

# INTUITIVE MANAGERIAL DECISION MAKING IN MALAYSIA AND THE UNITED STATES

**Dr. Isola Oluwabusuyi (MBA, MA, DBA)**

School of Business and Accounting

Brown Mackie College, Atlanta

[Email: oluwabusuyi5@yahoo.com](mailto:oluwabusuyi5@yahoo.com)

## Abstract

The purpose of this paper is to examine and compare the factors that influence intuition as a decision-making tool for managers in Malaysia and in the United States. The underlying study examined the relationships among gender, management level, country of operation, and the reported use of intuition in decision making. Agor's Intuitive Measurement Survey (AIM) survey was adapted (with permission from copyright owner) from Weston Agor's study to measure the relationship between a manager's reported use of intuition in decision making and the manager's management level, the manager's gender, and the manager's country of operation. The research shows significant relationship between research variables. Male managers in Malaysia's reported use of intuition in decision making was significantly lower than US managers reported use. Limitations of the study include the following: Samples were a combination of criterion, maximum variation and convenience based selection of companies in Malaysia and the United States. United States samples were selected from the East and West coast of the United States. The limitations could impact study's external validity. Study's findings are quite significant to global business managers intending to shift more of their activities to Asia in the near future. Multinational corporations would have to provide more data for their Malaysian managers. This Study had five significant findings. Business schools in the West may need to redesign their curriculum as more business managers feel more comfortable with intuitive decision making techniques. **Key words:** Decision Making, Intuition, Global Management, Culture

Managerial decision making has always been a subject of passionate academic discussion. What is the most effective way of choosing between alternatives? Should managerial decision making be intuitive or rational? Are managers of companies facing relatively stable environments more intuitive in their decision making than their counterparts managing companies facing more unstable environments? Are female managers more intuitive in their managerial decision making than their male counterpart? Is managerial decision making influenced by a manager's country of operation?

Khatri & Ng (2000) discovered that top executives of computer companies surveyed reported using more intuition than their counterparts in banks and utilities. The study also showed that computer industry was more unstable than banking industry which was moderately unstable and utilities' industry which was relatively stable. Financial performance in the computer industry was also positively related to the use of intuitive decision making by top executives in the industry.

Cappon (1993) tested over 3000 individuals and found out that women did not have more intuition than men. He

believed that everyone had intuition and that it could be developed in individuals (Fields, 2001). Cappon's request to administer his research instrument was turned down by many intuition-sensitive companies but companies in the manufacturing industry were quite receptive to his request. This might have skewed his findings. Cappon was a medical doctor and psychotherapist.

Dane & Pratt (2007) in examining factors contributing to effectiveness of intuitive decision making expatiated on the role of domain knowledge, implicit and explicit learning, and task characteristics on the effectiveness of intuition. They concluded that as tasks become more judgmental, the relationship between complex, domain relevant schemas and effective decision making becomes stronger.

## Intuition and gender

One widely-held view is that successful managers are aggressive, forceful, competitive, self confident, independent and have a high need for control (Hayes et al, 2004). Loden (1985) argued that women have a lower need for control and are more cooperative than men. Green and

Cassell (1996) suggest that women are often characterized as relatively submissive, nurturing, warm, kind and selfless. In a study of sex stereotypes and leader behavior; Brenner and Bromer (1981) reported that men are described as being more analytical and logical and women as more intuitive.

Sex differences have been cited as the reason why women are under-represented in management; they lack the qualities for success and cannot perform as effectively as male managers (Hayes et al, 2004). In agreeing with this more compassionate and intuitive gendered view of women, Clare (1999), referred to intuition as one of the valuable contributions that women bring to management. Studies conducted to investigate the validity of this stereotyping did not produce consistent results.

