# ORGANIZATIONAL CULTURE
# OF AN ENTERPRISE

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**Abstract of thesis entitled 'Organizational Culture of an Enterprise' submitted by Lillian Lam for the degree of Master of Philosophy at The Hong Kong Polytechnic University in May 2004.**

Organization or corporate culture has been a popular issue in the management literature since the early 1980s. Actually, the culture concept has been borrowed from anthropology. A number of literatures have introduced different models for analyzing organizational culture. They can be seen as generic models consisting of those universal factors, like rituals, symbols, systems, and structure. However, they are not comprehensive enough. A more comprehensive and multi-directional model is required to figure out a picture for analyzing organizational culture.

The Glorious Sun Group, who is the industrial partner of this project, founded in 1971 by the Yeung's family as a garment manufacturer. The Group is now a famous conglomerate in Hong Kong clothing industry. Dr. Charles Yeung, the founder of the Group, has analyzed and synthesized his successful experience and devised them into his organizational culture called "Glorious Sun Culture".

In this research, a comprehensive model for deciphering organizational culture will be developed. The model can be seen as a qualitative way to investigate organizational culture. To order to study an organizational culture objectively, quantitative model should also be applied. In this research, Hofstede's (1980, 1990) quantitative model is used. The organizational culture of The Glorious Sun Group will be studied and investigated by applying both of the models. As a result, how strong is the actual organizational culture of The Glorious Sun Group and whether there is different from its "Glorious Sun Culture" can be investigated.

By reviewing the demographic factors among the staff of The Group, its subculture will also be studied. Based on these results, how demographic factors influencing organizational culture can be investigated. Finally, methods for minimizing the deviation between actual organizational culture and desired organizational culture can be drawn.

Organizational Culture of an Enterprise

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Y. L. Lam, Lillian

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# 1. **INTRODUCTION**

## 1.1 **BACKGOUND**

This project is organized by The Hong Kong Polytechnic University and The Glorious Sun Group under The Hong Kong Polytechnic Teaching Company Scheme.

Japanese manufacturers have demonstrated the most essential element in any quality drive that it must be created by the whole enterprise. Not only is the structure of an organization crucial to its success but conceptual changes must be recognized and practiced by all staff of the organization. Companies that invested time in analyzing their corporate culture generally had more success in terms of overall improvement of the quality of their product or service (Institution of Personnel and Development, 1994).

The culture concept has been borrowed from anthropology (Smircich, 1983). An anthropologist has defined culture as "the set of habitual and traditional ways of thinking, feeling, and reacting that are characteristic of the ways a particular society meets its problems at a particular point in time (Schwartz and Davis, 1981)," though there is no consensus on the definition of culture. Organizational culture has been defined as shared meanings (Louis, 1985), central values (Barney, 1986; Broms and Gahmberg, 1983), assumptions (Dyer, 1985; Schein, 1985), beliefs (Davis, 1984; Lorsch, 1985), or a mixture of these (Gordon and DiTomaso, 1992) in the literature.

A large body of literature has introduced different models (Hofstede, Neuijen and et al., 1990; Johnson, 1992; Smircich, 1983) for analyzing organizational culture. They can be seen as generic models consisting of those universal factors, like rituals, symbols, systems, and structures, that should be included for analyzing organizational culture. However, they are not comprehensive enough. A more comprehensive and multi-directional model is required to figure out a picture for analyzing organizational culture.

By Schwartz and Davis (1981), no organization will perform well in a competitive environment unless four dimensions of organization – structure, systems, people and culture – are internally consistent and fit the strategy. Organizational culture is one of the factors that influences organization success. By Barney(1986), organizational culture can be a source of sustainable competitive advantage if it is valuable, rare, and imperfectly imitable. Literatures (Barney, 1986; Deal and Kennedy, 1982; Peters and Waterman, 1982; Tichy, 1983) have attempted to explain organizational performance by focusing on organizational culture (Saffold, 1988).

Like other organization success factors, different organizational cultures benefit different organizations in distinct periods and situations. There are many examples of organizational cultures that, though once be a source of strength, have become major obstacles to success (Schwartz and Davis, 1981).

Those literatures with related topic in organizational culture mainly concern cases in Western companies. By reviewing the successful cases in Japanese companies, it can be seen obviously that there should be some differences in the critical success factor and organizational culture from the Eastern and the Western organizations. Moreover, by Gordon and DiTomaso (1992),

different beliefs and values may be more productive in different industries. For instance, their study has shown that culture of adaptability was more related to success than a culture of stability for an industry undergoing significant and rapid change.

The Glorious Sun Group, the industrial partner in this teaching company scheme project, was founded in 1971 by the Yeung's family as a garment manufacturer (The Glorious Sun Group, 1992). The Group has then been developed into an enterprise engaging not only in garment and textile businesses, but also in financial and property investments.

In order to evaluate how success of the Group in the industry, financial performance of its listed company, The Glorious Sun Holdings Limited, is compared with other nine listed companies in Hong Kong. All of them are engaging in garment retailing business. Their financial data and performance are listed in Appendix A. By their ranking in each factor in financial performance, 1-10 marks are given to each company as shown in Table 1.1.

Table 1.1: Performance of Ten Listed Companies in Hong Kong Clothing Industry

| Listed Company | Grow in Revenue | | Grow in Profit | | Return on Revenue | Return on Equity | Revenue per Asset | Revenue per Equity | Total Score |
|---|---|---|---|---|---|---|---|---|---|
| | 1 Year | 4 Years | 1 Year | 4 Year | | | | | |
| Esprit | 9 | 10 | 9 | 7 | 8 | 10 | 9 | 10 | 72 |
| Giordano | 10 | 4 | 10 | 9 | 10 | 9 | 7 | 6 | 65 |
| Glorious Sun | 8 | 8 | 6 | 8 | 9 | 8 | 4 | 8 | 59 |
| Bossini | 5 | 7 | 8 | 6 | 5 | 5 | 10 | 9 | 55 |
| Texwinca | 7 | 9 | 4 | 5 | 7 | 7 | 5 | 5 | 49 |
| YGM | 4 | 5 | 5 | 4 | 6 | 6 | 6 | 7 | 43 |
| Dickson | 6 | 6 | 1 | 1 | 4 | 3 | 8 | 4 | 33 |
| Crocodile | 3 | 1 | 3 | 10 | 2 | 2 | 3 | 3 | 27 |
| Goldlion | 2 | 2 | 2 | 3 | 3 | 4 | 2 | 2 | 20 |
| Theme | 1 | 3 | 7 | 2 | 1 | 1 | 1 | 1 | 17 |

Total score of each company is calculated by the sum of the scores given for each factor of financial performance. Glorious Sun is the third most successful company among the ten.

Dr. Charles Yeung, the founder of the Glorious Sun, has analyzed and synthesized his successful experience and then devised them into his organizational culture called "Glorious Sun Culture". Glorious Sun has paid high effort in encouraging its staff to adopt the Culture. Each staff has been given a booklet stating the details of the Culture. Seminars on the topic of "Glorious Sun Culture" are held annually to inculcate the Culture to the staff by Dr. Yeung or his brother, Mr. Yeung Fan. Moreover, Dr. Charles Yeung and Mr. Yeung Fan have been invited by a numerous parties, like authorities, associations and universities, to introduce their "Glorious Sun Culture" to entrepreneurs and academicians. Glorious Sun believes that its success has depended on its own organizational culture.

## 1.2   OBJECTIVES

There are four objectives to be achieved in this project.

(1)   Develop a model for deciphering organizational culture.

There is no consensus definition of organizational culture, and so does a model for analyzing it. Although the present models have been devised from different focal points, they are mainly focus on internal factors that influence the organizational culture rather than external factors like national culture and industrial culture. As result, a more comprehensive model is needed. In this research, a qualitative model for deciphering organizational culture will be devised.

(2)  Study the "Glorious Sun Culture".

The Glorious Sun Group is a famous and traditional enterprise in Hong Kong clothing industry. The development and performance prove its success in the field. The founder believes "Glorious Sun Culture" is one of the main driven engines for success of the Group and instil the culture all over the organization from the top management down to the shop floor. It is valuable to study the nature of this culture.

(3)  Investigate if the actual organizational culture is different from the "Glorious Sun Culture".

Although The Glorious Sun Group pays a lot of effort in encouraging "Glorious Sun Culture", there is no guarantee that the actual organizational culture follows the "Glorious Sun Culture". By applying the qualitative model devised and the quantitative model employed (Hofstede 1980; Hofstede et al., 1990), the actual organizational culture of Glorious Sun can be investigated. It is interesting to find out if the actual organizational culture is different with the "Glorious Sun Culture" and how strong is this culture since the Group put such a great effort in its promotion.

(4)  Investigate the subculture of The Glorious Sun Group

Subcultures that are deviated from the organizational culture may also exist in The Glorious Sun Group. In this research, subcultures will be investigated according to demographic factors including gender, age, education level, position, tenure in organization and tenure in industry. As a result, how these demographic factors influencing the organizational culture can be drawn.

In order to present a clear picture of the objectives involved in this project, a framework diagram has been drawn as in Figure 1.1.
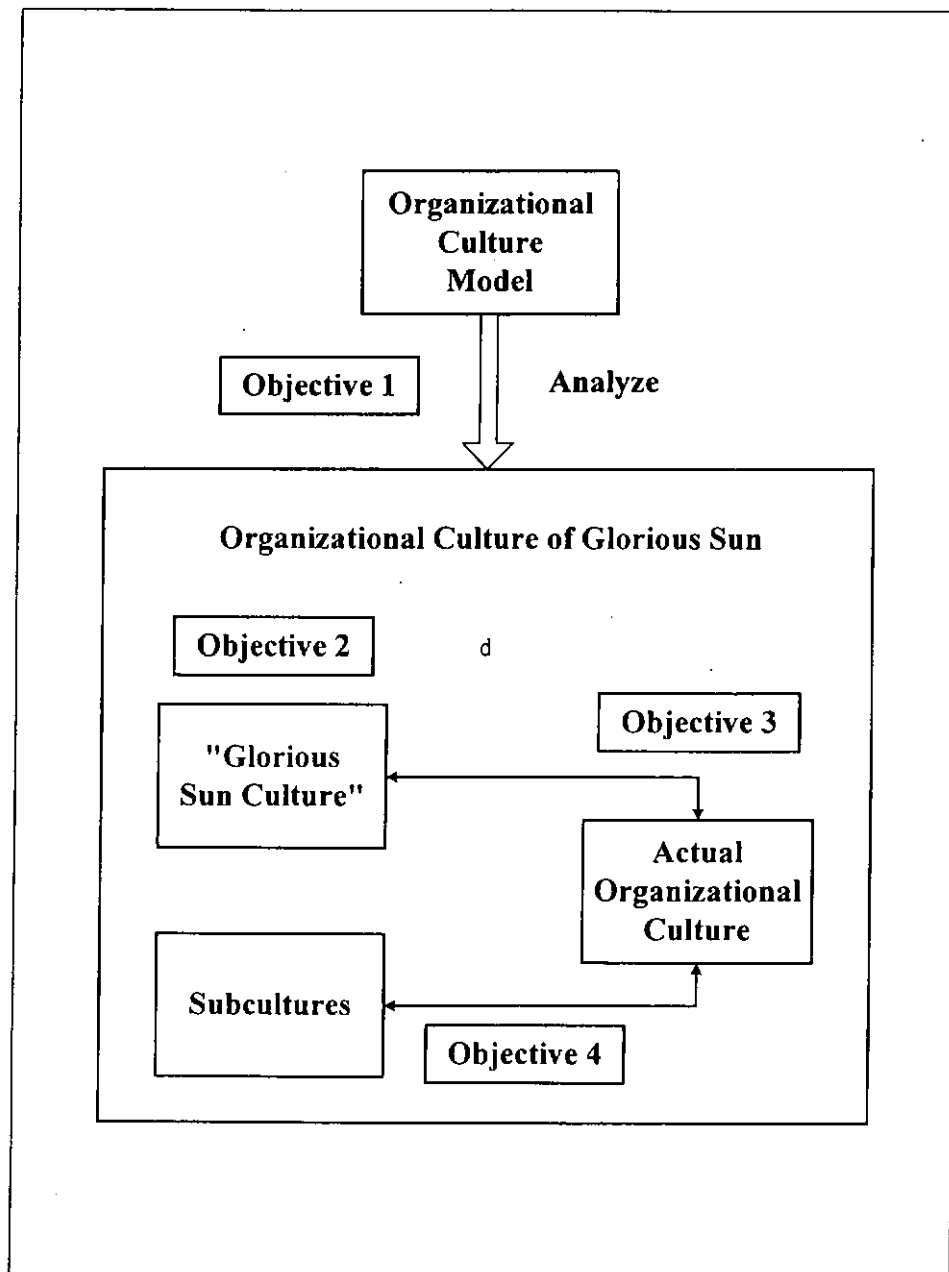


Figure 1.1 : Research Framework and Objectives

## 1.3   RESEARCH METHODS

### 1.3.1   Literature Review

Literatures giving the basic concept of organizational culture are reviewed. In order to develop a comprehensive model for deciphering organizational culture, literatures with qualitative and quantitative models for studying organizational culture are reviewed. In addition, in order to investigate how demographic factors influencing organizational culture, related literatures are also studied.

