

## **An explorative treatment of idiosyncratic supposition of management values in banking sector in light of Hofstede philosophy**

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**Abstract:** Within the differences in culture, impeccable managing capacities leads to be innovative in business practices, better learning opportunities within the organizations and ensure sustainable sources of competitive advantages. Organizational stability and control mechanism, rules and policies, flexibility, discretion, innovation, creativity, risk taking ability, professional growth and the acquisition of new professional knowledge and skills, result oriented, coordination, efficiency and hard driving competitiveness that are aligned with the culture. This paper is based on the opportunity to make compare cultural dimension in banking sector in Bangladesh with the assist of Hofstede philosophy. Primary data has been used for determining the idiosyncratic supposition of management values in banking sector, but for accomplishing this explorative treatment there is inconsistency and disparity between the two categories in banks in values, philosophy, appreciative people's conceptions, control mechanism, role and affiliation. Adaptability and appreciating values and attitudes consequence to advancing competencies and capabilities that leads to ensure sustainable growth and achieving competitive advantages.

**Key words:** competitive advantages, innovation, creativity, control mechanism, values, attitude

**1. Introduction:** In Bangladesh, certainly there is an enormous cultural inconsistency that allows making consequence over the adaptability, competency and practicability especially in banking arena. Social performance is encircled in a particular context and is associated to other deeply held values and beliefs. Mismanaging cultural differences causes failure and that establish uncertainty and adverse impacts on the sustainability of the continuation of competitive advantages. Chan (1997) maintains that the cause of these disputes is closely related to the culture of a society and that the different methods for resolving disputes are also social phenomena closely associated with a society's unique culture. Social environment problems are most likely to be caused by cultural differences. Having disparity and inconsistency in the culture, values and perception in the banking sector there is vast opportunity to make differences in

decision making process to control mechanism a mammoth difference among public, private and MNC's, through this study we try to discover the fact.

**2. Literature Review:** In 1949 U.S. psychologist Raymond Cattell published an application of the new statistical technique of factor analysis to the comparison of nations. Cattell had earlier used factor analysis for studying aspects of intelligence from test scores of individual students. This time he took a matrix of nation-level variables for a large number of countries, borrowing from geography, demographics, history, politics, economics, sociology, law, religion and medicine. The resulting factors were difficult to interpret, except for the important role of economic development. Replications of his method by others produced trivial results (for a review see Hofstede, 2001, pp. 32-33). More meaningful were applications to restricted facets of societies. U.S. political scientists Phillip Gregg and Arthur Banks (1965) studied aspects of political systems; U.S. economists Irma Adelman and Cynthia Taft Morris (1967) studied factors influencing the development of poor countries, and Irish psychologist Richard Lynn (1971; Lynn & Hampson, 1975) studied aspects of mental health. In the 1970s this author – more or less by accident – got access to a large survey database about values and related sentiments of people in over 50 countries around the world (Hofstede, 1980). These people worked in the local subsidiaries of one large multinational corporation: IBM. Most parts of the organization had been surveyed twice over a four-year interval, and the database contained more than 100,000 questionnaires. Initial analyses of the database at the level of individual respondents proved confusing, but a breakthrough occurred when the focus was directed at correlations between mean scores of survey items at the level of countries. One of the weaknesses of much cross-cultural research is not recognizing the difference between analysis at the societal level and at the individual level; this amounts to confusing anthropology and psychology.

Geert Hofstede's theory of cultural dimensions describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from the factor analysis. The theory has been widely used in several fields as a paradigm for research, particularly in cross-cultural psychology, international management, and cross culture communication.

Hofstede's (1984) *Culture's Consequences* explores the domain of studying international organizations. He collected data from a large multinational corporation, IBM, and analyzed data collected from forty different countries. Through his empirical data analysis, he concluded, "organizations are cultural-bounded" (p. 252). In addition, he identified four work-related cultural dimensions, including power distance, uncertainty avoidance, individualism, and masculinity, to analyze work-related cultural values in different countries.

The first dimension, power distance, refers to the power inequality between superiors and subordinates. In high power distance organizations, organizational hierarchy is obvious. There is a line between managers and subordinates. Different from high power distance organizations, low power distance organizations tend to have a flat organizational structure. The second dimension, uncertainty avoidance, refers to people's tolerance of ambiguity. In high uncertainty avoidance organizations, there are more written rules in order to reduce uncertainty. In low uncertainty avoidance organizations, there are fewer written rules and rituals. The third dimension, individualism-collectivism, refers to how people value themselves and their groups/organizations. People with high individualistic values tend to care about self-actualization and career progress in the organization, whereas people with low individualistic values tend to value organizational benefits more than their own interests. The fourth dimension, masculinity (MAS), defines the gender roles in organizations. In high MAS organizations, very few women can get higher-level and better-paying jobs. In low

MAS organizations, women can get more equitable organizational status. In addition to the original four cultural dimensions, Hofstede (1990) proposed the fifth cultural dimension, called Confucian Work Dynamic. According to Hofstede (1980), they represent the basic elements of common structure in the cultural systems of the countries. In the context of Bangladesh the organizational culture is changing in the field of decision making approach, organizational structure, rules and regulation, plan, policies and programs and so on.

