AN ASSESSMENT OF CULTURAL DIMENSIONS AND THEIR IMPACT ON ORGANISATIONAL PERFORMANCE IN THE ZIMBABWEAN BANKING SECTOR.

By

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Dedication

I dedicate this dissertation to my ‘O’ Level Commerce and Accounts teacher, the late Evans Mangere, who passed on in July 2014. This dissertation is in remembrance of his support academically and emotionally which built a strong foundation and became a springboard for my further studies.
Declaration

I, Nesbert Bhosha, do hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the Acknowledgement, References and by comments included in the body of the report and that it has not been submitted in part or in full for any other degree to any other university.

________________________________________________________________________
Student Signature                                           Date
________________________________________________________________________
Supervisor’s signature                                    Date
Acknowledgements

The Bible observes that without God, the builder builds in vain. I thank the Almighty for helping financially, spiritually and with all the other resources required not only for this dissertation but for the entire Master of Business Administration programme.

Secondly, I would want to acknowledge the support I got from my supervisor, Dr. M. Sandada whose patience, wisdom and guidance was a source of encouragement and hope as I progressed from chapter to chapter. May the favour of the Heavens locate him and his family.

Thirdly, my gratitude goes to all the lecturers who imparted their wisdom to me. This dissertation was a culmination of the various contributions they made during my studies. May the Lord meet them at the point of their needs.

I also would wish to sincerely thank Mr. Abriel Mpayah, a Premier Business School lecturer, who inspired me when he delivered a lecture on Hofstede’s cultural dimensions. The lecture delivery stirred an insatiable desire to research more about Hofstede’s culture and this dissertation was a fulfillment of that desire.

It would be unfair not to acknowledge my study mates, Chengetai Zvobogo, Lorraine Mangwandi and Oddete Makore with whom I shared the joys and sorrows of the entire MBA journey.

And finally and in no way the least, my profound gratitude to the four “girls” I live with at home; my wife Elizabeth Bhosha and three daughters (Mutsawashe, Ruvimbo and Mukudzeishe Bhosha) who would always distress me when the going got tough. I would always look forward to their cry for daddy’s company after a grilling weekend at school.
Abstract

Culture is a very diverse concept which has a significant impact on business performance. Hofstede developed one most popular variant of this concept. He came up with six cultural dimensions which he named Power Distance (PD), Uncertainty Avoidance (UA), Individualism (IND), Masculinity (MAS), Long Term Orientation (LTO) and Indulgence (INDUL). These terms, together with Business Performance (BP) are largely defined. The main objective of the study was to ascertain the level of these dimensions in banks in Zimbabwe. Other objectives included a development of a regression model and checking if the cultural dimensions are statistically the same across bank types and different staff levels before finally recommending the most appropriate cultural dimension that enhances bank performance. It was hypothesized that UA, MAS and LTO all had a positive impact on BP while PD, IND and INDUL had a negative impact on BP. The research methodology was quantitative, the research purpose being a descripto-deterministic type, following a positivist philosophy, using a deductive approach and informed by a survey strategy. A mono method research choice was employed. The research was a cross-sectional study and primary data was collected using the questionnaire. The population of the study was all the commercial banks’ employees operating in Harare. Stratified random sampling was used to select participating banks and employees.

The six dimensions’ indices computed all high except for LTO and INDUL. The regression model developed showed that, out of the six dimensions, only PD, UA and INDUL were significant determinants of BP. All but one, (PD), dimensions were found to be statistically indifferent across bank types while across staff levels four dimensions were materially different. The hypothesis that PD, IND and INDUL had a negative impact on BP were rejected and so were the hypotheses that UA and LTO had a positive impact on BP. The hypothesis that MAS had a negative impact on BP was accepted. In the short-to-medium term only, it was recommended that high power distance be maintained while economy and corruption levels are being managed. Maintaining a high UA and INDUL culture was recommended while not much effort was recommended for IND, MAS and LTO because they were insignificant. A replication of this study at a future date when the economy is more stable, and across other sectors of the economy and together with independent tests across gender divide are further studies that are recommended by the researcher.
<table>
<thead>
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<tr>
<td>PDI</td>
<td>Power Distance Index</td>
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<td>UAI</td>
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<td>IND&lt;sub&gt;i&lt;/sub&gt;</td>
<td>Individualism Index</td>
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<td>MAS&lt;sub&gt;i&lt;/sub&gt;</td>
<td>Masculinity Index</td>
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<tr>
<td>LOT&lt;sub&gt;i&lt;/sub&gt;</td>
<td>Long Term Orientation Index</td>
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<td>INDUL&lt;sub&gt;i&lt;/sub&gt;</td>
<td>Indulgence Index</td>
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<td>BP</td>
<td>Business Performance</td>
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<td>PD</td>
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Chapter 1
Introduction and Background

1.0 Introduction
Culture is perceived by many as one of the biggest contributors to organizational performance as it affects one of the most important resources an organization has, its human resources. Various studies have been conducted regarding cultural aspects the world over including Zimbabwe. However, this particular research seeks to focus on culture as perceived by a Dutch Social Scientist Professor G. Hofstede. He studied and developed a culture framework that looks at the following cultural dimensions; Power Distance Index (PDI), Uncertainty Avoidance Index (UAI), Individualism Index (IND), Masculinity Index (MAS_i), Indulgence (INDUL_i) and Long Term Orientation Index (LTO_i). The research looks at these dimensions from a business perspective, identifying the cultural dimensions in sampled banks operating in Zimbabwe.

This research will focus on the determination of the indices for these cultural dimensions for banks in Zimbabwe. It will further seek to develop a regression model having the dimensions as the independent variables and the Bank’s Performance (BP). Independence tests will be conducted investigate whether or not there are statistically significant differences in the cultural dimensions across bank types and staff levels. Finally, the study will end up by giving recommendations as regards cultural dimensions management policies.

1.1 Background to the Study
In developing his now popularized National Culture model, G. Hofstede employed a standard survey instrument to collect 116,000 responses from sixty-six countries between 1967 and 1973. The participants were employees from a variety of levels within a single company, IBM. Based on his findings, Hofstede (1980a, 1983, 1984b) developed a ‘National Culture’.

Notwithstanding its huge popularity, Hofstede’s framework was not without its own criticisms. Critics cite generalizability, subjectivity and cultural boundedness and data collection methods. Responses from a few individuals, coming from a single company (IBM) and who were dominantly males at a particular point in time, middle class and profession biased, it is argued, cannot be taken to reasonably reflect a national culture of a society that
has a majority of females. The culture of a few individuals in a single ICT industry were taken to be the gospel truth of a nation that has several people working in other industries, others unemployed, some learned others uneducated. Yet other authors like Soares, Farhangmehr, Shoham (2007) argue that Hofstede's framework constitutes a simple, practical, and usable shortcut to the integration of culture into studies.

It is against this background that this research paper wishes to find out if there is merit in Hofstede’s conclusions about national culture from ‘organizational culture’. The research will not go full throttle in this regard but will try to deal with this aspect on a smaller scale given the limitations cited in the limitations section 3.15. To this end, it begins by verifying if there is an industry culture. If there is then, the paper would not conclude that Hofstede’s assertion from the IBM studies were justified but would recommend that the same study be carried across other industries and in other settings in Zimbabwe. If there is no uniform culture at industry level, that is if there is a statistically significant variation, it would be a reasonable basis on which to doubt the reliability of Hofstede’s conclusions.

It has been noted that culture is an important contributor to organizational performance capable of even causing an organizational closure (Streimikiene, Mikaluskiene, (2012)). Statements have been made that international banks tend to have strict policies and procedures which they generally try to follow. Further it is alleged that they do not have a ‘cult’ chairman and or chief executive officer or senior management and thus decisions are analyzed and challenged regardless of who made them. On the other hand, the indigenous banks have been criticized for lacking policies and procedures and that if they do they are not followed to the letter. It is also alleged that their chairmen and or chief executives yield excessive power and management and staff rarely analyze and challenge their decision or do so at their own risk. These statements speak to some elements of power distance and uncertainty cultural dimensions (as to be defined later). Annual reports for banks point to a superior performance of international banks relative to their indigenous counterparts. But are the superior profits a result of different cultural dynamics? Are the statements relating to the cultures of the banks correct? Assuming they are, to what extent do they explain performance variability of the two groups of the banking sector in Zimbabwe? The development of a regression model will give an insight into the impact of cultural dimensions on the performance of business.
Zimbabwe does not feature on the national culture map and this paper seeks to commence a project that could be the beginning of processes that could eventually see it (Zimbabwe) on that map.

1.2 Statement of the Problem
The research has been motivated by the seemingly limited research on the identified cultural dimensions in the Zimbabwean context as evidenced by the absence of the related dimensions index map on the culture map developed by G. Hofstede. Where does Zimbabwe stand on the culture map? The development of the indices for each dimension will answer that question.

Further, G. Hofstede in terms of his model, organizational culture is shaped by national culture in so far as the studied dimensions are concerned. To that end, he suggested that organizational culture is not statistically different from national culture. Yet the researcher sees some organizations having a culture where bosses are never questioned and other cases where bosses are like colleagues and wonders whether there is such thing as national culture. Is there such a thing as national culture in the context of the underlying theory and can a study of the cultural dimensions of a single company be a basis of a “National Culture”? Tests of independence across bank type and staff levels will be a step towards answering that question.

Quoting Reichers and Schneider (1990), Fakhar S, Rana A. L., Ayesha R. K. and Lalarukh S (2012) said that culture researchers have committed various studies to the definitions of culture; relatively few researchers have been contributed in culture and performance research.

1.3 Research Objectives
The objectives of the research are to
1. Establish the indices of each of the six cultural dimensions (main objective).
2. Develop a regression model with cultural dimensions as the independent variables and business performance as the dependent variable.
3. Check if the cultural dimensions are statistically the same across the foreign owned and locally owned banks.
4. Enquire if the cultural dimensions are statistically different among different staff levels.
5. Recommend the most appropriate cultural dimension that enhances bank performance.
1.4 Research Questions
1. What are the indices for each of the identified cultural dimensions for the Zimbabwean banking sector?
2. What is the regression model for the impact of cultural dimensions on business performance?
3. Is the culture between foreign owned and locally owned banks the same?
4. Does culture among different staff levels differ?

1.5 Significance of the Study
The study is significant in the following ways:
1. It will produce ground breaking indices for the six cultural dimensions for Zimbabwe.
2. Not much research has been done in Zimbabwe regarding the researched cultural dimensions and their impact on organizational performance in Zimbabwe. On the international stage it would appear most researches have been descriptive only. Thus this research is meant to contribute to this body of knowledge.
3. It informs management of the appropriate cultural dimension levels that enhance business performance. Management will thus benefit immensely from this research in this regard.

1.6. Scope of Research
This research is concerned with the dynamics in the commercial banks operating in Zimbabwe only and shall be restricted to cultural dimensions as postulated by Hofstede 2010. There are other theories of culture but these are outside the scope of this paper. Such dimensions may only be mentioned in passing only.

Due to limited time resources only the staff operating in Harare are to be sampled. The study shall be cross-sectional as it shall be done in half a year.

1.7. Dissertation outline
The dissertation shall be outlined as follows:

This Chapter covered the background, research problem, research objectives, research questions, significance of the study, scope of the research, dissertation outline and is concluded by a Chapter summary.
The next Chapter, Chapter 2, will cover the introduction to that Chapter, a definition of the key terms like underlying theory of culture before extensively discussing the independent variables and the dependent variable. It will proceed to discuss the literature on the causal relationships between the dependent and independent variables. Hypothesis development and conceptual framework are discussed in this Chapter with the Chapter summary concluding the Chapter.

Chapter 3 will cover the following; introduction to the Chapter, research methodology, research purpose, research philosophy, research approach, research strategy, research choice and time horizons. The research instrument, population and sampling techniques, data analysis tools to be used, research limitations, research ethics and data credibility and closes off with the Chapter summary.

Chapter 4 will be all about the data analysis, making informed interpretations and presenting findings. It is in this Chapter that indices are developed, regression model developed, independence tests done across bank type and staff levels. Attempts to explain how the findings reconcile to or differ from what literature says would be done.

Finally, Chapter 5 would be about conclusions for each objective, hypothesis testing, recommendations about findings, limitations of the study, and a statement of the further research that may be deemed necessary as informed by the findings of the study.

1.8. Chapter Summary
This Chapter covered the background, research problem, research objectives, research questions, hypothesis or proposition, justification of research, scope of research and the dissertation outline.
Chapter 2
Literature Review

2.1 Introduction
The previous Chapter addressed the background to culture as it was developed by G. Hofstede. It dealt with how he developed it using the staff in the multinational company IBM.

This Chapter now looks at the literature related to culture as postulated by the Professor. The literature review shall be structured as follows: definition of key terms (section 2.2), what literature says about the relationship of each independent variable and the dependent variable (section 2.3) and hypothesis development (section 2.4) and Chapter summary (section 2.5).

2.2 Definition of Terms
The following key terms shall be discussed under this section; culture (section 2.2.1), Power Distance Index (section 2.2.2), Uncertainty Avoidance Index (section 2.2.3), Masculinity Index (2.2.4), Individualism Index (2.2.5), Long Term Orientation Index (2.2.6) and Indulgence (2.2.7)

2.2.1 Culture
Hofstede, Hofstede and Minkov (2010) define culture as the collective mental programming of the mind which distinguishes one group or category of people from another. An important aspect derivable from this definition is that culture is specific to a group and gives that group identity. Consequently, culture is a diverse phenomenon which has different levels and dimensions. Levels come in the form of continental culture (like the African Culture), National culture (Zimbabwean Culture), ethnic culture (Ndebele culture) and Organisational culture. This research is underpinned by Professor G. Hofstede’s culture which was predominantly National culture but which was derived from a study of organizational culture (IBM in the 1970s) which was presumed to resemble National culture. Thus the underlying theory for this research shall be the Professor’s work. In an article titled Hofstede’s Model of National Cultural and their Consequences: A triumph of faith – A leap of failure of analysis, Mcsweeny (2002) suggests that the Hofstede model suffers immensely from flawed assumptions like that every micro location is typical of the national, that questions asked in the questionnaire were not deep and wide ranging enough, that work environment culture was the same as the home environment among other issues.
2.2.2 Power Distance Index (PDI)

Power Distance Index (PDI) is a barometer of the levels of the tolerance of social inequality (power inequality between superiors and subordinates) within a social system (Philip, Mary and John (2009)). It is the power difference tolerance levels exhibited by a group. This definition captures the essence of power distance. However, Hofstede et al (2010) emphasizes the point this degree is from the perspective of the junior members (the oppressed) not the other way round. In effect, his view suggests that the junior members have a significant say in the PDI level. He defines it as an undisputable packing of authority adopted by society.

In high power distance organizations authority is centered on a few, there tends to be a long chain of command, a high manager (including supervisors) to employee ratio (Sandiego cultural frameworks). Such organizations tend to be dictatorial in nature and there is a generally high wealth and income differentials arising from the notion that power brings with it its own privileges. Such organizations are unable to resolve disputes in a peaceful manner. On the other hand low power distance cultures exhibit the opposite of the above. There tends to be a decentralized authority, shorter chain of command. They (Sandiego cultural frameworks) further state that a PDI can either be high or low. A high PDI reflects a high tolerance of roles, manipulation of subordinates by superiors and consequently high levels of distrust between subordinates and superiors. Subordinates perceive power as being coercive, not legitimate and generally accept inherited power and social status. On the other hand, a low PDI is characterized by equality, and give weight to respect and knowledge as sources of power. Lower level employees view those who hold power as having legitimately obtained it and deserve higher privileges.

