

Interethnic Culture Orientation of Business Managers in Pakistan

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Abstract: Culture plays an important role in determining the approach to handle business matters, way of dealing and meetings with subordinates and colleagues and other business communications and decisions. Therefore it is important and worthy to explore the interethnic culture orientation of business managers in any multicultural society such as Pakistan. Pakistan is a blend of several ethnicities leading to variety of living patterns and changing languages and their dialects almost every 30 kilometers. This study explores the culture orientation of business managers in Pakistan from different ethnic groups working at different levels in different companies and explains their behavior on different dimensions of culture orientation. This is an empirical study of culture orientation, scenario based scale was used to measure each dimension of culture orientation. This study tried to determine how different ethnic groups of Pakistan behave in different dimensions of culture orientation at the work place, taking Punjabi, Muhajir, Sindhis, Saraiki, Baloch and Pashtoon as target participants as business managers in corporate sector of Pakistan. These ethnic groups can be found easily working at managerial level in different companies across Pakistan. SPSS software has been used for statistical analysis of survey responses. Results of the study indicate that there is meaningful difference in terms of culture orientation among managers of different ethnicities working in corporate sector of Pakistan, thus providing useful insight to industry professionals to devise strategic pattern while managing workforce in different parts of the country. Researcher provided tabulated conclusion at the end of the article for an analysis in a glance. Limitation which struck this study has also been elaborated by the author.

Key words: Culture orientation % Ethnic groups % Business managers % Pakistan

INTRODUCTION

Social and organizational values and practices manifest the culture [1]. Initially Hofstede identified systematic differences in national culture on the basis of four primary dimensions i.e. Power distance, individualism, uncertainty avoidance and masculinity. Harris [2] conducted a study with Chinese employees and managers and led Hofstede to add the fifth dimension in his model which is Long term orientation. Furthermore Globe study [3] identified that humane orientation and performance orientation are also the dimensions of culture orientation.

This is an exploratory study aims at investigating cultural orientation of business managers from different ethnic groups in Pakistan using a scenario based scale. This study investigates how different ethnic groups of Pakistan behave in different dimensions of culture at the work place in a business environment.

There is rich diversity of subcultures and ethnic groups in Pakistan; major ethnic groups are Punjabi, Saraiki, Sindhi, Baloch, Pashtoon and Muhajirs. This study explains the behavior of business managers from different ethnic groups prevailing in Pakistan in different dimensions of culture orientation, that how business managers of these ethnicities may behave in different business situations, decisions, meetings and other issues at workplace. Thus explaining the cultural differences among different ethnic groups of Pakistan at the workplace in a business environment and elucidating that how business managers from different ethnic groups behave in their business dealings, meetings, decisions and other issues.

Literature Review: Businesses always need to develop dynamic capabilities to cope with their environment; societal and organizational cultures can both enhance and restrict the development of these dynamic capabilities [4].

Freytag and Thurik have argued convincingly that culture constitutes an important construct in business research [5]. There is increase in cross cultural studies on work place around the globe [3, 6] findings of such international studies instigated this study to explore the culture orientation of business managers from different ethnic groups of Pakistan at work place.

Interest in the impact of culture on different organizational behaviors has been escalating since Hofstede published his seminal work on cultural dimensions of work values [7]. In the beginning, the cultural concept was applied at the societal level, but recent research has been focusing on measuring cultural aspects of behavior at the individual level [8]. Many established theories and practices of management were developed in Western countries, particularly the United States, however, there is evidence that because the dominant cultures in other countries differ markedly from that in the U.S., not all of these theories apply universally [9, 10].

Hofstede initially developed a model, reported four “dimensions” of cultural values [7]:

- C Power distance - The extent to which the less powerful members of an organization accept and expect that power is not distributed equally.
- C Uncertainty avoidance - The extent to which people feel threatened by ambiguous situations (degree to which society tries to control the uncontrollable).
- C Individualism/collectivism- This reflects an ethnic position of the culture in which people are supposed to look after themselves and their immediate families, or a situation in which people belong to groups or collectives which are supposed to look after them in exchange for loyalty.
- C Masculinity / femininity- A situation in which the prevailing values are success, money and professions as opposed to the situation in which the dominant values are caring for others and the quality of life.

Power Distance: The first dimension is power distance, or the way the culture deals with inequalities. Hofstede defines power distance as “the extent to which less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally” [7]. Hofstede believes that power distance is learned early in families [7]. In high power distance cultures, children are expected to be obedient toward parents versus being treated more or less as equals.

In high power distance cultures, people are expected to display respect for those of higher status.

In the high power distance workplace, seniors and subordinates consider each other existentially unequal. Power is centralized; salary gap is huge between the top and bottom of the organization. In the low power distance workplace, subordinates expect to be consulted in decision making and ideal managers are democratic. In more democratic organizations, leaders are accessible to lower staff.

