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Hofstede's cultural dimensions and work-related values in Kuwait : implications for employment policy

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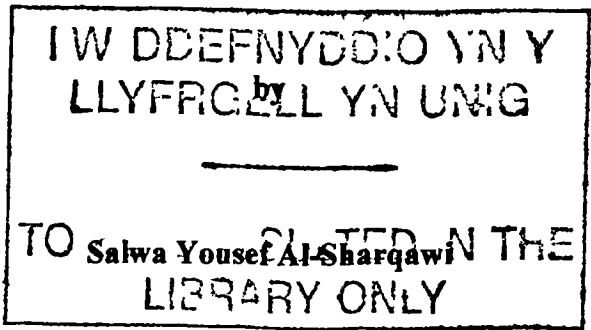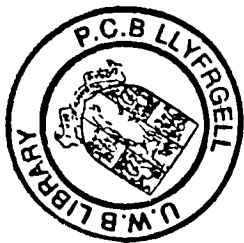# HOFSTEDE'S CULTURAL DIMENSIONS AND WORK-RELATED VALUES IN KUWAIT: IMPLICATIONS FOR EMPLOYMENT POLICY

A Dissertation submitted to the faculty of the University of Wales Bangor in partial fulfillment of the requirements for the degree of Doctor of Philosophy in the School for Business and Regional Development

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HOFSTEDE'S CULTURAL DIMENSIONS AND WORK-RELATED VALUES IN KUWAIT: IMPLICATIONS FOR EMPLOYMENT POLICY

ABSTRACT

The aim of this study was to investigate whether Hofstede's cultural dimensions and work related values apply to the Kuwaiti society; if so then how would these dimensions and values register in Kuwait and what implications would they have on Kuwaiti employment policies and practices. A test instrument was developed to investigate Kuwaiti cultural consciousness dimensions and work related values. The instrument was based on Hofstede's Value Survey Module 94 (VSM94), while the dimensions to be investigated were the five cultural dimensions of Hofstede (the fifth dimension is Hofstede and Bond's (1988)). Added to the VSM94 were twenty-two questions work related values that were projected to be characteristic of the Kuwaiti society, mainly developed through a focus group and interviews.

The initial objective was to explore whether or not Hofstede's questionnaire. and hence the five dimensions, statistically apply to the Kuwaiti society. Once that was confirmed. the second objective was to calculate Kuwaiti registered index scores on the original five dimensions and conduct both statistical analyses with the new empirical data and comparative analyses with Hofstede's original findings. The third objective was to statistically analyze the Kuwaiti assigned questions work related values to investigate whether or not they represented distinct work related values or dimensions.

Several interesting observations and results have been deduced from this survey. First, Hofstede's questionnaire proved applicable to the Kuwaiti society. Kuwaitis registered the following scores on the five dimensions: Individualism IDV=71.45 (strongly individualist), Masculinity MAS=6.60 (very strongly feminine). Power Distance PDI=29.20 (small power distance), Uncertainty Avoidance UAI=62.55 (medium-strong), and Long Term Orientation LTO=50.50 (medium). Most of the

'Kuwaiti' questions proved to correlate to at least one of Hofstede's dimensions, meaning that they were probably not independent new values, except for questions II 23(K?) and II 24(K?) that did not correlate to any of the five dimensions.

One interesting methodological outcome was the finding of a simple comparison method of country index scores. This method consists of simply locating countries that have similar, or very close, index scores of all five dimensions. This method proved to be very successful in identifying countries that had undergone similar socioeconomic cultural influences as Kuwait did.

Empirically, the effect of wealth emerged to be the foundation and primary cause for the registered index scores. Wealth in a country is observed as being represented by three key factors: the sources of country wealth and the quantity available (GNP per capita), the degree of distribution of the wealth among citizens (in the form of health, welfare, housing and education plans), and the speed of wealth onset on the country.

More importantly, there were signs of intercultural struggle and conflict detected between the traditionalist and the contemporary views for the Masculinity dimension, female leadership issue and the Individualism dimension. The struggle is a sign of the ongoing change and cultural evolution. 'Wasta', favoritism, tribalism, sectarianism and territorialism emerged as both causes and products of this struggle. The issue of 'Wasta' and favoritism are discussed extensively.

Certain observations of bipolar conflicting responses lead to the proposal and naming of a hypothetical new dimension. This new dimension of Contradicting Social Behavior represents acceptability of a society to live and behave in an opposing manner to its ethics and/or beliefs on the route of modifying those ethical standards. The Contradicting Social Behavior is expected to be a representation of underlying struggles that gesture social evolution. More importantly, this hypothetical new dimension might represent the clock or meter of social change/evolution

Due to the very low Masculinity index registered as opposed to the abundance of Masculine behaviors, observed by the author, in the Kuwaiti society, the author

suspects the imprecision and need for fine-tuning of the Masculinity measurement tool. This is similar to an observation made earlier by Hofstede (1998. p.21).

Finally, the responses of the public versus private sector employees were analyzed and compared to arrive at general work related values of Kuwaiti employees. This showed no significant difference between the work related values of the public and private sectors, which implies that the differences between the two sectors in behavior and work attitudes are resultant from the organizational culture prevailing in those sectors. Recommendations are made, in view of the registered cultural dimensions' scores, to aid policy and decision makers in their plans to amend the way Kuwaitis perceive work and promote Kuwaiti involvement in the private sector.

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CHAPTER 1
INTRODUCTION

This chapter discusses the research aim and purpose of the study, providing a rationale for the study and describing why it is important such a study is performed. The author describes the reasons for the study, what makes Kuwait special and the importance of the timing of the study.

1.1 Research Aim

The overall aim of this thesis is to identify Kuwaiti work values. This will be achieved by analyzing how work values are manifested in the Kuwaiti private and public banking sector using an exploratory research approach to adapt Hofstede's Value Survey Module (VSM94) questionnaire. This approach will determine whether and how the Kuwaiti value system registers against Hofstede's cultural dimensions (1994). It may enable the researcher to identify other dimensions or value systems that might apply to the Kuwaiti society but are not included in Hofstede's dimensions.

The majority of the Kuwaiti nationals (92.7%) are currently employed in the public sector (Statement by the Minister of Planning and Minister of State for Administrative Development, 1997). The remaining minority is in the private sector, of which 32⁰₀ works in the banking sector (Al-Muhemead et. al, 1994) because Kuwaitis look at the Banking industry as prestigious. Therefore, the main reason for choosing the banking sector for this study is that in Kuwait this sector can be taken as a representative of the native workforce of both public and private sectors of a good sample size of the same industry. The study proposes that the public and private sector will have an exclusive set of work values each. The study attempts to identify and compare how the two score against Hofstede's value survey module and locate any differences.

1.2 Purpose of the study

This study builds on the work of Geert Hofstede (2001a), examining work values of 117,000 IBM employees in 50 developed and less developed nations in the period of 1966-74. The main difference among the respondents was culture; as all of them were otherwise matched for characteristics like age, sex, and job category and all worked for the same corporation. Yet the respondents registered different on each dimension due to the differences of their cultures.

Kuwait was not considered then, in the original survey, as it had a small sample and thus is not represented in Hofstede's value system. Therefore the primary reason for this study is to add to the knowledge base by identifying Kuwaiti work values, thus enriching the available material in the field on work values of different cultures.

Kuwait presents unique geographic, economic, demographic and political characteristics and indicators (See Chapter two for a detailed discussion of Kuwait). As mentioned earlier, the majority of Kuwaitis work in the public sector. The private sector employs only about 8°₀ of the native workforce. Kuwaitis find the private sector:

> "A profit-making sector, that gives credit to productivity and profitability, less attractive"(Statement by the Minister of Planning and Minister of State for Administrative Development, 1997).

History and culture relate the six Gulf Co-operation Council (GCC) countries, namely Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates. All have demonstrated similar trends and are currently facing similar problems. All these wealthy economies are dependent on oil, expatriate labour and low involvement by the natives, most of whom are employed by the benevolent public sector. Investigating the work related cultural values of Kuwait would reflect on the reasons Kuwaitis favour the public sector jobs. Moreover, the results of this study will also reflect on and contribute to the knowledge of work values in the region by identifying the Kuwaiti cultural work values, meaning that this study would contribute directly to

the gulf region countries just as well.

By taking a snapshot of Kuwaiti culture through the identification of its work values, it will be possible to understand Kuwaiti work values and use this knowledge to motivate Kuwaitis as well as natives of the other GCC countries. The results of this project will probably facilitate administrative planning on both the national and the organizational level.

Understanding work related values in Kuwait would help policy makers in both Kuwait and the GCC to formulate better action plans for increasing the productivity of the native workforce and designing training programs. The target would be to attract the national population to the private sector instead of continuing to live a state of masked unemployment in the public sector jobs putting a huge burden on the national revenue for payment of public sector wages (Al-Ramadhan et. al, 1999).

Culture is expected to alter over a period of time. As Hofstede says, "It does change, but generally only slowly" (2001a, p.233). The combined effects of man-made or natural causes will bring about any change. There will be forces of nature on one hand, and socio-political and demographic forces on the other hand. Trade, economy, education, religion, legislation, urbanisation, etc. all work to remodel and modify culture. Added to that are individual maturation and experience (seniority). As generations go by, changes are inevitable. This would mean that any culture would change its values over time. This study also argues that since each culture has some exclusive particular characteristics, the same methods cannot be applied to study each culture. Hence the findings of this study will also determine and demonstrate that the study of a culture calls for methodology specially adapted to that culture.

Theoretically, Hofstede's cultural dimensions (2001a) could explain cross-cultural behavioural differences. Nevertheless, exploring differences and similarities among cultures is problematic, mainly because cross-cultural research can be limited by the 'made in America' theories, where there is an indiscriminate export of a theory to a cultural context where the application of that theory is inappropriate.

1.3 Rationale of the study

Initially when Hofstede undertook his study in 1966-74, Kuwait was not included, as the sample size was insufficient. That period was the time before oil revenues took control of the metamorphoses of Kuwait. In the last quarter of the 20th century Kuwait experienced several socioeconomic changes and developments. Those changes were a major stimulant for the author to undertake a research project on Kuwaiti work values.

The World Bank Report (Al-Ramadhan et. al, 1999) stated that the salaries and wages paid to public sector employees represented 65% of the State's revenues from oil. putting a serious pressure on the state resources, and that salaries for Kuwaitis in the public sector were about 2.5 times the salaries paid to equally skilled expatriates in the private sector. The report recommended that the numbers of public sector employees be reduced in half, since 60% of the employees at the time were considered to be a form of masked unemployment.

The General Secretary for Reforming the Executive Performance of the Country Dr. Waleed Al-Wehaib (24/1 2000) declared that the:

> "Unemployment problem increased from 3 thousand in the last year to be
> 7 thousand at the end of 1999. And expected to be 33 thousand in the next
> two years."

SerajEddin and Khorsheed (1995) reported on the indicators of social affluence and prosperity for the Kuwaiti individual (as measured by his/her share of the income and spending). The results of the continual dialogue point to the receding level of social affluence in the period of 1995–2005, where a reduction is expected in the individual's share of household income from 3567 KD in 1995 to 3239 KD in 2000 then to 3046 KD in 2005. The Kuwaiti individual's share of actual ultimate spending declines with the same ratios in the period of 1995-2005. Therefore, if matters keep

going the way they are, the Kuwaiti individual's social affluence will be negatively affected (through a reduction in income and spending), and the share of the Kuwaiti individual from the local and national revenue will decrease as well.

Zafer (1999) studied the problems of Kuwaiti labour employment in the private sector in Kuwait and recommended that the concern for work obligations and productivity in public sector should be similar to the private sector. He further proposed that students should be aware of the value of work.

Dr. Ali Al-Zum'ei (1997), Former Kuwaiti Minister of Planning and Administrative Development, describes what is happening now as the selfishness of a generation that is trying to retain affluence and perseverance without any consideration to coming generations, even though, we are a youthful society where 50% of all Kuwaitis are under 18 years of age. The younger generations blame their parents conveying fear and anxiety about the future because the older generation made no effort of utilizing the oil wealth to design and construct other sources of income; instead, the burden is all on the welfare state (see sections 2.1 and 2.2).

In a joint study by the Kuwait Institute for Scientific Research and the World Bank (Al-Ramadhan, M. et. al, 1999), discussing a reform program for the labour market in Kuwait the study concluded that a practical approach would be to focus on new entrants by freezing the number of Kuwaitis working in the public sector and reducing entry level wages and job security of new entrants. The report also proposed a job insertion and a job seekers assistance fund. The package proposed in this report is aimed at the short-term reforms. Longer term and structural reforms require further analysis.

It is obvious, from the sample of available studies listed above, that the Kuwaiti government is facing major challenges of deficit, unemployment (masked or normal), a decrease in social affluence indicators and an imbalance in population and manpower structure mainly due to unplanned government policies and to inconsiderate employee behaviours. It was recommended by Zafer (1999) and by Al-

Ramadhan *et. al* (1999) that revisions are applied to policies as a short-term procedure and that the work value system of Kuwaitis should be amended as a long-term solution, therefore, this study attempts to investigate these long-term amendments.

Why the private and public sector?

In Kuwait, the majority of employees are employed in the public sector. However, the government is attempting to make the private sector as attractive as the public sector, by giving a social allowance to potential recruits. The public sector remains more attractive due to the fact that every Kuwaiti in the public sector gets a special monthly social allowance (KD 140 – 300) based on the educational qualifications of the person, marital status and number of children (KD 50 = £ 100 for each child). Currently, every Kuwaiti gets the children's allowance whether he / she is working in the public or private sector. It is clear that unless both these sectors are equal in terms of appeal, one cannot foresee a mass exodus of public sector employees to the private sector.

Most Kuwaiti employees still consider the private sector a poor choice with its comparatively lower salaries and allowances, longer working hours, emphasis on accountability, stress on performance and stringent policies (Zafer, 1999).

Potential seekers of public sector employment are gradually realizing that they can no longer depend on a guaranteed job and that they need to compete for suitable employment in the public or private sector by passing adequate recruitment and selection criteria.

The study will attempt to understand the work related values prevalent in the public and private sector through Hofstede's Values Survey Module; assess the attitudes and behaviour of public sector employees and hopeful applicants and finally try to understand the work related values dominant in the public sector in order to better motivate Kuwaitis working in that sector and increase their productivity.

1.4 What makes Kuwait special?

There are special factors unique to Kuwait that make it a fascinating case study for how environmental conditions shape a culture.

Following the discovery of oil and the export of the first shipment in 1946, Kuwait and its people continued to enjoy a period of prosperity between 1970 and 1990 just before the Iraqi invasion of Kuwait. During that period, Kuwait was one of the wealthiest countries in the world in terms of its gross domestic product (GDP). See tables (1.1 and 1.2):

Table (1.1): GDP at current prices (KD million)

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
GDP	3131	5827	7231	7349	7952	9303	9060	7742	9075	11590
Change	?	?	?	?	?	17.4%	-2.6%	-14.5%	17.2%	27.7%

Source: Kennedy, Paul D. (1997) Doing Business in Kuwait. London, UK: Kogan Page Ltd.

Table (1. 2): Ranking of countries by GDP per capita

Rank	Nation	GDP per capita	Population
1	Luxembourg	$33,609	437,389
2	United States	$33,586	275,562,673
3	Monaco	$27,451	31,693
4	Switzerland	$27,126	7,262,372
5	Cayman Islands	$26,753	34,763
6	Norway	$24,837	4,481,162
7	Jersey	$24,743	88,915
8	Denmark	$23,930	5,336,394
9	Belgium	$23,766	10,241,506
10	Singapore	$23,607	4,151,264
11	Austria	$23,441	8,131,111
12	Japan	$23,311	126,549,976
13	Iceland	$23,230	276,365
14	France	$23,142	59,329,691
15	Canada	$23.091	31,281,092
16	Aruba	$23,009	69,539
17	Netherlands	$22,973	15,892,237
18	Kuwait	$22,700	1,973,572
19	Liechtenstein	$22,666	32,207
20	Germany	$22,513	82,797,408
	World	$6,693	6,080,671,215

Dowling, Mike., "Interactive Table of World Nations," available from http: www.mrdowling.com/800nations.html; Internet; updated Friday, June 29, 2001

Kuwaitis enjoyed growing in this welfare state where most of their basic needs were catered for and attended to by their government in its effort to distribute this "sudden" endowment that came down to this country with no mentionable effort on the citizen's part. The government pledged to every Kuwaiti citizen free of charge services including education, health and medical in addition to subsidized housing, utilities and certain food items. Lifetime employment and a generous pension plan were guaranteed to every Kuwaiti by the government.

Kuwaitis, in return, were not expected nor were they asked to deliver much. They were not technically equipped or skilled when oil revenues started coming in for them to take up their government's development projects including the building and running of schools, hospitals, roads, clinics and oil installations, services needed to build the infrastructure of this booming economy. Foreign labour (whether from neighboring Arab countries or Asian countries) had to be imported to take up these assignments in return for a paid wage. Foreign labour became the main source for actual productivity that maintained the country's operations during which time Kuwaitis were receiving education inside the country or were sent on scholarships abroad to be able to return to assume a noticeable role in the operation and functioning of the affairs of their own country.

Development plans naturally took decades to complete, during which, the need for further development grew with the increasing population. The number of foreign labourers continued to increase and their presence in the country became a necessity and a natural part of the life of Kuwaitis whose simple and tribal heritage had been accustomed to accommodating guests for long durations of time.

Medical doctors, nurses, engineers, teachers, administrative and clerical workers and labourers doing menial work all came from outside Kuwait to provide all sorts of services to this small population of Kuwait in return for a salary. Kuwaitis grew used to the style of having others do their work for them, and along the way, to provide services to them. Decision-makers in the early days of development were greatly focused on distributing the wealth among their own people and providing them with better living conditions; however, they did not realize at the time that certain working values, inherent in this society such as the need to work and achieve, were being sacrificed. Kuwait's earlier generations were no strangers to the hardships that they faced being a simple pearling and fishing community. As a result of this there was respect and dignity for work and labour.

Kuwait's younger generation of the 1970s grew up under these conditions. They were provided with services by non-Kuwaitis, and were aware of the fact that their government was paying for these "workers" to do the work for them.

Dr. Ali Al-Tarrah, a professor at the Kuwait University, mentioned on a Kuwait TV program on population structure (1997) that he had reported to the national assembly in 1965 that Kuwaitis started to decline menial work and prefer government jobs instead. in the shape of masked unemployment. Dr. Ali Al-Tarrah (1997) said:

> "The Kuwaiti doesn't look at the job as a production venue yet he considers it a right which created a dependant character."

As Dr. Ali Gloum Askar, a consultant of Controlling Pressures and Ideal Performance at the Psychology Science Department at Kuwait University was quoted saying that carelessness and dependency of the new generation reflects the wrong ways of up-bringing since every Kuwaiti family has several servants. This will threaten the forthcoming generation to be dependent and lose their identity. Children are supposed to depend on themselves. respect time. and do their responsibilities (Askar 2000).

These young Kuwaitis developed a negative notion of "work". It was affiliated with the notion of work delivered by "foreign labourers" who are economically and, therefore. socially inferior (which accounts for their departure from their homeland to work in a foreign land in return for pay).

Foreign labourers, despite their work values of diligence, acquired skills and knowledge, had represented an image of socioeconomic inferiority that engrained erroneous concepts of "work" and the "need to work" in young Kuwaitis who would refrain from identifying themselves with such economic conditions that would drive them to lead such "poorer" styles of life very much linked to foreign labourers. The majority of younger Kuwaitis could only identify with work as a social status that complements their notion of social affiliations to this affluent society of Kuwait as different from a society of labourers of non-Kuwaitis. Younger Kuwaitis of the 1970s

and onwards, started developing a culture of apathy to the concept of work as perceived in the framework of the newly acquired cultural values of the Kuwaiti society of the oil-boom era.

As previously indicated, the majority of Kuwaitis are employed in the public sector. While the public sector is already overstaffed, Kuwaiti workers are reluctant to comply with the more disciplined working atmosphere in the private sector. The private sector is a profit making cost-reducing sector, heavily reliant on working values such as efficiency, performance, productivity, commitment to work and the need of its employees for "achievement", while reducing expenses (for example, lower salaries than those being paid by the public sector).

In a study prepared by the central department of statistics covering non-Kuwaitis working in the private sector, not including house workers, home makers, or servants, it was found that 76°₀ of all workers were paid less than 180 KD month (360 Pounds Sterling), and house workers are paid much less than that (Al-Qabas, 1995).

Al-Qabas, the Arabic daily newspaper, quoted a study (6/2/2000) by the Kuwait Institute for Scientific Research and The World Bank for Building and Reconstruction stating that 75°₀ of men and 65°₀ of women are not ready to convert from the public sector to the private sector. And 90°₀ of the job seekers are waiting for a chance to join the public sector because it furnishes such benefits as:

- Salaries for Kuwaitis in the civil service consisting of a basic salary and a social allowance that increases according to the number of children and family members.
- Promotion and increments settled in view of seniority regardless of employee performance.
- The attractive Social Security and Retirement Scheme for the government employees.
- It is impossible to end the service of a Kuwaiti employee because of his low performance.

The private sector could not tolerate Kuwaitis' working behaviours (Zafer, 1999), because it simply cannot afford having any staff on board who is costing the organization more than he/she is generating.

Dr. Ramadan Al-Sharrah et al (1997) demonstrated that Kuwaiti youth avoid working in the private banking sector because it adopted laws or human resourcing (HR) practices similar to those of the private sector, such as the system of annual leave, sick leave where the employee can get only 6 days of sickleave a year with full pay, the low range of salaries, the long working hours, the large quantity of work, and especially article no. 52:

> "The employer has the right to terminate the employee at any time without advising with the reasons." (Al-Sharrah et al, 1997).

Kuwait was overwhelmed by a series of blows, internally and externally, that almost threatened its sheer existence. Having survived the side-effects of the Iraqi-Iran war in the 1970s, the drop of oil prices in the 1980s, the aftermath of the Souk Al-Manakh (informal stock market) crash in the 1980s, the Iraqi invasion of 1990 which almost wiped it out of existence, and the Gulf war of 1991, Kuwait has struggled for its stability and survival of its "welfare" policies. The budget deficit demonstrates this struggle (see table 1.3). Then again, Kuwait is still facing long-term problems that could be more fatal than those earlier challenges.

Table (1.3): Development of Actual Revenues and Expenditures in the General Budget (KD million)

Year	1989 1990	1990 1991	1991 1992	1992 1993	1993 1994	1994 1995	1995 1996	1996 1997	1997 1998	1998 1999	1999 2000
Total Public Revenues	3234 6	273.0	647.3	2363.7	2774.8	3100.7	3473.1	4391.0	3607.8	2797.7	5241.2
Total Public Expenditures	3095 9	7613 9	6111 4	3936.3	4240.8	4193.2	4126.5	3888.6	3977.8	4040.2	4010.0
Surplus Deficit	138 7	-7340.9	-5464 1	-1572.6	-1466.0	-1092.5	-653.4	502.4	-370.0	-1242.5	1231.1

Source: Central Bank of Kuwait: Economic Report 2000. (2001).

Note: The expenditure side also includes a mandatory transfer to the Reserve Fund for Future Generations (RFFG). This is 10% of the total budgeted revenue. The RFFG budgetary charge is actually a transfer to reserves and is not really expenditure. The RFFG was formed in 1976. The amounts in the fund are invested in leading foreign companies, with an emphasis on long-term growth and stability. This fund is estimated to be worth approximately US$40-45 billion, down from US$100 billion at the time of the Iraqi invasion in 1990.

Aside from outside threats, and world economic recession, Kuwait is unable internally to sustain its own growth and development because of its heavy reliance on foreign labour and the public sector has been overcrowded with a mostly ineffective labour force for many years. According to the Civil Service Commission, State of Kuwait, (1998), the number of Kuwaiti graduates and potential job seekers is relatively high. The total number of job seekers (including job seeking graduates) was 3232 in January 1997. This means that once these graduates enter the job market they will put a burden on a job market that is already overcrowded, and might not have a place for them. There is no 'official' unemployment as the public sector guarantees to give jobs to everyone. As a result it is overcrowded. Yet, Kuwaitis will not seek, nor are they accepted in, the vacant positions in the private sector. Still, considering the small population, the unemployment rate in Kuwait is high (see table 1.4). This rate is expected to increase over time considering the growing number of prospective graduates from high school (including high school deserters), university and other educational institutions. There is a need to shift these job seekers to the private sector to reduce the burden on the government and reduce unemployment.

The private sector is unable to bailout the public sector in accommodating young Kuwaitis who strongly lack adequate knowledge of cultural working values in this sector.

Table (1.4): Unemployment rates in Kuwait

Total Unemployed			Total Population		
Kuwaitis	Foreign	Total	Kuwaitis	Foreign	Total
2173	6697	8.870	786.010	1,484,855	2,270.865
24.5°o	75.5%		34.6%	65.4%	

Source: Central Statistics Office, Ministry of Planning, Kuwait, 1998

The Kuwaiti Arabic daily newspaper, Al-Watan (1997) reported that some employers in the private sector mentioned that they don't prefer to employ Kuwaitis because of their high expenses, their negative attitudes such as laziness, carelessness, lack of ambition, they don't follow instructions, they like to argue instead of doing the work, they waste time in conversations through telephones or with visitors, lack of productivity, their frequent personal requests, and their belief that they are worth promotion regardless of their performance.

In a randomly selected sample study that covered 378 employees of eight different organizations in the public sector, Dr. Ghazi Al-Otaibi (1992) found that the three most important elements to satisfy the Kuwaiti employee are: promotions, stability, and feeling they are appreciated.

Mohammed Al-Sanousi (1997), member of the country Planning Council, says "They (Kuwaitis) look down at manual work and increasingly depend on others to do labour work. They look up to supervisory work, reflecting the dominant feel that the government is responsible to secure a job for every national which leads to masked unemployment"

Masked (disguised) unemployment is expressed in the presence of numbers of labour forces that add nothing to the total revenue, where marginal productivity equals zero. Masked unemployment is normally present in the public services sector wherever the government is required to provide employment for fresh graduates. It is possible to

say that the measure of masked unemployment equals the numbers of workers that can be dismissed without affecting the total revenue (Civil Service Commission, 1998). This load of public sector employees present and getting paid, yet not performing the required work costs the state direct financial expense and an indirect expense of loss of work attitudes. The masked unemployment is present extensively in Kuwait as Mr. Fawzi Al-Sultan, the General Secretary of the Higher Commission of Development and Economic Restoration, explains that masked unemployment is the main reason why the Kuwaiti employee productivity is down to a mere 15% of her/his potential (Al-Sultan, 2002). Not dealing with such a costly phenomenon of masked unemployment might cause the poor work attitudes and practices to develop into poor work values among Kuwaitis.

Mrs. Awatif Al-Qattan, manager of the department of administrative development in the Ministry of Social Affairs and Labour, explains that overstaffing is a problem facing all ministries and a direct cause of masked unemployment (Al-Anbaa, 2001).

Having been taken care of by the government for the past three or more decades, most Kuwaitis have developed certain work related values associated with their concepts of the need to work. This attitude of "opposing" the commitment to work, let alone the need to work, is closely linked to an acquired self-image of "I am a Kuwaiti citizen". It has resulted in low productivity, inefficiency, and unwillingness to work or to receive training and, instead, the majority of Kuwaitis tend to opt for an early retirement.

Social Security Scheme and Early Retirement:

The social security scheme provides Kuwaiti employees with generous retirement pension plans, with retirement open to all Kuwaitis at the completion of 20 years of service (Legislation Guide for Social Security, 1995). Many Kuwaitis, still enjoying a healthy mind and body, opt for early retirement with its attractive pension plans at an early age.

The majority of young Kuwaitis lack the understanding and appreciation of certain work related values such as the need to work, the need to be committed to work, the drive and motivation to achieve, and the naturally developed need for self-actualization. What is even worse is that many young Kuwaitis may have developed a notion that jobs and work are rights guaranteed to them by the government, not things they have to persevere to get and maintain (Zafer, 1999).

At this stage, unless matters are controlled and given a direction, Kuwait is set to face problems in the near future. It is argued in this thesis that the nationals are required to be motivated to become more efficient. It is important to understand Kuwaiti work values and use these for motivating and increasing the productivity of Kuwaitis as well as attracting them to the private sector.

Value changes are neither easy nor quick to bring about. The argument is that if it is not possible to change values drastically, at least a direction must be established. This is referred to in detail in the model that is discussed later.

Given economic factors, it is argued that once Kuwaitis' cultural working values are determined and understood, then training and motivational programs can be designed to increase productivity. A new culture of an "achievement oriented workforce" needs to be initiated, developed and customized to suit the Kuwaiti environment, in order for it to meet the country's future needs of self-reliance.

In this respect, while studying the work values of the Kuwaitis, traditional cultural theories are not likely to be credible unless supported by empirical field work – particularly if we consider that most of these theories have been developed with reference to western societies. This study will be considered innovative, in this respect, in terms of examining and identifying work values that are Kuwaiti specific in an attempt to reshape Kuwaitis willingness and commitment to work and achieve. This is achieved by understanding what motivates them and their current values.

In conclusion, it can be said that to try to bring about a change in any cultural work

value, it is important that the existing values are adequately studied. This way, researchers might be able to chart these existing values and locate available venues for improvement.

It is important for the Kuwaiti government to understand its citizens work values so that policy makers can consider ways of change to improve productivity and motivate Kuwaitis, thus leading them to the private sector as the public sector can no longer sustain the employment of nationals.

1.5 Hypothesis

The researcher hypothesizes that Kuwait will not register as per some or all of Hofstede's the five dimensions meaning that the tool might prove to be not usable as a measure of Kuwaiti cultural dimensions, mainly because Kuwait and the GCC countries are unique in terms of culture and clan influence, the influence of religion, the sudden wealth, population composition, and manpower composition. New dimensions are also expected to be identified.

This study aims to find the cultural position of Kuwait by understanding the Kuwaiti work values and comparing them to the international indices that were derived from Hofstede's study of 1994.

1.6 Philosophical and Theoretical basis of the study

It is the author's conviction that understanding the nature of research is unattainable without some attention to its philosophical framework. No matter how technical a research project is, it always involves philosophical assumptions about the nature of knowledge and reality. Attention to philosophical issues is in fact as important as being able to use specific research methods (Bentz and Shapiro, 1998).

A sound research project will match the research approach to the problem to be

studied. "Some philosophers of science try to base human and social science research on an explicitly positivist theory of knowledge ... current research training and research textbooks in the social sciences are often still based on positivist ideas" (Bentz and Shapiro, 1998, p.26). Indeed the researcher is taking a positivist approach in this study of ethnography. "Ethnography is concerned with capturing, interpreting and explaining the way in which people in a group, organization, community, or society live, experience, and make sense of their lives, their world, and their society or group" (Bentz and Shapiro, 1998, p.117). Yet, it must be noted that positivism is not a particular way of doing research, "rather, positivism is a philosophical position about knowledge and research and their social context and consequences, one that also takes an ideological function" (Bentz and Shapiro, 1998, p.30).

Any study of the culture of a particular nation has specifics to consider. The society is made of many individuals who are parts of organizations, groups, and sub-groups. Cultural groups within a nation are bound (to certain extent) by the same sets of laws, media, religion, education and language (at least in a nation like Kuwait).

Rather than base analyses on limited understanding of cultural patterns in a given setting, (or worse yet on unproven stereotyping views), researchers need conceptual frameworks and techniques for understanding and analyzing the meaning of cultural attitudes, patterns, symbols, practices and values. This brings us to the importance of cultural investigative studies such as those of Hofstede, who says:

> "Any such framework must consist of empirically verifiable, more or less
> independent dimensions on which cultures can be meaningfully ordered,"
> (2001a, p. 36).

In other words, one needs to base cultural research on scientifically verifiable grounds; otherwise, it would not be anything but speculation.

The cultural-values search is for factors that can be categorized as common across cultures (for example, basic biological needs). However, while looking for such universals, one has to bear in mind that any differences amongst two nations might also be found amongst two sub-cultures within countries as well. Thus it is important

to understand that cultural research takes general trends or average values within a nation; that is not to say that every individual within a nation would behave in that manner.

Therefore, identification of universals is a prerequisite to any comparative theorizing. Lonner (1980) has identified simple universals (for example, human sexuality), variform universals (differences in forms of aggression across cultures) and functional universals (theories that explain cultural phenomena). Such universals are engaged in the analysis and theorizing of cultural studies as is the case in this study using Geert Hofstede's universals/dimensions.

The theoretical basis for this doctoral thesis is derived from the work of the Dutch social scientist Geert Hofstede. Hofstede (2001a) discussed in his book, Culture's Consequences, the international differences in work related values. Hofstede (1994a) established a theory of culture management whereby dominant work values and cultural differences between nations can be described using five bipolar dimensions: power distance (PDI), uncertainty avoidance (UAI), individualism-collectivism (IDV), masculinity-femininity (MAS) and Confucian Dynamism (CDI) (developed later, and not included in the initial study).

1.7 Author's personal reasons for this study

The researcher has had much experience, first working in a public sector organization with all Kuwaiti employees then, in a private sector company working with mostly expatriate workers as well as some Kuwaiti workers, in a private bank with a vast majority of Kuwaiti employees, and in a privately owned telecommunication company working with Kuwaiti employees.

The researcher's experience managing staff and working as a human resources manager directly exposed her to differences between how Kuwaitis and expatriates approach work, how each performs and expects to be rewarded. Moreover, the researcher has her own experience having been educated abroad, working in the

public sector and in the more performance oriented private sector. This raised the question marks behind this research project in general.

The Author's Values

Before discussing the study outcomes, it is important to mention the author's work values and how those values were developed for the sake of scientific integrity.

The author is a Kuwaiti female, graduated her bachelor's degree in Engineering from the U.S.A, followed by a Masters of Business administration (MBA) from the U.K (Brunel University).

She started her career as an engineer in Kuwait Airways, which is a public sector organization. Sometime later, she had to get a second Job for financial reasons, so she worked in a privately owned retail stores chain, as the training and marketing manager. Working in the private sector was the turning point in her career towards commitment to productivity and achievement. Four years later, she had an opportunity to work as the senior HR manager in one of the private Kuwaiti banks. And three years after that she was head hunted to be a sales and HR consultant in a mobile telecommunication company (semi government organization yet now privately owned) where she is still employed at this time.

As for the summary of what the questions meant to the author:

1. Questions that are 'of utmost importance' to the author:

II 11) *Have security of employment*

II 12) *Work with people who cooperate well with one another*

II 16) *Have no or little tension and stress on the job*

II 18) *Make a real contribution to the success of your company or organization*

II 20) *Participate in building the country's economy & its future*

II 29) *To give you more supervisory tasks than clerical tasks*

II 31) *To provide you with training opportunities*

II 37) *To enable you to have a good working relationship with your direct superior*

III 38) *Personal steadiness and stability*

III 40) *Persistence (Perseverance)*

2. Questions that are 'very important' to the author:

II 10) *Have good physical working conditions (good ventilation and lighting, adequate workspace, etc.)*

II 13) *Be consulted by your direct superior in his/her decisions*

II 15) *Have an element of variety and adventure in the job*

II 17) *Have considerable freedom to adopt your approach to the job*

II 19) *Have an opportunity for higher earnings*
II 21) *To have an opportunity for extra income*

II 22) *Work in a prestigious, successful company or organization*

II 25) *To work in an organization whose by laws comply with religion*

II 30) *To allow you to have a second job (after working hours) if you choose to do so*

II 32) *To give you opportunities for paid scholarship for higher studies*

III 39) *Thrift*

III 41) *Respect for tradition/religion*

3. Questions that are 'of medium importance' to the author:

II 14) *Have an opportunity for advancement to higher-level jobs*

II 24) *Now to have a female superior*

4. Questions that are 'of little importance' to the author:

II 09) *Have sufficient time for your personal or family life*

II 33) *To have an understanding for your personal circumstances and emergencies*

5. Questions that are 'of very little or no importance' to the author:

II 23) *Have an opportunity to do favors for other people*

II 26) *To enable you to take long leaves*

II 27) *To give you an opportunity for frequent leaves*

II 28) *To allow you to leave the job during working hours whenever you need to*

II 35) *To enable you to network and build connections through the job*

II 36) *To enable you a prestigious title no matter what the job you actually do*

III 42) *Keeping up with the community or society looks at you for being trendy and 'high class'*

- Question **IV 43:** *How often do you feel nervous or tense at work.* The author feels tension, anxiety and pressure at work most of the time in her current position, mainly because of lack of team spirit and company politics. The author did not experience this in the public sector organization.

- Question **IV44:** *How frequently, in your experience, are subordinates afraid to express disagreement with their superiors.* The author believes that staffs are rarely afraid to show opposition to their superiors.

- Question **V45:** *Most people can be trusted.* The author believes she cannot trust most people.

- Question **V46:** *One can be a good manager without having precise answers to most questions that subordinates may raise about their work.* The author agrees completely that the managers need not know all of the answers to questions on how to do the job.

- Question **V47:** *An organization structure in which certain subordinates have two bosses should be avoided at all cost.* The author believes it is important to avoid any organizational structure where the staff should have more then one boss.

- Question **V48:** *A company or organization's rules should not be broken - not even when the employee thinks it is in the company's best interest.* The author does not agree that we cannot bend the organization rules if it was for the benefit of the organization.

- Question **V49:** *When people have failed in life it is often their own fault.* The author believes that when some one fails in his/her life, it is usually his/her fault.

- Question **V50:** *Competition between employees usually does more harm than good.* The author believes that competition is mostly healthy.

In summary the author believes that she should be of added value to the organization and to her country through carrying out her job properly. It is very important that the organization work does not conflict with the fundamentals of religion (Islam) yet the author is very open-minded with her practice of religion and she believes that religion is purely based on ethics and values. The author's value system was formulated through her up bringing with the influences of the Kuwaiti national heritage, family roots, her education inside and outside Kuwait, and her life experiences. Studying abroad changed her way of looking at things. She values productivity and achievement more than networking and social relations. Since the author is a practicing Moslem, she points out that there are many great work values in Islam, unfortunately though, they are not being practiced. In the holy book of Hadeeth it is said: 'God loves when one does a Job that he/she makes it to perfection'. The holy book of Koran says: 'do your work, for God, his profit, and the believers will see the work you have done'.

The author has had a long experience working with Kuwaiti employees in public as well as private institutions. She experienced, first hand, the general attitude the majority of Kuwaitis have towards work; their lack of commitment, efficiency and lack of productivity, yet this majority expects to be treated equally with the hard working few. This generalization by the author seems to be biased, but it is considered to be common knowledge (or a fact) among every Kuwaiti the author discussed this matter with (this is also confirmed by the studies and statements the author sited earlier in this paper). This was the stimulus behind this research project, and it is the reason why the reader might sense some antagonism by the author towards those practices. The author is convinced that she should not shy away, being a Kuwaiti herself, from exposing such practices for any reform process to take place. The author is convinced she had an edge and an advantage conducting this study, being an insider and having a long experience dealing with Kuwaiti employees.

The spark behind using Geert Hofstede's approach was when the author watched a Kuwait TV program hosting Dr. Ali Al-Zum'ei (1997), Former Kuwaiti Minister of Planning and Administrative Development, who described the dangers of young

Kuwaitis' reliance on low productivity public sector jobs. The author was a senior Human Resources Manager at the time; she was genuinely concerned with this issue and wanted to provide something to benefit her country. The author met with minister Al-Zum'ei, and he suggested that the author investigates the issue of Kuwaiti work related values since there is little research done on this subject. Dr. Al-Zum'ei recommended Geert Hofstede's approach and presented the author with a book on the subject.

Kuwait and many other regional Arab countries had not been investigated in Hofstede's earlier analysis, as the sample size was considered too small to have any bearing on the results. Kuwait has particular geographic, economic, demographic and political factors and is a prime candidate for such a study on culture variations. As a Kuwaiti, the author was curious to find out where her country maps on the original four dimensions. This was the reason for adopting Hofstede's methods and applying them to Kuwait to generate a deeper understanding of the national culture. However, conducting a cultural study cannot be achieved without identifying and emphasising cultural values.

Primarily, the author is aiming to identify Kuwaiti Work Values in the Kuwaiti private and public banking sectors by applying the methods of Hofstede's Value Survey Module (1994).

Kuwait has gone through a lot of development and good and bad fortunes. The pre-oil society was altered for ever by the oil boom in the 1960s. The new generation learned complacency and to depend on foreign labour. After two decades, the Iraqi invasion and the gulf war jolted Kuwait in the early 90s. Currently the government is struggling to reduce foreign labour and make citizens take charge as well as cut back on its role as a cradle-to-grave welfare state. There are various post-war effects, fluctuations in the oil prices and a sizeable budget deficit. This is a culture that has been exposed to maturation, seniority, generation and Zeitgeist effects. The researcher hopes that the Kuwaiti specific questions/work related values (see methodology chapter 6 section 6.5) would uncover some of these values' roles and influences on the Kuwaiti society, thus, clarifying the factors influencing culture.

1.8 Contributions of this study

This study, conducted by a Kuwaiti, can add to the existing body of knowledge in everal empirical and methodological ways. Empirically, the study will contribute towards a more informed understanding of Kuwaiti work values. By studying Kuwaiti culture and identifying the dominant work values, this knowledge can be applied to training programs to increase motivation. This way the administration in Kuwait can draft better methods and curricula to remedy the problems of low productivity in the native workforce.

The study covered both public and private sectors to understand if there is a difference between them since the public sector attracts Kuwaitis while the private sector does not. This phenomenon is well demonstrated in the private and public banking sector as well.

This knowledge might also be relevant and useful in the other five GCC countries, as the six Gulf Co-operation Council countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates) have historical and cultural ties, and are currently coping with common social and economic issues. Thus, the results of this study will also contribute to a more informed understanding of typical work values in the GCC region.

The study also provides a methodological contribution to cross-cultural research. Since unique cultures possess distinctive characteristics that may change gradually over time, common and readymade methods and instruments cannot be applied indiscriminately. Thus, the author has developed a tailor made questionnaire for Kuwait, and this study describes its construction, which required adapting Hofstede's research instrument to ensure its applicability to the Kuwaiti population. The process involved conducting empirical research to identify features unique to the Kuwaiti sample and then incorporating them into a new derived questionnaire based on Hofstede's Value Survey Module VSM. The adapted questionnaire was then used in

the main research phase: the questionnaire survey of a representative sample of employees from the Kuwaiti banking sectors, thus enabling the analysis of Kuwaiti work values. The results are checked for validity, conformity with Hofstede's dimensions, and further analyzed using SPSS.

In addition, methodologically, the study has identified key issues relevant to the investigation of non-Western, and particularly Arabic, cultures. This knowledge can increase understanding of how to research comparable cultures, as Kuwaiti values would be similar to the dominant work values prevalent in other GCC countries. The new research instrument could also be adapted for use in other GCC countries, and would not suffer from the 'made in America' criticism of other Western research tools.

Conclusions summary

This chapter has discussed the research project aims, purpose, and objectives including the author's role and rationale for the study. The next chapter will discuss background information about Kuwait covering geography, population, government, economy and cultural influences. Chapter three will discuss culture, attitudes. affectants of culture. and the organizational culture. Key research studies on variations in cultural values. studies of work values, and approaches to understanding culture will be discussed in chapter four. Chapter five will analyze the Kuwaiti predictors and forecast the expected dimensions index scores for Kuwait. Chapter six will discuss the methodological procedures employed in this research project to achieve the project objectives. Chapter seven outlines the survey statistical analysis procedures and all of the data results and statistical outcomes are presented. In chapter eight, these results will be discussed in relation to the background literature and research on Hofstede's research, and on the Kuwaiti socio, political and environmental factors that have been presented in earlier chapters. And finally, chapter nine will summarize and synthesize the findings into general trends and conclusions, upon which recommendations will be presented and future research ideas will be proposed.

CHAPTER 2
KUWAIT IN CONTEXT

This chapter provides some information about Kuwait, an overview of the Kuwaiti economy, geography, population and government including cultural influences of religious, historic, language and familial nature to familiarize the reader with the culture being researched. A whole section focuses on work ethics, the Kuwaiti workers and the organization.

In any study of Kuwait, it is important to be aware of and understand the impact of the discovery of oil:

> "No where else in the world did it ever happen for such a sudden magnitude of wealth to come down from the sky at what was once a simple, small group of people, which drastically changed their way of life over the shortest span of time known to Man on earth" (Dr. Ali Al-Zum'ei, Former Kuwaiti Minister of Planning and Administrative Development, 1997).

To provide a context for this study of cultural work values, the next section gives a brief account of the country's geography, population, government and economy.

2.1 General information about Kuwait

Geography

a) *Location:* Northwest corner of the Persian Gulf. Iraq is to the north and west and the Kingdom of Saudi Arabia is to the south and southwest. There is a partitioned neutral zone (PNZ) between Kuwait and Saudi Arabia, the northern half of which is administered by Kuwait. The Persian Gulf is Kuwait's eastern border and across the Gulf lays Iran. The State's territory includes nine islands, of which the two most important are Bubiyan and Faylaka (Alessa, S. 1981)

b) *Area:* 17,820 sq. km, and territorial waters are 5,625 sq. km (CIA, 2001).

c) *Terrain:* Kuwait is a very flat country that gradually rises away from sea level in the east to a maximum height of 300m in the west. It has no rivers or mountains, just a few low hills. The terrain is mainly "arid steppe", a form of desert, which varies from clay and gravel to loose sandy grounds. The country is almost entirely flat desert, with about 1% of the land under cultivation.

d) *Climate:* The weather ranges from cool in winter to very hot in summer; humidity is much lower than in other countries of the Gulf. The annual average rainfall (falls in the winter time only) is less than 10 centimetres (6 inches).

e) *Natural Resources:*

- Oil: Reserves are estimated at 94.8 billion barrels, about 9.6% of the world's total. This ranks third in the world after Saudi Arabia and Iraq. At current production levels, there is enough oil to last more than 100 years.

- Harbours: Kuwait bay is a generously sized natural harbour and has always been a prime access point for trade entering and leaving the backcountry of northeast Arabia and Iraq.

- Marine Life: Fishing still provides 50°o of the country's seafood requirements. However, reserves are being depleted through over fishing, and the breeding grounds are being polluted by increased sediments due to marsh draining in southern Iraq.

- Water: Kuwait's only reserve of pure drinking water is in the northern areas of Ar-Rawdatain and Umm AlAish. The rest of its naturally occurring water, which is found in Sulaibiya, Shigaya, Abdali, Wafra and Umm Qdair, is brackish and can only be used in its natural state for irrigation and street cleaning.

Population:

By the end of 1997, the total population was 2,208,790, Kuwaitis being 759,942, (34.4%) and non-Kuwaitis being 1,449,848, (65.6%) (see table 2.1, 2.2 and 2.4).

The Population of Kuwait (in thousands)								
Census	Kuwaitis			Non-Kuwaitis			Total		
Year	Male	Female	Total	Male	Female	Total	Male	Female	Total
1957	59	55	114	73	20	93	132	75	207
1960	85	78	163	116	43	159	201	121	322
1965	113	107	220	174	74	248	287	181	468
1970	176	172	348	244	147	391	420	319	739
1975	252	251	503	323	240	563	575	491	1066
1980	281	285	566	496	296	792	777	581	1358
1985	339	342	681	626	390	1016	965	732	1697
1989	397	400	797	762	490	1252	1159	890	2049

Table (2.1): The population of Kuwait

Source: Central Statistics Office. Annual Statistical Abstracts (1998) Ministry of Planning, Kuwait

Percentage of Kuwaitis to Total Population (in thousands)					
Census Years	Kuwaitis		Non-Kuwaitis		Total
	Numbers	%	Numbers	%	
1957	114	55	93	45	207
1961	162	50	160	50	322
1965	220	47	247	53	467
1970	347	47	391	53	739
1975	472	47	523	53	995
1980	566	42	792	58	1358
1985	981	40	1016	60	1697
1990	581	28	1515	72	2096
1993	634	46	745	54	1379
1994	672	38	1155	62	1772

Table (2.2): Percentage of Kuwaitis to Total Population
Source: Central Statistics Office. Annual Statistical Abstracts 1998. Ministry of Planning, Kuwait

The percentage of Kuwaitis in the total labour force is 16.37% and 83.63% are foreign labour. The imbalance in labour force ratios reflects the fact that Kuwaitis need an army of expatriates to run the country where the number of expatriate workers exceeds the whole Kuwaiti population.

92.7% of the Kuwaiti labour force is concentrated in the government sector, 1.2% in banking and 0.5% in other private sector companies. 80% of the foreign labour continues to work for the government, 14.5% for other companies and 5.4% in banks. 75% of the foreign workers are manual labour workers.

The growth of the labour force has almost quadrupled over last 37 years (See table 2.3 below). The numbers of foreign labour increased 4.5 times against 2.8 times for Kuwaiti labour in the same period.

Growth of Labour Force (in thousands)					
Census Years	Kuwaitis	% of Total	Non-Kuwaitis	% of Total	Total
1970	43	19	141	81	184
1975	56	18	249	82	305
1980	74	15	417	85	491
1985	96	10	575	90	671
1990	122	14	752	86	874
1995	172	23	871	77	1043

Table (2.3): Growth of Labour Force
Source: Central Statistics Office. Annual Statistical Abstracts1998. Ministry of Planning, Kuwait

The ratio of Kuwaiti males to females is practically even. However, about 67% of expatriates are males (if the 200,000 domestic servants in the country are excluded, then 78°o of the remaining expatriates are male). This domination by males reflects the short-term single status contracts most expatriates are on and the residency restrictions imposed on dependants.

Total Unemployed			Total Population		
Kuwaitis	Foreign	Total	Kuwaitis	Foreign	Total
2173	6697	8,870	786,010	1,484,855	2,270,865

Table (2.4): Total unemployment of the Kuwaiti population
Source: Central Statistics Office. Annual Statistical Abstracts(1998). Ministry of Planning, Kuwait

Government

In Kuwait, the government is a quasi-hereditary emirate. The national capital is Kuwait city. Kuwait's currency is the Kuwaiti Dinar (KD), divided into 1000 fils. One Kuwaiti Dinar (KD) is worth about two Pounds Sterling.

Executive power is vested in the Amir, the head of state, who is chosen by the members of the ruling family from amongst themselves. The Amir appoints a Prime Minister, and soon after appoints other ministers on the Prime Minister's recommendations. The present Amir is Sheikh Jaber Al-Ahmed Al-Jaber Al-Sabah, (since 1977); the Crown Prince and Prime Minister is Sheikh Saad Al-Abdullah Al-Salem Al-Sabah.

Legislative power is vested both in the Amir and the National Assembly, and both have the power to propose laws. To become law, a bill must usually be passed by the Assembly and sanctioned or ratified by the Amir. The Amir then declares it publicly. A new law is published in the official gazette, within two weeks of being promulgated and it usually comes into force one month later. Whenever the National Assembly is not in session or is dissolved, the Amir may issue laws by decree.

The Judicial court system is divided into six main division: family, criminal, civil, commercial, leases, and administrative. There are three tribunal levels: The Courts of First Instance, the Higher Court of Appeal, and the Court of Cassation. Judicial courts apply Kuwaiti laws, set by Amiri decrees, to settle conflicts between parties. The Muslim religious laws, the Shari'a, are used only to regulate family matters.

Economy

The Encarta encyclopedia website summarizes the Kuwaiti economic status as follows:

> "Kuwait is one of the world's richest countries per capita. Its initial prosperity was founded almost completely on oil reserves, which, at an estimated 98 billion barrels, is roughly one-tenth of the world's total. Over time, however, Kuwait used oil earnings to make large investments abroad. By 1990 the country earned more from foreign investment than from oil exports. The expenses of the Iraqi invasion and postwar reconstruction placed a heavy economic burden on the country, but by the mid-1990s Kuwait had resumed its pre-invasion prosperity. Gross domestic product (GDP) for 2001 was $32.8 billion, giving Kuwait a per capita GDP of $16,050. The labour force totals 842,240 people, only about one-quarter of whom are Kuwaiti citizens" (Encarta, 2003)

The main characteristics of the Kuwaiti economy are:

- It depends on oil for (85.6%) of the national income.

- It relies on imports to satisfy most of its requirements of goods and services.

- There are few trade barriers between it and the outside world (Unmentionable import/export taxes or restrictions).

- It relies heavily on foreign labour, most of which are unskilled and illiterate.

- It has limited domestic investment opportunities.

- It incorporates a high level of welfares.

Source: (E.I.U. The Economist Intelligence Unit Country Report 2ⁿᵈ quarter 1996).

