

# **The Impact of an Organization's Culture towards Employees' Performance: A Study on the Frontline Hotel Employees**

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**DOI Link:** <http://dx.doi.org/10.6007/IJARBSS/v3-i8/107>

**Published Date:** 01 August 2013

## **Abstract**

As frontier personnel engage a significant responsibility in issues concerning tourism and hospitality diligence, it is vital to analyze employee performance from several perceptions. The objective of this current research is to analyze whether dimension of organization culture will affect the frontline employees' performance in Hotel industry. The importance and contribution of this study is to provide researchers better understanding of factors that affect employee's performance in Hotel industry. There are around 998 frontline employees who work in hotels along Gurney Drive area in Penang, based on the report given by the hotels Human Resource Department. 450 questionnaires are spread out and 278 questionnaires used to analyze the data. The results support that, the organization culture will affect the frontline employee performance and that are consistent with the previous explanation.

Future research needs to incorporate other variables that can affect the employees' performance.

**Keywords:** - Uncertainty Avoidance, Masculinity, Power Distance, Individualism & employees' performance

## 1.0 Introduction

Frontier member of staffs engages in a crucial function between bonding the tourism and hospitality diligence with consumers to sustain a long-term affiliations (Kusluvan, 2003). The dilemma is that frontline workers are motionlessly untrained, paid at low wages, and overcommitted according to Singh (2000). To resolve the predicaments, tourism and hospitality executives need to seek effectual approaches to be able to boost the performance and career contentment of the frontliners (Karatepe et al. 2006). There were few researches have been done on frontline employees of Hotel industry focus on employees' performance.

Fadzilah (2010) Path analysis study reveals that frontline employees 'personality demonstrates a significant relationship on employees' job performance and the verdicts communally signify that employees' personality distress performance literally and figuratively. Muzalifah & Izah (2011) identified that the input triumphant reasons for hotel and tourism sectors in preserving the affiliation with consumers would be the frontier employee. The researcher also stated that, a frontier staff is essential to verify the long term rapport amongst colleagues in the firm and also the clients or vacationers via human interface.

As frontier personnel engage a significant responsibility in issues concerning tourism and hospitality diligence, it is vital to analyze employee performance from several perceptions. Employees' performance problems in workplace can be seriously impact to business operation. The low productivity of employees can result to break down the entire system, relationship between consumers and may lead the delaying of delivery of goods and services.

According to Hofstede (1991), Malaysia is a low individualism score country which is only 25 (41.9%), which means that the employees are dependent with among group members. When accomplish task Malaysian employee more prefer to work in team than individual. In some task, there are more efficient that run by individual, when in team, there will have conflict and will take longer time in the process complete the task. The team cultural may affect the employee performance; they will follow other member work behaviour and not performance too well to avoid conflict. Besides, in some task only need individual, when work in team may have bad impact to the performance.

Besides that, in Malaysia the power distance level are higher that western countries. In Malaysia Hotel Industry, employees have less change to speak out their opinion in the process of problem solving. But decision making are made by top level of managers, although the lower level employees may be more familiar with the problem. Sarwar et al. (2010, p1194) state that, employees are the main force who are able to efficiency and effectiveness of the latest technology and techniques in the production process in order to enhance the productivity. So in other words, participation of employees in working environment will directly or indirectly affect the level of productivity. When the employees always need to obey to the manager decision, their motivation to performance well may be have bad impact. Ezhar

(2010), state that Malaysians employees respect to their manager; they believe the statement make by the manager and even not to seek clarification. When facing problem or in the process of problem solving, they more prefer their manager guide and instruct them rather than solve by themselves. And employees are not easily to speak out their opinion.

Last but not least, the high uncertainty avoidance of Malaysian may also is one of the problems that cause the low performance of employees. With high uncertainty avoidance, when employees facing to the challenging task, they will feel task and indirectly will distress the job execution of personals. In organization, management needs employees follow the rules and regulation, besides employees may facing punishment if not follow. This may decrease the motivation of employees besides will increase the stress on job of employees. This will indirectly reduce the employees' productivity.

The objective of this current research is to analyze whether Dimension of organization culture will affect the frontline employees' performance in Hotel industry. The importance and contribution of this study is to provide researchers better understanding of factors that affect employee's performance in Hotel industry. The purpose of this study is to notice the employer or top management of hotel industry about their employee's current performance level. In addition, this research also provides additional knowledge and insights to Hotel industry in term of managing employees' performance.

## **2.0 Review of the Literature**

### **2.1 Employee's Performance**

Job performance defines as aggregated value to an organization of the set of behaviors that an employee contributes both directly and indirectly to organization goals (Borman & Motowidlo, 1993; Campbell, 1990). Task performance can be defined as a function of knowledge, skills, abilities, and motivation directed at role-prescribed behavior, for example formal job responsibilities. However, employee performance evaluation is the degree where individuals meet role expectations (Katz and Kahn, 1978)

Managerial performance evaluation style of supervisor on employees work effort may affect the employee performance (Engellandt & Riphahn, 2011). In the research, the authors found the employee will perform better if their supervisor re-evaluated their performance anew from year to year compare with remain their position over years. Beside, the authors also show that the employee gives positive respond to surprise bonus payment. The positive respond of employees can be explained that they may have more motivation to perform better if the company appraises their effort.

