

**Addis Ababa University**

**College of Education and Behavioral Studies**

**School of Psychology**

**The Role of Chinese Work Culture on Ethiopian Employees: -The Case of Wuzhen  
Miao Textile Factory in Dukem Town**



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The Role of Chinese Work Culture on Ethiopian Employees: -The Case of Wuzhen Miao  
Textile Factory in Dukem Town

A Thesis Submitted to Addis Ababa University, College of Education and Behavioral Studies,  
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Degree in Social Psychology

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Addis Ababa University

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### **Declaration**

I, hereby, declare that this thesis entitled “The Role of Chinese Culture on Ethiopian Employees:-The Case of Wuzhen Miao Textile Factory at Dukem Town” in partial fulfillment of the requirements for the award of Master’s Degree in Social Psychology with the guidance and support of the research advisor, Dr.Yekoyalem Desie, is my original work and has not been presented for any degree or diploma program in this or any other university/institutions, and that all source of materials used for the thesis have been duly acknowledged. Declared by:  
Teshome Gobeze Worku

Date: -----

### Statement of Certification

This is to certify that Teshome Gobeze's research work on the topic entitled "The Role of Chinese Work Culture on Ethiopian Employees:-The Case of Wuzhen Miao Textile Factory at Dukem Town" is his original work and suitable for submission for the award of Master's Degree in Social Psychology.

Advisor's Signature: -----

Date: -----

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## **Table of Contents**

Declaration.....	I
Statement of certification.....	II
Acknowledgement.....	III
Table of contents.....	IV-V
List of tables and figures.....	VI
Abbreviations and acronyms.....	VII
Abstract.....	VIII

## **CHAPTER I**

### **1. Introduction**

1.1. Background of the study.....	1
1.2. Statement of the problem.....	3
1.3. Research questions.....	4
1.4. Objective of the study.....	4
1.5. Significance of the study.....	5
1.6. Scope of the study.....	5
1.7. Operational definitions of variables.....	5

## **CHAPTER II**

### **2. Review of Related Literatures.....6**

2.1. Theoretical review on organizational work cultures.....	6
2.2. Empirical review on organizational work cultures.....	12
2.3. Conceptual framework on organizational work cultures.....	14
2.4. Summary of the review.....	15

## **CHAPTER III**

### **3. Research Methods.....16**

3.1. Research design.....	16
3.2. Data source and types.....	16

3.3. Study site.....	16
3.4. Population.....	16
3.5. Sample and sampling procedure.....	17
3.6. Instruments of the data collection.....	17
3.7. Data collection procedures.....	17
3.8. Data analysis tools.....	18
3.9. Statistical analysis.....	18
3.9.1. Reliability analysis.....	18
3.9.2. Validity analysis.....	19
3.10. Ethical considerations.....	20
<b>CHAPTER IV</b>	
<b>4. Results.....</b>	<b>21</b>
4.1. Demographic characteristics of respondents.....	21
4.2. What is the difference between Chinese and Ethiopian employees work culture?.....	22
4.3. Can Chinese work culture shape Ethiopian employees?.....	22
4.4. How can Chinese work culture shape Ethiopian employees?.....	23
<b>CHAPTER V</b>	
<b>5. Discussion.....</b>	<b>24</b>
<b>CHAPTER VI</b>	
<b>6. Summary, conclusion and recommendations of findings.....</b>	<b>26</b>
6.1. Summary .....	26
6.2. Conclusion.....	28
6.3. Recommendation.....	29
<b>References.....</b>	<b>30</b>
<b>Annexes: questionnaire questions</b>	

**List of Tables and figures:**

Table 3.1 Item-total correlations & Cronbach's alpha coefficient.....	18
Table 3.2 Inter-scale correlations.....	19
Table 3.3 Results of exploratory factor analysis.....	19
Table 4.1 Demographic characteristics of the participants performances.....	21
Fig 2.1 Conceptual framework between Chinese work culture and Ethiopian employees work value.....	14

**Abbreviations and Acronyms:**

- APA=American Psychological Association
- DV= Dependent Variable
- Et al.=and others [Shortening of Latin et alii]
- IV = Independent Variable
- n.d.= no date
- P.=page
- PV=process variable
- SPSS=statistical package for the social sciences
- TA=thematic analysis

### ***Abstract***

*The general objective of the study is to show the difference between Chinese and Ethiopian employees work culture, to investigate if Chinese work culture can shape Ethiopian employees, and to describe how Chinese work culture can shape Ethiopian employees. A qualitative research method was used for the study. 172 samples were randomly taken out of 300 population of the target firm “Wuzhen Miao Textile” which is one of the 60 firms of the Eastern Industrial Park at Dukem. The main source of the primary data was the researcher himself, and the types of the primary data sources included observations, structured focus-group discussions and structured questionnaires on organization work cultures. Descriptive statistics was used to analyze the data. The findings showed that the Chinese had positive work behavior while the Ethiopians were characterized by negative counterproductive behaviors. The study noted that counterproductive behavior at work places of the Chinese firm resulted in a big problem for the management unit. The researcher observed that Chinese cultural value, Confucian dynamism resulted the value of diligence and working hard behavior of Ethiopian employees. It was possible to observe that work behaviors such as cooperativeness, innovativeness, consistency and effectiveness were also seen among the local employees who worked for duration of one year and longer. Many low-skilled or semi-skilled Ethiopian workers of Wuzhen Miao Textile factory have been upgraded through on-the-job training and direct work experience. This study is a useful contribution towards organizational as well as team effectiveness and for increasing job performance.*

*Key words: Chinese work culture, Confucian dynamism, Ethiopian employees*

## CHAPTER ONE

### Introduction

#### 1.1. Background of the study

Some researchers argued that the simplest strategy that encourages claims of cultural universality is to compare two populations that vary greatly on as many theoretically relevant dimensions as possible, such as social practices, philosophical traditions, language, geography, socioeconomic status, literacy, and level of education (Norenzayan & Heine (2005).

As the cross-cultural psychology researchers, Berry, Poortinga, Segall and Dasen (2002) stated it, culture is traditionally defined at the level of populations and it encompasses many spheres of life and organizational culture (p. 389). Their underlying assumption is that organizations differ from each other not only on variables such as production techniques, marketing, and the attitudes of their employees, but also in respect of deep-rooted beliefs, meaning, and values (Berry et al., 2002). Deal and Kennedy, as cited in Berry et al. (2002), wrote about the “inner values”, “rituals,” and “heroes” of an organization as determinants of its success.

According to Berry et al. (2002), the concept of organizational culture is based on the observation that organizations in some countries have a much better performance record than in others. They emphasized that particularly the Japanese industries have shown a rapid rate of development from the 1950s through the 1980s. They argued that this success has been largely ascribed to social policies and management practices that supposedly find their origin in Japanese culture. They also noted that the step from the national level to the level of separate organizations was easily made and the popularity of the concept of organizational culture largely results from best-sellers written for managers.

All organizations have a culture that could be good or bad, weak or strong. However, it is obvious that an organization that can sustain its presence and overcome its rivals has a unique culture that is shared by all its members. Japanese corporations are the most appropriate example of this. The most important point here is the role of organizational leaders and founders in developing an organizational culture. Second, applications of human resources are crucial for sharing this culture (Guclu, 2003). Moreover, an effective organizational culture is one of the crucial elements that affect an organization’s ability to be successful in the long run (Yang et al., 2004, as cited in Eskiler et al., 2016, Yang (2007) proposed that nurturing a collaborative culture in a work group highly influences the sharing of knowledge. It was also

suggested that in today's era of knowledge, managers should play facilitator and mentor roles that encourage employees to share their knowledge (Yang, 2007, as cited in Eskiler et al., 2016).

According to Jaw, Ling, and Chang(2007), looking at the recently dramatically development of Chinese economy, the primary reason was owing to the introduction of western management practices to reinforce local Chinese business performance. They argued that this also stimulated the motivation and willingness for employees to work hard.

In their conclusion of Cross-cultural psychology research and applications, Berry, Poortinga, Segall and Dasen (2002), stressed that in today's changing world, cross-cultural research on work and organizations is a dynamic area. The researchers argued that the radical changes in Eastern Europe also have had many implications for organizational psychology. Majority world psychologists try to define topics and engage in research that directly addresses the needs of their organizations and work force (Berry et al., 2002).

A review by Kotter (2012) revealed that organizational culture has an effect on organizational performance because organizational culture has the ability to increase job satisfaction, and awareness about problem solving and organization performance (as cited in Mashal & Saima, 2014). Ernst (2001) stated that organizational culture becomes incompatible with the dynamic expectations of internal and/or external stakeholders; the organization's success will decrease as it has happened with some organizations (ibid).

