Full Length Research Paper

The organization’s cultural values: A study of public sector universities in Pakistan

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The study explored the organization’s cultural values in universities of Pakistan. Using the responses of 674 academic faculty members from 23 public sector universities, the researchers analyzed: a) whether the Hofstede’s (1980,1984) findings regarding Pakistan’s cultural orientation still prevailed in society; and b) whether the perception of cultural dimensions existed equally among all ranks and gender. The results exhibited the moderate change in power distance orientation and significant change in masculinity and long term orientation. On the other hand, the cultural orientation of collectivism and uncertainty avoidance were found consistent with Hofstede’s results. Moreover, the study also indicated that the perception of cultural dimensions orientation varied among ranks and gender. This study will be helpful for policy makers and for management in order to understand the culture and boundaries, and to make and implement the policies regarding Pakistani culture. Furthermore, these findings will be fruitful for managers to deal with their subordinates for smooth functioning and improvement of organizations.

Key words: Organization’s cultural values, power distance, uncertainty avoidance, collectivism, masculinity, long term planning, academic faculty, universities of Pakistan.

INTRODUCTION

The study of an organization’s culture is important for the implementation of an organization’s strategies. In cross-culture study, it is a hot issue to analyze different aspects that have special effects on an organization’s performance. The employees play a key role in achieving the organization’s goals, and to gain edge over competitors in today’s competitive environment. The human resource (HR) practices used in organization directly affect an employee’s attitude like, motivation, job satisfaction, organizational commitment, etc. To achieve an organizational goal, it is necessary to develop a strong relationship between the employer and employees, as well as HR practices and organization’s culture. The study of an organization’s cultural values helps to choose the best HR practices to create an environment in which employees feel motivated, satisfied and show an organizational commitment that increase a firm’s performance. The culture formation is not a single day’s process. It takes decades for culture to form and change. The organization’s cultural values often reflect the values prevailing in society or in other words, the national culture’s values can be observed in organization’s cultural values. The culture can be defined as a “way of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievement of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional ideas and especially attached values” (Kluckhohn, 1951). The most commonly referred definition of culture in literature is, “collective programming of mind that distinguishes the member of group or category of people from another” (Hofstede, 2003). Hofstede (1980) identified five independent dimensions of national
culture differences which were empirically found and validated:

i. Power Distance (PDI), is related to different solutions to the basic problem of human inequality.

ii. Uncertainty avoidance (UAI) is referred to the level of stress in the society in the face of an unknown future.

iii. Individualism versus collectivism (IDV) is related to the integration of the individualism into the primary group.

iv. Masculinity versus femininity (MAS) is referred to the division of emotional role between men and women.

v. Long term versus short term planning (LTO) is related to the choice of focus for people’s effort: the future or present.

The Hofstede’s study divides the world into two distinct parts; one part is of high power distance, collectivist, masculine, long term planner, and high uncertainty avoidance, while the second part is of low power distance, individualistic, feminine, short term planner, and less uncertainty avoidance countries. These cultural values directly affect the success of management initiative (Adler, 1997; Boyacigiller and Adler, 1991). The successful implementation of management strategies depends upon the appropriate fit between the internal social environment and firm’s culture, as well as different strategies and process (Sparrow and Pettigrew, 1988). Therefore, the organization’s cultural values study is an important process before implementation of HR practices.

