

MEASURING INTRA-COUNTRY LEVEL OF COMFORT AMONG SUBCULTURES IN ITALY

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Abstract:

In order to compare the level of comfort among different sub cultural groups at multicultural work places in the national context, several observed and unobserved variables (comfort scales) are described. The inter city differences in Italian cities in terms of the level of comfort among various sub cultural groups are studied. The results obtained from the comparison of multi cultural workplaces from different large Italian cities are presented and analysed. The paper finds there is no significant 'city' effect on most of the comfort scales when analysed from the responses from several large Italian cities. Impact of other control variables like 'gender', 'age groups', 'income – groups' on the derived comfort scales is analysed and documented.

Key words:

Inter-cultural comfort; Cross cultural teams; Multicultural work places; Cultural identity

JEL Classification: M14, M16, D71

1 Introduction

Advantages of having multicultural project teams at workplaces of national or international companies in intra country context have been discussed in the current study. No one is denying that like in the international context (Hofstede, 1980, 1983, 1984, 1987, 1991, 1992, 1997, 2001, 2006), (Fon Trompenaars, 1997), (Aycan et al, 2000), (Apfelthaler, G. et al, 2008), such diversity is still useful in national context. Therefore project managers need to be managing such multicultural teams and encouraging sub cultural groups to work towards project goals. However it is useful to compare the phenomenon exclusively in the context of intra country differences, more specifically in terms of level of comfort among national sub –cultures in large national and multinational firms. The current paper studies the phenomenon through devising a suitable conceptual framework, in certain important and large Italian cities. Survey instrument contain certain observed variables in the form of questions (Jain & Singh, 2013) which are used to collect data in these cities. The responses are analyzed to see the impact of city as a variable as also other identified control variables like – gender, income groups, educational level, and age groups. An attempt has been made to identify latent variables with the use of exploratory factor analysis (EFA) so as to propose a suitable model of comfort of local sub cultures with other sub cultures. Confirmatory factor analysis (CFA) has not been done as the responses received verify the adopted framework to measure the level of comfort.

The sub – cultures in multicultural work teams has been denoted as culturally different category in the survey instrument to differentiate them from the local sub – cultures.

One of the main aims of this study is to analyze the impact of geographical differences in terms of city effect on several latent variables (termed here as 'comfort with culturally different (CCD) scales' or simply as comfort scales).

1.1 Hypotheses of the study

There are 2 hypothesis of the study –

h₀₁ – There is no significant effect of ‘city’ on the level of comfort among employees from local cultures and those from culturally different backgrounds in the context of Italy.

h₀₂ – There is no significant effect of other control variables – ‘gender’, ‘age groups’, ‘income groups’ and ‘educational levels’ on the level of comfort among employees from local cultures and those originating from culturally different places, in the context of Italy.

2 Review of literature

As a result of the profound economic and social changes induced by postwar industrialization, including low birth rates, an aging population and thus a shrinking workforce, during the 1980s Italy became to attract rising flows of foreign immigrants. The present-day figure of about 4.6 million foreign residents, that make up some 8% of the total population, include more than half a million children born in Italy to foreign nationals—second generation immigrants, but exclude foreign nationals who have subsequently acquired Italian nationality (*La popolazione straniera residente in Italia al 1° gennaio 2009*). The official figures also exclude illegal immigrants, the so-called *clandestini*, whose numbers are very difficult to determine. More recently, the 2004 and 2007 enlargements of the European Union, the main waves of migration came from the former socialist countries of Eastern Europe. Several minority and regional languages are legally recognized and protected. However Italy has a rich Catholic culture, especially as numerous Catholic saints, martyrs and popes were Italian themselves. Roman Catholicism is the largest religion and denomination in Italy, with around 87.8% of Italians considering themselves Catholic. Italy is also home to the greatest number of cardinals in the world. (The Cardinals of the Holy Roman Church - Living cardinals arranged by country, 2013). The longest-established religious faith in Italy is Judaism, Jews having been present in ancient Rome before the birth of Christ. Although the community at present is very small, numbering just over 50,000 persons. Due to immigration from around the world, there has been an increase in non-Christian faiths. In 2009, there were 1.0 million Muslims in Italy (Italy: Country's muslims raise funds to help quake victims - Adnkronos Religion., 2013). Overall Italy is a multi ethnic country with several sub cultures having their own geographical history. Large cities of Italy are home to people of different background but exhibiting certain common way of life unique to those cities.