Organization performance and organization culture are clearly affiliated (Kopelman, Brief, & Guzzo, 1990, as cited in Mashal & Saima, 2014), though the confirmation concerning the perfect nature of this relationship is miscellaneous.

Research shows that the relation between many cultural qualities and high performance are not persistent over time (Dension& Sorenson, 1990, 2002, as cited inMashal&Saima, 2014). They argued that the impact of organizational culture on employee behavior and performance is based on four important ideas (Bulach, Lunenburg, & Potter, 2012, as cited inMashal&Saima, 2014). Firstly, having knowledge of the organization culture permits employees to understand the history and functioning of the organization. This knowledge provides information about projected future behaviors. Secondly, organizational culture raises devotion to the organization's philosophy and values and this commitment creates shared feelings of achieving common goals. They wanted to mean that organizations could achieve greater success only when employees share values. Thirdly, they stated that organizational culture, with its norms, deal as a control

mechanism to direct behaviors toward expected behaviors and away from unfavorable behaviors. According to the researchers, this can also be achieved by recruiting, selecting, and retaining employees whose values match with the values of the organization. They also emphasized that this type of organizational culture may be linked directly to greater efficiency and performance than others.

In the current study, the researcher is very much interested in discussing the role of Chinese culture in order to shape organizational problems of many Ethiopian employees. Therefore, the researcher chose one of the industrial parks of Chinese Companies who are working in Ethiopia at Dukem Town as a target of the study.

### 1.2. Statement of the problem

There are many investing firms in Ethiopia by which exposures of their organizational culture have been influencing the job performance of our local employees. Chinese companies are a case in point. China with her win-win policy has been playing one of the greatest development roles in our country. The Ethio-China relation has been growing quite dramatically and strongly in terms of trade and investment, such as in constructing roads, dams, airports, building headquarters, like that of the African Union, manufacturing goods, installing electric & telecommunication lines, creating job opportunities, transferring technology and managerial skill as well as bringing foreign currency to our country are all the cases in point.

Organizations differ from each other not only on variables such as production techniques, marketing, and the attitudes of their employees, but also in respect of deep-rooted beliefs, meaning, and values (Berry et al., 2002). Saeed et al. (2015) argued that employees at workplace could have positive or negative work behavior based on their physical or mental health. Positive work behavior effects positively while negative has worse effectives, actually negative work behavior is a counterproductive behavior. Their study noted that counterproductive behavior at work places is a big problem for management and organizations, as it has many consequences. The researchers emphasized that it is widely believed that at least thirty percentage of the business fail because of the counterproductive behavior (Moretti, D. M. 1986 as cited in Saeed et al., 2015).

According to the abstract of Chu J., Fafchamps M., & Jonason D., (2016), although the introduction of foreign companies may help developing countries achieve faster economic growth, but it raises a number of challenges. The study explored when and why Chinese managers and

workers experience mutual dissatisfaction within the context of Ethiopia, however, it failed to specifically state the role of Chinese culture on Ethiopian employees.

The researcher has been working for several years in the Chinese companies in Ethiopia as a translator and observed that there seem a lack of ability for coordination between Chinese managers and Ethiopian employees of due to different cultural backgrounds. However, according to Chu, Fafchamps & Jonason (2016), to be applied to any particular case, the cultural-mismatch hypothesis requires a clear explanation for the kinds of expectations that lead to dissatisfaction (and how). This is because mismatches in expectations do not always drive dissatisfaction in workers. Individuals can adjust their expectations once in the workplace. After all, workers are aware that they are entering foreign-run factories and can adjust their expectations once in their new working context. Therefore, the present study focuses on filling the gap between the cultural-mismatches between the employees of China and Ethiopia in order to play development roles in our country by adjusting mutual expectations in the workplace.

### 1.3. Research questions

- 1.3.1. What is the difference between Chinese and Ethiopian employees work culture?
- 1.3.2. Can Chinese work culture shape Ethiopian employees?
- 1.3.3. How can Chinese work culture shape Ethiopian employees?

### 1.4. Objective of the study

#### 1.4.1. General objective

The general objective of the study is to show the difference between Chinese and Ethiopian employees work culture, to investigate if Chinese work culture can shape Ethiopian employees, and to describe how Chinese work culture can shape Ethiopian employees.

#### 1.4.2. Specific objectives

- i. to show the difference between Chinese and Ethiopian employees work culture;
- ii. to investigate if Chinese work culture can shape Ethiopian employees; and
- iii. to describe how Chinese work culture can shape Ethiopian employees.

### 1.5. Significance of the study

The findings of this research is supposed to provide supervisors, team leaders and managers with the tools necessary to recognize and address poor work habits in order to shape the behaviors of their employees for better job performance, and provide with a process for working in collaboration with Chinese individuals in order to develop a plan for addressing the issues of transferring managerial and technical skill to local employees.

Moreover, the researcher believes that public policy-makers will also get a lesson from the results of the findings by which they would be able to recognize the way how culture affects employees' performance by maintaining good work ethics.

Finally, to scholars, this research work is expected to help further in the study of Ethiopian researchers on how organizational culture can affect employee's performance.

### 1.6. Scope of the study

Geographically, "Wuzhen Miao Textile Factory" which is one of the Eastern industrial Parks at Dukem Town, was selected as the target of this study. The demographic characteristics of the respondents include sex, age, job categories, work experiences, marital status and educational status. Theoretically, Confucian dynamism which is a Chinese cultural value, Schwartz's (1999) conservatism value and four dimensions of organizational culture-cooperativeness, innovativeness, consistency and effectiveness (Eskiler et al., 2016) were considered. Methodologically, it is qualitative in its type. Empirically, it focuses on the role of Chinese work culture on Ethiopian employees.

### 1.7. Operational definitions of variables

Chinese cultural exposure: in this study, Chinese cultural exposure is the influence from the contact of Chinese experiences via the process of acculturation, socialization and conformity in order to shape the inappropriate work behaviors of Ethiopian employees.

Organizational culture: this is the system of behaviors, values, beliefs, and habits those direct individuals' behaviors in an organization (Dincer, 1992, as cited in Eskiler et al., 2016).

## CHAPTER TWO

### Review of Related Literature

#### 2.1. Theoretical review on organizational work cultures

Saeed et al. (2015) argued that employees at workplace could have positive or negative work behavior based on their physical or mental health. Positive work behavior effects positively while negative has worse effectives, actually negative work behavior is a counterproductive behavior. Their study noted that counterproductive behavior at work places is a big problem for management and organizations, as it has many consequences. The researchers emphasized that it is widely believed that at least thirty percentage of the business fail because of the counterproductive behavior (Moretti, D. M. 1986 as cited in Saeed et al., 2015).

Good work habits and time management are more important than ever because of today's emphasis on productivity, the amount of quality work accomplished in relation to the resources consumed. Furthermore, a person is more likely to be fired from a job or flunk out of school because of poor work habits than because of poor aptitude. Work habit refers to a person's characteristic approach to work, including such things as organization, priority setting, and handling of paperwork and e-mail. People with good work habits tend to achieve higher career success and have more time to invest in their personal lives. They also enjoy their personal lives more because they are not preoccupied with unfinished tasks. Effective work habits are also beneficial because they eliminate a major stressor—the feeling of having very little or no control over your life. Being in control also leads to a relaxed, confident approach to work. (No author, retrieved from a book entitled “Developing Good Work Habits”, Chapter 16, p. 41).

Organizations differ from each other not only on variables such as production techniques, marketing, and the attitudes of their employees, but also in respect of deep-rooted beliefs, meaning, and values. A 1982 review by Deal and Kennedy wrote about the “inner values,” “rituals,” and “heroes” of an organization as determinants of its success. The concept of organizational culture is based on the observation that organizations in some countries have a much better performance record than in others (As cited in Berry, et al., 2002). It is deep-rooted beliefs, meanings, and values that are shared by the members of an organization, in distinction from other organizations. Sometimes the emphasis is more on practices prevalent in an organization, or on variables such as production techniques and attitudes of employees (the term organizational climate is also used, especially in the latter sense) (Berry, et al., 2002).

As the Cross-cultural psychology researchers, Berry, Poortinga, Segall and Dasen (2002) stated it, culture is traditionally defined at the level of populations and it encompasses many spheres of life and organizational culture is defined at the level of organizations. Their underlying assumption is that organizations differ from each other not only on variables such as production techniques, marketing, and the attitudes of their employees, but also in respect of deep-rooted beliefs, meaning, and values (Berry et al., 2002).

