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The Effects of Cultural Dissimilarity on Employee Job Attitudes and Productivity

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Walden University
2018

Abstract

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by

Sherrice Lyons

MBA, Northern Caribbean University, 2005

BSc, Northern Caribbean University, 2003

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial/Organizational Psychology

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Abstract

Organizations in Jamaica have been impacted by globalization and the opportunities and challenges of cultural incompatibilities. Most previous studies on cultural incompatibilities have focused on the impact on expatriates leaving a gap in the literature with respect to the implications for host country nationals, and specifically Jamaicans. This quantitative study focused on employees of 2 companies in Jamaica, an energy company and a hospitality company. It examined cultural dissimilarity with respect to host country nationals and expatriates, and its effect on the productivity, job satisfaction, affective commitment, and normative commitment of these employees ($N = 110$). In addition to the above variables, the study also identified the role that gender, age, and tenure played in these relationships. Diversity theory, social exchange theory, homophily, and repulsion hypothesis formed the theoretical framework for this study, and multiple regression and correlation were utilized in the analysis of the data collected. The results of the study indicated correlation and predictive relationships between/among: culture and job satisfaction; age, gender, and experience in relation to job satisfaction; age, gender, and experience in relation to affective commitment; and culture, age, gender, and experience in relation to affective commitment. Social change implications for this study include the development of country-specific culture awareness training programs for both host country nationals and expatriates. It is further expected that the findings of this study will increase knowledge on the subject and help in the development of human resource management policies and procedures. These policies should aid in improved job attitudes and productivity for host country nationals.

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Dedication

This study is dedicated to the Jamaican workforce as they continue the quest to remain relevant and desirable within the current globalized working environment. No longer is the workforce in any country, Jamaica included, restricted to the natives of the country, instead the workplace has become a melting pot of cultures and ideas. Jamaican men and women have historically been a force to reckon with, your dedication to worker's rights has earned you the enviable place of pioneers in the global labor market. I salute your commitment to quality and dedicate this study to your strides - past, present, and future, in the labor market.

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Chapter 1: Introduction to the Study

Introduction

The global movement of labor has become the norm as the labor market has transcended national boundaries and morphed into a global market (Cerdin & Selmer, 2014; Li, 2015). Today in Jamaica there are 5,451 expats working alongside 1,358,300 native Jamaicans (Statistical Institute of Jamaica, 2017; Ministry of Labour and Social Security, 2017). The number of work permit requests and exemptions processed during the period 2016/2017, reflected an increase of 53.3% and 173.3% respectively. These figures are an indication of the steady increases that have been taking place annually. The relevance of the Jamaican motto, "Out of many one people," is increasing daily as the effects of globalization become more and more apparent.

Productivity is especially important to the survival of developing countries in their quest to create a balance between their imports and exports, and their need to maintain a favourable balance of payments and provide a reasonable standard of living for their nationals. I designed this study with the expectation that organizations in Jamaica could use its findings to develop cultural awareness training programs for both nationals and expatriates workers. By identifying the challenges faced by host country nationals, findings from this study can facilitate improved job attitudes and productivity.

Background of the Study

Guillaume, Van Knippenberg, and Broderick (2014) have defined cultural dissimilarity as "an individual-level concept that captures the extent to which an individual is different from other team members in terms of their cultural background" (p. 1286). Though often deemed as desirable in light of its potential to increase innovation and its inevitability due to globalization, cultural dissimilarity also has potential negative implications (Brunow

& Blien, 2014). These implications will vary based on the country under consideration and its tolerance to cultural diversity (Bonache, Langinier, & Zárraga-Oberty, 2016).

Consequently, cultural dissimilarity/diversity in and of itself can best be described as having an ambivalent nature (Guillaume, Van Knippenberg & Broderick, 2014). Chua (2013) indicated that "cultural diversity is a seedbed for intercultural anxiety, tensions, and conflicts because of differences in world-views, values, and norms" (p. 1547). Cultural dissimilarities have been identified as the source of increased stress levels, reduced job satisfaction, conflict, and increased industrial relations challenges (Cartwright & Cooper, 1993; Jung, 2017; Li, 2015; Nguyen, Kass, Mujtaba, & Tran, 2015). Additionally, there has been evidence of a correlation between cultural dissimilarities and reduced staff morale (Syed, Hazboun, & Murray, 2014, Toh & DeNisi, 2005). There is also empirical evidence to support the notion that employee job attitudes, including job satisfaction and organizational commitment, are inextricably linked to productivity, amicable interpersonal relationships, and key performance indicators including productivity (Akintayo, 2012; Hitotsuyanagi-Hansel, Froese, & Pak, 2016; Robertson, Birch, & Cooper, 2012). Cultural dissimilarity has also been linked to increased staff turnover in organizations (Gonzalez 2016; Madera, King, & Hebl, 2012; Ng & Tung, 1998; Pelled, 1996). While cultural diversity is not considered negative, organizations must allocate adequate attention to its management to reduce its potential negative effects.

The relationship between determinants of employee morale (including the various job attitudes such as job satisfaction and organizational commitment) and productivity has been the subject of several studies, including correlational ones (Akintayo, 2012; Fernandes, Santos, Paulin, & Tibola, 2013; Robertson, Birch, & Cooper, 2012). Cartwright and Cooper (1993) asserted that there is wide support for the notion that cultural incompatibility in

organizations results in increased levels of absenteeism, turnover, and stress among its employees. Bergbom and Kinnunen (2014) provided empirical data to indicate that psychological well-being and job satisfaction are negatively affected by cultural incompatibility. Additionally, Toh and DeNisi (2005) showed a correlation between cultural dissimilarities and reduced staff morale.

Researchers have also examined the challenges faced by expatriates during their tenure, and have sought to identify solutions for these challenges to ensure success of the expatriates and the companies (Howard, 2012; Singh, 2012; Yusuf & Zain, 2014). But very few have examined the impact on host country nationals. Caligiuri, Joshi, and Lazarova (1999) identified a statistically significant positive relationship between the dependent variable *adjustment of female expatriates* and the independent variables *company support* and *family support*. This study focused on the host country national; the nationals who work with an organization that is based in their home country but that employs senior managers and other executives from foreign countries.

Several researchers have found evidence indicating that age is related to both organizational commitment and job satisfaction (Cook & Wall, 1980; De Meulenaere, Boone, & Buyl, 2016; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Yucel, & Bektas, 2012). They have also identified gender as a predictor of both job satisfaction and organizational commitment (Boles, Madupalli, Rutherford, & Wood, 2007; Boles, Wood, & Johnson, 2003; Rutherford, Marshall, & Park, 2014). Boles et al. (2007) found that job satisfaction and organizational commitment in men were more affected by pay-related issues in comparison to women who were more affected by relationship issues. Experience or tenure has also been found to relate to organizational commitment and productivity (Manchanda, 2014; Misra, 2014).

In a recent study on perceptions of justice in the expatriate and host country nationals working relationship, Oltra, Bonache, and Brewster (2013) identified host country nationals' perceptions of inequalities between the treatment of them and expatriates. They also identified negative perceptions of the capabilities of host country nationals by expatriate employees of the multinational company's home country. Syed et al. (2014) contented assessors of expatriates' performance should note that "contextual understanding and actual performance are crucial for expatriate assignments to be seen in positive light" (p. 226). Oltra et al. (2013) likened perceived organizational injustices to poisons and further asserted that they have the potential to threaten the survival of the respective organizations. They further indicated that the threat to sustainability is evident from perceived injustices' propensity to increase intentions to quit and antagonism between host country nationals and expatiates, reducing organizational commitment.

Despite all these studies on the subject, there is a gap in the literature in respect to the effects of cultural dissimilarities on host country nationals' productivity, normative commitment, affective commitment, and job satisfaction (Hitotsuyanagi-Hansel, Froese, & Pak 2016; Howard, 2012). I addressed the gap in this study, thereby providing information and enhanced knowledge of the problem and identification of solutions to abate its effects.

Problem Statement

There is a problem in the Jamaican society. Despite the benefits of increased perspectives and knowledge gained by the influx of expatriates within the society, cultural dissimilarities are posing challenges including increased levels of absenteeism and stress, which have the potential to negatively impact key organizational outcomes. This problem has negatively impacted the host country nationals because of varying cultural norms. A possible cause of this problem is a lack of convergence in respect to what is deemed

acceptable and normal and what is deemed unacceptable by both host country nationals and expatriates. I conducted this quantitative study investigating the impact of the cultural dissimilarities to hopefully remedy this situation.

Cartwright and Cooper (1993) asserted that cultural dissimilarity in organizations results in increased levels of absenteeism, turnover, and stress among its employees. Further, Bergbom and Kinnunen (2014) demonstrated that cultural dissimilarity negatively affects psychological well-being and job satisfaction. Additionally, Toh and DeNisi (2005) showed cultural incompatibilities were correlated with reduced staff morale. Hofhuis, Van der Zee, and Otten (2014) reported cultural diversity was positively correlated with turnover intentions, and further recommended that organizations should employ measures to foster cultural inclusion. Pelled (1996) also provided empirical support for group diversity's impact on both turnover and productivity. Further, Ng and Tung (1998) presented similar findings, with turnover rates being higher in culturally heterogeneous organizations than in homogeneous ones.

Several researchers have studied the challenges faced by expatriates in organizations and have worked to identify solutions to ensure their success (Oltra et al., 2013; Toh & DeNisi, 2005; Yusuf & Zain, 2014). In a recent study on perceptions of justice in the working relationship of host country nationals with expatriates, Oltra et al. identified perceived inequality between the treatment of host country nationals and that of expatriates. In addition, expatriates had negative perceptions of host country nationals' capabilities in the respective multinational corporations. Syed et al. (2014) purported that "contextual understanding and actual performance are crucial for expatriate assignments to be seen in positive light" (p. 226). Oltra et al. further asserted that perceived cultural incompatibility and perceived injustice have the potential to threaten the survival of an organization.

Despite the many studies on globalization and the challenges experienced by expatriates, few researchers have explored the challenges faced by host country nationals and the implications of those challenges for their various job attitudes and key performance outcomes (Khalil, Jabeen, Jadoon, & Salman, 2016; Oltra et al., 2013; Toh & DeNisi, 2005; Yusuf & Zain, 2014). Extant literature on the cultural incompatibility experienced in the working relationships between expatriates and host country nationals has focused primarily on the experiences of expatriates (Howard, 2012; Singh, 2012). There is a gap in the literature in respect to the effects of cultural dissimilarities on host country nationals' productivity, normative commitment, affective commitment, and job satisfaction. These effects include differences in expected capabilities, remuneration, and exclusion.

Purpose of the Study

The purpose of this quantitative study was to identify the effects of cultural dissimilarities between expatriates and Jamaican (host country) nationals on key organizational outcomes. In the study, I measured the productivity, normative commitment, affective commitment, and job satisfaction of host country nationals. Further, I examined whether age and gender were predictors of these relationships. The study includes information regarding participant perceptions of the effects of cultural incompatibilities with expatriates within their organization. My objective was to provide information that would heighten the awareness of employees and employers of such situations and inform their actions to address them.

Research Questions

I developed three main research questions and associated hypotheses to address the research problem:

RQ1: Do cultural dissimilarities between host country nationals and expatriates predict the job satisfaction, affective commitment, normative commitment, or productivity of host country nationals?

$H_0$1: Cultural dissimilarities between host country nationals and expatriates does not predict their job satisfaction.

H_a1: Cultural dissimilarities between host country nationals and expatriates does predict their job satisfaction.

$H_0$2: Cultural dissimilarities between host country nationals and expatriates does not predict their affective commitment.

H_a2: Cultural dissimilarities between host country nationals and expatriates does predict their affective commitment.

$H_0$3: Cultural dissimilarities between host country nationals and expatriates does not predict the normative commitment of host country nationals.

H_a3: Cultural dissimilarities between host country national and expatriates does predict the normative commitment of host country nationals.

$H_0$4: Cultural dissimilarities between host country nationals and expatriates does not predict the productivity of host country nationals.

H_a4: Cultural dissimilarities between host country nationals and expatriates does predict the productivity of host country nationals.

RQ2: Do demographic factors of age, experience, and gender predict the job satisfaction, affective commitment, normative commitment, or productivity of host country nationals?

H_{01}: Demographic factors of age, experience, and gender do not predict host country national's job satisfaction.

H_{a1}: Demographic factors of age, experience, and gender do predict host country national's job satisfaction.

H_{02}: Demographic factors of age, experience, and gender do not predict host country national's affective commitment.

H_{A2}: Demographic factors of age, experience, and gender do predict host country national's perception of affective commitment.

H_{03}: Demographic factors of age, experience, and gender do not predict host country national's normative commitment.

H_{A3}: Demographic factors of age, experience, and gender do predict host country national's normative commitment.

H_{o4}: Demographic factors of age, experience, and gender do not predict host country national's productivity.

H_{A4}: Demographic factors of age, experience, and gender do predict host country national's productivity.

RQ3: Does cultural dissimilarity between host country nationals and expatriates, in conjunction with demographic factors of age, experience, and gender predict the job satisfaction, affective commitment, normative commitment or productivity of host country nationals?

H_{01}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender does not predict host country national's job satisfaction.

H_{a1}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender does predict host country national's job satisfaction.

H_{02}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender do not predict host country national's affective commitment.

H_{A2}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender do predict host country national's affective commitment.

H_{03}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender do not predict host country national's normative commitment.

H_{A3}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender do predict host country national's normative commitment.

H_{o4}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender do not predict host country national's productivity.

H_{A4}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender do predict host country national's productivity.

Theoretical Framework

I used elements from diversity theory, social exchange theory, and the repulsion hypothesis to develop the theoretical framework for this study. I deemed these theories relevant because they target interpersonal relationships and thus are useful for understanding the relationships between host country nationals and expatriates.

Diversity Theory

I used diversity theory because cultural diversity, which is the focus of this study, has been the focus of diversity theory from its inception with latter focus on gender and other diversity factors (Ferdman & Sagiv, 2012). The focus of diversity theory is on differences among people and their effects on important outcomes, including productivity and working relationships. Cultural incompatibilities that often result from cultural diversity have been identified as a major consequence of globalization and the resultant multinational organizations (Hailey, 1996; Pucik, 2012; Yusuf & Zain, 2014).

Social Exchange Theory

Social exchange theory addresses the impact that perceived equity has on relationships (Kelley & Thibaut, 1978). This theory was relevant to this study because perceptions of equity and fairness are impacted by cultural practices and norms. I thus expected that such factors would have a bearing on participant perceptions regarding the impact of cultural dissimilarities on the working relationships, morale, and productivity of employees.

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Repulsion Hypothesis

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The repulsion hypothesis posits that individuals will gravitate towards others who are similar to them and will find relationships with dissimilar individuals repulsive (Rosenbaum, 1986). This is further supported by the theory of homophily that holds that individuals tend to be drawn to persons who have similar attributes to them and that they repel dissimilar individuals. I deem this theory relevant to the current study since it focuses on dissimilarities in culture and its effects.

Nature of the Study

In this quantitative study I focused on the impact of cultural incompatibilities between host country nationals and expatriates, and on the impact of these incompatibilities on the morale and productivity of the host country nationals. Further, I examined the impact of gender, age, and work tenure on the relationship of the variables.

I collected data associated with these variables from employees of an energy company and a hospitality company. I then analysed the collected data collected using statistical methods including Pearson's correlation and multiple regression analyses.

Definitions

Affective commitment: Affective commitment is an emotional attachment to the organization. Bergman (2006) defined affective commitment as **"**the affective bond the individual feels towards the organization, characterized by identification and involvement with the organization as well as enjoyment in being a member of the organization" (p. 647).

Culture: For this study, I adopted Hofestede's (as cited by Martinko, 1999) definition of culture as "the distinctive collective mental programming of values and beliefs within each society" (p. 270).

Cultural dissimilarity: For the purposes of this study, I operationally defined cultural diversity, in keeping with Guillaume et al. (2014), as "an individual-level concept that captures the extent to which an individual is different from other team members in terms of their cultural background" (p. 1286).

Expatriate: I operationally defined expatriates, in keeping with McNulty and Brewster (2017) as "legally working individuals who reside temporarily in a country of which they are not a citizen in order to accomplish a career-related goal, being relocated

abroad either by an organization, by self-initiation or directly employed within the host-country" (p. 46).

Host country nationals: I operationally defined host country nationals in line with Long (2009) as an employee of a foreign subsidiary, who is native to the particular country in which the subsidiary is.

Normative commitment: Normative commitment is defined by Bergman (2006) as "the individual's bond with the organization due to an obligation on the part of the individual" (p. 646). This commitment is essentially due to some sense of the individual owing it to the organization to remain an employee, typically due to something that the organization did for that individual that is deemed significant.