Uncertainty Avoidance: Hofstede’s second dimension is uncertainty avoidance [7]; it is the extent to which people in a culture feel threatened by unknown and ambiguous situations. This feeling is expressed through nervous stress and in a need for certainty or a need for written and unwritten rules [11]. In these cultures, such situations are avoided by maintaining strict codes of behavior and a belief in absolute truths. Cultures which are strong in uncertainty avoidance are active, aggressive, emotional, compulsive, security seeking and intolerant; cultures which are weak in uncertainty avoidance are contemplative, less aggressive, unemotional, relaxed, accepting of personal risks and relatively forbearing.

Individualism Versus Collectivism: How people define themselves and their relationships with others. In an individualist culture, the individual interest prevails over the group interest, Ties between individuals are loose. People look after themselves and their immediate families. Masakazu defined modern individualism as “a view of humanity that justifies inner beliefs and unilateral self-assertion, as well as competition based on these” [12]. In a collectivist culture, group interest prevails over the individual interest. People are integrated into strong in-groups that continue throughout a lifetime to protect in exchange for unquestioning loyalty [11]. One difference is reflected in who is taken into account when you set goals. In individualistic culture minimal consideration is given to other groups in goal setting and decision making, while in collectivistic culture other groups are also considered in goal setting and decision making [13].

Cultures characterized by collectivism give more importance to relationships among people. In the workplace, in individualist cultures, the relationship between employee and employer or boss and subordinate tends to be professional or official and hiring and promotion decisions are mainly based on skills and rules;

in collectivist cultures, this relationship is perceived in moral terms, like a family link and employee in-group is given considerable weight in the decisions of hiring and promotion.

Masculinity versus femininity: Hofstede labeled those cultures as masculine culture that place high values on masculine traits like assertiveness, competition and material success [7]. Cultures that place high value on feminine traits stress quality of life, interpersonal relationships and concern for the weak are labeled as feminine culture.

Long-term orientation: Harris extended Hofstede's work to add new dimension Confucian work dynamism, more commonly known as long-term orientation versus short-term orientation [2]. This dimension includes values as thrift, persistence, having a sense of shame and ordering relationships. Confucian work dynamism refers to dedicated, motivated, responsible and educated individuals with a sense of commitment and organizational identity and loyalty.

The GLOBE Study: Hofstede's pioneering work had been incorporated and updated by the Global Leadership Organizational Behavior Effectiveness (GLOBE) Research Program (1992-2000). This research was a study of leadership and organizational culture of 825 organizations located in 62 countries [14]. The GLOBE research has the following dimensions, which included those five dimensions proposed earlier by Hofstede [7]. These dimensions are:

- C Power-distance, degree of expecting power to be equally shared.
- C Uncertainty avoidance, extent to which norms and procedures are relied upon to alleviate the unpredictable future events.
- C Individualism - collectivism, degree to which individuals are encouraged to be integrated into groups.
- C Gender differentiation, degree to which gender role differences are maximized or minimized
- C Future orientation, degree to which future-oriented behaviors such as planning and investing are encouraged and rewarded.
- C Performance orientation, extent to which rewards are encouraged for performance improvement.
- C Human orientation, extent to which individuals are encouraged to be fair, altruistic, generous, friendly and caring towards others.

- C Assertiveness, extent to which members are encouraged to be tough, confrontational, competitive and assertive, as opposed to humble and tender.

The four new dimensions added to Hofstede's model are future orientation, performance orientation, humane orientation and assertiveness. These are explained below.

Future Orientation: This dimension was derived from Kluckhohn and Strodtbeck [15]. The past, present, future orientation dimensions focused on the temporal orientation of most people in the society. It is conceptually but marginally similar to Hofstede's (1988) Long-Term Orientation [14].

Human Orientation: Roots of humane orientation are in the work of McClelland's conceptualization of the affinitive motive. Humane orientation mean, the extent to which an organization or society encouraged and rewarded individuals for being fair, altruistic, generous, friendly and caring towards others [16].

Assertiveness: The concept of assertiveness originated from Hofstede's culture dimension of masculinity versus femininity (House *et al.*, 2004). In masculine societies, men are supposed to be assertive and tough and women are supposed to be humble and tender. In contrast, femininity pertained to societies in which social gender roles overlap. Assertiveness is an important culture dimension [14].

Performance Orientation: Performance orientation reflects the degree to which an organization encourages innovation, high standards and performance improvement. Performance orientation is an important dimension of culture because it relates to the issue of external adaptation and internal integration [14]. It is an internally consistent set of practices and values that had an impact on the way a society defined success in adapting to external challenges and the way society manages in-group relationship.

Konig & Frese have used these dimensions in their study of culture orientation of Chinese and German entrepreneurs. These dimensions can be used in the study of culture orientation of business managers from different cultures at the work place [17]. On the basis of these dimensions, this study examines the culture orientation of different ethnic groups of Pakistan at work place.

