

# Compromiso Es Una Blanco Móvil: A Study Of Organizational Commitment In Mexico

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## Abstract

The paper explores the evolution of organizational commitment among workers in a Mexican administrative and production facility for a US-based Fortune 500 MNC. Over a period of four years, there was a transfer of cultural attributes and commitment attitudes from a parent MNC across national borders to the host subsidiary. While the parent MNC had the goal of raising workers' organizational commitment worldwide, this empirical investigation demonstrated that while worker commitment increased, so did the transfer of other parent attributes like worker predisposition to collective bargaining and entitlement attitudes towards more satisfying work, better supervision, better pay and benefit plans, more promotion opportunities, and more opportunities for coaction and comradeship among employees.

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## *Index terms*—

## 1 INTRODUCTION

his paper reports on a longitudinal development of organizational commitment among administrative and production workers in a U.S. MNC operating OEM facilities in Mexico. This study examines the relationships between demographic variables, work satisfaction, leadership behaviors and perceived organizational effectiveness as they relate to organizational commitment in a host national environment. To date, few empirical studies on organizational commitment have been conducted longitudinally and in host national environments, although their numbers are increasing. Generally, studies seem to be either cross sectional, nonlongitudinal measures of commitment or comparisons between cultures. For example, Haar and Spell (2004) examine program knowledge and the value of work/family balance in relationship to organizational commitment in New Zealand. Yingyan Wang (2004) compares commitment in cross sectional analysis in state and privately owned organizations in China. Al-Qarioti and Al-Enezi (2004) explore commitment among managers in Jordan, and Glazer, Daniel and Short (2004) compare commitment effects in the US, UK, Hungary, and Italy. Finally, Bishop, Scott, Goldsby, and Cropanzano (2005) compare commitment across About : Douglas K. Peterson, Ph.D. The University of Tampa Tampa, FLORIDA 33606 575.545.8408 , Email: Peterson@business-withoutborders.org different team environments. Fewer studies comment empirically on the dynamics of organizational commitment and the artifacts that predict changes in affective, behavioral or continuance commitment over time. Among studies of that type are Laschinger, Finegan, Shamian, and Wilk's (2004) exploration of workplace satisfaction and empowerment, and Wasti's (2003) article on commitment, turnover intentions and cultural values in Turkey.

This article fills a needed research hole that addresses a dilemma in which HR professionals are caught; how to address the motivational and commitment needs of host country nationals over time. To date, culture is often presented in a reductionist model where cultural typologies are created (Hofstede, 1984) and cultural clusters are derived ??Ronen and Shenkar, 1984). The most widely used measures of culture differences employ a method of validated regional affiliation and present the idea that national differences on a set of variables can serve as a proxy for cultural differences ??Lenartowicz & Roth, 2000). Culture, and cultural differences, is then presented as the sum of limited set explanatory variables. When managers attempts to transfer operations across borders, they faces an interactive crosscurrent of norms and values, prescriptions for how to deal with cultural differences,

## 5 2) ANTECEDENTS TO ORGANIZATIONAL COMMITMENT

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45 and implicit assumptions those prescriptions will remain valid over time. If culture is unchanging, or if it changes  
46 only very slowly, then national culture trumps corporate culture, and HR managers are faced with the task of  
47 adapting systems on a cultural/national basis. If those shared understandings that make up national culture  
48 are more fluid, and change is readily possible, then HR managers may seek to transfer corporate culture across  
49 borders, and bring in the best parts of the home country/company culture. As the entry into a new market  
50 invariably requires greater fixed costs and transaction costs, then firms would desire sufficient stability so as to  
51 be able to collect rent from their investment. This begs the question of how to solidify cultural change in the  
52 host country workplace.

53 The potential negative effects of these attempted cultural value transfers are well documented (Datta & Paiva,  
54 1995). Organizations seeking to enter host country cultures that are fundamentally different than home cultures  
55 may find difficulty in managing human resources if they don't alter strategy and human There is a tendency for  
56 organizations to look at host country operational culture as either a minor or a major variant of home company  
57 operational culture. In the minor variant example, managers may seek to adapt cultural systems to the host  
58 country, while leaving the cultural core of the company untouched. While the objective is to create a home-similar  
59 company culture that works in the host culture, the outcome may vary in its effectiveness and acceptability to host  
60 country employees. The result is a dampening of effectiveness, affect, satisfaction, and commitment. A further  
61 predicted effect is an increase in cultural dissonance and conflict. So while the intention is simply to establish  
62 a low cost operating system that works, the outcome is to either establish cultural inconsistency, or cultural  
63 consistency that becomes dysfunctional in the host country environment. That outcome can have positive and  
64 negative implications for productivity and harmony in the workplace

65 The current research comes from a longitudinal effort to measure the dimensions of organizational commitment  
66 as a function of job satisfaction, leadership behaviors, and perceived company effectiveness in the Mexican  
67 operations of a U.S. based Fortune multinational corporation operating multi-line manufacturing and service  
68 operations in Mexico. The company has taken great efforts to be culturally adaptive, yet, be true to the corporate  
69 culture that has created high levels of financial and performance-oriented success in the parent organization. This  
70 paper provides an empirical test of the concept finding that there are unintended consequences in attempting  
71 to transfer a company's culture across cultural borders. While in fact positive cultural change (as defined by  
72 the parent company) may occur, there is little empirical support to support and suggest company will not also  
73 simultaneously transfer its cultural weaknesses.