Many researchers use the Hofstede’s country cultural values study to define the behavior of employees in specific countries and link it to different outcome. In our view, it is not appropriate to define the current culture on the basis of values taken in 1980 and 1984, since massive changes on various cultures have occurred due to globalization, internationalization and socialization. The purpose here is not to criticize Hofstede’s (1980, 1984) cultural definition and values, which prevailed at that time, but to explore deeper the changes that have taken place from 1980 until 2011. Hofstede (1984) collected data from the multinational corporation IBM and found that organizations are cultural-bounded. These cultural dimensions define the attitude of employees towards the organization along with the relationship between employees and the role of males and females within the organization. The level of power distance represents the power inequality between superior and subordinates. In high power distance organization, organizational hierarchy is usually observed while low power distance organization has a flat organizational structure. Organizations which show high uncertainty avoidance tend to observe more written rules in order to avoid uncertainty. Employees with high individualistic values have propensity to self actualization and career progress in the organization. Employees who show collectivism seem to prefer the organization’s benefit more than their own interest. In high masculine cultures men are usually at a higher level and show their dominance. While in low masculine organization, there is no difference between men and women, both are treated on equitable status (Wu, 2006). In long term orientation countries, employees show, “future oriented values such as persistence and thrift” while in short term orientation countries they show, “past and present oriented values such as respect for tradition and fulfilling social obligation” (Hofstede and Bond, 1988). The researchers found a relationship between cultural values, job attitude, and behaviors (Kanungo and Wright, 1983; Lincoln and Kalleberg, 1985; Palich et al., 1995; Verkuyten et al., 1993; Williams et al., 1965). For example, some specific cultural values lead some employees to resist self management while other values lead employees to resist the team efforts (Hackman, 1976; Hackman and Oldham, 1980; Kirkman and Shapiro, 1997; Manz and Sims, 1995; Orsburn et al., 1990). The cultural study is also helpful in managing work place diversity. The employees attitude, based on job satisfaction either from extrinsic or intrinsic reward, largely depends upon the cultural orientation (Huang and Van De Vliert, 2003).

The literature and following reasons lead authors to explore the cultural dimensions of the new age and observe different target groups to know about the new face of dimensions in Pakistani society:

1) Hofstede (1984) suggested six areas of continued research (i) non –Anglo cultural dimension; (ii) additional countries; (iii) culture change over time; (iv) sub culture like occupational, organizational and regional cultures; (v) the consequence of cultural dimension; (vi) foreign organization and management theories (Wu, 2006).

2) Due to globalization, all countries have been exposed to the similar products of the scientific discoveries in the shape of modern technology, which now play an important role in cultural change. These changes divert research into convergence theories, which imply that management philosophies and practices across the world are becoming more alike (Kerr et al., 1960).

3) Social changes like economic growth, education and democracy could affect work related cultural dimension (Fernandez et al., 1997).

4) Findings of new cultural values in the new age help policy makers to adopt practices that best suit and contribute to firm’s performance.

5) As no previous study has found that exploring the organization’s cultural values in Pakistan at least to the extent of this author’s knowledge from 1980 to 2011, this has created a big gap that needs to be filled in order to enrich literature regarding organization’s cultural values.

**Pakistani organization’s cultural values**

Pakistan is a South Asian Islamic country with a diverse population of 170.6 million, having different languages,
local cultures, and traditions. Hofstede (1980, 1984),
analyzed a large data base of employees values scores
collected by IBM between 1967 and 1973, covering more
than 70 countries. First, he used the 40 largest countries
and later 50 countries including Pakistan. In this survey,
Pakistan was observed as a high power distance, collectiv-
ist, high masculine, high uncertainty avoidance, and a
very short term planning country. The colonial period
services structure is still deep rooted in Pakistan’s
government sector and grouping position is in Class I, II,
III and IV. The strong executive position prevails in
Pakistan’s political and administrative structure. The
family and kinship structure support the collectivist
behavior in Pakistan (Islam, 2004). Due to the global
recession, the Pakistan’s economy is facing problems
and political instability is creating frustration among
stakeholders of the country, organizations, private and
government institutes (Bashir et al., 2011). The
employees seek work, life policies, and family benefits
(Bashir and Ramay, 2008). The compensation policies
contribute to satisfaction, but work motivation depends
more on benefits related to the family structure
(Ghazanfar et al., 2011). The nature of tenure in Pakistan
affects the commitment of employees to their organiza-
tions. Discrimination on the basis of gender was also
observed (Hunjra et al., 2010). In most of the
organizations, there is an autocratic style of leadership
and environment tends to adopt bureaucratic culture.
However, work related values of Pakistan have been
changed, which predicts the modernization and exposes
the variation in employees attitude (Khilji, 2004).

