The Link between Employee Expectations and Culture: The Case of Mnc Employees in Bangladesh

ABM Abdullah and Stephen Boyle

Through individual narratives this study identifies and investigates culturally significant elements of human resource management (HRM) practices among employees of Multi National Corporations (MNCs) operating in Bangladesh, an emerging South Asian economy. The study focuses on how the cultural context influences the shaping of the employment relationship as identified by employee expectations (psychological contract). The study uses Hofstede’s work in regard to Pakistan and India as a framework to extrapolate the most likely cultural dimensions to be found in Bangladesh. A thematic analysis of interviews of management level employees from three major MNCs operating in Bangladesh identified four critical elements of HR practices that can affect employee expectations (psychological contract) significantly. These emerged themes are: work environment, family considerations, social recognition, and financial stability, and were found to be directly or indirectly affected by the cultural orientation of the employees.

Keywords: Employee expectation, cultural context, human resource management, social recognition, financial stability, Bangladesh.

Introduction and Background

In today’s world, no matter how easy it is to enter into a new market due to the free trade agreements and other trade treaties between countries, there are still numerous complexities. International managers of Multinational Corporations (MNCs) today face an external environment that is fast changing, complex, uncertain and more vigorously competitive than before (Thomas, 2002). Internationalization of a company’s operations results in competitive advantage only when companies integrate local differences in human resource management, realize global economies of scale, and effectively transfer knowledge and technology across borders. Without significant understanding of the organizational and socio-economic and cultural factors, MNCs will not succeed in taking full advantage of available resources and opportunities (Gupta & Govindarajan, 2001). Therefore, the major challenge for MNCs operating in different markets is to adapt to different socio-economic and cultural contexts (Tayeb, 1998).

One key aspect to consider in the management of human resources is the employment relationship itself. Cultural context can play a significant role shaping the employment relationship because many aspects in the employment relationship are unwritten or not formally established between the employee and employer (Rousseau, 1989). The unwritten or informal aspects of the employment relationship are based on the employees’ perceptions and interpretations of the communication about promises made by the employer (Rousseau, 1989, 1995). This portion of the
employee-employer relationship is in the minds of the employees and is defined as
the psychological contract (Rousseau, 1989). An employee’s expectations
(psychological contract) develop from either explicit or implicit promises made by an
employer during the employment relationship, as well as how those implicit promises
are interpreted in a given context (Rousseau & Schalk, 2000).

Employee expectation (psychological contract) has emerged as an important
element of the employment relationship and plays a significant role in shaping
employees’ behavioral and cognitive outcomes and performance in the workplace. In
recent years organizational researchers have focused mainly on the issues
associated with the unfulfilled employee expectations (Chelliah & Davis, 2007;
Rousseau, 1998). While the direct outcomes of non-fulfillment of employee
expectations have been studied extensively, only few studies have been conducted
on the impact of employee expectations fulfillment on employees’ cognitive,
behavioral and attitudinal outcomes. The few studies that have been conducted
exploring the consequences of employee expectations fulfillment on employee
outcomes in the Western context have found that fulfilled expectations have positive
influences on employees’ behavioral and cognitive outcomes (Coyle-Shapiro &
Conway, 2005; Kickul & Lester 2001, Turnley et al., 2003; Lo & Aryee, 2003). There
is however little research to study the consequences of fulfillment of employee
expectations on employee outcomes in the non-Western context. Additionally, less
attention has been paid to the sense-making process through which breach or
fulfillment of employee expectations affects their behavioral, attitudinal, as well as
cognitive outcomes (Lester, Turnley, Bloodgood, & Bolino, 2002; Restubog, Bordia,
& Tang, 2006). Reviews of the psychological contract literature reveal that
organizational researchers have studied various factors that may influence and
shape employees’ perceptions of breach or fulfillment of their expectations. For
instance, the role of national culture (Kickul, Lester & Belgio, 2004) has been studied
in the Western context as a factor influencing the employees’ perception about
fulfillment or breach of employee expectations (psychological contracts). However,
there is a lack of research about the impact of national culture on the employees’
perceptions of fulfillment or breach of their expectations in non-Western cultures
and more research is needed in this area (Rousseau & Schalk, 2000). Therefore, the
purpose of this study is to identify the culturally congruent elements of HR practices
that affect employee expectations and resultant cognitive and behavioral outcomes of
the employees.

