

Test - 17

In order to determine whether there is a significant difference in the corporate cultures between the organisations studied for Regardless of the situation, it is always worth the extra time it takes to develop, the chi-square test for equal proportions was carried out in SPSS.

The null and alternate hypothesis is given below:

H1a: There will be no difference in the national culture measures between the organizations studied as for as Regardless of the situation, it is always worth the extra time it takes to develop is concerned.

H1b: There will be difference in the national culture measures between the organizations studied as for as Regardless of the situation, it is always worth the extra time it takes to develop is concerned

The SPSS output is given below:

Chi-Square Test

Regardless of the situation, it is always worth the extra time it takes to develop

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q9	Strongly Disagree	Count	2	1	3
		% within Nationality	6.7%	2.7%	4.5%
	Disagree	Count	4	4	8
		% within Nationality	13.3%	10.8%	11.9%
	Neither Agree Nor Disagree	Count	8	8	16
		% within Nationality	26.7%	21.6%	23.9%
	Agree	Count	15	19	34
		% within Nationality	50.0%	51.4%	50.7%
	Strongly Agree	Count	1	5	6
		% within Nationality	3.3%	13.5%	9.0%
	Total	Count	30	37	67
		% within Nationality	100.0%	100.0%	100.0%

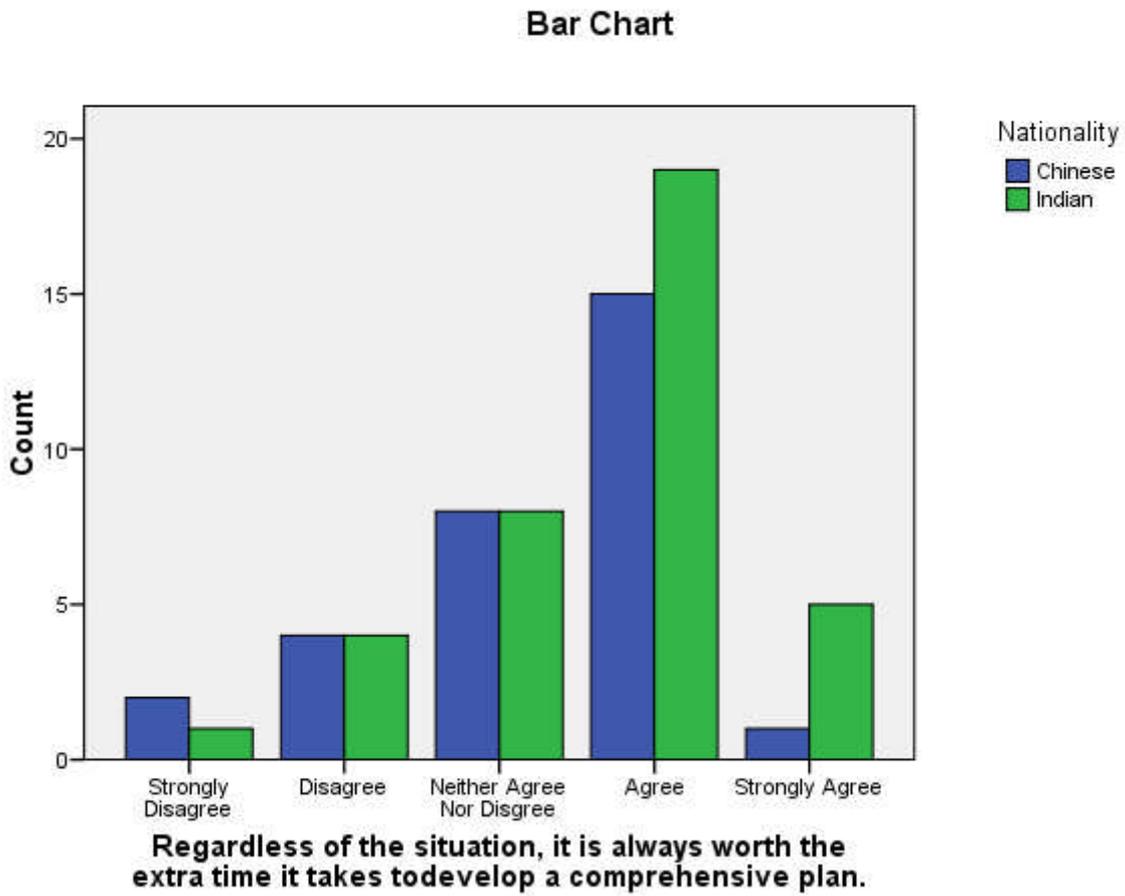
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.769(a)	4	.597
Likelihood Ratio	2.990	4	.560
N of Valid Cases	67		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is 1.34.

From the above table, we see that the value of the chi-square test statistic is 2.769 and its corresponding p-value is 0.597 > 0.05. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that There is no significant difference national culture

measures between the organizations studied as for as Regardless of the situation, it is always worth the extra time it takes to develop is concerned. From the above table we observe that 50.0% of Chinese employees and 51.4% of the Indian employees agreed that regardless of the situation, it is always worth the extra time the organisational value takes to develop a comprehensive plan which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who agreed that regardless of the situation, it is always worth the extra time the organisational value takes to develop a comprehensive plan.



Test – 18

In order to determine whether there is a significant difference in the national culture measures between the organizations studied for A realistic time horizon for organizational planning is five years or more, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the corporate cultures between the organizations studied as far as A realistic time horizon for organizational planning is five years or more is concerned.

H1b: There is no difference in the corporate cultures between national culture measures as far as A realistic time horizon for organizational planning is five years or more is concerned.

The SPSS output is given below:

A realistic time horizon for organizational planning is five years or more
Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q10	Strongly Disagree	Count	0	3	3
		% within Nationality	.0%	8.1%	4.5%
	Disagree	Count	6	3	9
		% within Nationality	20.0%	8.1%	13.4%
	Neither Agree Nor Disagree	Count	10	7	17
		% within Nationality	33.3%	18.9%	25.4%
	Agree	Count	12	21	33
		% within Nationality	40.0%	56.8%	49.3%
	Strongly Agree	Count	2	3	5
		% within Nationality	6.7%	8.1%	7.5%
	Total	Count	30	37	67
		% within Nationality	100.0%	100.0%	100.0%

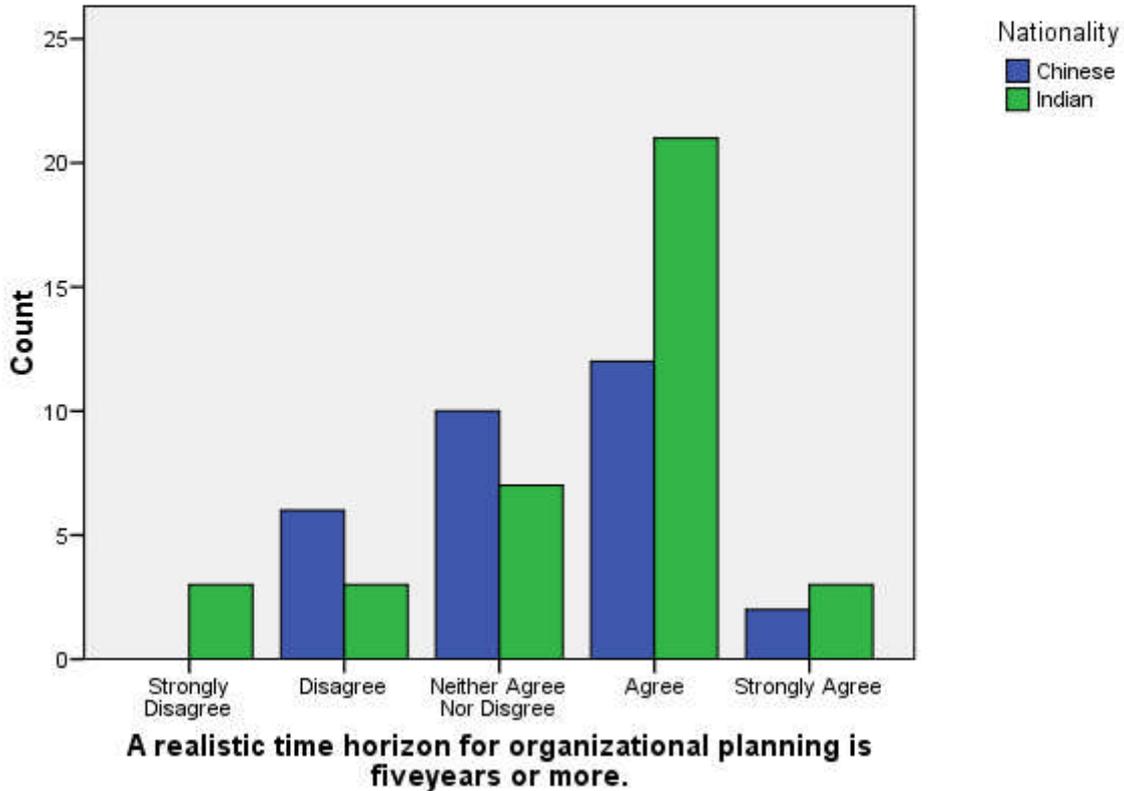
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.524(a)	4	.163
Likelihood Ratio	7.665	4	.105
N of Valid Cases	67		

a 6 cells (60.0%) have expected count less than 5. The minimum expected count is 1.34.

From the above table, we see that the value of the chi-square test statistic is 6.524 and its corresponding p-value is 0.163 > 0.05. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for A realistic time horizon for organizational planning is five years or more is concerned. From the above table we observe that 40.0% of Chienese employees and 56.8% of the Indian employes agreed that A realistic time horizon for organizational planning is five years or more which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who agreed A realistic time horizon for organizational planning is five years or more.