2.1 Cultural patterns at workplaces in Italy

Cultural patterns at work reflect wider societal cultural realities. Project managers themselves share the cultures of their own regional societies and of their organizations, with their team members. Here the level of comfort of local regional cultures with culturally different (and the vice versa) plays an important role. This comfort dynamics may itself be the result of a complex mix of several cultural elements like - cultural stereotypes, biases, extent of regional feelings, values and ethics, religious factors, personal comfort with alien regional cultures and a host of other cultural elements. These elements may differ substantially among distant cultures.

2.2 Geopolitical Concept of Culture

Today we know that the concept of culture is much more complex than the simplest recent idea of ‘national cultures’. There has been some basic assumptions in the past when discussion and comparing cultures – that 1) the nations, national cultures and national identities are of central importance; 2) that cultural boundaries coincides with political boundaries; 3) The national and cultural identity is given, single and stable characteristics of an individual. All these assumptions have been criticized in social science literature through several conceptual discussions and debate. Recent developments in world of politics, economics and social demographics of multicultural workplaces of large and medium sized firms have demonstrated the importance of looking beyond the idea of so called ‘national cultures’. Established political boundaries have been challenges and destroyed in recent past. Local separatists’ movements around the world are testimony to such phenomenon. (S. Ronen & O. Shjenkar, 1985)

2.3 Impact of globalization on businesses

Regardless of political boundaries, global firms have expanded around the world with a large network of production centers, strategic alliances, and joint ventures. (J. K. Conlon and M. Giovagnoli, 1998), (S. I. Davis, 2001), (G. Hamel, Y. L. Doz, & C. K. Prahalad, 1989), (H. Siegwart & G. Neugebauer, 1998) This has resulted into lot of interdependence of network to each other beyond the concept of regional or same culture network (J. De la Torre, 1990). The movement of people from rural areas to urban centers and from economically weaker countries to stronger countries has increased dramatically. People are working in different countries beyond their origin and travel the world routinely resulting from the advancement of technology and transportation (J. Delano, 2000).

2.4 Direction of research in this area

Researchers have now started working on emergence, existence and interplay of individual's multiple cultural identities within organizational context. Their results have seriously questioned the idea of one nation culture and monolithic identities (Dahler-Larsen, 1997), (M. A. Hogg & J. C. Turner, 1985), (Pratt, 1998), (J. C. Turner, 1984) Typically cross cultural scientists were focused on the differences in management attitudes and behavior across nations and their impact on management practices. Today social scientists are discussing - 1) the circumstances under which cultural groupings and their identities at workplaces become more important and relevant than other aspects; 2) the interaction of different cultures and their impact on performance; 3) what are the implications of such interactions on managerial practices in multicultural work environments.

3 Methodology

The present paper uses comfort with culturally different questionnaire, based on comfort with foreign cultures questionnaire (Jain & Singh, 2013) to study respondents from eight Italian cities – Florence, Genova, Milan, Palermo, Rome, Torino, Treviso, and Trieste. The response data was mostly collected using the online questionnaire administered through the support of the research collaborator in Italy. The respondents were from different age group category starting 25 having been part of cross cultural teams in international and national projects and working with multinational or large Italian companies on projects involving cross cultural teams. They are located in large and cultural important cities. Further details about the questionnaire used, description of the sample, description of control variable, their inter-correlation and reliability and validity of data are discussed below.

3.1 Questionnaire

The questionnaire administered to the sample consists of three parts. The first two sections have been derived conceptually as well as using Delhi Technique using a four stage iterations method, and tested empirically for validity (Jain & Singh, 2013). Third section of the questionnaire contains socio demographical questions, to acquire background information from the participating persons and related to factors like 'gender', age, nationality, educational level, income level, city of residence etc.