CULTURAL CONTEXT AND EMPLOYEE EXPECTATIONS

Cultural norms and values can play a significant role in the employee expectation
(psychological contract) formation process and its related logical obligations within a given culture
(Kickul, Lester & Belgio, 2004). National cultural context can shape how individual employees
receive and process information within their cultural environment (Kickul et al., 2004). Consequently,
culture can influence perceptions about employee expectations and related obligations that usually
define an employee’s psychological contract with his or her employer (Kickul et al., 2004). According
to Rousseau & Schalk (2000),

“Psychological contracts are subjective phenomenon not only individually but
culturally. They are based on promises that can take many forms. Although we
frequently think of promises as verbal (e.g., “I agree to work for 8 hours a day”), they
can also be inferred (e.g., by observing how co-workers are rewarded). Workers and
employers tend to believe that past practices, such as basing pay on performance or
seniority, and employees’ willingness to accept these practices indicate the actions
they can expect from each other in the future. Reliance on words as opposed to
observations of behaviour in inferring promises can vary from country to country”
(p.6).
Usually societies comprise of political, religious, familial and economic institutions that are closely intertwined with the phenomenon of “Culture,” each of which can powerfully shape employment practices and how individuals experience them (Carnoy, 1993; Castells, 1996). Rousseau and Schalk (2000) have identified three major cultural factors that can affect the nature of psychological contracts. The first one is “Zone of Negotiability” that represents the degree to which employees in a particular culture have the freedom to enter into various exchange agreements (Kickul et al., 2004). The zone of negotiability can be influenced by social customs, laws, and/or the status and family responsibilities of an employee (Rousseau & Schalk, 2000). For instance, culture may determine acceptable work and family roles based on gender (Kickul et al., 2004).

The other two factors identified by Rousseau and Schalk (2000) are: the extent to which a culture influences whether members perceive promises as binding and the way in which culture can influence the identification of and interaction with in-groups and out-groups. In rigid cultures, promises are believed to be guaranteed fulfilled (perceived binding contract). On the other hand, in relaxed cultures, promises mean that the promise making party will try to do something, meaning the result is not guaranteed (Rousseau & Schalk, 2000). This perception of the binding and non-binding nature of promises made can certainly affect the employees’ perception about how the promises are fulfilled. In rigid cultures, employee expectations are usually high about complete fulfillment of the promises made by the employer, while expectations of fulfillment of promises are quite low in more relaxed cultures (Rousseau & Schalk, 2000).

The current study reported here has been conducted in a non-Western context of Bangladesh, an emerging South Asian economy.

**BANGLADESHI CULTURE IN THE LIGHT OF HOFSTEDÉ’S STUDY**

Hofstede’s (1980) study did not include Bangladesh however two significant neighbors, India and Pakistan, were included. Despite some differences, Bangladeshi culture is quite similar to Indian and Pakistani culture due to historical and religious bindings amongst the people of these three countries. Bangladesh had been both part of the undivided Indian subcontinent and for a time, part of Pakistan from 1947 to 1971. Pakistan, a predominantly Muslim (about 90%) country has many common practices with Bangladeshi Muslims in terms of their societal practices (CIA Factbook, 2008). While India has a good representation of both Islam and Hinduism, it too possesses cultural similarity with Bangladesh. Therefore, it is useful for this study to use Hofstede’s in regard to Pakistan and India as a framework and extrapolate from this the most likely cultural dimensions to be found in Bangladesh. Table 1 (see Appendix – A) provides a summary of the predicted Cultural Dimensions found in Bangladesh in relation to Hofstede’s (1980, 1993) studies.

Insert Table 1 here

**METHODOLOGY**

For this study, semi-structured interviews were conducted among management level employees of three participating MNCs operating in Bangladesh. Each interview was 30-45 minutes in duration and was recorded by a digital voice recorder. A tentative interview protocol was used to conduct the interviews (see Appendix-B).