Bar Chart



Test – 19

In order to determine whether there is a significant difference in the national cultures between the organisations studied for what the future holds is more important than what happens today, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied as far as what the future holds is more important than what happens today is concerned.

H1b: There will be differences between national cultures between the organizations studied as far as what the future holds is more important than what happens today is concerned.

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q11	Strongly Disagree	Count	2	1	3
		% within Nationality	6.7%	2.7%	4.5%

Disagree	Count	7	6	13
	% within Nationality	23.3%	16.2%	19.4%
Neither Agree Nor Disgree	Count	4	7	11
	% within Nationality	13.3%	18.9%	16.4%
Agree	Count	15	21	36
	% within Nationality	50.0%	56.8%	53.7%
Strongly Agree	Count	2	2	4
	% within Nationality	6.7%	5.4%	6.0%
Total	Count	30	37	67
	% within Nationality	100.0%	100.0%	100.0%

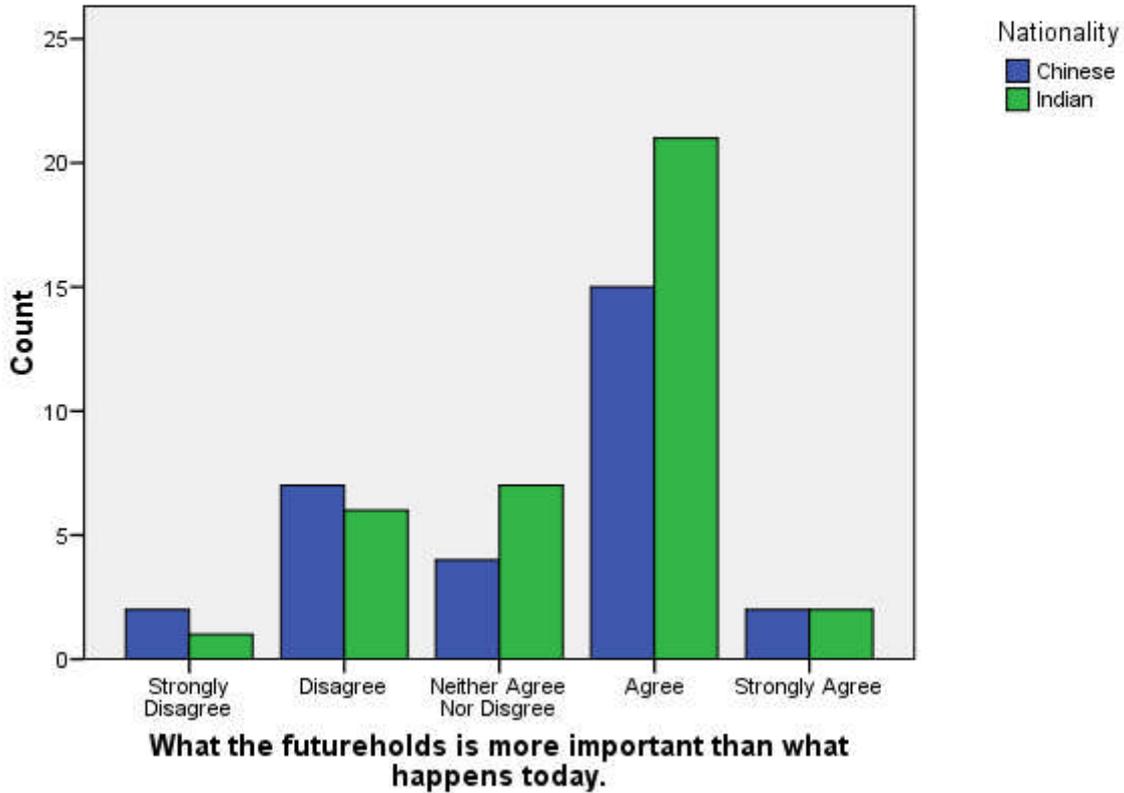
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.514(a)	4	.824
Likelihood Ratio	1.517	4	.824
N of Valid Cases	67		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is 1.34.

From the above table, we see that the value of the chi-square test statistic is 1.514 and its corresponding p-value is $0.824 > 0.05$. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as far as What the future holds is more important than what happens today is concerned. From the above table we observe that 50.0% of Chinese employees and 56.8% of the Indian employees agreed that What the future holds is more important than what happens today which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who agreed for What the future holds is more important than what happens today.

Bar Chart



Test – 20

In order to determine whether there is a significant difference in the national cultures between the organisations studied for People should work only when they feel like it, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied as far as People should work only when they feel like it is concerned.

H1b: There will be differences in the national cultures between the organizations studied as far as People should work only when they feel like it is concerned.

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q12	Strongly Disagree	Count	20	27	47
		% within Nationality	66.7%	73.0%	70.1%

Disagree	Count	8	8	16
	% within Nationality	26.7%	21.6%	23.9%
Neither Agree Nor Disgree	Count	1	2	3
	% within Nationality	3.3%	5.4%	4.5%
Strongly Agree	Count	1	0	1
	% within Nationality	3.3%	.0%	1.5%
Total	Count	30	37	67
	% within Nationality	100.0%	100.0%	100.0%

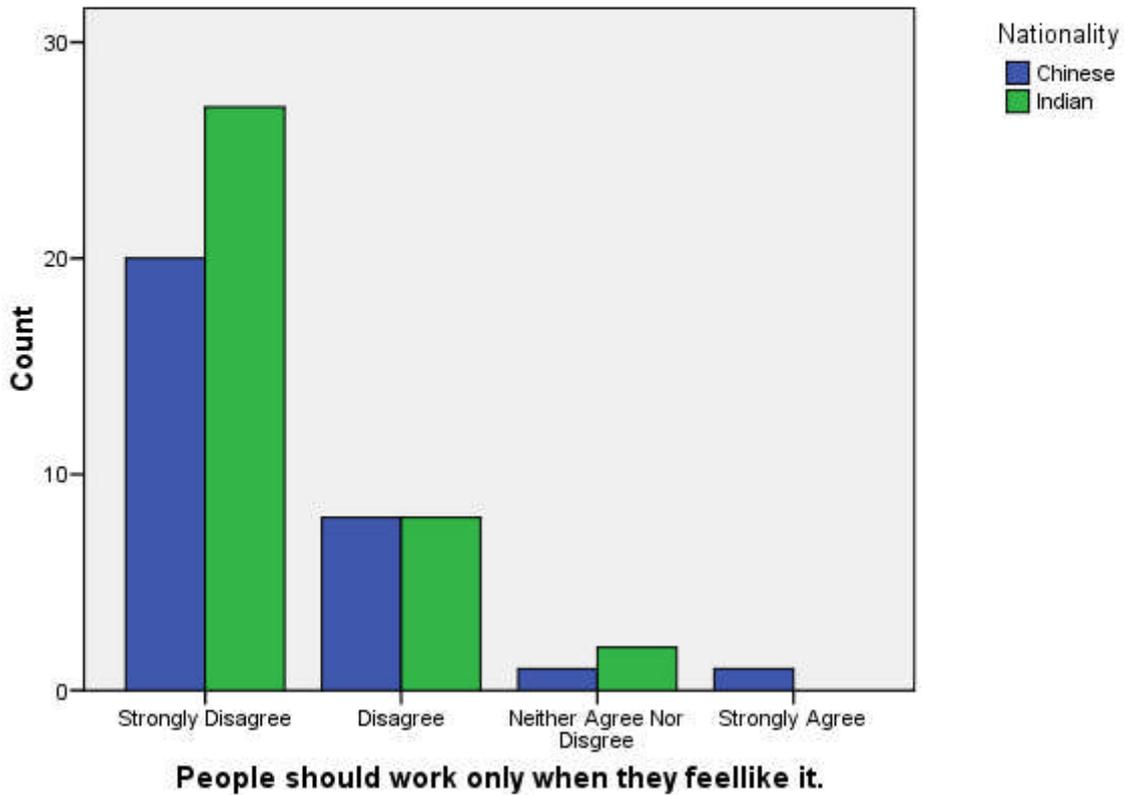
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.663(a)	3	.645
Likelihood Ratio	2.040	3	.564
N of Valid Cases	67		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .45.

From the above table, we see that the value of the chi-square test statistic is 1.645 and its corresponding p-value is $0.645 > 0.05$. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for People should work only when they feel like it is concerned. From the above table we observe that 66.7% of the Chinese employees and 73.0% of the Indian employees strongly disagreed that People should work only when they feel like it which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who strongly disagreed that People should work only when they feel like it.

Bar Chart



Test – 21

In order to determine whether there is a significant difference in the national cultures between the organisations studied for Leisure and play should wait until after work has been done, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied as far as Leisure and play should wait until after work has been done is concerned.

H1b: There will be differences in the national cultures between the organizations studied as far as Leisure and play should wait until after work has been done is concerned.