### 1.3.2   Model Development

By reviewing the literatures in related topics, models for deciphering organizational culture have be studied. Different models have been devised by a number of authors with different focal points. They mainly focus on organizations' internal factors instead of external environment like nation culture and industrial culture. In order to have a more comprehensive model to study an organizational culture, a qualitative model has been devised.

### 1.3.3   Questionnaire Survey

According to the literatures (Hofstede, 1980; Hofstede et al, 1990), a questionnaire will be designed. The purpose of the questionnaire survey is to investigate the actual organizational culture and subculture of The Glorious Sun Group. The questionnaire were sent to staff of Glorious Sun in different levels and departments.

### 1.3.4 Case Study

The Glorious Sun Group which is the industrial partner of this Teaching Company Scheme project provides the real case study environment for this research. The organizational culture and subculture of Glorious Sun has been investigated qualitatively and quantitatively. First of all, the organizational culture and subculture has been studied by observations and applying the model devised. A questionnaire survey has then been conducted. The results of questionnaire survey has been analyzed by statistical methods. By reviewing the results, overall picture of the organizational culture has been figured out. Investigation has then been taken to see if there is any cultural difference between the actual organizational culture and the "Glorious Sun Culture". Moreover, investigation has also been taken to see the influence of demographic factors on organizational subculture.

### 1.4 RESEARCH SIGNIFICANCE AND VALUE

For the academic point of view, the devised model can help other researchers to decipher organizational culture in a more comprehensive way. The results of the questionnaire survey will give some idea on the organizational culture and subcultures of a traditional Chinese enterprise in Hong Kong clothing industry. Moreover, the results will also demonstrate how demographic factors are influencing subcultures.

For the point of view by the industrial partner, The Glorious Sun Group has a clear picture on its actual organizational culture and subcultures. They can base on the results to recognize the consistencies of the staff towards the "Glorious Sun Culture" and find out solutions to unify the organizational culture.

## 1.5 LAYOUT OF THESIS

This chapter provides an introduction to the project. Background information about organizational culture and The Glorious Sun Group are introduced. This is followed by the objectives, the research methods, and research significance and value.

Literature review for organizational culture is contained in Chapter 2. By reviewing the literatures in related topics of organizational culture, a model for deciphering organizational culture will be devised.

In Chapter 3, background of The Glorious Sun Group will be introduced more thoroughly. Items under the "Glorious Sun Culture" will also be introduced. Finally the characteristics of this culture will be studied.

In Chapter 4, The actual organizational culture of The Glorious Sun Group will be investigated by using the qualitative model devised in Chapter 2 and by using also the quantitative model devised by Hofstede (1980, 1990). The results will be compared with the "Glorious Sun Culture" to see if there is any discrepancy between them.

In Chapter 5, subcultures of The Glorious Sun Group will be investigated in according to some demographic factors, including gender, age, education level, position, tenure in the organization and tenure in the industry. The relationships between these demographic factors and organizational subcultures will then be studied.

Finally, according to the results of investigations and studies, conclusions and recommendations are drawn in Chapter 6.

# 2. A MODEL FOR DECIPHERING ORGANIZATIONAL CULTURE

## 2.1 ORGANIZATIONAL CULTURE

The culture concept for organizations is borrowed from anthropology (Smircich 1983). In anthropology, culture is the foundational term through which the orderliness and patterning of much of our life experience is explained (Benedict, 1934). Smircich (1983) considered the linking of culture and organization as the intersection of two sets of images of order: those associated with organization and those associated with culture.

The concept of "organizational culture" as an aspect of an organization was already used by Blake and Mouton in 1964, but it only became common parlance two decades later. The term "organizational cultures" first appeared in the U.S. academic literature with an article in Administrative Science Quarterly by Pettigrew with the title "On Studying Organizational Cultures" in 1979.

Since then, an extensive literature has developed on the topic. Organizational culture has been a prevalent issue in the management literature since the 1980s (e.g. Deal and Kennedy, 1982; Peters and Waterman, 1982). The topic has captured the interest of practicing managers and academic researchers.

Culture is a characteristic of the organization, not of individuals, but it manifested in and measured from the verbal and nonverbal behavior of individuals, aggregated to the level of their organizational unit (Hofstede 1998). Culture is also a pattern of beliefs and expectations shared by the organization's members. These beliefs and expectations produce norms that powerfully shape the behavior of individuals and groups in the organization (Schwartz and Davis, 1981).

Anthropologist Clyde Kluckhohn has defined culture as "the set of habitual and traditional ways of thinking, feeling, and reacting that are characteristic of the ways a particular society meets its problems at a particular point of time." A corporation's culture, similarly, is reflected in the attitudes and values, the management style, and the problem-solving behavior of its people (Schwartz and Davis, 1981).

Culture is usually defined as social or normative glue that holds an organization together (Siehl and Martin, 1981; Tichy, 1982). It expresses the values and the beliefs that organization members come to share (Louis, 1980; Siehl and Martin, 1981). These values or patterns of belief are manifested by symbolic devices such as myths (Boje, Fedor, and Rowland, 1982), rituals (Deal and Kennedy, 1982), stories (Mitroff and Kilmann, 1976), legends (Wilkins and Martin, 1980), and specialized language (Andrews and Hirsch, 1983).

Hofstede (1991) defined organizational culture as "the collective programming of the mind which distinguishes the members of one organization from another". There is no consensus about its definition, but most authors will probably agree organizational culture is holistic, historically determined, related to anthropological concepts, socially constructed, soft, and difficult to change. According to Hofstede et al. (1990), all of these characteristics of organizations have been separately recognized in the literature in the previous decades; what was new about organizational culture was their integration into one construct.

According to Schwartz and Davis (1981), culture is usually long-term and strategic. It is very difficult to change. Culture is rooted in deeply held beliefs and values in which individuals hold a substantial investment as the result of some processing or analysis of data about organizational life. It has become clear that organizations have distinct cultures. There are patterns in the trivia of variations in dress, jargon, and style. There are characteristic ways of making decisions, relating to bosses, and choosing people to fill key jobs.

By Smircich (1983), culture conceived as shared key values and beliefs and fulfills several important functions. First, it conveys a sense of identity for organization members (Deal and Kennedy, 1982; Peters and Waterman, 1982). Second, it facilitates the generation of commitment to something larger than the self (Schall, 1981; Siehl and Martin, 1981; Peters and Waterman, 1982). Third, culture enhances social system stability (Louis, 1980; Kreps 1981). And fourth, culture serves as a sense-

making device that can guide and shape behavior (Louis, 1980; Meyer, 1981; Pfeffer, 1981; Siehl and Martin, 1981). According to Schwartz and Davis (1981), there are several areas in which cultural analysis at the front-end can pay dividends later – formulating strategy, competitive analysis, managing cultural formation, merger planning, installing a planning system.

## 2.2 MODEL FOR DECIPHERING ORGANIZATIONAL CULTURE

There is no consensus definition for organizational culture, nor a model for analyzing it. Researchers like Hofstede et al. (1990), Johnson (1992) and Smircich (1983) have introduced different models for analyzing organizational culture in a number of studies. They can be seen as generic models consisting of those universal factors, like rituals, symbols, systems, and structures that should be included for analyzing organizational culture. However, they are not comprehensive enough. A more comprehensive and multi-directional model is required to figure out a picture for analyzing organizational culture.

Organizational culture is not only influenced by the organization of its own, but also by its external environment. In order to analyze organizational culture more exhaustively, both the organization and its external environments should be considered :

2-5

## 2.2.1 Organization

According to Smircich (1983), organizations are seen as social instruments that produce goods and services, and as a by-product, they also produce distinctive cultural artifacts such as rituals, legends, and ceremonies. Although organizations are themselves embedded within a wider cultural context, the emphasis of researchers is on socio-cultural qualities that develop within organizations.

Organizational culture can be analyze by both a broader and a more precise aspect. Organizations are different from one to another. Each organization should have its own assumptions (Dyer, 1985; Schein, 1985), corporate visions and mission statements that are different from another organization to some extent. Studying the assumptions that are used in an organization, corporate vision and mission of that organization can help to recognize its organizational culture in a broader aspect.

Organizations are consisted of people, meanwhile people are deciding and executing strategies. The characteristics of people and strategies are indicators for organizational cultures. In order to analyze organizational culture in a more precise aspect, humanistic and strategic factors should be considered :

## People

Numerous authors have noted that firms are idiosyncratic social inventions, reflecting the unique personalities and experiences of those who work there (Barley, 1983; Polanyi, 1958). In analyzing organizational culture by humanistic factors, their attitude , behavior (Sherriton and Stern, 1997), beliefs (Davis, 1984; Lorsch, 1985), custom, underlying myths (Boje, Fedor, and Rowland, 1982), and values (Barney, 1986; Broms and Gahmberg, 1983) should be considered. Attitude is defined as the way of thinking and behaving. Behavior is defined as the way of treating others. Belief is defined as what one believes. Custom is defined as generally accepted and long-established way of behaving or doing things. Myth is defined as a story that deal with ideas or beliefs about the early history of an organization. Value is defined as the moral or professional standards of behavior. Actually, all these elements are inter-related. They are influencing one another mutually.

When study an organizational culture in this aspect, one has to collect the information around all these six factors – attitude, behavior, belief, custom, myths and value by means of observations, interviews, reading of their newsletter and so on. A picture of the organizational culture can then be obtained by synthesizing all these information.

## Strategy

Besides people, organizational culture can also be studied in another aspect. A good deal has been written in the last two decade about the links between organizational strategy and culture (Johnson, 1992). In order to analyze organizational culture by strategic aspect, management style, credo, system, technology and skill used for developing and executing strategies should be studied.

When study the factor of management style of an organization, one has to study the way and methods used for management. When study the credo factor, regulations and rules used in the organization have to be studied. When study the factors of system, technology and skill, one has to study the system, technology and skill employed in an organization. It is obvious that organizations with different organizational culture will employ different management style, credo, system, technology and skill.

## 2.2.2 <u>External Environment</u>

Different beliefs and values may be more productive in different industries (Gordon and DiTomaso, 1992), and the same is ture in different countries and in dealing with different competitors. Even under the same enterprise, organizational culture of each branch will be influenced by the location of the branch and nationalities of its staff. On the other hand, even in the same country, different types of industries will execute their own industrial culture which will to some extent influence the organizational culture. Competitors can also influence organizational culture. One can imagine that a monopoly will has a much more passive organizational culture than those organizations with high competition.

In analyzing organizational culture from an external environment point of view, national culture, industrial culture and difference with competitors should be considered. Recognizing the external situations of an organization can help one to study its organizational culture more entirely.