3.2 Sample Description

The sample surveyed with the aid of questionnaire developed earlier, consists of respondents from eight large Italian cities, working with large organization presently working in cross cultural project teams. The respondents were selected based on their profiles from different sources and through invitation to take the online survey by the author and their research collaborators in different cities. Since a number of collaborators helped collect data from different cities it was not possible to control which cities respondents will take part in the survey more than others. At the last stage of data collection those cities were included in the research where the numbers of respondents were sufficient enough to enable the data analysis. Thus, a systematic approach coupled with a convenience approach to sampling have been used, in order to create variance for some control variables, such as, income levels, 'educational levels', 'age groups'.

Table 1 gives description of overall sample size city wise.

Table 1: Sample size in participating cities

City	Nos	%
Florence	42	12
Genova	34	10
Milan	32	9
Polermo	30	9
Rome	26	7
Torino	33	9
Treviso	76	22
Trieste	79	22
Total	352	100

Within the city it was more of random sampling. However the control variables could be identified using the right mix of questions. Details of important control variables studied in this paper are described below.

Table 2: Participating Respondents by Gender and City

		Gender		Total
		Male	Female	
City of Residence	Florence	15	27	42
	Genova	15	19	34
	Milan	16	16	32
	Polermo	15	15	30
	Rome	16	10	26
	Torino	13	20	33
	Treviso	35	41	76
	Trieste	39	40	79
Total		164	188	352

As given in table 2, 'gender' is an important control variable since it may indirectly affect the level of comfort between different cultures at multicultural workplaces. There is some correlation between 'gender' and 'income level' and holds true for all countries except Italy. It may be noted that questionnaire administered covered fairly good gender ratio among respondents in each city. Although there is a tilt towards female respondents but the same was inevitable in an international study of this type.

Table 3: Participating Respondents by Income Groups and City

		Income Level			Total
		High Income	Average Income	Low Income	
City of Residence	Florence	5	22	15	42
	Genova	7	17	10	34
	Milan	8	18	6	32
	Polermo	5	20	5	30
	Rome	5	15	6	26
	Torino	6	15	12	33
	Treviso	9	47	20	76
	Trieste	15	43	21	79
Total		60	197	95	352

'Income group' may also have an impact on the level of comfort among different cultural groups and is another important control variable. As can be seen from the above Table 3, there are two distinct groups among respondents, one of the 'higher income level' and another of 'average income or below income level'.

Table 4: Participating Respondents by Age Groups and City of residence

		Age Groups				Total
		20 to 25	26 to 30	31 to 40	41 to 60	
City of Residence	Florence	6	8	22	6	42
	Genova	3	6	18	7	34
	Milan	6	8	10	8	32
	Polermo	2	6	14	8	30
	Rome	3	5	12	6	26
	Torino	4	6	15	8	33
	Treviso	10	23	26	17	76
	Trieste	6	14	35	24	79
Total		40	76	152	84	352

There may be an impact of 'age group' on inter cultural level of comfort of respondents. As can be seen in table 4, a reasonable mix of respondents belongs to different age group categories.

Table 5: Participating Respondents by education Level and city of residence

		Education Level			Total
		Bachelor's	Master's	Doctorate	
City of Residence	Florence	9	18	15	42
	Genova	6	16	12	34
	Milan	6	15	11	32
	Polermo	3	12	15	30
	Rome	2	11	13	26
	Torino	6	15	12	33
	Treviso	16	35	25	76
	Trieste	15	28	36	79
Total		63	150	139	352

As seen in table 5, the sample contains a significantly higher percentage of respondents belonging to 'educational level' having master's level education. However the sample still contains significant number of respondents from other educational groups and is likely to still reveal significant results on this front.

Table 6: Intercorrelation between control variables

	Control Variables		
	Income Level	Age Groups	Education Level
City of residence	0.031(0.521)	0.143(0.138)	(-)0.031(0.763)
Gender	0.163(0.131)		0.021(0.724)
Age Group	(-)0.421(0.011)		0.041(0.359)
Educational Level	(-)0.061(0.512)		

It may be noticed from Table 6, that there is some significant correlation between variable 'city' and other control variables like 'income level', 'age group' and 'educational level'. But overall the correlation between several control variable is not very large.

3.3 Identification of latent variables (using exploratory factor analysis)

Factor structure tests have been conducted for all the eight cities, at the scale and item level. Factor extraction has been conducted by applying maximum likelihood method (using SPSS). On the item level, Tables 7 show factor loadings above 0.3 of the rotated solutions. The several scales as indicated by CCD questionnaire can be clearly identified. There is not much correlation between CCD scales although some correlation does exist sporadically.