LITERATURE REVIEW

In literature (Hofstede, 1980; Hofstede and Minkov,
2010), studies regarding the relationship between
national culture and work related values provide the base
to explore the national culture’s influence on internal
organization’s environment. This study opens the window
for researchers, trainers, practitioners, and management
of national and multinational organizations to see the
difference between societies on the basis of values
prevailed. Hofstede (1980) identified five independent
dimension differences on the basis that we can predict
the attitude of a nation and employees in the organiza-
tions. These dimensions are: power distance, uncertainty
avoidance, individualism versus collectivism, masculinity
versus femininity, and long term versus short term
planning.

Power distance

Mulder (1977) defines power as, “the potential to deter-
mine or direct (to a certain extent) the behavior of another
person or other persons more so than the other way
round,” and power distance as, “the degree of inequality
in power between a less powerful individual (l) and a
more powerful other (O), in which I and O belong to the
same (loosely or tightly knit) social system”. The most
commonly referred definition in literature is of Hofstede
(1980), that is, “power distance,” as “the extent to which a
society accepts the fact that power in institutions and
organizations is distributed unequally”. In low power
distance organizations, employees expect to bypass their
heads habitually in order to get their work completed;
they have little concern for their title, status, and formal-
y; and are contentedly accepting higher levels of respon-
sibilities and autonomy. Moreover, individuals often make
organizational decision without any input from their
superior (Adler, 1997); while employees from high power
distance cultures presume managers to lead, and they
become uncomfortable with both the delegation of
discretionary decisions (Adler, 1997). The high power
distance culture resists innovation as compared to low
power distance culture (Christopher, 1983; Kato and
high power distance, culture employees show great deal
of respect for those in authority. Title, rank and status
carry a lot of weight. Subordinates feel dependent on
their superiors, and are afraid of expressing their dis-
agreement like in Arab, far Eastern, and Latin countries.
While employees from lower power distance culture
believe on decentralized organization structures, there is
a contractual relationship between subordinates and
superiors and less dependence on superiors like in the
found that in high power distance organizations,
managers rely on formal rules, subordinates expect to be
told, and authoritative leadership along with close
supervision show the way to satisfaction, performance
and productivity. There is a wide salary range between
top and bottom of organization, managers are dissatisfied
with their career and information is constrained by
hierarchy. While in low power distance culture organiza-
tions, managers rely on the personal experience and on
their subordinates, consultative leadership leads to
satisfaction, performance and productivity. There is
narrow salary range between top and bottom of organiza-
tion, managers are satisfied with their career and there is
openness with information to all level.

Uncertainty avoidance

Hofstede (2003) defines uncertainty avoidance (UA) as
“the extent to which the members of a culture feel
threatened by uncertain or unknown situations”. The
employees who show low uncertainty avoidance behavior
have weak loyalty to their employer, short duration of
employment; innovators feel independent of rules, power
of superiors depends on position and relationships, and
there is tolerance for ambiguity in structures and
procedures, furthermore, flexible working hours are not appealing to employees. On the other side, employees from high uncertainty avoidance culture, show strong loyalty to employer, innovators feel constrained by rules; power of superiors depends on control of uncertainties, highly formalized conception of management and flexible working hours are popular among employees. In highly UAI culture, people often avoid taking the risk of self employment (Hofstede et al., 2004; Williams et al., 1966). The UA standards in a country influence the way power in organizations is exercised. “Coping with uncertainty is the variable most critical to power, and is the best single predictor of it” (Hinings et al., 1974).

In highly UA environment, competencies should be more clearly defined as compared to low UA (Laurent, 1983). The rates of innovation largely depends upon the UA (Shane, 1993). For example, the Japan is a high UAI country, which recommends that once innovations are accepted, they are taken more seriously than in low UAI countries.