The performance and turnover rate of employees may affect by the leader- member exchange (LMX) (DeConinck, 2011). In the research, the author was found that the LMX, organizational identification, and performance are indirectly related to turnover through organizational commitment. Beside the research also show that the LMX was directly related to employee performance. LMX is a process of construct that emphasizes the different types of relationship that progress between superiors and

subordinates within their work units (Graen& Uhl-Bien, 1995). Leaders will form either high LMX or low LMX social exchange relationship with subordinate (Liden and Graen 1980). In a low LMX, the relationship between employees and manager is based on pay and benefits for meeting performance expectation.

However, in high LMX, the relationship between employee and manager is based on mutual trust, respect and liking. In result, the relationship between employee and manager who have high LMX will performance better than the other who has low LMX. In the research, authors distinguish among different types of commitments by crossing self-identity levels (collective, relational, and individual) with regulatory focus (promotion and prevention) (Johnson, Chang and Yang 2010). Authors proposed a model that highlights the motivations underlying different types of commitment.

## **2.2 Uncertainty Avoidance**

Uncertainty avoidance is described as the degree to which employees in a company of a society sense intimidated by doubtful, indefinite, vague or amorphous circumstances. It was monitored via the discussion of focus groups so as to the principal customs (i.e. viewpoint constructed as a ladder of assessments) of the bureau had a central sway in procurement assortment course. Five scope of national and organizational culture is recommended the monitored culture of the organization materialized to reveal that of uncertainty avoidance (Hofstede, 1991).

Uncertainty is the degree to which the personnel of a culture feel in jeopardy by uncertain or unknown states (Peter et. al 2008; Hofstede, 1991). In conquering the sense of uncertainty individuals habitually form reserved imperatives and deem in their accuracy. In spirit, cultures that comprise lofty stages of uncertainty evasion favor imperatives and structured events, and sentiments are flaunted in the means that anything else dissimilar is a menace to the person. Likewise, workers apt to linger longer with their current company (Mortledge, 2006). Rowlinson (1999) have squabbled that the perception of cost certainty is a misleading notion in the framework of conventional looms that are based upon complete illustrations and bill of quantities (BoQ).

The significance of the three cultural breadths measured at this point goes afar broad cross-cultural study weight and directly narrates to an integer of business and administration matters. These cultural breadths will robustly persuade the aptness of diverse organizational replicas at an aimed framework. It is proposed that proportional cultural distinctions in uncertainty evasion are trickier to deal with in organizational blueprint for cross-cultural ventures such as a global cooperative endeavor. (MacNab and Worthley, 2007; Hofstede 1997)

Uncertainty avoidance refers to the scope that a culture has familiarized to the receipt of vagueness. Ambiguity evasion is frequently, in firms, associated to the magnitude of subsequent rules and trials. Organizations functioning at elevated uncertainty evasion frameworks will likely to settle down toward sturdier faithfulness to explicit processes. (MacNab and Worthley, 2007; Hofstede, 1980). Ambiguity evasion is a

cultural aspect directly associated to a series of vital administration occurrence such as ethical orientation (Blodgett et al., 2001), ethics administration (MacNab, 2004), quality management (Lagrosen 2002), investigation and expansion (Hoppe 1993) and promotion (Yeniyurt and Townsend 2003).

### **2.3 Masculinity-Femininity**

Masculinity is a characteristic of a society where social roles are clearly separated: it is assumed that men are strong, sturdy and alert on accumulating wealth while working ladies are humble, sensitive as well as interested in the quality of life. Femininity is the opposite of masculinity. It is characterized by a civilization that leads to social roles overlapping: mutually males and females are humble, sensitive and alert on the eminence of life.

After studied through those secondary sources such as journals, articles, books, and review from authors from different field researchers found out that the term masculinity and femininity can be defined in several aspects. Hofstede (1980), and Trompenaars (1994), have categorized culture in term of unique value orientation. Hofstede's (1984) research on IBM employees in 40 countries generated four factors. The four cultural value dimensions of uncertainty avoidance, masculinity-femininity, power distance, as well as individualism-collectivism, proposed by Hofstede (1980) have been extensively used in measuring and studying the effect of cross culture difference.

First of all according to Hofstede (1980), masculinity and femininity is described as allotment of tasks amid the sexual characteristics which is an added primary concern for any society to which an array of answers are originated. The IBM investigation disclosed that female's principles fluctuate less amongst societies than male's principles; male's principles from one nation to another include a length from very self-confident and spirited and highly dissimilar from the female's principles on the different face, to humble and kind and comparable to female's principles on the other. The self-confident limit has been identified as 'masculine' and the humble, kind limit as 'feminine'. The females in feminine nations comprise the similar humble, thoughtful principles as the males; in the masculine nations, they are to some extent self-confident and spirited, but not as much as the males, so that these nations show a space involving male's morals and female's values.

In business view point, masculinity implies the magnitude fond to gaining control, gratitude and endorsement, while femininity points out the significance close to fine relations with supervisors, collaboration, quality of life and employment sanctuary (Swaidan & Hayes, 2005; Dawar, Parker, & Price, 1996; Hofstede, 1980). According to Hofstede, masculine societies are individuals in which the "ethos" of effort likely to be "to live to work", as it stress more on outcome, competitiveness and the job in itself than on life exterior job. Consequently, firms in masculine civilization will put extra weight on the fulfillment of the obligations at the expenditure of entities' needs. Working beneath these practices, workers take pleasure in better stage of verdict power and job independence, which advances their confidence.

