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# Insights



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## **FBM INSIGHTS**

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## RECTOR'S MESSAGE



Congratulations Faculty of Business and Management of Universiti Teknologi MARA Cawangan Kedah, Kampus Sungai Petani on the publication of the 6<sup>th</sup> Volume of FBM Insights!

I am very pleased to know that there are more than 40 authors and more emerging issues are being presented in this latest volume of FBM Insights. This portrays that UiTM Kedah Branch is actively involved in disseminating business related information and knowledge to the public.

I hope this bulletin can provide an opportunity for the Faculty of Business and Management staff to produce more academic materials and develop their skills in academic and creative writing. Furthermore, more initiatives should be launched to support this life-long process.

Again, well done to the Faculty of Business and Management and those who were involved directly and indirectly with the publishing of FBM Insights Vol.6. I wish FBM Insights all the best and continue to grow and move rapidly forward in the future.

**Prof. Dr. Roshima Haji Said**  
Rector  
Universiti Teknologi MARA (UiTM)  
Cawangan Kedah



السلام عليكم ورحمة الله وبركاته

Assalamualaikum warahmatullahi wabarakatuh

Welcome to the 6<sup>th</sup> Edition of FBM Insights 2022. This edition boasts 40 articles by the academics of Faculty of Business and Management UiTM Kedah Campus. The topics involved a broad range of business and management knowledge. Congratulations to all authors for your endless support and valuable contribution to the newsletter.

FBM Insights was mooted in 2020 and it came about with the intention to encourage and improve research writing activities among the lecturers of UiTM Kedah's Business and Management Faculty. As the editions progressed, the support from the academics has not faltered. I hope the support continues in editions to come.

I would like to congratulate the editors and the committee for the hard work and perseverance in managing the newsletter. All the best to everyone and thank you again.

**Dr. Yanti Aspha Ameira Mustapha**  
FBM Insights Advisor

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# THE STRATEGIC ROLES OF CULTURE TO FOREIGN CORPORATIONS IN MALAYSIA

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Even though Malaysia is made up of many ethnic groups, the country has made significant headway in the influx of foreign brands and companies operating locally. However, little is known about the characteristics that contribute to success, making it difficult for Malaysia to continue capitalising on upcoming prospects and for multinational firms to properly direct their business activities in Malaysia. Due to the lack of organising frameworks for global strategy, firms must comprehend the strategic relevance of culture in order to thrive in the dynamic Malaysian business climate and to avoid making potential mistakes when conducting business in the country. Diversity in the workplace is inevitable in modern business, as organisations become increasingly diverse in terms of not only gender and age, but also race and ethnicity. Consequently, the study of workplace culture is imperative for establishing a cohesive human resources sphere in a heterogeneous workplace setting. Several established cultural frameworks, such as Geert Hofstede's five dimensions of culture, have been identified to elicit the required information. Such dimensions include power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, and time orientation. In addition, Fons Trompenaars's seven cultural frameworks are frequently employed in the study of intercultural management and business in order to gain a comprehensive knowledge of society's cultural frame of reference. The EPG model developed by Perlmutter is used to gauge a firm's management orientation in its respective global market.

Financial, economic, and legal liberation offer investors more access to the vast and diversified global market. As a consequence, recognising and embracing the notion of diversity in the workplace is becoming more crucial, as it might alter the work environment and intensify the strategic goals and objectives of the organisation (Patrick & Kumar, 2012). Differences amongst groups and individuals inside an organisation can be obvious, such as gender, race, and ethnicity, as well as invisible, where they can be characterised by employees' values, beliefs, and actions that differ according to race, ethnicity, age, lifestyles, physical abilities, and gender (Foma, 2014). Choosing the proper orientation is arguably one of the most critical aspects in a firm's ability to successfully adapt to a culturally diverse marketplace. Individuals and firms may hold conflicting viewpoints on how matters are conducted and how they should be implemented. An indicator of a company's management orientation would be the adoption of nationality-based hiring practises for managerial positions. Firms with an ethnocentric orientation believe that their way of handling matters is the best way to operate and that there is no need to adapt to the local cultural practices because they are perceived to be of little or no value to the organisation, which is a clear bias that domestic approaches to business are vastly superior (Onodugo et al., 2017). In contrast, a firm that adheres to the polycentric strategy is open to learning and eager to make adjustments to suit local needs while also allowing locals to fill executive roles in its subsidiaries abroad (Lakshman et al., 2017). This lays the framework for the firm to adapt to the local environment. A geocentric orientation, on the other hand, is a mix of ethnocentric and polycentric perspectives that

demonstrates how a firm's global strategy can simultaneously meet the demands and requirements of the local community (Lakshman, 2015).

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