Deal and Kennedy, as cited in Berry et al. (2002), wrote about the “inner values”, “rituals,” and “heroes” of an organization as determinants of its success. According to the researchers, the concept of organizational culture is based on the observation that organizations in some countries have a much better performance record than in others. They emphasized that particularly the Japanese industries have shown a rapid rate of development from the 1950s through the 1980s. They argued that this success has been largely ascribed to social policies and management practices that supposedly find their origin in Japanese culture. They also noted that the step from the national level to the level of separate organizations was easily made and the popularity of the concept of organizational culture largely results from best-sellers written for managers.

As Berry, Poortinga, Segall and Dasen (2002) stressed it, a book by Peters and Waterman (1982) has been most influential. They emphasized that the book contained analyses of companies in the USA with an excellent record despite the depressed economy of the late 1970s and the early 1980s; and two reasons have been proposed for this success, namely strong leadership and a complex of values that was shared by those who belonged to the organization (p. 390). Berry et al. (2002) argued that a good leader influences employees to pursue the goals of the organization, but this can be done in different ways; different leadership styles can be followed.

Weerarathna and Geeganage (2014) defined that employees are more than the most important asset, they play pivotal role in current operational performance and future competitive advantage. Employees spend their major part of their life in the organization within which they work. When people join, they bring with them the unique values and behaviors’ that they have been experienced. Performance is a vital factor as per the information gathered by the researchers. They explained that it could either affect in a negative or positive manner towards an organization. It was considered as the most significant scenario in an organization. The

researcher argued that when employees start performing poorly it worries the management as it affects the entire operations of an organization. It was stated that the disadvantage faced by an organization is that once they realize that employees are performing poorly, they should take immediate action to restore it before it affects the company growth. At these instances, emphasized the researchers, managers should sit down and find the root that has caused this. They explained the cause by relating it to organizational cultures.

The above-mentioned researchers argued that many companies face the issue of employee performance due to prevailing strict cultures. As their theory, organizational culture was considered as the personality of the organization and it is the aspect of the shapes the way the organization functions. It comprises the attitudes, experiences, beliefs, and values of the organization, acquired through social learning, that control the way individuals and groups in the organization interact with one another and with parties outside it. Furthermore, culture was considered as the factor which highlights attention on the human sides of the organizational life emphasizing on the importance of creating appropriate systems to enable employees to work together in achieving a common goal, and cohesive business cultures were thought to underpin higher productivity, improve employee morale, affect work attitudes and encourage stronger employee commitment. Besides, the researchers emphasized that organizational culture constraints a direct management behavior, which in turn affects job performance through decision making, problem solving and strategy formulation. In addition, they argued that the loyalty of employee relies upon knowledge and awareness of culture that improves behavior of organization; thereby awareness of quality helps in improving organizational culture and employee performance.

According to Berrel (2015), traditional explanations of management behaviour have included understandings about the influence of values, norms, roles, regulations and activity within organisations. He emphasized that since the 1980s, management research has indicated that culture profoundly influences all aspects of management behaviour (Adler, 1997; Bartlett, 1987; Ghoshal, 1992; & Mead, 1994). According to his research, nevertheless, the influence of culture operates at such an embedded level, that most people are unaware of cultural influences either on their own management behaviour, or on the behaviour of others (Hall, 1976; Triandis, 1983). He stated that it is possible, therefore, that various cultural groups might approach similar management tasks in quite different ways.

Confucian dynamism is a Chinese cultural value, which stresses the value of diligence and working hard to achieve the long-term goal of benefit; Confucianism encourages people pursuit long-term benefits (perseverance) while suffer short-term loss (thrift) (Jaw, Ling, Chang Wang & Chang, 2007). Work-related values are the desired states and outcomes derived from cross-cultural studies in organizations, usually presented as value dimensions (e.g., individualism–collectivism, power distance) (Berry, et. al, 2002).

Hofstede (1980a, b) conducted one of the most important studies on cultural values; he identified four cultural dimensions-power distance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity; and Schwartz (1992) identified five cultural dimensions-self-enhancements, contribution to society, stability and rewards, power and status, and openness to change. When we compare the work of Hofstede (1991) with Schwartz's (1999), Confucian dynamism is quite similar to Schwartz's (1999) conservatism value.

According to Eskiler, Ekici, Soyer and Sari (2016), a 1994, review by Barnard stated that an organization is a system of activities or power of two or more people that have been consciously coordinated and put forward that an organization emerges when there are people who can communicate and act together to achieve common aims. Culture is one of the most important social environmental factors in an organization; therefore, it affects the life and development of an organization (as cited in Eskiler et al., 2016). Organizational culture is a paradigm that allows us to see the reality of a culture. This paradigm presents routine processes, categories, and good and bad solutions for an organization. It also informs individuals about how to behave in their organization. In other words, it is a paradigm of an organization which shows shared constructions, shared language, and some references that enable individuals to resolve many problems (Atay, 2001, as cited in Eskiler et al., 2016). Organizational culture is the system of the behaviors, values, beliefs, and habits that direct individuals' behaviors in an organization (Dincer, 1992, as cited in Eskiler et al., 2016). Culture enables individuals to see certain behaviors that should be modeled and teaches personnel how to behave. In other words, organizational culture is the values and beliefs that shape individuals' behaviors in an organization (Guclu, 2003, as cited in Eskiler et al., 2016).

All organizations have a culture that could be good or bad, weak or strong. However, it is obvious that an organization that can sustain its presence and overcome its rivals has a unique culture that is shared by all its members. Japanese corporations are the most appropriate example

of this. The most important point here is the role of organizational leaders and founders in developing an organizational culture. Second, applications of human resources are crucial for sharing this culture (Guclu, 2003). Moreover, an effective organizational culture is one of the crucial elements that affect an organization's ability to be successful in the long run (Yang et al., 2004, as cited in Eskiler et al., 2016). Yang (2007) proposed that nurturing a collaborative culture in a work group highly influences the sharing of knowledge. It was also suggested that in today's era of knowledge, managers should play facilitator and mentor roles that encourage employees to share their knowledge (Yang, 2007, as cited in Eskiler et al., 2016). According to Eskiler et al., (2016), organizational culture has four dimensions: cooperative culture, innovativeness, consistency and effectiveness.

**Cooperative:** This culture focuses on flexibility, cooperation, knowledge sharing, trust, and teamwork. This cooperative culture works in a friendly environment. Team members share knowledge in teamwork. Every member has a responsibility in their team and has an inner flexibility to accomplish their duties. Relationships in this culture are based on trust. (Kao, 1989, as cited in Eskiler et al., 2016).

**Innovativeness:** This culture has the features of innovation, creativity, enterprisingness, adaptability, and dynamism. The environment supports creativity in this culture. Innovativeness could be defined as the ability to produce something original. It could also be described as a process which directs employees to produce new, useful, and comprehensible outcomes (Kao, 1989, as cited in Eskiler et al., 2016).

**Consistency:** This culture focuses on the system, rules, regulations, uniformity, and productivity. The culture is highly organized and consistent. An innovative structure of corporations requires consistently researching new opportunities and facilities in a systematic manner. A consistent system, which will ensure a better understanding of social, demographic and technological changes, is required for innovativeness to become a basic skill in enterprises (Cavus, & Akgemci, 2008, as cited in Eskiler et al., 2016).

**Effectiveness:** This culture focuses on competitiveness, target accomplishment, production, and performance. A company which has the features of an effective culture is primarily result-oriented and profit-oriented. Innovations acquired by creativity provide a strong economy for enterprises and ensure the opportunity to obtain advantages for success (Gumusluoglu, & Ilsev, 2009, as cited in Eskiler et al., 2016). According to the researchers, an

effective culture strengthens the creative skills of employees; the adaptation of corporations to some environmental changes, and even their ability to give direction to these environmental alterations, depends on effectively managing the work processes which support and embrace innovativeness and creativity. In this respect, the researchers tried to emphasize that organizational culture is one of the most important determinants of innovative work behavior (IWB) and enables corporations to obtain competitive advantages.

Conceptual research framework has been proposed by researchers to demonstrate the relationships between organizational culture and information security management (ISM) (Chang and Lin, 2007). The conceptual framework model depicts that the relationship between ISM and four organization culture constructs-cooperativeness, innovativeness, consistency and effectiveness. The first culture trait, cooperativeness, emphasizes the internal and flexibility orientations, and focuses primarily on cooperation, information sharing, trust, empowerment, and teamwork. The organization emphasizing cooperativeness is typically a friendly place where its members share information and trust one another just like an extended family (Chang and Lin, 2007). The second culture trait, innovativeness, is characterized by the external and flexibility orientations in the model of organization culture traits, with a focus on creativity, entrepreneurship, adaptability, and dynamism. The company emphasizing innovativeness supports a fully creative and dynamic environment (ibid.). The third culture trait, consistency, emphasizes the internal and control orientations. It focuses on order, rules and regulations, uniformity, and efficiency. The company emphasizing consistency is typically a formalized and regular organization (ibid.). The last culture trait, which is named as effectiveness in this study, emphasizes external and control orientations, with a focus on competitiveness, goal achievement, production, effectiveness, and benefit-oriented measures. The company emphasizing effectiveness is primarily a result-oriented and benefit-oriented organization (ibid.).