## 74 2 II.

## 75 3 LITERATURE REVIEW

### 76 4 1) Organizational Commitment

77 Reviews of the commitment research (Mathieu and Zajac, 1990; Meyer and Allen, 1987; Weichers, 1985) reveal  
78 that most research relates to the antecedents, correlates, and consequences of organizational commitment.  
79 Scholarly interest has been increasing in cross cultural commitment, but that phenomenon is relatively recent.  
80 According to Randall (1993), researchers on commitment are entering an international phase where they are  
81 beginning to explore, extend, and apply theories abroad. Organizational Commitment is the strength of an  
82 individual's identification with and involvement in a particular organization (Meyer and Allen, 1987; Mowday,  
83 Porter, and Steers, 1982).

84 Conceptually, it can be characterized by (1) the strong belief in and acceptance of organizational goals and  
85 values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to  
86 maintain membership in the organization (Mowday, Porter, and Steers, 1982). Commitment is characterized as  
87 an attitude of attachment to an employing organization. Researchers focus primarily on the identification of  
88 antecedents contributing to the development of organizational commitment and the impact on job attitudes and  
89 behavior that commitment may have (Meyer and Allen, 1987). According to Angle and Lawson, (1993) there are  
90 antecedents to commitment that can be split into components of personal characteristics and situational factors.  
91 Personal characteristics include demographic variables like gender, age, and employment length.

92 Situational factors include variables like job characteristics, organizational characteristics, work situations, and  
93 work experiences that employees may have.

### 94 5 2) Antecedents to Organizational Commitment

95 Literature on organizational commitment predicts that the personal characteristics of age, length of employment,  
96 gender, years of education, and occupation, as either line or staff, will predict levels of commitment among workers  
97 (Angle and Lawson, 1993). The literature predicts that situational factors like participation, organizational  
98 effectiveness and national culture will also predict levels of commitment.

99 3) Demographic Characteristics Personal characteristics have been investigated in relationship to organizational  
100 commitment (Mathieu and Zajac, 1990). The most frequent investigation relating to demographic characteristics  
101 in the international literature are gender, age, tenure, and education (Randall, 1993).

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## 6 4) Gender

Mathieu and Zajac's (1990) research indicates that women in the USA tend to be more committed to organizations than men. Explanations for this finding are that jobs are more difficult to find; there are fewer options presented for employment; and that there are obstacles relating to marriage and family that make it more difficult for women to remain organizational members (Aven, Parker, and McEvoy, (1993). Because of this, once acceptable employment is obtained, women tend to be more committed to it. Mexicans (both employers and employees) have a different attitude toward women in the workplace than do those in the United States. This may be due to traditional cultural assumptions relating to women's role in society. Traditionally, Mexican women are primarily expected to play the roles of wife, mother and home-maker (see Heusinkveld, 1994;Kras & Whatley, 1990). As a result, employers expect that women will place less value on their membership within an organization, and will be less within Hofstede's (1980) work on cultural dimensions where Mexican society is typified as masculine, preferring higher power distances, avoiding uncertainty, and showing anti-individualistic tendencies. This is also corroborated in Trompenaars (1996) work where women are characterized as more particularistic, relationshipcentered, collectivistic, affective, and external control oriented. Because of these cultural tendencies relating to women at work, this study proposes that men will report higher scores on commitment instruments than women.

## 7 5) Age and Tenure

Age and time spent in a workplace tend to be positively correlated with organizational commitment in U.S. studies. It is postulated that as individuals age, their preference for alternative employment opportunities decreases while personal investments in the firm tend to increase. This promotes commitment to the organization (Allen and Meyer, 1993;Mathieu and Zajac, 1990; Mowday et al, 1982;Gregersen and Black, 1992). People in Mexico show cultural attitudes that value age. Older workers are often addressed as "Don or Dona", which is a title that connotes great respect for experience and tenure. It is common for workers to defer to the older employee's wishes, even though younger persons may disagree with their ideas. Nevertheless, age and seniority are highly valuable in the patriarchal and power distant Mexican society. Because age is highly regarded, it does influence interactions in the workplace (Heusinkveld, 1994). According to Harrison and Hubbard (1998), this position of greater respect is expected to result in more positive experiences, and for the worker who is older, greater commitment (see Allen and Meyer, 1993;Schuler et al, 1996).

## 8 6) Education

Researchers have found education to be inversely related to commitment in U.S. firms (Mathieu and Zajac, 1990;Mowday et al, 1982). It is posited that workers possessing high levels of education may have higher expectations, and may then be more committed to their professions than to any one organization. Since these workers may have a greater number of alternative work opportunities, they may not develop high levels of commitment to their organizations (Mathieu and Zajac, 1990).This study anticipates a positive relationship between commitment and education in the organization studied. Since the educational system in Mexico doesn't provide opportunity for specific skill training that would qualify them for alternative work assignments, workers covet the opportunity to train in their organization (deForest, 1991).

