CHAPTER 4

RESULTS AND FINDINGS

4.0 Introduction

A total of 245 questionnaires were distributed to the employee at executives,assistant manager and manager level at four Japanese MNCs companies in Kuala Lumpur.23 of the repondents were interviewed face-to-face due to time constraint. Most of the questionaire were distributed via email and physically hand over. Only after two weeks and consistent monitoring, only a total of 127 questionnaires were analyzed by the SPSS program. This represents a response rate slightly more than 50 percent.

4.1 Profile Of Respondents

Tables below show the results of the statistical analysis of the respondents' profile according to groupings which includes the gender, age ,marital status, occupational and education level.

Table 4.1.0 GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	65	51.2	51.2	51.2
	female	62	48.8	48.8	100.0
	Total	127	100.0	100.0	

Table 4.1.1 AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less 25	31	24.4	24.4	24.4
	26-30	42	33.1	33.1	57.5
	31-50	40	31.5	31.5	89.0
	above 51	14	11.0	11.0	100.0
	Total	127	100.0	100.0	

Among 127 respondents, 48.8 percent are female and 51.2 percent are male 31 percent of respondents fall into the age less than 25, while 69 percent are above 26.

Table 4.1.2 MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	52	40.9	40.9	40.9
	married	75	59.1	59.1	100.0
	Total	127	100.0	100.0	

Table 4.1.3 OCCUPATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Exec	33	26.0	26.0	26.0
	Manager	41	32.3	32.3	58.3
	asst manager	37	29.1	29.1	87.4
	Others	16	12.6	12.6	100.0
	Total	127	100.0	100.0	

Table 4.1.4 EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	22	17.3	17.3	17.3
	bachelor degree	56	44.1	44.1	61.4
	master degree	35	27.6	27.6	89.0
	PHD	14	11.0	11.0	100.0
	Total	127	100.0	100.0	

Among 127 respondents, executives account for 26 percent, managers and vice managers totally make up 61.4 percent and other positions are 12.6 percent. In eduction part, 44.1 percent of respondents hold bachelor degree, master degree makes up 27.6 percent and PHD only accounts for 11 percent.

4.3 Reliability Of Measures

In statistics, reliability is the consistency of a set of measurements or measuring instrument, often used to describe a test. This can either be whether the measurements of the same instrument give or are likely to give the same measurement (test-retest), or in the case of more subjective instruments, such as personality or trait inventories, whether two independent assessors give similar scores (inter-rater reliability). Reliability is inversely related to random error.

Table 4.3.1

Section A-Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.863	.864	11

Table 4.3.2

Section B-Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.806	.809	10

All coefficients are acceptable according to Sekaran (2003). Both individualism vs collectivism and power distance among Japanese MNC employee were measured by 11 and 10 items respectively.

Table 4.3.3

Section C-Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.796	.793	10

Table 4.3.4

Section D-Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.815	.820	11

Table 4.3.5

Section E-Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.764	.764	10

Other factors such as uncertainty avoidance and masculinity vs famininity were measured by 10 items and 11 items respectively. The value of Cronbach Alpha for individualism vs collectivism was 0.864 The value of Cronbach Alpha for power distance was 0.809. The uncertainty avoidance by items from C1 to C10 and the resulting value of Cronbach Alpha was 0.793. The masculinity vs femininity was measured by items from D1 to D9 and the Cronbach Alpha was 0.820. For the business performance variables, namely statements E1 to E10, the Cronbach Alpha for this variable was 0.764

4.4 Descriptive Statistics

Table 4.4.1 -Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
SECA	127	2.45	5.00	3.8883	.63834	.407
SECB	127	1.70	4.80	3.6024	.61984	.384
SECC	127	1.50	4.90	3.6417	.63489	.403
SECD	127	2.55	4.91	3.9055	.57054	.326
SECE	127	2.00	5.00	3.8409	.53783	.289
Valid N (listwise)	127					

The descriptive statistics in Table 4.4.1 present the minimum, maximum, mean and standard deviations of independent and dependent variables. Four independent variables were tapped on a 5-point scale and the dependent

variable was measured on a 5-point scale. The results from Table 4.3 depicted that the mean of the factor of individualism vs collectivism is 3.8883 and the standard deviation is 0.63834; the mean on factor of power distance is 3.6024 and standard deviations is 0.61984; the mean on factor uncertainty aviodance is 3.6417, and standard deviations is 0.63489; the mean on factor masculinity vs femininity is 3.9055, and standard deviations is 0.57054; the mean on factor of business performance is 3.8409 and standard deviations is 0.53783.