The four major economic sectors are:

- The dominant public sector of government institutions and state-owned oil companies.

- The private sector controlled mainly by local merchants facilities.

- The joint sector in which business enterprises are owned by a mix of public and private interests.

- The consumer cooperative sector, in which the area co-operative supermarkets are owned by Kuwaitis residing in that area.

The primary economic activity in Kuwait is the transformation of mineral wealth into disposable funds, which are then deployed to attain social, political and economic ends. Local production of crude oil, gas and refined products accounts for nearly half of the Gross Domestic Product (GDP) and more than 94^{0}_{0} of exports.

Kuwait has also substantial overseas investments, both privately and publicly owned, which provide significant return. Non-oil development depends on revenues generated from these sources.

Having identified geographical, population, governmental and economic factors, the next section explores the diverse influences on Kuwait's culture.

2.2 Cultural influences

Religion and Language:

The religion of the State is Islam and the Islamic law (Sheri'a) is the main source of legislation. The population, including the large expatriate groups of other Arabs and Asians, is almost entirely Muslim.

Arabic is the official language. English is widely used. Although Kuwaitis are very proud of their language (the language of the holy Koran), they fully appreciate the universality of the English language.

History:

In the early 18th century, the Utub, the ancestors of many of today's premier Kuwaiti families, arrived in the area where they founded a trading settlement. At the time, the Beni Khalid, a tribal federation of nomads and settled clans who controlled trade along the Gulf coast, ruled the area from Qatar to Kuwait. Due to a weakening of the Beni Khalid by internal dissension and general political turbulence in the area, the Utub were able to assert their independence gradually, that became absolute in the mid-18th century.

The new trading settlement in Kuwait elected Sabah bin Jabir bin Adhbi as the first Sheikh. About 1764, his younger son Abd Allah who was also elected by the Utbi merchants succeeded Sheikh Sabah. In the 19th century, the Sabah family consolidated their position as the ruling clan when the method of succession changed. Instead of being elected by the merchants, the family selected the head of the Sabah and this person became Amir when the merchants pledged their allegiance to him. The Amir and his immediate family were expected to cease trading on their own account to devote themselves to government, and in return, they were allowed to levy a small duty on imports. The Amirs were not absolute rules and consulted the merchants at regular 'diwaniyah', meetings that they hosted.

Before the Suez Canal was opened in 1868, the Arabian Gulf was an important trade route between Europe and the Indian sub-continent. Kuwait had better natural facilities than other ports in the northern Gulf, such as Basra (now in southern Iraq) and Abu Shahr (on the Persian littoral), and it was the nearest port to Jabel Shammar in northern Arabia. Due to these geographical advantages and its stable administration, early Kuwait developed industries based on trade, transport by land and sea, shipbuilding, fishing and pearling. Even after 1868, its regional importance continued. Kuwait was a centre for caravans crossing from south-eastern Arabia to the Mediterranean Sea. Jahra was a main post on the main caravan route.

Kuwaiti merchants handled most of the sea-trade that passed through Kuwait and much of the trade that passed through other Gulf ports. They sailed the Indian Ocean between East Africa and the Indian sub-continent. A few merchants established family-run agencies in the main ports around that ocean and, as they became richer, invested in the sources of their stock-in-trade, some financing crops, others buying plantations. Eventually these families became trading dynasties.

Fishing provided the essential food for the locals. Pearling was a major source of wealth for those who controlled the trade until the advent of the Japanese cultured pearl and the great depression in the 1930s.

Early Kuwait was a small closely-knit political entity. The consensual nature of its governance enabled it to adjust rapidly to threats and opportunities, whether commercial or political. Later, during the first century or so of its existence, Kuwait relied on ad hoc alliances with neighbouring powers to preserve its independence and freebooting mercantilism.

When Sheikh Mubarak the Great (considered to be the founder of modern Kuwait) rose to power in 1896, he realized that the rivalry of the Turks and European powers for dominance in the Gulf required a durable alliance with a powerful yet distant force. He signed in 1899 an agreement with Britain under which Kuwait's

independence was recognized in exchange for exclusive British rights over Kuwait's foreign policy. The 1899 agreement helped Kuwait survive when the victorious British and French (WWI) were carving up the Arab world between them; it also helped the country survive against its more powerful neighbours to the north, west and south, notably in 1920.

Oil was discovered in 1938 but exports did not begin until 1946 because of WWII. Subsequently, the enormous oil revenues initiated the rapid development of Kuwait's modern infrastructure.

Cabinet government began in 1961 with the first appointment of a Prime Minister. A written constitution was ratified in 1961 and the first National Assembly was elected in 1962. The 1899 agreement with Britain was annulled in 1961. Kuwait joined the Arab league in 1961 and the UN in 1963. In October 1963, Iraq formally recognized Kuwait's sovereignty and independence in an agreement signed by both countries in Baghdad.

On the 2nd of August 1990, Iraq invaded Kuwait. The UN condemned the invasion and authorized the use of force to expel Iraq from Kuwait. The USA, led by President George Bush, put together an Arab-Western coalition, which freed Kuwait on 26th February 1991.

Family

The family is a very important cultural influence in Kuwait. In the traditional social framework, the family pattern demands paternal authority and stresses lineal descent. This is the basis for behaviour in business culture as well, where rank and seniority play important roles.

Traditionally, family members were a part of an economic unit that took care of itself. Each member had a rank in the group, according to age and gender. Children would not move out of this unit until married. Male children would often continue to live in

the family home, after marriage, with their own families. Thus, the traditional patriarchal family was a large one since many generations lived in the same household. Marriages were predominantly arranged by elders.

The rapid oil-era urbanisation resulted in smaller residential units, which lead to the disintegration of the larger family units. The products were nuclear families, where mostly both parents were employed. This lead to a particular phenomenon of dependence on domestic help. This, though not unique in itself, had peculiar magnified effects in the Gulf countries.

Dependence on servants in Kuwait and the resultant effects

Asian women workers have grown from being $13°o$ of the female expatriate labour force in Kuwait in 1965 to $68°o$ in 1997. This is largely the result of an increase in domestic 'servants' where $62°o$ of all Kuwaiti households have almost two 'servant' (See Table 2.5).

Indicator of Heavy Dependence of Kuwaiti Families on Servants			
Year	Number of Families	Number of Servants	Number of servants per 100 families
1985	58870	71101	120
1990	79142	149735	189
Annual growth rate	5.7($°o$)	15($°o$)	

Table (2.5): Indicator of Heavy Dependence of Kuwaiti Families on Servants *Source: Central Statistics Office. Annual Statistical Abstracts 1998. Ministry of Planning, Kuwait*

House cleaning personnel come mainly from Sri-Lanka, India and the Philippines. The majority are married, between 20-31 years of age and earn around 100 Sterling Pounds per month. (Ministry of Planning report for basic profile of population and labour 30.6.2002) They are mostly illiterate, suffer dire economic conditions in their homelands, and come from different cultures that are totally alien to the local culture of Kuwait.

Their negative influence on the family culture has been the topic of several research studies (Zafer, 1999 and Karam, 2000) that warned against reliance on an alien culture to engrain and alter the cultural values and behaviours of the young in Kuwaiti families. It is evident, however, that the result of having one or more Asian female workers in the household and other employees such as a driver, gardener or cook as well had greatly altered the cultural values and behaviours of young Kuwaitis. They grew accustomed to having someone, who is economically inferior and therefore socially inferior, around to provide services to them.

Young Kuwaitis grow up not relying on themselves to attend to their own needs, but having this army of cheap labour house workers attending to them (Zafer, 1999). The importance of 'work', and the 'need to work' have grown synonymous to these socio-economically "inferior" Asian house workers (servants and drivers), a fact rather degrading and demeaning. Young Kuwaitis grow identifying work as far from being a source of 'self-actualisation' and 'social recognition'. Rather, a need for the poor to earn their living. They do not have this 'need' to earn their living since their family and the government are obliged to provide for them.

The government welfare system

The State provides Kuwaitis with comprehensive welfare services such as housing, employment, generous retirement pensions, and free health and educational services. Kuwait's welfare system is a reflection of the patterns of inter-related commercial and social responsibilities of the pre-oil era, as the bailouts of local businessmen accord with Islamic concepts of communal insurance.

At first, the government's way of distributing the country's oil-era wealth was to buy land and properties from Kuwaitis at exaggerated prices. Land that was useful for the government projects was bought from the Kuwaiti owners at very exaggerated prices, thus spreading the wealth around.

The new wealth was also used to create a cradle-to-grave welfare system. Ordinary Kuwaitis, who once worked as sailors, pearlers, fishermen or ship builders, entered the civil service sector. A new Kuwaiti middle-class came into being, as did a new class of professional administrators. The 'Bedouin', who in the previous era carried arms and acted as caravan guards and whose loyalty rest with the Amir, found employment in the new police, army and in the oil industry.

The Government's Social Welfare System

The government of Kuwait has one of the most comprehensive and generous social care and welfare systems in the world. Excellent benefits, free education, subsidized housing projects, extensive free health care system, and early retirement plan with high pension.

The Ministry of Social Affairs and Labour has special programs for providing economic assistance to Kuwaiti families 'in need' as part of the cultural concepts of 'social insurance'. The Family Care Department provides a monthly stipend, and tangible aid (clothes, school uniforms, stationery, food, etc.) to certain categories of Kuwaiti families in need. Examples of such individuals are: a divorced woman who does not have a provider and has not re-married, an unmarried young woman above the age of 18 who does not have a provider, children who lost their father, their mother got remarried and who do not have a provider, children of unknown parents, senior citizens who do not have a provider, the handicapped, the chronically ill, those unable to work due to sickness, those financially unable, provided they prove that they are unable to find employment, students who do not have providers and the families of a father detained in prison (Ministry of Social Affairs and Labour, 1997).

The social aid (see table 2.6 below) is paid to a maximum of KD 645 (Sterling Pounds 1290) and a minimum of KD 137 (sterling pounds 274) per month. Each person, eligible for social aid gets another KD 2/- (sterling pounds 4) per month for electricity and water. For the handicapped and university students, KD 60 (sterling

pounds 120) is paid. An eligible family also gets a rent allowance of KD 100/- (sterling pounds 200) if not living in own house.

In addition, the social welfare is payable to families of a provider who is unable to provide for them because of his drug addiction or who has deserted the family.

Social Welfare Status	Aid	
	KD	**~£**
Family - 1ˢᵗ person	195	390
Family - 2ⁿᵈ person	75	150
University student, handicap, <18 years of age	60	120
High school student or at any Special Needs institutions	45	90
Junior Grades students	45	90
Infant Grade Students	45	90
Not going to school	45	90

Table (2.6): Social Welfare Status

Source: *Annual Report, Ministry of Social Affairs and Labour, 1997*

The amount paid for the month of July 1999 in social welfare covered 10.000 cases that received KD 2,899,523.701 including electricity and rent allowances and social welfare. The annual budget allocated for social welfare is KD 36 million (72 million Sterling Pounds). (Annual Report, Ministry of Social Affairs labour, 1997)

The social welfare system allows some 'able' (able to work and provide) categories to receive aid without the need to work or earn a living, which created a group of individuals who rely entirely on their social aid for a living. A divorced woman for example, who is able to work, would choose not to work in order to get social aid.

The Public Institution for Social Security and its governing laws came into being following the issue of an Amiri Decree on 1/10/1977. Under the Social Security Scheme, Kuwaiti employees are eligible for a generous retirement pension plan that reaches a percentage of 65-100 % of the employee's monthly salary at the time of retirement. Premiums payable for each employee is paid at 5% from the employee's salary against 10% paid by the employer. Retirement is open to all Kuwaitis at the completion of 20 years of service and above. The Scheme allows for early retirement

at the age of 45 years for men, 40 for women (Ministry of Social Affairs and Labour, 1997).

The government sought to please Kuwaiti fresh graduates by appointing them in high positions. This has led to a conflict between two generations of Kuwaitis. The young, lack experience but are educated, and the older experienced generation who lack the academic background. To solve this problem, the government introduced the 'early - retirement plan' for Kuwaitis who are 45 or older. The government provided a ten years advance payment for every person willing to retire and a full retirement pension.

Many Kuwaitis, still enjoying a healthy mind and body, opt for an early retirement with its attractive pension plans at an early age. Statistics show that until 1998, around 15893 employees retired early, 87⁰₀ of whom were female workers (Ministry of Social Affairs and Labour, 1997).

What makes this situation critical is that this category of employees is given the chance to retire when they are at the peak of their productivity considering their years of experience and the training they received.

2.3 Values and work ethics

The firm and the worker

About 92⁰₀ of Kuwaitis who work are employed in the public sector (including the state-owned oil companies). Thus, for purpose of generalization, the government can be considered as a large firm.

Due to their lack of skills and qualifications in the early days of the post-oil period Kuwaitis mostly took up administrative positions, and received the needed on-the-job training during their employment. Menial and technical positions were occupied by qualified foreign labourers coming mostly from neighbouring Arab countries and

other European countries. Meanwhile, Kuwaitis were sent to study abroad and return with high qualifications to take up higher administration, executive and later, technical positions, mostly in the government.

In the presence of the foreign labour, Kuwaitis were attracted to administrative and management jobs in the public sector. The private sector, a profit making and productivity-based sector, had never been appealing to Kuwaitis who preferred the relaxed and income guaranteed employment in the public sector. This is reflected by the percentage of Kuwaitis working in the private sector 5.61%. (Source, Ministry of Planning Report for basic profile of population and labour 20 6/2002). This is also confirmed by Al-Ramadhan et al (1999).

In a study of employment in Kuwait (published in Al-Khaleej (1986), the daily newspaper of the United Arab Emirates), which reflects the proximity and interest of GCC countries in the Kuwaiti work market, it is explained that social and economic factors stand in the way of nationalization (Kuwaitization) of certain jobs in specific sectors. The study describes the huge influx of expatriate workers to oil-producing countries as having substantial negative effects, such as allowing the national workforce the chance to specialize in low productivity administrative jobs. It also caused a numeric imbalance in the population and workforce equilibrium endangering characteristics of the national identity.

Large numbers of mostly unproductive or unskilled Kuwaitis are staffing the public sector, taking up rather trivial tasks (Al-Sanousi, 1997 and Al-Sultan, 2002). 6.17% of the work force in the public sector is with no academic qualification up to Secondary School certificate only. (Source, Ministry of Planning Report for basic profile of population and labour 20 6/2002). This approach caused piling up of a huge body of ineffective civil servants who were drawing exaggerated salaries. The private sector, in the meantime, continued to be operated by foreign workers.

Dr. Lubna A. Al-Qadi (1998), in a study covering Kuwaiti graduates that have been in the work market for at least five years, found that three main reasons explain why

Kuwaitis refrain from working in the private sector: 1) The relative ease of finding a job in the public sector, 2) Employment benefits in the public sector outweigh those of the private sector by far (Higher pay, added allowances and bonuses, guaranteed promotions, and open chance for transfers to other government departments, the government employee can go on loan to occupy another job anywhere else while keeping his government job on hold), 3) The public sector has a much better system of working hours, and vacation time (24 hour fulltime weeks as opposed to 48 hour fulltime weeks in the private sector, more holidays off work, 35-45 days paid vacation time in the public sector as opposed to 14-21 days in the private sector, paid sick-leave in the public sector can extend to two full years as opposed to partially paid one month sick-leave in the private sector, the public sector employee has the right to take six months off with full pay to accompany a patient abroad for treatment). Besides the three major reasons, there is the fact that the private sector is much more demanding and requires higher training and qualifications.

Kuwait's private sector is small, even by Gulf standards. Much of its activities cater to the oil sector and the government through contracts for the supply of materials and services. The traditional Iraqi markets are now closed to Kuwaiti merchants. In 1994, the government began a privatisation program to widen and diversify the private sector, which has been very successful. In the last few years, the local stock exchange became the most active in the Arab world.

The Kuwaitization policy is a program by the Kuwaiti government to use national labour efficiently in productive jobs through a systematic program of education, qualifying, training, to eventually replace foreign labour within a certain time limit through gradual changeover at no cost to performance and work efficiency. This policy was pledged by Kuwaiti governments to provide employment to citizens. It has proved to be inefficient mainly because the goal had been the physical replacement of foreign manpower by Kuwaitis, without considering quality and competence. In this process of getting rid of experienced expatriate workers and replacing them with Kuwaiti workers (the so called Kuwaitization of jobs), the government had overlooked the need to reshape the work related values and

behaviours of Kuwaitis, that is to say enable them to be able to fulfil the tasks required on the job.

It is the author's opinion that the outcome of Kuwaitization was that young Kuwaitis. lacking experience, skills and knowledge took over senior positions that had been run by experienced others. Hostility and friction found its way into the work environment. The quality of services in the public sector dropped sharply.

A study prepared by the Arab Institute of Planning recommended that the Kuwaitization policy should be achieved in a scientific gradual, planned method for several reasons, such as the gap between the economic development and the social development, clan or tribe influenced effects that reflect on administrative decisions. and the low productivity due to a group of intertwined negative effectors (Al-Qabas, 1980). This study reflects on the same problems, which initiated our project; that is the work values, which are the reasons behind the Kuwaiti worker's lag in craving for work achievement and fulfilment. The study recommends that the causes for the moderate productivity and performance of the Kuwaiti worker be taken into consideration in any administrative plan.

Work Ethics

Foreign labourers, despite their work values of diligence, acquired skills and knowledge, had represented an image of social inferiority that engrained erroneous concepts of 'work' and the 'need to work' in young Kuwaitis who refrained from identifying themselves with such economic conditions that would drive them to lead such 'poorer' styles of life very much linked to foreign labourers. Younger Kuwaitis of the 70s onwards, started developing a culture of apathy to work, this is evident in the lowered productivity and the masked unemployment among Kuwaitis (Al-Ramadhan et. Al, 1999).

These newly acquired values of 'consumerism', 'individualism', the diminishing concept of 'work' as a value in itself accompanied by a lesser 'need to work and to

achieve' had been most characteristic of the 70s generation. They, unlike the older generation of their fathers, who still recall the times of hardships, were born into this period of affluent life conditions. As a result, they abandoned traditional cultural values and behaviours, which honour work and self-reliance.

A large number of Kuwaitis perceive work as a form of social gathering while lacking an earnest interest to work in a disciplined and a productive environment. Kuwaitis' work values and behaviours are characterised by an apathy to work, absenteeism, low productivity, lack of interest, lack of commitment to work and a strong resistance to discipline. Moreover, Kuwaiti employees are more difficult to manage than expatriate workers. The result has been poor ratings by the public to the services provided to them by the public sector.

A committee that was established to amend the laws regulating sick-leave in the public sector recommended imposing a limit to the number of days of paid short-term sick-leave allowed for the Kuwaiti employee in a fiscal year. The committee surprisingly found that in the period of 1/1/1998 to 15 7 1998, 27.86% of the public sector employees were on sick-leave which cost the government 70 million and 544 thousand dinars (~ 141 million pounds sterling) (Al-Qabas, 5/11/2000). It is impossible that all government employees were genuinely sick for almost one third of their working days yearlong.

Emphasis on status and hierarchy

In the Kuwaiti society, status designations play a central role in the public and private life. Birth, breeding and family (or clan) are important determinants of the status and prestige of a particular person. This in turn is reflected in the heightened loyalty of the individual to the family, and/or clan. This increased loyalty would, in some cases, create conflict with loyalty to the country and society.

As a result, favouritism (nepotism) is rampant. As Mrs. Maleeha Al Ayar, HR director - Kuwait Airways, says 'we are under a great deal of external pressures

forcing us to promote several underachievers. This is caused by nepotism and social connections' (Al-Sanousi, 1997).

After the oil-boom, the majority of younger Kuwaitis could only identify with work as a social status that would complement their notion of social affiliations to this affluent society. The author is convinced, from her long experience dealing with Kuwaiti employees, that Kuwaiti employees have a high level of unaccountability. They consider work to be a 'right' guaranteed by the government and hence do not think that they have to 'produce' or prove anything. Any attempts of correction are taken negatively. Any kind of criticism is unwelcome. This issue is expected to be a hindrance in the way of any corrective procedure taken to resolve poor work attitudes; it might prove to be a major part of the problem.

In such a work culture with no reward-punishment schemes, the Kuwaiti employees have a relaxed attitude towards work, the general idea being that 'they can easily get away with almost anything'.

This chapter has discussed Kuwaiti work ethics and practices, providing background information about Kuwait covering geography, population, government, economy and cultural influences . The author focused primarily on effectants expected to have direct influence on work related values such as wealth, the welfare system, Kuwaitis view of menial work, and their family and clan relations. These effectants will be related to the results of this study in the discussion chapter in an attempt to rationalize Kuwaiti workers' behaviours and values. The next chapter will discuss culture, attitudes, effectants of culture, and the organizational culture.

CHAPTER 3
EXPLORING CULTURE

This chapter critically evaluates existing literature and research studies on the concepts of culture, attitudes, norms, values, work values, behaviour, and the interrelations between these factors. The sociopolitical and demographic affectants of culture, organizational culture and the work environment are discussed after which a model is presented bringing together the factors influencing culture.

In the following chapter, the major research studies on variation in cross-cultural values are reviewed, including Hofstede's study of work values upon which this thesis is based.

3.1 Culture

Before discussing details of this research project on work-related values and cultural dimensions of Kuwait, the author introduces some reference to previous research/literature on these related subjects of culture, attitudes, behaviour, values and work related values.

Some Definitions

A society is made up of certain codes of conduct, a certain manner in which all individuals of that society are expected to act and behave. The codes of conduct are either bound by a written or spoken decree, or otherwise, perceived as what is deemed socially acceptable. These collective sets of behaviours are very often unique to a particular society, which constitute aspects of culture.

Clifford Geertz (1973, p.24) defines culture as the means by which people, "communicate, perpetuate and develop their knowledge about attitudes towards life.

Culture is the fabric of meaning in terms of which human beings interpret their experience and guide their action"

Kluckhohn's (1951, p.21) anthropological definition of 'culture' states that:

> "It consists of patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols... the essential core of culture consists of traditional (i.e. historically derived and selected) ideas, and especially, their attached values."

Schein (1997, p.12) describes culture as 'a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems'.

Geert Hofstede (2001a, p.21) defines culture as the "collective programming of the mind which distinguishes the members of one human group from another".

Clifford Geertz considers culture to be the method of communication, and not the programming itself. Kluckhohn sees it as a way of thinking but specifies the method of learning and transmission. Hofstede's definition is close to Schein's definition in regarding culture as a mental program, though Schein considers it to be a basic, learned program while Hofstede's definition is more general covering more complex mental programs and possible inherent 'programming'. The author will abide by Hofstede's definition of culture due to its wide coverage.

Since individuals in any society are constantly interacting, these assumptions are being created and modified at the very same time that they are being enacted. These practices can be assessed and analyzed in terms of their direct and indirect effects on the attainment of fundamental needs such as food, water, shelter, safety, sex, companionship, etc. Harris (1979 as quoted by Biglan, 1995, p.130) labels practices directly involved in achieving these needs or outcomes as 'infrastructure'. Among those contributing indirectly are 'structural' (political and economic system, and domestic life organization) and 'superstructures' (art, religion, history, philosophy and science).

These 'common experiences of individuals' bring about purpose, beliefs, identities, and interpretations. These are manifested as language, ideological belief systems (including religion and political belief systems), and history. Social scientists define these as the set of parameters of collectivities that differentiates the collectivities from each other in meaningful ways.

Transmission of culture

Herskovits (1948) calls culture 'the man-made part of the environment'. Any human behaviour will be shaped by culture. Any child in a society is taught this culture; this process of indoctrination is called socialization. The child learns how to behave and what beliefs to subscribe to, as he (or she) grows up, the behaviours and beliefs reflect those of the adults in the group. Broadly speaking, any form of socialization is brought about by parents, peers, schools, and/or mass media.

According to Boyd and Richeson (1985 as quoted by Hofstede, 2001a, p.234), human evolution involves both genetic and cultural transmission. In genetic or biological transmission, only parents maybe the source of influence. However, cultural transmission involves intergenerational learning (via teaching and imitation). Thus, humans may have 'cultural parents' (members of extended families, teachers, priests, etc.). Ideas can be transmitted within generations as well, so that it is even possible for individuals to model their behaviour after younger ones. Inkeles (1977) finds continuity in the American national character ever since the descriptions by Crevecoeur dating from 1782. This is particularly interesting because the United States is a country of immigrants; it shows with amazing clarity that culture is learned, not inborn.

3.2 Attitudes

Need and formation

Attitudes are basically a state of mind that an individual is predisposed to at a certain point in time. An individual may have 'mental states' that are developed through experience (Allport, 1935 as quoted by Triandis, 1971, p.2). These affect how the person responds to any condition and circumstance. Attitude is defined as 'an idea charged with emotion that predisposes a class of actions to a particular class of social situations'.

Each and every person in a society has a set of beliefs. These relate to what she or he thinks about any and all animate and inanimate objects that are present in the surroundings. These objects act as stimuli and people tend to hold favorable or unfavorable views to these. People look at and assimilate the events and objects in their social world and then evaluate these in positive or negative light. These objects then acquire a 'good' or 'bad' connotation, as well as a level of acceptability and agreeability. These are mainly reflections of the person's own convictions, evaluations and emotional feelings towards the surrounding.

While forming attitudes, incoming information and personal characteristics lead to assimilation or rejection. Primary sources are family, friends, peers, teachers, media and direct exposure, etc. Other important contributors are child training, parental control, sex, race and beliefs.

The world as seen by an individual is very wide-ranging and is at times very confusing and bewildering. People tend to form attitudes to make sense of the world. There is a daily bombardment of stimuli from various sources. Some are acceptable and agreeable and are thus easily assimilated. Others are often not as easily assimilated. They may either be new or contrary to the existing attitudes that the person is holding. Attitudes help individuals to adopt a stable view of the world in which they live. We can only cope with our environment if that environment is

reasonably orderly and predictable, so that the individual, the group, or the society may know where they stand and what to do (Kelman, 1969 as quoted by McKenna, 1998, p.256).

Problems with attitudes

Attitudes may lead to inter-group conflicts. Conflicts occur between two or more persons due to differences in ideologies: religious, political, cultural or racial. Furthermore, attitudes may lead to the formation of stereotypes and halo effects. Triandis (1971, p.102-112) explains this in the following manner; to protect self-esteem, through a feeling of superiority or considering others inferior, accurate or inaccurate categories are often developed to make perceptions easier. For example, stereotyping certain nationalities or races tends to persist over time. Stereotypes become differentiated and ambivalent with increased contact. Stereotypes primarily arise from differences in exhibited traits or when two groups are in conflict or one group is achieving economic advantage due to its separation from the other group. Hence, social distance develops through discrimination and avoidance. The author will discuss later the subject of Kuwaitis stereotyping expatriate workers, be those educated groups competing with Kuwaitis for jobs or 'poorer' house help (drivers, maids, cooks, etc.).

Job attitudes

Having introduced the concept of attitude in general, our attention now turns to the work context. The focus of this study is Kuwaiti attitudes to work, thus it is important to discuss job attitudes. Negative job-related emotions or beliefs lead to negative job attitudes and subsequently negative behaviour. In an extreme case, the individual may leave the organization, or may tend to put less effort into the job.

Neale and Northcraft (1991, p.295) suggest a number of factors that may lead to greater organizational commitment early in an employee's tenure with an employer. According to them, commitment depends on 1) personal factors such as the employee's initial level of commitment (derived from the initial job expectations, the

psychological contract, and so on), 2) organizational factors such as an employee's initial work experiences and subsequent sense of responsibility, and 3) non organizational factors, such as the availability of alternative jobs.

Of the job characteristics critical in affecting a person's motivation and satisfaction on the job (Hackman, 1991, p.426), the main ones that contribute to the meaningfulness of the work are:

1. Skill Variety: The degree to which a job requires a variety of different activities that involve the use of a number of different skills and talents.

2. Task Identity: The degree to which the job requires completion of a whole and identifiable piece of work - that is, doing a job from beginning to end with a visible outcome.

3. Task significance: The degree to which the job has a substantial impact on the lives or work of other people, be it in the immediate organization or in the external environment.

Having discussed attitudes, other concepts influencing orientation to work are norms. values and work values. Attitudes and values can be considered factors at an individual level. However, within the employment context, individuals are often required to work in groups. Thus, it is also important to examine group, or social, norms.

3.3 Norms, values and work values

Norms

Once a group is formed, a key question that arises is: how does one behave in a group? The fact is that there are cultures within a culture, and these are known as subcultures. It follows logically that every group that is formed develops its own distinct subculture. There will also be rules within each group that the members are expected to follow. These rules are very powerful as they consistently influence group members' behaviour. According to Hackman (1976 as quoted by Feldman, 1991, p.220), group norms are the informal rules that groups adopt to regulate and

regularize group members' behaviour. Group norms can play a large role in determining whether the group will be productive or not. In addition, there can be tensions between individual values and group norms.

Values

When faced with a choice, the decision that the individual makes is said to depend on the values of the person. Geert Hofstede (2001a) calls values the building blocks of culture because they are programmed early in our lives. Values are feelings with arrows to them. Each has a plus and a minus pole as the following:

- Evil versus good
- Dirty versus clean
- Dangerous versus safe
- Decent versus indecent
- Ugly versus beautiful
- Unnatural versus natural
- Abnormal versus normal
- Paradoxical versus logical
- Irrational versus rational
- Moral versus immoral

When a person has a choice to make, she/he may prefer a certain state or option to others. The choice will depend on what the person actually desires and what she/he considers desirable (what is thought to be desired). A value is often an ideal. It is a thought or bent of mind that tells the person to choose a particular conduct or action because it is personally or socially acceptable.

Values are said to be intimately connected to the moral and ethical codes that are prevalent in the society and what the individual per se subscribes to, as values basically determine what people think ought to be done. Values are a judgmental standard. They guide a person in deciding what is right, wrong, or what is desirable, as at times, these values serve as a benchmark to evaluate and judge our own behaviour and that of others.

Work Values

In an organisational setting, when values are analyzed as parameters that different people find to be important in finding work satisfaction, these are known as work values. As Vecchio (1995, p.622) defines them, values are the preference of an organization's members from among activities and outcomes.

Even within an organization, or a group, different individuals will have different values. Individuals will place different levels of importance on different facets of work. Where some individuals may prefer short run financial rewards, as they are motivated by pay and job security; others may value career opportunities. Individual values decide how the employees react to their jobs and companies.

3.4 Behaviour

Definition

Within any culture, social or workplace, an individual displays various actions. These are a result of the inherent motivation, the attitudes that the person is holding and the norms and values to which this particular individual adheres. All these 'habits' are more or less acquired and are not to be counted as inborn.

Because of these 'habits' and 'traits', an individual will 'behave' in a particular manner. Thus, the author agrees with Triandis (1971, p.16) when he says that 'Any behaviour is a function of attitudes, norms, habits and expectancies.'

In other words, the configuration of characteristics that comprises an individual's unique adjustment to life including major traits, interests, drives, values, self concept, abilities, and emotional patterns, is called behaviour.

Here another factor to be considered is why a person behaves in a certain manner. Davis (1967) proposes that all normal human behaviour is caused by a person's need for structure; hence behaviour is influenced by motivation of a person to fulfill his (or her) needs as s/he sees them. S/He is not motivated by what people think s/he ought to have, but by what s/he wants.

There are various inputs influencing behaviour. These include: inherited factors, upbringing (background), direct influences (parents, family, teachers, peers, etc.), indirect influences (society and work) and personal experiences. When one speaks of 'habits' and 'traits' that influence behaviour, the important factor to be considered is that humans acquire habits throughout life, and behave accordingly. At the same time, behaviour is modified in response to environmental influences (for example inhabitants of disaster struck areas behave in an extremely supportive and helping manner).

So, one can conclude that potential human behaviour results from learning, be it from experiences with other people, ideas or institutions, that are in the immediate surroundings. According to Geert Hofstede (2001a, p.14-15):

> "The behaviour we use can be either provoked or natural. Human behaviour is not random, but to some extent predictable. For each prediction, both person and situation is taken into account, assuming that each person carries a certain amount of (predictable) mental programming that can either be inherited or learned after birth. There are three levels of uniqueness in mental programs:
> 1. Universal: This is the biological operating system; it includes the expressive, associative and aggressive behaviours as found in higher animals. Ethologists like Morris (1968), Lorenz (1970) and Eibl-Eibesfeldt (1976) have popularized this programming.
> 2. Collective: This level of mental programming is common to people belonging to certain groups or categories. This is human culture.
> 3. Individual: This level of mental programming is unique. It is the level of individual personality and provides for a wide range of alternative behaviours within the same collective culture."

The different levels of mental programs influence and affect one another. This study covers work-related values and cultural dimensions that relate more closely to the collective mental programs.

Maladaptive Work Behaviour - production deviance

Here, a mention has to be made of the deviant or maladaptive work behaviour. Employees within an organization can exhibit this. One form of maladaptive work behaviour is production deviance, which is some kind of interruption in one's professional practice inside the organization. According to Raelin (1986, p.24), this might be 'exemplified by doing only the work required, exhibiting business, focusing attention more on outside interests than on work, manifesting boredom and apathy, engaging in unethical practices, becoming truant, or continuously flaunting outside job offers. Here the organization, meanwhile, though losing the individual, retains a disenchanted member whose practice may now conflict with the accomplishment of organizational objectives'. This form of maladaptive work behaviour is portrayed here because of the author's conviction, from her own observation and experience as an HR manager, that this deviant behaviour is widespread among Kuwaiti workers, especially in the public sector.

3.5 Interrelations between culture, attitudes, values, and behaviour

Having elabourated on the definitions and affectants of culture, motivation, attitudes, values and behaviour; the next area of study is their interrelationships, that is to say, how one would affect the other. It is known that in any cultural setting, any behaviour is a function of attitudes, norms, habits and expectancies.

Culture and behaviour

An individual's behaviour is affected by the environment in which she/he lives; more specifically so, by the culture that the individual is exposed to day-to day. Any person within a cultural environment of specific values and beliefs is bombarded with 'incentives, cues, guidance, constraints and reinforcements for selected behaviours' (Globe, p.15).

Any child is exposed to her/his immediate environment through a variety of media, such that these contribute to forming the very nature of the individual through socialization and enculturation. Culture is a conceptual framework to understand human behaviour, which is always influenced by social stimuli - the interaction of human biological heritage with experiences.

Simple observation shows that behaviour is not constant. It changes according to the stimuli and experience. It also follows that all cultures are constantly changing as well, and people have to adapt their behaviours to suit new conditions.

To conclude on the culture-behaviour relation, the author quotes Peterson (1988 as quoted by Eisenstadt, 1989, p.6): "the focus on drama, myth, code and peoples' plans indicates a shift in the image of culture. While it was once seen as a map of behaviour it is now seen as a map for behaviour. Sociologists now recognize that people continually choose among a wide range of definitions of situations or fabricate new ones to fit their needs".

Culture, behaviour and values

The Value-Belief Theory propounded by Hofstede (2001a) and Triandis (1995) asserts that the values and beliefs held by members of cultures influence the degree to which the behaviour of individuals, groups and institutions within cultures are enacted, and the degree to which they are viewed as legitimate, acceptable and effective.

Within any culture, group values are the most deep-rooted element, which manifest themselves as beliefs, attitudes and behaviour. Brooks and Weatherston (1997, p.161) have concluded that 'often-surface behaviour is 'driven' by a much deeper belief (for example, the difference between right and wrong). Though culture is shared, that is not to say that everyone in a particular culture thinks and acts in the same way. Individual differences are significant. When describing cultures one looks for 'typical' values, beliefs and attitudes and 'norms' of behaviour.'

Having an attitude implies the existence of an object towards which an attitude is directed. A value is an ideal to which the individual subscribes, and it represents basic convictions that a specific mode of conduct is preferable (in a personal or social sense) to any other. Attitudes and behaviour are the consequences of adhering to a particular value. This study focuses extensively on values, primarily on Kuwaiti work-related values, and Kuwaiti cultural dimensions.

3.6 Sociopolitical and demographic affectants of culture

Hofstede (2001a) states that cultural values originate from both external and internal factors operating within each society. The internal factors are labeled 'ecological' and include aspects of the nation's geography, economy, hygiene, demography, gene pool, history, technology, urbanization and material resources. The external influences include forces of nature, such as, climate changes or environmental disasters, and forces of man, such as trade, scientific discovery, invasion and the internationalization of media.

Culture cannot exist in a vacuum. Culture is capable of changing constantly. Thus, any changes in the culture will affect the motivation, attitudes, values and behaviours of the individuals who are living in that society.

The various predictions about globalism, knowledge-based organizations, the information age, the biotech age, the loosening of organizational boundaries, and so on have one theme in common - we basically do not know what the world of tomorrow will really be like except that it will be different (Davis and Davison, 1991; Hirschhorn, 1998; Micheal, 1985, 1991).

Now the question would be: what is it that changes culture? It is probably something that affects from the outside. Any society is exposed to socio-political and demographic factors or effects. These factors have been given national identities by

the politically determined borders. So, references are often made to 'American', 'Arab' or 'Japanese' cultures.

While culture leads to the broad social and political stratification of the society it exists in the socio-political and demographic factors account for the overall value systems of the population. For the purpose of this study, socio-political and demographic factors can be divided as follows:

Socio-political   government/legal systems, economic conditions, trade, level of technology, religion/ethics morality, media, education system, and parenting.

Demographic   urbanization/human resources, social system, and history.

These are each discussed in more detail below.

Socio-political factors

Government (Legislation/policies) / Legal Systems

A government is the apex strcuture in any society. Its basic role is to lay down laws and legislations so that there is a semblance of order. Governments also provide protective and leadership functions. Additionally, a government with its three pronged approach as legislative, executive and the judiciary has adequate political technology with which it can carry out functions such as 'surveillance', 'correction', or welfare supervision.

The government has a major role in deciding how the national culture, identity or orientation develops. A democratic government allows itself to be challenged by the populace, and considers itself accountable. An autocratic government allows no question, does not consider itself accountable and rules with an iron fist. The national culture in the former case is more open and dynamic than the latter.

A dysfunctional political system will have a direct effect on the society. The effect is manifested as general political and social instability. Hence, the crux of the matter here is that the nation/state has to integrate social goals into its developmental plans at the policy and implementation levels. The government acts in the best interest of the society and should be publicly accountable (Barnett and Muller, 1974).

Economic Conditions

The degree of economic development of a country is a major determinant for cultural development of that society. Davis (1967, p.304) mentions that the "most significant economic conditions in less developed countries are low per capita income and inflation". How economically developed a country is embraces other factors like the level of trade, political conditions, education standards, etc., as these factors contribute to the process of shaping culture. A small country, dependant on agriculture, with a low level of manpower development, torn by civil war will have a different economic profile than an oil-rich emirate with a large base of skilled, unskilled and professional expatriate manpower.

Trade

A country's business relations with other countries may or may not affect the culture within that country. Trade relations are often a result of the government's or country's foreign policy. Multinational companies (MNCs) have their representative offices in host countries. They are in a direct line of contact with the host countries' cultures. MNCs bring in the culture and development level of their own countries which is very often superior to that of the host country.

There are three salient elements in the MNC-Host relationship; these are the developmental impact, goal conflict and host government regulations.

  1. Developmental impact: MNCs contribute to the socioeconomic development of a nation, and hence, influence culture. At the same time industrial growth,

managerial abilities and employee skill development are enhanced in that culture.

2. Goal conflict: While goal conflict is detrimental to the MNC-host relations, goal congruence can enhance the relationship and the outcome (e.g. economic advancement enhances the government's political status while raising the MNCs wealth).

3. Host government regulations: The issue of the host government regulation of the MNCs involve the right to regulate, extent of regulation and the ability to regulate (Tavis, 1988).

Level of Technology

Though there are disparities of technology development and distribution nowadays, it the author's observation that most of the countries are becoming a part of the ever-shrinking global village, that itself is bound by technology. So it is a matter of time before all countries are gradually exposed to the products of the same scientific discoveries in the form of modern technology, and as these play an important role in culture change, all societies will become more and more alike – because of increased communication, travel, access to diverse cultures, and so forth. Kerr's convergence hypothesis implies that management philosophies and practices around the world should become more and more alike (Hofstede, 2001a, p.34), which contradicts the work of Hofstede and others who seem to argue that cultures will remain different despite technological convergence due to deep-seated values and shared norms. It seems more logical to assume that the deep-rooted cultural values and attitudes that took hundreds of years in the making would not be so easy to disappear Thus, the author favors the opinion of Hofstede (and others) who argues that cultures will remain different.

Religion / Ethics / Morality

Religion, ethics and morality are present in every society.They inspire behaviour as they appeal to the people to behave in a certain manner so that a 'desirable' or

'positive' outcome can be expected. Behaviour is inspired in a manner considered to be morally or ethically 'right'.

Religion, according to Schein (1997, p.88-89):

> "explains the unexplainable and provides guidelines for what to do in ambiguous, uncertain, and threatening situations. Those guidelines specify and reinforce... thus creating an ideology that unites into a coherent whole; the various assumptions about the nature of human nature, the nature of relationships, and the nature of society itself."

Studies by Lee (1981) found similarities among British and Chinese managers in Hong Kong, in their ethical beliefs and attributed that to acculturation of the British managers. This is explained by the social learning theory (Bandura, 1977; Jones, 1985; Luthans and Krietner, 1985), which, combined with reinforcement theory, can be instrumental in re-learning and substituting the newly desired behaviours for the existing inappropriate ones (Mathews, 1988) to adapt to prevailing cultural norms, values and behaviour.

Media

In affecting culture, media plays a role of reinforcement. As seen earlier, while discussing attitudes, media tends less to change and more to maintain.

Media is the strongest link between culture and other socio-demographic factors. People in a society express their support or condemnation for government policies through the media. As Dreyer and Rosenbaum (1966 as quoted by Lemert, 1981, p.35) put it, "If opinion is to affect policy, it must make its way through the political system to decision-makers."

Hofstede (1997, p.240-241) explains that:

> "Media people-journalists, reporters, and radio and TV produces-play a uniquely important role in creating multicultural understanding-or misunderstanding. The battle for survival in a multicultural world may be to a large extent fought in the media."

Hofstede (1997) further stresses the importance of countries being aware of and monitoring the different cultural contexts in which imported materials were produced.

Education System

Alessa (1981, p.56, 95) paraphrases Shultz saying that education is an investment in Man and a form of capital. Highly qualified manpower is considered extremely important for a society. For a country to meet its social and labour market requirements, it requires a substantial change in its educational and training programs. He also says "Social, political and economic development cannot be achieved without first changing the attitudes of the population concerned."

Learning and behaviour

Almost all human behaviour is accredited to learning experiences. Knowledge, language, skill, attitudes, value systems, and personality characteristics are a result of social learning. Social learning means that members in a society acquire their behaviour by observing and imitating others within a social context. This is not a one-way street, according to the social learning theory, people's behaviour and environment influence each other. Sometimes individual behaviour prevails; other times the environment prevails.

Luthans (1973) says that we need to consider the following points when we define the learning process.

1. Learning involves a change, not necessarily an improvement, in behaviour.
2. The change in behaviour must be relatively permanent in order to be considered learning. This qualification rules out behavioural changes resulting from fatigue or temporary adaptations as learning.
3. Some form of practice or experience is necessary for learning to occur.

4. Finally, practice or experience must be reinforced in order for learning to occur. If reinforcement does not accompany the practice or experience, the behaviour will eventually disappear.

Hurdles to education and learning from the society / culture

Even with the best of educational and training avenues, learning and change cannot be imposed on people. Especially when it comes to actually implementing technology, most of the learning hurdles come from the people themselves. Technology learning is perceived to be difficult, anxiety provoking, painful, and time consuming. The hurdles to learning and technology learning are very similar to the hurdles that face technology introduction into a society; they are a form of resistance to change and fear of the unknown. The resistance is from the current governing social groups fearful of losing hold. The researcher expects to find such influence surfacing in the survey.

Parenting/Child upbringing

At birth, children do not know their cultural identity. They have no idea how they are supposed to act. Teaching and socialization over a period of time orients children to act in a certain manner, thus becoming members of a particular social group.

The kind of childhood training experienced by a person will determine the personality she/he finally develops. Several parenting practices have been empirically shown to lead to problematic child behaviours (Patterson, 1982; Patterson, et.al 1989; Patterson, et.al 1992) have shown that antisocial behaviour is more likely in families that: a) are not involved with their children in pro-social activities, b) lack consistent and non-coercive discipline, and c) fail to monitor their children's activities.

Parenting practices are in turn influenced by family organization and by the parents' experiences during childhood. Children's attitudes are related to those of their

parents. There is much evidence that children's prejudices are similar to the prejudices of their parents (Epstein and Komorita, 1966). The social stature of the family is also related to the kinds of attitudes acquired by children. There must be a correlation between childhood training and adult behaviour.

Demographic Factors

Urbanization / Human Resources

The discipline of economics considers human beings as 'resources' resembling physical and monetary resources. The level of urbanization signifies that more skilled and educated manpower is available in urban centers. The availability of trained manpower is essential for the success of any socio-economic development program.

Davis (1967, p.302) describes a society that has underdeveloped human resources that has features similar to the one in this study:

> "The overriding social conditions of less developed countries are underdeveloped resources. There are major shortages of managerial personnel, scientists, and technicians, and these deficiencies limit the ability to employ local labour productively. Needed skills must be temporarily imported, while vast training programs prepare native workers. In fact, the lending of trained people to a country may be of more lasting benefit to its development than the lending of capital, because of the multiplier effect by which these people develop others. As soon as one group of workers is trained, these persons become the nucleus for developing others in an ever-widening arc of self-development. Social and economic improvement are almost impossible unless human resources are developed concurrently, and the occupational areas whose development will provide the greatest return are scientific, professional, and managerial personnel. International studies show that per capita productivity tends to increase as the proportion of these occupations increases in the labour force. Another significant social condition is that the local culture is not oriented toward advanced technology or sophisticated organizational life. Achievement motivation is usually very low. Characteristics such as initiative and acceptance of responsibility are scarce."

This quote from Davis relates extensively to the situation in Kuwait and to this project. The development of human resources is critical and is a prerequisite to social and economic improvement. This project focuses on human resource development in

Kuwait and the training and experience Kuwaitis are getting from workers from other cultures.

Social System (genetic/gender/minorities)

Stereotypes and halo effect are very often responsible for prejudices. Considering certain races as superior or others as inferior, certain nationalities as uneducated or others as highly intelligent is unsubstantiated discrimination. Considering females inferior to men on the basis of gender is a similar case. Racial discrimination is a leftover product of colonial thinking and its erroneous beliefs of the so-called racial differences in intelligence.

Reasons for declining the genetic interpretations are numerous (that is to say, there are several arguments against acceptance of the biological makeup or genetic arrangement as the cause of social or cultural differentiation). Segall (1976, p.100-102) states "IQ (intelligence quotient) is probably more influenced by environmental factors among some groups than it is among others. In other words, the within-group heritability of IQ is not even the same for all groups". Boyd and Richerson (1985) made it clear that the action of biological evolution (Darwinian Selection) is very slow. There has been virtually no biological evolution to speak of since the beginnings of Homo sapiens. On the other hand, the action of 'cultural evolution' is fast, so differences between groups are likely to be more cultural than genetic in origin.

History

Geert Hofstede (2001a, p.253) explains:

> "The stability of national cultures over long periods of history is achieved through a system of constant reinforcement, because societal norms lead to particular political, organizational, and intellectual structures and processes, and these in turn lead to self-fulfilling prophecies in people's perception of reality, which reinforce the societal norms."

It is clear from this that the history of a country or a society is resposible to a large extent for the development of culture. The uniqueness of a group, people or society is bound to its history and past leaders.

3.7 Summary of the factors affecting culture

Societies today face a lot of challenges. Constantly changing socio-political and demographic factors force societies to change as deeply held beliefs are challenged, when the cultural values become less relevant. Though change maybe distressing for people going through it, they need to take on new roles, relationships, values, and behaviours.

This study is hypothesizing that while socio-political factors influence culture, these socio-political factors could be modified per choice (for example, policies can be amended per choice) to gradually influence change in culture per choice as well. This influence is initiated to steer culture away from deviant and/or maladaptive values (or deviant work-related values). For values and culture are dynamic entities that are constantly, yet slowly, being changed, affected by, and affecting their environment (or society). These cultural factors are more or less reflected in each individual who is a part of a set-up, be it within a social system or an organisation. There are other affectants as well, these can be grouped under organisational culture and work environment. These shape and augment the output, behaviour and the personality of an individual.

The organisational culture and work environment is in many ways a representation of the socio-political system. It will be discussed next as an analogue of the socio-political system.

3.8 Organizational culture and work environment

Definition
Culture applies not only to ethnic and national configurations, but also to

organizations as well. Within organizations, culture exists at several levels, from the very visible and codified, to the tacit and often invisible. Culture, in Schein's view, (1997) represents the learned shared tacit assumptions on which people base their daily behaviour. In this regard, it is important to note that culture is acquired, shared with others, often tacit and linked to actual behaviour. It results in what people often claim to be "the way we do things around here". Culture matters very much to the way organizations function, engage in or exhibit the capacity to change or adapt and provides a context for meaning and value for those who work in the organization.

Societal culture includes language, ideological belief systems (religious and political belief systems), ethnic heritage and history. Parallel to this, an organization has a similar system within itself, consisting of shared organizational values and organizational history. This is unique to an organization. It is known as the organizational culture. As human societies use technology, law, and religion to cope with uncertainty, organizations use technology, rules and rituals.

According to Brown (1995), organizational culture refers to the pattern of beliefs, values and learned ways of coping with experiences that have developed during the course of an organization's history and which tend to be manifested in its material arrangements and in the behaviour of its members. Pettigrew (1979) considers that organizational culture consists of the behaviour, actions and values that people in an enterprise are expected to follow. Edgar Schein (1997) suggests that organizational culture has been defined as a philosophy that undelines an organization's policy, the rules of the game for getting along, and the feeling or climate conveyed by the physical layout of the organization.

Goffee and Jones (1997) state that culture has become a powerful way of holding a company together against a tidal wave of pressures for disintegration, such as decentralization, de-layering, and downsizing. At the same time, traditional mechanisms for integration - hierarchies and control systems, among other devices - are proving costly and ineffective. Culture, then, is what remains to bolster a company's identity as one organization.

Hampden-Turner (1990 as quoted by Brown, 1995, p.57) suggested that:

> "The culture of an organization defines appropriate behaviour, bonds and motivates individuals and asserts solutions where there is ambiguity. It governs the way a company processes information, its internal relations and its values".

Sources of organizational culture

Due to the close link between the social cultures, work related values and the organizational culture, the matter of organizational culture will be briefly discussed hereunder. Organizational culture is a perspective of organizational theory. It freely borrows from human relations, modern structural theory, systems theory and power and politics.

The human relations school of the 1950s and 1960s is associated with scholars like Chris Argyris and Warren Bennis. It developed on the basis of theories of motivation and group dynamics that organizations existed to serve (Lawrence and Lorsch, 1967). It considered organizations to be rational, goal oriented and mechanistic, focussed on authority and hierarchy.

The systems theory was first developed in the 1940s by Wiener, but was adopted in the 1960s with the work of Katz and Kahn (1978). This theory explains that organizations are interdependent systems linked by inputs, outputs and feedback loops.

The power and politics school of the late 1970s of authors such as Pfeffer suggests human needs. Pfeffer (1992) demonstrates the necessity of power in mobilizing political support and resources to get things done in any organization, and he looks at the personal attributes and structural factors that help managers advance organizational goals and achieve individual success.

The modern structural theory of the 1960s states that organizations are complexes of

individuals and coalitions with different and competing values, interests and preferences.

The idea that organizational cultures change over time has been recognized by many theorists who built in a temporal element in their definitions of 'culture'. According to Schein (1997, p.93):

> "The culture that eventually evolves in a particular organization is thus a complex outcome of external pressures, internal potentials, responses to critical events, and probably to some unknown degree, chance factors that could not be predicted from a knowledge of either the environment or the members."

Organizational history, employees-organization relationship, superiors-subordinates relationship, vision, management style and personality of an organization's founder or other dominant leader, company and business environment, technology, products and services, and level of involvement of the employees with the organization mission and goals are some of the other sources of culture. Ethics, while being an input to organizational culture, can have a motivational effect and specifies desired behaviour.

All the factors described as sources of culture, tend to be interrelated in fundamental ways. For example, leaders are influenced by the broader social culture, and will in turn determine what sort of business to initiate thus, choosing the nature of the business environment to be operated in.