Productivity: For the purpose of this study, I operationally defined productivity in keeping with McNeese-Smith (as cited by Loke, 2012), as "the contribution made towards an organizational end result in relation to the amount of resources consumed" (p. 193).

Assumptions

I assumed that participants in this study were truthful in their responses, especially in light of the fact that this study was based on self-reports. I further assumed that their responses were unbiased and reflective of their true feelings. Finally, I assumed that the various surveys used in this study have demonstrated strong psychometric qualities including validity and reliability, considering the research population consisted of non-Americans.

Scope and Delimitations

The scope of this study is somewhat narrow given the small number of organizations involved. The sample was drawn from employees of two companies in Jamaica, which may not be representative of all Jamaicans. Additionally, the study does not address differences in perception due to participants' educational levels or hierarchical levels in the organization.

Thus, the results of this study should not be generalized to all countries, cultures, or companies because the perceptions and experiences of the employees in the sample may differ from those of other employees within Jamaica as well as in other countries.

Limitations

The study was limited by the small sample size, the absence of a sample frame, and the fact that I used a non-probability sampling approach. Readers should note that this is an introductory study limited in respect to its sample, the level of analysis, and the sectors represented. The results of this study should not be deemed generalizable in all countries, cultures, or companies given that the study was specific to two companies in Jamaica. The perceptions and experiences of these employees may differ from those of other employees within Jamaica as well as in other countries. In light of the aforementioned, the results of the study should not be generalized to other situations but will serve as a precursor to other studies on the subject. Another limitation is the fact that the data is based on self-reports.

Significance of the Study

Jamaica's unemployment rate for the first quarter of 2014 was 13.4%. When compared to its Caribbean neighbours Cayman (6.3%), and Cuba (3.30%), it becomes apparent that Jamaica can ill afford any increases in this rate. Individuals who read this study will gain information which has the potential to assist them in reducing intent to quit, thereby reducing the unemployment rate of the country. In the study, I have provided empirical data to support cultural and diversity theories and have contributed to the literature on these topics. In addition to the implications of the empirical data, the study may also be instructive to organizations in their quest to improve efficiency and management practices as they seek to remain viable in the current global context.

One potential impact for social change involves human resource practitioners development of selection matrices that will be used for the selection of expatriates based on their cultural suitability or their willingness to adapt to the cultural norms of the host country. I hope that these matrices will be suitable for adaptation by multinational companies. I expect that this research will facilitate the creation of country specific cultural awareness training programs for both host country nationals and expatriates. Such training programs may help to reduce the impact of cultural incompatibilities and potentially improve performance and job attitudes. Finally, this study may aid human resource practitioners in the development of performance appraisal instruments that will include measures for cultural adaptation.

Chapter Summary

Several researchers have sought to assess the impact of various factors, including cultural dissimilarity, on employees' productivity. Scholars have also sought to examine the impact of demographics, including gender, age, and length of tenure within specific organizations, and the correlation between cultural dissimilarity and employee morale. It is likely that the challenges employees experience may be heightened in the case of expatriates and host country nationals due to the fact that the physical location of the organization is home to one set (host country nationals) and not to the other. This may be the reason why most studies on the subject have focused on the impact on the expatriates rather than on the host country nationals. However, that the impact of cultural difference is not restricted to the experiences of the expatriates. Herein lies the gap that I addressed in this study addresses, namely the impact of such cultural incompatibility on the productivity and employee morale of the host country nationals in Jamaica, a developing country.

The theoretical underpinnings of this study (diversity theory, social exchange theory, and the repulsion hypothesis) all indicate the normalcy of individuals' tendency to resist differences and to embrace similarity. Despite the accuracy of these theories, human beings are constantly faced with diversity. Consequently, the challenges are unlikely to dissipate without deliberate forms of intervention.

This study is significant because it will aid employers and human resource practitioners in identifying the challenges of host country nationals and hopefully serve as a catalyst for further studies as well as identification of recommendations to lessen the erosion of employee morale. In Chapter 2, I review previous studies and literature on the topic. In it, I examine the theoretical underpinnings as well as literature regarding the variables and their correlations. In addition, the chapter includes my rationale for embarking on this study in light of the existing literature.

Chapter 2: Literature Review

Introduction

In this study, I examined the impact of perceived cultural dissimilarity on the productivity and job attitudes of host country nationals. I examined job attitudes by focusing on job satisfaction, normative commitment, and affective commitment. These key variables were also examined in light of predictor variables of age, gender, and experience. Additionally, I examined the aforementioned variables in the theoretical context of diversity theory, social exchange theory, the repulsion hypothesis, and homophily.

In this chapter, I review both current and past literature. My aim included assembling findings in respect to the theories identified, collecting information in respect to any relationships that may have been observed in previous studies, and determining whether there was a gap in the literature that justifies the need for my study.

Literature Search Strategy

When searching for literature to review, I used several academic databases in an attempt to ensure that the information gleaned was representative of the body of information available on this topic. Among these databases were Google Scholar, PsycINFO, Thoreau, Academic Search Complete, PsycTESTS, Mental Measurements Yearbook, Health and Psychosocial Instruments, and EBSCOhost. I made every effort to ensure that the literature was reflective of several geographical regions. As a result, countries used in the study include but are not limited to Germany, Austria, Taiwan, Australia, Canada, South Africa, Jamaica, and the United States.

In the searches, I included peer-reviewed articles, books, tests, and periodicals. I reviewed mainly peer reviewed and scholarly articles including current articles and others published as far back as 1965 to ensure a historical perspective. I used the following

keywords in the database searches: *gender, male, female, job attitudes, organizational commitment, normative commitment, job satisfaction, productivity, tenure, transformational leadership, age, culture, affective commitment, globalization, national, expatriate, employee, morale, worker, performance, dissimilarity,* and *diversity.* In addition to using the aforementioned keywords, I used Boolean operators *and*, *not*, and *or* to associate or disassociate the keywords.

The reference lists of some articles proved to be another valuable resource when identifying suitable material. Additionally, I took care to ensure that I conducted an objective review and did not merely focus on articles of a particular perspective.

Theoretical Framework

The theoretical framework within which this study was conducted is that of diversity theory, social exchange theory, repulsion hypothesis, and homophily. These theories are deemed relevant as they are all applicable to interpersonal relationships, which is the focus of this study. Additionally, at the core, they address the natural responses to perceived interpersonal differences; both demographic and otherwise.

Diversity Theory

The focus of diversity theory is on differences among people and the effects on important organizational outcomes including productivity and working relationships. Cultural diversity has been identified as a major consequence of globalization and the resultant multinational organizations (Hailey, 1996; Pucik, 2012; Yusuf & Zain, 2014). It is important to note that diversity theory is not restricted to one type of difference but rather focuses on all differences, which include but are not restricted to gender, age, culture, personality, religious views, race, and ethnicity, among others (Betz & Fitzgerald, 1993). In fact, Parekh (2006) intimated that while individuals from varied ethnicities and cultures have

similar needs and capabilities, the expression and fulfillment of these needs and capabilities are shaped by the cultures in which they exit. Maslow emphasized the universality of needs is in his extensive work on the hierarchy of needs, ranging from physiological needs (food, shelter, sex) to self-actualization (Robbins & Judge, 2007). Hofstede, Hofstede, and Minkov (2010) likewise noted the commonality of human needs and issues, as well as the cultural differences that shape the approaches individuals take to solutions. Their classification of these differences includes masculinity versus femininity, power distance, and collectivism versus individualism.

Diversity theory posits that perceived or experienced differences often result in pressure to change as well as pressure for inclusion and acceptance of differences (Lumby & Morrison, 2010). In highlighting the relevance of racial and cultural dissimilarity, Betz and Fitzgerald (1993) indicated its vast impact for the field of psychology, likening it to "sea of change" (p. 362). Diversity can best be described as having an ambivalent nature in the workplace, as studies have highlighted both positive and negative relationships that accrue from it (Mansour & Wegerif, 2013). In light of its ambivalent nature, diversity has to be deliberately addressed in the workplace in an attempt to mitigate the potential negative implications (Kumra & Manfredi, 2012). Patrick and Kumar (2012) indicated that diversity does not only involve differences in the way people act, but also in the way they think. These researchers further indicated that organizational diversity has both positive and negative implications. Some of the areas that may be affected positively or negatively, based on the diversity management techniques utilized by human resource practitioners, include productivity, employee morale, and financial indicators.

Social Exchange Theory

Social exchange theory emphasizes the impact that perceived equity has on relationships (Kelley & Thibaut, 1978). Homans (1961) defined social exchange as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons. Researchers have observed relationships between social exchanges and status, power, and equity, to name but a few (Colquitt et al., 2013; Homans, 1961). Ko and Hur (2014) also observed positive relationships between social exchange theory and job satisfaction as well as a negative relationship with intentions to quit.

Social exchange theory has been studied to ascertain its impact on several organizational outcomes including productivity and employee morale. King (2016) included 140 participants and sought to determine the effect of social exchange theory on training, and by extension, its impact on a key organizational outcome, intent to quit. The results indicated that social exchange theory does have a positive impact on several positive organizational attributes including job satisfaction, perceived organizational support, and psychological contract, which in turn reduce intentions to quit.

In this study, I focused on the social exchange between host country nationals and expatriates, hence the relevance of this theory to the study. Additionally, this theory was relevant to the study because perceptions of equity and fairness are impacted by cultural practices and norms. I thus expected that such perceptions would have a bearing on participant perceptions regarding cultural incompatibilities and would consequently impact the working relationships, morale, and productivity of employees (see Cook, Cheshire, Rice, & Nakagawa, 2013).

Repulsion Hypothesis and Homophily

The repulsion hypothesis posits that individuals will gravitate towards others who are similar to them and will find relationships with dissimilar individuals repulsive (Rosenbaum, 1986). This is further supported by the theory of homophily that suggests that individuals tend to be drawn to persons who have similar attributes to them and that they repel dissimilar individuals. Homophily is relevant to my study given the fact that I have focused on dissimilarities in culture and its effects. McPherson, Smith-Lovin, and Cook (2001) identified a strong relationship between homophily and individuals' attitudes, and intimated further that racial and ethnic homophily are especially divisive.

Lee and Reade (2015) explored ethnic homophily among 550 managers of several organizations, who were enrolled at a university in Colombo Sri Lanka, at a time in which there was continued conflict in respect to ethnic differences. The aim of the study was to determine the effect, if any, of societal context on ethnic homophily within the organizations where these managers worked. The researchers further sought to understand the implications on the organization where they worked. The results of the study indicated that employees' awareness of ethnic conflict in the society was positively related to ethnic homophily in the organizations. Their findings also supported the notion that increased ethnic diversity and productivity in organizations had the effect of reducing ethnic homophily in the respective organizations.

The effect of homoplily on cooperation within organizations has also been the subject of several studies. Aksoy (2015) studied the impact of heterogeneity and homophily on cooperation using an experiment that involved 186 participants. The results of the study indicated that heterogeneity hampers cooperation. In their study on the effects of homophily

on cooperation, Di Stefano et al. (2015) concluded that homophily positively impacted both the speed and size of formation of cooperative groups.

Job Attitudes

In this study, I focused on the job attitudes *normative commitment*, *affective commitment*, *and job satisfaction*. While all three job attitudes bear some similarities, there are also striking differences among them. Robbins and Judge (2007) indicated that the similarities among job attitudes often result in some level of overlap. Knoop (1995) distinguished job satisfaction from organizational commitment, noting that "job satisfaction in the broadest sense refers to a person's general attitude towards the job or toward specific dimensions of the job," while "organizational commitment refers to identification with and loyalty to the organization and its goals" (p. 643).

- Organizational commitment: Robbins and Judge (2007) defined organizational commitment as "A state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization" (p. 80). Organizational commitment is often sub-categorized as normative, affective, and continuance commitment.

- Normative commitment: Bergman (2006) has defined normative commitment as "the individual's bond with the organization due to an obligation on the part of the individual" (p. 646). This commitment results some sense of the individual owing it to the organization to remain an employee, typically due to something that the organization did for that individual that is deemed significant.

- Affective Commitment: Affective commitment results from an emotional attachment to the organization. Bergman (2006) defined affective commitment as "the affective bond the individual feels towards the organization, characterized by identification and

involvement with the organization as well as enjoyment in being a member of the organization" (p. 647).

- Continuance Commitment: Continuance commitment is based on the individual's desire to remain a member of the organization, typically due to the unsuitability of the available options or due to norm or complacency. Robbins and Judge (2007) defined it as "the perceived economic value of remaining with an organization compared to leaving" (p. 80).

In this study I examined, among others, the relationship between age and the aforementioned job attitudes, with the exception of continuance commitment. A review of the literature provided some insight; in some cases, the results appeared to be contradictory, which indicated the need for further study.

The relationship between determinants of employee morale (including the various job attitudes such as job satisfaction and organizational commitment) and productivity has been the subject of numerous studies, which have indicated correlation (Akintayo, 2012; Fernandes et al., 2013; Robertson et al., 2012).

The literature regarding job satisfaction and age has provided conflicting results over the years with some studies indicating a positive relationship, some indicating a negative relationship, and others indicating a U-shaped relationship. This U-shaped relationship between job satisfaction and age, indicated a decline in job satisfaction for younger employees, then an increase with age to a certain point, and eventually a decline after a while in response to increasing age (Dobrow Riza, Ganzach, & Liu, 2015).

Lee and Wilbur (1985) conducted a study involving 1707 public sector employees in the United States. The aim of the study was to gain insight into the relationship among the following variables: age, education, job tenure, salary, job characteristics, and job

satisfaction. The results of their study indicated a positive relationship between age and job satisfaction with job satisfaction increasing as age increased. There were more conclusive results with respect to job satisfaction based on intrinsic factors. They found that the younger employees' job satisfaction was more significantly impacted by intrinsic factors, while the job satisfaction of the older employees was more significantly impacted by extrinsic factors.

Dobrow Riza et al. (2015) used datasets from the 1979 and 1997 cohorts of the National Longitudinal Survey of Youth, a study conducted by the U.S. Department of Labor's Bureau of Labor Statistics. The researchers focused on the impact of age and tenure on job satisfaction. The findings indicated that for the dataset under consideration, when tenure was controlled, there was a positive relationship between age and job satisfaction. When age was controlled there was a negative relationship between tenure and job satisfaction. An interesting finding highlighted in this study is that job satisfaction decreased with increased tenure within an organization, but increased with age once the employee changes from one organization to another. This finding is interesting because it adds another variable, tenure within the organization, thereby indicating that the relationship between age and job satisfaction is not linear but rather that it is moderated by tenure.

Chaudhuri, Reilly, and Spencer (2015) found that the relationship between age and job satisfaction was moderated by gender. Their findings suggested that for the women studied, age had no significant impact on their job satisfaction. On the other hand, the researchers observed that the men studied exhibited marginal increases in job satisfaction as their ages increased.

Naderi Anari (2012) also examined the relationship between age, job satisfaction, and organizational commitment. The study involved teachers and the findings supported the

notion that age and gender have no impact on job satisfaction nor organizational commitment.

Teclaw, Osatuke, Fishman, Moore, and Dyrenforth (2014) utilized data from the VHA All Employees Surveys for the years 2004, 2008, and 2012. It is noted that care was taken in determining the sample to ensure representation from various ethnicities. The surveys focused on VA employees' perception of job satisfaction and the climate of the various workgroups. The data was examined to ascertain among other relationships, the impact of age and tenure on employee job satisfaction. The findings of the study revealed that tenure is directly related to job attitudes including job satisfaction. It is noted also that the results consistently supported a positive relationship between age and job satisfaction, however these results were not statistically significant.

Age (Number of Years)

The correlation of age and productivity has been the subject of inquiry for several researchers. Some have focused on organizational productivity while others focused on individual productivity. It is noted further that the age productivity relationship has the potential to vary based on different variables including but not limited to, the type of productivity under consideration (physical, psychological), the sector (manufacturing, service), and others.

Some studies have also addressed the matter of stereotypes in respect to older employees and the effect of these stereotype threats on the job attitudes of aging employees (De Meulenaere et al., 2016; von Hippel, Kalokerinos, & Henry, 2013). Stereotype threats in aging employees have been analyzed to negatively impact job attitudes, including job satisfaction and organizational commitment (von Hippel, Kalokerinos, & Henry, 2013).

Backes-Gellner and Veen (2013) utilized a data set provided by the German Institute for Employment Research in Nuremberg in their quest to determine the effect of age diversity on organizational productivity. They indicated that increasing age should not necessarily be considered a threat to organizational productivity if measures are implemented to manage the age diversity. In fact, it was observed that age diversity had positive implications for organizational productivity in instances where measures were implemented to control or address age diversity and where the tasks involved were creative in nature. Notwithstanding the aforementioned, they further indicated that the results did not indicate a similar positive relationship between individual productivity and age.