Table 7: Factor Structure Analysis

N=352	Italy (Variance Explained...65%)											Reliability Cronbach's Alpha
	Factors											
	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	
S1: Seeing Benefits in Cross Cultural Interaction												0.719
•Cross cultural interaction should be encouraged	.623											
•Important to learn other cultures	.634											
•Culturally different people add value	.525											
•Like to know differences to build friendship	.801											
•Like to see culturally different people coming to my city	.414											
•I find other cultures are similar to us	.535											
S2: Willingness to Socialize with culturally different people												0.789
•Like to visit a culturally different person	.418	.513										
•Good feeling to meet a culturally different person.		.429										
•New learning from visiting a culturally different person		.449										
•Fun to learn about culturally different people		.539										
•Comfortable with culturally different people		.435	.325									
S3: Agreeing to the equal status to different cultures of Italy												0.759
•Nothing like my culture represent more values and ethics			.787									
•My culture do not need better recognition			.757									
•All Italian Cultures have same status			.545									
S4: Level of personal comfort with culturally different people												0.745
•No problem with culturally different boss				.734								
•No problem with a culturally different junior				.635								
•No problem with a												

culturally different roommate				.653								
•No problem with a homosexual				.645								
S5: Willingness to Explore Diverse Italian Cultures												0.746
•Desire to travel in different cultural parts of Italy				.545								
•I will be welcome in distant regions of Italy				.735								
•Willing to venture into different cultures and regions of Italy				.418								
•Like to have vacation in distant parts of Italy				.435								
S6: Positive views about cultural homogenization taking shape in Italy												0.813
•No need to stop cultural intermixing in Italy						.756						
•No cultural damage by encouraging culturally different people to immigrate to large Italian Cities						.768						
S7: Favorable impact of religion												0.565
•Religion not part of daily life							.732					
•No existence of a supernatural power							.876					
S8: Positive attitude of the society towards people of culturally different regions of Italy												0.518
•Problem may not increase with other culturally different person								.657				
•No Victimization of culturally different people based on their religious beliefs								.446				
•Unrelated person never getting randomly targeted								.564				
•Rational Society for Culturally different								.756				
S9: How liberal is the society?												0.334
•Belief in the theory of evolution									.364			
•No encounter with persons preaching their religious beliefs									.345			
S10: Willingness to use culturally different Products												0.765
•Watch regional movies										.876		
•Buy culturally different clothing										.976		
•Listen to culturally different Music										.765		
S11: Ease of understanding												0.685
•No problem to understand Culturally different											.599	
•No Repulsion with people												

of other religion											.456
•No Difficulty in understanding diverse cultures											.686

Extraction Method: Maximum Likelihood.
 Rotation Method: Varimax with Kaiser Normalization

Table 8: Correlations among CCD scales – Italy

Italy	S1	S2	S3	S4	S5	S6	S7	S8	S10	S11
ST1: Class Based - High Income	.112	.309	.775**	.359	-.195	.219	-.319	.445	.409	.135
ST2: Class Based - Average & Low Income	.061	.029	.055	.175*	.085	-.029	-.202*	.222**	-.009	.040
ST3: Gender Based – Males	-.175	-.151	-.345**	-.335**	-.097	-.459**	-.019	-.064	.079	-.105
ST4: Gender Based – Females	.205	.075	.072	.109	.078	-.068	-.219*	-.042	.011	.085
ST5: Crisis Situation Based Stereotype about Foreigners	-.465**	-.209	-.375**	-.324**	-.129	-.439**	-.085	.259*	-.041	-.131

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

As can be noted from Tables 8, there is very large correlation among CCD scales.

4 Results

In the earlier sections we identified latent CCD scales and observed variables (items) of the intercultural comfort of employees at the multicultural workplaces in eight large cities of Italy, samples are now compared and tested for equality in this section, using univariate analysis of variance. These comparisons and testing are also done in the presence of control variables such as ‘gender’, ‘income groups’, ‘age groups’ and education level among the eight cities samples.