The employee-organization relationship is the most important for a successful organization. According to Katz and Kahn (1978), the behavioural requirements are: 1) Individuals must be attracted not only to join the organization but also to remain in it; 2) Employees must perform the tasks for which they are hired, and must do so in a dependable manner; and 3) Employees must go beyond this dependable role performance and engage in some form of creative, spontaneous, and innovative behaviour at work.

Having identified the diverse sources of, and noted the dynamic nature of culture, it is now useful to consider how culture can be deliberately changed.

3.9 Conclusion: a model of factors influencing culture

From the preceding discussions, it is possible to develop a model of the various determinants that form or influence a culture. This model is presented as an analytical tool in Figure 3.1. It serves to help understand how culture is formed and affected. It further shows how culture affects individuals and how individual's values are developed and changed.

This model attempts to give a systematic outline of the many factors that shape a culture:

- The attitudes, work values, behaviour and the culture prevalent in any nation are a product of and affected by the socio-political and demographic factors that are exisiting in that social set-up.

- These socio-political and demographic factors are a part of the society as a whole. Their subject matter varies between two or more societies, and the cumulative effect becomes very specific for a particular society, unless these variables are altered either by internal or external efforts.

- While the socio-political and demographic factors account for the overall value systems of the population, the cultural factors in turn lead to the broad social and political acceptence of these factors themselves. These effects are a result of internal efforts.

- Socio-political factors change or influence the change of culture.

- If these socio-political factors are modified, it is possible to change or influence the modification of culture.

- These cultural factors are more or less reflected on each individual who is a part of a set-up, be it a social system or an organisation. The individual is armed with an inherent personality and a mental build-up that is a result of inherent and upbringing influences. An individual's age, gender, education, family status, and other attributes (discipline, attitudes, behaviour and

motivation), are all a result of the culture in which she/he was brought up, broadly embedded by parents, teachers, peers, media and environment. These are internal affectants of an individual's background.

■ There are external affectants as well, and these can be grouped under organisational culture and work environment. These comprise the organisational structure and the job attributes. These shape and augment the output, behaviour and the personality of an individual. The effect of the organisational culture and the work environment can be summarised as follows:

- The individual is endowed a certain personality due to the prevalent culture.

- The physical man made attributes in the work environment tune and fine tune the individual.

- Individual factors account for initial commitment, but work environments lead to a level of responsibility in maintaining a level of commitment.

- The augmentive effect of the organisational structure and the job attributes is analogous to the formative effect of the socio-political and demographic factors, in the sense that the organisational culture and work environment is in many ways a representation of the socio-political system. For example, the leadership of an organisation is analogous to the national government, the organisation policies are analogous to the government legislation, organisational communication is analogous to mass-media in a society.

- Finally, what the organizational culture and work environment do to the individual in terms of shaping and tuning is ultimately manifested in the outputs (productivity), as job performance and satisfaction, work behaviour and attitudes formation / change reinforcement.

- These outputs are in turn reflected in the socio-political and demographic factors and ultimately affect the overall culture.

Figure (3.1): FACTORS AFFECTING CULTURE FORMATION AND CHANGE

SOCIO-POLITICAL FACTORS

FORCES
OF
NATURE

- Govt (Legislation/policies)   - Legal Systems

- Economic Conditions | Culture, Attitudes,   - Trade
                                 | Work Values,
- Level of Technology | Behaviours and   - Religion
                                 | organizational culture
- Media | prevalent in the society   - Health

- Education System   - Parenting

- Child upbringing

DEMOGRAPHIC FACTORS

- Urbanization   - Social System (genetic gender minorities)

- History

ORGANIZATIONAL STRUCTURE
- Policies   - Span structure size
- Technology   - Work Environment
- Leadership   - Supervision
- Training   - Communication
- Appraisal   - Productivity

*ORGANI ZATIONAL
CUL TURE
WORK ENVIRONMENT*

JOB ATTRIBUTES
- Position   - Job Design   - Task
- Skill variety   - Performance Appraisal
- Reward   - feedback   - Trust
- Co-workers   - Leadership   - Autonomy
- Discipline   - Previous success failures
- Job alternatives

---

*WORK
ENVIRONMENT*
- The individual is
endowed a certain
personality due to the
prevalent culture.
- The physical / man
made attributes in the
work environment tune
and fine tune the
individual.
- Individual factors

INDIVIDUAL'S BACKGROUND
- Age gender   - Education
- Upbringing   - Marriage family
- Discipline   - Desire to Work
- Attitudes/Behaviour - Motivation

- What the organizational
culture and the work
environment do to the
individual in terms of
shaping and tuning is
ultimately manifested in
the outputs, that are in
turn reflected in the socio-
political & demographic
factors and ultimately
affect the overall culture.

OUTPUTS
Job Satisfaction
  - Internal motivation   - Work Effectiveness
  - Productivity   - Growth
Behaviour
Attitudes formation change / Reinforcement

Thus the central proposition of the model is that the environment, be it socio-political or organisational, is responsible for shaping the culture in which an individual exists. Hence, any modification in the environment will reflect on the culture and affect the individual's behaviour, motivation, attitudes and values. Eventually, these outputs will all reflect on the overall culture. Accordingly, the single most glaring fact is that attempting to change the culture of a country by changing the socio-political factors is an overwhelming task and could take up to a generation or more to bring about, even if all the socio-political factors were to be unified and one was able to change them at will, which is definitely not the case.

The model demonstrates that if we know where we are now and are aware that work values can change and be influenced, then even culture can be changed. This leads to a conclusion that if work values and behaviour are to be changed then this model can help achieve this. The model can help identify influencing factors and their complex interrelationships, provide a means of benchmarking these factors and offer the potential to focus research and change programs on specific, and manageable, areas.

This chapter has discussed culture, affectants of culture, attitudes, behaviour, and organizational culture in detail, culminating in the presentation of a model of culture. It is important to fully understand factors formulating culture, for this will help in adjusting and fine-tuning cultural dimensions when they are decided.

Looking back at the model presented, it is logical to assume that national culture is slow changing as it is influenced by the sociopolitical factors.

The next chapter will focus on key research studies on variations in cultural values, studies of work values, and approaches to understanding culture.

CHAPTER 4

CROSS–CULTURAL RESEARCH

This chapter focuses on cross-cultural research as means of understanding culture. It introduces approaches to understanding culture and discusses some of the methodological issues associated with cross-cultural research. Various cross-cultural research studies are reviewed. However, the emphasis is focused on a detailed evaluation of Hofstede's study , including a critical discussion of his methodology.

4.1 Approaches to Understanding Culture

Having identified the aims and rationale of this research, and reviewed the nature of culture and work values, this chapter reviews some key cross-cultural studies and examines methodological issues associated with these types of research in general, and this study of Kuwaiti work values in particular.

What are social sciences?

Social sciences investigate societal issues or the nature of the modern society. According to these conceptions, culture is analysed as a function of social structure. Social sciences can be divided into several sub disciplines. There was an interest in the study of humanity, society and culture long before there were specified disciplines like anthropology, psychology, or sociology.

Social Psychology

Behaviour commonly occurs in a social situation, involving two or more individuals. Social Psychology, a sub-division of psychology studies how these social conditions affect the behaviour of individuals, e.g. inter-group conflict, prejudices and effective leadership styles. In other words social psychology is the scientific study of how individuals' thoughts, feelings, and behaviours are influenced by the actual, imagined, or implied presence of others.

Floyd Allport (1924) defined social psychology as a part of the psychology of the individual, whose behaviour it studies in relation to that sector of his environment comprised by his fellows.

The beginnings of social psychology are traced to late 19th century Germany. After Hitler's rise to power many prominent Jew social scientists like Kurt Lewin, fled to America. After the Second World War, this discipline established itself in universities and research institutes.

Cross cultural psychology

How human beings modify culture and how human cultures modify humans is the focus of cross-cultural psychology. This emerged much later, in the 1960s. Cross-cultural research on beliefs or values first aims to simply describe them, and subsequently, aims to find the ecological and cultural forces with which the traits may be correlated and made sense of.

Cross-cultural psychology focuses on behavioural differences across cultures. It uses tools like projective tests or Thematic Appreciation Tests (TAT) and psychoanalysis, primarily as these are culturally non-specific (Segall et. al., 1990).

What distinguishes cross-cultural psychologists from other psychologists is their interest in understanding the reasons for variability in behaviour across the various cultural groups around the world.

Anthropology

Anthropology broadly studies humankind around the world and throughout time. It is concerned with both the biological and the cultural aspects of humankind. Anthropology deals broadly with issues of marriage, family and kinship.

In 1871, Edward B. Tylor, one of the first anthropologists, introduced the word 'culture' to the English language. He defined it as 'that complex whole that includes

knowledge, beliefs, art, morals, law custom and any other capabilities and habits acquired by man as a member of society' (Stocking and Tylor, 1994). One of the most influential contemporary anthropologists, Clifford Geertz suggested in 1973 that studies of culture should focus on the 'native's point of view', that is, what the people living the culture consider to be significant about the way they live. This approach is the 'semiotic' one as it concentrates on language and symbols to understand a given social situation.

Anthropology as a discipline emerged towards the end of the 19th century, while formal psychology, concerned with social influences on human development started around 1910.

This study was influenced by more than one discipline of social sciences, namely social psychology and cross-cultural psychology, since the study covers values, work-related values and cultural dimensions.

4.2 The need for cross-cultural research

Geert Hofstede (2001a, p.21) states that:

> "Social systems can only exist because human behaviour is not random, but to some extent predictable. He argues that people carry 'mental programs' that are developed in the family in early childhood and reinforced in schools and organization. These mental programs contain a component of national culture. These mental programs cannot be seen or directly observed. These are manifested as behaviour, words or deeds".

The ultimate aim of social sciences is to explain, understand, and on occasion predict social systems and thus, explain, predict and understand human behaviour.

Any cross-cultural research explores the differences and similarities among members of different cultures. This is not an easy job. This stems from the lack of theoretical notions for explaining what culture or nationality is, and the inability to predict effects of culture. Additionally, many attempts on cross-cultural research are limited by the use of 'made in America' theories. Regional cultures that refer to differences

and similarities between countries have evolved due to geography, history, politics, economics, language and religion e.g. Europe, and Asia.

Methodological perspectives to study culture:

Three distinct methodological perspectives to study culture are anthropological, indigenous and cross-cultural:

- The anthropological perspective: investigates and presents the 'condensed description' of a culture, and the typical practices (for example,. do most people eat, work, sleep together?). This approach is more of a qualitative (descriptive) method describing activities from the researcher's viewpoint.

- The indigenous perspectives: discusses localized cultural practices of a certain society or region (e.g. Japanese management). This approach is also mostly qualitative (descriptive) considering that the indigenous practice in not compared to any other external one; thus, no comparative quantitative data can be obtained.

- The cross-cultural perspective: examines comparative behaviours and characteristics of two or more cultures (e.g. effective leadership behaviours). This is primarily quantitative because the researcher has the chance to compare characteristics and set measurement and ranking standards in the methodological procedures.

This study draws upon the cross-cultural perspective, as did Hofstede's work.

4.3 Approaches to cross-cultural research

Within cross-cultural research, there are various possible approaches.

> "Cultural studies explore culture as signifying practices in the context of social power. In doing so it has drawn on a variety of theories, including Marxism, structuralism, post structuralism, and feminism. Eclectic in it's methods, cultural studies asserts the positionality of all knowledge, including its own, which coheres around the key ideas of culture, signifying practices, representation, discourse, power, articulation, texts, readers and consumption" (Barker, 2000, p.12).

Studying these signifying practices, and representation, this study intends to depict the Kuwaiti cultural setup and value system formation.

Cultures are systems of shared meanings. Nations are not necessarily mono-cultural, but many modern nation-states manage their internal diversity in ways that encourage the creation of national culture. The best conceptual frameworks currently available to guide cross-cultural research are those provided by studies of value differences. The structure of individual values shows good consistency across cultures. While preferred values vary both within and across nations, value differences across nations are sufficiently substantial that they can help us to interpret reported cultural differences. In considering cross-cultural studies, it is essential though to understand the difference between cultural-level comparisons and individual-level comparisons (Smith and Bond, 1998). Concluding that a certain culture is Feminine, for example, does not necessarily mean that when examining individuals within this culture, their responses will prove to be Feminine.

When one mentions research, the image that comes to mind is of a white-coated individual pottering around among test tubes and flasks. Without carrying this further, let us say that research does not have to be limited to the study of the biological or the physical sciences. Social sciences like other sciences can be studied using scientific approaches and methodologies that can be done in a labouratory or a field context. This approach of acquiring knowledge uses assumptions, hypotheses and methodology to test these assumptions. The scientific methodology follows set rules and procedures that lay emphasis on repeatability of an experiment, meaning that for an experiment to be scientifically valid it has to be repeatable and give statistically similar outcomes. Valid inferences are drawn from experimental outcomes and observations through logical reasoning of these observations. Nevertheless, the idea of death of metaphysics asserts that it is impossible to provide an absolute foundation for Knowledge, and that knowledge itself does not "represent" reality but merely "constructs" it in different ways (Benhabib, et. al. 1995).

Cross-cultural research as a scientific discipline rests on two major components – theories and empirical research. While on one hand there are observations and techniques, on the other hand there is a world of ideas and models. Following the

scientific model, social scientists form and test hypotheses – they deduce facts by testing the hypotheses that they have developed.

Within the Scientific model, a research process has four steps. The first is the *description* of the events or behaviours. Past trends of these are extrapolated and a simple *prediction* is made. The third step, *explanation*, clarifies the processes that are responsible for these behaviours. The final step is the *control* of these behaviours as the ultimate goal of research.

The *description* or the question phase can be addressed by drawing from both theoretical and applied forms of literature. This literature will in turn draw from different disciplines like psychology, sociology and other social sciences. Once questions are framed, that tentatively ask 'why' a particular behaviour is caused, the researcher draws up a hypothesis. This is the second phase of the research, the *prediction*.

The prediction or hypothesis can be tested using various methods. Behavioural research employs either a correlation or an experimental method. The correlation method is concerned with relation between two variables. It mainly deals with whether changes in one variable result in changes another variable. It is often used as a prelude, or a productive first step, to the experimental method, which is the preferred method to study cause-and-effect relationships. The experimental methods seek measurable outcomes of the hypothesis under research. Both the correlation and experimental method work in a complementary manner. Neither is valid on its own. Both work in hand in hand to *explain* the hypothesis. Labouratory research may fine-tune the hypothesis prior to fieldwork while fieldwork may generate new possibilities that can be best tested in a controlled setting.

There are also other approaches and methodologies in cultural studies that focus on words and meaning, perceptions and experiences-interpretivism, not on measurement and correlations.

"Work in cultural studies has focused on three kinds of approach:

❑ Ethnography, which has often been linked with culturalist approaches and a stress on 'lived experience';

❑ A range of textual approaches, which have tended to draw from semiotics, poststructuralism and Derridean deconstruction;

❑ A series of reception studies, which are eclectic in their theoretical roots." (Barker, 2000, p.27)

4.4 Research studies on variations in cultural values

There are various ways to investigate cultural values. One approach relevant to this study and specific research question is described by Gannon (2001, p.53) "Cultural differences can be measured indirectly; that is, they can be inferred from data about collective behaviour, such as the way a country's national wealth is distributed over its population; the mobility from one social class to another; or the frequency of political violence or labour conflicts, traffic accidents, or suicides. All of these can tell us something about a country's culture, but it is not always clear how they should be interpreted.

- We can avoid this problem by taking direct measures of culture through asking well-designed questions about people's values or beliefs. For this type of measurement, we should have access to 'matched' samples of respondents from a number of different countries. (This step was not necessary for this study since the testing tool was well established previously by Hofstede. The researcher verified the tool to Kuwait using statistical validity tests to confirm that the tool matches Kuwaiti culture.)

- We ask the same set of usually 30-40 questions of all our subjects in various countries. In comparing the answers, we try to find the patterns of values and beliefs that distinguish countries from each other.

- We use one of several statistical methods that have been developed for this purpose; this procedure supplies us with suggested dimensions of culture on which we can locate our various countries"

The researcher used this exact quantitative method in her analysis and discussion of this survey. The 'matched samples of respondents' are Hofstede's subjects and their scores on Hofstede's Value Survey Module VSM94. The '30-40' questions are the VSM94 twenty questions added to the designed Kuwaiti specific questions. And the analysis method is using correlation tests using SPSS.

There is a debate, however, surrounding the most suitable method to use to collect data across cultures. Anthropologists might suggest living in a community to understand its cultures. Psychologists might recommend controlled small group experiments. Qualitative-minded scholars might advocate interview-based techniques and statistics experts would dismiss anything that is not quantified.

Geert Hofstede (2001a) suggests that in any experimental process, the researcher looks for measures or observable attributes. The key measures that Hofstede uses are 'Values' and 'Culture'. When values are investigated, individuals are studied. Whereas when comparing cultures, societies are studied.

This process leads to different research approaches. On one hand there are quantitative research measures, and on the other hand, there are descriptive, qualitative measures. Combining the two provides wider grounds for analysis and discussion leading to rationalized conclusions.

Qualitative approaches are increasingly being used in social sciences either as stand-alone tools or to complement use of quantitative methods. Qualitative methods can actually generate quantitative data (content analysis of interviews) and vice versa. These are the components of case studies, archival research and other methods.

Differences between qualitative and quantitative approaches are observed while studying culture. Quantitative approaches emphasize the quantifiable nature of culture (e.g. the measurement of cultural dimensions) while qualitative approaches use ethnographic approaches like participant observations and depth interviewing. These provide broad descriptions, themes and patterns are isolated, and then theories are developed.

Any approach to cultural studies has to use forms or outcomes of behaviour. This behaviour can be provoked (stimulated by researcher) or natural (taking place regardless of research). The behaviour used can be verbal (words) or non-verbal

(deeds). This combination of behaviour forms leads to four types of strategies that a researcher can choose from:

Table (4.1): combination of behaviour and types of strategies

	Provoked		**Natural**	
Words	1	- Interviews - Questionnaires - Projective traits	2	- Content analysis of speeches - discussions - documents
Deeds	3	- Labouratory experiments - Field experiments	4	- Direct observation - Use of available descriptive statistics

Source: Hofstede, G. (2001a) Culture's Consequences - International Differences in Work Related Values (Abridged Edition) Sage Publications, London (page 17)

Cells 1 and 3 are included in the quantitative approach, while cells 2 and 4 are part of the qualitative approach.

The goal of the qualitative approach is to gain insight or understanding, while traditional quantitative research attempts to develop causal models.

Hofstede recommends that more than one measurement approach be used while a study is under process. This way the results can be "triangulated" (Hofstede, 2001a) or supported by more than one approach. What he means is that Cell 1 approaches could be used in conjunction with Cell 2 approaches. Thus any findings are validated and confirmed.

For his IBM survey, Hofstede used Cell 1 approach (questionnaires), and for validation he used various survey data from different informants (Cell 1) and available descriptive data (Cell 4).

Method of Hofstede's approach to cultural research

4.4.1 Hofstede's study of work values

Hofstede's work grew out of a major study of over 100,000 employees of IBM Corporation worldwide

Hofstede (2001a, p.21) defines culture as follows: "Culture is the collective programming of the mind which distinguishes the members of one human group from another". By this definition, Hofstede emphasizes that culture is not a property of the individuals, but of groups. It is a collection of more or less shared characteristics possessed by people who have been conditioned by similar socialization practices, educational procedures, and life experiences. Because of their similar backgrounds, people in any given culture may be said to have similar "mental programming". Thus, one can speak of the culture of a family, a tribe, a region, a national minority, or a nation; culture is what differentiates the people in a given collective from people in other collectives at the same level (other families, other tribes, and so forth).

Hofstede is a native of the Netherlands and acquired his doctorate in the field of social psychology there. Beginning in 1966, he undertook a project involving the major multinational corporation, IBM. In the project, IBM employees at all levels (unskilled workers to top managers) located in 50 developed and less developed nations completed 117,000 questionnaires. The questionnaires were administered in the language of each country; a total of 20 languages were employed. The principal difference among the respondents was *culture*; all of them were otherwise similar because they were carefully matched for other characteristics such as age, sex, and job category, and all worked for the same corporation. His approach analyzed data in such a way that he could make comparisons across countries. The size of his sample was no longer 117,000 but 40.

Using this unprecedented quantity of data, Hofstede was able to distinguish four key elements, or "dimensions", of culture as described below. In other words, Hofstede specified four major dimensions along which the dominant value systems in the 50 countries can be ordered and described. Hofstede used four dimensions as a cross cultural examination of the dominant work values, namely power distance (PDI), uncertainty avoidance (UAI), individualism-collectivism (IDV), masculinity-femininity (MAS). Confucian Dynamism (CDI) was developed later, and not included in the initial study.

Power Distance (PDI)

This dimension is a continuum between two extremes, and only very few national cultures, if any, are wholly at one or the other extreme. Power Distance indicates "The extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally" (Hofstede, 2000, p.98). Some of the characteristics are illustrated in table 4.2:

Table (4.2): Some characteristics of the Power Distance Dimension

Large *PDI*	Small *PDI*
- High dependence needs	- Low dependence needs
- Inequality accepted	- Inequality minimized
- Hierarchy needed	- Hierarchy for convenience
- Superiors often inaccessible	- Superiors accessible
- Power-holders have privileges	- All have equal rights
- Change by revolution	- Change by evolution

Uncertainty Avoidance (UAI)

This indicates the extent to which a society feels threatened by ambiguous situations and tries to avoid them by providing rules, believing in absolute truths, and refusing to tolerate deviance (see figure 4.3):

Table (4.3): Some characteristics of the Uncertainty Avoidance Dimension

Strong *UAI*	Weak *UAI*
- Anxiety, higher stress	- Relaxed, lower stress
- Inner urge to work hard	- Hard work not a virtue per se
- Showing emotions accepted	- Emotions not shown
- Conflict is threatening	- Conflict and competition seen as fair play
- Need for consensus	- Acceptance of dissent
- Need to avoid failure	- Willingness to take risks
- Need for laws and rules	- There should be few rules

Individualism versus Collectivism (IDV)

This indicates the extend to which a society is a loosely knit social framework in which people are supposed to take care only of themselves and their immediate families, instead of a tight social framework in which people distinguish between in-groups and out-groups and expect their in-group to look after them (see table 4.4):

Table (4.4): Some characteristics of the Individualism Dimension

Individualism	Collectivism
- "I" conscious	- "We" conscious
- Private options	- Relationships over tasks
- Fulfil obligations to self	- Fulfil obligations to group
- Loss of self-respect, guilt	- Loss of "face", shame

Masculinity versus Femininity (MAS)

This indicates the extent to which the dominant values in a society tend towards assertiveness and the acquisition of things, and away from concern for people and the quality of life. The dimension was labelled "masculinity" because, within nearly all of the 50 countries, men were more likely to score higher on these values than women. This was true even in societies that, as a whole (that is, considering both men and women), were likely to be characterised by the set of values labelled "femininity". Hofstede found that the more a nation as a whole is characterised by masculine values, the greater is the gap between the values espoused by men and women in that nation (see table 4.5):

Table (4.5): Some characteristics of the Masculinity Dimension

Masculinity	Femininity
- Ambitious and a need to excel	- Quality of life-serving others
- Tendency to polarise	- Striving for consensus
- Live in order to work	- Work in order to live
- Big and fast are beautiful	- Small and slow are beautiful
- Admiration for the achiever	- Sympathy for the unfortunate
- Decisiveness	- Intuition

Confucian Dynamism (CDI) – The Fifth Dimension

Together with a colleague, Hofstede identified a fifth dimension (Hofstede and Bond, 1988), as a result of a questionnaire survey among a sample of students from 23 countries respectively. This dimension first named 'Confucian Dynamism' and then renamed 'time orientation' argues to embrace two contrasting poles and distinguish 'short-term oriented' cultures from the 'long-term oriented' ones.

It indicates the extent to which a society exhibits a pragmatic future-oriented perspective rather than a conventional historic or short-term point of view (table 4.6):

Table (4.6): Some characteristics of the Long Term Orientation Dimension

Low LTO	High LTO
- Absolute truth	- Many truths (time, context)
- Conventional/Traditional	- Pragmatic
- Short term orientation	- Long-term orientation
- Concern for stability	- Acceptance of change
- Quick results expected	- Perseverance
- Spending for today	- Thrift for investment

Values and ranks for the five dimensions for the different countries are presented in Appendix A

Hofstede's methodology - Project and data treatment overview

The following section will discuss Hofstede's methodology and data treatment procedures.

First, index scores were correlated with other questions in the IBM survey and with respective scores computed in straight replications of the IBM research on other populations. Next, index scores were correlated with country scores on a number of other cross-national surveys of values, both general and work-related values on a large variety of survey populations. From a factor analysis of cultural averages, his study proposed four cultural dimensions each located on a 'continuum ranging from high to low, along which nations could be also placed' (Tayeb, 2001).

The IBM survey took place in a work context and the values it reflects are therefore all more or less work related. People do not carry separate mental programs for work and non-work situations, however, dominant work values in a society have their roots in the family, school, and they are also reflected in political systems and in dominant ideas, philosophies and theories.

To validate his findings, Hofstede (2001) later used nine geographic, demographic, and economic predictors (indicators): national wealth, past and present economic growth, geographic latitude, population size, population growth, population density,

organizational size and relative organizational size (relative to the total inhabitants of the country) (see table 4.7). This correlation lead to a suggested causal chain for the origin of national differences, as it showed systematic relationships to the value systems revealed by the survey data.

Table (4.7): Hofstede's nine geographic, demographic and economic predictors

Code	Predictor (Indicator)	Definition	Source of data
GNP	Wealth	1970 GNP/capita in $ 10	*World Bank Atlas,* 1972
EGP	Economic growth, past period	1960-70 average annual growth rate of GNP/capita in % x 10	*World Bank Atlas,* 1972
EGF	Economic growth, following period	1965-90 average annual growth rate of GNP/capita in % x 10	*World Development Report,* 1992
LAT	Latitude	Geographic latitude in degrees N or S of country's capital city	Atlas of the world (Geography)
POP	Population size	Decimal logarithm of 1970 number of inhabitants in millions x 100	*World Bank Atlas,* 1972
PGR	Population growth	1960-70 average growth rate of population x 10	*World Bank Atlas,* 1972
PDN	Population density	Population divided by area in square km (value for Hong Kong and Singapore divided by 8)	*POP and Oxford Economic Atlas,* 1972
ORS	Organization size	Decimal logarithm of number of IBM employees / 1-1-1970 x 100 (excluding manufacturing and product development)	Company statistics
ROS	Relative organization size	Number of IBM employees divided by number of inhabitants in millions	POP and ORS

Source: Culture's Consequences: Comparing values, behaviours, institutions, and organizations across nations – 2nd Ed. (2001)

4.4.2 Charles Hampden-Turner and Fons Trompenaars

Charles Hampden-Turner and Fons Trompenaars reduce the value system of people to seven value processes. Trompenaars' dimensions, though different from those of Hofstede, were argued to be conceptually related to 'individualism' and 'power distance' (Gately et al., 1996).

In their book "Riding the waves of culture" Trompenaars and Hampden-Turner

(1998) identify five value orientations. Some of these value orientations can be seen as nearly identical to Hofstede's dimensions. Others offer a somewhat different perspective.

The five value dimensions identified are: Universalism versus particularism, Individualism versus collectivism, Neutral versus emotional (Replaced by Hampden-Turner and Trompenaars in 1994 (1998) with 'equality versus hierarchy') (Trompenaars and Hampden-Turner, 1998), Specific versus diffuse and Value achievement versus ascription.

Fons Trompenaars and Charles Hampden-Turner have elabourated the Kluckholn and Strodbeck model (1961) and suggested that a group of people solves problems and resolves dilemmas through culture.

The specific details of these dimensions are described in the tables below (table 4.8 to 4.13). The framework developed by Trompenaars and Hampden-Turner provides opportunities to use the theme of dilemmas as a basis for crafting cases, particularly in inter-cultural contexts. The seven dimensions, or value orientations, developed by the authors can serve as templates for the exploration, through cases and case based learning, of the role of culture in problem solving, decision making, issue framing and formulation of strategies.

Table (4.8): Relationships and Rules

Universalist	Particularist
• Focus on rules not relationships	• Focus on relationships not rules
• Legal contracts strictly followed	• Legal contracts modifiable
• Trustworthy person honors contract	• Trustworthy person honors changing Relationship
• Strives for consistency, uniformity in Procedures	• Reality depends upon who is perceiving
• Fairness is treating all cases the same way	• Focus on informal networks and private Understandings
	• Fairness is treating all cases on their own unique merits

Table (4.9): the Group and the Individual

Individualism	Communitarianism
• Frequent use of "I"	• Frequent use of "we"
• Decisions made by delegated person responsible	• Shared decision making
• Assume individual responsibility	• Joint group responsibility
• Belief in incentives and personal recognition	• Attention to esprit de corps and morale, cohesiveness
• Individual competition	• Avoid favoritism or excessive individuality
• Give freedom to pursue individual initiatives	• Super ordinate goals which all should meet together

Table (4.10): Feelings and Relationships

Neutrals	Affectives
• Do not reveal what they are thinking	• Reveal thoughts and feelings verbally/ non-verbally
• Cool self possessed conduct valued	• Transparency, animated
• Avoid warm, expressive behaviours	• Touching, physical contact common
• Loss of control to be avoided	• Displaying true self valued.

Table (4.11): How Far We Get Involved

Specificity	Diffuse
• Direct and to the point and purposeful in relating	• Indirect, circuitous in relating, often evasive, opaque
• Principles applied independent of the person	• Decision making highly situational
• Management is realization of objectives, standards	• Management is nested in personal relationships
• Private and business separation	• Private and business interrelate
• Clear and precise rules and procedures	• Vagueness in expectations allowing for modifications

Table (4.12): How We Accord Status

Achievement Oriented	Ascription Oriented
• Status based on competence and skill	• Status based on ascribed qualities
• Authority rooted in performance	• Authority rooted in seniority
• Decisions are challenged on technical grounds	• Decisions challenged on personal grounds—who is making them

Table (4.13): How We Manage Time

Sequential	Synchronic
• Do only one activity at a time	• Do more than one activity at a time
• Time is sizeable and measurable	• Schedules subordinate to personal relationships
• Relationships subordinate to schedules	• Performance over a career most important
• Employees most recent performance is what matters most	• Time is relative.
• Time is money	

From these five value dimensions two value orientations reflect closely the Hofstede dimensions of Collectivism/Individualism and to a lesser extent power distance. Trompenaars and Hampden-Turner's Communitarianism/individualism value orientation seems to be virtually identical to Hofstede's Collectivism/Individualism. Their achievement/ascription value orientation, which describes how status is accorded, appears to be linked to Hofstede's power distance index, at least if one accepts that status is accorded by nature rather than achievement, and that this reflects a greater willingness to accept power distances. It is however not a complete match, as Hofstede's power index does not only relate to how status is accorded, but also to the acceptable power distance within a society.

Trompenaars and Hampden-Turner's other dimensions seem to mostly cover some resulting effects underlying Hofstede's dimensions. For example, their neutral emotional dimension, which is descriptive of the range of feelings expressed, appears to be part of the wider masculinity/femininity dimension in Hofstede's work. Their Universalism/particularism value orientation, describing a preference for rules rather than trusting relationships, can be interpreted as part of Hofstede's uncertainty avoidance dimension on the one side, and to some extent the collectivist/individualist dimension on the other side. Their diffuse specific value orientation, describing the range of involvement, seems to have no direct link to any of Hofstede's dimensions.

Clearly, a comparison between the numerical findings of Trompenaars and Hampden-Turner's and Hofstede's findings is an interesting comparison as it shows the stability of the data, particularly when examined using different approaches.

In order to compare the findings, a close look at the findings for seven countries is taken:

Country	Col/Ind	Com/Ind	MAS	EM/N	PDI	Ascribed Status
US	1 (91)	1 (65)	4 (62)	3 (43)	3 (45)	1 (13)
UK	2 (89)	4 (59)	2 (66)	2 (45)	1 (35)	1 (13)
Germany	6 (67)	5 (50)	2 (66)	2 (45)	*1 (35)*	*6 (36)*
Netherlands	3 (80)	3 (59)	*7 (14)*	*1 (46)*	*1 (40)*	N/A
France	5 (71)	6 (45)	5 (43)	6 (30)	*6 (68)*	*3 (17)*
Spain	*7 (51)*	*2 (61)*	6 (42)	7 (19)	5 (58)	4 (18)
Italy	*4 (76)*	*7 (44)*	*1 (70)*	*5 (33)*	4 (50)	5 (20)

Table (4.14): comparison table between the numerical rankings of Trompenaars and Hampden-Turner's and Hofstede's findings

Numbers and ranks, numbers in brackets are the scores as reported by Hofstede and the (aggregate) percentage as reported by Trompenaars and Hampden-Turner. (Italic numbers: Variances of more than 2, **Bold numbers:** Variances of less than 2*).*

When comparing the scores for Hofstede's collectivist /individualist dimension with the average percentage of respondents opting for an individualist answer in the Trompenaars and Hampden-Turner's research, some surprising differences emerge. It appears that the US is the most individualist culture (of the seven countries selected) in the findings of both approaches. However, Spain is the most collectivist country as described by Hofstede, whereas it appears to be the most individualist country in Europe in Trompenaars and Hampden-Turner's book. Equally interesting are the results for Italy, which appears 4th in Hofstede's book, however last in Hampden-Turner's book. The UK ranks slightly lower in Trompenaars and Hampden-Turner's book than the Netherlands, whereas in Hofstede's book the UK ranks only two points lower than the US, and nine points ahead of the Netherlands.

When comparing Hofstede's power distance index to the answers given in response to the question describing the achievement/ascription value orientation, the UK and Germany have the lowest power distance of the seven according to Hofstede. Considering Trompenaars and Hampden-Turner's research, the UK comes out top, joined with the US, to value achievement rather than ascription for according status. However, Germany comes out last of the six. An equally confusing picture emerges when comparing the masculinity index with the showing of emotions. However, the display of emotions is only a very limited subsection in the description of the

masculinity/femininity dimensions overall, nevertheless, the outcome (as compared in variances of 2) is relatively similar.

Although the data comparison shows an overall conformity for the majority of the findings, when one assumes the expected variance of about 2 (ranks), this does also show quite some different numbers and shifts. Clearly, the two studies cannot be simply compared, partially because of the different subjects used in the studies, and partially because of the differences in the questions asked. Hofstede's work was related to work-values, whereas Trompenaars and Hampden-Turner's work asks relatively precise questions about a variety of situations. Hofstede's work was carried out during the early 1970s, whereas Trompenaars and Hampden-Turner's data was collected during the 1980s. However, it is generally understood that cultural values shift gradually, and require a long time to shift. The question remains of how the observed difference in the findings can be explained.

Value variation as a result of context

The answer may well be within the realm of the questions asked. Trompenaars and Hampden-Turner point to this, when they explain: "French and Italian managers, who were Particularist on the traffic accident [question], believe that when writing on a subject as important as food, you have a universal obligation to truth [Universalism]" (p.36). Although they do not expand considerably on the subject, it may well hold the truth for at least a partial explanation of the variances observed: People may behave differently depending on the situation or context of the situation.

This clearly does not imply that the overall cultural dimensions have no or little validity. As has been shown by Schwartz (1994), and by the overwhelming reflection of data trends in Trompenaars and Hampden-Turner's work, Hofstede's dimensions are indeed valid, however, they are a mere starting point and a general tool for analysis when exploring a culture.

4.4.3 Schwartz's country level analysis

The psychologist Shalom Schwartz (1992, 1994) and his collaborators (Schwartz and Bilsky, 1987, 1990) reviewed theories and value studies from Western and non-Western sources. Schwartz proposed the identification of the fundamental concerns facing mankind, and then finding out the value dimensions. He identified three fundamentals: biological, social coordination, and survival and welfare needs of groups. Based on this, 56 values were identified and respondents indicated the extent to which these values steered them. A total of 50 countries were surveyed. The sample of 25000 respondents mostly included students and secondary school teachers. This might represent a bias as to the limited demographic variation in the project sample.

Schwartz proposed that no dimension could be used to classify national cultures unless it meant the same across different national cultures. Therefore, to identify which values were universal, Schwartz first analyzed the inter-relationship of values within each country separately.

Schwartz's data was analyzed by smallest space analysis. This locates the means for each item in a multi-dimensional space where the statistical proximity is a measure of psychological proximity. Schwartz (1992) accounted for this analysis of 32 samples from 20 countries. He found that spatial relationships in two dimensions (openness to change versus conservation and self-transcendence versus self-enhancement), which could be summarized as falling in 10 domains that he calls value types: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. Schwartz also classified the same values at the level of national culture, and this time he found seven categories: conservation, hierarchy, mastery, affective autonomy, intellectual autonomy, egalitarian commitment, and harmony.

Though more numerous than the values identified by Hofstede, Schwartz's work is more of a refinement than a contradiction. There are values like stimulation and hedonism (comparable to Hofstede's Individualism), and other values like security, tradition and conformity (comparable to Hofstede's Collectivism).

4.4.4 Michael Bond and the Chinese Culture Connection (1987)

A major hazard of research in cross-cultural psychology is the problem of the import or export of a theory of human behaviour, which was developed in one culture (typically the USA) to be tested in another cultural context where its application may be inappropriate.

Given the differences in values, Hofstede himself questioned if American theories could be applied to other cultures. To settle this question of cultural bias, in 1987, a group of researchers investigated the possibility that Hofstede's study might be biased towards western values. The Chinese Culture Connection approach considers cultural diversity as a means of getting at universals.

Michael Harris Bond, a Canadian working in Hong Kong, carried out a study of the values of students in twenty-three countries. The aim was to determine to what extent was Hofstede's questionnaire affected by a Western bias due to the Western background of the researchers. Bond therefore deliberately introduced an eastern bias. He developed the Chinese Value Survey (CVS) questionnaire, prepared at his request by his Chinese colleagues, which was translated from Chinese into different languages and answered by fifty male and fifty female students in each of twenty-three countries in all five continents.

Bond's (1987) study included a statistical factor analysis test, the results of which replicated three of Hofstede's factors or dimensions (Power distance, Individualism, Masculinity), failed to find Uncertainty Avoidance, and instead discovered a fifth: Confucian Dynamism. This new dimension did not resemble uncertainty avoidance. It was composed, both on the positive and on the negative side, of items that had not

been included in the IBM studies but were present in the Chinese Value Survey because they were rooted in the teachings of Confucius. Hofstede labelled this Long-term versus Short-term Orientation. On the long-term side one finds values oriented towards the future, like thrift (saving) and persistence. On the short-term side one finds values rather oriented towards the past and present, like respect for tradition and fulfilling social obligations.

Michael Bond demonstrated the culture-bound nature of any cultural study when he constructed a Sino centric version of Hofstede's study. Others have replicated and refined Hofstede's work.

Hofstede's dimensions contrasted

In order to systematically study the influence of culture on organizations, Hofstede recommends the reduction of culture to the previous four features (Hofstede 1997), while debating the time aspect as a potential fifth aspect. All of these features are measured in terms of indices ranging from zero to around one hundred. The reference deals with both national and organizational cultures.

Schwartz (1987, 1990, 1992, 1994) provided some empirical validation to Hofstede's dimension research. In his research, Schwartz identified 56 values, and questioned secondary school students and teachers in 50 countries for their "guiding principles". He identified seven value types, which Smith and Bond (1998) link to the Hofstede dimensions. They argue that Schwartz's "affective autonomy", described by values such as "enjoying life, exciting life, pleasure and varied life" can be linked to individualism, as described by Hofstede. On the other hand, Hofstede's Collectivism can be linked to Schwartz's Conservatism, which is described by values such as " family security, obedient, respect tradition, social order, etc.".

Hofstede's high Power Distance is linked by Smith and Bond to Schwartz's hierarchy with "wealth, social power, authority, influential " as descriptive values; and Schwartz's egalitarian commitment, characterized by "social justice, responsible, equality", with Hofstede's low Power Distance.

Mastery as described by Schwartz as "successful, ambitious, independent, etc." is linked to masculinity, whereas harmony, characterized by Schwartz as "world of beauty, protecting environment, unity with nature" can be linked with Hofstede's femininity. Finally intellectual autonomy, characterized by "curious, broad-minded, creativity " can be linked to Hofstede's low uncertainty avoidance.

In another study, Fiske (1992) identified four elementary forms of social relations. Smith and Bond (1998) argue that, similar to the Schwartz study, the Fiske study supports and validates Hofstede's dimensions, with the exception of the uncertainty avoidance dimension.

This independent validation of Hofstede's dimensions makes a strong point in the validity his findings. However, due to the lack of numerical data, Schwartz's and Fiske's studies do not support the actual numerical findings that Hofstede reported, although they do not oppose them either. Regarding the lack of numerical support, it may be assumed that data for whole populations may be somewhat different, particularly when accounting for social class and education. This is not to imply that a broader population sample may well reflect the broad trends as found by Hofstede. It is, however, a caution, that the statistical reflection of cultural values should not be regarded as an ultimate result for the population at large.

> "Users sometimes hesitate to choose among the dimensions; some believe their phenomena should be related to all of the dimensions, one by one. This is not so; the strength of the model is precisely that it allows conceptual parsimony: it allows one to detect which dimension is responsible for a particular effect, and which are not" (Hofstede, 2001a, p.465).

Hofstede (1994) identifies 'the role of the individual' as a central plank in US management theories, which makes transfer overseas problematic. He contrasts this with the view of culture as a collective phenomenon and emphasizes the failings of the US management literature, which tends to ascribe cultural differences to interactions among individuals.

Additionally, there is little reason to assume that the actual scores obtained from within his specific samples have continuing predictive validity among contemporary samples.

The studies by Hofstede and his followers have been widely replicated as well as criticized on methodological and other grounds (Tayeb, 1988, 1994a, 2000c; Sondergaard, 1994; Yeh and Lawrence, 1995; Smith, 1996; Fang, 1998).

Some of Hofstede's five dimensions were later refined (Schwartz and Bilsky, 1987, 1990) and elabourated further (Trompenaars, 1993; Trompenaars and Hampden-Turner, 1994; Triandes, 1995). These are discussed in the following sections.

Triandes (1990, 1995), for example, developed a theory of individualism and collectivism, where he summarized the ways in which social behaviours differ between people in individualist and collectivist cultures. However, (follow on para ...)The universal structure of value theory (Schwartz, 1992; Schwartz and Bilsky, 1987, 1990) groups cultures into different groups and explains their differences and similarities. The grouping is based on the social, economic, historic, geographic and demographic similarities and differences between cultures.

As part of his doctoral program, Nico Bosland (1985) tried to establish whether it was possible to use Hofstede's Values Survey Module as a test of individual personality. He concluded that there was no justifiable relevance. Bosland (1985) further made an analysis on the cross-cultural equivalency of the measurement scales of PDI, UAI, IDV and MAS. His findings suggested that these procedures were not general, especially MAS and IDV.

4.5 Critique of Hofstede: Hofstede's work evaluated

A few of the common obstacles encountered by cross-cultural researchers, whose studies straddle national and cultural boundaries, are that the subjects of the study, the

concepts, the means to collect the required data, and the researchers themselves; those factors are all heavily influenced by cultural and other subjective effectors, making it difficult if not impossible to form an accurate and objective judgment about the characteristics and state of the object of research (Tayeb, 2001).

Despite the undoubted success of the Hofstede framework, it is not without its critics (Tayeb, 1988, 1994a, 2000c; Sondergaard, 1994; Yeh and Lawrence, 1995; Smith, 1996; Fang, 1998). Its simplicity and the limited number of its dimensions is both a strength and a weakness, in that the representation of culture as a limited set of aggregate dimensions, while easy to follow, ignores a variety of factors (e.g. the importance of community rather than national culture, in such as Indonesia).

Hofstede (1997), himself, carefully points out that his core values apply to national cultures and not to individuals due to intra-cultural variability. The values that define individualism for nations, do not go together to define individualism for individuals i.e. we do not compare individuals but we compare what is called central tendencies in the answers from each country. This should be a caution against using the country scores obtained from the IBM research for the purpose of stereotyping. Stereotyping occurs when assumptions about collective properties of a group are applied to a particular individual from that group. Therefore, the usefulness of the country scores is not for describing individuals, but for describing the social systems these individuals are likely to have built.

The issue of separation of organizational culture from the national culture has always been a problem. One can, to some extent, hold organizational culture constant by studying a single multinational company across a number of nations as Hofstede did, but this does not disentangle the two cultures completely or satisfactorily (Tayeb, 2001).

Cross cultural research should only be done with cross-culturally designed instruments, that is, instruments for which the content was collected in a number of different countries, culturally as different as possible. In this respect the questionnaire

used in the IBM studies is appropriate because it was developed after interviews in seven countries and pre-tested in four, although the countries in which it was developed were all western, which was a weakness (Hofstede, 1997).

Western input into the research instrument (Western bias problem) should be a matter of concern. Both the IBM questionnaire and the VSM were products of Western minds. In both cases, respondents in non-western countries were asked to answer Western questions. Some of these may have been irrelevant to them, but were answered anyway; other issues more relevant in the non-Western countries than in the West may not have been included.

Parity of meaning across culture and the researcher's effect with respect to language and the culture heritage behind it is a significant research hindrance and source of experimental error. For the difference of cultural backgrounds of both the researcher and the researched create an environment ripe for misunderstanding, frustration, prejudice, and even hurt (Tayeb, 2001)

> Hofstede (1997, p.161) reported the Western bias problem at yet another level: "The problem about decentered research is the dynamics in the research team. All members are equal, but usually some are more equal than others. There is often a senior researcher, the one who took the initiative, and he (rarely she) is usually from a Western background. Researchers from countries in which prevail values such as respect for the senior guru and harmony with the team will often be almost too eager to follow the magic of the prestigious team leader. This means that the project team will maintain its Western bias even with the predominantly non-Western membership. When the chief researcher comes from a non-Western country he or she often studied in the West and sometimes over adapt Western value positions, becoming more Catholic than the Pope".

Monir Tayeb (2001) criticizes the dimensionalization of culture in that, while it facilitates comparisons across boundaries, it simplifies a complex and dynamic construct and diminishes the accuracy and therefore reliability of research findings along the way. In addition, breaking down culture to a handful of bi-polar dimensions ignores the fact that the two opposing poles of each of these dimensions may exist in the same culture. The co-existence of these poles has been of course recognized by

some researchers. However, this recognition has not been translated into appropriate research designs in practice in the vast majority of reported studies.

Gannon (2001) sees that one of the weaknesses of the Hofstde approach is that it is "etic," or culture general. It provides an overall profile of a nation when compared to other nations, and in this sense, the resulting scores are similar to economic or institutional statistics that yield comparable profiles. However, Hofstede's approach does not provide an "emic," or culture-specific, level of understanding that gives the manager or investigator an in-depth feel for the nation. Also, this approach does not allow the manager to contrast regional differences within a nation, such as the marked difference between northern and southern Italy.

> "To complicate matters, there are many different types of individualism and collectivism, but the Hofstede perspective allows a nation to be categorized only as a point along this dimension. Furthermore, some of the dimensions are highly or at least moderately correlated; for example as collectivism increases, both power distance and desire for certainty also rise. Fundamentally, the dimensional approach used by Hofstede and other cross-cultural psychologists is linear in nature and does not really consider the fact that many relationships between and even within dimensions are nonlinear and, at times, contradictory and paradoxical" (Gannon, 2001, p.52)

One of the more fundamental problems with Hofstede's research is the applicability of his findings to a wider society. Hofstede's data was derived from employees of a high-tech US corporation, who may well hold somewhat distinct values from the society at large. This was a limitation of the sampling method. Other sampling method drawbacks were that all respondents were employees of IBM, a multinational corporation with a distinctive culture of its own. The fact that Hofstede found national differences despite this unifying influence is a strength of the project. It is also a fact that his sample of individuals were predominantly males, drawn from the marketing and servicing divisions and all data was collected at least 30 years ago.

Smith and Bond (1998, p.50) argue against the causal implication in Hofstede's book title:

"The title of Hofstede's book is Culture's consequences, thereby implying that culture can act as a causal factor. From the correlation results, it is very tempting to infer that rich countries are rich because they have individualist cultures. Yet, an equally plausible hypothesis is that Western national cultures are mostly individualist because they are relatively rich".

Finally Monir Tayeb (2001, p.91-108) points out a forgotten key player:

"Non-cultural factors (such as media exposure to new behaviours), it was pointed out, are not still taken as seriously in many cross cultural studies as they should be. We can either study these alongside the cultural factors in order to arrive at a fuller picture of what actually influences workplace values and actions; or, alternatively, design them out of the equation by comparing like with like – through matching samples in different cultures on non-cultural factors."

4.6 Reasons for choosing Hofstede's approach

In the author's personal opinion, the study of Geert Hofstede is an important piece of work that sheds light on cultural values. He has put together a wealth of material on culture and values. By employing statistical methods he was able to establish convincing interrelationships between diverse factors. The fact that Hofstede utilizes a statistical scientific tool in his approach was the first aspect to attract the author to choose this approach. The author found this approach to be suitable given her engineering background.

Understanding cultural values is important in the planning of national work/employment policies and incentives. Hofstede's work (and that of others such as Trompenaars, and Hampden-Turner) is important in that it facilitates the understanding of cultural values.

Hofstede bases his analysis not only on empirical findings, but he combines theoretical and factual data as well. This adds depth and credibility to the general findings. Those methods employed by Hofstede are still valid and developing.

Monir Tayeb (2001) criticizes Hofstede in that his approach simplifies a complex and dynamic construct of culture into the five dimensions. The author, however, considers

this to be a strong point for Kuwait as it is easy to follow and comprehend and it provides clarity to the multidimensional nature of cultural characteristics.

Hofstede's approach is the most appropriate to start with to provide a benchmark upon which to later build more cultural analysis and research .

Geert Hofstede was one of the pioneers in this field, and many researchers have demonstrated the adaptability of his methods; the validity of Hofstede's approach is well proven in previous studies. Moreover, Hofstede's work is cited and referred to in almost all recent research. The work of Micheal Harris Bond and his Chinese Value Survey is one such example. Bond proved that Hofstede's methods could be further enhanced, as there are more values to be identified. This means that further enhancement and expansion is possible.

Another reason for choosing Hofstede's approach is that the ultimate goad of this project is to draw upon the findings to modify some work related values, and Hofstede is unique in that he discusses extensively the implications of his research for training, managing, and planning the workforce.

The purpose of any doctoral research is to add to the existing knowledge base, whether theoretical, empirically and/or methodologically. The author took the work of Geert Hofstede as the basic reference point and worked her research around it trying to measure the cultural dimensions index values, locate any Kuwaiti specific work related values or cultural dimensions, analyze, compare and contrast these values and dimensions relative to variable demographic characteristics.

Kuwait was not included in the earlier study, neither was any remotely similar study applied to it. However, using Hofstede's work provides a basic set of cultural values that the author can attempt to apply to Kuwait and build on, to understand and isolate the Kuwaiti work values. For instance, the geographic and population details of Kuwait may signify certain scores on the PDI, IDV, UAI and MAS indices. The empirical findings of this study, reported later, will illustrate whether these hypotheses are correct. They will also demonstrate whether it is possible to determine a country's dimensions by just knowing the factual data. This is addressed in the next chapter.

This chapter has discussed approaches to understanding culture, cross cultural research and studies of work values. The next chapter will analyze the Kuwaiti predictors and forecast the expected dimension index scores for Kuwait.

CHAPTER 5
EXPECTED OUTCOMES FOR KUWAIT

The author has hypothesized that the Kuwaiti society will not register as per some or all of Hofstede's five dimensions (meaning that Hofstede's tool is not expected to apply to Kuwait), mainly because Hofstede's tool was designed by westerners for westerners. However, in this chapter, the author will analyze each of Hofstede's index score predictors as they apply to Kuwait, and then, based on this analysis, predict how Kuwait might score on the five dimensions .

As discussed in previous chapters, Hofstede conducted his research into cultural differences using a sample of 117,000 employees from IBM across 50 countries. He initially developed a questionnaire, which was later adapted into the Value Survey Module questionnaire (VSM94) (1994). It is this VSM that has been adapted to survey Kuwaiti work values in the empirical study. However, to validate his findings, Hofstede (2001) later used nine geographic, demographic, and economic predictors (indicators): national wealth, past and present economic growth, geographic latitude, population size, population growth, population density, organizational size and relative organizational size (relative to the total inhabitants of the country). This correlation lead to a suggested causal chain for the origin of national differences, as it showed systematic relationships to the value systems revealed by the survey data. Therefore, this chapter firstly analyses each of these indicators as they apply to Kuwait, and then, based on this analysis, proposes, or predicts, how Kuwait might score on the five dimensions. This chapter therefore provides a series of hypotheses, against which the empirical findings from the questionnaire survey of a sample of Kuwaiti employees can be compared.