Studies have also examined the effect that differing sectors have on the relationship between age and productivity with varying results. Some sectors revealed a negative relationship, some revealed a positive relationship, and others revealed a neutral relationship (Ruzik-Sierdzinska, Lis, Potoczna, Belloni, & Villosio, 2013; Veen, 2008). Studies have also contradicted what may be deemed popular opinion, as it has been observed that there was no consistent decline in employees' productivity within some sectors as their employees aged (Ekelund, Jackson, & Tollison, 2015; Göbel & Zwick, 2012).

Boehm, Kunze, and Bruch (2014) utilized data, in respect to small and medium size firms within Germany, to examine the relationship between age diversity and organizational outcomes. The findings of the study revealed that implementation of Human Resource practices, specific to age diversity, was positively related to organizational performance. The presence of these practices resulted in the reduction of intentions to leave for the dataset under consideration.

Gender (Men and Women)

There are several perceptions regarding the relationship between gender and the various job attitudes. In light of the various perceptions the subject has been deemed worthy of study. Consequently, several studies have been studied in an attempt to examine the relationship between these variables. The findings of Tait, Padgett, and Baldwin (1989), a methodology in respect of job and life satisfaction and the impact of gender, indicated that there was a consistent difference in studies conducted prior to 1974 and those conducted after 1974. In both sets the males reported higher job satisfaction but it was noted that the margin reduced significantly in the studies conducted after 1974.

Rosenblatt, Talmud, and Ruvio (1999) highlighted an interesting finding when assessing the impact of job insecurity on the job attitudes specific to the genders. It was noted that in the case of the females, all of the job attitudes under consideration, including job satisfaction, were negatively affected by perceptions of job insecurity. In comparison, for the males, the only job attitudes that were negatively impacted by their perception of job insecurity were resistance to change, organizational commitment, and intention to quit.

The debate regarding the effect of gender on productivity has continued over the years. It has also been the subject of some studies over the years that have yielded mixed results.

Harris, Williams, and Mishra (2015) explored the effect of gender on productivity on United States Farms. The study utilized data from the 2013 Agricultural Resource Management Survey (ARMS), which indicated that females were principal operators of approximately 11% of United States farms. Further, that they served as second or third in operators for in excess of 40% of the United States owned farms. Analysis of the data

revealed that the farms operated by females were more efficient and productive than those operated by males, with efficiency ratios of 3.14 to 1.40 respectively.

Larson, Savastano, Murray, and Palacios-López (2015) also sought to examine the impact of gender on productivity in agriculture, however their study was based in Uganda Africa. The study utilized a 2009-2010 survey that focused on maize farmers in Uganda. The findings of the study suggest that female farmers in Uganda were less productive but this not merely due to their inability to produce but rather due to incompatibilities in access to resources. This is so as male farmers were able to access resources, such as fertilizers, more readily than female farmers.

Experience and Productivity

The studies with respect to organizational tenure/experience and productivity, as with the other variables reviewed, have produced mixed findings. Schmidt et al. (1986) posited that individual's productivity increased as their tenure within an organization increased. This notion is supported by Human and Social Capital theories that purport increased efficiency and productivity due to the increased knowledge and experience that would be gained due to longer tenure within an organization (Park & Shaw, 2013).

While there are studies that support the notion of increased productivity due to increased tenure (McDaniel, Schmidt, & Hunter, 1988), there are also studies that suggest the opposite, suggesting rather that there is a negative relationship (Medoff & Abraham, 1980), and still others that suggest there is no statistical evidence of a direct relationship (Gordon & Johnson, 1982).

Ng and Feldman (2013) in their meta-analysis of the relationship between organizational tenure and productivity, found that the relationship was not statistically

significant. They opined further that it is likely that the gains received from increased tenure may be offset by reductions in motivation over the years.

Park and Shaw (2013) examined the relationship between turnover rates and organizational productivity. Their findings suggest that there is a negative relationship between the two factors that would therefore lend to support the notion of a positive relationship between longer tenure and the productivity of the organization. Of note is the fact that they examined various levels in the organization and the results did not differ significantly. All levels, whether primary, secondary, or tertiary reflected a negative relationship between turnover and organizational productivity.

Cultural Dissimilarity/Diversity

Chua (2013) indicated that "cultural diversity is a seedbed for intercultural anxiety, tensions, and conflicts because of differences in world-views, values, and norms" (p. 1547). Cultural incompatibilities have been identified as the source of increased stress levels, reduced job satisfaction, as well as increased industrial relations challenges (Cartwright & Cooper, 1993). Additionally, there has been evidence of a correlation between cultural incompatibilities and reduced staff morale (Soo Min & DeNisi, 2005; Syed et al., 2014). It is further noted that cultural incompatibilities are rife within our current globalized context, and in particular, in situations in which senior executives of a company are natives of another company other than the host country. Bergbom and Kinnunen (2014) provided empirical data to indicate that psychological well-being and job satisfaction are negatively affected by cultural incompatibility. Additionally, Soo Min and DeNisi provided evidence of a correlation between cultural incompatibilities and reduced staff morale. Chatman, Polzer, Barsade, and Neale (1998) purported that based on their findings, organizations are likely to incur additional costs due to lower staff morale in instances where there is cultural diversity.

Notwithstanding the purported negative effects of cultural diversity, it is widely accepted by others that if the appropriate measures are implemented to address cultural diversity in the workplace it can have positive implications for key organizational performance indicators. Thomas and Ely (1996) asserted that the implementation of cultural diversity measures within the workplace is more than just the correct thing to do, they purported that it should be a pivotal part of the strategic plan for the organization.

Akintayo (2012) sought to examine the relationship between the working environment, employees' morale and perceptions of productivity within the Nigerian context. The descriptive survey method was utilized and a total of 311 participants from both public and private organizations participated. Three sets of surveys were utilized and the data was statistically analyzed using regression analysis and descriptive statistics. The findings of the study revealed that there is a significant relationship between working environment, employee morale, and perceived productivity.

Hailey (1996) examined the working relationship between expatriates and local managers. While several studies have examined expatriates' adaptation to their new environments, this study seeks to examine a gap in the literature in respect to the impact on host country managers who often work alongside these expatriates, and the resultant effect on performance. The sample population consisted of Singaporean employees of American, British, and Japanese companies that had operations in Singapore. The 30 participants were local senior executives who worked alongside foreign senior executives. The study took the form of a questionnaire followed by semi-structured interviews that were administered to a sample of the total participants. The results revealed that the local executives perceived mistrust of locals as the primary reason why expatriates were engaged. They also identified

injustices in the remuneration of the expatriates in comparison to their own and highlighted

reluctance on the part of expatriates to adjust to the Singaporean culture.

Howard (2012) examined the challenges that face expatriates to Jamaica in the

tourism sector and how these challenges determined the success or failure of the

organizations they served. Specifically, it targeted general managers assigned to four and

five star hotels and sought to address what they identified as a gap in the literature. They

noted that several studies examined the effects of maladaptation of the expatriates to the host

countries culture. Others examined the job attitudes of the expatriates but few looked at the

challenges that threaten the success of their mission. A qualitative approach was taken with

face to face, semi structured interviews conducted in the office of the participants. The

interviews were comprised of three parts focusing on demographics, assessment of human

resource issues, and the challenges that faced the respective general manager. The

expatriates who participated in the study originated from the United States of America,

France, Belgium, Greece, Belgium, and Austria. The data was carefully coded and examined

in an attempt to identify themes. The findings revealed perceptions of human resources

challenges including high turnover rates, lack of punctuality, and unacceptable skill and

service levels among others. It also identified organizational and operational challenges

including high inflation rates, crime, unreliable suppliers and bureaucracy.

In a recent study on perceptions of justice in the expatriate and host country nationals

working relationship, Oltra et al. (2013) identified perceptions on the part of host country

nationals of inequalities between the treatment of host country nationals and expatriates, as

well as negative perceptions of the capabilities of host country nationals. Syed et al. (2014)

purported that "contextual understanding and actual performance are crucial for expatriate

assignments to be seen in positive light" (p. 226). Oltra et al. (2013) likened perceived

organizational injustices to poisons and asserted further that the attendant perceived injustices have the potential to threaten the survival of the respective organizations.

Oltra et al. (2013) examined organizational justice in the context of multinational companies. The focus was on the difference in the treatment of host country nationals and that of expatriates. The authors identified deficiencies in the methodology of prior studies on the topic based on the use of equity theory. Instead of using equity theory, the authors of the 2013 study utilized instead, Employment Discrimination theory, as well as, Rawls's 'Theory of Justice' in this exploration. Additionally, this study differs from prior studies on the subject in that it takes a non-perceptual approach, thereby addressing a gap in the literature. The research views host country nationals as a disadvantaged group and studies the effect of their status and of justice in these organizations. Justice is examined in respect to remuneration and working conditions of the host country national and expatriates, while noting that in several instances the host country nationals are equally qualified and experienced. The study entailed the review of the current perceptual approaches to justice and challenges this approach. It recommends instead the use of a non-perceptual approach grounded in the Rawls's theory of justice.

Pucik (2012) sought to identify some of the challenges associated with globalization. The study was undertaken in the context of Japanese multinationals and took the form of a survey of top executives in American conglomerates. The perceptions of the American executives were examined to provide insight into some of the challenges that they identified based on their employment in Japanese owned companies. The study revealed challenges in respect to decision making, specifically the Americans indicated that they were treated as inferior and excluded from key decisions. Berggren and Nilsson (2015) posited the need to instill tolerance for differences in children to better equip them for our globalized society.

Cultural Dissimilarity and Productivity

Cultural dissimilarity is said to have varied effects on diverse key performance indicators. Mathews (2005) purported that deficiencies in cultural diversity programs has implications for not just productivity but also organizational profit. Richard, Barnett, Dwyer, and Chadwick (2004) purported that when there are inadequate measures in place to address cultural diversity it is likely to result in missed business opportunities, which in turn result in reduced profits.

In their study regarding cultural diversity and its effect on productivity within the manufacturing sector in Germany, Trax, Brunow, and Suedekum (2015) had mixed results. They introduced the matter of cultural fractionalization, positing that this would help to determine the impact on productivity. They indicated that while some studies examined the impact of cultural diversity on productivity, insufficient attention was placed on cultural fractionalization, which is the number of various cultural groups.

Sparber (2008) purported that cultural diversity is often associated with several ills including but not limited to societal unrest, violence, and mistreatment of individuals. The divisive impact of cultural diversity is supported by Easterly and Levine (1997), who purport that a move from absolute heterogeneity to absolute homogeneity can account for as much as a 380% increase in corporate income.

Ottaviano and Peri (2006) sought to examine the effects of cultural diversity by examining several United States cities that were popular for their recipients of migrants. The study focused on the effects to the economy of these cities to determine whether productivity increased or decreased due to the spate of migration within the cities. Specifically, the study focused on rent and wages as indicators of the economic performance of the cities. The

results of the study indicated that United States residents were more productive based on the cultural diversity within the cities that ensued from the migrant population.

There is also a train of thought that diversity increases the effectiveness of teams. Diversity is said to increase the creativity and innovative thought process of teams based on the introduction of new perspectives and hence new ideas (Robbins & Judge, 2007). Lazear (1999) concurred with this view. He purported that while there were additional costs associated with culturally and racially diverse teams, these costs were outweighed by the benefits that were derived based on the increased efficiency and effectiveness of these teams, that ensue from the variety of perspectives and recommendations.

Sparber (2009) conducted a study of various industries across the United States in an attempt to better understand the impact of cultural diversity on productivity. The results of the study supported the notion that there are positive implications of cultural diversity. In particular, he indicated that decision making benefits directly from cultural diversity based on the increased insights that accrue from the variety of perspectives gained from a culturally diverse working environment.

Syed et al. (2014) sought to obtain information on the perceptions of local Jordanian employees in respect to the performance of expatriates in multinational companies in Jordan. They identified a lack of research on employees' perceptions of expatriates' performance as a gap in the literature that their study would address. Additionally, they identified a lack of research on human resource issues in Jordan as another gap that the study would address. Of note, the perception of the host country employees was considered important as it had implications for trust, productivity job attitudes, and expatriates success.

The methodology employed for Syed et al. (2014) took the form of a survey administered to 98 Jordanian employees of three Jordanian based multinational banks. The

sample had employees from various hierarchical levels within the organization. A mixed method approach was taken with both qualitative and quantitative questions. The results of the study revealed great disparity in the perceptions of the participants. Overall, there seemed to be consensus that competence was more important than nationality in predicting management success. Notwithstanding the aforementioned, the results also revealed the need for expatriates to receive cultural sensitivity training as there was consensus that the expatriates were often insensitive to the culture of the nationals.

Summary and Conclusions

This literature review has provided insight into various studies and other information in respect to the variables involved in the current study. It also provided information in respect to the theories that form the framework for the study. The literature provides information that supports the notion that employee morale is important both for employees and for organizations. There is also evidence to suggest that the findings in respect to the relationships between the various job attitudes and organizational outcomes has been inconsistent. The various studies have also provided some information in respect to the demographic factors under review, age, gender, and tenure within an organization.

What we have little information on is the interaction amongst the various factors especially within the context of a Caribbean nation. This study therefore has sought to provide information on the impact of the cultural incompatibilities on the productivity, job satisfaction, normative commitment, and affective commitment of a sample of Jamaican employees.

I will provide details of the research design that has been employed in my study, in chapter 3. It outlines the sample selection and data collection procedure and rationale, as well as the information in respect to the methodology that was employed.

Chapter 3: Research Method

Introduction

In this chapter, I focus on the methodology that I employed in my study. It includes information with respect to the sample, including my reason for selecting these individuals, and the sampling technique utilized to ensure that the sample was representative of the population. I also identify the research questions and variables, as well as the instruments I used for measurement. Additionally, I discuss the data analysis techniques I used.

Purpose of this Study

The purpose of this quantitative inquiry was to identify the effects of cultural dissimilarity in expatriates and host country nationals, and to understand their impact on the productivity, normative commitment, affective commitment, and job satisfaction of the host country nationals. I examined whether demographic factors of age, tenure (years of employment), and gender were predictors of these relationships. I conducted this study with participants who were Jamaican nationals (host country nationals). In this dissertation, I provide information regarding their perceptions of the effects of cultural incompatibilities with expatriates within their organization on their job satisfaction, normative and affective commitment, and productivity. My objective was to provide information that will heighten the awareness of various stakeholders of organizations, of such situations and inform their actions to address them.

Research Design and Approach

Three main research questions and associated hypotheses were utilized in addressing the gap in the extant literature:

RQ1: Do cultural dissimilarities between host country nationals and expatriates predict the job satisfaction, affective commitment, normative commitment, or productivity of host country nationals?

H_{01}: Cultural dissimilarities between host country nationals and expatriates does not predict their job satisfaction.

H_{a1}: Cultural dissimilarities between host country nationals and expatriates does predict their job satisfaction.

H_{02}: Cultural dissimilarities between host country nationals and expatriates does not predict their affective commitment.

H_{A2}: Cultural dissimilarities between host country nationals and expatriates does predict their affective commitment.

H_{03}: Cultural dissimilarities between host country nationals and expatriates does not predict the normative commitment of host country nationals.

H_{A3}: Cultural dissimilarities between host country national and expatriates does predict the normative commitment of host country nationals.

H_{o4}: Cultural dissimilarities between host country nationals and expatriates does not predict the productivity of host country nationals.

H_{A4}: Cultural dissimilarities between host country nationals and expatriates does predict the productivity of host country nationals.

RQ2: Do demographic factors of age, experience, and gender predict the job satisfaction, affective commitment, normative commitment or productivity of host country nationals?

H_{01}: Demographic factors of age, experience, and gender do not predict host country national's job satisfaction.

H_{a1}: Demographic factors of age, experience, and gender do predict host country national's job satisfaction.

H_{02}: Demographic factors of age, experience, and gender do not predict host country national's affective commitment.

H_{A2}: Demographic factors of age, experience, and gender do predict host country national's perception of affective commitment.

H_{03}: Demographic factors of age, experience, and gender do not predict host country national's normative commitment.

H_{A3}: Demographic factors of age, experience, and gender do predict host country national's normative commitment.

H_{o4}: Demographic factors of age, experience, and gender do not predict host country national's productivity.

H_{A4}: Demographic factors of age, experience, and gender do predict host country national's productivity.

RQ3: Does cultural dissimilarity between host country nationals and expatriates, in conjunction with demographic factors of age, experience, and gender predict the job satisfaction, affective commitment, normative commitment or productivity of host country nationals?

H_{01}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender does not predict host country national's job satisfaction.

H_{a1}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender does predict host country national's job satisfaction.

H_{02}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender do not predict host country national's affective commitment.

H_{A2}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender does predict host country national's affective commitment.

H_{03}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender does not predict host country national's normative commitment.