Accordingly, a model has been devised to decipher organizational culture which is shown in Figure 2.1. In this model, all
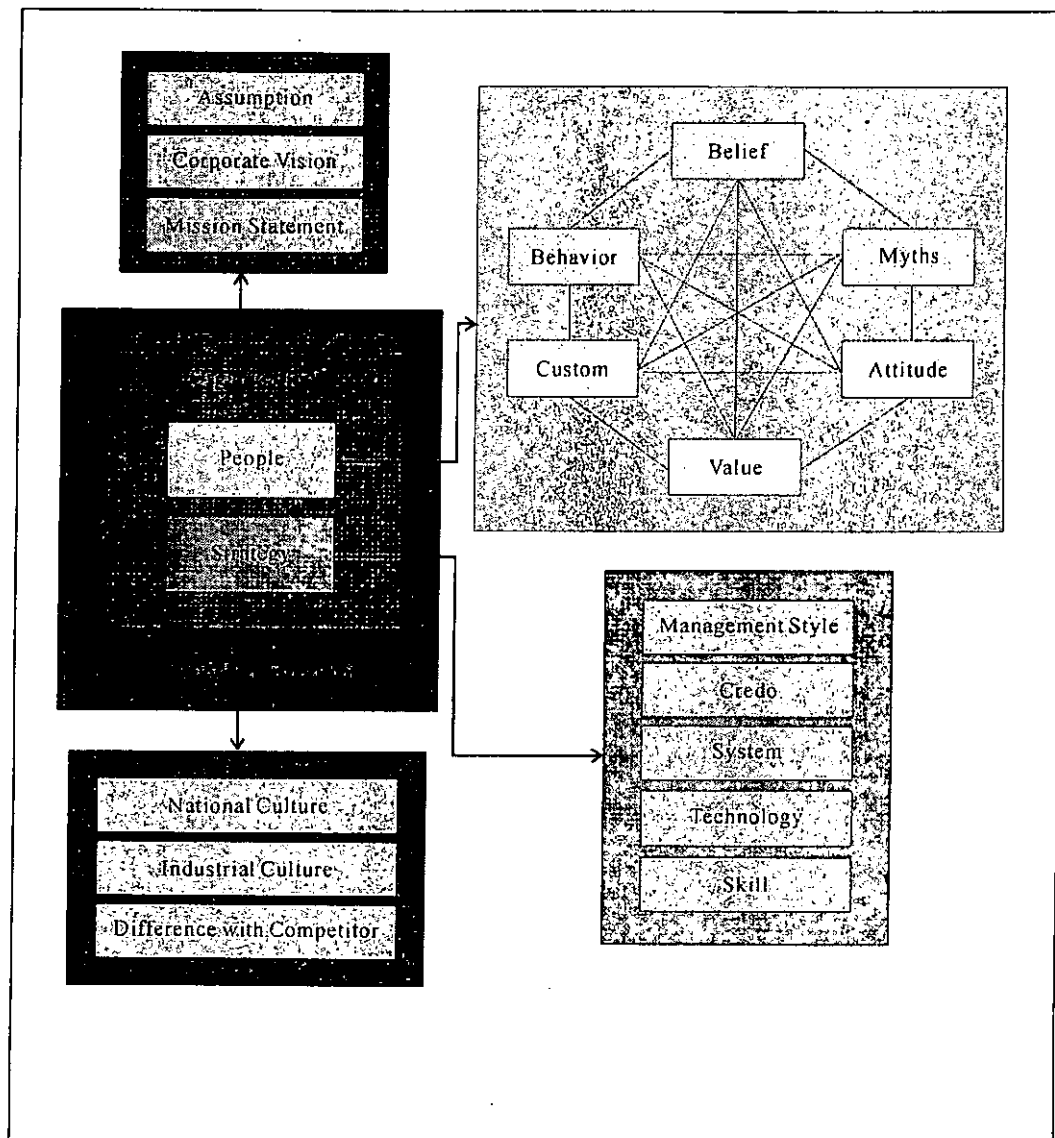


Figure 2.1 : A Model for Deciphering Organizational Culture

# 3. THE 'GLORIOUS SUN CULTURE'

## 3.1 COMPANY BACKGROUND

The Glorious Sun Group is a famous enterprise in the Hong Kong clothing industry. The Group was referred as the "King of Pants" in a Hong Kong television documentary. The Group was founded in 1971 by the Yeung family (The Glorious Sun Group, 1992). Since then it has been developed into an conglomerate engaging not only in the garment and textile business, but also in the financial and property investments. In the clothing and textile business, the Group can be seen as a vertically integrated company including fabric mills, buying offices, trading firms, garment manufacturing factories, washing factories and retail stores.

The Group started as a manufacturer of jeans. It has diversified its production into knitwear and woven apparel for both men and women. The Group is one of the biggest manufacturers and exporters in South East Asia. It has operations in Hong Kong, China, Philippines, Indonesia and Bangladesh.

In addition, the Group has its own distribution and retail networks in the United States, Canada, Australia and China. Its products have been ranked among the best of their kinds in the United States. In Australia, it has its own brand "Jeanswest" retail network which is the second largest clothing chain store in the country. In China, its retail network with the same brand "Jeanswest" is developed in a number of cities.

The Glorious Sun Group is the first clothing company to achieve ISO 9000 registration in Hong Kong and China for its trading offices and

factories. The ultimate goal is to have the whole retail network managed and operated using the ISO 9000 standard.

The Group was successfully listed on the Hong Kong stock exchange market in 1996. The stock price continuously reflected its performance and well developed position in the clothing industry. In 1999, the Group achieved the HKMA Quality Award and included in the list of "Forbes Global the 300 Best Small Companies" in the year 1999. Without doubt, the success of the Group relies strongly on the close collaboration between its senior management and employees. The Group pays special attention to training and has developed a long-term and systematic training program for all of its staff.

Over the years, the Group has established its own corporate philosophy – the 'Glorious Sun Culture'.

## 3.2 THE 'GLORIOUS SUN CULTURE'

As a clothing conglomerate in Hong Kong, the Group faces the same problems in the changing environment as other companies. To educate and build up the desired culture in the organization is the key task of the top management. According to Mr. Yeung Fan, the Vice Chairman ad President of the Group, the success of the company is based on their own 'Glorious Sun' Culture. The full details of the culture is shown in Appendix B.

The 'Glorious Sun' Culture includes five elements – corporate motto, corporate standards, corporate development objectives, corporate management and conclusion.

### 3.2.1 Corporate Motto

The Group has three corporate mottoes. (1) From the wider perspective, it acts within its capabilities and expands in a balance way. (2) From a narrow perspective, it improves itself by continually overcoming its shortcomings and pursuing its excellence. (3) It advocates to have thing which others are not having: to excel in areas where others are sharing and to diversify when others are reaching excellence. These three mottoes mainly related to the improvement and development of the conglomerate.

### 3.2.2 Corporate Standard

The Group also has its own corporate standards. The Group advocates the concept of management by results, but not by style. Thus, it prefers using the result oriented approach instead of stylish approach. Their strategies are decided in accordance with the market economy but not assumed economy. The Group applies the theory "no matter it is a black or a white cat, it is a good cat if it can catch rats." Practice is the only criterion for testing truth.

### 3.2.3 Corporate Development Objective

The Group has set up its own corporate development objectives and incorporated these in its own culture. The Group aims at blank points and high technological areas for development. Work and life have an interacting relationship. The Group encourages its staff to learn how to work and live in order to understand the meaning of work and live. The Group provides learning opportunities to their staff for the purpose of demonstrating their abilities.

### 3.2.4 Corporate Management

The Group has developed its own guidelines for their staff to manage the corporation. The Group maintains that effective leadership, structured team and identification of common goals are the indispensable elements of a successful enterprise. The Culture also involves a sense of belonging and loyalty to the corporation, taking initiatives and striving for betterment, sense of responsibility, team spirit, respect and care for subordinates, and decisive, instructive yet not forgetting education are criteria for management staff. Planning, organizing, appointing, leading and controlling are the five steps in management. Moreover, skill, supervision and management are the three ingredients of management. Setting priorities, situational management and slow down for solution are the three Glorious Sun tactics.

### 3.2.5 Culture Conclusion

The Glorious Sun Culture may be summarized in four points. Firstly, excel in observing, excel in thinking, and excel in evaluating can be lead to the road of success. Secondly, success is constituted by thirty percent of luck, thirty percent of knowledge, and forty percent of diligence. Thirdly, one should have career-minded (commitment), determination and persistence. Fourthly, things should be down in a cycle of faith, understanding, practice and proof. Finally, knowing and implementing both need unification, while success needs application.

## 3.3   CHARACTERISTICS OF THE 'GLORIOUS SUN CULTURE'

According to Hofstede et al. (1990), shared perception of daily practices, but not values, are the core of an organization's culture. In their study, the values questions that had differentiated so much across countries, showed much smaller score differences across organizational units. Practices questions had differentiated the strongest across units. This led to the conclusion that cultural differences from different countries are primary a matter of values, while cultural differences from different organizations within the same country are primarily a matter of practices, as perceived by the respondents. Practices are reflections of symbols, heros and rituals that are specific to one culture as opposed to others; they are the visible part of cultures, while values represent the invisible part. Practices are less basic than values, and are amenable to planned change; values do change, but according to their own logic, not according to anyone's plans. Six dimensions were concluded in the study - process-oriented vs. results-oriented, employee-oriented vs. job-oriented, parochial vs. professional, open system vs. closed system, loose control vs. tight control and normative vs. pragmatic.

In order to investigate the actual organizational culture of The Glorious Sun Group, Hosfede's (1990) model with the six dimensions of practices are employed. Details will be discussed in next chapter. For the purpose to compare the 'Glorious Sun Culture' with the actual organizational culture, the 'Glorious Sun Culture' is analyzed by using these six dimensions.

### 3.3.1 Results-Oriented Instead of Process-Oriented

This dimension explores the differences between a concern with means and a concern with goals. Results-oriented culture pays more attention to the results rather than the process. Instead, process-oriented culture pays more attention to the process rather than the results. 'Glorious Sun Culture' states "no matter it is a black or a white cat, it is a good cat if it can catch rats". It is very clear that the culture is more results-oriented rather than process-oriented.

### 3.3.2 Job-Oriented Instead of Employee-Oriented

This dimension explores the differences between a concern for people and a concern for getting the job done. Although the culture states it is the objective of the Group to provide learning opportunities to their staff for the purpose of demonstrating their abilities, the culture mostly concerns how to get the job to be done well. It is obvious that the culture is more job-oriented than employee-oriented.

### 3.3.3 Professional Instead of Parochial

This dimension compares and contrasts units whose employees derive their identity largely from the organization with units in which people identify with their type of job. The culture is more concerned with the job competence of the staff rather than their social and family background. It is therefore more professional than parochial.

### 3.3.4  Closed System Instead of Open System

This dimension looks at the differences between open and closed systems. There is no indication that the organization and its people is opened to newcomers and outsiders. It is much more a close system rather than open system.

### 3.3.5  Loose Control Instead of Tight Control

This dimension looks at the amount of internal structuring in the organization. The culture is more concerned with results rather than process. Moreover, it only states very little on control work. As a result, the culture can be seen as preferring loose control rather than tight control.

### 3.3.6  Pragmatic Instead of Normative

This dimension deals with the popular notion of 'customer orientation'. Pragmatic units are market-driven; normative units perceive their task towards the outside world as the implementation of inviolable rules. The culture clearly states that strategies are decided according to market economy. As a result, the culture is pragmatic rather than normative.

## 4. ORGANIZATIONAL CULTURE OF THE GLORIOUS SUN GROUP

Firms are idiosyncratic social inventions, reflecting the unique personalities and experiences of those who work there (Barley, 1983; Polanyi, 1958).

Traditionally, organizational culture has mostly been studied by case-study description, often involving particular observation (e.g. Hofstede 1994: Ch.1). These methods can provide profound insight, but they are subjective and not reliable in the sense of different researchers necessarily arriving at the same conclusions (Hofstede 1991: 249-250). A prudent middle way is to say that organizational culture should neither be studied solely by case studies nor solely by questionnaires (Hofstede 1998).