Methodology: This is a survey based empirical study of culture orientation of different ethnic groups of Pakistan. Hofstede's culture dimensions and those incorporated by The GLOBLE study are considered for culture orientation using a scenario based questionnaire adapted from the study of Koning & Frese [17]. Questionnaires were distributed to the business managers working at different managerial levels in different companies where there existed researcher's personal or professional linkage on the basis of past experience and social network, including Engro foods limited, Coca-Cola beverages, Telenor, Haleeb Foods Limited, Ufon, Mobilink, Warid telecom, China Mobile, Dawlance Pakistan, Berger Paints, Pepsico, Habib Bank Ltd, Bank of Punjab, Muslim Commercial Bank, Faisal Bank, National Foods, Pakistan Telecommunication Company Limited, Nestle Pakistan, Unilever Pakistan, Colgate Palmolive, Shezan, Qarshi Industries, Suzuki Pakistan, Gul Ahmed, KASB Securities, LG Electronics, Adsell Private Ltd, through email using the chain of contacts and in response received 266 questionnaires resulting in 56 respondents from Muhajirs, 70 from Punjabis, 12 from Baloch, 63 from Saraiki group and 38 from Pashtoons. SPSS software has been used for statistical analysis.

Scenario bases scale has been used to measure the culture orientation of business managers from different ethnic background. Scale ranges from 1 to 6; measuring culture orientation using the dimensions of uncertainty avoidance, power distance, individualism/collectivism, masculinity/femininity, humane orientation, future orientation, performance orientation with 22 different scenarios for different cultural dimensions to explain the results and implications of these results of cultural dimensions for each ethnic group in Pakistan.

Scale range from 1 to 6 in case of uncertainty avoidance measures from extreme uncertainty acceptance to extreme uncertainty avoidance, where 1 represents extreme uncertainty acceptance, 2 mean moderate uncertainty acceptance, 3 mean somewhat uncertainty acceptance, 4 mean somewhat uncertainty avoidance, 5 is for moderate uncertainty avoidance and 6 represents extreme uncertainty avoidance. Similarly it measures power distance from extremely low power distance 1, to extremely high power distance 6, individualism/collectivism from extreme individualism 1, to extreme in-group collectivism 6, masculinity/femininity from extreme masculinity 1, to extreme femininity, humane orientation from, extremely low humane orientation 1, to extremely high humane orientation 6, future orientation

from extremely short term orientation 1, to extremely long term orientation 6 and performance orientation from extremely low performance orientation 1, to extremely high performance orientation 6.

Result and Analysis: In this section result of the survey has been interpreted for each ethnic group in different tables. Each table is describing culture orientation in different culture dimensions for each ethnic group. After interpreting the results of each dimension its practical implication has also been discussed for every ethnic group included in this study right after interpretation of result of every culture dimension. These results and their implications enable us to understand that how business managers from different ethnic group behave in different situations in a business environment and at workplace.

SPSS software has been used for the statistical analysis, Table 1, 2, 3, 4 and 5 explain the descriptive statistics i.e. Minimum and maximum values and Mean of each scenario for Muhajirs, Punjabi, Baloch, Saraiki, Pashtoons and on the basis of mean values, this study explain the culture orientation of these ethnic groups.

Table 1: Culture orientation of Muhajirs

Culture Dimensions	N	Minimum	Maximum	Mean
Uncertainty avoidance				
Scenario 1	56	1.00	3.00	1.7000
Scenario 2	56	1.00	3.00	2.2000
Scenario 3	56	2.00	3.00	2.5000
Power distance				
Scenario 4	56	2.00	3.00	2.4000
Scenario 5	56	1.00	2.00	1.6000
Scenario 6	56	2.00	3.00	2.2000
Scenario 7	56	2.00	2.00	2.0000
Scenario 8	56	1.00	3.00	2.1000
Individualism/Collectivism				
Scenario 9	56	1.00	2.00	1.1000
Scenario 10	56	1.00	3.00	1.6000
Masculinity/femininity				
Scenario 11	56	1.00	2.00	1.3000
Scenario 12	56	1.00	1.00	1.0000
Scenario 13	56	1.00	2.00	1.3000
Future orientation				
Scenario 14	56	5.00	6.00	5.5000
Scenario 15	56	5.00	6.00	5.7000
Scenario 16	56	6.00	6.00	6.0000
Humane orientation				
Scenario 17	56	5.00	6.00	5.8000
Scenario 18	56	5.00	6.00	5.6000
Scenario 19	56	4.00	6.00	5.1000
Performance orientation				
Scenario 20	56	6.00	6.00	6.0000
Scenario 21	56	6.00	6.00	6.0000
Scenario 22	56	1.00	6.00	4.7000

Table 2: Culture orientation of Punjabi

Culture Dimensions	N	Minimum	Maximum	Mean
Uncertainty avoidance				
Scenario 1	70	1.00	2.00	1.2500
scenario 2	70	1.00	6.00	2.0833
scenario 3	70	1.00	3.00	1.7500
Power distance				
Scenario 4	70	2.00	6.00	3.4167
Scenario 5	70	1.00	3.00	1.6667
Scenario 6	70	1.00	2.00	1.6667
Scenario 7	70	1.00	3.00	1.4167
Scenario 8	70	1.00	2.00	1.2500
Individualism/Collectivism				
Scenario 9	70	1.00	3.00	2.2500
Scenario 10	70	1.00	4.00	2.5000
Masculinity/femininity				
Scenario 11	70	1.00	2.00	1.2500
Scenario 12	70	1.00	2.00	1.3333
Scenario 13	70	1.00	2.00	1.5833
Future orientation				
Scenario 14	70	1.00	5.00	2.4167
Scenario 15	70	5.00	5.00	5.0000
Scenario 16	70	5.00	6.00	5.3333
Humane orientation				
Scenario 17	70	4.00	6.00	5.5833
Scenario 18	70	5.00	6.00	5.3333
Scenario 19	70	3.00	5.00	4.8333
Performance orientation				
Scenario 20	70	2.00	6.00	4.4167
Scenario 21	70	2.00	6.00	4.6667
Scenario 22	70	5.00	6.00	5.7500