4.5 Hypotheses Testing

Hypothesis 1: There is significant relationship between individualism/collectivism and business performance among Japanese MNC operating in Malaysia

H0: individualism/collectivism can not significantly influence business performance among Japanese MNC operating in Malaysia.

H1: individualism/collectivism can business significantly influence business performance among Japanese MNC operating in Malaysia.

Hypothesis 1: T- test

The t-test assesses whether the means of two groups are *statistically* different from each other. This analysis is appropriate whenever you want to compare the means of two groups, and especially appropriate as the analysis for the posttest-only two-group randomized experimental design.

Table 4.5.1

One-Sample Test

	N	Mean	Std. Deviation	Std. Error Mean
SECA	127	3.8883	.63834	.05664

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SECA	68.646	127	.000	3.88833	3.7762	4.0004

T –test was used to explain the importance of every independent variable in the demand model. The results in Table 4.4.0 indicted that the value for two-tail significance is less then 0.05 ($p < 0.05$), then the difference between the means is significant. Since P is less than 0.05, which means the individualism vs collectivism as organizational culture can significantly influence business performance, when t value is 68.646.

In another words, the H0 (the individualism vs collectivism has not significant relationship with business performance) is refused by T- test.

Hypothesis 1:personal correlation

Table 4.5.2 Correlations

		SECA	SECE
SECA	Pearson Correlation	1	.621**
	Sig. (1-tailed)		.000
	N	127	127
SECE	Pearson Correlation	.621**	1
	Sig. (1-tailed)	.000	
	N	127	127

**. Correlation is significant at the 0.01 level (1-tailed).

The personal correlation test statistics (R = 0.621, p < 0.05) SPSS indicates that it is significant at 0.05 level for a 1-tailed prediction. Therefore, higher individualism vs collectivism scores are associated with higher business performance scores.

R=O.621, N=127, P<0.05

This result shows that as individualism vs collectivism practiced in an organizational increase, the business performance also increase. Hence, from the table 4.4.1 with the r=0.621, p < 0.05, it can be concluded that there is a significant relationship between the individualism vs collectivism and business performance in Japanese MNCs.

Hypothesis 1:regression analysis

Table 4.5.3 Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621[a]	.386	.381	.42316

a. Predictors: (Constant), SECA

the table 4.5.3 gives the value for Multiple R, and the adusted Rsquare=0.386

table 4.5.4 ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.064	1	14.064	78.543	.000[b]
	Residual	22.383	125	.179		
	Total	36.447	126			

a. Dependent Variable: SECE

b. Predictors: (Constant), SECA

Table 4.5.4 shows the regression ANOVA,which test for a linear relationship between the wariables. F -test is used to determine significance of the function. The results of F-test on 1% important level was F-estimate > F-table, F-estimate=8, and p(0.000).>0.05. So the model was meaningful at 1% important level. The results indicated that it was adequate to explain the effects of independent variables on dependent variable.

Table 4.5.5 Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.806	.233		7.761	.000
	SECA	.523	.059	.621	8.862	.000

a. Dependent Variable: SECE

Table 4.5.5 indicates that kernel of the regression analysis.

Because Y=A+B X thus Business performance=1.806+0.523.individualism vs collectivism

Hypothesis 2: There is significant relationship between power distance and business performance among Japanese MNC operating in Malaysia.

H2.0: Power distance can not significantly influence business performance among Japanese MNC operating in Malaysia.

H2.1: Power distance can business significantly influence business performance among Japanese MNC operating in Malaysia.

Hypothesis 2: T- test

Table 4.5.6 One-Sample Test

	N	Mean	Std. Deviation	Std. Error Mean
SECB	127	3.6024	.61984	.05500

	Test Value = 0					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SECB	65.495	126	.000	3.60236	3.4935	3.7112

The results in Table 4.5.6 indicted that only the value of p (0.000) is less than 0.05, which means the power distance can significantly influence business performance, when t value is 65.495. In another words, the H2.0 (the power distance has not significant relationship with business performance) is refused by T- test.

