CHANGING VALUES OF PERSONNEL WORKING IN EXPORT BASED TEXTILE ORGANIZATIONS TOWARD OTHER CULTURES

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The study was conducted to examine the changing values of personnel working in export based textile organizations about understanding, accepting, and adopting the cultures other than their native culture. Different intervening variables like opportunities to make decisions, ambitions to change, adoption of new ideas, friendly or hindering environment in a business organization were studied in order to find true reasons of this change in concepts. Likewise, the study also focused on the affects of changing concepts on certain behavioral dimensions like maintaining and keeping peaceful environment, welcoming new policies, sharing new and creative concepts, and concentration on development of new ideas. The study was conducted in 100 export based textile organizations by selecting five personnel of upper and middle lower levels from each organization, who were selected randomly. A sample of 500 respondents was selected randomly. Data were collected through a comprehensive and well-designed questionnaire. Descriptive and inferential statistics were applied for data analysis. Pre-testing was carried out to examine the workability of the measuring instrument. Results showed a significant change in concepts of people working in export based textile organization. The main reason for this change was influence of modern business culture. Results showed a significant affect of modern values on the understanding, accepting, and adopting foreign culture. It is suggested that positive and negatives effects of other cultures on our culture need to be assessed because diffusion of values of other cultures whether business values, work values, educational values, political values, etc. in our society is inevitable and social change cannot be prevented and this leads to development.
Keywords: Business organization, working ability, societal norms, working culture.

INTRODUCTION

This is an established fact that business reflect societal norms and as employees of export based organizations are understanding and adopting other cultures, their own behavior are changing and affecting the society. Culture emerges from people's mental system or mental programming (Hofstede, 1991) and depends upon groups living in a society in a certain way. In order to understand culture, the researchers look at 'social configuration' of a society. This social configuration can be seen in a business organization. Business organizations reflect the same social set-up; they originated from (Carroll and Harrison, 1998).

In understanding other cultures, business organization plays vital role. Specifically the companies that have more amount of interaction with other countries i.e. export based organizations and multinational corporation. De Grauwe and Cameraman (2003) highlights the significant role of Multinational Companies (MNCs) in 'understanding other cultures' in their work. They found that out of 100 largest economies in world, approximately thirty are MNCs. The remainders are countries. So the impact of MNCs on countries cultures can not be ignored. Moreover, MNCs generate at least 20 percent of world GDP and directly employee approximately 90 million workers (Kohler, 2003). MNCs also account for two third and three quarters of the world's export (Cooke, 2003). Because of mostly hiring by MNCs is being made from host countries, more understanding of other cultures become obvious (Kohler, 2003). This understanding of many cultures changes the behavior of employees and affects local value system.

That clearly proves that people are accepting and adopting these new trends; while the sources of all these new values are business organizations. Bodley (1982) named the process of adoption of changes as 'acculturation' that is cultural borrowing in the context of subordinate-super-ordinate elations. While DeVos (1976) argued that where neither the group is clearly superior, there may be a standoff in the adoption of attributes, and thus each group tends to retain its identity.

Lester (1992) provides most articulated description of how culture influences managers' thinking about business strategy. Cathey *et al.* (1996) in their experimental research found these differences among American, Germans, and Japanese. They found some more cooperation in countries where low individualism does exit and just opposite in high 'individualist' countries. In Cateora and Graham (2005) words, "business behavior is derived in large part from the basic cultural environment in which the business operates and, as such, is subject to the extreme diversity encountered among various cultures and subcultures. Environmental considerations significantly affect the attitudes, behavior, and outlook of foreign business people. Motivational patterns of such business people depend on part on their personal backgrounds, their business positions, their sources of authority, and their own personalities". This study was carried out to assess changing values of personnel working in export based textile organizations toward other cultures.

MATERIAL AND METHODS

A cross-sectional survey in the Punjab province was conducted in the 100 textile based organizations. Five respondents from each organization from top and middle level management were selected. A well structured questionnaire consisting of open and closed ended questions were prepared in the light of research objectives. Pre-testing of the measuring instrument to examine its suitability and workability also carried out with 20 respondents. In the light of pre-testing necessary corrections in the questionnaire were made for gathering valid data. Interviewers having Master degree in the social sciences were recruited for the field work. Training sessions with the interviewers were also conducted to make concepts and questions in the questionnaire understandable. The study employed descriptive statistics such as frequency distribution, measures of central tendency (mean) and measure of dispersion (standard deviation) to describe and summarize data collected. Inferential statistics such as Chi-square, Gamma tests are used to explore the relationship between predictor and response variables.