It has been stated earlier that organizational culture is the system of the behaviors, values, beliefs, and habits that direct individuals' behaviors in an organization (Dincer, 1992, as cited in Eskiler et al., 2016); and job performance is the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed in line with organizational goal (Ann & Jerry, 2009, as cited in SimegnZena, 2019).

Organizational cultures cannot directly affect performance because it is people who do the performing. Cultures must therefore somehow influence people in order to affect their

individual or collective performance. To fully assess effects of culture on performance, we need to determine the paths by which culture affects people and how those effects are tied to their performance (National Research Council, 1997). Leaders shape organizational culture through their behaviors. The behavior of the senior team has a direct impact on the performance and productivity of the entire organization. Therefore, it is important for management to focus on cultivating a great culture rather than to have an unintentional culture develop. Once a culture develops, it is difficult to change (Yenice, S., 2018).

### 2.1. Empirical review on organizational work cultures

According to Jaw, Ling, and Chang (2007) argued that Hofstede's (1980a, 1993) studies reported clear differences between Anglo-Saxon culture and Chinese culture: the Anglo-Saxon have moderately high scores on masculinity, very high score on individualism, and very substantially low score on power distance than the Chinese. The study of Jaw et al (2007) also revealed that the Chinese respondents working or living in western culture did score higher on individualism than their counterparts who have not western experience, confirming Hofstede's (1993) studies that work values of Anglo-Saxon peoples highly correlated with its culture value of individualism orientation. They emphasized, however, it is worthwhile to note that western-experience respondents also scored higher on Confucian dynamism than those have not, which is contrary to their common expectation that those who had more western experience would characterize with less Confucian dynamism. For the researchers, it seemed that western cultural experience could enhance the main cultural value of Chinese Confucian dynamism.

According to the study, one possible explanation was that, generally speaking, the top talents who were exposed in Western experience seemed to work more diligently so that they could obtain more rewards related to the performance that is the major character of management practice in western work environment. The results of their research generally supported their expectation in their hypothesis (H<sub>6</sub>) that there would be cultural and work values differences between the Chinese respondents who have western cultural exposure experiences and those who have not. The Chinese respondents who had been working or living in western environments scored higher than those who had not on Confucian dynamism and individualism.

According to Jaw, Ling, and Chang, looking at the recently dramatically development of Chinese economy, the primary reason was owing to the introduction of western management practices to reinforce local Chinese business performance. They argued that this also stimulated

the motivation and willingness for employees to work hard. Meanwhile, their study also discovered the fact that western education and working experiences could enhance the Confucian Dynamism value of Chinese employees, which direct to their work value of self-enhancement and openness to change. They emphasized that from the perspective of business practice, for western enterprises to be successful in their foreign direct investment in China, it is essential to incorporate western management practices with Chinese Confucian dynamism culture in order to stimulate the self-achievement and openness to change among the Chinese employees' work value. Their research reported that those who had western degree(s) also scored higher on self-enhancement and openness to change than those who had not. In recent years, the reporters argued, a good number of Chinese students went to western countries to be educated and receive western higher education degree, and they were enabled to possess strong senses of self-enhancement and openness to change. They explained that this in turn had benefited positively to the economic development to China. Finally, the researchers emphasized that this was the reason that a great many cross-cultural researchers such as Hofstede (1993) concluded that the rapid economic development of Eastern Asia was ultimately contributed by the introducing of western open capitalism in combination of the Confucian dynamism culture of these Asian countries.

A 1999 empirical review by Schwartz points out that “no one type of work goal is likely to be the most effective across all cultures” and that “the type of work goals whose pursuit is encouraged and rewarded depend in part on the prevailing cultural value emphasized in a society” (as cited in Jaw, 2007). The researcher argued that the relative importance of money, status, or vacation time varies across countries; the rewards people want from work, and the financial/non-financial incentives vary greatly across cultures (Schneider and Barsoux, 1997; Adler, 2002(as cited in Jaw, 2007). Additionally the study emphasized that previous value-related researchers have found the cultural difference between Chinese sample and western sample, especially in terms of Confucian dynamism and uncertainty avoidance (Hofstede, 1980b, 1993, as cited in Jaw, 2007). The study noted that Chinese respondents were found with high value of Confucian dynamism; however, no dimension was found resembling uncertainty avoidance.

According to Chu J., Fafchamps M., & Jonason D.,(2016), to be applied to any particular case, the cultural-mismatch hypothesis requires a clear explanation for the kinds of expectations that lead to dissatisfaction(and how).This is because mismatches in expectations do not always drive dissatisfaction in workers. Individuals can adjust their expectations once in the

workplace. After all, workers are aware that they are entering foreign-run factories and can adjust their expectations once in their new working context.

### 2.3. Conceptual framework on organizational work cultures

The model for evaluating work values of Ethiopian employees in this study is based on various characteristics of organizational culture. The source is model of organizational culture traits (Chang, & Lin, 2007, as cited in Eskiler et al., 2016). Attributes for describing the organizational culture include cooperativeness, innovativeness, consistency and effectiveness. The assumption of this research is, Ethiopian employees, who are new to the Chinese firms, will get exposures of the Chinese cultural traits, then via cultural transmission, the inappropriate work behaviors of Ethiopian employees will be shaped into appropriate work behaviors.

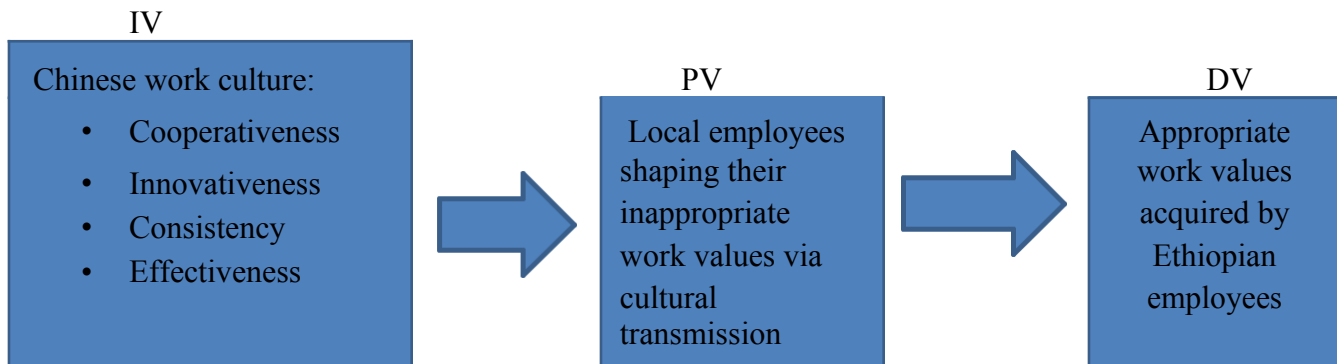


Figure 2.1 Conceptual framework between Chinese work culture (the independent variable) and Ethiopian employees work value (dependent variable)

The above model depicts that the first culture trait, ‘cooperativeness’, emphasizes the internal and flexibility orientations, and focuses primarily on cooperation, information sharing, trust, empowerment, and teamwork. The organization emphasizing cooperativeness is typically a friendly place where its members share information and trust one another just like an extended family (Chang and Lin, 2007). The second culture trait, ‘innovativeness’, is characterized by the external and flexibility orientations in the model of organization culture traits, with a focus on creativity, entrepreneurship, adaptability, and dynamism. The company emphasizing innovativeness supports a fully creative and dynamic environment (ibid.). The third culture trait, ‘consistency’, emphasizes the internal and control orientations. It focuses on order, rules and regulations, uniformity, and efficiency. The company emphasizing consistency is typically a

formalized and regular organization (ibid.).The last culture trait, which is named as ‘effectiveness’, emphasizes external and control orientations, with a focus on competitiveness, goal achievement, production, effectiveness, and benefit-oriented measures. The company emphasizing effectiveness is primarily a result-oriented and benefit-oriented organization(ibid.).

### 2.1. Summary of the review

The theoretical reviews by different scholars on organizational work cultures generally emphasized that positive work behavior has positive effects while negative has worse effectives. Their study noted that counterproductive behavior at work places is a big problem for management and organizations. The empirical review on organizational work cultures emphasized that the introduction of foreign companies may help developing countries achieve faster economic growth, but it raises a number of challenges due to cultural mismatches. Conceptual framework on organizational work cultures emphasized that exposures of one’s organizational appropriate work culture may shape an inappropriate work cultures of another.