## 9 7) Situational Factors

Situational factors are the second component of organizational commitment and are identified as antecedents to commitment. Typically, situations that affect commitment are those that are related to characteristics of work, characteristics of an organization, and experiences that workers have while on the job.

## 10 8) Job Characteristics

Job characteristics that are related to commitment are those facets of a job that affect individual affect and job attitudes. One controversy in the literature relates to the role that job satisfaction, as measured through job characteristics, has on commitment in the international arena. Only three empirical studies on international organizational commitment have focused upon Mexico (Harrison and Hubbard, 1998;Peterson and Puia, 2000a;Peterson and Puia, 2000b). There is some literature on Mexico that suggests that satisfaction with work itself (McKinniss and Natella, 1994) affects loyalty and retention in organizations in Mexico.

This study postulates that job satisfaction will be positively correlated with commitment in Mexican organizations.

## 11 9) Organizational Characteristics

There are several organizational characteristics that are positively related to commitment (see Mowday et al, 1982). Organizational effectiveness seems particularly relevant because of the focus on how well an organization is doing. The more effective an organization can make itself in its achievement, the higher will be the level of commitment. The relationship between organizational effectiveness and commitment may be changing. Harrison and Hubbard (1998) postulated a negative relationship between effectiveness and commitment in Mexican

158 organizations. DeForest (1994) and Schuler et al (1996) suggest that as firms become more efficient workers  
159 in Mexico develop lower levels of commitment because they perceive they are working harder for fewer rewards.

160 If there is a connection between effectiveness and commitment on the part of Mexican workers, it is probably  
161 due to the notion that firms who are perceived as being more effective are known as "better places to work". This  
162 essentially splits the concept of "effectiveness" into "efficiency and effectiveness".

## 163 12 10) Work Experiences

164 An additional situational antecedent of commitment represents those work experiences that occur while an  
165 employee works with an organization. Researchers have cited leader behavior and participative decision making  
166 as having significant effects on commitment (Glasson and Durick, 1988; Mathieu and Zajac, 1990; Randall,  
167 1993). Leadership behaviors generally are characterized in terms of initiating structure and consideration, both  
168 of which show positive correlation with organizational commitment among North American workers (Mathieu  
169 and Zajac, 1990). Initiating structure includes behaviors concerned with productivity, planning, coordination,  
170 discipline, clarification, and problem solving (Yukl, 1981). It is anticipated that these behaviors will be correlated  
171 with organizational commitment in Mexican organizations because employees want to be closely supervised  
172 (deforest, 1994) in a paternalistic manner (Morris and Pavett, 1992; Schuler et al, 1996). Consideration includes  
173 behaviors concerned with supportiveness, consultation, representation, and recognition (Yukl, 1981). It is  
174 expected these behaviors are correlated with organizational commitment in Mexican organizations because  
175 employees become loyal and hardworking when they feel they are appreciated by supervisors who are human  
176 relations oriented (Kras, 1989; McKinniss and Natella, 1994; Schuler et al, 1996).

## 177 13 III. THE CURRENT EXPERIMENT

178 The research has been conducted in several stages over four years. Each stage involved a series of interviews with  
179 managers, focus groups with employees and the administration of standardized surveys with known reliabilities.  
180 The parent MNC was committed to developing organizational commitment in its host operations similar to those  
181 of the parent company. As part of this commitment, the parent undertook a series of data based organizational  
182 assessments, the results of which have been reported elsewhere. Based on these assessments, the firm recognized  
183 that the set of antecedents of organizational commitment extent in the literature were also present in their firm.  
184 Based on this assessment, it was the sense of the parent management team that by reinforcing these antecedent  
185 conditions, the host unit would develop an organizational culture more similar to the parent; in essence, the host  
186 would become more like its "American" parent. Interviews with managers in the parent organization suggested  
187 that there while organizational commitment at the MNC was high, there were other "cultural" characteristics  
188 of the parent organization that they might not desire to transfer. Specifically, interviews suggested an increased  
189 concern with pay satisfaction and personal ascension (the opportunity for raises, promotions and increased  
190 responsibility and the procedures associated with rewarding performance).

## 191 14 Propositions

192 Based on a review of the literature and focused interviews with the firm's principals in the parent and host  
193 countries a set of research propositions relating to cultural transfer was developed.

194 The literature suggested that the parent company's focus on worker commitment, and its active management of  
195 the antecedent conditions noted in the literature, would stimulate the host unit to adopt programs and practices  
196 from the parent. This transfer would likely take place even if practices were contrary to traditional norms and  
197 culture.

198 Proposition 1: The organization in the host country will adopt corporate cultural characteristics of the parent  
199 firm's culture. The parent company began their Mexican operations nearly 6 years ago. They have had ample  
200 time to develop and implement processes for the formal transfer of cultural values, such as: selection, training,  
201 and reinforcement through management action and compensation.

