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THE RELATIONSHIP AMONG ETHICAL LEADERSHIP, ETHICAL CLIMATE, SUPERVISORY TRUST, AND MORAL JUDGMENT

Jim DeConinck, Western Carolina University
Hollye Moss, Western Carolina University

ABSTRACT

The issue of ethical leadership is important to all organizations. However, it is especially important for salespeople who often work without direct supervision and are under pressure to make quota. This study examined various outcomes of ethical leadership among a national sample of 317 salespeople. The results found that ethical leadership was related directly to an ethical work climate and to supervisory trust and indirectly related to moral judgment. Practical and theoretical implications are provided.

INTRODUCTION

Given the number of business scandals in recent years, creating an ethical work environment is important. The existence of an ethical work climate is important because of its relationship to various employees' job attitudes and behavior. The purpose of this study was to investigate the relationship among ethical leadership, ethical climate, supervisory trust, and moral judgment.

LITERATURE REVIEW

Ethical leadership

Brown and Treviño (2006) used both social exchange theory (Blau 1964) and social learning theory (Bandura 1977; 1986) in developing ethical leadership. The premise of social learning theory is that people learn appropriate behavior by observing others (role modeling). The manager as a role model is in a direct position to influence the behavior of employees who learn to behave ethically or unethically by observing the behavior of the manager and other employees. Subordinates learn appropriate behavior by observing how other employees are rewarded or punished (Brown and Treviño 2006). If an individual observes a role model being rewarded for behaving ethically, then the individual will perceive that behaving ethically is appropriate. However, in contrast an individual will be reinforced to behave unethically if his or her role model is rewarded for unethical behavior.

Ethical Climate

Ethical climate involves the perceptions of rightness or wrongness present in the organization's work environment (Babin, Boles, and Robin 2000) and provides a signal of the organization's expectations regarding ethical behavior (Cullen, Parboteeah, and Victor 2003). Ethical climate conveys an organization's procedures, practices, and policies concerning moral dilemmas and how they are exhibited in the work environment (Mulki, Jaramillo, & Locander 2008). Ethical climate influences a variety of employees' attitudes and behavior.

Ethical Leadership and Ethical Climate

Ethical leaders should influence the ethical climate of the organization. Since managers influence the ethical environment in organizations (Treviño, Hartman, and Brown 2000), the degree to which a leader is viewed as ethical should have a positive effect of subordinates' ethical behavior. In recent years a few studies have analyzed the relationship between ethical leadership and ethical climate (Demirtas and Akdogan 2015; Mayer et al. 2010; Neubert et al. 2009). None of these studies were conducted with salespeople. However, based on the results of prior research in a non-sales work environment, the following hypothesis is proposed to be tested.

H1: Ethical leadership is related positively to ethical climate

Supervisory trust

In a sales environment trust has been defined as “the amount of confidence salespeople have in the fairness and integrity of their leader” (MacKenzie, Podsakoff, and Rich 2001, p. 122). An abundance of research has indicated that trust is related to a variety of job outcomes (e.g. Dirks and Ferrin 2002; Mulki, Jaramillo, and Locander 2006). Based on social learning theory (Blau 1964), since ethical leaders are honest, practice fairness in relationships with subordinates, and care about their subordinates' well-being (Brown, Treviño, and Harrison 2005; Brown and Treviño 2006), subordinates should reciprocate this behavior by displaying higher trust in the leader.

H2: Ethical leadership is related to supervisory trust.

Intuitively, trust should be related to ethical climate. An important characteristic of trustees is integrity (Mayer, Davis, and Schoorman 1995). A trustee who is high in integrity is viewed as a person who treats employees fairly. Since treating salespeople fairly is a part of an ethical work climate (Babin et al. 2000), sales managers who treat salespeople fairly will be viewed as high in integrity and therefore trustworthy. Interestingly, few studies have analyzed the relationship between ethical climate and trust in a sales context (DeConinck 2011; Jaramillo, Bande, and Varela 2015; Mulki, Jaramillo, and Locander 2006). However, these studies have shown that ethical climate is related directly to supervisory trust.