Application of Hofstede's indicators to the Kuwaiti context

Kuwait provides a unique context in which to examine work values.

- Geographical and eco-political aspects: Kuwait is located in the Middle East, bordering the Persian Gulf, between Iraq and Saudi Arabia, occupying 17,820 sq. km, at 29° 30′ N, 45° 45′ E latitude (CIA, 2001). The terrain is flat to slightly undulating desert plain with intensely hot summers and short, cool winters. Kuwait had been fishing, pearling and trading community on the Europe - India trade route, before oil was discovered in 1938. The 1960-70s saw rapid development. Kuwait possesses about 10% of the world's oil reserves. Kuwait is a quasi-hereditary emirate. The ruler, the Amir, is chosen by the members of the ruling family from amongst themselves. A National Assembly is elected every five years. Islam is the state religion. Arabic is the state language, but English is widely spoken.

- Demographic structure: Kuwait's population is about 2,041,961 (CIA, 2001. July 2001 est.), of which 1,159,913 are non-nationals, mainly Egyptians and Indians. The population growth rate is about 3.38°₀ (CIA, 2001. 2001 est.). The population density (per sq. km) is 107.4 (Hutchinson Family Encyclopedia, 2000. 1998 est.). Of the labour force only 16% is Kuwaiti, of which 92°₀ work in the public sector. 32°₀ of the Kuwaiti labour force works in the public and private banks (Al-Muhemead et. al. 1994).

- Role of the family: In Kuwait, the family has an important cultural influence. Traditionally, families were a single, large, extended economic unit. Often male children would continue to live in the family home, with their own families. The Oil Era and urbanization lead to nuclear, double income families. This resulted in dependence on domestic help. This, though not unique in itself, had peculiar effects on Kuwait.

- Effects of the dependence on domestic help: In 1997, 62% of all Kuwaiti households had at least one South East Asian female domestic worker (Central Statistics Office, 1998). This greatly altered the values and behaviours of young Kuwaitis. They grew accustomed to having someone providing services to them. 'Work' and the 'need to work' became

synonymous with these workers. Young Kuwaitis feel no need to work for a living since their family and the government is obliged to provide for them. (Higher Planning Council, 1991)

- Welfare System and Social Security Scheme: The government's cradle-to-grave welfare system provides Kuwaitis with free housing, health, and education. This has created a group of individuals who rely on social aid and feel no need to earn a living. A divorced woman for example, who can work, may choose not to work as she gets social aid. Additionally under the Social Security Scheme, male Kuwaitis can retire after 20 years of service (15 years for females) (Public Authority for Social Security, 1995). Many choose this option. As a result, there is very little disparity of wealth in the Kuwaiti society.

- Work Ethics: The private sector is not appealing to Kuwaitis, as most Kuwaitis prefer the relaxed and guaranteed employment of the public sector. Many in Kuwait's post-Oil generation grew up perceiving work as a form of social gatherings. There is apathy to work, low productivity, lack of commitment, and a resistance to discipline.

- Emphasis on Status and Hierarchy. In the Kuwaiti society, status distinctions play a vital role in public and private life. Birth and clan are determinants of the status and prestige of a particular person. Very often, hierarchy or legalities are over ridden by family connections or clan affiliations (wasta = Arabic for 'reference' – literally).

Table (5-1): Kuwait's values for key economic predictors

Predictor / Code	Value for Kuwait
Wealth (GNP / Capita)	US$24,270(1997)
Latitude (LAT)	29 30 N, 45 45 E
Population size (POP)	2.041,961 (1.159,913 non-nationals) - July 2001
Population growth	3.38°o (2001)
Population density (PDN - per sq km)	107.4 (1998)

Source: CIA The World Factbook – Kuwait (2001).

Current scores for Arab countries

According to the current data at hand (Hofstede, 2001a), the Arab world (including the following Arabic speaking countries - Egypt, Iraq, Kuwait, Lebanon, Libya, Saudi Arabia, and the United Arab Emirates) has the following scores:

Table (5-2): Scores of the Arab-Speaking countries on the five dimensions

Country	PDI		UAI		IDV		MAS		CDI
	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Arab-Speaking (ARA)	80 H	7	68 H	27	38 M	26-7	52 M	23	

H = Top third; M = Medium third; L = Bottom third. Among 53 countries and regions for the first four dimensions; among 23 countries for the fifth (Hofstede,2001a)

If we assume proximity similarity to Arab countries, Kuwait may be expected to score closely but this cannot be taken as a rule of thumb.

Noting Hofstede's (2001a) comment that the system of national culture changes " but generally only slowly" it has been more than 3 decades since Hofstede identified the 4 dimensions and about one decade since the 5th dimension. Given this time span, a change or shift in cultural work values is probable.

The five dimensions of national culture and the expected outcomes for Kuwait

Kuwait and many other regional and other Arab countries were excluded from the Hofstede study. The main reason was that the sample size was inadequate.

A study of the predictive factors for the 5 dimensions can assist to draw up a composite of Kuwait's possible scores. Predictive factors like climate, population, modernisation, etc. are determinants and may help to predict whether a culture will score high or low.

1) Power Distance

The basic issue involved, which different societies handle differently, is human inequality. Inequality can take place in areas such as prestige, wealth, and power; different societies put different emphasis on status consistency among these areas. Inside organizations, inequality in power is inevitable and functional.

Inequality in society can occur in a variety of areas:

- Physical and mental characteristics (as a basic fact of human existence)
- Social status and prestige
- Wealth
- Power
- Laws, rights and rules ("privileges" are private laws)

In organizations, a unit of society, one inevitably finds inequality of members' abilities and inequality of power. The basic element from which hierarchical pyramids are built is the relationship between a boss (B) and a subordinate (S). Power distance is a measure of the interpersonal power or influence between B and S as perceived by the less powerful of the two, S. If we know that S "reports to B", we know certain formal aspects of their relationship: it is likely that B can set priorities for S's work and possible that B has some influence on S's rewards and career. Luhmann (1975) argues that power in organizations is mainly exercised through influence on people's careers.

The term power distance is taken from the work of the Dutch social psychologist Mauk Mulder (Mulder et al, 1971), who based his power distance theory on labouratory and field experiments with simple social structures. He defines power distance as "the degree of inequality in power between a less powerful Individual (I) and a more powerful Other (O) in which I and O belong to the same (loosely or tightly knit) social system"

Hofstede (2001, p.98) defines power distance as "The extent to which the less powerful members of institutions and organizations within a country expect and

accept that power is distributed unequally". He, also, says that the power distance accepted by both B and S and supported by their social environment is to a large extent determined by their national culture. Culture sets the level of power distance at which the tendency of the powerful to maintain or increase power distance and the tendency of the less powerful to reduce them will find their equilibrium.

If different cultures can be shown to maintain consistently different power distances in hierarchies, the power distance norm can be used as a criterion of characterizing cultures.

Predictors of PDI: Latitude, population Size and Wealth.

Statistical analysis by Hofstede shows that across 50 sampled countries, 43% of the variance in PDI can be predicted from the geographic latitude (of the country's capital) alone; 51% can be predicted from a combination of latitude and population size, and 56% from the latitude, population size and wealth (1970 GNP/capita).

Latitude is a rough global indicator of climate (tropical moderate/cold). Cultures in high-latitude climate (moderate or cold climates) tend to have low PDI scores. Cultures that have tropical climate tend to have high PDI scores. The human survival in colder climates presupposes protection against the hardships of nature, whereas survivors in climate where only those people who were able to master the minimal technical skills necessary causes less acceptance of power distance, hence higher PDI in tropical climates.

The (positive) relationship between PDI and the second predictor, population size, can be interpreted in two ways: large population size can be classified both as a consequence and as an origin of large power distance.

A small population size can be a consequence of a small power distance norm. On the other hand, once a nation exists, its members will have to accept a political power

that is more distant and less accessible than that for a small nation. Hence, the more people within the culture, the greater the power distance is likely to be.

Wealth is the third predictor of PDI. It strongly correlated negatively (inversely) with latitude, once the effects of latitude and population size were eliminated. Wealth too can be interpreted as both a consequence and origin of smaller power distance. The more unequally wealth is distributed within a culture, the greater the culture's power distance. National wealth is obviously associated with a whole composite of other factors.

Hofstede (2001) computed actual correlations of PDI with the eight indices. He did this across all 50 countries, across the 28 economically less-developed countries (1970 GNP capita less than $1000) and across the 22 more-developed ones. For all 50 countries together, he found significant correlations in the expected direction with GNP, LAT and PGR; the remaining correlations were negligible.

Hofstede (2001) suggests that wealth negatively correlated with PDI as wealth leads to a middle class in a society that bridges the powerful and the powerless.

He further suggests that geographic latitude is negatively related with PDI as, impressionistically, there is more power inequality in warm countries.

Population growth is high in poor countries; hence it is negatively correlated with PDI, but less strongly than wealth.

Characteristics and consequences for Kuwait.

In the overall ranking, the Arab-speaking countries rank 7 out of 53 sampled countries (where 1 is the highest and 53 is the lowest) with an index of 80.
Kuwait has the following features:
- Kuwait is a wealthy country, with a high GDP.
- The climate is hot and extreme.

- Elected national assembly and polarization of left/right wing parties. There is a ruling elite and strong clan differences.

- No Taxes. In addition, the country has a very strong welfare system.

- Stress on social stratification based on tribe and clan affiliations.

- Greater centralization of authority in organizations.

- Large proportion of supervisors in organizations. (The overstaffed public sector).

- Large wage differences in public versus private organizations.

- Less qualified lower class in the society.

- "White collar" jobs valued more than "blue collar" jobs.

Therefore Kuwait's expected score for power distance index is Medium – High.

2) Uncertainty Avoidance

- Uncertainty about the future is a basic fact of human life. This is coped with through technology, laws and religion. In organizations, this IS mainly managed through technology.

- Extreme uncertainty creates intolerable anxiety. The human society developed ways to cope with the inherent uncertainty. Technology has helped defend against natural uncertainties, laws against uncertainties caused by human behaviour and religion against uncertainties of the unknown.

- The term uncertainty avoidance stems from the U.S. organization theorists Richard M. Cyert and James G. March (1963). However, Hofstede (2001, p.161) defines Uncertainty Avoidance as "The extent to which the members of a culture feel threatened by uncertain or unknown situations."

Predictors of UAI.

Statistical analysis shows the correlations of UAI with the eight geographic, economic and demographic indicators and with PDI. Across all 50 countries, the correlations with UAI were much weaker than those with PDI. Only when the

countries were divided into wealthy and poor, the correlations became stronger. UAI tends to be lower in poor countries when they are tropical and densely populated and in wealthy countries when they are cold and sparsely populated. However, according to Hofstede (2001), the real explanatory factors are history and religion. At the same time, high UAI cultures tend to be those that are beginning to modernise and are characterised by a high rate of change.

The eight indicators were able to predict only a small part of the variance in UAI; unlike the case of PDI, they did not explain how countries' UAI levels became so different.

Characteristics and consequences for Kuwait.

In the overall ranking, the Arab-speaking countries rank 26-7 out of 53 (where 1 is the highest and 53 is the lowest) with an index of 38.

Kuwait has the following features:
- Kuwait is a wealthy country, with a high GDP.
- The last decades of the 20th century saw rapid modernisation and development.
- Development of rules controlling social behaviours. In Kuwait, Islamic law (Sharia) is the major source (not the sole source) for the country laws. Hence, the influence of Islam is very strong.
- The climate is hot and extreme.

Therefore Kuwait's expected score for Uncertainty Avoidance is Medium.

3) Individualism versus Collectivism

The dimension of Individualism versus Collectivism is reflected in the way people live together - nuclear families, extended families, tribes, etc. This has implications on values and behaviour.

The degree of individualism in organizations depends, obviously, on other factors in addition to a societal norm, such as employees' educational level and the organizations' history and culture and organizational size.

Hofstede (2001) says that Individualism stands for a society in which the ties between individuals are loose: Everyone is expected to look after him/herself and her/his immediate family only. Collectivism stands for a society in which people from birth onwards are integrated into strong, cohesive in-groups, which throughout people's lifetimes continue to protect them in exchange for unquestioning loyalty.

Predictors of IDV.

Hofstede (2001) found a correlation between PDI and IDV. Although he cautions against considering both as one dimensions as it would "obscure the unique value patterns of these countries" Moreover, PDI is negatively correlated while IDV is positively correlated with national wealth.

The statistical analysis showed that IDV had positive correlations with wealth and latitude. These two explained 78°o of the variance. IDV had negative correlations with population growth.

Hofstede (2001) explains the causal relationship between wealth and individualism in that poverty causes individuals' dependence on the in-groups support. When the country is rich, more money is available for each person in general. Wealthy cultures tend to be individualistic, whereas poor cultures tend to be collectivist.

Latitude added 7°o to the IDV predictions. Colder countries tend to be more individualist, whereas cultures in warmer climates tend to be collectivist.

Hofstede (2001) demonstrated the exceptionally strong correlation between IDV and GNP, as GNP/capita differences alone predicted 71% of the IDV variances.

Hofstede later found a strong negative correlation between PDI and IDV scores. High PDI cultures tend to be collectivist, and low PDI cultures tend to be individualist.

Characteristics and consequences for Kuwait.

In the overall ranking, the Arab-speaking countries rank 23 out of 53 (where 1 is the highest and 53 is the lowest) with an index of 52.

Kuwait has the following features:

- Kuwait is a wealthy country, with a high GDP.
- The last decades of the 20th century saw rapid modernisation and development, and the disintegration of the joint family structure.
- Family structure and clan adherence is very strong.
- Attributes such as birth, ethnicity, and gender are basis for social standing.
- Cultures tend to be group-oriented, imposing a psychological distance between in-group and out-group members. In-group members are expected to have group loyalty.
- Legal structures protect group and community interests.
- People are expected to defer to the interests of the group and powerful others.
- Social philosophies focus on privileges and prerogatives, not on universal principles.
- Loyalty to the company is expected; performance is secondary.
- In conflict, collectivist cultures are likely to use avoidance, intermediaries, or other face-saving techniques.
- The climate is hot and extreme.

Therefore Kuwait expected score for Individualism-collectivism is Medium.

4) Masculinity versus Femininity

The dimension of masculinity versus femininity is based on the duality of the sexes, and how these cope with issues. It extends the two poles to the manner in which societies act and react. Anthropology, psychology, and political science confirm the male assertiveness and female nurturance patterns.

Hofstede (2001) states that "Masculinity stands for a society in which social gender roles are clearly distinct: Men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life. Femininity stands for a society in which social gender roles overlap: Both men and women are supposed to be modest, tender, and concerned with the quality of life.

Predictors of MAS.

Hofstede (2001a) found no significant correlation between MAS and the eight geographic, economic and demographic indicators. The correlations became stronger when poor and wealthier countries were separated.

Significant correlations were found for MAS and latitude – lower latitude, more masculine, inferring that masculine cultures tend to live in warmer climate near the equator and feminine cultures are likely to locate in colder climates away from the equator.

He further concluded that there was a negative correlation with population growth and a positive correlation with population size (Hofstede, 2001a, p.340).

Characteristics and consequences for Kuwait.

In the overall ranking, the Arab-speaking countries rank 27 out of 53 (where 1 is the highest and 53 is the lowest) with an index of 68.

Kuwait has the following features:

- Kuwait is a wealthy country, with a high GDP.

- The climate is hot and extreme.

- The last decades of the 20th century saw rapid modernisation and development.

- Sex roles are clearly differentiated, and sexual inequality is seen as beneficial, that men should be assertive and women should be nurturing.

- Islam designates roles and certain positions for both women and men in society. Though the author does not expect this to have a prominent effect.

- Moderate belief in achievement and ambition. Very specific masculine behaviours and expressions, e.g. emphasis on display of material accomplishment (cars etc.).

Therefore Kuwait expected score for masculinity is: Medium-High

5) Long versus Short Term Orientation

The new dimension of long-term versus short-term orientation was identified by Michael Harris Bond (1987) from the answers of student samples from 23 countries.

The top five positions were taken by the East Asian countries (China, Hong Kong, Taiwan, Japan and South Korea). European and other Western countries were found in the lower middle of the scale, and non-East Asian and African countries occupy the bottom end.

Hofstede (2001) concluded that LTO is independent of the other indices. In the wealthier countries, LTO is negatively correlated with IDV and positively correlated with PDI. Hofstede (2001, p.359) states:

"Long Term Orientation stands for the fostering of virtues oriented towards future rewards, in particular, perseverance and thrift. Its opposite pole, Short Term Orientation, stands for the fostering of virtues related to the past and present, in particular, respect for tradition, preservation of 'face' and fulfilling social obligations."

Predictors of LTO.

Hofstede (2001) identified a dominant correlation of LTO with economic growth. It is notable that the top five countries are known for their fast economic growth. There was also a significant correlation with population density (PDN) across the wealthy countries and less significantly across all countries.

Hofstede (2001) presents a special note on long-term versus short-term orientation in the Muslim world. Of the Muslim countries covered, Bangladesh scored 40 and Pakistan scored 0 (The top scorer China got 118). He, also, says:

"Muslim countries that have temporarily collected enormous riches from their oil resources have hardly adapted better to the modern world than those that have remained poor. The oil benefits may have been a liability rather than an asset.... Contrary to what happened in East Asia, many opinion leaders in the Muslim world seem to experience modern technology and Western ideas as threats rather than opportunities."(p.369)

Characteristics and consequences for Kuwait.

Since no Arab speaking country was included in the 23 countries covered in a later research, from the descriptive features Kuwait could be expected to score low and be more short term oriented.

- Kuwait is a wealthy country, with a high GDP.
- The last decades of the 20th century saw rapid modernisation and economic development.
- Kuwaitis have a drive towards high spending. The average share of the Kuwaiti individual's spending on public services has reached a level

considered of the highest known levels worldwide. This, in itself, reflects waste and misuse of resources (Kuwait 2025 Group, 1997).

The hypothesis can be stated as "Kuwait is assumed to score close to the countries grouped under the Arabic-speaking countries (Egypt, Iraq, Kuwait, Lebanon, Libya, Saudi Arabia, United Arab Emirates)".

Kuwait's expected score for Long Term orientation (LTO) is Medium-Low.

This chapter has analyzed the Kuwaiti predictors and forecast the expected dimension index scores for Kuwait. Kuwait's expected scores are:

Power distance index is medium – high;

Uncertainty Avoidance is medium;

Individualism-Collectivism is medium;

Masculinity is medium – high;

Long Term orientation is medium - low.

The next chapter will discuss the methodological procedures employed in this research project to achieve the project objectives.

CHAPTER 6
METHODOLOGY

To summarize so far, Chapters 1 and 2 explained the aims and rationale of this study and placed the study in context by providing details about Kuwait. Chapter 3 provided an overview of the concept of culture and related concepts including attitudes, norms, values and behavior, and presented a model of factors influencing culture. Chapter 4 presented a review of methodological approaches to researching culture and provided a detailed evaluation of previous cross-cultural research studies, focusing on Hofstede's work, which underpins this thesis. Having described and critically evaluated Hofstede's research, Chapter 5 introduced the first empirical stage of this study, gathering factual data on Kuwait and applying this to Hofstede's nine indicators to predict where Kuwait might score on each of the five dimensions in terms of cultural work values.

This has set the scene for the next two empirical phases of the study: first, the development of the research instrument through focus groups and interviews; and second, the main questionnaire survey. This chapter, therefore, discusses the methodological issues associated with these two phases of the research, including the development of the research instrument, initial data collection and analysis, the pilot study and the main study questionnaire administration, data collection and analysis.

6.1 The Research Instrument

Having reviewed and evaluated cultural research instruments, it became evident that simply 'applying' research instruments developed for a different cultural context will fail to address cultural bias. This was evident in the inadequacy of Western frameworks to analyze non-Western cultures. Thus, the author had to establish a research instrument to 'fit' the Kuwaiti context.

This study adopted an approach similar to that used in the development of the 'Chinese Value Survey' (CVS) by Michael Bond (Chinese Culture Connection, 1987). Bond consulted Chinese social scientists for a list of values important to the Chinese; he then

developed a questionnaire incorporating these values. Similarly, when consulted about using the VSM to investigate Kuwaiti culture, Hofstede (personal interview, 07 May 2000) highlighted the need to incorporate specific values, recommending the use of focus groups. These values could then be incorporated into a contextually adapted questionnaire.

Thus the basic research tool had to be evaluated for applicability and suitability to Kuwait. The focus group and interview techniques were used to identify Kuwaiti values. These were then incorporated into a new questionnaire.

Since it was considered necessary to introduce a 'Kuwaiti' bias to the VSM questionnaire by adding questions based on values that are important to Kuwaitis, and shifting the focus of the VSM to Kuwait, this raises methodological and research questions. Can an instrument designed in one cultural context be applied to another? Would the results be the same, different, or altogether incorrect as the measures are wrong? Would it be possible to identify new values specific for Kuwait by modifying VSM94?

6.2 Survey Content

To adapt Hofstede's research instrument to include Kuwaiti-relevant questions (the additional new content), it was necessary to generate a list of Kuwaiti work values. This was achieved through an initial focus group, and then interviews with job applicants and HR managers. Each of these is discussed in more detail in the following sections.

As a first step, a focus group session was held based on the verbal recommendation of Dr. Hofstede (personal interview, 07 May 2000). This method was chosen as it allows for maximum interaction and cross-questioning, and it enables the researcher to experience emotions, attitudes, opinions, and beliefs of the subjects. To support this, interviews were conducted with job applicants where they were asked for their opinions regarding the focus group findings. Added to that, other interviews with human resources managers were held to augment the findings of the focus group and applicant interviews (these will be discussed later in this chapter). The questions in the focus groups and applicant interviews were based on consultations the author had with

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Kuwaiti colleagues from various fields as marketing, finance, and human resources (for example Dr. Essa Al-Jassem, former Research and Development Director in the Ministry of Education). The focus group individuals first listed values they felt were important for Kuwaitis, and those values were confirmed with the interview respondents and the Human Resources managers of the banks. Thus, the author collected a set of 'Kuwaiti values', and prepared a set of values-related questions that when asked to a sample of Kuwaitis, would expectantly yield the same answers as in the list.

6.2.1 Questions translation: Parity of Meaning

The questions were first developed in English and translated to Arabic by two bilingual persons. An acquaintance of the Kuwaiti author, Essa Al-Jassem, former Research and Development Director in the Ministry of Education, guided in re-writing the questions. He also circulated the question to his 'bilingual' acquaintances for back-translation and content equivalence to assure that the questions have the same meaning in both languages English and Arabic.

6.2.2 The Focus Group Session – Methodology, Sampling and Data Collection

A focus group of 33 participants was convened on July 23, 2001 in a seminar room of the Crown Plaza hotel, Kuwait. To assemble the participants, the snowballing technique was used. The Kuwaiti author asked friends and acquaintances to invite their friends, that the author did not know, and so forth. The main criterion was that participants had to be employed, retired, or looking for a job. Students and housewives were not included. Before the session began, participants were briefed about the project. Flipcharts were used during the interactive session to ensure the clarity of the questions. No moderator was present; instead, the researcher asked the questions. Notes were taken, and the session was audio-recorded and later transcribed. The session lasted for two hours. The researcher had no control over the sampling procedure of participants. However, there might have been a possible bias in the sampling technique due to the fact that the invitation distribution started in the hands of friends and acquaintances of the researcher.

A structured questioning method was used in the focus group session where four main questions were asked. The questions were open-ended type questions allowing respondents to talk freely to prompt further responses from other attendants. The questions asked were:

1. What does work mean to you? What are you trying to achieve through work?
2. What were you trying to achieve in the beginning of your career and has it changed now? If so, how?
3. What are your expectations from your organization, colleagues, and superiors?
4. What are the factors that can make you change your job for another?

6.2.3 Interviews with job applicants

As an added source of input, the researcher conducted some interviews with twelve job applicants that had applied for work in the telecommunications company where the researcher works. The interviews took place separately at different times in the researcher's office at her place of work. The researcher got her superior's verbal approval allowing her to question the job applicants with the same set of four questions that were used in the focus group. Once the researcher was finished with the job interview, she would ask the applicant's approval to share his/her opinions on the four questions for the sake of the study, guaranteeing the applicants' anonymity and assuring them that their responses on the matter had no bearing on their job application.

It must be noted that the researcher realizes that these interviews were subject to bias due to the status the job applicant is in during his/her job interview, and due to the fact that the researcher is their interviewer and the applicant is almost sure to say what they expect the interviewer wants to hear. Yet, the researcher did not rely on the interviews responses to structure the survey questionnaire, rather she was using the interviews to further confirm the focus group findings and to look for new ideas that had not come across in the focus group.

As one might expect, the interviews confirmed several of the focus group findings but did not come up with any new ideas, probably because the interviewees did not want to come up with ideas out of the expected, which might affect their interview negatively.

Listed below are tables (6.1) describing the demographic distribution of the focus group and interview participants.

Tables (6.1): Tables listing the demographic Breakdown of the 33 Focus Group and the 12 Applicants Participants

Age Group (Years)	Focus Group	Interviews		Gender	Focus Group	Interview
22-24	9	9		Male	23	8
25-29	9	3		Female	10	4
30-34	2	-				
35-40	6	-				
41-45	2	-				
45+	5	-				

Education	Focus Group	Interview		Place of Education	Focus Group	Interview
Secondary School - 8 years of schooling	4	-		Kuwait	27	12
High School - 12 years of schooling	6	4		United States	5	-
Two year diploma after high school	10	5		Egypt	1	-
University degree	12	3				
Masters degree	1	-				

Sector of Employment	Focus Group	Interviews		Work Experience (Years)	Focus Group	Interview
Public Sector	20	1		0-1	6	6
Private Sector	10	5		2-3	6	4
Recent Graduate	2	6		4-5	3	1
Retired	1	-		6-10	5	1
				11-15	2	-
				16-20	5	-
				21-25	3	-
				25+	3	-

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It is observed that the focus group and interview respondents are mostly young (under 30) Kuwaiti education graduates with little work experience (the majority have less than 5 years of experience) having less than 14 years of schooling. Two thirds of the respondents were males, working in the public sector.

Some bias might have been caused by the fact that the majority of respondents do not have extensive work experience nor do they have higher education, which in turn might affect the respondents' ambitions and expectations. Since the sessions were general discussing attitudes and values to design the survey questions, the researcher expects that the bias might have had minimal effect on the main survey. This is because the researcher was seeking the participants' perceptions and cultural views of work to identify any Kuwaiti specific work related values (those that had no bearing on the original values in Hofstede's questionnaire).

6.2.4 Interviews with Human Resources Managers

The author felt that it was important to interview some human resources managers to gain an insight into how the operational managers view Kuwaiti employees and how they interpret Kuwaiti work values. The interviews were also conducted to help guide the analysis of the findings later on in the study.

Two HR managers from the private banking sector and three from the public banking sector were interviewed. Those managers were the ones in charge of personnel or human resources in the five banks the researcher chose for the survey. A list of the interviewed managers is provided in table (6.2).

The banks and the management interviewees (personnel and human resources managers) consented to the researcher identifying them in this thesis and including them in the research project in return for the researcher providing them access to the finished results and outcomes of the research project, for the research subject matter directly concerns their field of work. The main survey respondents, on the other hand, were offered confidentiality and anonymity, as we will discuss later.

Table (6.2): List of HR and personnel managers interviewed

Bank	Sector	Person	Title
Gulf Bank	Private	Sorour A. Al-Samerai	General Manager - Human Resources
National Bank of Kuwait	Private	Hamza A. Enki	Executive Manager Human Resources Division
Credit & Savings Bank	Public	Bassema Al-Enazi	Personal Manager
Central Bank of Kuwait	Public	Ahmed A. Al Houqal	Manpower Department Manager
Industrial Bank of Kuwait	Public	Khalid M. Al-Hmoud	Board Secretary, Assistant Manager and Personnel Head, Administration Department

These interviews were conducted on November 2001. The interviews were not tape-recorded and no moderator was present, rather, notes were taken by the researcher (the managers were being interviewed one to one, and it was more comfortable for them not to have the sessions recorded). Each of the HR managers who was interviewed had at least 22 years of experience in the field (the Gulf bank manager had more than 30 years of experience). The minimum qualification of each manager was a Bachelor's degree in Arts. Most of them had done supplementary banking training courses. They were asked similar questions to those of the focus group to help confirm the previous answers (structured interviews). Specific questions about the private and public sector were asked, as this issue is distinctive to Kuwait. Those specific questions were:

1. Why do Kuwaitis prefer the public sector to the private sector?
2. Why are Kuwaiti staff turnover rates much higher in the private sector than public sector? (This was confirmed in a study by the institute of Banking Studies: Al-Muhemead et. al, 1994)
3. What the job really meant for Kuwaitis?
4. What are Kuwaitis expectations from the job and the organization?

It was the researcher's judgment that the opinions of managers with such extensive work experience in direct contact with employees are invaluable to this survey. Their opinions do not only represent the managers' perceptions of, or a managerial perspective on, employee work values, but also reflect the result of long years of dealing with large numbers of employees of all ranks. In other words, the experienced

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managers have an idea, to some extent, what makes the employees happy and what the general ethical or value standards are. Their opinions are certainly worthwhile including in this study.

6.3 Focus group & HR managers interviews findings

The four questions that were designed for and asked during the focus group and interviews were used to prompt further responses and comments from the respondents. The responses, in many cases, were identical or repetitive.

Listed hereunder are the responses to the four questions/categories (general responses are listed and in some cases exact verbal responses). The answers that were repeated or agreed upon by several respondents (more than two) were focused on and included in the survey as important to the Kuwaiti worker.

Focus Group Findings

1) *What does work mean to you? What are you trying to achieve through work?*
    The majority mentioned income as the reason for work. Others said that they worked to provide a second source of family income. Some worked to provide for material possessions like cars, etc. and to meet community expectations. Socializing, networking and building relationships through the job were specific purposes. Doing favors and obliging others, achieving 'power' by working in prestigious organizations and influencing decisions were other reasons. 'Self satisfaction' came in much later.

2) *What were you trying to achieve in the beginning of your career and has it changed now? If so, how?* Older participants said that they had been looking for 'achievement' while younger participants mentioned income. Since the majority of participants were younger, most of the respondents mentioned income.

3) *What are your expectations from your organization, colleagues, and superiors?* Most participants said that they wanted to work with very little pressure. As for organizational expectations, some said that they expect jobs that allow for adequate personal time. Flexible working hours were also welcome. Other

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expectations were getting long, frequent periods of leave. Some expected their company to follow Islamic percepts (mostly banks employees – Islam forbids interest/usury, and law firm employees – distortion of facts to plead a case is viewed as deceit). This was previously confirmed in the work of Muhammad Zafer (1999) where he concluded the importance of reluctance of some individuals to work some jobs for religious purposes. Some wanted comfortable working conditions such as a more comfortable office, shorter working hours and more convenient hours. Opportunity for on-job training or education with full scholarship had lower priority and importance for respondents, meaning that less respondents mentioned or cared about this matter. Noticeably, very few mentioned what they would do or contribute to the organization or the country. Many said that they look for informal terms with their colleagues, after working hours; this relates to having comfortable working conditions, having less stress on the job and to building a network of connections. It was observed that males did not mind working for a female boss, while females preferred a male superior.

4) *What are the factors that can make you change your job for another?* Majority said that the main factor would be the level of 'appreciation' given, most wanted to be valued (pampered). Additionally, being consulted for day-to-day decisions was very important. Many said that the job title was important. A person is willing to work as a 'secretary' but wants the title of 'office manager'. The job is not important, the social acceptance of the job designation is. Career advancement came much later, although, this must be accompanied by an increase in income as well. Few mentioned that they would switch for jobs that offered new and international experiences.

Specific Demographic Correlations: participants who were better educated, older and held higher managerial positions mentioned that 'achievement' was important for them. More older and experienced participants said that in the beginning of their career they were looking for' achievement' and not money. On the other hand, younger participants said that they are trying to achieve a high level of income. It was also noticed that participants who were educated outside Kuwait were more focused on issues like training opportunities and self-satisfaction

Applicants Interviews Findings

Job applicants were asked questions similar to the focus group (see section 6.2.3 above). The outcomes were comparable to the focus group findings. Answers were general and less creative. This was probably due to the bias in the presence of the researcher, the job interviewer, with the respondents. It is the researcher's opinion that respondents tended to be more cautious with their responses making sure not to say anything out of the ordinary.

Human Resources Managers Interviews Findings

In the interviews of the Human Resources managers, these comments were noted as follows (the remarks of the human resources managers and the personnel managers were stated as is and not analyzed any further, because the researcher did not want to build too many conclusions on the subjective opinions of the experienced managers, instead, those opinions are taken as guidelines for the research path):

1) *Reasons for Kuwaitis' preference for the public sector over the private sector:* this preference for the public sector employment was established in several earlier studies (for example the study by Zafer, 1999 and the study by Al-Ramadhan, 1999). The main reasons were job security (no one can be 'fired'), high salaries, less work pressure, less demand for productivity, flexibility to leave the workplace for personal reasons (relaxed attendance rules), long periods of annual leave and generous retirement schemes.

2) *Reasons for high staff turnover rates for Kuwaitis in the private sector:* Services can be terminated for low performance; there is demand for productivity with longer working hours and attendance regulations (employees are not allowed to take leaves during working hours unless it was an extenuating circumstance). These observations are supported by the results of a study by the institute of Banking Studies (Al-Muhemead et. al, 1994)

3) *What a job really meant for Kuwaitis:* in order of importance: Income, authority, networking and satisfaction. The researcher observed that there was

little or no mention of career fulfillment (it is not established whether or not there should be such mention).

4) *Kuwaitis expectation from a job and the organization:* Kuwaitis give little and expect more. 'Expectations' include that the company must accept social and personal obligations. Kuwaitis expect much appreciation for doing their job and expect to be promoted faster. Kuwaitis are difficult to manage, as they resist authority and corrective criticism. Any coaching or remedial measures are unacceptable (Item responses available by contacting the author). Could you include them in an appendix? Are there any quantitative data (e.g. frequencies of mention) or direct quotations from manager that you could include to support your analysis/comments?

6.4 Development of the research instrument

From the focus group and interviews, it can be concluded that there appear to be distinct work values among Kuwaitis. The foremost observation is that there are cultural factors that the VSM is not equipped for. In principle, the VSM94 is transferable in totality. However, the question is how to address the cultural issues whose measurement is not provided for in the VSM. Many Kuwaitis values do not have equivalents in the VSM. This has implications for any research intended to replicate Hofstede's study. For example, the addition of questions to fine-tune the VSM to the sample under study has been done by Michael Hoppe (1990). He used a questionnaire that had the IBM questions plus a section on organizational learning, and approached the alumni of the Salzburg Seminar, Austria, a cross section of international leaders from politics, business, art, and education. Out of the four dimensions, masculinity required different questions and computations (Hoppe,1990), implying that there was no single set of questions. Hofstede (2001) says that the ideal questions must be nationality dependent and mean the same to all society members. The VSM was developed for IBM in the 70s, meaning that questions have to be adapted to the intended respondents, situations, and period. For the purpose of this study, the researcher constructed a Kuwaiti VSM questionnaire that includes a combination of all of Hofstede's original questions unchanged, after confirming their importance to Kuwaiti participants, in addition to the 29 identified Kuwaiti specific questions.

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Translation and Content Equivalence:

Having specified subject matters of importance to the Kuwaiti employees, some of which might turnout to be Kuwaiti specific work values, the new contextualized questionnaire was finalized in English to maintain closeness to the VSM and then it was translated into Arabic. Mr. Essa Al-Jassem assisted once again in the back-translation and content equivalence.

6.5 The Pilot Study

The questionnaire was then pilot tested with 30 respondents of general non-banking sectors (14 of the private sector, and 18 of the public sector) to check the meaning, continuity and flow of questions. The pilot questionnaires were handed out to several acquaintances who handed out the questionnaires to 30 respondents in two companies, and later in the same day, collected the completed questionnaires back.

The aim of the pilot study was to confirm the reliability, validity, clarity and plausibility of the questions to the Kuwaiti respondent of public and private sector employees. One question was modified in terms of its translated linguistic meaning to remove any ambiguity. This question was considered vague by respondents.

The pilot study resulted in the construction of the final survey questionnaire, which is presented in appendix B.

6.6 Reliability of the research instrument

A statistical analysis of the questionnaire's reliability was performed on the data from the pilot study using SPSS; where reliability refers to the extent that a measure of a concept would deliver the exact same results no matter how many times it is was applied to random members of the same target group (Asia Market Research Home Webpage, 2003). The result of the statistical reliability test showed that the questionnaire is reliable (Alpha = 0.7909).

The lingustic and translation legitimacy of the instrument was checked by Dr. Essa Al-Jassem, a former research and development director in the Ministry of Education.

Having described how the research instrument was developed, the next section discusses the main research study.

6.7 Determination of Sample Size

In Chapter 1, details were given of Kuwait's population, the make-up of the labour market and employment patterns. It was noted that the majority of Kuwaitis work in the public sector, which includes banking, and that almost one third of those working in the private sector were also employed in banking. The banking sector is an appropriate one in which to study and compare Kuwaiti work values mainly because of the abundance of Kuwaitis working in the banking and financial institutions, both private and public.

The research population is all Kuwaitis working in both the public and private banking sectors, which is 1887 Kuwaitis (Ministry of Planning Report, 30/6/1999).

The intended sample size was 250 where five banks were handed fifty questionnaires each. The questionnaires were handed to the human resources or personnel managers for them to give them out according to pre set criteria without specifying employee names. The criteria specified participants' job positions and requested that the questionnaire be handed to males and female without discrimination (detailed job position criteria is listed in section 6.11). Only 228 completed questionnaires were collected ten days later (the researcher considers ten days to be enough time for the employees to finish the questionnaire) due to fact that the respondents were too busy to finish the questionnaire quickly (some were not able to finish the questionnaire because they were "too busy" − this is what the researcher was told by several of the employees). The achieved sample size is 228 individuals, which represents 11.92% of all Kuwaitis working in the banking sector, including both public and private banks.

This sample size is considered appropriate considering that Dr. Hofstede had recommended to the researcher that the sample size be more than 50 in any country to be researched (personal interview, 07 May 2000).

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6.8 Determining whether the VSM94 tool is applicable to Kuwaiti society

In view of the fact that one of the main findings of Michael Bond's work (Chinese Value Survey - CVS87) was the awareness of a certain bias in Hofstede's VSM94 that it is a tool "developed by westerners for westerners". Therefore, it was essential to determine the validity of the VSM94 tool for the Kuwaiti society.

The researcher was advised by Dr. Fatheya Awad (a psychologist and a consultant at the Educational Research and Curriculum Sector, Ministry of Education, Kuwait) to perform a Spearman correlation coefficient test to identify whether there is a significant correlation between every Hofstede value and its related total dimension values. Therefore, a Spearman Correlation Coefficient Test was performed on the pilot survey answers; the results were as follows:

Table (6.3): Correlation between IDV totals and the answers to each IDV question in the pilot study

Questions related to IDV Dimension	IDV Dimension Total
II-09 (IDV): Have sufficient time for your personal or family life?	0.797**
II-10 (IDV): Have good physical working conditions (good ventilation and lighting, adequate workspace, etc.)?	0.800**
II-11 (IDV): Have security of employment?	0.555**
II-15 (IDV): Have an element of variety and adventure in the job?	0.599**

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

* Correlation is significant at the 0.05 level (2-tailed).

There is, a high significance correlation between the "IDV total" and each value in the IDV dimension.

Table (6.4): Correlation between MAS Total and the answers to each MAS question

Questions related to MAS Dimension	MAS Total
II-12 (MAS): Work with people who cooperate well with one another?	0.254**
II-14 (MAS): Have an opportunity for advancement to higher level jobs?	0.218**
V-45 (MAS): Most people can be trusted	0.671**
V-49 (MAS): When people have failed in life it is often their own fault	0.692**

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

There is high significance correlation between "MAS Total" and each value in the MAS Dimension.

Table (6.5): Correlation between PDI Total and the answers to each PDI question

Questions related to PDI Dimension	PDI Total
II-13 (PDI): Be consulted by your direct superior in his / her decisions?	0.517**
II-37 (PDI): Have a good working relationship with your direct superior?	0.339**
IV-44 (PDI): Are subordinates afraid to express disagreement with their superiors?	0.581**
V-47 (PDI): An organization structure in which certain subordinates have two bosses should be avoided at all cost	0.683**

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

There is high significance correlation between "PDI Total" and each value in the PDI Dimension.

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Table (6.6): Correlation between UAI Total and the answers to each UAI question

Questions related to UAI Dimension	UAI Total
IV-43 (UAI): Feeling nervous or tensed at work	0.305**
V-46 (UAI): One can be a good manager without having precise answers to most questions that subordinates may raise about their work	0.543**
V-48 (UAI): A company or organization's rules should not be broken-not even when the employee thinks it is in the company's best interest	0.497**
V-50 (UAI): Competition between employees usually does more harm than good	0.544**

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

There is high significance correlation between "UAI Total" and each value in the UAI Dimension.

Table (6.7): Correlation between LTO Total and the answers to each LTO question

Questions related to LTO Dimension	LTO Total
III-38 (LTO): Personal steadiness and stability	0.575**
III-39 (LTO): Thrift	0.643**
III-40 (LTO): Persistence (Perseverance)	0.758**
III-41 (LTO): Respect for tradition / religion	0.821**

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

There is high significance correlation between "LTO Total" and each value in the LTO Dimension.

Conclusion: It is thus concluded that Hofstede's Value Survey Module (VSM94) research tool is valid and applies to the Kuwaiti society.

6.9 Exploring possible correlation between the acknowledged Kuwaiti work-related values and Hofstede's dimensions

Once it was establish that Hofstede's VSM94 tool was valid and applicable in the Kuwaiti society setup, the subsequent inevitable logical route was to explore potential relationships between the Kuwaiti work-related values, which were identified in the preliminary focus groups, and each of the five dimensions in Hofstede's tool. In case of such significant correlations, then the dimension that correlates most to each Kuwaiti value is determined.

Therefore, the Spearman Correlation Coefficient Test was carried out for the answers of the pilot surveys. The correlation coefficient totals were calculated and the correlation tests' results are listed as follows:

Table (6.8): *Correlation between Kuwaiti related values/questions and Hofstede's dimensions*

Kuwaiti Work Related Values "K"	Correlation Coefficient					Comments
	IDV Total	MAS Total	PDI Total	LTO Total	UAI Total	
II-16 "K": Have no or little tension and stress on the job?	.320**	-	-	-	-	II-16 "K" has more correlation with IDV than others
II-17 "K": Have considerable freedom to adopt your approach to the job?	.439**	-	-	-	-	II-17 "K" has more correlation with IDV than others
II-18 "K": Make a real contribution to the success of your company or organization?	.308**	-	-	-	-	II-18 "K" has more correlation with IDV than others
II-19 "K": Have an opportunity for higher earnings?	.450**	-	-	-	-	II-19 "K" has more correlation with IDV than others
II-20 "K": Participate in building the country's economy & its future?	-	-	-	.240**	-	II-20 "K" has more correlation with LTO than others
II-21 "K": To have an opportunity for extra income	-	-	-	.443**	-	II-21 "K" has more correlation with LTO than others
II-22 "K": Work in a prestigious, successful company or organization?	.217**	-	-	-	-	II-22 "K" has more correlation with IDV than others

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

* Correlation is significant at the 0.05 level (2-tailed).

- No correlation

Cont. Table (6.8): Correlation between Kuwaiti related values/questions and Hofstede's dimensions

Kuwaiti Work Related Values "K"	Correlation Coefficient					Comments
	IDV Total	MAS Total	PDI Total	LTO Total	UAI Total	
II-23 "K": Have an opportunity to do favors for other people?	.036	.047	.046	.010	.059	No significant correlation with any of the dimensions
II-24 "K": Not to have a female superior?	.057	.033	-.061	.012	.054	No significant correlation with any of the dimensions
II-25 "K": To work in an organization whose by laws comply with religion?	-	-	-	.411**	-	II-25 "K" has more correlation with LTO than others
II-26 "K": To enable you to take long leaves?	.161*	-	-	-	-	II-26 "K" has more correlation with IDV than others
II-27 "K": To give you an opportunity for frequent leaves?	.245**	-	-	-	-	II-27"K" has more correlation with IDV than others
II-28 "K": To allow you to leave the job during working hours whenever you need to?	.346**	-	-	-	-	II-28 "K" has more correlation with IDV than others
II-29 "K": To give you more supervisory tasks than clerical tasks?	-	.164*	-	-	-	II-29 "K" has more correlation with MAS than others
II-30 "K": To allow you to have a second job (after working hours) if you choose to do so?	-	.147*	-	-	-	II-30 "K" has more correlation with MAS than others
II-31 "K": To provide you with training opportunities?	-	-	-	.397**	-	II-31 "K" has more correlation with LTO than others
II-32 "K": To give you opportunities for paid scholarship for higher studies?	.242**	-	-	-	-	II-32 "K" has more correlation with IDV than others
II-33 "K": To have an understanding for your personal circumstances and emergencies?	.476**	-	-	-	-	II-33 "K" has more correlation with IDV than others
II-34 "K": To give an opportunity for early retirement with good pay?	.144*	-	-	-	-	II-34 "K" has more correlation with IDV than others
II-35 "K": To enable you to network and build connections through the job?	.325**	-	-	-	-	II-35 "K" has more correlation with IDV than others
II-36 "K": To enable you a prestigious title no matter what the job you actually do?	.288**	-	-	-	-	II-36 "K" has more correlation with IDV than others
III-42 "K": Keeping up with the community or society looks at you for being trendy and 'high class'	-	-	-	.689**	-	II-42 "K" has more correlation with LTO than others

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

* Correlation is significant at the 0.05 level (2-tailed).

- No correlation

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In conclusion, it was established that twenty of the twenty-two Kuwaiti work values were related to Hofstede's five dimensions. Thus, these twenty values were renamed accordingly to reflect the dimensions each Kuwaiti work related value related to.

The following thirteen Kuwaiti work values were found to be significantly related to the Individualism dimension IDV: II-16 (K), II-17 (K), II-18 (K), II-19 (K), II-22 (K), II-26 (K), II-27 (K), II-28 (K), II-32 (K), II-33 (K), II-34 (K), II-35 (K), and II-36 (K). Consequently, these values were renamed as follows: II-16 (K-IDV), II-17 (K-IDV), II-18 (K-IDV), II-19 (K-IDV), II-22 (K-IDV), II-26 (K-IDV), II-27 (K-IDV), II-28 (K-IDV), II-32 (K-IDV), II-33 (K-IDV), II-34 (K-IDV), II-35 (K-IDV), and II-36 (K-IDV).

The following two Kuwaiti work values were found to be significantly related to the Masculinity dimension MAS: II-29 (K), and II-30 (K). Consequently, these values were renamed as follows: II-29 (K-MAS), and II-30 (K- MAS).

The following five Kuwaiti work values were found to be significantly related to the Long Term Orientation dimension LTO: II-20 (K), II-21 (K), II-25 (K), II-31 (K), and III-42 (K). Consequently, these values were renamed as follows: II-20 (K- LTO), II-21 (K- LTO), II-25 (K- LTO), II-31 (K- LTO), and III-42 (K- LTO).

On the other hand, two of the Kuwaiti work values, II-23 (K) and II-24 (K), had no significant correlation to any of Hofstede's five dimensions. Figure (6.1) summarizes these relationships.

Figure (6.1): The relationship between Kuwaiti related work values "K" and Hofstede's five Dimensions

Kuwaiti related values "K"		Hofstede's Dimensions	Renamed Kuwaiti related values	
II16 (K)	II17 (K)		II16 (K IDV)	II17 (K-IDV)
II18 (K)	II19 (K)		II18 (K-IDV)	II19 (K-IDV)
II22 (K)	II26 (K)	IDV Dimension	II22 (K-IDV)	II26 (K-IDV)
II27 (K)	II28 (K)	Individualism	II27 (K-IDV)	II28 (K-IDV)
II32 (K)	II33 (K)		II32 (K-IDV)	II33 (K-IDV)
II34 (K)	II35 (K)		II34 (K-IDV)	II35 (K-IDV)
II36 (K)			II36 (K-IDV)	
II29 (K)	II30 (K)	MAS Dimension Masculinity	II29 (K-MAS)	II30 (K- MAS)
II20 (K)	II21 (K)	LTO Dimension	II20 (K- LTO)	II-21 (K- LTO)
II25 (K)	II31 (K)	Long Term Orientation	II25 (K- LTO)	II-31 (K- LTO)
II142 (K)			II142 (K- LTO)	
II23 (K)	II24 (K)	Not Related to any Dimension	II23 (K?)	II24 (K?)

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6.10 Access to the Organizations

Since the author had earlier worked in the banking sector as senior HR manager of the
Al Ahli Bank, Kuwait, access to the organizations was unproblematic since the
researcher had good relations with managers in other banks in the financial sector. It
must be noted that the bank that the researcher had previously worked in was not
included in the pilot or main studies due to the potential for bias.

The management of each of the five surveyed banks was sent a letter describing the
project and requesting access to the banks. The letters were sent to the chairmen of the
banks and to the governor of the Central bank of Kuwait (samples of the letters are in
Appendix C).

In October 2001, access was granted to the organizations. The author visited the HR
executives and explained to them the objective of the questionnaire and the benefits that
the participating banks could achieve by exchanging knowledge with the researcher and
by planning out their administrative policies based on the results of the project.

6.11 Administering the Questionnaire and collecting results

The questionnaire was then used in the main data-collection phase with employees of
the five (2 private, 3 public) banks in Kuwait. 50 questionnaires each.

The author/researcher requested that the questionnaire be distributed by the HR
manager (through the line managers) as follows:

- 20 - Tellers / clerks – Tellers are at the front lines of the banking staff. They
  meet the customers and do the transactions. This is usually the entry level for
  the banking jobs.
- 10 – Officers at the supervisory level – Officers have higher seniority,
  whether in the front line positions or in other support departments in the
  bank. They usually have an experience of 5 years.

- 05 - Back office staff – This staff has up to 3 years of experience. They finalize the transactions started by the tellers.

- 10 - Mid management staff – This staff has about 10 years of experience. They are the section managers or the bank managers.

- 05 - Senior management – The top management staff, with about 15 or more years of experience. They are in charge of the mid management and have more analytical duties.

50 questionnaires were given to each bank. The achieved sample size is 228 individuals, which represents 11.92% of all Kuwaitis working in the banking sector, including both public and private banks. The response rate was as follows in table (6.9):

Table (6.9): Numbers of the returned completed questionnaires from the different banks

Bank	Sector	Numbers Collected	Percentage of Completed Questionnaires
Central Bank of Kuwait	Public	50	100%
The Industrial Bank of Kuwait	Public	47	94%
The Credit and Savings Bank	Public	49	98%
National Bank of Kuwait	Private	50	100%
Gulf Bank	Private	32	64%
Total returned successful questionnaires	-	228	91.2%

The researcher delivered the questionnaires by hand to the HR and personnel managers (one manager per bank; in some banks the contact was the HR manager, in others it was the Personnel manager), who in turn delivered those to the line managers to hand out assuring the employees' confidentiality. The line managers were asked to distribute the questionnaires randomly within the specified criteria. There was no control over how the respondents completed the questionnaire. The respondents were allowed to keep the questionnaire for several days after which the HR managers collected them and the researcher picked them up from the banks. Some respondents did not complete their questionnaires because they were "too busy" (in their own words).

The analysis was conducted using SPSS. At first, the researcher faced problems working with SPSS but was assisted and coached into overcoming those problems with the help of Dr. Fatheya Awad and Dr. Basema El-Haj.

An outline of the analysis procedures is shown in figure (6.10) at the end of this chapter and a detailed description of the analysis procedure is presented in the next chapter.

6.12 Sample Description:

As previously mentioned, a total number of two hundred fifty questionnaires were distributed in five financial institutions, fifty each. Two were private institutions, and three were publicly owned. Of the two hundred fifty questionnaires distributed, two hundred twenty eight were returned upon completion, a response rate of 91.2%, and representing 11.92% of the Kuwaiti population. These represented the total sample size.

