

The Influence of Culture on International Management:

A study of MAERSK Line Nig. Ltd.

By

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09AB08692

Being a Research Project submitted in partial fulfillment of the requirements for the reward of Masters of Business Administration (MBA) in Business Management of the Department of Business Management, College of Business and Social Science, Covenant University, Ota, Ogun State, Nigeria.

MAY, 2017

ACCEPTANCE

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DECLARATION

It's hereby declared that this research was undertaken by me. This project is based on his original study, in the Department of Business Management, College of Business and Social Science, Covenant University, under the supervision of Professor M. Akinnusi. Ideas and views of this research work are product of the original study undertaken by the researcher and the view of other researchers have been duly expressed and acknowledged.

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DEDICATION

This research is dedicated to God almighty in heaven, the creator of heaven and earth, our provider and protector of our souls, who has given me the gift of life, grace and inspiration to put pen to paper on this project.

ACKNOWLEDGEMENTS

The process I have taken to create and complete this research dissertation has provided me with a platform to better understand my capabilities and skills both personally and academically. This journey of self-actualization would not have been fulfilled without the guidance and support of several individuals. My most sincere gratitude is to the Lord Almighty for seeing me through my post-graduate program in Covenant University, for the infinite level of grace he has given me.

The leadership of the institution has made immense contribution to my life in many ways; my positive reception therefore goes to the Chancellor, Dr. David Oyedepo whose depiction of the mother eagle cannot be deposed.

The Vice-Chancellor has also made tremendous contributions to many lives through his words of inspiration and encouragement.

Covenant University.

My appreciation also extends to the Head of Department of Business Management, Dr. O. O. Iyiola

A big appreciation goes to my Supervisor, Prof. M. Akinnusi, an intellectual and resourceful scholar who has introduced me to a wide range of strategic and critical thinking, who also creates time to attend to me even when it was not convenient, for his support, guidance and patience throughout this project. He provided me with the opportunity to choose a topic and steered me in the right direction through valuable feedback and constructive criticism. He encouraged me in my career goals and devoted time to the success of my research project. And I will not forget showing much appreciation to other lecturers in the department of Business Management; Dr. Ogunnaike, Dr. E. Agwu, Dr. Rowland Worlu, Dr. M. Ogbari, Barrister Ebe Ibinoba, Dr. Adeniji A. A, Dr. O. O. Iyiola, Dr. Chinonye. Also, much appreciation to various external lecturers that impacted in my

life in various ways; Prof. Oladele, Prof. Kuye, Dr. Oladimeji, Dr. Akintunde. I appreciate the priceless inputs you have all made to my life.

Finally, and central to my success so far is the tremendous contributions my parents have made to my life, their advice and resources of which they showered me. My most sincere appreciations to you and May the lord give you the grace to enjoy the fruits of your labor. To my lovely sister Onyinye, big thanks for your prayers, love and support, you all believed in me. To all my friends and loved ones, Subi Jennifer, Emeruwa Emeka, Fred Chizoba, Ifeanyi Igwegbe, Mr Olaniyi and family, the whole MBA set 2017. Thank you all so much for your support.

Achinivu Godwin

April, 2017

ABSTRACT

There is a necessity for Foreign organizations operating in Nigeria to give ample commitment to knowledge and required skill for international management. This is so, considering the diversity of cultures existing in Nigeria. Hence, this research examines the influence of culture on International Management. The main objectives of this research were:(i) to examine how cultural differences in Nigeria influence Export System practices, (ii) to ascertain the impact of cross-cultural management practices in MNCs operating in Nigeria, and (iii) to determine the relationship existing between subordinate's values at work and leadership behaviors exhibited by managers. Primary data was collected by means of a well-structured questionnaire and the data collected were collated and analyzed using the Statistical Product and Service Solution (SPSS v23). The study however had a sample size of 182 respondents from Maersk line Nig. Ltd, of which, only 138 respondents returned the questionnaires shared. Research questions and objectives were set along-side four hypotheses that were formulated and tested using the regression analysis. The results proved that based on variables tested, culture has a significant influence on international management practiced in that culture, results are as follows; $F= 9.015$, Mean of Square= 16.432, and, $P= .003$. The research recommended that MNCs looking to attain success, should ensure management and employees in these MNCs have a sound knowledge of the environment they operate in, especially when they are new to such environment, and also the organization should be aware of the cultural background of where their business is established and adapt the business operations to the culture. Based on the findings of this study, a schematic model was established to explain the pattern of relationships among the variables of this study.

Keywords: Culture, Cross Cultural Management, International Management

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MAY, 2017

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Several firms utilized the world market that opened to international trade and expansion at an increased rate, mostly in the 1990s and early 2000s. Barriers to a free trade system were limited and facilitated through the General Agreement on Tariffs and Trade (GATT), the North American Free Trade Agreement (NAFTA), and the Association of South East Asian Nations (ASEAN).

Due to communication, transportation, financing developments, mode of entries to countries, and technology, Economies became more opened. There was experience of fewer difficulties when it came to practices involving establishing businesses beyond geographical boundaries. Advanced Communications proved an exponential growth, innovation became more rapid when it came to doing business beyond national boundaries.

In different cultures, activities, perceptions, and practice of management vary, and due to business operations being globalized, coupled with a culturally diverse workforce there came the increased need for international management for people that understands the issues surrounding business and culture very well to manage and facilitate growth in cross cultural businesses effectively.

International Management is a part of international business which is a field. It consists of: International Trade, International Marketing, and International Finance (Nowakowski, 1999). International Management is the decision-making process of a Multi-national Enterprise, such decisions are those in respect of planning, organizing, leading, and controlling in a multicultural area (Nowakowski, 2000). This delineation lays prominence on the role of culture, such as cross-cultural skills, Cross cultural practices in organizations, transfer of technology, etc. in conducting operations. (Rozkwitalska, 2007) portrayed International Management to be the managing of businesses which exceeds a country's boundaries. The International Management field is one which is relatively new and it changes swiftly. The improved world globalization has brought about various scholars to study this discipline. When Transnational corporations (TNCs) in the 1990s where active in FDIs (foreign direct investment), interests in the field improved. However, these changes in the global economy has brought about quite a lot of issues which should be looked

into and also influence the evolution of International Management, therefore this topic is focusing on the role culture has to play in International Management.

Culture is a root. It is rooted in Anthropology, Geography, Psychology, and also in Sociology. The word culture comes from the Latin word *cultura*. It is related to cult and worship. Further expanding the understanding, it refers to result of human interaction. (Luthans and Doh, 2009). Based on the research focus on International Management, Luthans and Doh (2009) delineated culture to being an acquired knowledge which is used by people of a society to interpret certain experiences and create a social behavior. They further stated that the acquired knowledge establishes attitudes, norms, values, and it influences behaviors.

Culture is one with no single definition especially because of its woolliness as a concept. The definitions vary as there are various researchers and scholars from different disciplines who have written about it. Some researchers argue that culture is something developed and owned by a group of people, while others argue it's what a group of people is. Culture to some researchers is seen as hcombination of norms, values, feelings, thinking, roles, beliefs, attitudes, behavior, etc. while some other researchers see it as economics, language, religion, education, politics, technology, law, the society etc. (Tayeb, 2003). It is seen as a key term which is used to explain existence and the nature of social order. According to Cotgrove (1978), culture is referred to as shared norms and values of a social system that forms the most vital aspect of a society. Hofstede (1991), defined culture as the collective programming of the mind that distinguishes the member of one group or category from another. However, it is important to understand that culture whether being something people are or have, it is an exemplary one. In terms of what people are, it could be related to organizations. It is a management tool which can be used to guide behaviors of people (employees) in the organization (Tayeb, 2003).

Culture is historically developed. it involves values, esteems, attitudes which are being shared by members of a group or society, and have impacts on their lifestyle, be it material or non-material which shapes the two fundamental aspects of culture. (Tayeb, 1988). This definition looks to explain that members of a community learn the shared characteristics through different stages of socialization processes, such include: language, family, religion, formal education, etc. this is not to say that members of such community behave the same way or have the same values and attitudes, they have a significant difference.

Culture is known to be diverse, and different nations differ based on their norms, ideology, belief, etc. There are several ways to examine differences in culture in different nations and also determine their impact on international management. Culture can affect the transfer of technology amongst nations, attitudes exhibited by management of an organization, their ideology, and even business-government relations. Most importantly, culture affects people's way of thinking and how they behave (Luthans and Doh, 2009).

In Nigeria, a business set up is formal and in cultural terms a formal manner is adopted and the people exhibit respect to position, age, and rank. Nigerians believe that life spices people and they learn from experiences. Nigerians do not disagree with someone older than themselves, they bow to elderly people and most often, one who is a position of authority. Unlike the culture adopted in the United States, they have established cultural values, such include; Independence, Freedom, Competition, Individualism, Self-reliance, etc.

The Material Culture is explicit, such as product of industries, technology, etc. They are visible, they include artefacts, houses, handicrafts, arts, etc. They represent culture of any society. The non-material is characterized into knowledge, philosophy, morals, language, values, ideology, behavioral traits, etc. these are sometimes denoted as implicit aspects of culture which are acquired by members of a society. They are neither visible nor tangible but manifested through the psychological state of people (Aluko, 2003).

Two significant aspects are specified in International Management, being strategic management and cross-cultural management. In conducting the international strategy, it requires recognizing the international environment such as it's economic, political, legal, and technological and most importantly its cultural dimensions, which could all be summarized as national culture. It involves decision making concerning entry into foreign markets and ownership. Problems related to cultural differences could likewise be found in theories borrowed from Cross-Cultural Management field developed independently by International Business theorists.

This study aims at focusing interests on factors that can be found in both the material and non-material role of culture, and analyze the major effect they have on International Management.

1.2 Statement of Research Problem

People are influenced by the cultural milieu in which they are brought up and live in, and it propounds the case of cultural differences in organizations. Hence, when in a foreign country, managers need to understand the cultural values, behaviors of employees they work with, their background, language, how they communicate, and their adherence to religion, what dimension they define themselves with. Managers also need to understand the environment in general, what pattern of shared basic assumptions to adopt in certain regions.

In international business, a major problem being identified is a manager's strong predilection for culturally similar environments (Oudonhoven and De Boer, 1995). Also, major challenges faced in doing international business is effectively adapting to existing diverse cultures, which involves one understanding the differences of existing cultures, perception and values (Granell, 2000). Ahiauzu (1986) laid emphasis on culture becoming widely acceptable amongst social scientists, especially managers and theorists that managerial patterns and employee behaviors are largely culture-bound. In other words, Culture permeates a wide array of decisions made in multinational corporations which makes a whole lot of sense because these corporations are managed based on discrete values, beliefs and priorities employed in countries which they execute operations.

Thus, there exist a problem of foreign Managers that often have high tendency of neglecting the difference and uniqueness of other cultures, especially where the businesses they manage operate in and of which clearly affects the business operations. For instance, the way businesses are conducted, their attitude toward time, the communication context of the culture, etc. This study attempts to identify these problems and provide answers to questions related to styles and approaches used by foreign Managers, their ideologies, and most of all, Employee's perception of their leadership style.

It is not quite clear if International management facilitates the influence power distance has on the leadership style of cross cultural managers. Nigerian culture is characterized with High Power Distance considering the fact that authority is assigned on grounds of education, experience and age. Exercising authority supports centralization of powers. This will furthermore generate a demand for managers that have the expertise needed to deal with people from diverse cultures. This acknowledges how important it is for foreign organization to be culturally sensitive and are

capable of adjusting their leadership styles to the power distance of the culture of the environment they operate in.

Furthermore, the problem associated with cross cultural communication occurs where a society find it difficult to transfer messages amongst themselves. When communication is mismanaged, it leads to misunderstanding, mistrust and irritation among people in the organization. A need to ensure an effective cross-cultural communication amongst people from diverse cultures in an organization is eminent. In order to ensure that certain contributions will be made in relation to this area based on findings.

Issues relating to social structure (Individualism-collectivism) and decisions made by the management of an organization is considerably regarded important. Bochner and Hesketh (1994) argued that people from individualistic cultures are less probable to work in a team and people from a collectivist culture have high probability to work more effectively in a team. In relation to the above that aims at providing an overview of how individualism-collectivism of Hofstede (1980) influences managerial decisions, the study looks to exploit certain limitations and contribute to knowledge of its impact.

MNC's operating in Nigeria consists of people with diverse cultural background, there is need for these MNCs to understand the uniqueness and difference in the Nigerian culture when making decisions that directly affect the stakeholders of the organization to initiate an effective international management practice and favorable working environment.

1.3 Research Objectives

The overall purpose of this study is to determine the impact culture has on international management.

Therefore, the objectives are to:

- i. Examine how the existing cultural differences influences transfer of technology in Maersk line.
- ii. Ascertain how the cross-cultural management practices of Maersk line influences their operations.

- iii. Determine the relationship existing between subordinate's values at work and leadership behaviors exhibited by managers

1.4 Research Questions

Ahiau (1986) argued that there is definitely an increasing body of literature regarding questions of the influence of culture on organizational behavior but most of all are of poor quality entailing sketches, remedies which are western knowledge and fantasy based. Therefore, there exists the problem of a lack of research focusing exclusively on the impact of culture on International Management. And as such, little is known about the nature and exclusivity of the Nigerian 'culture' compared to that of expatriates and its impact on International Management. In view of these limitations, an attempt was made in this study to provide answers to the following research questions:

- i. In what way does the Cultural Differences existing in the organization influence its transfer of technology?
- ii. In what way does the cross-cultural management system of Maersk Line influence their operations?
- iii. Is there any existing relationship between the values of subordinates at work and the leadership behaviors of managers in the organization?

1.5 Research Hypotheses

Hypothesis is a tentative statement of truth put forward and used as a basis for further investigation by which they may be approved or disapproved. Hence for the purpose of this research to be achieved, the following null hypotheses stated will help in verifying the research statement.

- i. Power distance has a significant influence on the leadership style of cross cultural managers
- ii. Cross-Cultural Communication does not influence management practices
- iii. Social structure does not affect decisions of cross cultural managers
- iv. Employees attitude toward time does not influence managers decisions

1.6 Significance of the study

The findings in this research work, seeks to show how much role culture plays in attaining a successful international management. Also in addition to the body of knowledge, it will give broader knowledge to students in institutions who focus interests in this area and also educate both

employees and employers in various organizations, particularly staff and management MAERSK line, on the need to understand their culture, and that of other countries mostly those that they have businesses established in, in order to promote global synergy and integration.

This research will provide to organizations, simplified knowledge on the various characteristics of the cultural variables chosen, also the various areas identified which will be affected by this variables in this organizations.

1.7 Scope of the study

The aim of the study is to determine how culture affects international management. So therefore, the research will be based on data obtained from the staff and management of MAERSK line. Maersk is the world's largest container shipping company founded in 1928, with their corporate office in Copenhagen, Denmark. They are known for reliable, flexible and eco-efficient services. They provide ocean transportation in all parts of the world. Maersk serves customers through 306 offices in 114 countries. They employ 7,600 seafarers and 21,600 land-based employees and operate 639 container vessels. Maersk is marketed through services through the **Maersk Line**, **Safmarine**, **Sea-Land** (Intra-Americas), **MCC Transport** (Intra-Asia) and **Seago Line** (Intra-Europe) brands. Maersk Line is part of A.P. Moller – Maersk, an integrated transport & logistics company with multiple brands and a global leader in container shipping and ports. Including a stand-alone Energy division. Maersk have a subsidiary in Nigeria located in Apapa, Lagos which will also serve as a source for data collection for the research work.

1.8 Outline of chapters

This research work is made up of five chapters, Chapter one centres its focus on the introductory section of the research study. This includes the background to the study, statement of research problem and related issues to the research methods amidst other parts. Chapter two focuses on the literature review, it looks to examine other literatures that have viewed and written on this topic as well as the variables included. The third chapter of this work focuses on the research methodology, the fourth chapter has to do with the analysis of data gotten, presentations, and interpretation of the data gotten. The fifth chapter focuses on the discussion of findings, and finally the sixth chapter is on the summary of work, conclusion and contribution to knowledge. In addition to this outline

is the references and attachment of sample questionnaire been used to obtain data in respect of the research.

1.9 Operationalization of the study

Operationalization is the distinction between the independent and the dependent variables of a research study. The independent variable is that which can be influenced by the researcher. The dependent variable on the other hand, is influenced by the independent variable. In most research studies, the researchers are interested in the effects or impacts the independent variables have on the dependent variables.

For the purpose of this study, the independent and dependent variables are expressed mathematically as follows:

$$Y = f(X)$$

Where,

Y = Dependent variable

X = Independent variable

f = function

Where:

International Management (y)

Culture (x)

Y = (Y₁, Y₂, and Y₃)

Where:

Y₁ = Leadership Style

Y₂ = Managerial decisions

Y₃ = Management Practices

X = (X₁, X₂, X₃, and X₄)

Where:

X₁ = Power Distance

X₂ = Social Structure

X₃ = Cross Cultural Communication

X₄ = Attitude toward time

1.10 Definition of terms

Culture: According to (Savignon & Sysoyev, 2002) the authors defined culture as a systems formation which comprises various forms of belief, values, norms, artifacts, etc. and it is transferred generationally from one to another, of which such characteristics, differentiates people with discrete features i.e. origin, socioeconomic class, gender, ethnicity, political views, race, religion.

Societal Culture: Societal Culture is the shared values, norms, beliefs, understandings, assumptions, goals, etc. that are learned from an earlier generation, which is being imposed by earlier and current members of a particular society, and being passed on to generations that succeed them (Deresky, 2014).

National Culture: According to (Hofstede, 1980) Culture is a collective programming of the mind distinguishing the members of one group or category of people from another". of which the category is referred to as the nations, regions within or across, ethnicities, religions, occupations, organizations, or the genders.

Organizational Culture: This is the implicit, invisible, inherent and informal awareness of an organization that directs individuals behavior (Scholz, 1987). According to (Schein, 1992) it is a pattern of shared basic assumption that the group learned as it solved its problem of external adaptation, and internal integration, that has worked well enough to be considered valid and,

therefore, to be taught to new members as a correct way to perceive, think and feel in relation to those problems

Cross-Cultural Communication: this is defined as the process people from diverse cultural milieu communicate among themselves, and how they endeavour to communicate across cultures. Intercultural communication is a related field of study.

Cross-Cultural Management: This refers to the process of sharing meaning by transmitting messages through media such as words, behavior, or material artifacts amongst different groups of people from diverse array of culture (Deresky, 2014).

Leadership style: this is the means of providing direction, implementing strategies, and motivating people, workers/staffs. As seen by employees in an organization, it is the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, 1993)

International Management: This is the management of business operations of organizations that conducts their businesses in more than one country. It involves having knowledge, skills and expertise of the business methods of such countries, the regulations of the nations where they operate, local customs and laws, negotiation procedures, currencies, etc. (Business Dictionary, 2017).

Management: this is a process which involves, planning, organizing, coordinating, controlling, staffing, and directing resources of an organization with the sole aim of achieving the set objectives of the organization efficiently and effectively.

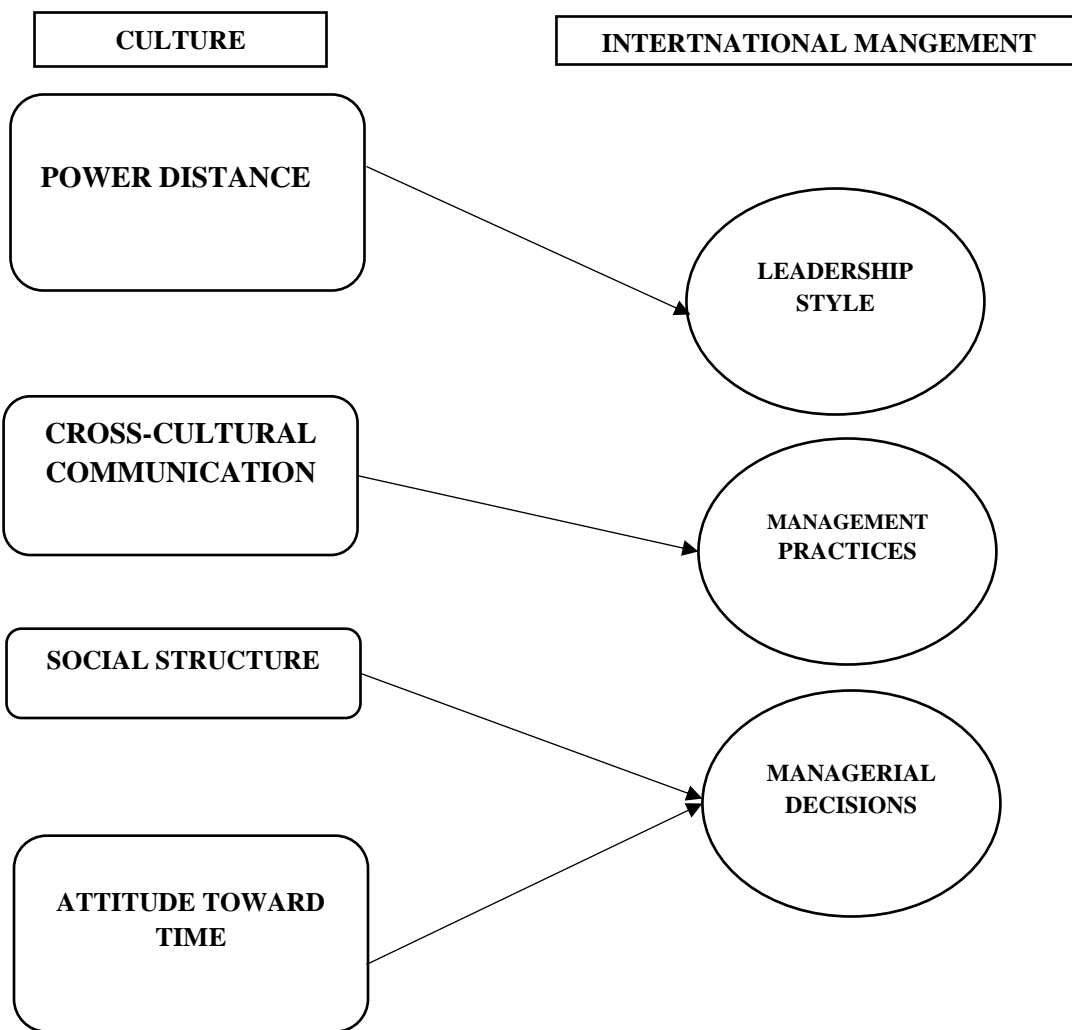
Managerial Decisions: Managerial decisions are those choices concerned with the activities of an organization, such will include the firms size, decisions on market growth, employee remuneration. It therefore is the act of making a choice about something concerning a firm after consideration has been done.

Transfer of Technology: this is the process of transferring technology such as knowledge, skills, methods of manufacturing, innovation, teaching technique, etc. from one place to another. it moves from its origination to various places and amongst people. Transfer of technology often occurs

amongst universities, businesses, governments, across borders, through investments, license, trade, training, etc.

Human Resources: Human resource refers to the people that staff and operate an organization. It is the part of the company or a department responsible for the employees' welfare, recruiting new employees and training job applicants, as well as administering employee-benefit programs.

1.11 SCHEMATIC MODEL OF THE STUDY



Researchers Model, 2017

A model showing the variables chosen and how they affect each other.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looks to reveal works done previously by scholars, internet materials, text books, and other vital literature documentations containing useful data and information will be employed. Such will be used to explain the concept of the work, variables pointed out in the research work being culture and international management. This chapter consists of the conceptual framework which reviews literatures, attempting to explain the variables, the theoretical framework which looks to examine theories in literatures relating to the concept, and finally the empirical framework where different author's literatures on the variable of this research are compared.

2.2 Conceptual Framework

Culture is very hard to define, it doesn't even have one single definition on which majority of people can agree. This is because of its vagueness as a concept. There are quite a number of meanings and classifications of culture as there are writers and scholars in various fields of study who has written on it. Some researchers have argued that culture is what defines a group of people. Some scholars see it as what it is and some as what it is not. To some researchers, culture is seen as combination of values, feelings, norms, rules, attitudes, beliefs, expectations etc. To other researchers, it is not economics, politics, law, religion, language, education, technology, society, the market. It is important to know that culture is something people are coming from a societal perspective or something people have, being a critical variable, or it could be both. It is a paradigmatic one.

The various meanings of culture testify to its subtlety and depth. Social sciences have complex, protean subject matter, and social or cultural theory should be correspondingly rich. The use of the word culture often falls under three headings: culture as a process, a way of life, and the arts (Williams, 1981). These three strands are the basis of how culture is being defined and how its meaning has evolved.

2.2.1 Historical background of Culture

Ever since the dawn of man, people have been born into a pre-existing society, however primitive, and raised according to its customs. As generations pass by, they learn the prevailing way of life and then pass it on to the next generation. Culture can be traced back to over a hundred thousand of years, a period much greater than history in records. Human societies already had elaborate cultures long before farming, towns, markets and organized economies first appeared. An established culture has been fundamental to all economic activity and major cultural changes have accompanied each stage of economic development (Jackson, 2009).

Ideas related to culture occurred in ancient and medieval philosophy but were never brought together into a coherent tradition of cultural thought, which emerged only in response to the Enlightenment. During the eighteenth century after triumphs in the natural sciences, Enlightenment philosophers attempted to investigate society by similar rationalist and empiricist methods. Detailed study to this, they believed, uncover the principles backing social behaviour. The concept of culture derived from a desire to break away from the methods of the enlightenment and find alternative methods better suitable to humanity.

