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**Predicting Job Satisfaction
with Cultural Self Identity and Organizational Culture
among Chinese Employees in Hong Kong**

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Abstract

The present study examines cultural self identity and organizational culture as potential factors affecting job satisfaction. Hong Kong is an ideal place for this study given its confluence of Chinese and Western cultures and business practices. Using a sample of 95 Chinese in Hong Kong, we found that Biculturals (defined as high on both Chinese and Western selves) had significantly higher level of intrinsic and general job satisfaction than non-Biculturals (i.e., those with low Chinese and/or Western self). But, no significant correlation relationship could be observed between job satisfaction and bicultural integration factors (i.e., cultural conflict and distance). Consistent with Holland's (1996) person-environment congruence model, results indicated that certain combinations of cultural self identity and organizational culture (such as Chinese self and clan oriented organizational culture) resulted in significantly higher job satisfaction level than others as a second group. This is encouraging and more studies are warranted to explore this further for improving the overall productivity of corporations and general job and life satisfaction of employees. Finally, issues related to the use of self-report questionnaire in cross-cultural research are covered and areas of further studies are recommended.

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1. Introduction

Hong Kong is an interesting place to live and do research with its unique background. Over 95% of seven million citizens are ethnic Chinese, most of them have inherited the Chinese traditions and values which are strongly influenced by Confucianism (Hofstede 1991). However, as Hong Kong had been a British colony for 155 years since 1842, almost all important policies in Hong Kong during this period were administrated by the British government. Many systems or practices were adopted directly from the western world. For instance, Hong Kong employs the common law system which has been implemented in almost all Commonwealth countries (but not in China). Moreover, many schools used English as the main medium of instruction before 1997. With these Britain-led Western influences, Hong Kong citizens have been exposed to Western cultures and values. Needless to say, the return of sovereignty over Hong Kong to the People's Republic of China has created another "identity crisis" for many Hong Kong citizens (Hong & Chiu, 1999). Since then, the Chinese self identity among the youth seems to be increased. Result of Lam's (2007) large scale study of 13,000 Hong Kong students indicated more adolescents claim dual identities ("primarily Chinese, secondarily Hongkonger" or "primarily Hongkonger, secondarily Chinese") and fewer claim sole identities (either "Hongkonger" or "Chinese") in the last 10 years after sovereignty return.

In the business world, Hong Kong is also a site of an intense confluence of East Asian and Western practices. In early days, many businesses in Hong Kong were founded by local Chinese families. Then, as pointed out by Westwood and Kirkbride (1998), the role of large diversified companies with strong British heritage became more important. With business globalization and the launch of open-door policy in China in late 1970s, many US and Japanese companies set up their operations or regional headquarters in Hong Kong. Also, managers in Hong Kong are indirectly influenced by the West through their education at US or European universities. As China becomes stronger economically, its business practices inevitably influence the ones in Hong Kong.

This all seems interesting mix for living and working in this ‘City of Life’ (a slogan by Hong Kong Tourism Board to promote Hong Kong). In addition, Hong Kong is well recognized as one of the most developed and prosperous cities in Asia. However, statistics indicated that Hong Kong people are not that happy. According to a national survey on reported happiness and life satisfaction by Inglehart (2008), Hong Kong was ranked 63 among the 97 countries, which is the lowest among the countries in East Asia.

Job satisfaction directly impacts the overall life satisfaction (e.g., emotional and physical well-being). Robert, Young and Kelly (2006) found in a correlational analysis that spiritual well-being, religious well-being and existential well-being to be positively related to job satisfaction. On the other hand, the negative consequences of job dissatisfaction include stress and burnout (Pugliesi, 1999).

So, how can Hong Kong people improve life and job satisfaction? As indicated above, Hong Kong people have interesting mix of cultural identities and work for companies with different organizational cultures. The purpose of this research project is to assess how cultural self identity and organizational culture influence the overall job satisfaction. A person-environment fit approach will be adopted to explore the potential interaction between these two factors on job satisfaction.

2. Literature Review

Two individuals doing the same job in the same environment can experience totally different levels of job satisfaction. Bandura's social learning model and reciprocal determinism (1986) can possibly explain this phenomenon. Under this model, human development reflects the interaction among individual internal attributes, the person's behavior and his or her external environment. Thus, even under the same external environment, differences in internal attribute of individuals can result in different behaviors.

An organization or a firm is one of many contexts or situations in which people may fit or misfit. In this paper, we focus on the concept related to organization, specifically person-organization (P-O) fit. Many researchers have re-iterated that a match between internal attributes (e.g., personality) and job natures positively affects job satisfaction and occupational stress (Tokar, Fisher & Subich, 1998). Holland (1996) proposed a concept of person-environment (P-E) congruence. He argued with empirical findings that "lack of congruence between personality and environment leads to dissatisfaction, unstable career paths, and lowered performance." (Holland, 1996, p. 397).

Many other studies demonstrate that job satisfaction in the workplace is largely determined by the interaction between personal and environment characteristics. In a broader sense, the congruence or fit between a person and the organization is considered to be an important predictor of job satisfaction (Taris & Feij, 2001). A Taiwan study by Silverthorne (2004) echoed this argument and suggested that the better

the P-O fit, the higher the level of organization commitment and job satisfaction reported by employees.

To study the P-E fit in this paper, the independent variables are cultural self identity and bicultural integration (as personal attributes) and organizational cultures (as environmental factor). Their implications on job satisfaction (as dependent valuable) are investigated.

Cultural Self Identity

Acculturation is the process which individuals adapt the ways they do thing to keep up with the ever changing environment. The changing environment can be the result of physical mobility (e.g., immigration, studying abroad) or others (e.g., colonization). Hong Kong is an interesting place for studying acculturation with its political experience of being colonized for over 150 years and sovereignty return to China in 1997. Through these acculturation processes, Hong Kong Chinese developed a unique mix of Western self and Chinese self. This bicultural self identity combines Chinese values (like harmony, interdependence) and Western values (like democracy, freedom).

Bicultural self identity has attracted lots of interest from researchers from Asia. Lu and Yang (2006) explained in detail how the western self values penetrated into Taiwan (another Chinese dominate territory) through modernization in the last several decades. Using the levels of Chinese self and Western self as the criteria, Hong Kong Chinese can be classified under four categories (Ng & Lai, in press). These include high on both selves (Biculturals), low on both (Marginals), and high on one but low on the

other (Sino-centrics and Western-centrics). To validate their proposed measurement, Ng, Yam and Lai (2007), as cited in Ng and Lai (in press), found that the cultural self identity was correlated with language preference and usage, preference of food and entertainment and participation in culture-oriented festival.

Benet-Martinez and her associates noticed there is an important gap in bicultural identity concept. This is how people integrate and maintain their dual cultures. Benet-Martinez, Leu, Lee and Morris (2002) proposed a theoretical construct of Bicultural Identity Integration (BII). This serves as a framework to focus on biculturals' subjective perceptions of how much their dual cultural identities integrate. BII measures the extent to which "biculturals perceive their mainstream and ethnic cultural identities as compatible and integrated vs. oppositional and difficult to integrate" (Benet-Martinez et al., 2002, p.9). In general, high BII individuals do not perceive their dual cultures identity as mutually exclusive or conflicting.

Benet-Martinez and Haritatos (2005) further developed a BII questionnaire which incorporated the notion of cultural conflict and distance. In the paper, cultural conflict refers to the degree which individuals feel torn between one's dual cultural identities vs. feeling that they are compatible. Cultural distance is defined as the degree of how one perceives his or her two cultural identities as separate and dissociated vs. hyphenated or fused. In a study of 133 first-generation Chinese Americans, Benet-Martinez and Haritatos (2005) found that cultural conflict and distance seem to represent unique and separate aspects of dynamic intersection between mainstream and ethnic

cultural identities in bicultural individuals. With this, BII should be considered as resulting from (rather than leading to) variations in cultural distance and conflict.

What are the key characteristics of Chinese self and Western self? We will try to explain this with the culture studies done by Hofstede and Schwartz. Hofstede (1991) defined culture as a collective programming of the mind which distinguishes the members of one group or category of people from another. He identified four key dimensions in national culture, namely power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity.

