

CORPORATE CULTURE:
RESULTS OF CORPORATE CULTURE
SURVEY OF CHINESE AND HONG KONG MANAGERS

Dr. R. Henry Migliore
President, Managing for Success
10839 S. Houston
Jenks, OK 74037
(918) 299-0007
email: hmigliore@aol.com
www.rhenrymigliore.com

Dr. Barbara Crandall
Associate Professor of Management
Oklahoma City University
2501 N. Blackwelder
Oklahoma City, OK 73106
(405) 521-5098
email: bmccain@okcu.edu

Dr. Robert E. Stevens
John Massey Professor of Business
John Massey School of Business
Southeastern Oklahoma State University
Durant, OK 74701
email: rstevens@sosu.edu

Ms. Melissa Lay
President, Lay Consulting Group
OSU/Tulsa Langston University Student
1202 Dorchester Court
Yukon, OK 73099
(405) 350-0208
email: Consult4Success@yahoo.com

Ms. Lianhua Li
Marketing Ph.D. Student
School of Business
University of Alberta
Edmonton, Alberta, Canada T6G 2R6
email: lianhua@ualberta.ca

ABSTRACT

CORPORATE CULTURE: RESULTS OF CORPORATE CULTURE SURVEY OF CHINESE AND HONG KONG MANAGERS

Global corporations doing business in China must understand the culture of Chinese business to be successful. This study is based on questionnaire responses and validated with personal interviews, indicating the perception of the community and interaction with government, suppliers, and customers is high. Perceived weaknesses in the culture of their management system are planning, goal setting, and training. The study helps to point out many of the challenges that a company must consider to become successful in China. The study highlights the cultural beliefs of the Chinese and Hong Kong middle managers and workers.

Keywords: culture, China, Hong Kong

WHAT IS CORPORATE CULTURE?

The culture of an organization is generally viewed as a complete set of beliefs, ethics, values, ideologies, assumptions, and symbols (Corporate Change, 1994 not in reference list). It becomes the common way of thinking about and describing an organization's internal world. It is the organization's personality which can reinforce an ethical organization. It systematically analyzes and manages all aspects of an organization to support ethical behavior. Corporate culture can convey to members that certain actions are acceptable, even when they are unethical or illegal, without saying a word.

Regardless of what else corporate culture may be, it is exemplified by the values and attitude of the CEO and other senior staff members (Journal of East-West Business, 2006).

Changing an organization's culture is more difficult than developing a new one. Employees in new organizations are open to learning and accepting the culture of their new organizational home. Researchers agree that changing culture is an extremely difficult process. The reason is culture components cannot be altered without affecting other cherished values and institutions.

Because nearly one-fifth of the world's population lives in China, it is crucial to international relations that the businessmen and women become familiar with the Chinese culture. China has 1.2 billion people with the total population expected to peak at about 1.49 billion around the year 2030. Gross domestic product is expected to grow 7% annually through 2015 (Energy Information Administration, Accessed 12 April 2005, <http://www.eia.doe.gov/emeu/cabs/archives/china/part1.html>). By developing a clearer understanding of the Chinese culture, a person will become better equipped to identify and interact with the businesses in China. Success in business is contingent upon the level of knowledge in regards to Chinese ethics, cultural values, and how they relate to business. According to Kluckhohn and Strodtbeck's (1961) value orientation model, Chinese values and ethics can be classified into five distinct orientations: Man-nature orientation, man- himself orientation, relationship orientation, time orientation and personal-activity orientation.

The following is an excerpt from the article “Profits and Perils in China, Inc.” (Ohmae, 2004):

During the next two decades, China will become a thoroughly new type of political and economic entity. It will be brutally competitive in both the political sphere and the marketplace, innovative and resilient in the face of turbulence, and more dominant as an international political and economic power than any nation except the United States. . . .)

Culture is defined as:

Basic and enduring values and beliefs which are widely held throughout the organization. These values and beliefs comprise the content of an organization's culture and are common understandings which are frequently taken for granted and which are reinforced by stories, symbols, rituals, and language systems. Intangible and unseen but known, these values and beliefs are distinguished from the concrete or visible manifestations of culture. (Byles & Keating, 1989)

Another definition is:

Culture refers to the underlying values, beliefs, and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles.