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q13	Strongly Disagree	Count	1	0	1
		% within Nationality	3.3%	.0%	1.5%

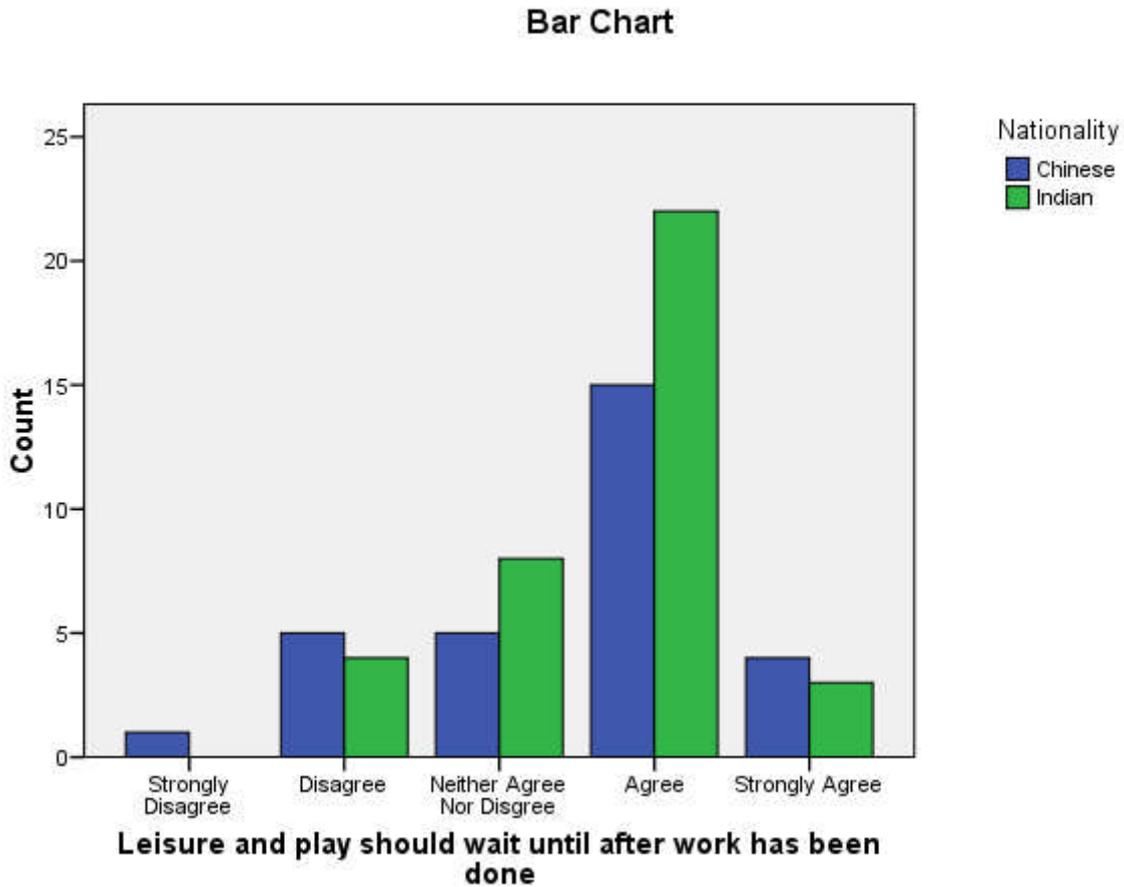
Disagree	Count	5	4	9
	% within Nationality	16.7%	10.8%	13.4%
Neither Agree Nor Disagree	Count	5	8	13
	% within Nationality	16.7%	21.6%	19.4%
Agree	Count	15	22	37
	% within Nationality	50.0%	59.5%	55.2%
Strongly Agree	Count	4	3	7
	% within Nationality	13.3%	8.1%	10.4%
Total	Count	30	37	67
	% within Nationality	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.567(a)	4	.633
Likelihood Ratio	2.939	4	.568
N of Valid Cases	67		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .45.

From the above table, we see that the value of the chi-square test statistic is 2.567 and its corresponding p-value is $0.633 > 0.05$. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for People should work only when they feel like it is concerned. From the above table we observe that 50.0% of the Chinese employees and 59.5% of the Indian employees agreed that People Leisure and play should wait until after work has been done which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who agreed that Leisure and play should wait until after work has been done.



Test – 22

In order to determine whether there is a significant difference in the national cultures between the organisations studied for Time away from work is best used to accomplish something, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied as far as Time away from work is best used to accomplish something is concerned.

H1b: There will be differences between in the national cultures between the organizations studied as far as Time away from work is best used to accomplish something is concerned..

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q14	Strongly Disagree	Count	3	8	11
		% within Nationality	10.0%	21.6%	16.4%

Disagree	Count	10	12	22
	% within Nationality	33.3%	32.4%	32.8%
Neither Agree Nor Disgree	Count	5	6	11
	% within Nationality	16.7%	16.2%	16.4%
Agree	Count	10	9	19
	% within Nationality	33.3%	24.3%	28.4%
Strongly Agree	Count	2	2	4
	% within Nationality	6.7%	5.4%	6.0%
Total	Count	30	37	67
	% within Nationality	100.0%	100.0%	100.0%

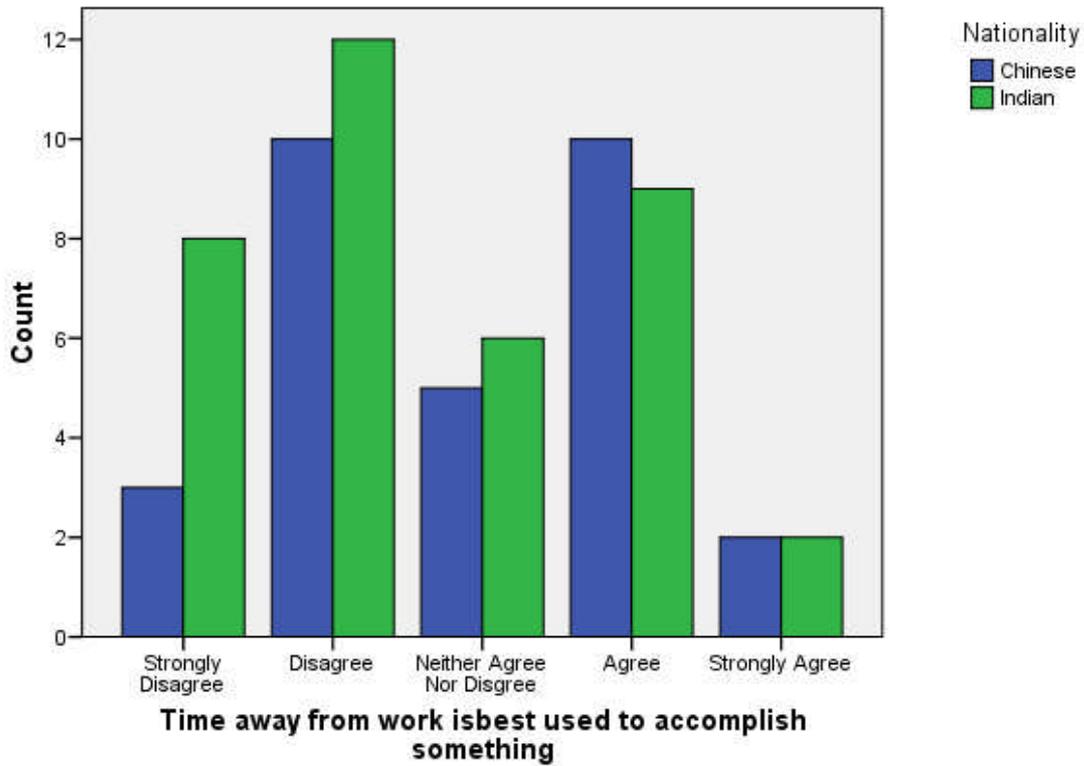
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.887(a)	4	.756
Likelihood Ratio	1.951	4	.745
N of Valid Cases	67		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.79.

From the above table, we see that the value of the chi-square test statistic is 1.887 and its corresponding p-value is $0.756 > 0.05$. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for Time away from work is best used to accomplish something is concerned. From the above table we observe that 33.3% of Chinese employees and 32.4% of the Indian employees disagreed that Time away from work is best used to accomplish something which is also shown by the following bar graph having taller bar corresponding to employees of both the nations disagreed that Time away from work is best used to accomplish something.

Bar Chart



Test – 23

In order to determine whether there is a significant difference in the national cultures between the organisations studied for Hard work is rewarding in itself, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied as far as Hard work is rewarding in itself is concerned.

H1b: There will be difference in the national cultures between the organizations studied as far as Hard work is rewarding in itself is concerned.

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q15	Strongly Disagree	Count	5	7	12
		% within Nationality	16.7%	18.9%	17.9%
	Disagree	Count	7	15	22
		% within Nationality	23.3%	40.5%	32.8%
	Neither Agree Nor	Count	10	10	20

Disagree	% within Nationality	33.3%	27.0%	29.9%
	Count	8	5	13
Agree	% within Nationality	26.7%	13.5%	19.4%
	Count	30	37	67
Total	% within Nationality	100.0%	100.0%	100.0%
	Count			