H_{A3}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender does predict host country national's normative commitment.

H_{o4}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender does not predict host country national's productivity.

H_{A4}: Cultural dissimilarities between host country nationals and expatriates in conjunction with demographic factors of age, experience, and gender does predict host country national's productivity.

Settings and Sample

Participants

The target population for my study consisted of nationals who were employed in a firm that has senior executives from a foreign country. The sampling frame for my study consisted of employees of an energy company and a hospitality company. Therefore, I used a list of employees of these organizations to establish the sampling frame. My sampling

strategy was to distribute survey instruments to employees of the respective organizations. I determined that this strategy was appropriate because I hoped that it would increase uptake, thereby providing a wider base for this study.

Inclusions consisted of individuals on the employment listing of the energy company and the hospitality company. Exclusions consisted of temporary employees, employees who were on probation at the time of the study, and employees who had been employed by their organizations for less than a year. The rationale for these exclusions was that these employees may not have been sufficiently knowledgeable or may have been particularly mindful of possible repercussions of participation on their tenure.

I met with the management of the targeted organizations to secure their support for the research. During the meetings I highlighted the implications for social change and requested that representatives encourage their members to participate in the process by informing them of these implications. After this process was completed and the letter of cooperation received from each organization, I provided the employees with the survey instruments along with an informed consent form. Participants were also informed of their option to withdraw from the study at any time without penalty and of the measures that I would implement to respect confidentiality. The survey documents were given to departmental heads for distribution along with envelopes for their return. Departmental heads were required to return all surveys whether they were completed or not, thereby ensuring the privacy of participants. At the end of the study, I sent organizational partners a summary of the findings. Neither I nor the participants had any obligation to the other at the end of the study because their participation was entirely voluntary.

I determined that the sample size for my study needed to be 120. I made this determination based on a desired statistical power of 0.8, nine predictors, and a probability

level of 0.05. I noted that using a large effect of 0.35 yielded a sample of 54, while a medium effect of 0.15 yielded a sample of 113. I set the targeted sample size at 120 to ensure that even if circumstances prevented achievement of this exact number of participants, the sample would still be within the acceptable range.

I administered a paper-based survey (see Appendix A) to obtain information in relation to the dependent and independent variables. I used the scales discussed in the next section to measure the variables.

Instrumentation

I measured job satisfaction using Resnick and Bond's (2001) Indiana Job Satisfaction Scale because of its versatility, excellent psychometric properties, and wide coverage. A review of several of the job satisfaction scales revealed deficiencies in one or more of the important areas, and several of them did not cover as many areas of job satisfaction as this scale does. This scale consists of responses measured on a 4-point Likert scale ranging from 1(strongly agree) to 4 (strongly disagree). An example of a test item from the scale is "I am happy with the amount this job pays" (Resnick & Bond, 2001). The psychometric properties were evaluated by Resnick and Bond as excellent. The internal consistency coefficients in relation to the subscales range between .83 and .41. Additionally, Resnick and Bond indicated that the instrument was acceptable in regards to both face and construct validity.

I measured productivity using self-reports and the Work Effort Scale Pepermans, Jegers, Van Acker, De Cooman, & De Gieter, 2009). This scale measures the three elements of productivity: intensity, direction, and persistence. It is a self-report scale composed of 10 items measured on a 7-point scale. The reliability of the test items was assessed with the test –retest technique and the total scale has a reliability of Cronbach's alpha coefficient of .9 and

subscale Pearson inter-correlations ranging from .57 to .65 (De Cooman, De Gieter, Pepermans, Jegers, & Van Acker, 2009). Examples of test items from the scale include:

- "I really do my best to achieve the objectives of the organization."

- "I put a lot of energy into the tasks that I commence."

- "When I start an assignment I pursue it to the end."

I used the Meyer Allen Commitment Scale (Allen & Meyer, 1990) to measure both normative and affective commitment. This scale was selected because of its capacity to measure the three major categories of organizational commitment, its wide applicability to various circumstances, and its general acceptance both in academia and industry (Abdul, Karim, & Noor, 2006; Allen & John, 1990; Allen & Meyer, 1990). Maslić Seršić (2000) asserted that of all the commitment scales, "Meyer and Allen's (Allen & Meyer, 1990; Meyer & Allen, 1991) three-component model has undergone the most extensive empirical evaluation to date" (p. 17). A 7-point Likert scale is used for responses to this scale with *strongly disagree* denoted as 1 and *strongly agree* denoted as 7. Test items include statements such as "I would feel guilty if I leave my organization now" (Allen & Meyer, 1990).

Karim and Norro (2006) tested the reliability of the scale using Cronbach's alpha and split-half reliability coefficient. Convergent and discriminant validity were measured using maximum likelihood analysis. Their assessment yielded satisfactory results for all subscales with affective commitment producing a Cronbach's alpha of 0.81 and a split-half reliability coefficient of 0.77; normative commitment yielded results of Cronbach's alpha of 0.78 and a split-half reliability coefficient of 0.76. Both the Cronbach's Alpha and the split-half coefficient for continuance commitment were above the acceptable range of .07 (Karim & Norro, 2006).

I measured perceptions of cultural diversity using Black and Stephens' (1989) Culture Novelty Scale. The scale consists of eight items measured on a 5- point Likert scale ranging from 1 (very similar) to 5 (very dissimilar). Originally the scale was used to assess expatriates' views on the cultural differences between the host country and American expatriates. The respondents were asked to indicate how similar or dissimilar the host-country culture was from theirs by rating the cultural differences of the items. I used four of the eight items for this study. Examples of the test items that participants were requested to rate in terms of cultural similarity or dissimilarity were everyday customs that must be followed and climate. I considered this scale appropriate even though I used it for the host country nationals instead of expatriates. The internal reliability of the scale has been reported as Cronbach's alpha of .64 (Black & Stephens, 1989).

Analysis

After collecting the data for this study, data cleaning and analysis was done primarily with the use of the Statistical Package for Social Sciences (SPSS). Data screening and cleaning were conducted, in an attempt to remove data that was incorrect, incomplete or outliers that could skew the dataset. This attempt was necessary to reduce/eliminate erroneous results and validity issues. Manual data cleaning was also utilized by examining the data to identity obvious errors or missing data. Additionally, SPSS functions were used to identify less obvious errors including reverse coding and missing data. The SPSS tools that were used include, but are not limited to, frequency analysis, replacement of missing data with series mean, and reverse coding techniques.

Thereafter statistical analysis was embarked upon. The analysis of the data collected in respect of all 12 sets of hypotheses included the generation of descriptive statistics, calculation of Pearson's correlation, as well as multiple regression analysis. Regression

analysis was conducted in respect of the various variables to identify any relationship, as well as multiple regression to determine the combined impact of the variables. It is noted further that age, experience, and gender were included in the multiple regression in light of the possibility of them being confounders. Given the fact that there were several regression analyses, the requisite checks were made for family errors and the appropriate adjustments made.

Ethical and Legal Considerations

In administering the survey I took cognizance of the attending ethical and legal issues as well as the issues relating to the context and bias. In relation to ethics, I ensured that I obtained documented informed consent from participants and that it was based on full disclosure of the scope of the study. I also advised the participants of the means by which the information would be recorded, their option to withdraw from the study at any time, as well as the measures that would be implemented to ensure their privacy. Anonymity was achieved by not using names in reporting, instead participant IDs were utilized.

Due to the voluminous amount of data generated by this study, an appropriate data management and analysis plan was required. The following data management procedures were utilized to maintain the integrity of the data (Creswell & Creswell, 2014):

- Backup copies of files were created

- High quality equipment and material including recording devices were utilized

- A master list of information categories was created

- Codes were used in datasets.

These measures were utilized to ensure efficient and secure management of the data collected.

The Institutional Review Board (IRB) approval was also obtained from Walden University. This body has the responsibility to ensure the ethical correctness of all studies within the university. By abiding by their dictates and obtaining the appropriate approvals, the ethical correctness of the study was heightened.

Summary and Conclusion

This chapter has provided insight into the methodology that was utilized in the examination of the selected variables. Specifically, it identified the instruments that were used, rationale for their selection and the data analysis plan, as well as ethical considerations. It provides a springboard for Chapter 4.

In chapter 4 I will provide specific information in respect to the data collection activities. It will detail the procedures followed and the treatment of the data that was collected.

Chapter 4: Data Analysis

Introduction

The purpose of this quantitative study was to identify the effects of cultural

dissimilarities between expatriates and host country nationals on key organizational

outcomes. I worked to answer three main research questions using four hypotheses each.

Several statistical methods were utilized to analyze the resultant data. This chapter provides

a summary of the results of the study and details of the sample population that was involved.

Data Collection

Sample Demographics

I collected data on the premises of two community partners: the energy company and

hospitality company. The energy company has several locations across the island of Jamaica.

Surveys were administered across the following parishes: St. Ann, St. Mary, Trelawny, St.

James, Kingston, St. Andrew. On average, the data collection period lasted for

approximately 5 days in each location.

Data was collected at the hospitality company over a 2-week period. The process

took longer than was originally expected, since it corresponded with one of the hotel's busiest

periods (winter tourist season) and the fact that the parish was under a "state of emergency"

with enforced curfews.

My initial plan was to collect data from four community partners. However, because

I only received approval from the energy company, I had to seek different community

partners. After a period of prepositioning, the hospitality company's management consented

to allow their employees to participate in the survey, and after obtaining the requisite

approval from the Walden University IRB, I commenced data collection (see Appendix B).

The two that consented to participate represented a good sample of the population. The hospitality company is one of the larger hotels in Jamaica, and it falls within the tourism sector, which is the fourth largest employment sector in Jamaica (Statistical Institute of Jamaica, 2017). The other partner, the energy company, fuels all productive activities in the island.

Descriptive statistics on a sample of 110 participants included age, gender, organization, number of years employed, and employment category. Age data were categorized based on three categories: 1 (18 -30 years), 2 (31-45 years), and 3 (above 45 years). Gender data were based on membership in one of two categories: 1 (man), and 2 (woman). I categorized the organization data into two categories: 1 (the energy company) and 2 (the hospitality company). Finally, I organized employment data into four categories: 1 (clerical), 2 (supervisory), 3 (management), and 4 (other).

Participants ($N = 110$) were almost equally distributed between the energy company ($N = 58$, 52.7%) and the hospitality company. ($N = 52$, 47.3%; see Table 1).

Table 1

Name of Organizations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Energy Company	58	52.7	52.7	52.7
	Hospitality Company	52	47.3	47.3	100.0
	Total	110	100.0	100.0	

Table 2 shows demographic characteristics of the sampled respondents (n =110). Females accounted for more than 50% of the participants ($n = 62$, 56.40%), while the remainder were males ($n = 47$, 42.70%), and missing data ($n = 1$, 0.90%). It must be noted that a dummy variable was generated for gender to facilitate ordinary least square

calculations. More than 30% of participants ($n = 42$, 38.20%) reported their age to be in the category 18-30, constituting the modal category. Of the remaining participants, nearly equal proportion reported being in the category 31-45 ($n = 35$, 31.80%) and above 45 ($n = 32$, 29.10%) and there was one missing data. The employment category that accounted for the largest proportion of participants was "clerical" ($n = 32$, 29.10%) and the one that accounted for the least was "other" ($n = 23$, 20.90%), and missing data ($n = 3$, 2.70%). The smallest number of years employed was 1 and the maximum was 31 (range = 30). The mean number of years was 11 ($SD = 8.73$), and the mode was 2 years.

Table 2

Demographic Characteristics of Sampled Respondents, N = 110

Details	*n*	%
Age group		
18 -30 years	42	38.5
31 – 45 years	35	32.1
Above 45	32	29.4
	109	99.1
Gender		
Man	47	43.1
Woman	62	56.9
Category of employment		
Clerical	32	29.9
Supervisory	25	23.4
Management	27	25.2
Other	23	21.5

Results

Scale Demographics

All scales that I used in this study were established scales whose suitability and reliability I discussed in Chapter 3. In preparation for the use of the scales, I consulted the respective authors' instructions determine any need for recoding. It must be noted that though the authors of the Culture Novelty Scale did not include instructions for recoding, I

deemed it necessary to do so for the purposes of interpretation. Table 3 shows the items for

the respective scales that I recoded.

Table 3

Recoded Scale Items

Scale	Items recoded
Affective Commitment Scale	58, 59, 60, 62
Normative Commitment Scale	48, 49
Culture Novelty Scale	33, 34, 35, 36
Indiana Job Satisfaction Scale	1, 2, 3, 6, 7, 10, 13, 15, 17, 18, 22, 23, 24, 25, 29, 30, 31, 32
Productivity Scale	38, 39, 40, 41, 42, 43, 44, 45, 46

Despite the fact that the reliability of the scales was established from previous studies,

I calculated Cronbach's alpha for all scales to determine their reliability and suitability for

inclusion in further analysis. All scales yielded acceptable results (see Table 4).

Table 4

Scale Demographics

Detail	α	η
Job Satisfaction Index		
General satisfaction	0.724	5
Pay	0.642	4
Advancement & promotion	0.604	3
Supervision	0.792	5
Co-workers	0.777	7
How I feel on the job	0.328	8
Total	0.670	32
Culture Novelty	0.753	4
Productivity	0.904	10
Organizational Commitment		
Normative Commitment	0.502	8
Affective Commitment	0.699	8

The descriptive statistics and histogram for the Job Satisfaction Scale yielded results

indicative of suitability of the variable (see Table 5 & Figure 1). The histogram showed that

the distribution was relatively normally distributed (see also, skewness = 0.024 in Table 5),

with a mean of 80.1±8.9 of a 95% confidence interval that lies between 81.75 and 78.38.

Table 5

Descriptives: Job Satisfaction Scale

		Statistic	Std. Error
Job Satisfaction Scale	Mean	80.0636	.85117
	95% confidence interval for mean	Lower Bound	78.3767
		Upper Bound	81.7506
	5% trimmed mean	80.0455	
	Median	80.0000	
	Variance	79.693	
	Std. deviation	8.92710	
	Minimum	53.00	
	Maximum	108.00	
	Range	55.00	
	Interquartile range	10.00	
	Skewness	.024	.230
	Kurtosis	1.553	.457
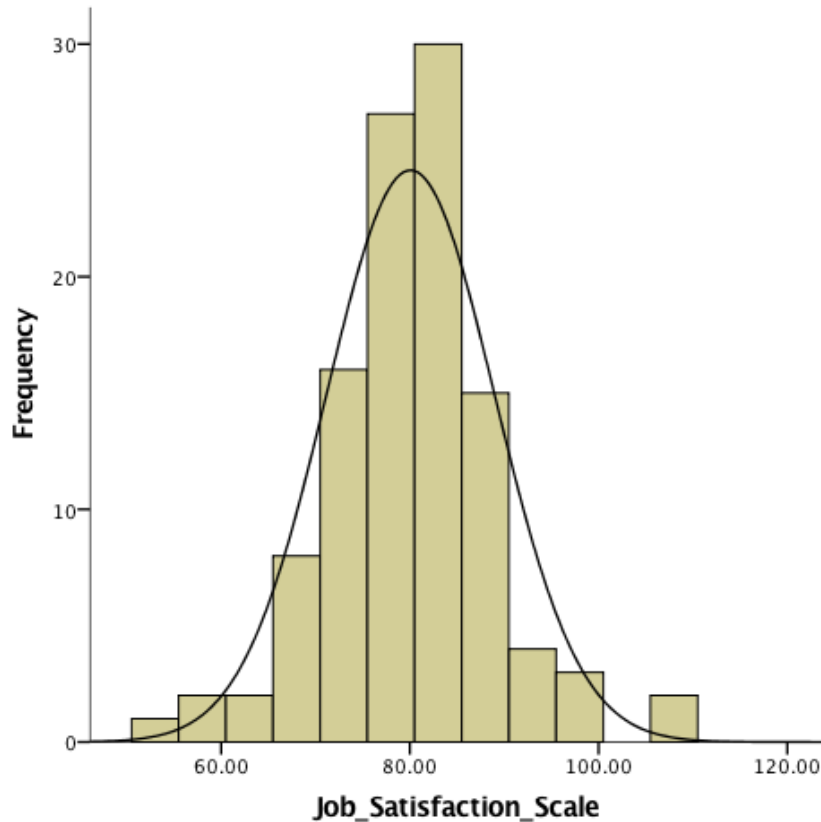
Figure 1. Histogram showing job satisfaction scale.

Descriptive statistics and histograms were generated for both the Normative

Commitment scale and the Affective Commitment scale. Based on the results (see Table 6 &

Figures 2 & 3), both variables (normative commitment and affective commitment) are

relatively normally distributed and appropriate for use in the analysis of the data. Normative

commitment reflected Skewness = 0.053, with a mean of 29.47±7.9 of a 95% confidence

interval that lies between 30.97 and 27.97. Affective commitment reflected Skewness=0.529,

with a mean of 24.09 ±9.1 of a 95% confidence interval that lies between 25.82 and 22.36.