In a study by Wajcman (1996), successful women managers were found to be in most respects, indistinguishable from men in equivalent positions. Alban-Metcalf and West (1991) found a remarkable similarity in the way female and male managers perceived themselves at work. Donnell and Hall (1980) found no significant difference between male and female managers in their study of 1,000 matched pairs of female and male managers. However, Eagly and Johnson (1990) found support for the absence and presence of differences in their Meta analysis of studies of gender and leadership style (Hayes et. al., 2004). Pacini and Epstein's (1999) study showed that women perceived themselves as intuitive. They report that women are more likely than men to identify themselves as engaging in experiential processing and to judge themselves as being good at it (Aarnio & Lindeman, 2005).

In summary, the search for gender differences in information processing style has so far produced mixed results. Self report studies produced results showing that men and women support the existence of gender differences in information processing; however some of the results are actually contradictory. Some studies showed that women see themselves as more intuitive than men while a few self-report and in-depth studies showed men as being more intuitive than women. In making sense of the results, Hayes et al. (2004), suggested that observed pattern "appears to lend support to the utility of the structural (Kanter, 1977) and gendered culture (Green and Cassell, 1996) approaches to understanding behavior in organizations". The fact that female managers showed more intuition than their non-managing counterparts was construed to be their way of adapting to a male dominated environment in which success was determined by conformity to certain modes of conduct.

## Country of Operation

Merriam-Webster online dictionary (2007) had four different definitions for a country: an indefinite usually extended expanse of land, the land of a person's birth, residence, or citizenship, a political state or nation or its territory, the people of a state or district, and rural as distinguished from urban areas. One of the variables studied in this research is the country of operation. Research question four examined the impact of country of operation on reported use of intuition by executives. The literature review on country of operation is hence focused on culture as countries' distinguishing factor.

Culture can be defined as the way of life of a group of people. Damen (1987) also defined culture as "learned and shared human patterns or models for living". These patterns and models pervade all aspects of human social interaction. The use of proverbs to study cultures is a well-known method in Anthropology. Lovell (2001) said "proverbs can be the eyes that provide a window to a culture's soul." Prahlad (2001) did a study of Jamaican culture through Jamaican Proverbs gathered from Reggae music. In studying Malaysia and the United States as countries of operation, a review of literatures containing Western and Malaysia proverbs was conducted.

Malaysia is a country of three major ethnic groups; Malays, Chinese and Indians. The book of Analects is one of the most revered sources of information on Chinese culture. The book contains most of the sayings of Confucius and other highly respected Chinese teachers. Relevant contents of the book were contrasted with Hofstede's (2003) cultural universals to develop a comprehensive outlook on the Chinese culture. The same procedure was carried out for Western, Indian and Malay cultures to develop a comprehensive view of those cultures.

Hofstede (1980) defined culture as a kind of collective programming of the mind which distinguished members of one category of people from another. In the 1970's, he measured elements of national cultural systems that impact behavior in work situations. His studies produced a total of 116,000 questionnaires in two surveys held in 1968 and 1972 (Hofstede, 2003). The studies revealed four main dimensions on which country cultures differ. They were labeled power distance (PDI), uncertainty avoidance (UAI), individualism (IDV), and masculinity (MAI). Later research, which dealt with Asians as the subject, added the dimension called "long-term orientation". These five

dimensions were used to compare the two cultures through the eyes of their proverbs.

Power distance index (PDI) focuses on the degree of equality, or inequality, between people in the country's society. A high power distance ranking indicates that inequalities of power and wealth have been allowed to grow within the society. "Malaysia's power distance score is 104 compared to the other Far East Asian countries average of 60. This is indicative of inequality of power and wealth within the society (Hofstede, 2003)". A review of the book of Analects revealed the following Chinese proverbs.

"Yu Tzu said: There are few who have developed themselves filially and fraternally who enjoy offending their superiors. Those who do not enjoy offending superiors are never troublemakers. The Superior Man concerns himself with the fundamentals. Once the fundamentals are established, the proper way (Tao) appears. Are not filial piety and obedience to elders fundamental to the enactment of humaneness?" (Lau, 1992, p. 1) The concept of superiors practiced by the Chinese is a reflection of the people's belief in power distance. Yu Tzu in this proverb demonstrates the need to avoid offending those who occupy higher positions in the power structure of the society. Parents are the most prominent superiors in Chinese worldview.