Hypothesis 2:personal correlation

Table 4.5.8 Correlations

		SECB	SECE
SECB	Pearson Correlation	1	.292**
	Sig. (1-tailed)		.000
	N	127	127
SECE	Pearson Correlation	.292**	1
	Sig. (1-tailed)	.000	
	N	127	127

**. Correlation is significant at the 0.01 level (1-tailed).

The output confirms the results of the scatter dot in that a significant positive relationship exists between SEC B (Power distance) and SEC E (Business Performance) ($r = 0.292$, $p < 0.05$). Therefore, Power Distance scores are associated with higher Business Performance scores.

Bivariate correlation was undertaken between power distance scores and business performance scores. It was hypothesized that a positive relationship would exist between these two variables. Results of the correlation indicate that higher the power distance scores are associated with higher business performance scores ($r = 0.292$, $p < 0.05$).

Hypothesis 2:regression analysis

Table 4.5.9 Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.292[a]	.085	.078	.51648

a. Predictors: (Constant), SECB

Table 4.5.9 shows the value for multiple R, in the case of just one independent variable ,has the value as the correlation coefficient r which is 0.085.

Table 4.5.10 ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.104	1	3.104	11.636	.001[b]
	Residual	33.343	125	.267		
	Total	36.447	126			

a. Dependent Variable: SECE

b. Predictors: (Constant), SECB

Table 4.5.10 shows thr regression ANOA,which test for a linear relationship between the wariables. F -test is used to determine significance of the function. The results of F-test on 1% important level was F-estimate > F-table, in this case F-estimate=11.636 and p (0.001) < 0.05. So the model was meaningful at 1%

important level. The results indicated that it was adequate to explain the effects of independent variables on dependent variable.

Table 4.5.11 Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	4.282	.375		11.419	.000
	SECB	-.049	.110	-.045	-.449	.654

a. Dependent Variable: SECG

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.929	.271		10.795	.000
	SECB	.253	.074	.292	3.411	.001

a. Dependent Variable: SECE

The value of regression coefficient and constant are given B of the table, therefore the regression equation is business performance =2.929 + 0.253 power distance.

Hypothesis 3: There is significant relationship between uncertainty avoidance and business performance among Japanese MNC operating in Malaysia.

H3.0: Uncertainty avoidance can not significantly influence business performance among Japanese MNC operating in Malaysia.

H3.1: Uncertainty avoidance can business significantly influence business performance among Japanese MNC operating in Malaysia.

Hypothesis 3: T- test

Table 4.5.12 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
SECC	127	3.6417	.63489	.05634

Table 4.5.13 One-Sample Test

	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SECC	64.641	126	.000	3.64173	3.5302	3.7532

The results in Table 4.5.13 indicted that only the value of p (0.000) is less than 0.05, which means the power distance can significantly influence business performance, when t value is 64.641.

In another words, the H0 (the uncertainty avoidance has not significant relationship with business performance) is refused by T- test.

Hypothesis 3:personal correlation

Table 4.5.14 Correlations

		SECC	SECE
SECC	Pearson Correlation	1	.243**
	Sig. (1-tailed)		.003
	N	127	127
SECE	Pearson Correlation	.243**	1
	Sig. (1-tailed)	.004	
	N	127	127

The personal correlation test statistics =0.243, SPSS indicates that it is significant at 0.05 level for a 2-tailed prediction. That actual p value is 0.004 (<0.005)

R=O.243, N=127, P=0.004

This result shows that as the uncertainty avoidance as organizational culture, the business performance also increases. From the table 4.5.7 with the r=0.243, p=0.004, we confirmed that there is a significant relationship between the uncertainty avoidance and the business performance.

Hypothesis 3:regression analysis

Table 4.5.15 Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	SECC[b]	.	Enter

a. Dependent Variable: SECE

b. All requested variables entered.

Table 4.5.16 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.243[a]	.059	.051	.52380

a. Predictors: (Constant), SECC

b. Dependent Variable: SECE

The table 4.5.16 gives the value for Multiple R, and the adusted Rsquare=0.051.