Table 6

Descriptives: Normative and Affective Commitment

		Statistic	Std. Error
Normative_commitment	Mean	29.4679	.75628
	95% Confidence Interval for Mean	Lower Bound	27.9688
		Upper Bound	30.9670
	5% Trimmed Mean	29.3930	
	Median	30.0000	
	Variance	62.344	
	Std. Deviation	7.89581	
	Minimum	8.00	
	Maximum	52.00	
	Range	44.00	
	Interquartile Range	9.50	
	Skewness	.053	.231
	Kurtosis	.339	.459
Affective_Commitment	Mean	24.0917	.87277
	95% Confidence Interval for Mean	Lower Bound	22.3618
		Upper Bound	25.8217
	5% Trimmed Mean	23.7416	
	Median	22.0000	
	Variance	83.029	
	Std. Deviation	9.11200	
	Minimum	7.00	
	Maximum	51.00	
	Range	44.00	
	Interquartile Range	11.50	
	Skewness	.529	.231
	Kurtosis	.046	.459
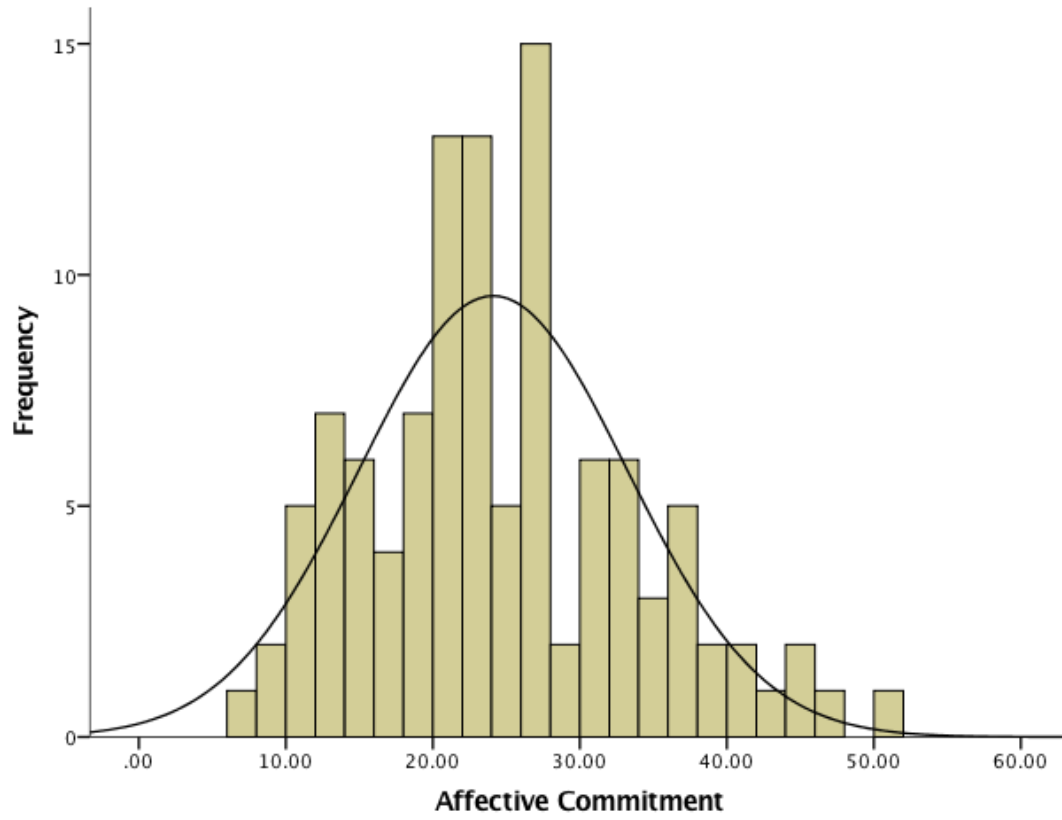
Figure 2. Histogram showing affective commitment.
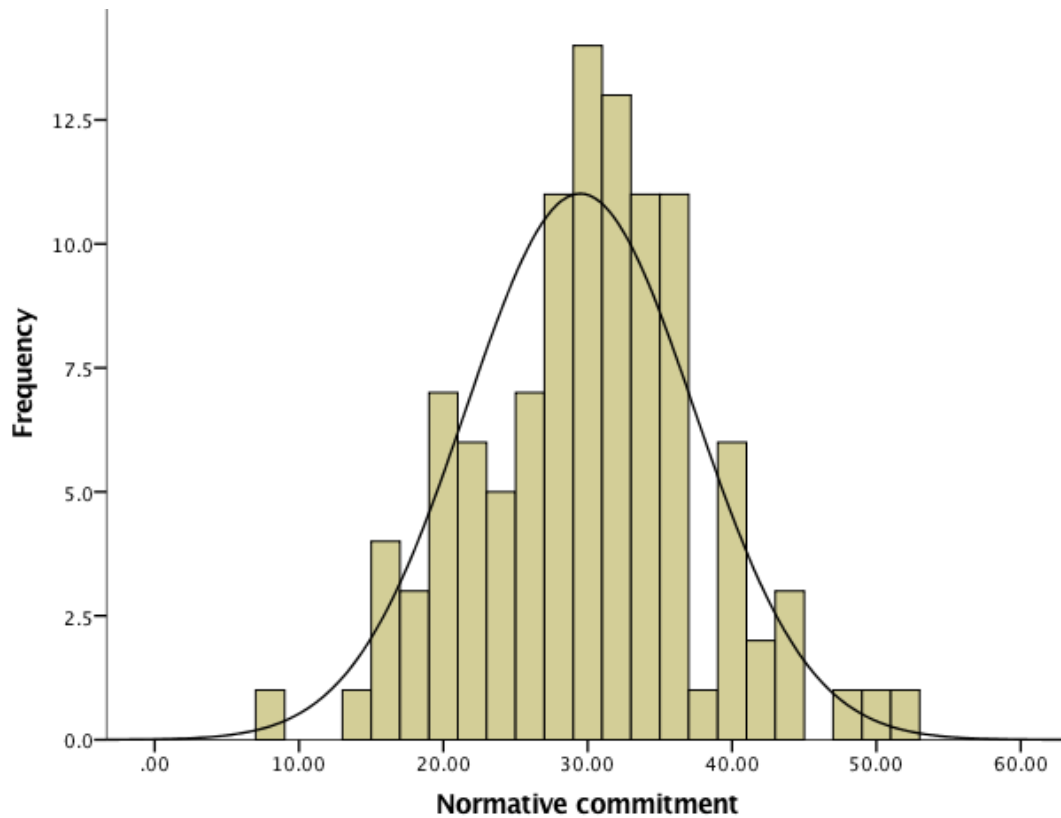
Figure 3. Histogram showing normative commitment.

Based on the histogram and the descriptive statistics for the Culture Novelty Scale seen in Table 7 and Figure 4 respectively, the variable is relatively normally distributed (see also, skewness = -0.532 in Table 7), with a mean of 13.54±4.3 of a 95% confidence interval that lies between 14.36 and 12.73.

Table 7

Descriptives: Culture Novelty Scale

			Statistic	Std. Error
Culture_Novelty_Scale	Mean		13.5413	.41167
	95% Confidence interval	Lower Bound	12.7253	
	for Mean	Upper Bound	14.3573	
	5% Trimmed mean		13.7238	
	Median		14.0000	
	Variance		18.473	
	Std. deviation		4.29800	
	Minimum		1.00	
	Maximum		20.00	
	Range		19.00	
	Interquartile range		6.00	
	Skewness		-.532	.231
	Kurtosis		-.209	.459
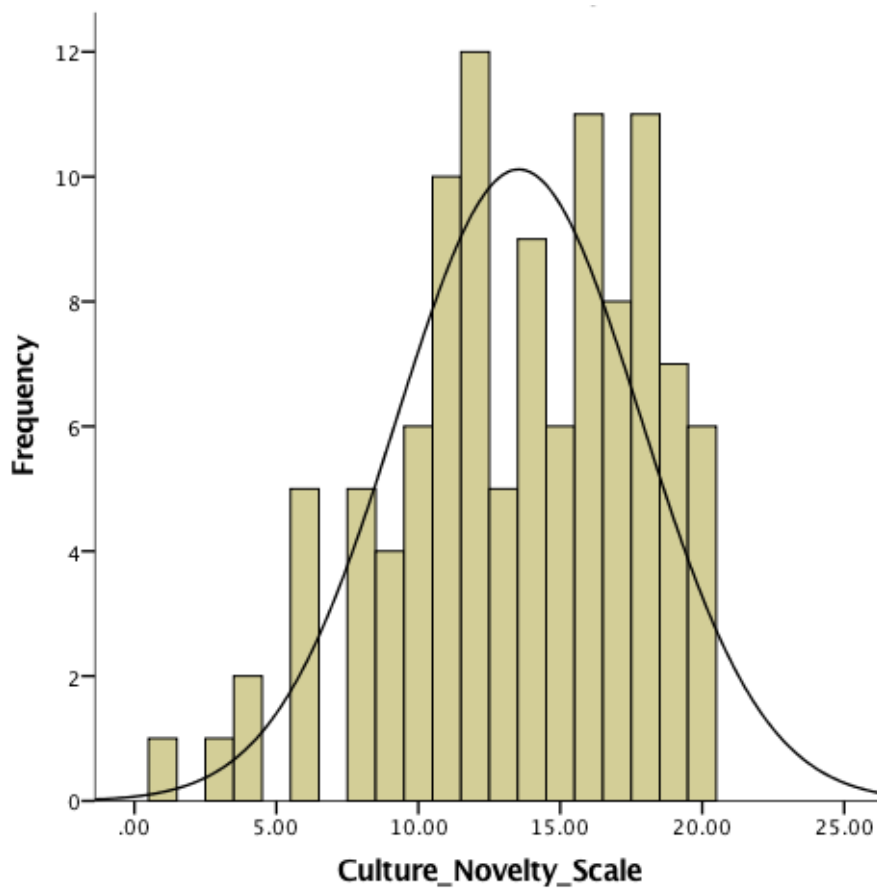
Figure 4. Histogram showing culture novelty scale.

Figure 5 reveals that the Productivity scale is not normally distributed (see also, Skewness = --3.366 in Table 8), with a mean of 61.7±4.6 of a 95% confidence interval that lies between 62.60 and 60.83.

Notwithstanding the high Cronbach's alpha obtained for the Work Effort Scale (productivity), the fact that the data is heavily skewed renders it unsuitable for regression statistical analysis (see Table 8 & Figure 5). This could be due to the fact that it was a self-report scale but it could also be that the sectors and individuals in the sample were highly productive. Consequently, the skewness would be accurate and reflective of actual high levels of productivity, not just due to impression management or other factors.

Table 8

Descriptives: Productivity Scale

		Statistic	Std. Error
Productivity_Scale	Mean	61.7130	.44556
	95% Confidence interval for Mean	Lower Bound	60.8297
		Upper Bound	62.5962
	5% Trimmed mean	62.2675	
	Median	64.0000	
	Variance	21.440	
	Std. deviation	4.63036	
	Minimum	33.00	
	Maximum	70.00	
	Range	37.00	
	Interquartile range	3.00	
	Skewness	-3.366	.233
	Kurtosis	16.229	.461
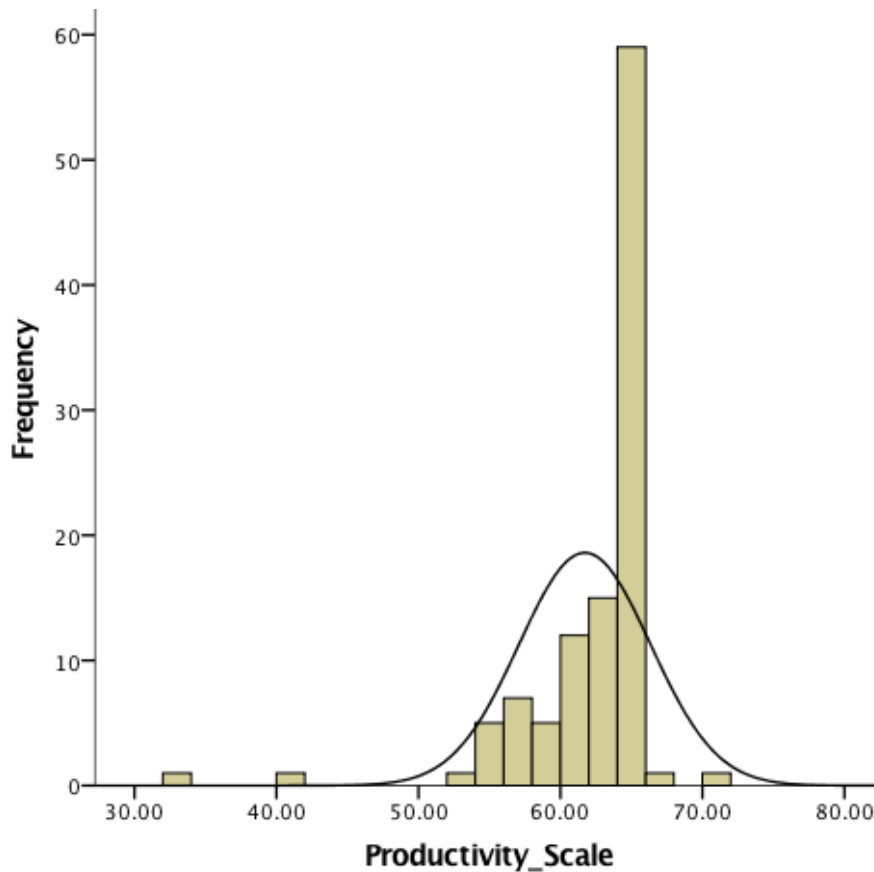
Figure 5. Histogram showing productivity scale.

Research Question 1

Do cultural dissimilarities between host country nationals and expatriates predict the job satisfaction, affective commitment, normative commitment, or productivity of host country nationals?

In light of the findings previously outlined regarding the unreliability of the productivity scale, productivity was omitted from the calculations, consequently, regression analysis were conducted to determine whether culture predicted any of the three remaining dependent variables, job satisfaction, affective commitment, and normative commitment.

Research Question 1, Hypothesis 1. A linear regression analysis was applied in order to decipher the predictive strength of culture on job satisfaction. Table 9 provides the

results of the linear regression. The adjusted R^2 ($R^2 = 0.018$), indicates that only 1.8% of the

variance in Job Satisfaction is explained by the model (Job Satisfaction = f{Culture}). This

low adjusted R^2 signals a weak relationship between culture and job satisfaction. The

Durbin-Watson (d = 1.633) does lie between the two critical values ($1.5 < d < 2.5$) which

means that the very critical assumption of the multiple regression analysis that requires

independence of observation, has been sufficiently met- inadvertently this means that there

are no auto-correlation in this model.

Table **9**

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.164[a]	.027	.018	6.95448	.027	2.960	1	107	.088	1.633

a. Predictors: (Constant), Culture_Novelty

b. Dependent Variable: Job_Satisfaction

I determined, based on the results of the ANOVA shown in Table 10, to fail to reject

the null hypothesis ($R^2 = 0$), therefore it was determined that the model (Job Satisfaction =

f{Culture}) does not explain any variance in Job Satisfaction. Additionally, based on the sig

value ($p = .088$) it is clear that the F-ratio ($f = 2.960$) is not significant thereby revealing that

the model (culture) does not explain any variance in Job Satisfaction. This therefore shows

that the model does not statistically significantly predict Job Satisfaction, $F(1, 107) = 2.960$,

$p = 0.088$.

Table **10**

ANOVA: Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	143.157	1	143.157	2.960	.088[b]
	Residual	5175.027	107	48.365		
	Total	5318.183	108			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Culture_Novelty

Despite the fact that Linear Regression finds that culture does not predict job satisfaction, the Pearson Correlation finds that there is in fact some correlation between the two variables ($r = .164$, $n = 108$, $p = .044$) (see Table 11). This is demonstrated by the p-value ($p = 0.044$), which therefore indicates that there is a statistically significant correlation between the two variables so even in the absence of predictive power of culture on job satisfaction, Pearson's correlation finds that there is correlation between the two variables and that this correlation is a positive one ($r = .164$).