In the aspect of social and health science, a latest analysis of men's assist looking for suggests that men are frequently distinguished as unwilling to inquire for aid when they experience tribulations in living. Trendy typecast depict many men shun looking for aid from experts due to their masculinity characteristic. An experimental study chains the trendy principle that men are unwilling to request help from health experts (Addis & Mahalik, 2003). The same situation may happen in a firm to whereby those who having masculinity characteristic will be more unwilling to seek for help when facing difficulties. This may be because they are self-ego and want to protect them from other. As far as this, it is repeatedly implicit that women have a superior propensity or readiness to ask than men (particularly for 'minor' signs), even though there is little experimental verification to shore up this belief (Adamson, Ben-Shlomo, Chaturvedi, Donovan, 2003). So researchers may assume that those with femininity characteristic will be more likely to seek for consultation to improve themselves.

#### **2.4 Power distance**

According to Hofstede's description, the power distance is associated with the societal recognition of imbalanced allotment of power. This disparity can be linked with status, prosperity and power. (Bialas, 2009; Hofstede 2001) The echelon of the power distance explains "how the culture endure and cultivate pecking regulates, and how enthusiastically affiliates strives to lessen them" (Bialas, 2009; Mead 2003). The lofty power distance civilizations are differentiated by the lenience for disparity and the members of such society concur that power ought to be disproportionately shared. The people with elevated societal place gain abundant rights and it is measured as correct and normal. The low power distance cultures are those in which disparity is less endured. The rights associated with the position are not by far accepted. In the cultures with low power distance the sovereignty is more cherished than the orthodoxy (Bialas, 2009; Mead 2003).

Based on Hofstede (1980), communities in nation high in power distance support obedience to superiors, favor superiors who implement autocratic or paternalistic headship, and do not anticipate contributing in decision building. Even though Hofstede's breadths are drawn from at the communal echelon, social and organizational psychologists have initiated to use them as entity dissimilarity variables (Bochner and Hesketh, 1994; Ackerman and Brockner, 1996). Expectant superiors to act autocratically, those high in power distance perceive small worth endeavor to persuade decision making. Fairly, they deem their superiors have the privilege to make decisions devoid of consulting inferiors. Small power distance subordinates, conversely, anticipate superiors to discuss with them (Lam, et.al., 2002) and draw near superiors to communicate their visions on matters that is significance. Thus, they have the prospect to enlarge nearer relationships with superiors than high power distance subordinates, who deduce a safe remoteness from superiors to be suitable. Hofstede (1991) characterized power distance as the degree to which the less influential members of organizations anticipate and admit that power is distributed asymmetrically (Hofstede, 1991). Disparity of power in high-power distance cultures is considered more adequate, and every so often predictable, than in low-power

distance civilizations (Christie, Kwon, Stoeberl, & Baumhart, 2003; Page & Wiseman, 1993; Oatey, 1997)

Hofstede articulates that power distance as a cultural attribute classifies the degree to which unfairness in power is acknowledged and measured as ordinary by fewer powerful group in a society (Polak, 2001; Hofstede, 1986). To better explain and contrast dissimilarity between societies performance within this one breadth, he partition it into two categories of small and large. Small power distance describes the degree to which less powerful group recognize the social disparity is little, that is members of a society are delighted as equivalent as likely in an unequal society (Magdalena Polak, 2001; Hofstede, 1986) large power distance means that a big disparity in power is measured by the less powerful members of a society as usual.

Upright relations (boss-subordinate) are the major aims of power distance hypothesis in organizations. Occupation exchanges between workers that vary in status are mostly prejudiced by how persons recognize power irregularities (Varela, Salgado, & Lasio, 2010; Katz and Kahn, 1978). Human disparity is at the center of power distance. Therefore, in high power distance locales persons grasp a motionless idea of upright mobility, creating psychosomatic spaces leading the interactions between upright functions (Salgado, 2010; Triandis, 1994). Powerful individuals endeavor to preserve or amplify persuade at the expense of less powerful ones, who recognize and present no confront to the status quo (Hofstede, 2001). In the words of (Lasio, 2010; Kluckhohn and Strodtbeck, 1961), in high power distance situation, people do what establishment articulates. It is our situation that the composition of performance is not invulnerable to such irregularities. Somewhat, the formation confines high power distance values by bringing out ability discrepancies between individuals with divergent organizational ranks (upper vs. low-level employees) (Varela, Salgado, & Lasio, 2010). Admittedly, study in relatively low power distance frameworks has recognized performance degree of differences between upright positions. Managers' roles, for instance, have been the objective of frequent investigations (Begley and Lee, 2002; Borman and Brush, 1993; Tett & Guterman, 2000) beneath the hypothesis that an exclusive deposit of competencies divides managers and low-level employees.

Hofstede (1980), for instance, in his typical learning of the principles held by employees of a multi-national corporation, acknowledged *power distance* as one of four essential widths of civilization and labelled it as pursued: '... the degree to which the less powerful people in a society believe disparity in power and mull over it as ordinary.' (Hofstede, 1986) He argued that variation subsists inside any culture, however the point to which it is endured differ between one culture and another (Hofstede, 1980).