The researcher chose to include some of Hofstede's questions regarding demographic details of the respondents: gender, age, schooling years (this was slightly altered to represent education stage and degree not just number of years), job type (this was altered to represent the banking sector job types), and nationality at birth (the question of nationality was cancelled because all of the participants were Kuwaitis, instead, the researcher asked about the nationality at birth in case it differed for some participants). The researcher also added the questions of current job title (to investigate if work related values differ with job title and position), country of last academic qualification (to investigate the effect of the different cultured countries of study on work related values), and sector of employment (to find out the difference in work related values between the two sectors). The sample, in terms of the distribution of demographic factors, does represent the population of Kuwaitis working in the banking sector very closely. On the other hand, if the sample is compared to the total population of working Kuwaitis, the sample would not be accurate – but only in terms of not representing the general educational level of working Kuwaitis, in that the educational levels of the study sample participants is higher than that of Kuwaitis working in all fields.

The following tables and figures illustrate the sample distribution according to gender, age, academic qualification, country of academic study, current job title, type of job. sector of employment, and nationality at birth.

Table (6.10): Sample Distribution According to Gender

		Frequency	Percent
Valid	Male	134	58.8
	Female	94	41.2
	Total	228	100.0
Total		228	100.0

Figure (6.2): Sample Distribution According to Gender
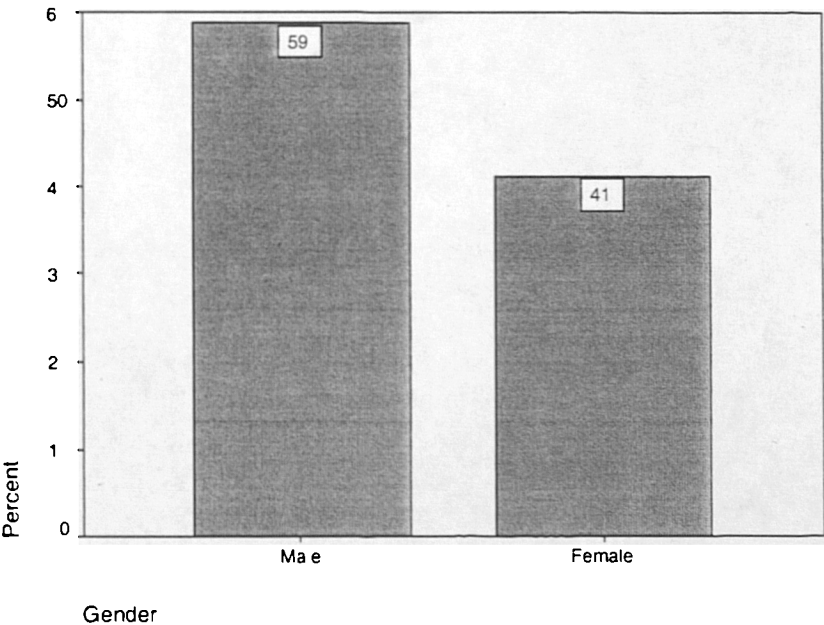
Table (6.11): Sample Distribution According to Age

		Frequency	Percent
Valid	Under 20	2	.9
	20-24	28	12.3
	25-29	64	28.1
	30-34	38	16.7
	35-39	37	16.2
	40-49	57	25.0
	50-59	2	.9
	Total	228	100.0
Total		228	100.0

Figure (6.3): Sample Distribution According to Age
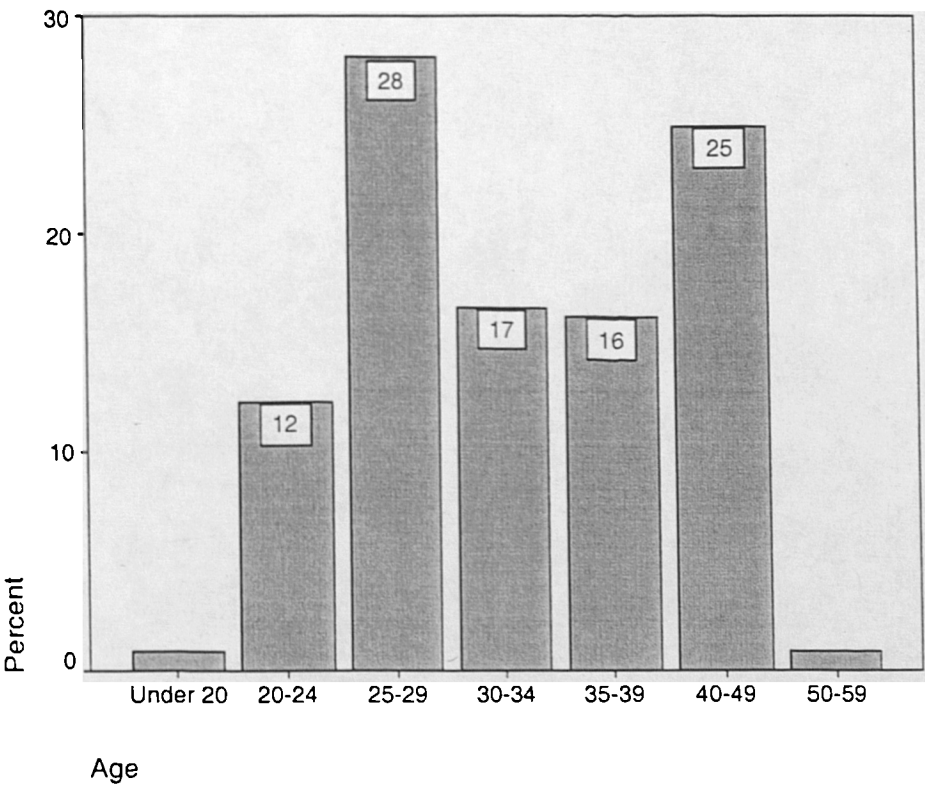
Table (6.12): Sample Distribution According to Academic Qualification

		Frequency	Percent
Valid	Intermediate School Certificate	7	3.1
	High-School Certificate	21	9.2
	Diploma Degree (14 Years of Formal Education)	56	24.6
	University Degree or Equivalent	132	57.9
	Above University	12	5.3
	Total	228	100.0
	Total	228	100.0

Figure (6.4): Sample Distribution According to Academic Qualification

Academic Qualification
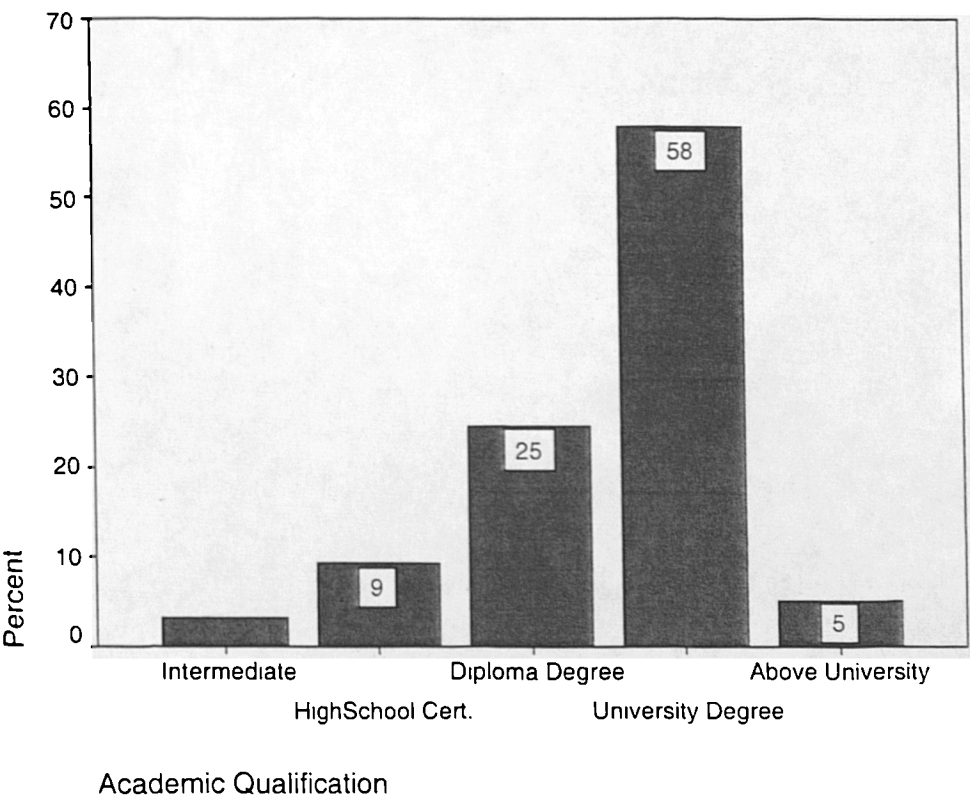
Table (6.13): Sample Distribution According to the Country Where the Last Academic Qualification Was Obtained

		Frequency	Percent
Valid	Other Arab Countries	19	8.3
	U.S.A	40	17.5
	England	3	1.3
	Europe	2	.9
	Other	6	2.6
	Kuwait (didn't study abroad)	158	69.3
	Total	228	100.0
Total		228	100.0

Figure (6.5): Sample Distribution According to Country of Last Academic Qualification

Country of Last Academic Qualification
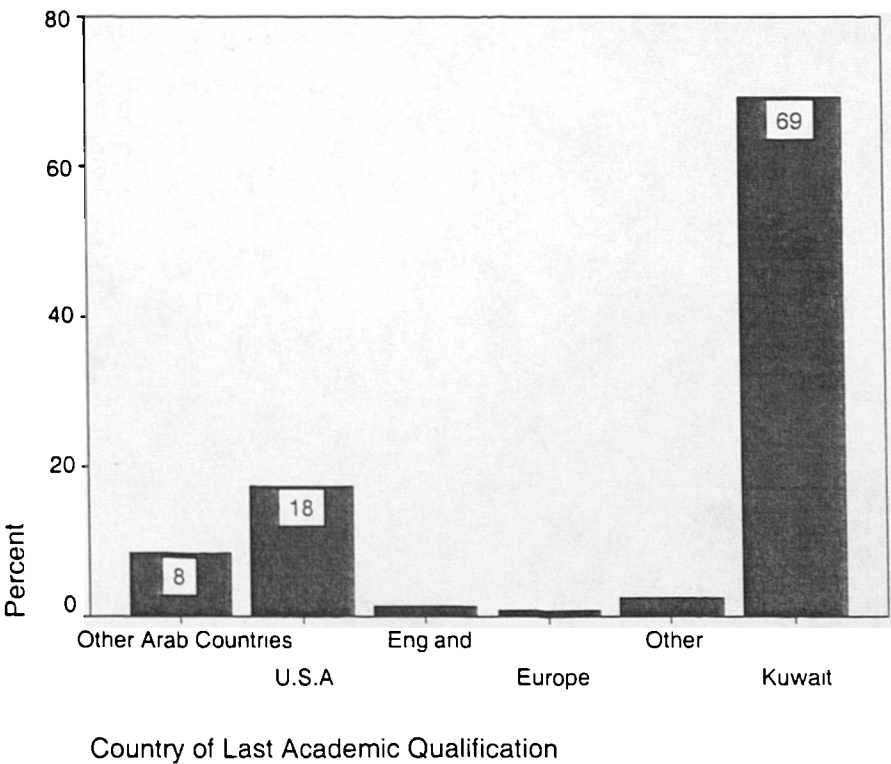
Table (6.14): Sample Distribution According to Current Job Title

		Frequency	Percent
Valid	Teller	38	16.7
	Clerk	36	15.8
	Officer	91	39.9
	Manager "Middle Management Level"	49	21.5
	Manager "Top Management Level"	14	6.1
	Total	228	100.0
Total		228	100.0

Figure (6.6): Sample Distribution According to Current Job Title

Current Job Title
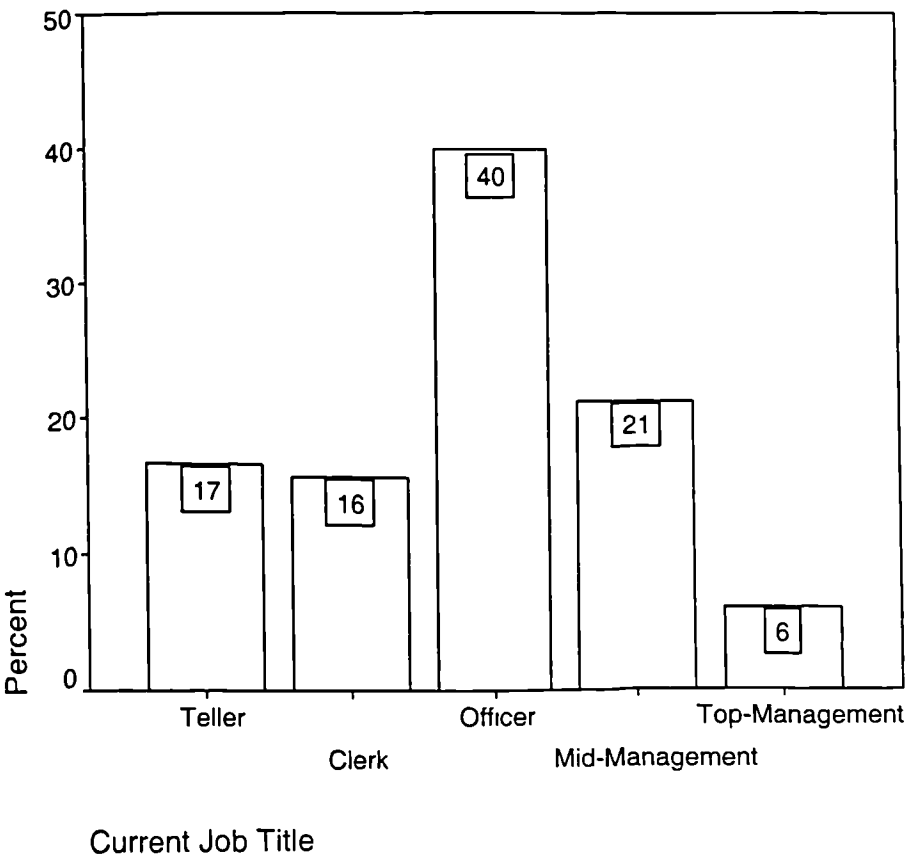
Table (6.15): Sample Distribution According to Job Type

		Frequency	Percent
Valid	Administrator	74	32.5
	Officer	91	39.9
	Manager	63	27.6
	Total	228	100.0
	Total	228	100.0

Figure (6.7): Sample Distribution According to Job Type
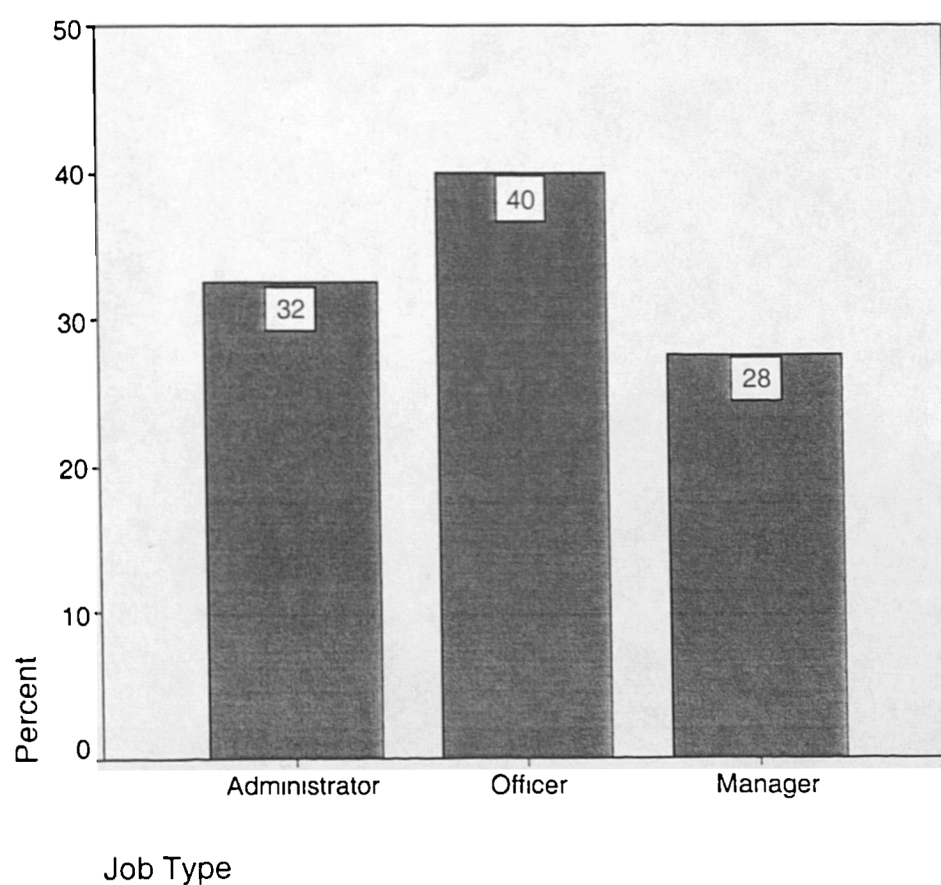
Table (6.16): Sample Distribution According to Sector of Employment

		Frequency	Percent
Valid	Private	81	35.5
	Public	147	64.5
	Total	228	100.0
Total		228	100.0

Figure (6.8): Sample Distribution According to Sector of Employment
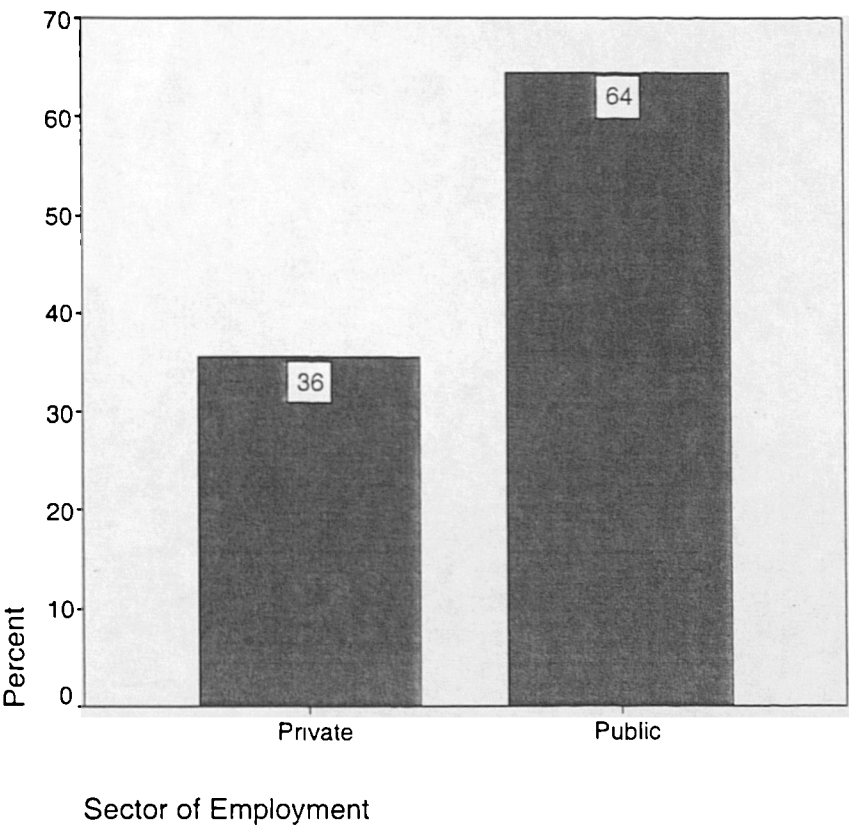
Table (6.17): Sample Distribution According to Nationality at Birth

		Frequency	Percent
Valid	Kuwaiti	219	96.1
	Non - Kuwaiti	9	3.9
	Total	228	100.0
Total		228	100.0

Figure (6.9): Sample Distribution According to Nationality at Birth
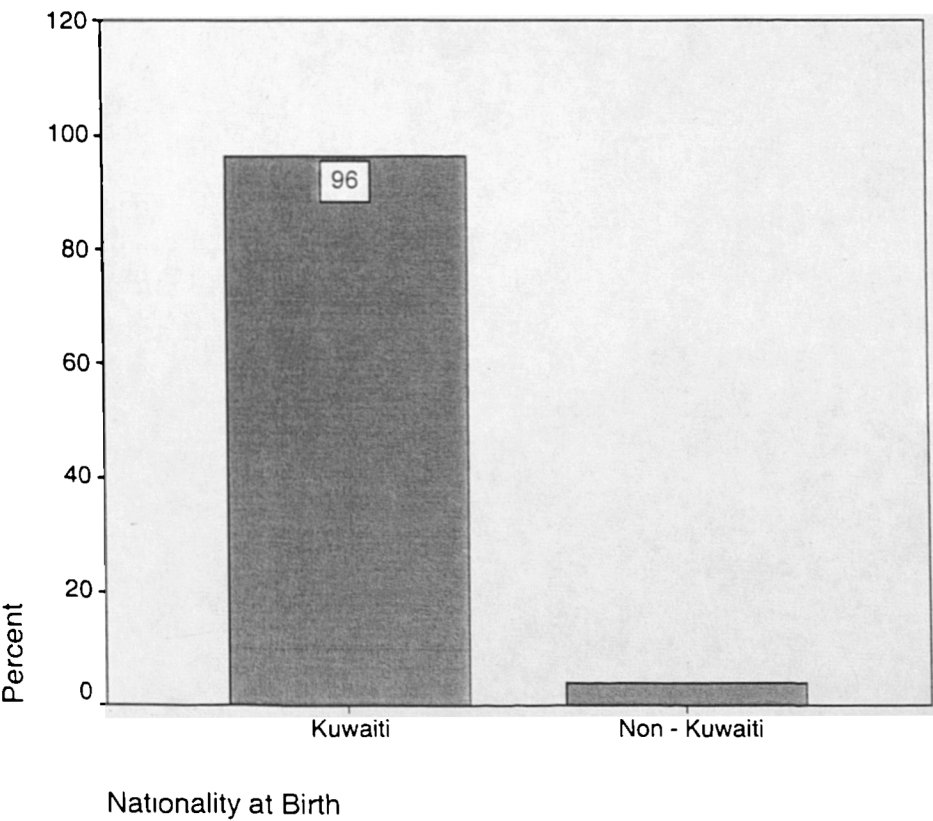
Figure (6.10): Research Procedures Flowchart

Hofstede's work related values	**Kuwaiti work related values**
Hofstede's Value Survey Module VSM94	Focus Group to Identify Kuwaiti Work Related Values + Interviews to Confirm Findings Comprehensiveness

QUESTIONAIRE CONSTRUCTION
"Specially adapted version of Hofstede's VSM 94"

All of Hofstede Work Related Values Mentioned As Is
+ The Identified Kuwaiti Work Related Values

STUDY THE QUESTIONNAIRE RELIABILITY (30 Employees) "ALPHA ACCEPTABLE" (ALPHA 0.79)	STUDY THE QUESTIONNAIRE VALIDITY Determine whether Hofstede VSM 94 Tool is applicable in the Kuwaiti Society (Content Validity)

IDENTIFICATION OF KUWAITI VALUES
RELATIONSHIP TO VSM49
Relationship between Kuwaiti related work values "K" and Hofstede's five Dimensions

MODIFICATION OF THE QUESTIONNAIRE

APPLICATION OF THE DEVELOPED QUESTIONNAIRE
" Sample Size = 228 Employees

STATISTICAL ANALYSIS OF DATA BY SPSS

RESULTS

Responses of Kuwaiti employees

Calculation of Hofstede's Dimensions INDICES	**Statistical analysis of TOTAL values**	**Statistical analysis for each question in each dimension**
	• Count, frequency, Mean Standard Deviation • Differences according to demographic values • "T-Test & ANOVA"	• Count, frequency Median. • Differences according to demographic values • Kruskal-Wallis Test • Mann-Whitney Test

CHAPTER 7

STATISTICAL ANALYSIS AND RESULTS

Hofstede's study of cultural work related values was replicated for use in this study examining the Kuwait work values in public and private banks. The study also surveys how these values registered against the five dimensions/values of Hofstede (what the value indices would be in Kuwait), and how the Kuwaiti indices compare to other world indices.

A combination of both the original VSM questionnaire representing the five dimensions identified by Hofstede, and other questions representing Kuwaiti specific values drawn upon focus group and interview findings, was adopted to highlight Kuwaiti specific work related values.

The questionnaire reliability and validity were first analyzed based on the responses in the pilot study. Psychologists were also consulted to discuss possible relationships to the VSM94 tool. Minor modifications were applied to arrive at the final questionnaire as the study investigation tool.

A Spearman Correlation Coefficient Test was performed on the pilot survey answers to examine whether Hofstede's Value Survey Module tool VSM94 applies to the Kuwaiti society. The results showed that the VSM94 research tool is valid and applicable to the Kuwaiti society.

The study questionnaire was completed by a sample of 228 individuals. Results were then analyzed and Hofstede's dimensions' indices were calculated as per VSM94.

The relationship between the Kuwaiti work related values and Hofstede's five dimensions was analyzed. Resultant correlations triggered a change in the questions' nomenclature to represent the dimension each of the questions correlated to.

The answers of each question (work related value) and the answer totals for the five dimensions were analyzed statistically and further evaluated relative to varying demographic factors.

Results of the questionnaire were collected and statistically analyzed as described below.

Data treatment:

Data was entered into the automated "Statistical Package for Social Sciences – SPSS", after which, the following tests were performed.

- Percent (to represent ratios of different categories of respondents).

- Mean, median, and standard deviation (these represent the distribution of the registered scores)

- T – Test: this is used when a researcher has two sets of data and wishes to compare the mean score on some continuous variable (Pallant, 2001).

- One way analysis of variance "ANOVA": similar to t-test, but is used when the researcher has two or more groups and wishes to compare their mean score on a continuous variable (Pallant, 2001).

- Mann-Whitney Test: Instead of the researcher comparing means of the two groups as is the case with t-test, Mann-Whitney U test compares medians (Pallant, 2001).

- Kruskal-Wallis Test: this test allows the researcher to compare more than two groups of medians (Pallant, 2001).

7.1 Calculating the five dimensions' indices:

Using the results of the mean analysis for the answers of Hofstede's VSM94 questions, index scores of the five dimensions are calculated.

The formulas and calculations are the ones designed and used in Hofstede's VSM94 (1994). They are detailed in the following sections.

7.1.a Calculating the Power Distance (PDI) dimension index

The Power Distance index formula is:

$$PDI = -35m(03) + 35m(06) + 25m(14) - 20m(17) - 20$$

In which m(03) is the mean score for question 03 as numbered in Hofstede's VSM94 questionnaire, etc.

The index will normally have a value between 0 (small Power Distance) and 100 (large Power Distance), but values below 0 and above 100 are technically possible from the equation.

The formula showing the new question numbers as they appeared in this research project (II 37, II 13, etc) as follows:

$$PDI = -35m(II\ 37) + 35m(II\ 13) + 25m(IV\ 44) - 20m(V\ 47) - 20$$

Therefore, $PDI = -35(1.21) + 35(1.82) + 25(3.01) - 20(2.37) - 20$

$PDI = -42.35 + 63.70 + 75.25 - 47.40 - 20$

$$PDI = 29.20$$

This means that with regards to the dimension of Power Distance, the Kuwaiti society is categorized as having small power distance.

7.1.b Calculating the Uncertainty Avoidance (UAI) dimension index

The Uncertainty Avoidance index formula is:

$$UAI = 25m(13) + 20m(16) - 50m(18) - 15m(19) + 120$$

In which m(13) is the mean score for question 13 as numbered in Hofstede's VSM94 questionnaire, etc.

The index will normally have a value between 0 (weak Uncertainty Avoidance) and 100 (strong Uncertainty Avoidance), but values below 0 and above 100 are technically possible.

The formula showing the new question numbers as they appeared in this research project (IV 43, V 46, etc) as follows:

$$UAI = 25m(IV\ 43) + 20m(V\ 46) - 50m(V\ 50) - 15m(V\ 48) + 120$$

Therefore, $UAI = 25(3.04) + 20(3.40) - 50(3.30) - 15(2.43) + 120$

$UAI = 76.00 + 68.00 - 165.00 - 36.45 + 120$

UAI = 62.55

This means that the Uncertainty Avoidance index in the Kuwaiti society scored medium-high.

7.1.c Calculating the Individualism (IDV) dimension index

The Individualism index formula is:

$$IDV = -50m(01) + 30m(02) + 20m(04) + - 25m(08) + 130$$

In which m(01) is the mean score for question 01 as numbered in Hofstede's VSM94 questionnaire, etc.

The index will normally have a value between 0 (strongly Collectivist) and 100 (strongly Individualist), but values below 0 and above 100 are technically possible.

The formula showing the new question numbers as they appeared in this research project (II 09, II 10, etc) as follows:

$$IDV = -50m(II\ 09) + 30m(II\ 10) + 20m(II\ 11) - 25m(II\ 15) + 130$$

Therefore, $IDV = -50(1.86) + 30(1.54) + 20(1.25) - 25(1.47) + 130$

$IDV = -93.00 + 46.20 + 25.00 - 36.75 + 130$

IDV = 71.45

This means that the Kuwaiti society in terms of the Individualism index is strongly individualist.

7.1.d Calculating the Masculinity (MAS) dimension index

The Masculinity index formula is:

$$MAS = 60m(05) - 20m(07) + 20m(15) - 70m(20) + 100$$

In which m(05) is the mean score for question 05 as numbered in Hofstede's VSM94 questionnaire, etc.

The index will normally have a value between 0 (strongly Feminine) and 100 (strongly masculine), but values below 0 and above 100 are technically possible.

The formula showing the new question numbers as they appeared in this research project (II 12, II 14, etc) as follows:

$$MAS = 60m(II\ 12) - 20m(II\ 14) + 20m(V\ 45) - 70m(V\ 49) + 100$$

Therefore, $MAS = 60(1.31) - 20(1.28) + 20(3.60) - 70(3.12) + 100$

                $MAS = 78.60 - 25.60 + 72.00 - 218.40 + 100$

                MAS = 6.60

This means that for the Masculinity dimension, the Kuwaiti society, represented by the test sample, was ranked as very strongly feminine.

7.1.e Calculating the Long Term Orientation (LTO) dimension index

The Long Term Orientation Index formula is:

$$LTO = 45m(09) - 30m(10) - 35m(11) + 15m(12) + 67$$

In which m(09) is the mean score for question 09 as numbered in Hofstede's VSM94 questionnaire, etc.

The index will normally have a value between 0 (very Short Term Oriented) and 100 (very Long Term Oriented), but values below 0 and above 100 are technically possible.

The formula showing the new question numbers as they appeared in this research project (III 38, III 39, etc) as follows:

$$LTO = 45m(III\ 38) - 30m(III\ 39) - 35m(III\ 40) + 15m(III\ 41) + 67$$

Therefore, $LTO = 45(1.26) - 30(1.60) - 35(1.50) + 15(1.82) + 67$

                $LTO = 56.70 - 48.00 - 52.50 + 27.30 + 67$

                LTO = 50.50

This means that the Kuwaiti society score on the Long Term Orientation Index was medium

7.1.f Summary of Indices results

Results Of the dimensions' index calculations rank the Kuwaiti society in terms of the Individualism index as strongly individualist (**IDV = 71.45**).

As for the Masculinity dimension, the Kuwaiti society, represented by the test sample, was ranked as very strongly feminine (**MAS = 6.60**).

Regarding the dimension of Power Distance, the Kuwaiti society is categorized as having small power distance (**PDI = 29.20**).

The Uncertainty Avoidance index in the Kuwaiti society scored medium-high (**UAI = 62.55**).

Finally, as form the Long Term Orientation Index, the Kuwaiti society scored medium (**LTO = 50.50**).

7.2 Statistical analysis of Total values:

Analysis of Totals is partitioned into two sections: in the first section (7.2.1), the total values of answers to all questions for every respondent were calculated, statistical variation between the totals for all respondents was analyzed, and further statistical variations analysis between the answers of the employees with respect to variable demographics was also performed; in the second section (7.2.2), the total values of respondent's answers to groups of questions relating to each of Hofstede's dimensions were computed, and statistical analysis was performed on the dimensions groups' totals.

7.2.1 Statistical analysis of the Total values of responses to all the questions:

7.2.1.a Total Value of all the questions:

The mean and standard deviation measures were performed for the total values in the questionnaire. Results showed that the total has a mean of **89.7368** and standard deviation of **18.2265**, which reflects that the answers are homogenous.

The following figure shows the histogram for the total values.

Fig (7.1): Histogram of Total Values Answers to all questions

Total Values Histogram

Std. Dev = 18.23
Mean = 89.7
N = 228.00
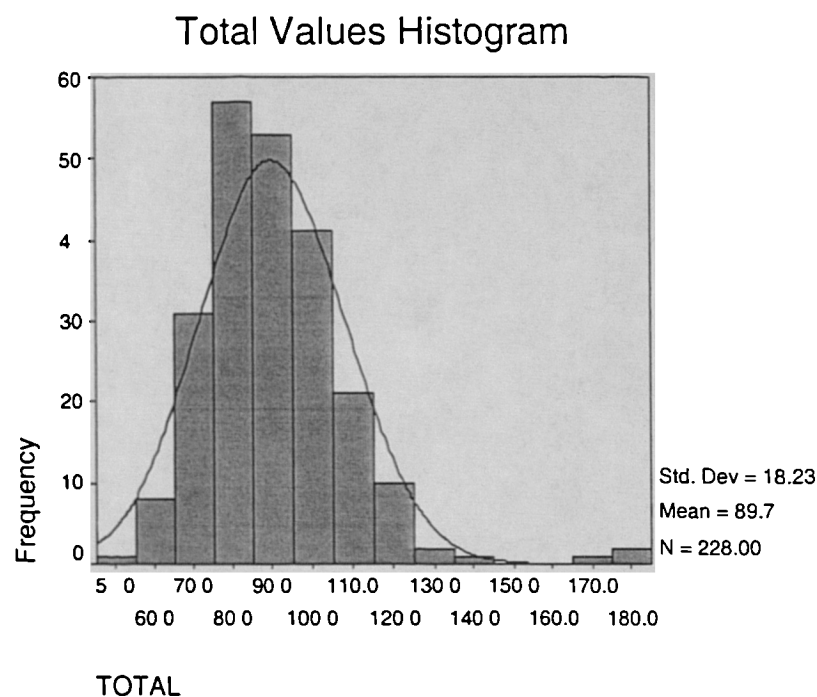
TOTAL

Table (7.1): Statistics of Total values for all questions

	N		Mean	Standard Deviation
	Valid	**Missing**		
Total	**228**	**0**	**89.736**	**18.226**

7.2.1.b Statistical differences for the Total values of responses to all the questions with respect to demographic variables:

There is no significant difference between the answers of the employees regarding the total of all values according to gender (T - Test, level of significance p= 0.06).

There is no significant difference between the answers of the employees regarding the total of all values according to age (ANOVA Test, level of significance p = 0.17).

There is no significant difference between the answers of the employees regarding the total of all values according to academic qualifications (ANOVA Test, level of significance p = 0.255).

There is significant difference between the answers of the employees regarding the total of all values according to the country where the employees studied to obtain their degree (ANOVA Test, level of difference significance p = 0.004). This result is due to the significant difference that is between employees who studied in U.S.A and employees who studied in Kuwait (p = 0.026), where the total values were of 'more importance' to graduates from U.S.A than to Kuwaiti graduates. As for the rest of the countries where employees studied, there was no other significant difference.

There is significant difference between the answers of the employees regarding the total values according to the current job title (ANOVA Test, level of significance p = 0.001). The result is due to the difference between (it must be noted that the answers scale was such that number 1 related to the answer being 'of utmost importance' to the respondent, to number 5 related to the answer being 'of least importance' to the respondent, thus, lower scores on the answer sheet mean higher importance of the value to the respondent):

- Tellers and top-managers (p = 0.05). The total values of more importance to top-managers than they meant to tellers.
- Clerks and top-managers (p = 0.005). The total values of more importance to top-managers than they meant to clerks.

- Officers and top-managers (p = 0.002). The total values of more importance to top-managers than they meant to officers.

There is a significant difference between the answers of the employees regarding the total values according to the type of job (ANOVA Test, level of significance p = 0.006). This is due to the difference between the officers and the managers (p = 0.008). The total values of more importance to managers than they meant to officers.

There is no significant difference between the answers of the employees in relation to the total values relative to the sector of employment (T-Test, level of significance p = 0.968).

There was no significant difference between the answers of the employees in relation to the total values relative to the nationality at birth (T-Test, level of significance p = 0.535).

To summarize, this statistic reflects variable interest in the research project subject matter, or the research tool in general, amongst different demographic categories.

The total values of 'more importance' to employees who studied in U.S.A than to Kuwaiti graduates. This might be attributed to the fact that the university education system in U.S.A allocates a lot more emphasis on scientific research relative to that of Kuwait; U.S.A students in general are trained to resort to research before making any strategic decisions.

Moreover, total values of more importance to top-managers than to tellers, clerks. and officers. This might be due to the fact that managers are the strategy makers and decision takers. They are bound to be the ones to care most about results of surveys and research projects to direct their policies.

7.2.2 Statistical analysis of the Total values of responses to groups of questions relating to each of Hofstede's dimensions "Dimension Total"

Calculation and statistical analysis of Total values of responses to groups of questions relating to each of Hofstede's dimensions:

The following sections and graphs display the mean and standard deviation for the total values of responses to groups of questions relating to each of Hofstede's dimensions (IDV total), (MAS total), (PDI total), (UAI total), and (LTO total). Where each dimension total represents the sum of the responses to the questions used by Hofstede in the Value Survey Module 94 to measure that specific dimension index value added to the responses to the 'Kuwaiti' generated questions that correlated to that same dimension. Therefore: PDI-Sum = II13 + II37 + IV44 + V47.

UAI-Sum = IV43 + V46 + V48 + V50.

IDV-Sum = II09 + II10 + II11 + II15 + II16 + II18 + II19 + II22 + II26 + II27 + II28 + II32 + II33 + II34 + II35 + II36.

MAS-Sum = II12 + II14 + II29 + II30 + V45 + V49.

LTO-Sum = II20 + II21 + II25 + II31 + III38 + III39 + III40 + III41 + III42

(notice that the questions' numbering system is as per this research paper's numbering system not Hofstede's VSM94 numbering system).

Power Distance (PDI) dimension total:

The PDI-Sum (total) consists of the following values:

PDI-Sum = II13 + II37 + IV44 + V47

Statistical analysis was carried out on the PDI-Sum dimension. The result was as follows:

- PDI-Sum Mean = 8.3

- PDI-Sum Standard Deviation = 2.35

Fig (7.2): Histogram of Total values of responses to groups of questions relating to Power Distance Dimension
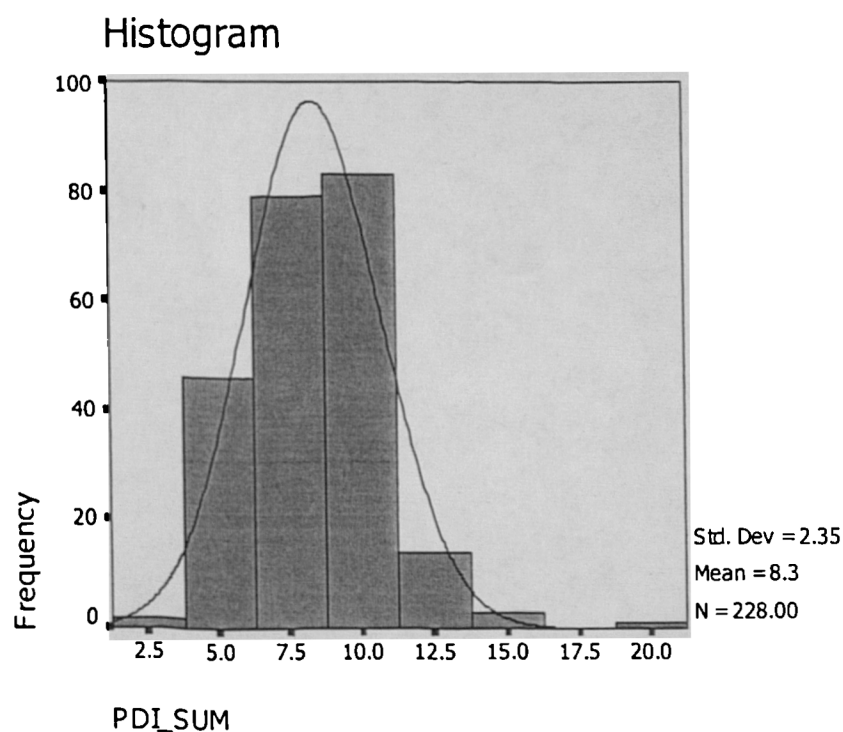
Since the standard deviation is less than one third of the mean, then the answers in the PDI-Sum were homogenous.

Uncertainty Avoidance (UAI) dimension total:

The UAI-Sum (total) consists of the following values:

UAI-Sum = IV43 + V46 + V48 + V50

Statistical analysis was carried out on the UAI-Sum dimension. The result was as follows:

- UAI-Sum Mean = 12.1
- UAI-Sum Standard Deviation = 2.55

Fig (7.3): Histogram of Total values of responses to groups of questions relating to Uncertainty Avoidance Dimension

Histogram

UAI SUM

Std. Dev = 2.55
Mean = 12.1
N = 228.00
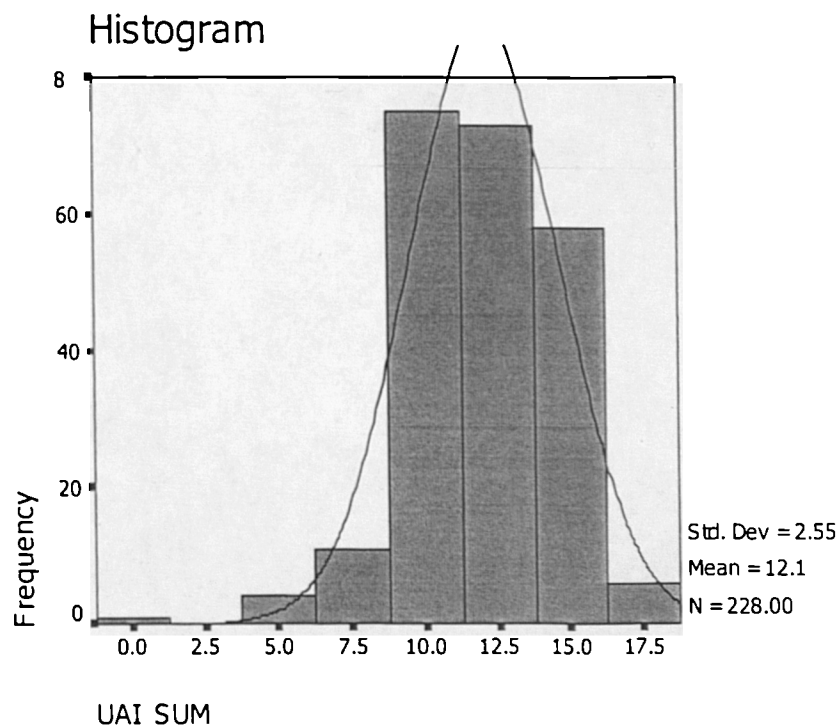
Since the standard deviation is less than one third of the mean, then the answers in the UAI-Sum were homogenous.

Individualism (IDV) dimension total:

The IDV-Sum (total) consists of the following values:

IDV-Sum = II09 + II10 + II11 + II15 + II16 + II18 + II19 + II22 + II26 + II27 + II28 +

II32 + II33 + II34 + II35 + II36

Statistical analysis was carried out on the IDV-Sum dimension. The result was as

follows:

- IDV-Sum Mean = 32.2

- IDV-Sum Standard Deviation = 9.44

Fig (7.4): Histogram of Total values of responses to groups of questions relating to

Individualism Dimension

Histogram
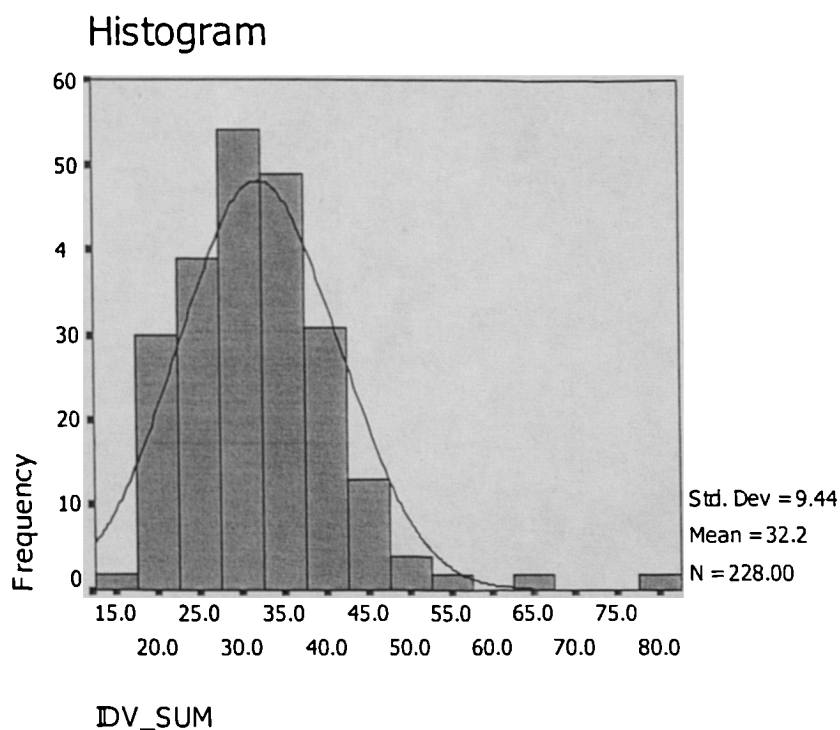
IDV_SUM

Since the standard deviation is less than one third of the mean, then the answers in the

IDV-Sum were homogenous.

Masculinity (MAS) dimension total:

The MAS-Sum (total) consists of the following values:

MAS-Sum = II12 + II14 + II29 + II30 + V45 + V49

Statistical analysis was carried out on the MAS-Sum dimension. The result was as follows:

- MAS-Sum Mean = 14.6

- MAS-Sum Standard Deviation = 3.33

Fig (7.5): Histogram of Total values of responses to groups of questions relating to Masculinity Dimension

Histogram
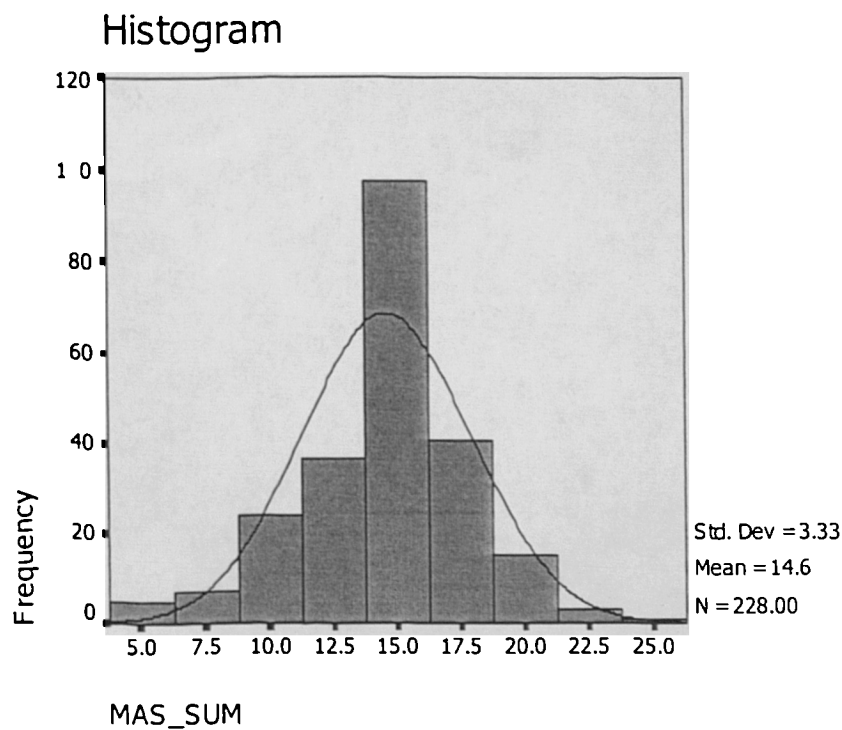
MAS_SUM

Since the standard deviation is less than one third of the mean, then the answers in the MAS-Sum were homogenous.

Long Term Orientation (LTO) dimension total:

The LTO-Sum (total) consists of the following values:

LTO-Sum = II20 + II21 + II25 + II31 + III38 + III39 + III40 + III41 + III42

Statistical analysis was carried out on the LTO-Sum dimension. The result was as follows:

- LTO-Sum Mean = 15.4
- LTO-Sum Standard Deviation = 5.90

Fig (7.6): Histogram of Total values of responses to groups of questions relating to Long Term Orientation Dimension

Histogram

Std. Dev = 5.90
Mean = 15.4
N = 228.00
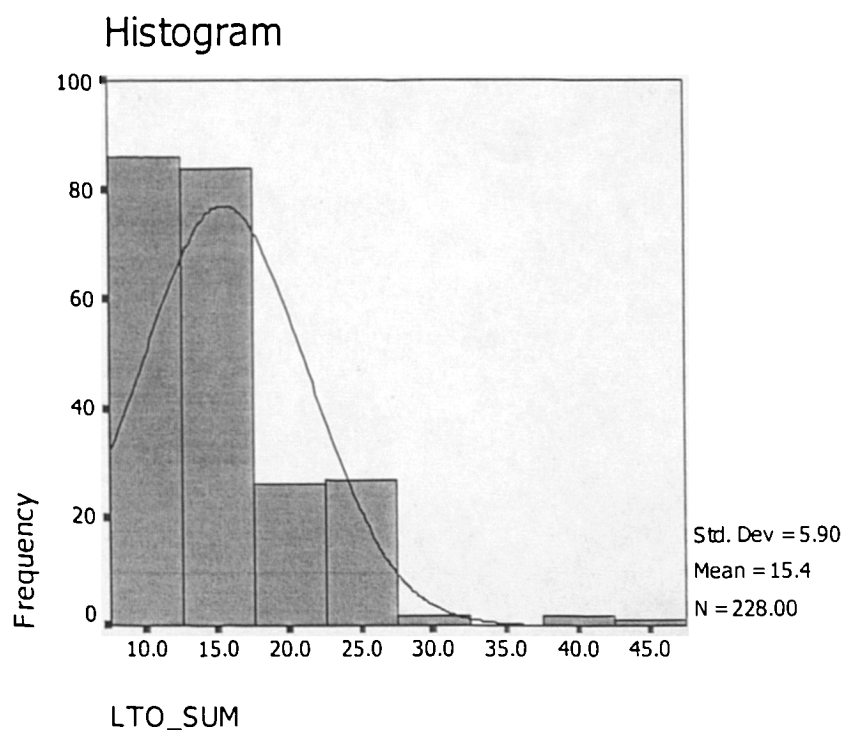
LTO_SUM

Since the standard deviation is more than one third of the mean, then the answers in the LTO-Sum were not homogenous (scattered).

7.3 Statistical analysis of each question/work related value presented in the questionnaire:

Described in the following sections (7.3.1-7.3.6) is the statistical analysis for each work related value presented in the questionnaire. It shows count, percent, median analysis as well as the statistical differences between the answers of the employees for each work related values according to the demographic variables.

Median test analysis was carried out for all the questions to find out how important each work value was to the employees. The median test analysis is used because the data was ordinal and it is a measure of central tendency that is not sensitive to outlying values, unlike the mean, which can be affected by a few extremely high or low values. The questions are arranged and grouped under the corresponding dimension to which they correlate with the most. Since the answers were on an ordinal rating scale:

As for questions II09 to III42 and since the rating scale was as follows:

> 1 – Of utmost importance.
>
> 2 – Very important.
>
> 3 – Of moderate importance.
>
> 4 – Of little importance.
>
> 5 – Of very little or no importance.

Then if the median is • 3, this means that most of the employees answered that the value was important. If the median is > 3, this means that most of the employees answered that the value was of little or no importance.

As for question IV43, the answer had a rating scale as follows (as per Hofstede's VSM94. the scale for this question was reversed):

> 1 – Always.
>
> 2 – Usually.
>
> 3 – Sometimes.
>
> 4 – Seldom.
>
> 5 – Never.

Then if the median is • 3, this means that the majority of the employees answered that they felt nervous most of the time at work. If the median is > 3, this means that most of the employees answered that they do not feel nervous most of the time at work.

As for question IV44, the answer had a rating scale as follows (as per Hofstede's VSM94, the scale for this question was reversed):

> 1 – Very frequently.
>
> 2 – Frequently.
>
> 3 – Sometimes.
>
> 4 – Seldom.
>
> 5 – Very seldom.