The researcher has been working for several years in the Chinese companies in Ethiopia as a translator and observed that there seem a lack of ability for coordination between Chinese managers and Ethiopian employees due to different cultural backgrounds and cultural-mismatches between the employees of the two countries. Therefore, the present study focuses on filling the gap between the cultural-mismatches between the employees of China and Ethiopia in order to play developmental roles in our country.

## CHAPTER THREE

### Research Methods

#### 3.1. Research design

The general objective of the study is to show the difference between Chinese and Ethiopian employees work culture, to investigate if Chinese work culture can shape Ethiopian employees, and to describe how Chinese work culture can shape Ethiopian employees. Therefore, qualitative design was adopted to empirically approach this research.

#### 3.2. Data source and types

This research paper included both primary and secondary data sources. Since the researcher had studied in China for five years and has been working in Chinese companies for several years as a translator in Ethiopia, therefore, the main source of the primary data was the researcher himself, and the types of the primary data sources included observations, structured focus-group discussions and structured questionnaires on organization work cultures. While the secondary data collection sources were websites, books, journal articles, and internal records of the target company.

#### 3.3. Study site

The target firm, “Wuzhen Miao Textile Factory” is located in Eastern Industry Zone, in Oromia Region around Dukem, a small town, 35 KM South-east of Addis Ababa. Eastern industry zone is one of the giant Chinese Industrial Zones in Africa. The Industrial zone was established in 2008. It involves textile, garment, shoe, construction materials, electrical equipment, engineering material equipment manufacturing and food processing factories among others. It created job opportunities for over 10,000 people. “Wuzhen Miao Textile” is one of the 60 Industrial firms of the Zone (the general manager of Wuzhen Miao, Personal Communication, and 5 March 2020).

#### 3.4. Population

The population was those employees who were working in Wuzhen Miao Textile. There were about 300 employees in the year 2020, with 1:1 male to female ratio, and it was being led and monitored by 12 Chinese expatriates.

### 3.5. Sample and sampling procedures

#### Sample size determination

Using Slovin's formula, it was possible to find out what sample of a population from 300 employees of Wuzhen Miao. Stephanie Ellen. (2018) Step 1: Figuring out the confidence level

A confidence level of 95 percent accuracy (an alpha level of 0.05) was wanted.

Step 2: Plugging data into the formula.

$$n = N / (1 + N e^2)$$

Where n= the sample size

N=total target population

e=the level of precision/sample error/

Using a 95 percent confidence level with a population size of 300

$$n = N / (1 + N e^2) = 300 / (1 + 300 * 0.05^2) = 171.428571$$

Step 3: Rounding to a whole number (because one cannot sample a fraction of a person or thing.)

Then, from the 300 population, we get 172 respondents, and they were randomly chosen to fill in the questionnaires.

### 3.6. Instruments of the data collection

Observations, focus-group discussions and structured questionnaires on organization work cultures were conducted. Meanwhile, the secondary data were collected from websites, books, journal articles, and internal records to describe the target company. To describe the impact of Chinese culture on the Ethiopian employees, four constructs of organization culture traits were operationalized using 26 items adopted from Chang and Lin (2007). Variables were measured on five-point scales. The 4 (four) constructs of organization culture traits were cooperativeness (8 items), innovativeness (6 items), consistency (6 items), and effectiveness (6 items). The detail of number of the items and their relevant dimensions is given in the annex section.

### 3.7. Data collection procedures

The data collection procedure was started by having formal and official steps of discussion with the Chinese staff and Ethiopian employees in Wuzhen Miao Textile Factory. First, relevant literatures were assessed to have deep understanding and to get associated with the issues under consideration and the data gathering tools were designed based on review of the

related literatures and research questions. Next, participant observation of the natural setting was conducted. Then, participants were randomly selected and filled in questionnaires. Finally, the data were transcribed and analyzed.

### 3.8. Data analysis tools

SPSS 22 Package Program was used to analyze the data. The “Statistical Package for the Social Sciences” (SPSS) is a package of programs for manipulating, analyzing, and presenting data (Landau, S. & Everett, B. S., 2004).

### 3.9. Statistical analysis

#### 3.9.1. Reliability analysis

Reliability of the instruments was checked. Four constructs of organization culture traits were operationalized using 26 items adopted from Chang and Lin (2007). Variables were measured on five-point scales. The 4 constructs of organization culture traits were cooperativeness (8 items), innovativeness (6 items), consistency (6 items), and effectiveness (6 items). Table 3.1 Item total correlations & Cronbach’s alpha coefficient

Items	Correlation s	Cronbach’s Alpha	Items	Correlatio ns	Cronbach’s Alpha
01	0.93*	0.84*	14	0.93*	0.70*
02	0.83*	0.87*	15	0.92*	0.84*
03	0.72*	0.90*	16	0.52	0.54
04	0.81*	0.92*	17	0.94*	0.92*
05	0.98*	0.94*	18	0.98*	0.58
06	0.54	0.87*	19	0.54	0.88*
07	0.57	0.86*	20	0.57	0.86*
08	0.92*	0.80*	21	0.92*	0.80*
09	0.58	0.84*	22	0.51	0.84*
10	0.67*	0.89*	23	0.47	0.89*
11	0.84*	0.81*	24	0.84*	0.92*
12	0.58	0.91*	25	0.75*	0.91*
13	0.87*	0.88*	26	0.68*	0.91*
	$\Sigma$ 0.76	$\Sigma$ 0.96		$\Sigma$ 0.68	$\Sigma$ 0.74

Note: Coefficients above 0.60 are flagged. The values in table 3.1 show that the scale has good internal consistency. The table shows that except for the few items, almost all items have values are above 0.60, thus proving reliability of scale.

The reliability has been further checked by calculating the Inter-scale correlations. It was done by finding correlation between of scores on sub scales. The table 3.2 shows that the

scores on sub scale are highly correlated, thus proving that the scale possesses internal consistency.

Table 3.2 Inter-scale correlations

	Cooperativeness	Innovativeness	Consistency	Effectiveness
Cooperativeness	01	0.70	0.76	0.89
Innovativeness	0.86	01	0.75	0.68
Consistency	0.80	0.90	01	70
Effectiveness	0.88	0.87	0.90	01

### 3.9.2. Validity analysis

The validity scale is related with the accurateness of the instrument. Therefore, a valid instrument should have the ability to detect difference in measurement and should give error and bias free measurement (Webb, 2008). Construct validity was applied for this study. The validity was checked through exploratory factor analysis. Exploratory factor analysis was used in order to find out the convergent validity. The factors loadings equal to 0.50 or greater than were considered significant. The results of principal component analysis showed that factor loading ranged from 0.60 to 0.94. Likewise, the communalities also ranged from 0.65 to 0.87. Such results suggest sufficient evidence of convergent validity for the Scale.

Table 3.3 Results of exploratory factor analysis

Items	Factor loadings			Items	Factor loadings		
	Factor 01	Factor 02	Factor 03		Factor 01	Factor 02	Factor 03
01	0.81	0.37	0.51	14			
02	0.32	0.78	-0.12	15	0.33	0.67	0.21
03	0.67	0.11	0.34	16	0.90	0.35	-0.09
04	0.15	0.82	0.26	17	0.66	0.10	0.11
05	0.77	-0.01	0.36	18	0.24	0.91	-0.25
06	0.52	0.82	0.14	19	0.91	-0.09	0.31
07	0.47	-0.21	0.57	20	0.21	0.96	0.36
08	0.85	0.13	0.58	21	0.77	0.10	0.30
09	0.17	0.60	0.22	22	0.88	0.91	0.81
10	0.15	0.82	-0.02	23	0.73	0.11	0.31
11	0.67	0.11	0.31	24	0.24	0.90	0.21
12	0.15	0.82	0.22	25	0.36	0.71	-0.07
13	0.25	0.98	-0.10	26	0.66	0.78	0.35

Source: own study, 2020

### 3.10. Ethical considerations

Ethical issues in cross-cultural research involve issues such as values and worldviews, definitions, research design, informed consent, entry into the field, confidentiality, approaches to data collection, participant roles, ownership of data, writing, representation, and dissemination of results ( Olatundun, I. O., 2009).

Research design is another ethical issue in cross-cultural study. Where differences exist between researcher and participant, they must be respected, and care must be exercised to not project one's own values onto the research process, nor judge a participant's behaviour that varies from one's own culturally sanctioned standards (Lee, 1995, as cited in Olatundun, I. O., 2009). Therefore, the researcher, when considering research procedures or instruments across the two cultures-the Ethiopian and the Chinese cultures, varied meanings were taken into account.

Piquemal, as cited in Olatundun (2009), argued that consent must be asked for and given at almost every step of the research process to assure that it is valid and that the participants remain fully informed and cognizant of each aspect of the research proceedings.