A culture is a template of basic assumptions that a particular group has invented, discovered, or devised in learning to deal with its problems of external adaptation and internal integration. This template has worked well enough to be considered valid, therefore it is taught to new individuals in the organization as the acceptable way to think, feel, and perceive in accordance with other problems. (Denison, 1990, p. 2)

This makes understanding of the China business culture even more important.

CORPORATE CULTURE IN CHINA

China's business culture is unique, emphasizing group rather than individual performance. According to Tang and Parish (1996), the work environment is a unique combination of elements in socialist central planning, traditional kinship ties, and market competition. These factors have varying consequences on employee's job satisfaction, work commitment, and work place interest articulation.

The domination by the communist party not only limits the autonomy and flexibility of management, but also protects worker's rights and prevents arbitrary and unfair treatment of workers. Employment security and egalitarian income between the workers and managers result in the inefficient use of labor, lack of competition in the work place, and low work incentive. This provides workers with a sense of bargaining power and political equality with management.

Workers perception of themselves and other social groups reflects their group solidarity and class bias. Although feeling less respected, they consistently thought that workers made the greatest contribution to society, they had the greatest common interest, and their closest friends were also workers.

There is an increased sense of accountability for Chinese managers. Chinese managers are fired if they don't perform. . . . (Ohmae, 2004, p. 75.). Other characteristics of Chinese business culture are the extensive recruitment of kinsmen. The workers have very little to say in issues related to their work; particularly in promotion, training, labor, insurance, vacation, and disciplinary action. Chinese business etiquette is conservative, restrained, and humble.

Conservative suits with subtle colors are the norm. Women should avoid high heels and short-sleeved blouses. Other rules of conduct: do not discuss business over meals, be on time, and do not point when speaking ("China," Accessed April 1, 2005, p. 3-4).

Formal and conservative business attire is considered as appropriate in business engagement, especially in business negotiation, because proper dress can enhance one's professionalism and image. Suits and polished shoes are proper for both men and women, but there is a lot more variety for women's business dress such as elaborate skirts and exquisite dresses. (Lin & Jones, 2005)

THE CORPORATE CULTURE INDEX

The Corporate Culture Index is a management philosophy and becomes the very essence of the organization. Workers look to management to be an example of what is acceptable. It is the management's responsibility to help mold the organization.

The opportunity to recognize and measure culture gives an organization's leaders the ability to understand and then, better manage. The Corporate Culture Index (CCI) has been developed to provide a quantitative measure of an organization's culture. Measuring anything helps us understand it better (Journal of Strategic Change, 1994 not in reference list). It helps evaluate the management system, which creates that corporate culture. An earlier version of the CCI was developed and tested in 30 organizations. The results of that study and further research were used to refine the CCI instrument. The improved CCI was administered to managers in China. The results are presented and discussed in this paper.

Methodology

A questionnaire was administered to Chinese managers. Upon completion, we received 82 completed responses. It later was compared to the Hong Kong study which had 129 completed questionnaires. Each individual's response was scored into a numerical form, and then a computer program analyzed the data. The responses were tabulated and one-way frequency tables were run for each question. The questions were then combined into 20 unique categories which make up the Corporate Culture Index.

The 20 categories used to measure culture of the Chinese managers were the following: Goals, Planning, Planning Effectiveness, Morale, Performance Appraisal, Rewards, Freedom, Communication, Job Satisfaction, People, Values, Training, Teamwork, Social, Ethics, Leadership, Interaction, Benefits, Perception, and Environment.

The corporate culture questionnaire for the Chinese and Hong Kong managers is in Appendix A.

DEVELOPMENT OF THE CORPORATE CULTURE INDEX

The corporate culture index was developed to illustrate that every organization is unique. When working with an organization, it does not take long to see how different their culture is from others. The method used for this paper is to create a negative and positive opportunity for each category. The higher the number, the more favorable the culture is on that aspect. Table I shows the results of the questionnaire responses.

In the following section, there is a short discussion of each of these twenty variables. They are discussed in terms of how they could be viewed in China.

VARIABLE CHINESE ANALYSIS

The questions in the Corporate Culture Index have been validated with Factor Analysis or used with permission from other validated sources. The assumption made is that respondents in China understand the questionnaire and meaning of the words used. The following discussion of the twenty CCI variables attempts to define how each would be viewed in China.