Table 3: Culture orientation of Balochs

Culture Dimensions	N	Minimum	Maximum	Mean
Uncertainty avoidance				
Scenario 1	12	3.00	5.00	4.0000
Scenario 2	12	3.00	6.00	4.7500
Scenario 3	12	4.00	4.00	4.0000
Power distance				
Scenario 4	12	1.00	2.00	1.2500
Scenario 5	12	2.00	2.00	2.0000
Scenario 6	12	1.00	2.00	1.5000
Scenario 7	12	1.00	2.00	1.7500
Scenario 8	12	1.00	2.00	1.2500
Individualism/Collectivism				
Scenario 9	12	5.00	6.00	5.7500
Scenario 10	12	5.00	6.00	5.2500
Masculinity/femininity				
Scenario 11	12	3.00	4.00	3.7500
Scenario 12	12	3.00	4.00	3.7500
Scenario 13	12	3.00	4.00	3.5000
Future orientation				
Scenario 14	12	1.00	2.00	1.2500
Scenario 15	12	3.00	4.00	3.2500
Scenario 16	12	3.00	3.00	3.0000
Humane orientation				
Scenario 17	12	6.00	6.00	6.0000
Scenario 18	12	6.00	6.00	6.0000
Scenario 19	12	5.00	6.00	5.5000
Performance orientation				
Scenario 20	12	2.00	3.00	2.7500
Scenario 21	12	2.00	2.00	2.0000
Scenario 22	12	1.00	1.00	1.0000

Table 4: Culture orientation of Saraikis

Culture dimensions	N	Minimum	Maximum	Mean
Uncertainty avoidance				
Scenario 1	63	1.00	3.00	1.8333
Scenario 2	63	2.00	2.00	2.0000
Scenario 3	63	1.00	2.00	1.5833
Power distance				
Scenario 4	63	5.00	6.00	5.4167
Scenario 5	63	5.00	5.00	5.0000
Scenario 6	63	5.00	6.00	5.4167
Scenario 7	63	1.00	5.00	3.3333
Scenario 8	63	5.00	6.00	5.4167
Individualism/Collectivism				
Scenario 9	63	3.00	6.00	4.6667
scenario 10	63	3.00	6.00	4.6667
Masculinity/femininity				
Scenario 11	63	1.00	2.00	1.4167
Scenario 12	63	1.00	2.00	1.4167
Scenario 13	63	1.00	2.00	1.4167
Future orientation				
Scenario 14	63	4.00	5.00	4.8333
Scenario 15	63	5.00	6.00	5.4167
Scenario 16	63	5.00	6.00	5.4167
Humane orientation				
Scenario 17	63	5.00	6.00	5.4167
Scenario 18	63	6.00	6.00	6.0000
Scenario 19	63	5.00	5.00	5.0000
Performance orientation				
Scenario 20	63	2.00	4.00	3.1667
Scenario 21	63	3.00	4.00	3.5833
Scenario 22	63	2.00	4.00	2.7500

Table 5: Culture orientation of Pashtoons

Culture dimensions	N	Minimum	Maximum	Mean
Uncertainty avoidance				
Scenario 1	38	3.00	5.00	4.0000
Scenario 2	38	3.00	6.00	4.7500
Scenario 3	38	4.00	4.00	4.0000
Power distance				
Scenario 4	38	5.00	6.00	5.7500
Scenario 5	38	4.00	5.00	4.7500
Scenario 6	38	4.00	5.00	4.7500
Scenario 7	38	5.00	5.00	5.0000
Scenario 8	38	1.00	5.00	3.5000
Individualism/Collectivism				
Scenario 9	38	6.00	6.00	6.0000
Scenario 10	38	5.00	6.00	5.5000
Masculinity/femininity				
Scenario 11	38	2.00	4.00	3.0000
Scenario 12	38	2.00	4.00	2.7500
Scenario 13	38	2.00	3.00	2.2500
Future orientation				
Scenario 14	38	1.00	2.00	1.2500
Scenario 15	38	3.00	4.00	3.2500
Scenario 16	38	2.00	3.00	2.7500
Humane orientation				
Scenario 17	38	6.00	6.00	6.0000
Scenario 18	38	5.00	6.00	5.7500
Scenario 19	38	5.00	6.00	5.5000
Performance orientation				
Scenario 20	38	2.00	3.00	2.5000
Scenario 21	38	1.00	2.00	1.5000
Scenario 22	38	1.00	1.00	1.0000

Table 1 describes the culture orientation of Muhajir business manager. According to Table 1 in the case of uncertainty avoidance there are three scenarios, Mean of Scenario 1 is 1.7, scenario 2 is 2.2 and Scenario 3 is 2.5 hence the Mean of Uncertainty avoidance as a whole is 1.9 which is the average mean of scenario 1, 2 and 3 i.e. $(1.7+2+2.2)/3 = 1.9$ and according to scale used in this study, 1.9 Indicates that for Muhajir business managers there is moderate uncertainty acceptance, it means that Mhuajir business managers can work in uncertain environment, normally they are willing to start new and risky ventures, they encourage new ideas, accept changes and like to explore new fields even if they don't have sufficient experience of that particular field.