Table 1

Cultural score analysis based on results from Hofstede (1991)

| Country | Cultural Dimensions | | | |
|---|---|--|--|---|
| | Power Distance | Uncertainty Avoidance | Individualism | Masulinity |
| Definition | <i>Degree to which unequal power in institutions and practice is accpeted</i> | <i>Degree to which people prefer planning for stability to avoid uncertainty in life</i> | <i>Degree to which people prefer to act for personal choices or for collective group</i> | <i>Degree to which peope value attributes that are either masculine or feminine</i> |
| Hong Kong | 68 | 29 | 25 | 57 |
| Taiwan | 58 | 69 | 17 | 45 |
| Singapore | 74 | 8 | 20 | 48 |
| Average | 67 | 35 | 21 | 50 |
| USA | 40 | 46 | 91 | 62 |
| Great Britain | 35 | 35 | 89 | 66 |
| Canada | 39 | 48 | 80 | 52 |
| Average | 38 | 43 | 87 | 60 |
| <i>For all countries under Hofstede (1991) study:</i> | | | | |
| Mean score | 57 | 65 | 43 | 49 |
| Highest score | 104 | 112 | 91 | 95 |
| Lowest score | 11 | 8 | 6 | 5 |
| Number of countries | 53 | 53 | 53 | 53 |

For the sake of comparison, three countries are selected to represent each of the Western and Chinese societies. Figures for China are not available from the study by Hofstede (1991). As shown in Table 1, there are significant differences in score for individualism and power distance dimensions between the Western and Chinese societies. The analyses in this paper are focused on these two dimensions.

(i) Individualism

Individualism describes countries in which ties between individuals are loose and people are expected to look after mainly themselves and their immediate families (Hofstede, 1991). Many studies since the 1980s have identified the individualism-collectivism continuum as one of the best choice to measure value differences across cultures, particularly Eastern and Western cultures. As indicated in Hofstede and Bond (1988), Chinese culture is under huge influence from Confucian. Confucianism creates a belief in harmonious interpersonal relationship, the value of hierarchy and order in society.

Collectivist workplace resembles a family relationship with mutual obligations of protection in exchange for loyalty. Relationship between boss and subordinates is seen in moral terms. Collectivists perform best with a group goal (instead of an individual one). Last but not least, in a collectivist society, a relationship of trust should be established among business partners before business can be started. Key differences are summarized in Table 2.

Table 2

Differences in workplace between collectivist and individualist societies. Abstracted from Hofstede (1991)

| Collectivist | Individualist |
|--|---|
| <ul style="list-style-type: none"> ▪ Harmony should always maintained and direct confrontations avoided ▪ Employer-employee relationship is perceived in moral terms, like a family link ▪ Hiring and promotion decisions take employees' ingroup into account ▪ Management is management of groups ▪ Relationship prevails over task | <ul style="list-style-type: none"> ▪ Speaking one's mind is a characteristic of an honest person ▪ Employer-employee relationship is a contract supposed to be based on mutual advantage ▪ Hiring and promotion decisions are supposed to be based on skills and rules ▪ Management is management of individuals ▪ Task prevails over relationship |

(ii) Power Distance

This refers to the extent to which the less powerful members of organization within a country expect and accept that power is distributed unequally (Hofstede, 1991). In low power distance countries, status differences among individuals are less significant and people believe in legitimate use of power and equal rights. Groups are more likely to follow an egalitarian philosophy when making decisions. Generally, China (or Far Eastern countries) has high power distance while the United States (or the Western countries) has a lower score on this.

According to Hofstede (1991), the power distance score has implications on boss-subordinate relationship in the workplace. In small power distance situations (e.g., Western countries), subordinates and superiors treat each other as equals. Manager and subordinate address each other by first names. This contrasts with the practice in China where people are addressed by their titles (e.g., President Li 李總) to reflect their seniority in ranking within an organization. Small power distance culture believes

hierarchical system is an inequality of roles. Organizations tend to be decentralized and privileges for higher-ups are basically undesirable. For instance, this is the company policy for many US companies (e.g., Intel Corporation) that all employees (incl. the CEO) work in cubicles which are similar in size all over the world. Subordinates expect to be consulted before any key decision is made that affect their work, but they accept the manager make the final decision. Key differences are summarized in Table 3 below.

Table 3

Differences in workplace with small and high power distance. Abstracted from Hofstede (1991)

| Small Power Distance | High Power Distance |
|---|---|
| <ul style="list-style-type: none"> ▪ Hierarchy in organizations means inequality of roles, established for convenience ▪ Decentralization is popular ▪ Subordinates expect to be consulted ▪ Ideal boss is a resourceful democrat ▪ Privileges and status symbols are frowned upon | <ul style="list-style-type: none"> ▪ Hierarchy in organizations reflects the existential inequality between higher-ups and lower downs ▪ Centralization is popular ▪ Subordinates expected to be told what to do ▪ Ideal boss is s benevolent autocrat or good father ▪ Privileges and status symbols for managers are both expected and popular |

Other than Hofstede, Schwartz (1999) also developed a similar Cultural Model to illustrate different cultures have different their cultural value priorities. Under this model, seven types of values are identified, structuring along three polar dimensions: Conservatism ^a versus Intellectual and Affective Autonomy ^b; Hierarchy versus Egalitarianism; and Mastery versus Harmony. Countries within the same cultural group

^a *Conservatism means cultures in which the individual is embedded in collectivity and finds the meaning of life mainly through social relationship and group interests.*

^b *Intellectual and affective autonomy means cultures in which the members viewed as autonomous individuals and find their life meaning through their uniqueness, through seeking their own success and interests in intellectual and/or in affective domain.*

were found to share similar cultural values as well as other aspects of cultures, like language. Using the first dimension as an example, Schwartz discovered that the values shared by English-speaking group include high on affective autonomy, moderately high on intellectual autonomy and low on conservatism. On the other hand, Far East countries are very high on conservatism and moderately low on affective and intellectual autonomy.

Organizational Culture

Organizational cultures have been defined as “the ‘glue’ that holds organizations together by providing cohesiveness and coherence among the parts” (Schneider, 1988, p.231). It is intended to represent a common perception held by all members of the organization. However, this does not imply that there cannot be subcultures within an organization. In fact, most large organizations have a core culture and many sets of subcultures for meeting the special needs. (Sackmann, 1992). Schein (2004) suggested that the variations among subcultures could be so substantial in large organizations that “it might not be appropriate to talk generally the culture of an IBM, General Motors and Shell” (p.20).

In last several decades, many writers have proposed a variety of dimensions and attributes of organization culture. Schein (2004) proposed a three-level mode of culture which can also apply to organizational culture (Figure 1).

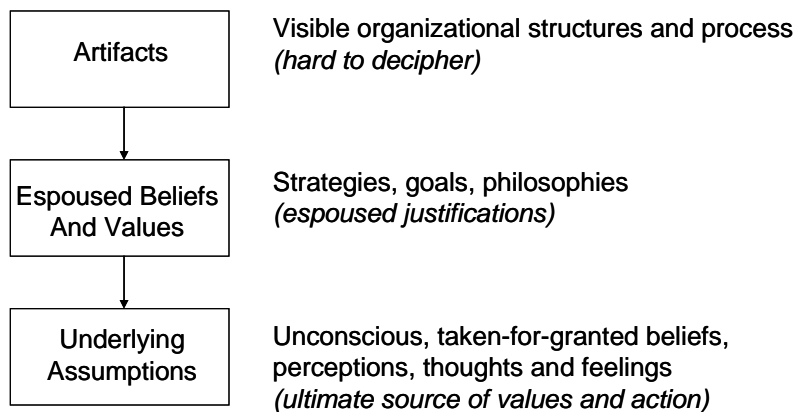


Figure 1. Levels of Culture. Adapted from Schein (2004)

On the surface, culture consists of all visible behaviors of the group and organizational process into which such behavior is made routine. These artifacts include visible behavior patterns and other aspects of culture which are easy to see but hard to interpret without the input of other levels. Second-level concerns how individuals communicate, explain and rationalize what they say and do as a group. This helps to make sense of the first level of culture. The third level is a set of important underlying assumptions that members of an organization share. The power of this level of culture is derived from the fact that it operates at the unconscious level.

Goffee and Jones (1998) suggested that each firm has a corporate *character* which is equivalent to culture. He built a typology based on two dimensions, namely solidarity (i.e., the tendency to be like-minded) and ‘sociability’ (i.e., the tendency to be friendly to each other). Other researchers raised concerns as this typology lacks the consideration of external environment. With this deficiency in mind, Cameron and Quinn (1999) proposed the Competing Values Framework for diagnosing organizational

culture. This framework had been developed by factor analysis using 39 indicators which were claimed to represent a comprehensive set of all possible measures for organizational effectiveness. Through this analysis, two major dimensions with four main cluster areas are identified (Figure 2). One dimension differentiates effectiveness criteria that emphasize flexibility, discretion and dynamism from criteria that emphasize stability, order and control. Another dimension differentiates effectiveness criteria which focus on internal orientation, integration and unity from criteria that focus on external orientation, differentiation and rivalry.