### 4.1 Quantitative Analysis

The popular literature on corporate cultures, following Peters and Waterman (1982), insists that shared values represent the core of a corporate culture. The study by Hofstede et al.(1990), however, empirically shows shared perceptions of daily practices to be the core of an organization's culture. Their measurements of employee values differed more according to the demographic criteria of nationality, age, and education than according to membership in the organization per se. An explanation for the difference between the message of Peters and Waterman (and many other U.S. authors) and their findings about the nature of organizational cultures could be that U.S. management literature rarely distinguishes between the values of founders and significant leaders and the values of the bulk of the organization's members. They concluded that the values of founders and key leaders undoubtedly shape organizational cultures by that the way these cultures affect ordinary members is through shared practices. Founders' and leaders' values become members' practices.

Hofstede (1980) studied a large multinational business corporation (IBM), covering matched populations of employees in national subsidiaries in 64 countries. The structure revealed by the IBM data consisted of four largely independent dimensions of differences among national value systems. The structure revealed by the IBM data consisted of four largely independent dimensions of differences among national value systems. These were labeled "power distance" (large vs. small), "uncertainty avoidance" (strong vs. weak), "individualism" vs. "collectivism," and "masculinity" vs. "femininity." Recently, another study on student populations from 23 countries using a survey questionnaire designed by Chinese scholars has revealed a fifth meaning dimension independent of the four others (Hofstede and Bond, 1988; Bond and Mai, 1989). This fifth dimension, "Confucian dynamism," opposing a long-term to a short-term orientation in life and work, has the merit of providing a cultural explanation for the remarkable economic success within the past 25 years of the East-Asian countries (Hofstede et al. 1990).

### 4.1.1 Questionnaire

A questionnaire was decided to collect the information of demographics and corporate culture in The Glorious Sun Group. A copy of the questionnaire is attached in Appendix C. Demographic questions was designed by referring to the questionnaires used by Hofstede (1980) and Hardcastle (1994). Eighteen questions were built up for daily practice by referring to Hofstede et al. (1990). Twenty-two questions were built up for values by referring to Hofstede (1980) and Hofstede et al. (1990).

Findings by Hofstede (1990, 1998) about the central role of practices in organizational culture contrast with the common belief in the management literature (e.g. Peters and Waterman 1982) that shared values are the core of an organization's culture. The disagreement can be explained by the fact that the management literature nearly always draws

its information about company values from managers or even top managers. The surveyed samples of the total populations suggested that an organization's culture is located in the mental programs of all members of the organization. Leaders' values become followers' practices. A cross-organizational factor analysis with orthogonal rotation produced six clear and mutually independent dimensions of practices distinguishing different organizational units from each other. The six dimensions were labeled:

1. Process oriented vs. results oriented
2. Employee oriented vs. job oriented
3. Parochial vs. professional
4. Open system vs. closed system
5. Loose vs. tight control
6. Normative vs. pragmatic

For each of the six dimensions, three key ' where I work ... ' questions were chosen, in order to calculate an index value of each unit on each dimension. The key questions for each dimension were strongly inter-correlated at the unit level, but not necessarily at the level of individual responses.

Dimension 1 – process oriented vs. results oriented - explores the differences between a concern with means and a concern with goals. The three key items show that, in the process-oriented cultures, people perceive themselves as avoiding risks and spending only a limited effort on their jobs, while each day is pretty much the same. In the results-oriented cultures, people perceive themselves as being comfortable in unfamiliar situations and putting in a maximal effort, while each day is felt to bring new challenges.

Dimension 2 - employee oriented vs. job oriented - explores the differences between a concern for people and a concern for getting the job done. The key items selected show that, in the employee-oriented cultures, people feel that their personal problems are taken into account, that the organization takes a responsibility for employee welfare, and that important decisions tend to be made by groups or committees. In the job-oriented units, people experience a strong pressure for getting the job done. They perceive the organization as only being interested in the work employees do, not in their personal and family welfare; and they report that important decisions tend to be made by individuals.

Dimension 3 - parochial vs. professional - compares and contrasts units whose employees derive their identity largely from the organization with units in which people identify with their type of job. The key questions show that members of parochial cultures feel that the organization's norms cover their behavior at home as well as on the job. They feel that in hiring employees, the company takes their social and family background into account as much as their job competence; and they do not look far into the future (they assume the organization will do this for them). Members of professional cultures, however, consider their private lives to be their own business. They feel that the organization hires on the basis of job competence only, and they do think far ahead.

Dimension 4 - open system vs. closed system - looks at the differences between open and closed systems. The key items show that in the open-system units members consider both the organization and its people to be open to newcomers and outsiders; almost anyone would fit into the organization, and new employees need only a few days to feel at home. In the closed-system units, the organization and its people are felt to be closed and secretive, even in the opinion of insiders. Only very special people fit into the organization, and new employees need more than a year to feel at home.

Dimension 5 - loose vs. tight control - looks at the amount of internal structuring in the organization. According to the key questions, people in ' loose control ' units feel that no one thinks of cost, meeting times are only kept approximately, and jokes about the company and the job are frequent. People in ' tight control ' units describe their work environment as cost-conscious, meeting times are kept punctually, and jokes about the company and/or the job are rare.

Dimension 6 - normative vs. pragmatic - deals with the popular notion of 'customer orientation'. Pragmatic units are market-driven; normative units perceive their task towards the outside world as the implementation of inviolable rules. The key items show that, in the normative units, the major emphasis is on correctly following organizational procedures, which are more important than results; in matters of business ethics and honesty, the unit's standards are felt to be high. In the pragmatic units, there is a major emphasis on meeting the customer's needs, results are more important than correct procedures, and in matters of business ethics, a pragmatic rather than a dogmatic attitude prevails.

## 4.1.2 Sample

Total forty eight copies of questionnaires were sent to all staff in core and main supporting departments including Administrative Department, General Department, Human Resources Department, Computer Department, Public Relation Department, Quality Management Department, Research and Development Department, Sales Department, and Training Department. Forty one copies of questionnaires were returned from respondents. However, one of them is considered to be invalid because the respondent selected same answers for nearly all questions. It could be sure that he/she had not given the real answer and so it was disregarded. The response rate is 83 percent.

### 4.2.3 Results

Analytical results are shown in Table 4.1. These figures show that the Group is more results-oriented, job-oriented, professional, in closed system, loose control and pragmatic, rather than process-oriented, employee-oriented, parochial, in open system, tight control and normative respectively.

Table 4.1:   Mean Scores in Six Dimensions of Corporate Culture

| Dimension in Corporate Culture | Mean Scores | Standard Deviation |
|---|---|---|
| Process-Oriented vs. Results-Oriented | 3.0750 | 0.6247 |
| Employee-Oriented vs. Job-Oriented | 3.2393 | 0.8091 |
| Parochial vs. Professional | 3.3846 | 0.5046 |
| Open System vs. Closed System | 3.0171 | 0.6350 |
| Loose Control vs. Tight Control | 2.9402 | 0.6573 |
| Normative vs. Pragmatic | 3.5167 | 0.5989 |

All these results match with the characteristics of the 'Glorious Sun Culture' that have been discussed in Chapter 3. However, the mean scores for each of the dimension shows that the actual culture character of the Group is not very strong, although the Group has taken great effort to encourage its staff to follow the 'Glorious Sun Culture'

## 4.2 Qualitative Analysis

To ensure a multidirectional and comprehensive study of an organizational culture, both quantitative and quantitative analysis should be applied. In Chapter 2, a model has been devised to help organization to analyze its organizational culture qualitatively. By applying this model, organizational culture of The Glorious Sun Group is studied from both internal and external point of view.

From an internal point of view, organizational culture is studied by reviewing the internal factors of the organization. Assumptions, corporate vision and mission statement are studied. Furthermore, people that work and strategies that used in the organization are also studied. In the matter of people, organizational belief, myths, attitude, value, custom and behavior are studied. In the matter of strategies, management style, credo, system, technology and skill are studied.

From an external point of view, organizational culture is studied by reviewing the external environment of the organization. Factors like nature culture, industrial culture and difference with competitors are studied.

The studied results are summarized in Table 4.2. Similar to the analytical results obtained by the quantitative method, the actual organizational culture of the Group is (1) more be results-oriented than process-oriented; (2) more be job-oriented than employee-oriented; (3) more be professional than parochial; (4) more like closed system than open system; (5) loose control rather than tight; and (6) more be pragmatic than normative.

Table 4.2 Organizational Culture of The Glorious Sun Group

| Analytical Factor | | | Situation |
|---|---|---|---|
| Organization | Assumption | | Success is constituted by thirty percent of luck, thirty percent of knowledge, and forty percent of diligence. |
| | Corporate Vision | | 1. To become a market leader in casual wear apparel retailing.<br>2. To be one of the best casual wear apparel suppliers. |
| | Mission Statement | | Focused on customers, endeavor to provide quality products and services with added value. Strive after:<br>1. Customer satisfaction;<br>2. Staff development;<br>3. Reasonable equity return; and<br>4. Growth with business partners,<br>so as to benefit community. |
| | People | Attitude | Staff are willing to work overtime in order to finish their work on hand. |
| | | Behavior | Staff bring up their idea and opinion in the meeting actively. |
| | | Belief | Staff believe apply the 'Glorious Sun Culture' in their daily practice can help them to work well. |
| | | Custom | All staff have to study the 'Glorious Sun Culture'. Senior management hold seminar regarding the 'Glorious Sun Culture and the historical development of the Group each year. |
| | | Myth | The founder of the Group is very successful in the industry. However, he is started from zero when he come to Hong Kong from China. |
| | | Value | The Group has its own newsletter that published every month. Staff are frequently submit their own writing articles for publication. |

(To be continued...)

Table 4.2   Organizational Culture of The Glorious Sun Group (Continue)

| Organization | Strategy | Credo | Principles of the Group:<br>1.  Overcome weakness and maintain merits.<br>2.  Develop steadily within their means |
|---|---|---|---|
| | | Management Style | Meetings are held in order to pass information from senior to junior level and from junior to senior level. |
| | | Skill | All staff have to know how to use the computerized system set up by the Group. |
| | | System | ISO 9000 system is employed. |
| | | Technology | The Group set up its own Management Information System team to write computer programs for its own, rather than purchase from the market. |
| External Environment | National Culture | | All staff are Chinese, influencing by the Chinese culture. |
| | Industrial Culture | | As a well developed organization since 1971, the organization is influenced by the traditional thinking and practices in clothing industry. |
| | Difference with Competitor | | Since the Group is developed from garment manufacturing factory, the organization is comparatively more conservative than their retail competitors. |

## 5. ORGANIZATIONAL SUBCULTURE OF THE GLORIOUS SUN GROUP

Much of the literature refers to an organizational culture, appearing to lose sight of the great likelihood that there are multiple organizational subcultures, or even countercultures, competing to define the nature of situations within organizational boundaries (Smircich, 1983). Other than the organizational culture, attitude, belief, behavior and value of staff are also affected by their gender, age, educational level, position, tenure in organization and industry. In this thesis, these characterized attitude, belief, behavior and value according to their demographic factors are called subcultures.

A study found that top management demographics exert a direct and indirect effect on performance. It also suggests the existence of additional intervening variables in the demographics-performance link (Goll et al. 2001). There was significant support for a model in which demographic characteristics influence ideology, ideology influences firm performance, and demographics influence firm performance. Pfeffer (1983) also suggested that demographics in turn influence intervening variables and that these intervening variables affect organizational outcomes. Study by Smith et al. (1994) lent empirical support to a model of partial mediation in which demographics influence process, process influences outcomes, and demographics also exert a direct influence on outcomes. A study by Knight et al. (1999) also found support for partial mediation. It is found that top management influences group processes, which also influences strategic consensus, and diversity has a direct effect on strategic consensus. In turn, these intervening variables like ideology and process are characteristics underlying organizational culture.