Weng and Yueh-shian (2012) linked high PDI cultures to McGregor’s 1960 theory X where employees were deemed to rely heavily on instructions from their superiors while low PDI was related to Theory Y where employees were deemed knowledgeable and innovative. Consequently high power distance cultures tend to have authoritarian management style or the tell leadership style under the Ashley Business College (ABC) model whereas the low power distance cultures tend to have a join type (defined by the model as the most consultative leadership) under the ABC Model.
2.2.3 Uncertainty Avoidance Index (UAI)

Philip et al define Uncertainty Avoidance Index (UAI) as a measure of a society’s tolerance of uncertainty and ambiguity. It is a measure of the ability of an organization’s members to comfortably handle uncertainty and ambiguity - that is doing so without undue stress (Hofstede et al., 2010). The two authors agree in terms of the emphasis that it is the effect that an unfamiliar situation and unclear procedures that is measured by this index. It is not about complexity but about clarity. Waal and Chipeta (2013) quoting Hofstede (2001) assert that uncertainty avoidance is not synonymous with risk avoidance nor was it the same as a member’s willingness or otherwise to take risk. Instead, it is about a member’s desire or preference for clear rules and guidance. He further states that there are three key elements which are rule inclination, stress levels and employment stability.

An organization may have either strong UAI or a weak UAI. Waal and Chipeta (2013) say that strong UAI organizations are characterized by an obsession for clarity of rules, procedures and a clear organogram. Such organizations do not appreciate creativity, processes, activities or members who deviate from the norm. Emphasis is placed on planning and strong adherence to such plans. The organizations tend to follow a join or consultative approach on the Ashley leadership style which generally requires decisions to be concluded on a consensus basis. Managers in this set up tend to use legitimate power as there is high regard for authority (Hofstede G, 2010). Members in this type of organization view anything different as dangerous and should be avoided. In fact anything uncertain is perceived as a threat (Weng and Yueh-shian (2012)).

On the other hand, the two authors (Waal and Chipeta 2013) say that an organization with a weak UAI tends less rigidity in terms of rules, procedures. They accept reasonable calculated risk, implying mistakes are tolerated. In so doing they do not stifle creativity. Further, divergent behaviors and opinions are acceptable and not demonized. It thus creates some degree of organizational conflict which if it is at the right level would be good for that organization.

2.2.4 Individualism Index (IND)

The Individualism Index (IND) refers to the degree to which elements of a community further individual self-centeredness (Dayan, De Klerk, De Vries, 2011). Gorodnichenko and Gerard (2011) proffer a similar definition when they say that, “the individualism score measures the
extent to which individuals are supposed to take care of themselves as opposed to being strongly integrated and loyal to a cohesive group”.

A highly individualistic society treasures personal liberty while a highly collectivist society has a negative perception of these. Personal liberty involves being free to articulate one’s preferences and dislikes and being able to freely exhibit their true feelings undeterred by potential reprisal from the group. It further incorporates not only the freedom to generate new ideas but promotes unrestrained implementation of these new ideas. As shall be seen in section 2.3.3, it is this freedom that allows communities to develop faster than others.

An additional trait of a highly individualistic society is the positive attitude of that society to personal achievement. Society celebrates personal accomplishments like inventing something (Hofstede 2011). In contrast, a highly collectivist society suspiciously treats any personal achievement. Societies like Africa exhibit this through allegations of witchcraft on any member who becomes outstanding or stands the risk of himself being bewitched (Plateau 2010).

Another element of an individualistic society is a pre-occupation with task at the expense of relations (Hofstede 2011). Such societies are task centered and members have to deliver a given task whatever it takes. On the other hand, collectivist cultures tend to compromise on task delivery for the sake of good relations. This aspect appears to be related to the masculinity index.

In a high IND culture self-interest in variables like benefits, happiness and fulfillment are promoted at the expense of the group. Such cultures tolerate and acknowledge personal initiative and independence (Philip, Mary and John, (2009). Contrary to high IND, low IND reflect a society where the “we” personality dominate and impact on group welfare is given priority. There is a strong cohesive group which an individual must be accountable and unquestionably be loyal to and that group promises protection in return.

Gorodnichenko and Gerard (2011) quoting Hofstede (2001) suggest a link between Swartz’s autonomy and embededness cultural dimension in which there is a individualistic culture is proxied to a highly autonomous culture and a highly collective culture is equated to an embedded culture. In an autonomous culture individuals’ own ideas and abilities are
celebrated and finding meaning in a unique way is encouraged. On the other hand embedded cultures are dominated by an association with a particular group’s way of doing things, being cautious to uphold the status quo and avoiding any disruption of group norms.

Right to privacy is a key feature of an individualistic society (Hofstede 2011). Everybody minds their own business.

2.2.5 Masculinity Index (MAS)
This is an index that measures the extent to which competitiveness, assertiveness, quality of life, advancement of earnings, training and up-to datedness are upheld (Odgden and Cheng, (unknown)). Competitiveness measures the extent to which members in a community try outperform each other with a view of being rewarded. Assertiveness is the quality of being confident, decisive, bold and aggressive. It measures the extent to which one may be forceful and telling things as they are without coming to the defense of a faulty party. Advancement of earnings in this context means aiming and working towards a salary (or any other benefit) rise. It implies applying one’s skill and effort towards the attainment of higher earnings whatever form they take. Training is defined by Shaheen, Naqvi and Khan (2013) as the process of improving the existing skills, knowledge, exposure and abilities. It can be formal as in when one undertakes a course in excel or computers in general or may be on the job. The objective is to enhance performance on the current job. The term up-to-datedness means making an effort to be appraised about the current information in the community or organization, not being left behind by current news. For accountants it may come through attending continued professional development courses offered by such accounting bodies as Association of Certified Chartered Accountants (ACCA) or Institute of Chartered Accountants Zimbabwe (ICAZ). Quality of life looks at the balance between work and resting, the extent to which employees work beyond normal hours, little or no overtime is worked.

A high masculinity index (MAS) is characterized by high competitiveness, assertiveness, look for high earnings, have a high appetite for training. A low MAS index reflects the opposite of these variables. It is dominated by importance being attached to quality of life, sympathy for the weak, and more concern for relations, not so fussy about earnings and training. Competitiveness and assertiveness are not a priority under the feminine culture. Quality of life importance means that in a feminine culture little or no effort is made to work
beyond normal hours. This is further strengthened by the lack of importance attached on earnings. The members would be content with basic salary. Overtime allowances are not a source of motivation. To the extent that people in this set up do not value money and value quality of life, they are do not crave for promotion, in other words promotion or its potential does not motivate them to put more effort. Effort is normally is at the minimum level and does not attract punishment and attention.

This dimension is also known Career success and quality of life.

### 2.2.6 Long Term Orientation Index (LTO)

Streiminiike and Mikalauskiene (2012), define Long Term Orientation (LTO) as how much society values long-standing—as opposed to short term—traditions and values. Long-term orientation refers to having a positive attitude, dynamic, and having the future in mind. It is linked to the Confucian values such as persistence (perseverance), thrift, ordering relationships by status and observing this order and ‘having a sense of shame’. However, Long term orientation emphasizes two elements perseverance and thriftiness (Ryu and Cook 2005).

Perseverance relates to a person’s determination and consistency in attaining goals (Ryu and Cook 2005). To determine one’s level of perseverance the following questions may be an important guide according to Duckworth, Peterson, Matthews and Kelly (2007). To what extent does one attain objectives that are long term in nature? What is the degree to which one prevails over setbacks in his pursuit of set objectives? Do such setbacks demotivate him? Consistency is about how one sticks to ideas and projects not allowing new views to distract one from his current vision (Ryu and Cook 2005).

Thriftiness refers to a cautious current expenditure so as to allow a more enjoyable life later (Ryu and Cook 2005). In short, it means a high propensity to save so as to create more resources to be used later on in life.

People perceive failure as evidence of a lack of effort. Traditions are observed but aresubject to changed circumstances, the goodness or otherwise of a thing is not cast in stone but is dependent on circumstances. According to this view to be good as a person one has to move
with the times (adopt to change). Lastly a long term orientation perceives that all important events in life are yet to occur.

Short-term orientation, however, represents a negative, static and traditional and past-oriented culture associated with four ‘negative’ Confucian values: ‘personal steadiness and stability’; ‘protecting your face’; ‘respect for tradition’; and ‘reciprocation of greetings, favors and gifts’ Hofstede (1991). Personal steadiness and stability implies that a good person will be immutable regardless of changing circumstances. Protecting one’s face is paramount and involves being in sync with the society’s universal guidelines of what constitutes good and evil. A short term oriented community’s traditions are inviolable – never to be broken or else you are perceived as bad. Members of a short oriented culture blame bad luck rather than lack of effort.

Unlike the first four dimensions which have had so much literature on it done by varied authors, this and the next dimension have had very little written about partly because they have been around for a relatively shorter duration, a decade later (Fang 2003) and that they are not that understood and perceived as highly controversial (Newman and Nollen 1996) by many authors (Mahammed, Sany and Aliyu (2013)).

In coming up with this, Fang (2003) argues that there is a philosophical flaw inherent in this ‘new’ dimension. The flaw fatality and other methodological weaknesses weakened Hofstede’s fifth dimension.

2.2.7 Indulgence Index (INDUL)

This is the last of the dimension cultures coined so by Hofstede in 2010 when he collaborated with Minkov. In an article entitled Hofstede: Dimensionalising Cultures: The Hofstede Model in Context, Hofstede et al (2010) an indulgent society as, “a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun”. He goes on to define a restraint culture as one which “controls gratification of needs and regulates it by means of strict social norms”. Highly indulgent cultures are characterized by a significant desire for leisure, high freedom of speech, cherishing of positive emotions, being sporty, non-prioritization of order maintenance, and a projection of a happy people. On the contrary, members of a restrained culture are generally an unhappy lot, do not attach importance to freedom of speech, have no appetite for leisure, are unsportly, and generally
resign to fate (helplessness). This dimension is relatively new and thus suffers from a deficiency of literature (Kohun, Burcik and Skovira 2012)

2.2.8 Organizational Performance
Notwithstanding its common use, the concept of business performance appears not to have a universally accepted definition. Tucker, Thorne and Gurd (2007) affirm that despite a surge in interest among researchers in the concept of business performance, there still lacks unanimity as to what exactly it is. This opinion is perhaps derived from the perception that, as Gibsons and Cassar (2005) suggest, the business performance construct is both multi-dimensional and varied (diverse). Obgonna and Harris (2000) who, quoting Lenz (1981), confirm that the view that business performance is a multi-dimensional and highly complex phenomenon.

2.2.8.1 Definition
Consequent to the above, authors have variously defined business performance. Reijonen (2008) says business performance is all about organizational efficiency and effectiveness in pursuit of its goals. O’Regan, Sims and Gallear (2008) are largely in agreement with Reijonen as they say business performance is about an organization’s aptitude to align its results to its set targets. Gibson and Cassar (2005) weigh in with a related definition when they say the business performance concept is largely the extent to which set objectives are attained. Daft (2000) and Richardo (2001) agree that organizational performance is all about accomplishing organizational goals and objectives in an effective and efficient manner employing organizational resources. The authors highlighted that in its broad definition performance can be long term or short term and are dependent on whose viewpoint one would be assessing it. It can be customer focused, community focused or investor focused. Performance can be defined to incorporate the conversion efficiency (input to output ratio) or can take an effectiveness dimension in which it gives weight to issues like business growth and employee satisfaction.

From the foregoing definitions, a common theme emerges, that business performance is largely about efficiency and effectiveness. Efficiency defined as being the attainment of goals at the least cost or minimal resource utilization while effectiveness is the extent to which the set goals are achieved. So business performance is about cost containment and goal getting and achievement.
2.2.8.2 Performance Dimensions

Pursuant to the above definitions, the business performance construct is all about efficiency and effectiveness. But how is it measured? What are its indicators? Tangen (2003) articulates three dimensions of business performance. These are perspective, purpose and focus dimensions.

The perspective dimension is concerned with how well an organization is fulfilling its various stakeholders objectives and how efficiently it does so. The stakeholders include capital providers, workers, government and other interested groups.

The purpose dimension looks at an organization’s strategy development capabilities. It further concerns itself with whether such strategy implementation and stakeholders’ goals are met. It looks at the purpose of the organization and incorporates aspects of shareholder value, compliance issues, organizational reputation, the ability to grow its market share through recruiting new customers and retention of the old ones.

The focus dimension is characterized by an internal self-appraisal while at the same time looking at the needs of external parties.

2.2.8.3 Performance Measures

Business performance measurement, like its definition, remains a controversial concept with no unanimity yet (Tang and Zhang 2005). Notwithstanding this lack of agreement, many authors’ views revolve around the financial and non-financial indicators as measures of the construct (Chow and Van der Stede 2006 and Panigyrakis and Theodoridis 2009).

2.2.8.3.1 Financial Measures.

Financial measures are also known as objective or quantitative measures. These are measures that are monetary and are normally reflected by ratios and obtainable from financial statements (Chenhall and Lang-Smith 2007). Examples of such financial measures include return on capital employed (ROCE), gross profit mark-ups and margins, return on assets employed, liquidity ratios, solvency ratios among other ratios. Other authors are in agreement with this definition are Reijonen (2008) and Jusoh, Ibrahim and Zainuddin (2008).
The appropriateness of this kind of measure is not unanimous (Tang and Zhang 2005). The proponents of financial measures cite simplicity, easy availability especially, user friendliness compounded with understandability as justification for its preference over its rival. The proponents of this school include Jusoh and Parnel (2008) and Verbeeten and Boons (2009) among many others.

However, within scholarly circles, there are some who hold divergent views. They contend that the use of financial performance measures is backward looking, tends to be inaccurate and myopic (Atkinson and Brown, (2001)). They argue that as a result of these limitations, performance measurement employing this view suffers from pro-activity deficiency, a sacrifice of the long term goal of wealth maximization at the altar of short term expediency. Having a reactive disposition would be fatal in a dynamic world such as the one we are living in.

Jusoh et al 2008 agree with the analysis and observations made by Atkinson and Brown and especially as regards the possibility of value destruction arising from an obsession with short term performance indicators like profit. He suggests that, instead of concentrating on profits, modern business should be more concerned with the product quality and customer satisfaction. He further says that reliability of the financial information is questionable as management tends to over emphasize positive information and hide or under play not so positive information. Reijonen (2008) supports this view that management may consciously or otherwise manipulate the financial information.

The researcher’s analysis is that the appropriateness of either is not cast in stone but rather should be in the context of circumstances of the company being appraised. Arguments held in favour of objective analysis such simplicity may not hold if one is reviewing the performance of a complex group of companies, financial information may not be easily available for non-listed entities or for listed entities may be available in a highly summarized format which renders accurate ratios derivation flawed.

Claims against quantitative performance measurement such as being prone to manipulation are not unavoidable. Most companies employ professional accountants who belong to professional bodies which enshrine good ethics. The expectation then is that such manipulation, while it is impossible to fully eradicate, is not rampant especially for listed
companies which are audited and subjected to public scrutiny. The same reasoning can be applied for the argument of inaccuracies.

2.2.8.3.2 Non-Financial Information

Verbeeten and Boons (2009) define non-financial measures as indicators of business performance reflected by non-monetary terms like customer satisfaction, rate and quality of new product development and employee satisfaction and retention among other measures. A sizeable number of companies that had entirely relied on financial performance measures failed (Prieto and Revilla, 2006) possibly pointing to the inadequacy of an exclusively objective performance measurement. That perhaps explains the fusion of objective and subjective performance measurement now being pursued by many stakeholders, among them investors and customers (Jusoh and Parnel 2008). It is a generally held view that most proponents of the subjective measurement do so on the basis of identified (or is it perceived?) objective measurement basis.

2.2.8.3.3 Measurement Used for this Study

In banking, objective measurement analysis would be in the form of deriving ratios like cost to income ratios (operating costs to operating income), deposits to loans ratio, liquidity ratios (liquid assets to public liabilities ratio), statutory reserve ratios (the portion of public liabilities deposited with the central bank), capital adequacy ratios (the levels of the different levels (tiers) of capital relative to the risk weighted assets of the bank as per the Reserve Bank of Zimbabwe guidelines) among other such valid financial ratios. Such ratios would indicate performance in terms of efficiency and profitability, liquidity of the bank, compliance levels and solvency of the Bank. Thus all such ratios would be measuring performance in various dimensions.