H3: Ethical climate is related positively to supervisory trust

Moral Judgment

Schwepker and Good (2010) define moral judgment as “an individual's decision as to whether something is considered right or wrong, ethical or unethical” (p. 301). As illustrated in descriptive models of ethical decision-making (e.g. Ferrell and Gresham 1985; Jones 1991), moral judgment plays a critical role in ethical decision making as an antecedent to moral behavior. According to these models, individuals with higher moral values should exhibit higher moral judgment (Hosmer 1985; Jones 1991).

Ingram, LaForge, and Schwepker (2007) state that ethical climate is one of the key causes of salesperson moral judgment. However, much of the research involving ethical climate and salespeople has investigated its relationship to job outcomes (e.g., DeConinck 2011; Jaramillo, Prakash, and Solomon 2006, Schwepker 2013). Thus, a need exists to further analyze the relationship between ethical climate and moral judgment with salespeople. Based on research with people employed in non-sales related jobs, support exists for the following hypothesis.

H4: Ethical climate is related positively to moral judgment.

Research is limited concerning the relationship between supervisory trust and moral judgment. For example, supervisory trust has been shown to be related to opportunistic behavior (Ramaswami and Singh 2003). In two studies Schwepker and Good (2010; 2013) reported that trust in the leader (i.e. sales manager) was related directly to moral judgment. A review of the literature could find no other study that specifically examined the relationship between trust and moral judgment. However, the results reported in the Good and Schwepker (2010; 2013) studies indicates support for the following hypotheses.

H5: Supervisory support is related positively to moral judgment.

METHODOLOGY AND RESULTS

The sample consisted of 317 salespeople. The results indicated support for each of the hypotheses. Ethical leadership is related positively to ethical climate ($\beta = .48, t = 7.70$); ethical leadership is related to supervisory trust ($\beta = .29, t = 4.43$); ethical climate is related positively to supervisory trust ($\beta = .17, t = 2.49$); ethical climate is positively related to moral judgment ($\beta = .25, t = 4.20$); and supervisory trust to moral judgment ($\beta = .28, t = 4.75$). Similar results were found for scenarios two and three.

CONCLUSIONS

Theoretical Implications

First, given the nature of professional selling where salespeople are under pressure to make quota and often work without direct supervision, understanding how salespeople make moral judgments is important. This study used three scenarios to assess persons' moral judgement. The results were consistent in each situation. Ethical leadership was found to be an important variable influencing salespersons' moral judgment. But, its relationship to moral judgment is indirect through ethical climate and supervisory trust. The results of this study indicate that when this type of culture exists, salespeople are more likely to report that questionable or unethical behavior is morally wrong, unacceptable, unjust, and unfair.

Second, ethical climate influences directly salespersons' trust in their sales manager. Salespeople who reported that they work in a caring ethical climate reported that had more trust in their sales manager. This research also supports the limited research that has investigated the relationship between supervisory trust and moral judgement (Schwepker and Good 2010; 2013).

Practical Implications

This results of the study have important implications for sales organizations. First, this study indicates that sales managers, acting as ethical leaders, play an important role in setting an ethical work climate and therefore influencing the moral judgements of their salespeople. The ethical behavior of salespeople can be increased by rewarding salespeople who behave ethically and punishing salespeople who behave unethically. Second, this study and others have shown that both ethical leadership and ethical climate are related indirectly or directly to a variety of job attitudes and behavior including supervisory trust, job satisfaction, turnover intentions, performance, and moral judgment. Thus, creating an ethical work climate by hiring sales managers who are viewed as ethical can have significant financial benefits for the firm.

CUSTOMER SERVICE MARKETING, CULTURAL DIFFERENCES, & THE BIG 5 IN BANGLADESH, IRAQ, PAKISTAN, & THE UNITED STATES

Paula Estrada, University of Texas at Dallas
Kevin Hartwell, University of Texas at Dallas
Hannah Steinberg, University of Georgia