Individualism versus collectivism

Wagner and Moch (1986) define “individualism as the condition in which personal interests are accorded greater importance than are the needs of groups” and “collectivism occurs when demands and interests of groups take precedence over the desires and needs of individuals”. The organization’s commitment behavior is more observable in collectivist employees than individualistic employees, and self interest motive may not be appropriate for an inter-cultural model (Cohen and Avrahami, 2006). The motivating force within collectivist culture is to achieve group goals and safe guard group welfare. In individualistic culture, employees concentrate on self- sufficiency and control. The quest for individual goals may or may not be consistent within group goals (Earley, 1989). In collectivist culture, the employee shows his/her affiliation within the group as long as group is involved in the achievement and satisfaction of individual goals and needs (Wagner III, 1995). In the individualistic entity, quest for self interest is logically well acknowledged (Ramamoorthy and Carroll, 1998). Some people/ employees show individual behavior in collectivist society and vice versa (Triandis, 1995). Hofstede (2003) found the difference between employees showing low individual and high individual behavior. In low individualistic or collectivist societies, “hiring and promotion decisions take employees’ in group into account, poor performance reason for other tasks, potential emotional commitment to union, employees perform best in in-groups, belief in collective decisions, less social mobility across occupation and organizational success attributed to sharing information, openly committing oneself, and political alliances” are important characteristics. In high individualistic societies, “employees supposed to act as economic man, poor performance reason for dismissal, relationship with union calculative, employees perform best as individuals, belief in the individual decision, greater social mobility across occupations and organizational success attributed to withholding information, not openly committing, and avoiding alliances”, are few important features.

Masculinity and femininity

Duality of the sexes is a basic issue which different societies deal with in different ways. On the basis of IBM data, Hofstede explained that universally, women mostly show their attachment to social goals like: relationships, helping others, and the physical environment; while men affix to egotistic goals such as careers and money (Hofstede, 2003). The behavior of men and women create two types of cultures, that is, masculine and feminine, and consequently, form different management hero types. The manager from masculine culture is observed as assertive, decisive, and aggressive, while from feminine culture, manager is less visible and intuitive. Moreover, masculine culture is the survival of the fittest. To resolve the conflict in the organizations, each country has to deal with its own institutional context. In masculine culture, there is sporadically a lot of verbal insult, both between employer and laborer, and between boss and subordinate. In feminine cultures, “managers are employees like others, more women in management; career ambitions are optional for men and women, more sickness absence, low job stress: fewer burnout symptoms among healthy employees, preference for smaller companies and fewer hours worked” are the basic features. While in masculine culture, “managers are culture heroes, fewer women in management, career ambitions are compulsory for men, optional for women, less sickness absence, higher job stress: more burnout symptoms among healthy employees and preference for higher pay”, are the key characteristics.

Long-term vs. short-term orientation

The fifth dimension to describe employee’s behavior is long term versus short term orientation. Long term orientation refers to “future oriented values such as persistence and thrift,” while short term orientation refers to "past and present oriented values such as respect for tradition and fulfilling social obligations” (Kirkman et al., 2006). The high long term countries put emphasis on, “the content focused on the practice and practical values, relationship as a source of information and creditability, patience in achieving results and goals”. Opposite to long term orientation, short term orientation countries emphasize “content focused on truth and certainty of beliefs, rules as source of information and creditability, desire for
immediate results and achievement of goals” (Marcus and Gould, 2000). In low LTO societies, “humility is a feminine virtue, less satisfied with daily human relations, analytic thinking and lower performance in basic mathematics tasks”. While in high LTO, “humility is a general human virtue, daily human relations (family, neighborhood, friends), satisfying, synthetic thinking, and higher performance in basic mathematics tasks” (Hofstede, 2003).

METHODS

To find the culture orientation in the modern age, the academic faculty of the universities was sampled on the premise that they are an important part of a well educated and oriented society in any nation. The data was collected from academic faculty of 23 public sector universities of Pakistan. We used a simple random sampling technique to select the sample. Questionnaires were distributed among academic faculty with covering letters, explaining the purpose of research and assured them that their response would be kept confidential. The questionnaires were designed in English. Out of 900 distributed questionnaires, 674 were completed and received. The response rate was 75% in which regular and contract employees were 463 and 211 respectively. Out of the total, 72 were professors, 67 were associate professors, 206 were assistant professors, and 329 were lecturers. There were 226 female and 448 male respondents.