Then if the median is • 3, this means that most of the employees answered that they felt afraid to express disagreement with their superior. If the median is > 3, this means that most of the employees answered that they are not afraid to express disagreement with their superior.

As for questions V45 to V50, and since the rating scale was as follows:

> 1 – Strongly agree.
>
> 2 – Agree.
>
> 3 – Undecided.
>
> 4 – Disagree.
>
> 5 – Strongly disagree.

Then if the median is • 3, this means that most of the employees answered that they agree with the statement. If the median is > 3, this means that most of the employees answered that they disagree with the statement.

Statistical differences between responses of the employees were also studied regarding each question in the questionnaire according to the demographic variables. Mann-Whitney test was used for differences between the answers of the employees relative to gender, sector of employment, and nationality at birth; while Kruskal-Wallis test was used for differences between the answers of the employees relative to age, academic qualification, country where the last academic qualification was obtained. current job title. and current job type.

7.3.1 Statistical analysis of individual questions/values that relate to the Power Distance (PDI) dimension:

7.3.1.a Descriptive statistics of individual questions/values that relate to the Power Distance (PDI) dimension

Table (7.2): Responses of the employees to individual questions relating to the dimension of Power Distance (PDI)

Question No.	Work related Value	Count Percent	Utmost importance	Very important	Of moderate importance	Of little importance	Of very little or no importance	Total*	Median
					Response of employees				
II37 (PDI)	Have a good working relationship with your direct superior?	Count	192	27	2	3	2	226	Most of them answered "Of utmost importance" Median=1.00
		%	85.0%	11.9%	.9%	1.3%	.9%	100.0%	
II13 (PDI)	Be consulted by your direct superior in his / her decisions?	Count	108	66	44	7	3	228	Most of them answered "Very important" Median=2.00
		%	47.4%	28.9%	19.3%	3.1%	1.3%	100.0%	

Question No.	Work related Value	Count Percent	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Total	Median
					Response of employees				
V47 (PDI)	An organization structure in which certain subordinates have two bosses should be avoided at all cost	Count	74	62	38	37	15	226	Most of them answered "Agree" Median=2.00
		%	32.7%	27.4%	16.8%	16.4%	6.6%	100.0%	

Question No.	Work related Value	Count Percent	Very frequently	Frequently	Sometimes	Seldom	Very seldom	Total	Median
					Response of employees				
IV44 (PDI)	Are subordinates afraid to express disagreement with their superiors?	Count	16	48	100	37	23	224	Most of them answered "Sometimes" Median=3.00
		%	7.1%	21.4%	44.6%	16.5%	10.3%	100.0%	

† Missing cases are excluded

7.3.1.b Statistical differences of individual questions/values that relate to the Power Distance dimension (PDI) with respect to demographic variables

Table (7.3) Statistical differences of individual questions/values that relate to the Power Distance dimension (PDI) with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables							
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
II37 (PDI)	Have a good working relationship with your direct superior?	Most of them answered "of utmost importance" Median 1.00	No Difference	There is difference p 0.032 Highest(30-34, Least 50-59 and Under 20	No Difference	There is difference p 0.007 Highest England, Least other	No Difference	There is difference p 0.025 Highest managers, Least administrators	There is difference p=0.042 Public higher than Private	No Difference
II13 (PDI)	Be consulted by your direct superior in his/her decisions?	Most of them answered "Very important" Median 2.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	There is difference p=0.035 Public higher than Private	No Difference
V47 (PDI)	An organization structure in which certain subordinates have two bosses should be avoided at all cost	Most of them answered "Agree" Median=2.00	No Difference	No Difference	There is difference p 0.014 Highest high school, Least above university	No Difference	There is difference p 0.001 clerks agreed most, top managers least	There is difference p 0.001 administrators agreed most, officers least	No Difference	No Difference
IV44 (PDI)	Are subordinates afraid to express disagreement with their superiors?	Most of them answered "Sometimes" Median=3.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference

7.3.1.c Statistical comment on individual questions/values that relate to the Power Distance (PDI) dimension with respect to demographic variables

There were four (4) values related to the PDI dimension. One (1) of the PDI work related values was of "utmost importance" to respondents (median = 1). This was:

- II-37 (PDI): *"Have a good working relationship with your direct superior"*? No differences were shown according to gender, academic qualification, current job title, and nationality at birth (p>0.05), However there were differences according to age, country where the last academic qualification was obtained, type of job and sector of employment (p• 0.05). Higher responses were shown among respondents of the age group 30-34, studied in England, managers, and are working in the public sector. While lower responses were shown among respondents of the age group 50-59 and age under 20, studied in countries other than the Arab countries, England, Europe or the U.S.A, administrators, and are working in the private sector.

One (1) of the PDI work related values was "very important" to respondents (median = 2). This was:

- II-13 (PDI): *"Be consulted by your direct superior in his / her decisions"*? No differences were shown according to all of the demographic variables (p>0.05), except for the sector of employment (p• 0.05) where higher responses were shown among public sector employees, while lower responses were shown among private sector employees.

One (1) of the PDI work related values had respondents answering "agree" with the statement in the question (median = 2). This was:

- V-47 (PDI): *"An organization structure in which certain subordinates have two bosses should be avoided at all cost"*? No differences were shown according to gender, age, country where the last academic qualification was obtained, sector of employment and nationality at birth (p>0.05), However there were differences according to academic qualification, current job title, and type of job (p• 0.05). Higher responses were shown among high-school certificate holders,

clerks, and administrators. While <u>lower responses</u> were shown among above university qualification holders, top-managers, and officers.

One (1) of the PDI work related values had respondents answering "sometimes" to the statement in the question (median = 3). This was:

- IV-44 (PDI): "*Are subordinates afraid to express disagreement with their superiors*"? No differences were shown according to all of the demographic variables (p>0.05).

7.3.2 Statistical analysis of individual questions/values that relate to the Uncertainty Avoidance (UAI) dimension:

7.3.2.a Descriptive statistics of individual questions/values that relate to the Uncertainty Avoidance dimension (UAI)

Table (7.4) Responses to individual questions relating to the dimension of Uncertainty Avoidance (UAI)

Question No.	Work related Value	Count Percent	Response of employees					Total*	Median
			Always	Usually	Sometimes	Seldom	Never		
IV43 (UAI)	Feeling nervous or tensed at work	Count	7	54	103	47	15	226	Most of them answered "Sometimes" Median=3.00
		%	3.1%	23.9%	45.6%	20.8%	6.6%	100.0%	

Question No.	Work related Value	Count Percent	Response of employees					Total	Median
			Strongly agree	Agree	Undecided	Disagree	Strongly disagree		
V46 (UAI)	One can be a good manager without having precise answers to most questions that subordinates may raise about their work	Count	14	61	22	76	52	225	Most of them answered "Disagree" Median=4.00
		%	6.2%	27.1%	9.8%	33.8%	23.1%	100.0%	
V48 (UAI)	A company or organization's rules should not be broken not even when the employee thinks it is in the company's best interest	Count	63	72	32	48	11	226	Most of them answered "Agree" Median=2.00
		%	27.9%	31.9%	14.2%	21.2%	4.9%	100.0%	
V50 (UAI)	Competition between employees usually does more harm than good	Count	34	35	28	89	41	227	Most of them answered "Disagree" Median=4.00
		%	15.0	15.4	12.3	39.2	18.1	100.0%	

* Missing cases are excluded

7.3.2.b Statistical differences of individual questions relating to the Uncertainty Avoidance dimension with respect to demographic variables

Table (7.5) Statistical differences of individual questions relating to the Uncertainty Avoidance dimension with respect to demographic variables.

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables								
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
V48 (UAI)	A company or organization's rules should not be broken not even when the employee thinks it is in the company's best interest	Most of them answered "Agree" Median 2.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference
IV43 (UAI)	Feeling nervous or tensed at work	Most of them answered "Sometimes" Median 3.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference
V46 (UAI)	One can be a good manager without having precise answers to most questions that subordinates may raise about their work	Most of them answered "Disagree" Median–4.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference
V50 (UAI)	Competition between employees usually does more harm than good	Most of them answered "Disagree" Median–4.00	No Difference	No Difference	No Difference	No Difference	There is difference p=0.009 Top-managers disagreed most, tellers least	There is difference p=0.01 managers disagreed most, administrators Least	No Difference	No Difference

7.3.2.c Statistical comment on individual questions/values that relate to the Uncertainty Avoidance dimension (UAI) with respect to demographic variables

There were four (4) values related to the UAI dimension. One (1) of the UAI work related values had respondents answering "agree" with the statement in question (median = 2). This was:

- V-48 (UAI): "*A company or organization's rules should not be broken-not even when the employee thinks it is in the company's best interest*" No differences were shown according to all of the demographic variables (p>0.05).

One (1) of the UAI work related values had respondents answering "sometimes" to the question (median = 3). This was:

- IV-43 (UAI): "*Feeling nervous or tensed at work*". No differences were shown according to all of the demographic variables (p>0.05).

Two (2) of the UAI work related values had respondents answering "disagree" with the statement in the question (median = 4). These were:

- V-46 (UAI): "*One can be a good manager without having precise answers to most questions that subordinates may raise about their work*". No differences were shown according to all of the demographic variables (p>0.05).

- V-50 (UAI): "*Competition between employees usually does more harm than good*". No differences were shown according to gender, age, academic qualification, country where the last academic qualification was obtained, sector of employment and nationality at birth (p>0.05), However there were differences according to current job title, and type of job (p• 0.05). <u>Higher responses</u> were shown among top-managers. While <u>lower responses</u> were shown among tellers, and administrators.

7.3.3 Statistical analysis of individual questions/values that relate to the Individualism (IDV) dimension:

7.3.3.a Descriptive statistics of individual questions/values that relate to the Individualism dimension (IDV)

Table (7.6): Response to individual questions relating to the dimension of Individualism (IDV)

Question No.	Work related Value	Count Percent	Utmost importance	Very important	Of moderate importance	Of little importance	Of very little or no importance	Total*	Median
I109 (IDV)	I have sufficient time for your personal or family life? I have good physical working conditions (good ventilation and lighting, adequate workspace, etc.)?	Count	115	58	33	17	5	228	Most of them answered "utmost importance" Median=1.00
		%	50.4%	25.4%	14.5%	7.5%	2.2%	100.0%	
I110 (IDV)	I have security of employment? I have an element of variety and adventure in the job?	Count	138	65	18	6	1	228	Most of them answered "Of utmost importance" Median=1.00
		%	60.5%	28.5%	7.9%	2.6%	.4%	100.0%	

* Missing cases are excluded

Table (7.6) cont.: Response to individual questions relating to the dimension of Individualism (IDV)

Question No.	Work related Value	Count Percent		Response of employees					Total*	Median
				Utmost importance	Very important	Of moderate importance	Of little importance	Of very little or no importance		
I11 (IDV)	Have no or little tension and stress on the job?	Count		183	38	2	1	3	227	Most of them answered "Of utmost importance" Median=1.00
		%		80.6%	16.7%	.9%	.4%	1.3%	100.0%	
I15 (IDV)	Have considerable freedom to adopt your approach to the job?	Count		148	55	13	5	2	223	Most of them answered "utmost importance" Median=1.00
		%		66.4%	24.7%	5.8%	2.2%	.9%	100.0%	
I18 (K IDV)	Work in a prestigious, successful company or organization?	Count		184	35	5	0	3	227	Most of them answered "Of utmost importance" Median=1.00
		%		81.1%	15.4%	2.2%	.0%	1.3%	100.0%	
I19 (K IDV)	To enable you to take long leaves?	Count		152	61	8	3	3	227	Most of them answered "Of utmost importance" Median=1.00
		%		67.0%	26.9%	3.5%	1.3%	1.3%	100.0%	
I22 (K IDV)	To give an Opportunity for frequent leaves?	Count		177	38	9	1	3	228	Most of them answered "Of utmost importance" Median=1.00
		%		77.6%	16.7%	3.9%	.4%	1.3%	100.0%	

* Missing cases are excluded

Table (7.6) cont.: Response to individual questions relating to the dimension of Individualism (IDV)

Question No.	Work related Value	Count Percent	Utmost importance	Very important	Of moderate importance	Of little importance	Of very little or no importance	Total*	Median
I133 (K IDV)	To enable you to network and build connections through the job?	Count	134	68	14	4	7	227	Most of them answered "utmost importance" Median=1.00
		%	59.0%	30.0%	6.2%	1.8%	3.1%	100.0%	
I116 (K IDV)	Make a real contribution to the success of your company or organization?	Count	105	63	38	9	11	226	Most of them answered "Very important" Median=2.00
		%	46.5%	27.9%	16.8%	4.0%	4.9%	100.0%	
I117 (K IDV)	Have an opportunity for higher earning?	Count	86	94	42	2	4	228	Most of them answered "Very important" Median=2.00
		%	37.7%	41.2%	18.4%	.9%	1.8%	100.0%	
I128 (K IDV)	To have an understanding for your personal circumstances and emergencies?	Count	62	66	61	26	12	227	Most of them answered "Very important" Median=2.00
		%	27.3%	29.1%	26.9%	11.5%	5.3%	100.0%	
I132 (K IDV)	To give you opportunity for early retirement with good pay?	Count	108	51	44	12	11	226	Most of them answered "Very important" Median=2.00
		%	47.8%	22.6%	19.5%	5.3%	4.9%	100.0%	
I135 (K IDV)	Have sufficient time for your personal or family life?	Count	91	81	38	13	4	227	Most of them answered "Very important" Median=2.00
		%	40.1%	35.7%	16.7%	5.7%	1.8%	100.0%	

* Missing cases are excluded

Table (7.6) cont.: Response to individual questions relating to the dimension of Individualism (IDV)

Question No.	Work related Value	Count Percent	Utmost importance	Very important	Of moderate importance	Of little importance	Of very little or no importance	Total*	Median
1126 (K IDV)	To allow you to leave the job during working hours whenever you need to?	Count	48	56	76	33	14	227	Most of them answered "Of moderate importance" Median=3.00
		%	21.1%	24.7%	33.5%	14.5%	6.2%	100.0%	
1127 (K IDV)	To give you opportunities for paid scholarship for higher studies?	Count	51	57	59	42	18	227	Most of them answered "Of moderate importance" Median=3.00
		%	22.5%	25.1%	26.0%	18.5%	7.9%	100.0%	
1134 (K IDV)	To give you a prestigious title no matter what the job you actually do?	Count	51	55	61	25	33	225	Most of them answered "Of moderate importance" Median=3.00
		%	22.7%	24.4%	27.1%	11.1%	14.7%	100.0%	
1136 (K IDV)	Have good physical working conditions (good ventilation and lighting, adequate workspace, etc.)?	Count	63	42	63	34	23	225	Most of them answered "Of moderate importance" Median=3.00
		%	28.0%	18.7%	28.0%	15.1%	10.2%	100.0%	

*Missing cases are excluded

7.3.3.b Statistical differences of individual questions/values that relate to the Individualism dimension (IDV) with respect to demographic variables

Table (7.7) Statistical differences of individual questions/values that relate to the Individualism dimension (IDV) with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables							
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
1109 (IDV)	Have sufficient time for your personal or family life?	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	There is difference P = 0.043 Public higher than Private	No Difference
1110 (IDV)	Have good physical working conditions (good ventilation and lighting, adequate workspace, etc.)?	Most of them answered "of utmost importance" Median 1.00	No Difference	No Difference	No Difference	No Difference	No Difference	There is difference p 0.039 Highest managers, Least administrators	No Difference	No Difference
1111 (IDV)	Have security of employment?	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	There is difference p 0.029 Highest above university. Least intermediate	There is difference p=0.001 Highest England, Least rest of Europe	There is difference p=0.009 Highest top-managers, Least tellers	There is difference p=0.012 Highest managers, Least administrators	No Difference	No Difference

Table (7.7) cont.: Statistical differences of individual questions values that relate to the Individualism dimension (IDV) with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables							
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
I115 (IDV)	Have an element of variety and adventure in the job?	Most of them answered "of utmost importance" Median 1.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference
I118 (K IDV)	Make a real contribution to the success of your company or organization?	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	There is difference p=0.035 Highest Intermediate, Least High school	No Difference	No Difference	No Difference	No Difference	No Difference
I119 (K IDV)	Have an opportunity for higher earning?	Most of them answered "of utmost importance" Median 1.00	No Difference	No Difference	No Difference	There is difference p 0.001 Highest England, Least rest of Europe	There is difference p 0.044 Highest top managers, Least clerks	There is difference p 0.02 Highest managers, Least officers & administrators	No Difference	No Difference
I122 (K IDV)	Work in a prestigious, successful company or organization?	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference
I133 (K IDV)	To have an understanding for your personal circumstances and emergencies?	Most of them answered "of utmost importance" Median=1.00	There is difference p = 0.015 Males Higher than Females	There is difference p = 0.001 Highest 50-59, Least under 20	There is difference p 0.005 Highest above university, Least intermediate	There is difference p=0.05 Highest England, Least other	There is difference p=0.001 Highest top-managers, Least clerks	There is difference p=0.001 Highest managers, Least administrators	No Difference	There is difference p = 0.03 non-Kuwaitis higher than Kuwaitis

Table (7 7) cont.: Statistical differences of individual questions/values that relate to the Individualism dimension (IDV) with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables							
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
II16 (K IDV)	Have no or little tension and stress on the job?	Most of them answered "Very important" Median 2.00	No Difference	No Difference	No Difference	There is difference p 0 02 Highest England, Least rest of Europe	There is difference p 0 001 Highest top managers, Least clerks	There is difference p 0 047 Highest managers, Least officers	There is difference p=0 001 Private higher than Public	No Difference
II17 (K IDV)	Have considerable freedom to adopt your approach to the job?	Most of them answered "Very important" Median 2 00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference
II28 (K IDV)	To allow you to leave the job during working hours whenever you need to?	Most of them answered "Very important"—2 00	There is difference p 0.001 Males Higher than Females	There is difference p 0 02 Highest 50 59, Least 25 29	No Difference	No Difference	There is difference p 0 001 Highest top managers, Least clerks	There is difference p 0 001 Highest managers, Least administrators	There is difference p = 0.016 Private higher than Public	No Difference
II32 (K IDV)	To give you opportunities for paid scholarship for higher studies?	Most of them answered "Very important" Median=2.00	No Difference	There is difference p 0 002 Highest50-59, Least 25-29	There is difference p 0.007 Highest above university, Least intermediate	No Difference	There is difference p=0.002 Highest top-managers, Least tellers	There is difference p=0.001 Highest managers, Least administrators	No Difference	There is difference p = 0.039 non-Kuwaitis higher than Kuwaitis
II35 (K IDV)	To enable you to network and build connections through the job?	Most of them answered "Very important" Median 2.00	No Difference	No Difference	No Difference	No Difference	No Difference	There is difference p=0.038 Highest managers, Least officers	No Difference	No Difference

Table (7.7) cont.: Statistical differences of individual questions/values that relate to the Individualism dimension (IDV) with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables							
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
1126 (K IDV)	To enable you to take long leaves?	Most of them answered "Of moderate importance" Median 3.00	There is difference p 0.009 Males Higher than Females	No Difference	No Difference	No Difference	No Difference	There is difference p 0.019 Highest managers, Least administrators	No Difference	No Difference
1127 (K IDV)	To give an Opportunity for frequent leaves?	Most of them answered "Of moderate importance" Median 3.00	There is difference p 0.002 Males Higher than Females	There is difference p 0.015 Highest 50-59, least 20-24	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference
1134 (K IDV)	To give you opportunity for early retirement with good pay?	Most of them answered "Of moderate importance" Median 3.00	No Difference	No Difference	No Difference	No Difference	No Difference	There is difference p 0.015 Highest managers, Least officers	There is difference p = 0.014 Private higher than Public	No Difference
1136 (K IDV)	To give you a prestigious title no matter what the job you actually do?	Most of them answered "Of moderate importance" Median 3.00	There is difference p 0.005 Males Higher than Females	No Difference	No Difference	No Difference	No Difference	There is difference p 0.04 Highest managers, Least administrators	No Difference	No Difference

7.3.3.c Statistical comment on individual questions/values that relate to the Individualism dimension (IDV) with respect to demographic variables

There were seventeen (17) values related to the IDV dimension. Eight (8) of the IDV work related values were of "utmost importance" to respondents (median = 1). These were:

- II-09 (IDV): *"Have sufficient time for your personal or family life"*. No differences were shown according to all of the demographic variables (p>0.05), except for the sector of employment (p• 0.05) where <u>higher responses</u> were shown among public sector respondents, while <u>lower responses</u> were shown among private sector respondents.

- II-10 (IDV): *"Have good physical working conditions (good ventilation and lighting, adequate workspace, etc)"*? No differences were shown according to all of the demographic variables (p>0.05), except for the type of job (p• 0.05) where <u>higher responses</u> were shown among managers, while <u>lower responses</u> were shown among administrators.

- II-11 (IDV): *"Have security of employment"*? No differences were shown according to gender, age, sector of employment and nationality at birth (p>0.05), However there were differences according to academic qualification, country where the last academic qualification was obtained, current job title, and type of job (p• 0.05). <u>Higher responses</u> were shown among respondents with education of above university, studied in England, and are top-managers. While <u>lower responses</u> were shown among respondents with intermediate education, studied in Europe (other than England), tellers, and administrators.

- II-15 (IDV): *"Have an element of variety and adventure in the* job". No differences were shown according to all of the demographic variables (p>0.05).

- II-18 (K-IDV): *"Make a real contribution to the success of your company or organization"*? No differences were shown according to all of the demographic variables (p>0.05), except for the academic qualification (p• 0.05) where <u>higher responses</u> were shown among respondents with

intermediate qualification, while <u>lower responses</u> were shown among high-school certificate holders.

- II-19 (K-IDV): *"Have an opportunity for higher earning"*? No differences were shown according to gender, age, academic qualification, sector of employment and nationality at birth (p>0.05), However there were differences according to country where the last academic qualification was obtained, current job title, and type of job (p• 0.05). <u>Higher responses</u> were shown among respondents who studied in England, and are top-managers. While <u>lower responses</u> were shown among respondents who studied in Europe (other than England), clerks, officers and administrators.

- II-22 (K-IDV): *"Work in a prestigious, successful company or organization"*. No differences were shown according to all of the demographic variables (p>0.05).

- II-33 (K-IDV): *"To have an understanding for your personal circumstances and emergencies"*? No differences were shown according to sector of employment (p>0.05), However there were differences according to gender, age, academic qualification, country where the last academic qualification was obtained, current job title, type of job, and nationality at birth (p• 0.05). <u>Higher responses</u> were shown among males, age range 50-59, education of above university, studied in England, top-managers, and non-Kuwaiti employees. While <u>lower responses</u> were shown among females, age under 20, intermediate qualification, studied in countries other than the Arab countries, England, Europe or the U.S.A, clerks, administrators, and Kuwaiti employees.

Five (5) of the IDV work related values were "very important" to respondents (median = 2). These were:

- II-16 (K-IDV): *"Have no or little tension and stress on the job"*? No differences were shown according to gender, age, academic qualification, and nationality at birth (p>0.05), However there were differences according to country where the last academic qualification was obtained, current job title, type of job and sector of employment (p• 0.05). <u>Higher responses</u> were shown among respondents who studied in England, are top-managers, and work in the private sector. While

lower responses were shown among respondents who studied in Europe (other than England), clerks, officers and work in the public sector.

- II-17 (K-IDV): *"Have considerable freedom to adopt your approach to the job"*. No differences were shown according to all of the demographic variables (p>0.05).

- II-28 (K-IDV): *"To allow you to leave the job during working hours whenever you need to"*? No differences were shown according to academic qualification, country where the last academic qualification was obtained, and nationality at birth (p>0.05), However there were differences according to gender, age, current job title, type of job, and sector of employment (p• 0.05). Higher responses were shown among males, age range 50-59, top-managers, and worked in the private sector. While lower responses were shown among females, age range 25-29, clerks, administrators, and worked in the public sector.

- II-32 (K-IDV): *"To give you opportunities for paid scholarship for higher studies"*? No differences were shown according to gender, country where the last academic qualification was obtained, and sector of employment (p>0.05), However there were differences according to age, academic qualification, current job title, type of job, and nationality at birth (p• 0.05). Higher responses were shown among age range 50-59, qualifications of above university, top-managers, and are non-Kuwaitis. While lower responses were shown among age range 25-29, with intermediate qualifications, tellers, administrators, and are Kuwaiti.

- II-35 (K-IDV): *"To enable you to network and build connections through the job"*? No differences were shown according to all of the demographic variables (p>0.05), except for the type of job (p• 0.05) where higher responses were shown among managers, while lower responses were shown among officers.

Four (4) of the IDV work related values were "of moderate importance" to respondents (median = 3). These were:

- II-26 (K-IDV): *"To enable you to take long leaves"*? No differences were shown according to age, academic qualification, country where the last academic qualification was obtained, current job title, sector of employment and nationality at birth (p>0.05). However there were differences according to

gender, and type of job (p• 0.05). <u>Higher responses</u> were shown among male managers. While <u>lower responses</u> were shown among female administrators.

- II-27 (K-IDV): *"To give an Opportunity for frequent leaves"*? No differences were shown according to academic qualification, country where the last academic qualification was obtained, current job title, type of job, sector of employment and nationality at birth (p>0.05), However there were differences according to gender, and age (p• 0.05). <u>Higher responses</u> were shown among males in the age group 50-59. While <u>lower responses</u> were shown among females in the age group 20-24.

- II-34 (K-IDV): *"To give you opportunity for early retirement with good pay"*? No differences were shown according to gender, age, academic qualification, country where the last academic qualification was obtained, current job title, and nationality at birth (p>0.05), However there were differences according to type of job and sector of employment (p• 0.05). <u>Higher responses</u> were shown among managers in the private sector. While <u>lower responses</u> were shown among officers in the public sector.

- II-36 (K-IDV): *"To give you a prestigious title no matter what the job you actually do"*? No differences were shown according to age, academic qualification, country where the last academic qualification was obtained, current job title, sector of employment and nationality at birth (p>0.05), However there were differences according to gender, and type of job (p• 0.05). <u>Higher responses</u> were shown among male managers. While <u>lower responses</u> were shown among female administrators.

7.3.4 Statistical analysis of individual questions/values that relate to the Masculinity (MAS) dimension:

7.3.4.a Descriptive statistics of individual questions/value that relate to the Masculinity dimension (MAS)

Table (7.8) Responses to questions relating to the dimension of Masculinity (MAS)

Question No.	Work related Value	Count Percent	Utmost importance	Very important	Response of employees Of moderate importance	Of little importance	Of very little or no importance	Total*	Median
I112 (MAS)	Work with people who cooperate well with one another?	Count	171	48	5	0	3	227	Most of them answered "utmost importance" Median=1.00
		%	75.3%	21.1%	2.2%	.0%	1.3%	100.0%	
I114 (MAS)	Have an opportunity for advancement to higher level jobs?	Count	185	28	7	0	5	225	Most of them answered "Of utmost importance" Median=1.00
		%	82.2%	12.4%	3.1%	.0%	2.2%	100.0%	
I129 (K MAS)	To give you more supervisory tasks than clerical tasks?	Count	50	73	73	16	16	228	Most of them answered "Very important" Median=2.00
		%	21.9%	32.0%	32.0%	7.0%	7.0%	100.0%	
I130 (K MAS)	To allow you to have a second job (after working hours) if you choose to do so?	Count	42	37	57	45	47	228	Most of them answered "Of moderate importance" Median=3.00
		%	18.4%	16.2%	25.0%	19.7%	20.6%	100.0%	

* Missing cases are excluded

Table (7.8) cont.: Responses to questions relating to the dimension of Masculinity (MAS)

Question No.	Work related Value	Count Percent	Response of employees						Median
---	---	---	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Total*	
V49 (MAS)	When people have failed in life it is often their own fault	Count	24	61	36	76	30	227	Most of them answered "Undecided" Median=3.00
		%	10.6%	26.9%	15.9%	33.5%	13.2%	100.0%	
V45 (MAS)	Most people can be trusted	Count	1	49	27	95	42	214	Most of them answered "Disagree" Median=4.00
		%	.5%	22.9%	12.6%	44.4%	19.6%	100.0%	

† Missing cases are excluded

7.3.4.b Statistical differences of individual questions that relate to the Masculinity dimension (MAS) with respect to demographic variables

Table (7.9) Statistical differences of individual questions that relate to the Masculinity dimension (MAS) with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables							
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
II2 (MAS)	Work with people who cooperate well with one another?	Most of them answered "of utmost importance" Median=1.00	No Difference	There is difference p=0.001 Highest Under 20, Least 20-24	No Difference	No Difference	There is difference p=0.032 Highest top-managers, Least tellers	No Difference	There is difference p=0.002 Public higher than Private	No Difference
II4 (MAS)	Have an opportunity for advancement to higher level jobs?	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	There is difference p=0.001 Highest above university, Least diploma	There is difference p=0.001 Highest England, Least rest of Europe	There is difference p=0.002 Highest top-managers, Least officers	There is difference p=0.027 Highest managers, Least administrators	No Difference	No Difference
II29 (K MAS)	To give you more supervisory tasks than clerical tasks?	Most of them answered "Very important" Median=2.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	There is difference p=0.021 Private higher than Public	No Difference

Table (7.9) cont.: Statistical differences of individual questions that relate to the Masculinity dimension (MAS) with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables								
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
II30 (K-MAS)	To allow you to have a second job (after working hours) if you choose to do so?	Most of them answered "Of moderate importance" Median=3.00	No Difference	No Difference	No Difference	No Difference	There is difference p=0.001 Highest top-managers, Least officers	No Difference	There is difference p=0.013 Private higher than Public	No Difference
V49 (MAS)	When people have failed in life it is often their own fault	Most of them answered "Undecided" Median=3.00	No Difference	No Difference	No Difference	No Difference	There is difference p=0.045 tellers were undecided most, top-managers least	No Difference	No Difference	No Difference
V45 (MAS)	Most people can be trusted	Most of them answered "Disagree" Median=4.00	There is difference p=0.002 females disagree more than males	No Difference	No Difference	There is difference p=0.001 'other' disagreed most, USA least	No Difference	No Difference	No Difference	No Difference

7.3.4.c Statistical comment on individual questions/values that relate to the Masculinity dimension (MAS) with respect to demographic variables

There were Six (6) values related to the MAS dimension. Two (2) of the MAS work related values were of "utmost importance" to respondents (median = 1). These were:

- II-12 (MAS): *"Work with people who cooperate well with one another"*? No differences were shown according to gender, academic qualification, country where the last academic qualification was obtained, type of job and nationality at birth (p>0.05), However there were differences according to age, current job title, and sector of employment (p• 0.05). Higher responses were shown among respondents under 20, top-managers, and are working in the public sector. While lower responses were shown among respondents of the age group 20-24, tellers, and are working in the private sector.

- II-14 (MAS): "Have *an opportunity for advancement to higher level jobs*"? No differences were shown according to gender, age, sector of employment and nationality at birth (p>0.05), However there were differences according to academic qualification, country where the last academic qualification was obtained, current job title, and type of job (p• 0.05). Higher responses were shown among respondents with education of above university, studied in England, and are top-managers. While lower responses were shown among respondents with diploma education, studied in Europe (other than England), officers, and administrators.

One (1) of the MAS work related values was "very important" to respondents (median = 2). This was:

- II-29 (K-MAS): *"To give you more supervisory tasks than clerical tasks"*? No differences were shown according to all of the demographic variables (p>0.05), except for the sector of employment (p• 0.05) where higher responses were shown among private sector employees, while lower responses were shown among public sector employees.

One (1) of the MAS work related values was "of moderate importance" to respondents (median = 3). This was:

- II-30 (K-MAS): *"To allow you to have a second job (after working hours) if you choose to do so"*? No differences were shown according to gender, age, academic qualification, country where the last academic qualification was obtained, type of job and nationality at birth (p>0.05), However there were differences according to current job title, and sector of employment (p• 0.05). Higher responses were shown among top-managers, working in the private sector. While lower responses were shown among officers, working in the public sector.

One (1) of the MAS work related values had respondents answering "undecided" with the statement in the question (median = 3). This was:

- V-49 (K-MAS): *"When people have failed in life it is often their own fault"* No differences were shown according to all of the demographic variables (p>0.05), except for the current job title (p• 0.05) where higher response were shown among tellers, while lower responses were shown among top-managers.

One (1) of the MAS work related values had respondents answering "disagree" with the statement in the question (median = 4). This was:

- V-45 (K-MAS): *"Most people can be trusted"*? No differences were shown according to age, academic qualification, current job title, type of job, sector of employment and nationality at birth (p>0.05), However there were differences according to gender, and country where the last academic qualification was obtained (p• 0.05). Higher responses were shown among females, and who studied in countries other than the Arab countries, England, Europe or the U.S.A. While lower responses were shown among males, and who studied at U.S.A.

7.3.5 Statistical analysis of individual questions/values that relate to the Long Term Orientation (LTO) dimension:

7.3.5.a Descriptive statistics of individual questions/values that relate to the Long Term Orientation dimension (LTO)

Table (7.10) Responses to questions relating to the dimension of Long Term Orientation (LTO)

Question No.	Work related Value	Count Percent	Utmost importance	Very important	Of moderate importance	Of little importance	Of very little or no importance	Total*	Median
II20 (K- LTO)	Participate in building your country's economy& its future.	Count	186	29	3	6	3	227	Most of them answered "of utmost importance" Median=1.00
		%	81.9%	12.8%	1.3%	2.6%	1.3%	100.0%	
II25 (K- LTO)	To work in an organization whose by laws comply with religion?	Count	112	40	36	22	13	223	Most of them answered " utmost importance" Median=1.00
		%	50.2%	17.9%	16.1%	9.9%	5.8%	100.0%	
II31 (K- LTO)	To give you training opportunities?	Count	134	70	18	0	3	225	Most of them answered "of utmost importance" Median=1.00
		%	59.6%	31.1%	8.0%	0%	1.3%	100.0%	
II38 (LTO)	Personal steadiness and stability	Count	186	33	5	0	4	228	Most of them answered "of utmost importance" Median=1.00
		%	81.6%	14.5%	2.2%	0%	1.8%	100.0%	

Response of employees

* Missing cases are excluded

Table (7.10) cont.: Responses to questions relating to the dimension of Long Term Orientation (LTO)

Question No.	Work related Value	Count Percent	Utmost importance	Very important	Of moderate importance	Of little importance	Of very little or no importance	Total*	Median
II139 (LTO)	Thrift	Count	127	71	24	3	2	227	Most of them answered "of utmost importance" Median=1.00
		%	55.9%	31.3%	10.6%	1.3%	.9%	100.0%	
II140 (LTO)	Persistence (Perseverance)	Count	153	43	23	3	4	226	Most of them answered "utmost importance" Median=1.00
		%	67.7%	19.0%	10.2%	1.3%	1.8%	100.0%	
II141 (LTO)	Respect for tradition / religion	Count	133	48	16	16	15	228	Most of them answered "of utmost importance" Median=1.00
		%	58.3%	21.1%	7.0%	7.0%	6.6%	100.0%	
II142 (K-LTO)	Keeping up with the community or society look at you for being trendy and 'high class'	Count	116	52	25	11	23	227	Most of them answered "of utmost importance" Median=1.00
		%	51.1%	22.9%	11.0%	4.8%	10.1%	100.0%	
II21 (K-LTO)	To have an opportunity for extra income?	Count	63	61	48	37	19	228	Most of them answered "Very important" Median=2.00
		%	27.6%	26.8%	21.1%	16.2%	8.3%	100.0%	

Response of employees (column group header)

* Missing cases are excluded

7.3.5.b Statistical differences of individual questions/values that relate to the Long Term Orientation dimension (LTO) with respect to demographic variables

Table (7.11): Statistical differences of individual questions/values that relate to the Long Term Orientation dimension (LTO) with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables								
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
II20 (K- LTO)	Participate in building your country's economy& its future.	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	No Difference	There is difference p=0.015 Highest England, Least rest of Europe	No Difference	There is difference p=0.029 Highest administrators, Least officers	No Difference	No Difference
II25 (K- LTO)	To work in an organization whose by laws comply with religion?	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	There is difference p=0.01 Highest above university, Least intermediate	There is difference p=0.01 Highest England, Least Europe & other	There is difference p=0.001 Highest top-managers, Least clerks	There is difference p=0.005 Highest managers, Least administrators	There is difference p= 0.017 Private higher than Public	No Difference
II31 (K- LTO)	To give you training opportunities?	Most of them answered "of utmost importance" Median=1.00	No Difference	There is difference p = 0.004 Highest50-59, Least 25-29	No Difference	No Difference	There is difference p=0.001 Highest top-managers, Least clerks	There is difference p=0.001 Highest managers, Least officers	No Difference	No Difference
II38 (LTO)	Personal steadiness and stability	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference

Table (7.11) cont.: Statistical differences of individual questions/values that relate to the Long Term Orientation dimension (LTO) with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables							
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
II39 (LTO)	Thrift	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	No Difference	There is difference p=0.049 Highest Other, Least other Arab	There is difference p=0.007 Highest top-managers, Least clerks	There is difference p=0.012 Highest managers, Least officers	No Difference	No Difference
II40 (LTO)	Persistence (Perseverance)	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	There is difference p=0.021 Public higher than Private	No Difference
II41 (LTO)	Respect for tradition / religion	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	No Difference	No Difference	There is difference p=0.004 Highest top-managers, Least tellers	No Difference	No Difference	No Difference
II42 (K-LTO)	Keeping up with the community or society look at you for being trendy and 'high class'	Most of them answered "of utmost importance" Median=1.00	No Difference	No Difference	No Difference	No Difference	There is difference p=0.019 Highest top-managers, Least tellers	No Difference	No Difference	No Difference
II21 (K-LTO)	To have an opportunity for extra income?	Most of them answered "Very important" Median=2.00	No Difference	There is difference p=0.004 Highest 50-59, Least 20-24	No Difference	No Difference	There is difference p=0.001 Highest top-managers, Least tellers	There is difference p=0.001 Highest managers, Least administrators	There is difference p=0.011 Public higher than Private	No Difference

7.3.5.c Statistical comment on individual questions/values that relate to the Long Term Orientation (LTO) dimension with respect to demographic variables

There were nine (9) values related to the LTO dimension. Eight (8) of the LTO work related values were of "utmost importance" to respondents (median = 1). These were:

- II-20 (K-LTO): "*Participate in building your country's economy& its future*". No differences were shown according to gender, age, academic qualification, current job title, sector of employment and nationality at birth (p>0.05), However there were differences according to country where the last academic qualification was obtained, and type of job (p• 0.05). <u>Higher responses</u> were shown among respondents who studied in England, and who are administrators. While <u>lower responses</u> were shown among respondents who studied in the rest of Europe (other than England), and who are officers

- II-25 (K-LTO): "*To work in an organization whose by laws comply with religion*"? No differences were shown according to gender, age, and nationality at birth (p>0.05), However there were differences according to academic qualification, country where the last academic qualification was obtained, current job title, type of job and sector of employment (p• 0.05). <u>Higher responses</u> were shown among respondents with education of above university, studied in England, top-managers, and who worked in the private sector. While <u>lower responses</u> were shown among respondents with intermediate education, studied in Europe (other than England) and in countries other than the Arab countries, England, Europe or the U.S.A, clerks, administrators and who worked in the public sector.

- II-31 (K-LTO): "*To give you training opportunities*"? No differences were shown according to gender, academic qualification, country where the last academic qualification was obtained, sector of employment and nationality at birth (p>0.05), However there were differences according to age, current job title, and type of job (p• 0.05). <u>Higher responses</u> were shown among respondents of the age group 50-59, and are top-managers. While <u>lower responses</u> were shown among respondents of the age group 25-29, clerks, and officers.

- III-38 (LTO): *"Personal steadiness and stability"*. No differences were shown according to all of the demographic variables (p>0.05).

- III-39 (LTO): *"Thrift"*. No differences were shown according to gender, age, academic qualification, sector of employment and nationality at birth (p>0.05), However there were differences according to country where the last academic qualification was obtained, current job title, and type of job (p• 0.05). Higher responses were shown among respondents who studied in countries other than the Arab countries, England, Europe or the U.S.A, and are top-managers. While lower responses were shown among respondents who studied in Arab countries (other than Kuwait), clerks and officers.

- III-40 (LTO): *"Persistence (Perseverance)"*. "? No differences were shown according to all of the demographic variables (p>0.05), except for the sector of employment (p• 0.05) where higher responses were shown among public sector employees, while lower responses were shown among private sector employees.

- III-41 (LTO): *"Respect for tradition / religion"*. No differences were shown according to all of the demographic variables (p>0.05), except for the current job title (p• 0.05) where higher responses were shown among top-managers, while lower responses were shown among tellers.

- III-42 (K-LTO): *"Keeping up with the community or society look at you for being trendy and 'high class'"*. No differences were shown according to all of the demographic variables (p>0.05), except for the current job title (p• 0.05) where higher responses were shown among top-managers, while lower responses were shown among tellers.

One (1) of the LTO work related values was "very important" to respondents (median = 2). This was:

- II-21 (K-LTO): *"To have an opportunity for extra income"*? No differences were shown according to gender, academic qualification, country where the last academic qualification was obtained, and nationality at birth (p>0.05), However there were differences according to age, current job title, type of job, and sector of employment (p• 0.05). Higher responses were shown among respondents of the age group 50-59, top-managers and work in the

public sector. While <u>lower responses</u> were shown among respondents of the age group 20-24, tellers, administrators, and work in the private sector.

To summarize, questions that showed difference relative to sector of employment will be listed and discussed in brief.

The values that that were of more importance to the private sector were (where the private sector registered lower scores. It must be noted here that a lower score on the answer scale relates to the value being of utmost importance to the respondent): chance to have extra income, persistence (perseverance), work with cooperative people, have time for personal and family life, be consulted by supervisor, and have a good relation with supervisor. These values reflect the sense of persistence, hard work, and wanting to work with cooperative colleagues in the efficiency/productivity led private sector. It must be noted that it is customary to find individuals who rarely get a chance to see their family and kids because of the long work hours, which explains the craving for family time.

Values that that were of more importance to the public sector were (where the public sector registered lower scores): have a chance to do favors to others, not to have a female supervisor, work in a company whose rules comply with religion, have a chance to get a second job, be given more supervisory works, have a chance to get early retirement, be able to leave during work hours, and to have little stress or tension on the job. These values clearly represent the easy going, stress free, laid back mood of the public sector where harder working female superiors are avoided, and where time off during work hours is required for personal comfort (unlike the time requested by the private sector). In the public sector, one expects to get a rewarding early retirement plan, chose the type of work one performs, and one expects to be able to build a web of contacts and connections through exchange of favors.

7.3.6 Statistical analysis of the two undefined work related values (ones that did not correlate to any of Hofstede's five dimensions)

7.3.6.a Descriptive statistics of each of the two undefined work related values

Undefined Question II23 (K?) *"Have an opportunity to do favors for other people"*:
Statistical analysis was carried out on the II23 (K?) undefined question. The result was as follows:

II23 (K?) Mean = 3.8

II23 (K?) Standard Deviation = 1.17

Fig (7.7): Histogram of Values of responses to the question relating to question II23(K?) "Have an opportunity to do favors for other people"

Histogram

Std. Dev = 1.17
Mean = 3.8
N = 228.00
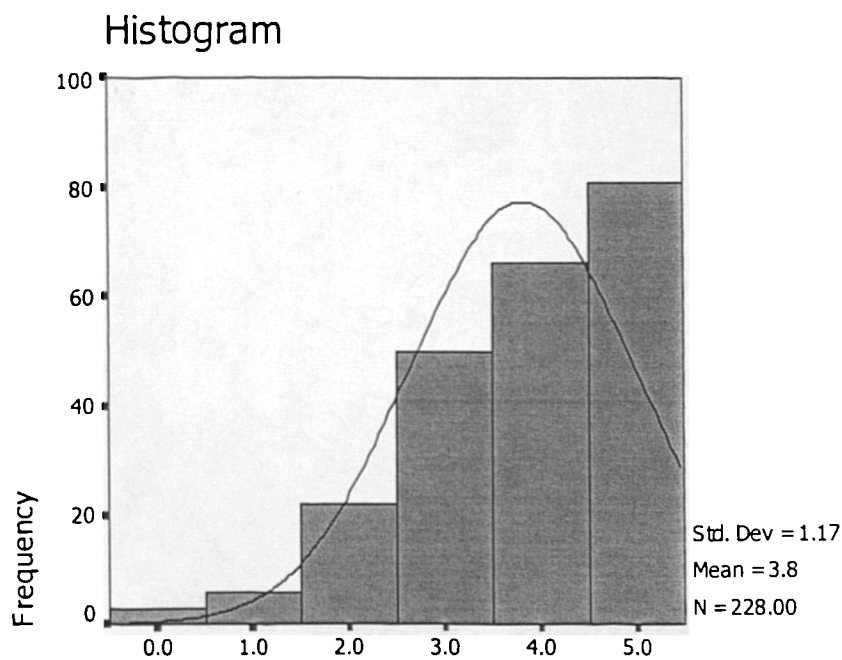
ii23 "k" : Have an opportunity to do favors for other people?

Since the standard deviation is less than one third of the mean, then the answers in the undefined question II23 (K?) *"Have an opportunity to do favors for other people"* were homogenous.

Undefined Question II24 (K?) *"Not to have a female superior"*:

Statistical analysis was carried out on the II24 (K?) undefined question. The result was as follows:

II24 (K?) Mean = 3.4

II24 (K?) Standard Deviation = 1.52

Fig (7.8): Histogram of Values of responses to the question relating to question II24(K?) "Not to have a female superior?"

Histogram
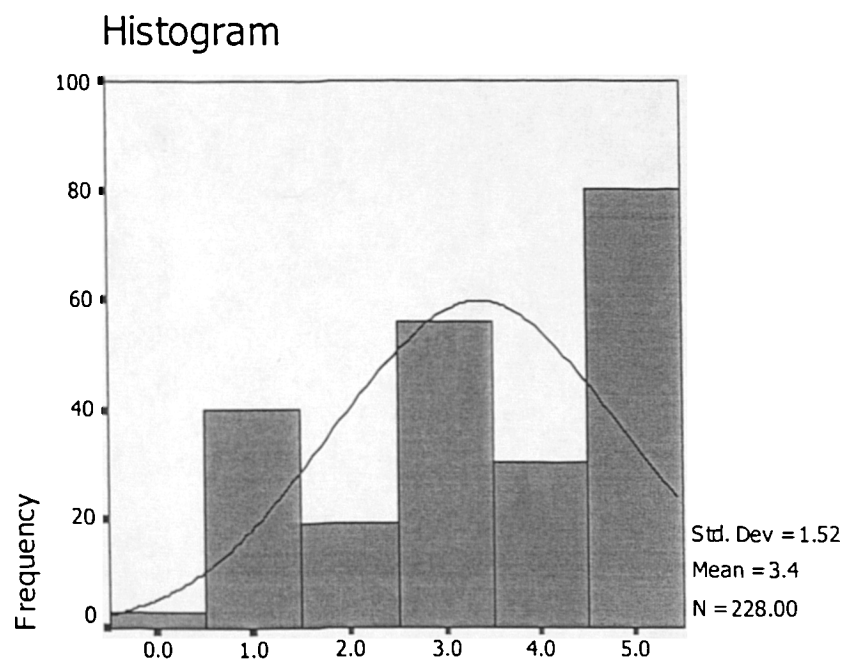
ii24 "k" : Not to have a female superior?

Since the standard deviation is more than one third of the mean, then the answers for the undefined question II24 (K?) *"Not to have a female superior?"* were not homogenous (scattered).

Table (7.12) Responses of the employees regarding the two questions that were did not correlate to any of the five dimensions

Question No.	Work related Value	Count Percent	Utmost importance	Very important	Of moderate importance	Of little importance	Of very little or no importance	Total*	Median
					Response of employees				
I124 (K?)	Not to have a female superior?	Count	40	19	56	30	80	225	Most of them answered "Of moderate importance" Median=3.00
		%	17.8%	8.4%	24.9%	13.3%	35.6%	100.0%	
I123 (K?)	Have an opportunity to do favors for other people?	Count	6	22	50	66	81	225	Most of them answered "Of little importance" Median=4.00
		%	2.7%	9.8%	22.2%	29.3%	36.0%	100.0%	

* Missing Cases are excluded

7.3.6.b Statistical differences for each of the two undefined dimensions with respect to demographic variables

Table (7.13): Statistical differences for each of the two undefined dimensions with respect to demographic variables

Question No.	Work related Value	Response of employees	Statistical difference between the answers of employees relative to the demographic variables							
			Gender	Age	Academic Qualification	Country of Study	Job Title	Type of Job	Sector	Nationality at Birth
II24 (K?)	Not to have a female superior?	Most of them answered "Of moderate importance" Median=3.00	No Difference	No Difference	No Difference	No Difference	There is difference $p=0.004$ Highest mid-managers, Least clerks	There is difference $p=0.027$ Highest managers, Least administrators	There is difference $p=0.001$ Private higher than Public	No Difference
II23 (K?)	Have an opportunity to do favors for other people?	Most of them answered "Of little importance" Median=4.00	No Difference	No Difference	No Difference	No Difference	No Difference	No Difference	There is difference $p=0.016$ Private higher than Public	No Difference

7.3.6.c Statistical comment on the two undefined dimensions/values with respect to demographic variables

There were two (2) values not related to any of the dimensions of Hofstede:

One (1) of the undefined work related values was of "moderate importance" to respondents (median = 3). These were:

- II-24 (K?): *"Not to have a female superior?"* No differences were shown according to gender, age, academic qualification, country where the last academic qualification was obtained, and nationality at birth (p>0.05), However there were differences according to current job title, type of job and sector of employment (p• 0.05). Higher responses were shown among mid-managers, and are working in the private sector. While lower responses were shown among clerks, administrators, and are working in the public sector.

The other one (1) of the undefined work related values was of "little importance" to respondents (median = 4). These were:

- II-23 (K?): *"Have an opportunity to do favors for other people"*? No differences were shown according to all of the demographic variables (p>0.05), except for the sector of employment (p• 0.05) where higher responses were shown among private sector employees, while lower responses were shown among public sector employees.

In this chapter, the survey statistical analysis procedures have been outlined and all of the data results and statistical outcomes presented. In the next chapter, these results will be discussed in relation to the background literature and research on Hofstede's research, and on the Kuwaiti socio, political & environmental factors that have been presented in earlier chapters.

CHAPTER 8

DISCUSSION

In this chapter, first, a brief summary of the objectives and results will be introduced. Then, there is an evaluation of the research instrument designed to adapt Hofstede's tool to include and measure Kuwaiti-specific work-related values. However, the main body of this chapter focuses on a discussion of the results and research outcomes, presented in four sections. This discussion will, first, consider the Kuwaiti scores on the original five dimensions, and, second, compare and contrast these findings with scores from other countries. Third, the discussion will consider how the Kuwaiti-specific value statements correlate to the five dimensions. Finally, the discussion focuses on the Kuwaiti values that do not appear to 'fit' the original five dimensions, perhaps suggesting the existence of a new dimension.

8.1 Summary of the objectives and results

This study first set out to examine whether Hofstede's Value Survey Module tool VSM94 applies to the Kuwaiti society. If so, then how would Kuwait score on Hofstede's five dimensions? Therefore, a Spearman Correlation Coefficient Test was performed on the pilot survey answers; the results showed that Hofstede's Value Survey Module (VSM94) research tool is valid and applicable to the Kuwaiti society.

Upon the completion of the main study, Hofstede's five dimensions' indices were calculated based on the mean analysis for the answers of the VSM94 questions. The results for the Kuwaiti society, as represented by the random sample of employees working in the public and private banking sectors, were:

- Individualism index, scored IDV=71.45 (strongly individualist);
- Masculinity index MAS=6.60 (very strongly feminine);
- Power Distance index PDI=29.20 (small power distance);
- Uncertainty Avoidance index UAI=62.55 (medium-high); and
- Long Term Orientation Index LTO=50.50 (medium).

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Possible correlations between the acknowledged Kuwaiti work-related values, which were identified in the preliminary focus groups, and Hofstede's dimensions were investigated to determine whether these acknowledged values are empirically representative of any of Hofstede's five dimensions or are representative of some additional dimensions. The majority of the Kuwaiti-specific work-related values turned out to be representative of Hofstede's dimensions except for two new work-related values that were not specified in Hofstede's study and were identified and labeled.