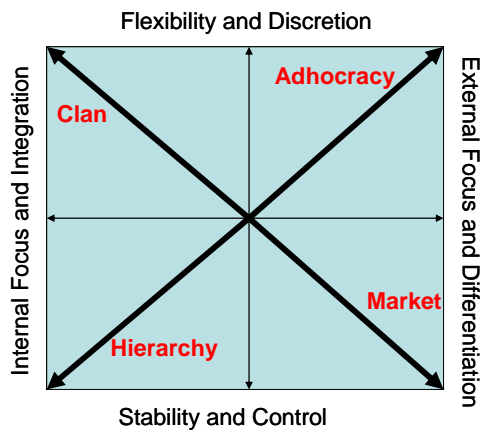


Figure 2. The Competing Values Framework. Adapted from Cameron and Quinn (1999)

Each quadrant or domain has been given a label for its most notable characteristics, namely clan, adhocracy, market and hierarchy. Key characteristics of these four domains are summarized in Figure 3.

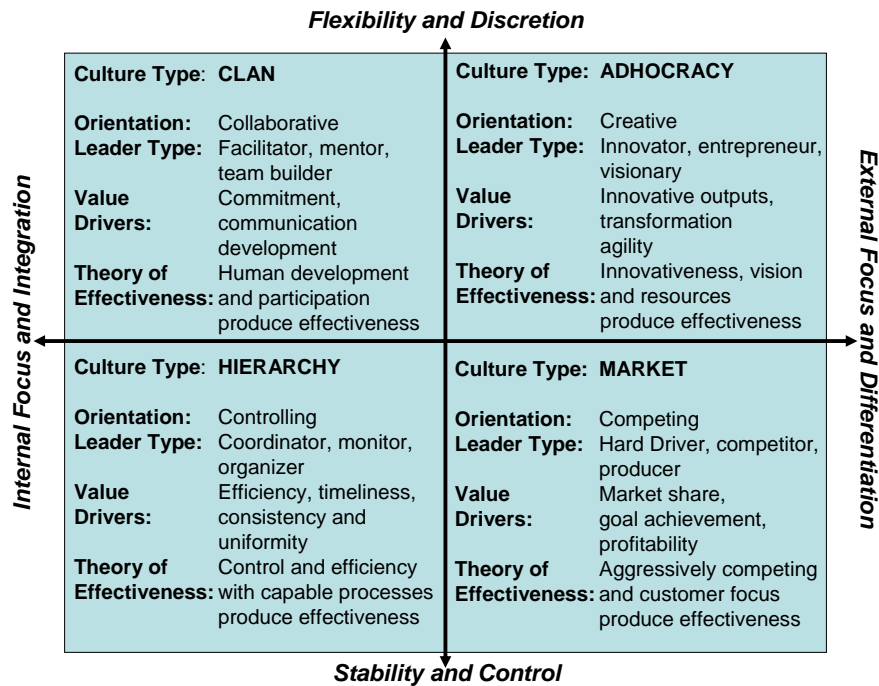


Figure 3. The Competing Values of Leadership , Effectiveness, and Organizational Theory. Adapted from Cameron and Quinn (1999)

(i) Clan Culture

This culture provides a very friendly place to work which resembles the extended family. Underlying assumptions include strong team work and employee programs can help to create a humane work environment. The organization is held together by loyalty and tradition. The organization emphasizes on long term benefit of individual development with high cohesion and morale being important.

(ii) Adhocracy Culture

This culture fosters dynamic, entrepreneurial and creative workplace. Risk taking is the norm of the organization. They are always ready for change with new knowledge, products and/or services. To enhance rapid growth in dynamic market,

success is measured by gaining unique and new products and services. The culture encourages individual initiative and freedom.

(iii) Market Culture

This culture oriented towards external environment instead of internal affairs. Clearly defined strategy to win in competitive marketplace is always emphasized. Leaders are result oriented, tough and demanding. Increasing market share and being the market leader are the ultimate objectives of the organization.

(iv) Hierarchy Culture

This culture offers a formal and structured workplace. Procedures, rules and regulations are bible of what people are supposed to do. Effective leaders should be good coordinators and organizers. Key of success is to maintain an efficient, smooth-running and stable organization. Government agencies are dominated by this culture as stability is one of key objectives.

It should be emphasized that these four domains are not mutually exclusive. Some organizations may be high on two or three domains at the same time. For instance, Apple Inc. is recognized as a successful technology company with popular products like iPhone and iPod. Undoubtedly, they are one of the most creative companies in the world ('adhocracy' nature). At the same time, they are dedicated to win in marketplace against competitors, like Sony and Nokia, to strive for the best shareholders' return ('market' nature).

To assess an organization on each domain, Organizational Culture Assessment Instrument ('OCAI') is a commonly used tool. For instance, Masood, Dani, Burns and Backhouse (2006) used this model and instrument to assess how various leadership styles work best in different kind of organizational culture environment. Other studies were conducted to investigate the relationship between perceived levels of trust in the organization and organizational culture. Also, Deshpande and Farley (1999) studied the interaction of organizational cultures (using an earlier version of OCAI developed by Quinn) and national cultures on the performance of Indian and Japanese companies.

Under OCAI, there are six self-description questions for each domain, focusing on dominant characteristics, organization leadership, employee management, organization glue, strategic emphases and criteria of success. Note that these six questions focus more on the level 2 and level 3 of Schein (2004) structure. Cameron and Quinn (1999) believe that, based on these six self-description questions, one can derive the current state of organization culture profile which describes the relative tendency toward each of the four domains. Then, together with inputs on preferred organization culture profile, one can identify areas of improvement for better organization effectiveness in a given external environment.

Organizational culture has a big impact on the economic performance of an organization. As stipulated in a review by Schwartz and Davis (1981), corporate strategy has to be adjusted to accommodate the ever-changing business environments. The organizational culture has to match these strategies as well.

From an employee perspective, there is much evidence that the organizational culture does affect employee motivation and job satisfaction. If employees truly believe that their organizational culture helps to grow their company, less time is wasted to challenge or adjust themselves to the system and higher job satisfaction and company economic performance are expected. The effect or significance of organizational culture is more prominent in the event of merger or acquisition. The affected employees were found to have difficulty, at least initially, to adjust to new environment or organizational cultures (Anklam, 1999). Their work performance would inevitably be impacted.

Difference in organizational culture generally has a negative influence on organization outcome. Fey and Beamish (2001) illustrated with their study in an international joint venture on how the organizational culture dissimilarity between joint venture partners from different backgrounds negatively affects the business performance.

Hofstede (1991) observed that corporations located in the same country, region and ethnic group tend to share similar components of corporate culture. In fact, implementation of organizational cultures could be affected by national cultures (Schneider, 1988). As reported by McCune (1999), Siemens AG (a big Europe based electrical and electronic engineering company) uses a feedback tool called “management dialogue” to judge the effectiveness of certain management initiative. Once a year, employees provide feedback on their immediate supervisors. However, with China’s high level in power distance, this makes it impossible to run this survey in China where a strong respect of hierarchies discourages such discussions.

Warr and Pearce (2004) demonstrated in their study over British adults that people are attracted to organizational cultures similar to their own personality. Results of an international study by Lacy and Sheehan (1997) among academic staff also indicated that environmental factors that are related to organizational cultures (e.g., university atmosphere, morale, sense of community, and relationships with colleagues) are good predictors of job satisfaction.

Job Satisfaction

Job satisfaction can have serious implications for companies. It is known that satisfaction levels are correlated with observable phenomena, like quit behavior. Job satisfaction indicates how individuals feel about their jobs and can be reflected by work behaviors like bad work attitude, turnover, absenteeism (Wegge, Schmidt, Parkes & van Dick, 2007). On a more macro view, job satisfaction was also found to be positively correlated with life satisfaction (Rain, Lane & Steiner, 1991).

With this importance on our life, many studies have been done on job satisfaction. Job satisfaction generally describes the positive evaluative judgment about one's job. Putting emphasis on affect and cognition, Locke (1976) offered a popular definition as "a pleasurable or positive emotional state resulting from the appraisal of one's job and job experience" (p. 1304).

Current theories about job satisfaction have been divided into two categories: process theories and content theories. Process theories try to describe the interaction between variables in their relationship to job satisfaction. On the other hand, content theories aim at identifying factors which lead to job satisfaction or dissatisfaction.

The Range of Affect Theory proposed by Locke (1976) is one of process theories. Under this theory, job satisfaction is based on a person's evaluation of the discrepancy between what one wants in a job and what one gets from a job. This theory also suggests that a person's job satisfaction comes from what they feel is important rather than the fulfillment or unfulfillment of their needs. This means that the impact on job satisfaction is higher by job facets which a person values more.

