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**AN EXPLORATORY STUDY AND DESIGN OF CROSS-CULTURAL IMPACT ON  
INFORMATION SYSTEMS MANAGERS' PERFORMANCE,  
JOB SATISFACTION AND MANAGERIAL VALUE**

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**ABSTRACT**

This research is an exploratory study and design to find cross-cultural impact on information systems (IS) managers' performance, job satisfaction and managerial value, particularly on American IS and Korean expatriate IS managers in the United States in the banking industry. Through the literature review, this study attempts to find the most frequently used variables which will be used to measure the magnitude of the cross-cultural impact on those two national IS managers. Finally, this paper presents one research design, which will use the cultural variables to separate the influences of the cross-cultural impact on those IS managers from the other variables.

**RESEARCH OBJECTIVES**

One of the fundamental issues in cross-cultural management in IS research is to determine the extent culture impacts on IS manager's behaviors, beliefs, attitudes, involvement, values, motivation, commitment, job satisfaction, and performances in the workplace [1]. As the findings of the study shown in Table 1, "behavior," "value," and "performance" are the variables used very frequently as research variables.

This study will focus on the literature review to find the cultural variables and develop an initial model to conduct a further research with the following objectives:

1. To examine the differences and similarities of the cultural influences on American IS managers and on Korean IS expatriate managers in the U.S.
2. To examine the dimensions of the culture between the two groups of IS managers.
3. To examine Korean IS expatriate managers to determine if they are adapting American managerial practices or if they are enforcing their own culturally oriented policies at the personal level and at the organizational level of their organizations.

**LITERATURE REVIEW**

Convergence (or universalist) hypothesis contends that managers are subject to follow industrial norms, attitudes and behaviors in order to comply with the trend of industrialization of the world [45]. Divergence (or culturogic) hypothesis argues that managerial differences will remain permanent around the world as long as differences in culture exist. Child [14] argues that some IS designs in an organization are culture-free while others should be designed for a particular culture if the IS department in an organization is to be effective.

Table 1. Comprehensive Research Variables Used in Cross-Cultural Studies

Researcher	Year	Variables in Cross-cultural Studies									
		Behavior	Belief	Attitude	Involvement	Motivation	Value	Commitment	Satisfaction	Performance	Effectiveness
Black & Proter	1991	*									
Kumar & Bjorn-Anderson	1990	*									
Kelly, Whitley & Worthley	1987			*							
Mendenhall & Oddou	1985	*									
Beres	1984	*									
England & Lee	1984						*				
Adler	1983	*									
Dymesza & Neghandi	1983	*								*	
England	1983				*						
Hofstede	1983						*				
Kanungo & Wright	1983							*		*	
Neghandi	1983	*							*		*
Church	1982	*								*	
Bagozzi	1981	*		*							
Beres & Portwood	1981	*									
Child	1981			*				*			
Hartvany & Pucik	1981							*			
Morris & Sherman	1981								*		
Gorn & Canungo	1980				*	*					
Cole	1979							*			
Munson	1979							*			
Koch & Steers	1978								*		
Stevens, Beyer & Trice	1978							*			
Beres	1977						*				
Ronen & Kraut	1977			*							
Whitley & England	1977			*							
Redding & Casey	1976			*							
Porter, Steer & Mowday	1974							*			
Miller	1973							*			
Rokeach	1973			*							
Hrebiniak & Alluto	1972							*			
Peterson	1972			*							
Davis	1971	*		*			*				
Marsh & Mannari	1971							*		*	
Neghandi & Prasad	1971								*		*
Goldthorpe et al	1968	*		*			*		*		
Nath	1968	*		*			*		*		
Whitehill & Takezawa	1968									*	
Haire et al	1966		*			*					
Farmer & Richman	1965	*								*	
Kluckhohn	1965							*			
Foa	1964	*									
Kerr et al	1964			*				*			
Whitehill	1964	*		*							
Oberg	1963			*							
Triandis	1963	*						*			
Kluckhohn & Strodtbek	1961							*			
McClelland	1961						*				
Harvison & Myer	1959							*			
Total		15	4	9	2	3	13	8	3	5	4

As shown in Table 2, convergence perspective by Black and Porter [11], Kerr *et al* [45], Mendenhall and Oddou [53], Miller [54], Negandhi and Prasad [61] and Tung [74] dominated international management thought during 1950s in the U.S. They believed that international differences in management will disappear as nations of the world "converge" and become equally industrialized and use the same management practices

that cultures take time to converge and that cultural influences are much stronger. Furthermore, culture is the "most vital" force for divergence [67].