Malay proverbs dealing with power distance are listed below:

A lost wife can be replaced, but the loss of character spells ruin. A deep look at this saying reveals a stratified society that values female fairly less than their male counterparts. It is not of the characteristics of societies in which power distance is widely accepted.

Individualism (IDV) focuses on the extent to which the society reinforces individual or collective achievement and interpersonal relationships (Hofstede, 2003). A high individualism ranking indicates that individuality and individual rights are paramount within the society. Individuals in these societies may tend to form a larger number of looser relationships. A low individualism ranking typifies societies of a more collectivist nature with close ties between individuals. Malaysia ranked low on individualism with a score of 26, third highest for Far East Asian countries, behind Japan's 46 ranking, and compared to an average of 24 for Asian countries. Corresponding quotes from the book of Analects are stated as follows:

"Tzu Kung asked, 'Does the Superior Man also have things that he hates?' Confucius said; He does. He hates those who advertise the faults of others. He hates those who abide in lowliness and slander the great. He hates those who are bold without propriety. He hates those who

are convinced of their own perfection, and closed off to anything else. How about you, what do you hate? Tzu Kung said I hate those who take a little bit of clarity as wisdom; I hate those who take disobedience as courage; I hate those who take disclosing people's weak points to be straightforwardness." (Lau, 1992, p.17) Confucius here demonstrates the need to avoid exposing others weaknesses. The need to outdo others is almost non-existing in Chinese worldview. This is in sharp contrast to Western worldview of self before others.

Malay proverbs dealing with the topic of individualism are listed below:

If you have, give; if you lack, seek.

The body pays for a slip of the foot, and gold pays for a slip of the tongue.

A heavy load should be borne together as well as a light load

As a bamboo conduit makes a round jet of water, so taking counsel together rounds men to one mind. The need for collectivism is emphasized by these Malay proverbs.

Masculinity (MAS) focuses on the extent to which a society reinforces, or does not reinforce, the traditional masculine work role model of male achievement, control, and power (Hofstede, 2003). A high masculinity ranking indicates the country experiences a high degree of gender differentiation. In these cultures, males dominate a significant portion of the society and power structure, with females being controlled by male domination. A low masculinity ranking indicates the country has a low level of differentiation and discrimination between genders. In these cultures, females are treated equally to males in all aspects of the society. Quotes relevant to masculinity in the book of Analects are stated as follows:

"Being robbed, Chi K'ang Tzu was upset, and questioned Confucius about what to do. Confucius said, If you were desire less, they wouldn't steal from you, even if you were to offer them a reward to do so." (Lau, 1992, p. 12) The authentic original Chinese culture does not favor materialism. In fact, the society esteems peace and harmony above competitiveness. Confucius here seems to convey the need to shun materialism.

"Do not wait for the rice to be served at the knee" is a Malay proverb that seems to extol hard work and shun laziness.

"He who works as a slave, eats as a king" is an Indian proverb extolling the virtues of hard work.

Uncertainty avoidance index (UAI) focuses on the level of tolerance for uncertainty and ambiguity within the society - i.e. unstructured situations (Hofstede, 2003). A high

uncertainty avoidance ranking indicates the country has a low tolerance for uncertainty and ambiguity. This creates a rule-oriented society that institutes laws, rules, regulations, and controls in order to reduce the amount of uncertainty. A low uncertainty avoidance ranking indicates the country has less concern about ambiguity and uncertainty and has more tolerance for a variety of opinions. This is reflected in a society that is less rule-oriented, more readily accepts change, and takes more and greater risks.