So far, the direct relationship between demographics and organizational culture is found lacking in the literature, particularly in the Eastern context. In this section, a study has been conducted for The Group with an attempt to investigate if demographics of employees including gender, age, education level, position, tenure in organization and tenure in industry will influence organizational culture.

## 5.1 Measures

By the questionnaire mentioned in the previous section, demographic data was collected and listed in Table 5.1.

Table 5.1: Demographic data

| Factors | | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 19 | 47.5 |
| | Female | 21 | 52.5 |
| Age* | Younger than 36 Years Old | 27 | 67.5 |
| | 36 Years Old or Elder | 13 | 32.5 |
| Education Level | Secondary | 13 | 32.5 |
| | Diploma | 10 | 25.0 |
| | Degree or Above | 17 | 42.5 |
| Position | Junior than Officer | 11 | 27.5 |
| | Officer | 14 | 35.0 |
| | Manager | 10 | 25.0 |
| | Senior than Manager | 5 | 12.5 |
| Tenure in organization# | Less than 1 Year | 9 | 22.5 |
| | 1 Year or Above, but Less than 3 Years | 10 | 25.0 |
| | 3 Years or Above, but Less than 7 Years | 12 | 30.0 |
| | 7 Years or Above, but Less than 15 Years | 5 | 12.5 |
| | 15 Years or Above | 4 | 10.0 |
| Tenure in industry# | Less than 1 Year | 3 | 7.5 |
| | 1 Year or Above, but Less than 3 Years | 9 | 22.5 |
| | 3 Years or Above, but Less than 7 Years | 11 | 27.5 |
| | 7 Years or Above, but Less than 15 Years | 9 | 22.5 |
| | 15 Years or Above | 8 | 20.0 |

* In the questionnaire, age was divided into six groups (less than 18, 18-25, 26-35, 36-45, 46-55, and more than 55 years old). In order to obtain a more precise result, they were rearranged into two groups as mentioned.

# Different intervals were used in analyzing tenure in organization and tenure in industry. It was because values of employees would be more significantly affected by the organizational culture and industrial culture in the first few years when they entered an organization and an industry. Therefore, shorter intervals were set in the first few years and longer intervals were set in the later years.

## 5.2 Hypotheses Development

In order to investigate if demographics of employees will influence organizational culture, hypotheses relating each demographics – including gender, age, education level, position, tenure in organization and tenure in industry – and the six dimensions of organizational culture will be set.

### Gender

Gender researchers suggest that women experience life differently, leading to differences in cognition, affect, and behavior (e.g. Harriman, 1985). However, Mathieu and Zajac (1990) found "no consistent relationship" between gender and the levels of organizational commitment. Yousef (2001) found that male sales reps place greater importance on pay increases, promotion, and the work itself than female reps. Russ and NcNeilly (1995), suggested that women historically have had more reasons for leaving the job than have men and this attenuate the relationship between organizational commitment and turnover intentions for female sales representative. It shows that men are comparatively more aggressive and with more commitment to their job. In our study, hypotheses are set as follows:

H1 : Male employees tend to be more results-oriented, more job-oriented, more professional, more prefer closed system, more prefer tight control and more pragmatic. Female employees tend to be more process-oriented, more employee-oriented, more parochial, more prefer open system, more prefer loose control and more normative.

## Age

By investigating the moderating impacts of the Islamic work ethic on the relationship between organizational commitment and job satisfaction, Yousef (2001) found out that the support of Islamic work ethic increases not only in work experience, but also in age of employees. Age is expected to be inversely related to risk taking and to the value placed on risk. Younger top management teams (TMTs) may pursue risky strategies (Hambrick/Mason 1984). Studies by Child (1974) and Norburn and Birley (1988) indicate that younger TMTs show superior performance. Younger managers are also expected to be better educated and have more current technical knowledge (Bantel/Jackson 1989). As flexibility decreases, rigidity and resistance to change increase, and risk-taking propensity are expected to decrease with age (Wiersema/Bantel 1992). There was a significant positive relationship between age and firm performance. Older managers may contribute greater experience to the decision making process which may result in better quality decisions. In accordance with such literature review, hypotheses are set as follows

H2 :   Elder employees tend to be more process-oriented, more employee-oriented, more parochial, more prefer closed system, more prefer tight control and more pragmatic. Younger employees tend to be more results-oriented, more job-oriented, more professional, more prefer open system, more prefer loose control and more normative.

## Education Level

Yousef (2001) found out that the support of Islamic work ethic increases with education level of employees. Both level of formal education and the type of education (business or non-business) provide some measure of an individual's knowledge and skill base (Hambrick/Mason 1984, Hitt/Tyler 1991). Top management teams with higher levels of education and with business degrees are expected to generate a wider range of creative solutions when faced with complex problems. Level of education has been linked to firm performance (Norburn/Birley 1988), degree of firm innovation (Bantel/Jackson 1989), and change in corporate strategy (Wiersema/Bantel 1992). Teams with greater education contribute to better performance, consistent with previous research (e.g. Norburn/Birley 1988). We therefore develop the hypotheses as follows:

H3 : Employees with higher education level tend to be more results-oriented, more job-oriented, more professional, more prefer closed system, more prefer tight control and more pragmatic. Employees with lower education level tend to be more process-oriented, more employee-oriented, more parochial, more prefer open system, more prefer loose control and more normative.

## Position

It is obvious that the position of an employees is correlated with his / her education level, tenure in company and tenure in industry. In order to investigate if this demographic factor has any influence on corporate culture, the following hypothesis are set:

H4 : Employees with higher position tend to be more results-oriented, more job-oriented, more professional, more prefer closed system, more prefer tight control and more pragmatic. Employees with lower position tend to be more process-oriented, more employee-oriented, more parochial, more prefer open system, more prefer loose control and more normative.

## Tenure in Organization

Cosgrave, J (1997) suggested that those reporting that international staff were more difficult to manage were more likely to have more than five years' work experience in developing countries. This may be explained by managers adapting to the culture in which they work. Such a cultural adaptation on the part of managers may in turn explain why relief workers often report that they are dissatisfied with their managers. It was also shown that managers with five or fewer years' work experience in developing countries appeared to hold different views from those with greater experience.

Some researchers suggested that organizational commitment will increase as an employee's tenure increases (Mowday et al. 1979; Stevens et al. 1978). Stevens et al (1978) raised that tenure was the best predictor of the organization commitment (Stevens et al. 1978). Sager et al. (1989) cite four studies that have examined the relationship between tenure and intention to leave. In 1995, Russ and McNeilly looked into the relationship between organizational commitment and job satisfaction using experience, gender and performance as moderators. They discovered that experience and performance moderate the relationship between organizational commitment and job satisfaction. The higher the level of experience, the lower the turnover intentions. According to the six dimensions of organizational culture, the following hypothesis are set:

H5 : Employees with longer tenure in the organization tend to be more results-oriented, more employee-oriented, more parochial, more prefer closed system, more prefer tight control and more normative. Employees with shorter tenure in organization tend to be more process-oriented, more job-oriented, more professional, more prefer open system, more prefer loose control and more pragmatic.

### Tenure in the Industry

Yousef (2001) points out that the Islamic work ethic differs not only across age and work experience, but also organization type. Hambrick, Geletkanycz, and Fredrickson (1993) found that tenure in industry was strongly related to status quo in strategy and leadership. Moreover, different industries have their own characteristics and cultures. By referring also to the clothing industry in Hong Kong, we set the hypotheses as follows:

H6 : Employees with longer tenure in industry tend to be more process-oriented, more job-oriented, more parochial, more prefer open system, more prefer loose control and more normative. Employees with shorter tenure in industry tend to be more results-oriented, more employee-oriented, more professional, more prefer close system, more prefer tight control and more pragmatic.

## 5.3  Results

Descriptive statistical analysis including frequencies and percentages was used to present the demographic characteristics of the sample, mean and standard deviation was used to describe the nature of six dimensions in corporate culture. In analyzing the relationship between demographic factors and values of employees, t-test was used to investigate the relationship between gender and values of employees. Inter- correlations were utilized to investigate the relationship between other demographic factor and values of employees. Moreover, They were also utilized to test the validity of the hypotheses. The analytical results of significant correlations are shown in Table 5.2 and Table 5.3 respectively.

Table 5.2: Correlations between Values of Employees and Demographic Factors

| Question for Values :<br>How important is it to you to ... | Gender | Age | Education Level | Position | Tenure in Organization | Tenure in Industry |
|---|---|---|---|---|---|---|
| Have challenging work to do - work from which you can get a personal sense of accomplishment. | | 0.471** | | | | |
| Live in an area desirable to you and your family. | | 0.288* | | | | |
| Have an opportunity for higher earnings. | .431** | 0.381** | | | | 0.276* |
| Work with people who cooperate well with one another. | | | | | | |
| Have training opportunities. | | 0.478** | | | | |
| Have good fringe benefits. | | | | | | |
| Get the recognition you deserve when you do a good job. | | 0.315* | | | | |
| Have good physical working conditions (good ventilation and lighting, adequate work space, etc.) | | | | | | |
| Have considerable freedom to adopt your own approach to the job. | | | | | | |
| Have the security that you will be able to work for your company as long as you want to. | | | | 0.279* | 0.269* | |
| Have an opportunity for advancement to higher level jobs. | | 0.502** | | | | |
| Have a good working relationship with your manager. | | | | | | |
| Fully use your skill and abilities on the job. | | | | | | |
| Have a job which leaves you sufficient time for your personal or family life. | | | | | | |
| Have the security that you will not be transferred to a less desirable job. | | 0.367** | | | | |
| Work in a department which is run efficiently. | | 0.340* | | | | |
| Have a job which allows you to make a real contribution to the success of your company. | | | | -0.265* | | |
| Work in a company which is regarded in your country as successful. | 0.309* | 0.442** | | | | 0.270* |
| Work in a company which stands in the forefront of modern technology. | | 0.370* | | | | |
| Work in a congenial and friendly atmosphere. | | | | | | |
| Keep up to date with the technical developments relating to your work. | | | | | | |
| Have a job on which there is a great deal of day-to-day learning. | | | | | | |

\*   Correlation is significant at the 0.05 level.

\*\*   Correlation is significant at the 0.01 level

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Table 5.3 : Correlations between Corporate Culture and Demographic Factors

| Corporate Culture | H1 Gender[#] | H2 Age | H3 Education Level | H4 Position | H5 Tenure in Organization | H6 Tenure in Industry |
|---|---|---|---|---|---|---|
| a. Process-Oriented vs. Results-Oriented | | | | 0.273* | | 0.307* |
| b. Employee-Oriented vs. Job-Oriented | | -0.330 * | | | | |
| c. Parochial vs. Professional | | | -0.309* | | | |
| d. Open System vs. Closed System | | | | | | |
| e. Loose Control vs. Tight Control | | | | | -0.343* | |
| f. Normative vs. Pragmatic | -0.411 ** | | | | 0.333* | |

[#]   Male takes numeric value 1 and Female takes numeric value 2.
*    Correlation is significant at the 0.05 level.
**   Correlation is significant at the 0.01 level

Gender is correlated to the corporate culture of "normative vs. pragmatic". Male employees are more pragmatic and female employees are more normative. However, gender has no correlation with other dimensions. Therefore, hypothesis H1 is not fully supported. Exclude the dimension of "normative vs. pragmatic", hypothesis H1 relating organizational culture and gender are rejected.

Age is correlated to the corporate culture of "employee vs. job oriented". Elder employees are more employee-oriented, while younger employees are more job-oriented. However, age has no correlation with other dimensions. Therefore, hypothesis H2 is not fully supported. Exclude the dimension of "employee vs. job oriented", hypothesis H2 relating organizational culture and age are rejected.

Education level is correlated to the corporate culture of "parochial vs. professional". Employees with lower education level are more professional and employees with higher education level are more parochial. The result does not support the hypothesis H3 that employees with higher education level are more professional than parochial. In addition, education level has no correlation with other dimensions. Therefore, Hypothesis H3 are all rejected.