Subjective measurement analysis would incorporate an analysis of the growth of deposits, loans, and the quality of such loans, market share, employee satisfaction and retention among other things. In the banking sector, and for purposes of this research, bank performance shall be the profit, deposits and loans and advances levels. Performance shall be taken to reflect the absolute levels, their growth and sustainability. Thus in this regard, a once off and unsustainable growth shall not be deemed performance.
Having been informed by literature and taking into account the researcher’s experience within the banking industry spanning nearly two decades in various institutions, local and international and at various levels of management and departments, a fusion of the types of performance measurement shall be employed in this research.

2.3 Independent and Dependent Relationships

This section is devoted to discussing literature relating to the relationship between the individual cultures dimensions (the independent variables) and business performance (the dependent variable).

2.3.1 Power Distance and Business Performance

Waal and Chipeta (2013) suggest that a low PDI enhances performance through an open, trustworthy and empowering environment. From that statement and by implication the two authors affirm that a high PDI negatively impacts on performance.

Oloku and Ogutu (2013) acknowledge that existing literature shows that employee empowerment (which reflects low PDI) leads to positive performance (in the developed world – with stable economies). While the research referred to by the authors related to employee performance, it can be proxied to organizational performance as employee performance translates to organizational performance.

Reference to the Power Distance Index Map (Hofstede 2010 – see appendix 2), one can observe a trend where the those countries whose economies appear to be doing well have a generally low PDI while those that appear not to be doing so well have high PDIs. If economic performance can be taken to imply business performance then from this can be inferred that low PDIs tend to cause high performance and high PDIs tend to cause lower performance.

2.3.2 Uncertainty Avoidance and Business Performance

Waal and Chipeta (2013) were not conclusive in terms of the impact of uncertainty avoidance on business performance. On one hand, they say high uncertainty avoidance positively impacts on performance via increased trust, loyalty, commitment and security. Yet on the other hand, high uncertainty avoidance stifles innovation, which is key in a competitive
environment. Brickmman, Grichinini and Kapsa (2010) noted a direct relationship between business planning and performance which was moderated by uncertainty avoidance. This implies a negative relationship between uncertainty avoidance and performance.

2.3.3 Individualism and Collectivism and Business Performance

Waal and Chipeta (2013) conclude that collectivism bolsters a sense of being supported and raises the organizational performance bar. Impliedly the individualism lowers that bar as members feel demotivated and isolated. However, Gorodnichenko and Gerard (2011) suggest otherwise. They conclude that an individualistic culture, through rewarding individuals standing above normal societal values, promote innovation and hence enhances dynamic efficiency and thus long run growth (performance as defined in this research paper). On the other hand, they argue, collectivism promotes static efficiency as little innovation takes place as members become too cautious to do anything outside the norm. They state that they have “evidence of a causal effect of individualism on innovation and measures of long run growth”.

Looking at the Hofstede’s cultural dimensions map, one sees that all the countries that have a high individualism index are better off economically than those that have low individualism index. This, while not being conclusive, subtly points to the view that individualism may cause better performance.

While the concept of synergy suggests that group effort yields better than the sum of individual efforts and hence likely to be in line with Waal and Chipeta (2013), allowing every member to act in line with group norms tends to average out innovation and stifles performance. The researcher aligns himself to the view that individualism positively impacts on performance.

2.3.4 Masculinity and Business Performance

Waal and Chipeta (2013) allege that both low and high masculine culture positively impact on organizational performance. The drive towards goal achievement, competition and aggression that characterize a masculine environment all cause a high organizational performance. On the other hand, a trustworthy environment, a sense of belongingness, less stress and a good quality of work life are a good set of ingredients of a highly performing organization. On analysis of these assertions, I believe that the success of each level of this
index depends on the environment and timing. Because of its consultative nature, a feminine culture would be inappropriate in a dynamic environment as decisions in this environment need to be swiftly made. In the Ashley model a tell type of leadership style which is more of a masculine culture would be more suitable. The same argument could be floated for an environment where the labour force is uneducated and skilled.

Ames (2009) concludes that assertiveness (a masculine attribute) is best done in moderation. He says, “Many failed managers and leaders seem to congregate at one end of the assertiveness of the spectrum or the other” He cautions managers not to be too sweet (extremely not assertive - feminine) lest they are swallowed up but at the same time not to be too bitter (extremely assertive – masculine) lest people spit you out. Thus an in-between index would be the most appropriate.

As defined above (section 2.2.5), a high masculine culture has a high regard for training. In agreement with Batool and Bariha (2012), Bowora et al (2012), Shaheen A, et al conclude that training directly impacts on organizational performance.

To the extent that within masculinity, there are several variables like assertiveness, competition, and an appetite for training and taking into account the conclusions reached by various prior researchers one can say that high masculinity tends to cause high organizational performance and that is what this research wishes to confirm or disconfirm.

2.3.5 Long Term Orientation and Business Performance

Being a fairly new dimension, long term orientation’s impact on firm performance has not been sufficiently documented. Some authors have conceded that indeed its impact has been difficult to examine (Flammer and Bansal, 2014). The authors cite two reasons for this. First they say short term orientation is difficult to observe and secondly even if it is observable it is difficult to extricate it from financial performance. This then creates a challenge in terms of determining any causality links. This may be reflective of a lack of understanding what makes up this dimension.

2.3.5 Indulgence and Business Performance

As discussed above, Kohun et al (2012) observed that this dimension is fairly new and not much literature is available in so far as it relates to business performance.
2.4 Conceptual Framework/Model & Hypotheses Development

The model is based on six independent variables namely, power dimension, uncertainty avoidance, individualism, masculinity, long term orientation and indulgence. The contextual meaning of these variables has been extensively covered under the 2.3 section. On the other side of the model is the dependent variable, the organizational performance as defined under section 2.2.8.

2.4.1 Hypothesis Development

Partly informed by literature, the researcher proposes the following hypothesis and wishes to test them empirically.

3. H3 There is an indirect causal link between individualism and business performance.
5. H5 A long term orientation culture promotes business performance.
6. H6 There is a negative causal link between indulgence and business performance.
2.5 Chapter Summary

In this Chapter, extensive literature review of the independent variables of culture dimensions and the dependent variable was undertaken. The independent variables were discussed in terms of what they are and how they have related to the dependent variable, business performance. Business performance was defined and a discussion of the two forms of business measures, the financial and non-financial objectives.
Chapter 3
Research Methodology

3.1 Introduction
The previous Chapter was devoted to literature review of the dependent and independent variables. It is the purpose of this Chapter to develop a framework of the research.

3.2 Research Methodology
The research was a quantitative – as it made use of a questionnaire.

3.3 Research Purpose
One of the key components of any research is a statement of the purpose. The three identified purposes are exploratory, descriptive and explanatory purposes. An exploratory study seeks for new insights and is to ask questions and assess phenomena in a new light (Robinson, 2002). A descriptive study is one that, upon completion, answers to what and how questions.

Explanatory studies aim at explaining causal relationships between variables. Indeed, good explanatory studies do so. They answer the why question. Such studies are pervaded by the computation of correlation and development of regression models.(Robinson, 2002) his research is both descriptive and explanatory study as it seeks to establish the cultural dimensions indices and to establish the causal relationships of these dimensions with the performance of commercial banks.

3.4 Research Philosophy
Research philosophy is a belief about how data relating to phenomenon should be collected, analyzed and put into use (Saunders, Lewis and Thornhill, 2009). Should the data be collected with the researcher actively interacting with the research population? Should he allow the research people to co-interpret the research findings with him? These questions determine the nature of the philosophy pursued by the researcher as he sets out to investigate his questions.

The philosophy determines how the researcher develops a body of knowledge and the nature of that knowledge (Tuli 2010). Johnson and Clarke (2006) suggest that the philosophy adopted partly molds what we do in the research process and how we interpret the research
findings. There are materially two extreme cases, the positivist and the interpretivist philosophy with a hybrid coming in as the third as the pragmatist which seeks to combine the advantages of the two core categories and in the process avoid the weaknesses of either.

3.4.1. The Positivist Philosophy
This philosophy believes in the separation of the researcher and the research population both in the process of data gathering and interpretation (Tuli (2010)). The researcher is a disinterested observer who is “out there” and is an unimportant variable in the data gathering exercise. The researcher is effectively independent from the research population and has no influence data gathered. There is a distinction between the knower (the researcher) and the things to be known (the knowledge).

3.4.2 The Interpretivist Approach
This philosophy strives to elicit a deeper understanding and insight of the research problem in its unique context (Uli, Robinson and Tolley 2004). The objective is to enhance the richness and depth of the data and interpretation of the variables under study.

3.4.3 The pragmatist Philosophy
This philosophy seeks to capitalize on the advantages of either and limiting the negative effects of each.

3.4.4 The Philosophy Adopted in this Research
This research adopted the positivist perspective because the researcher is not going to be an active participant in the research. As to be unveiled shortly a questionnaire, a positivist data gathering tool will be used.

3.5 Research Approach
A research can either be deductive or inductive in its approach or in some instances, a hybrid of the two. The deductive approach is where the researcher starts off with a theory and uses the research data to confirm or disconfirm the theory. The inductive approach is the direct opposite of the deductive approach in that this one starts with data analysis to a development of a theory based on research findings. It is a data to theory approach. For this approach, Hankim (2000) emphasizes that the objective of this approach is not so much concerned with generalizing findings but gaining a deeper insight of the phenomenon being studied.
This research adopted a deductive approach because there is a vast amount of literature relating to the phenomenon being discussed such that it is easy to develop a hypothesis first and then confirm or disconfirm it. This is one of the criteria that have been suggested by Creswell (2002). So much literature relating to Hofstede’s dimensions, organizational performance and their relationship as reflected in Chapter 2 of this dissertation is available.

3.6 Research Strategies
There are several research strategies and the main ones are experiment, surveys case studies, action research, grounded theory, ethnography and archival research (Saunders et al. (2009)). Some of these are suitable for qualitative research and others are suitable for quantitative research. None of these may be superior or inferior to the others and in coming up with a strategy, a researcher is informed by several factors which include the research questions, their knowledge of and available knowledge on the study variables and their relationships, financial and time resources and last but not least the researcher’s own preferences.

For purposes of this research, the survey strategy was chosen because of its economic data collection capacity from a large sample through the questionnaire instrument. The data so collected was capable of standardization and descriptive and inferential statistics derived therefrom enabled scientific establishment of relationships and the development of models such as regression models.

3.7 Research Choice
Defined by Saunders et al (2009) as the combination of quantitative and qualitative data collection and analysis techniques that a researcher may employ, a research choice can be either a mono-method or multi-method. The mono method choice involves the use of a single method of data collection and a single data analysis tool while the multi method employs more than one of each.

This researcher has opted for a mono method because of financial and time resource constraints. In this regard a quantitative approach of data collection (the questionnaire) is used to collect data and a quantitative data analysis tool (SPSS) is to be employed.
The researcher would have been more comfortable with combining the questionnaire with structured observation. This would enable the eliciting of all forms of behavior that would show the various indices being sought by the study. While every effort was put to ensure simple language for key concepts in the questionnaire, there still remained a residual and unavoidable element differences in interpretation which would regrettably cause different answers to the same situation. That challenge has been further mitigated by extensive pilot testing.

3.8 Time Horizons
There are two types of time horizons in research; the cross-sectional and the longitudinal. The cross section type is more of a snapshot while the other one is a long term type of research usually spanning over a year.

The phenomenon being studied here, culture, is a long term concept which only becomes what it is through the interaction of behaviors exhibited over a relatively long time. Consequently, the natural research would have been a longitudinal one where actions, attitudes and behaviors would be observed over a long period.

Regrettably this is not possible for a research commenced and to be completed in about half a year. So this shall be a cross sectional type of research. To counter the possibility of a behavior at a particular time to be misconstrued as culture, the data collecting instrument shall emphasize the use of the word usually rather than what would you do.

3.9 Data Types
Data can be either primary or secondary. Primary data is data collected specifically for the purpose it is being used and therefore comes directly from source. On the other hand secondary data is data initially collected for some other purpose but which now is being used in the current research which is different from the original research.

For purposes of this research, primary data was been used. Archival research could not be used because it was difficult to access the bank records which were deemed confidential to an outsider given the sensitivities around bank information.
3.10 Data Collection Instruments

A data collection instrument is a tool through which data to be analyzed is gathered. There are several of these and include questionnaires, observation, interviews or participation. This research used a structured questionnaire. The choice for this instrument was motivated by the need to have as much data collected from as many people as possible in an economic way. Further, the need to be able to quantitatively analyze the gathered data lent weight to this choice.

The researcher would have wanted to use a combination of questionnaire, structured observation and archival records to fully gather the data and analyze it. The benefit of probing, non-verbal communication and a standard interpretation of exhibited behavior would have significantly improved the data gathering and analysis stage of the research.

The questionnaire was self-administered on the strengths that the targeted population is generally literate and has attained at least five Ordinary Level subjects with some having even gone beyond Advanced Level. In addition, the language used in the questionnaire was simple and avoided jargon which would have rendered the understanding difficult.

The questionnaire was composed of three sections A, B and C. Section A was administrative. Section B had questions that would enable dimension index determination. Section C related to questions that enabled respondents to express an opinion on the impact of the cultural dimensions on business performance.

The questionnaires were personally delivered to respondents at just after the Christmas holiday when business was generally low to enable the respondents to have more uninterrupted time to go through the answers and give a duly thought out answer. Each respondent was requested to respond within five days after which this researcher went back to collect the questionnaires.

To facilitate the improved and quicker responses, the respondents were given various platforms (including the email address and contact numbers) on which to raise issues concerning the questionnaire both administratively and interpretation wise.
No names or titles were asked. Only the gender, staff level (e.g. clerk, junior managers or senior managers) and type of bank worked for were asked so as to facilitate data analysis in trying to answer research questions.

The questionnaire was developed by this researcher making sure that questions seeking to assess each dimension are relevant as per literature guidelines and paying attention to content validity.

### 3.10.1 Pilot Testing

Pilot testing of an instrument is the pre-launch trial of an instrument, a questionnaire in this instance, before its full scale release to the study sample. This was done for this research with a view of achieving a reduction in costly mistakes, ensuring that all the respondents understood the all the questions and did so in the same way. This was also done to enhance the response rate as all questions that caused hesitation during the responding phase were revisited and discussions with the pilot group revealed either that they did not fully comprehend the wording or felt that it was too sensitive or made them uncomfortable.

Initially each of the six sections under the research data section of the questionnaire had 10 questions but after realizing that it was taking the respondents much time and they ended up fast tracking responses from the last half of the sections, the questions were halved taking into account some comments from the pilot group who felt that some of the questions were related.

The pilot group was selected from one of the non-participating banks for which I worked and because of time constrains a focused group approach was used and people discussed different interpretations and agreed on some standard wording that would yield the desired and standard wording of questions.

In the licket optional section an additional response “Not sure” was put to accommodate cases where the respondent could neither agree nor disagree as the pilot group felt there were instances where respondents would be genuinely unsure of.
One major area that was amended significantly was the empirical definition of business performance as various respondents interpreted it differently. To standardize responses, the researcher had to give the range as it would apply in this research (see section 2.2.8).

### 3.11 Population and Sample Size

#### 3.11.1 The Population

The population of the study was all the employees of all the commercial banks registered and operating in Zimbabwe. According to the Reserve Bank of Zimbabwe’s 2013 Annual Report, there were 16 commercial banks operational in Zimbabwe (see appendix 2) against a total of 22 financial institutions excluding micro-finance institutions which numbered 146 as at the same date.

#### 3.11.2 The Sample and Sampling Techniques

The Research Advisors (2006) recommend a sample size of 63 for a population of 990, 90% confidence level and 10% margin error. However, the sample size had to be increased as required when there is an inter-group comparison with each group to be compared having to meet its own population minimum sample size (The Research Advisors 2006).

#### 3.11.2.1 Sample Size Determination

The population of the sampled banks was 990 split as 568 for the internationally owned banks and 422 for the locally owned banks. The sampling framework provided by The Research Advisors (2006) requires a minimum sample size for each sub-group was 61 and 58 respectively as shown in table 1 below. One hundred and twenty questionnaires were distributed to staff in internationally owned banks staff while 100 were sent to the other group.