202 Proposition 2: Psychological work attitudes of organizational commitment will change over time and will be  
203 moderated by the number of years a worker spends on the job. A corollary argument is that measured levels  
204 of psychological commitment, as predicted by job tenure, between home and host organizations will converge  
205 over time. The parent has focused primarily on policies that would increase worker commitment and satisfaction.  
206 This action was taken in the belief that they would be able to transfer pieces of its corporate culture to the  
207 host rather than transferring its culture whole. Proposition 3: Psychological work attitudes of organizational  
208 commitment will change over time and will be moderated by the educational level a worker possesses. A corollary  
209 argument is that measured levels of psychological commitment, as predicted by education, between home and  
210 host organizations will converge over time.

## 211 15 Proposition 4:

212 Psychological work attitudes of organizational commitment will change over time and will be moderated by  
213 gender. A corollary argument is that measured levels of psychological commitment, as predicted by gender,  
214 between home and host organizations will converge over time.

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## 215 16 Proposition 5:

216 Psychological work attitudes of organizational commitment will change over time and will be moderated by  
217 subject age. A corollary argument is that measured levels of psychological commitment, as predicted by age,  
218 between home and host organizations will converge over time.

## 219 17 Proposition 6:

220 Psychological work attitudes of organizational commitment will change over time and will be moderated by  
221 perceived organizational effectiveness. A corollary argument is that measured levels of psychological commitment,  
222 as predicted by effectiveness, between home and host organizations will converge over time.

## 223 18 Proposition 7:

224 Psychological work attitudes of organizational commitment will change over time and will be moderated by  
225 leadership behaviors of initiating structure and consideration. A corollary argument is that IV.

## 226 19 RESEARCH DESIGN

227 This study was conducted among subjects in a subdivision of a Fortune MNC with headquarters in the United  
228 States, operating manufacturing and management facilities in several locations in the interior of Mexico. This is  
229 a non-maquiladora operation.

230 Measurement was conducted on site on four separate occasions over a four year period of time, using a test-retest  
231 research design. All workers could choose whether to participate. Workers completed questionnaires during their  
232 shift with the assistance of the researcher and his assistants. Questionnaires and conversations were held in  
233 Spanish. This was done to ensure clarity of communications while creating an environment where employees  
234 would not feel threatened. In all measures, approximately 90% of workers who represent both line (69%) and  
235 staff workers participated in the research. In total 227 employees participated. 151 workers were confidentially  
236 tracked in all surveys. The typical subject was a 28 year old female, these samples averaged 60% female, with a  
237 high school education and average employment tenure of about 48 months. New hires were excluded if they had  
238 less than 6 months of service. Descriptive statistics for the respondents are in Table 1. There were two methods  
239 of collecting data. First, there was a questionnaire consisting of recognized instruments with high reliabilities.  
240 These measures were designed to assess organizational commitment and its antecedents. Specifically, the 15 item  
241 OCQ, the Job Satisfaction Index, the Organizational Effectiveness Questionnaire, and the Directive Conduct  
242 survey were used. Instruments were translated via the backtranslation method as prescribed by Triandis (1980).

243 Prior to measurement, focus group interviews were held, in Spanish, at all facilities with the researcher and  
244 his assistants. The purpose of the interview groups was to ascertain nuances involved in worker motivation and  
245 to check the content validity of previous research. Questionnaires were coded and summarized according to  
246 the literature. Correlation tables between major variables are presented in Tables 2 through 5. In each year,  
247 regression analyses were conducted in order to predict commitment and its components from the independent  
248 variables. The analysis typifies the approach taken in the empirical tests of commitment. The results, in tables  
249 6 through 9, illustrate changes in the prediction of commitment over time. In period 1, which is a time when the  
250 facility is new, and the employees all have relatively short tenures, only behavioral commitment (as predicted  
251 by leadership behaviors, initiating structure, and consideration) and continuance commitment (as predicted by  
252 organizational effectiveness and educational level) were significant. V.

## 253 20 DISCUSSION

254 The purpose of this research was to investigate the predictors and dynamics of organizational commitment among  
255 workers in Mexico. The use of widely accepted instruments provides generalizability and adds insight to the  
256 growing knowledge base of international employee attitude formation. A discussion of the research propositions  
257 follows.

258 Proposition 1: The organization in the host country will adopt corporate cultural characteristics of the parent  
259 firm's culture.

260 There were a number of instances where host country nationals did in fact adopt characteristics of the parent  
261 culture. Evidence for this exists in at least three formats. First, focus group interviews over time show evidence  
262 of host country nationals gaining significant knowledge of the home company's culture and processes. Second,  
263 observation of employees shows increasing awareness of collective bargaining tactics that are common in the  
264 home situation. Finally, empirical measures show an increasing number of salient job attitude predictors of  
265 organizational commitment. An explanation of each of these follows.

266 The research agenda here was multi-trait and multi-method. Among the data collection techniques utilized  
267 were the focus group, the questionnaire, and the direct observation. As mentioned earlier in the paper, focus  
268 groups were conducted in each measurement period to (1) align the conceptual space of satisfaction, job attitudes,  
269 and commitment as being and remaining germane. Of additional interest in focus group, was information provided  
270 relating to work, and the special conditions workers face. Among issues that were frequently heard, were:

271 ? That the home company required ongoing employee development for workers to maintain production  
272 certification. ? That overtime was frequently used to meet a production quota, without the typical overtime pay

## 21 PROPOSITION 2:

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273 that United States' based employees earned. ? That tools and safety equipment, while used, was getting old and  
274 needed to be more frequently replaced.