Position is correlated to the corporate culture of "process vs. result oriented". Employees with higher position are more results-oriented, while employees with lower position are more process-oriented. However, position has no correlation with other dimensions. Therefore, part of hypothesis H4 is supported. Exclude the dimension of "process vs. result oriented", hypothesis H4 relating organizational culture and position are rejected.

Tenure in company is correlated to the corporate culture of "loose vs. tight control" and "normative vs. pragmatic". Employees with longer tenure in organization tend to prefer looser control and pragmatic. Employees with shorter tenure in organization are tended to prefer tighter control and normative. The results do not match with the hypothesis, since we think employees with longer tenure in organization tend to prefer tight control and normative, employees with shorter tenure in organization tend to prefer loose control and pragmatic. Moreover, tenure in organization has no correlation with other dimensions. Therefore, hypothesis H5 are all rejected.

Tenure in industry is correlated to the corporate culture of "process vs. results oriented". Employees with longer tenure in industry are more results-oriented, while employees with shorter tenure in industry are more process-oriented. The results are not match with the hypothesis, since we think employees with longer tenure in industry are more process and employees with shorter tenure in industry are more results oriented. Moreover, tenure in industry has no correlation with other dimensions. Therefore, hypothesis H6 is is rejected.

## 5.4 Discussion

Different staff that are working in an organization have their own characteristics and background. They can be men or women, in different age, with different education level, in different position, with short or long tenure in the organization and industry. Subcultures are existed among each of the groupings. Besides corporate culture which is existed in an organization to influence the behavior of its staff, subcultures will also influence the behavior of its staff.

By the questionnaire survey conducted in the Glorious Sun Group, we find that different demographics influence different dimensions in the corporate culture, except the dimension of "open vs. close system" which is not correlated to any demographics in the study. Figure 5.1 shown the relationship between the demographics and corporate culture.
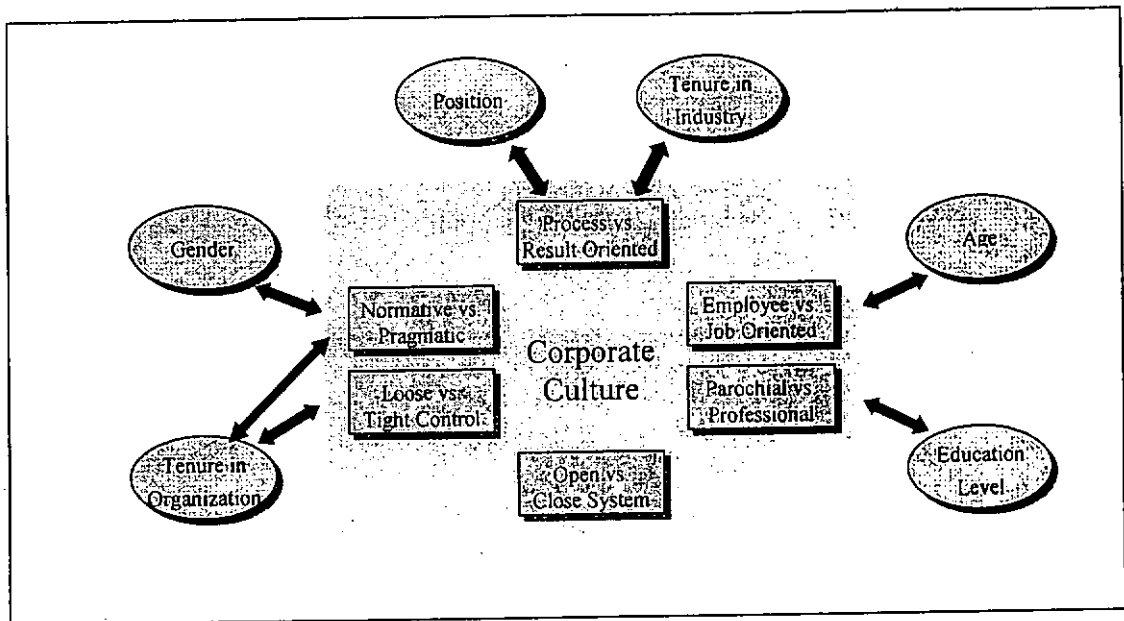
Figure 5.1   Correlation between Corporate Culture and Demographics

Gender is correlated to the corporate culture of "normative vs. pragmatic". Age is correlated to the corporate culture of "employee vs. job oriented". Education level is correlated to the corporate culture of "parochial vs. professional". Position is correlated to the corporate culture of "process vs. result oriented". Tenure in company is correlated to the corporate culture of "loose vs. tight control" and "normative vs. pragmatic". Tenure in industry is correlated to the corporate culture of "process vs. results oriented".

Although subcultures are existed in an organization, corporate culture will sometimes overwhelm the subcultures. In Hypothesis 3, we assume employees with higher education level will be more professional, while employees with lower education level will be more parochial. However, the analytical results show the opposite result in Table 5.3. Employees with higher education level are more parochial, but employees with lower

education level are more professional. This can be explained by the fact that education level is correlated with tenure in organization (correlation = -0.404 at 0.01 significant level). Thus, the higher the education level, the shorter the tenure of the employees worked in the organization. The lower the education, the longer the tenure of the employees worked in the organization. According to the results shown in Table 4.1, the corporate culture of The Group tend to be more professional rather than parochial (mean = 3.3846). As a result, since the employees with longer tenure in the organization have been adopted the culture of the organization – more professional rather than parochial, the correlation between education level and this dimension of organizational culture are influenced. Staff members are more dominated by the total culture than the subculture of the specific education group.

In case of Hypothesis 5, we suppose employees with longer tenure in organization are tended to prefer tight control and normative, employees with shorter tenure in organization are tended to prefer loose control and pragmatic. However, employees who have long tenure in the organization have adopted the collective organizational culture which is loose control and pragmatic. By the results shown in Table 4.1, the organizational culture of The Group is tend to be loose control and pragmatic. This result shows that as longer the employees works in the organization, the higher the degree of the employee being influenced by the organizational culture.

In Hypothesis 6, we suppose employees with longer tenure in industry will be more process-oriented, while employees with shorter tenure in industry will be more results-oriented. However, the analytical results shown the opposite result in Table 5.3. Employees with longer tenure in industry are more results-oriented, but employees with shorter tenure in

industry are more process-oriented. This can be explained by the fact that tenure in industry is correlated with tenure in organization (correlation = 0.443 at 0.01 significant level). Thus, the longer the tenure in industry, the longer the tenure of the employees worked in the organization. The shorter the tenure in industry, the shorter the tenure of the employees worked in the organization. According to the results shown in Table 4.1, the corporate culture of The Group tend to be more results-oriented rather than parochial (mean = 3.0750). As a result, since the employees with longer tenure in the organization have been adopted the culture of the organization – more results-oriented rather than process-oriented, the correlation between tenure in industry and this dimension of organizational culture is influenced. Staff members are more dominated by the total culture than the subculture of the specific group of tenure in industry.

Age is also correlated with tenure in organization (correlation = 0.368 at 0.01 significant level), thus elder employees with longer tenure in the organization while younger employees with shorter tenure in the organization. However, our results support the Hypothesis 2 that elder employees are more employee-oriented and younger employees are more job-oriented, which is contradict with the organizational culture of The Group – more job-oriented rather than employee-oriented. This can be explained by the evidence that age is strongly correlated with value - as shown in Table 5.2, age correlate ten value questions, while gender correlate two questions, education level correlates with no question, position correlate two questions, tenure in organization correlates with one question, and tenure in industry correlate two questions only. Since value is a indicator for national culture (Hofstede et al. ,1990), it can be shown that national culture overwhelms corporate culture in this case.

## 6.   CONCLUSIONS AND RECOMMENDATIONS

Organizational or corporate culture has been a popular issue in the management literature since the early 1980s. A number of literatures have introduced different models for analyzing organizational culture. They can be seen as generic models consisting of those universal factors, like rituals, symbols, systems, and structure. However, they are not comprehensive enough. A more comprehensive and multi-directional model is required to figure out a picture for analyzing organizational culture.

In this research, a comprehensive qualitative model for deciphering organizational culture has been developed. In order to study an organizational culture objectively, quantitative model should also be applied. In this research, Hofstede's (1980, 1990) quantitative model is used. The organizational culture of The Glorious Sun Group has been studied and investigated by applying both of the models. As a result, although the actual organizational culture of the Group match with its 'Glorious Sun Culture' and the Group has pay great effort in educate their staff to adopt the 'Glorious Sun Culture', the actual organizational culture is still not strong enough.

By reviewing the demographic factors among the staff of The Group, its subculture has been studied. It has been found that gender is correlated with the dimension of 'normative vs. pragmatic', age is correlated with the dimension of 'employee vs. job oriented', education level is correlated with the dimension of 'parochial vs. professional', position is correlated with the dimension of 'process vs. result oriented', tenure in organization is correlated with the dimensions of 'normative vs. pragmatic' and 'loose vs. tight control', tension in industry is correlated with the dimension of 'process vs. result oriented'.

Moreover, it has been found that male staff are more pragmatic than female staff, younger staff are more job-oriented than older staff, staff with lower education level are more professional than those with higher education level, staff with higher position is more results-oriented than those with lower position, staff with longer tenure in organization is more pragmatic and loose control than those with shorter tenure, staff with longer tenure in industry is more results-oriented than those with shorter tenure. Based on these results, it is suggested the Group can increase its strength of organizational culture by focusing on its subculture groups.

Since male staff are more pragmatic than female staff, it is suggested that addition training that is focus on topic like customer-oriented programs is provided to female staff. As younger staff are more job-oriented than older staff, training programs for job-oriented education is suggested to provide to older staff. Since staff with lower education level are more professional mind than those with higher education level, additional training should be provide to those staff with higher education level to strength their professional mind. Moreover, staff with higher position is more results-oriented than those with lower position. Training should be provided to those staff with lower position to educate them to be more result-oriented. Staff with longer tenure in organization is more pragmatic and loose control than those with shorter tenure, training therefore should be provide to those staff with shorter tenure in organization to enhance their mind on customer-oriented thinking and loose control. Finally, staff with longer tenure in industry is more results-oriented than those with shorter tenure, training should be provided to those staff with shorter tenure in industry to educate them to be more result-oriented.

The abovementioned research results are based on the case study of the Glorious Sun Group. Other organizations, no matter in clothing industry or other types of industries can also use this model to study their corporate culture and demographic subcultures.

First of all, organizations that would like to apply this model can study their corporate culture by using the quantitative model that is devised in Chapter two. After that, they can conduct a questionnaire survey to collect the information on the demographic factors and characteristics of their corporate culture in quantitative point of view. The organization can refer the questionnaire (Appendix C) that is used in this research.

After analyzing the survey data, (1) corporate culture in the six dimensions; (2) demographic information; (3) correlations between values of employees and demographic factors; (4) correlations between corporate culture and demographic factors can be obtained. The organizations can then study whether the corporate culture are existed as they desired. They can also have a picture of how the demographic factors are influencing the subcultures. They have to be noticed that the correlations obtained in their survey may not be the same as those obtained in the case of the Glorious Sun Group.

Similar to the case of this research, the organizations can base on the results to strengthen their desired organizational culture by focusing on those subculture groups. After a period of time, the organizations can conduct the questionnaire survey again to see if there is any improvement in eliminating the different between the desired corporate culture and actual corporate culture or strengthen the desired culture.

Since this is a Teaching Company Scheme project, the cultural model devised was only applied to the industrial partner. For further studies, the model can be applied to a number of companies in order to collect much more data for verifications. Furthermore, due to the limited number of staff in each department, influences of departmental subcultures towards organizational culture cannot be investigated in this case study. Further studies can also be done on departmental factor when more companies are involved.