ABSTRACT

According to Hofstede's 6-D model, Pakistan has a moderately high score in power-distance, while Iraq has an extremely high score. Both countries have great distance in power, and will probably not be open to outside arguments or suggestions from customers. Being such a cultural norm however, the citizens are probably less likely to feel the need to complain about their customer service experiences. Individualism scores are very low in both countries, which also supports the data from above. Both countries also score very high in the uncertainty avoidance category, which shows that their cultures are ones that naturally feel threatened by the unknown, and need rules and rigid codes of belief to feel secure. Pakistan has a score of 50 in the long-term orientation category, and therefore shows no definite preference to whether their culture remains true to the old values and beliefs, or changes for the future. Iraq on the other hand scores low and shows that they will elect to keep with the traditions of old. These are all characteristics of a society that will probably be less likely to revolt, so I believe customer service could be a very rigid and unfriendly strategy in both countries. Also, according to the Big 5 Personality traits, these two countries also seem to follow the same basic model as the Geert Hofstede model, and it seems that the values of these countries will cause the nature of customer service to be cold, and possibly downright inhumane. The culture seems to try and create an environment that causes the society to be easily manipulated and I believe this will be true in customer service as well. Maybe there is no need to try and cater to needs that are not freely expressed. According to Geert Hofstede's 6-D model, some of the United States' cultural dimensions contrast Bangladesh's cultural dimensions and other dimensions from the two, mirror closely. For example, for the cultural aspects where the two countries scored opposite in GH6D we can conclude the both countries differentiate the most from each other in respect to Power Distance (U.S. 40; Bangladesh 80), Individualism (U.S. 91; Bangladesh 20), Long Term Orientation (U.S. 26; Bangladesh 47) and Indulgence (U.S. 68; Bangladesh 20). Cultural dimensions where the two countries scored similarly and therefore we can conclude are similar to each other are in the following cultural dimensions: Masculinity (U.S. 62; Bangladesh 55), and Uncertainty Avoidance (U.S. 46; Bangladesh 60). In terms of strategic customer service, the U.S.'s low Power Distance may mean that service is provided to all Americans equally. The U.S.'s low Power Distance represents that there is little emphasis on less or more powerful member of society and therefore companies' strategy is to provide the same level of customer service to all customers. Bangladesh's scored twice as much in Power Distance which most likely means their citizens believe there is gap between members of the society because of the level of power they hold. In this case, companies are inclined to strategically provide customer service unevenly to serve the more powerful citizens of Bangladesh. The U.S. also scored very low compared to Bangladesh in Long-Term Orientation which probably means American's decisions are influenced by the past and are prone to analyze new information. It also means Americans are likely to strive to get quick

results and do not project to stick in the same stage for longer than they should. This cultural aspect may influence companies in the U.S. to be conservative and not deviate too far with the customer service they have previously provided in the past. A cultural aspect where the U.S. scored far higher than Bangladesh is in Indulgence which probably means Americans value pleasure and do not retrain themselves very often from pleasing their urges. Companies in the U.S. may take this into account in terms of customer service aspects and strategically give American's more than what they need. The American company slogan almost all employee needs to follow is "the customer is always right" which shows how accommodating companies and how they are all about the customer and their desires. In contrast, Bangladesh scored very low on indulgence which means Bangladesh citizens do not seek to satisfy themselves in many occasions and may suppress their desires. In terms of customer service, companies in Bangladesh may not have to go the extra mile to please customers because their citizens may already be conformed to not getting what they want.

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THE ROLE OF REGULATORY FOCUS IN ONLINE & MOBILE SHOPPING: FOCUSED ON SHOPPING MOTIVATIONS AND INFORMATION QUALITY

Heejung Lee, Kyonggi University

ABSTRACT

Nowadays, many people access mobile and online shopping channels through different devices such as smartphones and computers. It is very important to figure out how consumers' behaviors are different when using online or mobile shopping channels. There are two dimensions of shopping motivation: hedonic motivation and utilitarian motivation. These shopping motivations are related to (online or mobile) shopping channels. When it comes to shopping channels, consumers tend to have different shopping motivations. There are many differences between online and mobile shopping channels. Among others, information quality is the most important difference. Because of the unique characteristics of the different devices, consumers perceive information quality differently.

When consumers access online or mobile shopping channels, they usually have regulatory focus, such as promotion or prevention focus. Because of the differences between online and mobile channels, consumers will show different levels of regulatory focus according to the shopping channel.

