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Chapter VIII

An Exploratory Study and Design of Cross-Cultural Impact of Information Systems Managers' Performance, Job Satisfaction and Managerial Value

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ABSTRACT

This research is an exploratory study and design to find cross-cultural impact on information systems (IS) managers' performance, job satisfaction and managerial value, particularly on American IS and Korean IS expatriate managers in the U.S. in the banking industry. Through the literature review, first, this study attempts to find frequently used variables to measure the magnitude of the cross-cultural impact on the two national IS managers. Second, a literature-derived research instrument was developed and pretested for content validity. Third, to examine the goals and objectives of the study, 14 hypotheses were developed through the literature research. And then the hypotheses were matched to the specific items in the research instrument in order to test them. Fourth, this chapter presents a research design, which used the cultural variables to separate the influences of the cross-cultural impact on the IS managers from

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the other variables, followed by the research methodology in which the questionnaire's reliability and validity were tested using Pearson's correlation analysis, Cronbach's α test and factor analysis. Fifth, based on the data analysis, the test results of the hypotheses were examined, and compared with the existing literature. Finally, the research conclusion is presented.

LITERATURE REVIEW

One of the fundamental issues in cross-cultural management in IS research is to determine the extent to which culture impacts on IS manager's behaviors, beliefs, attitudes, values, motivation, job satisfaction, and performances in the workplace (Adler, 1983a). The variables were being identified as frequently used ones in the cross-cultural studies research variables in the literature. However, "behaviors," "value," and "performance" variables were identified as the ones that were vital to measure and explain the cross-cultural impact on the managers (Hofstede, 1980, 1983, 1984). Thus, the three variables were utilized for this research to measure and explain the cultural influences on Korean IS expatriate and American IS managers in the banking industry.

Convergence Versus Divergence

Convergence (or universalist) hypothesis contends that managers are subject to follow industrial norms, attitudes and behaviors in order to comply with the trend of industrialization of the world (Kerr, Dunlop, Harbison, & Myers, 1954). On the other hand, divergence (or culturogist) hypothesis argues that managerial differences will remain continually around the world as long as differences in culture exist. Convergence perspective by Black and Porter (1991), Kerr, Dunlop, Harbison, and Myers (1954), Mendenhall and Oddou (1985), Miller and Doyle (1987), Negandhi and Prasad (1971) and Tung (1981) dominated international management thought during the 1950s in the U.S. These researchers believed that international differences in management practices would disappear as countries "converge" and become equally industrialized. On the other hand, culturogists (Bass & Berger, 1979; Emory, 1985; England & Lee, 1974; Griffeth, Hom, DeNiSi, & Kirchner, 1980; Haire, Ghiselli, & Poter, 1966; Hofstede, 1980, 1984; Hofstede, 1983; McClellnad, 1961; Munson & McIntyre, 1979; Redding & Casey, 1976; Ruben & Kealey, 1979; Whitley & England, 1977) were opposite to the universalists. They believed that managerial differences would be a permanent characteristic for different culture.

Cultural Variables

Cultural variables uniquely influence Korean IS expatriate and American IS managers. The commonly used cultural variables in the literature as follows: history (Haire, Ghiselli, & Poter, 1966; Malinowski, 1960), language (Hoebel, Frost, & Spencer, 1976; Worf, 1956), religion (Triandis, 1972; Webber, 1969), political system (Huntington, 1973), ethnicity (Katona, Strumpel, & Zahn, 1971), general economic level (Harbison & Myers, 1960), and geographical propinquity (Haire, Ghiselli, & Poter, 1966). Dymsha and Negandhi (1983) explained that the managerial behaviors of American managers in the U.S. compared to those in a foreign country and compared the relationship between

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