Spearman Correlation Coefficient Tests were carried out on the answers of the 'Kuwaiti' work-related values to establish whether or not they have any relation to Hofstede's dimensions. As mentioned earlier, such correlation between a question and a dimension suggests that this question might be representative or characteristic of the dimension. Twenty 'Kuwaiti' questions/work-related values, out of the twenty-two total, showed correlations with at least one of Hofstede's dimensions, and were therefore renamed accordingly (e.g. the question II25 (K) was renamed II25 (K-LTO)). However, two of the Kuwaiti work-related values, II-23 (K) and II-24 (K) had no significant correlation to any of Hofstede's five dimensions.

Further statistical analysis was performed to investigate how Kuwaitis responded to the different dimensions, and how these responses varied relative to variable population demographics.

Responses to all of the questions were statistically analyzed to outline any general trends in the response towards the questionnaire as a whole. Mean and standard deviation measures were calculated for the total values of the questionnaire answers (mean = 89.7368; standard deviation = 18.2265). Statistical differences among the total values of all the answers relative to variable demographics were investigated using ANOVA Tests and T-Tests. There was no significant difference between the total values of the answers relative to gender, age, and academic qualifications. However, there was a significant difference between the total values of the answers

relative to the country where the employees studied to obtain their degree, current job title, type of job, sector of employment, and nationality at birth.

Further analyses of the responses to the main study were performed to investigate patterns and general trends concerning the total value of responses to each one of Hofstede's dimensions. Mean and standard deviation measures were calculated for the total values of the answers to each one of Hofstede's dimensions (IDV-Sum mean = 32.2, IDV-Sum standard deviation = 9.44; MAS-Sum mean = 14.6, MAS-Sum standard deviation = 3.33; UAI-Sum mean = 12.1, UAI-Sum standard deviation = 2.55; PDI-Sum mean = 8.3, PDI-Sum standard deviation = 2.35; LTO-Sum mean = 15.4, LTO-Sum standard deviation = 5.9).

Responses were further analyzed to investigate patterns and trends concerning the values of responses to the unidentified work-related values. Mean and standard deviation measures were calculated for the values of the answers to the unidentified work-related values/dimensions: II23 (K?) mean = 3.8, and II23 (K?) standard deviation = 1.17; II24 (K?) mean = 3.4, and II24 (K?) standard deviation = 1.52. Statistical differences among the responses to the unidentified work-related values/dimensions relative to variable demographics were investigated using ANOVA Tests and T-Tests. There was a significant difference between the answers to the undefined work-related value II23 (K?) relative to the sector of employment, while there was a significant difference between the answers to the undefined work-related value II24 (K?) relative to the current job title, type of job, and the sector of employment.

Finally, the responses were analyzed to detect significant statistical differences between the answers of the employees for every question/work related value present in the questionnaire according to the demographic variables. A discussion of the results is presented below, but first it is useful to evaluate the research instrument used to measure Kuwaiti work-related values and gather these results.

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8.2 The Research instrument

The aim of this study was to investigate Kuwaiti work-related values by replicating Hofstede's research, but this required the adaptation of the original research instrument to 'fit' the Kuwaiti context. The key research was: How would Kuwaitis score on Hofstede's VSM94 tool, considering this to be an important tool for the evaluation of work related values/dimensions? In order to answer this question, the researcher was required at first to determine whether the VSM94 tool statistically applies to the Kuwaiti society. A pilot survey was held using the same VSM94 questionnaire and the answers were analyzed using a Spearman Correlation Coefficient Test. It was demonstrated that Hofstede's Value Survey Module (VSM94) research tool is in fact statistically valid and applicable to the Kuwaiti society as represented by the pilot survey sample (Alpha 0.79 = reliable).

To expand the scope of the project survey, the researcher attempted to construct a research questionnaire/tool that included the questions found in the VSM94 which were used for the calculation of the five dimensions' indices, added to that were other questions which might represent Kuwaiti-specific (or gulf region-specific) work related values dimensions; those "Kuwaiti Values" were constructed based on a preliminary focus group held and based on the meetings and discussions with experienced human resources and personnel managers (this procedure of questionnaire assembly was previously used by Bond in the Chinese Culture Connection, 1987).

Statistical analysis of the results showed that the mean total of all of the answers is 89.7368 and standard deviation of 18.2265, which indicates that the sample answers were homogenous. This in turn further corroborates the clarity and credibility of the questionnaire as a whole.

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8.3 How The Kuwaiti Society Registered on the Five Indices

After administering the Kuwaiti-society research tool to the sample respondents, only those answers to the questions utilized from the VSM94 tool were used to calculate the dimensions' indices, exactly as they were calculated in the VSM94 study. Results of the indices calculations were compared to the indices forecasted as predicted by the researcher based on the nine geographic, demographic, and economic predictors Hofstede identified. Other distinctive circumstances characteristic of the Kuwaiti society were also taken into consideration (e.g. religion, and the rapid onset of wealth after the oil-boom era) to account for any deviation from predicted index values. A detailed portrait of the results is discussed below.

8.3.1 Kuwaiti Power Distance Index (PDI)

Statistical analysis of the answers to the four Power Distance dimension questions (as specified by Hofstede's VSM94) showed that the Mean PDI-Sum of the answers is 8.3 with a Standard Deviation of 2.35, which indicates that the sample answers were homogenous, implying consistency and reliability of the test results.

The Kuwaiti society, as represented by the study sample, registered a small power distance Index PDI = **29.20**, which suggests that Kuwaitis have a low tolerance to unequal power distribution. This contradicts the predicted power distance score of medium-high.

The author forecasted a medium-high Power Distance Index value based on several predictors that were expected to tip the index value to the high side. Predictors characteristic of high PDI societies are: low-latitude and high temperature, small population size, high population growth, and that high PDI countries tend to have strong preference to "white-collar" (office) work over "blue-collar" (manual) work as is the case with Kuwaitis (Hofstede, 2001a, pp.106). One other attribute that was mistakenly expected to cause high PDI is the stress on social stratification as a result of tribe and clan affiliations. This turned out to have an alternative effect, for tribe or clan stress may very well be an equality incentive where tribe members exercise their

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connections and call in their favor providing tribe members (see 'Wasta" in section 8.4.2.a) to arrive at equal privileges in society. In fact this trait might be a PDI lowering attribute.

It is the author's observation that the predictor that might have dominated the effectors of PDI, and caused the forecasted PDI value to be far from the registered one is wealth, more specifically, the quick onset of wealth and the broad distribution of wealth (Kuwait is a wealthy country, with a high GDP). Power Distance index PDI correlates negatively with national wealth (Hofstede, 2001a, pp.216). Wealth can be interpreted as both a consequence and origin of smaller power distance. Hofstede (2001a) suggests that wealth negatively correlated with PDI as wealth leads to a middle class in a society that bridges the powerful and the powerless.

Just as important as wealth is the equality in wealth distribution. Hofstede (2001a, pp.118) notes the importance of wealth distribution in that the more unequally wealth is distributed within a culture, the greater the culture's power distance. This is a logical correlation as the equal distribution lessens the gap between the haves and have-nots. At the same time, people who get used to socio-economic equality tend to resist the loss of this equality, or the widening of the 'gap'.

Kuwaitis enjoyed living in a welfare state where most of their basic needs were catered for and attended to by their government in its effort to distribute the 'sudden' oil-boom wealth that came down on this land with no mentionable effort on the citizen's part. The government implements extensive welfare, housing and healthcare plans, charges no taxes, and secures high wage public sector positions with guaranteed security and promotion regardless how employees perform.

Religiously speaking, "Islam is more egalitarian. In Islam, all believers are equal before God-although they may be very unequal in society" (Hofstede, 2001a, pp.114). This might have implanted an urge 'to donate and share' in the minds of the more affluent, and might have caused a feeling of desire to be equal in the minds of the less fortunate, contributing to the low PDI value registered.

Looking back at the pre-oil era, one observes that the poorer class of fishermen and sailors were more comfortable accepting the wide socioeconomic gap between them and the few rich merchants, considering the fact that the merchants had capital, contacts and experience invested in the businesses. At the same time, the merchants accepted, and paid tribute to, the Al-Sabah family as the landlords and rulers, despite the fact that some merchants were much more affluent than the rulers themselves. Each accepted their historically destined status in society. That is until the oil-boom era, when the speedy onset of newfound wealth, which in turn was a source "awarded by god" to Kuwaitis, probably led to the conviction that this source is for all to share. Kuwaitis expect the government to provide the many services mentioned earlier. Hence, it is concluded that the speed of wealth onset, its source, distribution and it quantity are all extremely influential effectors of PDI, and other dimensions, that fall under the predictor 'WEALTH'.

As for the schooling sector, pre-oil Kuwaitis feared, respected and depended on their teachers (this is based on the author's personal experience and contact with the older generation). Conversely, post-oil Kuwaitis are not dependent on their teachers, and treat the teachers as equals, if not inferiors even (again, this is a personal observation by the author), which in turn fits the standard Hofstedeian correlation characteristics linking wealth, PDI, and schooling (Hofstede, 2001a, pp.107)

One final interesting note that should be mentioned has to do with expatriate workers residing in Kuwait. Despite the fact the Kuwait has to be statistically treated as having two populations in one society, the Kuwaiti nationals receiving the government benefits and the expatriate workers (those are also divided to two subpopulations, the qualified and/or educated group and the house workers who are 'looked down upon' and who receive minimum wages), it would be interesting to sample the residents of Kuwait as a whole and find the different indices' values. This is an area for possible future research.

8.3.2 Kuwaiti Uncertainty Avoidance Index (UAI)

Statistical analysis of the answers to the four Uncertainty Avoidance dimension questions (as specified by Hofstede's VSM94) showed that the Mean UAI-Sum of the answers is 12.1 with a Standard Deviation of 2.55, which indicates that the sample answers were homogenous, signifying consistency and reliability of the test results.

Kuwaiti's scored medium-high on the Uncertainty Avoidance Index UAI = **62.55**, which suggests that they demonstrated to a relatively high extent that they feel threatened by ambiguous situations and they try to avoid those situations by providing rules and believing in absolute truths. The measured index is higher than the forecasted value, which was lowered due to the fact that the country is wealthy. Thus, it was expected that this abundance of wealth would lower the uncertainty or the 'fear of the unknown'.

The UAI value might have been lowered by prosperity and abundance. However, it remained elevated to some extent for a number of reasons. One reason might be that the source of national wealth in Kuwait is oil and gas; a natural resource with unstable prices and buried intangible finite reserves. Moreover, Kuwaitis failed over the years of oil-boom prosperity to develop other sources of national income that would substitute oil in terms of return.

This oil and gas source of wealth came on suddenly, transforming the lives of Kuwaitis overnight and creating a generation that spanned the old days of 'poverty and hard work' and the recent days of 'prosperity and free wealth'. The sudden change is could leave Kuwaitis subconsciously, if not consciously, anxious.

Added to that, a society with a high Uncertainty Avoidance index is, by definition, one that demonstrates fear of ambiguous situations and of the unknown. Kuwait, over its recent history, was overwhelmed by a series of blows, internally and externally, that almost threatened its sheer existence. Having survived the side-effects of the Iraqi-Iran war in the 1970s, the drop of oil prices in the 1980s, the aftermath of the

Souk Al-Manakh crash (informal stock market) in the 1980s, the Iraqi invasion of 1990 which almost wiped it out of existence, and the Gulf war of 1991, Kuwait has struggled for its stability and survival. The mere survival of such strikes could leave behind a society with a high uncertainty avoidance tendency.

According to Hofstede (2001a, pp.176), history and religion appear to be meaningfully interrelated to uncertainty avoidance. High UAI countries tend to be believers in revelation religions teaching absolute truths (Islam, Orthodox Judaism, and Catholic Christianity).

At the same time, high UAI cultures tend to be those that are young democracies, beginning to modernize and are characterized by a high rate of change.

In wealthy countries, high UAI is related to increase in corruption, and more government intervention in the economy (Hofstede, 2003a, pp.180). A survey was held in February 2003 by a specialized agency, acting on the directions of the secretariat-general of economic reform, investigating corruption in the government authorities (Al-Qabas, 2003). The survey sampled 800 Kuwaiti citizens and revealed that 80% of the respondents acknowledged the presence of corruption and lack of transparency in the government authorities; 85% of the sampled respondents saw the widespread corruption to be a critical or very critical problem; respondents considered different groups to be responsible for the spread of corruption in the following ratios: senior government officials (68%), parliament members (57%), media (55%), non-government organizations and charities (36), medium and low ranking government employees (35). This survey on corruption is the first of its kind to be held in Kuwait. The timing of the survey might be indicative of the widespread realization of the gravity of the matter.

If one looks at standard types of reactions within host environments exposed to foreign visitors:

> "The people in the host culture receiving a foreign culture visitor usually
> go through another psychological reaction cycle. The first phase is
> *curiosity*-somewhat like the euphoria on the side of the visitor. If the

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> visitor stays and tries to function in the host culture, a second phase sets
> in *ethnocentrism*. The host will evaluate the visitor by the standards of
> their culture, and this evaluation tends to be unfavorable. ....
> Ethnocentrism is to a people what egocentrism is to an individual:
> considering one's own little world to be the center of the universe. ... If
> regularly exposed to foreign visitors, the host may move into a third
> phase, *polycentrism*, the recognition that different kinds of people should
> be measured by different standards, and the ability to understand
> foreigners according to the foreigner's standards. ...Uncertainty avoiding
> cultures will resist polycentrism more than uncertainty accepting cultures.
> ... The tendency to apply different standards to different kinds of people
> may also turn into *xenophilia*, that is, the belief that, in the foreigner's
> culture everything is better." (Hofstede, 1997, pp.211)

It is interesting how the psychological phases, terminology and definitions fit the Kuwaiti society. In general, the Kuwaiti society which is uncertainty avoidant operates in an ethnocentric manner; expatriate workers from east Asia and the middle east (poorer countries) who stayed and tried to function in the Kuwaiti host culture were considered as inferiors (as generally observed by the author in the Kuwaiti society) and were faced with the unfavorable evaluation by the standards of the Kuwaiti culture (*ethnocentrism*). At the same time, foreigners who come from wealthy developed countries, those are a lot less abundant in numbers, were faced with *xenophilia*, that is, the belief that, in the foreigner's culture everything is better. This attitude is observed even amongst the minority that strongly opposes opening up the country and exposing it to foreign cultures, namely the 'evil west'.

Neither ethnocentrism nor xenophilia is a healthy basis for intercultural cooperation (Hofstede, 1997, pp.211). The author considers the stereotyping of expatriates present in the uncertainty avoidant Kuwaiti culture as being an incentive for the association of work with inferiority and one reason behind the registered current Kuwaiti work-values.

Finally, Hofstede (2001a, pp.180) explains that societies with high UAI demonstrate worries about the future and are tight societies. This description does fit the Kuwaiti society accurately. He also stated that such societies possess an inner urge to work hard; it is the author's belief that having been brought up not realizing the value of work and associating hard work with inferiority, Kuwaitis resorted to easier means of

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assurance such as economic corruption and 'Wasta'/favoritism (this will be explained in detail in part 8.5.2.a).

8.3.3 Kuwaiti Individualism Index (IDV)

Statistical analysis of the answers to the four Individualism dimension questions (as specified by Hofstede's VSM94) showed that the Mean IDV-Sum of the answers is 32.2 with a Standard Deviation of 9.44, meaning that the sample answers were homogenous. This in turn implies consistency and reliability of the test results.

Kuwaitis registered a high score on the Individualism index IDV = **71.45** suggesting that the Kuwaiti society probably has a loosely knit social framework in which people are supposed to take care of themselves and their immediate families primarily. The registered IDV score is higher than the forecasted value meaning that the Kuwaiti society proved to be more individualist than expected.

The individualism concept refers to the degree of emotional dependence on groups, organizations and other collectives (Hofstede, 2001a, pp.216). In Kuwait, the family has an important cultural influence. Traditionally, families were a single, large, extended economic unit. Often male children would continue to live in the family home, with their own families. The Oil Era and urbanization lead to nuclear, double income families, though the extended families are still present, depending on the extent of the wealth of the family. The traditional extended families, added to the high population growth rate and the low latitude, led the author to forecast a 'lowered' Individualism index value (instead of 'high', the author forecasted a 'medium' value for IDV).

Power Distance index PDI and Individualism index IDV are both correlated–the first negatively, the second positively-with a third variable, national wealth. But the correlation all but disappears when national wealth is controlled for (Hofstede, 2001a, pp.216).

"Among the four dimensions of national culture found empirically in the IBM data, the Individualism/Collectivism dimension is the most closely linked to a country's level of economic development (Hofstede, 2001a, pp.211). The deep root of national culture make it likely that individualism-collectivism differences will survive for a long time, yet if there is to be any convergence between national cultures it should be on this dimension. The strong relationship between Individualism and national wealth is undeniable, with the arrow of causality directed from wealth to Individualism. Countries having achieved fast economic development have experienced a shift towards individualism" (Hofstede, 1997, pp.77).

Despite the fact that Kuwait was, not too long ago, a country demonstrating collectivist behaviors, it has changed into an individualist society quite rapidly due to the effect of the sudden oil boom wealth (the collectivist behaviors were not scientifically surveyed, but are observed in the Kuwaiti heritage and elder's behaviors). The effect of wealth appears to have surpassed all opposing effects and resulted in a high IDV index value.

Other factors, most of which come as a result of wealth, assisted in causing the society to be an individualist one. The extensive welfare and housing systems of Kuwait led Kuwaitis to be more independent and enabled the younger generation to afford living in separate houses. In reality, the government took over the role of fostering and caring for the young generation.

The other major influencing factor was the effects of dependence on domestic help, 62% of all Kuwaiti households had at least one South East Asian female domestic worker in 1997 (Central Statistics Office, 1998). The author presumes this factor to be one of the influences that altered the values and behaviors of young Kuwaitis. This conclusion is based on the author's observation of the younger generation's attitude towards domestic workers.

Living in nuclear families, separate houses, and having nannies raising the young while many mothers went out to work, suggests that young Kuwaitis outgrew the close ties of the extended family and may have developed an individualist personality.

It is observed in the Kuwaiti society that many of the 'old' collectivist practices did not die out, such as caring for the elders and helping out a family member when in need, but these practices are followed under new conditions. One is expected to repay his/her dues promptly, financial or otherwise, for the practice of assistance is no longer free as the case was in the collectivist society. Even favoritism, nepotism, and tribe loyalty are no longer provided for free, as opposed to the 'old days' when the tribe leader hints for something and everyone responds immediately. This form of pseudo-collectivism is considered by the author to be a step on the path of rapid development from an individualist to a collectivist society.

With regards to work, young Kuwaitis feel no need to work for a living since their family and the government is obliged to provide for them (Higher Planning Council, 1991). This is mainly caused by the free distribution of wealth by the government, added to the association of work with socioeconomic inferiority, as perceived from house workers. Thus, Kuwaitis look up to supervisory work and down on menial work.

Several collectivist practices are observed in the Kuwaiti public sector work situation. Social philosophies focus on privileges and prerogatives, not on universal principles; performance at work is secondary; hiring of relatives and friends is widespread; productivity is not a priority and lack of it is not a reason for dismissal in the public sector. This might be referred to as pampering by the government as well as the 'pseudo-collectivist' arrangement that Kuwaitis practice.

8.3.4 Kuwaiti Masculinity Index (MAS)

Statistical analysis of the answers to the four Masculinity dimension questions (as specified by Hofstede's VSM94) showed that the Mean MAS-Sum of the answers is 14.6 with a Standard Deviation of 3.33, which indicates that the sample answers were homogenous, implying consistency and reliability of the test results.

On the Masculinity index, the Kuwaiti society scored extremely low, where index MAS = **6.60**, which suggests that Kuwait is a very strongly feminine society in which

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social gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life. This registered MAS score was significantly lower than the forecasted value for this dimension (the forecasted value was Medium-High).

Analysing Hofstede's observed correlations between masculinity and the predictors, one arrives at the following calculation: positive correlation with population size (Kuwait has a small population size, hence lower MAS), negative correlation with Latitude (Kuwait has low latitude, hence higher MAS) and with population growth (Kuwait has a high population growth, hence lower MAS); that, added to the strong effect of religion and tradition in gender role separation, led the author to predict a medium-high MAS value.

One primary cause for the very low masculinity score might be that Kuwaiti females represent the majority of university graduates, hence the most qualified new recruits, in this rapidly developing country. Women are leaving their homes to work and get more career experience, though it must be noted that the international business and educational exposure Kuwaitis get is primarily with Britain and the United States of America, both very masculine societies.

The fact that the Oil Era, urbanization, and rapid development lead to nuclear, double income families, in which women work and contribute, might be perceived as the primary influence towards overlapping gender roles in society (i.e. femininity). Yet Hofstede (2001a, pp. 87) argues against making such a hasty judgement:

> "The access of women to jobs depends primarily on the level of economic development of a country. Lower-class women have nearly everywhere entered work organizations in low-status, low-paid jobs, not for self-fulfilment but out of necessity... Statistics show no relationship between a country's percentage of women working outside the home per se and its degree of Femininity". (Hofstede, 1998, pp.88 citing Harris, 1981, pp.87)

Despite the very low masculinity score that was registered in the survey sample, it is the researcher's observation that the Kuwaiti society exhibits numerous high

masculinity characteristics. Some of these High MAS characteristics, as listed by Hofstede (2001a, pp.227-330), are:

- Advancement and earning important
- Values of men and women are very different
- Promotion by protection
- Ego oriented social norm
- Money and things are important
- Maximum emotional and social role differentiation between the genders
- Men should be tough and take care of performance; women should be tender and take care of relationships
- Men should be and women may be assertive and ambitious
- Big and fast are beautiful
- Different role models: fathers deal with facts, mothers with feeling
- Girls cry, boys don't; boys should fight back, girls shouldn't fight
- Children should love and respect parents regardless of behaviour
- More quick marriages
- Traditional family concepts
- In Asia. husbands to be wealthy, boyfriends to have personality
- Public praise to reward good students
- Large gender culture gap
- Women should be gentle and feminine; nobody should be weak
- Women liberation means that women should be admitted to positions hitherto occupied only by men
- Managers are culture heroes
- Managers expected to be decisive, firm, assertive, competitive, just
- Successful managers seen as having solely male characteristics
- Fewer women in management
- Larger wage gap between genders
- Job applicants oversell themselves
- Preference for higher pay
- More corruption in poor countries
- Men discuss politics more often than do women
- Fewer women in elected political positions and government

- Moralistic attitude about sex
- Women should be chaste at marriage while men needn't
- Men become more attractive by career success, women less

Whereas other low masculinity characteristics observed by the researcher, as listed by Hofstede (2001a, pp.227-330) are:

- Homemade products popular, work in order to live
- Career ambitions optional for both men and women
- Managers less prepared to uproot their families for career reasons
- Women in management take having families for granted and adapt their careers
- Preference for fewer hours worked
- Welfare society ideal

The relationship between religion and role assignment and acceptance for males and females, hence masculinity and femininity assignment in the country, leads us to a discussion of religion. Some of the characteristics of the high masculinity societies observed in Kuwait are: religion focuses on God, only men can be priests (sheiks), sex is primarily for procreation, religion most important in life.

A study of secularisation by Verweij, Ester, & Nuant (Hofstede, 1998, pp.185) conducted in 1997 on sixteen western countries, measuring aspects of religiosity, showed that there was a negative correlation between GNP per capita and both church attendance and religious upbringing; there was a negative correlation between expenditure on social security and both confidence in the church and religiosity; and a positive correlation was observed between Masculinity and church attendance, religious upbringing, importance of religious rites of passage, confidence in the church, and religiosity. Religious involvement is lowest in modernized countries, strongly developed welfare states, countries with close relationship between the church and the state, religiously monopolistic countries, and countries with low level masculinity. Countries with feminine culture are far more secularised than countries with masculine cultures. Reflecting on these results, and supposing for argument's sake that the results would be similar to those of Islam, this might either mean that

the feminine developing Kuwaiti society has a hidden tendency towards secularism, or that the measured score of the masculinity index value is inaccurate.

Based on the present social masculine behaviours observed by the author in the Kuwaiti society, the author expects that the registered score of the masculinity index is too low and it might probably be unrealistic. One reason is the clear traditional and religious differentiation of sex roles (men should be assertive and women should be nurturing), where sexual inequality is seen as beneficial. Another is the multitude of high masculinity characteristics one might observe in the Kuwaiti society. A third remark is that the observed low masculinity characteristics all relate to the outcomes of the welfare state (work less gain more), thus they might not be true characteristics of a feminine society but a result of the welfare system. Hofstede (1998) observed a similar problem and attributed it to a possible deficiency in the measuring instrument, which might very well be the case here as well:

> "A problem in the measurement of all five dimensions of culture but particularly in the measurement of Mas/Fem is that different respondent groups may need different ways of measuring, because the issues related to the common underlying syndrome are not the same for all categories of respondents. ... Although the underlying syndrome can be seen as universal and permanent, the measuring instruments have to be adapted to the population and probably also to the spirit of the times" (Hofstede, 1998. pp. 21)

One other reason for the conflicting results of the feminine index value versus the masculine behaviour in society might be the struggle between the modern state and the requirements of the traditional social modes and frameworks. This struggle is considered a normal inevitable stage on the road of state development and progress provided that it does not result in surrender of the modern state trends to the needs and desires of the basic modules of tribalism, sectarianism and territorialism. What provides for extra complications in the Gulf countries is the existing administrations with traditional inclinations and individualistic tendencies preoccupied with bureaucracy and absorbed with maintaining status quo rather than probing for change or preparing the atmosphere for proper recent substantial development (Al-Rayis and Al-Fadli, 2002, pp.11, 25).

It is the author's opinion that the Kuwaiti society is struggling to overcome a major hurdle of traditionalism and extremist religiosity on the road of transition from the full separation of gender roles in society to acceptance of overlapping gender roles. This transition is catalysed by Kuwaiti women higher education, work, assertiveness and exposure. At the same time Kuwaiti men were driven by the free wealth distribution to become less focused on material success and less resilient. This matter will be further discussed in section 8.4.2.b 'Female leadership'.

8.3.5 Kuwaiti Long Term Orientation Index (LTO)

Statistical analysis of the answers to the four Long Term Orientation dimension questions (as specified by Hofstede's VSM94) showed that the Mean LTO-Sum of the answers is 15.4 with a Standard Deviation of 5.9, which indicates that the sample answers were not homogenous. Still, this scatter in the registered responses might not be major considering that the standard deviation value was only slightly higher than one third of the mean value (one third of the mean equals 5.13, the registered standard deviation is 15% higher than this value).

Kuwaitis scored a medium score LTO = **50.50** on the Long Term Orientation Index, suggesting that the Kuwaiti society registered a medium tendency to possess and exhibits a pragmatic future-oriented perspective rather than a conventional historic or short-term point of view. This is slightly higher than the predicted LTO index of medium-low.

Pre-oil Kuwait was an example of persistence, perseverance and thrift despite the scarcity and the harsh nature. Post-oil era Kuwaitis lost perception of the value of work. The researcher observes an association between menial work with socio-economic inferiority in the Kuwaiti society (probably due to the influence of the domestic help and the government provider, previously mentioned). The majority of Kuwaitis do not appreciate persistence/perseverance due to their experiencing the free wealth handed over to them by the government.

Furthermore, Kuwaitis have a drive towards high spending (definitely low thrift). The average share of the Kuwaiti individual's spending on public services has reached a point considered of the highest known levels worldwide. This, in itself, reflects waste and misuse of resources (Kuwait 2025 Group, 1997).

Hofstede (2001a, pp.357) observed that LTO is negatively correlated with IDV and positively correlated with PDI in the wealthier countries. He further identified a dominant correlation of LTO with economic growth (2001a, pp.351). Although the last decades of the 20th century saw rapid economic growth and modernization for Kuwait, this measure of economic growth is only based on the wealth attained from oil and gas not based on variation of income sources and comprehensive self-sustaining economic growth plans. Therefore, one would expect that the increase in economic growth in this case need not result in an increase in the Kuwaiti LTO value.

Added to that is the Kuwaiti defensive position with regards to accepting foreigners, and hence foreign ideas, into the country. For a long period of time, lawmakers, most of whom are older traditionalists, have kept strict control over granting work permits, residencies, nationalities or even visitor visas for foreigners simply because of fear of 'contamination' of the society and the minds of youth by foreign or western ideas. This closure is ineffective considering that the majority of Kuwaiti nationals travel yearly abroad and are exposed to other cultures. What is most affected by the closure is the economic and developmental plans structure; planners are not making use of other countries' past experiences and are not learning by model, instead they rely on what they 'know' is correct.

Hofstede (2001a, pp.369) presents a special comment on long-term versus short-term orientation in the Muslim countries. He mentions:

> "Muslim countries that have temporarily collected enormous riches from
> their oil resources have hardly adapted better to the modern world than
> those that have remained poor. The oil benefits may have been a liability
> rather than an asset. ... There was a period in the history from about 9th
> to the 14th century A.D. when the Muslim world was not only militarily
> but also scientifically advanced while Christian Europe was backward.
> With the Renaissance and the Reformation, Christian countries entered
> the road toward modernization, whereas the world of Islam withdrew into

traditionalism. Contrary to what happened in East Asia, many opinion leaders in the Muslim world seem to experience modern technology and Western ideas as threats rather than opportunities."

The comment by Hofstede raises several questions concerning Christianity and Islam accommodating modernization and economic development. Is that because of the teachings of 'absolute truths', or is it because of obscured interpretations of those teachings by doctrinal jurists? The author expects that religions or absolute beliefs are not suppressors of development and growth; instead they probably help pave the way for such development by providing general guidelines for 'proper' practice. On the other hand, the author feels that it is the misinterpretations of the religions' teachings by doctrinal jurists that weigh down development and growth.

The predictors that were mentioned above, added to the presentation of the Kuwaiti work practices, led the researcher to forecast a medium-low LTO index value, especially as non-East Asian and African countries occupy the bottom end of the LTO index value scale. The registered scatter in the responses might have been the reason why Kuwaitis registered a medium LTO index score (slightly higher than the forecasted value).

One final note is that there was no significant difference with regards to the research project subject matter (the total of all questions) between Kuwaitis at birth and non-Kuwaiti at birth (those who got the nationality later on).

Having discussed the results in relation to the five dimensions, the next section compares and contrasts these findings with countries with apparently convergent and divergent scores in Hofstede's original research.

8.4 Resemblance to and divergence from other countries

This section provides a brief discussion of countries that had index scores comparable to the Kuwaiti scores (the Nordic countries of Norway, Finland, Sweden, Denmark and Iceland)), or distant from the Kuwaiti scores (Yugoslavia and Hong Kong). The focus will be on psychological, economic, socio-political, demographic factors that

might have influenced the resemblance or the divergence. There is also a brief comparative analysis with the Arabic-speaking countries included in Hofstede's original research.

The method of index comparison employed by the author is through selection of countries having index scores that resembled, or differed from, the Kuwaiti index scores (Index scores as per Hofstede, 2001a). This method aims to explore general similarities or differences between countries that have all five scores similar, or all five scores different, in an attempt to locate general trends in the economic, social or psychological makeup of the society that lead to the resultant resemblance or difference.

One final note on the comparison method is that in finding scores that disagree with or diverge from the Kuwaiti scores, the researcher considered 0 score as the opposite of 100 (very low is the opposite of very high), the score of 20 is the opposite of 80 (low is the opposite of high), the score of 40 as the opposite of 60 (medium low is the opposite of medium high), while the score of 50 has both 0 and 100 as its opposites (medium has the two extremes as its opposites).

Table (8.1): Index scores of countries close to or far from Kuwait (source: Hofstede, 2001a)

	Denmark	Sweden	Finland	Norway	Kuwait	Hong Kong	Yugoslavia	Arabic-Speaking
PDI	18	31	33	31	**29.20**	68	76	80
UAI	23	29	59	50	**62.55**	29	27	68
IDV	74	71	63	69	**71.45**	25	21	38
MAS	16	5	26	8	**6.60**	57	88	52
LTO	N A	33	N A	N A	**50.50**	96	N/A	N A

The countries that emerged as distinctly similar to Kuwait were the Nordic countries, Norway, Finland, Sweden, Denmark and Iceland Despite the geographic remoteness between Kuwait and the Nordic region countries, their scores on Hofstede's dimensions indices came very close, except for the UAI score of Sweden and Denmark (Iceland's index scores are not available).

Norway: Norway's scores for the five dimensions were as follows: PDI=31, UAI=50, IDV=69, MAS=8, and LTO=44 (LTO score as per EMS97 survey, Hofstede, 2001a, pp.357).

Norway is a constitutional monarchy, famous for its historic Vikings' tribes' conquests, which emphasized the importance and unity of the family at earlier stages in society, as is the case with Kuwait (CIA Factbook, 2003).

The vast majority of the population is of the Christian faith and follows the Evangelical Lutheran church (CIA Factbook, 2003). Hofstede (2001a, pp.177) expressed the tendency of most countries believing in revelation religions (Islam, Judaism, and Catholic Christianity) to claim absolute truths and have a high UAI values, whereas Protestant countries tended to be on the lower end of the UAI scale.

Even though the geographic terrain, latitude and climate of the Nordic countries and Kuwait differ substantially, which may very well rule out the effect of these predictors in this case, the fact remains that the most significant predictors and effectors in this case are identical. Norway is a very wealthy country; its economy relies primarily on petroleum, natural gas products and some metallic ores as well as the manufacturing industry. In the 1960s, oil and gas reserves were discovered in the Norwegian lands, which brought on a sudden uninterrupted source of wealth and prosperity (CIA Factbook, 2003).

The other major factor that is identical to Kuwait is the welfare service and extensive care the Norwegian government provides to its citizens as a form of wealth sharing. Extensive social insurance plans, welfare and health care plans are set up, as well as government supported universities and a general economy based on free market as well as government intervention to protect the interests of the common citizens.

> "Norway is a pioneer in social welfare legislation and today offers its citizens one of the most comprehensive systems in the world . . .. Almost all medical care is free, including prenatal and maternity care, and free day care is available for children of working mothers . . . A compulsory National Pension Scheme that was put into effect in 1967 provides old age, disability, rehabilitation, widow, widower, and other benefits,

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including one-year paid maternity leave and universal child support" (Encarta Encyclopedia, 2003)

This condition of wealth sharing provided for the absence of social divisions:

> "Norwegians' sense of equality stems from the fact that feudalism was never thoroughly established in the country. For centuries Norway was administered by a small class of civil servants whose rule was neither tyrannical nor arbitrary. In the 20th century, Norwegians began to use the economic power of the state as a leveling force, and a steeply graduated tax on income helps fund the nation's generous social services. Another leveling influence is the strict control of housing, most of which is financed by a state housing bank and constructed by cooperative housing associations" (Encarta Encyclopedia, 2003)

It is highly probable that the sudden impact of oil wealth, and the free distribution of petroleum riches by the government in the form of extensive welfare, health, and housing plans greatly influenced the similar index scores in Kuwait and Norway.

Finland: Finland's scores for the five dimensions were as follows: PDI=33, UAI=59, IDV=63, MAS=26, and LTO=41 (LTO score as per EMS97 survey, Hofstede, 2001a, pp.357).

The republic of Finland is one of the Nordic region countries. It has a level terrain, cold climate, and northern latitude. Its inhabitants are decedents of Finnish tribes, the majority of which follow the Evangelical Lutheran Church (World Book Website, 2003).

Again, the most significant predictor is that Finland is a wealthy country; its economy relies in the first place on petroleum, natural gas products and several metallic ores, as well as certain manufacturing activities. Discovery of oil and gas reserves in the Finnish lands brought on a sudden continuous source of wealth and prosperity (Library of Congress, 2003).

By the late 1980's, Finland welfare system was considered one of the most advanced worldwide:

"One that guaranteed decent living conditions for all Finns. Created almost entirely during the first three decades after World War II, the system was an outgrowth of the traditional Nordic belief that the state was not inherently hostile to the well being of its citizens, but could intervene benevolently on their behalf . . . According to Finnish sociologist Erik Allardt, the hallmark of the Nordic welfare system was its comprehensiveness. Unlike the welfare systems of the United States or most West European countries, those of the Nordic countries covered the entire population, and they were not limited to those groups unable to care for themselves" (Library of Congress, 2003).

The Ministry of Social Affairs and Health directed the welfare system through five departments: social insurance, social welfare, health care, temperance and alcohol policy, and labour (Library of Congress, 2003).

Finland also scored very close to all five of the Kuwaiti index values. It is a country that experienced the sudden impact of oil wealth, and in an attempt to achieve a somewhat fair distribution of wealth over the citizens of the society, an advanced welfare system was established in the country very much similar to the Kuwaiti situation.

Sweden and Denmark: although both countries have very strong economies, Sweden and Denmark are not oil producing countries and have not gone through the experience of sudden oil wealth. Sweden's scores for the five dimensions were as follows: PDI=31, UAI=29, IDV=71, MAS=5, and LTO=33. Denmark's scores for the five dimensions were as follows: PDI=18, UAI=23, IDV=74, MAS=16, and LTO=46 (LTO score as per EMS97 survey, Hofstede, 2001a, pp.357).

Sweden has an extensive welfare system that it had to slightly amend in response to the country's recession of the early 1990s (the government has instituted reductions in the level and range of social-welfare programs):

"Historically, Swedish social-welfare legislation has been extensive, ensuring that all citizens receive old-age pensions, health insurance, and workers' compensation disability benefits. An unemployment-insurance plan is subsidized largely by the government but administered by the trade unions. Other social-welfare provisions include subsidies to families who are raising children, maternity benefits, and government-subsidized low-rent housing" (Encarta, 2003)

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Denmark had set up its own extensive welfare and health care system:

> "Health insurance, covering all of the Danish population, provides free medical care and hospitalization, payment for some essential medicines, and some dental care. Most hospitals are municipal. All persons are entitled to a pension at age 67 . . . Other benefits include employment injuries insurance; unemployment insurance; social assistance for the aged, blind, and disabled; and provisions for the care of children, including daytime care for children" (Encarta, 2003)

In summary, the Nordic countries of Finland, Norway, Sweden and Denmark, being wealthy countries that attempt to practice distribution of wealth through extensive welfare and health care plans for their citizens, scored close to the Kuwaiti index scores (Iceland's scores are not available). It is very interesting to see the strong effect wealth amount, impact and distribution has on cultural values and dimensions. It is also interesting to see the close similarity between these socio-economic setups in correlation with the similarity in index scores.

What was extremely interesting to observe was that the two countries that were oil producers and had experienced an oil boom, namely Norway and Finland, had all five indices similar to Kuwait's indices. That was probably influenced by the shared experiences of the oil boom, and the extensive welfare, health, and social insurance plans.

The other two Nordic countries that were not oil producers, namely Sweden and Denmark, had all the indices similar to Kuwait's indices except for their uncertainty Avoidance Indices UAI scores which came out lower for Sweden and Denmark than that of Kuwait. This suggests that Kuwaitis (and the citizens of Norway and Finland) demonstrated a relatively higher extent to which they feel threatened by ambiguous situations and they try to avoid those situations by providing rules and believing in absolute truths. In turn, this might be attributed to the perception of the sudden wealth of the oil boom and the subconscious fear of an "easy come easy go" scenario, and the fact that these wealth reserves are not tangible, rather, they are hidden underground with a risk of drying out.

Having discussed countries whose scores were similar to Kuwait, the countries that diverged in their scores were Hong Kong and Yugoslavia.

Hong Kong: the scores for the five dimensions are very different from the Kuwaiti scores and were as follows: PDI=68, UAI=29, IDV=25, MAS=57, LTO=96.

Hong Kong is an administrative region of China that was under British control since 1842 when China was forced to cede Hong Kong Island to Britain after the First Opium War. Hong Kong inhabitants have one of the highest standards of living in all of Asia, and it is more than 30 times higher than China's average standard of living. In 2001 Hong Kong's per capita gross domestic product (GDP) was $24,070, although it is very important to note that much of the wealth is concentrated into relatively few hands (Encarta, 2003).

Hong Kong is very densely populated (population density = 6,771 persons per sq km). Many people practice ancestral worship, owing to the influence of Confucianism, but all major religions are represented (Encarta, 2003).

Hong Kong is considered to be one of the world's most important economic centers. Its economy has always been based upon commerce, trade, industry, tourism, agriculture and shipping, and today it vies with Singapore as the world's largest container port (Encarta, 2003).

The distance between the Hong Kong index scores and those of Kuwait provide an interesting lead that helps point out the significant impact of the sudden oil boom and the extensive welfare system on the Kuwaiti society.

Considering that Hong Kong inhabitants have one of the highest standards of living in all of Asia, one might assume some resemblance between the scores of Kuwait and Hong Kong. However, Hong Kong's wealth was not acquired suddenly (as is the case with the oil-boom countries). More importantly, the wealth is not distributed evenly amongst the population and the welfare and health care systems are not as extensive

as the Kuwaiti system (or the Nordic countries systems). These effectors probably influenced the significant dissimilarity between the two countries.

Yugoslavia: The scores for the five dimensions were as follows: PDI=76, UAI=27, IDV=21, MAS=88, LTO=N/A.

The former federal republic of Yugoslavia was created as a constitutional monarchy at the end of World War II (1939-1945). Yugoslavia was recreated as a federal republic by the Partisans, a Communist-led, anti-Axis resistance movement under Josip Broz Tito (Encarta, 2003).

Its population was ethnically mixed. The traditional extended family of numerous children and several generations living in the same household gave way to the nuclear family, with two parents and usually only two children in each home (Encarta, 2003).

The Yugoslav economy is based on both agriculture and industry. By the 1970s, all parts of Yugoslavia had become significantly more prosperous and industrialized. Even so, differences between the richer north and poorer south were starker than at the beginning of the Communist period. This contrast provided a constant source of national tensions and political conflict (Encarta, 2003).

The absence of wealth and prosperity, be it sudden or prolonged, suggests the first major difference between Yugoslavia and Kuwait. More importantly, there is unequal distribution of wealth between regions and an inability of the Yugoslav government to provide an extensive welfare system to aid and support its citizens. These two factors suggest more probable grounds for the contradiction between Yugoslav and Kuwaiti scores.

Arabic-speaking Countries: The scores for the five dimensions were as follows: PDI=80, UAI=68, IDV=38, MAS=52, LTO= N/A.

Hofstede (2001a, pp. 52) explains that:

> "A particular problem arose for seven Arabic-speaking countries that within the IBM organization had formed the "Middle East region": Egypt,

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> Lebanon, Libya, Kuwait, Iraq, Saudi Arabia, and United Arab Emirates. They had been surveyed both in 1969 and in 1972, but ... it turned out that IBM had not only inadvertently wiped the tape with the raw survey data, it had destroyed the data printouts as well. The only data printouts that were saved pertained to the total region, so I was forced to treat these countries as one region, whereas I might have wanted to keep Egypt and Lebanon separate"

Hofstede explains that the region is culturally less homogenous than would be desirable. Surely enough, this "region" classification is not homogenous at all by any measure; some countries are wealthy with a high GNP, others are poor; some have extensive welfare systems, others either cannot afford it or do not want to distribute the wealth freely; some governments allow freedom of speech and expression to the limit, other are very oppressive. The abovementioned scores are simply insignificant.

Based on what was observed in this comparison, the GCC countries are expected to have close index scores values to those of Kuwait. The oil rich Gulf countries have extensive health care and welfare systems. It might be interesting to compare scores of oil producing countries and try to find trends in scores and correlations with GNP, population size and complexity and comprehensiveness of welfare systems. This could provide a focus for future research.

The discussion so far has focused on the work-related values, which correlated to Hofstede's five dimensions and an analysis of why these results might compare or contract with scores from other countries included in Hofstede's original research. The next section focuses on two specifically Kuwaiti statements/work-related values, which did not correlate with the five dimensions, suggesting the possibility of a new dimension

8.5 Kuwaiti-specific Values Relative to Hofstede's Dimensions

One aim of this study was to evaluate Kuwaiti-specific work-related values against Hofstede's five dimensions. When a Spearman Correlation Coefficient Test was carried out on the results of the pilot surveys to explore potential relationships between the specific Kuwaiti work-related values, identified in the preliminary focus groups and interviews, and each of Hofstede's five dimensions, all of the Kuwaiti

values/questions that were determined correlated significantly to some of Hofstede's dimensions except for the two values. These were: II-23 (K?) "Have an opportunity to do favors for other people" and II-24 (K?) "Not to have a female superior". Neither had any significant correlation to any of Hofstede's five dimensions. The Kuwaiti-specific work-related values will be discussed in the following sections.

8.5.1 Kuwaiti Values that correlate to Hofstede's Dimensions

The vast majority (twenty out of twenty two) of the proposed Kuwaiti values correlated to some of Hofstede's five dimensions as per the Spearman Correlation Coefficient tests that were carried out. This probably means that these questions are, to some extent, representative or characteristic of the dimensions they correlated to. The twenty questions/work related values are presented and discussed briefly hereunder:

Individualism related values: thirteen of the Kuwaiti questions/values correlated with the Individualism dimension. Those were:

- II-16 (K-IDV): *"Have no or little tension and stress on the job"*,
- II-17 (K-IDV): *"Have considerable freedom to adopt your approach to the job"*,
- II-18 (K-IDV): *"Make a real contribution to the success of your company or organization"*,
- II-19 (K-IDV): *"Have an opportunity for higher earnings"*,
- II-22 (K-IDV): *"Work in a prestigious successful company or organization"*,
- II-26 (K-IDV): *"To enable you to take long leaves"*,
- II-27 (K-IDV): *"To give you an opportunity for frequent leaves"*,
- II-28 (K-IDV): *"To allow you to leave the job during working hours whenever you need to"*,
- II-32 (K-IDV): *"To give you opportunities for paid scholarship for higher studies"*, II-33 (K-IDV): *"To have an understanding for your personal circumstances and emergencies"*,
- II-34 (K-IDV): *"To give an opportunity for early retirement with good pay"*,

- II-35 (K-IDV): *"To enable you to network and build connections through the job",*

- And II-36 (K-IDV): *"To enable you a prestigious title no matter what the job you actually do".*

The first thing that attracts attention in this group of correlations is how Kuwaiti's responses to the individualism dimension questions correlated to so many of the questions that represent privileges, advantages to employees: leave during work hours, take long and frequent leaves, personal circumstances, little stress, and freedom on the job. Other questions were those allowing free benefits at the job's expense: unearned title, connections, early retirement with good pay, paid scholarships, increased pay, and working in successful company (prestige). Only one of the questions represented Individualism from the *'hardworking achiever's'* point of view, which was: contributing to the success of the organization.

The welfare state that hands out free benefits to citizens might have caused the development of an individualist society that relies on government free gifts to assert its independence, instead of relying on personal achievement.

Masculinity related values: two of the Kuwaiti questions/values correlated with the Masculinity dimension. Those were:

- II-29 (K-MAS): *"to give you more supervisory tasks than clerical tasks",* and
- II-30 (K-MAS): *"To allow you to have a second job (after working hours) if you choose to do so".*

There is some paradox with the correlation of Masculinity with these two questions that deal with concepts of advancement of earning, and ego orientation. This is because the Kuwaiti society registered as very feminine, yet these two questions are characteristic of masculine societies. This frequent reoccurrence of contradiction with regards to the Masculinity dimension is discussed in detail in section 8.2.4.

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Long Term Orientation related values: five of the Kuwaiti questions/values correlated with the Long Term Orientation dimension. Those were:

- II-20 (K-LTO): *"Participate in building the country's economy & its future"*,

- II-21 (K-LTO): *"to have an opportunity for extra income"*,

- II-25 (K-LTO): *"to work in an organization whose by laws comply with religion"*, II-31 (K-LTO): *"to provide you with training opportunities"*, and

- III-42 (K-LTO): *"keeping up with the community or society looks at you for being trendy and 'high class'.*

The LTO dimension correlated to questions that address training, building the economy, compliance to religion (religion being the guiding light to advancement); those that address future planning as perceived by the employees.

Other questions dealt with the respondents' 'self-image' in being modern-like and trendy, as well as having sources of extra income on the job to go along with the modernity. These egoistic correlations address LTO from the point of view of the self-centered individual.

Having identified the additional Kuwaiti work-related values that correlated with Hofstede's original five dimensions, the next section discusses the two that did not.

8.5.2 Kuwaiti Values that do not correlate to Hofstede's Dimensions

Two questions/work related values did not show any correlation with any of Hofstede's five dimensions. Any one of the two might prove to be a new dimension characteristic of the region. Both will be discussed in detail below, taking into consideration factors that might account for the questions' distinctiveness to Kuwait.

8.5.2.a 'Wasta': II-23 (K?): *"Have an opportunity to do favors for other people"*

Statistical analysis of the answers to the II-23 (K?) undefined questions/work related value showed that the Mean = 3.81, and the Standard Deviation = 1.17, which indicates that the sample answers were homogenous since the standard deviation is less than on third of the mean, implying consistency and reliability of the test results.

Interestingly enough, most respondents answered that *"Having an opportunity to do favors for other people"* was "Of little importance" to them (Median = 4.00). The separation of this value/question from the other dimensions emphasizes its importance. However, it is common knowledge in Kuwait, as confirmed by Dr. Al-Rayis and Al-Fadli (2002), that the concept of favor providing (and receipt) is widespread throughout the Kuwaiti government infrastructure. The author will present a general view of the concept along with a brief discussion of the study by Dr. Al-Rayis and Al-Fadli (2002), after which, the result of this work related value will be analyzed.

"Wasta" is an Arabic term assigned in most of the Arabic-speaking countries to the concept of doing others favors in return for some benefit. The benefit may be material and tangible in the form of financial return or it may be intangible in the form of a return of favor or gratitude from friends or relatives (nepotism). The person who performs the favor is content to know that he/she has a 'credit' of friends' or relatives' appreciation (they owe him/her one) for which he himself may resort when in need. Linguistically speaking, as mentioned by Dr. Al-Rayis and Al-Fadli (2002), 'Wasata' as a term is more accurate than 'Wasta' and it means: the intercession between two things or persons for a purpose or a reason (Al-Wajiz, 1997). The researcher preferred to use the widespread term 'Wasta' to represent this practice in this thesis.

This concept includes nepotism (favors for relatives), favoritism towards friends, and it was further expanded in practice by some individuals to include exchange of favors between people of shared interest and doing favors in return for financial return (bribery).

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Although the term 'Wasta' used in this paper is an Arabic word, the practice is observed extensively worldwide, more prominently so in countries lacking independent empowered judicial systems or national accountability commissions.

It is important to note that 'Wasta' is not all bad; for example, providing a *letter of recommendation* for a qualified employee is also a form of 'Wasta', only in this case the favor or benefit recipient is a worthy party. Never the less, it is the researcher's opinion that people in the region and in Kuwait come across this practice so often that nothing positive is thought of it.

One rationale behind this phenomenon may be that more than half of the inhabitants of the countries of the region sprung from Bedouin origins where a tribe is always on the move fearing raids by vandals or by other tribes. No matter how bad the relations got amongst tribe or family members, they always had to stick together to fend off aggressors; hence the Arabic proverb "Me and my brother against my cousin, and me and my cousin against the outsider". In other words, the majority of the population is bound by tradition to support and stand by their relatives and tribe members including recommending them for jobs they might not be the best suited for, or favoring them for deals and contracts.

Islam and the holy Koran encouraged mediation and intercession to support a disserving person or help a needy person out of compassion and benevolence and forbid interceding for an 'evil' cause. Chapter 4 (An-Nisa') Verse 85 of the holy Koran affirms: '*Whosoever intercedes for a good cause will have the reward thereof, and whosoever intercedes for an evil cause will have a share in its burden. And Allâh is Ever All-Able to do (and also an All-Witness to) everything*'. Chapter 5 (Al-Ma'ida) Verse 2 of the holy Koran affirms: '*Help you one another in AlBirr and At-Taqwa (virtue, righteousness and piety); but do not help one another in sin and transgression. And fear Allâh. Verily, Allâh is Severe in punishment*'.

A group of supporters of 'Wasta' misinterpret a statement in the Prophetic tradition 'Hadith' as being in their favor "*stand by your brother be he the oppressed or the oppressor*" (Harf, 2003), whilst the Muslim 'Hadith' indicates, as explained by

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doctrinal writings and as stated later on in the same 'Hadith', that one should fight along side his/her oppressed brother, and on the other hand, he should stand by the oppressor brother by preventing him from oppressing others.

Dr. Khaldun Al-Naqib published a study (2000) clearly correlating the negative practices in the government systems, which do not commit to the pillars of governmental administration philosophies, with the phenomenon of Wasta that represents loyalty to tribe, religious denomination and/or district. The author is convinced that the practice of Wasta acts as both a cause for and a result of malpractices in governmental administration philosophies.