Table 4.5.17 ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.151	1	2.151	7.841	.006[b]
	Residual	34.296	125	.274		
	Total	36.447	126			

a. Dependent Variable: SECE

b. Predictors: (Constant), SECC

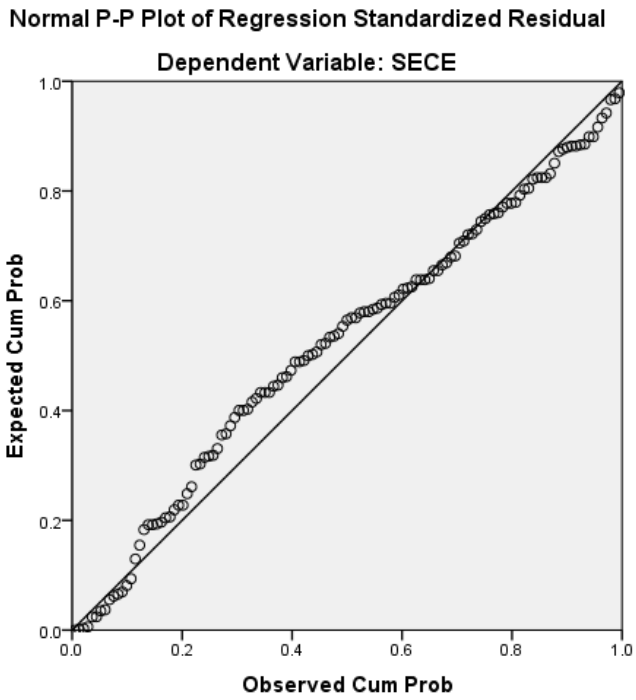
F -test is used to determine significance of the function. The results of F-test on 1% important level was F-estimate > F-table, in the table 5.6.0 F-estimate=7.841 and p (0.006) < 0.05. So the model was meaningful at 1% important level. The results indicated that it was adequate to explain the effects of independent variable (Uncertainty avoidance) on dependent variable (business performance).

Table 4.5.18 Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.091	.272		11.379	.000
	SECC	.206	.073	.243	2.800	.006

a. Dependent Variable: SECE

In table 4.5.18 the value of regression coefficient and constant are given B of the table, therefore the regression equation is, business performance =3.091 + 0.206 uncertainty avoidance.



Hypothesis 4: There is significant relationship between masculinity/femininity and business performance among Japanese MNC operating in Malaysia.

H4.0: Masculinity/Femininity can not significantly influence business performance among Japanese MNC operating in Malaysia.

H4.1: Masculinity/Femininity can business significantly influence business performance among Japanese MNC operating in Malaysia.

Hypothesis 4: T- test

Table 4.5.19 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
SECD	127	3.9055	.57054	.05063

Table 4.5.20 One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SECD	77.143	126	.000	3.90551	3.8053	4.0057

In Table 4.5.20, the results indicated that only the value of p=0.000 is less than 0.05, which means masculinity vs femininity as organizational culture can significantly influence business performance, when t value is 77.143.

Due to the above result, we confirm that the H4.0 is not correct, which means the masculinity vs femininity can significantly influence the business performance among Japanese MNCs operating in Malaysia.

Hypothesis 4:personal correlation

Table 4.5.21 Correlations

		SECD	SECE
SECD	Pearson Correlation	1	.441**
	Sig. (1-tailed)		.000
	N	127	127
SECE	Pearson Correlation	.441**	1
	Sig. (1-tailed)	.000	
	N	127	127

**. Correlation is significant at the 0.01 level (1-tailed).

In table 4.5.21 the personal correlation tests statistics =0.441, SPSS indicates that it is significant at 0.05 levels for a 1-tailed prediction. That actual value of (p is <0.05.)

R=0.000, N=127, P=0.441

This result shows that when masculinity vs femininity cultural dimension being practice in a Japanese MNCs organization, the business performance also increase. Hence, from the table 5.6.4 with the r=0.000, p=0.441, we concluded that there is a significant relationship between masculinity vs femininity and business performance in Japanese MNCs.

Hypothesis 4:regression analysis

Table 4.5.22 Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	SECD[b]	.	Enter

a. Dependent Variable: SECE

b. All requested variables entered.

Table 4.5.23 Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.441[a]	.195	.188	.48460

b. Predictors: (Constant), SECD

c. Dependent Variable: SECE

Both independent variables together explain 19.5% of the variance (R Square) in masculinity and femininity, which is acceptable significant, as indicated by the F-value of 30.198 in the table below.

Table 4.5.24 **ANOVA(b)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.092	1	7.092	30.198	.000[b]
	Residual	29.355	125	.235		
	Total	36.447	126			

a. Dependent Variable: SECE

b. Predictors: (Constant), SECD

The results of F-test on 1% important level was F-estimate > F-table, in the table 5.6.7 F-estimate=30.198 and p (0.000) < 0.05. So the model was meaningful at 1% important level. This result indicated that it was adequate to explain the effects of independent variable (the masculinity vs femininity) on dependent variable (business performance).