**3. Objective:** The general objective of this study is to determine the organizational culture of the banks in Bangladesh with the light of Hofstede Model.

There are also specific objectives also of this research work:

- To evaluate the employees participation in the organizational decision making process.
- To accentuate on the acceptability of the absorbing propensity of the employees in the organizational transformation.
- To determine the engagement of men and women in the organizational hierarchy.
- To determine the affinity and interest of the employees in the organization.

**4. Research methodology:** The study is based on the cultural acceptability of the organization in the banking sector associate with the Hofstede model. Primary data have been used to make a conspicuous assumption about the subject matter. In the public bank we select the 4 major public banks in Bangladesh like Sonali bank, Agrani Bank, Janata Bank, Rupali Bank and we collect the data from the 40 different branches of this public bank. The total sample collect from the public banks is 180 and on the other hand we accumulate the data from the six different private banks also, like Eastern bank, Bank Asia, Prime Bank, Brac Bank, Merchantile Bank and City bank, the total number of sample from private bank is 180 and this data are collected from the 40 different branches. For the purpose of the study respondent were categorized into different groups, mid level managers, principal officers, officers, assistant officers and different executives. Stratified random sampling method was applied for the study. The respondent were asked to rate statements about questions in a likert scale from 1 to 5, where 1 means, strongly agree; and 5 indicates the strongly disagree with the statement. The questions are largely based on extensive study of literature review.

**4.1 Data Collection:** Before sending the questionnaires to the targeted organizations (private and public bank) a pilot survey was conducted in the selected respondent so that validity of the formulated questions could be checked. The questionnaire for the pilot survey included 29 questions and the respondents were also asked to evaluate the language and the understanding of the statements and the length and the depth of the questionnaire. A pilot study was carried out among 11 experience people. The pilot study helped to revise the questionnaire and prepare it for the final survey.

**4.2 Data analysis:** In this research nineteen variables are consider as an independent variable and banking organizational culture as dependent variable. For the purpose of accomplishing the research work, we use different statistical tools like, factor analysis, Discriminant analysis, Multi-collinearly statistics, correlation and descriptive statistics.

**4.3 Research design:** For the purpose of accomplishing the tasks we formulated the under mentioned research design that given the distinctive view of the article.