There are two general thoughts in the relationship between IS managerial behavior and performance during overseas assignment. One is the cross-cultural school of thought in which Farmer and Richman [25][26] would argue that the effectiveness of a particular managerial behavior is a function of the culture in which the behavior is performed. England and Lee [24] and Whiteley and England [76] examined the relationship between values and success by examining managers from many nations. On the other hand, Negandhi [59] who was the advocate of the practical school of thought assumes that an effective managerial behavior in the U.S. will be effective in foreign countries too. Researchers such as Negandhi and Prasad [61] are the ones who deemphasize the role of culture in managerial effectiveness.

**Cultural Variables**

Cultural variables uniquely influence on Korean IS expatriate managers and American IS managers. The commonly used cultural variables in the literature as follows: history [31][50], language [35][77], religion [71][75], political system [39], ethnicity [42], general economic level [32], and geographical propinquity [31]. Dymysza and Negandhi [20] explained that the managerial behaviors of American managers in the U.S., compared to those in a foreign country and compared the relationship between managerial behaviors and job performance in two different contexts. Mendenhall and Oddou [53] explained that even though managerial behavior is not the only determinant of performance, it is an important variable. Lincoln *et al* [48] have researched cultural differences in the Asian nations' organizations. He found that Confucianism ethic in Korean managers favors vertical social structures, and the vertical differentiation of the organization's structure had positive effects on the personal ties and work satisfaction of the Korean managers. On the other hand, horizontal differentiation had negative effects on personal ties and work satisfaction for Korean managers. Turnover rates are also cited to support it and more committed to their organizations [15]. Steers [69] and Porter *et al* [65] defined organizational commitment as the relative strength of a manager's identification with and involvement in a particular organization. Other researchers have also found that age is positively relatively related to organizational commitment [38][46][55] in the Asian countries such as Korea. Koch *et al* [46] and Stevens *et al* [70] found that tenure such as number of years working in the current position or in an organization has also been found to be positively related to organizational commitment. Therefore, these two variables, age and tenure, have been most frequently examined and have shown that the two variables are most consistent in their relationship to organizational commitment, job satisfaction, and performances.

**Motivation and Job Satisfaction**

Successful IS managers of multinational firms are dependent on their performance. Performance of managers, in turn, is

Distinction	Researchers	Studies
Universalists (Convergence Hypothesis)	Black & Porter (1991)	Studied American manager on assignment in Hong Kong about managerial behaviors and its related performances
	Mendenhall & Oddou (1987)	Managerial behavior is only determinant of performance
	Tung (1981)	Studied ethnic Chinese managers who have shown to honor a tight set of rules, many of them unwritten
	Miller (1973)	Deemphasized the role of culture in managerial effectiveness
	Negandhi & Prasad (1971)	Deemphasized the role of culture in managerial effectiveness
	Kerr et al (1964)	Argued that through the imperatives of industrialization, value system of managers become similar
Culturogists or Psychologists (Divergence Hypothesis)	Hofstede (1983, 1981)	Employee value rather than attitude & society comparison rather than individual
	Griffeth, Home, DeNiShi, & Kirchner (1980)	Different management attitude studied by nationality
	Ruben & Kealey (1979)	Studied about interpersonal and communication skills of expatriates related to performance
	Munson (1979)	Studied cultural differences based on personal values
	Bass & Berger (1979)	Studied managerial exercises administered to 5,000 managers for 13 nations
	Whitley & England (1977)	Culture and level of industrialization for values of managers in five countries
	Redding & Casey (1976)	Studied different beliefs in eight Asian nations
	England & Lee (1974)	Studied relationship between values and success of managers based on managers' value
	Farmer & Richman (1965)	Studied effectiveness of countries behaviors as function of culture
	Haire, Ghiselli & Porter (1963)	Compared managers among 14 countries about beliefs, leadership and motivation
McClelland (1961)	Tested correlation between need achievement and entrepreneur endeavor in five countries	

Table 2. Convergence Versus Divergence Hypothesis

in performance of their managerial duties.

Numerous culturogists or psychologists [6][22][24][29][31][36][37][52][57][66][68][76] are opposite to the universalists. They viewed that managerial differences will be a permanent characteristic as long as differences in culture exist. Beres and Beres *et al* [8][9] claimed that the typical measure of cultural values is "methodologically dependent on measures of individual values." On the other hand, Oberg [63] explained

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influenced by the rewards which managers desire to have in their work situation and by their perceptions of the degree to which their job expectations are being satisfied [41]. The findings of Kanungo and Wright [41] gave empirical evidence on the job-related values and outcomes. Their findings imply that IS managers' performance is influenced by the levels of their work attitude, motivation and their job satisfaction. As shown in Figure 1, Korean IS expatriate managers' in the U.S. and American IS managers' motivation and job satisfaction are decided by the interaction between the attitude and value which the IS managers have toward their jobs, and values which they have in relation to job outcomes.

