

# The Influencing Personal Values in Cross-Cultural Dimensions Perspective toward Team Performance

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## Abstract

*In response to rapid changes in business environment, organization have to build capability to make decision quickly. To achieve it, organization must empower their employees using organic organization approach. Characteristic of organic organization is focus to develop team work. Various research has been done to examine ways to improve team performance. One interesting study is to review the team's performance based on personal values. Personal values-based multicultural dimension is very suitable for research, especially in Indonesia context because of ethnic diversity. This research aims to analyze influencing personal values in cross-cultural dimensions toward team performance.*

*This research uses individual role indicators to measure team performance. While personal values used combination of multicultural dimensions taking Hofstede and Trompenaars variables. To solve this problem used multiple linear regression analysis. Independent variables in this research is multicultural personal values, while dependent variables is team performance. Data retrieval is done by spreading the questionnaire and then processed using multiple linear regression analysis. In processing data is also testing the assumptions to fulfill requirements of multiple linear regression.*

*This research shows there were four personal value variables that provide significant influence on team performance. These variables were uncertainty avoidance, power distance, neutral affective, and internal-external.*

*keywords: personal values, cross-cultural dimensions, team performance, multiple linear regression*

## Introduction

Organization is a system with human resources as the main factor to reach effectiveness and efficiency (Rad and Yarmahommadian 2006). Organization is a very complex system that connects many individuals, working teams, structures, systems, and regulations which has been approved and done by all organization's members (Von Bertalanffy 1975 and Beer 1980 in Senior and Swiles 2004). Organising is a process to regulate human and other resources to work together in achieving company's goal (Schermerhorn 2008).

The principles of departmentalization and formalization in mechanistic organization structure are described with the existence of working units, while in organic organization it is with the form of working teams (Schermerhorn 2008).

The choice to apply organic organization is one of the step that can be taken by the company (Goh 1998 and Pham 2009). It is aimed to achieve the flexibility and agility in decision making process and also to catalyse the company's human resources empowerment process so that the competitiveness of the company will be increased.

Working team (*team work*) in a company can be defined as a group of people who interact each other, psychologically connected each other and work together as a group (Schein 1988 in Senior and Swales 2004). Working team can also be defined as employees who come from some different job divisions, such as division of finance, marketing, production, or other specified division from a company (Sisaye 2005). Effective working team has several characteristics, such as working together to achieve company's goal, having dependency and trust among each other, and making decision based on mutual agreement (Mullins 2002 in Senior and Swales 2004).

To gain effective result for a working team, each team's member should have his/her own task and role. Task role is an effort that is done by each member of the group so that all activities can be well-coordinated. Besides, through a clear task role new ideas will be gained and problems will be solved well (Chong 2007).

In a team the existence of different opinions among team's members is a positive, valuable, and necessary thing. It will create an effective solution for the problem and also a creative strategy. An opinions changing in a team can encapsulate some potential new chances. With such differences in a team, an improving and existing company will be formed, only if those differences are openly showed and solved (Guttman 2005).

Each worker's self replacement in its task role in a team is a dynamic process. It is effected by worker's internal and external factors. One of the internal one is its personal values. Furtherly an external condition that does not go along with worker's personal values will cause the values shifting in perceiving those external factors.

## Research Methodology

Indonesian nation, with hundreds of ethnics inside, has a various cultural resources. This variety and ethnical nuance also colors each working units in the company. It can also cause the different personal values due to each worker's ethnic and cultural background differences. These personal values are the accumulation of various internal and external effects of themselves along their lives, including cultural

factor. Eliason, *et al.* (2000) says that personal values are a bunch of principals strongly held by someone and used to reach many goals that want to be achieved in life. Employee's personal values will be usually reflected in employee's behaviour in work place and these values are effected by his/her cultural background (Hofstede 1983). Employee's cultural background differences will also deliver differences in employee's leaning process (Yamazaki, 2004), employee's empowerment (Franz 2004), and also temporal orientation in work place (Moustofa 2004).

From many opinions above it is possible to conclude that different ethnic cultural background can also cause differences in employee's personal values forming. The diversity of employee's personal values can give direct or indirect effect toward team's performance in working unit. It is because the team performance can be interpreted as a concept done in a work group to overcome the characteristics of each individual and its achieving process (Hackman 1990 in Swailes and Senior 2004). This research generally aims to analyze the effect of multicultural personal values in individual towards the improvement of team performance.

Problem solving uses linear approachment in the form of *Multiple Linier Regression*, MLR. The combination of cultural dimension is based on Hofstede (1980) and Trompenaars (1993). The next Table 1 shows research's variables with team performance as dependent variable and personal values as independent variable.