**Demographic and Sample Profile**

Twenty-seven employees from three major MNCs operating in Bangladesh participated in this study. All interview participants are full-time management level employees of the MNCs. Of the 27 interviewees, 22 (81.48%) were male and 5 (18.52%) were female. The participants’ average age was 35.8 years and their average tenure with the current company was 4.89 years. The majority of the participants (88%) stated that their current employer was their first and only employer. Only 12% of the participants had worked for a company other than their current company. All the participants were highly educated with 19 (70.37%) having masters degrees and 8 (29.63%) having bachelor degrees. Those who hadn’t finished their masters yet were aspiring to do so in the near future. The interviewees came from different departments of the MNCs namely: marketing department, finance department, human resource department, information technology department, and customer service department. In terms of hierarchical levels, 10 (37.04%) of the respondents were senior managers, 12 (44.44%) were mid-level managers and remaining 5 (18.52%) were entry-level managers (refer to Appendix-C for details of demographic profiles of the participants).

**Data Analysis**

When asked about their considerations behind taking their current jobs and their expectations from the employers, participants’ responses revealed several key themes related to the socio-cultural
context. These key themes which represent the culturally congruent elements of HR practices are: work environment (n=23), family considerations (n=15), social recognition (n=14), and financial stability (n=6). The following table (Table 1) emerged key themes of each culturally congruent element of HR practices are stated.

<table>
<thead>
<tr>
<th>Element of HR Practice</th>
<th>Key Theme(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Environment</td>
<td>Peaceful and harmonious work environment</td>
</tr>
<tr>
<td></td>
<td>Feeling comfortable in the workplace</td>
</tr>
<tr>
<td></td>
<td>Supportive leadership</td>
</tr>
<tr>
<td></td>
<td>Minimum or no internal politics</td>
</tr>
<tr>
<td>Social Recognition</td>
<td>Company reputation</td>
</tr>
<tr>
<td></td>
<td>Job recognition/status</td>
</tr>
<tr>
<td></td>
<td>Perceived social value of the job</td>
</tr>
<tr>
<td>Financial Stability</td>
<td>High wages</td>
</tr>
<tr>
<td></td>
<td>More benefits (financial and non-financial)</td>
</tr>
<tr>
<td>Family Considerations</td>
<td>Taking care of children</td>
</tr>
<tr>
<td></td>
<td>Taking care of parents</td>
</tr>
</tbody>
</table>

In the following sub-sections, these evolved themes are discussed in detail with at least one specific personal narrative provided for each theme.

**Work Environment**

Work environments refer to the milieus around employees. It is the social and professional environment within which organisational employees interact with each other. Reicher and Schneider (1990) defined organisational environment as

*the shared perception of the way things are around here (p. 22)*.

Sometimes work environments are also referred to as organisational climate which is the process of quantifying the culture (Reicher & Schneider, 1990). A number of organisational studies have found strong links between the work environment and employee reactions such as commitment, participation, retention, job satisfaction, well-being, readiness for creativity, innovation and change (Rose & Griffin, 2002). In Bangladesh, where people are collectivist in nature, employees may prefer a peaceful and harmonious work environment.

Most Bangladeshi employees expect a peaceful and harmonious workplace. They place very high importance on this matter when making job related decisions.

The following narrative provides a clear picture of the kind of work environment most of the Bangladeshi employees expect from their employers.

The interviewee was a graduate from the most reputed public university in Bangladesh. He had been working for the company for almost eight years. This was the only company he had worked for and he joined that company right after his graduation from the university. He loved the working environment so much that he wasn’t thinking of switching to another company despite getting better offers. In his own words:

*Always focus on the work environment. The surroundings of my work are very important for me. I and some of my colleagues have got numerous opportunities to switch to other firms, but we didn’t switch only for the good environment we enjoy in this company. This is a big issue for me and certainly to my other colleagues as well. The company environments as a whole, the intra-departmental relationships are really good here and motivate us to be with the organisation.*
He also mentioned that his friends who were working for other companies were getting better wages and other benefits, which at times enticed him to switch. But, when he thought about the work environment he couldn’t make that decision. In the previous two years the company faced some serious monetary, as well as regulatory, challenges. But, the employees shared the pain together and got through that situation as a team. For him and for many of his work friends, monetary as well as non-monetary benefits like bonuses, medical allowance, housing allowance and group insurance were not everything. What was most important for them was a harmonious, congenial workplace where employees care about each other and share things amongst themselves.