**Table 3.1: Bank Type Sampling**

<table>
<thead>
<tr>
<th>Bank Type</th>
<th>Level Population</th>
<th>Expected Sample Size</th>
<th>Distributed</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>568</td>
<td>61</td>
<td>120</td>
</tr>
<tr>
<td>Local</td>
<td>422</td>
<td>58</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>990</td>
<td>119</td>
<td>220</td>
</tr>
</tbody>
</table>
From a total of 990 employees (the population), there were 55 non-clericals, 548 clericals and 300 junior middle management, 80 senior management and 7 executive directors. The respective minimum samples for each staff level were 31, 60, 55, 37 and 6 as shown in Table 3.2 third column and using the same framework as above.

**Table 3.2: Staff Level Sampling**

<table>
<thead>
<tr>
<th>Staff Level</th>
<th>Level Population</th>
<th>Computed Sample Size</th>
<th>Distributed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-clericals</td>
<td>55</td>
<td>31</td>
<td>33</td>
</tr>
<tr>
<td>Clericals</td>
<td>548</td>
<td>60</td>
<td>83</td>
</tr>
<tr>
<td>Junior and middle management</td>
<td>300</td>
<td>55</td>
<td>60</td>
</tr>
<tr>
<td>Senior management</td>
<td>80</td>
<td>37</td>
<td>38</td>
</tr>
<tr>
<td>Directors</td>
<td>7</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>990</td>
<td>189</td>
<td>220</td>
</tr>
</tbody>
</table>

There are several sampling techniques divided into four categories namely probability sampling, purposive sampling, convenience sampling and mixed methods sampling (Teddlie 2007). Figure. 2.2 below shows the sub components of each of these.

Studying all the 16 commercial banks in the research period was not feasible. Consequently, an appropriate sampling strategy was employed but without compromising the quality of the research findings.

Stratified random sampling was used in selecting four banks that participated in the study. “Stratified sampling is a probability sampling procedure in which the target population is first separated into mutually exclusive, homogeneous segments (strata), and then a simple random sample is selected from each segment (stratum)” sage publications chapter 5. Banks were put into four groups; large foreign owned banks, small foreign owned, large locally owned banks and small locally owned banks. The size of each bank was by reference to its deposit base. From each group there was a random selection of a bank to form the sample of banks to be studied.
Once the participating banks were chosen, the number to be contributed by each participating bank was determined using the quota system. The number for such purposes was the proportion of each bank’s total staff in Harare to the four banks’ total staff compliment in Harare.

After that was done, a further stratified random sampling approach was used to sample the actual staff participating in the research. Staff in each participating bank were put into five groups; non-clerical, clerical, junior to middle management, senior management and directors. The proportion of each level’s staff compliment to that bank’s total staff compliment determined the number of staff to be sampled from each group. Staff were then randomly selected from the relevant group until the quota for each staff level group was reached.
3.12 Data Analysis and Presentation

Data obtained from the questionnaires was processed using the Statistical Package for Social Sciences version 16. This was necessary as data on its own, without being processed, would be of no value. The following shows how the data was analyzed.

3.12.1 Computation of the Average Scores

These were calculated for each dimension at the total level. This provided answers to research question 1 above and in the process met objective 1.

Each dimension had about four to six areas investigated with answers ranging from strongly agree to strongly disagree. The strongly agree was given a score of 4.5 and strongly disagree given a score of 0.5 and the not sure response given a score of 2.5.

Different aspects of each dimension were given scores and weighted to give a weighted score for each respondent. Table 5.19, appendix 6, shows how each dimension was scored for each case. The weight assigned to each particular aspect of the dimension was based on the level of emphasis given to that area by the various literature as reviewed in Chapter 2. The overall dimension index for each dimension was obtained by adding up the indices for each case and dividing it by number of the returned questionnaires, 181 in this case. The scores were to be between zero to one hundred with a high implying that the dimension being measured is high compared to a low score.

3.12.2 The Regression Model.

In an attempt to achieve objective number 2 and answer research question number 2, a regression model was generated using SPSS. From the model, statistics regarding $R^2$, $R$-squared, adjusted $R$-squared were derived. Further the p-values of each factor were obtained and a determination of the significance of each factor and its beta-coefficient read off the model. In addition tolerance values and Variance Inflation Factors (VIF) factors computed to make an assessment of multi-collinearity.

$R^2$ measures the explanatory power of the independent variables on the dependent variable. The general rule is the higher the $R^2$ the greater the impact of the independent variables on the dependent and less the impact of other non-identified variables.
These statistics were computed to attend to objective number two and the related research question number two.

3.12.3 Tests for Independence
Independence tests are the non-normally distributed data’s equivalent for the F and T-tests for normally distributed data (Decoster 2006). The tests determine if there are statistically significant differences between or among groups on any dimension index. They were done for bank type to answer objectives and research question three while the same test was conducted across staff levels to answer objective and research question four.

3.12.4 Inter-dimensional Correlation Coefficients
While not attending to a particular objective, the computation of these correlations was motivated by the desire to confirm that indeed the various dimensions were different constructs. They confirmed that none of these dimensions were effectively measuring one construct. These would be like confirmatory factor analysis which was not done as variables that comprise each dimension were well known through literature.

3.13 Reliability and Validity Tests

3.13.1 Validity
Validity, which is a measure of the extent to which an instrument, a questionnaire in this case, measures what it purports to measure (Cohen et al (2008)). There are several types of validity and among them content, construct and face validity. Other types include predictive, factorial and convergent validity. The extensive linking of the questions to Chapter 2 literature review significantly improved the validity of the questionnaire.

Content validity – the extent to which an instrument adequately measures the dimension under study (Babbie (2007)). This has been accounted for through pilot testing as the researcher discussed how the pilot participants interpreted the questions and related them to the dimensions under study.
**Construct validity** is the extent of the alignment of operational definitions and the theoretical meanings of a concept (Walden 2012). It was accounted for through panel beating the operational definitions of concepts were as close as possible to their theoretical meanings.

**Face validity**, which analyzes the presentation, clarity, relevance and unambiguity of the research instrument (Anastasi and Urbina (2007). This validity was tested through discussions of the questionnaire by my supervisor, a fellow MBA student who is also a banker, some lecturers at the University of Zimbabwe and some senior executives in industry and commerce.

### 3.13.2 Reliability

Reliability as a measure of how an instrument can repeatedly produce the same results over time and across participants has been factored in through ensuring that there is a common understanding of the questions put across (Cohen, Manion and Morrison (2008)). It is measured by the Cronbach’s alpha which must be at least 0.7 according to Hair, Black, Babin and Anderson (2006) with some authors suggesting 0.6 (Saunders *et al* 2009). The pilot testing of the instrument was done to improve the instrument’s reliability. The Cronbach’s alpha values were produced and analyzed.

### 3.14 Ethical Issues

Ethical issues were considered at all stages of this research. The following were key ethical aspects of this research;

#### 3.14.1 Informed Consent

Alternatively known as valid consent, informed consent is the eliciting of a free decision by a research participant supported by sufficient knowledge related to the research not occasioned by coercion, implicit or explicit (Economic and Social Research Council 2010). Informed consent was sought, through relevant departments, from the participating banks after sharing with them the benefits of the study as highlighted in section 1.5. A letter requesting permission to administer questionnaires to the participating banks’ staff was sent out – see appendix (3).
The cover letter of the questionnaire (appendix 4) clearly highlighted the sampled employees’ right not only to skip any questions they were uncomfortable answering but also deny outright participation should they felt like so. As a result of this instruction some five managers from the sampled employees withdrew and three did not answer certain questions. The five managers that withdrew were replaced.

**3.14.2 Participants Right to Privacy**
The participants’ right to privacy was not only assured but was carried through. At the pilot testing stage of the questionnaire, a title identification question was removed when the researcher noted elements of hesitation in filling this as pilot participants alleged that this tended to compromise their security at work.

Except to say that there were two international banks and two local banks that participated in the survey, no disclosure has been made to the participating banks which other ones were participating. The researcher commits to non disclosure now and into the future to anyone including the examiner of this thesis. This is in partial fulfillment of the conditions put by one of the participating banks.

**3.14.3 Participants Right to Comfort**
In the pre-testing phase certain questions were perceived to cause discomfort and these questions were either re-phrased or completely dropped without, of course, compromising the quality of the research findings.

**3.14.4 Participants’ Debriefing**
Some participants requested that they be allowed access to the research findings. The final version of the study would be provided and discussed with interested management without disclosing individual employee participants. Management would be availed information as it related to the total position and information about its own bank. This would fulfill the ethical requirement that participants have a right to access the results of a research they participated in.

**3.14.5 Researcher Ethics**
The researcher was bound by standard ethical expectations like that he should report the findings without fear or favour, not hiding anything that came up in the research except in so
far as it affects participant confidentiality. He was duty bound to avoid disproportionate highlighting of findings. Methodologically the researcher tried, as far as possible and subject to the limitations cited section 3.15 below, to ensure the most appropriate, methodology, philosophy, purpose, approach, strategies, choice and data types were applied as applicable. Critically, the researcher ensured the right data processing and analysis tools were used and restricted his interpretation to the standards as found in literature and avoided his personal bias, a key ethical requirement.

3.15 Limitations of Study
While every effort and caution was taken to ensure the credibility, validity and reliability of this research, the research was not without its own limitations. These are discussed below together with the measures proactively taken by the researcher in mitigating their adverse impact.

3.15.1 Time Horizons
As highlighted under section 3.8, the subject of study, culture, is essentially a long term construct and it would only be logical to have a longitudinal research so that the findings become truly cultural. Regrettably and due to time constraints (given that this a research paper required in one semester) the research had to be converted into a cross sectional study. Creatively, questions were asked in such a way as to elicit behaviors over a long time – proxying culture in the process. In spite of all that, the human mind, being what it is, would unconsciously recall just the recent incidents.

The situation is aggravated by the high mobility that staff, especially in the banking sector have and hence the shorter period that these employees would have had the organization under study. Thus there was a tendency of behaviors not culture being studied as was observed by Baskveille (2003) when he suggested that Hofstede did not study culture.

3.15.2 Research Choice
Section 3.7 above, discussed the research choices. What people say and what they actually do or obtains on the ground may be different. This distortion may be deliberate as people desire to portray a certain perspective which they desire or may be entirely a result of a total failure to interpret the questions or relating their actions to the constructs being researched on. The
researcher would have preferred a combination of a questionnaire and structured observation. Time and financial constraints were simply inadequate to do that.

Some of the shortcomings have been avoided through the pilot testing referred to in section 3.10.1 where an attempt was made at simplifying the questions to levels where each respondent understood the questionnaire and did so in the same way as the rest. Use of the words “usually” and “traditionally” and “to a large extent” eliminated bias driven by a strong desire to portray good features only.

3.15.3 Empirical definition of Business Performance
Section 2.2.8 of this paper extensively covered what constitutes business performance and how it is measured. It could be seen that the concept is very diverse and no consensus has been reached as to exactly what it is. Notwithstanding that extensive coverage, the components and measuring techniques of the same finally chosen by this researcher for purposes of this paper may differ from that held by the respondent. As a result, the respondent may subconsciously have used their own unexpressed definition and responded in line with that definition thus introducing reliability challenges. The questions in section C of the questionnaire (appendix 5) were structured in such a way that minimizes variations in the definition of business performance.

3.15.4 Research Instrument
A questionnaire as the chosen instrument (section 3.10) suffers from the disadvantage of a lack of a probing capacity and failure to take advantage of non-verbal communication. The structured observation instrument would have been more appropriate. Non-the-less, the validity of the questionnaire was deemed good enough to outweigh this shortcoming.

3.16 Chapter Summary
This Chapter set out the framework that was used to carry out the research. It showed that the research was quantitative, the research purpose being a descripto-deterministic type, following a positivist philosophy, using a deductive approach and informed by a survey strategy. It followed a mono method research choice and primary data was predominantly collected and analyzed. A pre-tested questionnaire was used for data collection. Section 3.11 discussed the population as the employees in Harare of all commercial banks registered in
Zimbabwe. Stratified random sampling was used to choose participating banks as well as actual participants at bank level. Quantitative descriptive tests were computed and analyzed. Mean scores for the cultural dimensions were ascertained. In addition a regression model was developed to explain the causal relationship between the independent and dependent variables. Further, independence tests conducted across bank type and staff levels were done. Finally, ethical issues and limitations were discussed. The next Chapter, Chapter 4 sets out to give detailed findings, an analysis and discussion of those findings.
Chapter 4

Findings and Data Analysis

4.1 Introduction

This Chapter’s objectives are to present and discuss findings of the data collected as described in Chapter 3. It further seeks to discuss the ways in which these findings address the objectives as set out in Chapter 1 and test the hypothesis presented in Chapter 2. Demographic analysis, normality testing, correlation analysis, reliability analysis, derivation of a predictive model through the use of regression analysis shall constitute, in part, the contents of this Chapter.

4.2 Response Rate

As shown in Table 4.3 below, 220 questionnaires sent out. Of these, 120 were sent to internationally owned banks with the balance, 100 sent out to locally owned banks. The table further shows that of the questionnaires sent to international banks and locally owned banks 106 and 75 questionnaires were successfully completed and returned to the researcher by the cutoff date, in line with the overall timelines of the dissertation. The total returned questionnaires were 181.

Table 4.3: Response Rates According to Bank Type

<table>
<thead>
<tr>
<th>Bank Type</th>
<th>Distributed</th>
<th>Returned</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>120</td>
<td>106</td>
<td>88</td>
</tr>
<tr>
<td>Indigenous</td>
<td>100</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>Total</td>
<td>220</td>
<td>181</td>
<td>82</td>
</tr>
</tbody>
</table>

The response rates were 88% international banks and 75% for locally owned banks while the total response rate was 82%. The response rates, for each category and in total, were above the minimum thresholds of 60% as prescribed by Jonhsons and Wilsar (2012). This makes the research findings generalizable and reliable with enhanced validity.
Table 4.4 below shows response rates at staff level. It shows that of the 33 questionnaires sent out to non-clericals 20, representing a response rate of 61% were successfully completed and returned. Out of 83 questionnaires distributed to clericals, 76 (92%) responded while a 95% return rate was achieved for junior and middle managers who returned 57 out of the 60 sent out. Senior managers returned 24 of the 38 questionnaires reflecting a 63% response rate. Of the six sampled directors four responded representing a 67% response rate. Across all staff levels response rates were in excess of the prescribed minimum of 60% according to Johnsons and Wilsar (2012).

Table 4.4: Response Rates According to Staff Level

<table>
<thead>
<tr>
<th>Level</th>
<th>Distributed</th>
<th>Returned</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-clericals</td>
<td>33</td>
<td>20</td>
<td>61</td>
</tr>
<tr>
<td>Clericals</td>
<td>83</td>
<td>76</td>
<td>92</td>
</tr>
<tr>
<td>Junior and middle management</td>
<td>60</td>
<td>57</td>
<td>95</td>
</tr>
<tr>
<td>Senior managers</td>
<td>38</td>
<td>24</td>
<td>63</td>
</tr>
<tr>
<td>Directors</td>
<td>6</td>
<td>4</td>
<td>67</td>
</tr>
<tr>
<td>Total</td>
<td>220</td>
<td>181</td>
<td>82</td>
</tr>
</tbody>
</table>

4.3 Frequencies

Objectives three and four, as highlighted in Chapter 1, were to verify whether there is any statistical difference between cultures in the international banks and local banks and between different staff levels respectively. As a result, the researcher was more concerned with frequencies for internationally owned and locally owned banks and frequencies for the different levels staff in the hierarchy. However, for completeness but without much emphasis, gender related statistics shall be presented.

4.3.1 Bank Type

Table 4.3 above shows the relevant statistics. As the category of international banks has a higher staff compliment than the local banks in the sampled four banks, and to achieve equity and in line with the Research Advisors (2006), more questionnaires were sent out to the international banks’ category (120 against 100).
4.3.2 Level of Management
For purposes of this study, staff was categorized into five groups namely non-clericals, clericals, junior to middle management, senior management and directors. It was noted that different banks use different grading scales and would thus be difficult to match different levels across the four banks. The researcher’s prior experiences with some of the banks and discussion with colleagues in the sampled banks enabled easier resolution of the challenge.