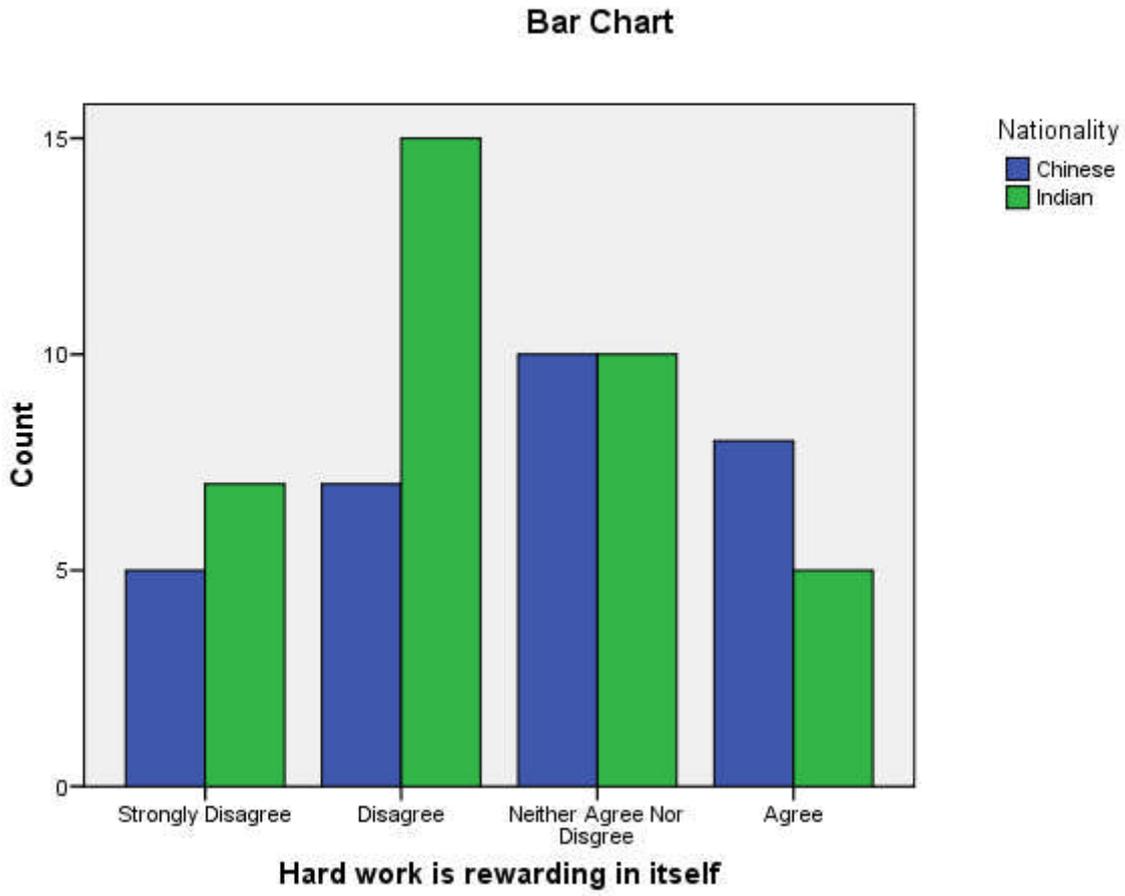
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.239(a)	3	.356
Likelihood Ratio	3.278	3	.351
N of Valid Cases	67		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.37.

From the above table, we see that the value of the chi-square test statistic is 3.239 and its corresponding p-value is 0.356 > 0.05. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for Hard work is rewarding in itself is concerned.

From the above table we observe that 33.3% of Chinese employees Neither agreed nor Disagreed and 40.0% of the Indian employees disagreed that Hard work is rewarding in itself which is also shown by the following bar graph having taller bar corresponding to the same.



Test – 24

In order to determine whether there is a significant difference in the national cultures between the organisations studied for Good Performance comes from a perfect fit between the organization and its environment, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied as far as Good Performance comes from a perfect fit between the organization and its environment is concerned.

H1b: There will be differences between the national cultures between the organizations studied as far as Good Performance comes from a perfect fit between the organization and its environment is concerned.

The SPSS output is given below:

Crosstab

	Nationality	Total
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			Chinese	Indian	Chinese
Q16	Strongly Disagree	Count	3	4	7
		% within Nationality	10.0%	10.8%	10.4%
	Disagree	Count	6	16	22
		% within Nationality	20.0%	43.2%	32.8%
	Neither Agree Nor Disagree	Count	9	8	17
		% within Nationality	30.0%	21.6%	25.4%
	Agree	Count	11	9	20
		% within Nationality	36.7%	24.3%	29.9%
	Strongly Agree	Count	1	0	1
		% within Nationality	3.3%	.0%	1.5%
Total	Count		30	37	67
	% within Nationality		100.0%	100.0%	100.0%

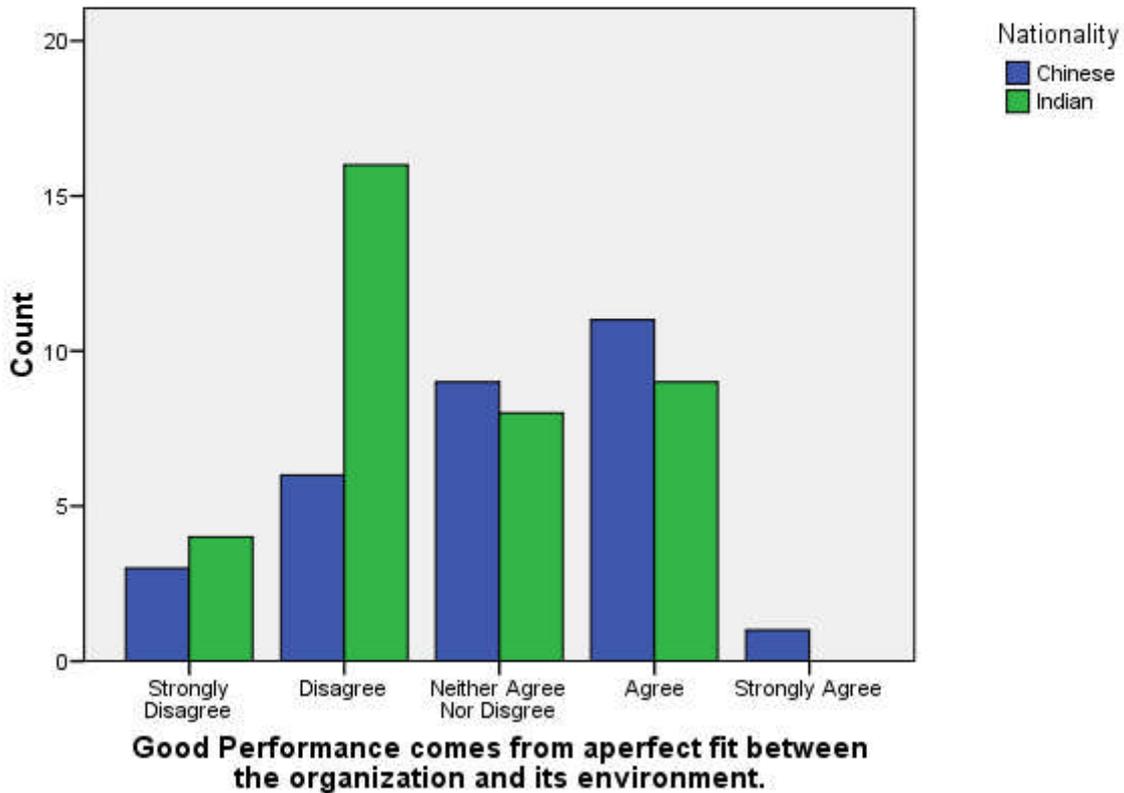
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.273(a)	4	.260
Likelihood Ratio	5.773	4	.217
N of Valid Cases	67		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .45.

From the above table, we see that the value of the chi-square test statistic is 5.273 and its corresponding p-value is 0.260 > 0.05. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the corporate cultures between the organizations studied as for Good Performance comes from a perfect fit between the organization and its environment is concerned. From the above table we observe that 36.7% of Chinese employees agreed and 43.2% of the Indian employees disagreed that Good Performance comes from a perfect fit between the organization and its environment which is also shown by the following bar graph having taller bar corresponding to employees of China agreed and Indian employees disagreed that Good Performance comes from a perfect fit between the organization and its environment.

Bar Chart



Test – 25

In order to determine whether there is a significant difference in the national cultures between the organisations studied for Organizational success is largely determined by natural or supernatural forces, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied as far as Organizational success is largely determined by natural or supernatural forces is concerned.

H1b: There will be differences between the national cultures between the organizations studied as far as Organizational success is largely determined by natural or supernatural forces is concerned.

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q17	Strongly Disagree	Count	6	1	7
		% within Nationality	20.0%	2.7%	10.4%
	Disagree	Count	7	11	18
		% within Nationality	23.3%	29.7%	26.9%
	Neither Agree Nor Disagree	Count	4	5	9
		% within Nationality	13.3%	13.5%	13.4%
	Agree	Count	10	16	26
		% within Nationality	33.3%	43.2%	38.8%
	Strongly Agree	Count	3	4	7
		% within Nationality	10.0%	10.8%	10.4%
Total		Count	30	37	67
		% within Nationality	100.0%	100.0%	100.0%