Another researcher noted that 'identity', as community research itself, must be viewed through a process of interpretation, which focuses more on the importance of the relationship and experience itself rather than its content (Piquemal, 2001, as cited in Olatundun, I. O., 2009).

While other researcher emphasized that entry into the field in research across cultures requires researchers to proceed in culturally sensitive ways. For him, respect and continuous communication are two essential elements in this process (Mtonga, 1986, as cited in Olatundun, I. O., 2009). That is to say asking, rather than telling and an on-going consultation with knowledgeable key informants in the community will help to build mutually beneficial research partnerships.

The present researcher paid attention to collaboration and consensus, communication, and negotiating by considering cross-cultural situations respect and acknowledgement of community values, differing worldviews, and ethical practice as salient issues for this research. First, informed consent was obtained from all respondents. They were told that the data collection from the employee would only be used for academic purpose to undertake this research; and not to be provided to anybody that intended to use beyond this study. The respondents were treated with respect and courtesy so that the respondents were at ease and more likely to give honest responses to the questionnaire.

## CHAPTER FOUR

### Results

#### 4.1. Demographic characteristics of the participants

The first section of the questionnaire demanded personal information from respondents. These questions include gender, age, marital status, level of educational, work experience at current place and job category. The response rate was 100%.

Table 4.1 Demographic characteristics of the participants

Characteristics		Frequency	%
Age	18-30	160	93.02
	31-40	10	5.81
	41-50	2	1.16
Total		172	100
Sex	male	86	50
	female	86	50
Total		172	100
Educational level	Primary level	98	56.98
	High school level	62	36.05
	Diploma level	10	5.81
	Undergraduate	2	1.16
	Post graduate level	0	0
Total		172	100
Work experience	<1 year	161	93.60
	1-3 years	11	6.40
	>3 years	0	0
Total		172	100
Marital status	Single	152	88.37
	Married	15	8.72
	Divorced	3	1.74
	Widowed	2	1.16
Total		172	100
Job category	labors	160	93.02
	Management unit	12	6.98
	total	172	100

Source: Own Survey, 2020

The respondents were both male and female with equal percentage (1:1). Majority of respondents numbering 160 (93.02%) were between the age of 18 and 30; the rest 10(5.81%) were between the age of 31 and 40; 2(1.16%) were between the age of 41 and 50; 0(0.00%) were over the age of 50. Majority of the respondents were single which was 152(88.37%), 15(8.72%) were married, divorced 3(1.74%), and 2(1.16%) were found widowed. As indicated above, most of the respondents were of primary school level, 98(56.98%), 62(36.05%) high school level, 10 (5.81%) diploma level, 2(1.16%) were bachelor degree holders. However, no master's degree and above were found. Majority of the respondents 161(93.60%) had

working experience of below <1 year, and 1-3 years were only 11(6.40%).Majority of the respondents were labors, 160(93.02%) and the rest 12(6.98%) belonged the management unit.

#### 4.2. What is the difference between Chinese and Ethiopian employees work culture?

The first research question was to answer the difference between Chinese and Ethiopian employees work culture. Learning from the primary data of the field observations, focus-group discussions, and internal records of the company, the Chinese firm “Wuzhen Miao Textile Factory” was characterized as follows as compared to the local Ethiopian employees: The Chinese differ from Ethiopian employees not only on variables such as production techniques, marketing, and the attitudes of their employees, but also in respect of deep-rooted beliefs, meaning, and values. Comparatively, the Chinese had positive work behavior while the Ethiopians were characterized by negative counterproductive behaviors. The study noted that counterproductive behavior at work places of the Chinese firm resulted in a big problem for the management unit. For example, the researcher observed that the business was often closed down due to unreasonable violence of the local employees. Literatures support that many businesses fail due to counterproductive behaviors (Moretti, D. M. 1986 as cited in Saeed et al., 2015). The Chinese were cooperative, sharing, trusting each other, and practicing teamwork. They were innovative focusing on creativity, entrepreneurship, adaptability, and dynamism. They were also consistent, emphasizing on order, rules and regulations, uniformity, and efficiency. Moreover, they were effective with a focus on competitiveness, goal achievement, production, and benefit-oriented measures. To the contrary, the Ethiopian local employees were not found cooperative, sharing, innovative, creative, and consistent to rules and regulations of the company. Rather they were found with counterproductive behaviors such as laziness and negligence. They were not as efficient and effective as their employers (the Chinese) were. The Chinese exercised good work habits and proper time management as compared to the Ethiopians do.

#### 4.3. Can Chinese work culture shape Ethiopian employees?

The researcher observed that Chinese cultural value, Confucian dynamism resulted the value of diligence and working hard behavior of Ethiopian employees. It was possible to observe that work behaviors such as cooperativeness, innovativeness, consistency and effectiveness were also seen among the local employees who worked for duration of one year and longer.

The Ethiopian employees, who were new to the Chinese firms, got exposures of the Chinese cultural traits such as cooperativeness, innovativeness, consistency and effectiveness, and then via cultural transmission, the inappropriate work behaviors of Ethiopian employees

were shaped into appropriate work behaviors. Many low-skilled or semi-skilled Ethiopian workers of Wuzhen Miao Textile factory have been upgraded through on-the-job training and direct work experience. Job creation of the Chinese firms in infrastructure construction and manufacturing contributes to the process of building an industrial labor force in the country as a whole. Jobs in these sectors have contributed to skill development that will be critical to the prospects for further industrial-led economic transformations. According to the manager of Wuzhen Miao textile factory, hundreds of Ethiopian workers were sent for several months for deep immersion in the production operations and labor processes of parent Chinese firms with the aim of speeding up the process of transition of labor practices in Ethiopia-based factories focuses on soft skills such as punctuality, behavior at work and compliance with targets and performance monitoring. Training to improve work discipline and efficiency were regarded by Chinese managers as critical to the production process and required to ease the transition from farm to factory for their employees.

#### 4.4. How can Chinese work culture shape Ethiopian employees?

This study discovered that Chinese education and working experiences can enhance ~~the work value of Ethiopian employees, which direct to their work value of self-enhancement~~ and openness to change. From the perspective of business practice, for western enterprises to be successful in their foreign direct investment in China, it was essential to incorporate western management practices with Chinese Confucian dynamism culture in order to stimulate the self achievement and openness to change among the Chinese employees' work value. Those who had western degree(s) also scored higher on self-enhancement and openness to change those who had not. In recent years, a good number of Chinese students went west to be educated and received western higher education degree had undoubtedly enable these individuals to possess strong senses of self-enhancement and openness to change. This had benefited positively to the economic development to China and another contributed of China and another economic development in the recent years. This is the reason that a great many cross-cultural researchers such as Hofstede (1993) concluded that the rapid economic development of the Eastern Asia was ultimately contributed by the introducing of western open capitalism in combination of the Confucian dynamism culture of these Asian countries.

## CHAPTER FIVE

### Discussion

The findings showed that employees at workplace could have positive or negative work behavior based on organizational culture. The study noted that counterproductive behavior of Ethiopian local employees at work places had a big problem for Chinese management. Therefore, it is important for an organization to focus on accepted cultural traits to attain better job performance of its employees. It is important to point out that managers should encourage employees to effectively use their time. Organizations should be innovative in order to sustain their existence. To fully assess effects of culture on performance, we need to determine the paths by which culture affects people and how those effects are tied to their performance (National Research Council, 1997). The results showed that leaders could shape organizational culture through their behaviors because the behavior of the senior team has a direct impact on the performance and productivity of the entire organization. Therefore, it is important for management to focus on cultivating a great culture. According to Jaw, Ling, and Chang, looking at the recently dramatically development of Chinese economy, the primary reason was owing to the introduction of western management practices to reinforce local Chinese business performance. Likewise, Ethiopian employees, who could get exposures of the Chinese cultural traits, via cultural transmission, could shape their inappropriate work behaviors.

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This study examined the effects of organizational culture traits on the role of Chinese work culture on Ethiopian employees. In this study, four organizational culture traits, namely, consistency, cooperativeness, effectiveness and innovativeness, have been categorized into two dimensions: the internal/external orientation and the flexibility/control orientation resource of the organizations. The results are, to a certain extent, in line with previous study in which researchers found that external and flexible resources do better than internal and control resources (Chang et al., 2012).