4.1 Results of the research in terms of City and other Control Variables

The results for the scores of each of the eight cities samples and those of the differences between the eight, in terms of city and control variables are given in Table 9. The scores of the scales have different numbers of subscales. Therefore the scale scores are given in terms of the averages of respective subscales. Which means scores of the CCD scales can vary from 1 to 5, center being 3. (1 – Strongly agree, 2- Agree, 3 – Neutral, 4 – Disagree, 5 – Strongly disagree)

Table 9: Differences among CCD scales in terms of city of residence and other control variables

CCD Scale	City of res.	Gender	Income Group	Age Group	Edu. Level
S1	R² = 0.019	R² = 0.227	R² = 0.040	R² = 0.010	R² = 0.024
Range of Scores	1.39 to 2.07	1.59 to 1.95	1.73 to 1.79	1.55 to 1.94	1.62 to 2.31
Sig City	0.220	.292	.410	.367	.690
Sig Control Variable		.017	.950	.626	.619
Sig Interaction		.956	.588	.865	.613
S2	R² = 0.050	R² = 0.217	R² = 0.005	R² = 0.064	R² = 0.008
Range of Scores	1.30 to 1.86	1.45 to 1.78	1.58 to 1.67	1.40 to 1.77	1.27 to 2.00
Sig City	0.303	.271	.198	.197	.551
Sig Control Variable		.011	.947	.131	.337

	Sig Interaction		.646	.517	.060	.815
S3		R² = 0.093	R² = 0.240	R² = 0.043	R² = 0.084	R² = 0.015
	Range of Scores	1.90 to 2.55	2.08 to 2.50	2.22 to 2.54	2.08 to 2.41	1.85 to 2.81
	Sig City	0.314	.470	0.914	.402	.221
	Sig Control Variable		.029	0.666	.607	.864
	Sig Interaction		.696	0.263	.873	.905
S4		R² = 0.030	R² = 0.218	R² = 0.042	R² = 0.055	R² = 0.067
	Range of Scores	1.23 to 1.76	1.40 to 1.67	1.29 to 2.25	1.24 to 1.56	1.44 to 2.13
	Sig City	0.402	.366	0.238	.540	.218
	Sig Control Variable		.051	0.574	.494	.610
	Sig Interaction		.803	0.246	.259	.408
S5		R² = 0.096	R² = 0.189	R² = 0.045	R² = 0.018	R² = 0.121
	Range of Scores	1.15 to 1.45	1.20 to 1.50	1.29 to 1.44	1.24 to 1.35	1.21 to 1.59
	Sig City	0.490	.594	.732	.565	.677
	Sig Control Variable		.006	.455	.936	.348
	Sig Interaction		.502	.345	.577	.743
S6		R² = 0.082	R² = 0.133	R² = 0.061	R² = 0.042	R² = 0.007
	Range of Scores	1.69 to 2.14	1.74 to 1.78	1.63 to 1.99	1.61 to 1.86	1.60 to 2.13
	Sig City	0.250	.169	.190	.430	.486
	Sig Control Variable		.816	.518	.919	.976
	Sig Interaction		.480	.834	.078	.729
S7		R² = 0.116	R² = 0.079	R² = 0.114	R² = 0.054	R² = 0.090
	Range of Scores	1.60 to 3.10	2.22 to 2.42	2.17 to 2.51	1.91 to 2.45	1.69 to 2.64
	Sig City	0.070	.201	.340	.176	.108
	Sig Control Variable		.380	.125	.702	.278
	Sig Interaction		.646	.579	.886	.894
S8		R² = 0.091	R² = 0.127	R² = 0.095	R² = 0.078	R² = 0.105
	Range of Scores	3.75 to 4.31	4.00 to 4.07	3.85 to 4.11	3.80 to 4.10	3.75 to 4.21
	Sig City	0.291	.254	.798	.467	.707
	Sig Control Variable		.677	.664	.682	.811
	Sig Interaction		.881	.924	.258	.337
S10		R² = 0.015	R² = 0.192	R² = 0.026	R² = 0.036	R² = 0.008
	Range of Scores	1.80 to 3.00	2.34 to 2.62	2.37 to 2.50	2.39 to 2.74	2.31 to 2.62
	Sig City	0.064	.088	.347	.037	.191
	Sig Control Variable		.189	.872	.893	.977
	Sig Interaction		.667	.400	.828	.710
S11		R² = 0.072	R² = 0.112	R² = 0.066	R² = 0.036	R² = 0.060
	Range of Scores	1.62 to 2.38	2.16 to 2.26	2.12 to 2.67	1.65 to 2.79	1.91 to 2.38
	Sig City	0.090	.111	.129	.302	.053
	Sig Control Variable		.612	.385	.998	.892
	Sig Interaction		.899	.914	.845	.810
ST1		R² = 0.480	R² = 0.064	R² = -	R² = 0.009	R² = 0.089
	Range of Scores	2.00 to 3.50	2.50 to 2.78	2.54	1.00 to 3.20	2.00 to 3.50
	Sig City	0.597	.794	0.597	.545	.884
	Sig Control Variable		.912	-	.372	.983
	Sig Interaction		.718	-	0.725	.736
ST2		R² = 0.017	R² = 0.001	R² = 0.086	R² = 0.349	R² = 0.087
	Range of Scores	3.23 to 3.80	3.51 to 3.78	3.61 to 3.63	3.46 to 3.65	2.00 to 3.00
	Sig City	0.508	.573	.502	.456	.579
	Sig Control Variable		.154	.813	.824	.369