In case of power distance there are five scenarios, Mean of scenario 4 is 2.4, scenario 5 is 1.6, scenario 6 is 2.2, scenario 7 is 2.0 and scenario 8 is 2.1. Hence the Mean of power distance as a whole is 2 which is the average mean of scenario 4, 5, 6, 7 and 8. It means that Muhajirs business managers prefer moderately low power distance i.e. usually they ask their subordinates to make suggestion, respect their suggestions and usually they consult their subordinates before taking important business decisions.

In the dimension of individualism/collectivism there are 2 scenarios, Mean of scenario 9 is 1.1 and scenario 10 is 1.6 hence the collective mean of Individualism/collectivism is 1.3, which is the average mean of scenario 9 and 10. It means that orientation of Muhajir business managers is extreme individualism i.e. in a business environment they stick to the rules and policies of company and do not break those rules for their loved ones.

Similarly for masculinity/femininity Mean for scenarios 11, 12, 13 is 1, 1.3, 1.3 respectively and Mean of Masculinity/femininity as a whole is 1.2 which is the average mean of scenario 11, 12 and 13 and according to scale if mean of Masculinity/Femininity is 1.2 then orientation is extremely masculine. It mean Muhahir business managers are extremely masculine i.e. they are extremely assertive; control their subordinates with great deal of authority and do not tolerate unwanted behavior of subordinates and will probably always stop their subordinate if they observe such behavior among their subordinates.

For future orientation Mean of scenario 14, 15, 16 is 5.5, 5.7, 6 respectively and Mean of future orientation is 5.7 which is the average mean of scenarios under this

dimension and it indicates that Muhajir business managers are extremely long term oriented i.e. they always consider the long term aspects of projects, they plan for longer run, they do not simply emphasize on day to day performance of subordinates they plan for their development, they may accept distraction from current business for future planning and benefits and can sacrifice their today for tomorrow.

Similarly Mean of humane orientation is 5.5 which is average mean of scenario 17, 18 and 19 i.e. 5.8, 5.6 and 5.1 which show that Muhajir business managers are moderately high humane oriented i.e. in a business environment they consider personal problems of their subordinates and they usually show care for their subordinates and try to solve their personal problems. For example if one of the subordinates who always used to do his works properly suddenly makes a lot of mistakes. When Muhajir business manager will find out that things are not going well for him/her in his private life in such situations a Muhajir business manager will feel sympathetic for the subordinates and will extend his/her help.

Mean of performance orientation as a whole is 5.59 which is the average mean of scenario 20, 21 and 22 i.e. 6, 6 and 4.7 and according to scale used in this study 5.59 mean indicates moderately high performance orientation which mean Muhajir business managers are moderately high performance oriented. They assign projects to their subordinates on the basis of their performance and not on the basis of their social skills, they promote their subordinates on the basis of their performance and not on the basis of their seniority, however our survey revealed that they may prefer to hire an employee who fits best in their work group. Total number of Muhahjir participants was 56 in this study out of 266 participants.

Table 2 describes the culture orientation of Punjabi Business managers. According to the table Mean of uncertainty avoidance is 1.6 (average mean of scenario 1, 2, 3 i.e. $(1.2+2+1.7)/3=1.6$) and according to the scale it means that Punjabi business managers moderately accept the uncertainty which is similar to Muhajir business managers i.e Punjabi business managers can work in uncertain environment, normally they are willing to start new and risky ventures, they usually encourage new ideas, accept changes, they like to explore new fields even if they don't have sufficient experience of particular field and they can take risky decisions.

In case of power distance there are scenario 4, 5, 6, 7 and 8 and their Means are 3.4, 1.6, 1.6, 1.4 and 1.2 respectively and the average of means of scenarios 4, 5, 6, 7 and 8 is 1.8 and according to our scale 1.8 indicates moderately low power distance which means that just like Muhajirs business managers Punjabi business managers also prefer moderately low power distance i.e. usually they ask their subordinates to make suggestions, respect their suggestions and usually they consult their subordinates before taking important business decisions.

Scenario 9 and 10 are under the dimension of individualism / collectivism and Means of scenario 9 is 2.2 and scenario 10 is 2.5 and average of Means of scenario 9 and 10 is 2.3 which indicates moderate individualism, i.e. Punjabi business managers are moderately individualists i.e. in a business environment they usually follow rules and policies of company and do not break rules for their loved ones but they are less individualists than Muhajirs as orientation of Muhajir business managers is extremely individualistic while orientation of Punjabi managers is moderately individualistic.