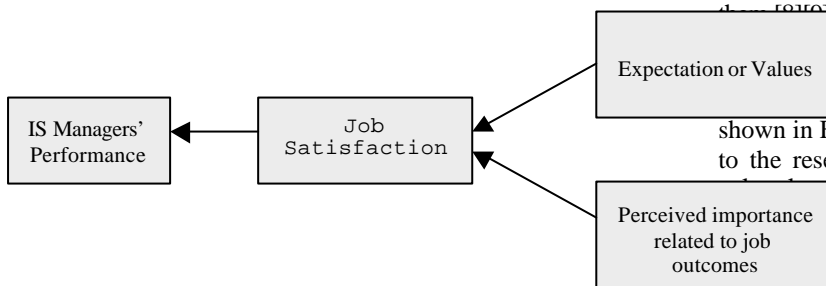


Figure 1: Performance of IS Managers

When there is a balance between the job outcomes and the job value or expectations of the IS managers, their levels of job attitude or motivation and satisfaction become higher. On the contrary, if job outcomes do not meet the job expectations of IS managers, their levels of motivation and satisfaction become lower. The values of IS managers of two nations to job

outcomes are culturally determined mainly with the relative importance of intrinsic versus extrinsic job outcomes.

In their book, *Managerial Thinking*, Haire, Ghiselli, and Porter [31] studied leadership and the role of the managers in their culture, and satisfaction. They [31] found that those managers in the U.S. and Korea have relatively low homogeneous values.

Separating the impact of culture on the development of managerial value in IS is a difficult problem for cross-cultural studies, because the differences in managerial behavior across cultures could be due to culture, to situational contingencies, or to individual differences. Thus, a behavior of managers could be caused by culture, by the situation, or by both of them [10].

Worthley [43] developed the research design that separates cultural effects from other variables. As shown in Figure 2, a research model was designed according to the researchers' concept and modified to measure only variables influencing both American IS managers and expatriate managers in the United States in the 1980s. American economic, political and legal environment will be separated in measuring those managers' performances, value and job satisfaction. That is why non-cultural variables by dot lines are disconnected to cultural influences in contrast to solid lines from both nations' IS managers.

Recently Kumar and Bjorn-Anderson [47] studied how the values of systems designers in IS have a substantial influence on the extent to which IS meets the effectiveness needs of IS in an organization. An individual manager's personal value [23][24] system makes a difference in terms of how he/she evaluates or perceives information, or how he/she behaves. Therefore, the IS manager's personal or user value system is viewed as a relatively permanent perceptual framework which affects the general nature of the IS managers' behaviors

**Explanations for Differences of Managerial Behaviors**

Researchers in the area of cross-cultural studies explained why managers show different behaviors in the different environment. As shown in Table 3, Ajifuruku and Boddewyn [3] explained similarities and differences by using cultural, economic, psychological and sociological variables. These researchers claimed that out of the four variables, cultural variables have substantial influences in managerial behaviors. Harbison and Myers [32] divided managerial similarities and differences into three categories: economical, psychological and sociological. Recently, Gudykunst, Yoon, and Nishida [30] found that Korean managers have a collectivistic culture, and American managers have a very individualistic culture based on Hofstede's study. Hofstede [37] divided national culture into four distinguishable dimensions: power distance, uncertainty avoidance, collectivism versus individualism and masculinity versus femininity. Mulder [56] defined power distance as "the degree of inequality in power between a less powerful individual and a more powerful other." Hofstede [37] found that Korean culture is a family, in which exists the undisputed personal authority of the father-leader, but few

formal rules, which can be explained as large power distance, and strong uncertainty distance.

The distinction between face culture and self-respect culture is similar to the distinction between shame and guilt cultures identified by Ruth Benedict [7]. Other dimensions relevant to motivation are uncertainty avoidance and masculinity-femininity. American society has a willingness to take some risk (weak uncertainty avoidance) and a need to perform, to assert oneself (masculinity), the idea of challenge and achievement.