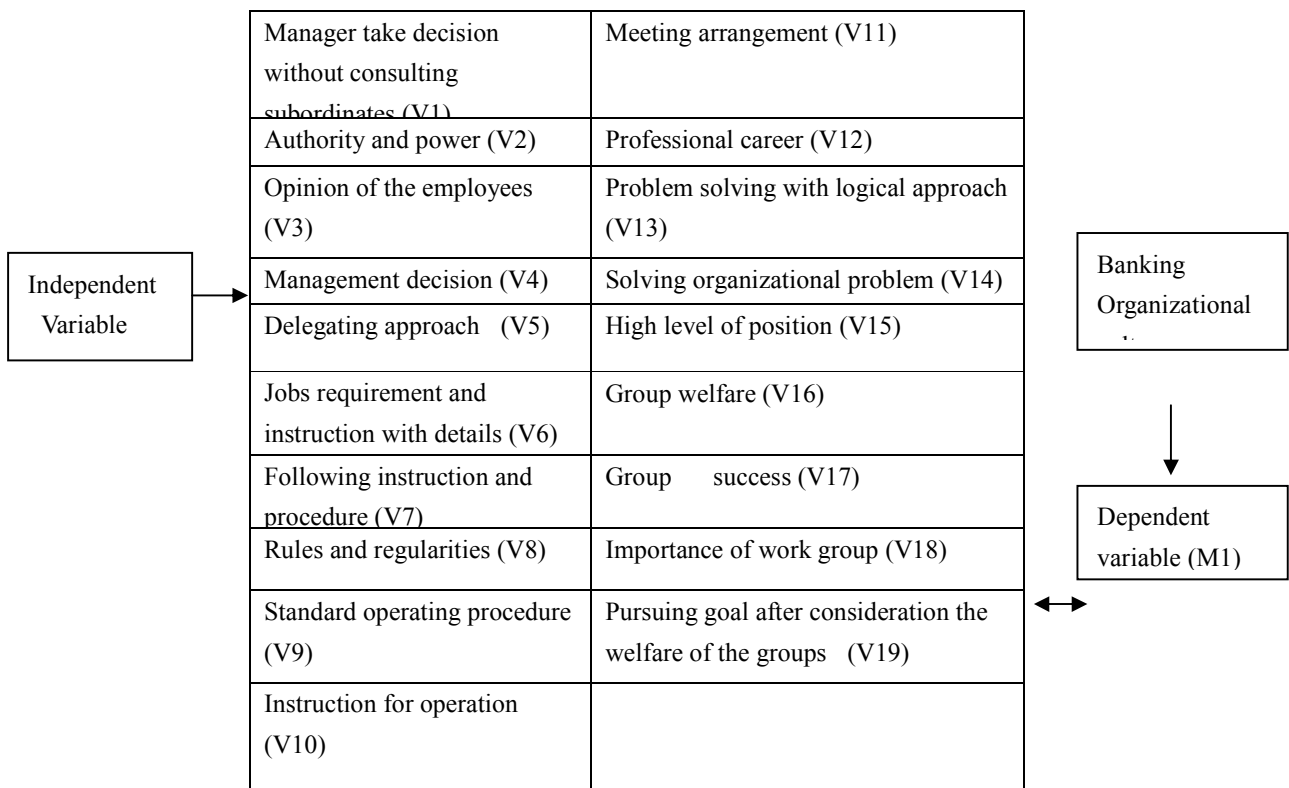


Figure: Framework for the study

For conducting the research at first we determine the nineteen independent variables and one dependent variables and that are categories into two ways: 1= indicates public bank and 2 =indicates private banks.

From the factor analysis we identify the eight major independent variables that make establish a conclusive and distinctive conspicuous assumption about the organizational culture with the light of Hofstede model in the banking organization in Bangladesh.

These major variables are given below Manager take decision without consulting subordinates (V1) Delegating approach (V5), Jobs requirement and instruction with details (V6), Following instruction and procedure (V7), Meeting arrangement (V11), Group welfare (V16)

In the Hofstede dimension of culture there are four dimensions, power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. femininity. For the purpose of this research we develop the following hypothesis.

In the power distance dimension we formulate the following hypothesis:

Hypothesis 1: Most of the employees in the public limited Bank strongly agree that most decision should not take by the managers.

Hypothesis 2: In the public Bank most of the employees agree that the manager frequently ask the opinion of the subordinates in the decision making process.

Hypothesis 3: In the private bank, most of the employees agree that managers should make most decision without consulting the subordinates.

Hypothesis 4: In the private Bank employees should disagree with the management.

Hypothesis 5: In the private Bank employees are agreeing that they are not frequently asking the opinion of the management decision.

In the second dimension of Uncertainty avoidance we arrange the following hypothesis:

Hypothesis 6: In the public Bank, the instruction and procedure that are not maintain by the subordinates

Hypothesis 7: Risk taking ability by the employees is not disrupted due to centralized decision making procedure.

Hypothesis 8: In the private bank managers expect that workers be closely follow the instruction and procedure.

In the third dimension of Hofstede dimension we formulate the following the hypothesis:

Hypothesis 9: In the decision making process women participation is significantly improving compare to the last decades in public Banks.

Hypothesis 10: Solving organizational problems usually require an active, forcible approach, which is typical of men in private bank.

In the fourth dimension of Hofstede we formulate the following hypothesis:

Hypothesis 11: Group welfare is more important than individual rewards in the public Bank.

Hypothesis 12: Individual reward is preferable over the group performance in the private bank.

## 5. Discussion and analysis:

The total variance explained section presents the number of common factors extracted the eigenvalues associated with these factors, the percentages of total variance accounted for by each factor and the cumulative percentages of total variance accounted for by the factor. Using the criterion of retaining only factors with eigenvalues of 1 or greater, six factors were retained for rotation. These six factors accounted for 41.033%, 28.841%, 14.303% and 5.758%, of the total variance respectively for total of 89.935%). From the rotated component matrix we can see that the factor v11 (meeting are usually run more effectively when they are chaired by the men) has high coefficient and factor V1 (manager should make the most decision without consulting the subordinates) has the second highest coefficient. On the base of the coefficient value, we classified the factors in to the following four major factors. The factor V1 and V5 are being categories power distance, factor v6 and factor v7 are categories uncertainty avoidance, factor v11 is being categories masculinity and factor v16 is being categories group.

**Cronbach alpha:** From the factor: 1 (power distance) we see ( $V_1$ ) the value of Managers should make most decisions without consulting subordinates,  $\alpha=0.80$ , and the next ( $V_5$ ) Managers should not delegate important tasks to employees  $\alpha=0.72$ . On the other hand from second factor (Uncertainty avoidance) we see that ( $V_6$ ), It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do,  $\alpha=0.85$  and another variable ( $V_7$ ) Managers expect workers to closely follow instructions and procedures,  $\alpha=0.74$ . From the third factor, (Masculinity vs Femininity) we see that, Men usually solve problems with logical analysis; women usually solve problems with intuition  $\alpha=0.83$  and form fourth factor we see that, Group welfare is more important than

individual rewards,  $\alpha=0.91$ . From the table we revealed that the reliability of the scale is satisfactory, as the majority of the variables have alpha coefficient above 0.7. Alpha coefficient of 0.6 and above is considered good for research.