The word “culture”, comes from the Latin *cultura* which is related to cult or worship, it thus signifies husbandry, improvement and initiation into ongoing practices (Williams, 1988). In a wider scope, it simply refers to the result of interaction between humans. Though the word culture is not a technical term with a formal definition, has acquired much layers of meaning. In essence, it is necessary to know that the term “Culture” is not entirely similar or of the same meaning across different languages. In Germany, the word is called *Kultur* and in the Finnish language it’s called *Kulttuuri*. The words strongly suggest the intellectual side of civilization and society Koivisto (1999). Likewise, in Russia, it is called *kultura* and the term embrace the scientific meaning as relating to “culture” referring to a milieu propagating micro-organisms (Grishina, 1993). But Russians seems to have a problem extending the traditional meaning into organizational studies, thus the term “corporate culture” cannot be translated into Russian except by circumlocution.

The Japanese word for culture (*bunka*), focuses on literary or artistic production, implying the creation of a sophisticated object and even an improvement of an earlier version. So, when the Japanese use their word for culture, it refers to the skilled production of artefacts after a master of

the craft. (Kroeber and Kluckhohn, 1952) who are famous anthropologists came up with over a hundred different ways in which the word has been used. The difficulties in finding a proper meaning to culture is very clear and one might be inclined to avoid a word with such potential to be overlooked. But within the management studies, and specifically international management for this research work, the classic anthropological concept of culture has had tendency to fortify the conviction that culture must be comprehended as a differentiating element, separating one group of humans from another, to focus on culture as an aggregation of general factors which have hence been utilized as a yardstick for describing and ultimately stereotyping socio-cultural systems such as national culture or organizational culture, political party, etc.

2.2.2 The concept of Culture

Culture definitions vary giving the focus of interest, unit of analysis, discipline i.e. psychology, anthropology, sociology, geography etc.

Culture is an expression of human products, both material and mental, which there is possibility to observe and analyze at various degrees of culture, as Schneider and Barsoux (1997) observed, the term Culture can be compared to exploring the ocean. It can be seen as a term with a babel of definitions. According to Eagleton (2000), our modern concept of culture is owed largely to nationalism and colonialism, also with the rise of an anthropology in service of imperial power. Derived from anthropology, the concept of culture evolved in the nineteenth century, and it saturates international management.

Culture can be defined as the sum total of the beliefs, rules, techniques, institutions, and artifacts that characterize human populations or the collective programming of the mind. Tyler (1871) saw Culture as the complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of a society.

Sociologists generally talk about the societal process, referring to the influence of parents, friends, education, and the interaction with other members of a particular society as the basis for one's culture. These influences result in learned patterns of behavior common to members of a given society. Culture is an acquired knowledge people use in interpreting experience and generating social behavior. This knowledge forms values, creates attitudes, and influences behavior. (Luthans and Doh, 2009).

According to (Schein, 1990) culture is a collection of various values and behaviors that may be considered as a guide to success. As said by (Kotter & Heskett, 1992), culture is collection of beliefs, behaviors and values which society contains normally. In simple we can say that culture is knowledge, explanations, values, beliefs, communication and behaviors of many people, at the right time and right place.

Cited in Saler (1997) was Edward Tylor's (1871) definition of culture which he defined culture as a complex whole which consists of knowledge, beliefs, arts, morals, laws, customs, and other capabilities and habits which are acquired by man as a member of a society. His definition made it clear that culture is one which is possessed by man alone and is the product of behavior and it is often overlooked, it is said to not be behavior itself.

As earlier stated about the famous American anthropologists Kroeber and Kluckhohn (1952) defined culture as patterns, explicit and implicit of and for behavior acquired and transmitted by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts. The essentials of culture consist of traditional ideas (i.e. historically derived) and especially their attached values. Their definition is said to be a fair representation of culture in the sense that: members of a culture system share a set of ideas, values etc. they are often transmitted by symbols, it is learned and it shapes the behavior of people and influences one's perception of the world (Adler, 1991).

According to (Rugman and Collinson, 2006) Culture is the sum total of beliefs, rules, techniques, institutions, and artefacts that characterize human populations or the collective programming of the mind. They viewed culture as the acquired knowledge people use to interpret experience and to generate social behaviour.

Culture is believed to consist of key elements which include language, religion, values, attitudes, customs, and norms of a group or society. According to (Rodrigues, 2001) Culture comprises of a complete set of social norms and responses that condition people's behaviour, it is acquired and inculcated, it is a set of rules and behaviour patterns that an individual learns but does not inherit at birth. Culture enables people to make sense of their world, and it is foreign only to those outside such cultural union.

Stern (1983) divided culture into three:

Material Culture

The Material culture deals with all the man-made material production aided by civilization such as transportation, clothing, etc.

System Culture & Psychological System and psychological Culture

These two others deal with the existence of the living system like religion, social system, family system, behaviour, reasoning and thinking and also aesthetics. The two categories belong to the invisible or hidden culture. Stern explained that narrow cultures deals with popular social attitude and habits which include daily life, behavioural norms, customs, tradition and general lifestyle. Hammerly (1982, 74.) culture is further categorized into three parts, information culture, achievement culture and behaviour culture.

Information culture deals with available and related information like historical perception of local people, social and geographical information also belong to information culture. It deals with gathering and assessment of information concerning a particular environment or society.

Behaviour factor plays a vital role by enhancing effective communication as it deals with the actual lifestyle, pattern, behaviour, values and attitude etc.

Achievement culture refers to traditional cultural concept which handles issues relating to literary achievements and artistic.

Peck (1998) defined culture to be, "The accepted and patterned ways of behaviour of a given people" he further states that culture can be viewed as membership in a discourse community or environment with common social space and history, reasoning and shared values. Savignon & Sysoyev (2002) defined Culture as the formation of a system of symbols, norms, belief, meanings etc. which is transferred from one generation to another and this attribute, differentiates groups of people with distinct characteristics such as origin, gender, religion, race, socioeconomic class, ethnicity and political views.

Herskovits (1948) sees Culture as the man-made part of the human environment. Other authors gave views as to how best they understand the term culture, Schwartz and Jordon (1980) defined culture as a pattern of belief and expectation shared by members that produce norms shaping

behavior. Harris and Moran (1987) see it as a distinctly human capacity for adapting to circumstances and transmitting skills and knowledge to subsequent generations. Hofstede (1980) “The collective programming of the mind which distinguishes the members of one human group from another. While Hofstede definition is significantly distinguishing human behavior and attitudes, others see it as a means of communication. Hall and Hall (1990) defined culture as a system for creating, sending, storing and processing information. Also, sociologists (Namenwirth and Weber, 1987) saw culture as a system of ideas and argue that these ideas constitute a design for living. Here we follow both Hofstede and Namenwirth and Weber by viewing “culture” as a system of values and norms that are shared among a group of people and that when taken together constitute a design for living. By Values, it means abstract ideas about what a group believe to be good, right and desirable. Put differently, values are shared assumptions about how things ought to be. By Norms I mean the social rules and guidelines that prescribe appropriate behavior in particular situations.

2.2.3 Values and Norms

Values form the bedrock of a culture. They provide the context within which a society’s norms are established and justified, they may include a society’s attitude towards such concepts as individual’s freedom, democracy, truth, justice, honesty, loyalty, social obligations, collective responsibility, the role of women, love, sex, marriage, and so on (Hill, 2004).

Everyone has some sort of primary values. These play a part in their value system. Values vary across people and culture. Values are formed from experiences with the outside world and change with time. Values are applied properly when applied in the right area in the right time. Values have great influence on one’s choice; they guide decisions by allowing choices to be compared to associated values. Most of the values developed early in life may be resistant to change. In short, values are ideas or beliefs which a person find important in life.

Values are not just abstract concepts; they are invested with considerable emotional significance. People argue, fight, and even die over values such as freedom. Values also often are reflected in the political and economic systems of a society. Values are basic principles that people have regarding what is right and wrong, good and bad, important and unimportant. These values are learned from the culture in which the individual is reared, and they help direct the person’s behavior. Differences in cultural values often result in varying management practices. Value

represents the level of importance of something, with the aim of determining what actions are best to do or what way is best to live or to describe the implication of different actions, it deals with right conduct and good life, in the sense that a highly, or at least relatively highly, valuable action may be regarded as ethically "good", and an action of low in value, or somewhat relatively low in value, may be regarded as "bad".

2.2.3.1 Cultural Values

Individual cultures emphasize values which their members broadly share. One can often identify the values of a society by noting which people receive honor or respect. In the United States of America, for example, professional athletes at the top levels in some sports receive more honor (measured in terms of monetary payment) than university professors. Surveys show that voters in the United States would not willingly elect an atheist as president, suggesting belief in a God as a generally shared value.

Values relate to the norms of a culture, but they are more global and abstract than norms. Norms provide rules for behavior in specific situations, while values identify what should be judged as good or evil. While norms are standards, patterns, rules and guides of expected behavior, values are abstract concepts of what is important and worthwhile. Flying the national flag on a holiday is a norm, but it reflects the value of patriotism. Wearing dark clothing and appearing solemn are normative behaviors to manifest respect at a funeral. Different cultures reflect values differently and to different levels of emphasis. Members take part in a culture even if each member's personal values do not entirely agree with some of the normative values sanctioned in that culture. This reflects an individual's ability to synthesize and extract aspects valuable to them from the multiple subcultures they belong to. If a group member expresses a value that seriously conflicts with the group's norms, the group's authority may carry out various ways of encouraging conformity or stigmatizing the non-conforming behavior of that member. For example, imprisonment can result from conflict with social norms that the state has established as law.

Norms are the social rules that govern people's actions toward one another. Norms can be subdivided further into two major categories. Folkways and mores.

Folkways are the routine conventions of everyday life. Generally, folkways are actions of little moral significance (Hill, 2004). Folkways concern things such as appropriate dress code, good social manners, neighborly behavior, and the like. While folkways define the way people are expected to behave, violation of folkways is not normally a serious matter. People who violate folkways may be thought of as eccentric or ill-mannered, but they are not usually considered to be evil or bad. In many countries, foreigners may initially be excused for violating folkways. An example would be the attitude toward time in different countries. People are very time-conscious in the US. Americans tend to arrive a few minutes early for business appointments, while in Nigeria, people slack toward time management, Nigerians prefer being the last to arrive at an occasion, simply because they don't want to be seen as too forward or overzealous, a typical Nigerian will go for a meeting hours later than the appointed time especially in a case when invited for a dinner at someone's house. The concept of time can be very different in other countries.

Mores are norms that are seen as central to the functioning of a society and to its social life (Hill, 2004). They have much greater significance than folkways. Accordingly, violating mores can bring serious retribution. Mores include such factors as indictments against theft, adultery, incest, and cannibalism. In many societies, certain mores have been enacted into law. Thus, all advanced societies have laws against theft, incest, etc. However, there are also many differences between cultures as to what is perceived as mores. In America, drinking alcohol is highly accepted, whereas in Saudi Arabia, the consumption of alcohol is viewed as violating the important social mores of the country and is punishable by imprisonment.

2.2.4 Characteristics of Culture

According to Tylor, 1871; culture is that complex whole which includes knowledge, belief, art, law, morals, custom, and any other capabilities and habits acquired by man as a member of society. Culture is universal among all human groups and even exists among some primates. All cultures have to provide for the physical, emotional, and social needs of their members, enculturate new members, resolve conflicts and promote survival for their members.

Culture consists of several characteristics, five of which are unique; It is learned, shared, based on symbols, integrated, dynamic, etc. All cultures share these basic features.

Culture is learned

This is the first essential characteristics of culture. Culture is learned by any individual, especially if he/she grows up with that particular culture. It is not inborn. It is learnt and is often called "learned ways of behaviour". He/she can learn behaviour patterns including shaking hands, saying thanks, dressing language and many other attributes. We can learn the culture of others especially if we acquaint with them and get influence with their personality and lifestyle. Unlearned behaviour is not culture.

Hofstede (1991). views culture as consisting of mental programs, calling it *softwares of the mind*, meaning each person "carries within him or herself patterns of thinking, feeling, and potential acting which were learned throughout their lifetime." Similarly, Senge (1990), argued that mental models lock individuals and groups into a specific perception about the world. Like a computer, we are programmed to act or behave in certain ways. The conscious and unconscious learning we undergo, over time, turns into beliefs that we consider to be valid. We then teach each other that these beliefs are cultural norms, and they are then expressed in our daily lives as behaviours and actions.

Not all behavior is learned, but most of it is learned; combing one's hair, standing in line, telling jokes, criticizing the President and going to the movie, all constitute behaviors which had to be learned. Sometimes the terms conscious learning and unconscious learning are used to distinguish the learning. For example, the ways in which a small child learns to handle a tyrannical father or a rejecting mother often affect the ways in which that child, ten or fifteen years later, handles his relationships with other people. Some behaviour is obvious. People can be seen going to football games, eating with forks, or driving automobiles. Such behaviour is called "overt" behaviour. Other behaviour is less visible. Such activities as planning tomorrow's work (or) feeling hatred for an enemy, are behaviours too. This sort of behaviour, which is not openly visible to other people, is called Covert behaviour. Both may be, of course, learned.

Culture is shared

This is the second characteristics of culture, it can be considered a thought or an action as a culture if it is commonly shared and believed or practiced by a group of people. If it is commonly shared and believed by a group of individuals then it can be considered as their culture. It is not necessarily

something that an individual can possess, but rather shared by people in a territory. E.g. customs, traditions, beliefs, ideas, values, morale etc. are all shared by people of a group or society.

Because we share culture with other members of our group, we are able to act in socially appropriate ways as well as predict how others will act. Despite the shared nature of culture, that doesn't mean that culture is homogenous.

The patterns of learned behavior and the results of behavior are possessed not by one or a few persons, but usually by a large proportion. Thus, many millions of persons share such behavior patterns as Christianity, the use of automobiles, or the English language.

Persons may share some part of a culture unequally. For example, as Americans do the Christian religion. To some persons, Christianity is the all-important, predominating idea in life. To others it is less preoccupying/important, and to still others it is of marginal significance only.

Sometimes the people share different aspects of culture. For example, among the Christians, there are Catholic and Protestant, liberal or conservative, as clergymen or as laymen. The point to our discussion is not that culture or any part of it is shared identically, but that it is shared by the members of society to a sufficient extent.

Culture is Dynamic

No culture ever remains constant or changeless. It is subject to slow but constant change. Culture is responsive to the changing conditions of the physical world. Hence culture is dynamic. It was considered that there is no culture remains on the permanent state. Culture is changing constantly as new ideas and new techniques are added in time modifying or changing the old ways. This is the characteristic of culture that stems from the cultures cumulative quality. This simply means that cultures interact and change. Because most cultures are in contact with other cultures, they exchange ideas and symbols. All cultures change, otherwise, they would have problems adapting to changing environments. And because cultures are integrated, if one component in the system changes, it is likely that the entire system must adjust.

Culture is symbolic

A symbol is something that stands for something else. Symbols vary cross-culturally and are arbitrary. They only have meaning when people in a culture agree on their use. Language, money and art are all symbols. Language is the most important symbolic component of culture.

Symbols are both verbal and nonverbal in form within cultural systems, and they have a unique way of linking human beings to each other. Humans create meaning between symbols and what they represent; as a result, different interpretations of a symbol can occur in different cultural contexts. Take, for example, a meeting of senior executives who need to make a decision about a new service. This group of leaders has a team culture that orients itself toward a democratic process: decision making is based on one vote from each member. Now imagine a similar group of leaders with the same task but, this time, the group of leaders is comprised of Native Americans. Leaders who are younger in the group ask their elders for advice. This is an example of how cultural systems differ in their interpretation and expressions of culture. In some cultural systems, voting is not an option. The symbol of a *vote* has different meanings and interpretations or simply may not even exist in any practical sense depending on the cultural background.

Culture is systemic

In systems theory, systems are interrelated, interconnected parts that create a whole. There are patterns of behavior, deeply rooted structural systems, which are beneath the waterline. What we see at the top of the iceberg are the behaviors; we do not see what contributes to those behaviors. Consider, for example, a white woman walking down a quiet street. She quickly clutches her handbag closer to her body as she passes a black man. Then, when she spots a white man walking toward her, she loosens her hold on the purse.

To address the system, one must be able to address the underlining patterns. These patterns, because they are deeply embedded in the system, will take up significant effort, time, and resources. Changes to the system are slow and gradual; visible changes may not appear until months, or even years, later.

Because most leaders spend their time evaluating and finding solutions to an “event,” they revisit the issues over and over again, with no positive and sustainable results.

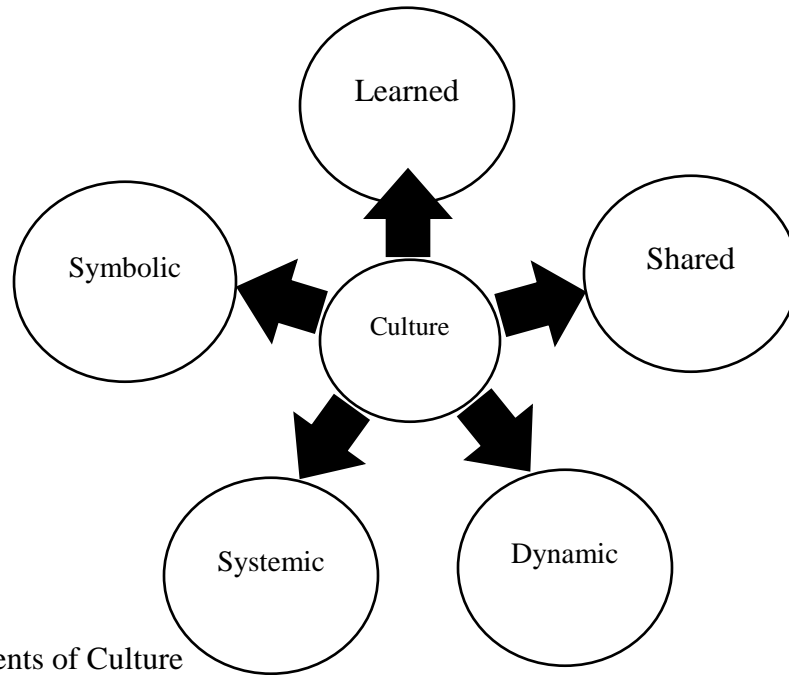


Figure 1: Elements of Culture

Source: Developed for the Study

2.2.5 Cultural differences and its impact on International Management Practices

GLOBE (2012), adhere to the belief that certain attributes that distinguish one culture from others can be used to predict the most suitable, effective, and acceptable organizational and leader practices within that culture.

There are ways in which cultural differences affect international management. It can affect technology transfer, managerial attitudes, managerial ideology, and even business-government relations. Perhaps most important, culture affects how people think and behave. Culture affects a host of business-related activities, even including the common handshake.

Table 1: Examples of Countries with different handshakes

Culture	Type of Handshake
United States	Firm
Asian	Gentle (shaking hands is unfamiliar and uncomfortable for some; the exception is the Korean, who usually has a firm handshake)
British	Soft
French	Light and quick (not offered to superiors); repeated on arrival and departure
German	Brusque and firm; repeated on arrival and departure
Latin American	Moderate grasp; repeated frequently
Middle Eastern	Gentle; repeated frequently
South Africa	Light/soft; long and involved

Source: Luthans and Doh (2009, pg. 109)

In overall terms, the cultural impact on international management is reflected by basic beliefs and behaviors. Here are some areas where the culture of a society can directly affect management approaches:

- *Centralized vs. decentralized decision making:* Top managers in some societies make all important organizational decisions. In others, these decisions are diffused throughout the enterprise, and middle- and lower-level managers actively participate in, and make, key decisions.
- *Safety vs. risk.* In some societies, organizational decision makers are risk averse and have great difficulty with conditions of uncertainty. In others, risk taking is encouraged, and decision making under uncertainty is common.

- *Individual vs. group rewards.* In some countries, personnel who do outstanding work are given individual rewards in the form of bonuses and commissions. In others, cultural norms require group rewards, and individual rewards are frowned on.
- *Informal vs. formal procedures.* In some societies, much is accomplished through informal means. In others, formal procedures are set forth and followed rigidly.
- *High vs. low organizational loyalty.* In some societies, people identify very strongly with their organization or employer. In others, people identify with their occupational group, such as engineer or mechanic.
- *Cooperation vs. competition.* Some societies encourage cooperation between their people. Others encourage competition between their people.
- *Short-term vs. long-term horizons.* Some cultures focus most heavily on short-term horizons, such as short-range goals of profit and efficiency. Others are more interested in long-range goals, such as market share and technological development.
- *Stability vs. innovation.* The culture of some countries encourages stability and resistance to change. The culture of others puts high value on innovation and change.

2.2.6 Communication

Communication refers to the process of transferring meanings from the sender to the receiver. This process becomes complicated when the two parties belong to different cultures and different linguistic groups, because the manner in which people communicate differs from society to society (Sanyal, 2001).

Hall, & Hall, 1987, pointed out that the nature of communication differs between high context and low context cultures. In a high context culture, the external environment, the overall situation, and nonverbal behaviours create the setting in which communication occurs and is interpreted. In such a culture, members rely on cues and clues and instead of being direct, convey and understand the meaning in a subtler fashion. The dominant cultures of Japan, China, and Saudi Arabia are examples of high context.

A low context culture, in contrast, relies more on a direct manner of communicating with little or no attention given to the contextual environment. The language used is explicit and thus the words

are carefully chosen to convey the exact meaning to avoid any misunderstanding. North America, Germany, etc are societies of a low context culture.

2.2.6.1 Cross Cultural Communication

It is very important that Cross- cultural communication is discussed so as to give an outline on the importance when moving from one culture to another. Communication today is the life line of every organization. It is difficult for an organization surviving without it. Considering the trend of globalization, merger and outsourcing today, it is very relevant that organizations should learn how to communicate across cultures. Cross-cultural communication does not necessarily mean going to a different country to work or do business but can exist internally in an organization by virtue of employing people from different cultural background. i.e. The case studies used, needs to understand how to communicate with her Nigerian subsidiaries and employees so as to get things done and achieve efficiency. Cross-cultural communication is very essential in when it comes to managing a business across national boundaries. When communication across cultures is mismanaged, it leads to misunderstanding, mistrust and irritation among people in organization. Though this concept is a complex one and problems always arouse from communication style, but it is very important that attention should be focused on it considering its sensitivity in today's business survival and growth. According to (Singer, 1998) "We are only sure of how we personally perceive a particular issue, which is perceived in a different way by another person, this makes intercultural communication difficult". Cross-Cultural communication involves people from different cultural background. When people with different cultural orientation come together to communicate, it is Cross-Cultural communication.

Culture Shock

This is the trauma or anxiety which an individual experience when entering into a new or different culture. This is frustration caused by the misunderstanding of the verbal and non-verbal communication, customs and value systems of the new culture or host country (Samovar & Porter 2004.) Cultural shock could also include lack of food and unacceptable level of hygiene, also the disruption of one's routine (e.g. time to wake up from sleep, time for breakfast, time for work etc.). This creates a lot of uncertainty and results to frustration if not well managed (Black, et al. 1999.)

Culture shock has been classified into 5 stages by Davis and Krapels (2005). The stages are characterized with different experience and perception.

Excitement and Fascination: This is the first stage in a new culture characterized with joy and happiness, the individual is full of enthusiasm and sees everything to be nice. It has been described by many authors as the "Honey moon" stage. At this stage, the individual is fascinated with the new environment and experience about new foods, people etc.

Crisis or Disenchantment: This is the stage which the individual in a new culture starts to feel bad and disappointed about the new culture, comparison of his/her culture to that of the new culture will emerge. This stage is characterized with anger, bitterness, frustration, irritation and depression. The individual at this stage withdraws from the people and decide not to learn the language of the new culture. In most cases the individual makes negative comments about the new culture out of psychological imbalance.

Adjustment: This is the stage at which the individual has made up his/her mind to adjust and fit in the new culture. The individual takes courage at this stage and try things about the culture like eating of different foods and adjust to the time table and schedules of the new culture in other not to appear odd.

Acceptance: At this stage, the individual sees the new culture as a home away from home and feel relax with the new culture. The individual will accept the cultural, values, norms and social system of the new culture and try to make friends and integrate fully in the new culture. At this stage, it becomes very important to learn the language of the new culture.

Re-entry: This is the last stage of the culture shock and it has similar characteristics with the first stage. Here the individual is very happy to go back home. In this stage people also experience shock on getting back home as their experience abroad has affected them and they will need some time to fit in properly in their old culture. Also, there is always confusion on how to use the knowledge and experience acquired abroad in your culture.

Barriers of Cross-Cultural communication

When entering into another culture, there are certain barriers that are being experienced. These barriers turn to be the major obstacles to effective communication. It is important to note that

communication here include both verbal and non-verbal communication. E.g. In Japan nodding of head means that the person is listening, in American it means that the person has accepted what you are discussing while in Bulgaria it means that the person disagrees with you. These barriers mentioned are obstacles to effective communication in a new culture. Chaney et al. (2005, 12.), have listed some barriers to communication in a different culture

- i. Physical: environment, comfort and needs, time (example: letter, telephone)
- ii. Cultural: religious, ethnicity and social differences
- iii. Perceptual: analysing issues from ones predetermined mindset
- iv. Motivational: the listener mental resolution or inertial
- v. Experimental: absence of familiar experience
- vi. Linguistic: Different ways in language speaking by the speaker or the use of big grammar that is beyond the listener's comprehension.