In case of masculinity/femininity there are three scenarios i.e. scenario 11, 12 and 13 and their means are 1.2, 1.3 1.5 respectively and average of means of scenarios 11, 12 and 13 is 1.3 which is mean of Masculinity/Femininity as a whole and according to scale used in this study 1.3 indicates extremely masculine orientation which is again similar to Muhajir business managers. It means that in a business environment at the workplace Punjabi business managers are extremely assertive; control their subordinates with great deal of authority and do not tolerate unwanted behavior of subordinates and always stop their subordinate if they observe such behavior among their subordinates. For example if one of the employees is aggressive, he verbally attacks his coworkers whenever they don't agree with him, in this situation a Punjabi or Muhajir business manager will strictly tell the employee to change his behavior.

Future orientation is described through scenario 14, 15 and 16 their means are 2.4, 5 and 5.3 and the average of these means is 4.2 which indicates that at the workplace Punjabi business managers are somewhat long term oriented, although they plan for future, consider long term aspect of projects but not always.

In case of humane orientation means of scenario 17, 18 and 19 are 5.5, 5.3 and 4.8 respectively which indicates moderately high humane orientation for Punjabi

business managers at workplace in a business environment. It means in a business environment they consider personal problems of their subordinates and they usually show care for their subordinates and try to help resolve their personal problems, if they can.

In case of performance orientation there are three scenarios 20, 21 and 22 their means are 4.4, 4.6 and 5.7 overall average is 4.9 which mean Punjabi business managers are moderately high performance oriented. They assign projects to their subordinates on the basis of their performance and not on the basis of their social skills; they promote their subordinates on the basis of their performance and not on the basis of their seniority.

According to Table 3 means of scenarios under the dimension of uncertainty avoidance are 4, 4.7 and 4 and their average is 4.2. According to scale mean value of 4.2 indicates somewhat uncertainty avoidance, which means that Baloch business managers are little towards uncertainty avoidance, usually they avoid to start new and uncertain projects and don't want to do such things in which they are not experienced and expert, don't like changes normally and do not tend to explore new fields in a business environment and at workplace.

Dimension of power distance constitute five scenarios including 4, 5, 6, 7 and 8. Their means are 1.2, 2, 1.5, 1.7, 1.2 and average of all these is 1.5 which indicates that Baloch culture is extremely low in power distance. It means that Baloch business managers strongly prefer to ask their subordinated in every business matter and never take decision without consulting their subordinates.

In case of individualism/ collectivism means of scenario 9 and 10 is 5.7 and 5.2 and their average is 5.5 which shows that there is moderate in-group collectivism i.e. in a business environment and at workplace they prefer to hire their loved ones and people belonging to their social group. They can break rules of company for the benefit of their loved ones and group members.

Mean of Masculinity/Femininity is 3.6 (average of means of scenario 11, 12 and 13) and according to scale used in this study 3.6 indicates a somewhat feminine culture, which means that Baloch business managers are somewhat more towards femininity than masculinity i.e. in a business environment and at work place, Baloch business managers are not so assertive as Muhajirs and Punjabis are, usually they may tolerate unwanted behavior of subordinates and may not try to change them by using their authority.

Similarly mean value of future orientation by taking the average of means of scenario 14, 15, 16 which is 1.2, 3.2 and 3 respectively is 2.5 which is the indication of moderately short term orientation according to scale used in this study. It means that Baloch business managers normally plan for short term and rarely consider long term aspects of projects and they do not accept distraction from current business for future planning.

In case of humane orientation there are scenarios 17, 18 and 19 in this study and their means are 6, 6 and 5.5 while their average is 5.5 which is the mean of humane orientation of Baloch managers as whole. According to the scale 5.5 is the indication of extreme humane orientation. It means that in a business environment and at workplace Baloch business managers are always very caring to their subordinates, they always consider their personal problems and offer then their help, if their subordinate is not working properly due to some personal problems in such situation they usually do not tell him/her to just get on top of problems, they always try to solve their problems. They are more humane oriented than Muhajir and Punjabi business managers.

Performance orientation is described by scenario 20, 21 and 22; their means are 2.7, 2 and 1 and collectively average of all these means is 1.9 which indicates that Baloch business managers are moderately low performance oriented i.e. in a business environment they give priority to social issues than performance. They assign projects to subordinates on the basis of their social skills, they promote their subordinates on the basis of seniority instead of performance and in hiring process they hire such employees who socially fit best in their work group.

Table 4 shows the results of Saraiki business managers, according to Table 4, mean of uncertainty avoidance is 1.8 which is derived by taking the average of means of scenario 1, 2 and 3 which 1.8, 2 and 1.5 and it indicates that there is moderate uncertainty acceptance among Saraiki business managers, which is similar to Muhajir and Punjabi business managers. It means Saraiki business managers can work in uncertain environment, normally they are willing to start new and risky ventures, they encourage new ideas, accept changes, they like to explore new fields even if they don't have sufficient experience of particular field and they can take risky decisions.