In this research, we investigate how shopping motivations affect regulatory focuses differently. Also, we analyze the effect of shopping motivation on regulatory focus when consumers use different shopping channels. Additionally, we try to investigate how information quality affects regulatory focus. As above mentioned, we also examine the effect of shopping channels on the relationship between information quality and regulatory focus.

According to this research, hedonic shopping motivation affects promotion focus positively and prevention focus negatively. And when consumers access mobile channels rather than online ones, hedonic shopping motivation affects prevention focus more negatively. However, depending on the shopping channel, there are no significant differences in the relationship between hedonic motivation and promotion focus. We also examine how information quality affects regulatory focus. Especially, when consumers access mobile channels rather than online ones, information quality affects promotion and prevention focus more positively.

In this study, we suggest that the differences between online and mobile shopping channels could affect consumers' shopping behavior discriminately. According to the results of this research, marketing managers in online or mobile distribution should consider the characteristics of channels when they develop marketing strategies. Also, it is important to manage consumers' shopping motivation and information quality according to the shopping channels. Through this study, we suggest that shopping motivation and information quality could influence consumers' regulatory focus and affect shopping attitude and intention.

INTRODUCTION

Nowadays, many consumers are accessing internet and mobile shopping channels through various devices such as a smartphones and laptops. Especially, mobile commerce has often been considered as the new service frontier. The rapid development of modern wireless communication technology and the high penetration rate of the internet are strongly promoting mobile commerce (Pascoe et al. 2002). Shopping or buying through a mobile

shopping channel has become an important issue that has drawn much attention in the industrial and academic areas. In 2016, the number of smartphone users will exceed two billion, or one-quarter of the global population (eMarketer 2014). M-shopping is also expected to grow significantly. While the overall retail revenue annual growth rate was 4% until 2016, mobile commerce is expected to grow at 21-29% (Mulpuru et al. 2013). In short, the growth in m-commerce provides plenty of implications for marketers in online and mobile distribution.

Mobile commerce refers to any transactions with a monetary value that are performed through a wireless telecommunication network (Ko, Kim and Lee 2009). As a development of e-commerce, m-commerce is regarded as a separate channel that can distribute ubiquitous value by providing convenience and accessibility at any time and any place (Balasubramanian, Peterson and Jarvenpaa 2002). As with "online" commerce, m-commerce has shown an increase in profits and the number of transactions. However, there is limited understanding of the online and mobile commerce environments. Also, there are few researches that investigate the differences between online and mobile commerce in terms of consumer behaviors. As a result, many researches argues that m-commerce is not just an extension of e-commerce. M-commerce, however, has its own new business models, value chain and technological infrastructure, and unique value for consumers (Min, Ji and Qu 2008). Even though m-commerce is growing, firms do not yet provide separate shopping environments to distinguish between online and mobile channels. Rather, they offer the same products through different services (such as an internet site and mobile app) without differentiated strategies.

Because of the unique characteristics of m-commerce (ex. smartphone size, small screen, limited data processing capability, ubiquity, various types of mobile apps), there might be some differences between the behaviors of consumers of online and mobile commerce. Recent research conducted to gain an understanding of mobile consumers revealed various themes, including shopping motivation through service offerings to the consumer (Khajehzadeh, Oppewal and Tojib 2014). On the other hand, with a focus on the matter of smartphone size, we try to figure out the effect of information quality of online and mobile channels on consumer behavior.

In this paper, we draw on the theory of regulatory focus to explain the differences between online and mobile shopping (Higgins, 1997). Previous studies did not investigate the effect of shopping motivation (internal factor) and information quality (external factor) on regulatory focus through simultaneous online and mobile shopping. Consumers shop with different shopping motivations that could result in different shopping behaviors. Therefore, a theoretical and practical study will identify the underlying consumer motivations in using the online and mobile shopping channels.

Therefore, the purpose of this study is to examine how shopping motivation and perceived information quality affect consumers' regulatory focus and shopping intention. This study could make a contribution to marketing managers by enhancing their knowledge about the differences between online and mobile channels and helping them to gain more precise understanding of their customers.

THEORETICAL BACKGROUND AND PROPOSITION

Regulatory Focus

Regulatory focus theory demonstrates two major motivation approaches which are the way consumers to seek their goals: a promotion focus that refers to achieving hopes, aspirations and desires; and a prevention focus that refers to meeting duties, obligations and

responsibilities (Higgins 1997; 1998). Regulatory focus can be a chronic personality characteristic or it can be situationally caused (Crowe and Higgins 1997).

