.000036
Difference: (Expat Indians=1)-(South Africana=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

5.2.3.2. Lasting friendships

As per Table 5.3 a t-test for significance returned a t-value of 2.334 and a probability of 11%. When compared to the 5% alpha required for to reject the H0, it was found that the null hypothesis was rejected. This result indicates that South African responses were significantly lower for this sub-item than that of the expatriated Indians, signifying a higher priority allocation for the South Africans.

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Table 5.3: **T-Test for significance for Sub-Item "Lasting Friendships" between expatriated Indians and South Africans**

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.334	0.021982	Yes	0.635834	0.38675
Difference < 0	2.334	0.989009	No	0.000037	0.000002
Difference > 0	2.334	0.010991	Yes	0.74867	0.488068
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

5.2.3.3. *Salvation – finding eternal life*

A t-test for significance was performed on the data for Salvation – finding eternal life and returned a t-value of 1.7445 and a probability of 0.42. When compared to the 5% alpha required to reject the H0, it was found that the null hypothesis was rejected. This result indicates that we can assume that expatriated Indians responses to this sub-item were significantly higher than South Africans.
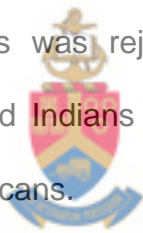
Table 5.4: T-Test for Differences of the Variance for Sub-Item "Salvation – finding eternal life" between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.7445	0.084724	No	0.407071	0.193369
Difference < 0	1.7445	0.957638	No	0.000368	0.000026
Difference > 0	1.7445	0.042362	Yes	0.534109	0.270983
Difference: (Expatriated Indian=1)-(South Africa=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

5.2.4. Instrumental Values

At the item level of Instrumental values, there is no statistically significant difference in the responses received. However, at the sub-item level, there were differences in both modes and distributions of responses that were noteworthy. Similar to the question on Terminal values, respondents were asked to rank Instrumental values on a scale of 1(most important) – 10 (least important) in order of priority. Figure 5.2 represents the modes of these responses for expatriated Indians and South Africans.

**Figure 5.2: Summary of Instrumental Value Responses**
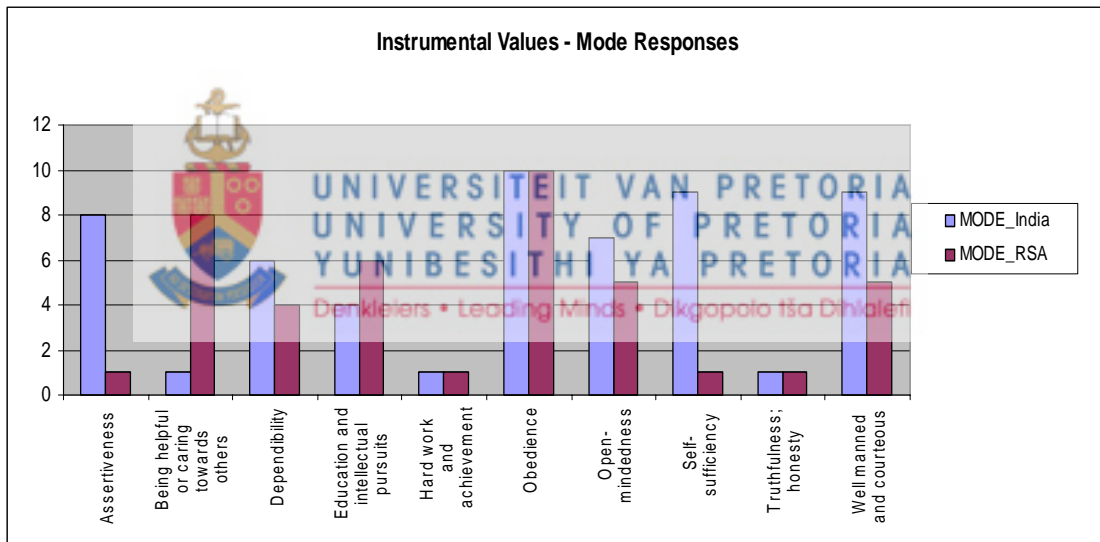
To identify differences in the sub-items of the Terminal Values question, a MANOVA test was performed to identify items where the differences in the variances of the means could be identified at a significance of 5%:

H0: Mode (expatriated Indians) – Mode (South Africans) = 0

At a confidence of 95%, there is only one sub-item that is returned where H0 is rejected and therefore it can be postulated that the differences between expatriated Indians and South Africans is different, i.e. Dependability. However, as per Appendix 2, Table 9.2.2 should the MANOVA be run at 10% significance, the H_0 is also rejected for two additional sub-items that will be discussed below.

Table5.5: Manova for Instrumental values

Term(DF) Test Statistic A(1):Nationality	Test Value	DF1	DF2	F-Ratio	Prob Level	Decision -0.05
Assertiveness	15.57382	1	80	1.67	0.199876	Accept
Being_helpful_or_caring_towards_others	3.111759	1	80	0.38	0.541594	Accept
Dependability	29.19477	1	80	4.12	0.045817	Reject
Education_and_intellectual_pursuits	10.54429	1	80	1.36	0.247622	Accept
Hard_work_and_achievement	1.939033	1	80	0.3	0.587375	Accept
Obedience	27.60476	1	80	3.31	0.072671	Accept
Open_mindedness	0.395593	1	80	0.06	0.811205	Accept
Self_sufficiency	0.543466	1	80	0.06	0.810747	Accept
Truthfulness__honesty	21.52671	1	80	3.75	0.056202	Accept
Well_manned_and_courteous	1.634309	1	80	0.24	0.628569	Accept

5.2.4.1. Dependability

For the sub-item of dependability, a t-test for significance was performed. The test returned a t-value of 2.0287 and a probability of 23%. When compared to the 5% alpha it was found that the H0 was to be rejected. This result indicates that we can assume that expatriated Indians responses to this sub-item were significantly higher than South Africans, indicating a lower priority for expatriated Indians than South Africans.

Table 5.6: T-Test for significance for Sub-Item "Dependability" between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.0287	0.045817	Yes	0.517719	0.277914
Difference < 0	2.0287	0.977091	No	0.000128	0.000008
Difference > 0	2.0287	0.022909	Yes	0.643052	0.369973
Difference: (Indian)-(RSA)					
The randomization test results are based on 1000 Monte Carlo samples.					

5.2.4.2. *Obedience*

A t-test for significance was run on sub-item of Obedience. The test returned a value of -1.8189 and a probability of 0.036. When compared to the 5% alpha, the H_0 was rejected. It is therefore possible to assume South African respondents rated this sub-item as significantly higher at a 95% confidence interval. We can therefore postulate that South Africans attribute a lower importance to obedience than expatriated Indians.

Table 5.7: T-Test for Significance Sub-Item "Obedience" between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	-1.8189	0.072671	No	0.435376	0.213465
Difference < 0	-1.8189	0.036335	Yes	0.563016	0.295237
Difference > 0	-1.8189	0.963665	No	0.000282	0.000019
Difference: (Indian)-(RSA)					
The randomization test results are based on 1000 Monte Carlo samples.					

5.2.4.3. *Truthfulness and Honesty*

As per table 5.8, t-tests for significance on the sub-item of Truthfulness and Honesty returned a t-value of 1.9376. When compared to the 5% alpha, with a corresponding probability of 0.028, the H_0 is rejected. It can therefore be assumed that expatriated Indians rated this sub-item significantly higher than South Africans.

Table 5.8: T-Test Significance for Sub-Item "Truthfulness and Honesty" between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.9376	0.056202	No	0.481845	0.248809
Difference < 0	1.9376	0.971899	No	0.000181	0.000012
Difference > 0	1.9376	0.028101	Yes	0.608845	0.336706
Difference: (Indian)-(RSA)					
The randomization test results are based on 1000 Monte Carlo samples.					
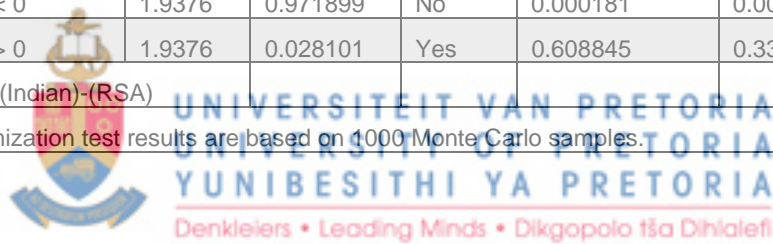
5.2.5. Lifestyle priorities

The prioritisation of certain aspects within the daily lives of people may be indicative of what triggers or drives behaviours and are therefore gauges of their values. In this question, Individuals were asked to assign a value to each item indicating their importance, in order of preference. Total points summed 100.

The resultant variations for each of these characteristics were not statistically insignificant, and the mean responses per population group are as follows:

Figure 5.3: Summary of average percentages per sample group for each category
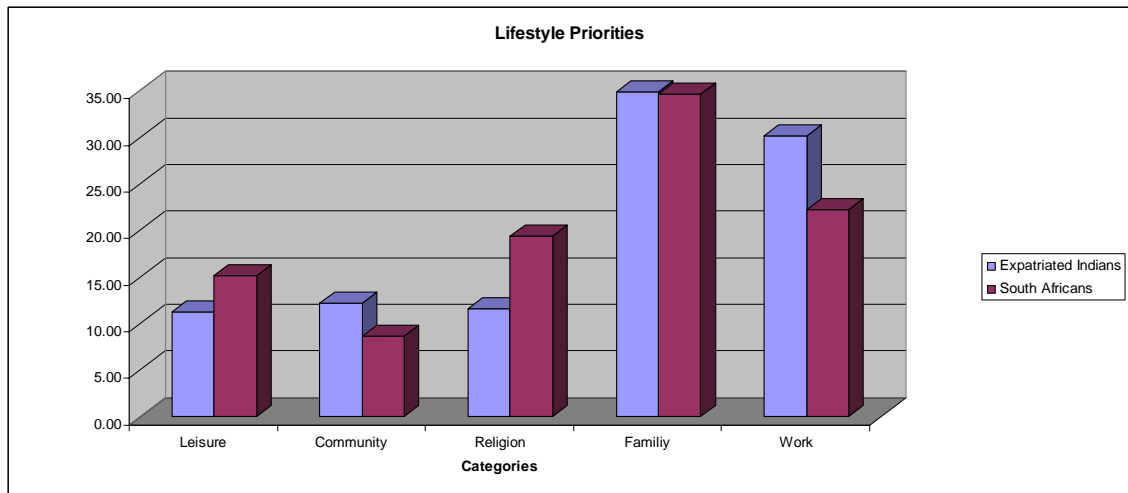
The mean responses for each of these categories are summarised in the table 5.9:

Table 5.9: Mean Responses for each Lifestyle Item

	Leisure	Community	Religion	Family	Work
India	11.20	12.20	11.60	34.88	30.12
South Africa	15.18	8.63	19.35	34.60	22.24

T-tests for significance were run on the means of each sub-item. Statistical differences in the means were identified in four of the five sub-items, as outlined below.

5.2.5.1. *Leisure*

As per table 5.10, and figure 5.3, the mean results of the expatriated Indians were lower than that of the South Africans for the sub-item of leisure, and it was ranked fourth most important for South Africans and of least importance to the Indian Expatriates.

A t-test of significance returned a t-value of -1.72. At a probability of 4% and an alpha value of .05, H_0 is rejected, therefore indicating that Leisure is significantly more important to South Africans than expatriated Indians.

Table 5.10: Statistical difference in Variances for Leisure

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at.050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	-1.7241	0.088318	No	0.399367	0.188041
Difference < 0	-1.7241	0.044159	Yes	0.526128	0.264485
Difference > 0	-1.7241	0.955841	No	0.000396	0.000029
Difference: (Nationality=India)-(Nationality=RSA)					
The randomization test results are based on 1000 Monte Carlo samples.					