Malaysia is relatively low in uncertainty avoidance. The country's (UAI) is only 36, compared to an average of 63 for the Far East Asian countries. A search through the book of Analects revealed the following sayings about the dimension:

Chi Lu asked about serving the spirits. Confucius said, "If you can't yet serve men, how can you serve the spirits?" Lu said, "May I ask about death?" Confucius said, "If you don't understand what life is, how will you understand death?" (Lau, 1992, p. 11) Confucius in this teaching shows how Chinese people are generally intolerant of ambiguity. The emphasis in this teaching is to focus on what you know and leave the ambiguous for other people.

Malay proverbs dealing with this dimension are listed below:

Do not empty the water jars just because you hear the thunder in the sky

Do not leave the tortoise at your feet and hunt for the turtle on the sea shore. These proverbs also demonstrate the society's disdain for uncertainty.

Indian proverbs relevant to uncertainty avoidance index were also gathered and listed below:

Don't bargain for fish which are still in the water.

He who is a guest in two houses, starves.

Long-term orientation (LTO) focuses on the extent to which the society embraces, or does not embrace long-term devotion to traditional, forward thinking values. High long-term orientation ranking indicates the country subscribe to the values of long-term commitments and respect for tradition. This is thought to support a strong work ethic where long-term rewards are expected as a result of today's hard work. A low long-term orientation ranking indicates the country does not reinforce the concept of long-term, traditional orientation. In this culture, change can occur more rapidly as long-term traditions and commitments do not become impediments to change. LTO related quotes from the book of Analects are stated below:

"Confucius said: The superior man stands in awe of three things: He is in awe of the decree of Heaven; He is in awe of great men; He is in awe of the words of the sages.

The inferior man does not know the decree of Heaven; he takes great men lightly, and laughs at the words of the sages" (Lau, 1992, p. 16) Respect for tradition is implied by the reference to great men in this teaching. Malaysia's score on this index is not available.

Only seven (7) countries in the Geert Hofstede (2003) research have individualism (IDV) as their highest dimension: USA (91), Australia (90), United Kingdom (89), Netherlands and Canada (80), and Italy (76). The high individualism (IDV) ranking for the United States indicates a society with a more individualistic attitude and relatively loose bonds with others. The populace is more self-reliant and individuals look out for themselves and their close family members. Review of Western proverb literatures produced two groups of proverbs relating to individualism. The first group promotes individualism while the second group promotes cooperation. The two groups are presented below.

Every man must carry his own cross  
If you want a thing done right, do it yourself  
If you want breakfast in bed, sleep in the kitchen  
Paddle your own canoe  
Good fences make good neighbors  
You are responsible for you  
The need for individuals to fetch for themselves is expressed in these proverbs. The central theme of the six proverbs is that individuals should be prepared to solve their problems without relying on others for help. This is in line with the USA's high score of 91 on this cultural dimension. However, the literature review also revealed some proverbs that promote cooperation more than individualism. Examples of proverbs in this category are presented below.

A bicycle can't stand on its own because it's two-tired.

Honey catches more flies than vinegar.

No man is an island

The nail that sticks out gets pounded

A big tree attracts the woodsman's axe

The central theme of these five proverbs seems to be at odds with the earlier six. They encourage cooperation rather than individualism. The possibility of some of the proverbs being foreign is also real since the American society is not entirely white. The most unusual of the proverbs is fourth one that talks about nails getting pounded. The researcher felt this particular proverb might have been imported from Asia.

The next highest Hofstede (2003) dimension for the United States is masculinity (MAS) with a ranking of 62, compared with an average of 50 for all countries. This indicates the country experiences a higher degree of gender differentiation of roles. The male dominates a significant portion of the society and power structure. This situation

generates a female population that becomes more assertive and competitive, with women shifting toward the male role model and away from their female role.

The literature review for this section turned up proverbs that mostly support USA's score on the dimension. The supporting proverbs are presented before those that are not supportive of the position.

Half a loaf is better than none.

If at first you don't succeed, try, try again.

It's the early bird that gets the worm.

Make hay while the sun shines.