The practice of 'Wasta' even yields what is commonly known as "services parliament members", who are elected members of parliament that spend their session "pulling strings" to perform personal favors to their district voters, most of the favors are illegal and involve 'bending' the rules or getting personal exemptions. The member in turn relies on the beneficiary voters to get him to office. This complex web of interrelations forms subgroups or subpopulations of beneficiaries defending this abnormal system. Those in turn act as benefit-related tribe-like groups.

As one may conclude, a parliament member that may be 'bought' by voters, may also be bought by the government to pass or reject laws leading to an imminent status of corruption. Al-Rayis and Al-Fadli (2002) quoted a study by Karam (2000) in that employing staff on the basis of kinship, Wasta, and favoritism attributed to the widespread of administrative corruption and decline in performance.

A study by Al-Rayis and Al-Fadli (2002) sampled 690 respondents, and discussed 'Wasta' from the point of view of the interaction of citizens with the Kuwaiti government authorities. Results of that study demonstrated that 61% of respondents see Wasta as a negative phenomenon whereas 38.4% find it to be a positive one; 84% admitted to resorting to Wasta in previous dealings with public authorities (50% of the people who did not previously resort to Wasta, did it out of a negative notion of lack of an effective or influential favor provider, not out of a moral stance); 82.4% saw Wasta as being necessary to complete transactions and papers with government

authorities; respondents chose the following categories as being the Wasta providers: Upper managers in a government authority (39.6%), regular employee in government authorities (24.3%), parliament member or municipal council member (22%), a friend or a relative (14.1%). It should be noted that Al-Rayis and Al-Fadli considered the ratio of favors provided by parliament and council members is low, though if it is taken in proportion (there are only 60 members versus thousands of managers), it turns out to be extremely high.

Al-Rayis and Al-Fadli (2002) attributed the problems of occupational inflation (masked unemployment), administrative corruption, and the dropping productivity to several reasons: one is the lack of actual implementation of objective scientific standards in staff hiring and promotion, added to that is the inadequacy in the reward and punishment policies, and failing to uphold laws and regulations impartially, decisively, and evenly.

The spread of 'Wasta' is expected to correlate negatively with the Power Distance Dimension. The reasoning behind this hypothesis might be linked to the general norm characteristics of the power distance dimension (Hofstede, 1997, pp. 37) where, in a small power distance society, inequalities among people should be minimized and there is to some extent interdependence between less and more powerful people. In other words, a small power distance society includes individuals that have low tolerance to unequal power distribution, this in turn promotes 'Wasta" to abridge the power gap and create interdependence between the favor provider and recipient.

A positive correlation is also expected between 'Wasta" and the Uncertainty Avoidance Dimension. As described in Hofstede (1997, pp. 125), societies having strong uncertainty avoidance feel it inherently as a continuous threat that must be fought, and as fear of ambiguous situations and of unfamiliar risks, resulting in an emotional need to be busy and an inner urge to work hard. Wasta can be viewed as a different way of achieving security through the network of favor connections credited and debt (instead of being busy and working hard).

The third possible positive correlation might be between Individualism and Wasta. One might expect initially that the favor sharing of Wasta might be a collectivist act (an act by and for the good of the group). On the contrary, it is purely individualist simply because it does not hold the interest of the collective over the interest of the individual (Hofstede, 1997, pp. 73). It even jeopardizes the collective interest in the process.

The concept of Wasta might prove to be a connective tissue binding the three dimensions of PDI, UAI, and IDV; it might not necessarily be a new dimension or work ethic despite its widespread nature. It might represent acceptability of a society to live and behave in a manner opposing its ethics or religious beliefs. This very interesting notion will be discussed further in the conclusion.

Responses to the question of 'Wasta' varied significantly with only one aspect of the variable demographics. This was the sector of employment (p• 0.05) where the statement was less important to private sector employees (i.e. higher responses were shown among private sector employees), while the statement was of more importance to public sector employees (i.e. lower responses were shown among public sector employees). The difference between the two sectors is perhaps predetermined considering the fact that the private sector is profit oriented, putting a lot of weight on efficiency, suitability for the job and on auditing actions of the employees, as opposed to the relaxed, laid back, relatively uncontrolled atmosphere of the private sector. As a result, the private sector is expected to care less about Wasta and about doing favors for others. It is also possible that this is the case because the private sector has less chance of practicing Wasta, due to the stricter audit system and the closer control in the private sector as opposed to that of the public sector.

The responses indicated that Wasta was of more importance to the public sector employees. This might probably be because of the implanted sense of achievement and self-reliance worth in the private sector, as well as the extensive supervision and control practiced in the private sector.

Despite the widespread of the 'Wasta' phenomenon in the Kuwaiti society, the general response to the question (the median) was that this phenomenon is 'of little importance'. This conflict might probably be attributed to a the fact that respondents tended to give exaggerated responses of 'unimportant' for this question because of their subconscious anxiety, concern and realization of the gravity of this matter. The study by Al-Rayis and Al-Fadli (2002, pp.39) showed that 62.9% of respondents saw that Wasta is *'a clear violation of state law'* (11% undecided, and 35% did not see it to be a violation of state law), at the same time 79% of respondents considered Wasta to be 'a social commitment by the individual towards relatives, acquaintances, and fiends, which has to be accommodated'. Al-Rayis and Al-Fadli diagnosed this problem as duplicity and a conflict. The researcher faced this duplicity in the responses to sensitive conflict issues of Wasta, femininity, and female leadership; it is the author's diagnosis that this conflict is a Contradicting Social Behavior in response to underlying struggles that gesture social evolution. This matter will be discussed in more detail in the concluding chapter.

8.5.2.b Female leadership II-24 (K?): *"Not to have a female superior"*

Statistical analysis of the answers to the II-24 (K?) undefined work related value showed that the Mean = 3.36, and the Standard Deviation = 1.52, which indicates that the responses were scattered not homogenous since the standard deviation is more than one third of the mean. This scatter in the registered responses might affect the credibility of the outcome.

Most of the respondents answered that "not having a female superior" was a matter "Of moderate importance" to them (Median = 3.00).

In high masculinity societies, women chose a male boss (Hofstede, 2001a, pp.318). As was mentioned in the masculinity dimension section, Kuwaitis registered very low on the masculinity index value (MAS = 6.6), yet they portray characteristics of highly masculine societies, including the abovementioned characteristic of "not having a female superior", although in this case no significant difference in answers was observed relative to gender i.e. females and males scored similarly.

Religiously speaking, the Holy Koran scripts assigned roles for both men and women, where in Chapter 4 Verse 34 "Men are the protectors and maintainers of women, because Allah has given the one more (strength) than the other, and because they support them from their means" (Harf, 2003). On the other hand, nowhere does the Holy Koran prohibit women from working outside the house; it merely presents the 'favored' setup. Some adversaries of women's rights argue that the abovementioned Verse in the Holy Koran forbids women from taking top political positions over men, for they interpret the verse to mean "men are the guardians (and thus rulers) of women". This position is challenged by the fact that the vast majority of Muslim countries give women equal rights.

It must be noted that Kuwaiti women have no voting rights nor can they run for parliament or municipal office. Kuwaiti women are never named ministers, though women reach high-ranking, mostly non-political, positions e.g. head of Kuwait University, under secretary of education, ambassador, etc and the top administrative positions in private companies. For the past several years, Kuwaiti women fought, and were promised, to get their voting rights, but their demands were met with stiff opposition, and were turned down, in parliament and in courts. However, the time for Kuwaiti women to have their voice heard seems to be near considering the numbers of independent and moderate members of the 2003 parliament.

Resistance against women entering higher jobs tends to be weaker in more Feminine cultures (Hofstede, 2001a, pp.314). The Kuwaiti society registered a low masculinity score yet it is putting up a strong fight against women voting, especially in the more rural or tribal, traditional areas. Again, this highlights the conflict between the low masculinity scores and the expressed masculine behaviors.

As was supported by Al-Rayis and Al-Fadli (2002, pp.5), it seems that the predominance of the traditional individualistic bureaucratic social structure and its struggle with the modern contemporary social structure resulted in several outcomes, one of which is the resistance to female leadership. This struggle might explain the

scatter in responses for this question, in other words the disagreement on this issue gave rise to the split or scatter in the results.

Resistance to female leadership is a very common aspect of cultural historic evolution as Hofstede (1998) describes:

> "In traditional societies, if women occupy respected positions along with men, this is mostly after age 45, when their status changes from mother into grandmother or when they are, or could have been, mothers of men. Unmarried women were and are still rare in traditional societies and are often ostracized" (Hofstede, 1998, pp.88).
>
> "Only recently in history, and mainly in developed countries, have women in any numbers been sufficiently freed from other constraints to enter the world of work and politics as men's equals. ...Historically, management is an Anglo-Saxon concept, developed in masculine Britain and American cultures. In Britain, Mant (1979) and Roper (1994) have explicitly described the masculine bias in management that women have to overcome and that rewards those who most behave like men. In the United States, a longitudinal survey study published in the Harvard Business Review (Sutton & Moore, 1985) showed that between 1965 and 1985, executive women have become an accepted phenomenon, but the women who entered still saw resistance to their progress and were, in fact, paid less than men in similar positions" (Hofstede, 1998, pp.89).

This work related value probably separated from the five dimensions as a result of the struggle mentioned earlier between the feminine tendencies and the masculine traditional teachings in the Kuwaiti society. As a result, it is not expected to establish a separate dimension per se.

Responses for the statement of *"Not to have a female superior?"* showed that there were differences according to current job title, type of job and sector of employment (p• 0.05). Higher responses (i.e. the statement was less important to this group) were shown among mid-managers, and those working in the private sector. While lower responses (i.e. the statement was of more importance to this group) were shown among clerks, administrators, and those working in the public sector. This result is logical since the private sector employees are results and productivity oriented, in the first place, so it makes no or little difference for them whether they have a female or a male superior. As for the administrators and clerks not wanting female superiors, this might be because of the fact that female managers need to be harder working and

more demanding to face the resistance they face in higher positions, thus they expect more from their subordinates which is not favorable for lower level employees.

This chapter has discussed the results and interpreted these in light of Hofstede's original research and the Kuwaiti socioeconomic and demographic structure. It is observed that there is no significant difference in work related values between workers in the public and the private sector (except for those in different types of jobs), hence it is deduced that the difference is in the organizational culture of the two sectors and that changing the culture in the public sector will change the work attitudes and behaviors. The next, and final, chapter will summarize and synthesize the findings into general trends and conclusions, upon which recommendations will be presented and future research avenues will be proposed. This final chapter will also include a discussion of the limitations of this study.

CHAPTER 9

CONCLUSIONS AND RECOMMENDATIONS

This final chapter summarizes and synthesizes the study's findings into general trends and conclusions, upon which recommendations will be presented and future research avenues proposed. It also includes a discussion of the limitations of this study.

The aim of this study was to explore Kuwaiti work-related values, replicating and developing Hofstede's research. A test instrument was developed to investigate the Kuwaiti work related values, based on Hofstede's Value Survey Module 94 (VSM94). Added to that, were twenty-two questions/work related values that were suspected of being characteristic of the Kuwaiti society, developed through a focus group and interviews. The purpose of this project was to observe and locate the Kuwaiti work related values and to understand why Kuwaitis cluster in the public sector and avoid employment in the private sector or in menial jobs. Hofstede's questions were included in the questionnaire and statistical correlation tests were performed to explore whether or not Hofstede's VSM94, and hence the five dimensions, statistically applied to the Kuwaiti society. As this was the case, it was possible to measure how Kuwaitis registered on the five dimensions and determine whether or not the Kuwaiti assigned questions represented distinct work-related values or dimensions.

Several interesting observations and results were deduced from this survey. First, Hofstede's questionnaire proved applicable to the Kuwaiti society. Kuwaitis registered the following scores on the five dimensions of Hofstede (the fifth dimension is of Hofstede and Bond): Individualism IDV=71.45 (strongly individualist), Masculinity MAS=6.60 (very strongly feminine), Power Distance PDI=29.20 (small power distance), Uncertainty Avoidance UAI=62.55 (medium-high), and Long Term Orientation LTO=50.50 (medium). Moreover, the majority of the 'Kuwaiti' questions proved to correlate to at least one of Hofstede's dimensions except for questions II 23(K?) and II 24(K?) that did not correlate to any of the five dimensions. These two 'new' values, as well as the way Kuwaitis scored on the five

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dimensions, triggered the identification of a probable new dimension/work value named 'Contradicting Social Behavior'.

The effect of wealth emerged to be the primary and most substantial foundation for the registered index scores. Furthermore, there were signs of intercultural struggle and conflict between the traditionalist view and the contemporary view for both the Masculinity dimension and the Individualism dimension.

Another interesting result was finding a new simple method of comparing country index scores, which proved to be successful.

Finally, the public sectors versus private sector responses were analyzed to highlight public sector attractions for the Kuwaiti employee, thus enabling recommendations to be made to help increase Kuwaiti involvement in the private sector. These are now discussed in more detail.

9.1 Novel Comparison Method

The index score comparison method attempted in this analysis relies on comparing all five index scores of one country with other countries' five index scores. Similarity presents grounds for similar psychological socioeconomic development routes, while difference provides grounds for variance in one or more psychological or socioeconomic aspect.

The comparison method was set so that 0 score is the opposite of 100 (very low is the opposite of very high), the score of 20 is the opposite of 80 (low is the opposite of high), the score of 40 is the opposite of 60 (medium low is the opposite of medium high), while the score of 50 has both 0 and 100 as its opposites (medium has the two extremes as its opposites). The opposites (or the similar values) need not be exact, rather in the range of the expected value.

The most interesting feature of this comparison method was that it isolated Finland and Norway (and to some extent the other Nordic countries of Sweden and Denmark)

as the ones similar to Kuwait. Both Finland and Norway are wealthy countries that experienced the sudden onset of oil-wealth. Throughout the Nordic countries, wealth is being distributed among citizens in the form of extensive welfare, health, social insurance, hosing, and education plans. The vast majority of the Nordic countries citizens are of similar religious belief. And the majority of citizens are of similar racial decent. These characteristics fit the Kuwaiti society exactly.

The dissimilar countries of former Yugoslavia and Hong Kong are not wealthy, or the wealth is distributed unequally as the case with Hong Kong. They had citizens of varying racial decent and varying religious beliefs. These characteristics differ drastically from those of Kuwait.

The unambiguous similarities and dissimilarities observed using this comparison method back up the legitimacy of the comparison method itself as well as supporting and vouching for Hofstede's classification and separation of the five dimensions.

It might be useful to conduct comparison test for all of Hofstede's tested countries. This will be further discussed in the future research avenues section 9.8.

9.2 Wealth Means Most

It was observed that wealth is probably the first and foremost influencing predictor of the five Index scores of Hofstede's dimensions. Wealth here means the abundance of wealth, the extent of 'fair' distribution of wealth within a society, and the speed of wealth onset onto a society.

Wealth abundance runs the wheel of economic development, though this need not mean that wealthy countries would know how to use their wealth to induce further development and modernization. It allows for cultural, technological and educational exposure and intercultural communication. Wealth probably affects the extent of uncertainty avoidance in a culture (fear of the future) as well as the individualistic tendencies of a society.

Wealth distribution decides the way people within a society view each other as well as how they view their government. Wealth distribution, in the form of welfare, health, housing and education plans greatly affects power distance in a society and the extent acceptance of socioeconomic strata remoteness and separation. Politically, governments use this idea as a method of buying off citizen's compliance (partial democracies).

The speed of wealth onset onto a society probably affects the extent to which individuals accept and expect wealth to be distributed among them. The speedy onset might also induce the intra-cultural struggle between traditionalists and modernists (section 9.3). Added to that is the influence on the development plans and long term orientation at the country and the individual level.

The substantial effect of wealth was evident in the comparison results that showed similarity to oil-rich Nordic countries, while other predictors, in that same case, proved to be negligible. This calls for further extensive analysis of the wealth predictor after dividing it into the three sub-predictors: quantity, distribution, and speed of onset.

9.3 The Struggle and Evolution

Analysis of the results identified three sections that displayed contradicting outcomes, meaning that the sample registered a certain value, while in practice contradicting behaviors are widely observed. An example of that is the very low Masculinity value that was registered i.e. the Kuwaiti society is very feminine, while in practice the society exhibits extensively masculine practices. Another example is the contradiction between the highly individualist score Kuwait registered on the Individualism/Collectivism dimension, yet several collectivist behaviors were observed (this practice was called pseudo-collectivism, see sections 8.2.3 & 9.4). A third case is the female leadership question where the responses contradict the feminine score Kuwait registered on the Masculinity dimension and contradicts the achievements females are scoring at work and in numbers of university graduates.

Added to that, the female leadership issue witnessed a scatter in responses, perhaps representing a conflict or a struggle.

These conflicts are probably because of the split in views, conviction and attitudes towards the subject matters between the traditionalists' and the modernists' viewpoints in society. This struggle is a 'fact of life' for societies where a balance or equilibrium has to be achieved on the route of modernization. One might predict that the more sensitive the issue is to a society, the more intense the struggle of change would be.

Al-Rayis and Al-Fadli (2002, pp.11) explained that the struggle between the modern state and the requirements of the traditional social modes and frameworks is considered a normal inevitable struggle on the road of state development and progress provided that it does not result in surrender of the modern state trends to the needs and desires of the basic modules of tribalism, sectarianism and territorialism. The concept of Rationalized Institutionalism became one of the most prominent concepts endorsing rational mature adjustment amongst the administration and the nature of society such that the administration is pushed to abandon its interests, requirements and ultimate philosophies.

9.4 Hypothetical New Dimension – Contradicting Social Behavior

One of the highlights of this thesis emerged as the researcher observed the reoccurrence of contradictions in the Kuwaiti society practices. There appeared to be contradiction or conflict between espoused values – as manifest in the survey findings – and enacted behaviors – (as experienced by the author?). The existence of these contradictions might be considered a new dimension – described as Contradicting Social Behavior. Various conflicts or contradictions causing this Contradicting Social Behavior emerged: female leadership/role of women; Wasta; and individualism versus collectivism.

First, Kuwaitis know how far the Kuwaiti woman has come, education or career wise. She has earned her right to lead; yet a significant number of Kuwaiti men intensely fight her mere right of vote and election. This is one of the conflicts.

Second, the study by Al-Rayis and Al-Fadli (2002, pp.39) showed that 62.9% of respondents saw that Wasta is 'a clear violation of state law' (11% undecided, and 35% did not see it to be a violation of state law), at the same time 79% of respondents considered Wasta to be 'a social commitment by the individual towards relatives, acquaintances, and fiends, which has to be accommodated'. Al-Rayis and Al-Fadli diagnosed this problem as duplicity and a conflict and related it to the strong influence the tribe, clan and/or sect still has on the Kuwaiti individual.

One might initially expect that the favor sharing of Wasta might be a collectivist act (an act by and for the good of the group), whereas it is in fact quite the opposite, it is purely individualist simply because it does not hold the interest of the collective over the interest of the individual, meaning that the individual does the favor with only his/her benefit in mind. In reality it jeopardizes the interest of the collective in the process.

A third example is the conflict between the highly individualist score Kuwait registered on the Individualism/Collectivism dimension and the several seemingly collectivist behaviors that are observed. It is the author's observation that these practices are adhered to under new circumstances. They are no longer provided freely as before; the whole family proximity concept is not as it used to be. An individual is expected to repay his/her dues promptly, financial or otherwise. This is the reason that such practices were labeled 'pseudo-collectivism' by the researcher.

This duplicity or contradiction was registered in the responses to sensitive conflict issues of 'Wasta', femininity, female leadership, and 'pseudo-collectivism'. It is the author's diagnosis that this conflict is a Contradicting Social Behavior in response to underlying struggles that gesture social evolution. These controversies are considered by the author to be steps on the path of development or change (e.g. from a collectivist society to an individualist one). These practices, or this dimension,

represent *the acceptability of a society to live and behave in an opposing manner to its ethics and/or beliefs on the route of modifying those ethical standards.* In other words, this dimension reflects the period of time when, for example, a society that generally opposes female leadership has to gradually consent to such a practice in response to growing pressures for change. This hypothetical dimension is called Contradicting Social Behavior.

If proved correct through further research, this dimension might represent the clock or meter of social change/evolution. However, it would be quite a challenge to define the measuring instrument of this presumed dimension because it is trying to test for behaviors that the subjects may be hesitant to admit having.

9.5 Instrument Fine Tuning

It was mentioned earlier that the Kuwaiti registered score on the masculinity index might have been too low and is probably unrealistic. One reason behind that might be the struggle mentioned in the previous section. However, Hofstede (1998) observed a similar problem and attributed it to a possible deficiency in the measuring instrument, which might very well be the case here as well:

> "A problem in the measurement of all five dimensions of culture but particularly in the measurement of Mas/Fem is that different respondent groups may need different ways of measuring, because the issues related to the common underlying syndrome are not the same for all categories of respondents. ... Although the underlying syndrome can be seen as universal and permanent, the measuring instruments have to be adapted to the population and probably also to the spirit of the times" (Hofstede, 1998. pp. 21)

This opens up the possibility that other dimensions that showed variation between the registered scores and the practiced characteristics (e.g. pseudo-collectivism) might need to have some fine-tuning of the test instrument. However, the researcher is convinced that the Individualism/collectivism measuring instrument accurately represented the Kuwaiti society and the discrepancies in the 'pseudo-collectivist' actions are due to other reasons that will be discussed later in section 9.7. The researcher presented this point here merely out of scientific integrity.

9.6 Kuwaitis' View of Work

An important conclusion regarding the observed trends of behavior of the Kuwaiti worker is that Kuwaitis have developed a dysfunction, namely the inferior view and ranking of work, as a result of the lack of appreciation and gratitude by the government, the society and the family towards the hardworking class, the majority of which are expatriates. This is clearly observed in the reaction of the Kuwaiti society towards foreign workers (ethnocentrism) as discussed earlier in section 8.3.2. The author considers the stereotyping of expatriates present in the uncertainty avoidant Kuwaiti culture as being a major cause for implanting the association of menial work with inferiority and the work avoidance values.

Wherever the source of the erroneous work related ideas is, be it the uncertainty avoidant society or the young associating work with inferiority, it is suggested that these ideas have to be 'corrected' and the correction has to be 'fed' to Kuwaitis by model. In other words, the government has to provide the role model for work and worker appreciation, be the worker an expatriate housemaid or a bank manager. This point is considered by the author as being crucial and is supported by several surveys and research projects, which have discussed this matter. Some of the surveys though, recommended that expatriates' salaries, which are very low relative to the Kuwaitis' salaries, be burdened with extra deductions or fees to create a job insertion fund for Kuwaitis. This idea contradicts the outcomes of this project since this lowering of expatriates' wages reflects an even lower appreciation of the work they do. Instead of levying more fees on the already low expatriate wages, the author considers that the government should standardize the pay for Kuwaitis and non-Kuwaitis (equal pay for equal work), thus modeling the appreciation of work and workers. The main advantage of this is that a healthy competition would arise, thus young Kuwaitis will need to prove their efficiency, deservedness and ability through hard work and healthy competition, not through their birth right. Nationals could still be awarded differential benefits through other channels, like subsidized housing or social insurance, welfare and health plans. But it has to be modeled that work is only rewarded through perseverance and productivity.

The currently practiced policy of forcing foreigners out of work through lower wages and benefits has brought bad results to the Kuwaiti society. The most significant probable result is the increase in the inferiority association with work performed by expatriates for an even lower pay, thus work is less appreciated. Another result is the immigration of qualified capable expatriate workers and their replacement with cheaper, unqualified expatriates.

In a joint study between the Kuwait Institute for Scientific Research and the World Bank (Al-Ramadhan et al, 1999) the researchers recognized the problem of the public sector being overstaffed, overpaid and under-worked leading to a masked unemployment problem where productivity is falling constantly. The researchers recommended the following main features of the policy package: (i) freezing the number of public sector workers, (ii) reducing entry salaries for public sector workers, (iii) reducing job security in the public sector, (iv) levying a fee on expatriate workers, (v) creating a job insertion fund to provide temporary subsidy to the young Kuwaitis who work in the private sector, and (vi) creating a job seekers fund tied with training programs relevant to private sector employment.

It is observed that the abovementioned study recommends drastic measures with relation to both natives and expatriates. Based on the findings and observations of this study, the author argues against such drastic measures on Kuwaitis considering the low Kuwaiti power distance index value i.e. Kuwaiti's have a low tolerance and acceptance to unequal power distribution. The author is also not in favor of fees to be levied on expatriate workers for the reasons discussed earlier in this section of increasing inferiority association with work and the displacement of qualified expatriates with unskilled ones.

Another study by Zafer (1999) discussed the problem and arrived at a wide set of recommendations some of which are: (i) the coordination between the education and training programs for Kuwaitis and the business owners in the private sector, (ii) obligating the commercial private sector to train Kuwaiti job seekers (e.g. a quota of field-training: one Kuwaiti for every expatriate they hire), (iii) urging the Kuwaiti

investors to focus on hiring Kuwaitis for the sake of their county's advancement, (iv) the Kuwaiti government has to set a minimum wage level so as to reduce the difference between the pay of Kuwaitis and non-Kuwaitis improving the chances of Kuwaitis to compete, (v) Limiting the numbers of work permits issued for expatriates, (vi) Levying a fee on work permits issued, (vii) passing laws to oblige private companies to hire Kuwaitis, and (viii) the government financing small projects ideas presented by Kuwaitis.

The Zafer (1999) study neglected the notion that private sector businesses are result and efficiency driven so any recommendation of 'obliging' such businesses to hire or train Kuwaitis might very well have the opposite effect to what was intended in the first place; this includes the recommendation addressing the nationalist sense (the high individualism score argues against any positive response to such a call). The recommendation of setting a minimum wage for expatriates is very useful as was discussed earlier. Moreover, Zafer touched on other important ideas such as the government financing the new small projects of Kuwaitis (this boosts their individuality and independence tendency), and the coordination between the training facilities and the private sector organizations.

This subject matter is of urgency and importance, hence this distinctive approach of investigating the work related values or the registered dimension indices of the Kuwaiti society to realistically link the solutions and recommendations with the dimensions index scores provided that the testing procedure is reliable and valid.

9.7 How this study contributes to new knowledge in HRD

Bond (1987) demonstrated the need to be cautious in generalizations. The key methodological conclusion from this study is that any research instrument has to be adapted for the local culture before application. This study reinforces the need to adapt 'generic' research instruments so that they are culturally relevant to investigate values within a specific context. Kuwait, excluded from Hofstede's research on account of small sample size, presents unique geographic, economic, demographic, and political indicators for a study of cultural variations. This study contributes to

existing knowledge of cross-cultural analysis by identifying work values in a previously un-researched context. This thesis will add to the countries already studied by Hofstede and others, and will serve as the benchmark and prepare ground for repeat surveys. This is mainly because the number of such studies done for Kuwait is limited. A study by the institute of Banking Studies (Al-Muhemead et. al, 1994) on the high turnover rate among Kuwaitis in the private banking sector is worth reviewing. Among other issues, the study analyzed the social and educational characteristics of the sample, the reasons for resignation and the extent of satisfaction on the job. It also analyzed the extent to which the respondents said that they were able to achieve their goals through the new job. The results of the study of the Institute of Banking Studies on reasons of resignation were consistent with the focus group and pilot study results, from which the researcher confirms the strength of the questionnaire design. Subjects in Al-Muhemead study chose reasons like: No appreciation of work efforts, lack of career opportunities, problems with supervisors, insufficient financial incentive and reward, long working hours, unfair promotion rules, heavy work load, and relatively low monthly salary.

Several findings contribute to the development of new knowledge both of cross-cultural and human resource management. The procedure of comparing the scores of all five dimensions between countries resulted in realizing the similarity in the social dimensions and work related values between Kuwait and the Nordic countries. Another contribution this study has provided is the proposed new dimension of social contradicting behavior. The findings from this study suggest fine tuning the measures of each dimension, especially the femininity/masculinity dimension. Finally, the study has presented important findings in relation to the predictors of the dimensions. The findings suggest that 'wealth' as a predictor is of utmost importance influencing the index scores and that wealth should be treated as several predictors (volume, speed of onset, and wealth sharing), Moreover, the researcher proposes that there are several other factors that should be considered as predictors of the dimensions (most of these are discussed extensively by Dr. Hofstede but are not included as dimension predictors) such as: religion, or women entry level at jobs (this reflects gender ranking).

Empirical findings from this thesis will also contribute to new knowledge in HRD by providing understanding of Kuwaiti work values. This can assist human resources practitioners in developing more culturally relevant HR practices, for instance, designing relevant intervention plans to change Kuwaiti orientations to work. The knowledge of the Kuwaiti culture and the dominant work values can be applied to training programs to increase motivation, and Kuwaiti policy makers can draft better methods to remedy the problem of low productivity in the native workforce.

9.8 Recommendations

The aim of this study has been to identify Kuwaiti work-related values in an attempt to assist policy formulation regarding issues such as the perceived negative concept of work and the need to both develop the private sector and reduce masked unemployment. This attempt to change the work culture needs to be considered in the context of Kuwaiti work-related values, as measured by scores on Hofstede's five dimensions and through the additional concepts of female leadership, Wasta and individualism/collectivisms, theorized as a new dimension called Contradicting Social Behavior. This research contributes to a more informed understanding of Kuwaiti work-related values to enable planned cultural change programs to be relevant and thus effective.

Considering the widespread corruption (Al-Qabas, 2003) and Wasta (Al-Rayis and Al-Fadli, 2002), and in an attempt to counter these social disorders in the Kuwaiti society, a full-scale comprehensive reform plan for the administrative and management system is highly recommended at this time. The reform plan has to take into consideration the five dimensions index scores and the work related values of Kuwaitis in its analysis, discussion and recommendation stages. It must be taken into consideration for instance that the Kuwaiti society is individualistic while planning the reform strategies and tactics for those to be successful

One example of using the dimensions in planning strategy is that since the low Kuwaiti Power Distance index score suggests that Kuwaitis would not accept reductions, especially not drastic instantaneous ones, in what the government is

offering them now, be it salaries, benefits or welfare plans. It is therefore recommended that whatever changes need to be made, they need to be gradual and should not involve direct lowering of current benefits, instead, a subtle manageable income tax system might be established. This will reinforce the idea that while individuals have right of wealth sharing, they too have certain obligations to fulfill.

Another example of utilizing index scores to prompt cultural value change is what Zafer (1999) suggested in that the government could finance small project ideas of fresh Kuwaiti graduates with no/or low interest loans, thereby encouraging their sense of individualism and independence. This may also potentially develop the economy away from its reliance on oil.

In an attempt to correct the shortcomings in the Kuwaiti work related values and cultural misconceptions of work, Kuwaitis must be gradually acquainted with the notion that work is a necessity in life, not just to provide for basic needs, but for achievement and self-fulfillment. Kuwaitis need to be enlightened that it is not the government's duty to provide them with jobs in the public sector. Excelling in ranks through hard work is a respectable fulfilling act. Hard work is not a characteristic of inferior expatriates; on the contrary, it is a privilege and an achievement one acquires. The author recommends that these facts be transmitted through the media as well as through modeling (e.g. the increase of expatriate workers wages to encourage citizens to enter the competitive market and acquire the addictive taste of achievement).

Dr. Al-Hmood (1996) analyzed the degree of the national labour force incorporation into the industrial sector. She recommended that the educational curricula were insufficient and lacked technical hands-on training. Therefore, appropriate practical and field training is essential for Kuwaitis, being very uncertainty avoidant, but the quality and level of training should differ from all of the old methods. Innovative strategies that serve the individualistic character of the society should be adopted (e.g. a government funded, highly specialized training program that expose trainees to the latest technologies and to different cultures, the wide exposure probably reduces the sensitivity and inferiority association with work and expatriate workers).

Considering the medium LTO score and, the government might encourage, and promote for investment in long term paying policies that abide by the spirit of Islam, such as retirement or old age plans, or long term education funds for children etc. to market the idea of thrift and saving in an otherwise extravagant over-spending society.

It should be noted that the 'Wasta' problem observed in this study has to be eliminated or at least kept to a minimum in a wealthy country like Kuwait. This matter should be dealt with taking into consideration that it is a byproduct of tribalism, sectarianism and territorialism. It might not be an easy problem to address considering its relation to the ongoing traditionalists versus modernists struggle (and to what was labelled schizophrenic social behaviour). Al-Rayis and Al-Fadli (2002) proposed several recommendations to resolve this matter, some of which are: (i) encouraging the establishment of secondary social infrastructures (professional, labour, and academic unions) to reduce the connection s and relations to the primary social infrastructures (extended family, tribe or sect), (ii) reviewing and evaluating the procedures and routine in the government departments that have direct dealings with the public, (iii) empowering judicial systems or national accountability commissions, (iv) speeding up the establishment of the 'Electronic Government', and (v) have enlightenment and media programs to outline the citizens rights and the rulings of the law in this matter.

Returning to the model of culture affectors described earlier, government policy makers can decide where and how to change the regulations, organization practices and mass communication. It was demonstrated that the public and private sectors have different behaviors, although their work related values are the same (except for employees of different job levels). This means that the organizational culture is different between the two, influencing workers to act differently. Therefore, if the public sector were to develop a similar culture, regulations, demand for productivity, team spirit, and organizational practices as the private sector, then it is suggested that the public sector workers' practices and attitudes would change.

Finally, it must be noted that this study is not attempting to set right and wrong, instead it is trying to reach a better understanding to provide managers and policy makers with recommendations on policy approaches based on the results of this study. There are several different areas where the results from this study can be utilized such as motivation, management style, decision making, management planning and control, organization design. The consequences of the findings of this study on those areas are discussed briefly below.

Because of the high Uncertainty Avoidance and the Individualism Indices, the author recommends that managers apply the method of motivation by success and belonging. Since success is measured as a collective success in the quality of human relations and living environment, then rewards should be in the form of more time with the family, having more connections, and more power (possibly in the form of shares in the company). Furthermore, it is important that job security be increased in the private sector through clear rules and regulations defining personal expectations.

Given the low Power Distance Index, the author recommends that the management style is consultative, democratic and less suppressive where subordinates can take the initiative . Employees should be trained for this leadership style and for decision making and intuition.

Because of the low Power Distance Index combined with the high Uncertainty Avoidance index, then Management By Objective (MBO) is recommended, where management is done by joint goal setting, planning and control. Setting business plans with the help of planning specialists reduces uncertainty among workers. As for control, it is done jointly and is based on trust.

The high Uncertainty Avoidance Index suggest the need for clarity in hierarchy and organization design. Neither work processes nor relationships among workers should be rigidly prescribed, instead, a "village market model" is recommended.

Company ownership and control should be based on enlightenment and trust between the individual and the organization.

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9.9 Looking Back at The Project Limitations

Having presented the results, conclusions and recommendations, it is important to look back at the research project as a whole and identify any shortcomings or limitations that might have affected the study validity and/or reliability.

One possible limitation might have been in the process of the questionnaire administration. The questionnaires were handed out to HR or Personnel managers for them to distribute and collect back. The researcher is convinced that her direct contact with the respondents would have been beneficial for them to be reassured that their responses would be anonymous and would have no negative personal effect on there carriers.

Another possible bias is due to the choice of the project population. Respondents were mostly educated financial sector employees. Therefore, this sample does not represent all of the Kuwaiti population.

Furthermore, the presence of a western bias in the test instrument might have been a limitation to the study as a whole. This was observed in the Femininity/Masculinity index score that came out very low although Hofstede (1998) observed a similar problem and attributed it to a possible deficiency in the measuring instrument.

One limitation might have been due to the influence of the author's personal values on the running of the study and the interpretation of the findings (reflexivity). This is why the researcher chose to list and include her personal work related values and opinions in a separate section (included in section 8.2) in the discussion chapter so that readers will be able to assess if any of the findings might be biased by the researcher's values.

Finally, one minor limitation was that the author in many cases had to rely on her personal observation in the Kuwaiti society with regards to social attitudes, practices, behaviours and characteristics (e.g. when discussing masculine and individualist

behaviours of the Kuwaiti society). This was mainly because of lack of published research covering such domains. Yet the author, being a Kuwaiti herself, relied on common knowledge reflections and on observations

9.10 Future Study Avenues

The following are future research avenues that could be explored based on the results of this study.

The use of the five dimensions comparison method (that is, to compare all of the countries according to the five indices similarities or differences. See section 8.4) might be used to compare the full list of countries and group them under similar or opposite groups, then work backwards to find out psychological, social, economic and/or demographic similarities. The researcher was pleasantly surprised when she used this method and expects that this five-dimension comparison method will probably prove to be extremely effective in this reverse grouping. For such grouping provides a precious chance for societies and cultures to benefit from the experiences of similar scoring societies, thus pooling the experiences of all social and cultural plans and avoiding others mistakes.

The researcher proposes further extensive analysis to investigate the validity of the hypothetical dimension of Contradicting Social Behavior. It would be challenging to define the measuring instrument of this presumed dimension, considering that it is a representative of change or conflict (it represents the acceptability of a society to live and behave in an opposing manner to its ethics and/or beliefs on the route of modifying those ethical standards). If proved legitimate, this dimension might represent a most interesting concept of the clock or meter of social change and evolution!

Hofstede was criticized by Smith (1996) for treating the PDI, UAI, and IDV as separate entities. The researcher is convinced though that Hofstede's view of the dimensions is accurate. However, the strong correlations between some of the dimensions prompt the researcher to propose the design of a computer program that

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would portray the dimensions of one country as a 3-D CAD (three dimensional computer aided drawing) design, which takes into consideration multiple factors and predictors, then responds by lowering one edge or elevating another, thus the outcome bends and folds in response to psychological, socioeconomic or demographic predictors. Theoretically one would be able to enter the predictors and obtain the indices values, or 3-D shape, in response or even vise versa. Such an (imaginary) model allows for the forecasting of how a culture responds to certain effectors or influences (possibly forecasting change after some years). Meaning that cultural ethics, values, dimensions, and responses become more tangible and predictable, thus assisting in the process of governmental strategy planning for different cultures.

Having emphasized the importance of wealth and its three sub-predictors in the process of influencing a society's registered dimensions indices, the researcher proposes a more extensive project that controls for other predictors and variables in the three wealth sub-predictors (i.e. choice of countries that mainly vary in the three sub-predictors of wealth). Investigating this might clarify the extent of the effect of wealth.

One other possible project would be to repeat this same survey on different subpopulations and compare the results to the ones obtained here (e.g. Kuwait oil company administrative workers, or Kuwaitis working outside of Kuwait) to check for bias in the index scores obtained and to observe how different subpopulations respond.

The masculinity/femininity dimension must be further analyzed in the Kuwaiti culture to investigate whether or not the measuring instrument needs fine-tuning. One could also repeat the same survey on Kuwaiti female employees only to compare the resultant scores and investigate whether Kuwaiti women score differently, especially with regards to the femininity and the female leadership matters.

The effect of Islam and the Islamic ethical system can be extensively investigated especially on the conflict prone concepts.

One could survey the oil-rich Gulf countries and compare their results to the Kuwaiti results. It must be noted that the Gulf countries vary in the quantity of wealth, the distribution of wealth, as well as several other predictors. Such comparisons are expected to be most useful to confirm and investigate the importance of wealth as the major influencing factor.

One final interesting note that should be mentioned relates to expatriate workers residing in Kuwait. Despite the fact that Kuwait has to be statistically treated as having two populations in one society, the Kuwaiti nationals receiving the government benefits and the expatriate workers (those are also divided to two subpopulations, the qualified and/or educated group and the house workers who are looked down on and who make minimum wages), it would be interesting to sample the residents of Kuwait as a whole and find the different indices' values or sample the expatriate workers and compare results to investigate what the reactions of non-Kuwaitis in terms of work related values to the Kuwaiti work related values and index scores.

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Note Wherever references are taken from Arabic newspaper sources, the author has translated them into English.

APPENDIX A

Values and ranks for the five dimensions of Hofstede

Country	PDI		UAI		IDV		MAS		CDI
	Index	Rank	Index	Rank	Index	Rank	Index	Rank	Index
Argentina (ARG)	49	35-6	86	10-15	46	22-3	56	20-1	
Australia (AUL)	36	41	51	37	90	2	61	16	31
Austria (AUT)	11	53	70	24-5	55	18	79	2	
Belgium (BEL)	65	20	94	5-6	75	8	54	22	
Brazil (BRA)	69	14	76	21-2	38	26-7	49	27	65
Canada (CAN)	39	39	48	41-2	80	4-5	52	24	23
Chile (CHL)	63	24-5	86	10-15	23	38	28	46	
Columbia (COL)	67	17	80	20	13	49	64	11-12	
Costa Rica (COS)	35	42-4	86	10-15	15	46	21	48-9	
Denmark (DEN)	18	51	23	51	74	9	16	50	
Ecuador (ECA)	78	8-9	67	28	8	52	63	13-14	
Finland (FIN)	33	46	59	31-2	63	17	26	47	
France (FRA)	68	15-16	86	10-15	71	10-11	43	35-6	
Germany (FRG)	35	42-4	65	29	67	15	66	9-10	31
Great Britain (GBR)	35	42-4	35	47-8	89	3	66	9-10	25
Greece (GRE)	60	27-8	112	1	35	30	57	18-19	
Guatemala (GUA)	95	2-3	101	3	6	53	37	43	
Hong Kong (HOK)	68	15-16	29	49-50	25	37	57	18-19	96
Indonesia (IDO)	78	8-9	48	41-2	14	47-8	46	30-1	
India (IND)	77	10-11	40	45	48	21	56	20-1	61
Iran (IRA)	58	19-20	59	31-2	41	24	43	35-6	
Ireland (IRE)	28	49	35	47-8	70	12	68	7-8	
Israel (ISR)	13	52	81	19	54	19	47	29	
Italy (ITA)	50	34	75	23	76	7	70	4-5	
Jamaica (JAM)	45	37	13	52	39	25	68	7-8	
Japan (JPN)	54	33	92	7	46	22-3	95	1	80
South Korea (KOR)	60	27-8	85	16-17	18	43	39	41	75
Malaysia (MAL)	104	1	36	46	26	36	50	25-6	
Mexico (MEX)	81	5-6	82	18	30	32	69	6	
Netherlands (NET)	38	40	53	35	80	4-5	14	51	44

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Cont. appendix A: Values and ranks for the five dimensions of Hofstede

Country	PDI		UAI		IDV		MAS		CDI
	Index	Rank	Index	Rank	Index	Rank	Index	Rank	Index
Norway (NOR)	31	47-8	50	38	69	13	8	52	
New Zealand (NZI)	22	50	49	39-40	79	6	58	17	30
Pakistan (PAK)	55	32	70	24-5	14	47-8	50	25-6	0
Panama (PAN)	95	2-3	86	10-15	11	51	44	34	
Peru (PER)	64	21-3	87	9	16	45	42	37-8	
Philippines (PHI)	94	4	44	44	32	31	64	11-12	19
Portugal (POR)	63	24-5	104	2	27	33-5	31	45	
South Africa (SAF)	49	36-7	49	39-40	65	16	63	13-14	
Salvador El (SAL)	66	18-19	94	5-6	19	42	40	40	
Singapore (SIN)	74	13	8	53	20	39-41	48	28	48
Spain (SPA)	57	31	86	10-15	51	20	42	37-8	
Sweden (SWE)	31	47-8	29	49-50	71	10-11	5	52	33
Switzerland (SWI)	34	45	58	33	68	14	70	4-5	
Taiwan (TAI)	58	29-30	69	26	17	44	45	32-3	87
Thailand (THA)	64	21-3	64	30	20	39-41	34	44	56
Turkey (TUR)	66	18-19	85	16-17	37	28	45	31-3	
Uruguay (URU)	61	26	100	4	36	29	38	42	
United States (USA)	40	38	46	43	91	1	62	15	29
Venezuela (VEN)	81	5-6	76	21-2	12	50	73	3	
Yugoslavia	76	12	27	8	21	33-5	88	48-8	
Regions									
East Africa[1] (EAF)	64	21-3	52	36	27	33-5	41	39	25
West Africa[2] (WAF)	77	10-11	54	34	20	39-41	46	30-1	16
Arab Speaking[3] (ARA	80	7	68	27	38	26-7	52	23	

1) East Africa: Ethiopia, Kenya, Tanzania, Zambia
2) West Africa: Ghana, Nigeria, Sierra Leone
Arab-Speaking Countries: Egypt, Iraq, Kuwait, Lebanon, Libya, Saudi Arabia, United Arab Emirates

Source: gathered from Hofstede 2001a.

APPENDIX B
THE SURVEY QUESTIONNAIRE

A questionnaire to measure the Kuwaiti Employees work values
At both of the Private and Public Sectors in the "Banking Industry"

Serial number:

Dear Participant

I appreciate the time you are going to take to answer the following questions. The results of the questionnaire will be used to measure the Kuwaiti work values and how does the Kuwaiti work related values compares with the international work values. The focus will be on considering value differences as part of national cultures and on the implications of these differences for management and public policy makers.

Once again thank you for your time and participation.

Salwa Al-Sharqawi

A questionnaire to measure the Employees work values At both of the Private and the Public Banking sector "

PART (I)

Some information about yourself (for statistical purposes):

I-1) Are you?
1. Male
2. Female

I-2) How old are you?
1. Under 20
2. 20-24
3. 25-29
4. 30-34
5. 35-39
6. 40-49
7. 50-59
8. 60 or over

I-3) Your academic qualification:
1. Intermediate school certificate
2. High school certificate
3. Diploma degree (above high school)
4. University degree or equivalent
5. Above university

I-4) If you have studied abroad to get your degree, where did you study:
1. Other Arab countries
2. America
3. England
4. Europe
5. Others   •   Please specify _____

I-5) Your current title is:
1. Teller
2. Clerk
3. Officer
4. Manager 'Mid management level'
5. Manager 'Top management level'
6. Others   •   Please specify _____

I-6) Type of Job:
1.Adminstration / clerical
2.Officer
3.Management

I-7) Sector of employment:
1. Private
2. Public

I-8) What was your nationality at birth (if different)?
1. Kuwaiti
2. Non-Kuwaiti

PART (II)

Please think of an ideal job (disregarding your present job in choosing an ideal job, **how important would it be to you to** (please circle one answer in each line):
1. Of utmost importance
2. Very important
3. Of moderate importance
4. Of little importance
5. Of very little or no importance

Determining Factor	Importance to you				
II-09 (IDV) Have sufficient time for your personal or family life?	1	2	3	4	5
II-10 (IDV) Have good physical working conditions (good ventilation and lighting, adequate workspace, etc.)?	1	2	3	4	5
II-11 (IDV) Have security of employment?	1	2	3	4	5
II-12 (MAS) Work with people who cooperate well with one another?	1	2	3	4	5
II-13 (PDI) Be consulted by your direct superior in his / her decisions?	1	2	3	4	5
II-14 (MAS) Have an opportunity for advancement to higher level jobs?	1	2	3	4	5
II-15 (IDV) Have an element of variety and adventure in the job?	1	2	3	4	5
II-16 "k" Have no or little tension and stress on the job?	1	2	3	4	5
II-17 "k" Have considerable freedom to adopt your approach to the job?	1	2	3	4	5
II-18 "k" Make a real contribution to the success of your Company or organization?	1	2	3	4	5
II-19 "k" Have an opportunity for higher earnings?	1	2	3	4	5
II-20 "k" Participate in building the country's economy & its future?	1	2	3	4	5
II-21 "k" To have an opportunity for extra income	1	2	3	4	5
II-22 "k" Work in a prestigious, successful company or organization?	1	2	3	4	5
II-23 "k" Have an opportunity to do favors for other people?	1	2	3	4	5
II-24 "k" **Not** to have a female superior?	1	2	3	4	5
II-25 "k" To work in an organization whose by laws comply with religion?	1	2	3	4	5

Determining Factor	Importance to you				
II-26 "k" To enable you to take long leaves?	1	2	3	4	5
II-27 "k" To give you an opportunity for frequent leaves?	1	2	3	4	5
II-28 "k" To allow you to leave the job during working hours whenever you need to?	1	2	3	4	5
II-29 "k" To give you more supervisory tasks than clerical tasks?	1	2	3	4	5
II-30 "k" To allow you to have a second job (after working hours) if you choose to do so?	1	2	3	4	5
II-31 "k" To provide you with training opportunities?	1	2	3	4	5
II-32 "k" To give you opportunities for paid scholarship for higher studies?	1	2	3	4	5
II-33 "k" To have an understanding for your personal circumstances and emergencies?	1	2	3	4	5
II-34 "k" To give an opportunity for early retirement with good pay?	1	2	3	4	5
II-35 "k" To enable you to network and build connections through the job?	1	2	3	4	5
II-36 "k" To enable you a prestigious title no matter what the job you actually do?	1	2	3	4	5
II-37 (PDI) To enable you to have a good working relationship with your direct superior?	1	2	3	4	5

PART (III)

In your private life, how important is each of the following to you (please circle one answer in each line across)

Determining Factor	Importance to you				
III-38 (LTO) Personal steadiness and stability	1	2	3	4	5
III-39 (LTO) Thrift	1	2	3	4	5
III-40 (LTO) Persistence (Perseverance)	1	2	3	4	5
III-41 (LTO) Respect for tradition / religion	1	2	3	4	5
III-42 "k" Keeping up with the community or society looks at you for being trendy and 'high class'	1	2	3	4	5

PART (IV)

IV-43 (UAI) How often do you feel nervous or tense at work? (Please circle one answer)
1. Never
2. Seldom
3. Sometimes
4. Usually
5. Always

IV-44 (PDI) How frequently, in your experience, are subordinates afraid to express disagreement with their superiors? (Please circle one answer)
1. Very seldom
2. Seldom
3. Sometimes
4. Frequently
5. Very frequently

PART (V)

To what extent do you agree or disagree with each of the following statements? (Please circle one answer in each line across)
1. Strongly agree
2. Agree
3. Undecided
4. Disagree
5. Strongly disagree

Determining Factor	Importance to you				
V-45 (MAS) Most people can be trusted	1	2	3	4	5
V-46 (UAI) One can be a good manager without having precise answers to most questions that subordinates may raise about their work	1	2	3	4	5
V-47 (PDI) An organization structure in which certain subordinates have two bosses should be avoided at all cost	1	2	3	4	5
V-48 (UAI) A company or organization's rules should not be broken - not even when the employee thinks it is in the company's best interest.	1	2	3	4	5
V-49 (MAS) When people have failed in life it is often their own fault.	1	2	3	4	5
V-50 (UAI) Competition between employees usually does more harm than good.	1	2	3	4	5

PART (VI)

VI-51) In brief, what is work to you besides a source of income? Please identify as many factors as possible and prioritize:

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VI-52) In brief, if there is something that can improve your productivity and satisfaction with your current job, what would it be? Please identify as many factors as possible and prioritize:

a) Productivity

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b) Satisfaction

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Thank you

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APPENDIX C
ACCESS REQUEST LETTERS

(1)

To
Mr. Ahmed A. Al Houqal
Deputy HR Director,
Central Bank of Kuwait,
Kuwait.

Subject: Conducting a survey at the Central Bank of Kuwait

Dear Mr. Ahmed,

I am a Kuwaiti lady registered at the PhD program in the university of Wales, Bangor in the United Kingdom.

My dissertation for the PhD is to identify the Kuwaiti work values for employees working in the Kuwaiti banking sector, both private and public banks. These Kuwaiti work values will be compared with the international work values.

As required to fulfill the research objectives, I have to conduct a research questionnaire.

I have chosen the Central Bank of Kuwait as one of the banks representing the public banking sector. My choice was based on my belief that the governor of the Central Bank of Kuwait has always been supportive of research, himself being a researcher, who has his own banking sector publications.

The analysis of the questionnaire results will shed light on what motivates the performance and productivity of employees and give guidelines as to what is the most successful management style with Kuwaiti employees.

In the event that the Central Bank of Kuwait participates in the study, it will get first hand access to these results which can be used to develop motivational schemes that are appropriate for training and management and obtain the best productivity and performance result.

Therefore I kindly request your approval to conduct the research with 50 Kuwaiti staff members.

This research will directly help decision-makers in Kuwait in general and at Central Bank of Kuwait in particular to formulate the strategies and policies.

Attached is a copy of the questionnaire for your review.

I will be waiting for your response, which I am hoping is a positive one.

Wishing the Central Bank of Kuwait all the success in serving the countries objectives under the governor's leadership.
Yours faithfully

Engineer Salwa Al Sharqawi