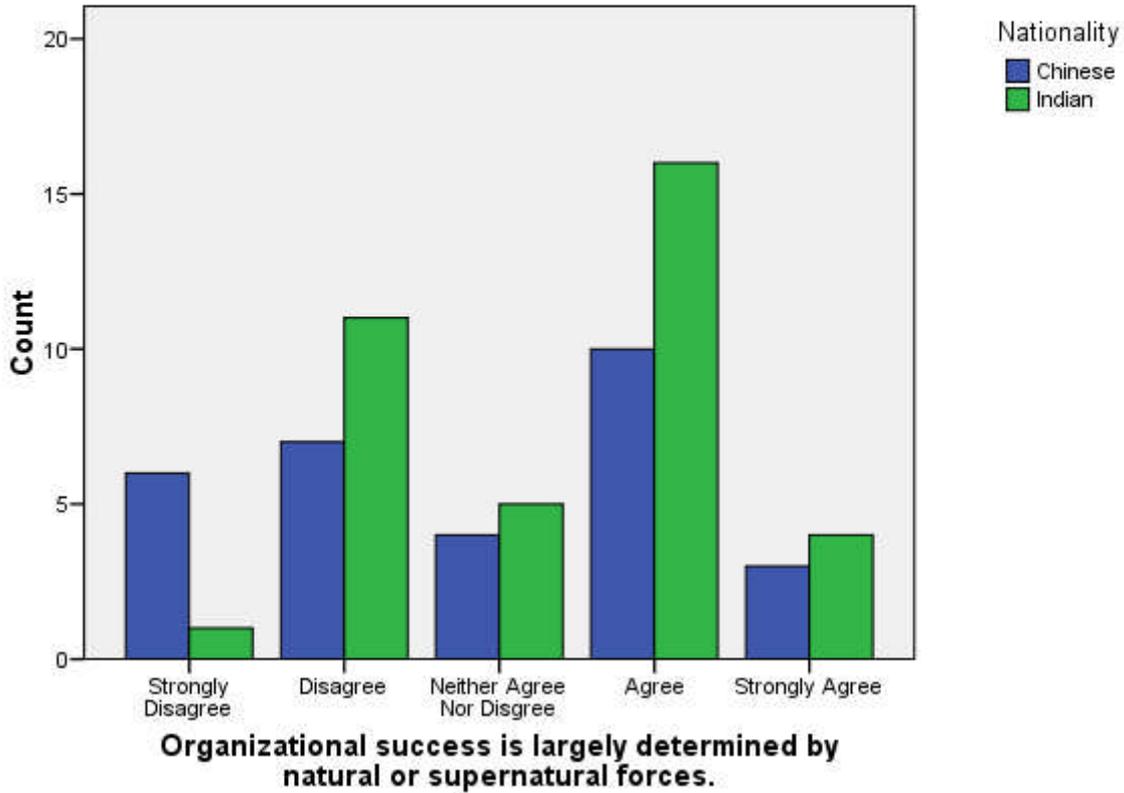
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.427(a)	4	.246
Likelihood Ratio	5.778	4	.216
N of Valid Cases	67		

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is 3.13.

From the above table, we see that the value of the chi-square test statistic is 5.427 and its corresponding p-value is 0.246 > 0.05. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for Good Performance comes from a perfect fit between the organization and its environment is concerned. From the above table we observe that 33.3% of the Chinese employees and 43.2% of the Indian employees agreed that Organizational success is largely determined by natural or supernatural forces which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who agreed that Organizational success is largely determined by natural or supernatural forces.

Bar Chart



Test – 26

In order to determine whether there is a significant difference in the national cultures between the organisations studied for The most Successful businesses are always changing things, even if performance is satisfactory already, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied as far as the most Successful businesses are always changing things is concerned.

H1b: There will be differences between the nations on the scores for corporate culture as far as the most Successful businesses are always changing things is concerned.

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q18	Strongly Disagree	Count	3	1	4
		% within Nationality	10.0%	2.7%	6.0%

Disagree	Count	15	12	27
	% within Nationality	50.0%	32.4%	40.3%
Neither Agree Nor Disagree	Count	7	11	18
	% within Nationality	23.3%	29.7%	26.9%
Agree	Count	5	13	18
	% within Nationality	16.7%	35.1%	26.9%
Total	Count	30	37	67
	% within Nationality	100.0%	100.0%	100.0%

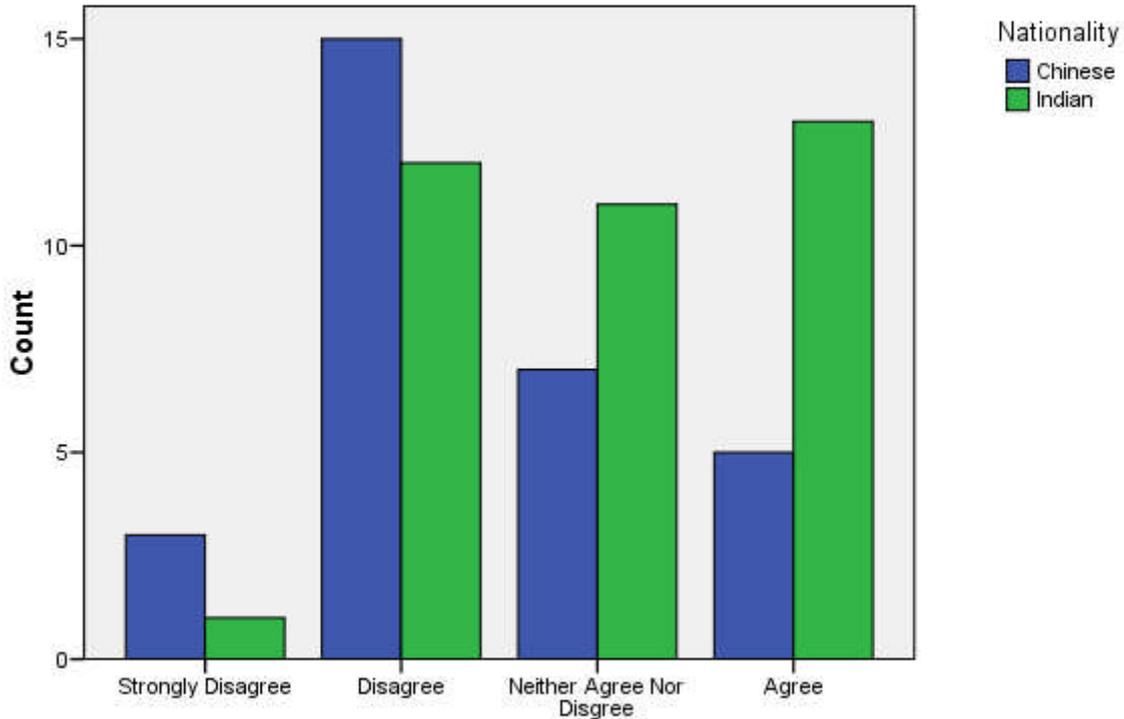
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.102(a)	3	.164
Likelihood Ratio	5.227	3	.156
N of Valid Cases	67		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 1.79.

From the above table, we see that the value of the chi-square test statistic is 5.102 and its corresponding p-value is 0.164 > 0.05. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for Good Performance comes from a perfect fit between the organization and its environment is concerned. From the above table we observe that 50.0% of Chinese employees and 32.4% of the Indian employees disagreed that The most Successful businesses are always changing things, even if performance is satisfactory already which is also shown by the following bar graph having taller bar corresponding to employees of both the nations that The most Successful businesses are always changing things, even if performance is satisfactory already.

Bar Chart



The most Successful businesses are always changing things, even if performance is satisfactory already.

Test – 27

In order to determine whether there is a significant difference in the national cultures between the organisations studied for People need to fulfill the role meant for them, rather than try to determine their own destiny, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied as far as People need to fulfill the role meant for them, rather than try to determine their own destiny is concerned.

H1b: There will be differences between the nations on the scores for corporate culture.

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q19	Strongly Disagree	Count	1	2	3
		% within Nationality	3.3%	5.4%	4.5%

Disagree	Count	4	4	8
	% within Nationality	13.3%	10.8%	11.9%
Neither Agree Nor Disgree	Count	5	4	9
	% within Nationality	16.7%	10.8%	13.4%
Agree	Count	16	20	36
	% within Nationality	53.3%	54.1%	53.7%
Strongly Agree	Count	4	7	11
	% within Nationality	13.3%	18.9%	16.4%
Total	Count	30	37	67
	% within Nationality	100.0%	100.0%	100.0%

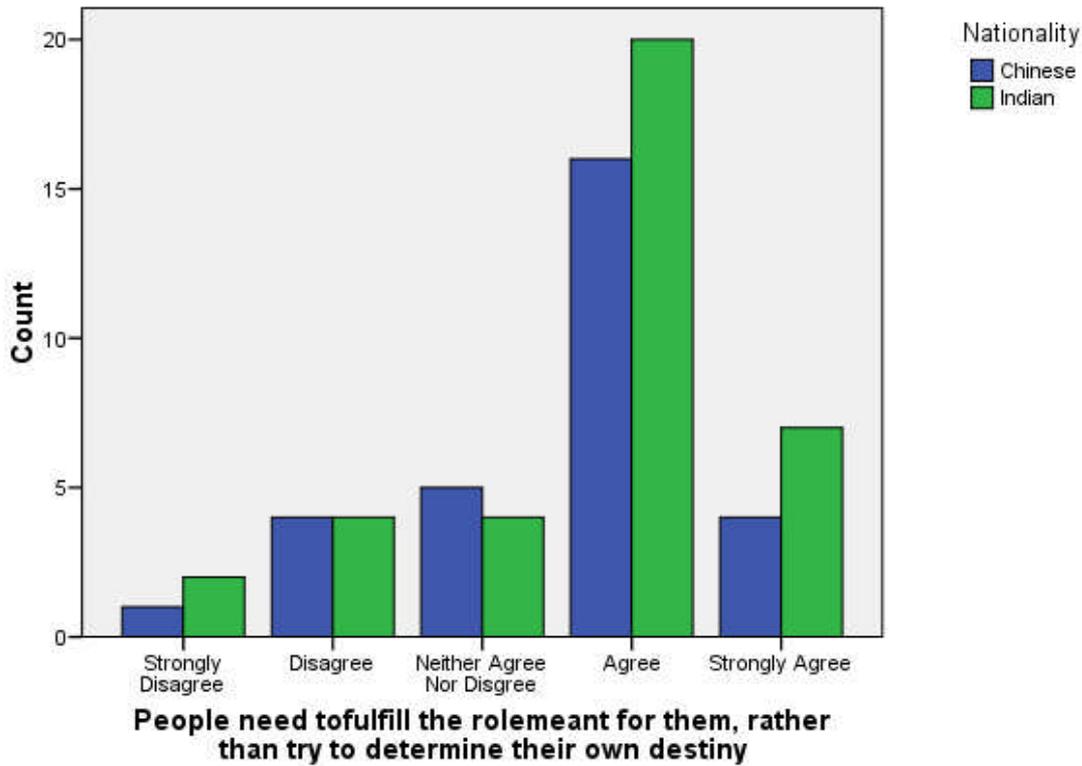
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.986(a)	4	.912
Likelihood Ratio	.992	4	.911
N of Valid Cases	67		

a. 7 cells (70.0%) have expected count less than 5. The minimum expected count is 1.34.