Goals

In China many employees do not take an active role in planning their careers because they expect their superiors to accept this responsibility. Chinese managers expect to be promoted faster than those in other countries because of the severe shortage of local qualified managers (Bjorkman & Lu, 1999).

Planning

The work environment in Chinese factories is a unique combination of elements in socialist central planning, traditional kinship ties, and market competition. "The tradition of digging up 'dragon bones' has long been a part of Chinese culture. These bones are used to predict the future. The bones are inscribed with questions, then heated to reveal the answer" ("China," Accessed 1 April 2005, p. 1, <http://www.cyborlink.com/besite/china.htm>).

Planning effectiveness

Generally speaking, regardless of the quality outcomes, the efficiency of plan execution is high. This is because of “PRC counterparts” willing to be flexible for the sake of results and the ability to avoid slavish adherence to planning. Besides, “the command of the superior is so authoritative that if you, as the boss of a company, command to build the great wall in ten days, it won’t be built on the eleventh day” (Beamer, 1998).

Morale

Morale among Chinese workers is mixed. Tang and Parish (1996) reported that about one in five workers wanted to leave his/her job. Overall, the level of morale is probably lower in China than in a market economy.

Performance appraisal

Because the business culture emphasizes on group, rather than individual, performance appraisal in China is usually complex, flexible, and vague. When individual work evaluations are necessary, Chinese managers judge performance with concern for the person in context. How the assessment will affect the employee’s future, the work group, and the employee’s family. Also the difficulty of the assignment and the worker’s effort are considered. Thus when Chinese managers must measure an employee’s performance, they, in the past, have not been extreme (Beamer, 1998). However, in the new 2005 and beyond climate, Chinese managers are fired if they do not perform (Ohmae, 2004).

Rewards

According to Linda Beamer’s research, in China, workers are seldom, if ever, given credit for success. They only receive blame for failure, although blames are also obscure. If there must be a raise or reward it tends to be awarded to groups of employees, rather than an individual. Besides, Chinese workers may not actively pursue prizes or rewards for good performance due to the humbleness virtue in China.

Furthermore, those who ask their managers for a pay increase are asked to resign, according to one government official. “As far as rewards are concerned, tangible rewards for jobs well done, such as salary raises or opportunities for professional development, were essential in motivating Chinese employees” (Taejoon, 2000).

Freedom

Chinese subordinates don't have much freedom on their tasks. This is because the Chinese tend to solve problems by group rather than by individual creativity (Beamer, 1998). Furthermore, “entrepreneurial activities in Chinese enterprises have been discouraged by the legacy of a quasi central-planning system, which left no room for individual initiative.” He further stated that all the rights and interest of the workers have been protected. Chinese workers are not free to organize or join unions. Hours of work, wages, and health issues are of major concern (U.S. Dept of State 2004 Report on Human Rights, USINFO State Government, 29 March 2005, p. 3).

Communication

For one to have a better understanding of Chinese corporate culture one must first learn how to communicate effectively. Each cultural world operates according to its own internal dynamic, principals, and its own laws written and unwritten. Even dimensions of time and context are unique in each culture. Doing business with or expanding operations into China calls for an in-depth look into how the Chinese corporate culture. The reader will grasp a better understanding on message speed, context interpretation, and time perception within the complex Chinese culture and business practices.

The core of the communication process is the message or decoded symbolic thought that is sent from sender to the receiver. Since information overlies everything, it is not surprising that the speed in which a particular message can be decoded and acted on, is an important factor in human communication (Hall & Hall, 1987). For a U.S. business firm to communicate with a Chinese firm effectively they must first identify that they are geared for fast messages and the Chinese are geared for slow messages. Fast

messages consist of prose, headlines, propaganda, cartoons, commercials, and television. Slow messages consist of poetry, books, art, print; the problem is that very few people are even aware that such frequencies exist in the international communication process (Beamer, 2001).

To clearly understand the communication process in Chinese corporate culture, a company must understand the perception of time. There are many kinds of time systems in the world. The most important, in international business, are monochronic and polychronic time. Monochronic time (M-time) means paying attention to and doing only one thing at a time. Polychronic time (P-time) means being involved with many things at once (Hall, 1997). Like water and oil, the two time systems do not mix. Americans, being monochronic, experience time in a linear way. Chinese, being polychronic, experience time as being elliptical in manner. P-time is characterized by the simultaneous occurrence of many things and by a great involvement of people (Zhao, 2001). Being able to identify the difference of the two time systems before international procedures are implicated, would ensure a great degree of success.

