

Gender and Trust in Manager as Correlates of Cross-Cultural Adjustment Among Employees

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Abstract

The present paper is aimed to investigate the trust and gender as linked to employees' cross-cultural adjustment. Because we see in this modern world of work the ambition of human grows many challenges before him. It's true that almost all the positive and negative factors related to work however meet to the ground of adjustment. In this study the effect of gender and employees' trust in their manager has been investigated on the employees' adjustment when they go out for business purpose. A total sample of 40 (20 male and 20 female) have been taken to meet the objectives of the study. Non-parametric statistics such as median, Mann-Whitney U-test and Spearman's rank difference method of correlation have been used.

Result indicates that employees' trust in their manager tend to have a significant effect on their cross-cultural adjustment. Gender also has been found to play a significant role in employees' adjustment but only being mediated by trust. A significant correlation has been found between trust and cross-cultural adjustment.

Keywords: Cross-cultural adjustment, Trust, Employee.

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Introduction

The dawn of new modern world of global economization and occupation raise a number of challenges as well as opened the door of new opportunities of progress and success. In a survey it was found that in 2008–09 two hundred and forty three multinational companies employed over 94000, in comparison of the year of 2005-06 when around 50,000 employees were introduced in the role of expatriation (www.globalnews.com/story.asp?sid=1149). In many ways the success of companies' international business activities depends on employees. The ability to function in the new environment, ability to cooperate with locals and applying their competences and knowledge to perform well and to cope with uncertainty are the key factors of employees.

Cross-cultural Adjustment

Cross-cultural adjustment can be defined as the psychological comfort an employee has with the various aspects of a host culture (Black & Stephens, 1989; Gregersen & Black, 1990). Three specific areas of Cross-cultural adjustment can be distinguished as: (1) general environment which is related to the degree of comfort with general living conditions, such as climate, health facilities, and food, (2) interaction with host country nationals, and (3) work related to performance standards, job, and supervisory responsibilities (Black & Stephens, 1989). Cross-cultural adjustment has been suggested as a crucial determinant of employee success in their international assignments. Finding demonstrates the role of Cross-cultural adjustment in form of effects like strain (Hechanova, Bee & Cistiansen, 2003), job satisfaction (Takeuchi, Yun, & Tesluk, 2002), organizational commitment (Nauman, 1993, Shaffer & Harrison, 1998), job performance (Shay & Baack, 2006, Kim & Slocum, 2008), and premature return from assignment (Black & Stephens, 1989, Hechanova et al., 2003).

In the context of expatriation female employees are considered to be more successful on international assignments than male employees (Adler, 1987, Taylor & Napier, 1996) and this can be due to the tendency of women express emotions more than men (Wood, Rhodes, & Whelan, 1989), are more affectionate (Briton & Hall, 1995), and experience more intense joy and sadness (Fujita, Diener, & Sandvik, 1991). Furthermore, women were also found to respond more adaptively than men to stressors, more willing to seek help from others, and use emotion-focused strategies when appropriate (Deane, Wilson, & Ciarrochi, 2001).

In relation of adjustment-on-work, Selmer and Leung (2003) found that female employees are better in interaction than their male colleagues. Similarly, Haslberger (2010) showed that female employees have significantly higher levels of adjustment

than men due to their superior social skills, which help them to learn faster and be more confident about establishing and maintaining relationships in the host environment.

Trust in Manager

It has been shown in studies that when employees feel that the organization provides them supportive working environment, employees feel to be more willing to give customers the best services. When the organization nurtures relationships with employees, the result can lead to a real improvement in services provision to customers (Schneider & Bowen 1995). When customers meet a satisfied and enthusiastic employee, their perceptions of the service are likely to reflect the positive encounter (Schneider, White & Paul 1998).

Evidence (Glade & Ivery 2003) has shown that trust in management and manager can serve as a partial mediator of the relationship between perceptions of organizational support and organizational commitment (Whitener 2001). Another study of Aryee, Budhwar and Chen (2002) founded that the relationships between procedural justice and employees' attitudes toward their work was partially mediated by trust in the organization. It was demonstrated that trust in the employer also can play a crucial role in the psychological contact and the work outcomes of psychological withdrawal behavior as well as turnover intentions (Lo & Aryee 2003).

OBJECTIVES

1. To test the significance of relationship between 'trust in managers' and cross-culture adjustment.
2. To test the significance of difference between high and low scorer on trust with respect to cross-cultural adjustment.
3. To test the significance of gender difference with respect to cross-cultural adjustment.
4. To test the significance of difference between male and female employees scoring high on trust with respect to cross-cultural adjustment.
5. To test the significance of difference between male and female employees scoring low on trust with respect to cross-cultural adjustment.