When pursuing goals, consumers with a promotion focus are inclined to adopt an eagerness strategy (Khajehzadeh, Oppewal and Tojib 2014). In other words, to get chances to achieve more gains, consumers try to consider more alternatives and get as many opportunities as possible (Forster and Higgins 2005; Pham and Avnet 2004). Besides, promotion-focused consumers tend to engage in exploratory behavior, attend freely to the relationships among items, think more in terms of abstractions, and are better able to understand and evaluate ambiguous stimuli and experiences (Semin et al. 2005). However, prevention-focused consumers take a vigilance strategy. They might not search for alternative options to lower the possibility of making mistakes and losses (Forster and Higgins 2005; Pham and Avnet 2004).

Arnold and Reynolds (2009) suggested that a promotion focus is related to the perception of hedonic shopping motivation, while a prevention focus correlates with the perception of utilitarian shopping motivation. Accordingly, it is possible to expect that consumers' shopping motivation has a relationship with regulatory focus in a similar way (Khajehzadeh et al. 2014). In other words, a consumer with hedonic shopping motivation tends to show promotion-focused behavior, whereas a consumer with utilitarian shopping motivation tends to be prevention-focused.

Consumers expect to satisfy their prevention-focused objectives from utilitarian product attributes and promotion-focused objectives usually from hedonic product attributes (Chernev 2004). Prior researches suggested that prevention-focused consumers tend to consider their objectives as necessities and thus are less responsive to products unrelated to their objectives (Freitas and Higgins 2002; Freitas, Liberman and Higgins 2002). Also prevention-focused consumers are more likely to prefer the status quo than promotion-focused consumers (Chernev 2004).

Khajehzadeh et al. (2014) suggested that utilitarian shopping motivations are more prevention-focused. Conversely, hedonically motivated consumers tend to be promotion-focused. Therefore, a consumer with a prevention focus is more likely to be influenced by utilitarian shopping motivation, and a consumer with a promotion focus easily tends to be influenced by hedonic shopping motivation.

Shopping Motivation in Online and Mobile Shopping

There are various types of consumer shopping motivations according to the different retail shopping formats (Westbrook and Black 1985; Parsons 2002). Shopping motivations explain the reason that consumers prefer to buy from a particular shopping channel (Scarpi 2005). In this regard, shopping motivations have been considered important for developing appropriate marketing strategies for the retail industry (Westbrook and Black 1985; McGoldrick 2002).

The mobile shopping channel is different from traditional online shopping because it offers services without temporal and spatial constraints and makes it possible for consumers to shop when they are on the move (Heinonen and Pura 2006). Because of the unique characteristics of mobile shopping (e.g., ubiquity, personalization, small screen etc.), consumers may reveal different shopping motivations in using mobile shopping channels rather than traditional online shopping channels.

Previous researches have proposed the existence of hedonic and utilitarian shopping motivations (Babin et al. 1994; Cardoso and Pinto 2010; Yang and Kim 2012). Moreover, researchers suggest that utilitarian and hedonic shopping motivations should be regarded in conjunction with each other when consumer shopping behaviors are investigated (Babin and

Darden 1995).

The consumer who has utilitarian shopping motivation considers shopping activity as work (Babin et al. 1994), and the focus is on convenience and saving time (Jarvenpaa and Todd 1997; Teo 2001). Utilitarian shopping motivation emphasizes that consumers' shopping behavior is influenced by the functional features of products/services and by their financial needs (Kim 2006). According to prior researches, efficiency and achievement are suggested as dimensions of utilitarian shopping motivation (Babin et al. 1994; Kim 2006). Kim (2006) said that efficiency shopping is a consumer's need to save time and other resources when a consumer shops. Achievement shopping is a goal-related shopping behavior, which focuses on obtaining a specific product during a shopping trip (Kim 2006). When consumers find a suitable product using proper time and effort, their achievement shopping motivation might be satisfied. Online shoppers tend to value the convenience of locating a desired product while saving time and using less mental effort; thus it leads them to spend extra money in order to save time (Grewal et al. 2003). Moreover, because of the unique characteristics of mobile channels, consumers could perceive the mobile shopping environment as potentially threatening and problematic in terms of utilitarian motivation (Nepomuceno et al. 2014). With such efficiency and achievement aspects, consumers with utilitarian shopping motivation would be more likely to show prevention-focused behavior when using online shopping channels than when using mobile channels.