Job satisfaction

In China the employees' level of job satisfaction can be related to their view of market reform. It is surprising that there is not greater support for reform, considering the problems encountered under central planning. Under the old system, workers had more input in decision-making. Workers generally agree that their status has declined since reform (Tang & Parrish, 1996). A trend is emerging in 2005. Chinese workers are protesting low wages and poor conditions. "Among the obvious reasons are fixed overtime wages of \$50 a month, rampant workplace injury, disregard for labor laws, and frequent nonpayment (Knight Ridder, Washington Bureau, September 8, 2004, p. 1). Chinese workers protest as privatization, working conditions, and job security create poor job satisfaction (Hutzler, 2005).

People

The Chinese cultural values are largely formed and created from interpersonal relationships and social orientations. The work of Confucius is still a basic pillar on Chinese life today. The Chinese regard

man as a part of nature who must learn to adapt to it. A cardinal principal of Confucianism is Jen, which means warm human feelings between people. Also, under Confucianism, mutual dependence between people is viewed as necessary and people are ideally always indebted to each other. The importance of Guanxi, a web of personal and business connections in China, is consistent with this view (Pelled & Xin, 1997).

Values

The Chinese cultural models are two very different highly respected systems. Human relations are of crucial importance in the Chinese business world. Chinese managers tend to adapt to a specific environment, while Westerners want to control all aspects of work environment. The prevailing Chinese culture has strongly influenced Chinese management systems. Paternalistic and personalistic management are common. Large power distance is an outstanding feature of Chinese management (Pun, 2001).

Pelled and Xin (1997) stated four common values of workers in China. First, job activity is low because Chinese companies do not judge employees on their job performance. Second, earnings are not as important in China because of the high amount of welfare programs. Third, desire for promotion has been low because Chinese workers have little control in their careers. Finally, personal relationships are highly valued as a result of Confucianism and feudalism in Chinese culture.

Training

Training is desperately needed, Cui (1998) argues that Western firms employing Chinese may have to re-train them from scratch, including how to smile and be courteous. Unfortunately, the training programs are extremely poor in China. The human resource dimensions of lack of experience seem to be more problematic. Production methods and approaches radically differ from those employed in similar Chinese factories. This might explain the human resource concerns, as prior experience and training obtained would be largely obsolete.

Teamwork

Chinese have been taught from childhood to devote their life to the party and that each individual is only a part, which in turn represents the whole of society. As a result, a group or team is ubiquitous among everyone's mind. "Chinese rank lower than any other country in Asia in the individuation factor. This can be attributed to the communist rule and its emphasis on a collectivist culture" (International Business Center, International Business Etiquette and Manners, <http://www.cyborlink.com/besite/china.htm>, p. 2).

On the other hand, the power of team is so strong that the problem of group thinking and group unanimity is very serious in Chinese companies. Group thinking is efficient for achieving goals but there remains much intangible dissent among members of a group (Cui, 1998).

Social

Sociality is an everyday necessity for Chinese. This is because Chinese culture is characterized by respect for Guanxi (connections). More specifically, Guanxi refers to the development of informal relationships that cause people to become indebted to each other (Pelled & Xin, 1997).

Shanker et al. (1998) states that the ability to develop and maintain good working relationships was described by Chinese executives as the key ingredient in managerial success. Intimate social relationships, less formal and more flexible, developed by frequent sociality are quite handy. It helps the Chinese managers in their approaches and solutions to business problems in China.

Ethics

It is a prevalent social custom to give gifts in China. This applies to all aspects of life, including family, political authorities, and business people, to mention a few. The giving of gifts is pervasive throughout the Chinese culture. For foreigners, gift giving presents one of the most difficult lessons in the learning process of doing business in China. Within the Chinese culture there are moral parameters that distinguish proper gift giving from bribery. Gift giving in China shows respect and strengthens personal

relationships. Chinese culture itself has a sense of proper limitations and reciprocity between those who exchange gifts (Dordrecht, 1999). “The U.S. economy has lost over \$15 billion due to Chinese piracy of our intellectual property since 1995” (Pelosi, 2001, p. 2-3).