The cultural dimensions of power distance, uncertainty avoidance, collectivism/individualism, masculinity/femininity, and long-term planning were mainly adopted from published and validated study of (Dorfman and Howell, 1988) cultural scale. To capture the fundamental nature of the cultural dimensions at an individual level, Dorfman and Howell’s scales were found most suitable as referred to by other researchers (Fernandez, et al., 1997; Hui and Villareal, 1989).

RESULTS AND DISCUSSION

The mean of an organization’s cultural values is presented in Table 1. The mean value of overall sample regarding power distance (3.00) showed that medium power distance was prevailed in most universities of Pakistan, as compared to the IBM study in which Pakistan is appeared as high power distance country. The result indicated that power distance values had changed in universities of Pakistan. The authorities involved employees in the decision making. The power was decentralized through distribution of tasks. The status differences were minimized through social interaction between boss and subordinate. The mean value of individualism/collectivism (3.53) showed that in universities academic faculty, oriented collectivism was consistent with Hofstede’s results. The collectivism results indicated the prevalence of a strong grouping structure in which employees supported each other. The employees lived in large groups and were subdivided into small groups.

The members of these groups supported group loyalty even if individual goals suffered. Academic faculty helped each other in critical situations and sometimes even, sacrificed individual interest for the sake of group benefit, which is clearly the characteristic of a collectivist society. The mean values of uncertainty avoidance (3.67) showed the consciousness of academic faculty regarding the rules, regulation and allied matters involved in the job to avoid unforeseen elements. Moreover, they strictly followed the instructions which are a quality of high uncertainty avoidance country. The mean values of masculinity (3.03) showed that in universities, high masculine culture was moving toward a more feminine culture, which indicated that the transformation phase had been started. The education level of females resisted masculine culture and increased competition between men and women. The results of long term planning (3.55) showed a massive change in attitude of Pakistani culture from short to long term; this is contradictory to Hofstede’s results, which show that Pakistan is a short term planning country.

This orientation pointed out that either academic faculty was very confident or it had totally shattered their confidence, promoting synthetic thinking. The Pakistani universities were governed by man not by law. This behavior might be due to unstable political conditions and the threat of a recession and unemployment in Pakistan. As advised by Hofstede (2003), we split our sample by gender (male and female) to analyze the orientation of cultural values. Results, reported in Table 2, presented a very different picture from the overall sample results.

Mean value of power distance among male (3.03) and female (2.96) showed that educated females were resisting the traditional thinking and culture of power distance.

Females considered that the authorities in universities needed to involve them in decision making. Moreover, discrimination between male and female was reducing in the work place. The mean value of collectivism in male

<table>
<thead>
<tr>
<th>Organizational culture dimension</th>
<th>Mean</th>
<th>S. D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power distance</td>
<td>3.00</td>
<td>0.71</td>
</tr>
<tr>
<td>Collectivism</td>
<td>3.53</td>
<td>0.59</td>
</tr>
<tr>
<td>Uncertainty avoidance</td>
<td>3.67</td>
<td>0.72</td>
</tr>
<tr>
<td>Masculinity/femininity</td>
<td>3.03</td>
<td>0.86</td>
</tr>
<tr>
<td>Long-term planning</td>
<td>3.55</td>
<td>0.72</td>
</tr>
</tbody>
</table>

Table 1. Descriptive statistics for organization’s culture dimensions.
Table 2. Descriptive statistics of organization’s culture dimension (gender).