**Family Considerations**

Family orientation is an important trait of a collectivist culture (Wagner & Hollenbeck, 2005; Hofstede, 1984). Being a collectivist society, family considerations play a very crucial role in the life of Bangladeshi employees where it is a social norm that people will make sacrifices for the sake of their families. Very often, Bangladeshi employees have to forgo some of their career related aspirations to take care of their old parents, young children, or other significant family members. Importance of family considerations are very well reflected in the interviews conducted. Fifteen (n=15) participants specifically mentioned that family consideration was a very significant issue for them in deciding about their jobs and career goals. They also expected their employers to provide them with ample opportunities to take care of their families.

The following narrative illuminates the relationship between family considerations and employment in the Bangladeshi context.

The respondent was a thirty-six year old manager in the finance division of one of the participating organisations. He holds an MBA from a prestigious business school in Dhaka and a bachelor degree from a foreign university. He had been working for the current organisation for the last ten years. He mentioned that since his company was the most reputed private company in Bangladesh and with several years of job experience in its finance division, he was getting multiple job offers from different companies, especially from the foreign and local banks. The offered salaries were significantly higher than what he was getting is his current company and the other benefits offered were very lucrative as well. However, he couldn’t take any of those opportunities due to family reasons. His father was in his 70s and suffering from Alzheimer’s disease, needing constant care. The participant had to spend a significant amount of time with his father. Although the respondent had a brother, he was the only one able to take care of his father because his younger brother was living abroad. He mentioned that his job was important for money, but taking care of his father was equally important. His current job allowed him to spend ample time with his father. The management fully understood his family responsibilities and they were 100% supportive of him. He said:

*Had I taken one of those lucrative offers, the situation wouldn’t be the same. I could have earned a lot, but definitely couldn’t take care of my father because of the workload and inflexibility of those jobs.*

He categorically made it clear that he was happy with the current company for their constant support and was not thinking of leaving the organisation anytime soon.

The next narrative is about considerations related to family and children’s well-being.

The interviewee was a mid-level marketing manager of one of the participating MNCs. He was thirty-three years old and had an MBA from a public university. He had started working for this company in 1999. This company was his first and only employer. When asked why he had stayed with this company for so long, he mentioned that he had several good opportunities outside of Dhaka, but he couldn’t consider taking any of those opportunities because he didn’t want to move. His first consideration was his children’s health and schooling. In his own words:

*I am not considering taking position in any organisation outside of Dhaka because this is the only city in Bangladesh that can provide all the necessary amenities for my family, like good hospitals, and good schools for my kids. Moving to another town will only benefit me financially in expense of my family well being. I can’t simply accept that.*
Social Recognition

Social recognition refers to the public acknowledgement of a person’s status or merits (achievements, virtues, service, etc.) (Bjarnason, 2009). When a person is recognised, he or she is accorded with some special status (Bjarnason, 2009). According to Wagner and Hollenbeck (2005) and Hofstede (1984), in a masculine culture people are more prone to show individual performance and achievement. Personal achievement is also highly valued by the collectivist society. Both in collectivist and masculine cultures, social recognition that comes with personal achievement is something every individual craves. This study has found that the Bangladeshis are no exception. Being a collectivist and masculine society, fourteen (n=14) out of twenty-seven interviewees mentioned that social recognition of their job or company is very important for them.

Six (n=6) interviewees mentioned how their friends, peers and other family members perceive their job as an important factor for them. Three interviewees (n=3) mentioned that even though they had the opportunity to earn better salaries in other companies they were not leaving their current company because of the recognition they get. Social recognition also motivates the employees to work harder to show better individual performance to make sure their jobs are secure.

The following narrative illustrates the role of social recognition on employees’ cognitive and behavioural outcomes in the Bangladeshi context.

The participant was a 35 year old mid-level manager of a world renowned software company. He had been working for this company for the last four years. Before joining this company he worked for two other internationally recognised companies, but not as reputed as the current one. He mentioned that the two most important reasons why he joined this company were the position he was offered and the reputation of the company.

In his own words:

I have joined here because I felt that this was a unique opportunity for me to work for a company like this. This company carries a worldwide brand name. For a computer science graduate, working for this company is a dream. After joining here, I feel I have fulfilled my dream.