Leadership

Leadership is essentially the momentum for Chinese society and organizations. The political environment of the Chinese small group generates its authority structure, suggesting a pivotal position for the leader who informs the other members as to what is socially and politically appropriate (Shenkar, Ronen, Shefy, & Chow, 1998). “There are many levels of leading chain within a company, and leaders in each level closely control his subordinates.” Chinese employees are loyal to specific managers rather than to the company. In another words, leadership in China is based on intimate interpersonal relationships.

Interaction

The article “The Role Structure of Chinese Managers” says, “in any company in China, interpersonal roles are interwoven into group and team work, and thus form an intensive network between people.” These networks even unconsciously effect the decision-making process since these employees can’t join the formal decision-making procedure (Shenkar et al., 1998).

Benefits

Benefits are satisfying and complete in most government organizations in China. In private companies, special compensation packages may include housing and bonuses to recruit employees and, more importantly, retain qualified managers and professional staff. For example, in the typical state enterprise, housing, childcare, schooling, healthcare, and a variety of daily functions were, and still are, provided by the organization (Shenkar et al., 1998).

The 1995 PRC Labor Law is comprehensive, covering labor contracts, working hours, wages, worker safety, child labor, and labor disputes, among other subjects (see the *CBR*, January-February 2004, "China's Changing Labor Relations"). Government regulations provide additional detail and rights. For example, the law currently mandates a maximum workweek of 40 hours. Minimum wages are established locally, and wages cannot be deducted or delayed without reason. If employees must work more than 40 hours, overtime pay at fixed rates is mandatory. Workers are guaranteed at least one day off every week. Working conditions are required to be safe and sanitary. (Rosoff, 2005, p. 1)

Perception

Due to the fact that there are a few common perceptions of employees toward their company, excepting one that performance appraisal are not fair, there do exist serious perceptions divergence between employees. Some researchers provide several examples: First, it is possible that because of their higher expectations, senior staff's perception of procedural and interaction justice may be less positive than the perception of low-level staff. Secondly, group differences in job satisfaction are caused by group differences in justice perceptions (Leung, Smith, Wang, & Sun, 1996). "Chinese perceive the world as based on a network of relationships which makes them socio-oriented and situation-centered [sic], in contrast to Westerners self-orientation and individual-centeredness [sic]" (Weber, Ames, & Blais, 2005, p. 97)

Environment

Western multinational corporations have global human resource policies, and there is tension between expectations from headquarters and the need to adapt policies and practices to local conditions. There is an obvious need to adapt HR policies to the Chinese environment. One example is that Chinese nationals feel uncomfortable working under time pressures (Bjorkman & Lu, 1999).

Based on this preliminary sample, the Corporate Culture Index (CCI) score indicates an environment that will encourage organizational success. Table 1 compares the CCI scores of other studies. These results indicate the most favorable management cultures are perceived by the participants in Canada and Mexico. The lowest culture score was Hong Kong and Japan. Chinese managers scored in the lower third.

Table 1. CCI Comparison

COUNTRY	SCORE
China.....	51.35
Mexico.....	59.75
Canada.....	59.78
Hong Kong.....	45.51
Japan.....	46.70
Malaysia.....	50.20
Russia.....	53.79
Singapore.....	50.27
Chile.....	52.20
Britain.....	50.27

Table 2: Summary of Corporate Culture Index Chinese and Hong Kong Managers

TITLE	SCORE	
	CHINESE MANAGERS	HONG KONG MANAGERS
GOALS	1.6921	1.7901
PLANNING	2.3785	2.1762
PLANEFFT	2.5116	2.1900
MORALE	3.0564	2.7778
PERFAPPR	2.3257	2.1932
REWARDS	2.8218	2.4564
FREEDOM	2.4739	2.3262
COMMUNCT	2.5728	2.3264
JOBSAT	2.6808	2.3096
PEOPLE	2.6909	2.2287
VALUES	2.1712	2.2529
TRAINING	1.9520	1.9622
TEAMWORK	2.2978	2.2377
SOCIAL	2.7469	2.3934
ETHICS	2.9888	2.6520
LEADER	2.1645	1.8944
INTERACT	3.1481	2.9429
BENEFITS	2.4695	2.3934
PERCEPT	3.0324	2.9446
ENVIRON	2.0979	2.0688
	50.2728	45.5168

Chinese managers had a CCI Index of 50.27 and the Hong Kong managers had one of 45.51 (Migliore, 1993, p. 19). This would indicate mainland Chinese managers had a perceived better management culture than the Hong Kong managers.