<table>
<thead>
<tr>
<th>Organization’s culture dimension</th>
<th>Male (n=448)</th>
<th></th>
<th>Female(n=226)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>S. D.</td>
<td>Mean</td>
<td>S. D.</td>
</tr>
<tr>
<td>Power distance</td>
<td>3.03</td>
<td>0.75</td>
<td>2.96</td>
<td>0.65</td>
</tr>
<tr>
<td>Collectivism</td>
<td>3.51</td>
<td>0.60</td>
<td>3.59</td>
<td>0.58</td>
</tr>
<tr>
<td>Uncertainty avoidance</td>
<td>3.66</td>
<td>0.74</td>
<td>3.71</td>
<td>0.69</td>
</tr>
<tr>
<td>Masculinity/femininity</td>
<td>3.12</td>
<td>0.84</td>
<td>2.85</td>
<td>0.86</td>
</tr>
<tr>
<td>Long-term planning</td>
<td>3.55</td>
<td>0.69</td>
<td>3.57</td>
<td>0.76</td>
</tr>
</tbody>
</table>

Table 3. Descriptive statistics of organization’s culture dimension (designation).

<table>
<thead>
<tr>
<th>Organization’s culture dimension</th>
<th>Professor (n=72)</th>
<th>Associate professor (n=67)</th>
<th>Assistant professor (n=206)</th>
<th>Lecturer (n=329)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>S. D.</td>
<td>Mean</td>
<td>Mean</td>
</tr>
<tr>
<td>Power distance</td>
<td>2.96</td>
<td>0.67</td>
<td>3.02</td>
<td>0.64</td>
</tr>
<tr>
<td>Collectivism</td>
<td>3.91</td>
<td>0.53</td>
<td>3.62</td>
<td>0.58</td>
</tr>
<tr>
<td>Uncertainty avoidance</td>
<td>4.04</td>
<td>0.68</td>
<td>3.78</td>
<td>0.68</td>
</tr>
<tr>
<td>Masculinity/femininity</td>
<td>2.59</td>
<td>10.13</td>
<td>2.57</td>
<td>0.91</td>
</tr>
<tr>
<td>Long-term planning</td>
<td>3.63</td>
<td>0.56</td>
<td>3.50</td>
<td>0.59</td>
</tr>
</tbody>
</table>

3.51) and female (3.59) and uncertainty avoidance in male (3.66) and female (3.71) showed that a strong family structure still prevailed in society and both male and female academic faculties were well aware of the rules and regulations. The mean values of masculinity in male (3.12) and in female (2.85) indicated that Pakistani culture was moving from high masculine culture to a more feminine culture, contrary to the results of Hofstede (1980, 1984). Women considered that the professional career was important both for male and female; men and women had equal logical power to control their own situation. Women could run high level positions just as men. These results also indicated that healthy competition had been started in Pakistani culture, which was a good sign for progress and was helping to avoid sexual discrimination. The mean values of long term planning, in male (3.55) and in female (3.57) revealed that Pakistani cultural value of short term planning both in male and female was changing into long term planning contrary to Hofstede (1980, 1984). We further analyzed these cultural dimensions orientation in respect of rank. The mean values of power distance among professors (2.96), associate professors (3.02), assistant professors (3.00), and lecturers (3.01), as presented in Table 3 showed the designation effected on the intensity of power distances. The mean values of collectivism in professors (3.91), associate professors (3.62), assistant professors (3.49), and lecturers (3.45), and uncertainty avoidance in professors (4.04), associate professors (3.78), assistant professors (3.61), and lecturers (3.61) showed that in Pakistani universities, collectivist culture prevailed among all ranks. The values of uncertainty avoidance revealed the awareness of rules and regulations among all ranks.

The value of masculinity behavior in professors (2.59), associate professors (2.57), assistant professors (3.14), and lecturers (3.15), showed that different levels had different approaches toward female roles in the society. The mean values of long term planning in professors (3.63), associate professors (3.50), assistant professors (3.59), and lecturers (3.52), revealed that in the modern age, thinking of future planning started from the initial stage of a career and became mature as the ranks increased. Table 4 shows the correlation between different cultural values.