2.2.7 Globalization: the birth of International Management

International business is not a new phenomenon; however, the volume of international trade has increased dramatically over the last decade. Today, every nation and an increasing number of companies buy and sell goods in the international marketplace. A number of developments around the world have helped fuel this activity. Globalization refers to the process of social, political, economic, cultural, and technological integration among countries around the world. (Luthans and Doh, 2012). According to (Deresky, 2010) it is “a global competition characterized by networks of international linkages that bind countries, institutions, and people in an interdependent global economy”. (Hill, 2011) sees globalization as the shift toward a more integrated and interdependent world economy. Globalization is distinct from internationalization in that internationalization is the process of a business crossing national and cultural borders, while globalization is the vision of creating one world unit, a single market entity. Evidence of globalization can be seen in increased levels of trade, capital flows, and migration. Globalization has been facilitated by technological advances in transnational communications, transport, and travel.

2.2.7.1 The Concept of International Management

International management involves planning, organizing, leading, and controlling the people working in an organization on a worldwide basis in order to achieve the organizational goals.

Management is the process of completing activities with and through other people. According to (Luthans and Doh, 2012) “International management is the process of applying management concepts and techniques in a multinational environment and adapting management practices to different economic, political, and cultural contexts”. The management of an organization takes place in a global context where the four managerial functions – planning, organizing, leading, and controlling are performed in multiple, as opposed to single, political, cultural, and economic environments. Today, all business is international business. Few firms are not directly or indirectly engaged in international business or affected by international forces. Indeed, a business ignores the forces of global commerce at its own peril.

Many managers practice some level of international management in today’s increasingly diverse organizations. International management is distinct from other forms of management in that knowledge and insights about global issues and specific cultures are a requisite for success. Today more firms than ever are earning some of their revenue from international operations, even nascent organizations as illustrated in The World of International Management about the new social media that opened the chapter. Many of these companies are multinational corporations (MNCs). An **MNC** is a firm that has operations in more than one country, international sales, and a mix of nationalities among managers and owners (Luthans and Doh, 2012). According to Cantwell et.al, 2005: an MNC is a coordinated system or network of cross border activities, some of which are carried out within the hierarchy of the firm, and some of which are carried out through informal social ties or contractual relationships.

In recent years, such well-known American MNCs as Avon Products, Chevron, Citicorp, Coca-Cola, Colgate Palmolive, Du Pont, ExxonMobil, Eastman Kodak, Gillette, Hewlett-Packard, McDonald’s, Motorola, Ralston Purina, Texaco, the 3M Company, and Xerox have all earned more annual revenue in the international arena than they have stateside. GE, one of the world’s largest companies, with 2007 revenue of more than \$170 billion, saw its overseas revenue exceed domestic sales in 2007. Sales to developing markets alone are expected to reach \$50 billion by 2014.

In this study of International management, it requires a thorough understanding of the influences of economic, political, cultural, and competitive pressures on business (Sanyal, 2001). It also requires that a firm be able to take advantage of the opportunities afforded by international business. Successfully managing businesses today requires selecting new forms of strategies,

negotiating creative business arrangements, constructing flexible organizational structures, employing properly trained and culturally astute people, displaying political savvy, and recognizing and resolving ethical dilemmas.

2.2.7.2 Distinctive features of International Management

How is managing a firm that is active internationally differ from managing a firm that is essentially rooted within the political borders of a single nation? Certainly, the environmental variables are more numerous and some of the managerial tasks much more complex. Managers have to work with different national governments (and thus legal systems) under widely disparate economic conditions, with people of diverse culture and values, and with clients and suppliers over vast geographical distances. These factors also make doing business more expensive. The role of governments in creating the rules of business is a defining element of international management. Several other characteristics include the need for understanding a variety of cultural attributes and to realize that the firm's competitive strategies may have to be developed differently.

Multiple Governments and Nationalism

The number of governments that regulate and define the environment and opportunities for international trade and investment is a distinguishing dimension in International Management. With 185 sovereign countries in the world, national governments have the legal right to create the rules and regulations of doing business within the geographical borders. Thus, any international business activity engages at least two governments – one at home; where a firm is headquartered, and the other host; where a firm is doing business, or is a subsidiary.

The government reflect, to a greater extent in democratic countries than in autocratic states, the wishes and aspirations of the majority of the people living within its defined geographical territory. The national government is the guardian of the country's resources, an advocate of its people best interests be they commercial or otherwise, and a defender of the culture and values of its citizens. The government through public policies and enforcements of regulations, determines the priorities in the allocation of resources, the current economic structure, as well as the status of relations with the rest of the world. Given the extensive and overarching ability of the government to define the rules of doing business, the international managers have the challenging task of understanding, influencing, and playing by the rules. They require a high level of expertise and sophistication in

working with foreign governments while at the same time devising flexible strategies and structures to make the firm function efficiently in a world where multiple regulatory authorities wield supreme power.

Cultural differences

Even though differences in culture can be found in many countries, international managers have to contend with even greater differences in culture and customs the further they go from their home country (Sanyal, 2001). Thus, for a firm in the U.S, the cultural distance to be bridged when doing business with Canada is relatively minimal. In contrast, the cultural differences when doing the same business with Saudi-Arabia are more pronounced. Language differences will have impact on the communication and negotiation, attitude toward work affect productivity, and leadership styles vary. The different ways of doing business require adjustment and understanding.

Culture also serves as a basis to unite people against perceived encroachment by foreign ideas and practices. Consequently, governments often put restrictions on the import of certain foreign products and services, such as movies and television programs. International firms need to be sensitive to cultural proclivities to avoid both cultural gaffes and political problems.

Competitive Strategy

Unlike the domestic focused business, the manager of a firm engaged directly in international business may have to devise and implement competitive strategy on a much larger geographical scale. The domestic firm responds to competitive pressures in a single market; the international firm has to consider competitive pressures and counter pressures in multiple markets. An international firm may have to enter the home market of a rival foreign firm on a large scale just to reduce the pressure from foreign competition on its sales in its own home country. In other cases, a firm may have to be present in a foreign market for potential profits far into the future; failure to enter early may mean that prize opportunities are lost to quick moving competitors who gain what is called first movers advantage. Below is a case on Amazon which attempt to illustrate competitive strategies in international management:

Case 1: Amazon.com

The world's largest Internet bookseller "Amazon.com" based in the U.S. entered the European market by establishing two sites in the U.K. and Germany. The overseas expansion followed the entrance into the U.S. market by Bertelsmann. The German media group which owned the world's largest book publishing and book club businesses. Bertelsmann bought 50% of the Internet sales arm of Barnes and Nobles, the U.S. book chain, and planned to use it to sell books in both the U.S. and Germany. Amazons actions were to pre-empt the launch by Bertelsmann and to provide books at a discount to European buyers from a European site thus reducing mailing costs and delivery times.

Source: Rawsthorn, Alice. (1998), October 12. Amazon to open U.K. and German sites. *Financial Times*, p. 19.

2.2.8 Role of Culture in International Management

As said earlier, International management involves planning, organizing, leading, and controlling the people working in an organization on a worldwide basis. This part looks to provide understanding to how culture affects this various process in International Management.

International Planning

This entails defining the organizations mission and establishing goals and objectives and an overall strategy to achieve them. It means being more proactive than reactive, (Rodrigues, 2001). Planning allows for creation and influencing of one's environment in order to exert some degree of control over it. International planning by the various ideas on which normative cultural concepts are based.

The International planning function is affected by the concepts of never ending quest for improvements. Managers in some cultures, such as America adhere to this view: a belief that change is normal and necessary and that no aspect of an enterprise are above improvements. Organizational practices are constantly evaluated in hopes that there will be improvements. Contrary to this, in some other cultures, manager's powers arises not from change but from

maintenance of stability from the status quo. Planned change may be hard to implement in such cultures because for such managers suggesting a planned change, it could be interpreted as a threat or implication that the existing plan has failed.

International Organizing

Organizing involves designing an organizational structure that best enables the enterprise to attain its goals and objectives, (Rodrigues, 2001). Organizing involves determining the tasks of staffs and how they should be grouped, allocation of machines, resources to workers, who is responsible for a task, authority delegation, etc.

Culture affects this process which has a major impact on an international manager's decision. According to Rodrigues, 2001; The Culture of an Independent Enterprise is used as an instrument of social action. This concept is though widely accepted by in some cultures, especially in America. Here, a corporation is viewed as an entity that has rules and a continuous existence, a separate and important social institution that must be protected and developed. As a result, individuals develop strong feelings of obligation to serve the company, and the firm can take priority over their personal preferences and social obligations, including family, friends and other activities. In contrast, in some other cultures, individuals consider personal relationships more important than that of an enterprise, and such is common amongst the South Americans and some parts of Africa.

International Staffing

Staffing means finding training and developing the people necessary to accomplish tasks. This happens to be one area where culture has a major impact in. take for instance in Nigeria, one cultural viewpoint in staffing in a typical organization in Nigeria is the act of "godfatherism", "the person you know at the top". Contrary to that of "merit" employed in an American culture.

Managers who hold the view of merit select the best qualified without bias or being bereaved of objectivity, and such managers keep this staffs as long as their performance standards appreciate and promote them as due. For instance, in a Culture like in the South Americans and in Africa, Nigeria to be precise family is considered more important than the enterprise's vitality. In a typical Nigerian Igbo family, the children of the family are trained in a way in which they are supposed

to succeed their parents who built the company, whether they are qualified or not, have the managerial skills or not, etc. same applies to a traditional Asian family.

The staffing function is also affected by the individuals view of wealth. In most cultures, wealth is generally considered desirable, and the prospect of tangible gains serves as a substantial motivator.

International Coordinating

Coordinating simply means directing people in the organization. It involves inspiring people, motivating them, proper communication, resolving conflicts, etc. In the leading roles in international coordinating, some managers choose to take all the decisions, while some others allow the subordinates make decisions. It is therefore said that Culture affects the viewpoint of distribution in decision making in organizations across cultures, (Rodrigues, 2001).

Due to the issue of different cultures, an international manager tends to educate himself on a countries local practices with respect to leadership style and communication approaches and adapt to them in other to reduce conflict and mismanagement.

International Controlling

Control is the act of evaluating performance. It consists monitoring the results, of the goals and objectives previously established and implemented, including measuring individual and organizational performance and taking corrective action.

Establishing controlling mechanisms across cultures is affected by cultural views held by the society's members, such as making decisions based in objective analysis.

Managers who make decisions based on this point of view, make them based on accurate and precise information, and they are prompt in reporting proper data to all levels of the organization. In other cultures where managers do not employ such, they often seek emotional and mystical considerations. Such managers when asked to explain their decision rationale, they will interpret the question as a lack of respect or confidence in their judgement.

2.2.9 Leadership styles

Leadership style is the way of giving direction, implementing plans, and motivating people. It is the total pattern of explicit and implicit actions performed by the leader in an organization, as seen by employees (Newstrom, Davis, 1993).

Kurt Lewin in 1939 conducted the first major study of leadership styles. He led a group of researchers to identify different leadership styles. They include:

- ***authoritarian or autocratic***: this is the kind of leader who tells his or her employees what to do and how to do it. Such leader doesn't seek advice from anyone. In such organizations, decision making is mostly centralized. This style is mostly used appropriately when information needed to solve a problem is sufficiently provided, and employees are well motivated. People also think of this style as a means for exhibiting power, making use of condescending language, and offering threats.
- ***participative or democratic***: such leader is one who involves more employees in the decision-making process in the organization, but maintains the final decision making. The use of this style doesn't show a sign of weakness, rather it is a sign of strength that your employees will respect and trust that the employees are focused on one direction to ensure the organizational objectives are met. This is normally used when a leader has limited knowledge of the information and technique needed to execute a task, and the employees have such techniques. A leader is not expected to know everything which makes it the reason knowledgeable and skilled people are employed. Using this style is of mutual benefit as it allows them to become part of the team and allows you to make better decisions.
- ***delegative or laissez-fair***: this leader is one who allows employees in the organization to make the decisions, however, such leader is still responsible for the decisions that are made. This style is used when employees are able to analyze the situation and determine what needs to be done and how to do it. A leader cannot do everything, part of being a leader is ability to set priorities and delegate certain tasks.

- **Situational:** this style simply explains a leader being able to initiate all styles needed as at the right time it ought to be used. A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation. Some examples include:
 - Telling your employees that a procedure used to carry out operations is not effective and a new one must be adopted (authoritarian).
 - Asking for the employee's ideas and input on creating a new procedure to carry out work (participative).
 - Delegating tasks in order to implement the new procedure established (delegative).

2.2.10 Different Managerial encounters in Cross-Cultural Management

Cultural values have a considerable effect on the way managers run an organization. The following figure presents the differences which managers may encounter when managing business at an international level.

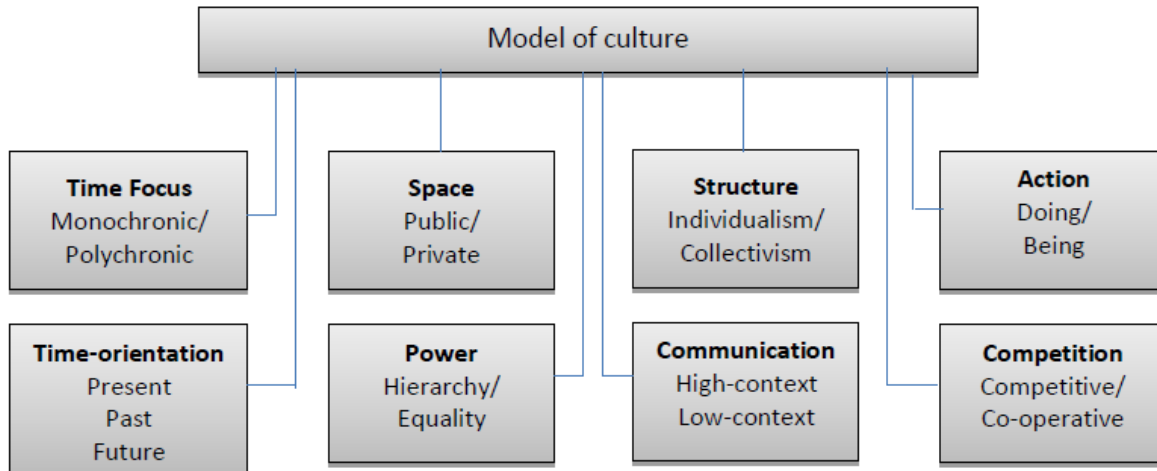


Figure 2: A Model of Culture / Cultural Values

Source: adapted from Doing Business Internationally, Participant Workbook: 2.3.

Time focus (monochronic/polychronic)

Time is perceived differently in every culture according to its traditions, history etc. According to Hall and Hall (1990), the two authors distinguish two types of time systems: monochronic and polychronic. In cultures where monochronic time system is followed, time is used directly in a way people perform one activity at a time as followed in a pre-set schedule. Furthermore, their focus is on information rather than people. On the other hand, in cultures where polychronic time system is used people focus on more than one task and depend less on detailed information, and schedules are open to change. Also, people take priority over schedules.

Time orientation (past, present and future)

Cultures differ as regards their perception of time orientation. For instance, cultures concerned about the past are those that value traditions in their culture. Their plans are focused on whether they are in concordance with the history and traditions of the company. While cultures concerned about the present are those interested in short-term gain. Future focused companies are those concerned about long-term benefits. An emphasis on cultures oriented towards the past is made by Hall and Hall (1990), whereby countries such as the Far East, India and Iran stick to the past. On the other hand, the urban US culture is oriented towards the present and short-term future and the culture of Latin America is oriented to both the past and present. As a result, past oriented companies emphasize traditions and build on them long-term plans. While future oriented companies emphasize longer-term plans and results.

Power (hierarchy and equality)

In the workplace, the level of power is emphasized in cultures which are oriented to hierarchy. The employees implement the directions of their manager and the role of the manager is to take decisions and distribute the work for employees. In some cultures, inequality is accepted and there are no attempts taken to change the situation. While in other cultures, inequality is considered as something undesirable and therefore it requires reform. Equality oriented cultures do not emphasize hierarchy although it exists in order to facilitate relations within the organization. As a result, managers are involved in the work itself rather than people whose role is to give directions. Also, managers are not the ones that take the decision on their own; the decision making is done at the level of all employees involved in the issue.

Competitiveness (Competition)

Management may well encourage competition in an organization, particularly where the environment is that of a “free market” (Browaeys and Price, 2008). In some organizations, competition among employees is encouraged in order to make the employees more responsible and more creative. When competition is valued in an organization, then the focus is on wealth, performance and ambitions. While in other cultures, job satisfaction is focused whereby competition is not valued as much as working in a good environment.

Activity (action: doing or being)

Some companies are considered to have “doing cultures” where the focus is on developing measurable, time-framed actions. In “being cultures,” the emphasis is put on the vision the company strives to achieve.

Space (private or public)

Cultures differ in their perception of space, what some cultures consider as private, it might be considered as public by another culture. There is also what is called “personal zone”; cultures differ when it comes to proximity during a conversation. In case this personal zone is crossed, this will cause discomfort. In some cultures, some personal or family issues are discussed openly, while in other cultures where privacy is of high importance there has to be high formality in conversations where the focus lies on business rather than on personal issues.

Communication (high-context or low-context)

According to Hall and Hall (1990), they defined the concept “context” which is the surrounding circumstances in which communication occurs. They also made a distinction between high context and low context as follows: A high context (HC) communication or message is one in which most of the information is already in the person, while very little is in the coded, explicit, transmitted part of the message. A low context communication (LC) is just the opposite; i.e., the mass of the information is vested in the explicit code. For example, Japan is considered a high context country because information is implicit in the text while the USA is considered a low context country because the information is given clearly.

Structure (individualism or collectivism)

The term “structure” refers to organizational structure in business. Individualism refers to the culture that focuses on the individual over the group. In this case, the individual is supposed to be more self-reliant and there is less need to resort to the group and there is no difference between in-groups and out-groups. Collectivism refers to the shared values of the group where the interests of the group outweigh the interests of the individual. Individualism and collectivism are two opposite concepts. Hofstede (2005) studied individualism and collectivism in different countries. The result was that the United States ranked first in individualism where parents bring up their children on self-reliance. American children were raised to express their own opinions and ideas; they are responsible for their choices when it comes to their college study as well as job choices. In other cultures, such as the Japanese, emphasis is placed on the group approach rather than on the individual approach to all aspects of life. The Chinese and Malaysians also value the group approach and the family (Chaney & Martin, 2011).

2.2.11 Cultural issues about Managing a business in Nigeria

Nigeria is a country located in the Gulf of Guinea in West Africa and shares border with Cameroon in the east, Chad on the northeast, Niger on the North and Republic of Benin on the West. It is Africa’s most populous country and the biggest and richest country in Africa and the tenth largest country in the world. Nigeria came into existence as a result of the amalgamation of 1914 by Lord Lugard which joined the North and South together to form Nigeria. It secured her independence in the year 1960 from Britain and currently has 36 states with its capital located at Abuja. It has 6 major business cities comprising Lagos, Abuja, Aba, Onitsha, Kano and Kaduna. The country is highly blessed with natural resources e.g. Timber, Column bite, Rock Salt, Gypsum, Lead/Zinc, Bentonite and Baryte, Gemstone, Kaolin, Tantalite, Talc, Iron Ore, Tin, Oil and Agricultural farm land for both crop and arable farming. Nigeria as a country is very diverse owing to many tribes that exist in the country. It is estimated that Nigeria has about 371 tribes and 400 spoken languages (Kari, 2002). Among the existing tribes in Nigeria, there are only 3 major tribes that are accorded recognition in Nigeria which are the Ibo, Hausa and Yoruba.

2.2.11.1 Cultural influence on business in Nigeria

Culture is the summary or sum total of people's way of life which is transferable, in this case it must have great influence in business since business revolves within the circumference of people and their culture.

Nigeria and other African countries are seen to have High Power distance culture. According to "Grzeda and Assogbavi" African cultures are characterized with High Power Distance considering the fact that authority is assigned on grounds of education, experience and age and exercise of authority is through political system that supports centralization of powers. (Grzeda and Assogbavi 1999) This is a real fact about Nigeria as authorities are centralized and orders are given from the top to down. There is downwards flow of information and authority which justifies Nigeria as a High-Power Distance culture. In Nigeria people value being seen from the concept and opinion of a group with the group taking care of them in return for loyalty. It is important to express that Nigeria practices collectivism meaning that issues are viewed from the perception and consideration of group. This can further be explained by the extended family concept in Nigeria. Though many arguments have been going on among many authors on the position of Africa in this regard.

In the case of Masculinity and femininity, Authors like (Grzeda and Assogbavi 1999) has explained that Africa in general has Femininity culture considering its affiliation orientation and interpersonal relationship among groups in the African society. Till present in Nigerian villages, if somebody dies, all members of that village are expected not to go to farms or markets and rather be at home with the bereaved family and each adult in that community contributes money for burial. Also in Government organization, when a member is dead or in difficulty, every member of the organization makes personal financial contribution to assist the person in difficulty. Care for one another is an integral part of Nigerian culture and most times Nigerians exhibit this virtue even unconsciously. The priority African cultures allocate to execution of social needs, shows a culture with high feminine dimension (Grzeda and Assogbavi 1999, 89.)

2.3 THEORITICAL FRAMEWORK

2.3.1 Gerth Hofstede's Theory of National Culture

Some researchers have attempted to provide a composite picture of culture by examining its subparts, or dimensions. In particular Geert Hofstede is a Dutch Scientist who has analysed cultural dimension in IBM Employees (116,000) in 70 countries and in 3 regions like East Africa, West Africa and Saudi Arabia. He identified four dimensions, and later a fifth dimension, of culture that help explain how and why people from various cultures behave as they do. Hofstede tried to eliminate the impact of changing organizational cultures and analysed the influences of different national cultures. Hofstede's studies of the interactions between national cultures and organizational cultures demonstrated that there are national and regional cultural groupings that affect the behaviors of societies and organizations, and that are very persistent across time. Hofstede's research has been criticized because of its focus on just one company; however, he has countered this criticism. Hofstede is well aware of the amazement of some people about how employees of a very specific corporation like IBM can serve as a sample for discovering something about the culture of their countries at large.

Hofstede's massive study continues to be a focal point for additional research. The well-known dimensions that Hofstede examined were (1) power distance, (2) uncertainty avoidance, (3) individualism, (4) masculinity and one which was recently added but not well known, (5) time orientation, it was added to help describe the long- versus short-term orientations of cultures. The East Asian countries were found to have longer-term orientations while the U.S. and U.K. were found to have relatively short-term orientations. Therefore, such time orientations are important to our understanding of culture.

2.3.1.1 Dimensions of Hofstede's framework of assessing culture:

Power Distance

This dimension measures the level of acceptance by a society of the unequal distribution of power in institutions. It tends to ask questions, what are the attitudes toward hierarchy and the level of respect for authority? How reluctant are employees to express disagreement with their managers? Inequalities in power in the workplace are normal, as evidenced in hierarchical boss to subordinate relationships. Though, the extent to which subordinates accept unequal power is determined societally.

Countries where people exhibit a high level of power distance, employees recognize the boss's authority just by respecting the formal position of the boss in the hierarchy, and they occasionally evade the chain of command. Such response results in a centralized structure and autocratic leadership. Countries that exhibit such include Malaysia, the Philippines, and Mexico, etc. In contrast, countries where people display low power distance such as Austria, Denmark, and Israel, managers and their subordinates are pertinent to regard each other as equal when it comes to power, which in turn results in harmony, open communication of ideas, and cooperation. It therefore is clear that an autocratic management style is not likely to be well received in low power distance countries.

Uncertainty Avoidance

This dimension refers to the level to which people of a society feel threatened, vulnerable, or exposed to ambiguous and uncertain situations. Countries with a high level of uncertainty avoidance tend to impose strict laws and measures to which their people adhere meticulously, and a strong sense of nationalism prevails, example of such countries include Japan, South-Africa, Portugal, and Greece. In a business context, this value results in formal rules and procedures considered to provide more security and greater career stability (Job security). Managers have a tendency to make low-risk decisions, employees exhibit little ferociousness, and lifetime employment is common.

A country with lower levels of uncertainty avoidance, nationalism is less pronounced, and protests and others of such activities are tolerated, for example, countries of sought include Denmark, Great Britain, and, to a lesser extent, the United States. Company activities are less structured and less formal, some managers take more risks, and high job mobility is common.

Individualism vs Collectivism

This is the third dimension established by Hofstede; **Individualism** refers to the tendency of people to take care of themselves and their families with emphasis being minimal on the needs of a society, the primary focus here is on the individual and the nuclear family. There are examples of countries that exhibit individualism, such include the United States, Great Britain, and Australia, they portray democracy, individual initiative, and achievement is highly valued; the relationship of the individual to organizations is one of independence on an emotional level, if not on an economic level. A country like Pakistan, where low individualism “**collectivism**” triumphs, meaning where it dominates the behaviors, more emphasis is laid on group achievements and

harmony, and the importance of the extended family or group. In such societies, there are tight social frameworks, emotional dependence on belonging to the organization, and strong belief in group decisions. People from a collectivist country believe in the will of the group rather than that of the individual, and their prevalent collectivism exerts control over individual members through social pressure and the fear of embarrassment and dishonor. The society valorizes harmony and saving face, whereas cultures which exerts individualism generally emphasize self-respect, autonomy, and independence. Hiring and promotion practices in collectivist societies are based on paternalism and control rather than achievement or personal capabilities, which are valued in individualistic societies. Other management practices reflect the emphasis on group decision making processes in collectivist societies. This dimension relates to the manner in which members of a group relate to one another and work together.