	Sig Interaction		.513	.135	.578	.683
ST3		R² = 0.021	R² = 0.084	R² = 0.057	R² = 0.039	R² = 0.012
	Range of Scores	3.50 to 4.50	3.00 to 3.76	3.65 to 3.85	3.35 to 3.87	3.20 to 3.76
	Sig City	0.553	.521	.885	.881	.372
	Sig Control Variable		.359	.922	.475	.207
	Sig Interaction		-	.378	.722	.319
ST4		R² = 0.083	-	R² = 0.089	R² = 0.092	R² = 0.039
	Range of Scores	2.43 to 3.75	3.24	3.07 to 3.33	3.14 to 3.34	3.00 to 3.50
	Sig City	0.041	0.041	.121	.040	.031
	Sig Control Variable		-	.863	.744	.802
	Sig Interaction		-	.520	.206	.345
ST5		R² = 0.072	R² = 0.230	R² = 0.057	R² = 0.011	R² = 0.054
	Range of Scores	3.07 to 3.53	3.05 to 3.76	3.25 to 3.55	3.01 to 3.50	2.50 to 3.75
	Sig City	0.777	.925	.916	.662	.959
	Sig Control Variable		.080	.861	.578	.899
	Sig Interaction		.877	.346	.480	.667

SS1: Seeing benefit in cross cultural interaction

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS1 CCD scale in terms city and other control variables, the scores of respondents from eight Italian cities varies from 1.39 to 2.31. It can be easily assumed that respondents from all eight cities see benefits in cross cultural interactions. There is no statistically significant 'city' effect in the presence of any of the other control variable. The explained share of variance is rather low. There is one another statistically significant effect on this CCD scale. 'Gender' has a significant influence of its own on the scale but no interaction with city variable. Explained variance increases but still remains rather low. Other control variables have no significant influence on the scale neither they have any significant interaction with city effect. These effects seem to be universal (across eight cities). It shows that tendency to 'see benefit in cross cultural interaction' changes with 'gender' variable, but otherwise it does not vary from one city to another under influence of any other control variable.

SS2: Willingness to socialize with culturally different

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS2 CCD scale in terms city and other control variables, the scores of respondents from eight cities varies from 1.30 to 2.00. It can be easily assumed that respondents from all eight cities are willing to socialize with culturally different. There is no statistically significant city effect in the presence of any of the other control variables. The explained share of variance is rather low. There is one statistically significant effect on this CCD scale. While 'Gender' has no significant interaction with city effect but has significant influence on the scale itself. Explained variance increases but remains rather low. Other control variables have no significant influence on this scale neither they have any significant interaction with city effect. These effects seem to be universal (across eight cities). The observation shows that in the presence of varying 'gender', tendency to 'socialize with culturally different' vary considerably.