**Discriminant analysis:** The eigen values (0.568) represents the ratio of the between group sums of squares to the within groups sum of squares of the discriminant scores. The canonical correlation is simply the Pearson correlation between the discriminant function scores and group membership. Here canonical correlation value is 0.602 so that  $0.602 \times 0.602 \times 100 = 36.2404\%$  of variances in the discriminant function score can be explained by group variables. The Lambda coefficient is defined as the proportion of total variance in the discriminant score not explained by different among the groups (63.8%). The standardized canonical discriminant function coefficient provides information on the relative contribution of each variable to the function. The magnitude of these coefficients indicates how strongly the discriminating variables affect the score. It can be seen that (V11) have the greatest impact of the nineteen on the discriminant score. According to classification results estimates 80.6% can be classified on the basis of the discriminant rules. The procedure is repeated times each omitting a different observation. The cross validation part of the classification result shows the results from this procedure. The correct classification rate is now drops to 79.4%.

**Multi-Collinearity Statistics:** The variance Inflation Factor (VIF) is a commonly used for assessing multi-collinearity problems. As a rule of thumb, a VIF greater than 10 indicates the presence of harmful collinearity. The results of VIF show that VIF for all the variables in all the models are less than 10. So, it indicates that the presence of non-harmful collinearity among the variables.

Multi-Collinearity Statistics

	Dependent Variable	Independent variable	Tolerance	VIF
Factor:1	M <sub>1</sub>	V1	.632	1.348
		V5	.426	2.889
Factor:2	M1	V5	.364	2.751
		V6	.283	3.539
Factor:3	M1	V11	.380	2.632
Factor: 4	M1	V12	.536	1.867

From the above analysis we develop the following model that can interpret the condition of website in Bangladesh.

**Binary logistic Model:**

$$e^{\alpha+\beta X}$$

$$\text{Logistic Model: } p = \Pr(y=1/X) = \frac{e^{\alpha+\beta X}}{1+e^{\alpha+\beta X}}$$

$$\text{Logit} = \log\left(\frac{p}{1-p}\right) = \alpha + \beta X \text{ OR } = e^{\beta} = \log(\text{OR}) = \beta$$

$$\text{Model: 1 LogitM1} = \log\left(\frac{p}{1-p}\right) = \alpha + \beta_1 X_1 + \beta_5 X_5 + U$$

$$\text{Model: 2 Logit M1} = \log\left(\frac{p}{1-p}\right) = \alpha + \beta_6 X_6 + \beta_7 X_7 + U$$

Model: 3 Logit  $M1 = \log\left(\frac{P}{1-p}\right) = a + \beta_{11}X_{11} + U$

Model: 4 Logit  $M1 = \log\left(\frac{P}{1-p}\right) = a + \beta_{16}X_{16} + U$

Model: 1

Logit  $M1 = \log\left(\frac{P}{1-p}\right) = a + \beta_1X_1 + \beta_5X_5 + U \dots\dots\dots(i)$

-2 Log likelihood		158.181					
Cox & Snell R Square		.153					
Nagelkerke R Square		.237					
Variables in the Equation							
		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1(a)	V1	.968	.450	4.620	1	.032	2.634
	V5	-.036	.211	.029	1	.866	.965
	Constant	3.755	1.582	5.638	1	.018	42.752

Variable(s) entered on step 1: V<sub>1</sub>, V<sub>5</sub>.

Management should make most decision without consulting of the subordinates,  $\text{Exp}(\beta_1) = 2.634$ . For every increase of managers engagement in most decision without consulting of the subordinated of one, the banking performance increase 2.634 times while other independent variable remain constant. Employees should not disagree with management decision,  $\text{Exp}(\beta_2) = 0.965$ . For every increase of the proportion of disagreement of the employees in the decision making process one, the banking increase 0.965 times while other independent variable remain constant.

Model: 2

Logit  $M1 = \log\left(\frac{P}{1-p}\right) = a + \beta_6X_6 + \beta_7X_7 + U \dots\dots\dots(ii)$

-2 Log likelihood		183.190					
Cox & Snell R Square		0.027					
Nagelkerke R Square		0.042					
Variables in the Equation							
		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1(a)	V6	.101	.274	.135	1	.713	1.106
	V7	-.020	.183	.012	1	.913	.980
	Constant	2.808	1.177	5.689	1	.017	16.583

Variable(s) entered on step 1: V<sub>6</sub>, V<sub>7</sub>.

Intention of managers in delegating the responsibility for accomplishing the important tasks,  $\text{Exp}(\beta_6) = 1.106$ . For increase of the intention of the managers in delegating responsibility for accomplishing the important tasks one, the banking performance increase 1.106 times while other independent variable remain constant. Illustration of job requirement and responsibility very conclusively so that the employees are aware about the fact,  $\text{Exp}(\beta_7) = 0.980$ . For increasing the Illustration of job requirement and responsibility very conclusively so that the employees are aware about the fact, the banking performance increases 0.980 times while other independent variable remains constant.