Table 1 Design of research's measurement tools

Dimension	Variable
Team performance (Belbin 1981,1993)	<i>Plant (PL)</i>
	<i>Resource Investigator (RI)</i>
	<i>Co-ordinator (CO)</i>
	<i>Shaper (SH)</i>
	<i>Monitor Evaluator (ME)</i>
	<i>Team Worker (TW)</i>
	<i>Implementer (IMP)</i>
	<i>Completer-Finisher (CF)</i>
	<i>Specialist (SP)</i>
Multicultural Personal Values (The combination of cultural dimension based on Hofstede 1980 and Trompenaars 1993)	<i>Uncertainty Avoidance</i>
	<i>Individualism – Collectivism</i>
	<i>Power Distance</i>
	<i>Long Term</i>
	<i>Feminity Masculinity</i>
	<i>Universalist – Particularist</i>
	<i>Individualism – communitarism</i>
	<i>Neutral – Affective</i>
	<i>Specificity – Diffuseness</i>
	<i>Achievement – Ascription</i>
	<i>Past-Present-Future</i>
	<i>Internal – External</i>

Hair *et al.* (2006) states that multiple linear regression analysis is used to estimate the relation between one dependent variable and one set of independent variables. Regression analysis will result an equation/a regresion model. The result of multiple linear regresion in the end can answer the arranged hypothesis.

This research takes analysis in individual level, which means what is important is how to get respondents whose multicultural personal values are various but who are used

to work in team (in certain working unit). In that context, this research takes the respondents from employees of PT. Jasa Marga (Persero) Tbk, as a national company that is opened in recruiting employees without considering their ethnics. The data collection is done in three branch offices, Padaleunyi (Bandung) Branch Office, Cikampek Branch Office, and The Main Office (Jakarta).

Data processing is done using SPSS 13.0 software with validity, reliablity, and multiple linear regression testings.

### Data and Analysis

The total number of spread questionnaires in data collecting period is 170, with the number of return 114 questionnaires. Then it is processed and giving a result that is shown in the next table 2. It shows that Colinearity Statistics value approaches 1, so that it is concluded that amongst independent variables from regression model there is no multicollinearity or in other words this model fulfills multicollinearity assumption. Multicollinearity ia a situation where there is high degree correlation, if one independent variable is a regression of other independent variables (Hair *et al.*, 2006).

A linear model should predict the value of dependent variable in a straight line whose value change is constant towards the change of independent variable's values. The testing of the relation between dependent and independent variable can be gotten from ANOVA test, or in other words linearity assumption can be checked with variance analysis technique. If the table's significance value is smaller than level of significance (alpha) 0.05, then the model is to be stated as fulfilling linearity assumption. The resulting ANOVA test shows that multiple linear regression model fulfills the linearity assumption since the level of significance (alpha) is less than 0.05.

A model of multiple linear regression should also fulfill the normality assumption. The data plot in this research shows that the residual follows a straight line (there is no significant deviation towards normal plot) so that it is concluded that the residual normality assumption is fulfilled. So does this model fulfill *homoscedasticity* assumption, that is shown by scattered plot thus it is able to be said that the residual is well distributed.

The predicted dependent variable should be independent one another. There is no relation between a dependent variable value's prediction result with other predictions. To detect it Durbin-Watson statistical test can be undergone (*d*). The result of that test is shown in the next table 3.

The analytical *d* value will be compared with Durbin-Watson's table *d* value. If the analytical *d* (on Model Sumary table) is included to the range of *d* that indicates no autocorrelation, it can be concluded that the residual autocorrelation does not happen ofr the residual independence assumption is fulfilled. The above table 3 shows that the Durbin-Watson value is 1.793 which is in the interval of -2 to 2, thus it is concluded that the data from regression model is free from autocorrelation (there is no autocorrelation).

Tabel 2. The result of data processing

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	11.369	6.334		1.795	.075					
	Uncertainty Avoidance	1.020	.480	.163	2.125	.036	.231	.197	.161	.965	1.036
	Power Distance	2.717	.496	.415	5.480	.000	.440	.460	.414	.996	1.004
	Neutral Affective	.934	.462	.153	2.023	.045	.133	.188	.153	.997	1.003
	Internal Eksternal	1.686	.403	.322	4.179	.000	.370	.367	.316	.963	1.038

a. Dependent Variable: Kinerja Tim

Tabel 3. Durbin-Watson test result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.600 <sup>a</sup>	.360	.337	7.96028	1.793

Based on the previous assumption tests it is concluded that all model assumption has fulfilled the criteria thus can be statistically relied on. Therefore the multiple linear regression model is in the formula of:

$$TW = 11.369 + 1.020UA + 2.717PD + 0.934NA + 1.686IE$$

with:

TW = Team Performance, UA = Uncertainty Avoidance, PD = Power Distance, NA = Neutral Affective, IE = Internal External

This result shows that in operational context, the using of *power distance* in the working teams in PT Jasa Marga is still dominantly needed, which means in a working team a leadership that can regulate and command the team members clearly is obviously necessary/ harmonization in working team, for example by compromising the work flexibility and also caring each others is also taking a major role (*external control*). Team performance is also effected by the formality in undergoing the function in working team in the form of regulation existence, focusing in work, and the existence of clear awarding (*uncertainty avoidance*). The freedom in expressing ideas or opinions, and the ability to behave confidently also gives significant effects om team performance (*affective*).

### Conclusion

In this research, out of twelve variables of multicultural personal values, only four variables gives significant effect to improve team performance. The four variables are power distance, internal – external control, uncertainty avoidance, and neutral – affective. However, since the value of its *R square* is 0.36, means that there was 36% of variability in team performance could explained by independent variables. That's way there were other variables outside the multicultural personal values that contribute to the improvement of team performance. Further research is capable of combining those other variables into the given model.

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