Furthermore, in high power distance cultures there is a terror of retribution in case of incongruity with the administration's conclusion. This fright is feebler in the low power distance cultures (Mead 2003), and in reality such cultures contribution is more regular and more valued by the superior (Bialas, 2009; Sagie, Aycan 2003). The power distance in addition is allied with the domestic communication in endeavors. The rank of power distance point outs the manner and magnitude of information relocated

between managers and subordinates. In the society with low power distance communication is more unlock, and more information is transferred from “top-to-down”, and vice versa. The employees in low power distance cultures have more odds of contact with top managers and this option is used more frequently than in high power distance culture (Bialas, 2009).

## **2.5 Individualism-Collectivism**

In an individualistic society, the relations between people are free. Support and care of an individual is reflected only on himself and on his family and relatives. Its opposite is collectivism, in which groups of people are strongly united, and individuals are integrated even before birth and the group continues to provide them protection and support throughout their life, with the price of loyalty.

According to Hofstede’s Individualism breadth, individualism is described as the precedence given to the person or the group (frequently the absolute family unit). Individualist cultures endorse introspection and center concentration on internal understanding. Alternatively, collectivist cultures do not persuade center concentration on the internal personality – external and interactional are the most stupendous features of emotional experience (i.e., how one’s acts influence others). Studies too demonstrate that cultural individualism is interrelated with prejudiced comfort when soaring income, human rights and fairness are controlled (Basabe & Ros, 2005; Diener, Diener & Diener, 1995).

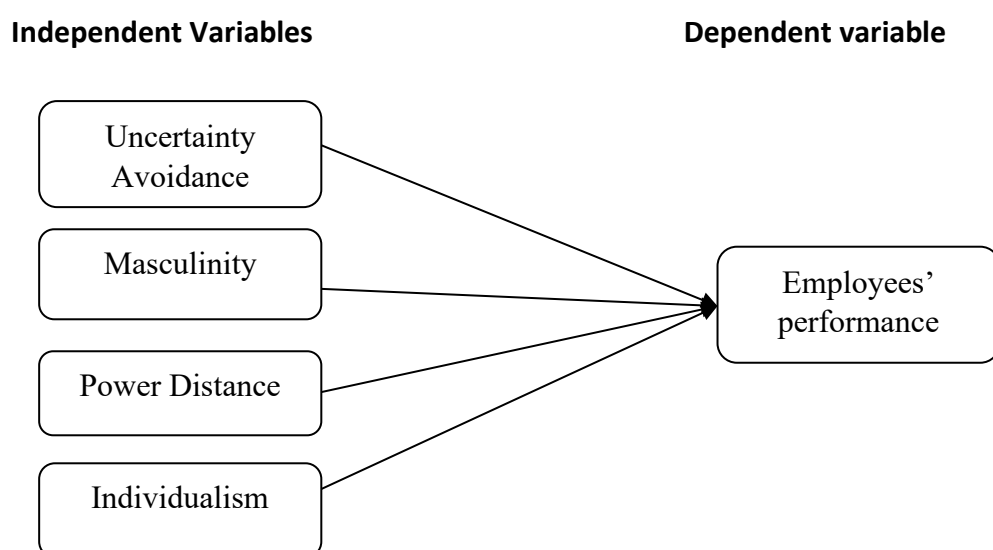
A meta-analysis by Oyserman, Coon and Kimmelmeier (2002) demonstrates that nucleus phases of individualist principles are personal sovereignty and exclusivity. Competition, personal accomplishment and prominence on domestic qualities are imperative characteristics, as contrasting to other people’s views and suggestions, which are not related or pessimistically associated to individualism. Distinctions in individualist beliefs between nations are punier and fewer apparent than differences in collectivist beliefs. According to the meta-analysis by Oyserman a center feature of collectivist beliefs is a intelligence of responsibility and compulsion towards the group. To a lesser degree, in-group harmony and working in groups are as well distinctive features. Sagacity of belonging, relatedness and teamwork are unrelated or negatively related to collectivism.

Based on Fauziah and Kamaruzaman (2010), the length of individualism-collectivism refers to the association one perceives between one’s self and the group of which one is a member. Hofstede (1980) portrays members in individualistic societies as self-centered, competitive somewhat than co-operative, having low faithfulness for the organizations they work for, pursuing their own goals, having a low need for reliance ahead others, and being calculative. Members of the collectivistic societies, alternatively, has a “we,” relatively than “I” direction, have high faithfulness for the organization and exertion toward its goals, cooperate with each other in an mutually dependent means, and seize accomplishment together as a group in a co-operative style quite than on an individual competitive root, hence subscribing to the moralizing values of joint efforts and group rewards.

Individualism is the reverse of collectivism and symbolizes the extent to which individuals are presumed to gaze after themselves or linger incorporated into groups (Migliore, 2011; Hofstede and Hofstede, 2005). Individualistic societies apt to have a self-focused sight that solitarily extends to his or her instant family; whereas societies high in collectivism have a people-group vision from crib to momentous of lifetime fortification in swap for unquestioning faithfulness. (Migliore, 2011)

## 2.6 Proposed Theoretical / Conceptual framework

Figure 1: Factor Contribute to Employees' Performance



Source: Develop for the research

## 3.0 Methodology

### 3.1 Research Design

Since this study seeks to identify cause-and-effect relationship between the independent variables (Uncertainty avoidance, masculinity-femininity, power distance, and individualism-collectivism) and the dependent variable (employees' performance). Hence, this research will be conduct based on causal research.