The need to keep trying until success is achieved is expressed in the second proverb, this is indicative of the male achievement model valued by the culture. The essence of timeliness in trying to achieve the desired societal status is emphasized by the third proverb. Two proverbs that are not supportive of the male dominant, achievement oriented tendency are listed below. The two proverbs look more like what one would find in Asian cultural literatures.

Winning isn't everything.

Health is better than wealth.

The United States was included in the group of countries that had the long term orientation (LTO) dimension added. The LTO is the lowest dimension for the US at 29, compared with an average of 45 for all countries. This low LTO ranking is indicative of the societies' belief in meeting its obligations. The first group of proverbs gathered from the literature review supports the low score of the country on the dimension, while the second group seems to suggest that the score on the dimension should have been higher. The supporting proverbs are presented hereby presented.

Never put off till (until) tomorrow what you can do today.

No time like the present.

A stitch in time saves nine

The second proverb in this second group is actually more favorable towards long term orientation as people are encouraged to make attempts to understand the past in dealing with the future. The third is also similar in its theme as people are encouraged to focus more on the long run.

All things come to him who waits.

He who fails to study the past is doomed to repeat it.

History repeats itself.

Nature, time, and patience are three great physicians.

The next lowest ranking Dimension for the United States is power distance (PDI) at 40, compared to an average of 55 for all nations. This is indicative of a greater equality between societal levels, including government, organizations, and even within families. This orientation

reinforces a cooperative interaction across power levels and creates a more stable cultural environment.

A cat may look at a king.

Green leaves and brown leaves fall from the same tree.

If you want to judge a man's character, give him power.

Power corrupts; absolute power corrupts absolutely.

The society's disdain for power permeates through the four proverbs. This is also reflected in the country's very low PDI score. Egalitarianism is one of the central tenets of the American society. The first proverb relates human freedom to look to that of a cat. "If a cat may look at the king - then I have a right to look where I please" Egalitarianism is also further stressed by the fact that we all emanate from the same source as expressed in the green leaf proverb. The proverb implies that we are all the same inside regardless of what we look like outside.

The last Geert Hofstede (2003) Dimension for the US is uncertainty avoidance (UAI), with a ranking of 46, compared to an average of 64 for all countries. A low ranking in the uncertainty avoidance dimension is indicative of a society that has fewer rules and does not attempt to control all outcomes and results. It also has a greater level of tolerance for a variety of ideas, thoughts, and beliefs. Researcher's review of Western proverb literatures produced two groups of proverbs relating to uncertainty. The first group promotes risk taking while the second group promotes the need to exercise caution. The two groups are presented below.

It's easier to ask forgiveness than permission.

It is better to die on one's feet than live on one's knees.

He who hesitates is lost.

He who dares wins

Don't cross a bridge before you come to it.

A watched pot never boils.

A coward dies a thousand times before his death.

The valiant never taste of death but once.

This first group of proverbs encourage risk taking. The fifth proverb claims fretting about future problems is superfluous and the seventh proverb decries cowardice. It teaches that worrying about a forthcoming disaster may cause as much (or even more) pain as the disaster when it occurs (but does neither change it nor make it easier). The central theme of this group of proverbs is that fretting is more destructive than risk taking. This position is affirmed by the country's low UAI score.

The second group promotes cautious approach to risk taking and the proverbs in this group are presented below.

A bird in the hand is worth two in the bush.

A picture is worth a thousand words.

Cobbler, stick to thy last.

Don't burn your bridges before they're crossed.  
 Don't count your chickens before they're hatched.  
 It's better to be safe than sorry.

The first proverb in this second group asserts that what you already have is worth more than what you dream about and the third proverb tries to encourage people to stick to what they know. The fourth proverb suggests that people should not act in ways that would leave them with no alternatives. The mitigating effect of this second group of proverbs might be responsible for the middle of the road ranking given to USA on the index.