Table 4.5.25 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.217	.299		7.424	.000
	SECD	.416	.076	.441	5.495	.000

a. Dependent Variable: SECE

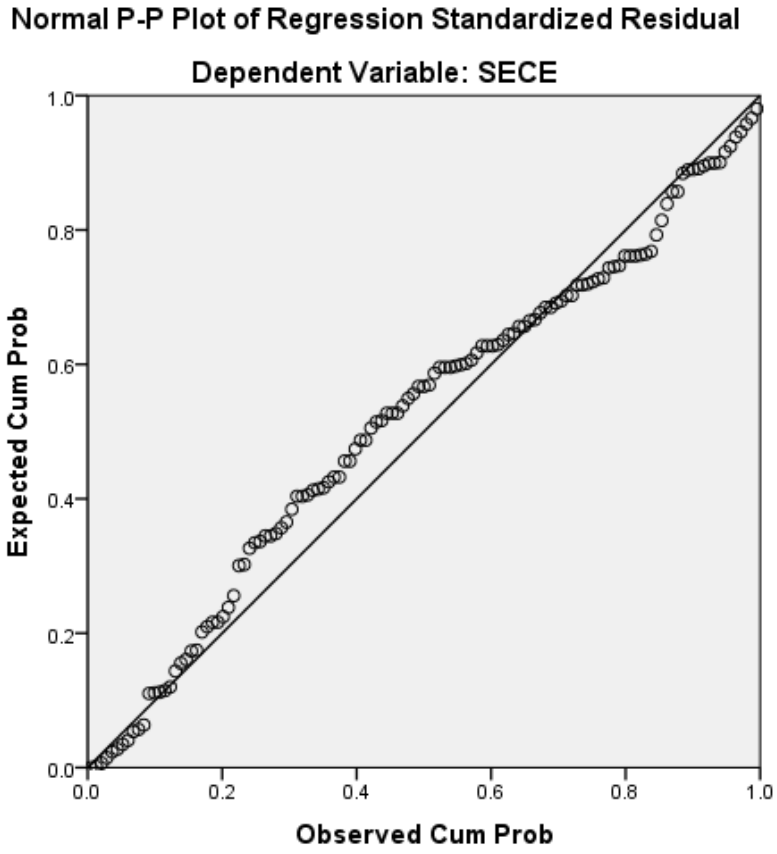
In table 4.5.25, the value of regression coefficient and constant are given B of the table, therefore the regression equation is, business performance =2.2217+0.416 masculinity vs femininity as organizational culture.

The result also indicts that when organization practices masculinity and femininity as their work culture in smaller portion, the business performance will increase a big portion.

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0043	4.5460	3.8409	.35171	127
Residual	-1.23781	.96083	.00000	.40689	127
Std. Predicted Value	-2.379	2.005	.000	1.000	127
Std. Residual	-2.993	2.324	.000	.984	127

a. Dependent Variable: SECE


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: SECE
Expected Cum Prob
Observed Cum Prob
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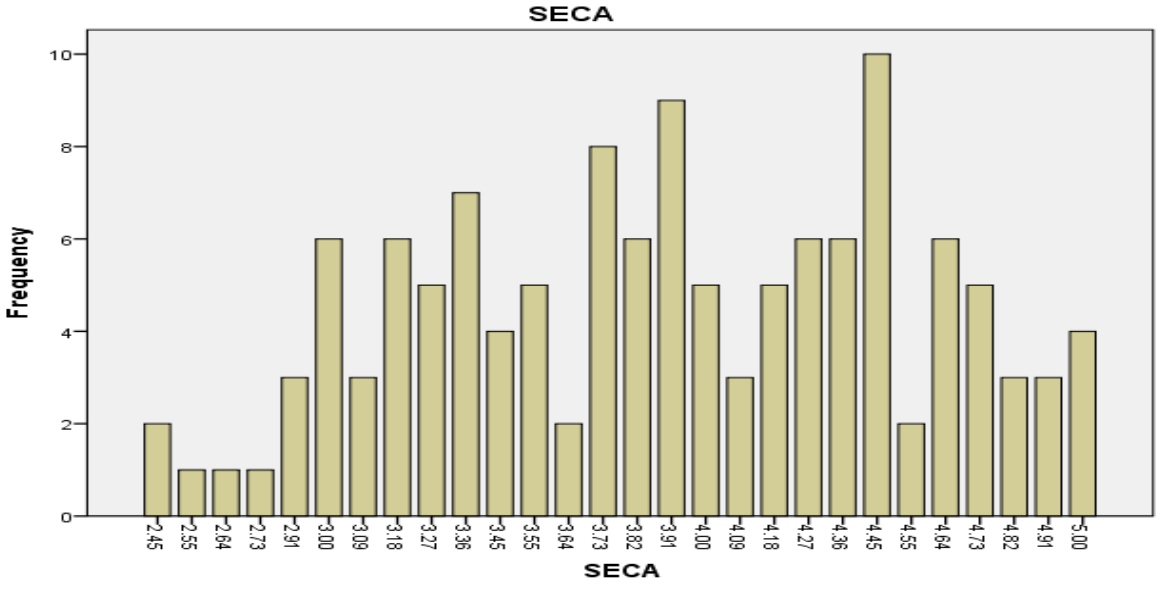
0.2
0.4
0.6
0.8
1.0