The major purpose of this paper was to assess the impact of cultural values Confucian dynamism on work values such as contribution to society. In the Chinese society, Confucian dynamism acts as main drivers for self-enhancement, openness to change, stability and security, and contribution to society (Chang et al., 2012). According to Chang, looking at the recently dramatically development of Chinese economy, the primary reason is owing to the introduction of western management practices to reinforce local Chinese business

performance. He emphasized that this also stimulates the motivation and willingness for employees to work hard. This study also discovered obviously Chinese education and working experiences can enhance the work value of Ethiopian employees, which direct to their work value of self-enhancement and openness to change. From the perspective of business practice, for western enterprises to be successful in their foreign direct investment in China, it was essential to incorporate western management practices with Chinese Confucian dynamism culture in order to stimulate the self achievement and openness to change among the Chinese employees' work value. Those who had western degree(s) also scored higher on self-enhancement and openness to change those who had not. In recent years, a good number of Chinese students went west to be educated and received western higher education degree had undoubtedly enable these individuals to possess strong senses of self-enhancement and openness to change. This had benefited positively to the economic development to China and another contributed of China and another economic development in the recent years. This is the reason that a great many cross-cultural researchers such as Hofstede (1993) concluded that the rapid economic development of the Eastern Asia was ultimately contributed by the introducing of western open capitalism in combination of the Confucian dynamism culture of these Asian countries.

Many low-skilled or semi-skilled Ethiopian workers of wuzhen Miao Textile factory have been upgraded through on-the-job training and direct work experience. Job creation of the Chinese firms in infrastructure construction and manufacturing contributes to the process of building an industrial labor force in the country as a whole. Jobs in these sectors have contributed to skill development that will be critical to the prospects for further industrial-led economic transformations. According to the manager of Wuzhen Miao textile factory, hundreds of Ethiopian workers were sent for several months for deep immersion in the production operations and labor processes of parent Chinese firms with the aim of speeding up the process of transition of labor practices in Ethiopia-based factories focuses on soft skills such as punctuality, behavior at work and compliance with targets and performance monitoring. Training to improve work discipline and efficiency were regarded by Chinese managers as critical to the production process and required to ease the transition from farm to factory for their employees.

## CHAPTER SIX

### Summary, Conclusion, and Recommendation

#### 6.1. Summary of findings

The first research question was to answer the difference between Chinese and Ethiopian employees work culture. Learning from the primary data of the field observations, focus-group discussions, and internal records of the company, the Chinese firm “Wuzhen Miao Textile Factory” was characterized as follows as compared to the local Ethiopian employees: The Chinese differ from Ethiopian employees not only on variables such as production techniques, marketing, and the attitudes of their employees, but also in respect of deep-rooted beliefs, meaning, and values. Comparatively, the Chinese had positive work behavior while the Ethiopians were characterized by negative counterproductive behaviors. The study noted that counterproductive behavior at work places of the Chinese firm resulted in a big problem for the management unit. For example, the researcher observed that the business was often closed down due to unreasonable violence of the local employees. Literatures support that many businesses fail due to counterproductive behaviors (Moretti, D. M. 1986 as cited in Saeed et al., 2015). The Chinese were cooperative, sharing, trusting each other, and practicing teamwork. They were innovative focusing on creativity, entrepreneurship, adaptability, and dynamism. They were also consistent, emphasizing on order, rules and regulations, uniformity, and efficiency. Moreover, they were effective with a focus on competitiveness, goal achievement, production, and benefit-oriented measures. To the contrary, the Ethiopian local employees were not found cooperative, sharing, innovative, creative, and consistent to rules and regulations of the company. Rather they were found with counterproductive behaviors such as laziness and negligence. They were not as efficient and effective as their employers (the Chinese) were. The Chinese exercised good work habits and proper time management as compared to the Ethiopians do.

The researcher observed that Chinese cultural value, Confucian dynamism resulted the value of diligence and working hard behavior of Ethiopian employees. It was possible to observe that work behaviors such as cooperativeness, innovativeness, consistency and effectiveness were also seen among the local employees who worked for duration of one year and longer. The Ethiopian employees, who were new to the Chinese firms, got exposures of the Chinese cultural traits such as cooperativeness, innovativeness, consistency and effectiveness, and then via cultural transmission, the inappropriate work behaviors of Ethiopian employees were shaped into appropriate work behaviors. Many low-skilled or

semi-skilled Ethiopian workers of Wuzhen Miao Textile factory have been upgraded through on-the-job training and direct work experience. Job creation of the Chinese firms in infrastructure construction and manufacturing contributes to the process of building an industrial labor force in the country as a whole. Jobs in these sectors have contributed to skill development that will be critical to the prospects for further industrial-led economic transformations. According to the manager of Wuzhen Miao textile factory, hundreds of Ethiopian workers were sent for several months for deep immersion in the production operations and labor processes of parent Chinese firms with the aim of speeding up the process of transition of labor practices in Ethiopia-based factories focuses on soft skills such as punctuality, behavior at work and compliance with targets and performance monitoring. Training to improve work discipline and efficiency were regarded by Chinese managers as critical to the production process and required to ease the transition from farm to factory for their employees.

This study discovered that Chinese education and working experiences can enhance the work value of Ethiopian employees, which direct to their work value of self-enhancement and openness to change. From the perspective of business practice, for western enterprises to be successful in their foreign direct investment in China, it was essential to incorporate western management practices with Chinese Confucian dynamism culture in order to stimulate the self-achievement and openness to change among the Chinese employees' work value. Those who had western degree(s) also scored higher on self-enhancement and openness to change those who had not. In recent years, a good number of Chinese students went west to be educated and received western higher education degree had undoubtedly enable these individuals to possess strong senses of self-enhancement and openness to change. This had benefited positively to the economic development to China and another contributed of China and another economic development in the recent years. This is the reason that a great many cross-cultural researchers such as Hofstede (1993) concluded that the rapid economic development of the Eastern Asia was ultimately contributed by the introducing of western open capitalism in combination of the Confucian dynamism culture of these Asian countries.

## 6.2. Conclusion

The successful development and implementation of service innovations require new knowledge in an organization. The new knowledge can be spread in an organization if the organizational cultures do not follow the conventional method. The new way of thinking perhaps fosters the occurrence of wide varieties of innovations, contributing to the acceleration of organization's growth. A better understanding of the relationship of organizational culture traits with service innovations can provide a better picture of how to enhance work culture. In this study, the importance of organizational culture as an independent variable was emphasized. This is just because knowledge management systems in target organizations are highly advanced. The cultures affecting Ethiopian employees in the Wuzhen Miao textile factory through the mediation of knowledge management were listed as cooperativeness, innovativeness, consistency, and effectiveness cultures.

The findings of this study is therefore necessary to recognize and address poor work habits in order to shape the behaviors of their employees for better job performance, and provide with a process for working in collaboration with Chinese individuals in order to develop a plan for addressing the issues of transferring managerial and technical skill to local employees. The findings showed the difference between Chinese and Ethiopian employees work culture and investigated the way how Chinese work culture can shape Ethiopian employees. Even though there were mismatches in expectations between the Chinese and local workers, the study showed that it is possible to adjust their expectations once in the workplace. Therefore, the present study filled the gap between the cultural-mismatches between the employees of China and Ethiopia.

The study also revealed that the Ethiopian employees, who were new to the Chinese firms, got exposures of the Chinese cultural traits such as cooperativeness, innovativeness, consistency and effectiveness, and then via cultural transmission, the inappropriate work behaviors of Ethiopian employees were shaped into appropriate work behaviors. Many low-skilled or semi-skilled Ethiopian workers of Wuzhen Miao Textile factory have been upgraded through on-the-job training and direct work experience.

### 6.3. Recommendation and limitation of the study:

This study acknowledges some limitations and considers several avenues for further research. Since the empirical study analyzed data collected is from Wuzhen Miao Textile factory only, it would be interesting and valuable to conduct similar surveys in other Chinese factories and local organizations for other researchers may also want to compare the practice of organizational cultures. Besides, due to the difficulty of cross-cultural data collection, it was difficult to follow a strictly randomized sampling procedure. It is recommended a larger and more randomized sample be taken to increase the sample size of the different groups for a more comprehensive future study.

#### Implications of the Study:

1. This study is a useful contribution towards organizational as well as team effectiveness and for increasing job performance.
2. This study can be used by different researchers for further research.

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Annex

Questionnaire

Addis Ababa University

College of Education and Behavioral Studies

School of Psychology, Postgraduate Program

Dear employees of Wuzhen Miao:

I am graduating class of social psychology student at Addis Ababa University, college of education and behavioral studies, school of psychology, postgraduate program. This questionnaire is prepared for research purpose entitled Job Performance of Ethiopian Employees Working in Chinese Companies: -The Case of Wuzhen Miao Textile Factory at Dukem Town. As a member of your organization, your participation in this study will be valuable and greatly appreciated. Information gathered will be treated with utmost confidentiality and will not be used for any other purpose.