RESULTS AND DISCUSSION

Acceptance and adoption towards change

Table 1 reveals that more than one-third i.e., 35.4% respondents said 'mostly true', when the respondents were asked if they get maximum opportunities to make decision and when the respondents were asked if they are ambitious and desirous to enhance the standards'

and a reasonable majority 37.2% responded as 'mostly true'. This behavior exactly with the findings of Peter (1993) who write that "more than half of all US workers are employed in management, in professional or related occupations, or in sales or other offices based positions, where desire of change in order to enhance the standards is pivotal".

It is evident from Table 1 where respondents were asked about their 'sincerity with their jobs', 25.2% and 23.2% responded 'absolutely true' and 'mostly true' respectively. The question was asked in order to see the degree of professionalism and sincerity with their jobs and not to employer or to organization. Majority had shown that they give maximum credence and devotion to their job. This is in accordance with the modern management view presented by Wren (1960) "employees can be creative in solving problems and achieving organizational goals and them commit themselves to organizational goals when they can direct their own efforts and achieve personal goals". The sincerity to job and commitment to profession is basically a value of modern business that is palpable among employees of export based textile organizations of Punjab, Pakistan.

Understanding other cultures

The first four statements are inquiring about the free will and freedom that helps one to study the other cultures. Respondents supported the concept that freedom allows personnel to study other cultures and they have the freedom to understand other cultures. Some 27.8% respondents were found in a view of 'mostly true' in response to the question 'people have got free-will to do their tasks by their own'. Majority of the respondents comprising 29% were found happy due to their freedom of work, similarly 35.8% respondents said that this is 'mostly true' that they have freedom to understand other cultures.

The respondents were asked whether 'tussle with seniors does exist among employees for the sake of promotion', 28.6% respondents said 'Mostly true', 27.4% respondents showed as 'rarely true, 19.8% respondents said 'absolutely not', 17.6% respondents 'Neither agreed nor disagreed'', and 6.6% respondents said 'Absolutely true' (Table 2). The results indicated that still majority liked and respected their values however a substantial number of respondents supported the idea of tussle with seniors as a rational attitude.

These questions involved concepts like acceptance of new policies, sharing of new ideas, and ambition to change. In response to the question, 'personnel are ambitious to adopt changes in spite uncertainty', majority of the respondents (41.4%) responded as

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Table 1. **Percent distribution along with mean and standard deviation regarding the acceptance and adoption towards change** N = 500

Statements regarding acceptance and adoption towards change	Absolutely not (%)	Rarely (%)	Neither agreed nor disagreed (%)	Mostly true (%)	Absolutely true (%)	Mean	Std. Dev.
Get maximum opportunities to make decisions	12.6	22.2	13.4	35.4	16.4	3.21	1.30
Personnel are ambitious and desirous to enhance the standards	4.6	22.6	15.0	37.2	20.6	3.47	1.18
Personnel do not adopt new ideas easily	9.2	35.0	20.8	30.8	4.2	2.86	1.08
The working environment is friendly to adopt new change	5.6	22.8	32.2	23.2	25.2	3.40	1.24
The working environment hinders to accept any change	6.0	29.4	21.4	21.8	21.4	3.23	1.25

Table 2. Percent distribution along with mean and standard deviation regarding the understanding of other cultures N = 500

Understanding of other Cultures	Absolutely Not (%)	Rarely (%)	Neither agreed nor disagreed (%)	Mostly true (%)	Absolutely true (%)	Mean	Std. Dev.
People have got free-will to do their tasks by their own	18.4	30.6	15.8	27.8	7.4	2.75	1.25
People feel proud and happy due to their freedom of work	7.6	25.4	16.4	21.6	29.0	3.39	1.34
The freedom of work allows personnel to study other systems and implement it	14.6	17.2	19.8	35.8	12.6	3.15	1.26
The working environment is peaceful and congenial	3.0	22.8	17.2	37.0	20.0	3.48	1.14
Tussle with seniors can be found for the promotion	19.8	27.4	17.6	28.6	6.6	2.75	1.25
People take care of each other	4.2	24.8	16.6	38.0	16.4	3.38	1.15
The environment is full with negative politics and gossips	7.8	8.8	11.6	26.0	45.8	3.93	1.28
People mostly welcome new policies because often these policies yield benefits to employees	6.0	25.8	26.0	24.0	18.2	3.23	1.19
Personnel feel no fear of leg pulling	11.8	21.8	24.8	35.2	6.4	3.03	1.14
New ideas and concepts can be shared with each other easily	3.6	24.4	16.2	40.8	15.0	3.39	1.12
People work in complete freedom and sincerity	14.4	13.8	16.8	24.6	30.4	3.43	1.41
Mostly people find enough time to concentrate or develop new ideas	7.4	23.2	21.0	39.2	9.2	3.20	1.12
Personnel are ambitious of changes in spite of uncertainty	4.8	19.4	29.4	41.4	5.0	3.22	.98
People remain loyal with their organization	2.6	10.8	24.8	30.8	31.0	3.77	1.08