### 3.2 Data Collection Methods

For this research, primary and secondary data are used to collect information. Questionnaire is used in this research to gather information from respondents. The question is distributed to frontline employees who work in hotels along Gurney Drive in Penang.

### 3.3 Sampling Design

In this research, the target population is frontline Hotel employees in Malaysia. There are around 998 frontline employees who work in hotels along Gurney Drive area in

Penang, based on the report given by the hotels Human Resource Department. Therefore, the target of this research is frontline employees in Hotel industry.

### **3.3.1 Sampling Frame and Sampling Location**

The sampling frame of this research is all the frontline employees in Hotel industry of Malaysia. On the other hand, the sampling location of this research will be in Penang. Penang state has been recognized as the second-largest tourist place in Malaysia's. The focus area is Penang Gurney Drive as this area is a thriving *tourist* destination in Penang.

### **3.3.2 Sampling Element**

In this research, questionnaires distributed to the frontline employees in Hotel industry.

### **3.3.3 Sampling Technique**

Non-probability sampling technique was chosen because the sampling frame covers a huge amount of suitable respondents. This study is using convenience sampling. Convenience sampling is non-probability sampling methods where subjects are choose on due to their ease of access and closeness to the investigator.

### **3.3.4 Sampling Size**

The sample consisted of employees from Hotels in Penang Gurney Drive area. 450 questionnaires are spread out which the reasons that avoid some of the questionnaire may not valid to use such as the respondent send back the questionnaire or not fully answer the question. Finally only obtain back 278 questionnaire

## **3.4 Research Instrument**

Questionnaire is used to collect information in this research which in the form of printed questionnaires. Printed questionnaires are convenient to those who seldom online. The feedback forms consists three sections which are section A, section B and section C. Section A gathers the demographic and personal information about the respondents include gender, age, salary and so. Section B is design for the independent variable. Lastly section C is design for the dependent variable for this research.30 respondents are selected to test on the reliability through pilot test before testing on the affiliation between the independent variable and dependent variable.

## **3.5 Scale Measurement**

In order to test for stability and consistency for our variables, a reliability analysis was conducted. In this analysis, Cronbach's alpha is a computation of interior reliability that represented for the reliability coefficient which indicates how the items in a set are interrelated to each other well. The Cronbach's alpha coefficient ranges are as below:

Table 1: Cronbach's Alpha table

Independent Variables / Dependent Variables	Cronbach's Alpha	No of items
Power distance	0.837	7
Uncertainty avoidance	0.828	5
Individualism	0.783	4
Masculinity	0.734	6
Employee performance	0.836	8

Source: Developed for the current research

The following Cronbach's alphas are gathered by 278 respondents' toward the survey. Power distance has a very good strength of association which is 0.837 among 7 items in questionnaire. The second independent variable is uncertainty avoidance has 0.828 among 5 items; it also has a very good strength of association. Next variable is individualism obtained 0.783 among 4 items. The lowest variable is masculinity which is only has good strength of association, 0.734 among 6 items in the questionnaire. The dependent variable, employee performance has Cronbach's alpha of 0.836 among the 8 items in the questionnaire.

#### 4.0 Results

Researcher determined the strength of relationship among dependent variables and independent variables based on Hair, Money, Samouel, Page, (2007). The coefficient ranges are as below:

Table 2 Coefficient range table

Coefficient range	Strength
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
±0.00 to ±0.20	Slight, almost negligible

Source: Hair, J. F. Jr. Money, A.H., Samouel, Philip, & Page, Mike (2007). Research Methods for Business, John Wiley and Sons, Inc.

#### 4.1 Pearson Correlation Analysis

##### 4.1.1 Hypothesis 1: Relationship between uncertainty avoidance and employee's performance.

H<sub>0</sub>: There is no significant relationship between uncertainty avoidance and employee's performance.

H<sub>4</sub>: There is a significant relationship between uncertainty avoidance and employee’s performance.

Table 3: Pearson Correlation between uncertainty avoidance and employee’s performance.

		Employee performance
Uncertainty avoidance	Pearson Correlation	.826**
	Sig. (2-tailed)	.000
	N	278

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the research

Base on the outcomes as per above, there is affirmative affiliation between uncertainty avoidance and employee’s performance .It is due to of the positive value for correlation coefficient. The uncertainty avoidance correlates 0.826 with the employee’s performance variable. In other words when uncertainty avoidance is high, employee’s performance is also high.

This value of correlation coefficient 0.826 falls under coefficient range from ±0.71 to ±0.90. In other words uncertainty avoidance and employee’s performance correlates high or the relationship is high.

The correlation between uncertainty avoidance and worker’s performance is important at p-value 0.000 which is less than 0.01. Alternative hypothesis (H<sub>1</sub>) is accepted but null hypothesis (H<sub>0</sub>) is rejected in this analysis.

**4.1.2 Hypothesis 2: Relationship between masculinity-femininity and employee’s performance**

H<sub>0</sub>: There is no significant relationship between masculinity-femininity and employee’s performance.

H<sub>1</sub>: There is a significant relationship between masculinity-femininity and employee’s performance.

Table 4. Pearson Correlation between masculinity-femininity and employee’s performance.