In contrast to utilitarian shopping motivation, hedonic shopping motivation draws attention to the consumers' emotions and psychological sensations as well as the entertainment aspects of shopping (Westbrook and Black 1985; Arnold and Reynolds 2003; Kim 2002). Since the mobile shopping channel is a new shopping channel in comparison to the online channel, consumers would be interested in enjoying new mobile shopping services (Yang and Kim 2012). Searching various products in the mobile channel might increase consumers' shopping pleasure more than in the online channel. With regard to hedonic shopping motivation, consumers would receive more intensive emotional satisfaction from shopping through a mobile channel than an online channel.

Based on the above researches, the following hypotheses were suggested:

- H1 Hedonic motivation affects a consumer's promotion focus positively.*
- H1-1 If a consumer use mobile channel rather than online one, hedonic motivation affects a consumer's promotion focus more positively.*
- H2 Hedonic motivation affects a consumer's prevention focus negatively.*
- H2-1 If a consumer use mobile channel rather than online one, hedonic motivation affects a consumer's prevention focus more negatively.*
- H3 Utilitarian motivation affects a consumer's promotion focus negatively.*
- H3-1 If a consumer use mobile channel rather than online one, utilitarian motivation affects a consumer's promotion focus more negatively.*
- H4 Utilitarian motivation affects a consumer's prevention focus positively.*
- H4-1 If a consumer use online channel rather than mobile one, utilitarian motivation affects a consumer's prevention focus more positively.*

Information Quality

Lee and Benbasat (2004) suggested that the major differences between online and mobile shopping channels are time, place and context according to the consumer's shopping environment such as the distinct characteristics of mobile shopping channels. In spite of the potential benefits of mobile channels, there may be difficulties that arise from the limitations

of mobile devices, such as small and low-resolution displays, restrictive storage and data transfer difficulties (Kamba et al. 1996). Because of these limitations, consumers could not expect higher quality of information from mobile shopping channels. Instead of high quality of information, consumers usually consider efficiency more important when shopping through mobile shopping channels (Lee and Choi 2011). Because consumers who use mobile shopping channels tend to focus on the enjoyment of shopping, they don't want to spend a lot of effort to find sophisticated and elaborate information. On the other hand, consumers who use online shopping channels tend to consider elaborate and proper information as important because they usually use online shopping channels when they need to explore more information in detail (Nerger 2008).

However, mobile shopping channels do not show proper information display in contrast to online shopping channels' information display (Lee and Choi 2011). Because of the limited display size and resolution of mobile devices compared to those of PCs, mobile shopping channels provide a fragmented information process from the first page to the payment page (Lee and Choi 2011). This could influence consumer's regulatory focus in terms of information quality. According to prior researches, online channels could provide more useful information quality than mobile channels.

Based on the differences between mobile and online shopping channels, this study concluded that information quality could influence regulatory focus.

- H5 Information quality affects a consumer's promotion focus positively.*
H5-1 If a consumer use online channel rather than mobile one, information quality affects a consumer's promotion focus more positively.
- H6 Information quality affects a consumer's prevention focus positively.*
H6-1 If a consumer use online channel rather than mobile one, information quality affects a consumer's prevention focus more positively.

Shopping Intention and Attitude

According to the above prior researches, it might be reasonable that consumers with utilitarian shopping motivation are more prevention-focused, and consequently their shopping motivation has a negative impact on their shopping attitude and intention (Khajehzadeh et al. 2014). However, consumers with hedonic shopping motivation tend to be more promotion-focused, and they are more likely to be eager to buy products and to focus on maximal and optimal objectives than on minimal and passive ones (Levine et al. 2000). The regulatory focus could influence a consumer's attitude toward a product offer (Wan, Hong and Sternthal 2009) and purchase intention (Labroo and Lee 2006; Khajehzadeh et al. 2014).