Similarly mean of power distance is 4.9, derived by taking the average of means of scenario 4, 5, 6, 7 and 8. According to our scale 4.9 indicates a moderately high

power distance culture, which means that in a business environment and at workplace Saraiki business managers prefer power distance, i.e. normally they take their decisions without consulting subordinates, even if they consult they do not consider their suggestions as important as of their own. They do not prefer to ask their subordinate to suggest and help in every problem to be solved and try to sort out the issues at their own.

Dimension of individualism / collectivism constitutes of scenario 9 and 10; their respective means are 4.6 and 4.6 which indicate moderate in-group collectivism among Saraiki business managers. It means in a business environment and at workplace Saraiki business managers normally prefer to benefit people belonging to their social group over organizational benefit, rules and policies. In the hiring prefer they tend to hire their own group members and family & friends and in case of promotions their social group plays a vital role. They can break rules of organization to benefit people close to them or belonging to their social group.

In case of masculinity/ femininity there are three scenarios, 11, 12 and 13, their means are 1.4, 1.4 and 1.4 respectively and the average of their means is 1.4 which is the mean of masculinity/ femininity as a whole and this mean indicates an extremely masculine culture at workplace according to the scale used in this study. It means that in a business environment at the workplace Saraiki business managers are extremely assertive; they control their subordinates with great deal of authority; they never tolerate unwanted behavior of subordinates.

Mean of future orientation is 5.2 which is derived by calculating the average of means of scenario 14, 15 and 16. It indicates moderately long term orientation of Saraiki business managers. Normally they consider long term aspects of project more than Punjabi but less than Muhajir business managers, they plan for longer run, they do not simply emphasize on day to day performance of subordinates rather they plan for their long-term development. They usually accept distraction from current business for future planning and benefits and sometimes they can sacrifice their today for tomorrow.

Saraiki business managers are moderately high humane oriented as mean of humane orientation is 5.4 which is the average of means of scenario 17, 18 and 19 in Table 4. Moderately high humane orientation means that in a business environment Saraiki business managers usually consider the personal problems of their subordinates and they usually demonstrate care for their subordinates and try to solve their personal problems as

much as they can. If someone is not performing well they try to find out that what the problem is and then extend their help to subordinates. They do not simply tell them to get on the top of them; they consider their personal issues equally important as work related issues and are normally caring towards their subordinates.

In case of performance orientation, Saraiki business managers are somewhat low performance oriented as the mean of performance orientation is 3.1 derived by taking the average of means of scenario 20, 21 and 22 which indicates a somewhat low performance orientation which means that in a business environment and at workplace often they put social issues earlier to performance, they prefer to assign projects to subordinates on the basis of their social skills instead of their performance, they promote their subordinates on the basis of seniority instead of performance and in hiring process usually they hire such employees who socially fit best in their work group. Performance orientation of Saraiki business managers is higher than Baloch business managers but lower than Muhajir and Punjabi business managers as Muhajir and Punjabi business managers are moderately high performance oriented and Baloch are moderately low.

Table 5 shows the results of Pashtoon business managers, according to Table 5, mean of uncertainty avoidance is 4.2 which is the average of means of scenario 1, 2 and 3 and it indicates somewhat uncertainty avoidance among Pashtoon business managers at workplace in a business environment which is same as Baloch business managers i.e. usually they avoid to start new and uncertain projects and don't want to do such things in which they are not experienced and expert and do not tend to explore new fields.

Pashtoon business managers are moderately high power distance just like Saraiki business managers as the mean of power distance is 4.7 derived by calculating the average of means of scenario 4, 5, 6, 7 and 8. Like Saraiki business managers Pashtoon business managers prefer to take their decision without considering the advice of subordinates and do not share the problem and tend to solve the issue at their own.

Mean of individualism/collectivism is 5.7 derives by taking the average of means of scenarios 9 and 10 which indicates that there is extreme in-group collectivism, more than other ethnicities i.e. Muhajir, Punjabi, Baloch and Saraiki business managers. Pashtoon business managers always put their loved ones and group members ahead of organizational rules and policies as there is extreme in-group collectivism. In case of hiring, promotion and

other business related issues at workplace they always prefer someone who belongs to their own social group. Their culture at workplace and in a business environment is extreme in-group collectivism.

In case of masculinity/femininity Pashtoon business managers are somewhat masculine as mean of masculinity/femininity for Pashtoon business managers is 2.6 derived by calculating the average of means of scenarios 11, 12 and 13 which is more masculine than Baloch business managers but less masculine than Muhajir, Saraiki and Punjabi business managers. It means that Pashtoon business managers are somewhat assertive they use their authority to change the unwanted behavior of subordinates but not always.

Mean of future orientation is 2.4 derived by calculating the average of means of scenario 14, 15 and 16 and it indicates that Pashtoon business managers are moderately short term oriented like Baloch business managers and unlike Punjabi, Muhajir and Saraiki business managers i.e. they normally plan for short term and rarely consider long term aspects of projects.

In case of humane orientation Mean is 1.8, derived by calculating average of means of scenario 17, 18 and 19 in Table 5. According to scale it means that Pashtoon business managers are moderately low humane oriented unlike all other ethnic groups discussed in this study. In a business environment usually they do not care for the personal issues of their subordinates, they are just concerned with performance of subordinates no matter if they have some personal problems.