5.2.5.2.   *Community*

For the sub-item of community, the mean allocation scores of the expatriated Indians were higher than that of the South African respondents at a level of 5% significance. A t-test for variance returned a t-value of 2.785 at a probability of 0.003. Using a significance of 5%, H_0 can be rejected, indicating that expatriated Indians ranked this item as significantly more important than South Africans.

Table 5.11: Statistical difference in Variances for Community

Alternative Hypothesis		Prob Level	Reject H0 at.050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.7857	0.006585	Yes	0.786445	0.561785
Difference < 0	2.7857	0.996708	No	0.000005	0
Difference > 0	2.7857	0.003292	Yes	0.868339	0.660902
Difference: (Nationality=India)-(Nationality=RSA)					
The randomization test results are based on 1000 Monte Carlo samples.					

5.2.5.3. Religion

Religion was ranked as third most important by both expatriated Indians and South Africans. A t-test of significance retuned a t-value of -3.23 and a probability score of 0.009. This indicates that at a significance level of 5% expatriated Indians were statistically significantly lower than South African respondents, as per table 5.12.

Table 5.12: Statistical difference in Variances for Religion

Alternative Hypothesis		Prob Level	Reject H0 at.050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	-3.2255	0.001892	Yes	0.889192	0.717421
Difference < 0	-3.2255	0.000946	Yes	0.939443	0.799066
Difference > 0	-3.2255	0.999054	No	0.000001	0
Difference: (Nationality=India)-(Nationality=RSA)					
The randomization test results are based on 1000 Monte Carlo samples.					

5.2.5.4. Work
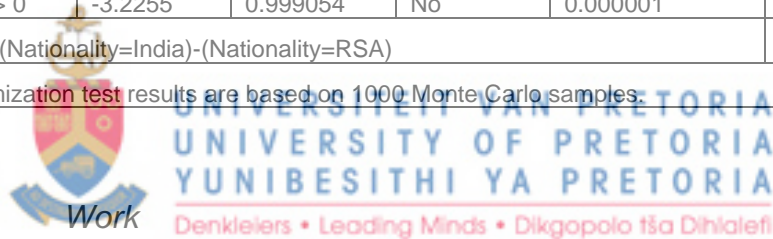
Both expatriated Indians and South Africans ranked "Work" as the second most important item, however the allocated mean scores between the two populations were significantly different, with the expatriated Indians scoring statistically the item significantly higher. When a t-test was run to test for significance, a t-value of 3.33 was returned, with a probability score of 0.0006. Therefore, the H_0 was rejected

Table 5.13: Statistical difference in Variance of "Work"

Alternative Hypothesis		Prob Level	Reject H0 at.050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	3.3311	0.001281	Yes	0.908785	0.754938
Difference < 0	3.3311	0.999359	No	0	0
Difference > 0	3.3311	0.000641	Yes	0.951502	0.829333
Difference: (Nationality=India)-(Nationality=RSA)					
The randomization test results are based on 1000 Monte Carlo samples.					

5.3.   Hypothesis 1

HA1 =   PO_Indian Expatriates – PO_South Africans > 0

H01 =   PO_Indian Expatriates – PO_South Africans < 0

When calculating the correlation between sub-items within the Performance Orientation dimension, an overall Cronbach's Alpha 0.74 was calculated. However, it was found that items 3 and 4 were poorly correlated to any of the other variables and were subsequently removed from the study as they did not appear to be valid measures of the construct. The remaining sub-items were retested for correlation and the resultant Cronbach Alpha improved to 0.795 (Appendix 3, Table 9.3.1).

Table 5.14: Descriptive Statistics for this item are as follows:

Variable	Count	Mean	Standard Deviation	Standard Error	95.0% LCL of Mean	95.0% UCL of Mean
Expat Indians	27	5.074074	0.8738036	0.1681636	4.728409	5.419739
South African	64	4.484375	1.309213	0.1636516	4.157343	4.811407

In order to test for a difference in the responses for the item of Performance Orientation, a t-test for significance was run the sample responses using a .050 significance level,

A t-value for calculated at 2.1441, with a probability of 0.017. When compared to the 5% alpha, H0 is rejected. As a result, postulated, that at the item level expatriated Indians score higher on the item performance orientation than south Africans, due to difference in the variance > 0.

Table 5.15: T-Test for significance between expatriated Indians and South Africans for the item of Performance Orientation

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.1441	0.034749	Yes	0.56397	0.318621
Difference < 0	2.1441	0.982625	No	0.000081	0.000005
Difference > 0	2.1441	0.017375	Yes	0.685426	0.414963
Difference: (Expat_s)-(South_African)					
The randomization test results are based on 1000 Monte Carlo samples.					

Figure 5.4: Box Plot showing responses for Item Performance Orientation of Expatriate Indians and South Africans
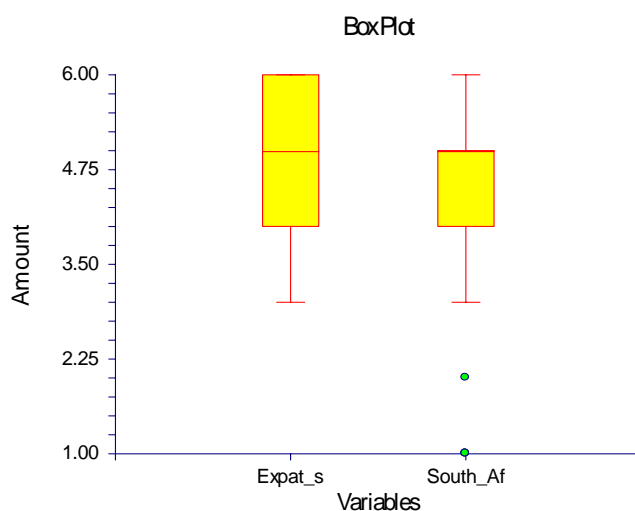
From a sub-item perspective, an MANOVA was run to look at the differences in modal responses between expatriated Indians and South Africans. At the 5% significance level, there is no significant difference in the mode for Performance Orientation responses per sample group, or for each of the individual results.

Table 5.16: MANOVA for for Sub-Items within Performance Orientation.

Term(DF) Test Statistic A(1):Nationality	Test Value	DF1	DF2	F-Ratio	Prob Level	Decision -0.05
Mode_PO	3.854525	1	84	2.79	0.098331	Accept
PO_1	0.04289	1	84	0.02	0.900451	Accept
PO_2	1.749455	1	84	0.63	0.427821	Accept
PO_5	2.340191	1	84	3.95	0.050204	Accept
PO_6	0.435539	1	84	0.6	0.439343	Accept
PO_7	3.382051	1	84	3.15	0.079568	Accept
PO_8	3.443263	1	84	2.04	0.157097	Accept
PO_9	7.778117	1	84	3.03	0.085522	Accept

However, when the MANOVA is run with a 10% significance level, the modal responses for Performance Orientation overall, as well as three sub-items which indicate significant variances, i.e. PO_5, PO 7 and PO_9.

A t-test for significance was run on the mode data for Performance orientation. A t-value of 2.5131 was returned, with a probability value of 0.007. at a significance of 5%, the H0 was rejected. This indicates that at an item level, it can be assumed that expatriated Indians score higher on performance orientation.

Table 5.17: T-test for significance for Mode responses for Item Performance Orientation between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.5131	0.014209	Yes	0.698286	0.452001
Difference < 0	2.5131	0.992896	No	0.000018	0.000001
Difference > 0	2.5131	0.007104	Yes	0.800803	0.555448
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

Item PO_5 – Question: A worker should be expected to think up better ways of doing his / her job (Reverse scored)

A t-test of significance was run on PO_5 at a significance level of 5%. A t-value of 2.303 was returned with a probability score of 0.01. This indicates that H_0 can be rejected and therefore that expatriated Indians score higher on this sub-item than South Africans.

Table 5.18: T-test for significance for sub-item PO_5 between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.3038	0.023615	Yes	0.624913	0.376064
Difference < 0	2.3038	0.988192	No	0.000042	0.000002
Difference > 0	2.3038	0.011808	Yes	0.739239	0.476738
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

PO_7 – Question: Society needs a lot of very high achievers (Reverse Scored)

A t-test for variance was run on PO_7. A t-value of 1.776 was returned. At a
probability score of 0.04, the H_0 can be rejected. This indicates that expatriated
Indians score higher on PO_7 than South Africans.

Table 5.19: T-test for significance for sub-item PO_7 between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.7761	0.0793	No	0.419291	0.202075
Difference < 0	1.7761	0.96035	No	0.000328	0.000023
Difference > 0	1.7761	0.03965	Yes	0.546592	0.28147
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

PO_9 – Question: Promotions and pay increases are based as much on length
of service as on level of performance
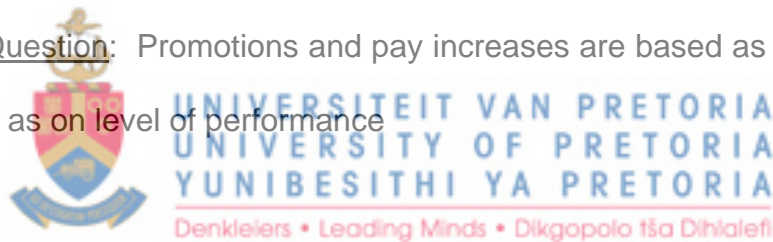
A t-test for variance was run on PO_9. A t-value of 2.0495 was returned at a
probability of 0.02. With a significance level of 5%, the H_0 can be rejected for
no significant differences in the means. Therefore it can be assumed that
expatriated Indians score higher on PO_9 than South Africans.

Table 520: T-test for significance for sub-item PO_9 between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.0495	0.044994	Yes	0.522031	0.279185
Difference < 0	2.0495	0.977503	No	0.000121	0.000007
Difference > 0	2.0495	0.022497	Yes	0.648165	0.37256
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

Figure 5.5: Box plots of significantly different Performance Orientation sub-items
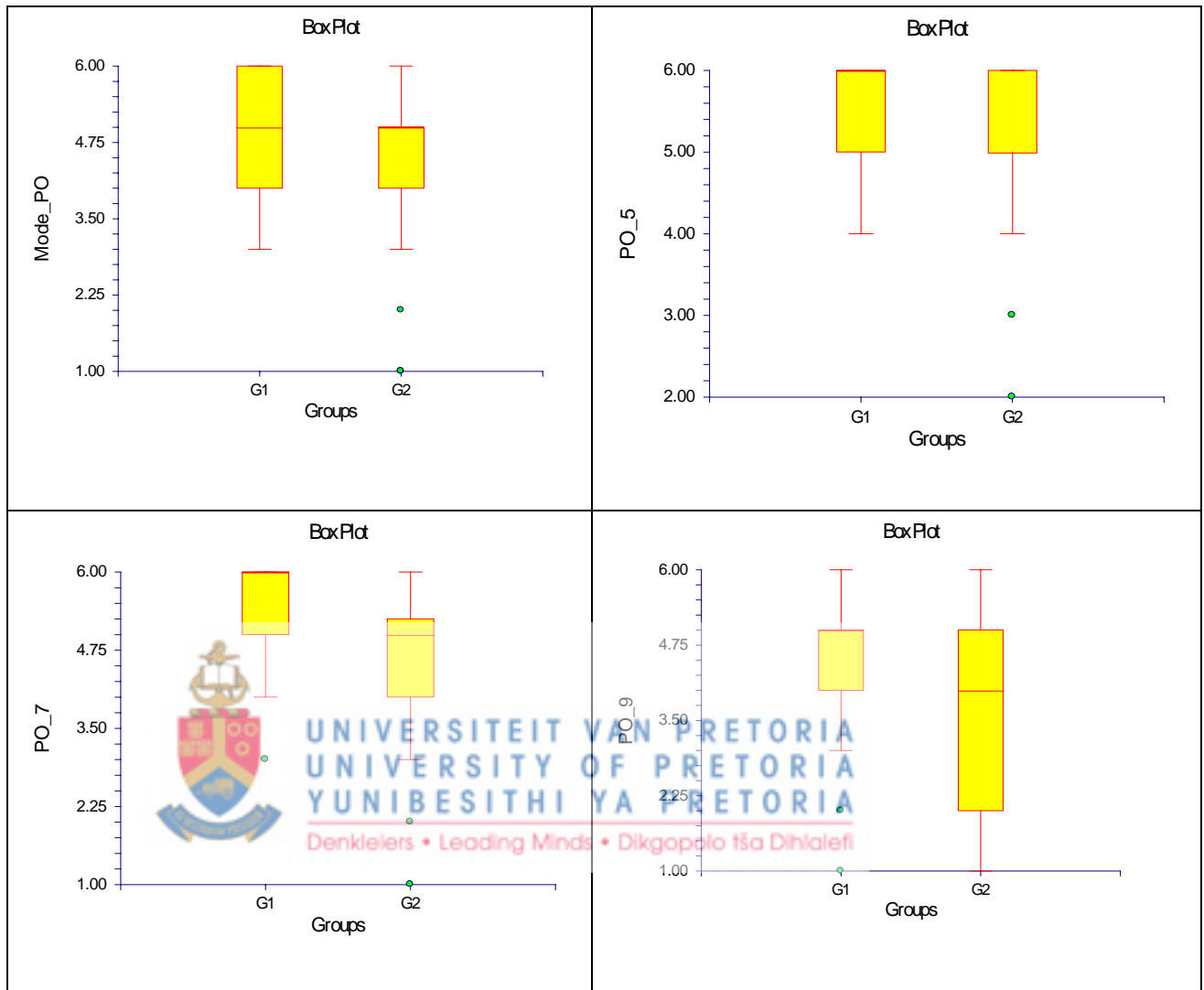
Due to the fact that PO_Mode, PO_5, PO_7 and PO_9 have rejected H0, it can

be postulated that HA1 is true and that expatriated Indians score higher on

performance orientation than South Africans.