# APPENDIX A

# Performance of Ten Listed Companies in Hong Kong Clothing Industry

| Item | | Glorious Sun | Bossini | Crocodile | Dickson | Esprit | Giordano | Goldlion | Texwinca | Theme | YGM |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Revenue | 1995 | 1,459,577 | 818,228 | 951,245 | 3,544,342 | 1,473,251 | 3,481,967 | 920,229 | 858,650 | 638,087 | 1,774,719 |
| | 1996 | 1,847,373 | 1,126,743 | 1,031,313 | 3,939,294 | 1,785,330 | 3,522,047 | 1,229,044 | 1,048,287 | 741,964 | 2,193,511 |
| | Grow % | 26.57 | 37.71 | 8.42 | 11.14 | 21.18 | 1.15 | 33.56 | 22.09 | 16.28 | 23.60 |
| | 1997 | 2,381,418 | 1,381,018 | 1,046,868 | 5,197,086 | 3,351,742 | 3,014,364 | 1,179,884 | 1,805,104 | 884,896 | 2,321,509 |
| | Grow % | 28.91 | 22.57 | 1.51 | 31.93 | 87.74 | (14.41) | (4.00) | 72.20 | 19.26 | 5.84 |
| | 1998 | 2,652,197 | 1,428,810 | 906,675 | 5,288,141 | 5,087,206 | 2,609,248 | 1,009,980 | 2,811,580 | 1,056,489 | 2,274,535 |
| | Grow % | 11.37 | 3.46 | (13.39) | 1.75 | 51.78 | (13.44) | (14.40) | 55.76 | 19.39 | (2.02) |
| | 1999 | 2,931,690 | 1,109,065 | 652,546 | 5,054,008 | 5,993,820 | 3,092,171 | 689,167 | 2,725,293 | 319,242 | 1,704,718 |
| | Grow % | 10.54 | (22.38) | (28.03) | (4.45) | 17.82 | 18.51 | (31.76) | (3.07) | (69.78) | (25.05) |
| | Average | 19.35 | 10.34 | (7.87) | 10.10 | 44.63 | (2.05) | (4.15) | 36.74 | (3.71) | 0.34 |
| Profit | 1995 | 33,714 | 30,650 | 29,861 | 332,188 | 141,275 | 250,228 | 200,819 | 120,170 | 44,759 | 161,712 |
| | 1996 | 91,641 | 34,262 | 954 | 395,484 | 161,804 | 261,233 | 283,250 | 151,720 | 30,639 | 130,028 |
| | Grow % | 171.82 | 11.78 | (96.81) | 19.05 | 14.53 | 4.40 | 41.05 | 26.25 | (31.55) | (19.59) |
| | 1997 | 194,428 | 64,359 | 32,003 | 1,348,220 | 235,531 | 67,975 | 300,681 | 245,793 | 90,765 | 145,730 |
| | Grow % | 112.16 | 87.84 | 3254.61 | 240.90 | 45.57 | (73.98) | 6.15 | 62.00 | 196.24 | 12.08 |
| | 1998 | 218,176 | (45,508) | (141,775) | 16,251 | 155,099 | 76,087 | 214,059 | 249,005 | (806,620) | 71,952 |
| | Grow % | 12.21 | (170.71) | (543.01) | (98.79) | (34.15) | 11.93 | (28.81) | 1.31 | (988.69) | (50.63) |
| | 1999 | 218,506 | 17,594 | (196,345) | (327,629) | 430,027 | 360,017 | (181,089) | 182,061 | (218,135) | 62,696 |
| | Grow % | 0.15 | 138.66 | (38.49) | (2116.05) | 77.26 | 373.16 | (184.60) | (26.88) | 72.96 | (12.86) |
| | Average | 74.09 | 16.90 | 644.08 | (488.72) | 50.80 | 78.88 | (41.55) | 15.67 | (187.76) | (17.75) |
| Equity | 1999 | 966,488 | 282,545 | 470,679 | 2,529,519 | 1,435,512 | 1,250,765 | 1,951,343 | 1,128,736 | (175,250) | 662,944 |
| Asset | 1999 | 2,306,158 | 409,278 | 716,162 | 2,968,041 | 3,112,772 | 1,912,041 | 2,230,124 | 1,879,452 | (172,946) | 1,103,487 |
| Return on Revenue | | 7.45 | 1.59 | (30.09) | (6.48) | 7.17 | 11.64 | (26.28) | 6.68 | (68.33) | 3.68 |
| Return on Equity | | 22.61 | 6.23 | (41.72) | (12.95) | 29.96 | 28.78 | (9.28) | 16.13 | (124.47) | 0.94 |
| Revenue per Asset | | 127.12 | 270.98 | 91.12 | 170.28 | 192.56 | 161.72 | 30.90 | 145.00 | (184.59) | 154.48 |
| Revenue per Equity | | 303.33 | 392.53 | 138.64 | 199.80 | 417.54 | 247.22 | 35.32 | 241.45 | (182.16) | 257.14 |

# APPENDIX B

# FOREWORDS

"Glorious Sun Culture" is the summary of our experience of learning, practice and repeated evaluations in the last 20 years, leading to our success. It provides us with not only the means in handling matters, but the truth in leading our lives. In the process of career establishment and flourishment, we probed seriously into the keys to success as well as philosophy in lives. Glorious Sun Culture helps us to evaluate the results of our business as well as the meanings in our lives. Glorious Sun Culture therefore not only gives us the guide lines for our work, but also the directives for our lives.

Practising "Glorious Sun Culture" can enhance our ability in achieving our tasks as well as in cultivating relationship with others. The advancement of this ability not only helps with our career, but enriches our lives.

Charles Yeung

Chairman

# THE CORPORATE MOTTO

WIDER - PERSPECTIVE:  TO ACT WITHIN ONE'S CAPABILITY AND TO EXPAND IN A BALANCED WAY.

A person has to assess his own financial and human resources before he decides on how much he can undertake to do. Labour intensive business has to be developed in line with capital intensive business. In other words, industries and retails have to be undertaken in parallel to the finance and land development business.

NARROW - PERSPECTIVE:  TO IMPROVE - TO CONTINUALLY OVERCOME ONE'S SHORTCOMINGS AND TO PERSIST ONE'S EXCELLENCE.

Every enterprise or person does have its or his shortcomings. When he is aware of his shortcomings, he must find ways to overcome or improve them. Similarly, when he is aware of his excellence, he has to sustain it. The ultimate purpose is to amplify his advantages and excellence and diminish his disadvantages and shortcomings.

*TO HAVE THINGS WHICH OTHERS ARE NOT HAVING; TO EXCEL IN AREAS WHERE OTHERS ARE SHARING - AND TO DIVERSIFY WHEN OTHERS ARE REACHING EXCELLENCE.*

If we possess what the market doesn't have, we are already in an advantageous position. If others are having the same as ours, we have to perform better than them to win in quality. All expansions will finally reach their yield points. One has to diversify at suitable time. It is just like the development of the Group. When the manufacturing business was developed to a certain size, we established the trading business and later on our own retail operations. The synergy of manufacturing, trading and retailing was then formed. When the labour intensive operations increased to a certain size, we also diversified into the capital intensive areas like land development and monetary investment. In simple terms, we have to be alert to all possible ways to strengthen our life dynamics to demonstrate our strong and advantageous position.

*- The Corporate Motto -*

# CORPORATE STANDARDS

1. MANAGEMENT BY RESULTS/ RESULT ORIENTED APPROACH

   NOT MANAGEMENT BY STYLES / NON STYLISH APPROACH

   Application is judged by the result of his work but not by superficial illusion.

2. MARKET ECONOMY AND NOT ASSUMED ECONOMY

   Strategy has to be adjusted according to the market. The chosen strategy needs active approach so as to avoid being controlled by subjective constraints.

3. NO MATTER IT IS A BLACK CAT OR WHITE CAT, IT IS A GOOD CAT IF IT CATCHES RATS.

   It is wrong to judge someone by his appearance. The most important criterion is to see if he really has the ability to accomplish the tasks. Practicality outweighs superficiality.

   *PRACTICE IS THE ONLY CRITERION FOR TESTING TRUTH*

   Work can be done by various methods. However, only the one which is practicable and productive is the correct method.

# CORPORATE DEVELOPMENT OBJECTIVES

1. AIM AT BLANK POINTS FOR DEVELOPMENT

   *-- TO MAKE PROVISION FOR AND TO SATISFY THE SOCIAL NEEDS*

   AIM AT HIGH TECHNOLOGICAL AREAS FOR DEVELOPMENT

   *-- TO LEARN FROM AND TO FURTHER ELABORATE ON OTHERS'*
   *SUCCESS.*

   There will be good potential for growth when we choose a development project which the community needs and lacks. In the process of development, it is always difficult to invent a new method. It is comparatively easier to make use of other's experience, merge it with our own requirements and improve it in the appropriate areas. This will expedite success.

2. LEARN HOW TO WORK, LEARN HOW TO LIVE;
   KNOW HOW TO WORK, KNOW HOW TO LIVE

   The objective of working is to establish our career and to cause its flourishment. The aim of living is to make ourselves and others happy.

   A person will work positively if he lives a good life. If he does not live well, he will be disturbed and cannot perform well. Work and living are closely related. The objective of living is not only to do well in his work but also to live well.

## 3. PROVIDING LEARNING OPPORTUNITIES FOR STAFF

## PROVIDING OPPORTUNITIES FOR STAFF TO DEMONSTRATE THEIR ABILITIES

The enterprise has to provide opportunities for its staff to learn not only in areas relating to their jobs but also in other areas so that they can have all round improvements. If they have the knowledge, the enterprise also has to provide them with opportunities to demonstrate what they have learnt. By this process, both the staff and the enterprise can progress.

# CORPORATE MANAGEMENT

## 1. THE INDISPENSABLE ELEMENTS OF A SUCCESSFUL ENTERPRISE

✦ Effective leadership

Effectiveness is essential. An enterprise has to have an effective core. Members of the management team have to set good examples.

✦ Structured team

An enterprise is just like a house which has not only beams but pillars as well. The strength of a single person is very limited. Each member of the management team has to train up his subordinates so that each department has to have at least one or two able assistants.

✦ Identification of common goals

Though the manners in which things are done can be different, common goals have to be identified.

We work hard for our common goals. This is known as "unity makes success". If our approaches are different without common goals, we cannot join our forces together and the tasks will not be accomplished.

## 2. CRITERIA FOR MANAGEMENT STAFF

✦ Sense of belonging and loyalty to the corporate

If a person is loyal to the corporate and has a sense of belonging to the corporate, he will not be cantankerous. Contrarily, if a person is not loyal to the corporate and does not have any sense of belonging, he will not be zealous in his work and his efficiency will be greatly discounted.

If a person is not faithful to his superior, his subordinates will be unfaithful to him. Nothing can be done satisfactorily if the leader and team members have different thinking.

✦ Initiation and striving for betterment

Diligence, initiation and progression are the essences of success.

✦ Sense of responsibility

After a job is started, it has to go on till the end. What has been promised to be done has to be done punctually with good quality.

✦ Team spirit

The operation of an enterprise depends on the joint efforts of its members. The strength of a single person is always limited.

If people can work together, they can supplement each others' shortcomings. When a person works in a team, he has to avoid obstructing others by his stubborn and self-centred attitude which will certainly bring about adverse effect.

✦ Respect and care for subordinates

As a member of the management team, he has to pay attention to and care for his subordinates so that they can be allocated with appropriate jobs and receive appropriate support. If the subordinates do not have the care and support of their superior, they will not put in their greatest efforts. This is not advantageous to both the manager as well as the corporate.

*- Corporate Management -*

♦ Decisive, instructive yet not forgetting education

If a member of staff has difficulty in understanding his job, his supervisory officer has to clarify so as to ensure that the subordinate understands and accepts the job. In crisis situations, we should not be indecisive. We have to make decision when circumstance so demands. However we have to explain to our subordinates afterwards the reasons for such decision.

## 3. THE 5 STEPS IN MANAGEMENT

- ⧫ Planning
- ⧫ Organizing
- ⧫ Appointing
- ⧫ Leading
- ⧫ Controlling

These are the key steps in the daily management. To start with, we have to make out a good and detailed plan. Then we have to allocate human and financial resources appropriately to match the planning. We also have to appoint and lead the suitable persons to implement the plan. Upon implementation, we have to carry out periodic and final evaluations and to modify the plan when it so requires for the purpose of achieving the best result. This process can be abbreviated to "Planning, implementation and evaluation".