Figure 3 below, represents the statistics for returned questions graphically (pie-chart) demonstrating the proportions of the sampled participants.

Figure 4.3: Returned questionnaires staff level analysis

![Pie chart showing staff level distribution](chart.png)

4.3.3 Gender Frequencies
As shown in Table 4.5 below, of the 181 respondents 87 (48.1%) were females while 94 (51.9%) were males. No effort was made by the researcher to align this proportion to proportions in the banking sector as he was pre-occupied with balancing the proportions of the staff levels.

Table 4.5: Gender Frequencies

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Females</td>
<td>87</td>
<td>48.1</td>
<td>48.1</td>
</tr>
<tr>
<td></td>
<td>Males</td>
<td>94</td>
<td>51.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>181</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.3.4 Culture Dimensions’ Levels

Objective number one of this study sought to determine the index for each of the cultural dimensions and Table 4.6 below shows such indices for the combined data. The indices are computed as per the methodology described in Chapter 3. As shall be further discussed in the limitations section of this Chapter, the methodology used was a proxy of the one employed by the developers of the theory (Hofstede). The researcher, however, believes that notwithstanding that limitation, the computed indices are a reasonable basis for making comparisons and more and particularly so, this study being a first in Zimbabwe.

The indices shown in the Table 4.6 and Figure 4.4 are portraying a single pattern where the indices of each and every dimension for international banks is higher than that for the local banks. Does this imply underlying major differences in the cultural dimensions of these two categories? Using independence tests (section 4.8 below) any differences highlighted in the table between two categories are further investigated in terms of statistical significant differences.

<table>
<thead>
<tr>
<th>Dimension Type</th>
<th>Mean both categories of Banks</th>
<th>International Banks</th>
<th>Number of cases</th>
<th>Local Banks</th>
<th>Number of Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDI</td>
<td>83.7337</td>
<td>86.1290</td>
<td>106</td>
<td>80.2703</td>
<td>75</td>
</tr>
<tr>
<td>UAI</td>
<td>89.5558</td>
<td>90.6935</td>
<td>106</td>
<td>87.9108</td>
<td>75</td>
</tr>
<tr>
<td>INDi</td>
<td>76.8906</td>
<td>78.4804</td>
<td>106</td>
<td>74.5919</td>
<td>75</td>
</tr>
<tr>
<td>MASi</td>
<td>76.0398</td>
<td>76.2393</td>
<td>106</td>
<td>75.7514</td>
<td>75</td>
</tr>
<tr>
<td>LTOi</td>
<td>33.8660</td>
<td>34.3210</td>
<td>106</td>
<td>33.2081</td>
<td>75</td>
</tr>
<tr>
<td>INDULi</td>
<td>40.8884</td>
<td>42.0056</td>
<td>106</td>
<td>39.2730</td>
<td>75</td>
</tr>
<tr>
<td>BP</td>
<td>69.9867</td>
<td>72.7439</td>
<td>106</td>
<td>66.0000</td>
<td>75</td>
</tr>
</tbody>
</table>
4.3.5 Staff Level Culture Index

Just as section 4.3.4 compared the cultural dimensions indices across the two types of banks, this section does the same but across staff levels. The idea is to assess whether the cultural values are perceived differently by people at different levels.

An analysis of the Table 4.7 and Figure 4.5 below clearly demonstrate that, while it is high throughout all the levels, there is a general downward trend in the power distance as the level of seniority increases. This index shows a large difference between the directors (74.80) and non clericals at 97.46.
Table 4.7: Staff Level: Culture Index

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Non-clerical index</th>
<th>Clerical</th>
<th>Middle management</th>
<th>Senior management</th>
<th>Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD</td>
<td>97.4600</td>
<td>86.4658</td>
<td>77.7719</td>
<td>79.2917</td>
<td>74.8000</td>
</tr>
<tr>
<td>UA</td>
<td>96.6900</td>
<td>88.4632</td>
<td>89.4667</td>
<td>88.0000</td>
<td>85.2500</td>
</tr>
<tr>
<td>IND</td>
<td>79.5850</td>
<td>75.9724</td>
<td>77.2702</td>
<td>78.6500</td>
<td>64.9000</td>
</tr>
<tr>
<td>MAS</td>
<td>74.8000</td>
<td>74.6263</td>
<td>78.2737</td>
<td>76.0833</td>
<td>77.0000</td>
</tr>
<tr>
<td>LTO</td>
<td>35.4200</td>
<td>32.6961</td>
<td>37.5640</td>
<td>29.4708</td>
<td>22.0000</td>
</tr>
<tr>
<td>INDUL</td>
<td>39.1600</td>
<td>40.6132</td>
<td>42.2246</td>
<td>40.3333</td>
<td>39.0500</td>
</tr>
<tr>
<td>Count</td>
<td>20</td>
<td>76</td>
<td>57</td>
<td>24</td>
<td>4</td>
</tr>
</tbody>
</table>

Figure 4.5: Bar Chart: Power Distance Indices Across Staff Levels

Similarly, Figure 4.6 shows a downward trend in uncertainty avoidance as can be clearly seen in the dotted trend line. The non-clerical power distance index is the highest at 97.46 for non-clericals against the lowest showing for directors at 74.8.
Figure 4.6: Bar Chart: Uncertainty Avoidance Index Across Staff Levels

Figure 4.7: Bar Chart: Individualism Across Staff Levels

Figure 4.7 above reflects that in terms of individualism the indices are packed within a narrow range of between 64.90 (directors) and 79.59 (non-clericals). Does this mean that statistically all the staff levels exhibit the same level of individualism? Again this shall be the subject of discussion of section 4.8.
Figure 4.8: Bar Chart: Masculinity Across Staff Levels

Figure 4.8 above shows that the level of masculinity increases as the level of seniority increases. There was a significant and out of trend jump in the level of masculinity for middle management from clericals and thereafter a decline for the senior management from the middle management.

Figure 4.9: Bar Chart: Indulgence Index Across Staff Levels
Figure 4.9 shows that the indulgence levels are generally high and over a narrow index range. The middle management has the highest index at 78.27 with the lowest index showing for clerical staff at 74.8.

**Figure 4.10: Bar Chart: Long Term Orientation Across Staff Levels**

![Bar Chart](chart.png)

From Table 4.7 on an earlier page and figure 4.10 above, it can be seen that indices for the Long Term Orientation (LTO) generally show a downward trend though with a marked distortion in the middle management level. The middle management level portrays the highest long term orientation index at 37.56 and directors show the least index at 22. Non-clericals are the second highest at 35.42.

### 4.4 Normality Tests

It is important that normality tests be conducted before further tests like correlation tests are conducted so that such related tests are conducted using the right tools. If the data being analyzed shows a p-value of less than 0.05 such data is deemed not to be following a normal distribution and thus require non-parametric tests to be conducted (Ghashemi and Zahediasl 2012). Table 4.8 below shows the results of normality test carried out using the Shapiro-Wilk (S-W) model. Shapiro-Wilk (S-W) had to be used as the sample size was less than two thousand and could not use the Kilmorogorov-Smirnov model which is reserved for such larger samples (Garson 2012).
From the Table 4.8 below, it can be seen that all p-values are less than 0.005 and thus indicate that the data is not normally distributed hence the need for non-parametric tests.

Table 4.8: Tests of Normality

<table>
<thead>
<tr>
<th></th>
<th>Kolmogorov-Smirnov</th>
<th></th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic</td>
<td>Df</td>
<td>Sig.</td>
</tr>
<tr>
<td>BP</td>
<td>.141</td>
<td>181</td>
<td>.000</td>
</tr>
<tr>
<td>PD</td>
<td>.311</td>
<td>181</td>
<td>.000</td>
</tr>
<tr>
<td>UA</td>
<td>.300</td>
<td>181</td>
<td>.000</td>
</tr>
<tr>
<td>IND</td>
<td>.155</td>
<td>181</td>
<td>.000</td>
</tr>
<tr>
<td>MAS</td>
<td>.369</td>
<td>181</td>
<td>.000</td>
</tr>
<tr>
<td>LTO</td>
<td>.272</td>
<td>181</td>
<td>.000</td>
</tr>
<tr>
<td>INDUL</td>
<td>.288</td>
<td>181</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Lilliefors Significance Correction

4.5 Reliability Testing

The data was tested for reliability using the Cronbach’s alpha for the entire dependent and independent variables before transformation and as shown in Table 4.9 below, the coefficient was 0.923 for non-standardized data and 0.917 for standardized data. This reflects a very high level of reliability, with the minimum reliability pegged at a Cronbach’s alpha of not less than 0.7 (Garson 2012). The high reliability was a product of a thorough pilot testing and significant attention to the various possible interpretation of terms used in the questionnaire and modification of terms to ensure by as much as possible single interpretation. There was two layered pilot testing with the second one proving to be highly effective.

Intra-dimensional reliability was also tested and it was found out that questions linked to power distance and uncertainty avoidance had a Cronbanch’s alpha of 0.881 and 0.893 respectively. Questions linked to individualism and masculinity questions had alphas of 0.914 and 0.881 while those linked to long term orientation and indulgence had alphas of 0.926 and 0.930 respectively. The intra business performance questions had an alpha of 0.883. As can be observed all the Cronbanch’s alphas were above the minimum recommendations by Garson (2012).

Further post the collection of data, one item relating to management’s tolerance of mistakes under uncertainty avoidance dimension was removed as it had the effect of reducing the
Cronbach’s alpha to levels that were below the standard 0.7 much to the surprise of the researcher as it had passed the pilot stage without any problems.

**Table 4.9: Cronbach’s Alphas**

<table>
<thead>
<tr>
<th>Dimension/Construct</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>All items</td>
<td>0.923</td>
<td>33</td>
</tr>
<tr>
<td>Power distance</td>
<td>0.881</td>
<td>4</td>
</tr>
<tr>
<td>Uncertainty avoidance</td>
<td>0.893</td>
<td>3</td>
</tr>
<tr>
<td>Individualism</td>
<td>0.914</td>
<td>5</td>
</tr>
<tr>
<td>Masculinity</td>
<td>0.883</td>
<td>4</td>
</tr>
<tr>
<td>Long term orientation</td>
<td>0.926</td>
<td>5</td>
</tr>
<tr>
<td>Indulgence</td>
<td>0.930</td>
<td>5</td>
</tr>
<tr>
<td>Business performance</td>
<td>0.881</td>
<td>7</td>
</tr>
</tbody>
</table>

**4.6 Correlations**

Section 4.3 above concluded that the data was not normally distributed and, following from that and in line good statistical practice, a non-parametric correlation model, the Spearman’s correlation was used for the inter-dimensional data. The objective for the inter-dimensional correlation analysis was check for any potential collinearity across dimensions.

It was expected that inter-dimensional correlations would be in the medium to weak category so as to give an assurance that the dimensions are distinct and independent of each other. Any two dimensions with a correlation co-efficient of above 0.00 to 0.299 shows a weak positive association (Hair *et al* 2006) as is the case for uncertainty avoidance and power distance. On the other hand, a coefficient of -0.00 to -0.299 reflects a weak negative association for example masculinity and uncertainty avoidance. Coefficients of 0.3 to 0.5 reflect a medium positive relationship as is between long term orientation and uncertainty avoidance (0.408) while -0.3 to -0.5 reflect a medium negative association and in this case there is no example of such.

Any coefficient between 0.5 to 1 and -0.5 to -1 reflect a strong positive and a strong negative association, a state which would not be good for any inter-dimensional relationships. It is therefore proper and appropriate that all coefficients are below 0.5 and above -0.5.
Coefficients of 1 and -1 would reflect a perfect positive and perfect negative association which is not expected and indeed did not show in this case.

**Table 4.10 Inter-dimensional Correlations**

<table>
<thead>
<tr>
<th></th>
<th>PD</th>
<th>UAI</th>
<th>IND</th>
<th>MAS</th>
<th>LTO</th>
<th>INDUL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UAI</td>
<td>.329</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IND</td>
<td>.051</td>
<td>.267</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAS</td>
<td>.108</td>
<td>.056</td>
<td>.020</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTO</td>
<td>-.080</td>
<td>.287</td>
<td>.353</td>
<td>.053</td>
<td>.212</td>
<td>1.000</td>
</tr>
<tr>
<td>INDUL</td>
<td>.022</td>
<td>.259</td>
<td>.295</td>
<td>-.053</td>
<td>.212</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Table 4.10 above shows that the correlation coefficients for all the independent to independent dimensions are either all weak positive or weak negative except for the long term orientation and indulgence dimensions which at 0.353 depict a medium positive correlation. This means that the dimensions are really independent of each other.

**4.7 Regression Analysis**

Regression analysis is a statistical tool by which a researcher may construct a predictive model of by deriving an equation such as:

\[ y = a + b x_1 + c x_2 + dx_3. \]

Where: \(a\) is a constant, \(x_1\) is independent variable one and \(b\) is the variable’s beta coefficient, \(x_2\) is independent variable two with \(c\) being its beta co-efficient.

In pursuit of the above, a multi-linear regression model between business performance (the dependent variable) and the six independent variables was run and the results are shown in Table 4.11.
Table 4.11: Regression Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.665(^a)</td>
<td>.443</td>
<td>.423</td>
<td>17.42013</td>
</tr>
</tbody>
</table>

\(a.\) Predictors: (Constant), INDUL, PD, MAS, IND, UAI, LTO

The model shows that, in total, the independent variables account for 44.3% (the \(R^2\)) of the changes in the dependent variable, business performance. The other 55.7% is accounted for by other factors outside this model. These could be levels of capital, the confidence the public has on the owners and management of the banks. A high \(R^2\) is deemed appropriate as this is a service industry and culture has a significant impact on the service level of an organization. The adjusted \(R^2\) of 42.3% reflects that the impact of size is not that big according Cohen’s rules on the effect of size Yee and San (2011).

From Table 4.12, an F-value of 23.031 and a p-value of 0.000, reflect that the model is statistically significant and reliable. Use of the model would predict the results better than guessing.

Table 4.12: ANOVA\(^b\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>41934.063</td>
<td>7</td>
<td>6989.010</td>
<td>23.031</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>52802.226</td>
<td>174</td>
<td>303.461</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>94736.288</td>
<td>181</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(a.\) Predictors: (Constant), INDUL, PD, MAS, IND, UAI, LTO

\(b.\) Dependent Variable: BP

4.7.1 The Predictive Coefficients of the Model

All independent variables whose p-value is less than 0.05 are deemed significant in terms of their impact on the dependent variable (Hair et al 2006). Any variable with a p-value greater than 0.05 is deemed not significant and should be dropped from the regression model.

From Table 4.13 below, it can be noted that power distance and uncertainty avoidance both have p-values of 0.000 and indulgence has 0.03. These are all below the prescribed 0.05 level
hence are significant factors. The constant factor, with a p-value of 0.012, is also significant and forms part of the regression model.

On the other hand, individualism, masculinity and long term orientation have p-values of 0.967, 0.107 and 0.139 all of which are above the threshold of 0.05 and thus are not significant factors.

The beta coefficients of the significant factors are 0.287 (for power distance), 0.340 (uncertainty avoidance) and 0.222 (indulgence). This means that for every unit change in power distance, there will be a 0.287 unit change in business performance. The same interpretation can be applied to beta coefficients for uncertainty avoidance and indulgence.

From the preceding three paragraphs, one can postulate that

\[ BP = -52.422 + 0.287(PD) + 0.340UA + 0.222INDUL \]

where,

\( BP \) = Business Performance, \( PD \) = Power Distance, \( UA \) = Uncertainty Avoidance and \( INDUL \) = Indulgence.

This above given regression model is good enough to account for 44.3% changes in business performance. It is important to note that only those factors deemed significant have found their way into the predictive model (the regression model).