CONCLUSION

China is in the process of changing from a closed society to a market economy, and workers are still adjusting to the many changes. Chinese managers are experiencing many of the problems and challenges experienced by their counterparts in other economies. High on the list of needs among Chinese managers were salary, personal goals, and job descriptions. This is not unlike their counterparts in other economies.

China has the world's largest population and continues to grow in importance due to their enormous manufacturing and consumption capabilities. The process of changing to a market-driven economy will cause stress for both workers and management. One of the greatest obstacles to entering the Chinese economy will be the government and bureaucracy of the Communist Party. While rules are being relaxed, much of the old party domination still causes problems for organizations doing business in China.

The study of corporate culture indicates that the strongest area of their management culture is the importance that they place on the well-being of their communities. Interaction between government suppliers and the community is positive. Perceived weaknesses are in the area of planning, goal setting, and the need for more training.

Chinese managers and workers will have to undo the practices installed under the great cultural revolution of the past 50 years. The Communist Party still rules the country and its economy, and as a result, change will come only as quickly as they allow it.

It is important for all trading partners to understand the dynamics of this cultural change and to cooperate with the system if they are to be successful in China. Comparing mainland Chinese managers' with Hong Kong managers' perceived culture indicated a better culture for managing in mainland China.

There are many ways to compare cultures among different countries. One of most respected is Hofstede's work. He collected surveys from 116,000 IBM employees in 39 countries and identified four values: individualism versus collectivism; large versus small power distance; strong versus weak uncertainty avoidance, and masculinity versus femininity. These values allow quantitative ability to study cross-cultural differences between countries

REFERENCES

- Bjorkman, I., & Lu, Y. 1999. A corporate perspective on the management of human resources in China. *Journal of World Business*, 34(1): 16-26.
- Browne, A. 2005, April 21. Surging GDP keeps heat on Beijing. *The Wall Street Journal*, p. A14
- Byles, C. M., & Keating, R. J. 1989. Strength of organizational culture and performance: Strategic implications. *Journal of Business Strategy*, 6(1), 42-54.
- China. Retrieved April 1, 2005, from <http://www.cyborlink.com/besite/china.htm>
- Cui, G. 1998. Is retailing in China coming of age? *International Business*, 11(4): 18-21.
- Culture. 1978. *The new American heritage dictionary*. Boston: Houghton Mifflin Company.
- Denison, D. K. 1990. *Corporate culture and organizational effectiveness*. New York: John Wiley & Sons.
- Dordrecht, S. P. 1999. Gift giving, bribery, and corruption: Ethical management of business relationships in China. *Journal of Business Ethics*.
- Energy Information Administration. Retrieved April 12, 2005, from <http://www.eia.doe.gov/emeu/cabs/archives/china/part1.html>
- Hall, E. T., & Hall, M. 1987. *Hidden differences: Doing business with the Japanese*. New York: Anchor Books.
- Hitt, G. 2005, April 13. Trade gap widens, fuels calls for tougher stance on China: Deficit hit monthly high with 4.3% rise in February; Congress pushes for action. *The Wall Street Journal*, p. A2.
- Hutzler, C. 2005, April 18. Chinese workers vent anger. *The Wall Street Journal*, p. A16.
- International Business Center, International Business Etiquette and Manners, <http://www.cyborlink.com/besite/china.htm>, p. 2) *The China Business Review*. Accessed April 1, 2005, from <http://www.chinabusinessreview.com/public/0403/rosoff.html>
- Kirchhoff, S. 2005, July 22. First step: China will stop pegging yuan to dollar. *USA Today*, p. 1B.
- Kluckhohn, F. R., & Strodtbeck, F. L. 1961. *Variations in value orientation*. Evanston, IL: Row, Paterson and Co.
- Knight Ridder, Washington Bureau, September 8, 2004, p. 1.
- Leung, K., Smith, P. B., Wang, Z., & Sun, H. 1996. Job satisfaction in joint venture hotels in China: An organizational justice analysis. *Journal of International Business Studies*, 947-962.
- Lin, L., & Jones, C. L. (2005, Fall) A Comparison of Business Communication in China and the U.S. with Implications for Business Educators. *The Delta Pi Epsilon Journal*, 47(3): 113-127.
- Migliore, R. H. 1993. Hong Kong managers: A survey of corporate culture. *The Hong Kong Manager*, p. 19.