Scale: 1=absolutely not, 2 =rarely, 3 = neither agreed nor dis-agreed, 4 = mostly true, 5 = absolutely true

'mostly true'. This question was asked to examine uncertainty avoidance level of personnel that is a major social element. More modern societies depend upon technology, laws and rules, while less developed societies relay on religion to control unexpected events. Religion helps in the acceptance of uncertainties. People believe that what happens in his life, it is pre-decided by God. Efforts to change the destiny are useless. Through this belief system (predestination), uncertainties are accepted with an understanding of better life after death. This belief system makes people incapable to understand their shortcoming or limitation in achieving their goals.

Acceptance and adoption towards change and behavioral shift

The respondents were categorized in three categories; personnel with high, medium, and low tendencies of 'acceptance and adoption towards change'. 38.6%, 48.6% and 12.8% were found at the stages low, medium and high 'acceptance and adoption towards change' respectively. Table 3 depicts that the

The respondents were asked about their 'sincerity with their jobs', 32.2% and 23.2% responded 'absolutely true' and 'mostly true' respectively. The question was asked in order to see the degree of professionalism and sincerity with their jobs and not to employer or to organization. Majority had shown that they give maximum credence and devotion to their job.

Understanding of other culture and behavioral shift

The respondents were asked about the willingness and desire to understand cultures of others. The assumption was that respondents with more understanding of other cultures would be more flexible towards behavioral shift. In Table 4 Pearson Chi square with value 170.06 identifies significant relationship at 1% level. In addition to this, likelihood ratio and linear by linear association with values 154.467 and 92.025 respectively also verifies the significance of relationship between the variables being studies. Gamma value .689 showed positive relationships at 1% level of significance. Hence the

Table 3. Values of different tests of significance showing association between 'acceptance and adoption towards change' and behavioral shifts

Statistics	Value	Df	Significance
Pearson Chi-Square	88.67	4	0.00**
Likelihood Ratio	86.08	4	0.00**
Linear-by-Linear Association	62.33	1	0.00**
Gamma	0.50		0.00**

**indicates the significance of relationship at 1 per cent level

Table 4. Values of different tests of significance showing association between 'understanding of other cultures' and behavioral shifts

Statistics	Value	Df	Significance Level
Pearson Chi-Square	170.06	4	0.00**
Likelihood Ratio	154.46	4	0.00**
Linear-by-Linear Association	92.02	1	0.00**
Gamma	0.68		0.00**

**indicates the significance of relationship at 1 per cent level

relationship between "acceptance and adoption" and behavioral shift emerged as significant at 1% level supported by high values of Pearson Chi-square, Likelihood ratio, and Linear by Linear association at 88.67, 86.1, and 62.33 respectively. The Gamma is positive and indicating that there are high level of acceptance and adoption in these organizations, then employees will be more ready to accept and adopt the modern and rational values for addressing organizational goals. Hence the hypothesis that "higher the 'acceptance and adoption towards change' higher the behavioral shift" has been accepted.

hypothesis "higher the level of understanding of other cultures higher is the behavioral shift" has been accepted.
The similar findings also found by other researchers like Katz and Derbishire (2000) states as "the emergence of globalization pushes a mind to understand other cultures and not only to understand rather sometimes to adopt few of its traits in order to develop more integration among the nations". The importance of understanding other cultures increases in business organizations and these are the business organizations that affect overall sociology of a nation.

CONCLUSIONS

Social changes occur constantly-although at varying levels in society. Acceptance and adoption towards change' of the respondents has been appeared as an important indicator of behavioral shift. The respondents who had the lower degree of 'acceptance and adoption towards change' had the low behavioral shift as compared to the respondents with high level of 'acceptance and adoption towards change'. Bi-variate analysis demonstrated that the respondents who had the low level of 'understanding of other cultures' had the lower level of behavioral shift as compared to the respondents who had the high level of 'understanding of other cultures' and had the high level of behavioral shift. Findings clearly indicated that as the level of 'understanding of other cultures' increases the level of behavioral shift also increases. It is evident that even business organizations reflect local values but in order to maximize profit adoption of modern cultural values is vital for development. In this era of globalization, isolation from other cultures will not be beneficial for national solidarity and development. It is suggested that positive and negative effects of other cultures on our culture need to be assessed because diffusion of values of other cultures whether business values, work values, educational values, political values, etc. in our society is inevitable and social change cannot be prevented and this leads to development.

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