5.4. Hypothesis 2

HA2 =   Coll_Indian Expatriates – Coll_RSA > 0

H02 =   Coll_Indian Expatriates – Coll_RSA < 0

In order to validate the Collectivism scale, a correlation table was run against sub-items COLL_1 through to COLL_9. A resultant Cronbach's Alpha of 0.934 was calculated. All sub-items were included for further analysis, as indicated in 3, Table 9.3.2. Table 5.21: Describes the descriptive statistics that will be used to analyse differences in means and variances at an item level for Collectivism

Table 5.21: Descriptive Statistics for Item - Collectivism

Variable	Count	Mean	Standard Deviation	Standard Error	95.0% LCL of Mean	95.0% UCL of Mean
Expat Indians	27	5.148148	0.863967	0.166271	4.806374	5.489922
South_African	64	4.84375	1.011344	0.126418	4.591124	5.096376
Note: T-alpha (Expat_s) = 2.0555, T-alpha (South_African) = 1.9983						

In order to test for a difference in the average responses for the item of Collectivism, a t-test for significance was run on the responses from expatriated Indians and South Africans, using a .050 significance level,

H_0: Mean (Expatriated Indian) – Mean (South Africans) = 0

A t-value was calculated at 1.3666. At the significance of 5%, H0 is not rejected for this hypothesis.   At an item level, it can therefore be assumed that expatriated Indians score any differently on the Collectivism scale than South Africans.

However, when the t-test is run with an alpha of 10%, H0 is be rejected

Table5.22: T-test for significance between expatriated Indians and South Africans for the Item of Collectivism

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.3666	0.175185	No	0.272035	0.108551
Difference < 0	1.3666	0.912408	No	0.001345	0.00012
Difference > 0	1.3666	0.087592	No	0.386436	0.163441
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples					

Figure 5.6: Box Plot showing Mode responses for Item Collectivism of Expatriate Indians and South Africans
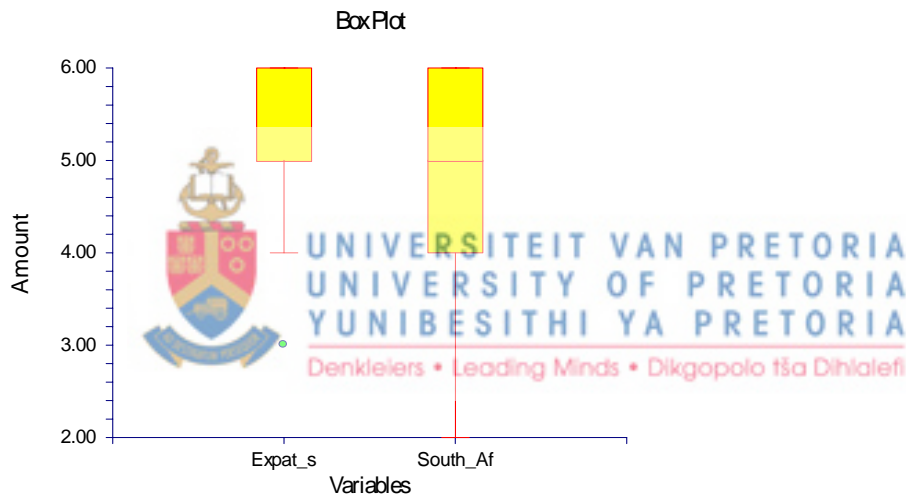
While the H_0 cannot be rejected at a 95% confidence interval for statistical differences in the modes between the two sample groups, when a test of variance between the two samples were measured at a sub-item level, statistical differences could be found, as seen in Table 5.27. Within a 90% confidence interval, sub-item 8 is also found to reject the H_0 that no differences exist between the two samples and shows that expatriated Indians score this item lower than South Africans, rejecting H_2 for this sub-item.

Table 5.23: MANOVA for for Sub-Items within Collectivism Item.

Term(DF) Test Statistic	Test Value	DF1	DF2	F-Ratio	Prob Level	Decision -0.05
Mode_Coll	114.083333	1	10	1.8	0.209727	Accept
Coll_1	108	1	10	2.83	0.123158	Accept
Coll_2_	108	1	10	11.87	0.006278	Reject
Coll_3	114.083333	1	10	6.45	0.029365	Reject
Coll_4	108	1	10	5.9	0.035491	Reject
Coll_5	114.083333	1	10	2.55	0.141158	Accept
Coll_6	120.333333	1	10	2.33	0.157845	Accept
Coll_7	114.083333	1	10	2.03	0.184976	Accept
Coll_8	114.083333	1	10	3.37	0.096396	Accept
Coll_9	120.333333	1	10	1.37	0.268946	Accept

The distributions of the modes are shown in table 5.28 for sub-items Coll_2, Coll_3, Coll_4 and Coll_8. It can be seen in these box plots that South Africa (Nationality 2) scores higher on all of these sub-items than the expatriated Indians (Nationality 1).
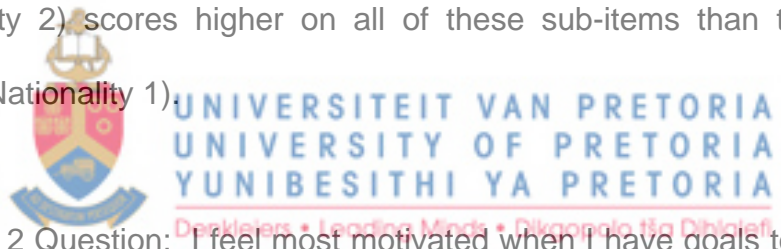
Item Coll_2 Question: I feel most motivated when I have goals to work towards that are:

- Destructive to harmony within the team (High Collectivism)

- A way to drive high performance and meet demanding goals (Low Collectivism)

A t-test for variance was run on item Coll_2 at a 5% significance level. As per table 5.24 there was no significant difference in the means. However, if the test is run with a 10% alpha, a t-value of 1.366 is returned, with a probability level of 0.08. This is significant and it can therefore be assumed within a 90%

confidence interval that expatriated Indians score higher on Coll_2 than South Africans Appendix. 2 (Table 9.2.5)

Table 5.24: T-Test for significance between expatriated Indians and South Africans for Coll_2

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.1367	0.258737	No	0.202706	0.072206
Difference < 0	1.1367	0.870632	No	0.002778	0.000285
Difference > 0	1.1367	0.129368	No	0.302627	0.113715
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

<u>Item Coll_3 Question</u>: A good manager should take pride in the accomplishments of:

- Individual members of his team and reward appropriately (Low Collectivism)

- The group as a whole and reward all team members equally (High Collectivism)

A t-test for significance was run on Coll_3, as per table 5.25 below. A t-value of -2.2115 was returned. With a 5% significance level, and a probability score of 0.03, it can be deduced that South African score higher on collectivism for this sub-item.

Table 5.25: T-Test for significance between expatriated Indians and South Africans for Coll_3

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	-2.2115	0.02956	Yes	0.590065	0.342589
Difference < 0	-2.2115	0.01478	Yes	0.70878	0.441009
Difference > 0	-2.2115	0.98522	No	0.000062	0.000003
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

<u>Item Coll_4</u>: I prefer to:

- Work alone, where I am the only person responsible for a given piece of work (Low Collectivism)

- Work in a team, where we are all accountable for delivery of a task (High Collectivism)

For Coll_4, t-test for variance was run on the data. A t-value of -2.3359 was returned with a probability score of 0.02. At a 5% significance, H_0 can be rejected and it can therefore be assumed that for this sub-item, South Africans score more highly than expatriated Indians.

Table 5.26: T-Test for significance between expatriated Indians and South Africans for Coll_4

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	-2.3359	0.02177	Yes	0.636984	0.38825
Difference < 0	-2.3359	0.010885	Yes	0.749534	0.489481
Difference > 0	-2.3359	0.989115	No	0.000037	0.000002
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

Figure 5.7: Box Plots indicating differences in Modes for Sub-items – Coll_2, Coll_3 and Coll_4
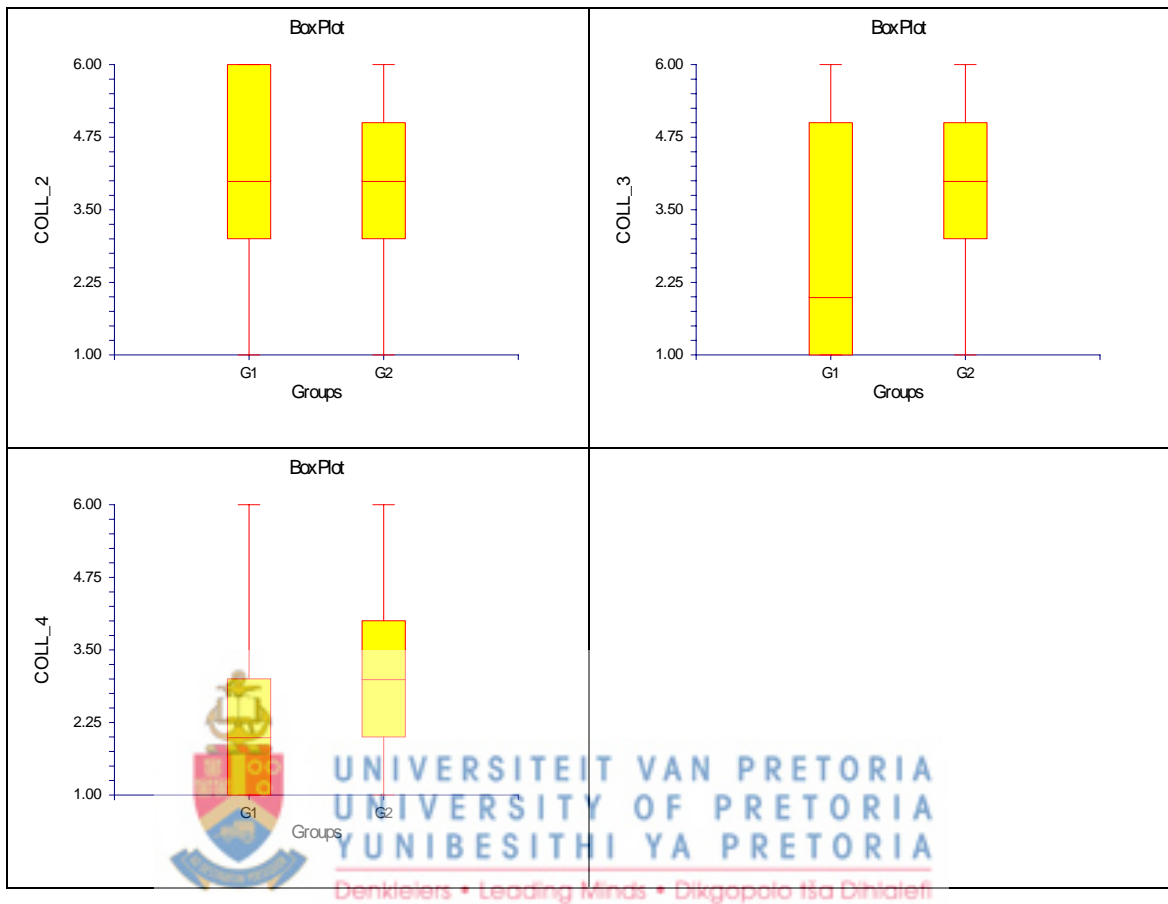
By the results above, it cannot be concluded that Collectivism is significantly higher in expatriated Indians than in South Africans, and therefore, H_{02} cannot be rejected.