The Two-Factor Theory is an example of content theories which was originated from a study by Herzberg, Mausner and Snyderman (1959). This theory suggests that the factors contributing to job satisfaction and job dissatisfaction are separate and distinct from each other. Two sets of human needs are identified, namely pain avoidance and growth. In the workplace, the only incentives that satisfy the pain avoidance needs are associated with the work environment and extrinsic to the job. These are called hygiene factors. On the other hand, the only incentives that satisfy the growth needs are intrinsic to work. These are called motivator factors. Thus, this theory is also known as Motivation-Hygiene Theory.

According to Randolph, Doisy and Doisy (2005), "extrinsic factors were defined as those external benefits provided to the professional by the ... organization. Such factors include flexible schedule and competitive pay Intrinsic factors were divided into intrinsic-context and intrinsic-content. Intrinsic-context factors are less tangible but inherent to the job; they are controlled by outside forces but affect the professional's internal satisfaction. Factors included are adequate staffing, realistic workload, stable environment, and balance between work and home. Intrinsic content

factors are those controlled primarily by the professional and affect the professional's sense of self-efficacy and competence” (p.50). Example of this factor is having meaningful work.

Herzberg et al. (1959) emphasizes that job satisfaction and job dissatisfaction are not on same dimension. This means not having job satisfaction does not imply dissatisfaction, but rather no satisfaction, whereas the absence of job dissatisfaction does not imply satisfaction with the job, but only no dissatisfaction. Specifically, motivational factors can cause satisfaction or no satisfaction, while hygiene factors cause dissatisfaction when absent, and no dissatisfaction when present.

Some studies tried to combine the Two-Factor Theory with other models, like Maslow’s hierarchy of needs. An intrinsic orientation (e.g., nature of work, achievement, growth in skills) relates to fulfillment of the needs for growth and self actualization, while extrinsic orientation (e.g., salary, relationship with manager) is associated with fulfillment of lower order needs for survival and security. Interestingly, Friedlander (1966) found that the extrinsic job components (especially pay and job security) were chosen as more important than the intrinsic ones at the lower job levels, while the intrinsic components are considered more important for higher job levels. Saleh and Hyde (1969) had similar findings that those employees whose orientation is toward intrinsic features of the job tend to have a higher level of job satisfaction than the extrinsically oriented.

Many empirical studies have found that intrinsic factors are generally more critical in predicting overall job satisfaction. Results from regression analysis by Randolph et al. (2005) indicated that intrinsic factors are more significant than extrinsic factors to predict career satisfaction. Ducharme and Martin (2000) have similar findings in their study of over 2500 employees. The affective and instrumental social support among coworkers (intrinsic factor) exerts significant and independent effects and buffers the effects of non-rewarding work (extrinsic factor) on job satisfaction.

There are many studies on job satisfaction in Hong Kong as well. A recent survey by Lee and Yu (2008) indicated that Hong Kong employees are more satisfied with their job when their accomplishments are recognized and job expectations (intrinsic factors) are defined clearly. Interestingly, the importance of these two factors is even higher than some compensation related factors (e.g., external and internal pay equity, extrinsic factors). Office politics (which can be a result of certain organizational cultures) are considered as the most negative contributor of job satisfaction.

Since 1970s, many studies and debates have been initiated to point out the deficiency of explaining job satisfaction using the Two-Factor Theory (Hinrichs & Mischkind, 1967; Hulin & Smith, 1967). Spillane (1973) supported empirically that intrinsic job factors are important to both satisfying and dissatisfying job events (e.g., leaving an organization). This implies that factors can be both job satisfiers and dissatisfiers. Contrary to the Herzberg's belief of factors being separate and distinct from each other, recent research has found that intrinsic and extrinsic factors may not be

completely independent factors. A path analysis study by Travis (2006) indicated that extrinsic job satisfaction affected intrinsic job satisfaction.

Despite the criticism, the ideas of two factor theory have not passed out of the literature. Knoop (1994) found in a factor analysis of inputs from 386 adult educators that there are five sets of work values, namely intrinsic work-related, intrinsic work-outcome, extrinsic job-related, extrinsic job-outcome and extrinsic people-related. This result supported and extended Two Factor Theory with two intrinsic factors as satisfiers and three extrinsic factors as dis-satisfiers.

Many instruments are available to measure job satisfaction these days. One of the more widely used versions was developed by Weiss, Dawis, England and Lofquist (1967). They developed a questionnaire which was originally intended to be diagnostic tools for assessing the work adjustment potential of applicants for vocational rehabilitation. It was found later that this Minnesota Satisfaction Questionnaire (the 'MSQ') makes it feasible to obtain a more individualized picture of job satisfaction. In the long form of questionnaire, Weiss et al. (1967) identified 100 satisfaction items which they found to be most highly correlated with their suggested MSQ scales. These MSQ scales are listed in Appendix 1.

3. Hypotheses

Based on the literature review in previous sections, the following hypotheses were tested in this study:

Hypothesis 1

In an international city like Hong Kong, it is expected that Biculturals (i.e., those with high levels of both Western and Chinese selves) will have better opportunities to work effectively with people from different backgrounds and thus, higher chance to prove their capabilities and meet their growth needs. This will result in higher job satisfaction through higher work variety and ability utilization and co-workers relationship (which are factors of intrinsic and/or general job satisfaction).

It is expected that Biculturals will have significantly higher intrinsic and general job satisfaction than non-Biculturals (i.e., those with low Chinese and/or Western self).

Hypothesis 2

Other than cultural self identity, bicultural identity integration (BII) is also an important factor as suggested by Benet-Martinez and her associates. Ng, Yam and Lai (2007) also found that Biculturals were significantly more integrated than Sino-centrics and Marginals. High BII individuals find it easier to integrate both cultures in their everyday lives. Low BII ones are very sensitive to tensions between two cultural orientations. Combining this with the argument in Hypothesis 1, the next hypothesis is proposed as follows.

It is expected that scores in cultural distance (i.e., small perceived distance between cultures) and cultural conflict (i.e., can move freely between cultures) will be positively correlated with intrinsic and general job satisfaction.

Hypothesis 3

As indicated by Lacy and Sheehan (1997), factors relating to organizational culture affect overall job satisfaction. This suggests that organizational culture distance (as indicated by the difference in scores between current and preferred organizational culture) would have a negative impact on organization outcome and thus, job satisfaction.

It is expected that the difference in organizational culture scores (between the current and preferred status) will be negatively correlated with job satisfaction.

Hypothesis 4

According to Holland's (1996) model, P-O congruence between personality and environment leads to job satisfaction. Characteristics for Chinese self (e.g., high on collectivism/conservatism and inter-dependence) match with the features of clan oriented organizational culture (which values team work and loyalty). On the other hand, Western self characters (e.g., high on individualism/autonomy or independence, and low on power distance) fit into the profile of adhocracy oriented organizational culture (which encourages individual initiative, freedom and less restricted by rules or seniority in ranking). These types of congruence lead to the following predictions.

It is expected that employees who are high on both Chinese self and clan dimension organizational culture (i.e., currently working in clan oriented organization) will have significantly higher job satisfaction than others as a second group (Hypothesis 4A).

It is expected that employees who are high on both Western self and adhocracy dimension organizational culture (i.e., currently working in adhocracy oriented organization) will have significantly higher job satisfaction than others as a second group (Hypothesis 4B).

4. Method

Participants

The target participants of this study are full time employees in Hong Kong. These participants have to be Chinese ethnics. Around 150 questionnaires were sent either by hand or e-mail. A total of 98 samples were collected. Three questionnaires were discarded due to incomplete information (n = 95).

Measures

This questionnaire is in English. Some wordings of the questionnaire were revised from the original instrument to make it more easily understandable by participants. Participants were asked to provide some personal details (e.g., age, gender, education level and company background, etc.). Other than this, they were required to complete the following three sections:

(i) Cultural Self Identity

Short questionnaire designed by Ng, Yam and Lai (2007) was used to measure the levels of the Chinese self and Western self. This questionnaire also includes modified items for measuring bicultural integration (in the form of cultural distance and conflict) proposed by Benet-Martinez & Haritatos (2005). There are eight questions in total, two questions each for assessing Chinese self, Western self, cultural distance and conflict. Participants marked responses on a 6-point, Likert-type scale, ranging from 1 (weak) to 6 (strong). This indicates the levels to which they feel they belong to or share with the values described in the given statements. Generally, higher score indicates stronger Chinese self, western self or more culturally integrated.

(ii) Organizational Culture

Organizational Culture Assessment Instrument (OCAI) developed under competing values framework by Cameron and Quinn (1999) was used in this study to assess the organizational culture. The OCAI questionnaire was employed to gain understanding into the organizational cultures based on the OCAI typology. The organizational culture profile is the result of assessment on six dimensions of organization culture, based on a theoretical framework of how organizations work and the kinds of values upon which their cultures are founded. Two sets of scores were gathered for (i) the current organization cultures and (ii) preferred states in the future (five years from now).