Pashtoon business managers are moderately low performance oriented as mean is 1.6, derived by calculating the average of means of scenario 20, 21 and 22. Like Baloch managers and little less than Saraikis and unlike Punjabi and Muhajir business managers who are high performance oriented. It means that in a business environment Pashtoon business manager put social issues before performance, they assign projects to subordinates on the basis of their social skills, they promote their subordinates on the basis of seniority instead of performance and in hiring process they hire such employees who socially fit best in their work group.

DISCUSSION AND CONCLUSION

After the statistical analysis now scenario based culture orientation of business managers from different ethnic backgrounds can be discussed and concluded. Findings of the survey and statistical analysis are

showing different results for different ethnicities. Which means that ethnicity matters in the culture orientation of business managers, because culture fosters national and local identities [20] and it is one of the critical success factors for any business organization [21]. In any society extensive study of culture, economy and politics can help determine the impact of their people and institutions [22]. Therefore this study brings useful insight for readers to establish their judgment about different ethnicities of Pakistan.

In case of Muhajir business managers results show that there is moderate uncertainty acceptance among Muhajir business managers, which means that they can work under uncertain environment and in their business dealings and meetings they are not scared of uncertainty, they prefer moderately low power distance which means that in their business meetings and dealing they prefer to ask their subordinates and they respect their ideas and suggestions, they are individualistic peoples, extremely masculine i.e. assertive and authoritative having influence on others, they prefer to plan for long term as they are extremely long term oriented, they also care about people, not just concerned with work, they are moderately high humane oriented and they give more importance to performance than social fit.

Punjabis are similar to Muhajirs but little less individualistic and long term oriented than Muhajirs, Saraiki's are also not very different than Punjabi and Muhajirs, however Balochs and Pashtoons are having different orientations than all others, Balochs and Pashtoons do not prefer uncertainty in their business routine and meetings, they don't appreciate changes and don't feel comfortable with new ideas and new ways of doing work. But they are different in the dimension of power distance, Baloch managers are extremely low power distance oriented they give extreme importance to their subordinates, they prefer to work according to their

suggestions, on the other hand Pashtoon managers prefer power distance, they consider themselves as superior and better thinker, they don't prefer to consult their subordinates in business matters and hence in business meetings they keep their supremacy, Baloch managers care about their subordinate's personal issues, whereas Pashtoons are more concerned with professional duties. Baloch and Pashtoon managers are moderately low performance oriented; they prefer the people who can best fit in their social and work group instead of considering performance as important feature, unlike Muhajir, Punjabi and Saraiki business managers appreciate performance orientation.

Table 6 shows the summary of culture orientation of business managers from different ethnic backgrounds, Table shows that there is diversity in culture orientation of business managers from different ethnicities of Pakistan.

This table describes the culture orientation on the dimensions given by Hofstede [7, 10, 11, 18, 19] and The Globe Study [3, 14], showing a divers culture orientation of different ethnic groups for example in case of Muhajirs there is extreme individualism and in case of Pashtoon managers there is extreme in-group collectivism and same is the case with other dimensions i.e. Muhajir business prefer to follow the rules in the process of hiring and promotion of subordinates but Pashtoon business managers prefer their social group members and can break the rules of the organization for them.

Future Research Area: This study is an exploratory study on business managers of Pakistan from different ethnic backgrounds, in future same study can be conducted on entrepreneurs, this study explores the culture orientation of business managers using descriptive statistics, in future correlation analysis can be applied to check the relationship between different

Table 6: Summary of Culture Orientations of Business Managers of Pakistan

	Uncertainty avoidance	Power distance	Individualism/collectivism	Masculinity/femininity	Future orientation	Humane orientation	Performance orientation
Muhajir	Moderate uncertainty acceptance	Moderately low power distance	Extreme individualism	Extremely masculine	Extremely long term orientation	Moderately high humane orientation	Moderately high performance orientation
Punjabi	Moderate uncertainty acceptance	Moderately low power distance	Moderate individualism	Extremely masculine	Somewhat long term orientation	Moderately high humane orientation	Moderately high performance orientation
Baloch	Somewhat uncertainty avoidance	Extremely low power distance	Moderate in-group collectivism	Somewhat femininity	Moderately short term orientation	Extreme high humane orientation	Moderately low performance orientation
Saraiki	Moderate uncertainty acceptance	Moderately high power distance	Moderate in-group collectivism	Extremely masculine	Moderately long term orientation	Moderately high humane orientation	Somewhat low performance orientation
Pashtoon	Somewhat uncertainty avoidance	Moderately high power distance	Extreme in-group collectivism	Somewhat masculine	Moderately short term orientation	Moderately low humane orientation	Moderately low performance orientation

dimensions of culture orientation this study is for Business managers of Pakistan, in future same study can be conducted in any other region or country. Furthermore this study explores culture of different ethnic groups in a business environment at a workplace; in future same research can be conducted in other settings to explore tendencies of these ethnic groups.

Limitation: Main limitation of this study is that it did not discuss the culture orientation of Sindhi business managers due to lack of response during survey in organizations included in this study.

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