5.5. Hypothesis 3

HA3 =   Power Distance_Indian Expatriates – Power Distance_RSA > 0

H03 =   Power Distance_Indian Expatriates – Power Distance_RSA < 0

In order to validate the Power Distance scale, a correlation table was run against the sub-items. A resultant Cronbach's Alpha of 0.908 was calculated (Appendix 3, Table 9.3.3) therefore all sub-items (PD_1 – PD_9) were included for further analysis.

Table5.27: Descriptive statistics for Power Distance

Variable	Count	Mean	Standard Deviation	Standard Error	95.0% LCL of Mean	95.0% UCL of Mean
Expat_s	27	5.111111	0.847319	0.163067	4.775923	5.446299
South_African	64	4.765625	0.938459	0.117307	4.531205	5.000045
Note: T-alpha (Expat_s) = 2.0555, T-alpha (South_African) = 1.9983						

In order to test for a difference in the average responses for the item of Power Distance, a t-test for significance was run on the responses using a .050 significance level.

A t-value for equal variances was calculated at 1.6494. Using a 5% alpha, it is not possible to reject H0 for significant differences, as per Table 5.28 and Figure 5.11. .However, as per Table 9.2.6 in the Appendix 2, using an alpha of 10% does indicate that H0 can be rejected for no differences, inferring that it may be possible to state that expatriated Indians have a higher power distance value dimension than South Africans.

Table 5.28: T-Test for significance between expatriated Indians and South Africans for the item of Power Distance

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.6494	0.102597	No	0.371474	0.169286
Difference < 0	1.6494	0.948701	No	0.000516	0.000039
Difference > 0	1.6494	0.051299	No	0.496794	0.241346
Difference: (Expat_s)-(South_African)					
The randomization test results are based on 1000 Monte Carlo samples.					

Figure 5.11: Box Plot showing responses for Item Power Distance of Expatriate Indians and South Africans
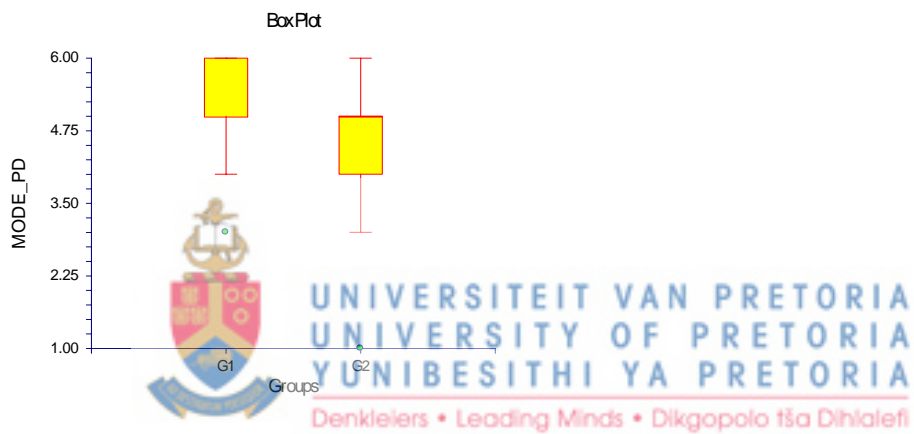
A MANOVA test was then performed at a significance of 5% to understand whether there were statistically significant variances at sub-item level between the expatriated Indians and South Africans

Table 5.29: MANOVA Sub-Items within Power Distance Item.

Term(DF) Test Statistic A(1):Nationality	Test Value	DF1	DF2	F-Ratio	Prob Level	Decision -0.05
MODE_PD	1.47619	1	83	1.8	0.183472	Accept
PD_1	0.519767	1	83	0.18	0.669945	Accept
PD_2	4.929701	1	83	2.22	0.140008	Accept
PD_3	1.956678	1	83	0.6	0.44108	Accept
PD_4	0.925872	1	83	0.7	0.404429	Accept
PD_5	0.031714	1	83	0.02	0.893132	Accept
PD_6	0.444056	1	83	0.37	0.542497	Accept
PD_7	0	1	83	0	1	Accept
PD_8	0.002673	1	83	0	0.949825	Accept
PD_9	7.367585	1	83	8.49	0.004592	Reject

.

At a significance of 5%, there is only one sub-item that indicates a significant difference between the responses of the expatriated Indians and South Africans. When the MANOVA is run with a 10% alpha, there is still only one sub-item which rejects H_0 for differences.
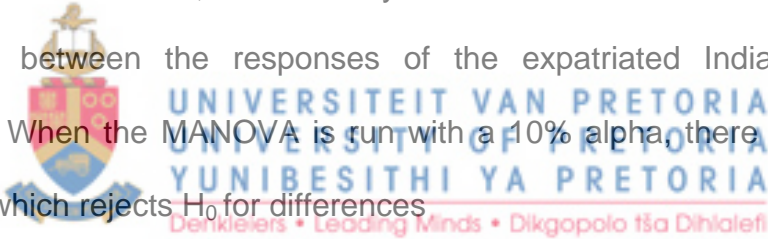
Item PD_9: Top management should make the important decisions (Reverse Scored).

A t-test for significance was run on this sub-item with an alpha of 5%. A t-value of 2.82 was returned, with a probability score of 0.002. At this score, H0 can be rejected and we can postulate that for this sub-item, expatriated Indians scored higher than South Africans, as per Table 5.30 and Figure 5.12

Table 5.30: T-test for significance for Sub-item PD_9 between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.8209	0.00596	Yes	0.796422	0.575333
Difference < 0	2.8209	0.99702	No	0.000004	0
Difference > 0	2.8209	0.00298	Yes	0.875638	0.673474
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

Figure 5.12: Box plot showing responses for Sub-item PD_9 for expatriated Indians and South Africans
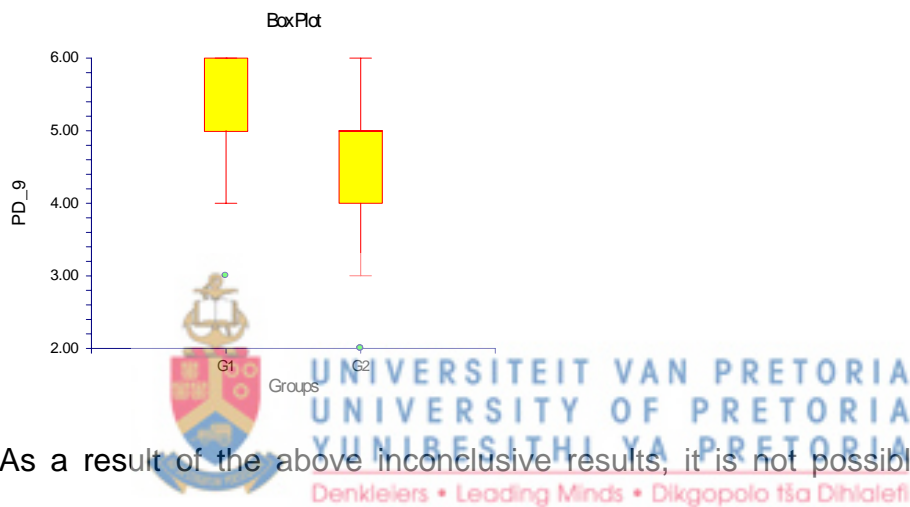
As a result of the above inconclusive results, it is not possible to reject H_{03}. Therefore one may not assume that expatriated Indians have a significantly higher Power Distance value than South Africans.

5.6. Hypothesis 4

HA4 =   Uncert Avoid_Indian Expatriates – Uncert Avoid _RSA > 0

H04 =   Uncert Avoid_Indian Expatriates – Uncert Avoid _RSA < 0

In order to validate the Uncertainty Avoidance Scale, a correlation table was run against the sub-items. A resultant Cronbach's Alpha of 0.9498 was calculated (Appendix 2, Table 9.3.4). All sub-items (UA_1 – UA_9) were therefore included for further analysis.

Table 5.31 Descriptive Statistics for Item Uncertainty Avoidance

Variable	Count	Mean	Standard Deviation	Standard Error	95.0% LCL of Mean	95.0% UCL of Mean
Expat_s	27	5.074074	0.916764	0.176431	4.711414	5.436734
South_African	64	4.703125	0.937401	0.117175	4.468969	4.937281
Note: T-alpha (Expat_s) = 2.0555, T-alpha (South_African) = 1.9983						

In order to test for a difference in the responses for the item of Uncertainty Avoidance, a t-test for significance was run on the responses using a .050 significance level.

As per Table 5.31, using the Modes per response, a t-value of 2.1293 was calculated. At a probability level of 0.018, using a significance level of 5%, H0 is rejected. Therefore it can be postulated that, at the item level of Uncertainty Avoidance, expatriated Indians score higher than South Africans. The box and whisker plot in Figure 5.13 indicates the responses diagrammatically.

Table 5.32 T-Test for significance between expatriated Indians and South Africans for the item of Uncertainty Avoidance

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.1293	0.036051	Yes	0.558001	0.313142
Difference < 0	2.1293	0.981975	No	0.000086	0.000005
Difference > 0	2.1293	0.018025	Yes	0.680068	0.409011
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

Figure 5.13: Box Plot showing responses for item Uncertainty Avoidance
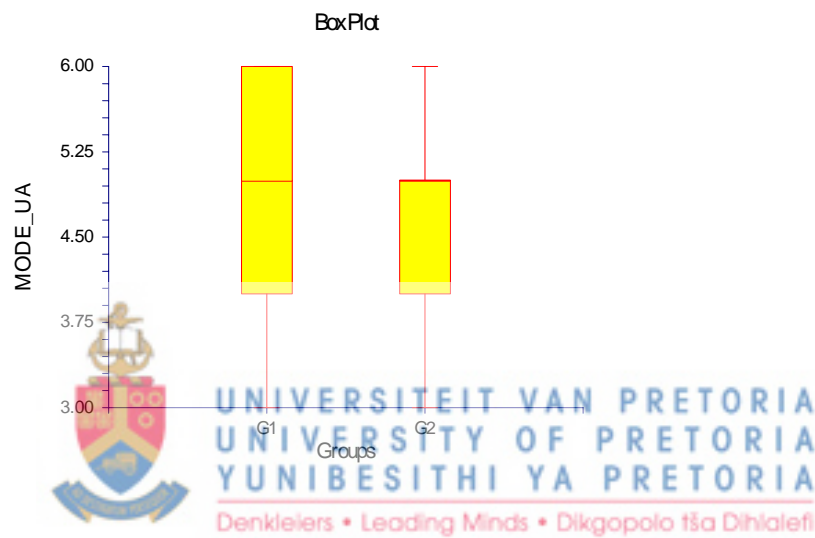
From a sub-item perspective, a MANOVA was run to look at the differences in modal responses between expatriated Indians and South Africans. At a 5% significance level, there is no significance difference in the mode for Uncertainty Avoidance per sample group.