(iii) Job Satisfaction

The Minnesota Satisfaction Questionnaire (MSQ) - short form (Weiss et al., 1967) was used to measure job satisfaction. This commonly used survey is a self-report instrument which consists of 20 items. It was derived in 1967 and revised in 1977. Other than general job satisfaction, MSQ provides two subscales measuring job satisfaction, namely intrinsic (using 12 items) and extrinsic (using 6 items). Participants marked responses on a 5-point, Likert-type scale, ranging from 1 (very dissatisfied) to 5 (very satisfied).

Procedure

Each of the participants received the self-reported questionnaire either by hand or e-mail. A brief introduction was included on the cover page of the questionnaire. Participants were informed that this study was for academic purpose only. They were advised not to disclose their names and data collected would be treated strictly confidential. Participants were expected to complete the questionnaire individually and contact the author if they have questions. Expected time to complete the questionnaire is 15-20 minutes. Most participants returned the completed form within two weeks of their receipt questionnaire. Participation was voluntary.

5. Results

A total of 95 samples were collected and the descriptive statistics of these participants are summarized in Table 4.

Table 4

Descriptive statistics of the sample (n=95)

| Variables | Range | M (SD) |
|---|---|---------------------------|
| Gender | 57% Female, 43% Male | |
| Age Range ¹ | 1-6 | 2.87 |
| Education Level ² | 1-7 | 4.18 |
| Year of Working Experience ³ | 1-6 | 2.83 |
| Monthly Income ⁴ | 1-6 | 3.95 |
| Year in Present Job | 0.2-17.0 | 6.10 (4.69) |
| Job Nature | 16% Management, 51% Professional, 8% Clerical 12% Admin/Secretarial, 4% Sales, 9% Others | |
| Place of Birth | 96% HK, 2% PRC, 1% Macau, 1% Others | |
| Year Living in HK | 3-45 | 31.89 (7.52) |
| Year Living outside HK | 0-28 | 2.39 (5.55 ⁶) |
| Self Assessment on Chinese ⁵ | 1-6 | 4.97 (0.90) |
| Self Assessment on English ⁵ | 1-6 | 4.15 (1.04) |
| Company Nature | 6% Government, 16% Non-Profit Org, 78% Profit Org. | |
| Headquarters Location | 58% HK, 22% US, 12% Europe, 8% Others | |

¹ Age range: 1=16-20, 2=21-30, 3=31-40, 4=41-50, 5=51-60, 6=>60

² Education level: 1=Below secondary, 2= secondary, 3=associate deg/higher diploma, 4=bachelor, 5=master, 6=doctor, 7=others

³ Year of working experience: 1=0-5, 2=6-10, 3=11-15, 4=16-20, 5=21-25, 6=>26

⁴ Monthly income: 1=<HK\$4999, 2=5000-20000, 3=20001-40000, 4=40001-60000, 5=>60001, 6=don't want to disclose

⁵ Self assessment on Chinese or English: Likert-type scale, ranging from 1 (weak) to 6 (strong)

⁶ Year Living outside HK: samples are not normally distributed with 64 subjects have no experience to live overseas

In this study, independent variables are those expected to affect job satisfaction in this study. Two main categories are identified. Firstly, cultural self identity were analyzed using two measurements, namely (i) Chinese and Western self level and (ii) bicultural integration (using cultural distance and conflict measures). Average score of Chinese and Western selves and bicultural integration were calculated.

The second set of independent variables is organizational culture profile. Using OCAI, the culture profile of the organization which participants serve is defined.

The gaps between the current level and preferred level (5 fives from now) were also measured.

Job satisfaction is the only dependent variable in this study. This is further classified into three dimensions, namely intrinsic job satisfaction, extrinsic job satisfaction and general job satisfaction. The average scores of these three job satisfactions were calculated.

To ensure internal consistency, Cronbach's alpha or correlation analyses were performed on variables. SPSS software (version 15.0) was used for all statistical analyses (incl. descriptive statistics, ANOVA, correlation, etc.) conducted in this paper.

Table 5 summarizes the scores and analysis for all key variables in this study. Note that significant findings were found in all correlation analyses (at $p < .01$) and Cronbach's alpha analyses ($\alpha > .7$), except measurements for bicultural integration.

Table 5

Variable Analysis (n=95)

| Variables | No. of Items | Range | Mean | SD | Cronbach's Alpha/ Pearson Correlation ⁴ | Pearson Correlation | | |
|---|--------------|-------------|------|------|---|----------------------------|----------------------------|--------------------------|
| | | | | | | Intrinsic Job Satisfaction | Extrinsic Job Satisfaction | General Job Satisfaction |
| Independent Variables | | | | | | | | |
| Cultural Self Identification¹ | | | | | | | | |
| Chinese Self (CS) | 2 | 2.5 - 6.0 | 4.5 | 0.8 | 0.641 ** | 0.212 * | 0.079 | 0.208 * |
| Western Self (WS) | 2 | 1.5 - 5.0 | 3.5 | 1.0 | 0.454 ** | 0.295 ** | 0.196 | 0.272 ** |
| Part of Chinese and Western Culture (Small Distance) | 2 | 2.0 - 5.5 | 3.7 | 0.7 | (0.073) | (0.001) | (0.053) | (0.028) |
| Move Freely between Cultures (Little Conflict) | 2 | 2.5 - 6.0 | 4.5 | 0.8 | 0.206 * | 0.095 | (0.041) | 0.066 |
| Organizational Culture | | | | | | | | |
| Avg Current Score of Clan | 6 | 0.0 - 60.0 | 23.4 | 11.2 | 0.843 | 0.338 *** | 0.234 * | 0.339 *** |
| Avg Current Score of Adhocracy | 6 | 0.0 - 35.0 | 18.3 | 7.7 | 0.790 | 0.256 * | 0.145 | 0.242 * |
| Avg Current Score of Market | 6 | 3.3 - 61.7 | 27.8 | 12.3 | 0.827 | (0.150) | 0.017 | (0.070) |
| Avg Current Score of Hierarchy | 6 | 6.7 - 90.8 | 30.5 | 16.3 | 0.885 | (0.239) * | (0.242) * | (0.293) ** |
| Avg Preferred Score of Clan | 6 | 9.2 - 63.3 | 29.7 | 8.9 | 0.796 | 0.045 | 0.063 | 0.032 |
| Avg Preferred Score of Adhocracy | 6 | 5.2 - 36.7 | 22.4 | 6.0 | 0.703 | (0.008) | (0.226) * | (0.064) |
| Avg Preferred Score of Market | 6 | 4.9 - 58.3 | 23.9 | 7.6 | 0.802 | (0.027) | 0.016 | 0.005 |
| Avg Preferred Score of Hierarchy | 6 | 9.5 - 55.0 | 24.0 | 7.2 | 0.768 | (0.020) | 0.094 | 0.008 |
| Organizational Culture Score Discrepancy ² | 4 | 0.0 - 139.8 | 32.0 | 28.9 | 0.729 | (0.277) ** | (0.314) ** | (0.332) ** |
| Dependent Variables³ | | | | | | | | |
| Intrinsic Job Satisfaction | 12 | 1.8 - 4.6 | 3.5 | 0.5 | 0.803 | | 0.666 *** | 0.937 *** |
| Extrinsic Job Satisfaction | 6 | 1.2 - 4.3 | 3.1 | 0.6 | 0.711 | | | 0.864 *** |
| General Job Satisfaction | 20 | 1.9 - 4.4 | 3.4 | 0.5 | 0.863 | | | |

¹ Cultural Self Identification is based on Likert 6-level scale (1 = weak, does not apply to me; 6 = strong, applies to me)

² Organization Culture Score Discrepancy is the sum of absolute value between the current and preferred score in 4 different dimensions

³ Job Satisfaction is based on Likert 5-level scale (1 = very dissatisfied, 5 = very satisfied)

⁴ Cronbach's alpha is reported when the number of items measuring a variable is larger than 2 and Pearson correlation coefficient is reported when the number of items is 2

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

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

*** Correlation is significant at the 0.001 level (2-tailed).

Hypothesis 1

There are two items each to compose Chinese and Western selves in this questionnaire. The correlation between items for Chinese and Western selves were significant at $r=.641, p<.01$ and $r=.454, p<.01$ respectively. Consistent with Ng, Yam and Lai (2007), no significant correlation was found between Chinese self and Western self. The two selves were independent of one another, and hence it would be possible to combine them to classify participants into Biculturals and other groups.

Chinese self and Western self is classified as high or low using the cutoff point of 3.5 (being the mid-point of the 1-6 Likert scale). Then, Bicultural individuals were identified for those ranked high on *both* Chinese and Western selves. In total, there are 47 individuals being classified as Bicultural under this definition. The bicultural group was then compared with others as a second group.