275 ? That supervisors, while friendly, tended to demand a great deal more production than the typical production  
276 job.

277 Empirically, the predictors of organizational commitment increase on an annual basis. In the first year, there  
278 were five predictors of behavioral or continuance commitment. In early stages, leadership behaviors (considera-  
279 tion, initiating structure) predict behavioral commitment and organizational effectiveness and educational level  
280 predict continuance commitment. There is a plausible explanation for this. In this particular instance, the home  
281 company was establishing new operations in Mexico. Since this is a multinational corporation in the automotive  
282 industry, and a valued addition to the employment base in the regions where it opened, employees were looking  
283 for cues regarding how to behave, and reasons to like or not like the company as an employer. In this regard,  
284 general commitment isn't predicted, however, behavioral commitment is predicted from leadership behaviors. It  
285 is leadership behaviors like consideration and initiating structure that give employees cues regarding how to act  
286 in a multinational corporation, or in their eyes, a "good company", which is a phrase that came out of focus  
287 interviews.

288 The next question, what predicts continuance commitment among workers in a new organization? In this  
289 case, it is educational level (the more education, the better) and company reputation as an effective organization.  
290 Essentially, education gives employees the background to anticipate the work environment; corporate reputation  
291 gives employees the hope that the "good company", will be better than other employers. This addresses a key  
292 issue that dominates international OB research, namely the global-local question. The question concerns how  
293 multinationals can or should balance the pressures to develop globally standardized policies with the pressures to  
294 be responsive to the peculiarities of the local context. The trade off is in behavioral and continuance commitment.

## 21 Proposition 2:

296 Psychological work attitudes of organizational commitment will change over time and will be moderated by the  
297 number of years a worker spends on the job. A corollary argument is that measured levels of psychological  
298 commitment, as predicted by job tenure, between home and host organizations will converge over time.

299 The development of psychological work attitudes in relationship to organizational commitment in this case are  
300 moderated by the number of years a worker spends on the job. In fact, over time, commitment levels and predictors  
301 converge where Mexican employees develop approximately the same predictors of commitment as home country  
302 nationals do. If we examine measures over time, please see Table 10, there are five predictors of commitment in  
303 year one. In year two, there are ten. In year three, there are fourteen; and in year four, there are twenty two.  
304 The portfolio of predictors (please see tables 6-10) rounds out from a prediction of behavioral and continuance  
305 commitment early to prediction of overall commitment, affective commitment, behavioral commitment, and  
306 continuance commitment later on. Year four measures mirror aggregate commitment measures in domestic  
307 operations for the home company. In essence, the Mexican employee becomes more like the employee in Iowa,  
308 Wisconsin, Indiana, or California the more time is spent. How would one explain this? One could use a maturity  
309 explanation, and indicate that the more time one spends employed, the more one learns and acts in manners  
310 consistent with corporate culture. This is an interesting argument for the multinational manager. If their plans  
311 are to utilize a host country workforce and assume that productivity will stay the same, due to cultural reasons,  
312 even though pay doesn't differ, those plans may have to be re-examined. In this case, commitment is a "moving  
313 target", and that higher rents from cultural differences only last for a period of time, predictable by the state of  
314 the culture, the relative dynamic and cross cultural influences going on, and the reliability of the measures. This  
315 Alpha, Delta, Sigma model tell us that cultural change, environmental dynamics, and stability are all predictors  
316 of the relative effectiveness, and long-term positive outcomes of management. In this case, the parent focused  
317 primarily on policies that would increase worker commitment and satisfaction. This action was taken in the belief  
318 that they would be able to transfer pieces of its corporate culture to the host rather than transferring its culture  
319 whole. The expected outcome was that the positive parts of culture would transfer and mesh with positive parts  
320 of Mexican culture. What happened, was the unintended consequence, of losing the Mexican-ness of employees in  
321 favor of creating a for unified workforce, held together by parent company culture. Proposition 3: Psychological  
322 work attitudes of organizational commitment will change over time and will be moderated by the educational level  
323 a worker possesses. A corollary argument is that measured levels of psychological commitment, as predicted by  
324 education, between home and host organizations will converge over time. Educational level predicted continuance  
325 commitment early. The predictive ability of educational level fell out of the equations in years two and three,  
326 and came back in year four as a predictor of overall commitment, and continuance commitment. Please note  
327 however, the relationship and directionality of this predictor. Educational level predicts overall commitment in  
328 year four. The higher the educational level, the more committed the workforce was overall. This is explained  
329 in focus interviews, where over time, employees realize that the employment relationship isn't that bad, and feel  
330 overall that they are committed to the organization.