## Methodology

The quantitative research employed Agor's Intuitive Measurement Survey (with permission by copyright owner). The AIM survey was administered to 100 participants from the US and 100 participants from Malaysia. Questions on the survey were developed to measure all independent and dependent variables.

Questions on the survey measured the following variables: Gender, Management Level, Country of Operation, and Reported use of intuition in decision making. Reported use of intuition in decision making was the only dependent variable in the study, the remaining three variables were independent variables.

### *Validity and Reliability of the Instrument*

AIM Survey (Agor's Intuitive Measurement Survey) is a modified MBTI (Myers-Briggs Type Indicator). The instrument, therefore, uses the reliability and validity of MBTI (Agor, 1984). Studies have found strong support for construct validity, internal consistency, and test related reliability of MBTI instrument (Thompson & Borello, 1986). Further, the instrument was designed to best measure all the variables in this study. The questionnaire was modified and simplified so it contained clear instructions, questions, and possible answers.

### *Research Questions*

The study's three research questions explored the relationship between the study's independent and dependent variables, using the following subjects and their respective management experience: Malaysia's business owners, executives, managers and supervisors; US business owners, managers, executives and supervisors; Malaysia's male and female business owners, executives, managers

and supervisors as well as United States male and female business owners, executives, managers and supervisors.

Research Question 1: What is the relationship between management level and reported use of intuition in decision making?

Research Question 2: What is the relationship between country of operation and reported use of intuition in decision making?

Research Question 3: What is the relationship between country of operation and use of intuition in decision making?

### *Assumptions and Limitations*

The following assumptions were formulated that were central to the design of this research.

1. Respondents understand the questions and are able to answer all of them in the questionnaire.
2. Answers to the questionnaire are given with the respondent's knowledge and that answers were truthful.
3. Data collection process was reliable.
4. Analysis tools were accurate

Below are some limitations that may influence the results. These limitations include:

1. The samples were a combination of criterion, maximum variation and convenience based selection of companies in Malaysia and the United States.
2. The United States samples were selected from the East and West coast of the United States.

## Findings

Research Question 1: What is the relationship between management level and reported use of intuition in decision making?

Finding 1.1: Malaysia's male supervisors' use of intuition is lower than US male supervisors'. Mean scores of Malaysia's male supervisors 6.40; US male supervisors 6.45. Significance is at the .000 level.

Finding 1.2: Malaysia's male supervisors' use of intuition is lower than US male managers'. Mean scores of Malaysia's male supervisors 6.40; US male managers 7.8889. Significance is at the .000 level.

Research Question 2: What is the relationship between sex and reported use of intuition in decision making?

Finding 2.1: Malaysia's male supervisors' use of intuition is lower than US female business owners. Mean

scores of Malaysia's male supervisors 6.40; US female business owners 7.0476. Significance is at the .000 level.

Research Question 3: What is the relationship between country of operation and use of intuition in decision making?

Finding 3.1: Malaysia's male supervisors' use of intuition is lower than US female managers'. Mean scores of Malaysia's male supervisors 6.40; US female managers 6.8333. Significance is at the .002 level.

Finding 3.2: Malaysia's male supervisors' use of intuition is lower than US female executives'. Mean scores of Malaysia's male supervisors 6.40; US female executives 7.5200. Significance is at the .000 level.

## Conclusion

The study discovered that United States managers were less rational in their managerial decision making than Malaysian managers in five of five categories. These findings can be quite significant to global business managers intending to shift more of their activities to Asia in the near future. Multinational corporations would have to provide more data for their Malaysian managers in order to make them more comfortable with their decision making tasks as they tend to rely more on data based decision-making techniques.

Business schools in the West may also need to redesign their curriculum as more business managers feel more comfortable with intuitive decision making techniques. This will make business schools more relevant to what obtains outside school walls and produce graduates that will be more amenable to top executive position appointments.

The author would also like to recommend more comparative studies in managerial decision-making so that a clearer picture of intuitive managerial decision making can emerge.