Therefore, promotion-focused consumers might show positive shopping attitude and intention.

- H7 Promotion focus affects a consumer's shopping attitude positively.*
H8 Prevention focus affects a consumer's shopping attitude negatively.
H9 Promotion focus affects a consumer's intention to use channel positively.
H10 Prevention focus affects a consumer's intention to use channel negatively.

MARKETING CUSTOMER SERVICE, CULTURAL DIFFERENCES, & THE BIG 5 IN JAPAN, RUSSIA, KENYA, THE UNITED KINGDOM, AND THE UNITED STATES OF AMERICA

Erin Johnson, University of Texas at Dallas
Elizabeth Gomez, University of Texas at Dallas
Hannah Steinberg, University of Georgia

ABSTRACT

In Russia, the country as a whole has kept very traditional values. The power is mostly concentrated in their capital, Moscow. This shows that Russia has a high power distance. Most of major decisions are made here and do not require much approval in different levels of hierarchy in the country. This results that the rest of the country does not get much say in what happens in the country. This results in Russia as a majorly low candidate for masculinity. Most of the country is not driven by competition or achievement. This may leave a very pessimistic feel over the people of Russia. Neuroticism may be a big personality trait for most of the people in Russia. The people, especially women may experience irritability and sadness especially in areas of low power. However, this may also leave plenty of people with the personality trait of agreeableness. This is may have to do with many women being left out of power so in turn there can be very compassionate and less stressed people who really care about the standard of living in the country. Nothing is really taken advantage of. The people are very humble and appreciative of what little they may or may not have. This in turn creates a low level of indulgence. The people of Russia do not enjoy much leisure and have a great deal of restraint. In Japan the level of indulgence is quite similar. They hold great restraint for enjoying life. They believe it is selfish and wrong. This shows that both countries can have people with the personality trait of conscientiousness. These people are described as someone who is have high level of thoughtfulness and high impulse control. The people of Japan, mainly focused on the men may also have very good goal directed behaviors. The masculinity in Japan is very high. Males are often favored specifically in business situations. This is because of the long, hard hours business men have to work in order to build relationships and come to conclusions with deals. They are very driven by success and are extremely competitive. It is a bit difficult for a female to move up a corporate ladder in Japan because of the hard work and the sexism in the corporate workplace. This leaves Japan as a very low agreeable country because it may be less thoughtful and more driven by power and competition. It really is possible to have power in the country of Japan as long as you work very hard for it. Japan has a moderately low power distance. So the power of the country is generally well spread out. The United States is one of the most diverse countries in the world. According to Hofstede's 6th dimensional model, the United States gets a 91 in individualism and a 26 in long term orientation. The higher individualism score can indicate that workers in the customer service industry is very open and conscientious of customers because they realize that everyone is different and has different

needs. While they are open in this aspect, their low score in long term orientation can also indicate the country is close minded and not agreeable to make the future of the industry better because everything is working as it needs to in the present. Unlike the United States, Thailand only has a score of 20 on individualism, which is significantly lower than the United states, and the highest score of 64 in both power distance and uncertainty avoidance. The low score in individualism isn't completely a negative thing, it just tells us that most everyone's culture in Thailand is the same. This can be beneficial in the customer service industry because everyone knows what to expect but can be close minded to fresh ideas from someone who is different. With higher power distance, there is the possibility of negative neuroticism. Even if a customer service representative wanted to move higher up in a company, power distance will most likely prevent them from doing so. The customer service industry most likely has a certain way of doing things which is why there is uncertainty avoidance. This probably can indicate this is a low risk industry.

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CUSTOMER SERVICE, CULTURAL DIFFERENCES, & THE BIG 5 IN GREAT BRITAIN AND INDIA