331 In fact, educational level takes on increased predictive ability as the years go by. The explanation for this is  
332 that for overall commitment, early, the jury is still out in terms of commitment. Later on, however, educational  
333 level takes on salience. Note, then, that the directionality of continuance commitment changes over time. Early  
334 on, the more education a person had, the more continuance commitment they had. This is explained through

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335 focus group where more highly educated persons more willing to "wait and see" what transpired before they  
336 formulated a judgment regarding job satisfaction and workplace happiness. Four years later, the same persons  
337 were more willing to recognize there were other opportunities in the environment. The more education they  
338 had, the more likely they were to indicate they would switch jobs if the right opportunity came along. This  
339 may also reveal some differences with literature (Harrison and Hubbard, 1998). In the earlier work, Harrison  
340 and Hubbard indicated that Mexican nationals were loathe to switch jobs. This clearly isn't the case here. Is it  
341 because Harrison and Hubbard were wrong?

342 That's one explanation, but probably not the right one. Harrison and Hubbard measured in a cross sectional  
343 measurement. This is longitudinal. Given more time, perhaps a similar measure would emerge elsewhere. What's  
344 interesting, however, if Harrison and Hubbard are correct, and there is a tendency for Mexican employees to not  
345 change jobs, then there is a potential cultural artifact here that indicates employees are adopting work attitudes  
346 that are different then the literature suggests. Is this a cultural change in society? In the workplace? More  
347 research is needed in turnover, and turnover intentionality in the host and home national literature.

## 348 **22 Proposition 4:**

349 Psychological work attitudes of organizational commitment will change over time and will be moderated by  
350 gender. A corollary argument is that measured levels of psychological commitment, as predicted by gender,  
351 between home and host organizations will converge over time. There were not significant predictions based upon  
352 gender.

## 353 **23 Proposition 5:**

354 Psychological work attitudes of organizational commitment will change over time and will be moderated by  
355 subject age. A corollary argument is that measured levels of psychological commitment, as predicted by age,  
356 between home and host significant predictions based upon age.

## 357 **24 Proposition 6:**

358 Psychological work attitudes of organizational commitment will change over time and will be moderated by  
359 perceived organizational effectiveness. A corollary argument is that measured levels of psychological commitment,  
360 as predicted by effectiveness, between home and host organizations will converge over time. This actually is a very  
361 interesting measure. Of all the measures, longitudinally, the organizational effectiveness measure is uniformly  
362 the most predictive of overall, affective, behavioral, and continuance commitment. There is an importance of  
363 corporate reputation in motivating employees in developing countries. Very little has been done in this area,  
364 however, the power of corporate culture and the importance of working for a "good company", one of which an  
365 employee can be proud seems a reasonable explanation. The question, however, is "where does reputation end,  
366 and corporate culture take over?" Reputation may be the predictor of early commitment in many organizations.  
367 However, later on, "reputation" becomes "realistic job preview", where reputation impacts become part of the  
368 corporate culture transfer.

## 369 **25 Proposition 7:**

370 Psychological work attitudes of organizational commitment will change over time and will be moderated by  
371 leadership behaviors of initiating structure and consideration. A corollary argument is that measured levels  
372 of psychological commitment, as predicted by leadership behaviors, between home and host organizations will  
373 converge over time. Group interviews largely reinforced the notions that supervisor behavior, organizational  
374 effectiveness, and job satisfaction were important among workers. While the Constitution of Mexico guarantees  
375 employment, it was reinforced that it is important to work for a "good company". Employees in Mexico like  
376 to feel that their company is doing well because of their efforts. Of unique interest, however is the report from  
377 employees that strongly desire individual achievement recognition, promotions on merit, participation, and strong  
378 policies on sexual harassment. This is counter to the notion in Hofstede that Mexican workers are collective,  
379 power distance accepting, masculine, and uncertainty avoiding. While it may have appeared this way in the  
380 first measure of satisfaction, it certainly changed for the second measure when more people were included, and  
381 where employees had greater opportunity to become acculturated to the company. Further research may want  
382 to the changing nature of employee satisfaction as it applies to different cultures. Further, one may want to  
383 explore how corporate culture affects employee perceptions and standard outlooks that are provided to them  
384 from their unique and valuable culture. At stake, is quicker adaptation and better training of managers who  
385 are entering the expatriate relationship. Workers in Mexico, when they're committed to their workplace say  
386 "Yo tengo la camiseta" ??Peterson, Puia, and Suess, 2002), which means "I have the shirt on". To get to  
387 that place, however, managers must realize that commitment is much more of a moving target in expatriate  
388 relationships and in host national commitment than previously was thought. In this case, since the Spanish word  
389 for "commitment" is "Compromiso", which is instructive to the English language speaker since it has a basic  
390 interpretation of "compromise". In fact one may say compromise, on both sides, is important. A stage further,  
391 however is the phrase, "compromiso es una blanco móvil", which means, that commitment, is a moving target,  
392 and it is this moving target, and the changing nature of cultural influence because of the work relationship that

## 25 PROPOSITION 7:

393 makes achieving commitment, "Dificilito", or "a wee bit difficult". The results suggest that culture as a construct  
 394 in much richer and more inter-related than indicated in the common validated regional affiliation model. Culture  
 395 appears perceived and received as a whole. While the parent firm was successful in transferring certain desirable  
 396 norms and values, it also inadvertently transmitted values that might lead to lower worker satisfaction or higher  
 397 worker dissatisfaction.