SECA
Frequency
SECA
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6
8
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2.73
2.91
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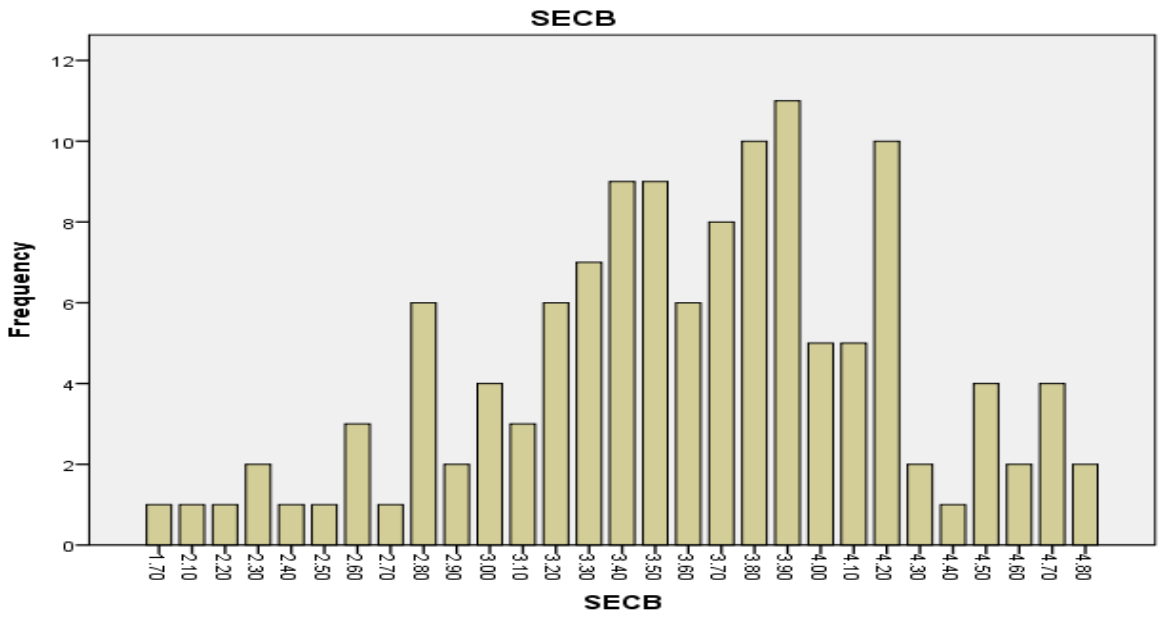
5.00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2.60
2.70
2.80
2.90
3.00
3.10
3.20
3.30
3.40
3.50
3.60
3.70
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4.20
4.30
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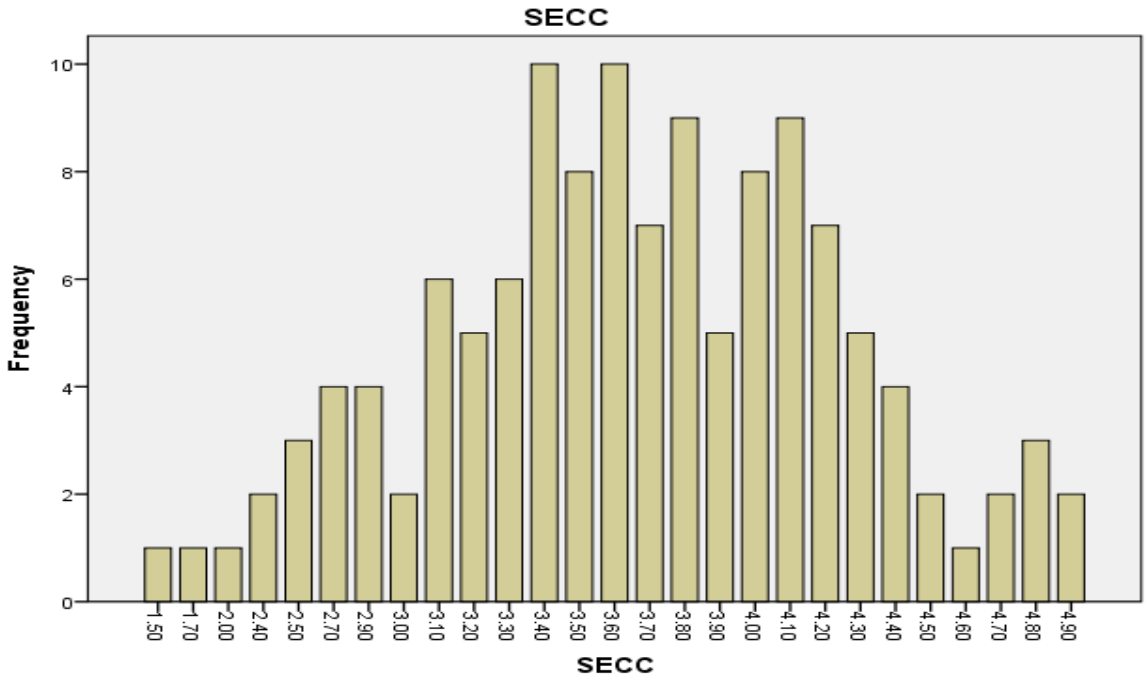
4.50
4.60
4.70
4.80
SECB