		Employee performance
Masculinity-femininity	Pearson Correlation	.810**
	Sig. (2-tailed)	.000
	N	278

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the current research

Based on the outcomes, there is a positive value for correlation coefficient and it showed that there is a positive relationship between masculinity-femininity and employee's performance. Masculinity-femininity has a 0.810 correlation with the employee performance.

The correlation coefficient value is 0.810 and its fall under coefficient range from  $\pm 0.71$  to  $\pm 0.90$ . As a result, the correlation of masculinity-femininity and employee's performance is high.

The results show a important relationship between masculinity-femininity and worker's performance at p-value 0.000 which is less than alpha value 0.01. In this case, the alternative hypothesis ( $H_1$ ) is accepted but the null hypothesis ( $H_0$ ) is rejected.

#### **4.1.3 Hypothesis 3: Relationship between power distance and employee's performance.**

$H_0$ : There is no significant relationship between power distance and employee's performance.

$H_1$ : There is a significant relationship between power distance and employee's performance.

Table 5: Pearson Correlation between power distance and employee's performance

		Employee performance
Power distance	Pearson Correlation	.891**
	Sig. (2-tailed)	.000
	N	278

Source: Developed for the current research

From the outcomes, it demonstrates that positive value for correlation coefficient and proved that there is a positive relationship between power distance and employee's performance. Power distance has correlation of 0.891 with the employee performance variable.

The correlation coefficient value is 0.891 which fall under coefficient range from  $\pm 0.71$  to  $\pm 0.90$ . Hence, power distance and employee's performance relationship is high.

Base on the results the power distance and employee's performance relationship is significant at p-value 0.000 which is less than alpha value 0.01. By the way, alternative the hypothesis ( $H_1$ ) is accepted but the null hypothesis ( $H_0$ ) is rejected.

#### 4.1.4 Hypothesis 4: Relationship between individualism-collectivism and employee's performance

$H_0$ : There is no significant relationship between individualism-collectivism and employee's performance.

$H_1$ : There is a significant relationship between individualism-collectivism and employee's performance.

Table 6: Pearson Correlation between individualism-collectivism and employee's performance.

		Employee performance
Individualism-collectivism	Pearson Correlation	.682**
	Sig. (2-tailed)	.000
	N	278

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the current research

Based on the results, there is a positive value for correlation coefficient and showed that there is a positive relationship between individualism-collectivism and employee's performance. Individualism-collectivism has a 0.682 correlation with the employee performance.

The value of this correlation coefficient 0.682 is fall under coefficient range from  $\pm 0.41$  to  $\pm 0.70$ . Therefore, the relationship between individualism-collectivism and employee's performance is moderate.

The relationship between individualism-collectivism and employee's performance is significant. It is because the p-value 0.000 is less than alpha value 0.01. Hence, alternative hypothesis ( $H_1$ ) is accepted but null hypothesis ( $H_0$ ) is rejected.

**4.2 Multiple Regression Analysis**

**4.2.1 Hypothesis 5**

H<sub>0</sub>: The four independent variables (power distance, individualism-collectivism, masculinity-femininity and uncertainty avoidance) are significant explain the variable in employee’s performance.

H<sub>5</sub>: The four independent variables (power distance, individualism-collectivism, masculinity-femininity and uncertainty avoidance) are significant explain the variable in employee’s performance.

Table 7: R Square table

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913 <sup>a</sup>	.835	.832	.30836

a. Predictors: (Constant), Power distance , individualism ,masculinity, uncertainty avoidance

b. Dependent Variable: employee’s performance

Source: Developed for the current research

Table 8: ANOVAs table

**ANOVA<sup>s</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	140.454	4	35.114	369.295	.000 <sup>a</sup>
	Residual	28.049	273	.095		
	Total	168.504	277			

a. Predictors: (Constant), power distance, masculinity, uncertainty avoidance individualism

b. Dependent variable: employee’s

Source: Developed for the current research performance

Table 9 Coefficients table

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.779	.055		9.993	.000
	Uncertainty avoidance	.169	.046	.230	2.920	.004
	Masculinity	.291	.048	.315	6.591	.000
	Power distance	.589	.043	.823	12.928	.000
	Individualism	-.295	.203	-.353	-6.652	.000

a. Dependent Variable: Employees' performance

Source: Developed for the current research

Base on ANOVAs results as per above table, the p-value (sig 0.000) is less than alpha value 0.05 and shows that the F-statistic is vital. The dependent and predictor variables show a good relation in the model for this research. Hence, the independent variables, uncertainty avoidance, masculinity, power distance, and individualism are essential explain the variance in employee's performance. The alternate hypothesis is supported from the above results.

The R square indicates how many percentages of the independent variables have impact on the dependent variables. Base on the results, 83.5 percent of the variation in dependent variables (employee's performance) can be explained by the independent variables (power distance, individualism, masculinity and uncertainty avoidance).

This p-value for power distance is 0.000 which is less than alpha 0.05. Its shows that the Power distance is significant to predict employee's performance for this current study. All the independent variables (Power distance individualism, masculinity and uncertainty avoidance) show significant to predict dependent variable (employee's performance) for this current research study where the p-value for the independent variables is 0.000 which is less than alpha value 0.05.