Instructions: The questionnaires contain statements about the work culture of your company. Please tick mark ( ) your response to each statement according to the following five-point scale in terms of your own satisfaction and dissatisfaction of the statement.

5= Highly agreed 4=agreed 3= Neutral 2= Disagreed 1= Highly Disagreed

For example: If you are highly satisfied with any of the statements given in the questionnaire, you should tick( ) on #5, and if you are highly disagreed with any statements, please tick( ) on #1 and rate others categories accordingly.

Thank You!

የፅሁፍ መጠይቅ

ጤድ የጫጀን ማረጋገጫ ሠራተኞች:-

እኔ የሪፍት ቫሊ ዩኒቨርሲቲ ሁለተኛ ዲግሪ /ማስተርስ/ ተመራቂ የማህበራዊ ሥነ-ልቦና ተማሪ ነኝ። የሚከተለውን መጠይቅ በጥንቃቄ ከአነበቡ በኋላ ሞልተው እንዲመልሱልን በአክብሮት እንጠይቀዎታለን። ስመዎትን መጻፍ አያስፈልግም። ሚስጥረዎን እንጠብቃለን።

ስለትብብረዎ ከልብ አመሰግናለሁ።

Section A. Demographic Information

ሀ/የግል ሁኔታዎን በተመለከተ

1. Years of experience in the factory: በድርጅቱ ምን ያህል ጊዜ አገለገሉ?

A. 3years B. ≥3years

2. Age: ዕድሜዎ በየትኛው የዕድሜ ክልል ይካተታል?

A. 18-30 B. 31-40 C. 41-50 D. above 51

3. Gender: ፆታዎ

A. Male ወንድ B. Female ሴት

4. Your level of education: የትምህርት ደረጃዎ

A. primary school አንደኛ ደረጃ B. High School ሁለተኛ ደረጃ C.

Diploma ዲፕሎማ D. First Degree የመጀመሪያ ዲግሪ

E. Master's degree and above ሁለተኛ ዲግሪና ከዚያ በላይ 5.

Marital Status: የጋብቻ ሁኔታዎ

A. single ያላገባ B. married ያገባ C. divorced የፈታ D. widowed ባል/ሚስት የሞተበት 6.

Job category: የሥራ ምድብዎ

A. Management የሥራ አመራር ሠራተኛ B. labor ተራ ሠራተኛ

B/Structured Questionnaires on organization culture የድርጅቱን የሥራ ባህል በተመለከተ

Cultural Traits	Highly disagreed 1 በጭራሽ አልስማማም	Disagreed 2 አልስማማምም	Neutral 3 አይገደኝም	agreed 4 አስማማለሁ	Highly agreed 5 በጣም አስማማለሁ
Cooperativeness የሥራ ትብብር					
1. Managers empower their staff. ሥራ መሪዎች ለሠራተኞቻቸው ሥልጣን ይሰጣሉ					
2. Managers treat all staff as their big family members. ሥራ መሪዎች ሠራተኞቻቸውን እንደቤተሰብ ይቆጥራሉ					
3. Employees are loyal and trust one another. ሠራተኞች ታማኞችና እርስበርስ የሚተማመኑ ናቸው					
4. Your company encourages employees to actively participate all company activities and events.					

ድርጅተዎ ሠራተኞች በያንዳንዱ  
የድርጅቱ የሥራ እንቅስቃሴ  
እንዲሳተፉ ያበረታታል

5.	<p>Employees are devoted to protect their organization.</p> <p>ሠራተኞች ድርጅቱን ከጉዳት ለመጠበቅ መስዋዕት ይከፍላሉ</p>					
6.	<p>Employees are trusted by their managers, and can participate in the decision making process.</p> <p>ሠራተኞች በሥራ መሪዎቻቸው የታመኑና በዉሳኔ አሰጣጥ ላይ መሳተፍ የሚችሉ ናቸው</p>					
7.	<p>It is very harmonious amongst employees, and your company is treated like a big family.</p> <p>በሠራተኞች መሃል መግባባት አለ፤ ድርጅቱንም እንደ ቤተሰብ ያዩታል</p>					
8.	<p>Your company pays attentions to human resource development, employees' morale, and teamwork.</p> <p>ድርጅቱ ሥላ የሰዉ ኃይል ልማት፣ ስለ ሠራተኛዉ ሞራልና የቡድን ሥራ ትኩረት ይሰጣል</p>					
<p>Innovativeness የሥራ ፈጠራ ክህሎት</p>						
1.	<p>Managers have courage to make innovation and take risk.</p> <p>ሥራ መሪዎች የፈጠራ ሥራን ያበረታታሉ፣ ስጋትን ለሚያስከትሉ ነገሮች ኃላፊነት ይወስዳሉ</p>					
2.	<p>Managers actively lead the staff to grow and innovate.</p> <p>አለቆች ሠራተኞቻቸውን በጥሩ በአግባቡ በመምራት እንዲያድጉ ፍሬጣሪዎች እንዲሆኑ ይጥራሉ</p>					
3.	<p>Managers have vision and insights to create new business opportunities.</p> <p>ሥራ መሪዎች አዳዲስ የሥራ ዕድሎችን ለመፍጠር ራዕይና ብልሃት አላቸዉ</p>					
4.	<p>Employees always have to face challenges and they can learn and grow from the challenges.</p> <p>ሠራተኞች ፈታኛ የሆኑ ሥራዎችን ለመጋፈጥና ከችግሮቹ ለመማር ዝግጁ ናቸዉ</p>					
5.	<p>Your company pays attentions to the uniqueness of employees and encourages the innovation from employees.</p> <p>ድርጅቱ ለሠራተኞች ልዩ ተሰጥዎና የሥራ ፈጣሪ አመለካከት ትኩረት ይሰጣል</p>					

6. Your company is willing to take risks,  
and it is indeed an ambitious and  
energetic organization.

	ድርጅቱ ስጋትን ለሚያስከትሉ ነገሮች ኃላፊነት ይወስዳል፣ እንዲሁም ድርጅትዎ ባለተስፋና በወኔ የሚንቀሳቀስ ነዉ					
Consistency የመሠረደዎች እንድ ወጥነት						
	1. Managers set up clear goals and demand employees to carry out the goals strictly. ሥራ መሪዎች የማያሻማ ግብ በማቀድ ሠራተኞች እንዲተገበሩ በጥብቅ ያዛሉ					
	2. Your company always has formal and strict rules for employees to follow. ድርጅትዎ መደበኛና ጥብቅ ደንቦችን በማዘጋጀት በሠራተኞች እንዲተገበሩ ያደርጋል					
	3. The operation of your company emphasizes stability and conservative culture. It does not allow any confusion.					
	4. Your company pays attentions to efficiency and performance for achieving the goals. ድርጅቱ ግቦቹን ለማሳካት ለዉጤታማነትና ለፈፃሚ ገብረትን ይሰጣል					
	5. Your company is stable and offers job security to employees. ድርጅቱ የተረጋጋና የሠራተኞችን የሥራዎ ስትና የሚያስከብር ነዉ					
	6. Your company is a systematic organization where each employee has clear duty, and its operations are well defined with clear rules to follow. ድርጅቱ ሥርዓትን የሚከተልና ለሠራተኞች ግልፅና የማያሻማ የአሠራር ደንቦች ያሉት ነዉ					
Effectiveness ዉጤታማነት						
	1. Managers emphasize working efficiency and acts effectively. ሥራ መሪዎች ለሥራ ቅልጥፍና ለፅንዖት ይሰጣሉ፣ እንዲሁም ዉጤታማ እርምጃዎችን ይወስዳሉ					
	2. Managers pay attentions to achieve good work performance and reach the goal, regardless of personal feelings. ሥራ መሪዎች የግል ስሜቶች ቢኖሩም በጥሩ የሥራ ለፈፃሚ ግቦችን ያሳካሉ					
	3. The critical success factor of your company is its good productivity. የድርጅትዎ ወሳኝ ስኬት ምርታማነቱ ነዉ					

4. Your company pays attentions to

work efficiency. Every  
department and employee

	<p>compete with its peer for better efficiency.          ድርጅት ለሥራ ውጤታማነት ጎኩረት ይሰጣል፤ እያንዳንዱ የሥራ ክፍልና ሠራተኛ ለተሻለ የሥራ አፈፃፀም ይወዳደራል።</p>					
5.	<p>Your company pays attentions to maintaining its competition advantages.          ድርጅት የፋክክር ጥቅሞችን ይጠበቃል</p>					
6.	<p>Your company pays attentions to employees in terms of increasing their efficiency and pursuing their accomplishment.          ድርጅት ውጤታማነትን ከፍ በማድረግና አፈፃፀማቸውን በመከታተል ረገድ ለሠራተኞች ጎኩረት ይሰጣል</p>					

Source: Chang and Lin, 2007