398 The findings have important implications for multinational practitioners. The results suggest that while  
 399 managers should determine the relevant factors that contribute to employee satisfaction and commitment and  
 400 focus upon those, they must also be aware of how their entire culture is perceived by the host workforce. Clearly,  
 401 practitioners need to develop rigorous and systematic approaches to gathering and interpreting feedback in both  
 their home and host settings. <sup>1 2 3 4 5 6</sup>

1

Demographic Characteristic	Measure 1 (N=162)	Measure 2 (N=151)	Measure 3 (N=167)	Measure 4 (N=181)
Age	Mean = 28.13 SD = 7.01	27.6/6.1	27.51/7.1	28.8/7.1
Gender	58% female	66% female	62% female	67% female
Time in Job	12 months/4.3	23.2 months/5.2	31.2 months/7.1	34 months/4.33
Education Level	Tecnica (most have completed technical high school, about 9 years total education)	Tecnica	Tecnica	Tecnica

Figure 1: Table 1 :

2

Variable	J.Sat	Commit	Effect	LB	Age	Tenure	Gender	Edu.
Job Satisfaction (J.Sat)	1 n=162							
Commitment	-.19	1						
Effectiveness	.15	.01	1					
Leader Behaviors	-.004	.15	.33**	1				
Age	-.17	.20	.24	.35* *	1			
Tenure	-.22	.14	.07	.37* *	.34**	1		
Gender	-.02	.07	-.40**	-.09	-.05	-.06	1	
Education	.28*	-.15	.49**	.18	.12	.05	-	1
							.24	

Figure 2: Table 2 :

3

Variable	J.Sat	Commit	Effect	LB	Age	Tenure	Gender	Edu.
Job Satisfaction (J.Sat)	1							
	n=							
	151							
Commitment	-.17*	1						
Effectiveness	-.19*	.29**	1					
Leader Behaviors	-.32**	.26**	.51**	1				
Age	.19*	.14	.18*	.23**	1			
Tenure	.04	-.03	-.17*	-.02	.183*	1		
Gender	-.08	.22**	.21**	.05	.04	-.01	1	
Education	.17	.01	.01	.15	.22**	.28**	.09	1

\* = Sig @.05 level; \*\* = Sig @ .01 level.

Figure 3: Table 3 :

4

Variable	J.Sat	Commit	Effect	LB	Age	Tenure	Gender	Edu.
Job Satisfaction (J.Sat)	1							
	n=							
	167							
Commitment	.08	1						
Effectiveness	.11	.29*	1					
Leader Behaviors	.08	.22	.29*	1				
Age	-.17	.20	.26*	.30**	1			
Tenure	-.24	.25*	.08	.36**	.27*	1		
Gender	.14	.14	-.35**	-.05	-.1	-.09	1	
Education	.28*	-.06	.46**	.16	.26*	-.05	-	1
								.22

\* = Sig @.05 level; \*\* = Sig @ .01 level.

Figure 4: Table 4 :

5

Variable	J.Sat	Commit	Effect	LB	Age	Tenure	Gender	Edu.
Job Satisfaction (J.Sat)	1 n=182							
Commitment Effectiveness	.18**	1						
Leader Behaviors (LB)	.01	.20**	1					
Age	-.02	.19**	.41**	1				
Tenure	.08	-.05	.15**	.20**	1			
Gender	.07	.04	.15**	.22**	.39*	1		
Education	.13*	-.07	-.14*	-.04	-.06	.06	1	
	-.09	-.17**	-.08	.13*	.31*	.19**	.1	1

[Note: \* = Sig @.05 level; \*\* = Sig @ .01 level.]

Figure 5: Table 5 :

6

Category/ Variable	Overall Commitment	Affective Commitment	Behavioral Commitment	Continuance Commitment
Job Satisfaction	F=2.26/ Sig.=.13	3.57/.06	.193/.662	.773/.38
Initiating Structure	1.39/.24	1.01/.29	8.2/.006**	1.76/.18
Consideration Leadership Behaviors	1.37/.24	2.42/.12	5.9/.018*	2.46/.122
Age	1.43/.23	1.7/.19	7.4/.008**	2.14/.14
Time with Company (tenure)	2.4/.12	2.5/.11	.188/.175	.16/.68
Effectiveness	1.15/.27	1.4/.23	1.99/.16	.117/.73
Gender	.012/.9	.2/.65	2.7/.1	4.3/.04*
Educational Level	.312/.57	1.14/.28	.178/.67	.258/.61
	1.3/.25	1.18/.28	.95/.34	6.86/.011*

In period 2, there was some growth in the predictability of commitment. Here, overall commitment was predicted by time spent with the company, and organizational effectiveness. Affective commitment was predicted by the leadership behavior of consideration, time with the company, and organizational

effectiveness. Behavioral commitment was predicted the leadership behaviors of initiating structure and consideration, time with the company, and organizational effectiveness. Finally, continuance commitment had no significant predictors in year

[Note: \* = sig. @.05 level; \*\* = sig. @ .01 level.]