Table **11**

Correlations: Job Satisfaction and Culture Novelty

		Job_Satisfaction	Culture_Novelty
Pearson Correlation	Job_Satisfaction	1.000	.164
	Culture_Novelty	.164	1.000
Sig. (1-tailed)	Job_Satisfaction	.	.044
	Culture_Novelty	.044	.
N	Job_Satisfaction	109	109
	Culture_Novelty	109	109

Research Question 1, Hypothesis 2. A linear regression analysis was applied in order to decipher the predictive strength of culture on affective commitment. Table 12 reveals an adjusted R^2 (R^2 = .009), that indicates that only 0.9% of the variance in Affective Commitment is explained by the model (culture). This low adjusted R^2 signals a weak relationship between culture and affective commitment. This is also further compounded by the fact that the Durbin -Watson (d = 1.406) does not lie between the two critical values (1.5 < d < 2.5) which means that the very critical assumption of the multiple regression analysis that requires independence of observation, has not been sufficiently met- inadvertently this means that there may be auto-correlation in this model. The findings of the model (Affective Commitment = f {Culture}) must therefore be interpreted within the context of this unmet assumption.

Table **12**

Model Summary: Affective Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.021[a]	.000	-.009	8.93456	.000	.045	1	106	.833	1.406

a. Predictors: (Constant), Culture_Novelty

b. Dependent Variable: Affective_Commitment

Based on Table 13, the decision was made to fail to reject the null hypothesis ($R^2 = 0$) that the model does not explain any variance in affective commitment. Based on the sig value ($p = .833$) it was clear that the F-ratio ($f = .045$) is not significant thereby revealing that the model (culture) does not explain any variance in Affective Commitment. This therefore shows that the model does not statistically significantly predict Affective Commitment, $F(1, 106) = .045$, $p = 0.833$.

Table **13**

ANOVA: Affective Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	3.586	1	3.586	.045	.833[b]
1	Residual	8461.599	106	79.826		
	Total	8465.185	107			

a. Dependent Variable: Affective_Commitment

b. Predictors: (Constant), Culture_Novelty

The Pearson Correlation (see Table 14) also aligns with the findings of the linear regression by showing that there is no correlation between culture and affective commitment ($r = -.021$, $n = 108$, $p = .833$).

Table **14**

Correlations: Culture Novelty and Affective Commitment

		Culture_Novelty	Affective_Commitment
Culture_Novelty	Pearson Correlation	1	-.021
	Sig. (2-tailed)		.833
	N	109	108
Affective_Commitment	Pearson Correlation	-.021	1
	Sig. (2-tailed)	.833	
	N	108	109

Research Question 1, Hypothesis 3. A linear regression analysis was applied in order to decipher the predictive strength of culture on normative commitment. From examining Table 15, based on the adjusted R^2 ($R^2 = .014$), only 1.4% of the variance in normative commitment is explained by the model (Normative Commitment $= f\{$Culture$\}$). This low adjusted R^2 signals a weak relationship between culture and normative commitment. The Durbin-Watson (d = 1.942) lies between the two critical values ($1.5 < d < 2.5$). This means that the very critical assumption of the multiple regression analysis that requires independence of observation, has been sufficiently met. Inadvertently this means that there is no auto-correlation in this model. Consequently, the data is a good fit for the model (Normative Commitment $= f\{$Culture$\}$).

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Table **15**

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.118^a	.014	.005	8.16790	.014	1.509	1	106	.222	1.942

a. Predictors: (Constant), Culture_Novelty

b. Dependent Variable: Normative_Commitment

In analyzing Table 16, I failed to reject the null hypothesis ($R^2 = 0$) that the model does not explain any variance in normative commitment. Based on the sig value ($p = .222$) it is clear that the F-ratio ($f = 1.509$) is not significant thereby revealing that the model does not explain any variance in Normative Commitment. This therefore shows that the model does not statistically significantly predict normative commitment, $F(1, 106) = 1.509$, $p = 0.222$.

Table **16**

ANOVA: Culture and Normative Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.660	1	100.660	1.509	.222^b
	Residual	7071.748	106	66.715		
	Total	7172.407	107			

a. Dependent Variable: Normative_Commitment

b. Predictors: (Constant), Culture_Novelty

The Pearson Correlation also aligns with the findings of the linear regression by showing that there is no correlation between culture and normative commitment ($r = -.118$, $n = 108$, $p = .111$) (see Table 17).

Table **17**

Correlations: Culture and Normative Commitment

		Normative_Commitment	Culture_Novelty
Pearson Correlation	Normative_Commitment	1.000	-.118
	Culture_Novelty	-.118	1.000
Sig. (1-tailed)	Normative_Commitment	.	.111
	Culture_Novelty	.111	.
N	Normative_Commitment	108	108
	Culture_Novelty	108	108

Research Question 2

Do demographic factors of age, experience, and gender predict the job satisfaction, affective commitment, normative commitment or productivity of host country nationals? Productivity was also omitted from this research question due to the unreliability of the scale, consequently, research question 4 was not included.

Research Question 2, Hypothesis 1. From examining Table 18, adjusted R^2 ($R^2 = .019$), 1.9% of the variance in Job Satisfaction is explained by the model (Job Satisfaction=f\{Gender, Age, Experience\}). The Durbin-Watson (d = .162) does not lie between the two critical values (1.5 < d < 2.5). This means that the very critical assumption of the multiple regression analysis that requires independence of observation, has not been sufficiently met, inadvertently this means that there may be auto-correlation in this model. The findings of the model must therefore be interpreted within the context of this unmet assumption.

Table **18**

Model Summary: Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.148ᵃ	.022	.019	6.84491	.022	7.586	3	1016	.000	.162

a. Predictors: (Constant), Male, Age, Number of Years Employed

b. Dependent Variable: Job_Satisfaction

In analyzing Table 19, the decision was taken to reject the null hypothesis ($R^2 = 0$)

that the model does not explain any variance in Job Satisfaction. Based on the sig value ($p =$

.001) it is clear that the F-ratio ($f = 7.586$) is highly significant thereby revealing that the

model does in fact explain some variance in Job Satisfaction. This therefore shows that the

model statistically significantly predicts Job Satisfaction, $F(3, 1016) = 7.586, p < 0.001$; the

regression model is therefore a good fit of the data.

Table **19**

Anova: Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1066.246	3	355.415	7.586	.000ᵇ
1	Residual	47602.480	1016	46.853		
	Total	48668.725	1019			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Male, Age, Number of Years Employed

Table 20 shows that number of years employed is the only statistically significant predictor of Job Satisfaction ($p = 0.001$). The statistics further affirms this by showing that number of years employed has the greatest effect on Job Satisfaction ($t = -3.731$). The data shows that when all other variables remain constant, for every 1 year of increase in employment, job satisfaction increases by 0.130; thereby showing a positive correlation between the two variables. The data also shows that for every 1 standard deviation in the number of years employed, there is .164 standard deviation in Job Satisfaction. Additionally, Table 20 shows that the data further meets the assumptions by showing that there is multicollinearity; [(Tolerance =.500) > 0.1] as well as [(VIF = 2.001) < 10] and all the other independent variables meet the multicollinearity requirement for the test.

Table **20**

Coefficients: Job Satisfaction, Age, Number of Years Employed, Male

Model		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
1	(Constant)	80.397	.601		133.685	.000					
	Age	-.206	.371	-.024	-.556	.578	.091	-.017	-.017	.501	1.995
	Number of Years Employed	.130	.035	.164	3.731	.000	.145	.116	.116	.500	2.001
	Male	.315	.433	.023	.729	.466	.014	.023	.023	.995	1.005

Despite the fact that the multiple regression finds that only number of years employed predicts Job Satisfaction, the Pearson Correlation finds that there is in fact some correlation between the number of years employed ($r = .145$, $n = 108$, $p = .001$) and age ($r = .091$, $n = 108$, $p = .002$) (see Table 21). Owing to the fact that the p-values ($p = 0.001$, .002) there is a statistically significant correlation between the two variables (experience and age) and the dependent variable Job Satisfaction so even in the absence of predictive power of age on Job Satisfaction, Pearson's correlation finds that there is correlation between the two variables. In both the cases of age and experience there are positive correlations (r = .145, r = .091) which means that as age and experience increases, Job Satisfaction increases in this model. It must be noted that these correlations though present are weak.

Table **21**

Correlations: Job Satisfaction, Age, Number of Years Employed, Male

		Job_ Satisfaction	Age	Number of Years Employed	Male
Pearson Correlation	Job_Satisfaction	1.000	.091	.145	.014
	Age	.091	1.000	.706	-.006
	Number of Years Employed	.145	.706	1.000	-.052
	Male	.014	-.006	-.052	1.000
Sig. (1-tailed)	Job_Satisfaction	.	.002	.000	.325
	Age	.002	.	.000	.428
	Number of Years Employed	.000	.000	.	.047
	Male	.325	.428	.047	.
N	Job_Satisfaction	102	102	102	102
	Age	102	102	102	102
	Number of Years Employed	102	102	102	102
	Male	102	102	102	102

Research Question 2, Hypothesis 2. Based on the adjusted R^2 (R^2 = .218), 21.8% of the variance in Affective commitment is explained by the model (see Table 22). The Durbin-Watson (d = 1.874) does lie between the two critical values (1.5 < d < 2.5) which means that the very critical assumption of the multiple regression analysis that requires independence of observation, has been sufficiently met- inadvertently this means that there may be auto-correlation in this model (Affective Commitment = f {Gender, Age, Experience}). This shows that the data is a good fit to the model.

Table **22**

Model Summary: Affective Commitment, Male, Age, Number of Years Employed

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.491^a	.241	.218	7.75146	.241	10.290	3	97	.000	1.874

a. Predictors: (Constant), Male, Age, Number of Years Employed

b. Dependent Variable: Affective_Commitment

Based on the results reflected in Table 23, the null hypothesis was rejected, ($R^2 = 0$) that the model does not explain any variance in Affective Commitment. Based on the sig value ($p = .001$) it is clear that the F-ratio ($f = 10.290$) is highly significant thereby revealing that the model does in fact explain some variance in Affective Commitment. This therefore shows that the model statistically significantly predicts Affective Commitment, $F(3, 97) = 10.290$, $p < 0.001$; the regression model is therefore a good fit of the data.

Table **23**

ANOVA: Affective Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1854.795	3	618.265	10.290	.000^b
1	Residual	5828.255	97	60.085		
	Total	7683.050	100			

a. Dependent Variable: Affective_Commitment

b. Predictors: (Constant), Male, Age, Number of Years Employed

Table 24 shows that number of years employed is the only statistically significant predictor of Affective Commitment ($p = 0.002$). The statistics further affirms this by

showing that number of years employed has the greatest effect on Job Satisfaction ($t = -3.192$). The data shows that when all other variables remain constant- for every 1 year of increase in employment, affective commitment decreases by -0.399; thereby showing a negative correlation between the two variables. The data also shows that for every 1 standard deviation in the number of years employed, there is -0.397 standard deviation in Affective Commitment. Additionally, Table 24 shows that the data further meets the assumptions by showing that there is multicollinearity; [(Tolerance =.506) > 0.1] as well as [(VIF = 1.982) < 10] and all the other independent variables meet the multicollinearity requirement for the test.

Table **24**

Coefficients: Affective Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	32.167	2.181		14.750	.000					
	Age	-1.290	1.332	-.120	-.968	.335	-.398	-.098	-.086	.506	1.975
	Number of Years Employed	-.399	.125	-.397	-3.192	.002	-.477	-.308	-.282	.505	1.982
	Male	-1.370	1.556	-.078	-.881	.381	-.051	-.089	-.078	.995	1.005

Despite the fact that the multiple regression finds that only number of years employed predicts Affective Commitment, the Pearson Correlation finds that there is in fact some correlation between the number of years employed ($r = -.477$, $n = 108$, $p = .001$) and age ($r = -.398$, $n = 108$, $p = 0.001$) (see Table 25). Owing to the fact that the p-values ($p = 0.001$) there is a statistically significant correlation between the two variables (experience and age) and the dependent variable Affective Commitment so even in the absence of predictive power of age on Affective commitment, Pearson's correlation finds that there is correlation between the two variables. In both the cases of age and experience there are negative correlations ($r = -.398$, $r = -.477$) which means that as age and experience increases, affective commitment decreases.

Table **25**

Correlations: Affective Commitment, Age, Number of Years Employed, Male

		Affective_ Commitment	Age	Number of Years Employed	Male
Pearson Correlation	Affective_Commitment	1.000	-.398	-.477	-.051
	Age	-.398	1.000	.702	-.016
	Number of Years Employed	-.477	.702	1.000	-.062
	Male	-.051	-.016	-.062	1.000
Sig. (1-tailed)	Affective_Commitment	.	.000	.000	.305
	Age	.000	.	.000	.436
	Number of Years Employed	.000	.000	.	.268
	Male	.305	.436	.268	.
N	Affective_Commitment	.101	101	101	101
	Age	101	101	101	101
	Number of Years Employed	101	101	101	101
	Male	101	101	101	101

Research Question 2, Hypothesis 3. Table 26 shows that based on the adjusted R^2 ($R^2 = .024$), only 2.4% of the variance in Normative Commitment is explained by the model (Normative Commitment $= f$ {Gender, Age, Experience}). The Durbin-Watson (d = 1.950) lies between the two critical values ($1.5 < d < 2.5$). This means that the very critical assumption of the multiple regression analysis that requires independence of observation, has been sufficiently met- inadvertently this means that there was no auto-correlation in this model.

Table **26**

Model Summary: Normative Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
					Change Statistics					
1	.083ª	.007	-.024	8.33817	.007	.224	3	97	.880	1.950

a. Predictors: (Constant), Male, Age, Number of Years Employed
b. Dependent Variable: Normative_Commitment

Based on the results reflected in Table 27, I failed to reject the null hypothesis ($R^2 = 0$) that the model does not explain any variance in Normative Commitment. Based on the sig value ($p = .880$) it is clear that the F-ratio ($f = .224$) which is less than 1, is not statistically significant thereby revealing that the model does not explain nor predict variance in Normative Commitment. This therefore shows that the model cannot statistically significantly predict Normative Commitment, $F(3, 97) = .224, p < 0.880$; the regression model is therefore not a good fit of the data. These findings therefore reveal that Age, Gender, nor Years of Employment affect nor predict Normative Commitment.

Table **27**

ANOVA: Normative Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	46.695	3	15.565	.224	.880[b]
1	Residual	6743.939	97	69.525		
	Total	6790.634	100			

a. Dependent Variable: Normative_Commitment
b. Predictors: (Constant), Male, Age, Number of Years Employed

Research Question 3

Does cultural dissimilarity between host country nationals and expatriates, in conjunction with demographic factors of age, experience, and gender predict the job satisfaction, affective commitment, normative commitment or productivity of host country nationals?

Productivity was also omitted from these calculations rendering hypothesis 4 irrelevant.

Research Question 3, Hypothesis 1. From examining Table 28, the researcher found that based on the adjusted R^2 ($R^2 = .011$), only 1.1% of the variance in Job Satisfaction was explained by the model (Job Satisfaction=f\{Gender, Age, Experience, Culture\}) . The Durbin-Watson (d = 1.647) lies between the two critical values ($1.5 < d < 2.5$). This means that the very critical assumption of the multiple regression analysis that requires independence of observation, was sufficiently met, inadvertently this means that there was no auto-correlation in this model.

Table **28**

Model Summary: Job Satisfaction

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.225ᵃ	.051	.011	6.87077	.051	1.283	4	96	.282	1.647

a. Predictors: (Constant), Culture_Novelty, Age, Male, Number of Years Employed

b. Dependent Variable: Job_Satisfaction

In analyzing Table 29, I failed to reject the null hypothesis ($R^2 = 0$) that the model does not explain any variance in Job Satisfaction. Based on the sig value ($p = .282$) it is clear that the F-test is not statistically significant thereby revealing that the model does not explain nor predict variance in Job Satisfaction. This therefore shows that the model cannot statistically significantly predict Job Satisfaction, $F(4, 96) = 1.283$, $p < 0.282$; the regression model is therefore not a good fit of the data. These findings therefore reveal that Culture Novelty, Age, Gender, nor Years of Employment affect or predict Job Satisfaction.

Table 29

ANOVA: Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	242.306	4	60.577	1.283	.282ᵇ
1	Residual	4531.912	96	47.207		
	Total	4774.218	100			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Culture_Novelty, Age, Male, Number of Years Employed

Research Question, 3 Hypothesis 2. From examining Table 30, I found that based on the adjusted R^2 ($R^2 = .207$), 20.7% of the variance in Affective Commitment is explained by the model (Affective Commitment=f\{Gender, Age, Experience, Culture\}). The Durbin-Watson (d = 1.858) lies between the two critical values (1.5 < d < 2.5). This means that the very critical assumption of the multiple regression analysis that requires independence of observation, has been sufficiently met, signifying that there was no auto-correlation in this model.