Model: 3

$$\text{Logit M1} = \log\left(\frac{P}{1-P}\right) = a + \beta_{11}X_{11} + U \dots \dots \dots \text{(iii)}$$

-2 Log likelihood		184.098					
Cox & Snell R Square		.022					
Nagelkerke R Square		.034					
Variables in the Equation							
		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1(a)	V11	-.002	.192	.000	1	.993	.998
	Constant	2.246	.778	8.336	1	.004	9.446

Variable(s) entered on step 1: V9, V10

Meeting are usually run more effectively when chaired by male ( $\beta_{11}) = 0.998$ . For increase the existence of male in the meeting, the banking performance is increase 0.998 times while other independent variable remains constant.

Model: 4

$$\text{Logit M1} = \log\left(\frac{P}{1-P}\right) = a + \beta_{16}X_{16} + U \dots \dots \dots \text{(iv)}$$

-2 Log likelihood		181.355					
Cox & Snell R Square		.037					
Nagelkerke R Square		.057					
Variables in the Equation							
		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1(a)	V16	-.457	.174	6.896	1	.009	.633
	Constant	2.282	.440	26.907	1	.000	9.801

Variable(s) entered on step 1: V16.



Group welfare is more important than individual success is ( $\beta_{16}$ ) = 0.633. For increase the propensity of group welfare is more important than the individual success one, the banking performances increase 0.633 times while other independent variable remains constant.

**Table no: 2 Correlations Analysis**

		BANK	V1	V5	V6	V7	V11	V16
BANK	Pearson Correlation	1	-.740(**)	.789(**)	-.812(**)	-.821(**)	-.822(**)	.787(**)
	Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.000
	N	296	296	296	296	296	296	296
V1	Pearson Correlation	-.740(**)	1	-.895(**)	.909(**)	.892(**)	.909(**)	-.894(**)
	Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000
	N	296	300	300	300	300	300	300
V5	Pearson Correlation	.789(**)	-.895(**)	1	-.888(**)	-.888(**)	-.900(**)	.948(**)
	Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000
	N	296	300	300	300	300	300	300
V6	Pearson Correlation	-.812(**)	.909(**)	-.888(**)	1	.920(**)	.936(**)	-.881(**)
	Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000
	N	296	300	300	300	300	300	300
V7	Pearson Correlation	-.821(**)	.892(**)	-.888(**)	.920(**)	1	.964(**)	-.886(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.000
	N	296	300	300	300	300	300	300
V11	Pearson Correlation	-.822(**)	.909(**)	-.900(**)	.936(**)	.964(**)	1	-.893(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000
	N	296	300	300	300	300	300	300
V16	Pearson Correlation	.787(**)	-.894(**)	.948(**)	-.881(**)	-.886(**)	-.893(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.
	N	296	300	300	300	300	300	300

\*\* Correlation is significant at the 0.01 level (2-tailed).

The major factor identified through the factor analysis we attempt to measure the relationship of this factors with the bank (public and private bank). Through the table we see the relationship between bank and the factor V1 (Manager should make the most decision without consulting subordinates) have a positive relationship (.740). Bank and the

factor V5 (Managers should not delegate the important tasks to the employees) have a strong positive correlation (0.789). The relationship between bank and the factor v6 (It is important to have a job requirement and instructions spelled out in details so that employees always know what they are expected to do) is a strong positive correlation (0.812). On the other hand the relationship between the bank and the factor v7 (manager expect workers to closely follow the instructions and procedure) have a strong positive correlation (.821). In the factor of v11 (meeting are usually run more effectively when they are chaired by a man) the relationship between bank and the factor v11 have a strong correlation (0.822). The relationship between the bank and the factor of v16 (group welfare is more important than the individual reward) has a positive correlation (.787).

Now see the descriptive analyses, which are assists to explain the Hofstede model:

Table no: 3 Descriptive Analyses

Factor		Public Bank (Mean)	Private Bank (Mean)
<b>Power distance</b>	Manager should make most decision without consulting subordinates.	1.39	4.29
	Manager should not delegate important tasks to the employees.	4.50	1.48
<b>Uncertainty avoidance</b>	It is important to have job requirement and instruction spelled out in details so that employees always know what they are expected to do.	1.39	1.40
	Managers expect that workers to closely follow the instruction and procedures.	1.38	4.29
<b>Masculinity</b>	Meeting are usually run more effectively when they are chaired by a man	1.38	4.29
<b>Group</b>	Group welfare is more important than individual	1.28	1.39

**Power distance:** From the power distance dimension we can see from the factor of manager should make most decision without consulting subordinates, the mean value of public Bank and private bank are 1.39 and 4.29. In the case of Public Bank the mean value is relatively low which indicates in the matter of first statement illustrated, subordinates are not able to engage in the decision making process due to having high power distance. On the contrary of private Bank the mean value is 4.29, which is relatively high form the public Bank; so that it indicates that in the decision making process subordinates have an access. It is to be postulate that in the private bank there is relatively low power distance from the public bank.