A MANOVA test performed on the data to understand whether or not the differences in the distribution of the responses were significantly different at the item level. The results indicate that at a significance level of 5%, there were only significant differences on the modes and on sub-item UA_1.

At a 90% significance, UA_2 and UA_7 were also significantly different, as per

Table 9.2.4 in Appendix 2..

Table5.33: T-Test for Differences of the Mean for Sub-Items within Uncertainty Avoidance Item

Term(DF)	Test				Prob	Decision
Test Statistic	Value	DF1	DF2	F-Ratio	Level	-0.05
A(1):Nationality						
MODE_UA	3.595732	1	78	4.14	0.045351	Reject
UA_1	9.669502	1	78	6.17	0.015168	Reject
UA_2	9.828178	1	78	3.73	0.057098	Accept
UA_3	1.598103	1	78	0.86	0.35562	Accept
UA_4	0.557153	1	78	0.47	0.493071	Accept
UA_5	0.703148	1	78	0.57	0.452244	Accept
UA_6	0.274667	1	78	0.19	0.665722	Accept
UA_7	2.738509	1	78	2.94	0.090588	Accept
UA_8	0.757425	1	78	0.54	0.463385	Accept
UA_9	0.220985	1	78	0.28	0.599441	Accept

A t-test for variance was performed on the modes of Uncertainty Avoidance. At

a significance of 5%, a t-value of 2.129 was returned. At a probability level of

0.03, it is possible to reject H0 and therefore it can be postulated that at an item

level, expatriated Indians score higher on Uncertainty Avoidance than South

Africans (Table 5.33 and Figure 5.14)

Table 5.34: T-test for significance on Mode responses for Item Uncertainty Avoidance between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.1293	0.036051	Yes	0.558001	0.313142
Difference < 0	2.1293	0.981975	No	0.000086	0.000005
Difference > 0	2.1293	0.018025	Yes	0.680068	0.409011
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

Sub-Item UA_1: Question: When I call a meeting, I tend to:

- Rely on formal processes and policies, establishing ground rules, and then verifying communications in writing

- Rely on informal interactions and informal rules, relying on the word of others to get things done (Reverse Scored)

A t-test for variance was run on UA_1. A t-value of 1.826 was returned. Within a 95% confidence interval, and with a probability score of 7%, H0 can be rejected. It can therefore be assumed that for the sub-item value of UA_1, expatriate Indians score higher than South Africans.

Table 5.35: T-test for significance for sub-item UA_1 between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.826	0.071278	No	0.438843	0.216386
Difference < 0	1.826	0.964361	No	0.000273	0.000019
Difference > 0	1.826	0.035639	Yes	0.56629	0.298518
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

Sub-item UA_2 – Question: I believe a work environment should be:

- Ordered and consistent, even at the expense of experimentation and innovation

- Fluid and dynamic, a little chaos can lead to finding better ways of doing things (Reverse Scored)

A t-test for variance was run on this sub-item at a significance of 10%. At this value, a t-value of 1.3187 was returned and a probability score of 9.1%. At this level (90% confidence interval), it can be concluded that expatriated Indians score higher on UA_2, as per Table 3.35.

Table 5.36: T-test for significance for sub-item UA_2 between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .100	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.3187	0.190821	No	0.256407	0.09985
Difference < 0	1.3187	0.904589	No	0.001573	0.000145
Difference > 0	1.3187	0.095411	Yes	0.368178	0.15184
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

<u>Sub-item UA_7</u> – Question: A good job is one in which what is to be done and how it is to be done are clear. (Reverse Scored)

A t-test for variance was run on this sub-item at a significance of 10%. At this value, a t-value of 1.445 was returned and a probability score of 0.076. At this level (90% confidence interval), it can be concluded that expatriated Indians score higher on UA_7, as per Table 3.36, and can be seen in Figure 5.14.
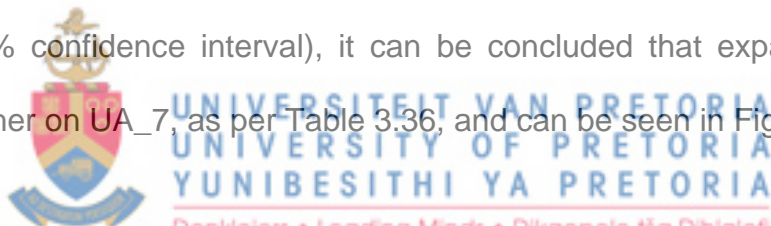
Table 5.37: T-test for significance for sub-item UA_7 between expatriated Indians and South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .100	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.445	0.152062	No	0.298081	0.123413
Difference < 0	1.445	0.923969	No	0.00104	0.000089
Difference > 0	1.445	0.076031	Yes	0.416389	0.183057
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

Figure 5.14: Box Plots indicating responses for UA_Mode, UA_1, UA_2 and UA_7
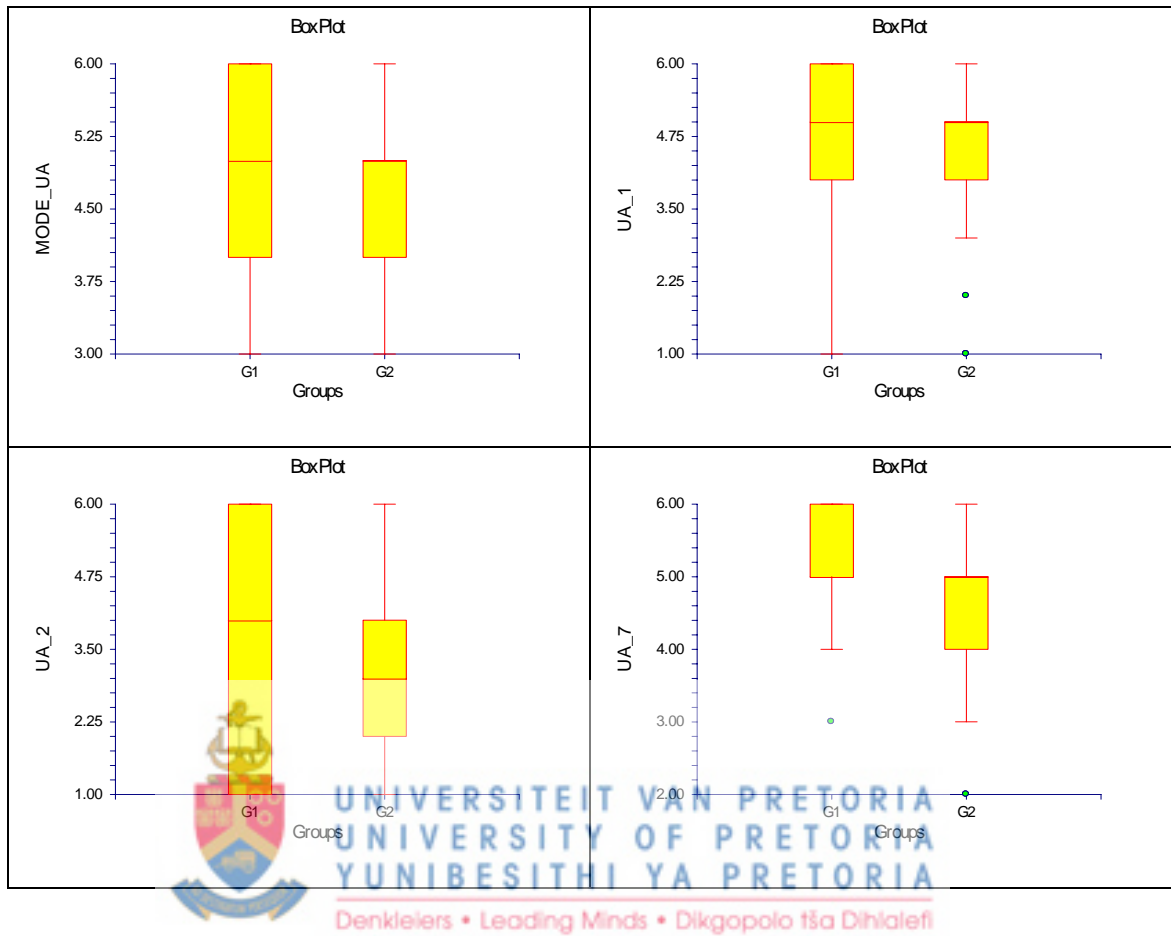
H$_{04}$ cannot be rejected at a 95% confidence interval and as a result, it cannot be stated that Indian Expatriates of this sample have a significantly higher Uncertainty Avoidance than South African knowledge workers.

6. CHAPTER 6 – DISCUSSION OF RESULTS

Due to the structure of the instrument, there are elements of each of the four value items in each of the questions. For the purpose of simplicity, each hypothesis will be discussed individually, drawing conclusions from a mixture of the question sub-sets. For a breakdown of the questions in detail, as well as to which Value Dimension they refer, please refer to Appendix 4.

As per chapter 3, Proposition 1 states t there are differences in values between expatriated Indians and South African knowledge workers. The focus was especially on four values – Performance Orientation, Collectivism, Power Distance and Uncertainty Avoidance.

Due to the inconclusive nature of the results presented in chapter 5, and because South Africa is made up of a multitude of cultures, it would be remiss to ignore comparisons of the expatriated Indian population with that of the different South African groups. Therefore, where an a noteworthy statistical difference has been found in one of the racial differences in any of the discussed items, they will also be mentioned in this chapter. The race groups have been clustered and codes as follows:

> 1 – Black
>
> 2 – Coloured
>
> 3 – Indian + Other Asian
>
> 5 – White
>
> 6 – Not comfortable with disclosing – disregarded

6.1.   Hypothesis 1 – Performance Orientation

Hypothesis 1 – the hypothesis states that expatriated Indians score higher on the Performance Orientation scale than South African knowledge workers. Out of all of the four hypotheses, H_{A1} was the only one that could be supported from the findings of the survey. The mean score for expatriated Indians was higher than that of the South African respondents and the difference was significant to reject the null hypothesis at an item level.

However, of the nine originally included questions, two were excluded from analysis due to poor construct validity and none of the sub-items were significantly different on their own at a significance of 5%. A noteworthy difference between the two populations that relate to performance orientation was highlighted in the integration question relating to the different lifestyle priorities. When asked to rank as assign a relative numerical value to work, family, leisure, community and religion, "work" came out as a second priority for both populations, but the variance of the responses were significantly different, with work only being ranked on average 4.76 behind family for the expatriated Indians and 12,36% behind family for the South Africans. This would imply that there may be a higher focus on work for the Indian community relative to Leisure, Community and Religion than South Africans.

Also in the integration question was the difference in the "Leisure" score of the South Africans. South Africans measured Leisure statistically significantly higher than the expatriated Indian respondents. It may be possible to postulate,

based on these indicators that South Africans may well be have a lower Performance Orientation than their expatriated Indian colleagues.

Figure 6.1: Box plot of Leisure parameter between expatriated Indians and White South Africans
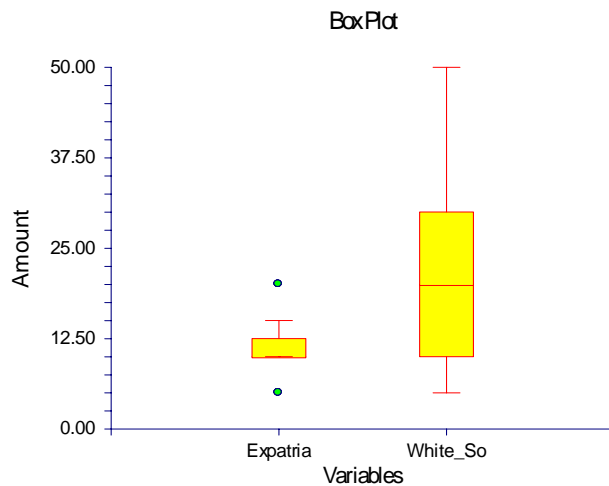
There is, interestingly, a statistical difference between races of Black and Coloured to expatriate Indians, but not to White respondents. This suggests that there may be a similarity between Whites and expatriated Indians in terms of performance orientation. As mentioned in Chapter 2, GLOBE found that India had a higher performance orientation than black South Africans, but lower than white South Africans. When deriving Hypothesis 1, the direction of the scale was dictated by the feedback from the interviews in prior to the initiation of the research stating that it was perceived that expatriated Indians have a higher performance orientation than South Africans in general.