- Ohmae, K. 2004. Profits and perils in China, Inc. *Strategy and Competition*, 75.
- Pelled, L. H., & Xin, K. R. 1997. Work values and their human resource management implications: A theoretical comparison of China, Mexico and the United States. *Journal of Applied Management Studies*, 6(2): 185-198.
- Pelosi, N. 2001, July 10. Text: China still doesn't live up to agreement it signs, Pelosi says. United States Embassy, Tokyo, Japan website. Retrieved April 1, 2005, from <http://tokyo.usembassy.gov/e/p/tp-ec0155.html>
- Pun, K. F. 2001. Cultural influences on total quality management adoption in Chinese enterprises: An empirical study. *Total Quality Management*, 12(3): 323.
- Rosoff, R. Beyond codes of conduct: Addressing labor rights problems in China. *The China Business Review*. Retrieved April 1, 2005, from <http://www.chinabusinessreview.com/public/0403/rosoff.html>
- Shenkar, O., Ronen, S., Shefy, E., & Chow, I. H. 1998. The role structures of Chinese managers. *Human Relations*, 51(1): 51-72.
- Taejoon, H. 2000. China: A shared poverty to uneven wealth? Retrieved September 25, 2001, from <http://www.gwu.edu/~econ270/Taejoon.html>
- Tang, W., & Parish, W.L. (1996). Chinese labor relations in a changing work environment. *Journal of Contemporary China*, 5(13): 367.
- U.S. Department of State 2004 Report on Human Rights, USINFO State Government, 29 March 2005, p. 3).
- Weber, E. U., Ames, D. R., & Blais, A. (2005, March). How do I choose thee? Let me count the ways: A textual analysis of similarities and differences in modes of decision-making in China and the United States, *Management and Organization Review* 1(1): 87-118)

APPENDIX A

SAMPLE QUESTIONS

Appendix A gives sample questions asked to develop the 20 different areas. For example, Question II. H. specifically deals with the issue of clearer goals. Each question gives the person responding the opportunity to indicate: (1) not at all, (2) slightly, (3) moderately, (4) considerably, and (5) very much so. That question, along with others, makes up category five on performance appraisal. When compiled, the other 19 areas are formulated in a similar fashion of questions and valued responses to create the possible CCI scores of zero to 100.

CORPORATE CULTURE QUESTIONNAIRE

Code **Please give your honest opinion to each question. There are no right or wrong answers.**
 1-3 **Your opinion is what is important. Your cooperation in filling out the questionnaire is appreciated.**

I. *From the list below, please rank these job goals in the order of importance to you. (Put a numeral 1 beside your first choice, a numeral 2 by your second choice, and so on to numeral 8.)*

- 4 A. Satisfying my boss' expectations
- 5 B. Prestige and status
- 6 C. Job security
- 7 D. Opportunity for independent thought and action
- 8 E. Higher salary, more benefits, or both
- 9 F. Recognition for good performance
- 10 G. Promotion to a better job
- 11 H. Personal growth and development

II. *I believe I would be more effective on the job if I had: (Circle the numeral to indicate answer.)*

		Not At				Very
		All	Slightly	Moderately	Considerably	Much So
12	A. More job training	1	2	3	4	5
13	B. Better supervision	1	2	3	4	5
14	C. More control over my subordinates	1	2	3	4	5
15	D. Greater personal commitment to produce more	1	2	3	4	5
16	E. More clearly defined job description and duties	1	2	3	4	5
17	F. More freedom to use my own judgment	1	2	3	4	5
18	G. Better conception of how my boss evaluates my work	1	2	3	4	5
19	H. Clearer goals to work toward	1	2	3	4	5
20	I. Better understanding of organization's purpose or mission	1	2	3	4	5
21	J. Better resources (facilities, equipment, tools, etc.) to work with	1	2	3	4	5
22	K. Better team to work with	1	2	3	4	5