From the above table, we see that the value of the chi-square test statistic is 0.986 and its corresponding p-value is $0.912 > 0.05$. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for Good People need to fulfill the role meant for them, rather than try to determine their own destiny is concerned. From the above table we observe that 53.3% of Chinese employees and 54.1% of the Indian employees agreed that People need to fulfill the role meant for them, rather than try to determine their own destiny which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who agreed that People need to fulfill the role meant for them, rather than try to determine their own destiny.

Bar Chart



Test – 28

In order to determine whether there is a significant difference in the national cultures between the organisations studied for Globalization is threatening our national culture, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied.

H1b: There will be differences between the nations on the scores for corporate culture.

The SPSS output is given below:

Crosstab

			Nationality		Total Chinese
			Chinese	Indian	
Q20	Strongly Disagree	Count	6	5	11
		% within Nationality	20.0%	13.5%	16.4%
	Disagree	Count	10	12	22
		% within Nationality	33.3%	32.4%	32.8%
	Neither Agree Nor Disagree	Count	6	4	10
		% within Nationality	20.0%	10.8%	14.9%

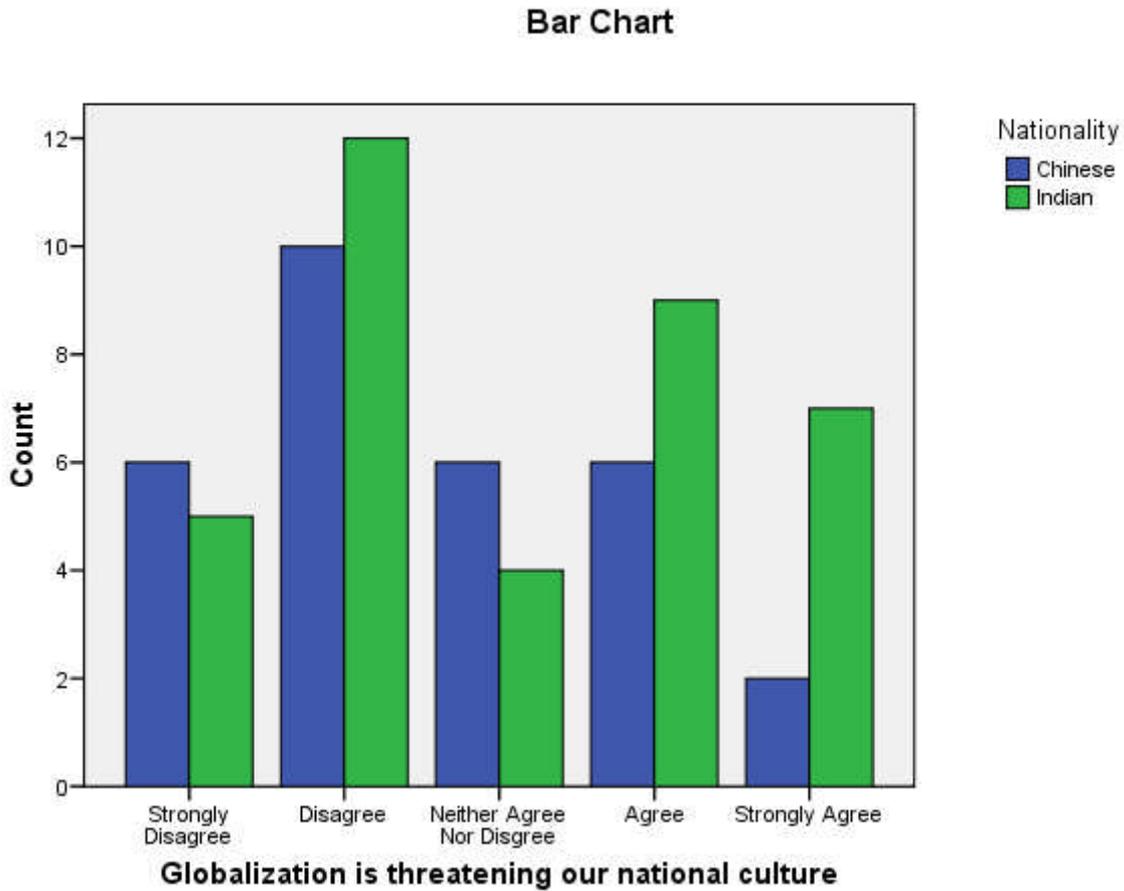
Agree	Count	6	9	15
	% within Nationality	20.0%	24.3%	22.4%
Strongly Agree	Count	2	7	9
	% within Nationality	6.7%	18.9%	13.4%
Total	Count	30	37	67
	% within Nationality	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.356(a)	4	.500
Likelihood Ratio	3.489	4	.480
N of Valid Cases	67		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 4.03.

From the above table, we see that the value of the chi-square test statistic is 3.356 and its corresponding p-value is $0.500 > 0.05$. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for Globalization is threatening our national culture is concerned. From the above table we observe that 33.3% of Chinese employees and 32.4% of the Indian employees disagreed that Globalization is threatening our national culture which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who disagreed that Globalization is threatening our national culture.



Test – 29

In order to determine whether there is a significant difference in the national cultures between the organisations studied for Good Managers make changes only when they understand the implications for the whole organization, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:
 H1a: There will be no difference in the national cultures between the organizations studied.
 H1b: There will be differences between the nations on the scores for corporate culture.
 The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q21	Strongly Disagree	Count	2	4	6
		% within Nationality	6.7%	10.8%	9.0%
	Disagree	Count	11	7	18
		% within Nationality	36.7%	18.9%	26.9%
	Neither Agree Nor	Count	8	8	16

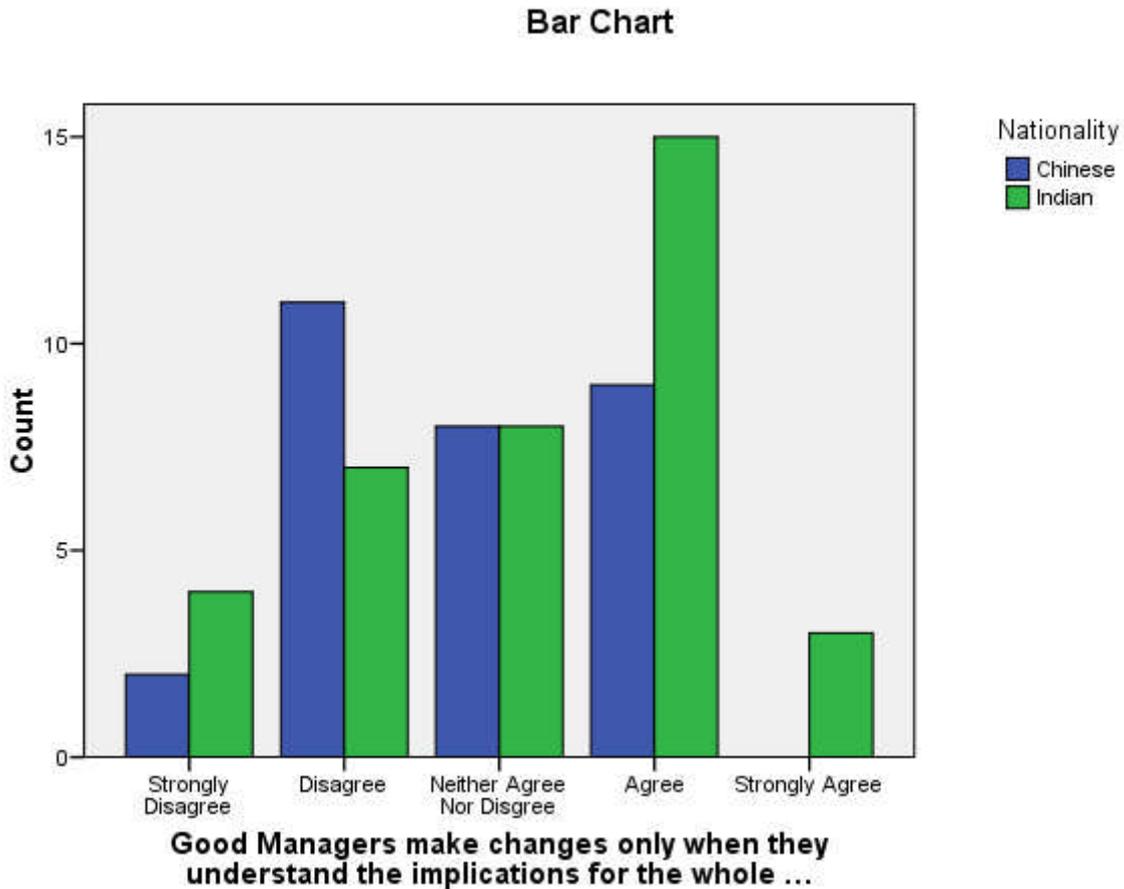
Disagree	% within Nationality	26.7%	21.6%	23.9%
	Count	9	15	24
Agree	% within Nationality	30.0%	40.5%	35.8%
	Count	0	3	3
Strongly Agree	% within Nationality	.0%	8.1%	4.5%
	Count	30	37	67
Total	% within Nationality	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.383(a)	4	.250
Likelihood Ratio	6.518	4	.164
N of Valid Cases	67		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.34.