Table **30**

Model Summary: Affective Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.489ª	.239	.207	7.82356	.239	7.454	4	95	.000	1.858

a. Predictors: (Constant), Culture_Novelty, Age, Male, Number of Years Employed

b. Dependent Variable: Affective_Commitment

In analyzing Table 31, I rejected the null hypothesis ($R^2 = 0$) that the model does not explain any variance in Affective Commitment. Based on the sig value ($p = .001$) it is clear that the F-test is highly significant thereby revealing that the model does in fact explain some variance in Affective Commitment. This therefore shows that the model statistically significantly predicts Affective Commitment, $F(4, 95) = 7.45$, $p = 0.001$; the regression model is therefore a good fit of the data (see Table 31).

Table **31**

ANOVA: Affective Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1825.014	4	456.254	7.454	.000[b]
1	Residual	5814.776	95	61.208		
	Total	7639.790	99			

a. Dependent Variable: Affective_Commitment

b. Predictors: (Constant), Culture_Novelty, Age, Male, Number of Years Employed

Table 32 shows that number of years employed was the only statistically significant predictor of affective commitment ($p = 0.002$). The statistics confirmed this by showing that number of years employed had the greatest effect on affective commitment ($t = -3.166$). The data showed that when all other variables remained constant for every 1 year of increase in employment, affective commitment decreased by 0.407; thereby showing a negative correlation between the two variables. The data also showed that for every 1 standard deviation in the number of years employed, there was .396 standard deviation in affective commitment. Finally, Table 32 showed that the data further met the assumptions by showing that there was multicollinearity; [(Tolerance =.512) > 0.1] as well as [(VIF = 1.952) < 10]. This multicollinearity was not only with respect to the statistically significant variable but with all the independent variables in the study. Overall, the data showed that when culture is included in the model, there was no shift/change in the predictive power of the model on Affective Commitment as opposed to when culture was excluded from the model.

Table **32**

Coefficients: Affective Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	31.358	3.071		10.212	.000					
	Age	-1.291	1.346	-.120	-.959	.340	-.393	-.098	-.086	.513	1.950
	Number of Years Employed	-.407	.129	-.396	-3.166	.002	-.474	-.309	-.283	.512	1.952
	Male	-1.246	1.593	-.071	-.782	.436	-.059	-.080	-.070	.974	1.027
	Culture_Novelty	.069	.181	.035	.380	.704	.003	.039	.034	.970	1.031

a. Dependent Variable: Affective_Commitment

Despite the fact that the multiple regression found that only number of years employed predicted Affective Commitment, the Pearson Correlation found that there was in fact some correlation between the number of years employed ($r = -.474$, $n = 108$, $p = .001$) and age ($r = -.393$, $n = 108$, $p = .001$). Owing to the p-values ($p = 0.001$, .001) there was a statistically significant correlation between the two variables (experience and age) and the dependent variable Affective Commitment. Therefore even in the absence of predictive power of age on Affective Commitment, Pearson's correlation found that there was correlation between the two variables. In both the cases of age and experience there were negative correlations (r = -.393, r = -.474), this means that as age and experience increased, affective commitment decreased in this model (see Table 33).

Table 33

Correlations: Affective Commitment, Age, Number of Years Employed, Male, Culture Novelty

		Affective_Commitment	Age	Number of Years Employed	Male	Culture_Novelty
Pearson Correlation	Affective_Commitment	1.000	-.393	-.474	-.059	.003
	Age	-.393	1.000	.697	-.005	.079
	Number of Years Employed	-.474	.697	1.000	-.043	.082
	Male	-.059	-.005	-.043	1.000	-.153
	Culture_Novelty	.003	.079	.082	-.153	1.000
Sig. (1-tailed)	Affective_Commitment	.	.000	.000	.281	.486
	Age	.000	.	.000	.480	.219
	Number of Years Employed	.000	.000	.	.335	.208
	Male	.281	.480	.335	.	.064
	Culture_Novelty	.486	.219	.208	.064	.
N	Affective_Commitment	100	100	100	100	100
	Age	100	100	100	100	100
	Number of Years Employed	100	100	100	100	100
	Male	100	100	100	100	100
	Culture_Novelty	100	100	100	100	100

The Normal P-P Plot displayed in Figure 3 shows that there was approximate normal distribution in the data which satisfies one of the most crucial assumptions of the multiple regression test thereby further enhancing the fit of the model to the data.
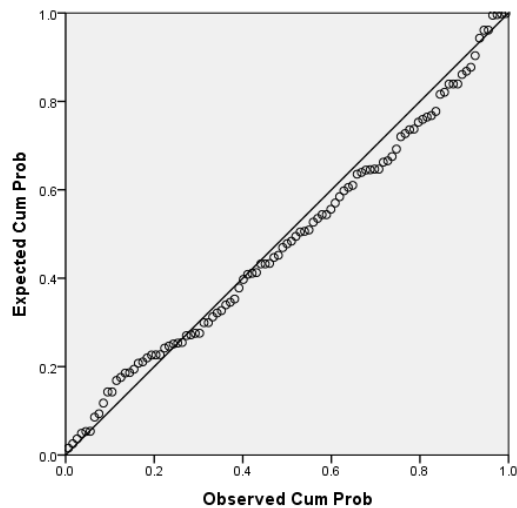
Figure 6. Normal P-P plot of regression standardized residual dependent variable: Affective_Commitment.

Research Question 3, Hypothesis 3. Table 34 shows that based on the adjusted R^2 (R^2 = .015), only 1.5% of the variance in Normative is explained by the model (Normative Commitment = f {Gender, Age, Experience, Culture}). The Durbin-Watson (d = 1.962) lies between the two critical values (1.5 < d < 2.5). This means that the very critical assumption of the multiple regression analysis that requires independence of observation, was sufficiently met. Inadvertently this means that there was no auto-correlation in this model.

Table **34**

Model Summary: Normative Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.122[a]	.015	-.027	8.39142	.015	.359	4	95	.837	1.962

a. Predictors: (Constant), Culture_Novelty, Age, Male, Number of Years Employed

b. Dependent Variable: Normative_Commitment

In analyzing Table 35, I failed to reject the null hypothesis ($R^2 = 0$) that the model does not explain any variance in Normative Commitment. Based on the sig value ($p = .837$) it is clear that the F-test is not statistically significant thereby revealing that the model does not explain nor predict variance in Normative Commitment. This therefore shows that the model cannot statistically significantly predict Normative Commitment, $F(4, 96) = .359$, $p < 0.837$; the regression model is therefore not a good fit of the data. These findings therefore reveal that Culture Novelty, Age, Gender, nor Years of Employment affect or predict Normative Commitment.

Table 35

ANOVA: Normative Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.079	4	25.270	.359	.837[b]
	Residual	6689.511	95	70.416		
	Total	6790.590	99			

a. Dependent Variable: Normative_Commitment

b. Predictors: (Constant), Culture_Novelty, Age, Male, Number of Years Employed

Summary

The results of the various statistical tests yielded the following results for the respective research questions and hypotheses:

Research Question 1, Hypothesis 1: Pearson's correlation revealed that there is a positive correlation between culture and job satisfaction. However, while there is a correlation the multiple regression did not indicate that culture is a statistically significant predictor of job satisfaction.

Research Question 1, Hypothesis 2: Pearson's correlation did not reveal a correlation between culture and affective commitment neither did the multiple regression reveal a statistically significant predictive relationship between the two.

Research Question 1, Hypothesis 3: Pearson's correlation did not reveal a correlation between culture and normative commitment neither did the multiple regression reveal a statistically significant predictive relationship between the two.

Research Question 2, Hypothesis 1: The model does predict job satisfaction, even though the number of years employed is the only variable which showed statistical significance. It must be noted however that the independence of observation criteria was not sufficiently met therefore indicating a possibility for auto correction.

Research Question 2, Hypothesis 2: Pearson's correlation indicated a correlation between the model and affective commitment. The multiple regression identified number of years employed as the only statistically significant predictor of affective commitment.

Research Question 2, Hypothesis 3: The results of both Pearson's correlation and the multiple regression reveal that the model does not statistically significantly predict normative commitment.

Research Question 3, Hypothesis 1: The model does not statistically, significantly predict job satisfaction.

Research Question 3, Hypothesis 2: The results show that the model (age, experience, culture, and gender) statistically significantly predicts affective commitment. The results reveal however that from the model, only experience is statistically significant and that the relationship is a negative one so as experience increases, affective commitment decreases. Despite the fact that the multiple regression finds that only number of years employed predicts Affective Commitment, the Pearson Correlation finds that there is in fact some correlation between the number of years employed and age; there is a statistically significant correlation between the two variables (experience and age) and the dependent variable Affective Commitment.

Research Question 3, Hypothesis 3: The results show that neither culture, age, gender, nor experience are statistically significant predictors of normative commitment.

Chapter 5 will provide an examination of these results in light of the theoretical framework and the existing literature, as well as recommendations and implications for social change.

Chapter 5: Discussion of Findings

Introduction

This quantitative study examined the cultural dissimilarities between host country nationals in Jamaica and expatriates and their effect on the productivity, job satisfaction, normative commitment, and affective commitment of the host country nationals. I also examined the impact of age, gender, and years of experience on these relationships. I believe this study is very relevant in light of the multiplicity of cultures which are present in several Jamaican organizations.

The results of the data analysis were varied. The findings with respect to culture in conjunction with age, gender, and experience indicated that the model does not significantly predict job satisfaction. However, the results with respect to affective commitment indicate that the model has a statistically significant predictive relationship. Specifically, the results showed that from the model, only experience is statistically significant and that the relationship is an inverse one such that as experience increases, affective commitment decreases. Despite the fact that the multiple regression showed that only number of years employed predicted affective commitment, the Pearson correlation showed that there is in fact some correlation between the number of years employed and age. That is, there is a statistically significant correlation between the two variables (experience and age) and the dependent variable affective commitment.

Based on the skewness of the productivity data and the resultant lack of variation, I decided to omit it from further analysis and so conducted no linear regression with respect to productivity; neither did I include productivity in the various models for the multiple regression.

Possible explanations for the skewness of the data could be the fact that the instrument used was a self- report scale that could be predisposed to impression management on the part of the sample, or it could be that the reports are in fact true and that the companies that were included in the sample are highly productive.

Pearson's correlation revealed that there is a positive correlation between culture and job satisfaction. However, while there is a correlation, the multiple regression did not indicate that culture is a statistically significant predictor of job satisfaction. Pearson's correlation did not reveal a correlation between either culture and affective commitment, or between culture and normative commitment. Likewise, the multiple regression did not show a statistically significant predictive relationship between either of them. Further the results indicated that age, gender, and experience have a predictive relationship with job satisfaction despite the fact that number of years employed is the only variable that showed statistical significance. It must be noted, however, that the independence of observation criteria was not sufficiently met, therefore indicating a possibility for auto correction.

Pearson's correlation indicated a correlation between age, gender, and experience and affective commitment. The multiple regression showed number of years employed as the only statistically significant predictor of affective commitment. The results of both Pearson's correlation and the multiple regression showed that age, gender, and experience together do not statistically significantly predict normative commitment. Finally, the results showed that neither culture, age, gender, nor experience are statistically significant predictors of normative commitment.

In what follows, I have used a triangulated approach for the discussion of the findings of the study, with emphasis on existing literature and the theoretical framework.

Interpretation of the Findings

When compared with results in the existing peer reviewed literature, the results of the study in respect to the various hypotheses yielded mixed outcomes. Below is an interpretation of the results in the context of existing literature as well as the theoretical framework that I discussed in the opening chapters.

Cultural Dissimilarity and Job Satisfaction

The results of multiple regression analysis indicated that culture dissimilarity did not predict job satisfaction among the respondents; however, a positive correlation was identified between the two, signifying that as cultural similarity increases there is a corresponding increase in job satisfaction.

The indication of a correlation marks the need for further studies on this subject. There is no shortage of literature highlighting the impact of job satisfaction on key performance indicators. Among the proponents of a correlation between cultural dissimilarity and job satisfaction are Toh and DeNisi (2005) and Bergbom and Kinnunen (2014) who provided empirical data indicating that psychological well-being and job satisfaction are negatively affected by cultural incompatibility. Chatman et al. (1998) further suggested that organizations are likely to incur additional costs due to lower staff morale in instances where there is cultural diversity.

This finding is also in keeping with the theoretical framework of the study. Proponents of diversity propose that differences in individuals have implications for key organizational

outcomes. Betz and Fitzgerald (1993) indicated that racial and cultural diversity has such a vast impact on the field of psychology that they likened it to "sea of change" (p. 362). This finding aligns with that of Bergbom and Kinnunen (2014), who indicated that psychological well-being and job satisfaction are negatively affected by cultural incompatibility. In light of its ambivalent nature, diversity has to be deliberately addressed in the workplace in an attempt to mitigate the potential negative implications (Kumra & Manfredi, 2012). Patrick and Kumar (2012) indicated that diversity does not merely involve differences in the way people act but also in the way they think. These researchers also found that organizational diversity has both positive and negative implications. Such findings are in keeping with the tenets of social exchange theory which holds that perceived equity in relationships positively impacts job satisfaction (Ko & Hur, 2014).

This finding is aligned with repulsive hypotheses and homophily. The finding supports the notion that individuals will repel dissimilarity and gravitate to similarity, thereby increasing job satisfaction (McPherson et al., 2001; Rosenbaum, 1986). I deemed this finding very important because satisfied employees typically result in improved organizational outcomes as well as reduced intentions to quit (Saeed, Waseem, Sikander, & Rizwan, 2014). This finding is even more important for Jamaica, being a developing country that depends heavily on foreign direct investment. Dissatisfied employees and increased intention to quit could likely result in investors going to other geographical areas instead of coming to Jamaica. There is a likelihood that this could be abated by introducing measures to deal with cultural dissimilarity.

Cultural Dissimilarity and Organizational Commitment

The findings of this study showed neither correlation nor a predictive relationship between culture and affective commitment or normative commitment. It must be noted that the

literature on the subject is mixed, with some researchers identifying correlations and or predictive relationships and others not identifying such relationships (Astakhova, 2016; Choi, Oh, & Colbert, 2015; Holly Buttner, Lowe, & Billings-Harris, 2010). This discrepancy points to the need for further study.

As I indicated in Chapter 2, the literature with respect to cultural dissimilarity and organizational commitment, especially related to host country nationals, is very limited. My study adds to this limited literature and will serve as a catalyst for future studies. While this is true, there are researchers who have focused on the effect of national culture on organizational commitment. Again, the results have varied, which is indicative of the need for further research and, by extension, the need to add the component of cultural dissimilarity and its effect on organizational commitment.

Choi et al. (2015) identified agreeableness as a personality trait that was highly predictive of both affective and normative commitment. They intimated further that this trait was seen to be more predictive in collectivist cultures than in individualistic cultures, thereby highlighting the impact of national culture on organizational commitment. In light of this finding, I have extrapolated that dissimilarities between the cultures of host country nationals and the cultures of expatriates could influence organizational commitment. The findings of my study are not generalizable due to the limitations which are mentioned further on pg. 101, consequently it should be interpreted as an indication of the need for further research on the variables.

While I identified no significant relationship between cultural dissimilarity and organizational commitment in my study, it is imperative that the findings of other studies on the subject be taken into consideration by readers of this study. Top, Akdere, and Tarcan (2015)

found that job satisfaction is a direct predictor of organizational commitment. This, therefore, indicates the potential benefit of implementing human resource management policies, procedures, and initiatives targeting improved job satisfaction, which is likely to result in increased organizational commitment.

Gender, Age, Experience, and Job Satisfaction

The results of my study indicate that as a model, gender, age, and experience are predictive of job satisfaction. It is noted further that of the three variables only years of experience showed statistical significance.

Dobrow Riza et al. (2015) found that in their longitudinal study, age and tenure had opposite effects on job satisfaction; job satisfaction was found to increase with age of the employees, but increased tenure within the same organization was found to result in decreased job satisfaction. On the other hand, Venkatesh (2016) found that experience had little if any effect on job satisfaction, but age was found to be predictive of it; specifically, job satisfaction decreased as age increased among the sample.

While the model (Job Satisfaction=f\{Gender, Age, Experience\}) was deemed to be predictive of job satisfaction it is noted that gender was not found to be a statistically significant predictor of job satisfaction. The finding is in keeping with Naderi Anari (2012), but is contrary to that of Chaudhuri et al. (2015) who identified that the relationship between age and job satisfaction was moderated by gender.

Gender, Age, Experience, and Organizational Commitment

The findings of my study did not reveal a predictive relationship for gender, age, experience, and normative commitment. However, it did identify a correlation within the model

(Affective Commitment $=f$ {Gender, Age, Experience}), with years of experience being the only statistically significant predictor. The finding is in keeping with Naderi Anari (2012), who found no empirical evidence of a correlation between neither gender nor age and organizational commitment.

There are conflicting results in the literature as it relates to the effects of gender, age, and experience on organizational commitment. This should not, however be interpreted as a reason to forfeit further studies. Instead, the disparity in the findings of the literature should serve as a catalyst for future studies, especially given the implications of organizational commitment for key organizational outcome, including productivity and overall viability.