Noreena Khan, University of Texas at Dallas

Hannah Steinberg, University of Georgia

ABSTRACT

The focus of this analysis will be the countries of Great Britain and India. In regards to these two countries, we investigate different traits that overall affect the strategic customer service and how each country's culture influences this aspect differently. Therefore, the big five personalities and Hofstede's six dimensional model all show some similarities and differences between these two large countries. The big five personalities are openness, conscientiousness, extraversion, agreeableness, and neuroticism. Openness features utilizing imagination and insight. Those who are high in this trait tend to have a broad range of interests and be more adventurous. Those who are low tend to be much more traditional and struggle with abstract thinking. Conscientiousness includes having a high level of thoughtfulness along with being goal orientated and being able to control impulse decisions. Being organized and thinking about detail also comes largely into play here. Extraversion features include excitability, sociability, assertiveness, talkativeness, and being able to express emotions freely. Unlike introverted people, these people get energy from social situations and are not as reserved. Agreeableness includes trust, kindness, affection and social behaviors. These people are very easy going and cooperative with others. Those who have a low level of this tend to be more competitive and sometimes even untruthful or manipulative. Neuroticism is one who has a lot of sadness, can be moody, and is not emotionally stable. Experiencing mood swings, anxiety, etc., can be common for those high in this trait. Those low in this tend to be stable and more able to control their emotional behaviors. Great Britain, in regards to these big five personality traits, has shown more or less of each of these traits. First, Britain seems to have high levels of extraversion in London, Manchester, Yorkshire, etc., but also low levels in the North of England, Humberside, etc. Second, Britain seems to be high in agreeableness as well which means most of their residents are indeed friendly and trusting in areas such as Scotland, which had the most, North, South West, and East of England. Some places such as London and some places nearby were shown to be uncooperative on the other hand. Third, there were low levels of neuroticism found throughout Wales and some Midland districts while South West and Southern England tended to rank a little higher. However, most were found to be scoring relatively low rather than a mixed of both good and bad. Fourth, Openness tended to appear in metropolitan areas such as Oxford, Cambridge, London, and others. There was, however, a huge number of low-level openness, which means some people in Britain were more traditional and conventional when it came to their lives. Last, conscientiousness seems to have more of a higher score especially in Isles of Scilly. India, in regards to the big five personality traits, conscientiousness seemed to emerge as the biggest trait in the country. This means that more of India's citizens are thoughtful and have huge goals that they want to accomplish. Neuroticism and extraversion on the other hand, were found to be both positive and negative here. A broad variety of citizens all across India were social, assertive, and had low levels of anxiety or mood swings. However, some were also the complete opposite. The same trend seems to appear when looking at research that indicates that

just as many people were the complete opposite here. In regards to openness and agreeableness, India did not seem to get high scores here at all. This means there is a huge need for improvement here in comparison to some other countries. Next, Hofstede's six-dimension model. The six includes power distance index, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance index, pragmatic versus normative, indulgence versus restraint. My analysis, however, is going to primarily focus on three of these dimensions, which includes power distance index, masculinity versus femininity, and uncertainty avoidance index. Power distance index has to do with inequality and how power is distributed within each country. In these societies, there are some that accept the distribution and some that do not. In Great Britain, it seems that they are a low power tolerant country, which means that they strive to equalize power and demand justifications when inequalities come into play. In India, it seems that they have a high power distance index, which means that they have an appreciation for hierarchy and a top-down structure in their society. This means they depend on those in power for direction and they do not strive to fix all injustices. Masculinity versus femininity has to do with two sides of society. The masculine side represents achievement, heroism, material rewards, assertiveness, etc., while the feminine side is said to represent cooperation, modesty, caring for the weak/those in need, and keeping a good quality of life. In Great Britain, it seems that they have a high level of masculinity which means their society is more driven by competition, and success rather than working on caring for others and quality. India seems to fall behind Great Britain on this scale but they are still also considered a masculine society. Success and power basically flourishes in both of these countries. Uncertainty avoidance has to do with the fact that countries deal with the fact that the future can never be known because it is indeed unpredictable. This has to do with countries that sometimes try to control what happens while some learn to deal with their anxiety instead. Although Britain is a bit higher than India, they both seem to score low in this dimension. Both do have a low preference for avoiding uncertainty but they both somewhat accept imperfections and accept uncalled for events. Both countries are willing to adjust to any changes that may come their ways. Both of these theories do affect how each country strategizes their customer service. After careful research, I have concluded that both countries do in fact try to benefit their people more than anything. They strategize in order to mutually benefit all the parties involved and focus more on that aspect than profits themselves. Looking at these culture traits, it only makes sense that a country revolves its business strategies reflected off of what their people want.

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