HYPOTHESES

1. There is no significant relationship between 'trust in managers' and cross-culture adjustment.
2. There is no significant difference between high and low scorer on trust with respect to cross-cultural adjustment.
3. There is no significant difference between male and female employees with respect to cross-cultural adjustment.

4. There is no significant difference between male and female employees scoring high on trust with respect to cross-cultural adjustment.

5. There is no significant difference between male and female employees scoring low on trust with respect to cross-cultural adjustment.

VARIABLES

Independent Variables

1.Trust

2.Gender

Dependent Variable

1.Cross-culture adjustment

METHOD

Design: To attain the objectives of the present study an Ex-post-facto correlational design has been adopted.

Sample: A total of 40 (20 male and 20 female) employees working in culture which different from their own, have been selected for the study, by using purposive sampling procedure.

Statistical technique: Data was analyzed with the help of nonparametric statistics such as median, spearman's rank difference correlation method, and Mann-Whitney U-test.

Tools for Data Collection

1.Cross-Culture Adjustment Scale: measured with 14-item, self-reported Employee Adjustment Scale adopted from Black and Stephens (1989). Seven items assessed general adjustment (e.g. housing, food, and shopping); four items assessed interactions adjustment (e.g. socializing with people from the host culture); and tee items assessed work adjustment (e.g. job responsibilities and performance standards/ expectations). Respondents asked to use a seven-point Likert-type scale to indicate the extent to which each item indicates their adjustment to various living and working conditions in Malaysia. Response choice alternatives ranged from 1 (very unadjusted) to 7 (completely adjusted). Cronbach's alphas for general adjustment, interactions adjustment, and work adjustment were 0.91, 0.82, and 0.86 respectively (Black & Stephens, 1989).

2.Tzafrir and Dolan's Trust Scale: In the current study, which was undertaken in the organizational setting, an attempt was carried out to find a scale of trust which takes into consideration the employees as well as the exact context where trust

happens. Therefore, in order to measure trust a 16 item instrument, developed and validated by Tzafrir and Dolan (2004).

ORGANIZATION AND ANALYSIS OF DATA

As to find the answer of first question of testing the significance between adjustment and trust Spearman’s rho method was applied to analyze the data. Following table shows the result.

Table-1: Showing Correlation between Trust and Cross-culture Adjustment

		ADJUSTMENT	TRUST
ADJUSTMENT	Correlation Coefficient	1.000	.504**
	Sig. (2-tailed)	.	.001
	N	40	40
TRUST	Correlation Coefficient		1.000
	Sig. (2-tailed)		.
	N		40

Obtained result indicates that there is significant positive correlation (.50, significant at .01 level) between employees’ cross-culture adjustment and trust in manager. It means as the level of trust in manager increases employees tend to so better adjustment while working in other country. It can be asserted that trust in manager is a significant correlate of adjustment in employees.

This finding is supported by the answer obtained in favor of second objective which was formulated to test the significance of difference between high and low scoring employees on trust with respect to adjustment scores. For this, Mann-Whitney U-test was applied. Descriptive statistics has been shown in table no. 2 as well as table no. 3 is to show the U-value high scorer and low scorer on trust with respect to adjustment.

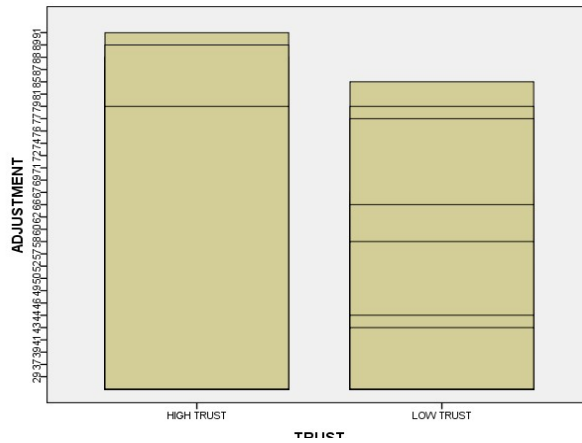
Table 2: Showing Descriptive Statistics for High scorer and Low Scorer on Trust with respect to Adjustment

	TRUST	N	Mean Rank	Sum of Ranks
ADJUSTMENT	HIGH TRUST	20	26.72	534.50
	LOW TRUST	20	14.28	285.50

Table 3: Showing U-value between High scorer and Low Scorer on Trust with respect to Adjustment

	ADJUSTMENT
Mann-Whitney U	75.50
Asymp. Sig. (2-tailed)	.001

Table 3 shows the U-value-75.50 between high scorer and low scorer with respect to adjustment, which is significant at .01 level. It means that the employees having high trust tend to differ significantly to those with low trust in their managers. And with the following graph it becomes clear that employees with high trust tend to show better adjustment in comparison of those with low trust.