From the above table, we see that the value of the chi-square test statistic is 5.383 and its corresponding p-value is $0.250 > 0.05$. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for Good Managers make changes only when they understand the implications for the whole organization. From the above table we observe that 36.8% of Chinese employees agreed and 40.5% of the Indian employees disagreed that Good Managers make changes only when they understand the implications for the whole organization which is also shown by the following bar graph having taller bar corresponding to employees of China agreed and Indians disagreed that Good Managers make changes only when they understand the implications for the whole organization.



Test – 30

In order to determine whether there is a significant difference in the national cultures between the organisations studied for If things are going well, people should not upset the harmony, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied.

H1b: There will be differences between the nations on the scores for corporate culture.

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q22	Strongly Disagree	Count	3	4	7
		% within Nationality	10.0%	10.8%	10.4%
	Disagree	Count	13	15	28
		% within Nationality	43.3%	40.5%	41.8%
	Neither Agree Nor	Count	7	9	16

Disagree	% within Nationality	23.3%	24.3%	23.9%
	Count	6	8	14
Agree	% within Nationality	20.0%	21.6%	20.9%
	Count	1	1	2
Strongly Agree	% within Nationality	3.3%	2.7%	3.0%
	Count	30	37	67
Total	% within Nationality	100.0%	100.0%	100.0%

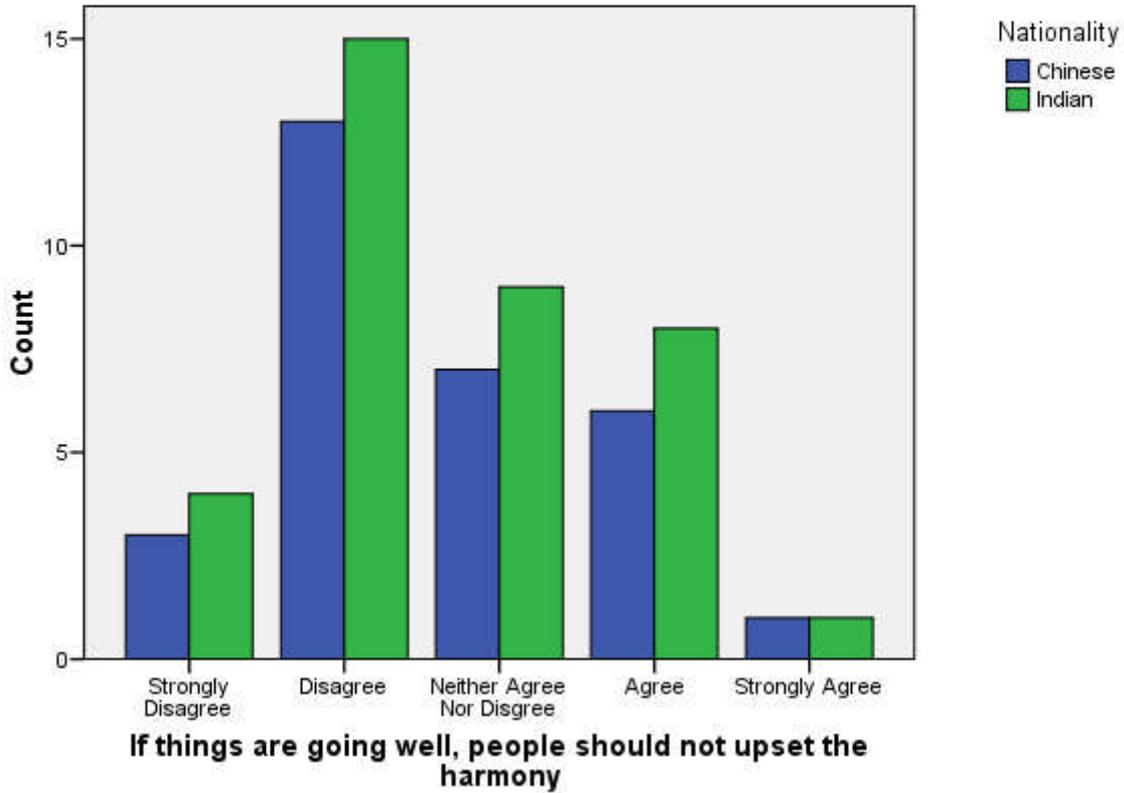
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.091(a)	4	.999
Likelihood Ratio	.091	4	.999
N of Valid Cases	67		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .90.

From the above table, we see that the value of the chi-square test statistic is 0.091 and its corresponding p-value is 0.999 > 0.05. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for If things are going well, people should not upset the harmony. From the above table we observe that 43.3% of the Chinese employees and 40.5% of the Indian employees disagreed that If things are going well, people should not upset the harmony which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who disagreed If things are going well, people should not upset the harmony.

Bar Chart



Test – 31

In order to determine whether there is a significant difference in the national cultures between the organisations studied for Given enough time and resources, people can do almost anything, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied.

H1b: There will be differences between the nations on the scores for corporate culture.

The SPSS output is given below:

Crosstab

			Nationality		Total
			Chinese	Indian	Chinese
Q23	Disagree	Count	1	2	3
		% within Nationality	3.3%	5.4%	4.5%
	Neither Agree Nor Disagree	Count	2	1	3
		% within Nationality	6.7%	2.7%	4.5%

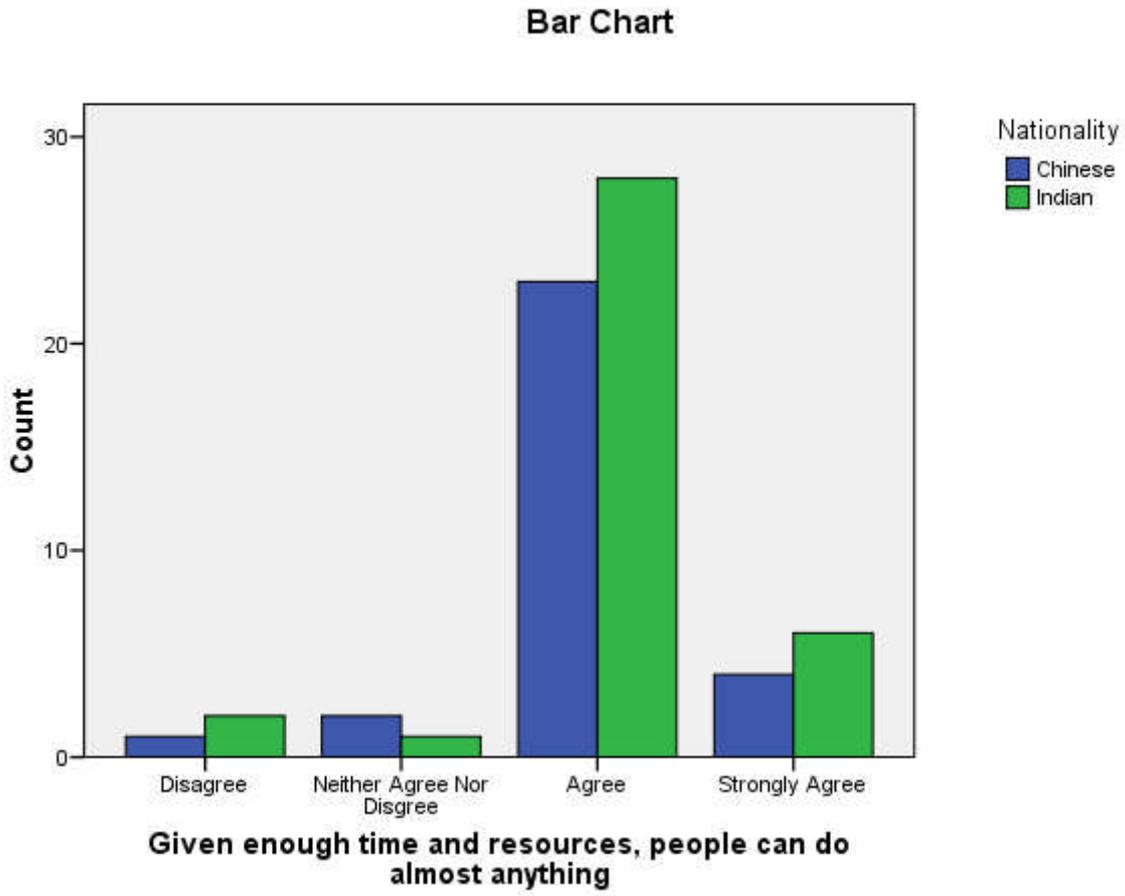
Agree	Count	23	28	51
	% within Nationality	76.7%	75.7%	76.1%
Strongly Agree	Count	4	6	10
	% within Nationality	13.3%	16.2%	14.9%
Total	Count	30	37	67
	% within Nationality	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.835(a)	3	.841
Likelihood Ratio	.841	3	.840
N of Valid Cases	67		

a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is 1.34.

From the above table, we see that the value of the chi-square test statistic is 0.835 and its corresponding p-value is $0.841 > 0.05$. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for Given enough time and resources, people can do almost anything. From the above table we observe that 76.7% of Chinese employees and 75.7% of the Indian employees agreed that Given enough time and resources, people can do almost anything which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who agreed Given enough time and resources, people can do almost anything.



Test – 32

In order to determine whether there is a significant difference in the national cultures between the organisations studied for It is important for people to be in control of the events around them, the chi-square test for equal proportions was carried out in SPSS. The null and alternate hypothesis is given below:

H1a: There will be no difference in the national cultures between the organizations studied.

H1b: There will be differences between the nations on the scores for corporate culture.