Masculinity vs Femininity

The fourth value dimension; **masculinity** which refers to the degree of traditional values “masculine”, assertiveness, materialism, and lack of concern for other people that prevail in a society. Comparing with **femininity**, it emphasizes “feminine” values, which means having concern for others, relationships, and for the quality of life. In highly masculine societies like Japan and Austria, women are expected to stay in the house and raise their family. In organizations, one finds considerable job stress, and organizational interests generally infringe on employees’ private lives. In countries with low masculinity such as Switzerland and New Zealand, one finds less conflict and job stress, you have more women in high-level jobs, and a reduced need for assertiveness. For instance, American women are naturally encouraged to work, and because of the state of such, they tend to get support on child care from day care centers.

This dimension proposed by Hofstede do not function in isolation, they are interdependent and interact with each other and complex in their effects on work attitudes and behaviors. According to (Deresky, 2010) “entrepreneurs from societies that are masculine and individualistic have a lower appreciation for cooperative strategies as compared to entrepreneurs from societies that are feminine and collectivist. Masculine cultures view teamwork as a sign of weakness and individualistic societies place a high value on independence and control.” It was also found that high level of uncertainty avoidance prompt more cooperation, by developing coalitions to share risk.

Time Orientation: Long term/ Short term

The long-term orientation was explained to be the extent to which a culture programs its members to accept delayed gratification of their material, social, and emotional needs. For instance, Managers in most Asian countries are more future-oriented and so work toward long-term goals; they value investment in the future and are prepared to sacrifice short-term profits. However, Managers in countries such as Great Britain, Canada, and the United States place a higher value on short-term results and profitability, and evaluate their employees accordingly.

Hofstede's goes on to relate differences among societies on these four dimensions to their implications for supervisor/subordinate relationships. For example, the larger the power distance, the greater subordinates' dependence needs, the role of law and rules as they apply to different classes of people within a society, the use of status symbols, the need for consensus (where uncertainty avoidance is strong), and so on. This study demonstrates how distinct cultural differences across countries result in wide variations in social norms and individual behavior.

However, cultural differences are also reflected in nationally differentiated consumption patterns: the way people dress or foods they prefer. Take the simple example of tea as a beverage consumed around the globe. The British drink their tea as light brew further diluted with milk, while Americans see it primarily as a summer drink to be served over ice, and Saudi Arabians drink theirs as a thick, hot brew heavily sweetened.

Hofstede's work encouraged managers to look at national cultures in ways that differed from those of the past, and this was an important contribution. To succeed in a world of such diversity, companies often had modified their quest for global efficiency through standardization and find ways to respond to the needs and opportunities created by cultural differences.

The importance of Hofstede's work cannot be overstated. Mead (1998) claims that the criticisms levelled at him are dwarfed by the strengths of Hofstede's work in comparing cultures and applying cultural analysis to practical management problems. Certainly, having a controlled informant population enables real comparisons to be made. The four dimensions tap into deep cultural values and allow for significant comparisons to be made across national cultures.

Shackleton and Ali (1990) reported that their study testing power distance and uncertainty avoidance on Sudanese, British and Pakistan managers produced results very close to those reported by Hofstede. Tayeb (1988) study carried out in a number of Indian and British

organizations where both the IBM questions and new questions were used, with the results showing the same dimensions.

2.3.2 Trompenaars Cultural Dimension

Fons Trompenaars also conducted research on value dimensions. His work was spread over a period of ten years, with 15,000 managers from 28 countries who represented 47 national cultures. Some of the dimensions, such as individualism, people's attitude toward time, and relative inner-versus outer directedness, are similar to other dimensions established by other authors over time, findings from Trompenaars's research affect daily business activities and are explained along with the placement of some of the countries along those dimensions. If we view the placement of these countries along a range from personal to societal, based on each dimension, some interesting patterns will emerge. One can see that the same countries tend to be at similar positions on all dimensions, with the exception of the emotional orientation.

Building heavily on value orientations and the relational orientations of well-known sociologist Talcott Parsons, Trompenaars derived five relationship orientations that address the ways in which people deal with each other; these can be considered to be cultural dimensions that are analogous to Hofstede's dimensions. Trompenaars also looked at attitudes toward both time and the environment, and the result of his research is a wealth of information helping explain how cultures differ and offering practical ways in which MNCs can do business in various countries. The following discussion examines each of the five relationship orientations as well as attitudes toward time and the environment.

Universalism vs. Particularism

Universalism is the belief that ideas and practices can be applied everywhere without modification, while **Particularism** refers to the belief that circumstances dictate how ideas and practices should be applied.

Analyzing this dimension, we find that the *universalistic* approach applies rules and systems objectively, without considering human circumstances, whereas the *particularistic* approach which is more common in Asia, Spain, etc. puts relationship as the first obligation and is more subjective. Trompenaars found out that people in particularistic societies are more likely to pass on insider information to a friend than those in universalistic societies.

In cultures with high universalism, as said; the focus is more on formal rules than on relationships, business contracts are adhered to very closely, and people believe that "a deal is a deal." In cultures

with high particularism, the focus is more on relationships and trust than on formal rules. In a particularism culture, legal contracts often are modified, and as people get to know each other better, they often change the way in which deals are executed. In his early research, Trompenaars in his early research found that in countries such as the United States, Australia, Germany, Sweden, and the United Kingdom, there was high universalism, while countries such as Venezuela, the former Soviet Union, Indonesia, and China were high on particularism.

Trompenaars and Hampden-Turner uncovered additional insights regarding national orientations. They did this by presenting respondents with a dilemma and asking them to make a decision based on findings of the research, Trompenaars recommends that when individuals from particularist cultures do business in a universalistic culture, they should be prepared for rational, professional arguments and a “let’s get down to business” attitude. Conversely, when individuals from universalist cultures do business in a particularist environment, they should be prepared for personal meandering or irrelevancies that seem to go nowhere and should not regard personal, get-to-know-you attitudes as mere small talk.

Individualism vs. Communitarianism

Individualism refers to people regarding themselves as individuals, whereas communitarianism refers to people seeing themselves as part of a group. This dimension is a key dimension in Hofstede’s earlier research. Although Trompenaars derived these two relationships differently than Hofstede does, they still have the same basic meaning, although in his more recent work Trompenaars has used the word *communitarianism* rather than *collectivism*. The United States, former Czechoslovakia, Argentina, the former Soviet Union, and Mexico are countries who have high individualism. These findings of Trompenaars are particularly interesting, because they differ somewhat from those of Hofstede, although the definitions are not exactly the same, the fact that there are differences. Countries like Mexico and Argentina are moderately collectivistic in Hofstede’s findings but individualistic in Trompenaars’s research, which points out that cultural values may be changing. For example, with Mexico now part of NAFTA and the global economy, this country may have moved from dominant collectivistic or communitarianistic cultural values to more individualist values. Trompenaars also found that the former communist countries of Czechoslovakia and the Soviet Union now appear to be quite individualistic, which of course is contrary to assumptions and conventional wisdom about the former communist bloc. In other

words, Trompenaars points out the complex, dynamic nature of culture and the danger of overgeneralization.

Negotiations in cultures with high individualism typically are made on the spot by a representative, people ideally achieve things alone, and they assume a great deal of personal responsibility. In cultures with high communitarianism, decisions typically are referred to committees, people ideally achieve things in groups, and they jointly assume responsibility.

Trompenaars recommends that when people from cultures with high individualism deal with those from communitarianistic cultures, they should have patience for the time taken to consent and to consult, and they should aim to build lasting relationships. When people from cultures with high communitarianism deal with those from individualistic cultures, they should be prepared to make quick decisions and commit their organization to these decisions. Also, communitarianists dealing with individualists should realize that the reason they are dealing with only one negotiator (as opposed to a group) is that this person is respected by his or her organization and has its authority and esteem.

Neutral vs. Emotional

A **neutral culture** is one in which emotions are held in check. Both Japan and the United Kingdom are high-neutral cultures. People in these countries try not to show their feelings; they act stoically and maintain their composure. An **emotional culture** is one in which emotions are openly and naturally expressed. People in emotional cultures often smile a great deal, talk loudly when they are excited, and greet each other with a great deal of enthusiasm. Mexico, the Netherlands, and Switzerland are examples of high emotional cultures.

Trompenaars recommends that when individuals from emotional cultures do business in neutral cultures, they should put as much as they can on paper and submit it to the other side. They should realize that lack of emotion does not mean a lack of interest or boredom, but rather that people from neutral cultures do not like to show their hand. Conversely, when those from neutral cultures do business in emotional cultures, they should not be put off stride when the other side creates scenes or grows animated and boisterous, and they should try to respond warmly to the emotional affections of the other group.

Specific vs. Diffuse

A **specific culture** is one in which individuals have a large public space they readily let others enter and share and a small private space they guard closely and share with only close friends and associates. A **diffuse culture** is one in which public space and private space are similar in size and individuals guard their public space carefully, because

entry into public space affords entry into private space as well. Austria, the United Kingdom, the United States, and Switzerland all are specific cultures, while Venezuela, China, and Spain are diffuse cultures. In specific cultures, people often are invited into a person's open, public space; individuals in these cultures often are open and extroverted; and there is a strong separation of work and private life. In diffuse cultures, people are not quickly invited into a person's open, public space, because once they are in, there is easy entry into the private space as well. Individuals in these cultures often appear to be indirect and introverted, and work and private life often are closely linked. An example of these specific and diffuse cultural dimensions is provided by the United States and Germany. A U.S. professor, such as Robert Smith, PhD, generally would be called "Doctor Smith" by students when at his U.S. university. When shopping, however, he might be referred to by the store clerk as "Bob," and he might even ask the clerk's advice regarding some of his intended purchases. When golfing, Bob might just be one of the guys, even to a golf partner who happens to be a graduate student in his department. The reason for these changes in status is that, with the specific U.S. cultural values, people have large public spaces and often conduct themselves differently depending on their public role. At the same time, however, Bob has private space that is off-limits to the students who must call him "Doctor Smith" in class. In high-diffuse cultures, on the other hand, a person's public life and private life often are similar. Therefore, in Germany, Herr Professor Doktor Schmidt would be referred to that way at the university, local market, and even his wife might address him formally in public. A great deal of formality is maintained, often giving the impression that Germans are stuffy or reserved.

Trompenaars recommends that when those from specific cultures do business in diffuse cultures, they should respect a person's title, age, and background connections, and they should not get impatient when people are being indirect or circuitous. Conversely, when individuals from diffuse cultures do business in specific cultures, they should try to get to the point and be efficient, learn

to structure meetings with the judicious use of agendas, and not use their titles or acknowledge achievements or skills that are irrelevant to the issues being discussed.

Achievement vs. Ascription

An **achievement culture** is one in which people are accorded status based on how well they perform their functions. An **ascription culture** is one in which status is attributed based on who or what a person is. Achievement cultures give high status to high achievers, such as the company's number-one salesperson or the medical researcher who has found a cure for a rare form of bone cancer. Ascription cultures accord status based on age, gender, or social connections. For example, in an ascription culture, a person who has been with the company for 40 years may be listened to carefully because of the respect that others have for the individual's age and longevity with the firm, and an individual who has friends in high places may be afforded status because of whom she knows. Austria, the United States, Switzerland, and the United Kingdom are achievement cultures, while Venezuela, Indonesia, and China are ascription cultures.

Trompenaars recommends that when individuals from achievement cultures do business in ascription cultures, they should make sure that their group has older, senior, and formal position holders who can impress the other side, and they should respect the status and influence of their counterparts in the other group. Conversely, he recommends that when individuals from ascription cultures do business in achievement cultures, they should make sure that their group has sufficient data, technical advisers, and knowledgeable people to convince the other group that they are proficient, and they should respect the knowledge and information of their counterparts on the other team.

Time

Aside from the five relationship orientations, another major cultural difference is the way in which people deal with the concept of time. Trompenaars has identified two different approaches: sequential and synchronous. In cultures where *sequential* approaches are prevalent, people tend to do only one activity at a time, keep appointments strictly, and show a strong preference for following plans as they are laid out and not deviating from them. In cultures where *synchronous* approaches are common, people tend to do more than one activity at a time, appointments are approximate and may be changed at a moment's notice, and schedules generally are subordinate to relationships.

According to (Luthans and Doh, 2009), people in synchronous-time cultures often will stop what they are doing to meet and greet individuals coming into their office. A good contrast is provided by the United States, Mexico, and France. In the United States, people tend to be guided by sequential-time orientation and thus set a schedule and stick to it. (Deresky, 2010), validated this by stating that the Americans often experience conflict and frustration, and this is due to diverse concepts of time around the world. To Americans, they value time and limited resource.

Mexicans operate under more of a synchronous-time orientation and thus tend to be much more flexible, often building slack into their schedules to allow for interruptions. The French are similar to the Mexicans and, when making plans, often determine the objectives they want to accomplish but leave open the timing and other factors that are beyond their control; this way, they can adjust and modify their approach as they go along.

Time-related contrast is the degree to which cultures are past- or present-oriented as opposed to future-oriented. In countries such as the United States, Italy, and Germany, the future is more important than the past or the present. In countries such as Venezuela, Indonesia, and Spain, the present is most important. In France and Belgium, all three time periods are of approximately equal importance. Because different emphases are given to different time periods, adjusting to these cultural differences can create challenges. Trompenaars's recommend is that, when doing business with future-oriented cultures, effective international managers should emphasize the opportunities and limitless scope that any agreement can have, agree to specific deadlines for getting things done, and be aware of the core competence or continuity that the other party intends to carry with it into the future. When doing business with past- or present-oriented cultures, he recommends that managers should lay emphasis on the history and tradition of the culture, know if internal relationships will sanction the types of changes that need to be made, and agree to future meetings in principle but fix no deadlines for completions.

The Environment

Trompenaars also examined the ways in which people deal with their environment. Specific attention should be given to whether they believe in controlling outcomes (inner-directed) or letting things take their own course (outer-directed). One of the things he asked managers to do was choose between the following statements: What happens to me is my own doing, Sometimes I feel that I do not have enough control over the directions my life is taking. Managers who believe in controlling their own environment would opt for the first choice; those who believe that they

are controlled by their environment and cannot do much about it would opt for the second. In the United States, managers feel strongly that they are masters of their own fate. This helps account for their dominant attitude (sometimes bordering on aggressiveness) toward the environment and discomfort when things seem to get out of control. Many Asian cultures do not share these views. They believe that things move in waves or natural shifts and one must “go with the flow,” so a flexible attitude, characterized by a willingness to compromise and maintain harmony with nature, is important.

Trompenaars recommends that when dealing with those from cultures that believe in dominating the environment, it is important to play hardball, test the resilience of the opponent, win some objectives, and always lose from time to time. For example, representatives of the U.S. government have repeatedly urged Japanese automobile companies to purchase more component parts from U.S. suppliers to partially offset the large volume of U.S. imports of finished autos from Japan. Instead of enacting trade barriers, the United States was asking for a quid pro quo. When dealing with those from cultures that believe in letting things take their natural course, it is important to be persistent and polite, maintain good relationships with the other party, and try to win together and lose apart.

2.3.3 Andre Laurent’s study of Management styles

Laurent was directed to bring into focus some of the implicit management and organizational assumptions that managers are known to have, it is not so much to explore national differences. Laurent analysed the values of managers in nine European countries and the US in 1983 and 1989 in China, Indonesia and Japan. Laurent used four parameters:

Perception of the organization

This aspect deals with the political role played by managers in the society, the managers perception of power motivation within the organization, the assessment of the degree to which organizational structures are clearly defined in the minds of managers. The French and Italian managers have stronger perception of their political role and emphasise the importance of power motivation within the organization. They also report a fairly hazy notion of organization structure. The opposite is true for the Danish and the British. These results may provide some insight into the extent to which managers from different countries tend to interpret their organizational experiences in power terms

Authority systems

This aspect deals with the conception of hierarchical structure in the organization. It examines if managers agree to the belief that the reason for having a hierarchical structure is to know who has authority over whom, if there is a perception of authority crisis in the organization, the image of a manager as a negotiator. The study revealed three country clusters; Latin countries such as Belgium, Italy, France, etc. at the upper end of the continuum, the United States, Switzerland, and Germany at the lower end and the rest of the countries in the middle. Organizations are seen more frequently as authority systems by French managers than by American Managers. The French, Italian and Belgian managers reported a more personal and social concept of authority, which is based on personal traits and relationships, that regulates relationships among individuals in organizations. The American, Swiss, and German Managers seem to report a more rational view of authority, which is based on the attributes of the role or function, that regulates interaction among tasks and functions.

Role formulation systems

This aspect focuses on the relative importance of defining the functions and roles of organizational members, with emphasis on detailed job descriptions, well defined functions and precisely defined roles. The study found that there is a lower insistence on the need for role formalization in Sweden, the United States and the Netherlands than in the remaining seven countries.

Hierarchical systems

This deals with manager's attitudes toward organizational relationships. It was found that there are sharp differences in management attitudes towards organizational relationships as one moves from northern Europe and the United States at the lower end of the continuum to the Latin countries of Europe at the higher end. These differences in attitudes help one to understand manager's preferences for traditional hierarchical structure, which are primarily characterised by unity of command or matrix structure which involves reporting to more than one boss. Managers who accept organizational relationships as hierarchical are uncomfortable with the matrix structure. In this respect, the score of the Swedish managers is the lowest and Italian managers the highest. Consequently, matrix type organizational structure should have better prospects in Sweden than in

Italy. The Phenomenal success of matrix type structures in ABB, a Swedish organization, validates the finding.

This research treated management as a process by which managers express their cultural values like how far manager carries his / her status into the wider context outside the workplace. Therefore, the international manager needs cross – cultural competence to manage multiculturalism. Cross cultural competence includes skills, awareness and Knowledge.

In order to be culturally competent, an individual need to:

- Possess a strong personal identity
- Have knowledge of and facility with the beliefs and values of the culture
- Display sensitivity to the effective process of the culture.
- Communicate clearly in the language of the given culture group.
- Perform specially sanctioned behaviour.
- Maintain active social relations within the cultural group
- Negotiate the institutional structures of that culture.

2.3.4 Communications Theory: Edward T. Hall

E. T. Hall is a recognized pioneer for the study of intercultural communication. Hall developed his preliminary positions through years of personal observations of the animal world, living with various cultures. Much of Hall’s work has become the basis for later expansion by other writers. Hall’s main contribution was to provide a tool that will be used for the categorization and comparison of other cultures to enable one clarify one’s way of life first, and then begin to understand something of the other cultures one might encounter. One of Hall’s main contributions to the discussion is his theory is that culture is communication. Prior to Hall, a complete theory of culture as communication had not been presented in one place. Using the analytical approach, Hall focuses primarily on the communication pattern found within cultures and emphasises on three dimensions along which societies can be compared:

Context

This refers to the way cultures communicate. In high context cultures, communication is largely implicit, meaning that context and relationships are more important than the actual words, and therefore, very few words are necessary. In low context cultures, the message is communicated

almost entirely by the words and therefore needs to be explicit. High and low context should be seen as a continuum, e.g. such that England would be higher context than Denmark, while being lower context than Japan.

In High context societies or groups, people have close connections over a long period of time. Many aspects of cultural behavior are not made explicit because most members know what to do and what to think from years of interaction with each other. The family is probably an example of a high context environment. In Low context societies, people tend to have many connections but of shorter duration or for some specific reason. In these societies, cultural behavior and beliefs may need to be spelled out explicitly so that those coming into the cultural environment know how to behave. The low context culture is mostly heterogeneous because it must be communicated principally through the content because content is an unreliable indicator of what someone else, in a different group means. Such group could be on the basis of religion, educations, achievement, etc.

Features of the High and Low Context

High context cultures:

- Value traditions.
- Foster long-lasting relationships.
- Rely on non-verbal signs such as tone of voice, facial expressions, body language, and so on.
- Tend to be non-confrontational and more in-direct. Rejection is to be interpreted from non-explicit communication.
- Require little explanation.
- Are more collectivistic. The identity lies with the group. Value group harmony.
- Have stronger boundaries, i.e. one belongs with a certain group.
- Are slow to change.

Low context cultures:

- Tend to make many shallower, short-term relationships.

- Require explicit communication since they lack additional context.
- Communication is more direct and confrontational.
- Are more individualistic. Identify lies with the individual. Value individual needs.
- Require all the information in the message.
- Can change quickly.

Time

Hall distinguished two patterns of time that govern the individualistic and collectivistic cultures: monochronic time schedule (M-time) and Polychronic time schedule (P-time). According to Hall, P-time stresses the involvement of people and completion of transactions rather than adherence to pre-set schedule, Appointments are not taken seriously and, as a consequence, are frequently broken. M-time patterns appear to predominate in individualistic, low context cultures, while P-time patterns appear to predominate in group based, high context cultures. M-time cultures tend to have a linear and compartmentalized view of time, while P-time cultures are generally more flexible. In P-time cultures, time is seen as contextually based and relationally oriented.

In sum of this, in a high context society time tends to be polychronic. There is a heavy investment in socializing members so that information does not need to be explicitly stated to be understood. Members of such a culture would have known one another for long periods of time and there is a strong agreement as to what is and is not expected. In the high context, Japanese society there is even an aphorism that expressly addresses this issue: ‘He who knows does not speak; he who speaks does not know.’ Hence, verbal communication is frequently not needed and may well impede the transmission of the message. Members of the high context societies tend to have less physical space between them when communicating than do those in low context societies.

Space

Hall was concerned about space and our relationships within it. He called the study of such space *Proxemics*. We have concerns about space in many situations, from personal body space to space in the office, parking space, space at home.

The need for space

Some people need more space in all areas. People who encroach into that space are seen as a threat. Personal space is an example of a mobile form of territory and people need less or greater distances between them and others. A Japanese person who needs less space thus will stand closer to an American, inadvertently making the American uncomfortable. Some people need bigger homes, bigger cars, bigger offices and so on. This may be driven by cultural factors, for example the space in America needs to greater use of space, whilst Japanese need less space (partly as a result of limited useful space in Japan).

High territoriality

Some people are more territorial than others with greater concern for ownership. They seek to mark out the areas which are theirs and perhaps having boundary wars with neighbors. This happens right down to desk-level, where co-workers may do battle over a piece of paper which overlaps from one person's area to another. At national level, many wars have been fought over boundaries. Territoriality also extends to anything that is 'mine' and ownership concerns extend to material things. Security thus becomes a subject of great concern for people with a high need for ownership. People high territoriality tend also to be low context.

Low territoriality

People with lower territoriality have less ownership of space and boundaries are less important to them. They will share territory and ownership with little thought. They also have less concern for material ownership and their sense of 'stealing' is less developed (this is more important for highly territorial people). People with low territoriality tend also to be high context.

Theories on International Management

International Management requires theories to explain why and how companies internationalize and how international companies carry out their activities, e.g., how they coordinate their international activities or where they locate their different subsidiaries, ((Morschett, Schramm-Klein, & Zentes, 2015).

The same theories can also be used to predict companies' behavior. This phase presents the most relevant International Management Theories.

2.3.5 Dynamic Theories of Internationalization

Internationalization is not a static phenomenon but a dynamic process, it tends to portray the dominant reason toward the existence of Multinational Corporations which lead to International Management. Companies change their configuration over time, enter into new countries, and change their operation mode. While the theories above allow an analysis at any given point in time, they do not explicitly consider changes over time. Some International Management practices facilitates this model.

2.3.5.1 Stages Models of Internationalization

The stages models of internationalization are rooted in the *behavioral theory* of the firm. These models, of which the internationalization process model (*IP model*, also called "*Uppsala model*") by Johanson/Vahlne (1977) is the best known, propose an association between the knowledge of the decision makers in the company and the level of resource commitment in a foreign market. The core assumption is that companies with low market knowledge about a specific foreign market prefer a low commitment in this market. Once in the market, the company accumulates experiential knowledge and this leads to the willingness to commit additional resources. In the so-called *establishment chain*, the model proposes that foreign operation modes in a specific foreign country are switched along a certain path:

- i. no international activities
- ii. export activities via agents
- iii. export activities via the company's own sales subsidiaries
- iv. establishment of production subsidiaries in the foreign country.

In addition, the IP model suggests that companies often select foreign markets based on the psychic distance to that market and that internationalization often occurs along a *psychic distance chain*, with psychologically close markets being entered before more distant countries. In general, the common assumptions of all stages models are:

- i. Internationalization is a slow and gradual process.
- ii. The process of internationalization is not the result of long-term strategic planning, but of incremental decisions.

- iii. Internationalization is an adaptive process, and with time, resource commitment in the foreign market and changes in the management of the foreign organizational unit will occur.
- iv. Internationalization is a process occurring in stages, characterized by different rates of change and unsteady development.
- v. During internationalization, companies accumulate experiential knowledge which facilitates foreign activities and further internationalization (Swoboda, 2002).

Overall, the stages models explain foreign operation modes mainly through the country-specific knowledge of a company that determines the perceived uncertainty and, thus, the willingness of the company to invest resources in that country.