Tolerance values and Variance Inflation Factors (VIF) are tools by which multi-collinearity is detected. According to Yee and San (2011), tolerance values greater than 0.10 and Variance Inflation Factors (VIF) less than 10.0 indicate the absence of multi-collinearity. The test for these variables as reflected in Table 4.13 below, show that the minimum tolerance value is 0.530 and the minimum Variance Inflation Factor is 1.027 and hence there is no problem of multi-collinearity.
Table 4.13: The Regression Model

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-52.422</td>
<td>20.540</td>
</tr>
<tr>
<td>PD</td>
<td>671</td>
<td>.145</td>
<td>.287</td>
</tr>
<tr>
<td>UAI</td>
<td>.791</td>
<td>.159</td>
<td>.340</td>
</tr>
<tr>
<td>IND</td>
<td>.004</td>
<td>.102</td>
<td>.003</td>
</tr>
<tr>
<td>MAS</td>
<td>-333</td>
<td>.206</td>
<td>-.093</td>
</tr>
<tr>
<td>LTO</td>
<td>.194</td>
<td>.130</td>
<td>.116</td>
</tr>
<tr>
<td>INDUL</td>
<td>.339</td>
<td>.111</td>
<td>.222</td>
</tr>
</tbody>
</table>

a. Dependent Variable: BP

4.8 Tests for Independence

Tests for independence seek to determine whether the findings of one or more independent segments are significantly different from each other. In this study, the researcher was more interested in determining whether or not the levels of the different cultural dimensions being studied were statistically different between the foreign owned and locally owned banks and among the different levels of staff.

Again, because the data is not normally distributed non-parametric tests were conducted and sections 4.8.1 and 4.8.2 present the findings.

4.8.1 Bank Type: Tests for Independence

Table 4.14 below shows the relevant information for the determination of whether or not there are statistically significant differences in the levels of cultural dimensions between the two types of banks.

Results of a finding are deemed statistically significant if the p-value relating to the independent samples is less than 0.05. Any samples whose p-values are greater than this standard imply a non-significant difference between the samples under investigation. Following from this assertion and from the table below, it can be concluded that out of the six independent dimensions under study, the findings are the same, statistically that is, between
the two types of banks for all the dimensions except PD (power distance). From the foregoing, one may conclude that there is a possibility that Hofestede was correct in inferring that certain traits which make up the cultural dimensions, once identified at company level may reflect national culture.

Table 4.14: Test Statistics

<table>
<thead>
<tr>
<th></th>
<th>PD</th>
<th>UAI</th>
<th>IND</th>
<th>MAS</th>
<th>LTO</th>
<th>INDUL</th>
<th>BP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z</td>
<td>-4.199</td>
<td>-1.708</td>
<td>-1.650</td>
<td>-1.033</td>
<td>-1.063</td>
<td>-1.505</td>
<td>-1.959</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.000</td>
<td>.088</td>
<td>.099</td>
<td>.302</td>
<td>.288</td>
<td>.132</td>
<td>.050</td>
</tr>
</tbody>
</table>

a. Grouping Variable: type of bank

It must be clarified that it does not mean that the rest of the dimensions are the same but merely that the differences between them are not significant.

4.8.2 Staff Level: Tests for Independence

Similar tests as above were conducted but using the K-samples independent tests for staff levels. It can be recalled that staff were analyzed into non-clerical, clerical, junior to middle management, senior management and directors. It is the objective of this sub-section to test the cultural dimensions among these levels with the researcher starting off with a null hypothesis that that there are significant differences among the various levels for all dimensions.

Table 4.15 below, shows the results of such a test conducted on the data gathered. Using the same guidelines discussed in section 4.8.1 above, it can be noted that power distance, uncertainty avoidance, masculinity and long term orientation have p-values of 0.000, 0.012, 0.001 and 0.001 and thus exhibit statistically different cultural dimensions levels. On the other hand, the other two dimensions have p-values greater than 0.05 (individualism – 0.446 and indulgence 0.985) do not show significant differences among the five staff levels.
Table 4.15: Test Statistics\textsuperscript{a,b}

<table>
<thead>
<tr>
<th></th>
<th>PD</th>
<th>UAI</th>
<th>IND</th>
<th>MAS</th>
<th>LTO</th>
<th>INDUL</th>
<th>BP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>71.182</td>
<td>12.834</td>
<td>3.716</td>
<td>19.364</td>
<td>19.510</td>
<td>.373</td>
<td>17.950</td>
</tr>
<tr>
<td>Df</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.000</td>
<td>.012</td>
<td>.446</td>
<td>.001</td>
<td>.001</td>
<td>.985</td>
<td>.001</td>
</tr>
</tbody>
</table>

\textsuperscript{a} Kruskal Wallis Test
\textsuperscript{b} Grouping Variable: level

4.9 Discussion of Findings

This section is devoted to analyzing the major findings presented in the preceding sections of this Chapter. It starts off by discussing the various dimension levels. In discussing these, an attempt is made at explaining why the indices are like relative to the corresponding indices in three comparative countries. Following on that is a discussion of the association between the independent variables and dependent variable. Next would be an analysis of the inter-bank independence tests after which and finally findings on the inter-staff level tests would be discussed.

4.9.1 Index Levels

Taking the view expressed in section 4.8.1 which says that view the taken by Hofstede is correct based on the non-significance of the differences between an organization (and industry in this case), it is interesting to compare the research findings with those for South Africa (as Zimbabwe’s neighbor biggest trading partner), Zambia (as a neighbor and a country under one colonial master) and United Kingdom as the former colonial master who shaped much of our business and commerce related cultural issues. Figure 4.11 below shall be used for such analysis.

4.9.1.1 Power Distance

Zimbabwe, with a PDI of 84 is showing that it is a high power distance country like Zambia at 60. This is in sharp contrast with United Kingdom and South Africa. The two low power dimensioned countries appear to be economically better from a Gross Domestic Product per capita. Not much economic development has taken place in these countries. From this view point, one is tempted to think that there is an inverse (indirect) relationship between the level of economic development and the power distance.
The Zambians and Zimbabweans were once one country known as Rhodesia and thus shared a colonial history as both were colonized by Britain. The extent and style of oppression might have influenced the extent to which their citizens perceived their masters who held their economic fate in their hands. On the other hand, United Kingdom was never colonized and hence her citizens never perceived any other as a superior race. Thus, as children graduate into adults they are programmed to be treated as almost equals.

Interesting, however, are the PDIs of certain countries that have similar historical backgrounds but have low PDIs unlike Zimbabwe.

**Figure 4.11: Bar Chart: Inter-country comparisons**

![Bar Chart: Inter-country comparisons](image)

### 4.9.1.2 Uncertainty Avoidance Index
Zimbabwe, South Africa and United Kingdom are all high uncertainty avoidance countries while Zambia exhibits a low index on that dimension. The reasons for the differences with the rest for Zambia are not clear. Being a major source of copper in the world market may have made the Zambians less keen on the certainty levels as almost always they would know that their copper would sell. The same principle may have affected South Africa as a diamond producer.

### 4.9.1.3 Individualism Index
The research findings show that, like South Africa and the United Kingdom, Zimbabwe is an individualistic nation. This finding was rather surprising as it was expected that, because of
the prevalence and depth of the extended family concept, Zimbabwe would score lowly on this index like Zambia. But perhaps people’s behavior in the social world does not entirely mirror what happens in the business world, the basis of the findings under discussion. In a country that was facing economic challenges and the threat of losing employment, it would appear that employees and people at large would be more pre-occupied with task accomplishment rather than being concerned with relations. The “one man for himself and God for us all principle” is deeply rooted. All such traits point to a high individualism index.

4.9.1.4 Masculinity Index
As was expected, Zimbabwe was the most masculine of the four nations. This was not surprising given the level of strong desire that Zimbabweans have for learning, not just academically but also professionally. There has been an exponential growth in schools, colleges and universities augmented by numerous companies providing apprenticeships. In fact, it has been noted that Zimbabwe has shown to have been number two in Africa literacy rate – which one can take as a proxy for up-skilling.

Perhaps the economic challenges in Zimbabwe have been a reason for people being more concerned with benefits than any other motivating factor. From Maslow’s hierarchy of needs, it is well known that at the very low levels of earnings, people are more motivated by salaries (Nyameh 2013). It is thus not surprising that countries like the United Kingdom and South Africa may not be so consumed with benefits as does Zimbabwe.

An ever increasing supply of labour against a shrinking demand for the same (Saungweme, Matsvai and Sakuhuni(2014)) has made the job market more competitive and it becomes a survival for the fittest hence a very masculine environment.

4.9.1.5 Long Term Orientation Index
Zimbabwe has shown to be like its counter-parts in this dimension which are all showing a short term orientation with an average long term orientation of 37. Bearing in mind that this dimension is about taking a long term perspective of issues, it is not surprising that as the world is becoming more dynamic and volatile more and more people are hesitant to take a long term view of things. People would want to take issues gradually. The rate, frequency and unpredictability of recessions have watered down any ambitions for a long term view of business issues.
In Zimbabwe, there has been more pronounced volatility with the 2000 to 2009 era being notoriously known as the lost decade. Inflation levels were so high that planning in that environment would be of no practical value. People were more concerned with daily survival and one got the feeling that there was an unspoken view that the long term did not matter as in the long term they (Zimbabweans) would all have ceased to exist.

**4.9.1.6 Indulgence Index**
With an index of 41 and 42 Zimbabwe and Zambia have exhibited traits of being restrained while South Africa and the United Kingdom appear to have an indulgent attitude though not really a very high one. The average for the four nations is 54. Recalling that indulgence is all about the extent to which people try to control their desires and impulse, it is not surprising that after years of economic challenges and a low resource base against a huge economic burden many people have moderated their desires possibly resigning to fate and accepting whatever nature naturally provided them. This is in sharp contrast to the levels exhibited in the United Kingdom, where the standard of living is high even for the unemployed who get the unemployment benefit. South Africa is on the low side but still showing a better index on the indulgence scale. There is no time for leisurely activities as every time is spared for working hard for that desperately needed extra dollar. The differences in this dimension clearly show even in the soccer stadia, where these are filled up for each and every stadium in the United Kingdom compared to pathetic crowds in the African countries under comparison. An analysis of the tourism numbers of the various states show that the British enjoy or rather afford holidaying more than their African counter parts as it is the only country that features on the top 10 outward bound tourism by value (UNWTO 2014) which is a confirmation of the British higher indulgence index. However theirs appears to have been affected by the world recession of 2007 – 2009 and the Euro zone crisis.

**4.9.2 Association and Causal Relationships between Dimensions and Organizational Performance**
The summary findings to be discussed from 4.9.2.1 to 4.9.2.6 are shown in Table 4.14 above.

**4.9.2.1 Power Distance and Organizational Performance**
Table 4.16 shows that there is a medium positive relationship between power distance and business performance. For each unitary movement in the power distance there is a 0.287 (the Beta co-efficient) of a unit movement in business performance. Further from the predictive
model between power distance and business performance, it can be noted that on its own, without taking into account any co-linearity issues, this dimension accounts for 14.8% of the changes in business performance. A p-value of 0.000 shows that this is a significant relationship hence its inclusion in the regression model stated in section 4.7.1.

These findings of a direct relationship between power distance and business performance are in contrast with findings by Waal and Chipeta (2013) and Oluku and Ogutu (2013) as discussed in section 2.3.1. The findings in this research are also at variance with the economic performances and power distance indices of some of the countries found on the Power Distance Index Map the United Kingdom and United States of America. It would appear that both sources suggest a negative relationship between power distance and business performance.

Table 4.16: Summary of Dimensions Business Performance Relationships

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Correlation</th>
<th>Beta Coefficient</th>
<th>R-Squared</th>
<th>Level of Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power Distance</td>
<td>338</td>
<td>0.287</td>
<td>0.148</td>
<td>0.000</td>
</tr>
<tr>
<td>Uncertainty Avoidance</td>
<td>562</td>
<td>0.340</td>
<td>0.311</td>
<td>0.000</td>
</tr>
<tr>
<td>Individualism</td>
<td>222</td>
<td>0.003</td>
<td>0.045</td>
<td>0.967</td>
</tr>
<tr>
<td>Masculinity</td>
<td>-198</td>
<td>-0.093</td>
<td>0.002</td>
<td>0.107</td>
</tr>
<tr>
<td>Long Term Orientation</td>
<td>333</td>
<td>0.116</td>
<td>0.133</td>
<td>0.139</td>
</tr>
<tr>
<td>Indulgence</td>
<td>421</td>
<td>0.222</td>
<td>0.148</td>
<td>0.003</td>
</tr>
</tbody>
</table>

To understand the reasons behind these differences, one has to appreciate the highly volatile nature of Zimbabwe’s economy especially since the Black Thursday of 1997 when the Zimbabwean dollar lost almost half of its value in a single day. The volatility worsened peaking up in early 2009. In such volatile environments being too consultative (a low power distance trait) would normally result in lower performance as people lose out on opportunities which disappear fast. So employees are left with no choice but accept a non-consultative approach that maximizes performance in the circumstances.

Further, the present economic hardships induced demotivation in the labour force have necessitated fairly long chains of command and narrow spans of control. This would enable staff to be more closely monitored and supervised. The high levels of corruption in Zimbabwe (Zimbabwe is ranked number 156 out of 175 by the International Transparency
2014) also means that decentralization of power creates bigger and more prevalent opportunities for corruption motivated dealings which would cost the banks huge chunks of money. To curtail that major decision making is thus left to central management.

4.9.2.2 Uncertainty Avoidance and Organizational Performance

This research shows a strong positive correlation between uncertainty avoidance and business performance with a correlation coefficient of 0.562. Every unitary change in uncertainty avoidance causes a 0.34 units change in business performance. There is a significant causal relationship with non-collinearity adjusted $r^2$ factor of 31.1%.

The findings were in line with Waal and Chipeta (2013), who while not being conclusive, concurred that there is a possibility of a direct relationship between uncertainty avoidance and business performance (see section 2.3.3). However, the findings are not in agreement with Brickmman, Grichinini and Kapsa (2010) who implied a negative relationship.

The two key factors of high uncertainty avoidance; preference for rules and guidelines and avoidance of risky ventures or transactions are critical determinants of business performance in a volatile economy such as Zimbabwe. Rules and guidelines enable quick decisions to be made before opportunities disappear. Avoidance of risk helps in the minimization of bad debts which in many of the non-performing banks contribute to the poor performance. Preference of rules and guidelines was effective in lowering losses that arise should a discretion based decision prove to be wrong. Thus for the bulk of the staff, insisting on rules and guidelines was acceptable by management and employees. By so doing management would be cutting on potential losses and employees would be avoiding unnecessary hearings and potential losses of jobs in a high unemployment country such as Zimbabwe. Avoiding risky ventures when there is a possibility of a loss would really enhance organizational performance. This can be learnt from the fact that most of the troubled banks are basically in their state because of one or a few bad advances which were perceived to be risky at the time of their making but for which over-rulings were made.

4.9.2.3 Individualism and Organizational Performance

It was observed that there existed a weak positive association between individualism and business performance where a unitary change in individualism will be insignificant (level of significance of 0.967) and capable of causing less than one hundredth of a business
performance unit. On its own, this dimension only explains less than 5% (the \( r^2 \) of this dimension only with the rest suppressed) of changes in business performance.

This researcher’s findings are in agreement with Gorodnichenko and Gerard (2011) and the conclusions that one can draw from the economic performances of countries that have high individualism indices on the Individualism Index Map. However, the findings are at variance with Waal and Chipeta (2013) who proposed a negative relationship (see section 2.3.3).

The arguments presented by Gorodnichenko and Gerard (2011) regarding the rewarding of individual performances raises the innovation bar is the major explanation of the direct relationship between individualism and business performance.

4.9.2.4 Masculinity and Organizational Performance

There is an insignificant causal relationship with less than 1% explanatory power, barring multi-collinearity. At -0.198, the correlation between masculinity and business performance is a weak negative relationship and a one unit change in this independent variable and the dependent variable causes about a tenth unit change in business performance.