## 4. THE 3 INGREDIENTS OF MANAGEMENT

- ⧫ Skill
- ⧫ Supervision
- ⧫ Management

During the selection for appointment process, we have to bear in mind the relationship between these ingredients as follows:

| | |
|---|---|
| Senior staff | -- Management: their main role is to appoint the suitable people to the job with supervisory and technical duties as secondary role. |
| Middle staff | -- Supervision: their main role is to supervise the job with managerial and technical duties as secondary role. |
| Basic staff | -- Skill: their main role is to apply their skills to the jobs with managerial and supervisory duties as secondary role. |

Managers have to position themselves on the above footing. If a person can master all three areas, he is versatile. If a person is only good in one area, he is specialized. As a person goes up the ladder, his managerial role changes. Every member of the management team is therefore required to strengthen and elevate his abilities in all aspects so as to meet the managerial criteria of his position.

*- Corporate Management -*

## 5. 3 GLORIOUS SUN TACTICS

In the evolution, Glorious Sun reminisces 3 tactics.

✦ Setting priorities

A manager is required to have strong analytic power. He has to discern the important matters from the less important ones and to identify the urgent issues from the less pressing ones. Every person has many things to do each day. For the sake of efficiency, a person has to identify which problem is both important and urgent, which is important but not urgent, which is not important but urgent and which is neither important nor urgent. We have to deal with these matters by reference to their urgency and importance.

◊ Situational management

A manager must have the ability to solve problems in the manner most appropriate to the people, time and environment. A matter can bring about different results if the timing or the place or the persons involved are different. A solution which can work in one place may not be workable elsewhere. There are matters which are required to be done differently according to different people involved, different timing and different places, particularly in grey areas where unclear issues have to be handled flexibly.

✦ Slowdown for solution

When a problem cannot be solved instantly, we have to slowdown, pay attention to the progress and wait for the opportune moment to come. Occasionally, a momentary slowdown may lead to a new opportunity for better result.

# CONCLUSION

## 1. ROAD TO SUCCESS

* Excel in observing
* Excel in thinking
* Excel in evaluating

We have to observe what are happening around us in our daily lives. Whatever is observed, we have to think about it, analyse it and evaluate it. We have to learn from others' merits and refrain from committing others' mistakes.

## 2. CONSTITUENTS OF SUCCESS:

## 30% LUCK, 30% KNOWLEDGE AND 40% DILIGENCE.

Luck comes in by chance. Others give us chances only after having considered our past performance. The chances available now are the results of our past performance. The availability of chances in the future depends on our diligence now. But even if we have chances, we still need knowledge and ability together with our industrious and diligent attitude to accomplish the tasks satisfactorily.

## 3. CAREER - MINDED (COMMITMENT), DETERMINATION AND PERSISTENCE

When we do things, we have to be career - minded. We have to set a target and be determined to do the things well. We have to be persistent without fear of failure till we reach the target.

## 4. FAITH, UNDERSTANDING, PRACTICE AND PROOF

Faith --          The wider prospective of faith is known as religion and the narrow prospective is known as trust. This also includes self - confidence.

Understanding --  The theoretic reasons for the decision have to be understood and its method has to be mastered.

Practice --       The method we master has to be practicable and implementable.

Proof --          The true reason and method have to be proved and demonstrated.


## 5. BOXING AND SINGING BOTH NEED PRACTICE.

KNOWING AND IMPLEMENTING BOTH NEED UNIFICATION .

SUCCESS NEEDS APPLICATION.

A boxer can fight well and a singer can sing well. Both of them need to practise their skills every day. There is a proverb "one minute performance on the stage depends on its practice in the last ten years off the stage." Success does not come without practice. We have to put into serious practice of what we have learnt in our daily work as well as in our daily lives.

- Conclusion -

# APPENDIX  C

Kindly ✓ at the appropriate box.
(請在所選答案的方格內填上 ✓ 號。)

1.    Your Sex (你的性別)：

☐  a.  Male  男性
☐  b.  Female  女性

2.    Your Age  你的年齡：

☐  a.  Less than 18 years old. (少於 18 歲)
☐  b.  18-25 years old.  (18-25 歲)
☐  c.  26-35 years old  (26-35 歲)
☐  d.  36-45 years old  (36-45 歲)
☐  e.  46-55 years old  (46-55 歲)
☐  f.  More than 55 years old  (55 歲以上)

3.    Education Level  (你的學歷 )：

☐  a.  Primary or Below  (小學或以下)
☐  b.  Secondary  (中學)
☐  c.  Diploma  (大專 / 大學文憑)
☐  d.  Degree or above  (學士學位或以上)

4.    Your Position  (你在現職的公司的職位)：

☐  a.  Junior than Officer  (主任級以下)
☐  b.  Officer  (主任級)
☐  c.  Manager  (經理級)
☐  d.  Senior than Manager  (經理級以上)

5.    Tenure in Organization  (你在現職的公司已服務多少時間？)

☐  a.  Less than 1 year  (不足一年)
☐  b.  1 Year or above, but less than 3 years  (一年或以上，但少於三年)
☐  c.  3 Years or above, but less than 7 years  (三年或以上，但少於七年)
☐  d.  7 Years or above, but less than 15 years (七年或以上，但少於十五年)
☐  e.  15 years or above  (十五年或以上)

6.    Tenure in Industry  (你在同一行業的年資)：

☐  a.  Less than 1 year  (不足一年)
☐  b.  1 Year or above, but less than 3 years  (一年或以上，但少於三年)
☐  c.  3 Years or above, but less than 7 years  (三年或以上，但少於七年)
☐  d.  7 Years or above, but less than 15 years (七年或以上，但少於十五年)
☐  e.  15 years or above  (十五年或以上)

| 7. | How important is it to you to : 考慮因素 | Importance 重要性 | | | | |
|---|---|---|---|---|---|---|
| | | Very High 極高 | High 非常高 | Fair 一般 | Low 低 | Very Low 非常低 |
| (1) | Have challenging work to do - work form which you can get a personal sense of accomplishment. 工作具挑戰性，能獲得個人的成就感 | 1 | 2 | 3 | 4 | 5 |
| (2) | Live in an area desirable to you and your family. 工作地點及環境需令你及你的家人滿意 | 1 | 2 | 3 | 4 | 5 |
| (3) | Have an opportunity for higher earnings. 有機會賺取高的收入 | 1 | 2 | 3 | 4 | 5 |
| (4) | Work with people who cooperate well with one another. 同事之間有良好的合作性 | 1 | 2 | 3 | 4 | 5 |
| (5) | Have training opportunities. 有接受培訓的機會 | 1 | 2 | 3 | 4 | 5 |
| (6) | Have good fringe benefits. 有優良的福利 | 1 | 2 | 3 | 4 | 5 |
| (7) | Get the recognition you deserve when you do a good job. 在工作表現良好時可受到認同 | 1 | 2 | 3 | 4 | 5 |
| (8) | adequate work space, etc.) 有優良的工作環境 (如通風、照明、空間等) | 1 | 2 | 3 | 4 | 5 |
| (9) | Have considerable freedom to adopt your own approach to the job. 有足夠的自由度，可依照自己的方法進行工作 | 1 | 2 | 3 | 4 | 5 |
| (10) | Have the security that you will be able to work for your company as long as you want to. 不用擔心裁員問題 | 1 | 2 | 3 | 4 | 5 |
| (11) | Have an opportunity for advancement to higher level jobs. 具晉升機會 | 1 | 2 | 3 | 4 | 5 |
| (12) | Have a good working relationship with your manager. 與上司有良好的關係 | 1 | 2 | 3 | 4 | 5 |
| (13) | Fully use your skill and abilities on the job. 能充分利用你的技術及能力 | 1 | 2 | 3 | 4 | 5 |
| (14) | Have a job which leaves you sufficient time for your personal or family life. 能給予你個人及家人充分的時間 | 1 | 2 | 3 | 4 | 5 |
| (15) | Have the security that you will not be transferred to a less desirable job. 不會有機會被調往不合意的崗位 | 1 | 2 | 3 | 4 | 5 |
| (16) | Work in a department which is run efficiently. 工作於具效率的部門 | 1 | 2 | 3 | 4 | 5 |
| (17) | Have a job which allows you to make a real contribution to the success of your company. 能為公司的成功作出貢獻 | 1 | 2 | 3 | 4 | 5 |
| (18) | Work in a company which is regarded in your country as successful. 工作於被譽為成功的公司 | 1 | 2 | 3 | 4 | 5 |
| (19) | Work in a company which stands in the forefront of modern technology. 工作於擁有先進科技的公司 | 1 | 2 | 3 | 4 | 5 |
| (20) | Work in a congenial and friendly atmosphere. 於協調及友善的環境下工作 | 1 | 2 | 3 | 4 | 5 |
| (21) | Keep up to date with the technical developments relating to your work. 能與工作有關的技術及科技同步成長 | 1 | 2 | 3 | 4 | 5 |
| (22) | Have a job on which there is a great deal of day-to-day learning. 每天均有很多學習機會 | 1 | 2 | 3 | 4 | 5 |

8. According to your department and working environment, please circle the appropriate answer.
就你現時所屬的部門及其工作環境而言，你是否認同以下的說法？（請圈出你的所選的答案）

| Practices Item 說法 | | Very Disagree 非常 不同意 | Disagree 不同意 | No Idea 不了解 | Agree 同意 | Very Agree 非常 同意 |
|---|---|---|---|---|---|---|
| (1) | Comfortable in unfamiliar situations. 面對不熟悉的環境或情況出現亦可處之泰然 | 1 | 2 | 3 | 4 | 5 |
| (2) | Each day brings new challenges 每天均有新的挑戰 | 1 | 2 | 3 | 4 | 5 |
| (3) | People put in maximal effort 各人均盡全力工作 | 1 | 2 | 3 | 4 | 5 |
| (4) | Important decisions made by individuals. 重要決策由個人決定(不會集體決定) | 1 | 2 | 3 | 4 | 5 |
| (5) | Organization only interested in what people do. 上層只關心員工所做的工作 | 1 | 2 | 3 | 4 | 5 |
| (6) | Little concern for personal problems of employees. 上層很少關心員工個人的問題 | 1 | 2 | 3 | 4 | 5 |
| (7) | People's private life is their own business 認為員工個人的生活是其私事 | 1 | 2 | 3 | 4 | 5 |
| (8) | Job competence is only criterion in hiring people 聘請員工時主要考慮其工作能力 | 1 | 2 | 3 | 4 | 5 |
| (9) | Think three years ahead or more. 計劃包括三年或以上的工作 | 1 | 2 | 3 | 4 | 5 |
| (10) | Only very special people fit in organization. 只有非常特別的人，才可適應此公司 | 1 | 2 | 3 | 4 | 5 |
| (11) | Organization and people closed and secretive. 公司及員工均不開放及隱藏自己 | 1 | 2 | 3 | 4 | 5 |
| (12) | New employees need more than a year to feel at home. 新入職的員工需要一年以上的時間可對公司產生歸屬感 | 1 | 2 | 3 | 4 | 5 |
| (13) | Everybody cost-conscious. 每名員工均關心成本問題 | 1 | 2 | 3 | 4 | 5 |
| (14) | Meeting times kept punctually. 經常準時開會 | 1 | 2 | 3 | 4 | 5 |
| (15) | Always speak seriously of organization and job. 同事之間在談及公司及工作時往往很認真 | 1 | 2 | 3 | 4 | 5 |
| (16) | Pragmatic not dogmatic in matters of ethics. 主張實用主義，而非理論主義 | 1 | 2 | 3 | 4 | 5 |
| (17) | Major emphasis on meeting customer needs. 主力著重滿足客人的要求 | 1 | 2 | 3 | 4 | 5 |
| (18) | Results more important than procedures. 結果比過程重要 | 1 | 2 | 3 | 4 | 5 |

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