Further gender difference was put to test with respect to adjustment among employees. Table no. 4 indicates that almost equal ranks on scores of adjustment were obtained by male and female employees.

Table-4: Showing Descriptive Statistics for Male and Female Employees on Adjustment

GENDER	N	Mean Rank	Sum of Ranks
MALE	20	20.05	401.00
FEMALE	20	20.95	419.00

Table 5: Showing U-value between Male and Female Employees on Adjustment

	ADJUSTMENT
Mann-Whitney U	191.00
Asymp. Sig. (2-tailed)	.808

In above table no. 5, U-value between male and female employees on adjustment is 191.00, which is not significant at any level. It can be said with these results that gender does not play any significant role in adjustment of employees. On this basis null hypothesis is accepted.

Further gender difference has been tested in the light of high trust. By observing table no. 6, it can be said that there is difference between ranks of male and female with high trust on levels of adjustment.

Table 6: Showing Descriptive Statistics for Male and Female Employees with High Trust on Adjustment

GENDER	N	Mean Rank	Sum of Ranks
MALE	10	7.55	75.50
FEMALE	10	13.45	134.50

Table 7: Showing U-value between Male and Female Employees with High Trust on Adjustment

	ADJUSTMENT
Mann-Whitney U	20.50
Asymp. Sig. (2-tailed)	.026

U-value between male and female employees with high trust on adjustment as shown in table no. 7, is 20.50, which is significant at .05 level. Gender can be accepted as to influence the adjustment among employees where high trust remains as a mediating factor. In other words it can be said that when level of trust is high female employees tend to show better adjustment in comparison of male employees.

This picture changes as level of trust comes down. Table no. 8 and 9 shows the changed picture.

Table 8: Showing Descriptive Statistics for Male and Female with Low Trust on Adjustment

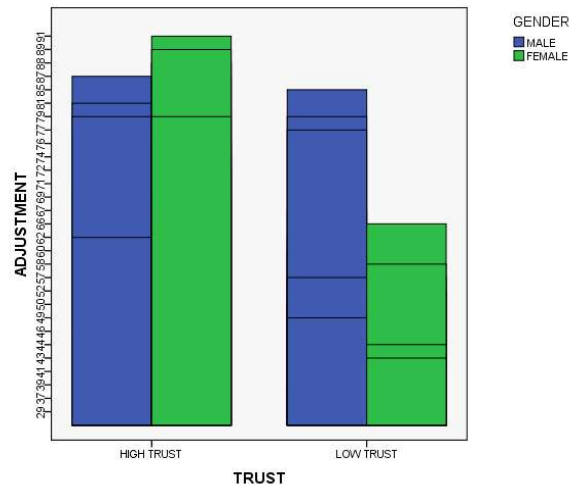
GENDER	N	Mean Rank	Sum of Ranks
MALE	10	13.20	132.00
FEMALE	10	7.80	78.00

Table 9: Showing U-value between Male and Female with Low Trust on Adjustment

	ADJUSTMENT
Mann-Whitney U	23.00
Asymp. Sig. (2-tailed)	.041

By observing table no. 8 male employees can be seen with higher rank with respect to adjustment. And U-value demonstrates this difference of rank as a significant difference between male and female employees with respect to adjustment. In this way the final hypothesis is proved to be wrong and thus rejected.

This relationship between gender and adjustment mediated by can be understood by having a glance on following graphical representation.



Conclusion

Present study was conducted to find the relationship among trust, gender and adjustment. On the basis of analyzed data it can be said that trust plays a significant role in determination of employees' cross-culture adjustment. When employees have high trust in their manager while working on assignment in foreign country or in any different culture, they tend to show better adjustment. Low trust can lead to the poor adjustment. This result can be said consistent with the findings of study of Glade & Ivery (2003), Whitener (2001), Aryee, Budhwar and Chen (2002), Lo & Aryee (2003) either direct or indirect way. In the present study it has been found that as the trust mediate male employees' adjustment significantly differ to that of female employees. The findings of Haslberger (2010) which concluded that female employees have significantly higher levels of adjustment than men are congruent to our findings only in the condition of high trust in manager. Because our findings shows that as the level of trust decreases level of adjustment becomes much worse in female employees.

Limitation

There are following limitations of the study:

1. Study can be re-conducted with larger sample.
2. To understand the cross-cultural adjustment subjects from other countries also should be included.
3. Data can be collected suitable to parametric statistics.
4. Some other variables related to work environment and personality of employees and managers should be considered to refine the findings.

Implications

Adjustment has been considered to be an important factor for mental health in every sector of work as well as in non-working life. The result of the study can be useful to understand the ways of enhancing adjustment and consequently capability and productivity. Plans and strategies on the level of management can be improved in the light of research findings, as we see the role of gender in the light of trust in connection of adjustment.

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Shivanshi Atreya, Dr. Ravindra Kumar

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