Table 6

One-way ANOVA comparing Biculturals with others as a second group

| | Dfs | Mean Square | F | Sig. |
|-----------------------------------|------------|--------------------|----------|-------------|
| Intrinsic Job Satisfaction | 1, 93 | 1.739 | 7.082** | .009 |
| Extrinsic Job Satisfaction | 1, 93 | .415 | 1.032 | .312 |
| General Job Satisfaction | 1, 93 | 1.368 | 5.922* | .017 |

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

Table 6 shows the one-way ANOVA analysis on job satisfaction using Bicultural level (High or Low) as factor. It indicated that there are significant difference in intrinsic and general job satisfaction, at .01 level (two-tailed) and .05 level (two-tailed) respectively, between Bicultural and non-Bicultural individuals. Extrinsic job satisfaction is not part of this hypothesis. Hypothesis 1 was supported.

Hypothesis 2

As reported earlier, the correlations between the items forming cultural distance and conflict are not highly significant, at $r=-.073$, *no significance* and $r=.206$, $p<.05$. Reasons for this will be covered in later session. With this fundamental issue, it could not expect too much on the significant finding on this hypothesis. In fact, it is not appropriate to use cultural distance as measurement in this study for further analysis, given this internal inconsistency issue. The reporting below is simply for the record.

Table 7

Pearson correlation between bicultural integration factors and job satisfaction

| | Intrinsic Job Satisfaction | Extrinsic Job Satisfaction | General Job Satisfaction |
|--------------------------|-----------------------------------|-----------------------------------|---------------------------------|
| Cultural Distance | -.001 | -.053 | -.028 |
| Cultural Conflict | .095 | -.041 | .066 |

Note: None of the above correlation coefficient is statistically significant

As indicated in Table 7, no significant correlation could be found. Hypothesis 2 was not supported.

Hypothesis 3

For each participant, the average score of current and preferred status of four dimensions in organizational culture were calculated. The Organizational Culture Score Discrepancy was defined as the sum of absolute value in differences between preferred and current scores for each of dimensions.

Organizational Culture Score Discrepancy =

$$\sum (\text{Absolute value (avg score under 'current' – avg score under 'preferred')})$$

*Clan, adhocracy,
market, hierarchy*

Cronbach analysis indicated that this score has strong internal consistency at $\alpha = .729$.

Table 8

Pearson correlation between organizational culture score discrepancy and job satisfaction

| | Intrinsic Job Satisfaction | Extrinsic Job Satisfaction | General Job Satisfaction |
|---|-----------------------------------|-----------------------------------|---------------------------------|
| Organizational Culture Score Discrepancy | -.277** | -.314** | -.332** |

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

As shown in Table 8, significant negatively correlation could be found between discrepancy score and all three job satisfaction level. Hypothesis 3 was supported.

Hypothesis 4

For this P-O fit hypothesis, the level of cultural self and orientation on organizational culture domain were defined. Same definition for Chinese and Western self was used as that in Hypothesis 1. For organizational culture, an entity would be ranked as high on particular dimension if the average score under the current status is larger than 25 (being the quotient of 100 divided by 4 dimensions).

Hypothesis 4A

Using this classification, there are 83 and 35 individuals who are high on Chinese self and clan oriented respectively. Thirty-four participants fell into the category of high on *both* Chinese self and Clan oriented at the same time. This group was compared with others as a second group.

Table 9

One-way ANOVA comparing the high Chinese self and high clan orientation group with others as a second group

| | Dfs | Mean Square | F | Sig. |
|-----------------------------------|------------|--------------------|----------|-------------|
| Intrinsic Job Satisfaction | 1, 93 | 1.268 | 5.058* | .027 |
| Extrinsic Job Satisfaction | 1, 93 | .433 | 1.078 | .302 |
| General Job Satisfaction | 1, 93 | 1.043 | 4.449* | .038 |

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

Significantly higher intrinsic and general job satisfaction were found at <.05 level for those scored high on both Chinese self and clan orientation than others as a second group. This indicates that there is a positive implication on job satisfaction for Chinese self individual to work in clan oriented organization. However, no similar significant difference was observed for extrinsic job satisfaction. Hypothesis 4A was partly supported.

Hypothesis 4B

One problem was identified on the distribution of subjects. There are 56 and 19 individuals who are high on Western self and adhocracy orientation respectively. With this, there are only 12 participants who are ranked high on *both* Western self and adhocracy orientation at the same time (i.e., the remaining 83 individuals as a second group for comparison). This uneven distribution in sample would increase the difficulty in identifying significant finding under one-way ANOVA analysis.

Table 10

One-way ANOVA comparing the high Western self and high adhocracy orientation group with others as a second group

| | Dfs | Mean Square | F | Sig. |
|-----------------------------------|------------|--------------------|----------|-------------|
| Intrinsic Job Satisfaction | 1, 93 | .869 | 3.409 | .068 |
| Extrinsic Job Satisfaction | 1, 93 | .043 | .107 | .745 |
| General Job Satisfaction | 1, 93 | .538 | 2.244 | .138 |

Note: No statistically significance can be found on the above analysis

No statistically significance can be found on the above analysis, although the significant level for intrinsic job satisfaction are pretty close to <.05 significance. Hypothesis 4B was not supported.

6. Discussion and Further Analyses

Some researchers may argue that cultural stereotypes (i.e., West cherishes individual values and Chinese cherishes collectivist values) should not be over-encouraged mainly because it fails to consider individual difference. However, Wan, Chiu, Tam, Lee, Lau and Peng (2007) observed that these stereotypes are integral parts of the common beliefs shared among cultural members that make up culture and they may have real consequences on the way people construct their cultural self. For example, Yum (2004) demonstrated that collectivism-individualism was related consistently with the type of accommodation³ patterns in dating relationships. The present study adopts the similar approach to explore potential implications on job satisfaction from stereotypes of cultural self identity and organizational cultures.

Hypotheses 1 and 3

Analyses in these two hypotheses confirm that cultural self identity and organizational culture can be factors of job satisfaction for individuals in Hong Kong.

Intrinsic job satisfaction concerns more on how people feel about the *nature of their jobs*. However, extrinsic one is how they feel about *elements of work situation that are external to the job tasks itself*. As cultural self identity affects more directly one's perception of how he or she can perform their task, this is more related to the job nature. Thus, the impact on job satisfaction is expected to be more intrinsic than extrinsic

³ accommodation refers to one's willingness to display positive relationship-maintaining behavior and inhibit behaviors potentially destructive to the ongoing relationship

Also, it should be noted that two-thirds of the participants in current study are either professional or management. Based on the interpretation from studies by Friedlander (1966) and Randolph et al. (2005), these individuals with higher level job tend to value more intrinsic aspect of job satisfaction. This finding is also supported by the model of Maslow's hierarchy of needs which suggests more growth incentive (intrinsic oriented) can be found in this portion of participants.

Ng and Lai (in press) derived from their findings that integration in the current Hong Kong context was primarily associated with the development of a strong Western self, regardless of the levels of Chinese self. This argument makes sense given the strong presence of Western contact cultures in Hong Kong. When trying to explore if Western self has similar importance on job satisfaction in our study, it was observed that both Chinese self and Western self are positively correlated with intrinsic and general job satisfaction. However, Western self has marginally higher correlation coefficients and at higher significant levels (Table 11). Also, consistent with the findings from Ng, Yam and Lai (2007), it was found that the Western self was positively correlated with the self assessment of English proficiency ($r=0.365$, $p<0.01$).

Table 11

Pearson correlation between cultural self identity and job satisfaction

| | Intrinsic Job Satisfaction | Extrinsic Job Satisfaction | General Job Satisfaction |
|---------------------|-----------------------------------|-----------------------------------|---------------------------------|
| Chinese Self | .212* | .079 | .208* |
| Western Self | .295** | .196 | .272** |

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

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

Some additional analyses were performed to confirm the discussion in literature review. Significant differences in organizational culture orientation were observed by company natures (i.e., profit organization, non-profit organization and government). For instance, government entities have significantly higher orientation on hierarchy domain ($p < .001$). Surprisingly, not many significant differences were found on organizational cultures among companies from various headquarters locations, except US companies was found to be significantly more market oriented ($p < .05$). This lack of difference may be due to the strong influence of local national cultures which many multinational corporations (MNCs) have to ‘localize’ their organizational cultures while expanding overseas.

Hypothesis 2

No significant finding was observed that would support Hypothesis 2. Based on the feedback from participants, some of them had difficulty in understanding the exact meaning of the statements relating cultural distance or visualizing the contexts under discussion. With that, some participants might simply provide random input on these items. This was also reflected in the Pearson correlation coefficient for both cultural distance and conflict which are either low or insignificant. It is suggested that more concrete examples can be provided to elaborate the meaning in these items or a translation into Chinese may help.