He also mentioned that working for this company carries huge social standing amongst relatives, peers and others. Within two months of his tenure with this company he had an opportunity to meet with one of the world’s richest men, Bill Gates, for a five minute face-to-face conversation which received good media coverage. Consequently, he became a very well known professional in the software industry. In addition, working for this company is bringing new opportunities to him. In his own word:

If I want to join another company now, the management of that company will not require me to submit my resume. Rather, I get job offers from other companies every now and then. This is a great feeling.

The interviewee also mentioned that because of his affiliation with this company he not only enjoyed recognition in Bangladesh, but in other countries as well. Being a poor country, the citizens of Bangladesh travelling abroad perceive that they are not always welcome due to the suspicion that they will not leave the country and stay illegally for a better life. However, the respondent said that during his overseas trips whenever he identified himself as a manager of this particular company he faced no additional questions from the immigration officials.

Financial Stability

Financial and non-financial rewards provided to employees in exchange for their contributions to the organisation are referred to as remuneration (Kessler, 2005). In general, employee remuneration can include salary, bonuses, vacation pay, medical allowances, a provident fund, gratuity and other financial benefits related to the job (Kessler, 2005). Being a country in poor economic condition, Bangladesh culture is characterised by high uncertainty avoidance (Abdullah et al., 2010). Hence, Bangladeshi employees place high value on wages and other related benefits. In the absence of monetary or any other form of social benefits from the government, employees cannot afford to maintain their dependents without a steady income and other benefits from their jobs. That’s why getting a secure and good paying job is a prime target for most of the employees in Bangladesh.
The importance of financial stability through good salaries and benefits can be illustrated by the following narrative.

The respondent was a mid-level distribution channel manager of one of the participating MNCs. He had been working for that company for more than fourteen years. He had started his job in this company in a non-managerial position. However, over time, due to his good performance and commitment to the company he was promoted to assistant manager. Before joining his current company he had worked for a pharmaceutical company for more than six years. The main reason for his switch to the current company was low salary and lack of other financial benefits provided by his previous employer. The company’s future outlook wasn’t good either. Financial benefits and career growth are the two most important things he expects from his employer. In his own words:

Financial benefits and career growth are very crucial for me. Both of these expectations are fulfilled by this company over time. I am highly satisfied because now I can maintain my family very well with my salary. I am really very satisfied.

When he was asked about his feeling towards the company due to the fulfilment of his salary and career growth expectations, he said:

I am very devoted and dedicated to my company. I am also very motivated to work harder for the success of this company.

He mentioned that most of the time he had to work long hours and stay late which was depriving him from spending enough time with his family. However, his family understood the situation because he was highly paid and because of that they could live a good life. He added:

In private organisations and in the managerial post, it is very difficult to maintain scheduled work time because of the nature of the job. Working only stipulated hours may hinder someone to achieve his target and I am well aware of this. But, in the absence of greater monetary benefits which I am getting now, I would be reluctant to put that many hours.

DISCUSSION AND CONCLUSION

This study has identified four critical elements of HR practices that can affect employee expectations (psychological contract) significantly in the non-Western context of Bangladesh. These emerged themes are: work environment, family considerations, social recognition and financial stability. These emerged themes are directly or indirectly affected by the cultural orientation of the employees.

Work environment has emerged as the most significant culturally congruent element of HR practices as 85% (n=23) of the interview participants have identified it as one of the critical things they expect their employers to provide. Bangladeshi employees’ preference for a harmonious, helpful, and caring work environment is consistent with the traits of a collectivist society as outlined by Wagner and Hollenbeck (2005). Some interviewees stated categorically that they were satisfied with their current organization despite getting relatively low salaries and benefits compared to their peers working in other organizations because of the work atmosphere they enjoyed in their current organizations. This finding is consistent with Rose and Griffin’s (2002) study which found strong links between work environment and employee reactions such as: job satisfaction, commitment, retention, well-being of the employees. These findings also reveal the sharp contrast between collectivist and individualistic cultures. In individualistic cultures, people prefer a more competitive and productive environment rather than a congenial, caring and low performance work environment (Hofstede, 1984).