SECC
Frequency
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2
4
6
8
10
1.50
1.70
2.00
2.40
2.50
2.70
2.90
3.00
3.10
3.20
3.30
3.40
3.50
3.60
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3.80
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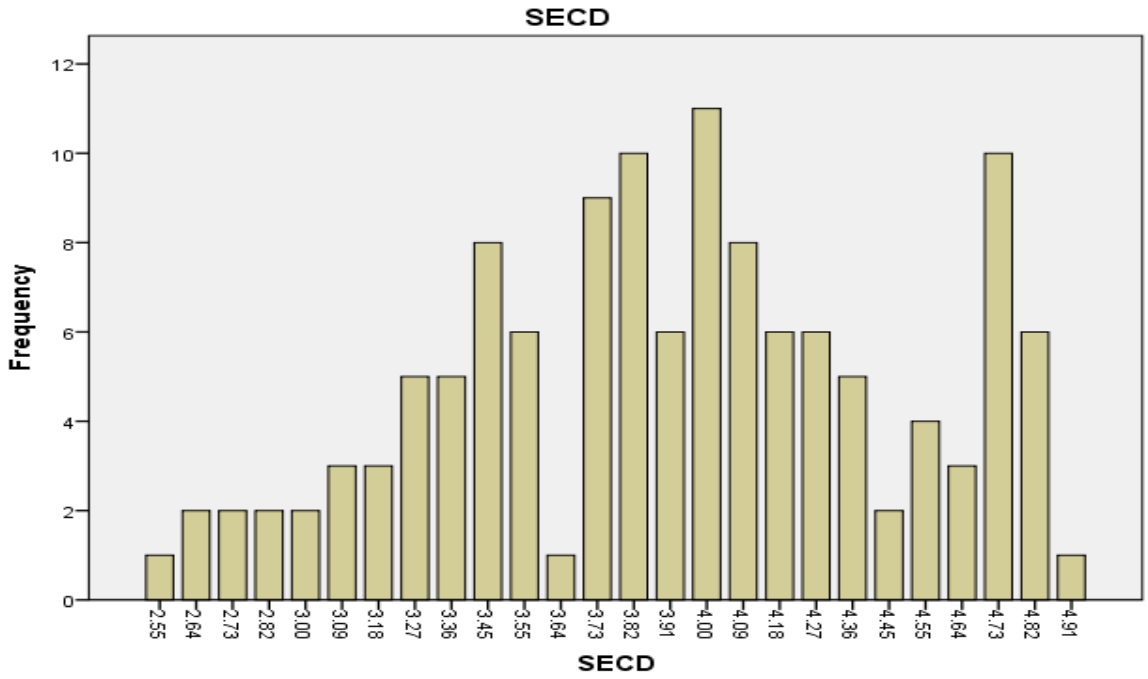
4.90
SECC