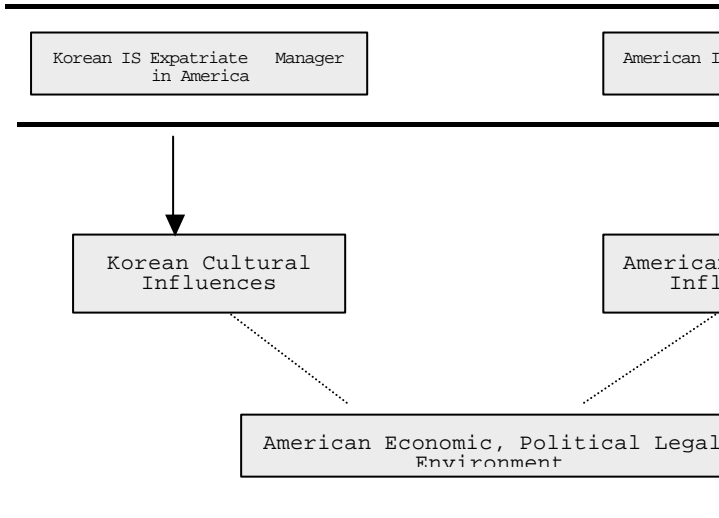


Figure 2: Research Design for the Isolation of Cultural Influences from Other Variables

Korean societies are masculine but have a strong uncertainty avoidance. That is, Korea is less willing to take risks. Therefore, security is a powerful motivator for IS managers. In other words, Korean IS expatriate managers are very eager to carry out if they are offered security in return. Noburn et al [62] classified four different perspectives: contextual [59][60][61], behavioral [18][36][37][58], environmental [25][26], and

situational [2][12][31][64]. In contextual environment, Negandhi [59][60] argued not the cultural specificity, but considered factors such as corporate size, location and market complexity to be at least equally important to a nation's culture. In environmental, Farmer and Richman [25][26] suggested that there are constraints on managerial influence by socioeconomic, political, legal and technical factors. They concluded that managerial practices are functions of external variables.

On the other hand, Nath [58] explained that the behavioral approach explains managerial behavioral patterns. This approach can be divided as follows:

- 1) Characteristics connected to the certain behavioral variables [17].
- 2) Attitudes and perceptions of managers with respect to management concepts and activities [7][31][58].
- 3) Beliefs, value systems and need hierarchies in a given country [18].

Behavioral approach, attitudes, beliefs, value systems hierarchies are functions of a given culture of a society. On the contrary, some cross-cultural management researchers claim that there is increasing evidence to support the contention that managerial practices, behavior and effectiveness are as much, if not more, functions of such contextual and environmental variables as they are of socio-cultural variables [13][59][60]. Finally, Triandis [71][72][73] divided culture into three patterns:

individualism-collectivism, tightness-looseness, and cultural exity. These three forms are explained in relation to the being of three aspects of self: private, public, and collective. Morries [52], Lorenz [49], and Eibl-Eibesfeldt [21], Triandis [72] argued that the collective level of mental programming is shared with some other people in a country in a region but not with all other people.

**Measurement of Values and Culture**

In this research, values and culture are found to be important variables in measuring performance and job satisfaction of the groups of two national IS managers.

Individuals have values and the values can be used to compare individuals. On the other hand, culture compares ethnic groups such as between American and Korean IS managers. The comparison of cultures assumes that there is something to be compared. In other words, there is the distinction between the unique and the comparable, the specific and the general.

Culture includes systems of values; and values are among the building blocks of culture. Some constructs are directly and conceptually related to specific behavior. Fishbein and Ajzen [27][28] explained that this is particularly the case for intentions, managers' subjective probabilities that they will perform some behavior. On the other hand, other constructs, among which are attitudes and values, are not directly and conceptually related to specific behaviors and these attitudes