## References

- Aarnio, K., & Lindeman, M. (2005). Superstition, education and thinking styles. *Personality and Individual Differences*, 39, 1227–1236.
- Agor, W.H. (1984). *Intuitive management: Integrating left and right brain management skills*. Englewood's Cliffs, NJ: Prentice Hall.
- Alban Metcalfe B and West M (1991) "Women in Management" in J Firth-Cozens and M West (eds) *Women at Work* Milton Keynes: Open University Press, 154-171.
- Brenner, O.C., & Bromer, J. A. (1981) Sex stereotypes and leaders behavior as measured by the agreement scale for leadership behavior. *Psychological Reports*, 48, 960-962.
- Cappon, D. (1993). *The Anatomy of Intuition: What's your Intuition Quotient?* *Psychology Today*, Retrieved August 15, 2006 from <http://www.psychologytoday.com/articles/199305/the-anatomy-intuition>.
- Clare, D. K. (1999) *Workplace devaluation: Learning from Experience* Digital Library and archives (etd-042699-162003).
- Damen, L. (1987). *Culture learning: The fifth dimension on the language classroom*. Reading, MA: Addison-Wesley.
- Dane, E., & PRATT M. G.(2007) Exploring intuition and its role in managerial decision making *Academy of Management Review* 32: 33–54.
- Eagly, A. H., & Johnson, B. T., (1990). Gender and leadership style: a meta-analysis. *Psychological Bulletin*, 108, 233-256.
- Fields A. F. (2003) *A Study of Intuition in Decision-Making using Organizational Engineering Methodology*. *Dissertation Abstracts International*, 66 (07), 2474. (UMI No. 3182016)
- Green, E. & Cassell, C. (1996) *Women Managers, Gendered Cultural Processes and Organizational Change* *Gender, Work & Organization*, 3: 168–178. doi: 10.1111/j.1468-0432.1996.tb00057.x
- Hayes, R. H., Pisano, G. P., Upton, D. M., & Wheelwright, S. C. (2004) *Operations, Strategy, and Technology: Pursuing the Competitive Edge* Somerset, New Jersey: Wiley.
- Hofstede, G. (1980), *Culture's consequences: International differences in work related values*, Thousand Oaks, CA: Sage Publications, Inc.
- Hofstede, G. (2003) *Geert Hofstede cultural dimensions* Itim International Retrieved August 10, 2006 from [http://www.geert-hofstede.com/hofstede\\_china.shtml](http://www.geert-hofstede.com/hofstede_china.shtml).
- Kanter, R.M. (1977). *Men and women of the corporation* New York: Basic Books.
- Khatri, N., & Ng, H. A. (2000). The Role of Intuition in Strategic Decision Making *Human Relations*. 53: 57-86.
- Lau, D.C. (1992). *The Analects by Confucius* Angelfire.com Retrieved October 02, 2006 <http://www.angelfire.com/ego/nolimitz/confucius/analects.html>.

- Loden, M. (1985) *Feminine leadership, or, How to succeed in business without being one of the boys* New York: Times Books.
- Lovell, J. (2001). The proverbs of a culture reflect much of its attitudes. Bigpond.net.au Retrieved August 10, 2006 from <http://users.bigpond.net.au/bwi28/pro/julie.html>
- Pacini, R., & Epstein, S. (1999). The relation of rational and experiential information processing styles to personality, basic beliefs, and the ratio-bias phenomenon. *Journal of Personality and Social Psychology*, 76, 972-987.
- Prahlad, A. (2001) *Reggae wisdom: Proverbs in Jamaican music*. Jackson, MS: University ' Press of Mississippi
- Thompson, B., and Borello, G. (1986a). "Construct validity of the Myers-Briggs Type Indicator". *Educational and Psychological Measurement* 46: pp 745-752.
- Wajcman, J. (1996), *Desperately Seeking Differences: Is Management Style Gendered?* *British Journal of Industrial Relations*, 34: 333–349.