The power distance had positive and significant relationship with collectivism, uncertainty avoidance, masculinity and long term planning. Collectivism had a positive and significant relationship with power distance, uncertainty avoidance, and long term planning, but had an insignificant relationship with masculinity. The uncertainty avoidance had positive and significant relationship with power distance, collectivism, and long term planning but had an insignificant relationship with masculinity. Masculinity had a positive and significant relationship with power distance and long term planning, but had an insignificant relationship with collectivism and uncertainty avoidance. The results also showed that long term planning had a positive and significant relationship with power distance, collectivism, uncertainty avoidance, and masculinity.

CONCLUSION AND IMPLICATION

This study was carried out to find out cultural values in universities of Pakistan in correlation with Hofstede's
suggestions to find out the true cultural changes that have occurred over time, and sub cultures, like: occupational, organizational and regional culture. This study will also help to fill the gap from 1980 to 2011 regarding organizational cultural changes, and will enrich literature of cultural values in organizations with respect of Pakistan. As on the basis of IBM data (Hofstede, 1980), most of the researchers pictured the cultural values that prevailed in society and it can also be assumed that the findings regarding the cultural values in universities represent the cultural values in society of Pakistan.

After thirty years, massive changes have been observed in the organizational cultural values of Pakistan. The power distance orientation shifted from high to moderate, and if it will continue, it may be changed to an even lower power distance. There are two possible reasons for this change. First, globalization increase interaction between societies and societies are now coloring each other. Secondly, data was collected from a highly educated society, and it was observed that education plays an important role in the power distance orientation (Hofstede, 2003). These findings will be helpful for policy makers in universities of Pakistan in order to implement administrative structures and for managers to deal with their subordinate for smooth functioning and improvement of organizations. The high values of collectivism reveal that in universities of Pakistan strong family structure prevails, and can resist to any change by supporting each other. The policy makers should keep in mind the orientation of collectivism before implementation of any new policies, reward systems, promotion criteria and evaluations of progress. The high uncertainty avoidance values show the awareness level of academic faculty regarding the rules and regulations. The universities administration should be careful during the proceedings and employment to avoid any litigation which is considered as the worst thing in any organization. The cultural change from masculine to feminine shows the gap between male and female is reducing. Women are demanding a share in professional and technical jobs. The management in Pakistani universities should consider this twist in attitude of women and policies should be implemented without gender discrimination. The opportunities for promotion and task should be on merit rather than on gender.

The most surprising change in the fifth value of culture is long term planning. According to Hofstede (1980, 1984), Pakistan was short term planning country among the nations analyzed. Now, the observation is revealing an entirely different story. The long term planning orientation of employees shows an uncertain situation of country that compels employees to save their large share of income for the future. Persistence, perseverance and adoption of tradition to new circumstances are now increasing. The policy makers should keep this point under heavy consideration before introducing and implementing internal promotion criteria, rewards, and retirement and pension policies.

ACKNOWLEDGMENTS

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REFERENCES


Table 4. Pearson’s correlation coefficients for organizational culture dimensions.

<table>
<thead>
<tr>
<th>Organizational culture dimension</th>
<th>Power distance</th>
<th>Collectivism</th>
<th>Uncertainty avoidance</th>
<th>Masculinity/femininity</th>
<th>Long-term planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power distance</td>
<td>(0.70)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collectivism</td>
<td>0.09(*)</td>
<td>0.61(**)</td>
<td>0.61(**)</td>
<td>(0.60)</td>
<td></td>
</tr>
<tr>
<td>Uncertainty avoidance</td>
<td>0.08(*)</td>
<td>0.09(*)</td>
<td>0.09(*)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masculinity/femininity</td>
<td>0.25(**)</td>
<td>0.03</td>
<td>0.05</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term planning</td>
<td>0.09(*)</td>
<td>0.37(**)</td>
<td>0.49(**)</td>
<td>0.27(**)</td>
<td>(0.60)</td>
</tr>
</tbody>
</table>

N=674; * p<0.01(two tailed); ** p<0.05(two tailed); the reliability alphas are presented along the diagonal of the correlation matrix in italic.

Pearson's correlation coefficients for organizational culture dimensions.