SECD
Frequency
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4
6
8
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2.82
3.00
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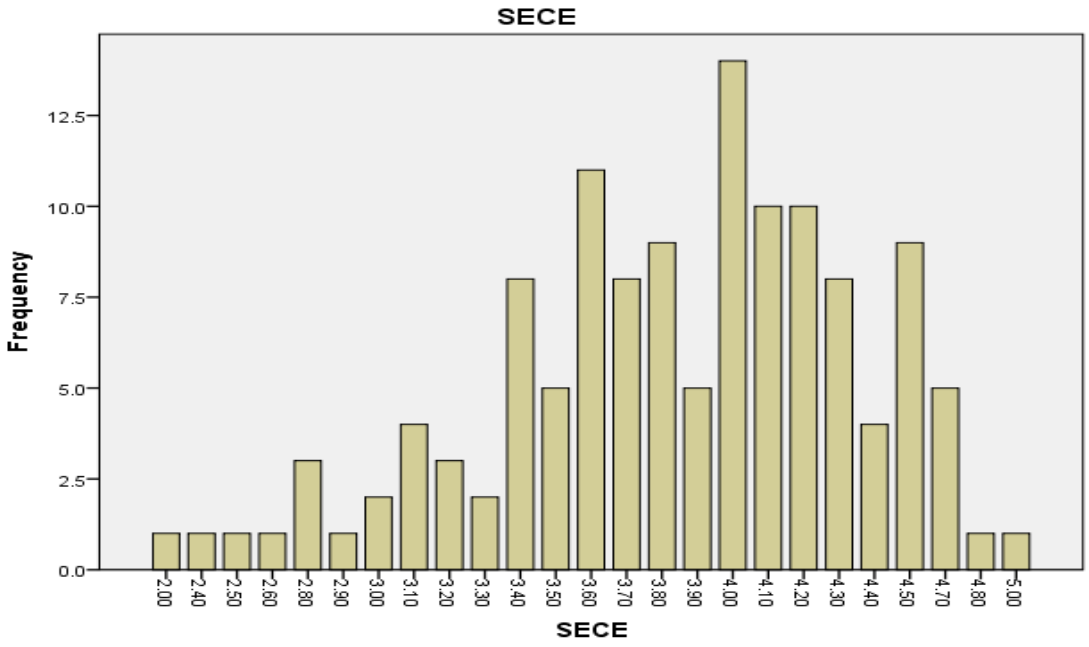
4.55
4.64
4.73
4.82
4.91
SECD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Frequency
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5.0
7.5
10.0
12.5
2.00
2.40
2.50
2.60
2.80
2.90
3.00
3.10
3.20
3.30
3.40
3.50
3.60
3.70
3.80
3.90
4.00
4.10
4.20
4.30
4.40
4.50
4.70
4.80
5.00
SECE

4.6 Summary Of The Findings

The Multiple Regression analysis was used to examine the relationship between the dependent variable (Business performance) and the independent variables (Individualism vs collectivism, power distance, uncertainty avoidance and masculinity vs femininity). The “enter” method was used in this multiple regression analysis. The independent variables were entered into a multiple regression model with business performance as the dependent variable. At 5 percent significant level.as it can be seen from the above tables and spss data base of this research paper. The regression results revealed that 95.7 percent of the variance in business performance in Japanese MNC’s can be explained by 4 independent variables. Thus, it shows that the regression model is supported.

4.7 Summary Of The Findings

Hypothesis 1	There is a significant relationship between individualism VS collectivism and business performance in Japanese MNC in Malaysia	**supported**
Hypothesis 2	There is a significant relationship between the power distance and business performance in Japanese MNC in Malaysia.	**Supported**
Hypothesis 3	There is a significant relationship between uncertainty avoidance and business performance in Japanese MNC in Malaysia.	**Supported**

Hypothesis 4	There is a significant relationship between masculinity vs femininity and business performance in Japanese MNC in Malaysia.	**Supported**