Table 10: Standardized Coefficient Beta table

Independent Variables	Standardized Coefficients Beta	Ranking
Power distance	0.823	1
Individualism	-0.353	2
Masculinity	0.315	3
Uncertainty avoidance	0.230	4

Source: Developed for the current research

Power distance is the forecaster variable that donates the highest to variation of the dependent variable (employee’s performance) because beta value (0.823). The power distance builds the sturdy exclusive contribution to forecast the variation in dependent variable (employee’s performance).

Individualism donates the second greatest to distinction of the dependent variable (employee’s performance) at beta value (0.353). It indicates that the individualism is the second strongest exclusive contribution to forecast the variation in dependent variable (employee’s performance).

Masculinity contributes the third highest to the variation of the dependent variable (employee’s performance) at beta value (0.315) is the third largest compared to other predictor variables. This mean that masculinity make the third strongest unique contribution to explain variation in dependent variable (employee’s performance) when the variance explained by the others predictor variables in the model is control for.

Uncertainty avoidance is the predictor variable that contributes the lowest to variation of the dependent variable (employee’s performance) because beta value (0.230) is the lowest compared to other predictor variables. This mean that uncertainty avoidance make the weakest unique contribution to explain variation in dependent variable (employee’s performance) when the variance explained by the others predictor variables in the model is control for.

**5.0 Discussion of Major Finding**

Hypothesis	Supported	Not supported
H <sub>0</sub> : There is no significant relationship between uncertainty avoidance and employee’s performance. H <sub>1</sub> : There is a significant relationship between uncertainty avoidance and employee’s performance.	H <sub>1</sub> : There is a significant relationship between uncertainty avoidance and employee’s performance.	--
H <sub>0</sub> : There is no significant relationship between masculinity-femininity and employee’s performance. H <sub>1</sub> : There is a significant relationship between masculinity-femininity and employee’s performance.	H <sub>1</sub> : There is a significant relationship between masculinity-femininity and employee’s performance.	--
H <sub>0</sub> : There is no significant relationship between power distance and employee’s performance.	H <sub>1</sub> : There is a significant relationship between power distance and employee’s performance.	--

H <sub>1</sub> : There is a significant relationship between power distance and employee's performance.		
H <sub>0</sub> : There is no significant relationship between individualism-collectivism and employee's performance. H <sub>1</sub> : There is a significant relationship between individualism-collectivism and employee's performance.	H <sub>1</sub> : There is a significant relationship between individualism-collectivism and employee's performance.	--

Source: developed from the current research

### 5.1 Uncertainty avoidance

The previous findings show that uncertainty avoidance have a positive relationship with employee's performance, this is because correlation coefficient score for uncertainty avoidance is 0.826 which a high strength of association. This means that the higher uncertainty avoidance within the organization the better employee's performance. The findings are supported by Sully de Luque and Javidan (2004);Doney, Cannon, and Mullen (1998).

According to Sully de luque Javidan (2004), employees work in organizations with stronger uncertainty avoidance especially Germany's organization that will be highly predictable, and where roles and procedures are clearly defined. Besides that, Workers are inspired by organizational anxiety and the required for a predictable atmosphere if working in a strong uncertainty avoidance culture.

Based on the Doney, Cannon, and Mullen (1998), workers in weak uncertainty avoidance will be less trusted by other individual compared to strong uncertainty avoidance. However, if an employee is in surroundings of strong uncertainty avoidance would create higher helping behavior role. If a management enhance in the aspect of stronger uncertainty avoidance, it would succumb higher helping behavior that would be endorsed to evade risk when there are teamwork available. Thus, workers in stronger uncertainty avoidance culture would be more likely to contribute in helping position to lessen uncertainty as it relates to motives of organizational anxiety, especially values, and others-enhancement intuition administration if compared to weaker uncertainty avoidance.

### 5.2 Masculinity/ femininity

From the findings, correlation coefficient demonstrates that there is a positive relationship between masculinity and employee's performance, masculinity score 0.810 which shows high strength of association. This means that the more masculinity is in the organization will lead to better employee's performance. This findings is support by Ali et al. (2004),

Highly masculine culture emphasizes on assertiveness confrontation and taking charge maybe the right characteristic for the employees to perform better. Manager

from masculine culture are result-oriented and value the final outcome the most. Hence, masculinity is expected to be positive correlated toward employee performance. This research is based on Jung, Su, Baeza and Hong (2008).

Based on Ali et al. (2004) finding, masculinity people are performance oriented and they are more independent from friend and family member which usually make them more dependent to make decision. By the ways, it will create undependability environment. Feminist people tend to build a warm and tight relationship to each others like friend and family in order to make them dependent on each other in making decision. This will create good phenomena of well contact at all the time.

### **5.3 Power distance**

Power distance makes a significant contribution toward employee's performance. From the findings, correlation coefficient shows that there is positive relationship between power distance and employee's performance, power distance score 0.891 which shows a high strength of association. This means that the highest power distance will lead to better employee's performance within the organization. This finding is supported by the previous research done by Lee (2002); Mead (2003); Sagie, & Aycan (2003); Hofstede (1985). Based on finding by Hofstede (1985), power distances will affect the employee action in problem solving. When there is high power distance employees will try to get their problems solved by referring to higher management levels as they perceive higher management are more powerful.

According to Mead (2003), low power distance is the best management style because of its democratic characteristic. However, high power distance can be a good management style as well because of its autocratic attribute. The reason says so is due to most company in manufacturing industry will follow procedure to achieve their quality control. So, high in power distance can provide a clearer picture in delegate the work.