Figure 6: Table 6 :

Category/ Variable	Overall Commitment	Affective Commitment	Behavioral Commitment	Continuance Commitment
Job Satisfaction	F=.45/ Sig.= .505	.00/.991	1.058/.307	.646/.425
Initiating Structure	3.645/.061	3.101/.083	9.918/.002**	.000/.985
Consideration	3.04/.086	4.172/.045*	7.344/.009**	.135/.714
Leadership Behaviors	3.495/.066	3.711/.058	9.051/.004**	.033/.856
Age	2.86/.096	2.984/.089	3.167/.08	.624/.432
Time with Company (tenure)	4.5/.038*	4.718/.033*	5.703/.02*	.677/.414
Effectiveness	5.98/.017*	5.489/.022*	10.933/.002**	.360/.551
Gender	1.4/.240	1.882/.175	.313/.578	1.34/.286
Educational Level	.233/.631	.406/.526	.739/.107	2.664/.107

\*=sig. @.05 level; \*\*=sig. @ .01 level

In period 3, the picture grows more complex, and there are more significant predictors of commitment. Overall commitment was predicted by job satisfaction, leadership behaviors of initiating structure and consideration, and overall organizational effectiveness,

as was behavioral commitment. Affective commitment was predicted by leadership behaviors of initiating structure and consideration, and overall organizational effectiveness. Finally, continuance commitment had significant predictors in year 3.

Figure 7: Table 7 :

<sup>1</sup>Global Journal of Management and Business Research Volume XI Issue III Version I March 2011 ©2011 Global Journals Inc. (US) resource practices. The degree of alteration is salient.

<sup>2</sup>March 2011©2011 Global Journals Inc. (US) committed to working for a living. This is corroborated

<sup>3</sup>Global Journal of Management and Business Research Volume XI Issue III Version I March 2011 ©2011 Global Journals Inc. (US)

<sup>4</sup>March 2011©2011 Global Journals Inc. (US) measured levels of psychological commitment, as predicted by leadership behaviors, between home and host organizations will converge over time.

<sup>5</sup>March 2011©2011 Global Journals Inc. (US)

<sup>6</sup>March 2011©2011 Global Journals Inc. (US) organizations will converge over time. There were no

8

Category/ Variable	Overall Commitment	Affective Commitment	Behavioral Commitment	Continuance Commitment
Job Satisfaction	F=4.303/ Sig.=.04*	1.972/.1627	2.467/.007**	.992/.321
Initiating Structure	8.118/.005**	13.736/.001**	12.543/.001**	.210/.647
Consideration Leadership Behaviors	13.012/.00**	14.293/.001**	17.957/.00**	.516/.474
Age	11.102/.00**	15.336/.001**	16.263/.00**	.005/.942
Time with Company (tenure)	2.836/.094	.012/.913	.001/.975	.597/.441
Effectiveness	.093/.761	.012/.913	.001/.975	.597/.441
Gender	14.222/.00**	16.014/.002**	11.787/.00**	.222/.638
Educational Level	1.4/.24	1.8/.17	.31/.57	1.31/.25
	.010/.919	.014/.906	.441/.508	.405/.526

\*=sig. @.05 level; \*\*=sig. @ .01 level

In period 4, the picture grows more complex still as there are even more predictors of commitment coming into significance. In this period, overall commitment is predicted by job satisfaction, leadership behaviors of initiating structure and consideration, organizational effectiveness and educational level. Affective

commitment is predicted by job satisfaction, leadership behaviors, age, time with company, and organizational effectiveness. Behavioral commitment was predicted by job satisfactions, leadership behaviors, effectiveness and gender. Finally, continuance commitment was predicted by job satisfaction, age, and educational

Figure 8: Table 8 :

9

Category/ Variable	Overall Commitment	Affective Commitment	Behavioral Commitment	Continuance Commitment
Job Satisfaction	F=12.244/ Sig.=.001**	4.753/.03*	9.353/.002**	12.023/.001**
Initiating Structure	11.166/.00**	27.657/.00**	18.767/.00**	.638/.425
Consideration Leadership Behaviors	14.531/.00** 13.087/.00**	34.713/.00** 33.729/.00**	22.291/.00** 22.259/.00**	.352/.503 .544/.461
Age	.777/.379	3.73/.05*	.708/.401	- 2.941/.003**
Time with Company (tenure)	.651/.420	8.694/.00**	2.790/.096	-.414/.679
Effectiveness	15.328/.00**	25.090/.00**	20.01/.00**	.344/.588
Gender	2.136/.145	5.767/.097	5.428/.02*	.88/.767
Educational Level	11.720/.00**	2.176/.141	.688/.402	- 4.874/.00**

\*=sig. @.05 level; \*\*=sig. @ .01 level

Of particular interest is the number of predictors for commitment coming into significance over time. Table the increase in predictors.

Figure 9: Table 9 :

10

Variable/Year Overall	Overall Commitment	Affective Commitment	Behavioral Commitment	Continuance Commitment
Year 1	0	0	3	2
Year 2	2	3	5	0
Year 3	5	4	5	0
Year 4	6	7	6	3

Figure 10: Table 10 :



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