SS3: Agreeing to the equal status to varied cultures of Italy

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS3 CCD scale in terms city and other control variables, the scores of respondents from eight cities varies from 1.90 to 2.83. It cannot be assumed that all respondents from all eight cities agree on equal status of alien cultures. And there is no statistically significant city effect independently and in the presence of any of the control variable. The explained share of variance is rather low. There is no other statistically significant effect on this CCD scale except significant influence of 'gender' which does not have a significant interaction with city variable. Other control variables have no significant influence on the scale neither they have any significant interaction with city effect. These effects seem to be universal (across eight cities). This observation indicates that tendency to 'agree on equal status to varied cultures of Italy does not vary from city to city irrespective of the presence or absence of other variables, but gender has an effect.

SS4: Level of personal comfort

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS4 CCD scale in terms city and other control variables, the scores of respondents from eight cities varies from 1.23 to 2.25. It can be easily assumed that respondents from all eight cities agree on generally having personal comfort level with culturally different. There is no statistically significant city effect even in the presence of other control variables. The explained share of variance is rather low. There is no other statistically significant effect on this CCD scale. Other control variables have no significant influence on the scale neither they have any significant interaction with city effect. These effects seem to be universal (across eight cities). The observations indicate there is no effect of cities or other variable on 'level of personal comfort' with culturally different people, across eight cities.

SS5: Willingness to explore different cultures.

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS5 CCD scale in terms city and other control variables, the scores of respondents from eight cities varies from 1.15 to 1.59. It can be easily assumed that respondents from all eight cities agree on being generally willing to explore different cultures of Italy. There is no statistically significant city effect even in the presence of other control variables. The explained share of variance is rather low. However there is one statistically significant effect on this CCD scale. 'Gender' has a significant effect on this scale, however no interaction with 'city' effect. Explained variance increases substantially but still remains rather low. Other control variables have no significant influence on the scale neither they have any significant interaction with 'city' effect. These effects seem to be universal (across eight cities). The observation indicates that willingness to 'explore different cultures' does not vary across cities but they do vary with gender.

SS6: Positive views about cultural homogenization

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS6 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 1.61 to 2.13. It can be assumed that respondents from all eight cities agree on having 'positive views about cultural homogenization'. There is no statistically significant 'city' effect even in the presence of other control variables. The explained share of variance is very low. There is no other statistically significant effect on this CCD scale. These effects seem to be universal (across eight cities). The observation indicates tendency of having 'positive views about globalization' does not vary with 'city' or other variables.

SS7: Favorable impact of religion

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS7 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 1.60 to 3.10. It can't be assumed that respondents from all eight cities agree on having positive religious views. There is no statistically significant 'city' effect even in the presence of other control variables. The explained share of variance is rather small. There is no other statistically significant effect on this CCD scale. These effects seem to be universal (across eight cities). The observation indicate that tendency of having positive religious views in terms of culturally different does not vary with cities or any other variable.

SS8: Positive attitude of society towards culturally different

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS8 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 3.75 to 4.31. It can be assumed that respondents from all eight cities do not agree that the society they live in has positive attitude towards culturally different. There is no statistically significant 'city' effect even in the presence of other control variables. The explained share of variance due to 'city' effect is very low. There is no statistically significant effect on this CCD scale from other control variables. The observation indicates that while 'city' has no effect on positive attitude of society towards culturally different.

SS10: Willingness to use culturally different products and services

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS10 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 1.80 to 3.00. It can't be assumed that respondents from all eight cities are willing to use foreign products and services. There is one statistically significant 'city' effect in the presence of variable Age Group. The explained share of variance is rather low. There is no other statistically significant effect on this CCD scale. The observation indicates that willingness to use culturally different products and services does vary from city to city along with the variations in age groups, but not due to any other variable.

SS11: Ease of understanding

As can be seen from univariate analysis of variance using 'two way' ANOVA on SS11 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 1.62 to 2.79. It can't be assumed that respondents from all eight cities have ease of understanding with culturally different. There is no statistically significant 'city' effect even in the presence of other control variables. The explained share of variance is rather low. There is one no other significant effect on this CCD scale. The observation indicates that ease of understanding culturally different does not vary from city to city and due to any other variable.

ST1: Influence of class based stereotype – High Income Group

As can be seen from univariate analysis of variance using 'two way' ANOVA on ST1 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 1.00 to 3.50. It can't be assumed that respondents with high income from all eight cities have no stereotypes related to lower income groups. There is no statistically significant 'city' effect even in the presence of other control variables. The explained share of variance is rather low. All control variables have no significant influence on the scale neither they have any significant interaction with 'city' effect. These effects seem to be universal (across eight cities). The observation indicates that 'stereotype among high income group' does not vary from city to city or due to any other variable.