In the second factor, manager should not delegate the important tasks to the employees the means value for public and private bank are 4.50 are 1.48. The mean value for public bank is comparatively higher from private banks, it means

that due to having centralized organization the manager are not trust their subordinates and that is why the managers are not able to transfer their tasks to the subordinates and it illustrated that high power distance allow the managers not to shifting their important tasks. The mean value (1.48) of private bank is comparatively low from the public bank which illustrated that manager sometimes delegate the authority for the purpose of accomplish the desire tasks due to having moderate power distance.

Now exhibits the hypothesis that we develop for making conclusive anticipation of the facts: (see in details of the hypothesis in research methodology)

Hypothesis: Segment one (Power distance)

Factor	Define segment	Hypothesis	P value	Status
Power distance	Public Bank	1	.002	Reject
	Public Bank	2	.035	Reject
	Private bank	3	0.012	Reject
	Private bank	4	.000	Reject
	Private bank	5	.021	Reject

From the first two hypotheses we can interpret that in the public bank there is high power distance it means that employees in the public bank always make discourage in the decision making process and paternalistic and exploitative authoritarian leadership approach is use in the organization. On the other hand from hypothesis 3, 4 and 5 we can reject the null hypothesis because  $p < \alpha$ . In the private bank always make encourage in the decision making process and consultative and participative leadership approach is use in the organization.

**Uncertainty avoidance:** From the second dimension the factor of job requirement and instruction spelled out in details so that employees always know what they are expected to do, the mean value of public Bank and private bank are 1.39 and 1.40. In the case of Public Bank the mean value is low comparatively from the mean value of private banks, which means that in the public bank the authority are more concentrate on rules and regulation. So that the employees are reluctant to take the risk because the organizational culture in the public bank does not encourage instigating any kind challenging tasks. On the other hand in the private Bank the mean value is 1.40, which is higher form the public Bank. In the private bank there is also rules and regulation, but employees are encouraging to take engage in the challenging work.

In the factor of managers expect that workers to closely follow the instruction and procedure the means are mentioned here, public bank =1.38 and private bank=4.29. The lower mean (1.38) is for public bank which interpreted that the management are not establish the ground where there is the access for the subordinates to formulate any kind of challenging and risky action. The authority has expected that the fellow workers are bound to maintain the instructions and procedure. In the private bank the mean value (4.29) is relatively high and it illustrated that the employees are encourage to take engage in risk involve jobs and it indicates that the uncertainty avoidance tendency in the private bank is relatively low.

Now exhibits the hypothesis that we develop for making conclusive anticipation of the facts: ( see in details of the hypothesis in research methodology)

Hypothesis: segment two (Uncertainty avoidance)

Factor	Define segment	Hypothesis	P value	Status
Uncertainty avoidance	Public Bank	6	.002	Reject
	Private Bank	7	.035	Reject
	Private bank	8	0.012	Reject

From the hypothesis 6 we revealed that in the public bank employees are avoid any kind of challenging tasks and they are like to binding with strike rules and regulation on the other hand we reject the two hypothesis: 7 and 8 and it indicates that  $p < \alpha$  so we reject the null hypothesis and it illustrate that in private bank employees are never have any anguish and always appreciate any challenges and uncertainty.

**Masculinity:** From the third dimension the above-mentioned factor the mean value are for public bank=1.38 and Private bank=4.29 respectively. In the case of Public Bank the mean value (1.38) indicates that there is high masculinity. Because there is not having considerable ground for women and due to having high masculinity most of the employees have the conviction that under the chair of men a meeting can successfully conduct. The mean value (4.29) in the case of private bank indicate that women can also conducted the meeting effectively

Now exhibits the hypothesis that we develop for making conclusive anticipation of the facts: ( see in details of the hypothesis in research methodology)

Hypothesis: segment three (Masculinity vs. femininity)

Factor	Define segment	Hypothesis	P value	Status
Masculinity vs Femininity	Public Bank	9	.032	Reject
	Private Bank	10	.021	Reject

From the hypothesis 9 we see that in the public bank always male dominate, it means that power, assertiveness, competitiveness, ambitious and materialistic is the inevitable factor in the public bank and on the other hand relationship and quality of life is the main factor in the private bank. From hypothesis 10 we see that women can also take engage in the important tasks in the private bank.

**Group:** The mean value (1.28) in the field of public bank is the lowest which means that all the tasks is on the individual center rather than group center. The means value (1.39) in the private bank is relatively high which exhibits that decision are taken on the bases of the conglomeration and affiliation of group consensus.