A review of the theoretical framework lends itself to the notion that as the number of years of experience increases, so does organizational commitment, as it is typical for individuals to become more familiar as time passes in comparison to new hires (Abdul-Nasiru, Mensah, Amponsah-Tawiah, Simpeh, & Kumasey, 2014). Therefore, familiarity with systems and individuals should increase with the passage of time and so should the commitment to the organization.

Culture in Conjunction with Age, Gender and Experience, and Job Satisfaction

The findings of my study do not support a correlation or predictive relationship between a model of culture, age, gender, and experience when paired with job satisfaction. The impact of the individual variables on job satisfaction has already been discussed. Of note is the fact that there was a predictive relationship with the model (Job Satisfaction$=f$ {Gender, Age, Experience})when culture was excluded, but that changes when culture is added. It should not

be assumed that cultural dissimilarity does not predict job satisfaction due to the fact that the results did not show that job satisfaction was predicted by culture, age, experience, and gender. The results should be interpreted in light of the limitations of the study and therefore it could substantiate the need for further studies.

Culture in Conjunction with Age, Gender and Experience, and Normative and Affective Commitment

The model did not yield a correlation nor a predictive relationship with normative commitment; however, it yielded a negative predictive relationship with affective commitment, in which years of experience was the only statistically significant predictor. This means that as the model increases affective commitment deceases, and in particular, as age increases organizational commitment deceases. A decline in affective commitment is deemed undesirable as such a decrease could increase the likelihood of intention to quit, that in turn has potential negative implications for the organization. The potential negative implications of decreases in affective commitment could include the need for increased training and recruitment costs attributable to new hires, as well as likely reduction in productivity. Efforts toward increasing affective commitment will likely result in increases in key performance outcomes such as productivity, sales, customer satisfaction, and financial returns, as well and organizational citizenship (Zayas-Ortiz, Rosario, Marquez, & Colón Gruñeiro, 2015). The likelihood of these outcomes can be understood by reflecting on the notion that employees who have affective commitment to their organization will often go beyond what is required of them, thereby contributing positively to these key performance outcomes.

Pearson's correlation yielded a negative relationship between affective commitment and age as well as affective commitment and experience. This finding means that for the sample as age and experience increased affective commitment decreased. Chordiya, Sabharwal, and Goodman (2017) indicated that there are differences in affective commitment across cultures. Specifically, their findings indicated higher levels of commitment among collectivist cultures in comparison to individualistic cultures. Again, the results are indicative of the need for further study.

This finding should also be instructive in the crafting of human resource management policies, procedures, and initiatives. Care should be taken to address the changing needs of the aging employees in an attempt to mitigate against the likely reduction in affective commitment. Additionally, these policies and procedures should take cognisance of the inherent reduction in affective commitment as years of experience increase. This therefore would require strategies aimed at increasing the engagement of all employees and specifically, those with longer years of service. Long service awards and others should initiatives could be implemented to address this need.

Limitations of the Study

My study has several limitations that includes the small sample size, the absence of a sample frame, as well as the fact that a non-probability sampling approach was utilized. My study is considered an introductory study, limited in respect of its sample, the level of analysis, and the sectors represented.

The results of my study should not be deemed generalizable in all countries, cultures, or companies, as the study was specific to two companies in Jamaica, rendering the sample somewhat homogeneous. The perceptions and experiences of these employees may differ from those of other employees within Jamaica as well as in other countries. Considering the aforementioned, the results of my study should not be generalized to other situations, but will serve as a precursor to other studies on the subject.

My study utilized quantitative data to explore the relationship among the variables. It is likely that there are other mediators that could impact the relationships, which would not be revealed by a qualitative inquiry. This is so as a qualitative enquiry would be more exploratory and would identify themes. This, therefore, is a limitation of the study that could be addressed by utilizing a qualitative approach or a mixed method approach.

Another limitation of the study is the fact that the data are based on self-reports, especially evident in the skewness of the productivity scale. The skewness and lack of variability of the productivity data rendered the scale unsuitable and therefore prevented the use of 3 of the 12 hypotheses. Consequently, the study results do not reflect any information in respect of productivity. Productivity is considered a key performance indicator, with

implications for both organizational sustainability and employee wellbeing. Therefore the inability to obtain the variable is considered significant.

Recommendations

My study has added to the limited literature that examines the implications on host country nationals, of cultural dissimilarities between themselves and expatriates. An ensuing recommendation is for additional studies to be conducted to further add to the literature, especially considering the limitations of my study that were highlighted in the previous section.

Another recommendation is that future studies should utilize larger sample sizes. Large sample sizes have the added advantage of reducing the margin of error, as well as reducing the impact of outliers on the analysis. Therefore, I recommend that future studies utilize larger sample sizes and further that additional companies and nationalities be included thereby increasing the heterogeneity of the sample and by extension allowing for generalization of the findings.

As indicated in prior chapters, there is a limitation of literature on the models included in my study, and in particular, with respect to the Caribbean region. I recommend that future studies include the wider Caribbean area as cultures vary across the region and there is a likelihood that the relationships among the variables could also vary.

My study utilized a non-probability sample, this was deemed appropriate due to its explorative nature. I recommend that future studies utilize probability sampling techniques to increase the representativeness of the population, thereby increasing the possibility of generalization.

As outlined in previous sections, the use of the Work Efforts scale to measure productivity, produced data that was not normally distributed, highly skewed, and lacking in variability. The first recommendation, therefore, regarding this variable, is that another instrument and method be utilized to access productivity. It is generally accepted that self-report scales are predisposed to respondent's exaggeration of their comments or utilizing impression management to ensure that socially desirable responses are reflected. To reduce potential biases that are somewhat inherent to the use of self-report variable, I recommend that future researchers examine productivity and or performance reports or utilize other means to obtain verifiable data in respect of productivity.

Another recommendation for future studies is to engage in longitudinal studies. Longitudinal studies reduce the impact of specific transitory events on the results of the study and allow for examination of trends over the period (Caruana, Roman, Hernández-Sánchez, & Solli, 2015).

It is expected that the limitations that ensue from the use of a purely quantitative approach to the study could be alleviated by using a mixed method or a qualitative approach. The use of a mixed method or a qualitative approach could allow the researcher to identify other possible mediators to the relationship and the implications for other key organizational outcomes.

In light of the implications for Jamaica, a third world country, whose economy is significantly hinged on foreign direct investment, I recommend that human resource policies, procedures, and initiatives be developed. Such initiatives should include ones aimed at

addressing cultural dissimilarity and measures that will mitigate any attendant negative

implications for productivity, organizational commitment, and job satisfaction.

Previous studies on cultural dissimilarity have sought to identify measures to aid

expatriates in coping with the cultural dissimilarities that are likely to occur; however, very few

have sought to do the same for the host country nationals. A recommendation is to develop

culture sensitization programs for both expatriates and host country nationals. It is likely to be

more effective if the training is specific to the cultural norms of the individuals involved rather

that a general culture sensitization program. I recommend further that culture sensitization goals

should be included in performance management systems to increase compliance.

Implications

The implications of my study are great. Firstly, my study highlights the need for

additional study, serving as a catalyst for social change. At a national level the findings of my

study will promote greater understanding of the variables involved and how they relate to each

other. This is especially important as Jamaica, as a third world country, can ill afford the

potential negative implications for the economy that could result from ignoring these

relationships. Two potential negative implications that have economic implications is increased

unemployment and potential reduction in productivity. Information gained from my study has

the potential to assist in reducing intent to quit, thereby reducing the unemployment rate of the

country. My research has added to the literature of the variables as well as that of the various

theories that undergirded it. The implications for organizations cannot be ignored. The findings

will help to increase the awareness of the implications of cultural dissimilarity and the potential

impact on key organizational outcomes, thereby, allowing the organizations and the various

stakeholders to craft policies that will adequately address and support diversity.

As indicated in prior chapters, one potential impact for social change involves the

development of matrices that will be used for the selection of expatriates based on their cultural

suitability or their willingness to adapt to the cultural norms of the host country. The expectation

is that the resultant matrices should be suitable for adaptation by multinational companies.

Additionally, it is expected that this research will facilitate the creation of country specific

cultural awareness training programs for both the host country nationals and the expatriates.

Another desired deliverable is that the creation of such training programs may help to reduce the

impact of the cultural incompatibilities and potentially improve performance and job attitudes.

Finally, an expected deliverable from my findings is that they may aid in the development of

performance appraisal instruments that will include measures for cultural adaptation.

There are also anticipated benefits for individuals that will likely be derived from my

study including increased emphasis on employee job satisfaction and organizational

commitment. As indicated by prior studies these factors have implications for employees' stress

levels on overall happiness and wellbeing (Schultz, Ryan, Niemiec, Legate, & Williams, 2015;

Sparber, 2008).

Conclusions

My study has fulfilled the intended purposes that were previously outlined. The main purposes were to add to the limited literature on cultural dissimilarities between host country nationals and expatriates, and to examine the relationship between this difference and the productivity, job satisfaction, and organizational commitments of the host country nationals, along with the mediating factors of gender, age, and number of years. In particular, my study was expected to add to the limited literature on the implications for host country nationals. This is due to the fact that the majority of the literature focused on implications for the expatriates rather than the host country nationals.

The results have identified predictive relationships for some of the models and or correlations, and for still others neither correlation nor predictive relationships were identified. In addition to adding to the existing literature, my study has highlighted the need to do further study on the relationship of the variables due to their potential implications for social change, employee well-being, as well as for the economy of the countries involved. Finally, my study has also provided specific recommendations that can impact social change.

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THE EFFECTS OF CULTURAL DISSIMILARITY ON EMPLOYEE JOB ATTITUDES AND PRODUCTIVITY
SURVEY DOCUMENT

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Thank you for participating in the "Effects of Cultural Dissimilarity on Employees Job Attitudes and Productivity" study. Your input will help us to develop programs to address the effects of cultural dissimilarity between expatriates and host country nationals. This survey includes questions about your experiences as an employee in an organization which employs expatriates. It should take approximately 30 minutes to complete. Please read each question carefully and respond as honestly as you can to each item. Your responses will not be shared with your co-workers or the management of the organization and you will not be identified individually when the results of this project are shared. Your participation is voluntary, so you don't have to answer any questions you don't want to and you can stop at any time.

<u>This is a confidential survey please do not enter or write your name. Please use your assigned participant ID.</u>
Consent
I have read the informed consent document and
- ❑ **Agree to participate in this study**
- ❑ **I do not wish to participate in this study**

If you would like to receive summary results of this study please indicate an email address to which it may be sent: _____

Date: _____

Participant ID: _____

SECTION I: DEMOGRAPHICS

We would like to know a little about you so we can see how different individuals experience the issues you have been examining. For each question below check the box(es) that correspond with your answer.

1.　**Age**

- ❑ 18 – 30
- ❑ 31 – 45
- ❑ Above 45

2.　**Gender**

- ❑ Male
- ❑ Female

3.　**Name of Organization**

_____

4.　**Number of years employed to this organization**

_____

5.　**Category of employment**

- ❑ Clerical
- ❑ Supervisory
- ❑ Management
- ❑ Other

SECTION II: JOB SATISFACTION

Please think about your experience as an employee and answer the following questions on the way you feel about your job. Please mark the answer with an **X** that best describes your attitudes.

GENERAL SATISFACTION

Questions	1 **Strongly Agree**	2 **Agree**	3 **Disagree**	4 **Strongly Disagree**
1. I feel good about this job.	1	2	3	4
2. This job is worthwhile.	1	2	3	4
3. The working conditions are good.	1	2	3	4
4. I want to quit this job.	1	2	3	4
5. This job is boring.	1	2	3	4

PAY

6. I am happy with the amount this job pays.	1	2	3	4
7. The vacation time and other benefits on this job are okay.	1	2	3	4
8. I need more money than this job pays.	1	2	3	4
9. This job does not provide the medical coverage I need.	1	2	3	4

ADVANCEMENT AND PROMOTION

10. I have a fairly good chance for promotion in this job.	1	2	3	4
11. This is a dead-end job.	1	2	3	4
12. I feel that there is a good chance of my losing this job in the future.	1	2	3	4

SUPERVISION

13. My supervisor is fair.	1	2	3	4
14. My supervisor is hard to please.	1	2	3	4
15. My supervisor praises me when I do my job well.	1	2	3	4
16. My supervisor is difficult to get along with.	1	2	3	4
17. My supervisor recognizes my efforts.	1	2	3	4

Co-WORKERS

Questions	1 Not True At All	2 Mostly Not True	3 Somewhat True	4 Mostly True
18. My coworkers are easy to get along with.	1	2	3	4
19. My coworkers are lazy.	1	2	3	4
20. My coworkers are unpleasant.	1	2	3	4
21. My coworkers don't like me	1	2	3	4
22. My coworkers help me to like this job more.	1	2	3	4
23. I have a coworker I can rely on.	1	2	3	4
24. I have a coworker I consider a friend.	1	2	3	4

HOW I FEEL ON THIS JOB

25. I look forward to coming to work	1	2	3	4
26. I am satisfied with my schedule.	1	2	3	4
27. I often feel tense on the job.	1	2	3	4
28. I don't know what's expected of me on this job.	1	2	3	4
29. I feel physically worn out at the end of the day.	1	2	3	4
30. Working makes me feel like I'm needed.	1	2	3	4
31. My job keeps me busy.	1	2	3	4
32. I get to do a lot of different things on my job.	1	2	3	4

CULTURE NOVELTY SCALE

Questions	1 Very Similar	2	3	4	5 Very Dissimilar
33. Everyday Customs that must be followed	1	2	3	4	5
34. General Living Conditions	1	2	3	4	5
35. General Living Costs	1	2	3	4	5
36. Climate	1	2	3	4	5

PRODUCTIVITY

Instruction - The questions below ask you about your output as a host country national. Please circle the number that best reflects how you feel about your output.

Question/Item	1 **Fully** **Agree**	2	3	4	5	6	7 **Fully** **Disagree**
37. I do not give up quickly when something does not work well.	1	2	3	4	5	6	7
38. I really do my best to get my work done regardless of potential difficulties.	1	2	3	4	5	6	7
39. I do my best to do what is expected of me.	1	2	3	4	5	6	7
40. When I start an assignment, I pursue it to the end.	1	2	3	4	5	6	7
41. I am trustworthy in executing the tasks that are assigned to me.	1	2	3	4	5	6	7
42. I really do my best to achieve the objectives of the organization.	1	2	3	4	5	6	7
43. I think of myself as a hard worker.	1	2	3	4	5	6	7
44. I really do my best in my job.	1	2	3	4	5	6	7
45. I put a lot of energy into the tasks that I commence	1	2	3	4	5	6	7
46. I always exert equally hard in	1	2	3	4	5	6	7

the execution of
my work.

ORGANIZATIONAL COMMITMENT

Instructions – Please reflect on your experiences and respond to the following questions by selecting the response which best reflects your views, on a scale of 1 – 7 where 1 is strongly agree and 7 is strongly disagree.

Question/Item	1 Strongly Agree	2	3	4	5	6	7 Strongly Disagree
Normative Commitment							
47. I think that people these days move from company to company too often.	1	2	3	4	5	6	7
48. I do not believe that a person must always be loyal to his or her organization.	1	2	3	4	5	6	7
49. Jumping from one organization to organization does not seem at all unethical to me.	1	2	3	4	5	6	7
50. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	1	2	3	4	5	6	7
51. If l got another offer for a better job elsewhere I would not feel it	1	2	3	4	5	6	7

was right to leave my organization

Question/Item	1	2	3	4	5	6	7
52. I was taught to believe in the value of remaining loyal to one organization	1	2	3	4	5	6	7
53. Things were better in the days when people stayed with one organization for most of their careers	1	2	3	4	5	6	7
54. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore	1	2	3	4	5	6	7

Affective Commitment

Question/Item	1 Fully Agree	2	3	4	5	6	7 Fully Disagree
55. I would be very happy to spend the rest of my career with this organization	1	2	3	4	5	6	7
56. I enjoy discussing my organization with people outside it	1	2	3	4	5	6	7

		1	2	3	4	5	6	7
57.	I really feel as if this organization's problems are my own	1	2	3	4	5	6	7
58.	I think that I could easily become as attached to another organization as I am to this one.	1	2	3	4	5	6	7
59.	I do not feel like 'part of the family' at my organization.	1	2	3	4	5	6	7
60.	I do not feel 'emotionally attached' to this organization.	1	2	3	4	5	6	7
61.	This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
62.	I do not feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7

THANK YOU FOR COMPLETING THIS SURVEY

Appendix B: Walden University IRB Approval

Name of Study: The Effects of Cultural Dissimilarity on Employee Job Attitudes and

Productivity

Name of Researcher: Sherrice Lyons

Approval #: 08-30-17-0434329

Expiration date: August 29th, 2018