Findings in this study indicate that there is no difference between white South Africans and expatriated Indians and that these two groups score higher than the black or coloured South Africans.

An important consideration when managing expatriated Indians together with South Africans, is that, in India, job performance is seen as a matter of duty, and therefore productivity can be lower (Gopalan and Rivera, 1997), due to an individual's behaviour being judged more on strength of character and interpersonal relationships and well-being than actual delivery and output. A manager who has a style of allocating small tasks in a bigger piece of work, or who only allocates what people have proven they can do before is not operating in a way that facilitates performance orientation in those that need it.

In contrast, individuals who come from a culture of lower performance orientation operate best in circumstances where loyalty, tradition and more indirect language is prevalent. These differences may present themselves even in teams without expatriated Indians.
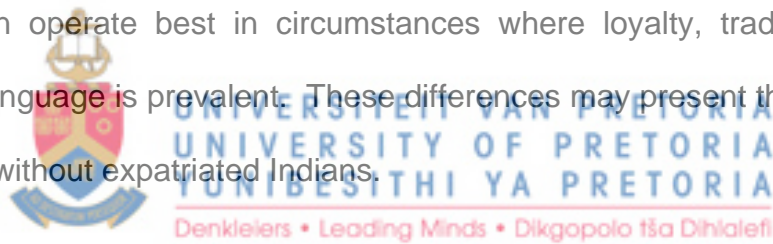
Figure 6.2 : Box Plot representation at Item level for all races

Code	Race
1	Black
2	Coloured
3	Indian and Other Asian
5	White
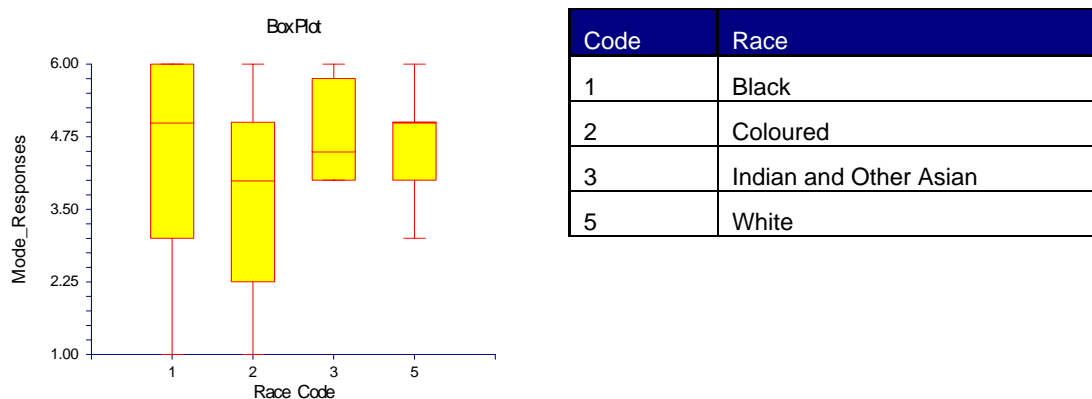
In terms of Instrumental values, the null hypothesis stating that no differences exist for the values of "Educational and Intellectual pursuits" could not be rejected based on the results of the study. However, societies who tend to be higher on the performance orientation index place a high level value on education and learning. A comparison of the educational backgrounds of the two samples indicates that 44% of the expatriated Indians had at least a Bachelor's degree, while 45% of South Africans have a Grade12. This may be indicative of the higher drive for performance of the Indian society.

High performance societies (according to House et al, 2004) tend to emphasise results and work best in environments of high performance targets, and prefer (in general) explicit and direct communication. As a manager it is important to understand and manage accordingly.

6.2. Hypothesis 2 - Collectivism

The HA2 stating that expatriated Indians would score higher on Collectivism than South Africans could not be supported based on the data presented in this study. However, there are statistical differences between certain parameters which are noteworthy. One such parameter is in the terminal values For the item of "salvation and finding eternal life" South Africans ranked this as more important than the expatriated Indians,. When asked to prioritise religion in relation to work, family, community and leisure, expatriated Indians had a scored this sub-item significantly lower. These two findings are in line with each other, and are also supported by literature by House, et al *2004)

According to Javidan and Hauser (in House, 2004, pg, 487), there is a strong association between Societal Collectivism and the importance of religion. In this study, South Africans scored religion statistically significantly higher than the expatriated Indians, even though it was ranked third overall in both groups, with mean scores for South Africans – 19.35 out of 100 and the Indians – 11.60. House, 2004, pg 487)

In Sub-items COLL_1 – COLL_8 there was no significant difference between the scores of the expatriated Indians and the South Africans. For three of the collectivism questions there were statistical differences. South Africans tend to prefer working in teams and group rewards. This is contrary to the H_{03}. However, in the question where the importance of various elements of life were ranks and assigned a value, community ranking of Indians higher than South Africans – supporting collectivism hypothesis
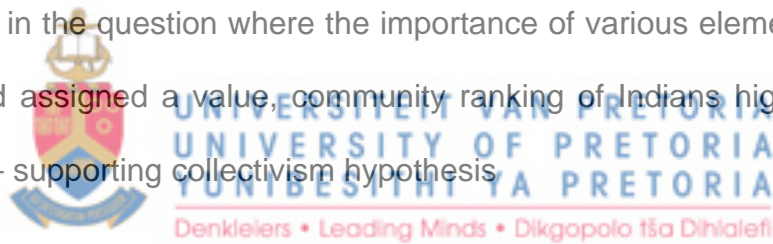
There are also leadership implications for collectivist and individualistic cultures. Employees who come from an individualistic culture prefer managers who are less directives and offer more opportunities for autonomy and typically enjoy a work environment where more emphasis is placed on individual discretion and task achievement. In an environment which generally scored higher on the collectivist scale, a good manager is perceived as being one who is paternalistic and nurturing (House, 2004). Leaders in this culture tend to emphasise group maintenance activities, task functions tend to focus on relationships and the associated behaviours in maintaining and building them and team values of interdependence and collaboration are generally emphasised.

When managing multi-cultural teams, it is important to understand the perceptions of the members from this perspective. Individuals may feel that they are not being managed or remunerated fairly according to where they sit on the Individualism – Collectivism scale. Employee motivation, remuneration strategies, viewpoints on organisational commitment, accountability and psychological contracts are all affected by the cultural collectivism scale (House, 2004) and will be discussed in more depth in Chapter 6 in relation to the findings on this dimension.

For the parameter of Community, there is a statistical difference in the variances between expatriated Indians and Black South Africans Coloured South Africans and White South Africans, as per the Tables and Graphs below
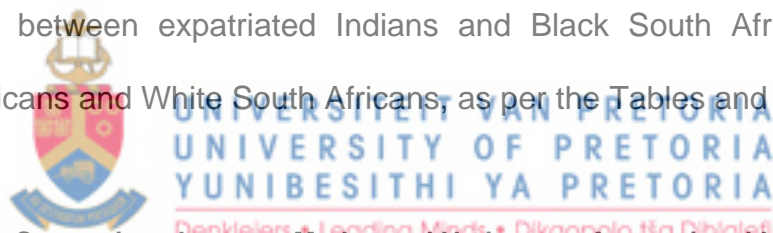
Figure 6.3: **Comparison between Modes and Variances of expatriated Indians and Racial sub-groups for the parameter of Community**
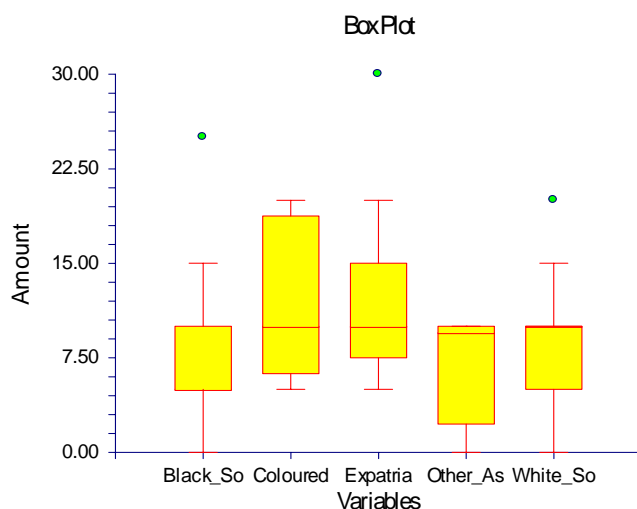
T-tests indicated that at a significance of 5%, H0 for differences of the variances and the means could be rejected for sub-populations Black and Coloured Indians being equal to expatriated Indians

Figure 6.3: Comparison between Modes and Variances of expatriated Indians and Black South Africans for the parameter of Community
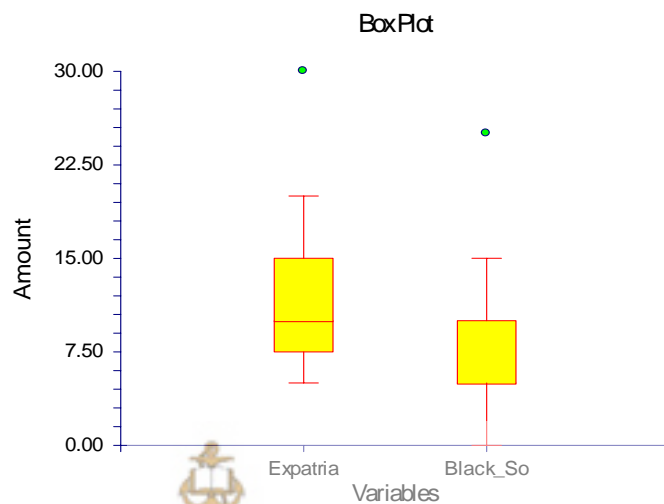
There are statistical differences in the priority that is placed on the sense of Community between expatriated Indians and the groups of Black South Africans, Coloured South Africans and White South Africans. This suggests that South Africans have differing perspectives on Collectivism (Hypothesis 2) which make it more difficult to offer a blanket response to this question. These findings are supported by the GLOBE study (House, et al, 2004), which found that non-white South Africans have a higher Collectivism index than white South Africans. It makes sense therefore that expatriated Indians align more with the Black and Coloured South Africans than the White South Africans.

When a t-test for significance was run of the different race groups for the item of Collectivism, it was interesting to note that expatriated Indians scored

significantly higher than White South Africans, whereas there was no difference at a national level.

Table 6.1: Expatriated Indians vs. White South Africans for Collectivism

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.9136	0.005369	Yes	0.814909	0.594468
Difference < 0	2.9136	0.997315	No	0.000003	0
Difference > 0	2.9136	0.002685	Yes	0.89031	0.693745

Difference: (Expatriated_Indian)-(Whitesx)

The randomization test results are based on 1000 Monte Carlo samples.

6.3. Hypothesis 3 - Power Distance

As previously mentioned, based on the study by Gopalan and Rivera (1997) Indians prefer hierarchy based superior-subordinate roles than flat structures within the working environment. They tend to attach greater importance on the manager-employee relationship than to the work or work goals themselves. This means that distant, impersonal management styles tend to be ineffective in these environments.

From a results perspective, the expatriated Indians scored "pride in accomplishments" and "Lasting relationships" higher than South Africans, while "Recognition from peers" was scored significantly lower. Interestingly, this is in alignment with literature. Personal pride in achievements would drive relationship with superior, which is desired in a culture of high power distance. Typically in India, performance appraisals are based on elements such as loyalty to and dependence on superior, as well as the relationship, whereas in

South Africa the remuneration strategy is more aligned with lower power distance and a more objective pay for performance approach. Compensation decisions are based primarily on formal performance reviews (Gopalan and Rivera, 1997).