Table 3. Researchers and Their Experimentations for Behaviors

<p>Researchers Variables in Cross Cultural Studies</p> <p>Ajifuruke &amp; Boddewyn (1970) Variables in explanation of managerial similarities and differences</p> <ol style="list-style-type: none"> <li>1) Cultural</li> <li>2) Economic</li> <li>3) Psychological</li> <li>4) Sociological</li> </ol> <p>Harbison &amp; Myers (1959) Variables in explanation of managerial similarities and differences</p> <ol style="list-style-type: none"> <li>1) Economic development (Kerr et al 1964)</li> <li>2) Psychological explanation (McClelland 1961)</li> <li>3) Sociological explanation (Harbison et al argued that sociological explanation is very similar to cultural or psychological)</li> </ol> <p>Hofstede (1980) Four dimensions of national culture</p> <ol style="list-style-type: none"> <li>1) Individualism versus collectivism</li> <li>2) Power distance</li> <li>3) Uncertainty avoidance</li> <li>4) Masculinity versus femininity</li> </ol> <p>Kluckhohn et al (1945) Classification of cultural variables</p> <ol style="list-style-type: none"> <li>1) Culture as explanatory variable</li> <li>2) Culture as descriptive concept</li> </ol> <p>Neghandi (1983) Conceptual and methodological approaches</p> <ol style="list-style-type: none"> <li>1) Environmental</li> <li>2) Behavioral</li> <li>3) Economic development orientation</li> </ol> <p>Nobum, Birley, Dunn &amp; Payne (1990) Four perspectives of comparative management</p> <ol style="list-style-type: none"> <li>1) Contextual (Neghandi 1983)</li> <li>2) Behavioral (Davis 1971; Hofstede 1980; Nath 1980)</li> <li>3) Situational (Boddewyn 1966; Haire et al 1966; Adl 1983b; Peterson 1986)</li> <li>4) Environmental (Farmer and Richman 1965)</li> </ol> <p>Triandis (1989)</p> <ol style="list-style-type: none"> <li>1) Individualism versus collectivism</li> <li>2) Tightness versus looseness</li> <li>3) Cultural complexity</li> </ol>
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and values and should include construct validation.

The key constructs to be used are values and culture. Values are an attribute of individuals and collectivities. Culture assumes a collectivity. Triandis [71][72][73] and Hofstede [36][37] explained that values have both intensity and direction. The values should further distinguish between values as the desired and the desirable. In this study, culture would be defined as an ethnic group collectivity what personality is as an individual IS manager. On the other hand, personality has been defined by Fishbein et al [27] as "the interactive aggregate of personal characteristics that influence the individual's responses to the environment." Therefore, culture would be one of the main variables used in measuring the behaviors of IS managers.

Cyert and March [17] used the term "uncertainty avoidance". Hofstede [36][37] argued that technology and religion are used to cope with uncertainty. Technology creates short-term predictability as to its outcomes. IS managers in an organization try to make the behavior of people predictable. As suggested by many researchers [36][37][71][72][73], an uncertainty avoidance can be measured on the basis of the country mean score for the three questions such as rule orientation, employment stability and stress.

As Triandis [73] and Hofstede [36][37] suggested, individualism describes the relationship between the individual and the collectivity. In some cultures such as that of the USA, individualism is seen as a blessing and a source of well-being. On the other hand, it is seen as alienating in Korea. Triandis [71][72][73] explained that technologies developed in western individualistic settings more or less presuppose an individualist mentality in entrepreneurs, managers and workers. The collectivist value pattern in more traditional societies sets limit on the technology transfer possibilities. One solution is sought in the transfer of intermediate or appropriate technology which is better adapted to what already exists in the traditional collectivist societies. Another solution is the local design of political and organizational structures which allow collectivism and model technology to coexist. Korea is an example of the successful integration of modern technology with more traditional values. Herzberg et al [34] researched and found that work goals were different depending on the sex (gender). Manhardt [51] similarly found that male workers liked to achieve advancement, responsibility, and supervision of others. Female workers, however, would like to have ample leisure time, good relationship with supervisors, etc. Crowley et al [16], and Hofstede [37] also had similar findings that male workers wanted to have advancement, higher earnings, and training. On the other hand, female workers wanted to have friendly atmosphere, helping relationships, etc.

There are many researchers [4][19] who have attempted to comprehend the relationship between attitudes and behavior using expectancy-values approaches focused on the relationship between cognition about behavior and the creation of attitudes and/or intentions toward behavior of managers. As shown in Figure 4, these researchers have attempted to examine attitudes towards behavior and that is the expectancy-value formulation [5][40]. These researchers [5][40] studied in job satisfaction to success have an intention to do better performance, productivity, or efforts in their organization. Therefore, this expectancy-value formulation can be applied to measure these objectives of the research using Korean IS expatriate managers and American IS managers.

### CONCLUSION

As an exploratory literature review for cross-cultural related study and design, this research has attempted to determine the extent culture impacts on two national IS managers' values, job satisfaction, and performances in the organization. As shown in Table 1, "behavior," "value," and "performance" are

found to be the variables used very frequently in the literature. Consequently, these variables will be used for further research to measure and explain the cultural influences on Korean IS expatriate and American IS managers in the banking industry. This study also developed a research design for the isolation of cultural influences from other variables to measure the cultural variables only.

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