The research findings differ with Batool and Bariha (2012), Bowora et al (2012), Shaheen et al who all agreed on the direct relationship between masculinity (as represented by training) and business performance. The results are, however, partly supported by the findings of Waal and Chipeta (2013) and Ames (2009) who were not conclusive preferring that either extreme would negatively impact on performance – see section 2.3.4.

4.9.2.5 Long Term Orientation and Organizational Performance

Long term orientation and business performance have a medium positive relationship (0.333) and a beta coefficient of 0.116. It is important to note that this dimension is not a significant factor.

As section 2.3.5 shows, there is not much literature documented in respect of the association and impact of this dimension on business performance.
4.9.2.6 Indulgence and Organizational Performance

Indulgence and business performance have a medium positive correlation with business performance. The independent variable accounts for 14.8% changes in business performance and it is a significant factor – p-values of 0.003.

4.9.3 Inter Bank Category Tests Findings

The inter-bank category tests done in section 4.8.1 above show that out of the six dimensions, only one, the power dimension, showed statistically significant differences between the two bank categories. While in all the six dimension cases, the internationally owned banks showed higher indices, the other five dimensions were materially the same across the two bank categories.

It was therefore interesting to dig deeper into the possible explanations of the differences for the power distance dimension. Power distance is about the acceptance that some people are more superior and thus be able to issue out instructions with little or no consultation. It is important to note that, as Hofstede et al (2010) said, it is the acceptance by the ‘inferior’ members that makes a society high distance powered society rather than the mere absence of consultation or input by the subordinates.

This researcher was perplexed by the findings that the power distance index was higher for the international banks as he expected it to be the other way round. On investigation, it was discovered that while in both cases the index was high, acceptance of this high power distance by the employees in the international banks was higher because of two main reasons. First, most of the decisions by the international banks’ higher management would be economically viable as they would be closely monitored by their international shareholders, who are normally active, a sharp contrast to the Zimbabwean case where shareholder activism is very low. Thus lower level employees generally accept decisions made by the senior managers on the strength of the higher shareholder activism in the international banks than local banks. The second reason is the quality of decisions made by the senior management. In most cases such management is recruited professionally on the basis of skill, qualifications and experience. As a result, the junior staff would respect that more than junior staff in the locally owned banks that, because of the way they were recruited do not inspire their confidence. They may be qualified but they may be perceived not to be independent and pursuing the selfish interests of the major shareholder and their own. Junior staff in the
locally owned would thus query such decisions and reduce the acceptability of imposition of decisions. The decisions may prevail but there would be no comfortable working relationship between the senior staff and junior staff.

The five other dimensions are statistically the same which appears to confirm the views of G. Hofstede who by taking IBM studies applied that to the entire nation.

**4.9.4 Inter Staff Level Findings**

It can be recalled from Table 4.15 that power distance, uncertainty avoidance, masculinity and long term orientation are materially different across staff levels and that individualism and indulgence were not significant across staff levels.

**4.8.3.1 Power Distance Across Staff Levels**

From Figure 4.5 above, it can be noted that power distance index is highest at the non-clerical level and lowest at the director level. A high power distance means that people generally accept whatever is bestowed upon them without asking questions, believing the instruction givers or decision makers to be superior. Non-clericals, in most cases being not that learned and lacking relevant banking skills would thus be expected to behave as such. They have trust in those “learned bosses” on high back leather chairs whom they think know it all and thus should not need their input.

The gradual downward slope of the graph as the level of seniority increases indicates that that perception changes as the level of education, skill and experience changes. Clerks would expect that their immediate managers would consider their input as they make their decisions thus lowering the power distance index. This level of expectation increases for junior managers as they deal with senior managers thus even lowering the index further.

**4.8.3.2 Uncertainty Avoidance Across Staff Levels**

Like power distance, uncertainty avoidance decreases as the level of seniority increases (see Figure 4.6 above). The index at 96.69 is at its peak for non-clericals and lowest at 85.25 for directors. The less experience and skill lower levels of staff have makes them more uncomfortable dealing with unfamiliar situations and would want step by step guidelines. But as the level of seniority increases, levels of experience accumulated over years and or skill acquired through higher and tertiary learning produces a fusion of knowledge and skill
required to deal with any situation, familiar or unfamiliar. Thus the need for rules and guidelines is not a critical requirement for comfortably dealing with a situation especially unfamiliar ones.

Further, the presence of discretion for managers makes them less stressed and comfortable than their junior counterparts who do not have much discretion and are thus expected to be consultative at each and every stage which is not scripted down in the rules and guidelines book.

**4.8.3.3 Masculinity Across Staff Levels**

The trend line in Figure 4.8 above on an earlier page shows a direct relationship between masculinity and level of staff. Recalling that masculinity is all about competitiveness, getting the job done, a high appetite for professional development and exuding a high level of assertiveness, it is not surprising that staff who show such traits make it to the higher offices. While all levels show significantly high masculinity traits with the smallest index pegged at 74.8, it would appear that those that are highly competitive cream themselves out of the pool and make it to management.

The peak of this dimension, according to this research, is at the junior to middle management level. Prompted by the desire to understand why, investigations revealed that because they are more clerks to compete with only those with high level of competitiveness and strong desire to learn outperform their counterparts and thus show even higher masculine traits. The realization that it is possible to be promoted if one self develops and becomes task oriented pushes one to behave as masculine as they begin to position themselves for bigger promotions.

Beyond this middle level, prospects of promotion become dimmer and at times more linked to political correctness and thus the spirit of self-development, while not entirely doused off, is destroyed. That reduces the index at the senior management level.

At the top most level, because employees are already earning huge amounts and in line with Maslow’s hierarchy of needs, money is not as powerful a motivator as other issues like self-actualization, the index is neutralized a bit. Self-development is limited as there are no
prospects of promotion and as higher management believe they have already made it. Competition is moderated by political power at that level.

4.8.3.4 Long Term Orientation Across Staff Levels
It is important to note that at all levels long term orientation index is low implying that bankers are short term oriented. With a peak of 37.56, this dimension shows an indirect relationship between it and the level of staff. While still low, this index is higher at the junior level as they do not expect to lose their jobs anytime soon so their decisions would be fairly long term. On the other hand, because of the push for shorter term contracts or and the potential for huge profit sharing prospects and a volatile stock market, senior management tend to be short term oriented. To them it is important to make money as quickly as possible and this leads to short term decision making. In this regard senior management’s credit analysis is compromised as they take risky projects, attracted by the high interest rates without due consideration for default.

4.8.3.5 Individualism and Indulgence and Staff Level
This research has shown that there are no statistical differences among the different staff levels for the individualism (Figure 4.7) and indulgence index (Figure 4.9). Individualism is fairly high hovering around 80 for all levels while it is low for the indulgence index around 40.

4.9.5 Discussion of Independent Tests
Five out six dimensions showed no material differences among banks. This means that within this industry, overall there are no differences of cultural values in the industry. One of the objectives was an investigation of this aspect with a view of saying if there are no such differences at this level; this may be a step at confirming that maybe Hofstede’s application of IBM’s culture to national culture was reasonable. But further tests across industries need to be conducted before committing oneself to that conclusion.

The inter-staff level comparison yielded four out of six statistically significant differences implying that it is important to compare cultures at different levels. This confirms Hofstede’s plea that in coming up with national culture for comparison across countries it is key that the same levels of staff be surveyed.
4.10 Chapter Summary

This Chapter presented the findings and discussed the same. Normality testing was done and it was found out that the data was not normally distributed. Consequently non-parametric tests were conducted. The reliability of all non-demographic data items was deemed very acceptable at 0.923. Intra-dimensional reliability was also acceptable as for all the seven dimensions the lowest Cronbach’s Alpha was 0.881. To confirm that the dimensions were indeed different inter-dimensional correlation tests were conducted. As the researcher expected, weak correlations were observed. Tests for independence were done at two levels; the bank type and staff levels. It was found out that at bank type level all the six dimensions were the same except for power distance which was significantly different. At the staff level, four dimensions namely power distance, uncertainty avoidance, masculinity and long term orientation were significantly different. Finally these findings were further discussed with emphasis on the association between each independent variable and the dependent variable, inter-country dimensional indices analysis, interbank category independent tests findings, and inter-staff level Independent tests findings. The next Chapter shall deal with the conclusions and recommendations for this research.
Chapter 5
Conclusions and Recommendations

5.1 Introduction
Chapter 1 presented the objectives of this study and developed research questions that needed to be answered if the objectives were to be met. Literature related to the study was analyzed in Chapter 2 with Chapter 3 laying out how the study was going to be conducted. The previous Chapter presented and discussed findings of the study. It is now the purpose of this Chapter to conclude the paper by responding to the research questions paused in Chapter 1 in line with the literature reviewed in Chapter 2 and empirical findings of Chapter 4. A review of the hypothesis made in Chapter 2 shall be carried out. Further, the Chapter will table recommendations to the management on the most appropriate cultural dimension levels that will optimize business performance. Limitations of the study shall be discussed in conclusion of the Chapter but not before discussing areas that need further research.

5.2 Recalling of Research Objectives and Questions and Hypothesis
To allow smooth flowing of this Chapter’s discussion, a summary of the objectives and questions and hypothesis is repeated below.

5.2.1 Research Objectives
The objectives were to:

1. Establish the indices of each of the six cultural dimensions.
2. Develop a regression model with cultural dimensions as the independent variables and business performance as the dependent variable.
3. Check if the cultural dimensions are statistically the same across the foreign owned and locally owned banks.
4. Enquire if the cultural dimensions are statistically different among different staff levels.
5. Recommend the most appropriate cultural dimension that enhances bank performance.
Research Questions

1. What are the indices for each of the identified cultural dimensions for the Zimbabwean banking sector?
2. What is the regression model for the impact of cultural dimensions on business performance?
3. Is the culture between foreign owned and locally owned banks the same?
4. Does culture among different staff levels differ?

5.3 Conclusions about Research Objectives

This section looks at each objective and makes concluding remarks in line with the literature reviewed and empirical findings of the study.

5.3.1 Conclusion: Objective number 1 (The Main Objective).

“Establish the indices of each of the six cultural dimensions.”

The study successfully met this objective and Table 5.17 shows the indices (to the nearest whole number) as established. The related research question was “what are the indices for each of the identified cultural dimensions for the Zimbabwean banking sector?”

Table 5.17: Established Indices

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Established Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power Distance Index</td>
<td>84</td>
</tr>
<tr>
<td>Uncertainty Avoidance Index</td>
<td>90</td>
</tr>
<tr>
<td>Individualism Index</td>
<td>77</td>
</tr>
<tr>
<td>Masculinity Index</td>
<td>76</td>
</tr>
<tr>
<td>Long Term Orientation Index</td>
<td>34</td>
</tr>
<tr>
<td>Indulgence Index</td>
<td>41</td>
</tr>
</tbody>
</table>
5.3.2 Conclusion: Objective number 2

“Develop a regression model with cultural dimensions as the independent variables and business performance as the dependent variable.”

This objective and its’ related question, “What is the regression model for the impact of cultural dimensions on business performance?” were fully attended to. From section 4.6.3 the regression model was developed from Table 5.13. The model developed was:

$$BP = -52.422 + 0.287PD + 0.340UA + 0.222INDUL$$

where

BP = Business Performance, PD = Power Distance, UA = Uncertainty Avoidance and INDUL = Indulgence and -52.422 being a constant.

5.3.3 Conclusion: Objective number 3

“Check if the cultural dimensions are statistically the same across the foreign owned and locally owned banks”.

The related question was, “Is the culture between foreign owned and locally owned banks the same?” This objective was partly met as one of the six dimensions under study, power distance, was found to be statistically different between foreign owned and locally owned banks. However, despite not being 100% conclusive, it can be observed that the cultures are materially the same.

5.3.4 Conclusion: Objective number 4

“Enquire if the cultural dimensions are statistically different among different staff levels.”

This objective and the related question, “Does culture among different staff levels differ?” were not fully answered as only four of six dimensions (power distance, uncertainty avoidance, masculinity and long term orientation) were found to be statistically different while the other two were materially the same across the different staff levels.
5.4 Conclusion: Hypothesis Testing

In Chapter 2, six hypotheses were put forward and sections 5.4.1 to 5.4.6 either accept or reject the hypothesis as per the study findings.

5.4.1 H1  Power Distance Negatively Impacts On Business Performance; Rejected
This hypothesis is rejected on the basis that the beta coefficient of the regression model for this is a positive figure (0.287) implying that power distance positively impacts upon performance.

5.4.2 H2 Uncertainty Avoidance Positively Impacts On Business Performance; Accepted.
The hypothesis is accepted as the beta coefficient is +0.340.

5.4.3 H3 There Is An Indirect Causal Link Between Individualism And Business Performance; Rejected
The hypothesis is rejected because the beta coefficient is a positive 0.003. This is almost a unitary relationship.

5.4.4 H4 Masculinity Enhances Business Performance; Rejected.
A beta coefficient of -0.093 implies that, instead of enhancing performance as hypothesized, it actually retards performance. Therefore hypothesis is rejected.

5.4.5 H5 A Long Term Orientation Culture Promotes Business Performance; Accepted
The hypothesis is accepted because a +0.116 beta coefficient implies that long term orientation promotes business performance.

5.4.6 H6 There Is A Negative Causal Link Between Indulgence And Business Performance; Rejected.
The hypothesis is rejected because a beta coefficient of +0.222 means a positive causal link.

5.5 Policy Recommendations
As highlighted in the significance of the study section 1.5, recommendations of managerial policy towards each of the dimensions is a key aspect of this study. In view of the findings,
sections 5.5.1 to 5.5.6 shall be devoted to policy recommendations to management of banks in particular and those of other sectors of the economy in general.

5.5.1 Policy Recommendations: Power Distance
Research findings showed that there was a positive relationship between power distance and business performance. It was also found out that Zimbabwean banks and by extension Zimbabweans at large have a high power distance index. The reasons for this unexpected relationship in the Zimbabwean case against findings elsewhere where explored in section 4.9.1.1. The case for a volatile economy, demotivated staff and high corruption levels all call for a high power distance index if the business is to perform.

Thus notwithstanding its potentially demotivating impact on staff, in the short to medium term, the researcher recommends that such high power distance levels be maintained. While this is happening, parallel efforts by Government of Zimbabwe and all other stakeholders to stabilize the economy and developing and effectively implementing anti-corruption policies would then gradually and in the long term be a basis for a shift towards low power distance culture which in those circumstances yield a sustainable strong negative relationship aligned to relationships established elsewhere.

5.5.2 Policy Recommendations: Uncertainty Avoidance
A positive relationship has been established between uncertainty avoidance and business performance. Thus maintaining a high uncertainty avoidance culture would be recommended at least until such a time as the economy stabilizes. At this stage, sticking to basic banking principles would be a strong recommendation for the enhancement of business performance.

5.5.3 Policy Recommendations: Individualism
It was noted that individualism was an insignificant determinant of organisational performance and consequently not much energy should be expended on managing this dimension, at least in the short run. However, one key aspect of this dimension needs separate mentioning; task accomplishment. Being a service industry, task accomplishment is paramount and may need to be enhanced both in the short to long term especially as the global competition becomes stronger daily.
5.5.4 Policy Recommendations: Masculinity
The study revealed a weak negative insignificant relationship between this dimension and business performance implying no need to spend significant time and resources managing this dimension. This becomes apparently so especially if one considers findings elsewhere where it was noted that if this dimension’s index is too high or too low it would impact negatively on performance.

One policy of attaining this would be by adjusting benefits to levels where they cease to be motivators according to Maslow. A very (extreme) appetite for self-professional development may be realized at the expense performance at work as people study during working hours. Too low an appetite may mean the employees skills and knowledge may lag behind and negatively affect performance. Thus a policy framework encouraging a balanced approach such as putting incentives for people to study for a job related course and reimburse them for costs say once in four years would moderate the stampede for excessive training and development while at the same time ensuring that there is no lagging behind.

5.5.5 Policy Recommendations: Long Term Orientation
Currently the index is at a low of 33 and with the dimension being an insignificant factor and also having low weak correlation not much energy may be expended trying to prop it up.