As per the results in Chapter 5, the Power Distance Value for expatriated Indians is not significantly higher than the South African respondents. In fact there is only one sub-element where there is a different. This difference has got to do with the decision making patterns of management. In literature, Gopalan And Rivera (1997) make mention of the fact that a good manager in India is perceived to make quick, decisive decision without consultation. This is supported in the finding of this sub-item. South Africans prefer a more consultative approach in decision making in business.

This is important from a management of a multicultural team perspective, as it implies that managers who attempt to solicit work-related ideas and suggestions from their employees as part of a democratic management style may be viewed by their South African employees as being progressive and engaging, but as weak and incompetent by their expatriated Indian team members (Gopalan and Rivera, 1997)

Asking questions and challenging the status quo is often encouraged in organisations based in cultures of low power distance, while in that of high power distance voicing of opinions and questioning the status quo may be perceived as criticising or blaming and is therefore seen unfavourably.

Societies in which there is a high power distance acceptance tend to accept formal authority that is connected with a management position, while in lower power distance cultures there is a drive towards decentralised management, consultative decision making, on-going learning and corrective actions. Reducing the power distance in organisations is believed to improve worker satisfaction, personal growth and productivity (House, 2004).

The challenge for South African managers is to balance the need for high power distance of some employees to the need for tighter control in others. The concept of management is more strongly supported in high power distance cultures by its very nature and the fact that it legitimises a leader's authority. Strong power distance may also assist in offering direction and reducing stress of employees who are uncomfortable with making their own decisions or using their own initiative.
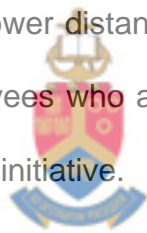
However, according to House et al, (2004) charismatic and participative leadership styles also prove to be effective in engaging with employees in a more decentralised environment.

In situations where validation and position are important to employees, managers may need to take on a more paternalistic attitude than with employees who prefer to be left to their own devices and use their initiative. Therefore, according to House et al (2004), the effectiveness of management styles is strongly linked to the power distance acceptance of the individual. In particular, when the power distance value is high – more humane orientated

and self protective leadership styles are more likely to yield good results, whereby if there is a dominant low power distance, then a more team orientated and participative leadership style will be seen as a positive attribute.

6.4.   Uncertainty avoidance

Statistical differences between the modes of expatriated Indians and South Africans for the item of Uncertainty avoidance supports the H_{A4} that South Africans have a lower uncertainty avoidance index than expatriated Indians. This finding is supported by the statistical differences found in GLOBE (House, 2004).

At a sub-item level, South Africans are statistically different in terms of many of the control functions at work, perhaps as an example of this lower Uncertainty Avoidance value. They scored significantly lower in items such as preferring to take minutes and preferring contractual meetings and discussions, as well as on the reliance for policy and procedure instead of informal interactions.

It is interesting however that according to a t-test for variance, between expatriated Indians and white South Africans, Indians score significantly higher on uncertainty avoidance than South Africans. This is supported in literature by Ali (et al, 1991) and GLOBE (House, 2004).

The implications for management thereof is that White South Africans prefer some uncertainty, the potential reasoning is that it makes them feel empowered.

Table 6.2 Expatriated Indians vs. White South Africans

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	2.5406	0.014283	Yes	0.702166	0.451836
Difference < 0	2.5406	0.992858	No	0.000017	0.000001
Difference > 0	2.5406	0.007142	Yes	0.805232	0.557269

Difference: (Expatriated_Indian)-(Whitesx)

The randomization test results are based on 1000 Monte Carlo samples.

Therefore, it is possible to state that there are differences at both a national and racial level between South Africans and expatriated Indians. However, it is not possible to conclude that all of these differences are purely related to national culture. An interesting further study would be to test whether or not, as the younger generations become more global, if these values still persist or if the "knowledge worker" will develop a set of values of their own.

7.   CHAPTER 7 – CONCLUSION

There are serious challenges for management in recognising the underlying cultural causes of conflict, should they exist, and to intervene in ways that both get the team functioning efficiently and empowers the team members to deal with future similar challenges on their own.

South Africa is a melting pot of cultures on its own and can prove complicated for management teams. From the results of the study, it can be seen that although expatriated Indians have different values which affect behaviour, communication and interpersonal interactions, these differences are no more significant than those already existing within organisations of primarily South Africans.

From a management perspective, it is said that a strong leader is one that can adapt to the situation at hand and adopt the most appropriate leadership and management style for the time. In the South African formal business sectors, this involves realising that different culture, races and age groups require different styles of interaction in order to motivate them and ensure optimal performance.

Interesting findings in this particular study show that there are fewer statistical differences than were originally anticipated between the different racial and nationality groups, and that these differences were more pronounced in the older segments than the younger groups. There is research on the shrinking of the global cultural village, and the fact that all cultures are starting to merge into

one global culture. Although I believe that globalisation will never truly over-write individual cultural nuances, I do believe, and this small piece of research supports this finding, that the effects of globalisation are in fact reducing the cultural poles of the past and creating a global culture of the youth. An interesting study for the future would be longitudinal study of cultures between two or three generations. It would be interesting to measure the extent of cultural evolution of the different generations – whether or not the cultural differences diminish over time and other national / cultural / racial differentiators emerge or whether the youth of the future will belong to a global culture and become defined by the field of knowledge to which they belong. There is a study which states that engineers from Japan and engineers from the USA have more in common than two Japanese people, or two Americans who grew up on the same street.

I believe that although this study did highlight specific cultural and value differences between different nationalities, that more often than not, this latter study is supported.

From an economic performance perspective – GLOBE hypothesised that a country's performance orientation score is significantly related to its level of economic prosperity. Knowing and understanding how to drive individuals and group's performance orientation upwards through the use of effective leadership styles tailored for individual cultures is therefore a requirement for economic success.

House et al (2004) also hypothesised that lower power distance nations would be more prosperous and competitively successful, due to the fact that societal power distances are generally more self-protective than participative and value based. Therefore, where there is a higher power distance index there is a greater chance of resources and rewards being unequally allocated leading to detrimental influences on the socioeconomic development of the nation as whole. Therefore, it is important for managers within South Africa to ensure that people's needs for power distance are balanced with the effective drive for consistent delivery of outputs in order to ensure economic success.

In terms of uncertainty avoidance in South African organisations, GLOBE hypothesised that societies with higher uncertainty avoidance tended to enjoy a healthier state of mind, with stronger scientific progress and more robust economic success, due to more controls leading to a higher degree of organisation and formalisation.

There is an interesting balance that needs to be struck between managing for culture and managing for individual strengths and personalities. Hopefully, some insights into general trends of South Africans and expatriated Indians will assists in making these decisions more than a mere guess.

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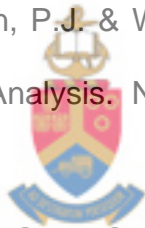
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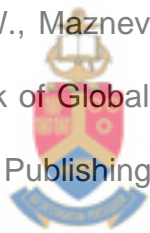
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9.   APPENDICES

9.1.   Appendix 1 – Summary of Demographic results

Table 9.1.1: Overview of Age of Respondents

Age code	Indians (n=27)	South Africans (n=64)
19 - 24	4%	17%
25 - 29	52%	34%
30 - 34	26%	13%
35 - 40	11%	9%
40 - 45	4%	5%
Over 45	4%	20%

Table 9.1.2: Overview of Education of Respondents

Level of qualification	Indians (n=27)	South Africans (n=64)
Grade 12 (or equivalent)	0%	45%
3 year Diploma	0%	30%
Bachelors Degree	44%	14%
Honours Degree / Higher National Diploma	7%	8%
Masters Degree	48%	3%
Doctorate Degree	0%	0%

Table 9.1.3: Overview of Field of Respondents

Field of Study	Indians (n=27)	South Africans (n=64)
Arts	0%	2%
Commerce	7%	17%
Human Sciences	0%	2%
Law	0%	0%
Medical	0%	0%
Science and Mathematics	67%	28%
Other	26%	39%

Table 9.1.4: Overview of Job Level of Respondents

Job Level	Indian		South African	
General staff	12	44%	31	48%
Supervisor	3	11%	5	8%
Junior manager	3	11%	12	19%
Middle manager	6	22%	10	16%
Senior manager	3	11%	5	8%

9.2. Appendix 2 – MANOVA at 0.1 Significance

Table 9.2.1: MANOVA for Terminal Values at 0.1 Significance

Term(DF) Test Statistic A(1):Nationality	Test Value	DF1	DF2	F-Ratio	Prob Level	Decision -0.1
Happiness_and_satisfaction_in_life	0.428281	1	84	0.09	0.764036	Accept
Knowledge_and_wisdom	1.830728	1	84	0.39	0.533967	Accept
Peace_and_harmony_in_the_world	23.43125	1	84	2.78	0.099321	Reject
Pride_in_accomplishment	1.26305	1	84	0.16	0.690915	Accept
prosperity__wealth	9.75342	1	84	1.16	0.284036	Accept
Lasting_friendships	33.8823	1	84	5.45	0.021982	Reject
Recognition_from_peers	5.521929	1	84	0.67	0.415384	Accept
Salvation__finding_eternal_life	44.87591	1	84	3.04	0.084724	Reject
Security__freedom_from_threat	20.15918	1	84	2.15	0.146573	Accept
Self_respect	0.628052	1	84	0.1	0.753319	Accept

Table 9.2.2 MANOVA for Instrumental Values at 0.1 significance

Term(DF) Test Statistic A(1):Nationality	Test Value	DF1	DF2	F-Ratio	Prob Level	Decision -0.1
Assertiveness	15.57382	1	80	1.67	0.199876	Accept
Being_helpful_or_caring_towards_others	3.111759	1	80	0.38	0.541594	Accept
Dependability	29.19477	1	80	4.12	0.045817	Reject
Education_and_intellectual_pursuits	10.54429	1	80	1.36	0.247622	Accept
Hard_work_and_achievement	1.939033	1	80	0.3	0.587375	Accept
Obedience	27.60476	1	80	3.31	0.072671	Reject
Open_mindedness	0.395593	1	80	0.06	0.811205	Accept
Self_sufficiency	0.543466	1	80	0.06	0.810747	Accept
Truthfulness__honesty	21.52671	1	80	3.75	0.056202	Reject
Well_manned_and_courteous	1.634309	1	80	0.24	0.628569	Accept

Table9.2.3: MANOVA for Performance Orientation – at 0.1 significance

Term(DF)	Test				Prob	Decision
Test Statistic	Value	DF1	DF2	F-Ratio	Level	-0.1
A(1):Nationality						
Mode_PO	3.854525	1	84	2.79	0.098331	Reject
PO_1	0.04289	1	84	0.02	0.900451	Accept
PO_2	1.749455	1	84	0.63	0.427821	Accept
PO_5	2.340191	1	84	3.95	0.050204	Reject
PO_6	0.435539	1	84	0.6	0.439343	Accept
PO_7	3.382051	1	84	3.15	0.079568	Reject
PO_8	3.443263	1	84	2.04	0.157097	Accept
PO_9	7.778117	1	84	3.03	0.085522	Reject

Table9.2.4: MANOVA for Collectivism – at 0.1 Significance

Term(DF)	Test				Prob	Decision
Test Statistic	Value	DF1	DF2	F-Ratio	Level	-0.1
A(1):Nationality						
Overall	114.083333	1	10	1.8	0.209727	Accept
Coll_1	108	1	10	2.83	0.123158	Accept
Coll_2_	108	1	10	11.87	0.006278	Reject
Coll_3	114.083333	1	10	6.45	0.029365	Reject
Coll_4	108	1	10	5.9	0.035491	Reject
Coll_5	114.083333	1	10	2.55	0.141158	Accept
Coll_6	120.333333	1	10	2.33	0.157845	Accept
Coll_7	114.083333	1	10	2.03	0.184976	Accept
Coll_8	114.083333	1	10	3.37	0.096396	Reject
Coll_9	120.333333	1	10	1.37	0.268946	Accept

Table9.2.5: Test for significance for Item Collectivism at significance of 10%

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .100	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.3666	0.175185	No	0.272035	0.108551
Difference < 0	1.3666	0.912408	No	0.001345	0.00012
Difference > 0	1.3666	0.087592	Yes	0.386436	0.163441

Difference: (Nationality=1)-(Nationality=2)
The randomization test results are based on 1000 Monte Carlo
samples.