Now exhibits the hypothesis that we develop for making conclusive anticipation of the facts: (see in details of the hypothesis in research methodology)

Hypothesis: segment four (individualism vs. Collectivism)

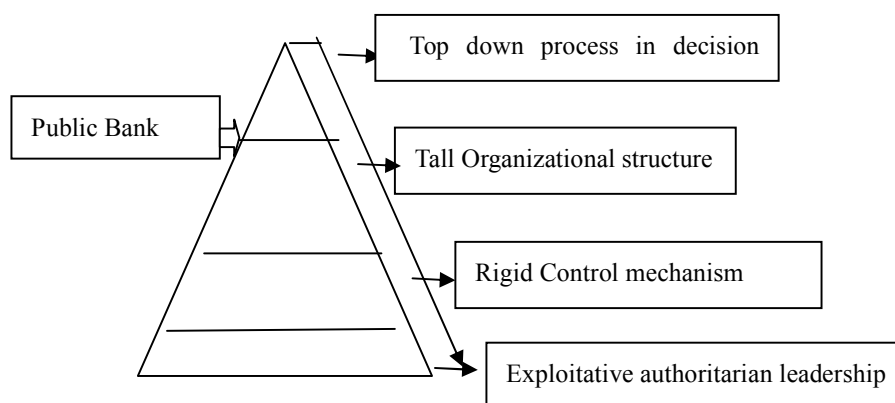
Factor	Define segment	Hypothesis	P value	Status
Individualism vs. collectivism	Public Bank	11	.041	Reject
	Private Bank	12	.011	Reject

From the hypothesis 11 we can make the connotation that in the public bank there is no scope for group cohesiveness and group companionship rather restrict on the individual center and on the other hand from the hypothesis we can exclamation that in the private bank group is the inevitable and inseparable factor. From the hypothesis 12 we illustrate that  $p < \alpha$  it indicates that we reject the null hypothesis.

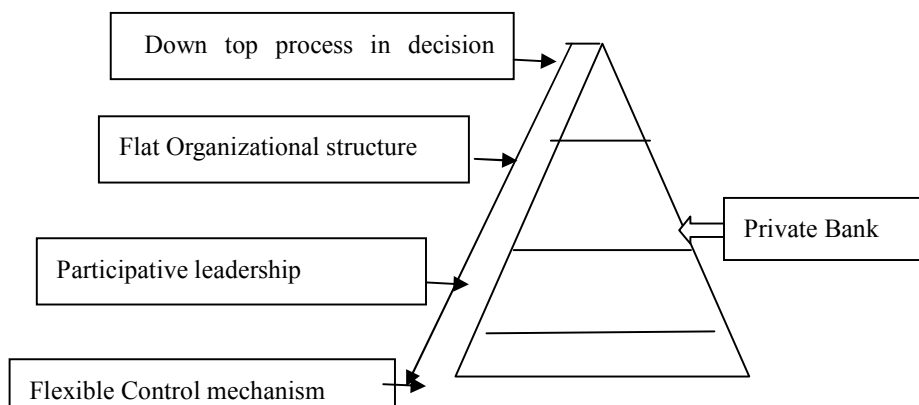
## 6. Findings:

- In the case of Public bank there is a high power distance (from the hypothesis-1 & 2), because in the public Bank, the management follow the exploitative authoritative approach. From the hypothesis of 3, 4 and 5 we see that in the private bank there is a relatively low power distance in the case of decision making, it means that in the private bank the authority follow the participative, consultative and democratic leadership style are follow.

The figure exhibits the conclusive evidence of the power distance in the public bank in Bangladesh.

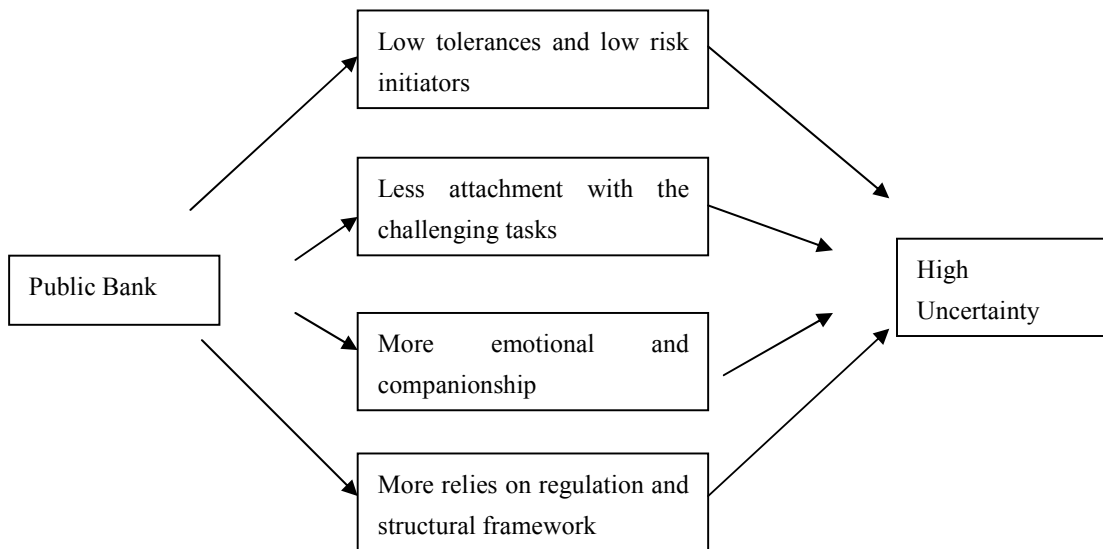


The figure exhibits the conclusive evidence of the power distance in the Private bank in Bangladesh.