The second most important theme that has emerged from the qualitative study is ‘family considerations’. Almost 55% (n=15) of the interviewees mentioned that they expect their employers to provide them with high level support (i.e., time, monetary and non-monetary support) to take care of their families. The notion that people are more concerned about their families in the collectivist cultures (Wagner & Hollenbeck, 2005) is clearly reflected in the qualitative data analysis. Many of the respondents linked their career goals with their family well-being. The statements presented and the two examples discussed above indicate that employees’ selection of a new job, level of motivation, and commitment to the organization is directly affected by how far organizations fulfill the employees’ expectations regarding taking care of their families.
In addition to ‘family considerations’, ‘social recognition’ has also emerged as a significant theme in this study. Almost 52% of the interviewees (n=14) identified social recognition of their job or organisation as a critical factor for them to select a new job or to stay in the same job. This is a significant finding in the masculine and collectivist context of Bangladesh. In masculine and collectivist cultures, people tend to seek higher social status through individual achievement (Wagner & Hollenbeck, 2005; Hofstede, 1984). One of the important sources of higher social status is the social recognition of the organisations for which the employees work. Consequently, it is expected that Bangladeshi employees expect to work for more reputable employers due to the social value they can generate for them. From the analysis it has been found that employees’ motivation and commitment to the organisation (intention to continue) are clearly affected by the level of recognition they receive from society due to their affiliation with their organisations.

‘Financial Stability’ has emerged as the fifth most important theme in the qualitative study as a quarter of the interviewees (n=6) have placed very high importance on high wages and benefits from their employers. Maintaining financial stability is a major concern for most of the employees of developing countries. In the developed countries employees receive monetary and other forms of social benefits from their governments to support themselves during the crisis period (e.g., job loss, medical problem, etc.). In the absence of such benefits, it is natural that employees in the developing countries like Bangladesh expect to get a job that pays well. Employees want to make sure that they get enough remuneration (financial and non-financial benefits) from their employers (Kessler, 2005) to survive through the uncertain situations that may arise at any point of their life. It is also evident from the data analysis that employees’ job satisfaction, motivation, and commitment level is positively related to how satisfied they are with the wages and other benefits they receive from their employers.

In conclusion, this study is a preliminary step in identifying and investigating culturally significant elements of HR practices among MNC employees in Bangladesh. Important implications for practical and future research can be guided by the findings. There is intense competition between private companies (local and foreign) in Bangladesh which continues to increase. Effective human resource management will play an important role in helping MNCs remain competitive. Therefore, as part of effective human resource management, it is critical to manage employees’ expectations properly and take into account the specific cultural context, as this has been shown to influence employees’ cognitive and behavioral outcomes significantly.

REFERENCES


### Table 1: Predicted Cultural Dimensions of Bangladesh Based on Hofstede’s (1980, 1993) Studies (Adapted from Abdullah, Boyle & Joham, 2010)

<table>
<thead>
<tr>
<th>Cultural Dimension</th>
<th>Description of the dimension</th>
<th>Hofstede’s findings on India and Pakistan</th>
<th>Most likely cultural dimensions for Bangladesh</th>
</tr>
</thead>
</table>
| Power distance (Hofstede, 1980) | Refers to the extent that individuals accept differences between people as legitimate and expected. Cultures high on power distance see difference between superiors and their subordinates as distinct with wide status differentials. Low power distance cultures see fewer difference between subordinates and superiors, superiors are more accessible, and differences between the sexes with respect to social status is less pronounced (Hofstede, 1980) | India – Large power distance  
Pakistan – Large power distance | Large power distance: due to colonial legacy of hierarchical power structure, differences in family status, inequality in socio-economic conditions of the people |
| Uncertainty avoidance (Hofstede, 1980) | Refers to the degree that people are comfortable with ambiguity. Individuals who are high uncertainty avoider place great emphasis on stability and certainty, and favor a variety of Mechanisms that increases a sense of security. Individuals low in this dimension are more comfortable with risk taking and are more willing to move forward without knowing what lies ahead (Hofstede, 1980) | India – Weak uncertainty avoidance  
Pakistan – Strong uncertainty avoidance | Strong uncertainty avoidance: due to widespread poverty in the country, high unemployment rates, difficulty in finding a new job, uncertainty in economic progress, latent fatalism because of religious influence |
| Individualism – Collectivism (Hofstede, 1980) | Refers to the extent that individuals focus on individual needs and wants as opposed to the needs of the group. Cultures that lean towards the individualism side of the cultural continuum stress responsibility and achievement by individuals. In collectivist cultures emphasize group efforts, teamwork, and group membership (Wagner & Hollenbeck, 2005, Hofstede, 1984) | India – Collectivist  
Pakistan - Collectivist | Collectivist: due to family orientation, social structure, sense of responsibility, affiliation with groups or other people |
| Masculinity – Femininity (Hofstede, 1980) | Refers to the degree that individuals exhibit masculine behaviors like: dominance, independence or feminine values and behaviors like: openness, interdependence. In high masculine cultures differentiated sex roles, independent performance, achievement, and ambition are clearly visible. In feminine cultures equal sex roles, quality of life, and helping others are more emphasized (Wagner & Hollenbeck, 2005, Hofstede, 1984) | India – Masculine  
Pakistan - Masculine | Masculine: due to wide gender differences, assertiveness of the people for money and other things because of poverty |
| Short – long term orientation (Hofstede, 1984) | Short-term orientation focuses on the present or the past, honors traditions, and consumes resources to meet the current needs. On the other hand, long-term oriented cultures, resources are saved to meet long-term or future vision of the society (Hofstede, 1984) | Study not conducted in India and Pakistan | Short-term oriented: due to poverty people want to maximize short-term gain and they are not willing to wait for a long time to get results |