Table 9.2.6: T-test for significance for Item - Power Distance at 0.1 Significance

Alternative Hypothesis	T-Value	Prob Level	Reject H0 at .050	Power (Alpha=.050)	Power (Alpha=.010)
Difference <> 0	1.6494	0.102597	No	0.371474	0.169286
Difference < 0	1.6494	0.948701	No	0.000516	0.000039
Difference > 0	1.6494	0.051299	Yes	0.496794	0.241346
Difference: (Nationality=1)-(Nationality=2)					
The randomization test results are based on 1000 Monte Carlo samples.					

Table 9.2.7: MANOVA for Uncertainty Avoidance at significance of 0.1

Term(DF)	Test				Prob	Decision
Test Statistic	Value	DF1	DF2	F-Ratio	Level	-0.1
A(1):Nationality						
MODE_UA	3.595732	1	78	4.14	0.045351	Reject
UA_1	9.669502	1	78	6.17	0.015168	Reject
UA_2	9.828178	1	78	3.73	0.057098	Reject
UA_3	1.598103	1	78	0.86	0.35562	Accept
UA_4	0.557153	1	78	0.47	0.493071	Accept
UA_5	0.703148	1	78	0.57	0.452244	Accept
UA_6	0.274667	1	78	0.19	0.665722	Accept
UA_7	2.738509	1	78	2.94	0.090588	Reject
UA_8	0.757425	1	78	0.54	0.463385	Accept
UA_9	0.220935	1	78	0.28	0.599441	Accept
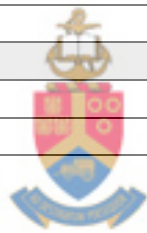
9.3. Appendix 3 - Correlation Tables Showing Cronbach's Alpha for Items

Table 9.3.1: Correlation table for Performance Orientation

	PO_1	PO_2	PO_5	PO_6	PO_7	PO_8	PO_9
PO_1	1	0.8069	-0.28858	-0.23924	-0.16488	0.448771	0.431857
PO_2	0.8069	1	-0.11444	-0.01899	-0.01515	0.671643	0.423429
PO_5	-0.28858	-0.11444	1	0.889402	0.960298	0.074186	0.560115
PO_6	-0.23924	-0.01899	0.889402	1	0.820126	0.252111	0.597325
PO_7	-0.16488	-0.01515	0.960298	0.820126	1	0.238088	0.666276
PO_8	0.448771	0.671643	0.074186	0.252111	0.238088	1	0.668152
PO_9	0.431857	0.423429	0.560115	0.597325	0.666276	0.668152	1
Cronbachs Alpha = 0.795201			Standardized Cronbachs Alpha = 0.801019				

Table 9.3.2: Correlation table for Collectivism

	Coll_1	Coll_2	Coll_3	Coll_4	Coll_5	Coll_6	Coll_7	Coll_8	Coll_9
Coll_1	1.0	0.7085	0.6933	0.2200	0.9442	0.9176	0.7291	0.8361	0.7756
Coll_2	0.7085	1.0	0.5465	0.3823	0.7588	0.6434	0.6716	0.7511	0.6146
Coll_3	0.6933	0.5465	1.0	0.6891	0.6488	0.6754	0.4058	0.4961	0.4224
Coll_4	0.2200	0.3823	0.6891	1.0	0.1176	0.2044	-0.0800	0.1253	-0.0390
Coll_5	0.9442	0.7588	0.6488	0.1176	1.0	0.9142	0.8632	0.8331	0.8823
Coll_6	0.9176	0.6434	0.6754	0.2044	0.9142	1.0	0.6966	0.8926	0.7583
Coll_7	0.7291	0.6716	0.4058	-0.0800	0.8632	0.6966	1.0	0.7656	0.9710
Coll_8	0.8361	0.7511	0.4961	0.1253	0.8331	0.8926	0.7656	1.0	0.7767
Coll_9	0.7756	0.6146	0.4224	-0.0390	0.8823	0.7583	0.9710	0.7767	1.0
Cronbachs Alpha = 0.934726			Standardized Cronbachs Alpha = 0.935482						

Table 9.3.3: Correlation table for Power Distance

	PD_1	PD_2	PD_3	PD_4	PD_5	PD_6	PD_7	PD_8	PD_9
PD_1	1.0	-0.0068	0.7565	0.7985	0.6235	0.8156	0.8233	0.8163	0.7947
PD_2	-0.0068	1.0	0.2262	-0.2432	0.1123	-0.4126	-0.3292	-0.2851	-0.2211
PD_3	0.7565	0.2262	1.0	0.7970	0.4652	0.5952	0.6351	0.4153	0.4642
PD_4	0.7985	-0.2432	0.7970	1.0	0.7040	0.8056	0.9342	0.7312	0.7479
PD_5	0.6235	0.1123	0.4652	0.7040	1.0	0.4364	0.7425	0.7231	0.8085
PD_6	0.8156	-0.4126	0.5952	0.8056	0.4364	1.0	0.8353	0.7940	0.6565
PD_7	0.8233	-0.3292	0.6351	0.9342	0.7425	0.8353	1.0	0.9057	0.8958
PD_8	0.8163	-0.2851	0.4153	0.7312	0.7231	0.7940	0.9057	1.0	0.9454
PD_9	0.7947	-0.2211	0.4642	0.7479	0.8085	0.6565	0.8958	0.9454	1.0
Cronbachs Alpha = 0.907745			Standardized Cronbachs Alpha = 0.912352						

Table 9.3.4: Correlation table for Uncertainty Avoidance

	UA_1	UA_2	UA_3	UA_4	UA_5	UA_6	UA_7	UA_8	UA_9
UA_1	1.0	0.3850	0.8259	0.8839	0.8103	0.6876	0.8750	0.6960	0.8872
UA_2	0.3850	1.0	0.3210	0.0810	0.4525	0.3360	0.1533	0.5815	0.0841
UA_3	0.8259	0.3210	1.0	0.8939	0.8115	0.6984	0.6528	0.6253	0.7098
UA_4	0.8839	0.0810	0.8939	1.0	0.6799	0.6332	0.8055	0.4925	0.8841
UA_5	0.8103	0.4525	0.8115	0.6799	1.0	0.9135	0.7307	0.9283	0.7115
UA_6	0.6876	0.3360	0.6984	0.6332	0.9135	1.0	0.7662	0.8748	0.7341
UA_7	0.8750	0.1533	0.6528	0.8055	0.7307	0.7662	1.0	0.6733	0.9767
UA_8	0.6960	0.5815	0.6253	0.4925	0.9283	0.8748	0.6733	1.0	0.6332
UA_9	0.8872	0.0841	0.7098	0.8841	0.7115	0.7341	0.9767	0.6332	1.0
Cronbachs Alpha = 0.949850 Standardized Cronbachs Alpha = 0.946677								

9.4.　　　　Appendix 4 – Questions from Questionnaire

PO_!　　I believe that a performance appraisal should emphasise

> The achievement of results only

> The individual's integrity, loyalty and cooperative spirit

PO_2　　A company is:

> A system designed to perform specific functions and tasks in an efficient way. People are hired to fulfil these functions with the help of machines and other equipment. They are paid for the tasks they perform.
> A large group of people working together, The people have social relations with other people and with the organisation. The functioning is dependent on these relations

PO_3　　I believe individual performance based pay for merit is:

> Destructive to harmony within the team

> A way to drive high performance and meet demanding goals

PO_4　　If I am running behind on a deadline, I will, most times:

> Put my work before my family, work late into the night to get it finished on time to the highest quality
> My family comes first, I will do the best that I can within the time available, but will ask for an extension or submit incomplete

PO_5　　A worker should be expected to think up better ways of doing his / her job -

PO_6　　People who are very successful deserve all the rewards they get for their achievements -

PO_7　　Society needs a lot of very high achievers. -

PO_8　　If a person's job performance is inadequate, it's irrelevant how much effort he or she made. -

PO_9　　Promotions and pay increases are based as much on length of service as on level of performance -

Coll_1　　I believe that a good manager should generally encourage:

> Loyalty to the team, even if individual goals suffer

> Pursuit of personal happiness even if this does not benefit the team

Coll_2　　I feel most motivated when I have goals to work towards that are:

> Group based, contributing to achievement for the good of my team

> Individually focused, for the good of my career aspirations and needs

Coll_3　　A good manager should take pride in the accomplishments of:

> Individual members of his team and reward appropriately

> The group as a whole and reward all team members equally

Coll_4　　I prefer to:

> Work alone, where I am the only person responsible for a given piece of work

> Work in a team, where we are all accountable for delivery of a task

Coll_5　　A job should be provided to every individual who desires work -

Coll_6　　If a worker's skills become outdated, his/her employer should be responsible for retraining and redeployment -

Coll_7　　It is the duty of every able-bodied citizen to contribute to society by working -

Coll_8　　No person's needs should be compromised in order for a department to achieve its goals -

Coll_9　　I like having my performance assessed in terms of my contribution to a team -

PD_1   I am most comfortable in a work environment where:

          I am free to make my own decisions regarding how a task should be completed

          I am given clear instructions on how to complete a task

PD_2   I believe that a good boss is one who:

          Makes decisions quickly and independently

          Gathers everyone's thoughts and suggestions before making a decision

PD_3   My job title is:

          Very important to me, I have earned my position

          Unimportant to me, I don't care what I am called

PD_4   An employee should feel free to express disagreement with their manager

          Every time they disagree

          Never

PD_5   Monotonous, simplistic work is acceptable as long as the pay compensates fairly for it -

PD_6   Persons in our society should allocate a large portion of their regular income towards saving for their future -

PD_7   When a change in work methods must be made, a supervisor should be required to ask workers for their suggestions before deciding what to do -

PD_8   People should accept the authority of a leader's position. -

PD_9   Top management should   make the important decisions. -

UA_1   When I call a meeting, I tend to:

          Rely on formal processes and policies, establishing ground rules, and then verifying communications in writing

          Rely on informal interactions and informal rules, relying on the word of others to get things done

UA_2   I believe a work environment should be:

          Ordered and consistent, even at the expense of experimentation and innovation

          Fluid and dynamic, a little chaos can lead to finding better ways of doing things

UA_3   I believe that job requirements and instructions should be:

          Spelled out in detail so that employees know exactly what they have to do and everything is controlled

          Set out vaguely so to allow for flexibility in ways of doing things with little control over how they get done

UA_4   I am most comfortable in a work environment where there is:

          A high level of regulation and control, with immediate feedback

          A low level of regulation and control, with delayed feedback

UA_5   Supervisors who hand out vague assignments give a chance for one to show initiative and originality -

UA_6   A person who leads an even, regular life in which few surprises or unexpected happenings arise really has a lot to be grateful for. -

UA_7   A good job is one in which what is to be done and how it is to be done are   clear. -

UA_8   What we are used to is   preferable to what is unfamiliar. -

UA_9   A good manager   ensures that clear job descriptions exist for every job. -

Terminal Values
Happiness; satisfaction in life
Knowledge and wisdom
Peace and harmony in the world
Pride in accomplishment
Prosperity; wealth
Lasting friendships
Recognition from peers
Salvation; finding eternal life
Security; freedom from threat
Self-respect

Instrumental Values
Assertiveness; standing up for yourself
Being helpful or caring toward others
Dependability; being counted upon by others
Education and intellectual pursuits
Hard work and achievement
Obedience; following the wishes of others
Open-mindedness; receptivity to new ideas
Self-sufficiency; independence
Truthfulness; honesty
Being well-mannered and courteous toward others