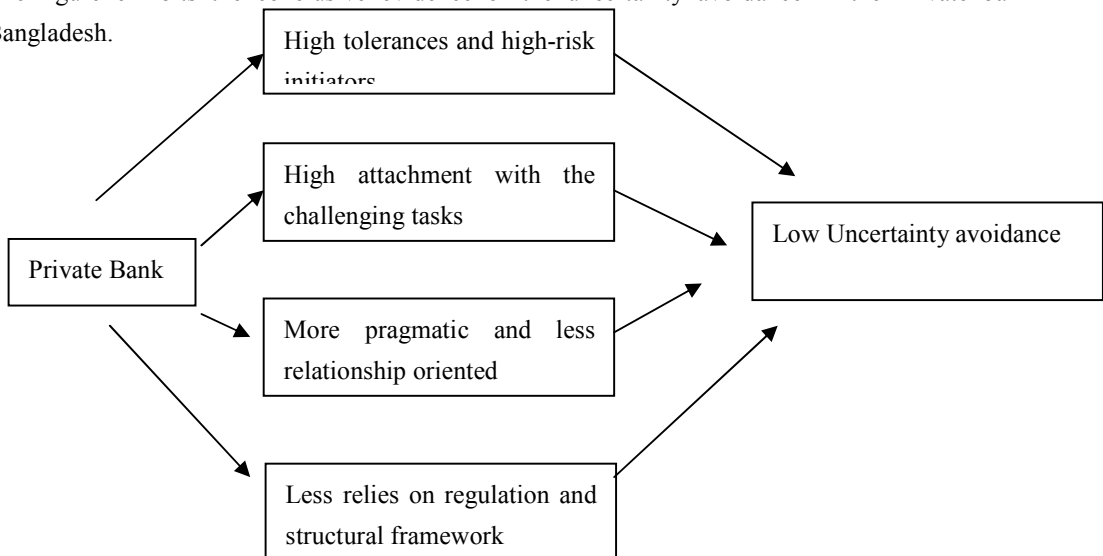


- The uncertainty avoidance tendency is relatively high in the field of public bank (see hypothesis-6 and 7) because of sluggish environment and lack of ambitious among the employees. On the other hand in the private bank the uncertainty avoidance tendency is relatively low (hypothesis-8) because in the private bank the organizational culture is transforming very rapidly,

The figure exhibits the conclusive evidence of the Uncertainty avoidance in the Public bank in Bangladesh.

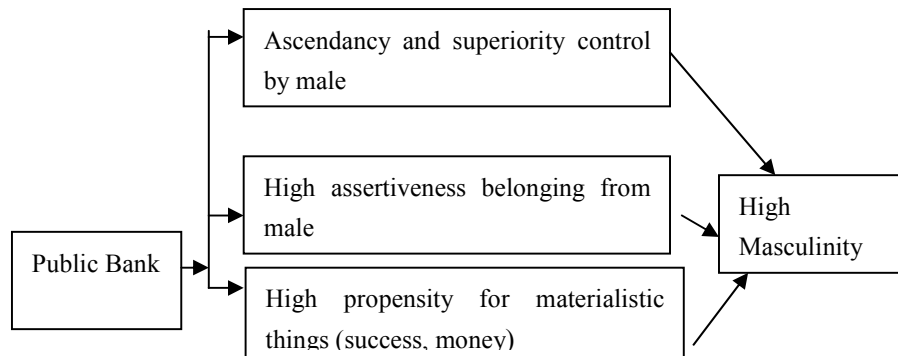


The figure exhibits the conclusive evidence of the uncertainty avoidance in the Private bank in Bangladesh.



- From the hypothesis 9 we see that in the public bank there is male dominating, women face fierce situation, on the other hand in the private bank women doesn't face vulnerable situation if women has the capabilities then they are highly prioritize (hypothesis-10).

The figure exhibits the conclusive evidence of the Masculinity vs. femininity in Public bank in Bangladesh.



**7. Conclusion and Recommendations:** In Bangladesh the banks should more concern about the philosophy, role, authority, values, control mechanism that really accelerate the adaptability and appreciating approach and ultimate consequence to advancing competencies and capabilities that leads to ensure sustainable growth and achieving competitive advantages in the banking sector.

The problems are determinate that associate a catastrophe crisis and making interruption on acceleration of the performances of the organization and this crisis can resolve with the assistance of adopting and following the under mentioned recommendation.

- The organizational culture need to readjust in the case of public bank and ensure a better participation in the decision making approach. In the private bank they also need to strengthen the internal culture and establish collaborative approach.
- In the public bank the employees need to accomplish the challenging tasks and enhance their ambition and make emphasize on continuous learning. Challenging tasks and striving can proliferate the adaptabilities of the employees in the Private banks and MNC should continue their existing approach and should ensure unremitting learning approach.
- Disparity and discrepancy need to avoid and ensure the participation of women in all the cases in banking sector.
- Group dynamism should encourage in place of individualism for the purpose of continuation of growth and sustainability.

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