2.3.5.2 Born Globals

While the IP stages models are highly credible, criticism has emerged over the years. The model omits the strategic choice of management, the models over-simplify a complex process and certain operation modes, and MNCs often leap over certain stages in the establishment chain. Due to this critique, researchers have increasingly observed a new phenomenon, namely companies that internationalize immediately after their foundation (Oviatt/McDougall 1994; Knight/Cavusgil 1996). This, obviously, has challenged the patterns proposed by the *IP model*. Companies, mainly small companies from the IT sector, biotechnology or other high-tech oriented industries, have been increasingly seen to take up international activities (mainly exports) very early after their creation, enter multiple countries at the same time, enter very distant markets and achieve a high percentage of their sales outside the domestic market right from their inception. This phenomenon has been branded “International New Ventures”, “International Entrepreneurs”, “Innate Exporters”, or “Global Start-ups”, but the most frequently used term is “**Born Globals**”.

Born Globals are business organizations that, upon commencement, they seek to derive significant competitive advantage from the use of resources and the sale of outputs in multiple countries” (Oviatt and McDougall 1994). More concretely, another early source defines born globals as companies that “have internationalized within 3 years of inception and have generated at least 25 percent of their sales from export” (Knight and Cavusgil 1996).

2.3.5.3 Comparison between the Internationalization process model and the born globals

Several arguments have been proposed to explain why born globals can successfully adopt an internationalization strategy that differs from the traditional models (Holtbrügge and Enßlinger 2004; Gabrielsson and Kirpalani 2004):

- i. In the IP model, only the company is able to gather international experience. In born global firms, however, the founder or the first management team as individuals often have international experience from previous jobs and therefore have the necessary knowledge of foreign markets and international activities.
- ii. In the IP model, companies are considered to start with a domestic mindset and then slowly become aware of international market opportunities. Born global firms often have a global vision prior to their foundation as part of their strategy. This can be based on characteristics of the entrepreneurs or the specific industry.
- iii. In the IP model, market knowledge can only be built from personal experience. Born global firms, however, are often integrated into formal networks
- iv. Born globals often focus on *niche markets* where the potential in a single country is too small to survive; they therefore have to exploit the market potential in multiple countries.
- v. Born globals often have a unique technology and/or an innovative product or service or a superior design; thus, they follow a strategy of product differentiation. This may give them a *monopolistic advantage* which helps them to overcome the liability of foreignness in less familiar countries.

2.3.6 Contingency Theory

This is a management theory that upholds that there is no particular way or best practices of solving management problems, the contingency theory was proposed by the Austrian psychologist Fred Edward Fiedler in 1964. It opines that a leadership style that is effective in a particular situation may not necessarily be successful in another situation even though they seem to be similar. This concept is owing to the fact that organizations and human behaviors are dynamic and changes are inevitable. The theory emphasizes that management problems should be handled base on the situation at that particular moment and not to repeat past actions/solutions on similar case rather employ unique actions on different matters (Thomas, 1991). The contingency theory is known for four ideas it presents:

- That there is no generally acceptable way or best practice to manage organizations.
- The design and structure of the organization and its subsystems must meet the environmental challenges.
- That effective and successful organization does not only have "fit" for the environment alone but also include their subsystems.
- That organization get better satisfaction when it has a well-designed style which is appropriate for its task undertaking and nature of work group. (Thomas, 1991).

The theory emphasizes on integrating the environment into the organizational priority and all its subsystems. It also outlines two styles of leadership namely, **task-motivated**, and **relationship-motivated**. The Task refers to task accomplishment, and relationship-motivation refers to interpersonal relationships.

Fiedler measured leadership style with the **Least Preferred Co-Worker Scale** (LPC scale.) The leaders scoring high on this scale are relationship motivated and those scoring low are task motivated (Northouse, 2007,). Central to contingency theory is concept of the situation, which is characterized by three factors:

- **Leader-member relations**, deals with the general atmosphere of the group and the feelings such as trust, loyalty and confidence that the group has for its leader.
- **Task structure**, is related to task clarity and the means to task accomplishment.
- **The position power**, relates to the amount of reward-punishment authority the leader has over members of the group (Northouse, 2007).

These three factors determine the favorableness of various situations in organizations.

Strengths of the Contingency Approach

- Contingency theory has survived over the decades as a valid and reliable approach on how to achieve effective leadership because it is grounded in empirical research.
- Contingency theory has broadened the scope of leadership understanding from a focus on a single, best type of leadership (e.g., trait approach) to emphasizing the importance of a leader's style and the demands of different situations.

- Contingency theory has also been proved to have 'predictive powers' in determining the type of leadership that is most likely to be effective in particular contexts.
- Contingency theory suggests not to expect leaders to be equally effective in all situations and therefore organizations should consider leaders in optimal situations according to their leadership style.
- Contingency theory supplies data on leadership styles that could be useful to organizations in developing leadership profiles for human resource planning.

2.3.7 William Ouchi Theory Z

The Theory Z was first presented by William Ouchi (1981). This theory is often referred to as the 'Japanese' management style (sometimes also called the “Gung Ho or Samurai mode). Ouchi called his model 'Theory Z', which falsely gives the impression that it was McGregor’s idea. Theory Z, however, advocates a combination of all best attributes of theory Y and modern Japanese management principles, which place a large amount of freedom and trust with workers, and assumes that workers have a strong loyalty and interest in team-working and the organization.

Based on collectivist culture and inter-personal relationship and value, then the American Management style as proposed by Perce G.A as "Theory A" which is built on an individualist culture. The principles and applications of these theory will give insight of applicable theories when doing business in countries of different and conflicting cultural background. The American and Japanese management style has a sharp and clear difference ranging from decision making, method of communication, management control strategy and interpersonal relationship. The Japanese “Theory Z” emphasizes three major components which include Trust, Intimacy and Subtlety. Subtlety deals with the study and understanding of employees, creation of environment to move them around within the organization and also form teams which enhances efficiency and productivity (Ogbonna, 2010). Trust deals with believing in your workers, giving them the free hand to use their initiative in their job performance and also accepting their judgment in certain situations. Productivity is a resultant effect of Trust (Ouchi, 1981.). Intimacy deals with care, support, discipline of employees and admonishment of selfishness among workers, and the encouragement of close social relationship. This particular management component did not go down well with the American managers. Theory Z is characterized:

Life time employment

This is a characteristic feature of “Theory Z”. It gives assurances of life time job security to employees. It is drawn from the thinking that when people are employed for life, they see themselves as part and parcel of the organization and in that case put in their best towards the success of the organization. Yoji (1988) asserts that life time employment brings good teamwork and rapport among employees, well planned recruitment, training and development of personnel, motivation, and enhances stable management of labour. The American system does not support the life time employment style and as such one can be kicked out of job any day. This very issue makes it difficult for American companies to spend more money on training and development due to the fear that after training workers, they may leave the organization for a better offer. This fear for insecurity of job has affected productivity of American companies negatively. (William Ouchi 1993.)

Holistic concern for people

Unlike the American management pattern, “Theory Z” takes a holistic view of employees. The American style (Theory A) sees an employee from the individualist perspective which “Theory Z” considers as wrong and counterproductive to be wrong and unproductive. “Theory Z” has so much attachment to culture and values. Theory “Z” sees people as group and believes that there are many factors that affect employee’s performance and such factors should be considered alongside the individual employee. The group concept of Japanese management style creates understanding, cordial relationship and team spirit.

Participative approach

This deals with employee’s participation and contribution in decision making in the organization. When employees contribute in making decisions and policies that they are going to carry out, it enhances creativity, easy solution and effective implementation of the policy (Morgan 1989). The Japanese style goes beyond just quality circle where few executives come together to take decision, rather managers and their employees spend time and decisions are made jointly (Beck & Hillmar 1986). In American management style, managers are responsible and accountable for their decisions. This has made it that even when important issues are discussed in open forum, the

managers, mostly disregard the opinion of their workers and make decisions that they feel is best for them. This issue leads to conflict in policy understanding and implementation.

In conclusion, making a comparison between cultures using this approach on diverse cultures, specifically in Nigeria, the Japanese management style will be considered one which will attain success upon application in Nigeria against the American management style. This is owing to the fact that both Nigeria and Japan has collective culture and individual workers are seen from holistic view rather than individualist view. In doing business in Nigeria it is important to note that an employee does not just represent his individual capacity in the organization rather his entire family and relations who solely depend on him for survival.

2.4 EMPIRICAL FRAMEWORK

This section looks to explain various literatures which have been done by scholars and reviewed on cultural roles in International management practices.

2.4.1 Culture Contrasted to International Management

Adekunle and Akhaba, (2014), carried out a research on “Cross-Cultural Management Practice and focused interests on its Impact on Nigerian Organizations. The study looked to examine the effect of managerial behavior on cross cultural management and impact of culture on organizational performance. In the case of data collection, they employed the primary sources of data collection which was the use of questionnaires. Upon analysis in the research of this work, the findings discovered that managerial behaviors have effect on cross-cultural management in Nigerian organizations and they were also able to establish cultural impact on organizational performance. It was recommended in the study that management of various organizations in Nigeria should establish structures in their organization that will encourage good ethical behavior of all levels of managers and even employees as this has significant impact on the organizational performance.

Kawar (2012) carried out a research on Cross-cultural Differences in Management aimed at studying cross-cultural differences in management. In the paper, it was mentioned that there are areas in management whereby differences towards attitudes, behaviors, functioning, communication issues and cultural implications can be seen. The author stated that Cross-cultural

differences stem from the different backgrounds of each culture, cultural varieties may be witnessed in the workplace, and even mentioned that other factors such as reaching sales targets, meeting deadlines, working on tight budgets may cause conflict because of diversity in cultures.

Because of the differences in cultures based on the research, there might be some kind of misunderstanding among people working in the same organization due to their different values, beliefs, backgrounds, etc. For a successful management, any person should be able to work with people from different cultural backgrounds no matter what their cultural orientation is. Couple of western companies operating in different parts of the world where also mentioned in the paper as ones which portrays successful management across cultures and they tend to come up with good managerial results.

Ouellet, Facal, Hébert (2015) carried out a study on Understanding Cultural Difference Management through Charles Taylor's Philosophy. This research study examined the role of culture on internationalization decisions. In this paper parameters such as positive liberty, social ontology, expressivism, civic republicanism and common spaces, were used in their analysis and they went on to look at how culture influences the decisions regarding corporate international expansion. Their framework was applied in a multi-interview design in four firms from the food processing industry from France and Canada.

Results pertaining this study showed there was an obvious sensitivity to cultural difference and that managerial practices surrounding this issue tended to be intuitive and emergent. The practices in this study were not crystallized in the form of a conscious and deliberate organizational strategy for dealing with cultural difference when planning foreign market entry. Findings in this study triggered further reflections on managerial implications such as the importance of searching more explicitly for cultural and organizational anchors when reviewing location factors.

In their quest in carrying out this study, the authors approach in data collection involved using multiple informants in each firm selected for study, CEOs, and other participating managers, and where mostly conducted through interviews. They were asked to identify colleagues from any hierarchical level involved in decisions with regard to internationalization which allowed them select five respondents in one multinational.

They carried out interviews which relied on a three-section interview guide. The first section was devoted to uncovering strategies and their determinants: general strategies, internationalization strategy, business environment, internationalization history, and factors in the choice of location. The second section focused on cultural difference, and the third section focused on business environment scanning practices which were explored from three angles: the information collected in the firm about the business environment, executive's relations with this environment, and, the question of economic incentives encouraging attention to the international environment.

Saranya, Duraisamy (2015) carried out an empirical study on Cross Cultural Management and narrowed the scope of the study to India. The purpose of this research as seen was to address the leadership styles employed by expatriates in the country. As mentioned in the study, India is a multi-cultural society and most of the MNCs do not understand the diversity and multi-plural nature of society. Because of cultural differences, it was deliberated upon in this research whether expatriates should adjust their style of leadership to conform to subordinates' cultural background and to avoid negative attitude creation.

The author stated that the leadership style of expatriates affects the job performance of employee's due to following factors: Management and leadership style, Motivation Strategies, Organization, Communication and Control Mechanisms, Negotiation practices, Organizational Behavior and Management Culture. The author upon continuation of this study tested the proposed theories through the use of Questionnaires of which the target respondents were Upper Middle Level Managers serving in IT Sector, and upon analysis the Stratified Random Sampling technique was implemented. The research proposed that, Once the right executive has been selected for a global management position, special attention must be paid to the difficulties of working in a new cultural environment and to optimize talent in the multinational corporation, talent must be sourced both locally and from around the world.

Staehele (2003), in his dissertation, attempts to analyze cross-cultural management within Switzerland in a Swiss financial services company. In the research was, it was stated that societal, organizational and sub organizational subculture as well as leadership prototypes in Switzerland will be analyzed, and furthermore, the differences or similarities between the empirically assessed cultures will constitute the basis for new conceptual frameworks for cross-cultural management in Switzerland. As stated by (Lewis, 1999), Limiting the scope to Switzerland will cover a gap in

current research regarding within country cultural assessments. As for the researcher's perception, living in the analyzed country and sharing the Swiss value systems will enable researchers analyze their culture from both an emic (within Switzerland) and an etic (comparing subcultures) research perspective (House, 1996; Gudykunst, 1994; Bird, 2000; Schaffer and Riordan, 2001; Smith and Bond, 1993).

In summary, the research work proposed a hypothesis in the form of two conceptual frameworks: the first is about *cross-cultural team roles*, the second, about *cross-cultural leadership prototypes in Switzerland*. The *empirical* aspect was based on a combination of various *qualitative* and *quantitative* techniques and employed triangulation to validate empirical evidence from a single embedded case study.

Aluko (2003) in his article, "the impact of culture on Organizational performance in selected textile firms in Nigeria", examined the multidimensional impact of culture on organizational Performance. The main objectives established in this research work were to; identify the cultural variables which influence organizational performance, the nature of relationship of both variables, etc. it was further observed that both qualitative and quantitative method were both used in respect of data collection, and were analyzed using the parametric and non-parametric statistics.

It was stated that, all organizations everywhere, function within a specific culture, and it is becoming more widely recognized in contemporary discussions of organizational performance that managers and other organizational practitioners have to develop an understanding of their cultural settings if their organizations are to perform effectively Blunt and Jones (1992), George and Jones (1996) and Zakaria (1997). Also, Organizational practitioners continue to be bedeviled by a lot of management problems that have their roots in the culture of a society and those that impede progress toward achieving high performance. In the attempt to relate the Nigerian context or organizations operating in Nigeria to their specific cultural settings became the focus that provided the main impetus to this study. In other words, the study laid emphasis on how to relate organizations more closely with their cultural settings in order to enhance optimal performance. Furthermore, in this research, certain relevant findings were established; it was observed that irrespective of their cultural backgrounds, workers in the textile industry appeared to have imbibed the industrial way of life. The results of the analysis of the cultural variables showed a high level

of commitment to work, low level of labor turnover and absenteeism, positive beliefs about work, positive work values, attitudes, and norms in all the firms studied.

Somalingam and Shanthakumar, (2013) laid emphasis on national cultural values and adaption of different cultural values without losing traditional/national culture in a cross-cultural environment. In their work was proposed that, with ever increasing scope of globalization, managers need to live with more than one culture. The study looked to review cross cultural management of which they based the focus on two folds; one is to assess the cultural influence with regard to organizational behavioral pattern in a multinational company's working environment and the other is to find out the linkage between knowledge management and cultural values. Also, it tries to explore bicultural (individuals who identify strongly with two cultures.) / multicultural (individuals who identify strongly with more than two cultures) behavior of Indian software engineers, if any. Pertaining this research, many theorists of international studies strongly advocated that adaption of bicultural or multicultural behavior of employees will give positive results to the multinational organizations. Furthermore, in this study, it was concluded that more research is needed to validate the various issues of cross-cultural management of Indian expatriates to European and Western countries.

Tran and Skitmore (2002) in their article "The impact of culture on international management" provided results of an exploratory survey of construction industry managers in Singapore to isolate some of the common effects of national and organizational culture, together with the personal characteristics of managers, on the efficacy of project communication.

The results observed in this research suggested that the managers' attitude and behaviors toward communication may be guided to large extent by their level of competence, also, the study also provides evidence to suggest that the individuals' understanding of the communication process and its barriers, the way they behave with other individuals and expect to be treated, varies according to national cultures.

Junior, Meyer, Murphy (2006) analyzed the influence of culture in international business. They stated that the globalization of the world economy has intensified international relationships, increasing the importance of cultural dimension. The literature in the study also emphasized various variables that have influence over the culture of a population or a region. Several are times, these elements are invisible to the eyes of foreigners that travel around the world searching for

new business opportunities, resulting in conflicts, problems and failures. Usually managers who take over the prevailing norms in their country, assuming they are equally valid in other contexts, may find difficulties in the performance of their companies. It was concluded that, in order to be successful, it is necessary to read the cultural context and seek the required adjustments to avoid problems that may arise and affect the performance of businesses.

Kittler, Rygl, Mackinnon (2011) reviewed Edward T. Hall's influential concept of high-/low-context communication and its use in cross-cultural research. Hall's concept suggests that individuals combine preprogrammed culture, specific context and information to create meaning. The use of context is argued to vary across cultures and country classifications have been attached to Hall's concept. These country rankings have evolved over time classifying (national) cultures as 'high-context' (HC) and 'low-context' (LC). Furthermore, since future studies employing Hall's context idea as an underlying framework in cross-cultural research need to rely on a valid and reliable country classification, their study analyses literature related to Hall's HC/LC concept. Based on a systematic review, the authors particularly question whether the country classification attached to Hall's concept is built on rigorous and substantiated findings. In conclusion, the study shows that most previous research that utilized HC/LC country classifications is based on seemingly less than adequate evidence.

2.5 Gaps in Literature

Several studies relating to this research on how culture affects international management have been carried out. Several contributions to knowledge have been made also and suggestions to further research recommended. Adekunle and Akhaba, (2014), focused on the influence of cross-cultural management practice on Nigerian organizations. Also, Saranya, Duraisamy (2015) carried out similar research but narrowed it down to organizations in India, Staeheli (2003) focused its study on cross cultural management in organizations in Switzerland. Furthermore, similar to this research, gaps were discovered in Aluko (2003) who took up a research on the impact of culture on Organizational performance and focused the study on textile firms in Nigeria. The most similar study was that of Tran and Skitmore (2002), on their research, the impact of culture on international management. The gap found in this particular literature was the focus on selected construction industry managers in Singapore. However, most of the researchers and scholars neglect to focus emphasis on core management aspect of Multinational Corporations, need for Expatriate Managers

to have a sound knowledge about the culture of the host nation to ensure a successful management and foster meeting of set goals and objectives.

This study however looked to critically examine variables both generated and adopted and identify the significant influence of culture on international management focusing the study on a Multi-National Corporation established in Nigeria.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter introduces the research methodology used in respect of this study. It tends to illustrate how it has guided data collection and analysis as regards quantifying the relationship level between culture and International management. It tends to give a broad illustration on the research design, the study population, sampling techniques, instruments used in data collection furthermore testing the validity and reliability of this instruments, processing of collected data, etc. in the course of this research, data will be collected by the use of questionnaires being the primary source of information and will be distributed amongst staffs and management of MAERSK line Nigeria ltd.

3.2 Research Design

Research Design constitutes the blueprint for the collection, measurement, and analysis of data (Osuagwu, 2006). Research design ensures that the evidence obtained enables you to effectively address the research problem logically and as unambiguously as possible. Therefore, it guides the researcher in the process of collecting, analyzing, and the interpretation of collected data and information.

For the purpose of this study the quantitative technique was adopted. A Quantitative method lay emphasis on objective measurements and the statistical, mathematical, or numerical analysis of data collected. Such could be done through polls, the use of questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon (Babbie, 2010).

The quantitative technique however chosen is based on the preference of questionnaires. This therefore indicates that the primary data was a major choice in obtaining information for the research work. A questionnaire is an instrument or form designed in a structured or semi-structured format to collect data from respondents, often key informants in a given situation. As regards this study, the information derived through questionnaire forms the basis for the study. In the use of

questionnaires, the variables involved in the research can be observed at one or more points in time as they are without making any attempt to control them.

3.3 Research Population

It is said in management science that, for adequate management decision making, data used should be reliable and sufficient. Statistics sees it as group of elements from which a sample may be selected for measurement. A research population is the totality of all elements, subjects or members that possess a specified set of one or more common attributes (Ogundipe et al; 2006).

This research is tested on the staff and management of MAERSK line Nig. Ltd. As obtained from the registry of the company, the characteristics of the study population is that it is mixed at every level of the organization irrespective of age, sex, educational background, employment level, salary scale, and marriage status.

3.4 Sampling Technique

Sampling is the process of selecting a number of individuals for a study in such a way that the individuals represent the larger group being referred to as the population.

In sampling, there are two major questions that must be addressed:

- i. What guideline must be adhered to ensure a representative sample size?
- ii. How large should the sample size be?

Sampling techniques is the process of selecting representative elements (samples) from a given population (Yates, 1990). There are various techniques of selecting sampling units that make up the samples, these have been categorised into probability and non- probability.

Probability technique gives each unit of population chance equally to be selected, while the non-probability technique are schemes that do not involve elements of randomization.

Probability methods include the simple random sampling, systematic random sampling, stratified random sampling, cluster sampling and multi stage sampling. Non- probability sampling methods include the convenience sampling method, judgemental method, quota method, random walk sampling, and snowball sampling.

3.5 Sample size determination

A part taken out of the population which is being observed and believed to have the same characteristics of the population it represents is a sample. (Asika 1991) Sample size is the number of population elements that are selected for study. Being that the study covers the staff and management of MAERSK line Nig. Ltd. The sampling size will be determined using the Yard's formula.

Yard's Formula

The yard's formula is a statistical formula concerned with the application of normal approximation with 95% level of confidence and 5% error tolerance.

$$n = \frac{N}{1 + a^2N}$$

Where N= population

n= sample size

a²= level of significance

Therefore, to determine the sample size for the number of participants to distribute questionnaire to

n =? N=335 a= 0.05

$$n = \frac{335}{1 + 0.0025(335)}$$

$$n = \frac{335}{1.8375}$$

n = 182 respondents

3.6 Sample Frame

A sample frame has the qualities of every element and it acts as a representative of the population. It is the initial list of the sampling units from which the sample or some stage of sample is selected. The sample frame selected for this research work consists of Managers, and staff at various levels in MAERSK line Nigeria ltd.

3.7 Development of the data collection instrument

The main instrument that is used in this study is the questionnaire which was constructed by the researcher, close ended and scale questions are used in a well-structured form. The structured questionnaire is one in which items for responses have already been written, all the respondents need do is to complete the blanks with a tick, one word, a phrase or sentence. The all-important feature of the structured questionnaires that it sets limit or exerts some control over the extent to which the respondent can answer questions. The questionnaire was adopted and modified based on the study of aluko (2003), ogbonna (2010), Ma & Ran (2011), Goolaup & Ismayilov (2011), Saranya (2015), Adewunmi and Akhaba (2014).

The questionnaire constructed for this research is divided into different sections: sections A to H. Section A covers information on the demographic characteristics of respondents; their sex, age, marital status, educational background, position occupied in the organization (either a staff or part of the management team), etc. Section B to H covers information on Cultural differences and transfer of technology, Cross Cultural Management Practices, Work Value and leadership behaviour, Power distance and leadership style, Cross cultural Communication and Management practices, social structure and managerial decisions and attitude toward time. They make up the main thrust of the questionnaire and are focused on the purpose of the study. The questionnaire had 28 item questions directed to the staffs and management of the organizations which had four questions each that measures the variables of this research work on a five-point Likert scale ranging from a “Strongly Agree (1) to Strongly Disagree (5)”. This study therefore, used field assistance in retrieving the questionnaires from the respondents. (see Questionnaire attached).

3.8 Method of data analysis

The data which are obtained from questionnaires that were administered will be analysed Manually and a Computer software. The software used is the Statistical Product and Service Solution (SPSS). It is configured for calculations, analysis, scientific research of data and information, etc. the manual aspect of the analysis involves sorting the data into rows and columns by using tabular forms in order to make counting of data categorized. Furthermore, the data will be checked for accuracy, coded, analysed, recoded, tested, and then extracted.

After the collection of data has been done, the procedures used in processing the data will be through the use of analytical software called the Statistical Product and Service Solution (SPSS). Tables will be used to present the frequencies of the demographical data which will show the mean and standard deviation, while linear regressions will be used to analyse the data. All the items in the questionnaire will be analysed.

3.9 Ethical Consideration

The respondents chosen to further this research were the staff and management of MAERSK line Nig. Ltd. The respondents upon distribution of the questionnaires were duly informed about the research work, the motivation of the work and most importantly, the purpose of the research work. A proposal was submitted to the organization, giving full understanding what the research was all about.

The questionnaires were distributed to the respondents and they were allowed to fill them based on their convenience, and also, they were allowed to decline participation based on their own will.

The respondents were treated with great anonymity and their responses were treated with great confidentiality as such responses were used for only research purposes and not an attempt to sabotage their operations.

3.10 Validity of Research Instruments

Validity refers to the degree to which a test measure what it purports to measure. A researcher has several variables that they intend to measure. A questionnaire is said to be valid when it measures what it intends to, and if it is comprehensive enough for collecting all information needed to address the purpose and goals of the study (Karemu et al., 2014).