ST2: Influence of class based stereotype – Lower & Average Income Group

As can be seen from univariate analysis of variance using 'two way' ANOVA on ST2 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 2.00 to 3.80. It can't be assumed that respondents with low or average income from all eight cities have no stereotypes related to higher income groups. There is no statistically significant 'city' effect even in the presence of other control variables. The explained share of variance is rather low. All control variables have no significant influence on the scale neither they have any significant interaction with 'city' effect. These effects seem to be universal (across eight cities). The observation indicates that 'stereotype among low and average income groups' does not vary from city to city or due to any other variable.

ST3: Influence of gender based stereotype – Males

As can be seen from univariate analysis of variance using 'two way' ANOVA on ST3 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 3.00 to 4.50. It can't be assumed that male respondents from all eight cities have no stereotypes about females. There is no statistically significant 'city' effect even in the presence of any other variable. The explained share of variance is rather low. All other control variables have no significant influence on the scale neither they have any significant interaction with 'city' effect. These effects seem to be universal (across eight cities). The observation indicates that 'male stereotype' does not vary from city to city or due to any other variables.

ST4: Influence of gender based stereotype – Females

As can be seen from univariate analysis of variance using 'two way' ANOVA on ST4 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 2.43 to 3.75. It can't

be assumed that female respondents from all eight cities have no stereotypes about males. There is statistically significant 'city' effect in the presence of all control variables except income groups. The explained share of variance is rather low. All other control variables have no significant influence on the scale neither they have any significant interaction with 'city' effect. These effects seem to be universal (across eight cities). The observation indicates that 'female stereotype' does vary from city to city but not due to any other variables.

ST5: Society's stereotypic reaction in case of crisis

As can be seen from univariate analysis of variance using 'two way' ANOVA on ST5 CCD scale in terms of 'city' and other control variables, the scores of respondents from eight cities varies from 2.50 to 3.76. It can't be assumed based on responses that societies from all eight cities have no stereotypes of culturally different in the event of crisis situation. There is no statistically significant 'city' effect even in the presence of other control variables. The explained share of variance is rather low. All control variables have no significant influence on the scale neither they have any significant interaction with 'city' effect. These effects seem to be universal (across eight cities). The observation indicates that society's stereotypic reaction does not vary from city to city and due to other control variables.

5 Interpretation of Results

The share of explained variance seems to be rather low for most of the results in all cases of CCD scales. 'City' variable has no influence on any of the CCD scales except ST4 (stereotypes related with females). The effect of other control variables is rather low and insignificant except that of gender. Gender plays an important role in most of the CCD scales. Therefore our hypothesis h_{01} that city does not have a significant influence on level of comfort holds true. However hypothesis h_{02} that no other control variables have any significant influence on level of comfort does not hold true

Finally post hoc tests indicate 'observed mean differences' among 'cities' are not significant, confirming again that our hypothesis h_{01} holds true.

These results confirm the assumption made by several social scientists in the past that intra country variations in cultural attributes can be assumed to be insignificant at least in terms of variation in the level of comfort among regional sub cultures from geographical point of view. However there are other control variables like gender which have significant influence on such differences. Till now no such empirical investigation was carried out.

5.1 Managerial implications of the study

One of the most important managerial implications of this study is that team managers can be comparatively relaxed as far as cultural differences among regional sub cultures are to affect the performance of multicultural team at workplaces of large national and international companies at least in terms of level of comfort among employees of local sub culture and culturally different members of the team, in the national context. However finer differences remain. For example effect of gender differences within country boundaries is significant factor to take care of. Overall team managers would do better to ignore political boundaries of the cultural back ground of team members and focus on the finer sub cultural profiles of them.

6 Limitations of the study

The cities included in this study represent a large geographical area and a large number of other sub - cultures; however the results in this study are based on a limited number of cities in Italy when compared with a very large number of medium sized cities those exist in such a diverse country. These medium sized cities represent very peculiar cultural patterns which may require deeper investigations. This study can serve as good starting point for such large empirical studies.

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