5.5.6 Policy Recommendations: Indulgence
It was noted that there is a significant positive causal relationship between indulgence and a business performance. It thus would be recommended that a high indulgence culture be promoted. Freedom of speech, allowing a happy and joyous culture should pervade the organization as that promotes performance. Curtailing such would have disastrous effects on business performance.

5.6 Limitations of the Study
While every effort was made to make this study as near perfect as possible, it inevitably had its limitations which need to be considered when putting to use any findings of this study. The limitations included the modification of way the different indices were computed, the inter-country comparisons being done using results of studies carried out at different times and not done in the exact manner as the current one was more of a proxy. The cross sectional nature of the research and data collection instrument were sources of discomfort but as
highlighted in Chapter 3.8 mitigatory measures were taken such that the findings of this research remain valid in spite of the highlighted limitations.

5.7 Further Research.
The study was conducted at a time preceded by highly abnormal economy characterized by hyper-inflation, an unstable exchange rate regime compounded by extremely high unemployment. All these factors have the potential for distorting the dimension indices and the relationship between these and business performance. It is against this background that this researcher would recommend a replication of the same study at a future date when the factors mentioned above are more stable.

The study was restricted to commercial banks and it would be interesting if the study could be extended to the entire financial services sector. Similar studies should be conducted for other industries and tests conducted to check if the results therefrom show statistically significant different results before a conclusive position can be taken regarding the validity of Hofstede’s assertion that his IBM results and a replication of the study in a few other industries would reflect national culture.

Independence tests were conducted for the inter-group type and inter-staff levels. However, it would be more exciting to do the same across the gender divide seeing that more and more women are entering the corporate stage.
References


Odgden, H. J., Cheng, S., Age, gender and country effects on critical dimensions in Canada, MBA unpublished theses, University of Canada.


Weng, K. L. and Yueh-shian, L. (2012), Evaluation of Relationship Between Power Distance and Transformational Leadership: Examination of Multinational Corporations in Taiwan

Appendices

Appendix 1

Figure 5.12: Hofstede Culture Individualism Index Map

Source: Hofstede Culture Centre 2014

Appendix 2

Table 5.18: Banking Sector Architecture

<table>
<thead>
<tr>
<th>Type of Institution</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Banks</td>
<td>16</td>
</tr>
<tr>
<td>Merchant Banks</td>
<td>2</td>
</tr>
<tr>
<td>Building Societies</td>
<td>3</td>
</tr>
<tr>
<td>Savings Bank</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>22</strong></td>
</tr>
<tr>
<td>Asset Management</td>
<td>15*</td>
</tr>
<tr>
<td>Microfinance Institutions</td>
<td>146</td>
</tr>
</tbody>
</table>

Source: RBZ Annual Report 2013
Appendix (3): A letter to the Banks.

The Public Relations Manager
Bank X

I am a student at the Graduate School of Management, University of Zimbabwe, in the final semester of the Masters of Business Administration (MBA) degree (see attached introduction letter from the Graduate School of Management). As part of the studies I am required to do a research on any business related research and in fulfillment of that requirement I am doing a research paper titled “An assessment of cultural dimensions and their impact on organizational performance in the Zimbabwean Banking Sector”.

The main objective of the research is to establish the level of cultural dimensions. Among other objectives is assessment of these cultural dimensions’ impact on business performance. If such a trend is established, an attempt will be made at establishing if such results can be basis of ascertaining a national culture. Further it seeks to come up with recommendations to the industry on what to do regarding the dimensions to be observed.

It is against this background that I humbly request that I be allowed administer some questionnaires to some of your staff. The information obtained from this survey shall be academic purposes only and shall be confidentially treated. However, the research findings relating to your bank, if you so desire, be shared with your bank and so may be the overall results but without mentioning names of the other participating banks. For your comfort, I attach the questionnaire that will be administered to staff.

Thanking you in advance for your permission.

Yours sincerely
Nesbert Bhosha
Appendix (4): Questionnaire Cover letter to the Bank Employees.

Dear Banker,

I am a student at the Graduate School of Management, University of Zimbabwe, in the final semester of the Masters of Business Administration (MBA) degree. As part of the studies I am required to do a research on any business related research and in fulfillment of that requirement I am doing a research paper titled “An assessment of cultural dimensions and their impact on organizational performance in the Zimbabwean Banking Sector”.

The main objective of the research is to establish the level of cultural dimensions. Among other objectives is assessment of these cultural dimensions’ impact on business performance. If such a trend is established, an attempt will be made at establishing if such results can be basis of ascertaining a national culture. Further it seeks to come up with recommendations to the industry on what to do regarding the dimensions to be observed.

Your participation in the research, through the completion of the attached questionnaire would be greatly appreciated. Let me emphasize that all responses are treated confidentially. While it would be a drawback on my research, I advise that you are free to withdraw from this survey at any time or skip any questions which for one reason or the other you may not be comfortable with.

Please indicate in the questionnaire’s last question whether you want a copy of the research findings. The results of the research shall be final by 28 February 2015 and can be collected by arrangement.

For any clarifications please feel free to contact me on mobile 0772 897 203 or 0772 886 126 using whatever method viber, WhatsApp or email me on nsbhosha@gmail.com. I would very much appreciate it if I get the completed questionnaire by no later than 18 January 2015.

Thanking you in advance for your cooperation.

Nesbert Bhosha
Appendix (5): Questionnaire to Bank Employees.

Section A

Please tick the box that is most appropriate for you.

1. I am a

<table>
<thead>
<tr>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
</table>

2. I work for:

<table>
<thead>
<tr>
<th>An International Bank</th>
<th>A Local bank</th>
</tr>
</thead>
</table>

3. I am a(n)

<table>
<thead>
<tr>
<th>Non-Clerical</th>
<th>Clerical</th>
<th>Junior to Middle manager</th>
<th>Senior Manager</th>
<th>Executive Director</th>
</tr>
</thead>
</table>

4. I have been working for this bank for:

<table>
<thead>
<tr>
<th>Under 5 years</th>
<th>5 years and under 10 years</th>
<th>10 years and under 15 years</th>
<th>15 years and under 20 years</th>
<th>Over 20 years</th>
</tr>
</thead>
</table>

5. Prior to my current employer, I have worked for

<table>
<thead>
<tr>
<th>An International Bank</th>
<th>A Local Bank</th>
<th>Both types</th>
<th>Neither type</th>
</tr>
</thead>
</table>

Section B

Please tick the appropriate box showing the level of your agreement or disagreement to the statements below.

6. Management usually consults and factors in subordinates’ opinions in making decisions

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

7. The number of employees reporting to a Single manager is high

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

8. Typically, power in the bank is **centralized**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>
9. Given the bank’s size, the number of layers of management is **too big**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

10. Generally, staff prefer to work under the guidance of rules, procedures and guidelines rather than being given much discretion.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

11. Faced with an unfamiliar and ambiguous task, staff tend to show some **high level** of discomfort and stress.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

12. Staff tend to **avoid risk and do not deviate from guidelines**, even if there is a greater potential for profit for a given option.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

13. Management **does not usually** tolerate **careless** mistakes.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

14. Staff **usually** receive well news of personal achievement like promotion and recognition.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

15. Staff are **free** to express their preferences and dislikes **especially** if these are different from the generally held views for fear of reprisals.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

16. When completing tasks, staff normally **stick** to prescribed ways of doing things and are normally not creative.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

17. In the Bank, people are more **focused on task accomplishment** and are less concerned with people relations.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>
18. People respect each other’s privacy

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

19. The level of competition for positions, achievement, and personal recognition is high.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

20. People are highly assertive (defend their interests where they are at risk of being disregarded).

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

21. Staff are motivated **more by benefits** (pay, overtime and promotion) **than by quality of work** life (shorter working hours, leave and holidays).

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

22. People are **highly assertive** (defend their interests where they are at risk of being disregarded) and would passively allow their rights to be infringed.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

23. Staff has a **high appetite for professional self-development** through undertaking job related courses.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

24. Employees are comfortable with setting, pursuing and attaining long term objectives.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

25. In pursuit of a given objective, staff are **not** often and easily distracted by obstacles.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

26. The culture of saving (of company resources) is high in the Bank.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>
27. Failure to attain/achieve a set goal objective is normally perceived as a lack of effort rather than a result of bad luck.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

28. It is a generally held belief that the best days for the bank are in the future rather than the past.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

29. There is usually a high level of freedom of speech.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

30. People exhibit an air of joy, happiness and are generally happy.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

31. A culture of leisure (holidaying and partying) is dominant in the bank.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

32. Staff in the bank are generally a sporting lot (engage in sporting activities and compete externally to the bank).

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

33. Faced with a challenge, staff generally exhibit a level of creativity rather than helplessness.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

Section C

By ticking only one box, please indicate whether you agree or disagree with statements made in respect of the impact of the above cultural dimensions on the following business performance indicators

34. There has been a sustainable growth in loans

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>
35. There has been a sustainable growth in deposits

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

36. There has been a reduction in the cost to income ratio

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

37. There has been an improvement in profitability

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

38. There has been a sustainable reduction in the Level of non-performing loans relative to the total loans

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

39. There has been an improvement of liquidity in the Bank.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

40. There has been a sustainable increase in staff satisfaction.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Moderately Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>

41. I would / would not want a copy of the research findings (delete the inapplicable).

*End of questionnaire
Thank you for participating.*
### Table 5.19: Variables Index Computation

<table>
<thead>
<tr>
<th>Variable</th>
<th>Ques. number</th>
<th>Response score</th>
<th>Multiplied by</th>
<th>Weighted Contribution</th>
<th>Effective Contr.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Power Distance Index</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of Consultation</td>
<td>6 a</td>
<td>8</td>
<td>8(a)</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Span of Control</td>
<td>7 b</td>
<td>4</td>
<td>4(b)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Level of Centralization</td>
<td>8 c</td>
<td>6</td>
<td>6(c)</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Number of management layers</td>
<td>9 d</td>
<td>2</td>
<td>2(d)</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td><strong>Score for PD for respondent</strong></td>
<td></td>
<td></td>
<td>(8(a)+4(b)+6(c))/4</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Sample score</strong></td>
<td></td>
<td></td>
<td>(PD₁+PD₂+…PDₙ)/ₙ</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Uncertainty Avoidance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preference for rules, procedures and Guidance</td>
<td>10 a</td>
<td>11</td>
<td>11(a)</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Discomfort and stress levels</td>
<td>11 b</td>
<td>6.6</td>
<td>6.6(b)</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Avoidance of risk and sticking to rules</td>
<td>12 c</td>
<td>4.4</td>
<td>4.4(c)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td><strong>Score for UA for respondent</strong></td>
<td></td>
<td></td>
<td>(11(a)+6.6(b)+4.4(c))/ₙ</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Sample score</strong></td>
<td></td>
<td></td>
<td>(UA₁+UA₂+…UAₙ)/ₙ</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Individualism</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attitude towards other's personal achievement</td>
<td>14 a</td>
<td>3.3</td>
<td>3.3(a)</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Freedom to express dissenting views</td>
<td>15 b</td>
<td>7.7</td>
<td>7.7(b)</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>Rigidity as opposed to flexibility</td>
<td>16 c</td>
<td>2.2</td>
<td>2.2(c)</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Focus on task accomplishment</td>
<td>17 d</td>
<td>7.7</td>
<td>7.7(d)</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>Respect for each other's privacy</td>
<td>18 e</td>
<td>1.1</td>
<td>1.1(e)</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td><strong>Score for IND for respondent</strong></td>
<td></td>
<td></td>
<td>(3.3(a)+7.7(b)+2.2(c))/ₙ</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Sample score</strong></td>
<td></td>
<td></td>
<td>(IND₁+IND₂+…INDₙ)/ₙ</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Masculinity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attitude towards other's personal achievement</td>
<td>19 a</td>
<td>4.4</td>
<td>4.4(a)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Freedom to express dissenting views</td>
<td>20 b</td>
<td>4.4</td>
<td>4.4(b)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Rigidity as opposed to flexibility</td>
<td>21 c</td>
<td>4.4</td>
<td>4.4(c)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Focus on task accomplishment</td>
<td>22 d</td>
<td>4.4</td>
<td>4.4(d)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Respect for each other's privacy</td>
<td>23 e</td>
<td>4.4</td>
<td>4.4(e)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td><strong>Score for MAS for respondent</strong></td>
<td></td>
<td></td>
<td>(4.4(a)+4.4(b)+4.4(c)+4.4(d)+4.4(e))/₅</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Sample score</strong></td>
<td></td>
<td></td>
<td>(MAS₁+MAS₂+…MASₙ)/₅</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Long Term Orientation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Setting, pursuing and attaining long term objectives</td>
<td>24 a</td>
<td>6.6</td>
<td>6.6(a)</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Non-distraction by obstacles level</td>
<td>25 b</td>
<td>8.8</td>
<td>8.8(b)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Culture of saving (thriftiness) levels</td>
<td>26 c</td>
<td>2.2</td>
<td>2.2(c)</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Lack of effort versus bad luck.</td>
<td>27 d</td>
<td>2.2</td>
<td>2.2(d)</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Best days in the future</td>
<td>28 e</td>
<td>1.1</td>
<td>1.1(e)</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td><strong>Score for LTO for respondent</strong></td>
<td></td>
<td></td>
<td>(6.6(a)+8.8(b)+2.2(c)+2.2(d)+1.1(e))/₅</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Sample score</strong></td>
<td></td>
<td></td>
<td>(LTO₁+LTO₂+…LTOₙ)/₅</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indulgence</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freedom of speech</td>
<td>29 a</td>
<td>2.2</td>
<td>2.2(a)</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Joy and happiness spirit</td>
<td>30 b</td>
<td>4.4</td>
<td>4.4(b)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Level of leisure enjoyment</td>
<td>31 c</td>
<td>6.6</td>
<td>6.6(c)</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Extent of sporting activities</td>
<td>32 d</td>
<td>2.2</td>
<td>2.2(d)</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Level of creativity</td>
<td>33 e</td>
<td>6.6</td>
<td>6.6(e)</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td><strong>Score for INDUL for respondent</strong></td>
<td></td>
<td></td>
<td>(2.2(a)+4.4(b)+6.6(c)+2.2(d)+6.6(e))/₅</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Sample score</strong></td>
<td></td>
<td></td>
<td>(INDUL₁+INDUL₂+…INDULₙ)/₅</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Table 5.20: Variables Index Computation (Continued)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Ques. number</th>
<th>Response score</th>
<th>Multiplied by</th>
<th>Weighted Contribution</th>
<th>Effective Contr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable growth in loans</td>
<td>34</td>
<td>a</td>
<td>2.2</td>
<td>2.2(a)</td>
<td>10%</td>
</tr>
<tr>
<td>Sustainable growth in deposits</td>
<td>35</td>
<td>b</td>
<td>2.2</td>
<td>2.2(b)</td>
<td>10%</td>
</tr>
<tr>
<td>Reduction in cost to income ratio</td>
<td>36</td>
<td>c</td>
<td>4.4</td>
<td>4.4(c)</td>
<td>20%</td>
</tr>
<tr>
<td>Improvement in profitability</td>
<td>37</td>
<td>d</td>
<td>2.2</td>
<td>2.2(d)</td>
<td>10%</td>
</tr>
<tr>
<td>Sustainable reduction in non-performing loans</td>
<td>38</td>
<td>e</td>
<td>4.4</td>
<td>4.4(e)</td>
<td>20%</td>
</tr>
<tr>
<td>Improvement in Liquidity</td>
<td>39</td>
<td>f</td>
<td>2.2</td>
<td>2.2(f)</td>
<td>10%</td>
</tr>
<tr>
<td>Increase in staff morale</td>
<td>40</td>
<td>g</td>
<td>4.4</td>
<td>4.4(g)</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Score for BP for respondent</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sample score</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Score for BP for respondent**

\[
(\frac{(2.2(a)+2.2(b)+4.4(c)+2.2(d)+4.4(e)+2.2(f)+4.4(g))}{7})\times 100\%
\]

**Sample score**

\[
\frac{(BP_1+BP_2+...+BP_y)}{y}
\]

Where \(y=\) sample size=181 and a, b, c, d, e represent the various scores for each question.

*End of Thesis*