The questionnaire to be adopted is a valid research instrument for this study as it will be represented and structured in such a way to elicit the appropriate responses from the respondents. The researcher ensures that the series of questions posted to the respondents are in relation to the topic of the study and that the questionnaire actually measures what it ought to measure. The questionnaires are initially designed by the researcher and are subjected to content and face validity by the researcher's supervisor who would give advice on items to be retained, reframed or rejected. This is done to establish a face content validity and to enhance its usefulness.

3.11 Reliability of Research Instruments

Reliability refers to the degree whereby results obtained from the analysis of data done actually represent the study. According to Mugenda, 2008, A reliable measurement is one which if repeated, will yield the same result as it did the previous time. The principle is that will the measuring instrument produce similar results when repeated.

This research however, used the parallel form of reliability test and this was done by the distribution of questionnaires to respondents.

In addition, the Cronbach alpha was used to test reliability of the measurement instrument. The range of the coefficient qualities is from 0 to 1. An instrument with high reliability will have a coefficient value near 1 as could reasonably be expected though a score that is near 0 is an indication that the instrument has a low or no reliability. Generally, a score of 0.7 or more means that the instrument is reliable.

Table 3.10.1 Reliability Statistics

Cronbach's Alpha	N of Items
.741	42

Source: Field Survey, (2017)

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter provides details of the analysis of data gathered via the questionnaire and the empirical research findings. The primary purpose of this study was to examine the influence of culture on international management, of which it carried out its research on the staff and management of Maersk line Nigeria ltd.

The data collected as regards this study which were deemed to be of huge importance from the appropriate sources through the use of questionnaires were classified, and analysed to identify trends, patterns, and relationships existing among data for necessary interpretation.

Simple percentage frequency table was used to analyse the questions asked in the questionnaire, another to test the statistical mean and standard deviation, and regression analysis was employed for the testing of hypothesis, of which the hypotheses formulated for this study guided the arrangement of the tables, and each hypothesis focuses on the variables identified and summary of the main findings follows each hypothesis.

4.2 General Rate of Response

In the course of analysis, a total of 182 questionnaires were distributed, and amongst these questionnaires distributed 138 representing 76% were returned and filled, while 44 questionnaires representing 24% were not returned. Affixed in the appendix later in this research work is a copy of the questionnaire distributed.

4.3 Socio - Demographic analysis of respondents

The personal data consists of the gender, age, marital status, educational qualifications, years in organization, job position, ethnicity, etc. These variables are essential to interpretation of this study.

Table 4.3.1 Socio-Demographic Analysis of Respondents

Demographic Analysis	Items	Frequency	Percent (%)	Valid Percent
Gender	Male	89	64.5	64.5
	Female	49	35.5	35.5
Age	18-25	49	35.5	35.5
	26-35	49	35.5	35.5
	36-45	24	17.4	17.4
	46 & above	16	11.6	11.6
Marital Status	Single	72	52.2	52.2
	Married	51	37.0	37.0
	Divorced	10	7.2	7.2
	Separated	3	2.2	2.2
	Widowed	2	1.4	1.4
Education	BSc	40	29.0	29.0
	B. A	22	15.9	15.9
	HND	26	18.8	18.8
	MBA	15	10.9	10.9
	MSC	9	6.5	6.5
	PHD	13	9.4	9.4
	Others	13	9.4	9.4
Years of Experience	1-3 yrs	41	29.7	29.7
	4-6 yrs	41	29.7	29.7
	7-9 yrs	43	31.2	31.2
	10 yrs & above	13	9.4	9.4
Job Position	Snr. Manager	15	10.9	10.9
	Supervisor	45	32.6	32.6
	Employee	78	56.5	56.5
Ethnicity	Igbo	55	39.9	39.9
	Yoruba	21	15.2	15.2
	Hausa	17	12.3	12.3
	Others	23	16.7	16.7
	African (Non- Nigerian)	6	4.3	4.3
	European	8	5.8	5.8
	Asian	2	1.4	1.4
	American	6	4.3	4.3

Source: Field Survey, (2017)

Table 4.3.1 above shows the distribution of the socio demographic analysis. They consist of the gender, marital status, age, educational qualification, years of experience, job position, ethnicity of the sample population.

For the Gender distribution, 89 out of the total questionnaires returned were male representing 64.5% of the total sample size while 49 were female representing 35.5% of the total sample size. With the analysis represented above, it can be said that the male respondents were more than the female.

Within the age bracket of 18-25, and 26-35, specifically 98 consists a large number of the respondents of which both were equal at the top representing 35.5% each. Others represents 17.4% of the total sample followed by 24 respondents in the age bracket of 36-45, 11.6% representing 16 respondents below in the age bracket 46 & above of the total sample size.

Information's on the marital status showed that 72 respondents are single, representing 52.2% of the respondents and clearly the largest. 51 respondents are married and this represents 37.0% of the total respondents which is the next largest group. Only 10 respondents are divorced and this represents 7.2% of the total sample size, 3 respondents are separated representing 2.2%, and 2 respondents are widowed representing 1.4% which turns out to be the smallest in this group which therefore indicates that majority of the respondents are single.

Information on the highest educational qualification of respondents shows that 40 respondents have a Bachelor's degree (B.Sc.) representing 29.0% of the total respondents and the highest in the group. 22 respondents have a B. A. degree representing 15.9% of the total respondents. 26 respondents have a HND making up 18.8% of the total respondents, 15 respondents belong to those with an MBA degree representing 10.9%, 9 respondents belong to those with MSC degree representing 6.5%, 13 respondents have a PHD degree representing 9.4%, and 13 respondents also belong to the others group which is basically professional certifications and this represents 9.4% of the respondents as well. It is vivid that majority of the respondents have a Bachelor's degree (B.Sc.) as their highest academic qualification.

From the table, the number of years respondents have spent in the organisations is indicated. It showed that 41 respondents have spent 1-3 years with their organisation representing 29.7% of the total respondents. 41 respondents representing 29.7% as well have spent 4-6 years of the total

respondents. 43 respondents have spent 7-9 years representing 31.2% of the total respondents and 13 respondents have spent 10 years and above which represents 9.4% of the total respondents. With the presented information, it is clear that majority of the respondents are those who have spent 7-9 years serving the organization.

Information as regards the Job position shows that the larger number of respondents are employees, which consists of 78 respondents and represents 56.5% of the total respondents. 45 respondents are supervisors which is the second highest respondents in this category and represents 32.6% of the total respondents, and, 15 respondents are senior managers, making 10.9%, and the lowest number of respondents in this category.

Finally, in the table is shown the distribution categorised as ethnicity of the respondents of the sample population. It indicates that 116 respondents were said to be Nigerians working in the organization of which there are 55 respondents who are Igbos and represents 39.9% of the total population and also the highest number of respondents. 21 respondents are Yoruba representing 15.2% of the population, 17 respondents are Hausa, they represent 12.3% of the population, 23 respondents are in the other groups which represents other ethnic groups in Nigeria that are not mentioned in the questionnaire and represents 16.7% of the population size. 6 respondents are Africans which are not Nigerians and they represent 4.3% of the total population, 8 respondents are Europeans and represent 5.8% of the total population, 2 respondents are Asians and represent 1.4% of the population, and 6 respondents are Americans which represents 4.3% of the total population size.

4.4 Descriptive analysis of data on relevant variables

This section focuses on the responses of the respondents to statements concerning Culture and International Management. Respondents indicated whether they “Strongly Agree”, “Agree”, “Fairly Agree”, “Disagree”, or “Strongly Disagree” with the provided statements. Below are the statements and the tables showing the percentage distribution of responses along with the interpretations.

4.4.1 Influence of Cultural differences on Transfer of Technology

Item	SA (%)	A (%)	FA (%)	D (%)	SD (%)	\bar{X}	σ^2
I have experienced different modes of operations that appears foreign since working for this organization	38.4	40.6	10.9	8.7	1.4	3.06	.987
Implementing Strategies used by the parent company in our operations has influenced it positively	27.5	47.8	22.5	2.2	-	3.01	.769
Being in an environment with people from diverse cultural background has exposed me to different cultural activities	36.2	50.7	9.4	3.6	-	3.34	.797
Having worked with people from diverse array of culture, I have been exposed to a more advanced technique in carrying out my job	36.2	48.6	10.9	4.3	-	2.54	.746

Source: Researchers Field Survey, (2017)

The above table identifies four statements which were incorporated under cultural differences and transfer of technology. The first statement shows that 53 respondents representing 38.4% of the sample population strongly agreed to have experienced different modes of operations which appears foreign since working for the organization. Other 56 respondents representing 40.6% Agree, 15 respondents representing 10.9% Fairly Agree, 12 respondents representing 8.7% Disagree, and just 2 respondents representing 1.4% Strongly Disagrees. This implies that a larger percent of the respondents Agree to experience different modes of operations that appears foreign since working for the organization.

The second construct looked to ask questions on strategies implemented. The information provided showed that 38 respondents representing 27.5% of the population strongly agree that their operations has been influenced positively by implementing strategies used by their parent company. 66 respondents representing 47.8% Agree, 31 respondents representing 22.5% Fairly Agree, 3 respondents representing 2.2% disagree, and no respondent strongly disagree. This however indicates that most respondents agree that the operations of the organization have been positively influenced by implementing the strategies of the parent company.

In the third, it shows that 50 respondents representing 36.2% strongly agree to being exposed to different cultural activities by being in an environment with people from diverse cultural background, 70 respondents showing 50.7% of the population agreed, 13 respondents (9.4%) fairly

agree, 5 respondents (3.6%) disagree, and no respondent strongly agree. This means that majority of the respondents agree to the statement.

Finally, the last question analyzing this variable shows that 50 (36.2%) respondents strongly agree to being exposed to a more advanced technique in their jobs having worked with people from diverse array of culture, 67 (48.6%) agree, 15 (10.9) fairly agree, 6 (4.3%) disagree, and no respondent strongly disagree. This implies most of the respondents agree to it.

4.4.2 Cross Cultural Management Practices

Item	SA (%)	A (%)	FA (%)	D (%)	SD (%)	\bar{X}	σ^2
My personal belief has serious impact on my decision toward the success of the organization.	27.5	46.4	17.4	7.2	1.4	2.52	.914
As a local, I find it easy to adhere to the control policies set by the organization to monitor performance.	27.5	41.3	25.4	5.1	0.7	3.04	.970
Unethical behaviors of the staffs in the organization affects managers' decisions	25.4	32.6	19.6	16.7	5.8	2.28	1.132
Management adheres to the defined values of this organization	30.4	39.1	15.9	10.9	3.6	2.91	1.146

Source: Researchers Field Survey, (2017)

Table 4.4.2 looks to analyze the rate of response as regards cross cultural management practices. 4 constructs were established in this category to and respondent's reply to analyze. The first construct is on how one's personal belief impacts their decisions toward the organizations success. In the course of the analysis, 38(27.5%) strongly agreed to their personal beliefs impacting their decisions toward the success of the organization, 64(46.4%) agree, 24(17.4%) fairly agree, 10(7.2%) disagree, 2(1.4%) strongly disagree. This shows that majority of the population agree to their personal belief influencing their decisions toward the organizations success.

The second construct shows that 38 respondents showing 27.5% of the population strongly agree to finding it easy to adhere to control policies set by the organization to monitor performance, 57(41.3%) respondents agree, 35(25.4%) respondents fairly agree, 7 (5.1%) respondents disagree, and 1 (0.7%) respondent strongly disagree. This in turn implies that most respondent Agree to adhere to control policies set by the organization to monitor performance.

The third construct looks to analyze if unethical behaviors of staffs in the organization affects managers' decisions. The analysis showed that 35(25.4%) respondents strongly agree, 45(32.6%)

respondents agree, 27(19.6%) fairly agree, 23(16.7%) disagree, 8(5.8%) strongly disagree. This implies that majority of the respondents agree that unethical behaviors of the staffs in the organization affects managers' decisions.

Finally, the fourth in the table above shows that 42 respondents with 30.4% strongly agreed that managers adhere to the defined values of the organization, 54 respondents with 39.1% agree, 22 respondents with 15.9% fairly agree, 15 respondents with 10.9% disagree, 5 respondents with 3.6% strongly disagree. It shows that more of the respondents agree that managers adhere to the defined values of the organization.

4.4.3 Relationship between Work Values and Leadership behaviour

Item	SA (%)	A (%)	FA (%)	D (%)	SD (%)	\bar{X}	σ^2
Workers derive satisfaction from the leadership style adopted in the organization	39.9	41.3	15.9	2.2	0.7	3.19	.833
Managers in this organization tend to adapt their leadership style to the conduct and behaviors of their employees	23.9	44.9	17.4	10.9	2.9	2.63	.990
My personal values are in accordance with the values, and standard set by the organization	27.5	45.7	19.6	6.5	0.7	3.11	.987
Values, attitudes and perception of work, commitment to work, norms, etc. have positive influence on workers.	32.6	34.8	23.2	5.1	4.3	2.86	1.068

Source: Researchers Field Survey, (2017)

According to the table 4.4.3 above, the researcher is looking to test for work values and leadership behavior. Four questions in the questionnaire were established to analyze respondents answer to the variables. The first question looking at workers satisfaction from leadership style adopted in the organization showed the following information, 55(39.9%) respondents strongly agree, 57(41.3%) respondents agree, 22(15.9%) fairly agree, 3(2.2%) disagree, 1(0.7%) strongly disagree that workers derive satisfaction from the leadership style adopted in the organization. It therefore shows that majority of the population that responded agree.

The second, shows that 33 respondents representing 23.9% of the sample population strongly agree that managers in the organization tend to adapt their leadership style to the conduct and behaviors of their employees. 62 respondents representing 44.9% agree, 24 respondents representing 17.4% fairly agree, 15 respondents representing 10.9% disagree, and 4 respondents representing 2.9% strongly disagree. It therefore implies that most respondents agree that the managers in the organization adapt their leadership style to the conduct and behavior of their employees.

The third, revealed just 1(0.7%) respondent strongly disagree, 9(6.5%) respondents disagree, 27(19.6%) respondents fairly agree, 63(45.7%) respondents agree, and 38(27.5%) strongly agree that their personal values are in accordance with the values, and standard set by the organization. Indicating that a larger amount of the respondents believe that their personal values are in accordance with that set by the organization.

The fourth question, revealed 45(32.6%) respondent strongly agree, 48(34.8%) respondents agree, 32(23.2%) respondents fairly agree, 7(5.1%) respondents disagree, and 6(4.3%) strongly disagree that values, attitudes, and perception of work, commitment to work, norms, etc. have positive influence on workers. Based on the analysis, it Indicates that a larger amount of the respondents believes the statement made.

4.4.4 Influence of Power Distance on Leadership style

Item	SA (%)	A (%)	FA (%)	D (%)	SD (%)	\bar{X}	σ^2
The management sees itself as being involved in the work itself rather than just give directions	41.3	35.5	12.3	10.9	-	3.01	.959
Everyone is treated fairly and equally regardless of their position in the organization	21.7	28.3	23.2	14.5	12.3	2.29	1.308
Employees contributions are always considered in making managerial decisions	19.6	34.1	30.4	10.9	5.1	2.67	1.198
I would describe the general leadership style in the organization as democratic	13.0	39.9	28.3	12.3	6.5	2.41	1.071

Source: Researchers Field Survey, (2017)

The first question in the table shows that 57 respondents representing 41.3% of the sample population strongly agree that the management in the organization sees itself as being involved in the work itself rather than just give directions. 49 respondents representing 35.5% agree, 17 respondents representing 12.3% fairly agree, 15 respondents representing 10.9% disagree, and no respondent strongly disagreed. It therefore implies that most respondents strongly agree that the management sees itself as being involved in the work itself rather than just give directions.

The second construct shows that 30 respondents representing 21.7% of the sample population strongly agree that everyone is treated fairly and equally regardless of their position in the organization. 39 respondents representing 28.3% agree, 32 respondents representing 23.2% fairly agree, 20 respondents representing 14.5% disagree, and 17 respondents representing 12.3% strongly disagree. It therefore implies that most respondents agree that everyone is treated fairly and equally regardless of their position in the organization.

The third question shows that 27 respondents representing 19.6% of the sample population strongly agree that employee's contributions are always considered in making managerial decisions. While 47 respondents representing 34.1% agree, 42 respondents representing 30.4% fairly agree, 15 respondents representing 10.9% disagree, and 7 respondents representing 5.1% strongly disagree. It therefore implies that most respondents agree that employee's contributions are always considered in making managerial decisions

The fourth and last construct in this category shows that 18 respondents representing 13.0% of the sample population strongly agree that the general leadership style in the organization is democratic. 55 respondents representing 39.9% agree, 39 respondents representing 28.3% fairly agree, 17 respondents representing 12.3% disagree, and 9 respondents representing 6.5% strongly disagree. It therefore implies that most respondents agree that the general leadership style in the organization is democratic.

4.4.5 Cross cultural communication and management practices

Item	SA (%)	A (%)	FA (%)	D (%)	SD (%)	\bar{X}	σ^2
There are communication strategies implemented to help minimize potential disputes and misunderstanding within the organization	32.6	37.7	17.4	10.1	2.2	2.93	1.075
The communication method used within the organization has brought about effective cooperation amongst the employees	36.2	33.3	22.5	7.2	0.7	2.27	.917
I maintain a cordial relationship with workers who do not share the same ethnic identity with me.	24.6	39.9	26.8	5.1	3.6	2.77	.998
The organization maintains a solid communication channel with other regions around the world	29.0	37.7	28.3	2.9	2.2	2.88	.936

Source: Researchers Field Survey, (2017)

This table looks to analyze cross cultural communication and its effect on management practices. The table has four questions in its category to be analyzed. The first question shows that 45 respondents representing 32.6% of the sample population strongly agree that there are communication strategies implemented to help minimize potential disputes and misunderstanding within the organization. 52 respondents representing 37.7% agree, 24 respondents representing 17.4% fairly agree, 14 respondents representing 10.1% disagree, and 3 respondents representing 2.2% strongly disagree. It therefore implies that most respondents agree that there are communication strategies implemented to help minimize potential disputes and misunderstanding within the organization. The second, shows that 50(36.2%) respondents strongly agree, 46(33.3%) respondents agree, 31(22.5%) fairly agree, 10(7.2%) disagree, 1(0.7%) strongly disagree that the communication method used within the organization has brought about effective cooperation amongst the employees. It therefore shows that majority of the population that responded strongly agree. The third, shows that 34(24.6%) respondents strongly agree, 55(39.9%) respondents agree, 37(26.8%) fairly agree, 7(5.1%) disagree, 5(3.6%) strongly disagree that they maintain a cordial relationship with workers who do not share the same ethnic identity with me. It therefore shows that majority of the population that responded agree. And the fourth shows that, 40(29.0%) respondents strongly agree, 52(37.7%) respondents agree, 39(28.3%) fairly agree, 4(2.9%)

disagree, 3(2.2%) strongly disagree that the organization maintains a solid communication channel with other regions around the world. It therefore shows that majority of the population that responded agree.

4.4.6 Social Structure and Managerial Decisions

Item	SA (%)	A (%)	FA (%)	D (%)	SD (%)	\bar{X}	σ^2
The organization values group welfare more than individual rewards.	22.5	47.1	20.3	5.1	5.1	2.77	1.020
The organization puts the welfare of the group above personal welfare	21.7	45.7	21.0	8.7	2.9	2.99	1.133
Being accepted by the members of your work group in the organization is very important.	25.4	44.2	21.0	5.8	3.6	2.00	.920
Solving Organizational Problems is more effective being done as a group rather than being done individually	32.6	47.1	10.9	6.5	2.9	3.14	1.043

Source: Researchers Field Survey, (2017)

According to the table above, four questions were stated in the category, the first construct shows that 31(22.5%) respondents strongly agree, 65(47.1%) respondents agree, 28(20.3%) fairly agree, 7(5.1%) disagree, 7(5.1%) strongly disagree that the organization values group welfare more than individual rewards. It therefore shows that majority of the population that responded agree. The second shows that, 30(21.7%) respondents strongly agree, 63(45.7%) respondents agree, 29(21.0%) fairly agree, 12(8.7%) disagree, 4(2.9%) strongly disagree that the organization puts the welfare of the group above personal welfare. It therefore shows that majority of the population that responded agree. The third construct shows that, 35(25.4%) respondents strongly agree, 61(44.2%) respondents agree, 29(21.0%) fairly agree, 8(5.8%) disagree, 5(3.6%) strongly disagree that being accepted by the members of your work group in the organization is very important. It therefore shows that majority of the population that responded agree. The fourth shows that, 45 respondents representing 32.6% of the sample population strongly agree that solving organizational problems is more effective being done as a group rather than being done individually. 65 respondents representing 47.1% agree, 15 respondents representing 10.9% fairly agree, 9 respondents representing 6.5% disagree, and 4 respondents representing 2.9% strongly

disagree. It therefore implies that most respondents agree that solving organizational problems is more effective being done as a group rather than being done individually.

4.4.7 Attitude toward time and managerial decisions

Item	SA (%)	A (%)	FA (%)	D (%)	SD (%)	\bar{X}	σ^2
Accomplishing a great deal of work is more rewarding than spending time in leisure.	44.9	39.9	10.1	3.6	1.4	3.18	.865
I believe in doing things at work in a way that saves time and manpower	44.9	42.8	7.2	3.6	1.4	3.24	.851
I prefer doing things the traditional way rather than the modern way	15.9	27.9	15.9	23.2	17.4	1.88	1.394
The management compels workers to carry out activities according to pre-set schedules.	42.0	38.4	12.3	5.8	1.4	3.14	.945

Source: Researchers Field Survey, (2017)

The table above shows four constructs being established to help test the variable stated above. The first construct gives the information as follows: 62 respondents representing 44.9% of the sample population strongly agree that accomplishing a great deal of work is more rewarding than spending time in leisure. 55 respondents representing 39.9% agree, 14 respondents representing 10.1% fairly agree, 5 respondents representing 3.6% disagree, and 2 respondents representing 1.4% strongly disagree. It therefore implies that most respondents strongly agree that accomplishing a great deal of work is more rewarding than spending time in leisure.

The second shows that 62 respondents representing 44.9% of the sample population strongly agree that they believe in doing things at work in a way that saves time and manpower. 59 respondents representing 42.8% agree, 10 respondents representing 7.2% fairly agree, 5 respondents representing 3.6% disagree, and 2 respondents representing 1.4% strongly disagree. It therefore implies that most respondents strongly agree to doing things at work in a way that saves time and manpower

The third shows that 22 respondents representing 15.9% of the sample population strongly agree that they prefer doing things the traditional way rather than the modern way. 38 respondents

representing 27.5% agree, 22 respondents representing 15.9% fairly agree, 32 respondents representing 23.2% disagree, and 24 respondents representing 17.4% strongly disagree. It therefore implies that most respondents agree to doing things the traditional way rather than the modern way

Finally, the fourth shows that according to the table above, 58(42.0%) respondents strongly agree, 53(38.4%) respondents agree, 17(12.3%) fairly agree, 8(5.8%) disagree, 2(1.4%) strongly disagree that the management compels workers to carry out activities according to pre-set schedules. It therefore shows that majority of the population that responded strongly agree.

4.5 HYPOTHESIS TESTING

In an effort to explain the course of the study, this research tested and presented four hypotheses in order to see it that the correct interference is drawn from the study. The null hypotheses (H_0) were stated. Regression was used to measure all of the hypotheses of the study.

Decision rule on Regression analysis:

When undergoing a regression analysis, if the significant value is less than 0.05, and the Durbin Watson value is close to “2”, the alternative hypothesis will be accepted while the null hypothesis will be rejected. But, if the significant level is greater than 0.05 for the confidence level, you reject the alternative hypothesis and accept the null hypotheses.

Hypothesis 1

- i. Power distance does not have any significant influence on the leadership style of cross cultural managers

Table 4.5.1a Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin Watson
1	.329 ^a	.108	.102	1.01560	1.893

Source: Researchers Field Survey, (2017)

- a. Predictors (constant): Power Distance measured on a 5_ point rating scale
- b. Dependent Variable: Leadership style measured on a 5_ point rating scale

Based on the above table, the correlation value is revealed as “.329” which is denoted as “R” the regression result which in percentage will be 32.9%. this shows there is a positive linear relationship between the dependent variable which is leadership style and the independent variable power distance. It also revealed the level of contributions of power distance to leadership style with the “R²” of which the value is revealed as “.108”. the implication therefore is that, power distance made 10.8% contributions to every leadership style in the organization. The table also revealed the significance using the Durbin Watson method which was denoted as 1.893 and is close to “2.00” in other words, the null hypothesis should be rejected and the alternative accepted

Table 4.5.1b ANOVA

Model		Sum of Squares	df	Mean of Square	F	Sig.
1	Regression	17.000	1	17.000	16.482	.000 ^b
	Residual	140.275	136	1.031		
	Total	157.275	137			

Source: Researchers Field Survey, (2017)

- a. Dependent Variable: Leadership Style measured on a 5_ point rating scale
- b. Predictors: (Constant), power distance measured on a 5_ point rating scale

The table 4.4.1b above showed differences existing within the model and the actual contribution of the model which is, “F= 16.482 @ 0.000”. this therefore implies that the model is significant.