### Appendix - B

**Interview Guide**

**Tentative Questions for one-on-one semi-structured interviews.**

- Gender:
- Age group:
- Level of education:
- Experience with the current company:
- Previous job experience (if any):
- Level of management:
  - How long have you been working for this organization?
• Have you worked for any other organization before start working for this organization? How long you had worked there?
• What are the considerations (e.g. Family, religious, social) for taking this job? Please provide some details.
• What are your expectations from this job? What made you to have these expectations?
• Have you got any indication(s) from your employer that the company may fulfill your expectations? Please provide some details.
• Has your employer fulfilled your expectations? Can you recall some situations where your expectations were fulfilled or breached?
• How did you feel when employer fulfilled its promises or obligations? Please explain in detail.
• Does fulfillment of its promises or obligations affect your performance? Please explain.
• Do you think your previous employer has fulfilled your expectations better/worse than your current employer? Please explain.
• Is there any additional comment you would like to add regarding fulfillment of promises/expectations or this study?

Appendix-C

Table 5.1 Frequency Distribution of Participants by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>22</td>
<td>81.48</td>
<td>81.48</td>
</tr>
<tr>
<td>Female</td>
<td>5</td>
<td>18.52</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100</td>
<td>100</td>
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</tbody>
</table>

Table 5.2 Frequency Distribution of Participants by Age

<table>
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<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative percentage</th>
</tr>
</thead>
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<td>3.71</td>
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<td>14.81</td>
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<td>31-35 years</td>
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<td>41-45 years</td>
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<td>18.52</td>
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<td>&gt;45 years</td>
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<td>Total</td>
<td>27</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 5.3 Frequency Distribution of Participants by Current Experience

<table>
<thead>
<tr>
<th>Current Experience</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>10</td>
<td>37.04</td>
<td>37.04</td>
</tr>
<tr>
<td>6-10 years</td>
<td>12</td>
<td>44.44</td>
<td>81.48</td>
</tr>
<tr>
<td>11-15 years</td>
<td>2</td>
<td>7.41</td>
<td>88.89</td>
</tr>
<tr>
<td>16-20 years</td>
<td>2</td>
<td>7.41</td>
<td>96.3</td>
</tr>
<tr>
<td>21-25 years</td>
<td>1</td>
<td>3.70</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 5.4 Frequency Distribution of Participants by Level of Education

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor Degree</td>
<td>8</td>
<td>29.63</td>
<td>29.63</td>
</tr>
<tr>
<td>Master Degree</td>
<td>19</td>
<td>70.37</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 5.5 Frequency Distribution of Participants by Level of Management

<table>
<thead>
<tr>
<th>Management Level</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level</td>
<td>5</td>
<td>18.52</td>
<td>18.52</td>
</tr>
<tr>
<td>Mid Level</td>
<td>12</td>
<td>44.44</td>
<td>62.96</td>
</tr>
<tr>
<td>Senior Level</td>
<td>10</td>
<td>37.04</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>