Hypothesis 4

Finding in Hypothesis 4A implies that P-E congruence does apply on predicting job satisfaction from cultural self identity (person factor) and organizational

culture (environmental factor). Similar to our discussion in Hypothesis 1, this congruence may make one feel more comfortable in the environment and potentially result in feeling of more productive and being recognized in the organization (i.e., only intrinsic job satisfaction is affected). This positive feeling does not directly affect the extrinsic components of job satisfaction (e.g., compensation). This could be the reason why significant findings could only be observed in intrinsic and general job satisfaction, but not the extrinsic one.

For Hypothesis 4B, a potential reason for lack of significant finding is the uneven distribution of samples (i.e., 12 individuals for *both* high on Western self and adhocracy oriented, 83 individuals for the rest). To address this issue, a technique of shifting the cutoff point for high-low definition was used despite potential loss of construct validity and issue of compatibility across samples. A cutoff point of 16 (instead of 25) was used for defining the high-low level of adhocracy in this further analysis. With this adjustment, the sample size for high on *both* Western self and adhocracy increased to 34 (from 12 in initial analysis). Similar one-way ANOVA was run and results were summarized in Table 12.

Table 12

One-way ANOVA comparing the high Western self (with adjusted cutoff point) and high adhocracy orientation group with others as a second group

| | Dfs | Mean Square | F | Sig. |
|-----------------------------------|------------|--------------------|----------|-------------|
| Intrinsic Job Satisfaction | 1, 93 | 1.391 | 5.579* | .020 |
| Extrinsic Job Satisfaction | 1, 93 | .761 | 1.910 | .170 |
| General Job Satisfaction | 1, 93 | 1.109 | 4.747* | .032 |

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

Significant findings were found after this shifting of cutoff point on adhocracy scale. This is suggested to increase sample size in future studies to confirm if similar findings can be observed.

7. Conclusions

Many MNCs set up offices or even regional headquarters in Hong Kong in last 50 years. These entities with operations across cultures need to be particularly concerned with both the national and organizational culture as well as the interplay between them. As discussed in this paper, the improper management of these issues could result in job dissatisfaction. It then induces turnover and absenteeism. Costs associated to these (e.g., hiring cost, training cost, loss in productivity) are significant and sometimes under-estimated. As a proactive step, companies should consider the use of cultural self and organizational culture match as a criterion of recruitment and identifying appropriate candidates for promotion and training. P-O fit can be enhanced by building organizational cultures to integrate issues related to individual needs. Forming subcultures to meet local need can be a possible solution for overseas branch of MNCs. Needless to say, greater awareness of the organization culture by all members of the organization is essential.

Limitations

Despite the potential applications as discussed above, many limitations are identified in this study. Firstly, the sample size has to increase substantially, given the complicated structures and classifications of factors involved. It should be noted that the sample in this study is not a representative one for population in Hong Kong. For instance, 83% of total participants in current study hold bachelor, master or PhD degrees. This is much higher than the average of the general public in Hong Kong. Thus, special caution should be exercised on applying the findings to real business world.

Also, this questionnaire is provided only in English. This inevitably limits the coverage of potential participants. Even for those who completed questionnaire, they might still have issues on fully understanding the questionnaire, as discussed earlier for items on bicultural integration. Bilingual questionnaire can be a solution for this. However, some practicable issues should also be considered. For example, due to the additional length of questionnaire (as same question presenting in both Chinese and English), participants may lose concentration while completing the survey. Some participants may also get trapped into translation issues and confused if meanings of the questions are not fully consistent between different language versions.

MSQ was used as tool to measure job satisfaction in this study. Some critical job satisfaction factors nowadays are not covered in this old questionnaire which was first developed in 1967. For instance, use of modern technology (e.g., computer, e-mail, internet) to support daily work can be an important job satisfier for employees these days. The 40-year old questionnaire cannot accommodate this development in modern workplace.

Also, factors considered in this US developed survey may not fully applicable cross-culturally. This is because factors which are valuable in one culture can be less important in another. A study by Fields, Pang and Chiu (2000) on justice indicated that paying more attention to fairness in the *treatment of employees* in Hong Kong would probably increase job loyalty and satisfaction. However, in the United States, fairness in *reward allocation* was found to have important positive effect on employees.

Factors of job satisfaction can be very dynamics and influenced by many other factors, including macroeconomic environment and unemployment rate of a country. In an early study, Slocum and Topichak (1972) tried to match various variables to assess the impact of culture on job satisfaction. Results indicated that people in different countries or cultures (Mexico and US in this study) have different need deficiency profiles and job satisfaction factors.

Last but not least, there are fundamental issues on self report survey. As reported by Hamid, Lai and Cheng (2000), there can be tendency for Chinese to respond in the middle of a rating scale. This is partly due to the influence of teaching from Confucianism on self moderation and modesty as ideals for self-cultivation. Also, as part of collectivist society, Chinese tend to response to questionnaire with more influence by normative concerns than by a need for self-expression.

Further Studies

With more and more Hong Kong people study or work in China, Hong Kong Chinese are subject to stronger influence by values from China. Although Hong Kong Chinese and Mainland Chinese share similar cultures in most cases, there are some subtle differences in value systems, e.g., viewpoint towards money, business ethnics, ‘guanxi’ (i.e., relations), etc. This could be an interesting study on how ‘Hong Kong self’ and ‘China self’ affect job satisfaction, particularly on employees who work for companies with operations in Hong Kong and/or China.

As covered in literature review, many researchers found that wealthy individuals or professionals tend to value job satisfaction more intrinsically. However, Farh, Leong and Law (1998) discovered a contradictory finding that Hong Kong people value much on good compensation and future prospects when selecting job, even if the job may not be intrinsically interesting. They tried to justify the difference as Hong Kong is a very materialistic society and this can potentially affect the criteria of job satisfaction. Given the importance on job satisfaction, further studies are warranted to systematically investigate how intrinsic and extrinsic factors matter.

Contrary to stereotypic views of culture as either individualism or collectivism, Wang and Li (2003) proposed a domain-specific approach to understand the self and its development in the culture context. They demonstrated that Chinese children's self-concept has a strong autonomous component in the context of learning and achievement while showing a social orientation tendency in the context of relationships and family. With this finding, similar studies can be conducted in various contexts. For example, how students from different cultures perform in schools with various teaching approaches (traditional, activity base, etc.).

Concluding Remarks

In this research, it is found that cultural self identity and organizational culture can be significant factors of job satisfaction. The present study takes the approach of person-environment congruence to match the above two factors on job satisfaction. Obviously, there are many merits of having this congruence on job satisfaction and company performance. The author would like to note that bad person-environment fit

can sometime result in good consequences as well. As Barrick and Ryan (2003) suggested lack of person-environment fit could offer opportunities for individuals to learn and adjust from bad fit experience. Individual who successfully cope with adversity at a situation in their lives could react more positively to stressor at another time. This resilience process can be valuable experience for their future job situations.

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Appendix 1. Job Satisfaction – Categorization

| Item No. | MSQ Scale | Description | Extrinsic | Intrinsic | General |
|----------|------------------------------|---|-----------|-----------|---------|
| 1 | Activity | Being able to keep busy all the time | | ✓ | ✓ |
| 2 | Independence | The chance to work alone on the job | | ✓ | ✓ |
| 3 | Variety | The chance to do different things from time to time | | ✓ | ✓ |
| 4 | Social Status | The chance to be 'somebody' in the community | | ✓ | ✓ |
| 5 | Supervision-Human Relations | The way my boss handles his/her workers | ✓ | | ✓ |
| 6 | Supervision-Technical | The competence of my supervisor in making decisions | ✓ | | ✓ |
| 7 | Moral Values | Being able to do things that don't go against my conscience | | ✓ | ✓ |
| 8 | Security | The way my job provides for steady employment | | ✓ | ✓ |
| 9 | Social Service | The chance to do things for other people | | ✓ | ✓ |
| 10 | Authority | The chance to tell people what to do | | ✓ | ✓ |
| 11 | Ability Utilization | The chance to do something that makes use of my abilities | | ✓ | ✓ |
| 12 | Company Policies & Practices | The way company policies are put into practice | ✓ | | ✓ |
| 13 | Compensation | My pay and the amount of work I do | ✓ | | ✓ |
| 14 | Advancement | The chances for advancement on this job | ✓ | | ✓ |
| 15 | Responsibility | The freedom to use my own judgment | | ✓ | ✓ |
| 16 | Creativity | The chance to try my own methods of doing the job | | ✓ | ✓ |
| 17 | Working Conditions | The physical working conditions (incl. heating, lighting, ventilation, etc) | | | ✓ |
| 18 | Co-workers | The way my co-workers get along with each other | | | ✓ |
| 19 | Recognition | The praise I get for doing a good job | ✓ | | ✓ |
| 20 | Achievement | The feeling of accomplishment I get from the job | | ✓ | ✓ |