Table 4.5.1c Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.282	.290		4.424	.000
	Power distance measured on a 15_ point rating scale	.141	.035	.329	4.060	.000

Source: Researchers Field Survey, (2017)

- c. Dependent Variable: Leadership Style measured on a 5_ point rating scale

The coefficient table above shows the degree to which power distance influences leadership style. the “B” column labelled under the unstandardized coefficients reveals the unstandardized regression coefficient for the independent variable, as “.141”, the “t = 4.060”, and p < .05. This implies thus, power distance has a significant influence on leadership style of managers in MNCs

Decision: with the results shown in the above tables, it is therefore okay to accept the alternative hypothesis and rejects the null hypothesis. That is, Power distance has a significant influence on the leadership style of managers in MNCs

Hypothesis 2

- ii. Cross-Cultural Communication does not influence management practices

Table 4.5.2a Model Summary

Model	R	R²	Adjusted R²	Std. Error of the Estimate	Durbin Watson
1	.249 ^a	.062	.055	1.35007	1.937

Source: Researchers Field Survey, (2017)

- Predictors: (Constant), cross cultural communication measured on a 5_ point rating scale
- Dependent Variable: management practices measured on a 5_ point rating scale

Based on the above table, the correlation value is revealed as “.249” which is denoted as “R” the regression result which in percentage will be 24.9%. this shows there is a positive linear relationship between the dependent variable which is management practices and the independent variable cross-cultural communication. It also revealed the level of impact cross-cultural communication has on management practices with the “R²” of which the value is revealed as “.062”. the implication therefore is that, cross-cultural communication has 6.2% effect on management practices within MNCs. The table also revealed the significance using the Durbin Watson method which was denoted as 1.937 and is close to “2.00” in other words, the null hypothesis should be rejected and the alternative accepted.

Table 4.5.2b ANOVA

Model		Sum of Squares	Df	Mean of Square	F	Sig.
1	Regression	16.432	1	16.432	9.015	.003 ^b
	Residual	247.887	136	1.823		
	Total	264.319	137			

Source: Researchers Field Survey, (2017)

- Dependent Variable: management practices measured on a 5_ point rating scale
- Predictors: (Constant), cross cultural communication measured on a 5_ point rating scale

The table above showed differences existing within the model and the actual contribution of the model which is, “F= 9.015 @ 0.003”. this therefore implies that the model is significant.

Table 4.5.2c Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.023	.409		9.829	.000
	cross cultural communication measured on a 10_ point rating scale	.209	.070	.249	3.003	.003

Source: Researchers Field Survey, (2017)

- Dependent Variable: management practices measured on a 5_ point rating scale

The coefficient table above shows the degree to which cross-cultural communication influences management practices. the “B” column labelled under the unstandardized coefficients reveals the unstandardized regression coefficient for the independent variable, as “.209”, the “t = 3.003”, and $p < .05 @ .003$. This implies thus, Cross-Cultural Communication influences management practices within MNCs

Decision: with the results shown in the above tables, it is therefore okay to accept the alternative hypothesis and rejects the null hypothesis. That is, Cross-Cultural Communication influences management practices within MNCs

Hypothesis 3

- iii. Social structure does not affect decisions of cross cultural managers

Table 4.5.3a Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin Watson
1	.340 ^a	.116	.109	.96296	1.502

Source: Researchers Field Survey, (2017)

- Predictors: (Constant), social structure measured on a 5_ point rating scale
- Dependent Variable: managerial decisions measured on a 5_ point rating scale

Based on the above table, the correlation value is revealed as “.340” which is denoted as “R” the regression result which in percentage will be 34.0%. this shows there is a positive linear relationship between the dependent variable which is managerial decisions and the independent variable social structure. It also revealed the level of impact social structure has on managerial decisions with the “R²” of which the value is revealed as “.116”. the implication therefore is that, social structure has 11.6% effect on managerial decisions in MNCs. The table also revealed the significance using the Durbin Watson method which was denoted as 1.502 and is close to “2.00” in other words, the null hypothesis should be rejected and the alternative accepted

Table 4.5.3b ANOVA

Model		Sum of Squares	Df	Mean of Square	F	Sig.
1	Regression	16.468	1	16.468	17.760	.000 ^b
	Residual	126.111	136	.927		
	Total	142.580	137			

Source: Researchers Field Survey, (2017)

- Dependent Variable: managerial decisions measured on a 5_ point rating scale
- Predictors: (Constant), social structure measured on a 5_ point rating scale

The table above showed differences existing within the model and the actual contribution of the model which is, “F= 17.760 @ 0.000”. this therefore implies that the model is significant.

Table 4.5.3c Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant) cross cultural communication measured on a 10_ point rating scale	1.376	.340		4.042	.000
		.171	.041	.340	4.214	.000

Source: Researchers Field Survey, (2017)

- Dependent Variable: managerial decisions measured on a 5_ point rating scale

The coefficient table above shows the degree to which power distance influences leadership style. The “B” column labelled under the unstandardized coefficients reveals the unstandardized regression coefficient for the independent variable, as “.171”, the “t = 4.214”, and $p < .05 @ .000$. This implies thus, Social structure affects the decisions of managers in MNCs

Decision: with the results shown in the above tables, it is therefore okay to accept the alternative hypothesis and rejects the null hypothesis. That is, Social structure affects the decisions of managers in MNCs

Hypothesis 4

- iv. Employees attitude toward time does not influence managers decisions

Table 4.5.4a Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin Watson
1	.306 ^a	.094	.087	.90299	1.761

Source: Researchers Field Survey, (2017)

- Predictors: (Constant), workers attitude toward time measured on a 5_ point rating scale
- Dependent Variable: managerial decision measured on a 5_ point rating scale

Based on the above table, the correlation value is revealed as “.306” which is denoted as “R” the regression result which in percentage will be 30.6%. this shows there is a positive linear

relationship between the dependent variable which is managerial decisions and the independent variable attitude toward time. It also revealed the level of influence workers attitude toward time has on managerial decisions with the “R²” of which the value is revealed as “.094”. the implication therefore is that, workers attitude toward time has 9.4% effect on managerial decisions in MNCs. The table also revealed the significance using the Durbin Watson method which was denoted as 1.761 and is close to “2.00” in other words, the null hypothesis should be rejected and the alternative accepted.

Table 4.5.4b ANOVA

Model		Sum of Squares	Df	Mean of Square	F	Sig.
1	Regression	11.491	1	11.491	14.093	.000 ^b
	Residual	110.893	136	.815		
	Total	122.384	137			

Source: Researchers Field Survey, (2017)

- Dependent Variable: managerial decisions measured on a 5_ point rating scale
- Predictors: (Constant), workers attitude toward time measured on a 5_ point rating scale

The table above showed differences existing within the model and the actual contribution of the model which is, “F= 14.093 @ 0.000”. this therefore implies that the model is significant.

Table 4.5.4c Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant) cross cultural communication measured on a 10_ point rating scale	2.005	.311		6.436	.000
		.136	.036	.306	3.754	.000

Source: Researchers Field Survey, (2017)

- Dependent Variable: managerial decisions measured on a 5_ point rating scale

The coefficient table above shows the degree to which employees’ attitude toward time affects managerial decisions

the “B” column labelled under the unstandardized coefficients reveals the unstandardized regression coefficient for the independent variable, as “.136”, the “t = 3.754”, and $p < .05 @ .000$. This implies thus, Workers attitude toward time influence managers decisions.

Decision: with the results shown in the above tables, it is therefore okay to accept the alternative hypothesis and rejects the null hypothesis. That is, Employees attitude toward time influence managers decisions

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter comprises of the discussion of findings of the whole research work which was carried out in the course of this study, the theoretical and empirical findings, policy implication of the findings, etc.

5.2 Empirical Findings

This section presents the findings of this study in relation to the research hypothesis which were tested earlier the chapter four. The mean and standard deviation in the analysis were used to identify the level of cultural knowledge and skills possessed by staff and management of MAERSK line Nig. Ltd. Which are expected to have influence on their management style and practices. The regression analysis was used to assess the influence and effect of culture on international management in Multinational Corporation, studying MAERSK line Nig. Ltd.

The intent of this study is to empirically examine the level of influence culture has on international management, having hypothesis testing power distance, social structure, attitude toward time, cross cultural communication, on how they affect management practices, managerial decisions and leadership styles and also stated in the research objectives are variables which are in line with the research question established to know how they affect international management practices. The results of this study as shown in chapter four showed that culture influences international management. The findings of this study are presented below in line with the objectives and hypothesis of the study:

Objective 1

Cultural differences and transfer of technology in Maersk line.

The findings of this study are based on statistical data analysis. The descriptive analysis of the data reveals that cultural differences influences transfer of technology. The first construct which was looking to identify how operations in the organization is being affected by imported means of operations and strategies adopted, showed that a larger percent of the respondents agree to

experience different modes of operations that appears foreign since working for the organization, the value data for the most respondents were 40.6% respondents representing 56 people of the sample size who agreed to experiencing different modes of operations that appears foreign since working for this organization. The second construct looked at the organization implementing strategies which are used by the parent company and how it affects their operations. It showed that a larger percent of 47.8% (66) respondents agree to the operations being positively influence by foreign strategies being implemented in their mode of operations.

In the third question, it looked at how being in an environment with people from diverse cultural background expose workers to different cultural activities. The result in chapter four of this work showed that majority of the respondents agreed to being exposed to different cultural activities as the result stated that 70 respondents representing 50.7% of the sample population agreed to this. The fourth and final question testing this objective was: “Having worked with people from diverse array of culture, I have been exposed to a more advanced technique in carrying out my job”. This statement showed in the frequency table that 67 respondents representing 48.6% of the sample population agreed to this and therefore means the workers have been exposed to advanced techniques at work. The findings therefore reveal that cultural differences in Nigeria influences transfer of technology.

Objective 2

Cross-cultural management practices of Maersk line.

The descriptive analysis of the data reveals that cross-cultural management influences operations of MNCs in Nigeria. The first question in the category was asking the management and employees how their personal belief impact their decisions toward the success of the organization. The result showed that a larger percent being 46.4% (64) respondents Agree to the statement as presented in the questionnaire. The second was focused how easy locals find it to adhere to the control policies set by the organization to monitor performance. It showed that a larger percent of 41.3% (57) respondents Agree to find it easy to adhere to policies set to monitor performance.

In the third question, it explored unethical behaviors of the staffs in the organization and how it affects managers’ decisions. The result of this showed that majority of the respondents being 45(32.6%) agreed to managers decisions being influenced by unethical behaviours of staffs in the organization. The fourth and final question testing this objective was looking to answer questions

to whether management adhere to the defined values of the organization. The results as regards this showed that 42 (30.4%) respondents strongly agree, 54 (39.1%) respondents agree, 22 (15.9%) respondents fairly agree, 15 (10.9%) disagree, and 5 (3.6%) respondents strongly disagree to the fact that management adheres to the defined values of the organization. By so doing, most respondents agree to the statement.

Objective 3

Subordinate's values at work and leadership behaviors exhibited by managers

The descriptive analysis of the data reveals that a relationship exists between subordinate's values at work and leadership behaviours exhibited by managers. Four questions in this category were tested to know if a relationship existed. The first question in the category was to know if workers derive satisfaction from the leadership style adopted in the organization. The result showed that 55 (39.9%) strongly agree, 57 (41.3%) agree, 22 (15.9%) fairly agree, 3 (2.2%) disagree, 1 (0.7%) strongly disagree, it therefore indicates that a larger percent being 41.3% (57) respondents Agree to the statement as presented in the questionnaire. The second was focused on how Managers in the organization tend to adapt their leadership style to the conduct and behaviors of their employees. From the pool of responses, 33 (23.9%) strongly agree, 62 (44.9%) agree, 24 (17.4%) fairly agree, 15 (10.9%) disagree, 4 (2.9%) strongly disagree. It therefore indicates that most respondents agree that managers adapt their leadership style to the conduct and behaviours of their employees. In the third question, staff and managements personal values were tested to know if they were in accordance with the values, and standard set by the organization. As the results showed in chapter four; 38 (27.5%) strongly agree, 63 (45.7%) agree, 27 (19.6%) fairly agree, 9 (6.5%) disagree 1(0.7%) strongly disagree, which means that most respondents agree.

In the fourth and final question in this category, the questionnaire looked to know if values, attitudes and perception of work, commitment to work, norms, etc. have positive influence on workers. The respondents answer showed that 45 (32.6%) strongly agree, 48 (34.8%) agree, 32 (23.2%) fairly agree, 7 (5.1%) disagree, and 6 (4.3%) strongly disagree. It therefore shows that majority believes that values, attitudes and perception of work, commitment to work, norms have positive influence on workers.

Having analyzed the various questions which were carefully constructed in the questionnaire to test if there is a relationship between work values of subordinates and leadership behaviors of managers it shows that the respondents having provided answers to questions being stated in the questionnaire, believe that there exist a relationship.

Hypothesis 1

Power Distance and Leadership style

The findings of the study are based on statistical data analyses and hypothesis testing. The descriptive analysis of data reveals that Power distance has a significant influence on the leadership style of managers in MNCs.

This hypothesis stated that “Power distance has a significant influence on the leadership style of managers in MNCs”. Before the conclusion of this finding, the respondents view was sought to find out if power distance influences leadership style of managers. The final result after it was subjected to statistical tests where linear regression was used to analyze response of sample size validates that power distance influences managers leadership style. The hypothesis testing which regression analysis was used to test showed a significance level of “.000” meaning that the hypothesis is significant because it is lower than 0.05 significance level so therefore the null hypothesis was rejected and the alternative hypothesis accepted proving that power distance influences leadership styles of managers.

The frequency table tested four questions in the questionnaire where the first question which stated “The management sees itself as being involved in the work itself rather than just give directions”. This looked to answer questions to leadership styles in the organization, testing if managers in the organization are more democratic and participative in the organization. The response result showed; 57 (41.3%) strongly agree, 49 (35.5%) agree, 17 (12.3%) fairly agree, 15 (10.9%) disagree, and no respondent strongly disagree. This indicated that managers in the organization tend to be more participative and involve themselves in the operations of the activity than just give directions. The second statement “Everyone is treated fairly and equally regardless of their position in the organization”, looks to answer questions as regards hierarchy and equality in the organization. The response showed; 30 (21.7%) strongly agree, 39 (28.3%) agree, 32 (23.2%) fairly agree, 20 (14.5%) disagree, 17 (12.3%) strongly disagree. This indicates that majority experience equality in the organization than hierarchy. The third construct “Employees

contributions are always considered in making managerial decisions” also focuses on leadership style, where 27 (19.6%) strongly agree, 47 (34.1%) agree, 42 (30.4%) fairly agree, 15 (10.9%) disagree, 7 (5.1%) strongly disagree. It therefore indicates that they are participative and democratic in the organization. In the fourth and final statement; “I would describe the general leadership style in the organization as democratic” the leadership style was also tested were respondent’s results showed; 18 (13.0%) strongly agree, 55 (39.9%) agree, 39 (28.3%) fairly agree, 17 (12.3%) disagree, 9 (6.5%) strongly disagree. This indicates and give a clear proof that the organization is democratic with leadership.

After much analysis was done on this hypothesis it is safe to say that power distance has a significant influence on the leadership style of MNCs, in the case of MAERSK line, they practice equality in their management style, and promote a democratic atmosphere which enables the staffs to be more participative and have more responsibility on their shoulders as members of the organization, though not being a system well adopted in Nigeria as it’s known to be a country with high level of power distance (Grzeda and Assogbavi 1999. With training and implementation of a foreign strategy, the organization was able to influence the culture on power distance being adopted in the country. It therefore shows that a multinational corporation that promotes equality in terms of power distance is likely to promote a more democratic and participative leadership style, so therefore, the findings shown is a proof that employees are more productive when involved in multinational corporation that promotes equality and the management more democratic.

Hypothesis 2

Cross Cultural Communication and Management Practices

The findings of the study are based on statistical data analyses and hypothesis testing. The descriptive analysis of data reveals that Cross-Cultural Communication influences management practices within MNCs.

This hypothesis stated that “Cross-Cultural Communication influences management practices within MNCs”. Before the conclusion of this finding, the respondents view was sought to find out if Cross-Cultural Communication influences management practices. The final result after it was subjected to statistical tests where linear regression was used to analyze response of sample size

validates that it does. The hypothesis testing which regression analysis was used to test showed a significance level of “.003” meaning that the hypothesis is significant because it is lower than 0.05 significance level so therefore the null hypothesis was rejected and the alternative hypothesis accepted proving that Cross-Cultural Communication influences management practices.

The frequency table tested four questions in the questionnaire where the first question which stated “There are communication strategies implemented to help minimize potential disputes and misunderstanding within the organization”. This looked to focus more on management practices, which were issues of handling conflict in a multinational corporation. The respondents’ results showed; 45 (32.6%) strongly agree, 52 (37.7%) agree, 24 (17.4%) fairly agree, 14 (10.1%) disagree, 3 (2.2%) strongly disagree, therefore it means that majority feels there are communication strategies which are used to handle disputes and conflict in the organization. The second construct “The communication method used within the organization has brought about effective cooperation amongst the employees” tries to provide answers to whether the method used in communication within the organization promotes synergy and oneness or does it cause a division within the organization. The response goes thus; 50 (36.2%) strongly agree, 46 (33.3%) agree, 31 (22.5%) fairly agree, 10 (7.2%) disagree, 1 (0.7%) strongly disagree. This implies that the communication strategy within the organization promotes cooperation within the employees in the organization. The third statement “I maintain a cordial relationship with workers who do not share the same ethnic identity with me”. This clearly tries to define cross cultural communication. It focuses on how people from different cultural background maintain a good communication relationship. The response is as follows; 34 (24.6%) strongly agree, 55 (39.9%) agree, 37 (26.8%) fairly agree, 7 (5.1%) disagree, 5 (3.6%) strongly disagree. This indicates that in the organization despite the different cultural background, employees maintain a cordial relationship within the organization. The fourth statement “The organization maintains a solid communication channel with other regions around the world” focuses on proper communication across national boundaries. The response showed the following results: 40 (29.0%) strongly agree, 52 (37.7%) agree, 39 (28.3%) fairly agreed, 4 (2.9%) disagreed, 3 (2.2%) strongly disagreed. This indicates that the organization maintains a proper communication channel to communicate with other regions.

After the analysis done on this hypothesis, it is safe to say that the alternative hypothesis is to be chosen. It has proved that cross cultural communication influences management practices within organizations. MAERSK line an MNC showed that they maintain a proper communication channel with other regions and also within the organization, it also has been observed within the organization that it has also been a cause of the cooperation and synergy existing amongst workers in the organization. Therefore, in this finding, for MNCs to succeed it is essential that they promote a proper cross-cultural communication channel both within the organization and outside the organization, it will enable them to communicate with customers, amongst themselves, potential investors, help in negotiations, and be competitive in the market. In terms of managerial practices, proper cross-cultural communication will make conflict management easier, it will help in dissemination of information, allocation of task, evaluation of staff's performance.

Hypothesis 3

Social Structure and Managerial decisions

The findings of the study are based on statistical data analyses and hypothesis testing. The descriptive analysis of data reveals that Social structure affects the decisions of managers in MNCs

This hypothesis stated that “Social structure affects the decisions of managers in MNCs”. Before the conclusion of this finding, the respondents view was sought to find out if Social structure affects the decisions of managers in MNCs. The final result after it was subjected to statistical tests where linear regression was used to analyze response of sample size validates that Social structure affects the decisions of managers in MNCs. The hypothesis testing which regression analysis was used to test showed a significance level of “.000” meaning that the hypothesis is significant because it is lower than 0.05 significance level so therefore the null hypothesis was rejected and the alternative hypothesis accepted proving that Social structure affects the decisions of managers in MNCs.

The frequency table tested four questions in the questionnaire where the first question which stated “The organization values group welfare more than individual rewards”. This is looking at the social structure which has to do with individualism and collectivism (Hofstede, 2001). The response shows a result of 31 (22.5%) strongly agree, 65 (47.1%) agree, 28 (20.3%) fairly agree, 7 (5.1%) disagree, 7 (5.1%) strongly disagree that the organization values group welfare than individual

rewards. Based on the result it shows that the organization values more group welfare and teamwork than individual work, so therefore they embrace collectivism. In the second statement “The organization puts the welfare of the group above personal welfare”. This asks questions on how the organization prefers to motivate, provide benefits, compensate their staffs, etc. the results show; 30 (21.7%) strongly agree, 63 (45.7%) agree, 29 (21.0%) fairly agree, 12 (8.7%) disagree, 4 (2.9%) strongly disagree. This indicates that majority feel the company puts group welfare first. The third construct “Being accepted by the members of your work group in the organization is very important”. Looks to see how people perceive their importance in their work place; do they have to be accepted by other members in their work group before being accepted as one of them? Do they partake in a particular ritual amongst themselves in the organization before being accepted in the work group? Does having the full support of the team influence managerial decisions toward an employee? The results show: 35 (25.4%) strongly agree, 61 (44.2%) agree, 29 (21.0%) fairly agree, 8 (5.8%) disagree, 5 (3.6%) strongly disagree. This shows that majority in the organization agree that it is important to be accepted by other members of your work group in the organization. In the fourth construct “Solving Organizational Problems is more effective being done as a group rather than being done individually” is simply asking how best do the organization prefer employees solving issues concerning the firm’s activities. 45 (32.6%) strongly agree, 65 (47.1%) agree, 15 (10.9%) fairly agree, 9 (6.5%) disagree, 4 (2.9%) strongly disagree. This indicates that more respondents agree that the organization prefer problems being solved as a group rather individually.

After the analysis done on this hypothesis, it is safe to say that the alternative hypothesis is to be chosen. It has proved that Social structure affects the decisions of managers in MNCs. The organization used as case study showed that they maintain a high level of team work which is working out for the organization. They proved that working as a team is better. In 2016 MAERSK line realised a loss of over \$376 million which is \$1,679 million lower than the 2015 result (USD 1,303 million), that is a 19% decline in freight rates compared to 2015 but in 2017 they have already recorded a profit of over \$1 billion, this was due to a change in strategy, they embraced team work and synergy, which they built upon and were able to withstand driving down their cost, utilizing their resources, and regain competition. In Nigeria, MAERSK line is the leading shipping company. (Maersk group, 2017).

Hypothesis 4

Attitude toward time and managerial decisions

The findings of the study are based on statistical data analyses and hypothesis testing. The descriptive analysis of data reveals that Workers attitude toward time influence managers decisions. This hypothesis stated that “Workers attitude toward time influence managers decisions”. Before the conclusion of this finding, the respondents view was sought to find out if Workers attitude toward time influence managers decisions. The final result after it was subjected to statistical tests where linear regression was used to analyze response of sample size validates that Workers attitude toward time influence managers decisions. The hypothesis testing which regression analysis was used to test showed a significance level of “.000” meaning that the hypothesis is significant because it is lower than 0.05 significance level so therefore the null hypothesis was rejected and the alternative hypothesis accepted proving that Workers attitude toward time influence managers decisions.

The frequency table tested four questions in the questionnaire where the first question which stated “Accomplishing a great deal of work is more rewarding than spending time in leisure”. This tries to ask the employees how much time do they devote to work than to leisure, and if it is rewarding and enterprising. 62 (44.9%) strongly agree, 55 (39.9%) agree, 14 (10.1%) fairly agree, 5 (3.6%) disagree, 2 (1.4%) strongly disagree. This indicates that most of the employees do enjoy more work to leisure, which also proves that the organization provides for their employee a convenient work environment for the workers to feel at home while at work and devote more time to work. In the second construct “I believe in doing things at work in a way that saves time and manpower”. This question looks to ask people in the organization what their personal belief is toward how they should spend their time at work. 62 (44.9%) strongly agree, 59 (42.8%) agree, 10 (7.2%) fairly agree, 5 (3.6%) disagree, 2 (1.4%) strongly disagree. This indicates that most members of the organization believed that its best to do things at work that saves time and manpower, in that way, they can have extra time to do other things productive toward achieving organizational goals.

The third construct “I prefer doing things the traditional way rather than the modern way”. This asks the members of the organization, which way do they believe in doing things at work? Do they prefer the strategy set from the status quo, or do they embrace innovation and try new techniques?

The result goes thus; 22 (15.9%) strongly agree, 38 (27.9%) agree, 22 (15.9%) fairly agree, 32 (23.2%) disagree, 24 (17.4%) strongly disagree. This indicates that, though more members agree to doing things the traditional way, quite a number of respondents embrace innovation and enjoy trying new techniques.

The fourth construct “The management compels workers to carry out activities according to pre-set schedules”. This question looks to ask members in the organization how the management prefer work being done in the organization. 58 (42.0%) strongly agree, 53 (38.4%) agree, 17 (12.3%) fairly agree, 8 (5.8%) disagree, 2 (1.4%) strongly disagree. This means that majority strongly agree that the organizations management prefer work being done in a pre-set schedule.

After the analysis done on this hypothesis, it is safe to say that the alternative hypothesis is to be chosen, which is “Workers attitude toward time influence managers decisions”. Based on the four questions being asked, the respondents showed how their attitude toward time affects the decisions management makes toward them and the activities carried out in the organization. It showed that, as an MNC, the management prefer that workers carry out their duty in the organization based on procedures set by the management. It also showed that most workers in the organization prefer doing things with speed in order to save time and be able to carry out other tasks ahead. It therefore in other words mean that, different people from diverse cultural background coming together to work influences each other’s attitude toward work, and time, when they find themselves in a different cultural setting, they tend to affect each other’s idea toward work.