The SPSS output is given below:

It is important for people to be in control of the events around them

Crosstab

			Nationality		Total Chinese
			Chinese	Indian	
Q24	Disagree	Count	4	8	12
		% within Nationality	13.3%	21.6%	17.9%
	Neither Agree	Count	1	3	4

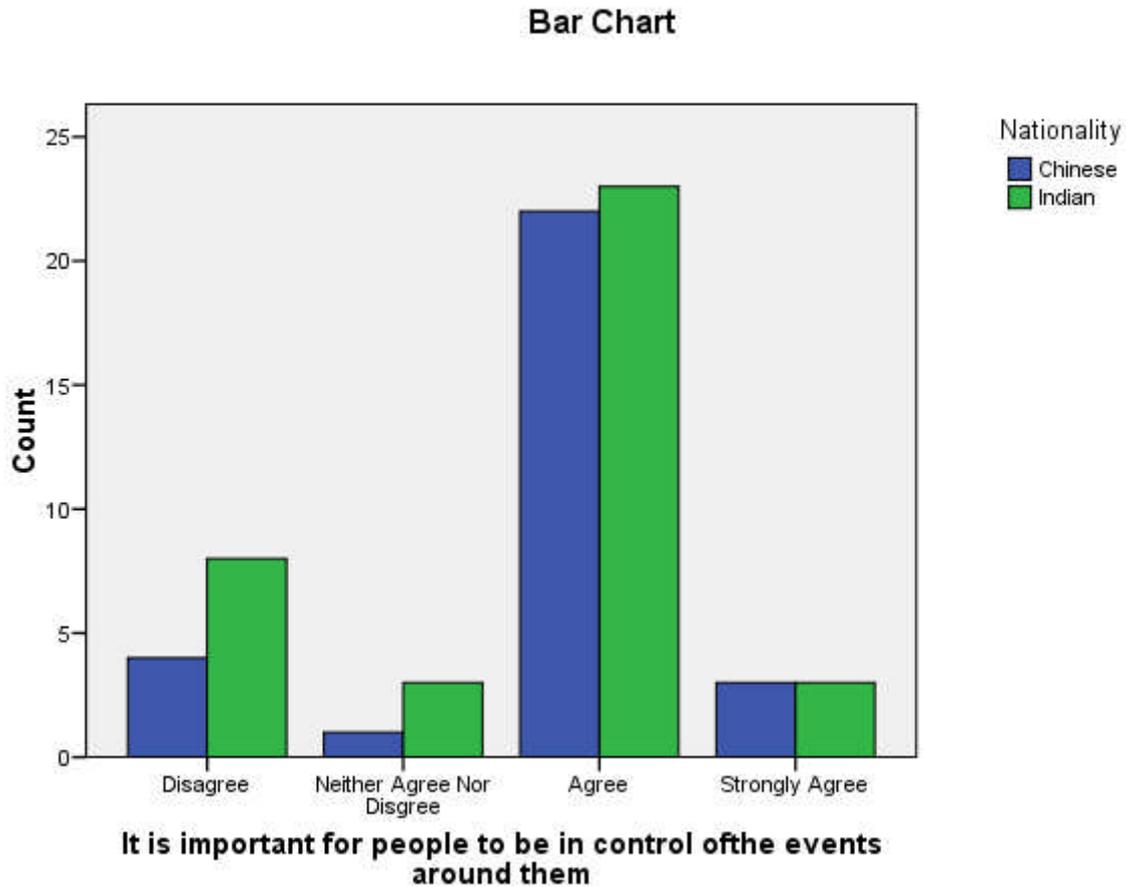
Nor Disagree	% within Nationality	3.3%	8.1%	6.0%
Agree	Count	22	23	45
	% within Nationality	73.3%	62.2%	67.2%
Strongly Agree	Count	3	3	6
	% within Nationality	10.0%	8.1%	9.0%
Total	Count	30	37	67
	% within Nationality	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.642(a)	3	.650
Likelihood Ratio	1.695	3	.638
N of Valid Cases	67		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 1.79.

From the above table, we see that the value of the chi-square test statistic is 1.642 and its corresponding p-value is $0.650 > 0.05$. Since the p-value of the test statistic is more than 0.05, there is sufficient evidence to conclude that there is no significant difference in the national cultures between the organizations studied as for for It is important for people to be in control of the events around them. From the above table we observe that 73.3% of Chinese employees and 62.2% of the indian employes agreed that for It is important for people to be in control of the events around them which is also shown by the following bar graph having taller bar corresponding to employees of both the nations who agreed for It is important for people to be in control of the events around them.



Test - 33

In order to determine whether there is a significant difference in mean scores of corporate culture between the Chinese and Indian companies studied as far as Value to the organisations and relation between organisational success and behaviour is concerned, the Z test was carried out in SPSS. The null and alternate hypothesis is given below:

H3a: The Chinese companies and the Indian companies will have the same corporate culture and, thus the Chinese company has changed its corporate culture to adapt and operate in India.

H3b: The Chinese and Indian corporate cultures will be different, meaning that the Chinese company has maintained its parent corporate culture and operates in a culture different than its own.

Z test for difference in mean scores of different sections between companies

		Levene's Test for Equality of Variances		t-test for Equality of Means			Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)			Upper	Lower
Value to the Organizations	Equal variances assumed	0.05	0.82	-0.61	65	0.54	-0.44	0.72	-1.89	1.00
	Equal variances not assumed			-0.61	61.25	0.54	-0.44	0.72	-1.88	0.99
Relation between Organizational Success and Organizational Behaviour	Equal variances assumed	0.75	0.39	1.08	65	0.28	0.96	0.89	-0.82	2.74
	Equal variances not assumed			1.07	57.58	0.29	0.96	0.90	-0.84	2.77

From the above table, we see that the F value was 0.05, corresponding to the p value $0.82 > 0.05$. since the p value of the test statistic is more than 0.05, there no difference between the companies as far as Value to the organisations is concened. From the above table, we see that the F value was 0.75, corresponding to the p value $0.39 > 0.05$. since the p value of the test statistic is more than 0.05, there no difference between the companies as far as Value to the organisations and relation between organisational success and behaviour is concerned.

Test - 34

In order to determine whether there is a significant difference in mean scores of national culture between the Chinese and Indian companies studied as far as Value to the organisations and relation between organisational success and behaviour is concened, the Z test was carried out in SPSS. The null and alternate hypothesis is given below:

H3a: The Chinese companies and the Indian companies will have the same corporate culture and, thus the Chinese company has changed its corporate culture to adapt and operate in India.

H3b: The Chinese and Indian corporate cultures will be different, meaning that the Chinese company has maintained its parent corporate culture and operates in a culture different than its own.

Z test for difference in mean scores of different sections between nationality

		Levene's	t-test for Equality of	Mean	Std. Error	95% Confidence
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		Test for Equality of Variances		Means			Difference	Difference	Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)			Upper	Lower
Value to the Organizations	Equal variances assumed	0.01	0.93	-0.06	65.00	0.95	-0.05	0.72	-1.49	1.40
	Equal variances not assumed			-0.06	62.66	0.95	-0.05	0.72	-1.49	1.39
Relation between Organizational Success and Organizational Behaviour	Equal variances assumed	0.32	0.58	1.32	65.00	0.19	1.17	0.88	-0.60	2.93
	Equal variances not assumed			1.32	61.89	0.19	1.17	0.89	-0.60	2.94

From the above table, we see that the F value was 0.01, corresponding to the p value $0.93 > 0.05$. since the p value of the test statistics is more than 0.05, there no difference between the employees of two Nations as far as Value to the organisations is concerned. From the above table, we see that the F value was 0.32, corresponding to the p value $0.58 > 0.05$. since the p value of the test statistics is more than 0.05, there no difference between the companies as far as relation between organisational success and behaviour is concerned.

Test - 35

In order to determine whether there is a significant difference in mean scores of national culture between the Chinese and Indian companies studied as far as corporate culture is concerned, the Z test was carried out in SPSS. The null and alternate hypothesis is given below:

H3a: The Chinese companies and the Indian companies will have the same corporate culture and, thus the Chinese company has changed its corporate culture to adapt and operate in India.

H3b: The Chinese and Indian corporate cultures will be different, meaning that the Chinese company has maintained its parent corporate culture and operates in a culture different than its own.

Z test for difference in mean scores between nationality

	Levene's Test for Equality of Variances		t-test for Equality of Means			Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig. (2-tailed)			Upper	Lower
	Equal variances assumed	0.79	0.38	0.93	65.00			0.36	1.12
Equal variances not assumed			0.92	60.18	0.36	1.12	1.21	-1.30	3.54

From the above table, we see that the F value was 0.79, corresponding to the p value $0.38 > 0.05$. since the p value of the test statistics is more than 0.05, there no difference between the nations as far as corporate culture is concerned.

Test - 36

In order to determine whether there is a significant difference in mean scores between the Chinese and Indian companies studied as far as corporate culture is concerned, the Z test was carried out in SPSS. The null and alternate hypothesis is given below:

H3a: The Chinese companies and the Indian companies will have the same corporate culture and, thus the Chinese company has changed its corporate culture to adapt and operate in India.

H3b: The Chinese and Indian corporate cultures will be different, meaning that the Chinese company has maintained its parent corporate culture and operates in a culture different than its own.

Z test for difference in mean scores between companies

	Levene's Test for Equality of Variances		t-test for Equality of Means			Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig. (2-tailed)			Upper	Lower
	Equal variances assumed	0.82	0.37	0.43	65.00			0.67	0.52
Equal variances not assumed			0.42	57.66	0.67	0.52	1.23	-1.93	2.98

From the above table, we see that the F value was 0.82, corresponding to the p value $0.37 > 0.05$. since the p value of the test statistics is more than 0.05, there no difference between the companies as far as corporate culture is concerned.