Based on the research from Sagie, & Aycan (2003), high power distance is accepted by employees because it is considered as something natural. Employees' perceived responsibility for decision making is derived from top management. Hence, if the employees obey all the instructions from their superior, they will perform the works according to the standard and it will lead to better performance. Lee (2002), found that those higher in power distance will have more distant relationship with superior, hence, employees will show their respect to their superior by enhance their performance in return.

### **5.4 Individualism**

Based on our research, coefficient of Pearson correlation for individualism with employee's performance is 0.682 which shows positive relationship and have a moderate strength to employee's performance. This means that the more individualism among employees, the employee's performance will be better. This finding is supported by Hui et al. (1995), Fauziah & Kamaruzaman (2010).

According to Hui et al. (1995), employees who are collectivist having higher satisfaction with their work, pay, promotion, supervisor and co-workers than their

individualist counterparts. The researcher also found that found that job satisfaction is higher for collectivist employees and employees will be more motivated to perform better. While Fauziah & Kamaruzaman (2010) found that Malaysian respondents are inclined towards collectivism in situations but also has include the elements of competition which is an individualism factor due to rapid development that has taken place in Malaysia.

### **6.0 Managerial Implication**

The degree of the power distance in an organization refer to the perception of the employees that the extent to which they can disagree of the manager decision, the level they can influence the organization's decision and their position in the process of decision making. From the result of the research, the Malaysian organization are high power distance, the employees are try to avoid to participate the decision making process.

Besides, they prefer their boss or manager to lead or guide them; direct tell them how to accomplish the task. They will trust the manager decision and more likely to have a management of directive and autocratic style. By understanding this, while delegating the task to the management of organization, they must select a leader that have high influence power to guide the employees when in the process accomplish task. The selected leader must have the ability and fully understand the objective of the task due to the employees will only fully follow and no argument with the leader's order. If select the wrong leader, the task may not be perform well and may influence the performance of organization.

Culture of collectivism, employees will self identified based on the membership in the group, belief that the decision make by group is the best and get the protection from group in exchange for loyalty. Beside, the employees will feel more motivate when they feel that they are importance for the organization. So the organization may provide reward or get praise by the manager and this may motivate the employees to perform better.

Feminine value, people that concern for other, relationship with other and focus on the quality of life. The employees may feel comfortable working in the environment that the management will more concern their situation then their production. They may prefer that their supervisor may concern the problem they face and they may prefer to have good relation with their workmate then competitive with each other.

Uncertainty avoidance refers to how well the people adapt to change. Malaysian may unlikely to face changes. They will be more risk avoidance and more prefer to the safety and conformity environment, besides they reliance on formal rules and rituals. They will perform well in the organizations that are stable and they will feel more uncomfortable when the organizations are changing. This will lead them to be resistant to adapt toward the new environment.

This research provides support that show that the organization culture will affect the performance and that are consistent with the previous explanation. Cultural may play important roles in achieving the objective of the organization. Knowing the impact of the organization cultural will directly influence the employees' performance in the organization. This can let the management improve the decision making and help to improve the

organization performance. Therefore, a good management team must view from different view and understand the employees' perception so that to increase the productivity and get the competitive advantages for the organization.

### **7.0 Limitations of the Study**

The current research has a few restrictions. The foremost limitation is the number of sample (n=278. Despite this research successfully conducted, the sample size can be said that too small as population is large. This could lead to the outcome of the research not precisely accurate. As the bigger the sample size, there will be more accurate as well as more reliable the result will get.

Furthermore, there is a lack of geographical coverage in which this research is only concentrated in Penang Gurney drive area. All of the questionnaires are distributed to workers in Penang. The final result might not able to represent the whole population in Malaysia. It is better to get respondents from different location in order to get a more accurate result.

### **8.0 Recommendations for Future Research**

There are few relevant directions for future researches are worth for noting. Future research needs to incorporate other variables that can affect the employees' performance. The current study could be extended, for instance, by including job satisfaction and working environment which may also affect the dependent variable. Other than that, in order to get more accurate result which contribute to the employees' performance in a particular industries, future research should focus on respondents in different industry as well.

Besides that, future research should expand to wider geographical area rather than just focus on Penang area. Future research should also enlarge the size the of respondents population because more diverse respondent form different geographical area cab make a significant contribution to further research area.

### **9.0 Conclusion**

In conclusion, this research is to explore whether Hofstede's cultural dimension will affect the employees performance in manufacturing industry. Actually there have several factors will impact the employees' performance. However, the researchers only look into these four cultural dimensions which are uncertainty avoidance, masculinity-feminists, power distance and individualism-collectivism. So the researchers can specifically indentify whether the cultural dimension will have affecting toward the employee's performance.

The employees need a leader to guide them, more prefer work in group, need work in the organization that are stable and enjoy the quality of life. They may need the praise from the supervisor, they will more motivate and loyalty to company, if they feel the organization appreciated their contribution. Therefore, the management team can assign the more tasks that can accomplish by team, select a leader that can provide guideline for the employees, so they will put more effort in their performance and consequently increase the organization performance. Lastly, to increase the productivity of the employees, the organization may not

only take into consideration the factors that discuss in this research, they may need to take all other factors into description.

### **Acknowledgement**

I would like to thank to PhD advisor and all my colleagues who worked hard to design this paper

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