5.3 Theoretical Findings

The Geert Hofstede theory of National Culture is validated by the findings of this research work in respect to two hypotheses, specifically the first and the third hypotheses. This first hypothesis stated that power distance has a significant influence on the leadership style of managers in MNCs. The theory establishes that power distance measures the level of acceptance by a society of the unequal distribution of power in organizations. It addresses problems and misunderstandings which occur when members of different cultures assume that their unconscious values and beliefs are equally appropriate in other cultures and the behaviours which leaders adopt when they move from a high-power distance culture to operate in a country classified as low power distance. In an organization where there is a high level of hierarchy being exhibited, employees only will

recognize the boss's authority by respecting his position as the boss in the organization, and they will occasionally evade the chain of command (Tayeb, 2003). Such response results in a centralized structure and autocratic leadership. MNCs that exhibit a high level of equality in the power distance do not just recognize the boss because of his office and position, but they respect his personality and personal values. Such advocate for a more democratic leadership style within the organization.

The third hypothesis stated that Social structure affects the decisions of managers in MNCs. This theory establishes two factors which defines a countries social structure. The **Individualism** which is the tendency of people to take care of themselves and their families with emphasis being minimal on the needs of a society. In this function, people's relationship to organizations is one of independence on an emotional level, if not on an economic level. It therefore emphasizes organizations that embraces individual commitment to work, competition within a department and less promotes team work and synergy. **Collectivism** lays more emphasis on group achievements and harmony, generally the importance of a group. In a society, such as in Nigeria, there are tight social frameworks, emotional dependence on belonging to the organization, and strong belief in group decisions, "you are your brother's keeper", there is high level of collectivism in the Nigerian culture, according to Hofstede's model being used to analyze Nigeria's social structure, with 30% just allocated to individualism, it is safe to say Nigeria is a collectivist society. It is due to a close long-term commitment to member groups, extended families, so therefore, Nigeria's loyalty to the collectivist culture other independent rules, values and regulations of others. There is believe in the will of the group rather than that of the individual, and it dominates control over members that exert individualism through social pressure and fear of embarrassment and dishonor. For Multinational Corporations to therefore succeed in a society like Nigeria, they need to embrace group work rather than individual results, as it promotes productivity, and corporation, and reduces chances of dispute and conflict in the organization. Promoting collectivist practices in such societies are based on paternalism and control rather than achievement or personal capabilities, which are valued in individualistic societies. Other management practices reflect the emphasis on group decision making processes in collectivist societies.

The Andre Laurent's study of management style confirms this study in respect to the research objectives and hypothesis. This theory focused on implicit management and organizational

assumptions that managers are known and supposed to have. The theory emphasized on four parameters, which the first dealt with the political role played by managers in the society, their perception of power motivation within the organization, the degree to which organizational structures are clearly defined in the minds of managers. The second also deals with the conception of hierarchical structure in the organization. It examines if managers agree to the belief that the reason for having a hierarchical structure is to know who has authority over whom, if there is a perception of authority crisis in the organization, the image of a manager as a negotiator. Based on this study, it is known that the Nigerian culture promotes hierarchy, but having a mixed effect with equality with the presence of cross cultural management is very effective. As results shows in the case study carried out, the organization experienced more productivity and better management system when they embrace equality and less hierarchy. The third parameter focused on the relative importance of defining the functions and roles of organizational members, with emphasis on detailed job descriptions, well defined functions and precisely defined roles. The last parameter deals with manager's attitudes toward organizational relationships. During the course of the research It was found that there are sharp differences in management attitudes towards organizational relationships as one moves from one culture to another for instance MAERSK line is originated from Denmark Europe, and the business taking part of its operations from Europe to Nigeria in Africa, where business is carried out from a different dimension These differences in attitudes help one to understand manager's preferences for traditional hierarchical structure, which are primarily characterised by unity of command or matrix structure which involves reporting to more than one boss.

This theory saw management as a process by which managers have to express their cultural values like how far manager carries his / her status into the wider context outside the workplace. Therefore, the research findings show that international managers need cross-cultural competence such as skills, awareness, and knowledge to manage organizations across cultures.

The Edward T. Hall, communications theory validates this research's hypothesis. The theory focuses primarily on the communication pattern found within cultures and emphasises on three dimensions along which societies can be compared; context, time, and space. Two hypothesis tested show that they were adopted from this theory. The second hypothesis which stated Cross-Cultural Communication influences management practices within MNCs. The Context dimension

validates this hypothesis. This refers to the way cultures communicate. It is subdivided into high and low context, in high context cultures such as this country Nigeria, communication is largely implicit, meaning that context and relationships are more important than the actual words, and therefore, very few words are necessary. In low context cultures, the message is communicated almost entirely by the words and therefore needs to be explicit. Based on the findings of this research, people have close connections over a long period of time, so therefore many aspects of cultural behavior are not made explicit because most members in the organization know what to do and what to think from years of interaction with each other, the culture is one which is slow to change, people value tradition, they maintain a long lasting relationship, and of course they national culture is one which embrace collectivism, so therefore there is tendency for a collectivist culture to be a high context culture.

The fourth hypothesis which emphasizes time orientation is validated by the *time dimension*. Hall distinguished two patterns of time that govern the individualistic and collectivistic cultures: monochronic time schedule (M-time) and Polychronic time schedule (P-time). P-time stresses the involvement of people and completion of transactions rather than adherence to pre-set schedule and appear to predominate in group based, high context cultures, while the M-time patterns appear to predominate in individualistic, low context cultures. In the findings of this research, members of the Nigerian culture know one another for long periods of time and there is a strong agreement as to what is and is not expected, so therefore they tend to be polychronic.

CHAPTER SIX

CONCLUSION AND RECCOMENDATION

6.1 Introduction

This chapter shall be focusing on the findings and contributions to the existing body of knowledge on the area of research. It will contain a summary of the research, its objectives stated, and the whole operation in the research work. The conclusions consist implications drawn from the findings. Finally, the recommendations will come after the conclusions.

6.2 Summary of work

This research project titled “The Influence of Culture in International Management” derived data through the use of questionnaires (primary data) and also journals, articles, books etc. (secondary data). The questionnaires were used to generate the data from the staffs and management of MAERSK line Nig. Ltd. in order to ascertain the influence which the variables of culture have on international management.

The study sought to achieve the following objectives:

- i. To examine how the existing cultural differences influences transfer of technology in Maersk line.
- ii. To ascertain how the cross-cultural management practices of Maersk line influences their operations.
- iii. To determine the relationship existing between subordinate’s values at work and leadership behaviors exhibited by managers

In addition to these objectives, the first chapter of this project entails the introduction to the topic, which gave a rounded explanation of the variables and reasons and motivation to the topic. Secondly was the statement of research problem, this looked to give reasons to why this research was carried out, what issues the researcher has found in the course of the work that forms the basis of the research. Then the study furthermore has its research questions, and hypothesis in the first chapter which briefly states the main objectives in carrying out this study and questions to be answered in the course of the research work, and hypothesis to be analysed using statistical

software to derive answers to which hypothesis is more significant. Also included in the first chapter is the methodology of the research which explains the kind of research being carried out which is the quantitative research, it also looks to explain the method used in sourcing for information. For the study, both primary and secondary data was used to source for information being used, and questionnaires analysed using SPSS, specifically version 23. The chapter also includes the significance and scope of the study, the outline of chapters, the operationalization of variables used, the definition of some important terms which were mentioned in the study and variables as well, and finally a schematic model was constructed to explain vividly which variable is dependent on the other to function.

Chapter two is that chapter which reviews relevant literatures to this study, other works of scholars related to this, and their findings. It involved the discussion of past works related to the area of research study. This chapter was divided into three parts and two more added by the researcher, the conceptual framework, theoretical framework, and empirical framework, gaps in literature, and summary of the chapter respectively. The conceptual framework involves the definitions of the constructs citing works of scholars who have given their contribution to this study, historical background to the variables, concepts and the terminologies related with the variables. The theoretical framework constitutes of theories that are related to the research study. The empirical framework is the last major aspect of the chapter which entails the conclusion of other scholarly related research work, the gaps in literature involves stating areas in this research the researcher found not attended to and how it could be revised, and the summary rounds up the chapter in one paragraph.

Chapter three covers the research methods used in the research project. The chapter first started with an introduction, and furthermore comprises of the research design which constitutes the blueprint for the collection, measurement, and analysis of data. The population of the study which constitutes a group of elements from which a sample may be selected for measurement, sampling technique which helps in selecting a sample size from a given population, sampling size population, which consists of the number of respondents considered for the study. The chapter also presents the development of data collection instrument, which explains the questionnaires in full and how the questions were constructed, the validity of research instrument and reliability test was also established in this chapter of which the test proved reliable. Finally, in this chapter was the methods of data presentation and limitations to the study.

Chapter four of the research work was basically on the analysis and interpretation of the results obtained in the process of the field work. It also includes the data presentation, data analysis and its results, hypotheses testing and the interpretation of the findings.

Finally, in Chapter five and six, considered the summary of work, findings, conclusion of the research, recommendation based on findings and also suggestions for further study.

6.3 Conclusion

It is of great worth to note that this research work on the influence of Culture on International Management did not cover every aspect of culture rather areas that mattered to this study and tested the hypothesis. This research work was carried out with MAERSK line Nig. Ltd. After rigorous research done, it was safe to say that culture influences international management, and it determines the success of a multinational corporation; therefore, it crushes every critic's opinion as to it not having any form of impact on international management. The decisions or findings of this dissertation is not a final judgement on cultural influence on managing businesses in other cultures, rather it provides reasonable information which multinational corporations can depend on and also which other researchers or authors can source for further research on the topic. All things being equal, Multinational Corporations that are successful and meet expectations of the management, employees and customers are those that will be found culturally adept. The results of this study however show that variables tested such as social structure, time orientation, power distance, cross cultural communication, cultural differences, etc. all have significant impact on international management.

With regards to culture, the findings of this research showed that there existed a major cultural difference amongst workers in the organization with different approaches to work, personal values, and beliefs. It was observed that generally the Nigerian culture is a collectivist, high context culture, so therefore the results showed that expatriate workers who come into the country to work in the organization do not find it hard to learn the culture, and they know how well to blend and ensure a conducive environment for people from diverse cultural background to work and ensure co-operation amongst themselves.

The research also covered issues regarding cross cultural communication which is a very important part in cross cultural management. It is true that communication can be a barrier, and a

Multinational corporation is prone to face failure and gradual extinction if it is allowed to prevail. This research however examined the importance of cross cultural communication in management practices, the study examined its barriers, and also ways to overcome the barriers and succeed in a different cultural environment. Furthermore, the research pointed out the difficulties faced when a person is in a different cultural environment and also the stages that are involved while in a new culture which is known as culture shock stages.

Owing to several opinions on how culture influences international management especially focusing on the Nigerian culture, and how MNCs record success in the country, the researcher examined broadly, opinions of different authors on such issues and results established from field survey, the researcher concluded that the Nigerian culture is one which has a wide array of diversity ranging from language to life style, but to generalize, it is easy to learn and adapt to, facts being that the cultural context is high, in organization and the country generally, there is a high level of power distance, and the level of collectivism is high (Grzeda and Assogbavi 1999).

The researcher is cautious of making an extensive generalization in this study based on few obvious facts. First of all, the sample size is not considered enough to make such decisions and also the restriction to one Multinational Corporation especially which is a shipping company, and a private company. Such findings may not be applicable to other Multinational corporations or other sectors other than Multinational corporations that have expatriates who still work with them or in the public sector.

Finally, analysis made by a single researcher is one which can be subject to repetition, modification, and augmentation by others (aluko, 2003). In the course of this study, the researcher attempted to present findings in a way that will help in further survey of issues done by other researchers.

6.4 Recommendation

Based on the research findings of this study, the researcher recommends that the organization should ensure that they involve management and staffs in a training session both in a class setting and on the job, were they are trained to adapt to a style that's less hierarchical and more of equality in the organization as results have proven it to be a major influence on the management style.

Findings in the research also shows that cross-cultural communication influences the managerial operations of the organization, so therefore it is highly recommended that there should be an improved communication channel between the organization and other subsidiaries around the globe which is essential in order to be on track with activities going on in other countries asides Nigeria and also in the parent companies country, and also to establish a unified way of looking at how the activity can improve not only the nation's economy but other economies which they are involved in. still on the issue of cross cultural communication, the organization within themselves should also improve on communication, and relationship amongst workers and management in the organization, as it will also facilitate synergy within the organization and help management with handling issues that arise such as conflict, dispute, etc.

Furthermore, the research findings show that the organization adopts a collectivist social structure within the organization. Therefore, they are recommended to maintain the level of team spirit they drive and even improve on it, direct employees especially newly recruited toward embracing group achievements and limit the level at which they promote competition amongst themselves within the organization.

Finally, the issue of workers attitude toward time is one which the organization needs to keep abreast with being that the way workers attend to work vary amongst them. The management should ensure that they establish a system that monitors each and every employee's performance, how best they attend to work, what motivates the employees to work, how effective is the employees approach to handling work compared to the organizations pre-set schedule. The management should also take note of such employees and try to compare their method to the organization's and employ which best attains a favourable result amongst both methods.

The researcher also recommends to organizations generally that involve in cross cultural management to always ensure that:

- i. Managers and employees should have a sound knowledge of the environment they operate in, especially when they are new to such environment.
- ii. Organizations should first of all understand Cultural Diversity, given different cultural contexts, as it is the key to effective cross-cultural communications

- iii. The organization should be aware of the cultural background of where their business is established and adapt the business operations to the culture.
- iv. Organizations should also develop an awareness of individual cultures existing within them.
- v. The organization should promote a culture of their own that makes them stand out from other organization in the same industry and make sure that everyone in the organization is in concordance with the culture.
- vi. Despite having a systematic approach carrying out activities within and outside the organization, management must make sure that they consult other approaches deemed effective by other members of the organization and establish it as a benchmark against the pre-set method and implement which will yield a better result.
- vii. In terms of conflict resolution, organizations involved in cross cultural management should ensure they address such without discrimination to one's cultural milieu
- viii. Finally, the management of the organization should implement a more situational leadership style in their managerial practices and decision making. This will result to a more productive and motivated working environment.

6.5 Limitation of the study

The possibility of encountering problems cannot be completely ruled out in the collection of the data at MAERSK line Nigeria ltd. Such problems include:

The unapproachable: these are mainly the top management and some staffs, such people made it difficult to approach their kind of personality, hence it would be tough to get their views in respect to the research.

Employee's perception of questionnaires: Some employees see the questionnaire as a huge burden, while others would have to be cajoled to fill out the questionnaires and the others would bluntly refuse to fill the questionnaires for reasons best known to them.

6.6 Suggestion for further research

This study focused its case study on a Multinational Corporation, selecting a shipping company to further carry out the research. The total population was gotten from the one shipping company.

Based on the study done so far, the researcher deems the following suggestions beneficial for further study:

1. Similar research work can be carried out with MNCs, but diversified, ranging from other industries such as telecommunication, manufacturing, airlines, other service industries. So as to ascertain its application and verify if the results are similar or there exists differences based on the kind of industry tested.
2. This study looked to test a sample size of 182 respondents, but based on certain limitations and herculean barriers, the study had to make do with 138 respondents only. Therefore, a larger sample size can be used in further research.
3. Further research can also be carried out within industries established in Nigeria and looking to expand into international level.
4. Research can be carried out, comparing organizational cultures existing with the same organization but in different cultural setting.
5. Research can be carried out also comparing cultures in different organizations, and in different societies
6. Other studies can be carried out testing other variables as there are many more variables which can be tested and yield different results. Such variables could include; socio-cultural factors, uncertainty avoidance, clan culture, market culture, negotiation amongst different cultures, international human resource, etc.

6.7 Contribution to knowledge

This study has contributed to knowledge in several ways:

Several facts and figures which will be useful for further researches, proper international management, cross cultural management, and communication were established.

In the course of the study, a schematic model was developed to further explain the variables and how they influence each other and validate the research question

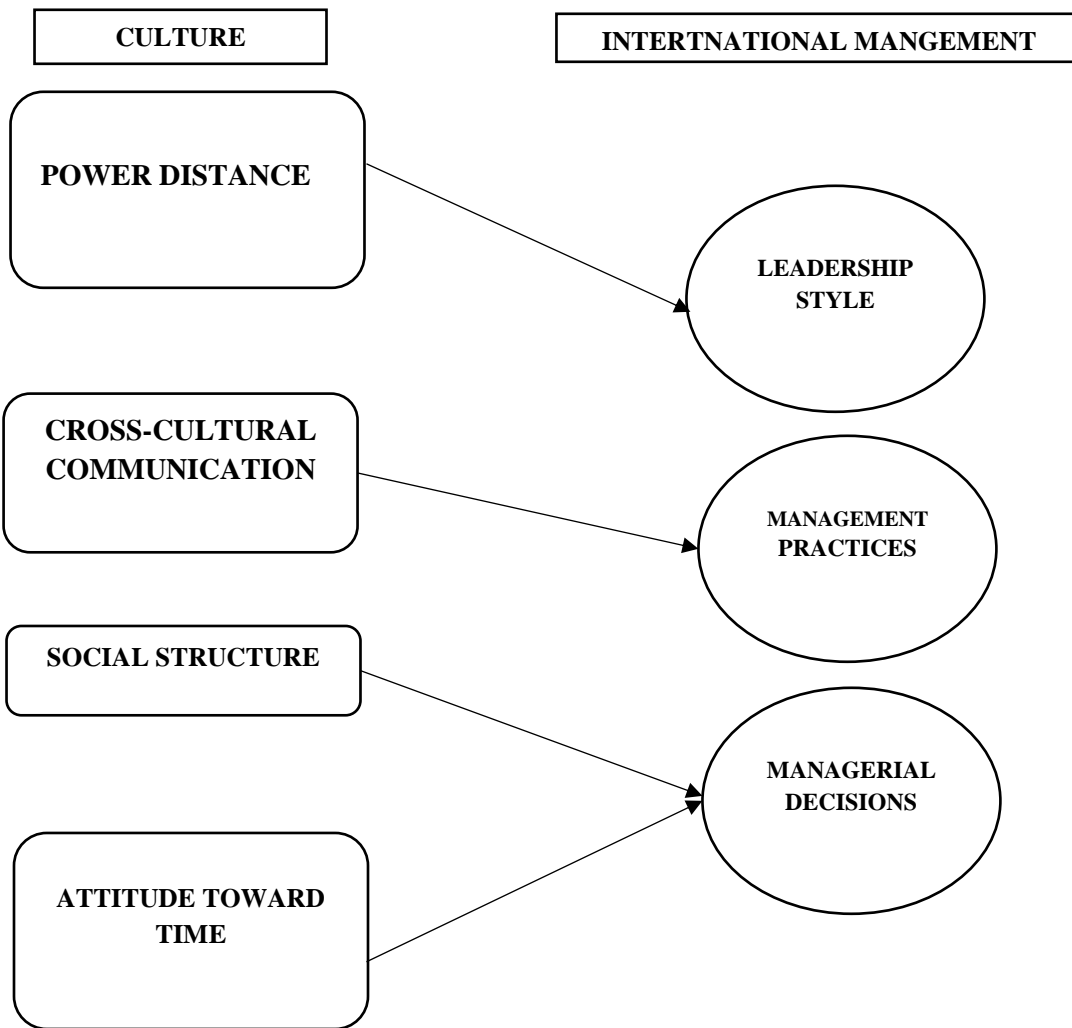


Figure 6.1. Schematic model showing the influence of Culture on International Management

Researchers Model, 2017

The diagram above show that Power distance influences the leadership style of Managers in an organization. Based on the research carried out, the organization tested showed that they adopt equality within the organization, and by so doing, it influences leaders in the organization to be more democratic and less autocratic. So therefore, it means if the organization is more hierarchical there is tendency of an autocratic leadership style.

The diagram also explains the influence social structure and attitude toward time affects managerial decisions. It simply explains how managers decisions within the organization will be

affected when working with employees that are either competitive amongst themselves or maintain a co-operative culture and also how the employees prefer carrying out their tasks compared to the method set by the management.

Finally, the model explains cross cultural communication influence on management practices, how it affects interpersonal communication, relations with other organizations, planning, controlling and monitoring, evaluating, etc.

Furthermore, upon empirical review, it was noticed that very limited study has shown interest on influence of culture on international management and focused on multinational corporation's besides the study conducted by Tran and Skitmore, (2002) which focused on project communication in Singapore. Therefore, this contributes to knowledge by establishing the implications in the Nigerian climate and also establishing that the variables tested validates the influence of culture on International Management.

In previous studies on the impact power distance has on leadership style, some researchers have agreed that power distance do not influence managers leadership style, while some others agree that power distance influences leadership style. This study therefore contributes to the knowledge by verifying based on results that power distance influences leadership styles of managers.

Finally, this study concentrated its study on MNCs and focused on a shipping company to determine its sample size. This study has therefore contributed to knowledge by providing opportunities for further research in other sectors, industries within and outside the geopolitical zones of Nigeria.

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APPENDIX



COVENANT UNIVERSITY

CANAANLAND, OTA.

DEPARTMENT OF BUSINESS MANAGEMENT

QUESTIONNAIRE

Dear Sir/Ma,

I, Achinivu Godwin, an MBA (Business Management) student at Covenant University. I am conducting a research on “The influence of Culture on International Management in selected Multi-National Corporations in Nigeria”, with the intention to provide answers to certain questions that has to do with pending issues on cross cultural management. Your organization has therefore been chosen as a case study and so I humbly implore you to please provide answers to the questions in this questionnaire. I assure you that your response would be kept confidential and used strictly for research purposes. Your assistance will be most gladly appreciated.

Thank you.

Godwin K. Achinivu

Researcher.

SECTION A: BIO DATA

Please read the questions carefully and tick () the correct answers as they relate to the questions.

- 1. Gender:** Male Female
- 2. Age:** 18 - 25 years 26 - 35 years 36- 45 years 46 - Above
- 3. Marital Status:** Single Married Divorced Separated Widowed
- 4. Educational Qualification:** BSc. B. A HND MBA MSc. PhD Others
- 5. How long have you been working in the organization?** 1–3yrs. 4–6yrs. 7–9yrs. 10 yrs. &above
- 6. Job Position:** Snr. Manager Supervisor Employee
- 7. Your Ethnicity:** Nigerian: Igbo Yoruba Hausa Others
Expatriates: African (Non-Nigerian) European Asian American Australian

Please respond to the following by ticking one of the assertions, whether you “SA - Strongly Agree”, “A - Agree”, “FA – Fairly Agree”, “D - Disagree” or “SD - Strongly Disagree” depending on level of acceptance of the statements, which best applies to your organization.

SECTION B: Cultural differences and Transfer of Technology

S/No	Items	SA	A	FA	D	SD
1.	I have experienced different modes of operations that appears foreign since working for this organization					
2.	Implementing Strategies used by the parent company in our operations has influenced it positively					
3.	Being in an environment with people from diverse cultural background has exposed me to different cultural activities					
4.	Having worked with people from diverse array of culture, I have been exposed to a more advanced technique in carrying out my job					

SECTION C: Cross-Cultural Management Practices

S/No	Items	SA	A	FA	D	SD
5.	My personal belief has serious impact on my decision toward the success of the organization					
6.	As a local, I find it easy to adhere to the control policies set by the organization to monitor performance.					
7.	Unethical behaviors of the staffs in the organization affects managers’ decisions					
8.	Management adheres to the defined values of this organization					

SECTION D: Work Values and Leadership behavior

S/No	Items	SA	A	FA	D	SD
9.	Workers derive satisfaction from the leadership style adopted in the organization					
10.	Managers in this organization tend to adapt their leadership style to the conduct and behaviors of their employees					

11.	My personal values are in accordance with the values, and standard set by the organization					
12.	Values, attitudes and perception of work, commitment to work, norms, etc. have positive influence on workers.					

SECTION E: Power Distance and Leadership style

S/No	Items	SA	A	FA	D	SD
13.	The management sees itself as being involved in the work itself rather than just give directions					
14.	Everyone is treated fairly and equally regardless of their position in the organization					
15.	Employees contributions are always considered in making managerial decisions					
16.	I would describe the general leadership style in the organization as democratic					

SECTION F: Cross-Cultural Communication and Management Practices

S/No	Items	SA	A	FA	D	SD
17.	There are communication strategies implemented to help minimize potential disputes and misunderstanding within the organization					
18.	The communication method used within the organization has brought about effective cooperation amongst the employees					
19.	I maintain a cordial relationship with workers who do not share the same ethnic identity with me.					
20.	The organization maintains a solid communication channel with other regions around the world					

SECTION G: Social Structure and Managerial Decisions

S/No	Items	SA	A	FA	D	SD
21.	The organization values group welfare more than individual rewards.					
22.	The organization puts the welfare of the group above personal welfare					

23.	Being accepted by the members of your work group in the organization is very important.					
24.	Solving Organizational Problems is more effective being done as a group rather than being done individually					

SECTION H: Attitude toward time and managerial decisions

S/No	Items	SA	A	FA	D	SD
25.	Accomplishing a great deal of work is more rewarding than spending time in leisure.					
26.	I believe in doing things at work in a way that saves time and manpower					
27.	I prefer doing things the traditional way rather than the modern way					
28.	The management compels workers to carry out activities according to pre-set schedules.					

Source: Field Survey, 2017