Appendix 2. Questionnaire

The City University of Hong Kong
 Department of Applied Social Studies

Title: Cultural Identity, Corporate Culture and Job Satisfaction
 Objective: To identify the extent to which employee job satisfaction may be affected by cultural identity and corporate culture
 Target: Any person who is currently engaged with a full time job

(Your data will be kept in the strictest confidentiality)

There are FOUR Sections (Section A-D) in this questionnaire

Section A – Cultural Identity

The purpose of this section is to assess your *cultural identity*, that is, the cultures (s) you feel you belong to, or share your beliefs and values with. Please tell us how much you agree or disagree with each of the statements below by circling the appropriate number.

| | | Weak | | | | | Strong |
|---|---|------|---|---|---|---|--------|
| 1 | I feel the Chinese identity in me is | 1 | 2 | 3 | 4 | 5 | 6 |
| 2 | I feel the Westernized identity in me is | 1 | 2 | 3 | 4 | 5 | 6 |
| 3 | I feel the influence of Chinese culture on me is | 1 | 2 | 3 | 4 | 5 | 6 |
| 4 | I feel the influence of Western culture on me is | 1 | 2 | 3 | 4 | 5 | 6 |
| 5 | I feel part of a combined Chinese and Western culture (e.g., I feel being the product of Chinese and Western cultures most of the time) | 1 | 2 | 3 | 4 | 5 | 6 |
| 6 | I keep both cultures separate (e.g., I feel Chinese in some places and being Westernized in others) | 1 | 2 | 3 | 4 | 5 | 6 |
| 7 | I feel conflicted between the Chinese and Western cultures | 1 | 2 | 3 | 4 | 5 | 6 |
| 8 | I feel I can move freely between the Chinese and Western cultures | 1 | 2 | 3 | 4 | 5 | 6 |

Section B – Organizational Culture

The purpose of this section is to assess six key dimensions of **organizational culture**.

You are asked to rate your organization in the questions. For this purpose your “organization” refers to that part of the overall organization that is *managed by your boss, the strategic business unit to which you belong, or the organizational unit in which you are a member that has clearly identifiable boundaries*.

There are six questions. Each question has four alternatives. Divide 100 points among these four alternatives depending on the extent to which each alternative is similar to your own organization. Give a higher number of points to the alternative that is most similar to your organization. For example, in question one, if you think alternative A is very similar to your organization, alternative B and C are somewhat similar, and alternative D is hardly similar at all, you might give 55 points to A, 20 points to each of B and C, and five points to D. **Just be sure your total equals 100 points for each question.**

Please answer the six questions twice with respect to “**Now**” and then “**Preferred**” “Now” refers to the organizational culture as it exists today. After you have completed the “Now”, please go over the questions again, and indicate you would “prefer” your organization to be like five years from now.

| 1. Dominant Characteristics | | Current | Preferred |
|-------------------------------------|--|----------------|------------------|
| A | The organization is a very personal place . It is like an extended family. People seem to share a lot with each other. | | |
| B | The organization is a very dynamic entrepreneurial place . People are willing to stick their necks out and take risks. | | |
| C | The organization is very result-oriented . Its major concern is with getting the job done. People are very competitive and achievement oriented. | | |
| D | The organization is a very controlled and structured place . Formal procedures generally govern what people do. | | |
| Total | | 100 | 100 |
| 2. Organizational Leadership | | Current | Preferred |
| A | The leadership in the organization is generally considered to be good models of mentoring, facilitating, or nurturing . | | |
| B | The leadership in the organization is generally considered to be good models of entrepreneurship, innovating, or risk taking . | | |
| C | The leadership in the organization is generally considered to be good models of no-nonsense, aggressive, results-oriented focus . | | |
| D | The leadership in the organization is generally considered to be good models of coordinating, organizing, or smooth-running efficiency . | | |
| Total | | 100 | 100 |
| 3. Management of Employees | | Current | Preferred |
| A | The management style in the organization is characterized by teamwork, consensus, and participation . | | |
| B | The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness . | | |
| C | The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement . | | |
| D | The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships . | | |
| Total | | 100 | 100 |

| 4. Organization Glue | | Current | Preferred |
|-------------------------------|---|----------------|------------------|
| A | The glue that holds the organization together is loyalty and mutual trust . Commitment to this organization runs high. | | |
| B | The glue that holds the organization together is commitment to innovation and development . There is an emphasis on being on the cutting edge. | | |
| C | The glue that holds the organization together is the emphasis on achievement and goal accomplishment . Aggressiveness and winning are common themes. | | |
| D | The glue that holds the organization together is formal rules and policies . Maintaining a smooth-running organization is important. | | |
| Total | | 100 | 100 |
| 5. Strategic Emphases | | Current | Preferred |
| A | The organization emphasizes human development . High trust, openness, and participation persist. | | |
| B | The organization emphasizes acquiring new resources and creating new challenges . Trying new things and prospecting for opportunities are valued. | | |
| C | The organization emphasizes competitive actions and achievement . Achieving aggressive targets and winning in the marketplace are dominant. | | |
| D | The organization emphasizes permanence and stability . Efficiency, control and smooth operations are important. | | |
| Total | | 100 | 100 |
| 6. Criteria of Success | | Current | Preferred |
| A | The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people . | | |
| B | The organization defines success on the basis of having the most unique or newest products . It is a product leader and innovator. | | |
| C | The organization defines success on the basis of winning in the marketplace and outpacing the competition . Competitive market leadership is key. | | |
| D | The organization defines success on the basis of efficiency . Dependable delivery, smooth scheduling and low-cost production are critical. | | |
| Total | | 100 | 100 |

Section C – Job Satisfaction

The purpose of this section is to give you a chance to indicate how you feel about your present job, what things you are satisfied with and what things you are not satisfied with, if any. Please indicate the level of your satisfaction or dissatisfaction with respect to each of the following 20 aspects of your job.

| | Very Dissat. | Dissat. | N | Sat. | Very Sat. |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Being able to keep busy all the time | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. The chance to work alone on the job..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. The chance to do different things from time to time. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. The chance to be “somebody” in the community..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. The way my boss handles his/her workers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. The competence of my supervisor in making decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Being able to do things that don’t go against my conscience..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. The way my job provides for steady employment... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. The chance to do things for other people..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. The chance to tell people what to do..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. The chance to do something that makes use of my ability..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. The way company policies are put into practice.... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. My pay and the amount of work I do..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. The chances for advancement on this job..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. The freedom to use my own judgment..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. The chance to try my own methods of doing the job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. The physical working conditions (incl. heating, lighting, ventilation, etc) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. The way my co-workers get along with each other . | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. The praise I get for doing a good job..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. The feeling of accomplishment I get from the job... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Section D – Background Information

1. Your age: 16-20 21-30 31-40 41-50 51-60 > 61
2. Male Female
3. Your education level
 Below Secondary Secondary Associate Degree / Higher Diploma
 Bachelor Master Doctor
 Others please specify _____
4. Years of working experience you have
 0-5 6-10 11-15 16-20 21-25 >26
5. Your monthly income (HKD)
 < \$4999 \$5,000-20,000 \$20,001-40,000 \$40,001-60,000
 > \$60,001 Don't want to disclose
6. How long have you been on your present job? _____ year/s _____ month/s
7. Your job nature
 Management Professional Clerical Administration/Secretarial
 Others please specify _____
8. Your place of birth: _____
9. Your parents' place of birth: Father _____ Mother _____
10. How many years have you lived in Hong Kong _____
11. How many years have you lived outside Hong Kong, if any (please specify places of residence
 In (place name) _____ for _____ years
 In (place name) _____ for _____ years
12. Assessment on your language proficiency

| | Weak | | | | | Strong |
|---------|------|---|---|---|---|--------|
| English | 1 | 2 | 3 | 4 | 5 | 6 |
| Chinese | 1 | 2 | 3 | 4 | 5 | 6 |
13. Please describe your company/organization which you are currently engaged with
 - A. Nature: Government Non-profit organization Profit organization
 - B. Estimated no. of employees of group companies (incl. those in subsidiaries, sister/associated companies):
 <50 51-200 201-1000 1001-5000 >5001
 - C. Estimated no. of countries does your group companies operate in
 1 (e.g., mainly Hong Kong only) 2-5 6-10 11-20 >21
 - D. Estimated no. of employees in organization referred in Section B of this questionnaire
 <10 11-30 31-50 51-200 201-1000 1001-5000 >5001
 - E. Location of the Headquarters of your company
 Hong Kong PRC US Europe Others please specify _____